

Budget

Fiscal Year 2012/13



CATAWBA

COUNTY

North Carolina





**CATAWBA COUNTY
BOARD OF COMMISSIONERS**

Kitty W. Barnes, Chair

Lynn Mull Lail, Vice Chair

Barbara G. Beatty

Dan A. Hunsucker

C. Randall Isenhower

COUNTY MANAGER

J. Thomas Lundy



Catawba County Board of Commissioners

Barbara G. Beatty, Katherine W. "Kitty" Barnes- Chair, Lynn M. Lail- Vice Chair
Dan A. Hunsucker, C. Randall Isenhower



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Catawba County
North Carolina**

For the Fiscal Year Beginning

July 1, 2011

Linda C. Dandow Jeffrey R. Emer

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Catawba County for its annual budget for the fiscal year beginning July 1, 2011. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operation guide, as a financial plan, and as a communications device.

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



PO Box 389
100A Southwest Boulevard
Newton, NC 28658
828.465.8201
Fax: 828.465.8392
www.catawbacountync.gov/

June 4, 2012

Dear Citizens of Catawba County:

I am pleased to present to you the Catawba County Fiscal Year 2012/13 budget. The budget maintains the property tax rate of \$0.53 per \$100 of valuation, consistent with the Board of Commissioners' goal to provide needed County services within available revenues. Education, public safety, and economic development remain top priorities, while County operational costs are held relatively flat with only a 1.2 percent increase.

As the State has eroded funding to schools and community colleges over the past several years, Catawba County has remained steadfast in its commitment to education by investing 48 cents of every property and sales tax dollar for the instructional costs and capital needs of the three public school systems and CVCC. The budget allocates a total of \$87.85 million to education (\$40.06 million in operational funds, \$16.57 million in continuing debt service, and \$31.22 million for school facilities). Major projects include: a new Longview Elementary School and Hickory High School storm drain repairs for Hickory Public Schools; major renovations to South Newton Elementary School and replacement of HVAC units at Shuford Elementary School for Newton Conover City Schools; bleacher replacements for Catawba County Schools; and campus renovations and planning funds for a new Vocational Building for CVCC.

Twenty-two cents of every property and sales tax dollar is committed to public safety. Three additional road patrol deputies are included (two starting in July and one at mid-year) to address an increase in call volume and officer safety. Two EMT paramedics are added (starting October 1st) to improve service in the eastern part of the County and to assist EMS in meeting its 8-minute response time goal. Funds are included for a much needed Animal Shelter expansion to help address shelter over-population and spread of disease, and to increase animal adoptions. Additionally, the budget continues to reserve funds towards the expansion of the Justice Center and Public Safety Center to provide much needed court-related space, technology enhancements and the housing of the 911 Emergency Communications Center, Emergency Operations Center, and Emergency Services, as promised with the quarter cent sales tax referendum.

Catawba County is fortunate to have a large number of highly-trained and dedicated volunteers providing fire and medical first response services. The budget includes a fire tax rate increase for two volunteer fire departments: Bandys (from \$0.06 to \$0.07) and Cookville (from \$0.0517 to \$0.0617). Bandys recently expanded service provision, undertook two major building projects and was the only Fire District that provides fire, rescue, and medical first response service to its citizens



with a tax rate lower than \$0.07. The County will also be partnering with Bandys Fire Department to house the new EMS crew at Station 1. Cooksville plans to work towards offering medical first response, lower its insurance rating, and address general operations/equipment needs. The budget continues funding for the six rescue squads in the County for the Medical First Responder Program and increases funding for needed equipment.

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

The budget maintains current service levels for County Parks and Libraries. Park use continues to increase with the existing 4-day schedule of operating hours and libraries remain an important resource to the community, providing computers, internet access, and training to those looking for work. In partnership with the Historical Association, the County will work to secure and preserve the Bunker Hill covered bridge. Funds also continue to be set aside for a new Sherrills Ford branch library.

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

Sincerely,

CATAWBA COUNTY BOARD OF COMMISSIONERS

Katherine W. Barnes

Katherine W. Barnes, Chair



CATAWBA COUNTY, NORTH CAROLINA
June 4, 2012
Adopted Budget

CATAWBA COUNTY BOARD OF COMMISSIONERS

Ladies and Gentlemen:

I am pleased to present the Adopted Fiscal Year 2012/13 annual budget for Catawba County, as approved by the Board of Commissioners on June 4, 2012.

On May 14, 2012, I presented my recommended budget. Budget hearings were held on May 29, 2012, with the public hearing and wrap-up session on May 31, 2012. During deliberations, the Board of Commissioners made changes to the budget as follows:

- The Hickory High School Sink Hole Repair project was increased from \$84,074 to \$133,826 due to increased cost estimates by the engineer. The increase was funded by a combination of \$24,752 from closed roofing projects and reduced allocations to the Hickory High School Track project (\$15,000) and Grandview Middle School Bathroom Vents project (\$10,000).
- \$56,210 was added to the Shuford Elementary School HVAC Replacement project due to increased cost estimates, and funded from roofing (\$53,242) and paving (\$2,968) projects completed in Fiscal Year 2011/12.
- The Board of Elections budget was increased \$48,600 to cover the costs of a State-required second primary scheduled for July 17 that will be incurred during Fiscal Year 2012/13. The total cost of the second primary is projected to be \$73,460 but costs for ballots, supplies, and advertising will be incurred during Fiscal Year 2011/12.
- The Newton-Conover Auditorium Authority budget was increased by \$600.

As a result of the above changes, the final budget is \$226,402,044. The budget document reflects the budget appropriations and outcomes as adopted by the Board of Commissioners on June 4, 2012, and maintains the property tax rate of 53 cents.

Sincerely,



J. Thomas Lundy
County Manager

TABLE OF CONTENTS

County Manager’s Budget Message	1
Budget Ordinance	29
County Profile	39
Business and Economic Development	41
Statement of Philosophy.....	42
Organization Chart	43
Reader’s Guide	44
Summary of Legal Requirements.....	44
Budget Process.....	46
Accounting Structure and Systems.....	48
Basis of Accounting.....	52
Revenue and Expense Summary Information	54
Revenue Trends	60
Summary of FTEs.....	62
Performance Measurement Report.....	67
Financial Policies	101
Fund Structure	103
GENERAL GOVERNMENT	
Board of Commissioners.....	108
County Manager	110
Legal	117
Budget and Management	118
Human Resources	120
Tax Administration.....	130
Assessor	134
Tax Collector	135
Board of Elections.....	137
Register of Deeds	141
Finance.....	146
Administration	150
Accounting	152
Purchasing.....	154

Government Agencies – Justice Center	156
Other Government Costs	157
Contingency	158
Transfers to Other Funds	159
Debt Service	160
PUBLIC SAFETY	
Sheriff	162
Law Enforcement and Administration	168
Resource Officers	170
Records	172
Narcotics	173
Detectives	174
Lake Norman Water Patrol	175
Court Security	176
Newton Detention Facility	177
Prisoner Food Service	178
Emergency Services	180
Emergency Management	185
Veterans’ Services	186
Fire/Rescue	187
Emergency Medical Services	189
Animal Services	190
Other Public Safety	192
Communications Center	194
ECONOMIC AND PHYSICAL DEVELOPMENT	
Technology	200
Information Technology Center	205
Computerized Mapping	206
Planning, Parks, and Development	208
Planning and Zoning	212
Parks	215
Other Economic and Physical Development	216
Utilities and Engineering	218
Administration	222
Building Services	223
Permit Center	224
Plan Review	225
Local Code Compliance	226

Facilities.....	228
Fleet Maintenance	231
General Maintenance	233
ENVIRONMENTAL QUALITY	
Cooperative Extension Services	236
Soil and Water Conservation	248
Forestry Services	250
HUMAN SERVICES	
Partners Behavioral Health Management	252
Social Services	254
Administration	259
Family and Children’s Services.....	260
Work First.....	263
Adult Services.....	264
Family Support	266
Children’s Purchase of Services	268
Family N.E.T.....	269
Public Health	272
Administration	278
Home Health	279
Environmental Health.....	280
Maternal Health.....	281
Child Health.....	282
Dental Health	285
Adult Health	286
Bioterrorism	288
Women, Infants, and Children (WIC).....	289
Other Human Services	290
EDUCATION	291
CULTURE	
County Library.....	296
Main Branch.....	300
Sherrills Ford Branch.....	302
Maiden Branch.....	303
St. Stephens Branch	304
Southwest Branch	306
Conover Express Branch	307
Claremont Branch	308
Other Culture	310

OTHER FUNDS

Insurance Fund..... 312

Reappraisal Fund..... 314

Register of Deeds Automation and Preservation Fund 316

Emergency Telephone System Fund..... 317

Citizens’ Alert System 320

Federally Seized Properties and Monies Fund 321

General Capital Projects Reserve..... 322

Rescue Squads Fund 323

Library Endowment Fund..... 324

Gretchen Peed Scholarship Fund..... 325

Parks/Historic Preservation Fund 326

Community Development Fund..... 327

Fire Districts 328

General Capital Projects..... 334

Schools’ Capital Projects 336

Schools’ Construction Fund 338

School Bond Fund 339

Hospital Capital Construction Fund 340

Water and Sewer Project Fund..... 341

Solid Waste Capital Fund 342

Water and Sewer Fund 343

Solid Waste Management Fund..... 346

 Administration 350

CAPITAL IMPROVEMENT PLAN 351

APPENDICES..... 389

ALPHABETICAL LISTING OF DEPARTMENTS

Board of Commissioners 108

Board of Elections 137

Budget and Management 118

Capital Improvement Plan 351

Citizens’ Alert System 320

Communications Center 194

Community Development Fund..... 327

Contingency 158

Cooperative Extension Services 236

County Library..... 296

County Manager 110

Debt Service 160

Emergency Services 180

Emergency Telephone System Fund..... 317

Facilities..... 228

Federally Seized Properties and Monies Fund 321

Finance 146

Fire Districts 328

Forestry Services 250

General Capital Projects..... 334

Government Agencies – Justice Center 156

Gretchen Peed Scholarship Fund..... 325

Hospital Capital Construction Fund 340

Human Resources 120

Insurance Fund..... 312

Legal 117

Library Endowment Fund..... 324

Partners Behavioral Health Management 252

Other Culture 310

Other Economic and Physical Development.....	216
Other Government Costs	157
Other Human Services	290
Other Public Safety	192
Parks/Historic Preservation Fund	326
Planning, Parks, and Development.....	208
Public Health	272
Reappraisal Fund.....	314
Register of Deeds Automation and Preservation Fund	316
Register of Deeds	141
Rescue Squads Fund	323
School Bond Fund	339
Schools' Capital Projects	336
Schools' Construction Fund	338
Schools' Current Expense	292
Sheriff	162
Social Services	254
Soil and Water Conservation	248
Solid Waste Management Fund.....	346
Tax Administration.....	130
Technology.....	200
Transfers to Other Funds	159
Utilities and Engineering.....	218
Water and Sewer Fund	343
Water and Sewer Projects	341

CATAWBA COUNTY, NORTH CAROLINA

May 14, 2012

Ladies and Gentlemen:

I hereby submit my recommended Catawba County Fiscal Year 2012/13 budget in the amount of \$226,270,481, which reflects a 1.2 percent increase in County operations. The budget maintains the property tax rate of \$0.53 per \$100 of valuation. The budget is balanced and prepared in accordance with the Local Government Budget and Fiscal Control Act.

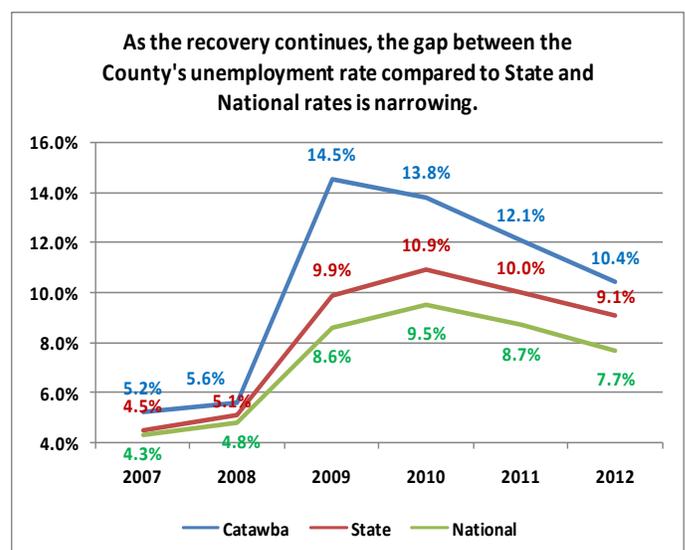
The budget addresses the Board of Commissioners' goals to:

- Prepare a Fiscal Year 2012/13 budget that provides needed County services within available revenues, including no property tax increase, ensuring that the County addresses its short term needs while planning for long term growth, and maintaining the Board of Commissioners' policy of two months of operating expenses.
- Support a coordinated effort to create jobs and property tax base by investing in infrastructure, the development of the County's quality of life, and educational opportunities. Participate with the private sector in determining a long-term vision.

Over the last four years, the County has made difficult decisions resulting in reductions totaling \$10.5 million and impacting over 100 positions – 9 percent of the workforce. With this budget, the County continues to examine the way it does business and meet service needs within available revenue. This ongoing fiscal conservatism has enabled the County to endure major revenue losses in an environment of economic instability, while maintaining vital services to citizens.

OUR LOCAL ECONOMY

The County continues to see slow, but positive, signs of economic improvement. In February 2010, Catawba County's unemployment reached a high of 15.4 percent. The April 2012 unemployment number for Catawba County is 10.4 percent, down from 12.1 this time last year. North Carolina has been hit harder by this recession than past recessions, during which it has tended to fare better than other states. As the recovery continues, the gap between the County's unemployment rate compared to state and national rates is narrowing.



Investments in our local economy pay dividends

The County's investment in the Economic Development Corporation (EDC) continues to benefit

Between 2009 and 2012, approximately 2,600 new jobs were created or announced, and will be filled over the next five years.

our local economy. Between 2009 and 2012, approximately 2,600 new jobs were created or announced, and will be filled over the next five years. Economic development projects during this same time resulted in the announcement of \$1.1 billion of new investment. Highlights include:

- Recently, Apple purchased 130 acres to construct the nation's largest end-user owned on-site solar array at its Maiden site. Apple has also filed plans with the North Carolina Utilities Commission to build a 4.8-megawatt fuel cell project, the largest such project not built by an electric utility company in the nation, which will generate electricity from hydrogen. To date Apple has added \$626 million in real and personal property to the County's tax base.
- To date Apple has added \$626 million in real and personal property to the County's tax base.*
- Fiserv, Inc. is investing nearly \$5 million and creating 419 jobs. Providing back-office support and customer service for Fortune 500 financial institutions, the company has leased the 60,000 square foot Adevco Spec Building for a 10-year period.
 - Sarstedt, Incorporated, a manufacturer of medical supplies, has expanded its distribution warehouse in Newton by 50,000 square feet, investing \$14.2 million. The expansion will create 20 new jobs which pay above the average hourly wage in the County.
 - Fairmont Designs, a manufacturer of home, hospitality and health care industry furnishings, will create 200 jobs and make a total new investment of \$1.5 million.
 - Turbocoating Corporation, USA, an Italian supplier that coats the engine blades in electrical turbines, has leased a 60,000 square foot facility in Catawba Industrial Commons for 10 years and will invest a minimum of \$13 million in machinery and equipment. It will create at least 80 jobs paying an average wage of over \$50,000 per year.
 - Lee Industries, a manufacturer of eco-friendly upholstered furniture, is expanding its operation to Conover, bringing 75 new, high paying jobs and investing \$2.5 million to fully renovate a facility formerly owned by Conover Chair.
 - Dalco Nonwovens added 55,000 square feet to its existing Conover manufacturing facility, investing \$9 million in construction and in a state of the art, nonwovens production line. This homegrown business will create 19 new jobs as it further develops its business in the geotechnical, automotive, industrial and agricultural textile markets.

- Punker, LLC, a German company producing fan wheels and blowers for the HVAC and exhaust industries, opened its first US manufacturing facility in Hickory and will invest \$4.5 million. The company plans to create at least 62 jobs, paying an average wage of \$35,000 per year.

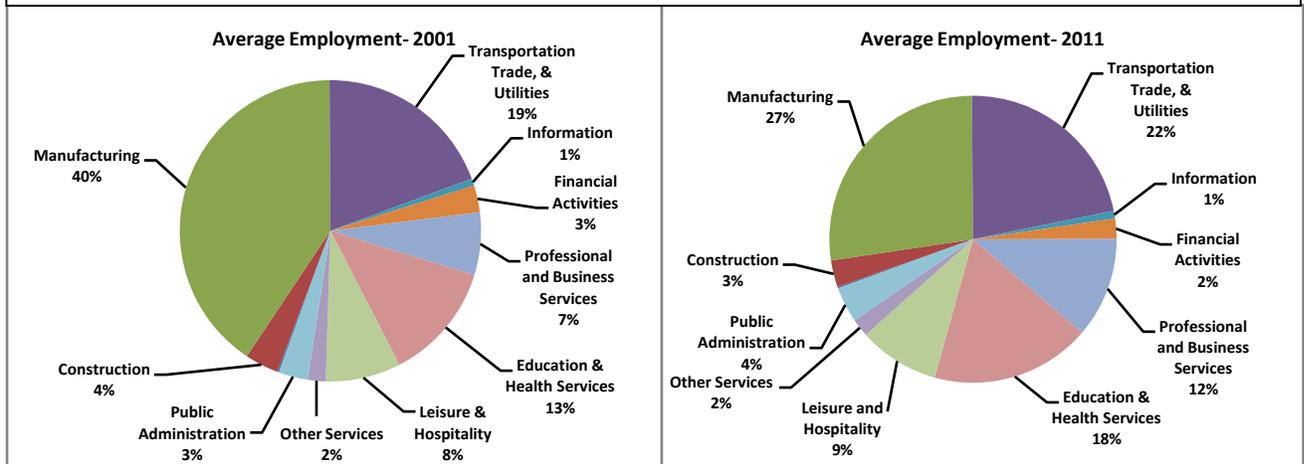
The EDC offers support to the County's existing industries by serving as a clearinghouse for business information, communicating with and reaching out to companies in a number of ways. The Existing Industries visitation program includes face-to-face meetings with over 100 companies each year. The Existing Industry Helpweb, located on the EDC website, allows existing industries to contact the EDC 24/7 with problems or questions. The EDC has also partnered with NC State University's Industrial Extension Service to develop "Manufactured in NC," a web-based marketing portal giving an enhanced online presence to NC manufacturers and suppliers. Funded by a grant from The Rural Center, the project is being piloted in the four-county Hickory Metro area and will eventually be expanded to all NC manufacturers.

Other investments that promote the County and stimulate the local economy include continued support of:

- The Convention and Visitors Bureau, including the County's share of the 2005 expansion of the Hickory Metro Convention Center, which brings money to the local economy through the promotion of conventions and conferences.
- The Chamber of Commerce Visitor Information Center.
- The tenth year of the Greater Hickory Golf Classic, which has an economic impact of \$20.5 million annually.
- A multi-jurisdictional business park with Conover, Hickory, Maiden, and Catawba funded by a portion of the ¼ cent sales tax revenue.
- The Chamber of Commerce's Edison Project, designed to identify and foster new small businesses.
- Funding toward the operational costs of the control tower at the Hickory Regional Airport will continue to match the support provided by Burke County

All of these investments help meet the Board of Commissioners' goal to support the creation of jobs and property tax base by aggressively recruiting most favored industries and supporting an environment for entrepreneurship. A ten-year comparison of the County's employment by sector reflects positive diversification of the employment base, particularly in Transportation, Trade, and Utilities Professional and Business Services, and Leisure and Hospitality sectors, lessening the County's reliance on Manufacturing.

Ten-Year Comparison Shows Positive Diversification in Countywide Employment Base

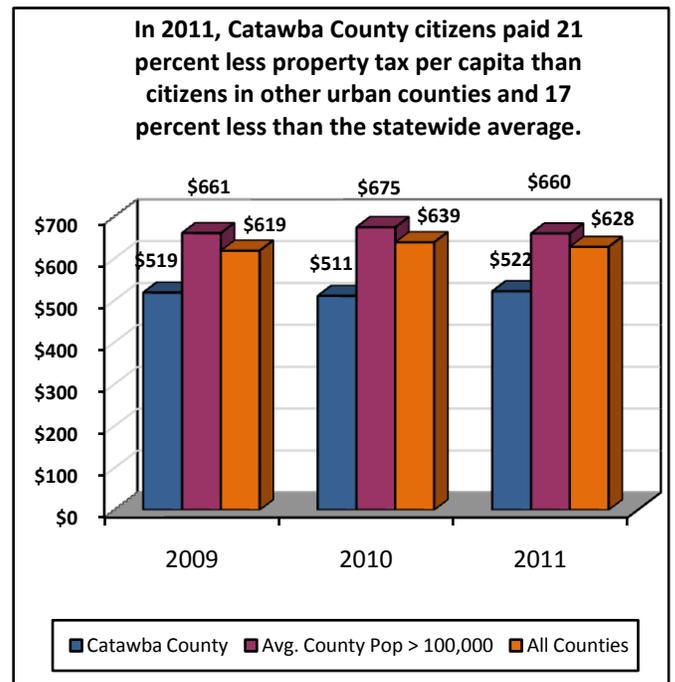


County spending on services to citizens also benefits the local economy, through an average of \$13 million contracted annually to the private and non-profit sectors. Contracts and services are reviewed annually to determine what makes sense to provide in-house, what makes sense to contract with the private or non-profit sectors, and what makes sense for the private or non-profit sector to assume. As a result, Catawba Valley Medical Center (CVMC) will take over prenatal services previously offered through Public Health, maintaining service to citizens while benefiting the hospital and Public Health by allowing each to focus on their areas of expertise. The agreement will shift \$1 million of Medicaid funds from the County to CVMC. Additionally, the County will save money by contracting mail services instead of providing the services in-house.

REVENUE HIGHLIGHTS

Property Tax

The projected tax base for Fiscal Year 2012/13, which includes real and personal property and motor vehicles, is \$15.7 billion and yields over \$80 million in revenue. This budget maintains the property tax rate of \$0.53 per \$100 of valuation, which is the 8th lowest tax rate of the 27 urban counties -- those with a population over 100,000 -- and the 28th lowest of all 100 counties in North Carolina. In 2011, Catawba County citizens paid 21 percent less property tax per capita than citizens in other urban counties, and 17 percent less than the statewide average.



The budget projects an overall increase of 1.6 percent in property tax revenue. The primary reasons for the increase are new personal property investments by Apple and growth in motor vehicles values for the first time since Fiscal Year 2004/05. Real property values declined slightly compared to the prior year budget.

Sales Tax

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

Catawba County receives only 2 ¼ cents of the total State sales tax rate of 7 cents.

Sales tax collections are trending higher than the same time last year. The North Carolina Association of County Commissioners is advising counties to anticipate additional 2 to 3 percent growth in Fiscal Year 2012/13. Catawba County continues to be more conservative, budgeting only 1.8 percent revenue growth.

Building Permits and Real Estate Excise Tax

Building permits have declined 33 percent since 2008. Inspections declined 47 percent and plans reviewed declined 32 percent during this same period. Building permit revenue declined from a high of \$2.6 million per year to \$750,000, or 71 percent. The County's policy is for Building Services to pay for itself as much as possible through permit revenue. Due to declining building permit revenues, 14 Building Services positions and 1 Permit Center position have been eliminated over the past four years. The reduction in permitting volume is accompanied by a decreased work load in the Planning Department and, as a result, the Fiscal Year 2012/13 budget eliminates a planner position.

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

Real estate excise tax revenue has decreased 40 percent over the past three years as a result of a downturn in the economy, and is projected to remain flat next year. A position eliminated in the Register of Deeds Office in January results in continued savings in the coming year.

Fees

Some fees are set by the State or Federal government. Other fees are set by the Board of Commissioners. Annually, the County reviews fees to ensure consistency with the fee philosophy established by the Board of Commissioners, which is specific to each service provided. Some fees, such as landfill user fees, are designed to recover 100 percent of the cost to provide the service. Other fees seek to influence behavior, such as pet adoption fees to encourage responsible ownership, or the lack of library membership fees to encourage reading

and library use. Still other fees seek to offset a portion of the costs of providing the service directly from citizens who use the service, such as EMS fees. Fee changes established with the budget include:

- **Register of Deeds** – The state increased fees for recording legal instruments starting on October 1, 2011, resulting in a projected \$20,000 revenue increase.
- **Sheriff** – The fee charged to rent beds in the Catawba County Detention Center is increased from \$45 per day to \$75 per day based on projected actual costs. Bed rental revenue is being reserved to help cover the cost of future jail expansion while a limited amount of excess bed space exists

Consistent with Session Law 2011-145, the fee for initial inmate sick call medical visits is increased from \$10 to \$20. Follow-up sick call visits are increased from \$5 to \$10.

The State increased the fee for service of process in August 2011 from \$15 per paper served to \$30, resulting in a projected \$75,000 revenue increase, which will help fund new road patrol deputies in Fiscal Year 2012/13.

- **Utilities and Engineering** – To maintain the County’s goal to recover 100 percent of the cost of the Building Services Office, but also consider economic conditions and the effect of fees on the building community, the building permit fee philosophy has been modified as follows: “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.*”

Utilities and Engineering currently charges substantially less than most counties for plan review, with a \$10 flat fee regardless of the number of trade inspections required. The budget establishes a \$10 per-trade fee, since it takes more time to review a plan that includes general building, mechanical, plumbing, and electrical permits than it does to review a plan involving a single trade.

- **Public Health** – The budget creates a separate, reduced fee for Push Carts/Mobile Food Units of \$150. These units are smaller and take less time to review than restaurants, for which the Food and Lodging Plan Review fee is \$250.

Vaccine Administration fees are increased at the direction of the State in order to bring charges in line with costs. Similarly, the fee for Rabies Titer test is increased from \$65 to \$75 to gradually bring the fee closer to the projected actual cost of \$93.

- **Parks** – The budget establishes a fee philosophy for the Parks: “*To offer specialized amenities and reserve facilities for individual, family, corporate, or group activities.*”

Fees will be benchmarked against other counties and the State each year.” The fee to rent one of the educational/meeting rooms will increase from \$35 to \$50 at St. Stephens and Riverbend Parks. Citizens will continue to pay \$35 to rent picnic shelters. Individuals who reside outside of Catawba County wishing to rent one of the rooms or picnic shelters, or to obtain an annual permit to use the dog parks, will pay an additional \$10.

EXPENSE HIGHLIGHTS

County operations—the year-to-year cost to run the County--increase only 1.2 percent. In certain years, the County starts school construction projects, which inflate the budget cost for that one year as the projects are authorized. In Fiscal Year 2011/12, there were only \$3 million in school construction projects while the Fiscal Year 2012/13 budget authorizes \$25 million in school construction projects: a new Longview Elementary School, a major renovation at South Newton Elementary and Newton-Conover Middle Schools, and renovations for Catawba Valley Community College (CVCC). These one-time projects cause a one-year increase in the overall budget, as does increased debt payments (\$5.366 million) for CVMC, for the hospital’s current expansion. While debt obligations for the hospital are reflected in the County’s budget, 100 percent of the costs are funded by the hospital, so no property or sales tax dollars are spent.

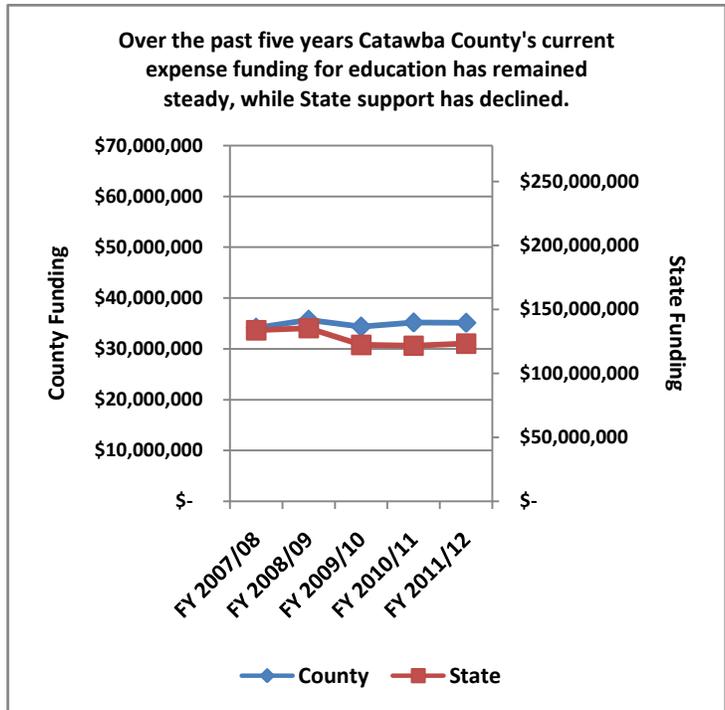
EDUCATION

Current Expense

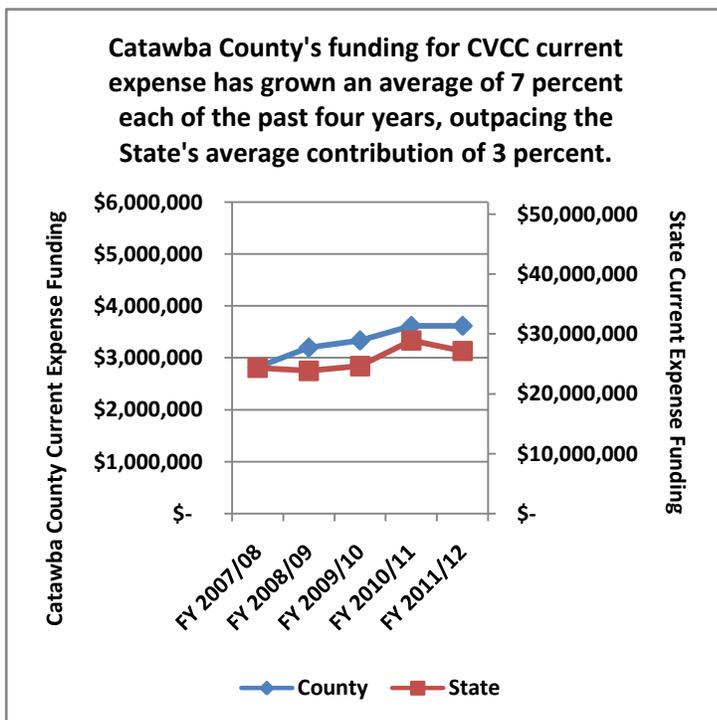
Education continues to represent the largest portion of the local budget, with 48 cents of every property and sales tax dollar allocated for the instructional costs and capital needs of the three public school systems and CVCC. The State has certified enrollment numbers of 24,523 students for next year, a net increase of 8 students. State certified student enrollment numbers for Catawba County Schools decrease by 137, increase by 111 for Hickory Public Schools, and increase by 34 for Newton-Conover City Schools.

Funding the cost of school operations is clearly the responsibility of the State, but historically the General Assembly has not adequately funded public schools. The State has made substantial reductions to school funding over the past five years, and it appears State funding may again be reduced in the upcoming year. Similarly, 49 of North Carolina’s 100 counties reduced funding to schools in one or both of the past two years to help balance local budgets, as reported in the annual Budget and Tax Survey conducted by the North Carolina Association of County Commissioners.

In contrast to the State and other counties, Catawba County's per pupil funding increased, from \$1,351 in Fiscal Year 2007/08 to \$1,433 in the current year, a 6 percent change. For Fiscal Year 2012/13, per pupil funding is increased an additional 1 percent to \$1,447. This increase results in total local current expense funding of \$35.49 million, which pays for local teaching positions, teacher supplements, utilities, technology and other operating expenses. Barring any major changes by other counties, the new per pupil funding should slightly improve the County's ranking from 44th to 43rd in the state



Included in the allocation for public schools are funds for programs jointly operated for the benefit of the three school systems – the Adolescent and Children in Treatment (ACT) Program, Hickory Career & Arts Magnet (HCAM) core academy, the Conover School for exceptional children, Community Schools, the school bus garage, and Challenger High School.



Over the past five years, CVCC enrollment has increased 21.2 percent as displaced workers have sought retraining, and youth transitioning from high school to higher education have found the community college an appealing option. Like public education, the State is responsible for funding community college operations, but has effectively reduced CVCC's funding \$7.5 million by not fully funding enrollment growth. During this same timeframe, Catawba County's funding for CVCC current expense has grown an average of 7 percent, outpacing the State's average contribution of 3 percent. Next year funding for CVCC will increase an additional \$95,120 or 2.6 percent to

\$3,712,188, which should maintain the County's ranking in community college funding of 15th out of 58 community colleges, barring any major changes in funding for other community colleges.

Public Schools and CVCC Annual Capital

Local dollars finance building and equipment needs of the three school systems and CVCC. Projects next year are largely focused on energy saving, roofing, and safety. Annually, counties

In Fiscal Year 2010/11, \$26 million in lottery tickets were sold in Catawba County, of which only \$1.85 million was returned to the County.

receive only 7 percent of the statewide lottery proceeds to address school construction needs. In Fiscal Year 2010/11, \$26 million in lottery tickets were sold in Catawba County, of which only \$1.85 million was returned to the County. Lottery funds

are used to fund debt commitments for school construction and renovation (\$1.5 million). The County has benefited the last three years from changes in the State lottery allocation formula that penalized Catawba County for having a property tax rate lower than the statewide average. An additional \$600,418 in lottery funds are, therefore, used for one-time building needs.

Public school and CVCC capital projects in the annual capital outlay budget total \$4,249,288 as follows:

Catawba County Schools

- Boiler Replacement at Arndt Middle School \$110,000 – Lottery funds will replace a boiler originally installed in 1971 that is experiencing major problems.
- Bleacher Replacement \$2 million – Local funds are included to address bleacher replacement needs at St. Stephens, Bandys, Bunker Hill, and Fred T. Foard High Schools. All are in poor condition and present safety concerns. This is in addition to \$1.9 million approved in the current year for bleacher replacements. Since last year's request, the school system has learned that the bleacher replacement triggers a State building code that requires the installation of additional bathrooms at every school except Bunker Hill High School, as well as upgrading the sewer system at Bandys High School.
- Gym Floor Replacement at St. Stephens High School \$120,000 – The gym floor has been in place since 1965 and experienced significant damage due to a water leak in the hydronic piping system, which is being repaired with County funds.
- Activity Buses \$162,214 – Two activity buses that are roughly 20 years old will be replaced.
- Fire Alarm Replacements \$80,000 – Funds are included to replace the fire alarm systems at St. Stephens High and Maiden Middle Schools due to age and difficulty in getting parts when the systems experience problems.

- Sewer Development Fees and Connection Costs \$89,000 – The cost to connect Bunker Hill High, River Bend Middle, and Oxford Elementary Schools to the new County sewer line.
- System-wide Re-roofing \$220,000 – Lottery funds are included for roofing projects at Fred T. Foard High School, Maiden Elementary School, and various smaller repairs.
- Chiller Replacement \$125,000 – Lottery funds are included to replace a chiller at St. Stephens High School.

Hickory Public Schools

- Hickory High School Storm Drain Replacement (Sink Hole) \$84,074 – A large sink hole opened near the baseball field at Hickory High School this Spring. In the current year, an existing project was closed, freeing \$40,926 toward a total estimated repair cost of \$125,000. Emergency repairs of \$25,000 were initiated, with the remainder of the closed project funds plus an additional allocation needed in FY12/13 to fix the storm water pipe that created the problem.
- Hickory High School Track Replacement \$95,000 – The rubber track system is 13 years old and is no longer repairable or usable in its current state because it presents a tripping hazard.
- Security Fencing and Outdoor Site Lighting Installation \$26,000 – This project improves lighting and adds fencing in order to control access to the school grounds at Jenkins Elementary School and at HCAM.
- Walkway Cover at Jenkins Elementary School Installation \$45,000 – Lottery funds are used to install a walkway cover at Jenkins Elementary School. Building codes require covered walkways for all new buildings.
- Stair Rail Replacement at Oakwood Elementary School \$30,000 – The uprights on the stair rails are too far apart to meet code requirements, and the top of the rails is missing in some areas. These problems are creating safety concerns. Lottery and local funds are used to fund this project.
- Gym Floor and Bleacher Replacement at Oakwood Elementary School \$110,000 – The gym floor and bleachers are 43 years old. There are large gaps in the wood, and nails are protruding, presenting a safety risk. While the floor is up the bleachers will also be replaced.
- Energy Management System Additions and Upgrades \$50,000 – Six HVAC units are added to the Energy Management System at Hickory High School so the systems can be controlled remotely, and improvements are made to the systems at Northview Middle and Oakwood Elementary Schools.
- Maintenance Vehicle Replacement \$50,000 – Two 28 plus year old maintenance vehicles are replaced.

- Bathroom Vent Addition at Grandview Middle School \$25,000 – There are no vents in the restrooms at Grandview Middle School.

Newton-Conover City Schools

- HVAC Units Shuford Elementary School \$250,000 – Lottery and local funds are used to replace 6 HVAC units at Shuford Elementary School that were installed when the school was built in the mid 1970s.
- Van for Technology Department \$28,000 – Replacement of late 1990s pickup truck, which is currently unable to move equipment in inclement weather.
- Asbestos Management \$30,000 – Funds to address asbestos issues should they arise.

The Capital Outlay Budget includes \$52 per pupil, a total allocation of \$1,275,196, for small capital and repair needs with a per item cost of less than \$12,500. The individual school systems decide how these funds will be spent throughout the year. In addition, the County funds half of the cost of a construction project manager for Catawba County Schools and a shared construction project manager for Newton-Conover City Schools and CVCC. These positions provide support in monitoring current construction projects to keep them on schedule and within budget, ensuring compliance with building code requirements, processing change orders, working with the schools to ensure that the projects meet their needs, and developing annual capital and 8-year plan requests. The project managers also assist the County with building projects such as the recent renovations to the Family Services Center and Dental Clinic, and the Newton-Conover project manager will be managing construction projects for the Justice/Public Safety Center, Animal Shelter, and Sherrills Ford Library.

Total annual capital funding to the three school systems for projects, per capita, and project managers is \$5.6 million.

CVCC

Capital projects totaling \$520,000 are included for CVCC to make needed upgrades to its campus. One major project will improve security on the campus by adding new, and enhancing existing, cameras. Other projects include funding for general renovations, installation of a new fire alarm system for the Administration Building, replacement of carpeting and 30 year old seats in the auditorium, and replacement of a 16 year old maintenance truck.

Schools Construction and Debt

The budget continues debt commitments for public school and community college construction projects. Over \$16 is million budgeted as debt payments for projects such as Catawba County Schools' Snow Creek Elementary School, Hickory Public Schools' Hickory High School renovations, Newton-Conover Schools' County Home Middle School, and CVCC's East Campus/Art Center renovations. As debt is retired, the dollars committed to school debt are reserved for future school building projects to ensure long-term financial stability. New

construction projects totaling \$57.7 million are planned over the 2013 to 2015 period. Projects planned for Fiscal Year 2012/13 are:

- Longview Elementary School (\$11 million) – Construction of a new school on the old Grandview Middle School property to replace Longview Elementary School, which was constructed in 1956 and is the oldest school in the district.
- Newton-Conover Middle School Renovations (\$1 million) – Building renovations to turn the former Newton-Conover Middle School into an elementary school to replace Thornton Elementary School.
- South Newton Elementary School Renovations (\$10 million) - A construction project to demolish all but administrative office space and the library area, and build 22 new classrooms, computer lab, 2 exceptional children self contained rooms, up to 4 small resource rooms, music room, art room, gym, new library, and cafeteria.
- CVCC Campus Renovations (\$2 million) –General classroom renovations in the Main Building and East Campus.
- CVCC Vocational Building (\$1 million) – Planning funds for the construction of a new 97,000 square foot business and industry complex scheduled to begin in Fiscal Year 2013/14 at an anticipated total cost of \$16.7 million.

PUBLIC SAFETY

The County continues to place Public Safety as a high priority, investing 22 cents of every property tax and sales tax dollar in operational and capital needs.

Sheriff's Department

The budget funds three new road patrol deputies (two starting in July and one in January). The Sheriff's Department has done an excellent job optimizing existing staff resources, as deputies spend more time on patrol than industry averages. However, total call volume has increased by 11.23 percent, and the number of calls requiring the response of multiple officers to ensure officer safety has risen significantly. At the same time, increased requests for proactive activities like participation in neighborhood/community meetings and residential/church checks have increased, straining available manpower. An analysis of call volume versus current available staffing reflects little time for proactive enforcement efforts and raises concerns for officer safety. The addition of three new road patrol deputies will begin to address this issue.

The budget maintains two positions previously funded by grants, an investigator and deputy assigned to the Domestic Violence Unit. In Fiscal Year 2010/11, the department responded to 4,929 domestic violence-related calls, or an average of 411 calls per month. Domestic violence-related calls have increased 43.8 percent since

In Fiscal Year 2010/11, the department responded to 4,929 domestic violence-related calls, or an average of 411 calls per month. Domestic violence-related calls have increased 43.8 percent since 2008.

2008. The Domestic Violence Unit investigates the calls and handles Domestic Violence Orders, which assists Road Patrol and improves the level of service to victims.

The budget replaces 14 law enforcement vehicles and funds a new vehicle for the additional road patrol deputy added in January. The vehicles being replaced all have high mileage, which creates concern over reliability and safety for use in emergency operations. (Vehicles and equipment for the deputies scheduled to begin in July were funded in Fiscal Year 2011/12 so equipment can be on-hand as soon as the deputies are hired.) A secondary boat used to patrol Lake Norman will also be replaced due to age, safety and structural issues.

Investigations will be enhanced and manpower saved through the purchase of evidence scanning equipment. The system will automate evidence tagging for approximately 14,000 pieces of evidence per year, eliminating inventory control issues and allowing two employees to complete inventory in two days versus the two months spent recently by four employees to cycle out old evidence. Half of the funding for this project will come from federal narcotics forfeiture funds; the other half will come from the General Fund.

Funds are included to meet the State Division of Criminal Information (DCI) requirement that all mobile devices which attach to the DCI information system have two-factor identification by 2013. Currently, users must enter a password to access information. Under the new State requirement, additional verification that the person accessing the information is the authorized user is necessary. Examples of methods that can be used to meet this new State requirement include USB thumb print scanners, algorithm generators, or text messages to a phone.

Equipment will be purchased to allow palm prints to be submitted through the Automated Fingerprint Identification System (AFIS). This is a requirement for all sex offender registrants.

Justice Assistance Grant funds will be used to purchase two pieces of equipment to improve law enforcement:

1. A Universal Forensic Extractor to obtain data at crime scenes. This system can be used in the field to extract data (text, GPS, photos, call logs, contacts, memory, passwords, and deleted data) from cell phones, vehicle GPS systems and tablets. This information is essential to criminal investigations due to the wide use of wireless devices. The evidence obtained may lead to identification of additional suspects, and can be obtained during the arrest or pursuant to search warrants.
2. A Handheld Through-wall Sensor to detect people through walls. This system detects slight movements (even breathing) with a range up to 50 feet through walls, floors and ceilings. It can be used in the field by SWAT Teams during manhunts, hostage situations, or stand offs, and for search and rescue in disasters, fire or other situations where fast location is critical.

Catawba County is renting a limited number of beds to the federal government at the Newton Jail, and to Burke County at the BCDCF, banking the proceeds to help fund future expansion and reduce costs to taxpayers. To date, \$1.225 million has been set aside, with another \$475,000 planned in Fiscal Year 2012/13.

Jail

The ownership of half of the Burke-Catawba District Confinement Facility (BCDCF) continues to pay dividends by enabling Catawba County to build and staff fewer beds at the Newton jail. When space is available, Catawba County is renting a limited number of beds to the federal government at the Newton jail and to Burke County at the BCDCF, banking the proceeds to help fund future jail expansion and reduce future costs to taxpayers. To date, \$1.225 million has been set aside, with an

additional \$475,000 planned in Fiscal Year 2012/13.

To alleviate jail space and prolong the life of the existing facilities, the budget funds jail diversion efforts:

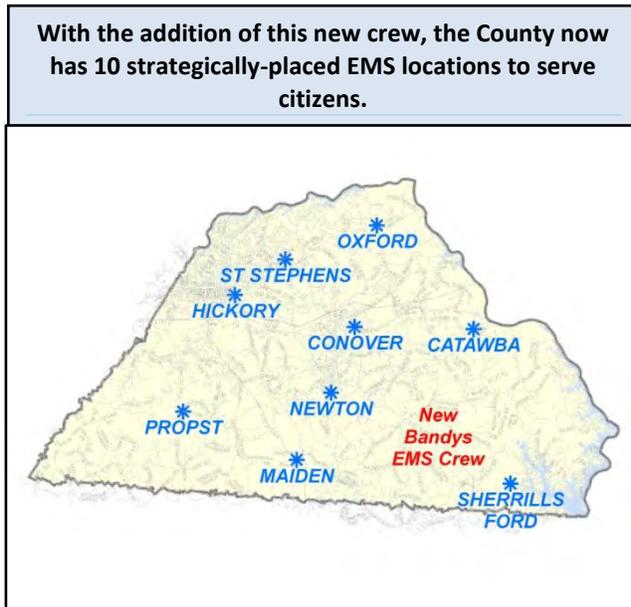
- Electronic House Arrest (EHA) places pretrial defendants, for whom judges want additional assurance (beyond bond) that the defendants will appear in court if released while awaiting trial, as well as defendants who fail to pay child support, on electronic monitoring bracelets, instead of being confined to jail.
- Pretrial Services interviews and helps release non-violent inmates, either through disposition of cases or bond modifications. These efforts saved the County 4,148 inmate bed days in Fiscal Year 2010/11, or \$311,100.
- Justice System Coordination focuses on getting people through the judicial system as quickly as possible, assisting defendants with Affidavits of Indigence, working to assure priority courtroom use through pleas and other methods, and improving technology in courtrooms, saving the County a projected 5,051 bed days or \$378,825 in Fiscal Year 2010/11.

Pretrial Services interviews and helps release non-violent inmates, either through disposition of cases or bond modifications. These efforts saved the County 4,148 inmate bed days in Fiscal Year 2010/11 or \$311,100.

Emergency Medical Services Expansion

Funding for Emergency Medical Services is increased to add a new 40-hour per week EMS crew in the Bandys area. The crew will be collocated in an existing Bandys fire station. The Board of Commissioners' goal is an 8-minute or less average response time to emergency calls. While the countywide average response time remains at 7:41 through February 2012, portions of the Bandys area currently cannot be served within this 8-minute goal. This affects not only Bandys but the three districts that currently help respond to these calls: Sherrills Ford, Newton, and Catawba. Two of these districts have an emergency response time higher than 8 minutes when

the EMS crew within their district responds to a call, and all have response times significantly higher than 8 minutes when a unit from a different district must respond because the primary unit is unavailable. Therefore, the addition of the Bandys crew not only improves service to the new Bandys area but to all surrounding areas as well. With the addition of this new crew, the County works out of 10 strategically-placed EMS locations to serve citizens.



In addition to the Bandys expansion, the budget includes three replacement ambulances and the replacement of a quick response vehicle with a smaller, more fuel efficient model. The units being replaced all have high mileage. Three cardiac monitors are also replaced.

Fire & Rescue

Catawba County is fortunate to have a large number of highly-trained and dedicated volunteers providing fire and medical first response services.

Changes are recommended in the fire tax for Cooksville and Bandys Volunteer Fire Departments:

- Cooksville requested a tax increase from \$0.0517 to \$0.0617 to work towards offering medical first response, set aside funding for future apparatus replacement, lower its insurance rating, and general operations. With the aging status of the department's facilities and fleet and its commitment to increase service, the requested increase is included in the recommended budget.
- Bandys requested a tax increase from \$0.06 to \$0.075 to address rising call volume, provision of medical first response services, and the expansion of stations that occurred within its district in Fiscal Year 2011/12. With Bandys being the only Fire District that provides fire, rescue, and medical first response service to its citizens with a tax rate of less than \$0.07, and with the increased service provision/expansion of stations the department undertook in the prior year, the request is recommended in the budget at \$0.07.

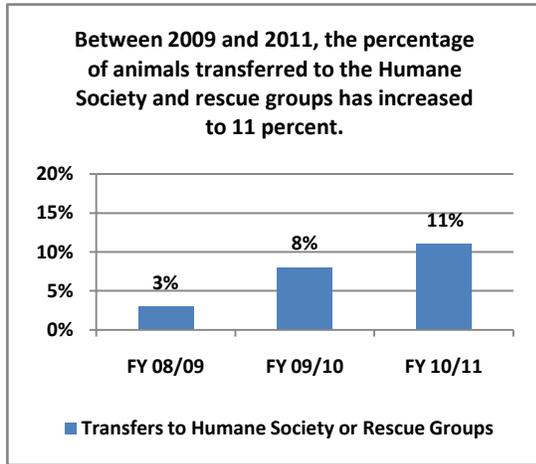
Rescue Squads had an average response time in Fiscal Year 2010/11 of 5:46 minutes, while responding to 99 percent of calls, better than the response time goal of 6 minutes and 95

percent of calls dispatched. The budget continues funding for the six rescue squads in the County for the Medical First Responder Program and increases funding for needed equipment.

Animal Shelter and Animal Control

The Catawba County Animal Shelter provides service for the County and eight municipalities. The current Animal Shelter is over 20 years old and averages a population of 163 animals per day, roughly double its capacity of 78. It was not designed to meet the current

The current Animal Shelter is over 20 years old and on average houses 163 animals per day or double its capacity of 78.



capacity of animals being housed or to accommodate the newest treatment options, resulting in the need to euthanize approximately 20 animals per day. However, by working closely with rescue groups and participating in local adoption events, the Animal Shelter was able to adopt or place in foster homes and rescue groups 701 animals in the first half of Fiscal Year 2011/12. Staff has also done an excellent job reconnecting animals with their owners if they enter the Shelter, returning 219 animals in the first half of the year.

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

The budget allocates \$205,000 for one half year's debt payment on a new Animal Shelter. Design drawings are approximately 95 percent complete for the new facility, and the County expects to begin construction this Summer with completion by Fall 2013.

Emergency 911 Communications Center

The Emergency 911 Communications Center is critical to public safety, ensuring calls are dispatched to the correct emergency responders as quickly as possible. The Emergency 911 Communications Center continues to answer 98 percent of calls within 10 seconds, and dispatch emergency calls on average within 48 seconds, well within their 65 second goal, even though the Center received 85,000 911 calls last year. The national average emergency dispatch time is between 75 and 110 seconds, so Catawba County telecommunicators do an excellent job.

Justice Center Expansion

A portion of the ¼ cent sales tax proceeds has been dedicated towards the needed expansion of the Justice Center. The project will add more space for courts and court-related functions, and is the first expansion of the Justice Center in over 34 years. Technology improvements to the courtrooms are also planned. The facility will house a new 911 Emergency Communications Center and new Emergency Operations Center (EOC), EMS Administration and Emergency Services. Existing space for these critical public safety functions is currently too small, technologically deficient and cannot be upgraded to meet the needs.

PLANNING & PARKS

The workload of the Planning Department for planning and zoning activities is down compared to past years. Between 2007 and 2011, residential zoning permits declined 50 percent, rezoning requests declined 54 percent, non-residential zoning site plans declined 24 percent, and subdivision plats declined 55 percent. As a result, a Planner position is eliminated in the Fiscal Year 2012/13 budget.

Planning will place an increased emphasis on farmland protection and local food self-sufficiency, working with Cooperative Extension Service to complete and implement a Farm and Food Sustainability Plan which will promote local farming and the use of locally produced foods. Efforts will also include development of a robust “Farm-to-Fork” initiative, where local food producers link with local food distributors and restaurants to ensure the availability of fresh, locally-produced food within Catawba County. The budget includes funding for Foothills Conservancy, which will provide coordination with the local farming community and launching a regional initiative, as well as work with local farmers to obtain conservation easements to promote farmland preservation.

Support continues for the Catawba Lands Conservancy, which played a major role in the County receiving a grant from the North Carolina Clean Water Management Trust Fund to purchase the Mountain Creek tract of land for a future park, and will assist the County in maintaining compliance with the grant’s monitoring requirements in the coming year as well as provide public outreach through the Carolina Thread Trail organization.

The budget maintains hours at the County’s three parks. Park use continues to increase with the existing 4-day schedule of operating hours.

LIBRARIES AND CULTURAL PROGRAMS

Libraries

Libraries are an important resource to the community, particularly in providing computers, internet access, and training to those looking for work in an increasingly digital world. Fostering a love of reading among youth is important in helping children improve educational attainment.

As the economy declined in recent years, the demand for library services increased 11.7 percent. To address demand and better serve citizens in a fast growing area of the county, funding continues to be set aside for a new Sherrills Ford Branch Library from the temporary diversion of ½ cent of the property tax rate from water and sewer projects. Planning for this new library is currently underway, and construction is scheduled to begin in Winter 2013.

The budget increases funding to Patrick Beaver Library. County and City library staff also continue to partner with each other to provide programming to citizens.

Other Cultural Programs

The County provides annual funding to the United Arts Council, which is the designated County partner appointed by the North Carolina State Legislature to receive State funds. County funds are matched with State dollars for cultural projects in Catawba County, including Projects Pool Grants. Funding was increased to the United Arts Council to move the County's funding closer to the goal of \$1 per capita.

Both the SALT Block (which houses Catawba Science Center, the Hickory Museum of Art, the United Arts Council and Western Piedmont Symphony) and the Newton-Conover Auditorium Authority receive County funding toward the upkeep and maintenance of these facilities. Operational funding continues for the Historical Museum, which resides in the 1924 Courthouse, along with funding to assist with processing applications for the National Register of Historic Properties in the County.

TECHNOLOGY

The County continues to invest in technology designed to improve staff's ability to deliver service to the public, eliminate office space, and improve overall efficiency. Technology and Tax staff are working together to implement a new land records/computer assisted mass appraisal (CAMA) software system used for the appraisal of property to generate property tax values. The existing system has been used for more than 20 years and can no longer be updated. The new system will increase functionality and improve work flow efficiency.

Mobile technology plays a huge role in the day to day operation of the County. Laptops with air cards, smart phones and tablets allow employees to stay connected and perform services from almost anywhere at any time, which keeps staff in the field more hours, reduces office space and cost, and provides better service to the public. Funding mobile applications has produced many benefits:

- Sheriff's deputies use laptops with air cards in vehicles to send incident, arrest, and supplemental reports, receive email, fill out timesheets, and use the internet for crime data while in the field. The technology has increased patrol time by an estimated two hours per day per officer.

Laptops with air cards in vehicles have increased patrol time by an estimated two hours per day per officer.

- EMS uses laptops to receive call information (including maps), check en-route or on-scene, and as a method of secure communication between the 911 Emergency Communications Center and the EMS unit. Tablets are used to complete call documentation while on standby or in transit, rather than waiting to get to an EMS base to complete this work.
- Fire/Rescue Services access inspection history, permit information, and complete inspections in the field via iPads.
- Building Services uses laptops and air cards to perform building inspections, which has provided the capacity to conduct a total of 22 more inspections per day.
- Public Health uses mobile technology for Environmental Health, School and Home Health Nurses to enable staff to stay in the field performing their jobs instead of in the office, and reduce the demand for office space by allowing workers to more easily share smaller areas when they do have to come to the office for administrative purposes.
- Maintenance employees receive and update the status of work orders using smartphones in the field, instead of returning to the office. The technology is saving each worker roughly an hour per day and has allowed Maintenance to become virtually paperless.
- Social Services has 36 employees in areas such as Family N.E.T., Adult Services, Children's Services, Family Support Services and Child Support that use mobile technology to work from home part of the week, reducing demand for office space.
- Last year the Board of Commissioners took advantage of mobile technology and moved all of its material to iPads. The reduced costs of printing for less than a year covered the cost of the iPads

In addition to mobile, other technology projects bring significant value to the citizens of Catawba County through enabling increased public access to services, productivity, transparency and efficiency.

- Citizens can pay for a variety of County services (including tax bills) online or in person with debit or credit cards. In Fiscal Year 2010/11, \$3.3 million was collected electronically, a 29 percent increase since 2008.
- Expansion of an interoperable radio system continues, with more than 930 public safety users countywide. The County continues to partner with the State using its network to save Catawba County the expense of building infrastructure. In Fiscal Year 2011/12, microwave connections have been added to towers on Bakers Mountain, Anderson Mountain and Highway 16 North for reliability, reducing the cost of T1 lines

In Fiscal Year 2011/12, microwave connections have been added to towers on Bakers Mountain, Anderson Mountain and Highway 16 North for reliability, reducing the cost of T1 lines and rent of land by over \$40,000.

and rent of land by over \$40,000.

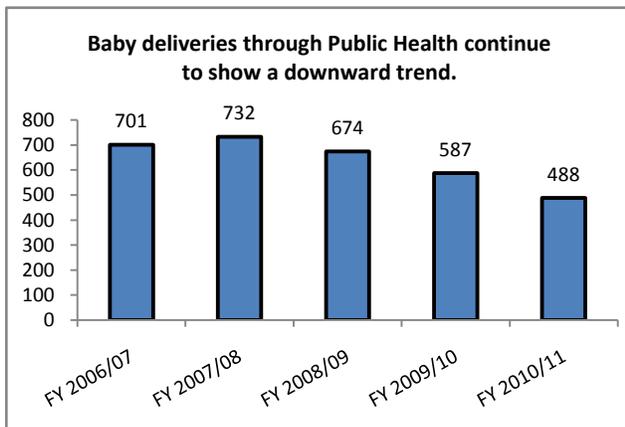
- The County provides shared technology services to Catawba, Claremont, Conover, and Newton. Partnerships allow municipalities to take advantage of the County's larger purchasing power for services like virtual desktops, servers and backups, telephones, and Internet service.
- The County's commitment to provide quality customer service is evidenced by the recent implementation of a web-based permitting system. In addition to allowing both citizens and staff more access from more places, the system is fully integrated with GIS, Environmental Health software for inspections, financial software for billing, and the online payment system to provide users a more seamless experience.
- Catawba County has been recognized for its transparency for information provided to citizens online. This consists of data that citizens can download anytime, social media, QR Codes, food inspection scores, buildings permit information, GIS maps and reports, jail information and other information commonly requested by the public.
- Most departments are reducing paper and file cabinets by storing and managing records electronically. For example, by converting the storage of personal property tax listing forms from paper to electronic documents, 10 file cabinets were removed and one additional office space was created in the Tax Office. Many documents, such as Incident Reports from the Sheriff's Department, can be offered online for 24-hour-a-day self-service by the public and media.



HUMAN SERVICES

Public Health

The Prenatal Program offered by Public Health has experienced a steady decline in the number of deliveries coordinated through the department--33 percent since Fiscal Year 2007/08. This is



due to a drop in the countywide birthrate, as well as more private physicians treating pregnant women with Medicaid than in previous years. Therefore, beginning July 1st all prenatal services previously provided by Public Health will now be provided by Catawba Valley Medical Center. This partnership with the hospital is mutually beneficial. The hospital can bill Medicaid for the services it provides to citizens at a higher rate than Public Health, and can more easily absorb any changes in service demand due to

its larger clinical resources. The shift to service assurance rather than direct provision will allow Public Health to refocus its efforts on case management and eliminate the need to continuously adjust staffing based on the number of births. Moving forward, prenatal clients should notice little difference with this partnership, as service will still be provided at the Public Health facility, only with hospital staff.

Fiscal Year 2011/12 also marked the completion of an expansion to Public Health's Dental Clinic. The expansion includes three new operatories, new dental equipment, electronic patient management software, and double the waiting room space. \$43,000 is included in the budget to fund increased dental service for preschool and school-aged children with no method of payment. The funds will allow approximately 120 additional children to be served, and will free up additional funding within the Kids In Need (KIN) Fund to provide increased medical care to approximately 141 children who do not have health insurance.

\$43,000 is included in the budget to fund increased dental service for preschool and school-aged children with no method of payment.

County property and sales tax dollars provide 16 percent of Public Health's total budget.

Social Services

The upcoming year will present new challenges for Social Services, stemming from potential State and Federal funding cuts. Only 25 percent of Social Services County budget is supported by property and sales tax dollars. In addition to the County budget, Social Services administers approximately \$217 million in Federal and State dollars, primarily food stamps, that benefit Catawba County citizens in poverty.

While as of this date no funding reductions are certain, it is possible that between \$500,000 and \$1 million in funding could be eliminated. Part of the reduction is expected to come from the Federal

While as of this date no funding reductions are certain, it is possible that between \$500,000 and \$1 million in funding could be eliminated.

government's elimination of Temporary Assistance for Needy Families (TANF) supplemental funding. This funding loss would affect several program areas, including Work First, Child Protective Services and Foster Care. Both Child Protective Services and Foster Care are State and Federal mandated services with recommended staffing levels. Therefore, these reductions would require Social Services to identify cost saving opportunities in other areas. Outside of TANF, a Federal audit of the State revealed ineligible expenses being charged to Federal IV-E funding sources impacting local Social Services Departments statewide. Because of this discovery, it is estimated the department will receive approximately \$200,000 less in Federal funding in the upcoming year.

In 2010, approximately 21.4 percent of all children in Catawba County were considered to be in poverty, and currently over 60 percent of children in the County receive free or reduced lunch. The budget includes a \$15,000 increase to Social Services' Back Pack Program to serve an additional 150 children. This community-supported program provides food to needy children to help ensure the children receive nutrition over the weekend. The increased funding, coupled with key partnerships with organizations such as BB&T and Eastern Catawba Cooperative Christian Ministry, and donations from the community, will serve 1,070 students in 20 elementary schools in the upcoming year.

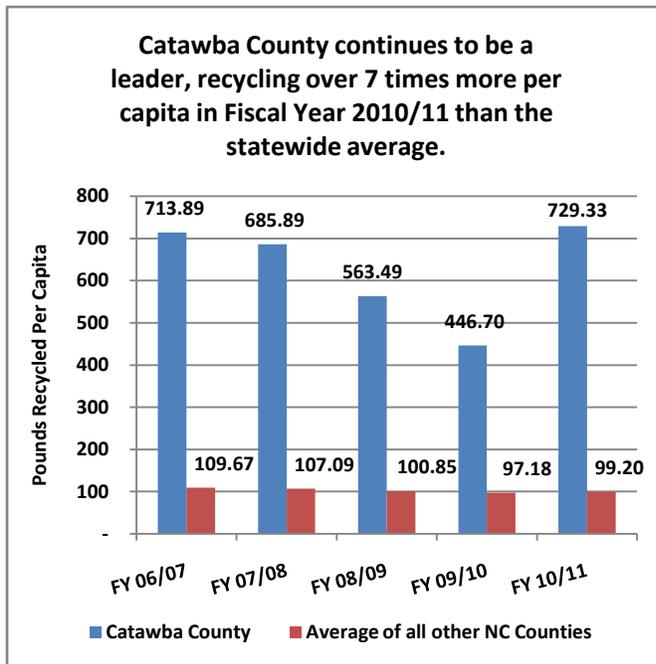
The budget includes a \$15,000 increase to Social Services' Back Pack Program to serve an additional 150 children.

Guardianship Services are provided to individuals who are adjudicated incompetent by the Clerk of Court. In the past, the Local Management Entity (LME) served those with a primary diagnosis of mental illness, while Social Services served as guardian for adults with physical/geriatric ailments. However, as a result of Medicaid changes effective January 2012, local LMEs are no longer appointed as public agent guardians, and mental health wards were transferred from the LME to Social Services during Fiscal Year 2011/12. Effective July 1, 2012, \$120,665 previously contracted through the LME for guardianship service will be budgeted in Social Services. Additionally, the budget completes the transition of funding for Family NET programs directly to Social Services that began in the current year, rather than funding the services through the LME.

Catawba County Social Services currently operates four group homes. Two of these are "Corner Houses" that provide mental health residential services to youth with high level needs. Since 1994, Social Services has received State Juvenile Crime Prevention Council (JCPC) funding to reserve bed space in the Corner House group homes to serve juvenile court involved youth. Originally, the JCPC funding covered 70 percent of the cost to operate the facilities, but in recent years has only covered about 25 percent of the cost. As a result, Social Services will no longer reserve beds for Juvenile Court youth and will instead open this bed space to youth in Social Services custody in Catawba County and surrounding counties, with a goal of increasing the average occupancy. Catawba County Juvenile Court counselors will still be able to purchase beds at full cost, if the homes have available space and the youth is not covered by Medicaid.

Partners Behavioral Healthcare

As State-mandated mental health reform continues, Mental Health Partners, which served Catawba and Burke Counties since July 2008, will merge with Crossroads (serving Iredell, Surry, and Yadkin) and Pathways (serving Cleveland, Gaston, and Lincoln) local management entities (LMEs) to form Partners Behavioral Health Management (Partners BHM). A total of \$650,000 is budgeted for services that benefit Catawba County citizens not otherwise supported by Federal or State funding. The funding is subject to annual review and service needs.



GREEN INITIATIVES

Catawba County is #1 in the State for recycling per capita, recycling over 7 times more per capita in Fiscal Year 2010/11 than the statewide average. While the county consistently ranks in the top 5, this is the first time it has achieved this top spot. During Fiscal Year 2010/11, Catawba County citizens recycled 729.33 pounds per person compared to an average of only 99.2 pounds in the rest of the State.

Through daily practice, Catawba County promotes a culture in the community and among staff to positively impact the environment. Community efforts include:

- Two Household Hazardous Waste events and two Electronics and Paint recycling days are held each year. These events provide an opportunity for citizens to dispose of residential household hazardous waste in an environmentally sound manner. At the November 2011 event, 566 vehicles representing 707 households dropped off 57,086 pounds of electronic and other household hazardous waste.
- The new Catawba County-Appalachian State Biodiesel Research, Development and Production Facility opened at the County's EcoComplex August 15, 2011. The facility uses feedstock crops grown in the State-mandated buffer areas around the landfill to generate biodiesel, which in turn is used in landfill equipment. The biodiesel burns cleaner than diesel fuel and is naturally produced from renewable resources. In addition to the fuel it produces, the facility itself achieved LEED Silver certification, which indicates it meets strict criteria in areas such as energy efficiency and water conservation.
- The Catawba County Board of Commissioners adopted a Voluntary Agricultural District (VAD) program. The program allows Catawba County to adopt farmland preservation ordinances to establish local VADs; where commercial agriculture is encouraged and protected. The VADs provide benefits to farmers willing to restrict non-agricultural development for ten years. Currently, there are approximately 8,000 acres enrolled in the program of a potential 56,315 acres with a goal to increase enrollment by 500 acres in Fiscal Year 2012/13. Catawba, Maiden, Claremont, and Hickory have agreed to participate in the program.
- North Carolina Cooperative Extension Service has several programs involving green education. Examples include conducting workshops on increasing knowledge and

awareness of energy conservation and improving environmental stewardship, and maintaining a Catawba County Green blog on the Catawba County Government website, which provides tips on home and workplace energy conversation.

- Building Services has a Green Construction Permitting Incentive Plan, providing reduced permit fees of 25% or 50%, for building in accordance with LEED, Energy Star, and/or North Carolina Healthy Built Homes standards. The incentive based fee structure is intended to promote and increase renewable/sustainable energy technologies and green building certifications for homes and commercial buildings.
- Keep Catawba County Beautiful (KCCB) promotes education and responsible behavior regarding littering, recycling, proper solid waste management, and beautification through positive individual and community involvement which will enhance the quality of life for all. KCCB is comprised of local business leaders, members of the community and local governments to help educate and promote to the citizens of Catawba County the importance of being environmentally conscious.

Other activities are performed internally. In many cases, “going green” not only helps the environment but saves money in the long run. Below are highlights of some of the internal efforts taking place:

- Snow Creek Elementary is LEED Silver certified and plans are to obtain certification for County Home Middle School, the Animal Shelter, Justice/Public Safety Center, and Sherrills Ford Library. LEED is a third-party certification program and the nationally accepted benchmark for the design, construction, and operation of high performance green buildings. While initial costs are slightly higher to construct LEED certified buildings, the increased building costs are usually recouped within 5-10 years from decreased operating costs and money saved over the life of the structures.
- Existing buildings are being retrofitted with more energy efficient light fixtures, adding motion sensors to lights in public areas, installing water-saving plumbing fixtures, and upgrading HVAC systems.
- All departments are encouraged to purchase environmentally friendly products with a goal of 20 percent of total purchases.
- County departments continue to reduce paper consumption by scanning documents for electronic rather than paper circulation, processing purchase orders, timesheets, expense reports, maintenance orders, vendor payments, benefits, and payroll electronically, and simply reminding employees to think before they print.
- The County’s Hybrid Fleet has grown to 28 vehicles. These vehicles are being used in Social Services, Tax, Building Services, and Maintenance.
- Fleet Maintenance continues to purchase and use B-5 biodiesel fuel.
- Rainwater is captured for use in the County’s outdoor landscaping.

WATER & SEWER

As the County grows, so does the demand for clean drinking water and sewage disposal. To address these needs, 0.5 cent (\$775,000) of the property tax rate and \$1.225 million of the ¼ cent sales tax continue to be dedicated by the Board of Commissioners to fund strategic water and sewer needs in cooperation with municipalities.

Several previously approved projects are currently under design as follows:

- *Highway 150 Sewer:* This project is a part of the Southeastern Catawba County Wastewater Collection System, which will provide a safe and economical means of wastewater disposal and treatment for Sherrills Ford Elementary School, area property owners, the new Sherrills Ford branch library, and future economic development. This project will provide sewer service along the Highway 150 corridor from the Highway 16 interchange all the way to Sherrills Ford Elementary School to connect to the existing South Eastern Catawba County Wastewater northern section, and will be served in cooperation with the City of Hickory. Staff anticipates bidding the Highway 150 portion project within the next few months.
- *Hickory-Catawba Wastewater Treatment Plant Expansion:* This project is being completed in conjunction with the City of Hickory, and will expand and upgrade the City's existing treatment plant. This expansion is needed to improve wastewater treatment capacity in the Southeastern portion of the County, and for the wastewater lines along the Highway 150 corridor to become active. Staff anticipates bidding the project within the next few months.
- *Bunker Hill/Oxford/River Bend Sewer:* This project, in partnership with the City of Conover, will address sewer needs at Bunker Hill High, River Bend Middle, and Oxford Elementary Schools. Construction is currently underway and should take 9 months to complete.
- *Southeastern Catawba County Water Phase III Storage Tank and Booster Station:* This project, in partnership with the City of Hickory, constructs a four million gallon per day water pumping station on North Olivers Cross Road and a one million gallon water storage tank on Anderson Mountain Road. This completes the third and final phase of the Southeastern Catawba County water supply loop, which is designed to provide the 20-year water needs for the southeastern portion of the County. Preliminary design work is complete, and construction should begin in late Summer 2012 and continue for at least 12 months.

Work will begin on one previously approved sewer project, and funding is included for two new projects in Fiscal Year 2012/13 as follows:

- *Highway 16 North Water:* A previously approved project, in partnership with the City of Conover, will extend approximately 3,100 linear feet of water lines along Highway 16 North and provide water service to 15 potential new customers.

- *Ramseur Road Water:* A new project, in partnership with the Town of Maiden, will improve water service to approximately 10 homes by running new water service lines as well as metering each connection.
- *County Complex Water and Sewer:* A new project, in partnership with the City of Newton, will provide increased water supply and enhanced fire protection to the County's Newton Campus through the extension of approximately of 900 linear feet waterline. The project will provide needed water and sewer service for the new Catawba County Animal Shelter.

The following previously funded projects are planned to begin as scheduling allows:

- *Mt. View Elementary Sewer Preliminary Engineering Report:* This preliminary engineering report will assess the need and subsequent plan of action for providing sewer service to Mt. View Elementary in partnership with the City of Hickory.
- *Blackburn Elementary Sewer:* This project, in partnership with the City of Newton, will provide municipal sewer service by extending sewer from an existing line located at the intersection of Highway 10 and Hickory-Lincolnton Highway. It will serve Blackburn Elementary School and other properties along the route.
- *Rocky Ford/Startown Road Water:* This project was initially introduced to the County by the City of Newton to enhance its ability to provide water service to industrial property on Highway 10 West. This project will also enhance the fire flow rates to the County's EcoComplex by looping the existing water line on Rocky Ford Road to the existing water line on Startown Road. Approximately 1/3 of Rocky Ford Road has municipal water service and this project will provide water service to the remaining portion.

SOLID WASTE

Two solid waste changes occur in Fiscal Year 2012/13. Currently, the Landfill offers municipalities in the County tonnage discounts (diversion credits) in the amount of \$25 per ton of waste they bring to the Landfill in exchange for every ton of material they recycle. In recent years, however, the popularity of recycling, the State's ban on more and more materials, and the revenues municipalities can generate from the sale of these materials has reduced the need to incentivize participation. Therefore, beginning July 1, 2012 the credit to municipalities will be reduced to \$12.50 per ton, with the diversion credit program ending the following year. The change is projected to increase revenue within the Solid Waste Fund by \$40,000 for the upcoming fiscal year, with the total additional revenue of \$80,000 once the program ends.

The second change is in the operating hours of two County convenience centers. Analysis of convenience center use revealed the heaviest use times. To operate the centers more efficiently while covering higher demand times, Wednesday hours are eliminated at Blackburn and Sherrills Ford, and the hours of operation are changed to match peak demand at Blackburn on other days. The changes will save approximately \$20,000 annually, since the centers are

operated by Republic Waste through a contract. Below are the current versus new hours of operation:

Blackburn and Sherrills Ford Convenience Center Operating Hours		
Solid Waste Convenience Center	Current Operating Hours	New Hours of Operation
Blackburn	M,Tu,W,Th,F,Sa 8:00 AM until 6:00 PM	M,Tu,Th,F,Sa 10:00 AM until 6:00 PM
Sherrills Ford	W,Th,F,Sa,Su 10:00 AM until 6:00 PM	Th,F,Sa,Su 10:00 AM until 6:00 PM

HUMAN RESOURCES

Positions

The County has made reductions over the past four years impacting roughly 100 positions--9 percent of the workforce--and virtually every department. The Fiscal Year 2012/13 budget eliminates 6 additional positions, as follows:

- 1 Mail Courier
- 1 Planner
- 1 Deputy Register of Deeds (sunset December 31, 2011)
- 1 Accounting Specialist – funded by Home Health revenues
- 1 Public Health Nurse – funded by Smart Start revenues
- 1 Certified Landfill Operations Specialist – funded by Solid Waste revenues

The budget recommends 7 new positions as follows:

- 3 Road Patrol Deputies – Sheriff (2 effective July and 1 effective January)
- 2 EMT Paramedics – Emergency Services (effective October)
- 1 Home Health Nurse – funded by Home Health revenue
- 1 Home Health Marketing Staff (Admin. Asst.) – funded by Home Health revenue

Salary and Benefits

No cost of living allowance is provided. The budget does include limited funds to recognize performance--one percent plus \$400 lump sum added to base for employees, available on employee anniversary dates, and contingent on performance.

Thanks to major plan design changes and premium increases two years ago, health insurance claims and costs have stabilized. The budget maintains premiums paid by the County for all three plans, as well as and those paid by employees for two of the three plans. Employees who choose a plan with enhanced health benefits will pay 10 percent more than current rates. County and individual employee premiums for dental coverage are also maintained, but employees with spouses and dependents on the plan will pay 27 percent more.

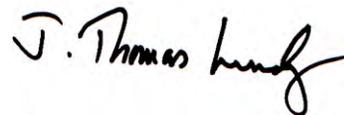
The County continues to promote wellness for health, employee productivity and financial reasons. The Employee Health Connection (EHC), an onsite clinic that is provided through a contract with CVMC, continues to save the County money by providing services at less cost and saving time away from work spent on doctors' visits. EHC conducts initial Workers Compensation reviews including 24 hour recheck evaluations as well as drug screening, physicals, Hepatitis B injections, and Tuberculosis skin tests for hiring and employee retention purposes. In order to identify health conditions at earlier stages when they are more easily treated and less costly, all adults on the County health plan are required to have annual blood screenings and a physical that meets guidelines of the American Medical Association for their age group. In the coming year, EHC will attempt to better meet employee well visit needs, not just sick visits. Employees began completing health risk assessments in Fiscal Year 2011/12. This individualized assessment will provide more accurate data on the health of County employees that can be used to target wellness efforts to the greatest needs, both individually and in the aggregate.

CONCLUSION

According to a recent study released by the Pew Research Center, 61 percent of Americans hold a favorable view of their local governments. This perspective is likely influenced by more responsiveness to citizen concerns at the local level and a consistent focus on efficiency and effectiveness. Catawba County continues to focus on providing citizens with high quality service, while keeping taxes significantly lower than the State average. The budget is strategic, yet very conservative, as it deals with the changing landscape in the economic base as well as community needs. Revenue projections remain conservative because of continued slow economic recovery. At the same time, investments are made in high priority areas of education, public safety, economic development and quality of life, keeping the County poised to attract new businesses and jobs.

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

Respectfully Submitted,

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

J. Thomas Lundy
County Manager

BUDGET ORDINANCE

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

SECTION I

Budget Adoption, 2012/13

The following budget with anticipated fund revenues of \$226,402,044 and departmental expenditures of \$226,402,044 (see pages 54 through 57 of the budget document for a breakdown) is hereby adopted in accordance with G.S. 159 by the County of Catawba for the fiscal year beginning July 1st, 2012, and ending June 30th, 2013, and the same is adopted by fund and department.

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

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

necessary expenses related to real estate transactions approved by the Board of Commissioners.

- D. **Transfers of Capital Projects Appropriations:** Transfers of appropriations up to \$50,000 between projects within a capital project fund may be approved by the County Manager. All transfers between projects are reported to the Board of Commissioners by its next regular meeting following the date of the transfer.
- E. **Transfers of Appropriations from Special Departmental Expense and Revenue Contingencies:** Transfers of appropriations may be made by the Budget Manager from special departmental expense and revenue contingency accounts that have been set aside to accommodate mid-year adjustments for allocations from outside agencies. The budget for such special departmental contingency expenditures will not be used until revenues are received and the related funds are transferred out of the contingency accounts to an appropriate line item.

SECTION II

Amendment to Procedures, Controls, and Authorities for Reinventing Departments

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

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

- F. Reinventing Departments may create or abolish positions which impact the outcomes approved by the Board of Commissioners and within available revenues upon summary approval of the Board of Commissioners. Approval will come at the next regularly scheduled Board of Commissioners' meeting and will be attached and approved as part of the minutes.

SECTION III

Tax Levy Rate

A tax rate of \$0.53 per \$100 of assessed valuation is hereby levied for Fiscal Year 2012/13, all of which is levied in the General Fund. No discounts will be allowed for early payment of taxes.

The following rates are levied for volunteer fire districts:

<u>Volunteer Fire Department</u>	<u>Tax Rate Per \$100 Valuation</u>
Bandys	\$0.0700
Catawba	\$0.0700
Claremont	\$0.0700
Conover Rural	\$0.0700
Cooksville	\$0.0617
Hickory Rural	\$0.0700
Longview	\$0.0546
Maiden	\$0.0600
Mountain View	\$0.0600
Newton	\$0.0700
Oxford	\$0.0558
Propst	\$0.0615
Sherrills Ford - Terrell	\$0.0700
St. Stephens	\$0.0700

SECTION IV

Hospital Fund

The Catawba Valley Medical Center Board of Trustees is hereby required to submit a monthly copy of its financial statements to the County Finance Director that will include a budget to actual comparison of all expenses and revenues.

The Hospital maintains a balance of not less than \$4 million with the County, in the Hospital Construction Fund, to finance and construct major Hospital capital projects. This Fund is intended to be used primarily to finance and construct major Hospital capital projects. However, in an emergency situation, with written request of the Hospital, the County may, in its discretion, permit amounts on deposit in the Fund to be extended for any lawful purpose including payment of operating expenses of the Hospital. As long as a \$4 million balance in the

Fund is maintained, monthly depreciation payments from the Hospital are not required. Monthly payments of \$50,000 will be required any time such \$4 million balance is not maintained.

Catawba Valley Medical Center is public non-profit hospital and an entity or component unit of Catawba County Government. The County owns the assets but the Hospital is not a line department of the County and therefore is not included in the County budget. The Hospital is authorized to operate as an enterprise fund.

SECTION V

Schools' Current Expense

The allocation of general revenues for the schools' current expense is \$1,447 per pupil based on the average daily membership of K-12. This amount includes \$52 per pupil to operate the following inter-school system programs--Catawba County Bus Garage, Catawba Valley High School, Conover School for Exceptional Children, the Newton-Conover ACT Program, and the Community Schools Program.

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

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

SECTION VI

Capital Projects and Grants

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

In accordance with the School Budget and Fiscal Control Act each school system will submit to the County Budget Manager detailed project sheets for each capital project included in this budget on sheets as specified in the "Uniform Budget" format, by January 1, 2012.

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

Any grant or capital project budget previously adopted, the balance of any anticipated, but not received, revenues and any unexpended appropriations remaining on June 30th, 2012, shall be reauthorized in the 2012/13 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, 2012. Approved payments may be delayed pending receipt of this financial information.

SECTION IX
Fees and Licenses

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

SECTION X
Per Diem Pay

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

- Alcoholic Beverage Control Board – Chair, \$75 per meeting; Members, \$50 per meeting
- Board of Adjustment – Chair, \$50 per meeting; Members, \$35 per meeting
- Board of Commissioners – Chair, \$950 per month; Members, \$750 per month; In-County Travel Allowance, \$250 per month
- Board of Elections – Chair, \$75 per meeting; Members, \$50 per meeting; \$100 for Election Day
- Equalization & Review Board – Chair, \$50 per meeting; Members, \$35 per meeting
- Hospital Board of Trustees - Chair, \$75 per meeting; Members, \$50 per meeting

Library Board – Chair \$50 per meeting; Members, \$35 per meeting
Mental Health Board – Chair, \$60 per meeting; Members, \$40 per meeting
Planning Board – Chair, \$50 per meeting; Members, \$35 per meeting
Public Health Board – Chair, \$50 per meeting; Members, \$35 per meeting
Social Services Board – Chair, \$50 per meeting; Members, \$35 per meeting
Subdivision Review Board – Chair, \$50 per meeting; Members; \$35 per meeting
Value Review Committee – Chair \$50 per meeting; Members \$35 per meeting

SECTION XI

Personnel

- A. Salaries - Salaries for Fiscal Year 2012/13 are based on the Fiscal Year 2012/13 pay plan for Catawba County that is adopted as a part of this budget and is effective July 1st, 2012. Funds are included for a 1 percent performance pay and a \$400 lump sum (added to base pay) for employees who satisfy the performance expectations for their position as reflected in employees' individual annual performance evaluation.
- B. Performance Awards - Funds are allocated in the budget to provide one-time lump sum performance awards to recognize exceptional performance. The County Manager is instructed to prepare a plan for the administration of performance awards to be effective during the Fiscal Year 2012/13 and to communicate said policy to all department directors and administer the plan.
- C. Travel Allowance - The travel allowance rate will be according to the IRS reimbursement rate.
- D. Special Payment - Positions that require specialized skills may be compensated by a special payment. This payment will only occur while the employee is serving in that capacity. This special payment is not considered a part of the annual base pay for classification. The amount of special payment is to be approved by the County Manager upon a recommendation by the Personnel Director.

SECTION XII

Budget Policy for State and Federal Fund Decreases

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

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

SECTION XIII

Reappraisal Fund

In accordance with the provisions of G.S. 153A-150, an appropriation of \$382,150 will be made from the General Fund to the Reappraisal Fund for the purpose of providing funds for the next reappraisal.

SECTION XIV

Fiscal Control Act

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

- A. As provided by G.S. 159-25 (b), the Board has authorized dual signatures for each check or draft that is made on County funds. The signatures of the County Manager, Finance Director, Assistant County Manager, and Assistant Finance Director shall be authorized signatures of the County.
- B. Operating funds encumbered on the financial records of the County as of June 30th, 2012, are hereby reappropriated to this budget.
- C. The Board authorizes the appropriation of all Fund Balances earned by the Reinventing Departments as determined by the County Manager and as a result of the County's annual audit of June 30th, 2012.
- D. The Board also authorizes (as is the practice) one principal account as depository for all funds received by the Finance Director from any source. Current accounting techniques shall be used to assure that all funds will be properly accounted for in the financial records of the County.

SECTION XV

Authorization to Contract

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

SECTION XVI

Authorization to Award and Reject Bids

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

This ordinance is adopted this 4th day of June 2012.



Katherine W. Barnes, Chair



J. Thomas Lundy, County Manager

SCHEDULE A

Below are the fee changes that have been adopted as a part of this budget. All fees are effective July 1st, 2012, unless otherwise noted.

PLANNING, PARKS & DEVELOPMENT

Educational/Meeting Room.....	\$50.00 per day
Additional Charge Applied to Parks Fees for Non-County Residents.....	\$10.00

New Parks Fee Philosophy- "To offer specialized amenities and reserve facilities for individual, family, corporate, or group activities. Fees will be benchmarked against other counties and the State each year."

PUBLIC HEALTH

Tests

Rabies Titer	\$75.00
--------------------	---------

Other

Vaccine Admin – 1 injection.....	\$20.00
Vaccine Admin – each additional injection.....	\$20.00
Oral Administration.....	\$15.00

Environmental Health

Plan Review for Push Carts/Mobile Food Units.....	\$150.00
---	----------

SHERIFF

Inmate Housing Fee (per day, out of County)	\$75.00 per day
---	-----------------

Inmate Medical Service Fees

Sick Call Medical Visit.....	\$20.00
Sick Call (Follow-up Visit)	\$5.00

UTILITIES & ENGINEERING

Plan Review Fee (Submittal or Re-Submittal - each review).....	\$10.00 per trade
--	-------------------

New Building Services Fee Philosophy- "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."



**CATAWBA
COUNTY
PROFILE...**

"Keeping the Spirit Alive Since 1842"

Located in a peaceful valley just east of the Blue Ridge Mountains, Catawba County is a land of scenic beauty, diverse cultures, and thriving industry. Three beautiful lakes are located within its 405 square miles, and the Catawba River winds along its western, northern, and eastern border. The County is named for the river and the Catawba Indians who foraged in the valley and were friendly and helpful to the first settlers who arrived in 1747.

Catawba County was officially established on December 12, 1842, when Lincoln County was divided by an act of the North Carolina General Assembly. Citizens living in what is now Catawba County found it was too far to travel to Lincolnton, the Lincoln County seat, to conduct court business on a regular basis. Catawba County's seat was not selected until January 8, 1845. The North Carolina General Assembly passed legislation to the effect that "the present Town of Newton as selected and laid out shall be the site and location of the courthouse and jail of Catawba County." The final boundary line was moved to a point further north of Lincolnton than the line originally drawn, with the current boundary lying five and a half miles north of Lincolnton.

The County has eight cities and towns: Hickory, Newton, Conover, Maiden, Catawba, Claremont, Longview, and Brookford, and a total population of 154,654. The average temperature is 69 degrees Fahrenheit with an average high of 51 degrees in January and 85 degrees in June. On average, the County receives about fifty inches of rainfall and seven inches of snowfall per year. The average elevation in Catawba County is 1,165 feet.

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

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

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

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

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

Catawba County has 43 public schools with over 24,000 students and is home to two colleges: Lenoir-Rhyne University, a 116 year old liberal arts institution and Catawba Valley Community College, a member of the North Carolina Community College system, which offers one and two year degree programs and a two year college transfer program as well as continuing education classes. The County is a major medical center, with two large hospitals, a substantial medical community, and many nursing home facilities.

Catawba County offers a wide range of sports and recreation for enthusiasts of every kind. Rock Barn Golf & Spa is home to the Greater Hickory Classic, a PGA TOUR Champions Tour Event. The Hickory Motor Speedway hosts the NASCAR Dodge Weekly Series and is known as the “Birthplace of the NASCAR Stars.” 2004 South Atlantic League Champion Hickory Crawdads (Class A Affiliate – Pittsburg Pirates) offer minor league baseball at its best. Catawba County also has numerous parks that provide opportunities ranging from family picnics to hiking and fishing.

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

Business and Economic Development

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

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

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

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

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

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

CATAWBA COUNTY, NORTH CAROLINA

STATEMENT OF PHILOSOPHY

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

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

READERS' GUIDE

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

FINANCIAL DOCUMENTS

The budget is the financial plan for County operations for the fiscal year beginning July 1, 2012, and ending June 30, 2013. The budget shows the source of revenue and how these sources will be spent. It also contains outcomes, goals, and objectives the County departments have set for the year. The budget and the audit are the key financial documents that the County uses to illustrate its financial plans and status. The budget looks ahead to the coming year and shows how funds plan to be spent, while the audit shows the County's year-end financial condition. The audit document is produced annually a few months after the end of each fiscal year (October or November) while the budget is produced annually at the beginning of each fiscal year (final copies are usually made available to the public in mid-July).

SUMMARY OF LEGAL BUDGET REQUIREMENTS

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

Budget Forms and Procedures

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

Departmental Requests

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

Budget Preparation Calendar

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

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

FISCAL YEAR 2012/13 BUDGET CALENDAR

Monday, November 8, 2011

Revenue and Expenditure Forecast discussed with Manager

Tuesday & Wednesday, December 13 and 14, 2011

Department Head Retreat

Friday, December 16, 2011

Budget Kickoff

Friday, December 30, 2011

Fiscal Year 2012/13 outcomes due from all departments

Monday, January 9, 2012

Mid-year report on Fiscal Year 2011/12 outcomes due from all departments

Friday, February 3, 2012

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

Monday, March 12, 2012

Recommended budget sent to County Manager

Monday, Tuesday, and Wednesday, March 19, 20, 21, 2012

First round budget hearings with County Manager

Thursday, April 12, 2012

Second round hearings with Manager as needed

Monday, May 14, 2012

County Manager's recommended budget sent to Board of Commissioners

Tuesday, May 15, 2012

Manager's Press Conference

Tuesday, May 29, 2012 (8:00 a.m. – 5:00 p.m.)

Board of Commissioners' hearings with departments

Thursday, May 31, 2012

Public Hearing and Wrap-up

Monday, June 4, 2012

Budget Adoption

Recommended Budget

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

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

Board Review

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

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

Adoption of the Budget Ordinance

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

BUDGET PROCESS

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

Budgetary control is exercised in all funds except the agency funds. Appropriations are made at the departmental (function) level and amended as necessary. The current budget amounts represent the budget as of December 1st of the current budget year. The budget was prepared on the modified accrual basis of accounting as required by North Carolina General Statute 159-26(c). Appropriations lapse at year-end in the General and Special Revenue Funds for which

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

The County follows these procedures in establishing a budget:

1. The Budget and Management Office is a division of the County Manager's Office. The Budget and Management Office consists of a Budget Manager, a Budget Analyst I, and a Budget Analyst II.
2. In October the County Board of Commissioners holds a retreat to discuss issues, priorities and countywide goals for the upcoming fiscal year. These goals become the driving force behind initiatives to be considered and included during the budget cycle.
3. During the month of November the Budget Office prepares Revenue and Expense projections for the upcoming fiscal year. Revenues are projected for our main funding sources, property and sales tax, based on trends and economic forecasts for our area. Expense projections include capital projects that are part of the Eight Year Operating Capital Improvement Plans and considers any monetary impact resulting from the goals established by the Board of Commissioners.
4. A planning retreat is held in December that includes all County department heads and superintendents of our three school systems and community college. Revenue and expense projections are shared and, based on available revenues, a starting point for the budget is determined including allowable increases for salaries, benefits, and operating budgets.
5. The Budget Office establishes a beginning base for each department that includes the allowable increases for salaries, benefits and operating budgets. In developing their budget requests the staff is instructed that any funding requests for program or service expansions or equipment beyond the base amount is to be thoroughly justified and will be weighed against other competing needs and available funding. The role of the budget analyst will be to analyze the requests and justifications and make sound funding recommendations to the County Manager.
6. In December, departments are given pertinent budget information, funding parameters, and the goals established by the Board of Commissioners.
7. In January, the reinventing departments submit requested outcomes, and departments not in the reinventing program as well as outside agencies submit budget requests to the Budget and Management Office.
8. During February and March, the Budget and Management Office analyzes requests for the non-reinventing departments and outside agencies, negotiates outcomes with the departments, and prepared a recommended budget for the County Manager.
9. During March and April, the County Manager conducts a series of budget hearings with the department managers and agency directors. He then submits a recommended budget to the Board of Commissioners. The budget includes proposed expenditures and the means of financing them.

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

ACCOUNTING STRUCTURE AND SYSTEMS

As a means of tracking and accounting for money, the operations of the County are divided into Funds. The easiest way for most people to think about funds is to compare them to bank accounts. Money comes into a fund from a variety of sources and is then used to provide services to the public. As with a personal bank account, funds have to take in at least as much money as they spend, and by law, budgets for funds must be balanced. What this means is a governmental unit cannot plan to spend more than it will take in. Catawba County has 42 funds with the largest being the General Fund.

The General Fund is often referred to as the operating fund because almost all County services are accounted for in this fund. The General Fund is also where most of the revenues are received. Other funds are used to keep track of capital expenditures and to build reserves. For example, the Schools' Capital Projects Fund is where new schools and improvements to existing schools are funded. The General Capital Projects Reserve Fund is where money is accumulated over several years until it is transferred to the General Capital Projects Fund and spent on countywide capital needs. Again, using the example of the bank account, a transfer is when money is moved from one account (fund) to another. In the case of the Reserve and Projects Funds, a transfer can be equated to taking money out of a savings account and putting it into a checking account.

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

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

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

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

FUNDS AND FUND BALANCES

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

General Fund

The General Fund is the principal fund used to account for the provisions of governmental services. This fund summarizes the financial transactions of functional services, based on departmental operations, except for those transactions that must be accounted for separately in other funds. Fund balance in the General Fund at the end of Fiscal Year 2011 was \$41,021,444 or 25.71 percent of the General Fund expenditures for that fiscal year. The Fiscal Year 2012/13 budget appropriates \$6,492,811 General Fund Fund Balance. The Local Government Commission, an office of the North Carolina State Treasurer's Office, recommends that counties the size of Catawba maintain a minimum of 8 percent General Fund

Fund Balance. The fund balance appropriated for Fiscal Year 2012/13 will allow the County to meet normal operating expenses and allow for expansion in the Sheriff's Department, EMS, schools, CVCC, and programs to assist children in need. This is sustainable over the next several years while remaining above the Board of Commissioners' goal of maintaining a 16 percent fund balance.

General Fund	Appropriated			
	6/30/2011	Est. 06/30/12	FY 2012/13	Est. 06/30/13
General Fund (110)	41,021,444	41,500,000	6,492,811	35,007,189
Total	41,021,444	41,500,000	6,492,811	35,007,189

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. This money is often saved for several years to support larger needs, and significant fund balance appropriations are therefore common. For Fiscal Year 2012/13, notable appropriations include those in the Narcotics and Fire Districts Funds (used for purchasing public safety equipment/capital needs), and the Parks Preservation Fund (used to help secure the historic Bunker Hill covered bridge).

Special Revenue Fund Types	Appropriated			
	6/30/2011	Est. 06/30/12	FY 2012/13	Est. 06/30/13
Emergency Telephone (202)	2,173,194	2,100,000	129,590	1,970,410
Community Alert System (204)	21,192	22,000	0	22,000
Narcotics (205)	257,028	240,000	59,238	180,762
Rescue Squads (240)	292,031	295,000	27,563	267,437
Library Endowment (250)	234,704	237,500	0	237,500
Gretchen Peed Scholarship (260)	43,207	45,000	0	45,000
Parks Preservation (270)	142,407	145,000	102,000	43,000
Community Development (280)	(4,178)	5,000	0	5,000
Fire Districts (352-369)	852,061	700,000	141,134	558,866
Total	4,011,646	3,789,500	459,525	3,329,975

Capital Projects Funds

The Capital Projects Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities. The County maintains a separate Schools' Capital Projects Fund, General Capital Projects Fund, Hospital Construction and Operations Fund, Water and Sewer Construction Fund, and Capital Projects Reserve Fund for accounting and budgeting purposes. Money within these funds is often saved for several years to support needed large expenses. For example, the budget appropriates fund balance within the Schools Capital Projects Fund for projects such as bleacher replacement at multiple Catawba County Schools, storm drain replacement at Hickory High School, HVAC unit replacements at Shuford Elementary School, and a Fire Alarm upgrade at Catawba Valley Community College.

Capital Projects Fund Types	6/30/2011	Est. 06/30/12	Appropriated	
			FY 2012/13	Est. 06/30/13
General Capital Projects (410)	22,142,891	24,000,000	290,036	23,709,964
Schools' Capital Projects (420)	9,989,163	8,500,000	1,261,838	7,238,162
Schools' Construction (423)	22,415,899	10,000,000	0	10,000,000
School Bond Capital - 1997 Series (427)	68,837	70,000	0	70,000
Hospital Construction (430)	5,370,625	5,400,000	0	5,400,000
Water and Sewer Construction (475)	20,108,586	15,000,000	0	15,000,000
Solid Waste Capital (485)	1,000,765	1,000,000	0	1,000,000
Total	81,096,766	63,970,000	1,551,874	62,418,126

Enterprise Fund

Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing service to the general public on a continuing basis be financed or recovered primarily through user charges. The County has two enterprise funds, the Solid Waste Management Fund and the Water and Sewer Fund. The Water and Sewer Fund was established with the Fiscal Year 2008/09 Budget.

Enterprise Fund Types	6/30/2011	Est. 06/30/12	Appropriated	
			FY 2012/13	Est. 06/30/13
Water & Sewer (515)	33,696,908	34,000,000	0	34,000,000
Solid Waste (525)	6,618,441	6,750,000	520,920	6,229,080
Total	40,315,349	40,750,000	520,920	40,229,080

REVENUES

Catawba County has nine revenues sources: Property Tax, Sales Tax, Other Taxes (Privilege Licenses, 911 Surcharge, Fire District Tax), Intergovernmental Revenues (funds received from the State and Federal government), Permits and Fees, Miscellaneous (ABC Profits, Cable TV Franchise, Donations), Fund Balance, Other Sources (Transfers, Special Contingency, Insurance Premiums), and Fines and Forfeitures (fees collected by the Courts and distributed entirely to schools). Property Tax is levied and collected by the County on all real estate and personal property (vehicles, machinery). The value of real property was set in 2011 and the projected for 2012/13 is based on new construction and renovations over the last year.

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

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

Where possible, the County charges fees for services it provides and uses the revenue from these fees to offset the cost of providing the service. A good example of this is the fee charged for ambulance service. Revenues from these ambulance fees are estimated to be \$4,675,000 in Fiscal Year 2012/13. These revenues will help offset the \$7.7 million it costs to operate the Emergency Medical Service.

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

EXPENSES

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

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

BASIS OF ACCOUNTING

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

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

The level of control, or level at which expenditures may not legally exceed the budget, is the department level for the General Fund and the fund level for all other funds. Any change in appropriation level of the fund must be approved by the Board of Commissioners. The County Manager or the Budget Manager may approve any changes within a fund that do not require an

alteration of the appropriation level. Appropriations lapse at year-end, except appropriations for the Capital Improvement Plan Fund, which are carried forward until such time as the project is completed.

COMPENSATED ABSENCES

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

ENCUMBRANCES

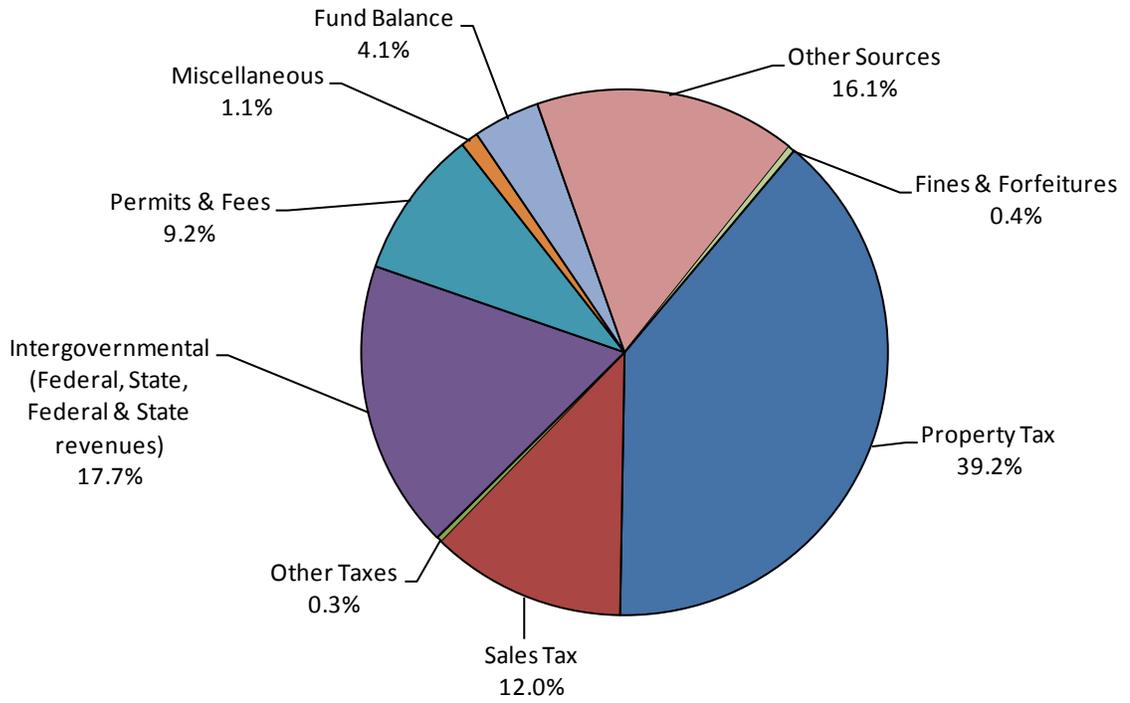
Encumbrances are financial commitments for services, contracts, or goods that have not as yet been delivered or performed. Purchase orders that remain unperformed at year-end are carried forward to the new fiscal year. A portion of fund balance is reserved to pay for any commitments related to purchase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

REVENUE SUMMARY

	Actual 2010/11	Current 2011/12	Approved 2012/13	% Change
Property Tax	\$80,769,349	\$80,833,166	\$82,150,713	1.63%
Fire District Taxes	4,521,402	4,581,334	4,584,585	0.07%
	\$85,290,751	\$85,414,500	\$86,735,298	1.55%
Sales Tax	\$26,558,176	\$26,091,865	\$26,570,357	1.83%
Other Taxes	\$678,757	\$676,765	\$673,889	-0.42%
Intergovernmental				
Federal	\$11,851,147	\$11,148,256	\$12,635,242	13.34%
State	14,067,932	10,156,070	7,968,636	-21.54%
Federal & State	11,605,211	11,431,882	11,747,297	2.76%
Local	7,627,799	7,115,191	6,883,917	-3.25%
	\$45,152,089	\$39,851,399	\$39,235,092	-1.55%
Permits & Fees	\$21,569,874	\$21,566,760	\$20,277,721	-5.98%
Miscellaneous	\$4,757,076	\$2,853,228	\$2,378,651	-16.63%
Fund Balance				
General Fund	\$0	\$5,244,348	\$6,492,811	23.81%
Other Funds	0	1,969,889	2,609,319	32.46%
	\$0	\$7,214,237	\$9,102,130	26.17%
Transfers from Other Funds	\$8,066,134	\$4,349,061	\$4,956,481	13.97%
Fines & Forfeitures	\$796,001	\$1,005,156	\$858,305	-14.61%
Other Sources	\$38,453,052	\$7,791,875	\$35,614,120	357.07%
TOTAL:	\$231,321,910	\$196,814,846	\$226,402,044	15.03%

Permits and Fees include County services such as ambulance, Building Inspection, Landfill, patient, inmate, Animal Shelter, and Zoning fees, tax collection for municipalities, insurance, Medicaid, and Medicare.

**2012/13 Revenues
Excluding Interfund Transfers
(Amounts are rounded to the nearest decimal point)**

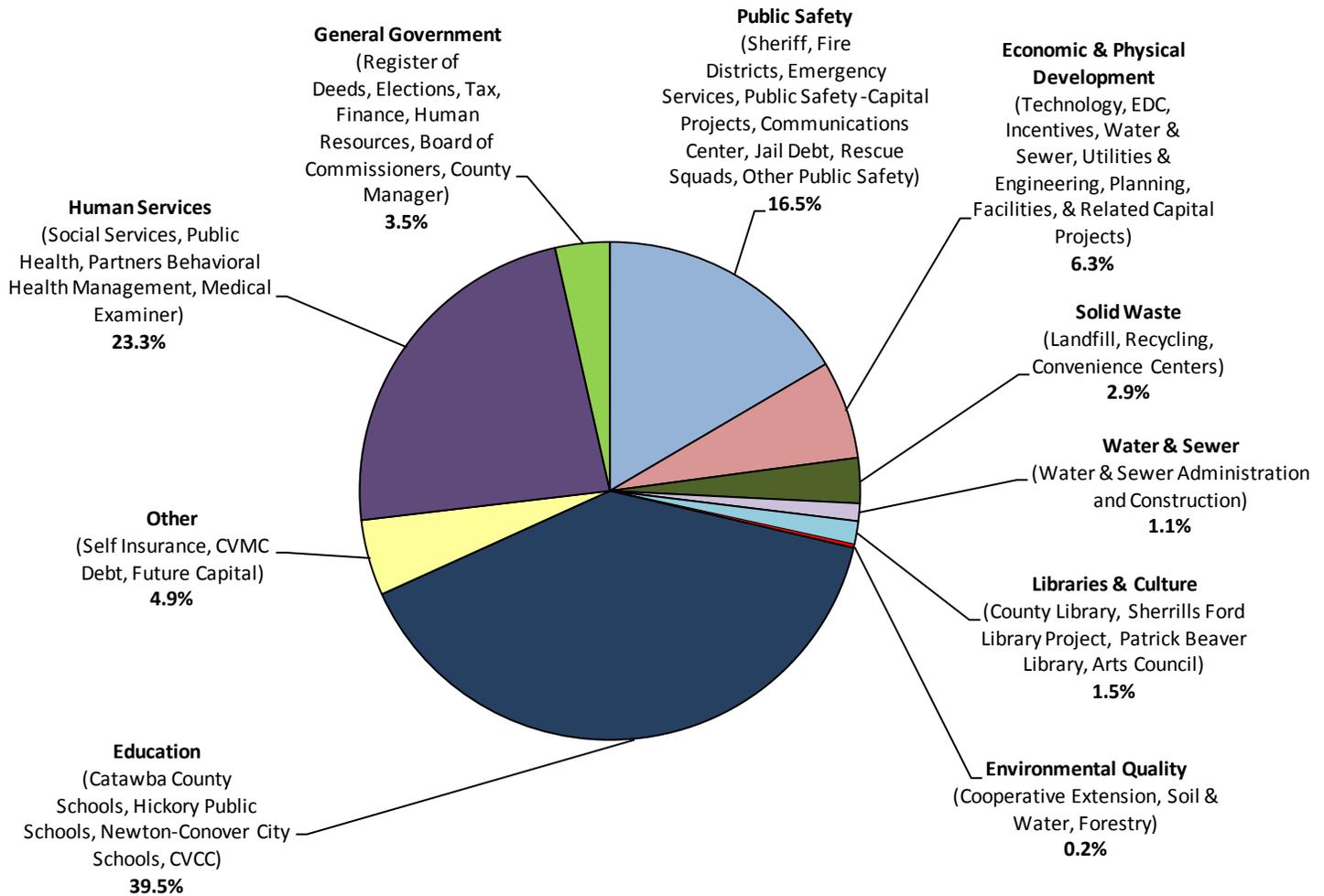


EXPENDITURE SUMMARY

	Actual 2010/11	Current 2011/12	Approved 2012/13	% Change
GENERAL FUND				
General Government	6,807,726	7,503,369	7,375,457	-1.70%
Transfers to Other Funds	7,194,729	4,292,449	4,219,954	-1.69%
Public Safety	22,627,881	24,443,401	25,188,951	3.05%
Environmental Quality	503,131	491,126	497,806	1.36%
Economic & Physical Development	10,015,888	11,662,505	12,738,172	9.22%
Human Services	50,521,073	52,177,196	51,834,121	-0.66%
Schools Current Expense	39,598,951	39,753,652	40,055,274	0.76%
Libraries & Culture	2,661,537	2,621,625	2,701,037	3.03%
Debt Service	17,719,934	19,403,145	24,933,743	28.50%
	\$157,650,850	\$162,348,468	\$169,544,515	4.43%
OTHER GENERAL FUND TYPES				
Self Insurance Fund	\$2,842,174	\$3,876,650	\$3,920,650	1.14%
Reappraisal Fund	447,351	397,643	409,150	2.89%
Register of Deeds Automation & Preservation	73,751	71,501	76,000	6.29%
Capital Reserve Fund	309,035	0	0	0.00%
	\$3,672,311	\$4,345,794	\$4,405,800	1.38%
SPECIAL REVENUE FUNDS				
Emergency Telephone System Fund	\$2,053,048	\$587,345	\$648,362	10.39%
Citizens' Alert System	56,298	56,577	57,145	1.00%
Narcotics Seized Fund	55,060	108,487	80,238	-26.04%
Rescue Squads Fund	985,123	982,158	1,040,736	5.96%
Library Endowment Fund	0	0	0	0.00%
Gretchen Peed Scholarship Fund	0	7,500	1,500	-80.00%
Parks/Historic Preservation Trust Fund	0	0	102,000	0.00%
Community Development Fund	273,389	0	0	0.00%
Fire District Funds	4,482,909	4,763,375	4,725,719	-0.79%
	\$7,905,827	\$6,505,442	\$6,655,700	2.31%
CAPITAL PROJECT FUNDS				
General Capital Projects	\$4,323,016	\$5,240,026	\$5,516,655	5.28%
Schools' Capital Fund	5,150,916	6,331,851	5,687,898	-10.17%
Schools' Construction Fund	20,694,556	3,006,612	25,536,823	100.00%
School Bond Projects Fund	0	0	0	0.00%
Hospital Construction Fund	0	0	0	0.00%
Water & Sewer Capital Fund	1,937,888	0	530,000	0.00%
Solid Waste Capital	115,024	0	0	0.00%
	\$32,221,400	\$14,578,489	\$37,271,376	155.66%
ENTERPRISE FUND				
Solid Waste	\$5,416,848	\$5,912,619	\$6,516,819	10.22%
Water and Sewer	777,154	3,124,034	2,007,834	100.00%
TOTAL	\$207,644,390	\$196,814,846	\$226,402,044	15.03%

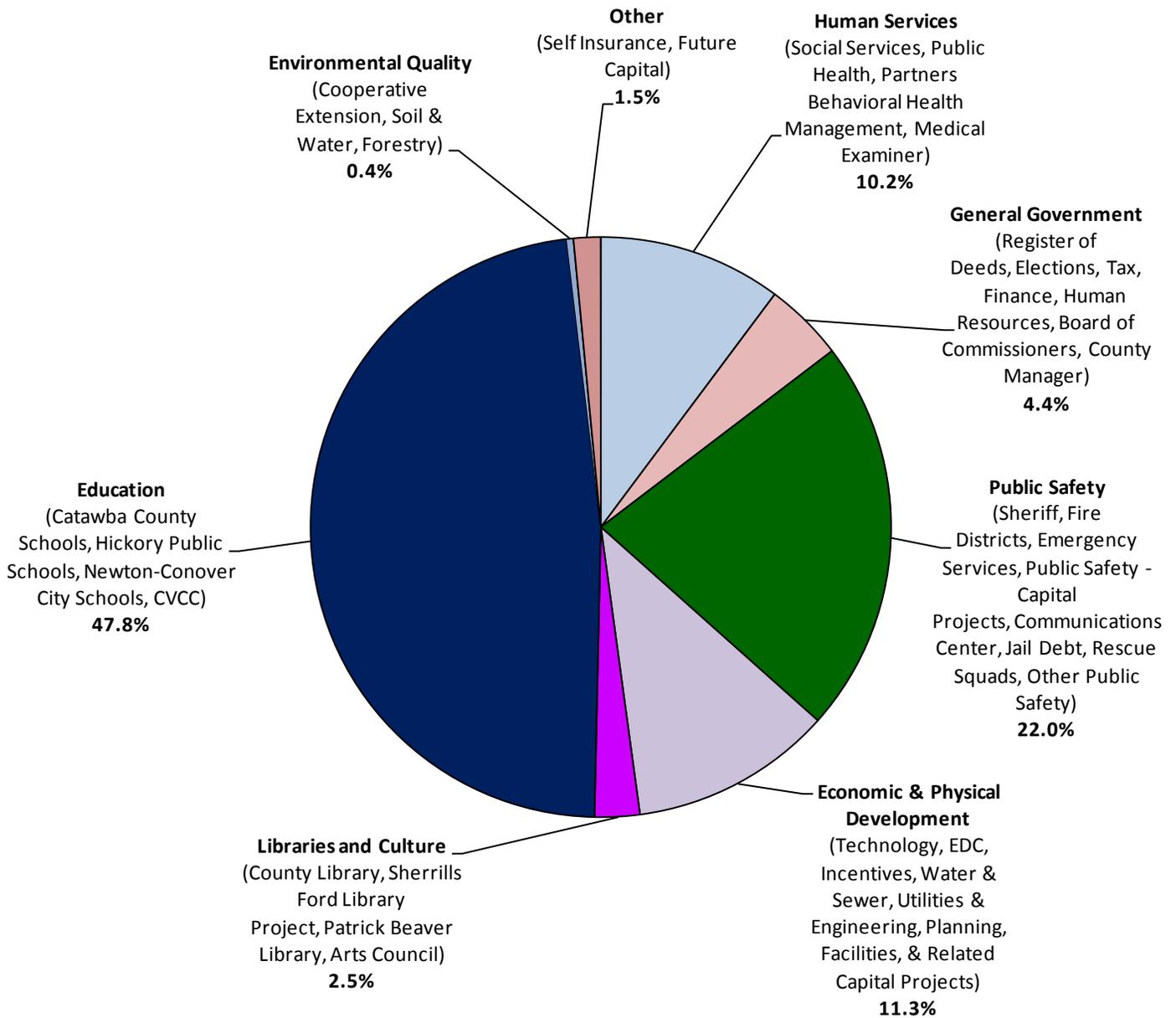
Note: General Fund increase is only 1.2 percent when CVMC debt (pass-through only) and transfers are excluded.

**2012/13 Expenditures
Excluding Interfund Transfers
(Amounts are rounded to the nearest decimal point)**

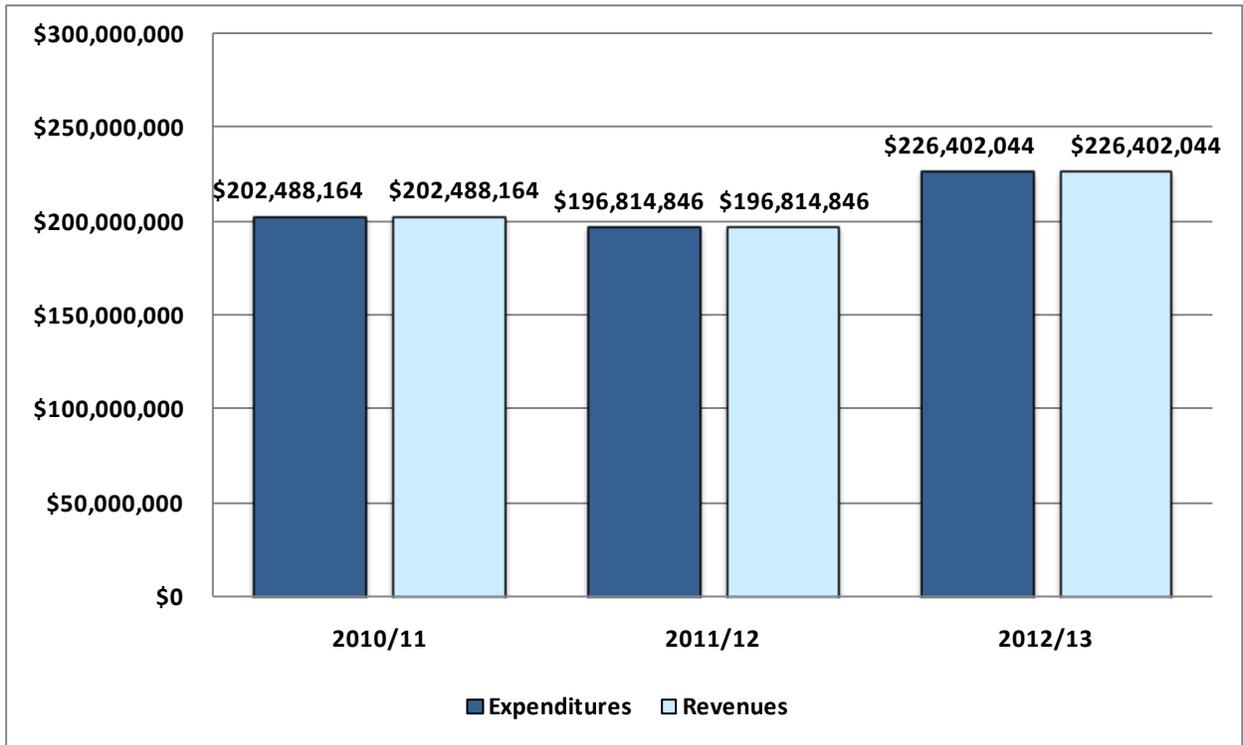


**2012/13 Expenditures
Local Funds
(Property Tax, Sales Tax - Amounts are rounded to the nearest decimal point)**

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



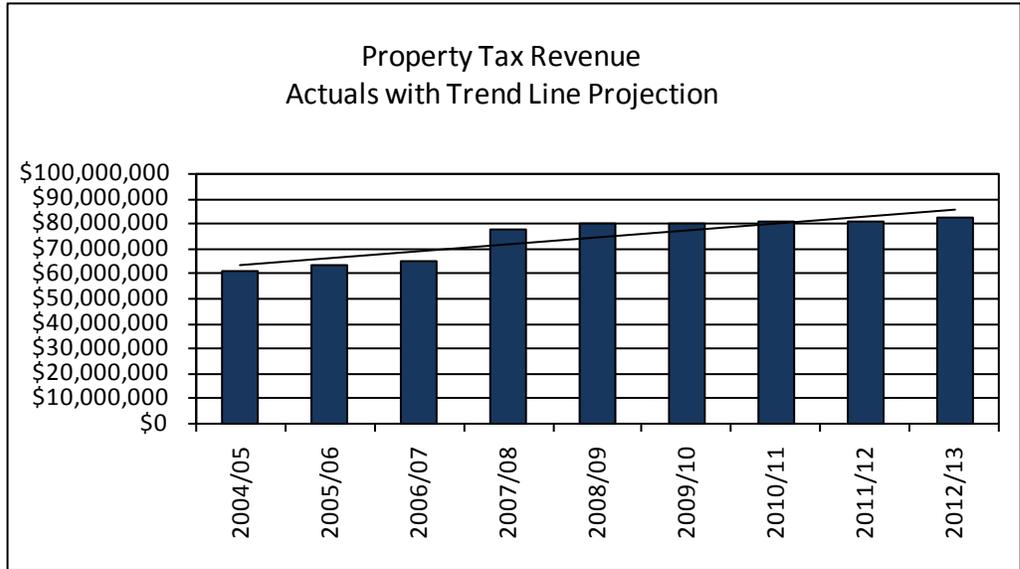
Total Budgeted Revenues and Expenditures



MAJOR REVENUE SOURCES
Actuals and Trends

Property Tax –

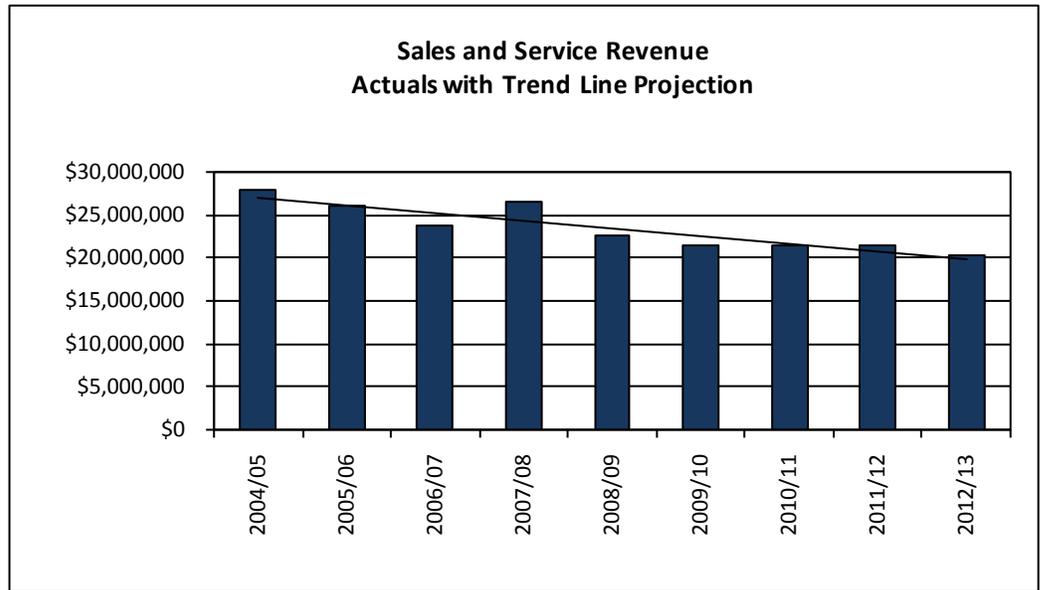
A tax levied by the Board of Commissioners against real and personal property. Once every four years, the County Tax Assessor must reevaluate the real property in the County. The County tax rate is \$0.53 per



\$100 of valuation. Property Tax estimates for Fiscal Year 2012/13 are based on an increase in values of 1.6 percent. Fiscal Year 2012/13 budgeted property tax is \$82,150,713.

Sales and Service

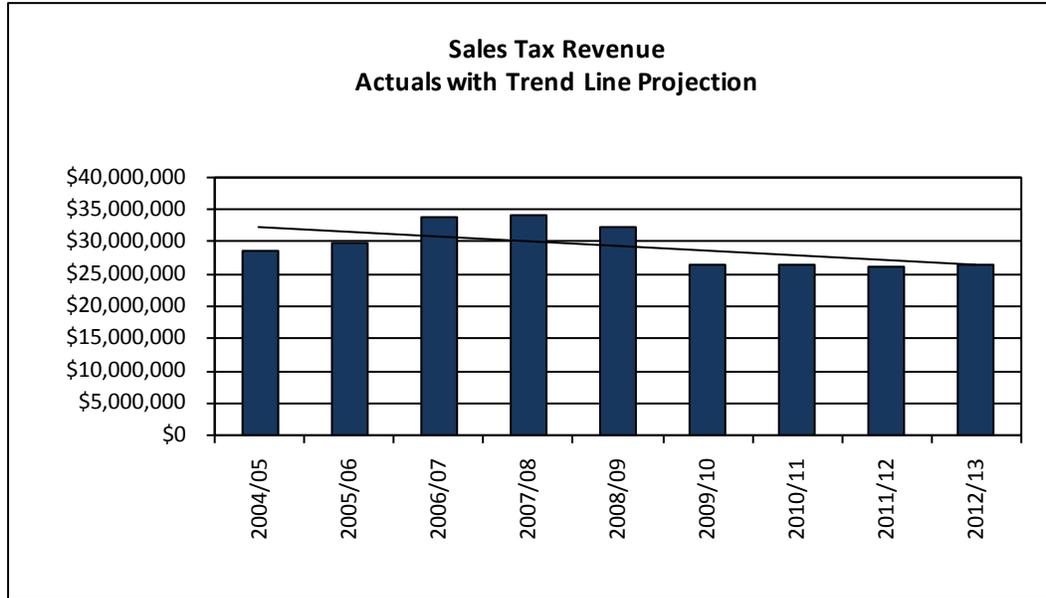
– Revenue from sales and service includes funds received from Medicaid reimbursement, user fees, and assessments to municipalities for items such as Election, GIS, or Planning Studies. The largest revenues in this category include



Building Permits (\$750,000), Recording of Legal Instruments (\$450,000), Environmental Health Fees (\$254,587), Ambulance Charges (\$4,675,000), Landfill Fees (\$3,878,464), and Home Health Fees (\$4,009,103).

Sales Tax –

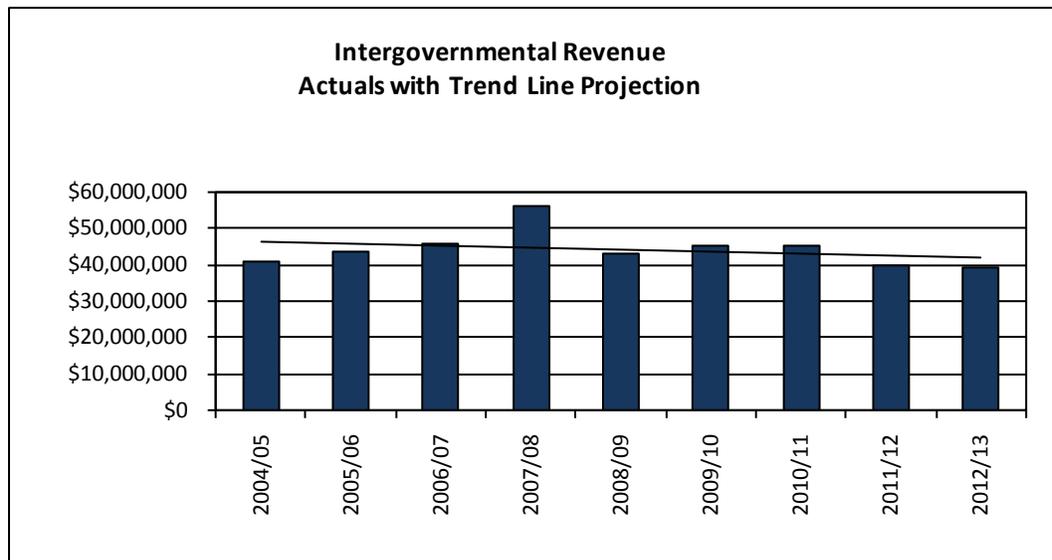
The sales tax levied by the County, collected by the State, and then returned to the County. Sales Tax revenue is directly related to the growth or decline in the



economy. Sales Tax estimates include a 2% increase for Fiscal Year 2012/13.

Inter-governmental

– Revenues received from the State and Federal government. Most of these revenues are tied to programs that the State or Federal Agency has ordered the



County to implement, such as human service programs. The largest revenues in this category include Schools' Lottery Funds (\$2,153,660), 911 Reimbursement (\$518,772), Cable TV Reimbursement (\$628,000), Beer & Wine Tax (\$350,000), Smart Start Funding (\$1,665,739), Work First Grant (\$2,169,739), IV-D Administration (\$1,235,785), Medicaid Administration (\$1,556,209).

Summary of FTEs

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

New FTEs approved in the Fiscal Year 2012/13 Budget are as follows:

	<u>Total FTEs</u>	<u>Source of Funding</u>
Sheriff's Office		
210050 - Deputy Sheriff	3.00	County
Emergency Services		
260150 - EMT Paramedic	2.00	County
Public Health		
580150 - Home Health Nurse	1.00	Home Health Fees
580150 - Administrative Assistant	1.00	Home Health Fees

FTE Totals

	Actual 2010/11	Current 2011/12	Requested 2012/13	Approved 2012/13
GENERAL GOVERNMENT				
County Manager				
Permanent	7.00	7.00	7.00	7.00
Hourly	0.00	0.00	0.00	0.00
Legal Services				
Permanent	3.50	3.50	3.50	3.50
Hourly	0.00	0.00	0.00	0.00
Budget & Management				
Permanent	3.00	3.00	3.00	3.00
Hourly	0.00	0.00	0.00	0.00
Board of Elections				
Permanent	4.50	4.00	4.00	4.00
Hourly	0.02	0.02	0.01	0.01
Tax Administration				
Permanent	26.00	25.00	25.00	25.00
Hourly	0.00	0.00	0.00	0.00
Human Resources				
Permanent	12.00	11.00	11.00	11.00
Hourly	0.50	0.50	0.25	0.25
Register of Deeds				
Permanent	11.00	11.00	10.00	10.00
Hourly	0.00	0.00	0.00	0.00
Finance				
Permanent	15.80	15.43	14.80	14.80
Hourly	0.30	0.15	0.65	0.65
TOTAL GENERAL GOVERNMENT				
Permanent	82.80	79.93	78.30	78.30
Hourly	0.82	0.67	0.91	0.91
PUBLIC SAFETY				
Sheriff's Department				
Permanent	179.00	180.00	183.00	183.00
Hourly	11.01	10.05	9.39	9.39
Emergency Services				
Permanent	102.00	102.00	104.00	104.00
Hourly	14.48	11.62	10.15	10.15
Communications Center				
Permanent	29.00	29.00	29.00	29.00
Hourly	2.24	1.88	1.88	1.88
TOTAL PUBLIC SAFETY				
Permanent	310.00	311.00	316.00	316.00
Hourly	25.49	23.55	21.42	21.42

FTE Totals				
	Actual 2010/11	Current 2011/12	Requested 2012/13	Approved 2012/13
<i>ENVIRONMENTAL QUALITY</i>				
Cooperative Extension				
Permanent	6.80	0.80	0.80	0.80
Hourly	0.00	0.00	0.50	0.50
Soil & Water Conservation				
Permanent	2.80	2.50	2.50	2.50
Hourly	0.00	0.00	0.00	0.00
<i>TOTAL ENVIRONMENTAL QUALITY</i>				
Permanent	9.60	3.30	3.30	3.30
Hourly	0.00	0.00	0.50	0.50
<i>ECONOMIC & PHYSICAL DEVELOPMENT</i>				
Technology				
Permanent	27.45	26.45	26.45	26.45
Hourly	0.50	0.50	1.00	1.00
Planning, Parks, & Development				
Permanent	11.00	10.00	10.00	9.00
Hourly	2.40	1.70	2.00	2.00
Utilities & Engineering				
Permanent	32.70	21.40	21.40	21.40
Hourly	0.30	0.00	0.00	0.00
Facilities				
Permanent	16.00	15.00	15.00	15.00
Hourly	0.00	0.00	0.00	0.00
<i>TOTAL ECONOMIC & PHYSICAL DEVELOPMENT</i>				
Permanent	87.15	72.85	72.85	71.85
Hourly	3.20	2.20	3.00	3.00
<i>HUMAN SERVICES</i>				
Social Services				
Permanent	402.80	403.18	403.18	403.18
Hourly	5.26	6.26	8.26	8.26
Public Health				
Permanent	157.10	155.50	156.70	155.70
Hourly	8.00	7.47	9.64	9.64
<i>TOTAL HUMAN SERVICES</i>				
Permanent	559.90	558.68	559.88	558.88
Hourly	13.26	13.73	17.90	17.90

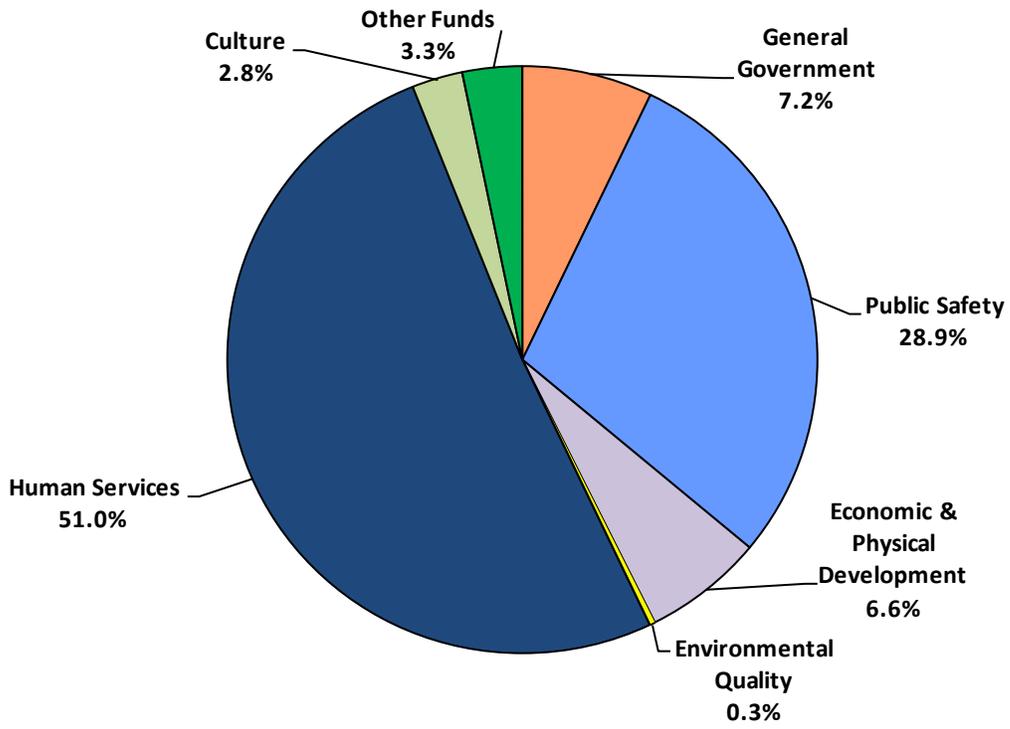
FTE Totals

	Actual 2010/11	Current 2011/12	Requested 2012/13	Approved 2012/13
CULTURE				
Library				
Permanent	32.10	30.60	30.60	30.60
Hourly	1.58	1.58	1.58	1.58
TOTAL CULTURE				
Permanent	32.10	30.60	30.60	30.60
Hourly	1.58	1.58	1.58	1.58
OTHER FUNDS				
Citizens' Alert System				
Permanent	0.50	0.50	0.50	0.50
Hourly	0.00	0.00	0.00	0.00
Emergency Telephone System Fund				
Permanent	1.85	1.85	1.85	1.85
Hourly	0.00	0.00	0.00	0.00
Reappraisal Fund				
Permanent	7.00	6.00	6.00	6.00
Hourly	0.00	0.00	0.00	0.00
Solid Waste Management				
Permanent	27.30	27.60	27.60	26.60
Hourly	0.63	0.63	0.63	0.63
Water & Sewer				
Permanent	1.00	1.00	1.00	1.00
Hourly	0.00	0.00	0.00	0.00
TOTAL OTHER FUNDS				
Permanent	37.15	36.95	36.95	35.95
Hourly	0.63	0.63	0.63	0.63
GRAND TOTAL				
Permanent	1,118.70	1,093.31	1,097.88	1,094.88
Hourly	44.98	42.36	45.94	45.94

Percentage of FTEs by County Function

Fiscal Year 2012/13

(Amounts are rounded to the nearest decimal point)



Performance Measurement Report



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

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

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

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

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

Performance Measurement for Reinventing Departments

COUNTY MANAGER

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

The County Manager's Office achieved all 15 stated outcomes (8 for County Manager, 4 for Legal, and 3 for Budget). County Manager outcomes are based upon the extent to which this department oversees the implementation and achievement of the goals established by the Board of Commissioners. The Board continues their efforts to develop strategies to create jobs. In a cooperative effort with Catawba Valley Community College (CVCC), an action plan is recommended that includes the development of a graduate guarantee to potential employers of appropriate skills competencies; skills assessments in both public school and higher education institutions; a collaborative marketing campaign by all County education systems to better inform business and industry of the educational opportunities available in the County; and, cultivation of employer involvement in the County's educational systems.

Legal Services achieved all of its outcomes for Fiscal Year 2008/09 and exceeded two. The department earned a 99 percent client satisfaction rating which was well above its goal of 95 percent approval to determine the success of legal services offered.

The Budget Office met and exceeded its outcomes including a 100 percent satisfaction rating on the County Manager survey and a 96 percent satisfaction rating on the departmental survey in excess of the goals 95 percent and 90 percent respectively. The Budget Office received the Government Finance Officers Distinguished Budget Award for the 20th consecutive year. This award recognizes outstanding achievement in budget preparation and presentation and achieves a performance outcome established for the Budget Office.

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

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

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

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

Fiscal Year 2010/11 (16 outcomes, 15 achieved, 1 not achieved, 94 percent success rate)

The County Manager's Office achieved 15 of its 16 outcomes for Fiscal Year 2010/11, which included outcomes for the Legal Services and Budget divisions. The department continued to oversee and implement the Board of County Commissioners' goals for Fiscal Year 2010/11. This included adopting a Fiscal Year 2010/11 budget with only a one percent operating increase and no property tax increase for the fourth year in a row. The County Manager's Office also aided in the use of Qualified School Construction Bonds and Build America Bonds to continue construction on the Newton-Conover Middle School and renovations to the Arndt Middle School, Hickory High School, and Catawba Valley Community College. These unique funding sources saved the County over \$4 million in interest costs compared with the traditional borrowing methods.

Unemployment has been a major challenge in Catawba County. To address this issue, the Board of County Commissioners, with support from the County Manager's Office, actively pursues economic development projects. For Fiscal Year 2010/11, development agreements were entered into for projects that will create at least 894 new jobs and have at least \$61.8 million in new investment. Specifically, these agreements were with Pierre Foods, Inc. (500 new jobs, \$16.8 million in new investment), Poppelmann Plastics (\$5 - \$8 million in new investment), Sarstedt, Inc. (20 new jobs and \$14.2 million in new investment), Dalco Nonwovens (19 new jobs, \$9 million in new investment), Lee Industries (75 new jobs, \$1 million new investment), Fairmont Designs (200 new jobs, \$2.8 million in new investment), and Turbocoating Corp. USA (80 new jobs, \$13 million in new investment).

The County Manager's Public Information Office continues to keep citizens informed of important government actions and news through a variety of communication mediums, which include newsletters, Facebook, Twitter, YouTube, Flickr, and RSS feeds. The office sent out 203 releases on important issues including the 2011 property revaluation, the naming of a new Cooperative Extension Director, the closing of the Animal Shelter after a fatal disease outbreak, and tornadoes which struck southwest Catawba County and Claremont.

The County Manager's Office has also played an active role in monitoring and proposing legislation that would be beneficial to Catawba County in the North Carolina General Assembly. The Long Session of the General Assembly began in January 2011, and the County made progress on many of its legislative goals, including supporting legislation to increase flexibility in the use of 911 Funds, supporting enrollment growth funding for the Community College System, opposing any attempts to increase the time that County jails are required to hold misdemeanants, and supporting legislation to allow Catawba County to offer triple credit toward renewable energy portfolios.

Legal Services achieved all four of its outcomes for the fiscal year. Staff continued to provide timely, professional, and ethical service to departments and received a 99 percent satisfaction rating on its annual client survey. The division reviewed 480 contracts, all within five working days. It also exceeded its target to collect 50 percent of back taxes, delinquent collections, and other monies owed to the County. During Fiscal Year 2010/11, \$279,854 was turned over to

legal for collection, and \$197,014 was collected, resulting in a 70.4 percent collection rate.

The Budget Office achieved all but one of its outcomes. Specifically, it achieved a 93.87 percent satisfaction rating on the departmental survey, exceeding the goal of 90 percent. The one outcome not achieved relates to receiving a 95 percent satisfaction rating from the County Manager, and efforts were refocused for Fiscal Year 2011/12 to achieve this goal. The department was successful in receiving the 2010 Government Finance Officers Association Distinguished Budget Award for the 23rd consecutive year. This award recognizes outstanding achievement in budget preparation and presentation. Budget worked extensively with departments to improve performance measurements, as well as worked with the UNC School of Government to lobby for the continuation of the County Benchmarking Project.

HUMAN RESOURCES

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

The Human Resources department continues to earn high marks from participants in the bi-weekly new employee orientations. Out of 155 evaluations, the overall score was 4.6 out of a possible 5.

In the area of organizational development, an online training program was offered through Business & Legal Reports, Inc. entitled, "ADA-What Supervisors Need to Know." The program was sent out to all County managers and supervisors on February 17, 2009, with a request for completion by April 30, 2009. To date, 98 supervisors have successfully completed this program.

In order to promote preventive wellness among employees, Human Resources encouraged completion of a physical and blood work screening annually. For Fiscal Year 2008/09, a 3 percent increase in completions was experienced.

Fiscal Year 2009/10 (14 Outcomes. 14 achieved, 100 percent success rate)

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

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

Fiscal Year 2010/11 (15 outcomes, 15 achieved, 0 not achieved)

Human Resources was successful in achieving all 15 of its outcomes for Fiscal Year 2010/11. The department continues to receive high marks from new employees, receiving a satisfaction average of 4.5 out of 5 for its new employee orientation sessions. The department also offered two training programs targeted at best practices/legal compliance during the year. These two programs, "Employment Law for Supervisors—What you Should and Shouldn't Do", and "Workplace Harassment" had a combined total of 1,191 employee participants.

The department continued to closely examine the Self Insurance Fund in light of health

insurance plan changes that were implemented for the fiscal year. These changes in plan offerings led to a 21 percent decrease in health claims from the prior year.

The County's Wellness program continued its efforts to promote preventive care and healthy lifestyles. A total of 284 employees and spouses participated in an October 2010 blood screening where they were given feedback on their body mass index, blood pressure, cholesterol levels, blood sugar, and triglycerides. 24 participants followed up on their results by attending a Wellness Consultation, aimed at addressing any issues discovered in the screenings. The department additionally had 31 different wellness events such as screenings, online trainings, Lunch and Learns, and exercise classes which 909 employees (79 percent of all those benefitted) attended.

The Employee Health Clinic (EHC) continued to be used by employees, and has generated a significant cost savings when examining the cost of alternative options present for the County and employees. During the year, the EHC is estimated to have saved the County and employees \$31,997 when examining sick leave time avoided, workers compensation reviews, drug screens, and primary care physician visits. With more employees opting for either the new Core or Health Savings Account health insurance plans (which require a deductible prior to insurance payment), employees are beginning to better use the Employee Health Clinic option as well.

Catawba County places a high priority on a diverse workforce and, as such, Human Resources has worked closely with the County's Diversity Committee and other local minority groups throughout the year. The department has enacted eight recommendations from these groups, including: posting new videos to the Job Openings webpage, advertising in different venues such as the Pride event and Exodus Homes, adding additional diversity training and diversity component to Performance Evaluation training programs, and enhanced community networking.

COOPERATIVE EXTENSION SERVICES

Fiscal Year 2008/09 (25 outcomes, 25 achieved, 100 percent success rate)

Annual outcomes for this department are developed around the agency's core purpose of providing citizens with scientifically based information and informal educational opportunities focused on local needs and issues. The focus remains on the four core areas of the program: agriculture and natural resources, family and consumer education, 4H and youth, and community and rural development.

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

Fiscal Year 2009/10 (27 outcomes, 27 achieved, 100 percent success rate)

Annual outcomes for this department are developed around the agency's core purpose of providing citizens with scientifically-based information and informal educational opportunities focused on local needs and issues. In collaboration with the Planning and Zoning Office, Cooperative Extension also oversaw the implementation of the Voluntary Agricultural District (VAD) ordinance. The goal to enroll twenty farms and/or 2,000 acres of farmland in the VAD Ordinance was exceeded as 46 landowners applied to the Voluntary Agricultural District (VAD) Program in order to enroll 5,734 acres in the program.

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

Fiscal Year 2010/11 (26 outcomes, 24 achieved and 2 not achieved)

Cooperative Extension achieved 24 of its 26 outcomes. Annual outcomes for this department are developed around the agency's core purpose of providing citizens with scientifically-based information and informal educational opportunities focused on local needs and issues. The focus remains on the four core areas of the program: agriculture and natural resources, family and consumer education, 4-H and youth, and community and rural development.

The offsite movement of sediment, fertilizers and pesticides is a public concern with the landscape industry. To address this concern, a series of workshops on landscape Integrated Pest Management (IPM) and Best Management Practices (BMP) were held for 244 landscape companies and their employees. Of the surveyed participants, 97 percent report having increased knowledge on the prevention and management of pest problems through non-

chemical methods, and 86 percent report implementing one or more practice learned, which saved an estimated \$85,025 in chemical and labor costs. Thirty-four nurserymen and their employees were trained or assisted on implementing IPM program designed for identifying and controlling disease, insect, mites, and weed pests with minimal chemical inputs, resulting in an estimated total savings of \$215,335 on chemical and labor costs. The Commercial Horticulture Agent presented workshops for 59 individuals on proper plant selection and maintenance for landscape plantings with 91 percent of attendees indicating that they plan to diversify future plant selections for landscapes and implement updated maintenance practices. One hundred twenty-nine green industry professionals attending the Foothills Landscape Management Association Fall and Spring Workshops were taught how to properly identify lawn weeds, how to control insect pests on landscape bedding plants, which trees are better for the landscape, how to control pesticide drift and turf pests, how to manage garden ponds, how to estimate costs of irrigation installation, and how to identify spring ornamental plant diseases. Sixty green industry professionals were trained on proper pesticide selection and use as part of the annual Cooperative Extension pesticide school, which culminated in an examination with 80 percent of participants receiving the necessary grade to obtain a commercial pesticide license. An additional 60 license holders obtained recertification credits by attending 4 educational programs taught by Cooperative Extension agents on proper chemical selection and use in a variety of settings.

Cooperative Extension continues to provide local youth with high quality learning experiences. During the fiscal year, the department exceeded its goal to have 1,000 youth participate in Science, Technology, Engineering, and Math programs (STEM) offered in school classrooms and through out-of-school settings. During the year, 2,870 youth participated in science and technology-related programs offered through 4-H clubs, school enrichment (in-school), after school and summer programming. Staff continued to work with youth in the community to develop an improved sense of responsibility through a week-long 4-H residential summer camp, with 35 youth ages 8-14 participating. Additionally, 30 high school students representing each public high school and some private schools improved their skills and gained knowledge to address social problems, issues, and challenges through leadership and volunteerism as a result of their participation in the Catawba County Youth Council.

In collaboration with the Planning and Zoning Office, Cooperative Extension continued to oversee the implementation of the Voluntary Agricultural District (VAD) ordinance. The goal to enroll twenty farms and/or 2,000 acres of farmland in the VAD Ordinance was exceeded, as 18 landowners applied to the VAD Program in order to enroll 40 parcels and 5,734 acres in the program. A workshop was held with municipal leaders to explore the possibility of offering the VAD program within the extra-territorial jurisdictions of the cities and towns of Catawba County. Grant funding was also obtained for a two-day Estate Planning Workshop for 70 County residents that provided participants with basic knowledge of estate planning. Twenty of the participants made appointments with attorneys available through the workshop for individual consultations in order to gain specific answers to their estate planning questions.

As a result of Cooperative Extension's programming, and with the collaboration of Catawba Valley Medical Center's Center for Diabetes Control, Catawba County's three public school

systems, and Catawba County Social Services and Public Health Departments, the department's goal of enhancing the ability of 225 adults and children to make healthy food choices, increase physical activity and implement other strategies that will lower their risk for chronic disease was exceeded. Healthy eating education was offered to 83 adults who collectively lost 372 pounds, reduced waist measurements by an average of 2.5 inches, and lowered BMI ratios by an average of 3 units. Six participants reduced blood pressure to a healthy level. One hundred sixty-four adults participated in diabetes education classes, resulting in 75 percent of participants adjusting calories to support a healthy weight, taking medications as prescribed, and checking blood sugar at least once a day. One hundred eleven third-grade students and 59 fourth-grade students participated in a series of healthy eating and physical activity sessions which, according to student self-reports and parent observations, resulted in increased fruit and vegetable consumption, increased outdoor play, decreased soft drink consumption, and increased attention to nutrition labels. While participating in a nutrition education class, 34 high school students demonstrated their ability to assemble foods to illustrate a healthy day's menu, and 26 students demonstrated their ability to read food labels and make healthy beverage choices.

Cooperative Extension worked with a total of 311 livestock and forage producers and 4-H youth to increase their knowledge of effective management practices. These producers implemented strategies that improved profitability by \$181,910 during the fiscal year. Staff also assisted the local cattlemen's association in securing a \$30,000 grant for a weighing and load-out facility for direct marketing of local feeder calves. Youth improved livestock management skills through participation in the 4-H livestock program. Fifteen local producers attended a Pasture Weed ID and Control program to learn how to identify the most common weed species in this area, and a Weed Management program in May reached 20 farmers on weed and brush management (including an on-site evaluation of 10 chemical treatments for control of brambles). Other educational impacts for livestock producers include educational programs for 100 producers on technological advances in calf production, management strategies that promote better efficiency, reproductive management and marketing options.

Local marketing and advertising efforts for Foothills Fresh, which currently promotes 63 farms and farmers' markets in Alexander, Burke, Catawba, Cleveland, Gaston, and Lincoln counties, reached over 800 citizens. Additionally, 572 surveys were given to restaurants resulting in 48 replies indicating an interest in using local produce in their establishments.

Keep Catawba County Beautiful (KCCB) worked to raise awareness of litter caused by improper disposal of solid waste, with particular emphasis on promoting the proper disposal of plastic shopping bags and the use of alternative reusable bags. As a result, 500 individuals received reusable shopping bags, 100 individuals received a free tarp and information about laws concerning covering loads in truck beds to prevent littering, and 40 local stores were visited to encourage recycling of plastic bags and use of reusable shopping bags.

The department did not achieve two of its outcomes this year. Area agents fell short of a goal to educate 30 producers on rotational/intensive grazing systems, with 10 producers

implementing. Agents worked with 2 producers to install the proper fencing and watering to begin their rotational grazing systems. Twenty producers attended a seminar on ultra-high density stocking grazing, or “mob grazing,” to learn the pros and cons and how it can be incorporated into their grazing systems. An additional program is planned for producers on July 19, 2011. Cooperative Extension also fell short of a goal to have 100 food service establishments earn national food safety credentials by completing the ServSafe course, with 83 of 102 participants earning certification.

SOCIAL SERVICES

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

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

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

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

Fiscal Year 2009/10 (29 outcomes, 28 achieved, 1 not achieved, 97 percent success rate)

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

Fiscal Year 2010/11 (29 outcomes, 27 achieved, 2 not achieved, 93 percent success rate)

Fiscal Year 2010/11 proved challenging for Social Services, with increasing demand for service coupled with State and Federal funding cuts/additional mandates. Despite increasing caseloads and reductions in funding, the department has continued to become more efficient in order to protect and provide aid to Catawba County residents in need. The department continues to exceed not only County-set benchmarks but State and Federal benchmarks as well.

By implementing new technology, the department was able to realize greater than a 30 percent increase in efficiency in Family Medicaid and Work First. The Foster Care Teams/Family Preservation division was successful in reunifying 67.5 percent of foster care children with families, as compared to the large county average of 47.47 percent. Through education and relationship building, 100 percent of Teen Up/Upward Connection participants (474 high risk youths ages 10-17) did not become or cause someone to become pregnant during their participation in the Teen Up program. Additionally all students who received Department of Human Resources social work services for at least 90 days were promoted to their next grade level in school.

With the economic recession and unemployment high in Catawba County, Social Services continued to assist citizens through its Work First program. The department far exceeded each of its outcomes in this area, having 144 Work First participants obtain or maintain employment (target of 40) as well as providing 5,020 citizens (target of 3,500) with crisis assistance (rent, utilities, medication, etc.).

With the average age of the population increasing, Adult Services continues to be an important area within Social Services. In Fiscal Year 2010/11, the department served 81.5 percent eligible elderly and disabled Medicaid citizens as opposed to 69.4 percent in the previous year and the State average of 61.4 percent. The department also arranged or provided 28,717 trips to medical care for 19,905 eligible citizens, exceeding its goal of 27,000 trips for 17,500 citizens. While Adult Services did achieve all but one of its outcomes, it did not achieve its goal related to the non-recurrence of an instance of abuse, neglect, and exploitation of cases reviewed by Adult Protective Services. In Fiscal Year 2010/11, there was one recurrence of these cases out of its 13 active cases, leading to a success percentage of 92 percent (outcome target of 98 percent).

Social Services' Child Support division met one of its two outcomes by ensuring that 90 percent of children who need a child support order for support received one. It was not able to maintain a 72 percent collection rate for child support payments however, collecting only 70 percent. The department attributes this to the Federal Government suspending funding of the extension of unemployment benefits combined with the struggling economy and high unemployment rate.

Food Assistance staff ensured that taxpayer money was used appropriately by maintaining a 98 percent accuracy rating for benefits distributed. This is three percent higher than the Federal government's goal. Staff also provided prompt service to customers, processing 99 percent of applications within 6.6 days as compared to the Federal goal of 100 percent of applications within 30 days and the State goal of 98.7 percent in 12 days. While Food Assistance is an area that saw a large increase in eligibility during the fiscal year, Social Services continues to surpass target goals at all levels of government.

LIBRARY

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

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

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

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

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

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

Fiscal Year 2010/11 (34 outcomes, 34 achieved, 0 not achieved, 100 percent success rate)

The Library achieved all 34 of its outcomes for Fiscal Year 2010/11, which includes the Main Branch and seven branch libraries. These outcomes focus on promoting the love of reading and lifelong learning for youth and adults alike. At the Main Branch, the Library presented 58 preschool story programs for 1,146 children and caregivers, as well as circulated 4,920 books to eight County daycare centers. Additionally, to promote the Library to school aged children, the Main Library provided information and library card applications to all school systems, and was successful in issuing 454 new library cards to these school aged children.

To ensure that not only the Library's facilities, but the materials within, are used, the Library and all branches set goals for maintaining a per capita circulation rate higher than the State average of 2.53. This was successful, with the Main Branch maintaining a per capita circulation rate of 4.97 and all branches maintaining a rate higher than 2.6. Catawba County's Library system was also successful in providing enrichment opportunities for adults, with all branches achieving goals surrounding adult programming.

While print materials remain an important part of its mission, the Library also recognizes the growing importance of digital literacy in the community. As such, all Library branches were successful in meeting goals surrounding digital literacy. Specifically, the Library system maintained over 60 computers for public access, and the Main and several branches including Southwest and St. Stephens offered structured computer workshops.

Customer satisfaction is a top priority of the Library, and this is reflected in its goal for each branch to maintain at least a 95 percent customer satisfaction rating based on its annual customer service survey. Each branch was successful in this goal, with the Main, Maiden, St. Stephens, and Claremont branches achieving a perfect 100 percent customer satisfaction rating. Additionally, each branch met its goal of providing important branch specific information to the Library Public Information Officer to distribute in the form of the Library newsletter, newspaper column, and other special media releases.

Performance Measurement for Non-Reinventing Departments

BOARD OF ELECTIONS

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

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

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

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

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

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

Fiscal Year 2010/11 (6 outcomes, 6 achieved, 0 not achieved, 100 percent success rate)

The Board of Elections achieved all six of its outcomes. The department conducted the General Election in November, which contained an additional Court of Appeals election due to the resignation of a judge. This addition to the ballot took the department six additional weeks to complete due to the second count and recount that was called for by one of the candidates.

The department also worked with the Town of Long View and the City of Hickory to update new ward lines coming from the 2010 Census redistricting, and mailed approximately 2,000 cards to voters notifying them of any changes.

Voting equipment and list maintenance was completed successfully, and the office received a 98 percent satisfaction rating from each candidate who filed for office.

EMERGENCY SERVICES

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

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

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

Fiscal Year 2009/10 (22 Outcomes: 14 achieved; 6 partially achieved; and 2 not achieved, 64 percent success rate.)

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

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

Fiscal Year 2010/11 (20 outcomes, 18 achieved, 2 not achieved, 90 percent success rate)

Emergency Management achieved all of its four outcomes. To ensure Emergency Operations Center preparedness, Emergency Management revised its Standard Operating Guidelines to include strengthened definitions, new guidelines and checklists. The division additionally participated in three all hazard exercises, including a full-scale hazardous material exercise, a table-top Bridgewater Dam exercise, and multiple WebEOC (Emergency Management software) exercises to provide opportunities for first responders to hone their skills and identify any gaps in capacity.

The Veterans' Services Office did not have any claims returned due to errors in paperwork or lack of documentation. The office also submitted completed claims to the North Carolina Division of Veterans' Affairs on the same day they were filed 100 percent of the time. Furthermore, to provide quality customer service the office sent informal requests to the State to "save the date" for all veterans who had incomplete information during their visit, ensuring that incomplete claims would be back-dated to the original visit date once they are complete.

Fire/Rescue achieved 100 percent of its outcomes, including performing fire inspections for the five municipalities who contract for this service (Brookford, Catawba, Claremont, Maiden, and Long View). It additionally eliminated any backlogged fire inspections, ensured that occupancies eligible for an inspection received one (as evidenced by no fires occurring in a structure that did

not previously receive an inspection), and used Level III inspectors, the highest certification, for all County fire inspections. Implementation of the Emergency Services plan was also a priority, with Fire/Rescue evaluating partnerships with municipalities, monitoring Emergency Medical First Response times, and continuing to evaluate service delivery options.

Emergency Medical Services (EMS) responded to a total of 23,766 requests, of which 11,853 were emergencies. For these emergency calls, the average response time was seven minutes and forty seconds, bettering its eight minute response goal by 20 seconds. This response time is only three seconds higher than the previous year (0.66 percent increase) despite a 2.4 percent increase in total call volume.

Emergency Services also had a 100 percent protocol compliance rate in high risk areas such as drug assisted intubation and controlled substance administration, exceeding its goal of 90 percent. As a way to increase education and awareness in the community, Emergency Services performed 5 bicycle rodeos, 6 child safety seat inspections, 24 EMS presentations to the general public and 12 EMS presentations to school groups.

Animal Services achieved all of its outcomes, with the exception of one. While the number of animals spayed or neutered prior to adoption from the Shelter has increased two percent (increase from 40 percent to 42 percent), this is short of its goal of 80 percent. Animal Services believes that this may only be achievable if all surgeries are done in-house, rather than having them done by local veterinarians as they are now. Major strides were made in the area of animal health when leaving the Shelter however, with only eight (0.6 percent) of the 1,335 animals adopted out being returned due to illness (outcome goal of less than eight percent). Animal Services staff safety was also increased, with the division reducing the number of bite instances by 83 percent, from 12 in Fiscal Year 2009/10 to only 2 in Fiscal Year 2010/11.

FINANCE/FACILITIES

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

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

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

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

Fiscal Year 2009/10 (26 Outcomes: 25 achieved; 1 partially achieved, 96 percent success rate)

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

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

Fiscal Year 2010/11 (28 outcomes, 26 achieved, 2 not achieved, 93 percent success rate)

The Finance Department was successful in assisting in the preparation of the Fiscal Year 2011/12 budget, ensuring the County follows the Local Government Budget and Fiscal Control Act, and providing all needed financial information to oversight organizations such as bond rating agencies, Federal, State, and Local granting agencies, and the Local Government Commission. All divisions of the department maintain high customer service as well, with departments reporting a 100 percent satisfaction rate on an annual survey.

Accounting maintained timely and accurate payments, processing 16,000 payments with only four keying errors resulting in a void check. This is a 99.98 percent success rate, bettering their outcome goal of a 99 percent accuracy rate. The same is true for payroll checks as well, with the department processing 33,000 payroll checks with only eight errors reported.

Purchasing was able to further the County's goal of "going green" by working with the Waste Reduction Coordinator/Educator to encourage County departments and contractors to purchase at least 10 percent recycled materials. An inventory of materials purchased indicated that the County purchased 12 percent recycled goods in Fiscal Year 2010/11, surpassing this goal. The division also helped forward the County's Minority Outreach goals by educating contractors and conducting a "How to do Business with Catawba County" session through Catawba Valley Community College's Small Business Program in November 2010. These efforts continue to show success, with \$278,241 of County money going to minority or woman-owned businesses in 2010/11.

Fleet Maintenance was able to maintain strong customer service by completing 98.68 percent of preventative maintenance service requests within three working days, which exceeded its goal of 98 percent. It fell short of its goal to affect 97 percent of vehicle repairs in two days with a 95.06 percent achievement rate due primarily to contracted repairs exceeding targets. Only 2 percent of vehicles were returned for the same repair within three months, exceeding a goal of 10 percent.

Facility Maintenance exceeded all but one of its timeliness outcome targets during Fiscal Year 2010/11 as follows:

- 99.05 percent of routine facilities repairs were completed in 5 days, exceeding its goal of 93 percent
- 94.12 percent of telephone repairs were completed in 3 days, exceeding its goal of 93 percent
- 97.89 percent of plumbing repairs were completed in 3 days, exceeding its goal of 93 percent
- 93.79 percent of electrical repairs were completed in 3 days, falling just short of its goal of 94 percent

PLANNING

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

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

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

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

Fiscal Year 2009/10 (15 Outcomes, 11 achieved, 3 partially achieved, 1 not achieved, 73 percent success rate)

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

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

Fiscal Year 2010/11 (12 outcomes, 12 achieved, 0 not achieved, 100 percent success rate)

Planning continued its focus on customer service for Fiscal Year 2010/11 by expeditiously reviewing development-related requests/projects within target timeframes. For example, all rezoning requests and reports were submitted to the Planning Board 7-10 days prior to the scheduled public hearing, non-residential site plans were approved within 10 working days, and minor and family subdivision plans were reviewed within 10 working days.

The department continued to contract with the Western Piedmont Council of Governments to increase affordable housing opportunities and ensure safe housing for low-to-moderate income people by aiding in the administration of State Scattered Site, Urgent Repair, and Individual Development Account Community Development Block Grants. Specific accomplishments include clearing and relocating one house, rehabilitating two houses, completing 12 emergency house repairs, and assisting four first time homeowners to purchase a home.

A high priority for Planning is facilitating economic development, and the department completed an initial draft of a Highway 16 corridor development plan, as well as a green development corridor around the County's Eco-Complex which was approved by the Board of County Commissioners in July 2011. It additionally worked to implement the new Voluntary Agricultural District program, and was successful in having the Town of Catawba and City of Claremont adopt the plan, with others in the process of adopting. Planning's Agri-Tourism day was a marked success as well, with approximately 1,000 visits to nine participating farms.

Parks exceeded its target attendance of 81,000 patrons, by having 101,280 visitors throughout the year. Volunteer hours continue to be strong as well, with approximately 663 volunteers donating 2,195.75 hours of service. This far exceeds its target participation of 500 hours. Educational efforts remain a high priority for the County's Parks, and the division had 3,630 patrons participate in educational programs throughout Fiscal Year 2010/11, exceeding its target of 800 participants.

To provide the best service possible, Parks piloted a customer satisfaction survey to collect data on citizen satisfaction with the County's parks. Data from this survey revealed that while patrons are overall satisfied with the Parks system, a recurring complaint is the limited hours of operation due to a budgetary cutback in hours.

PUBLIC HEALTH

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

During the fiscal year, Public Health achieved the following:

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

Fiscal Year 2009/10 (25 outcomes, 24 achieved, 1 partially achieved, 96 percent success rate)

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

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

Fiscal Year 2010/11 (25 outcomes, 21 achieved, 4 not achieved, 84 percent success rate)

Public Health achieved its outcomes relating to preparing for re-accreditation in 2013 by reviewing all prior standards, new requirements for accreditation, guidance documentation, and correcting any gaps that are identified. In light of the economic times, the department has also placed emphasis on evaluating programs and fiscal responsibility, as evidenced by its new "fast track" approach in Women's Health. This new approach has been successful in significantly reducing the client wait time and total time in the clinic.

Home Health was successful in several of its goal areas. It remained below the State average in patients who need unplanned medical care, above the State average for patients who remain in their homes after a home health episode, and surpassed its goal of 1,272 referrals by 53. One area where it did fall short however is market share percentage, missing its 25 percent goal with only 23.33 percent.

Environmental Health achieved all four of its outcomes. It conducted 2,676 inspections in 1,002 permitted establishments, and far exceeded its goal of providing four food service and education training workshops during the year by providing 17. Additionally, it assisted in the implementation of the State's indoor smoking ban by investigating 100 percent of complaints (24 complaints) within 48 hours.

Healthy pregnancies and babies continue to be a large focus of Public Health. The department remained ahead of State standards in several areas, including low birth weight babies (5.6 percent of Catawba County Public Health patient's babies as opposed to 9.1 percent at the State), as well as infant mortality (7.5 deaths per 1,000 for Catawba County Public Health patients as opposed to 8.3 at the State level). Additionally, the department was successful in having 35 percent of woman identified as smokers enter a smoking cessation program and remain smoke-free two months postpartum, surpassing its goal of 25 percent.

Child Health exceeded its goals to promote school success by establishing Emergency Action Plans for 100 percent of students identified as having chronic health conditions (791 students), as well as by conducting vision, hearing, and overall health habit screenings for 99 percent of students enrolled in the Response to Intervention program or those who have a Personal Education Plan. It additionally aided in children's school success by providing age-appropriate health screenings in areas such as Body Mass Index, vision, and immunization.

The Catawba County Dental Clinic met several of its targets, such as placing 1,850 sealants on patients' permanent teeth to prevent cavities as well as enrolling 422 new patients. The Dental Health Clinic fell just short of its outcome to provide 11,000 preventive, diagnostic, and operative dental services to income eligible children ages 4-18, however, by providing 10,779. It attributes this lower than expected number to State changes in Medicare eligibility.

Customer service is a top priority of Public Health, and this is evidenced by Adult Health successfully scheduling appointments within two business days of the patient requesting service for all 7,615 patients in Fiscal Year 2010/11. Adult Health additionally was successful in providing much needed funding for dental services and prescriptions for low-income adults, funding 200 dental visits to the Greater Hickory Cooperative Christian Ministry as well as 135 prescriptions.

REGISTER OF DEEDS

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

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

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

Fiscal Year 2009/10 (5 outcomes, 1 achieved, 4 partially achieved, 20 percent success rate)

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

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

Finally the Register of Deeds Office implemented a Disaster Recovery Plan in order to minimize the loss and ability to retrieve all records which included quarterly drills to make staff and the public aware of the plan. This outcome was only partially achieved because the Office is still in the process of digitizing real estate records, vital records, military discharges and notary public certifications either through the Catawba County Information Technology Department, Archives in Raleigh or Logan Systems.

Fiscal Year 2010/11 (6 outcomes, 5 achieved, 1 not achieved, 83 percent success rate)

The Register of Deeds continues to provide timely, courteous, and accurate services. Its targets surrounding recording real estate documents, vital records, and responding to vital records requests have all been met or exceeded by having all documents recorded and requests processed on the same day. The department has also maintained an indexing error percentage of less than 1 percent by using a blind double-key indexing method. To protect against data loss, the department began several long-term projects including indexing and scanning vital records, military records, corporate records, screen plats, and reviewing grantee books to determine a standard and complete set for scanning. The department met its goal surrounding disaster preparation, by backing up digital records through the County's Technology Department, the Archives in Raleigh, or Logan Systems, maintaining an up-to-date recovery

plan, and including the public in two of the four drills conducted each year. The Register of Deeds also met its goal overall of reducing the amount of in-office research time required to obtain copies of needed records by providing access to planned records online. One set of books for real estate associated with a previous software vendor used for indexing remains unavailable due to the staff time needed to help convert these records. Vital records are also being indexed daily with targets for indexing and scanning uncertified copies being met.

SHERIFF'S OFFICE

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

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

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

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

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

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

Fiscal Year 2010/11 (30 outcomes, 27 achieved, 3 not achieved, 90 percent success rate)

Training was enhanced in the department, with 84 detention officers receiving 1096 hours of training and 160 Uniformed Sworn Officers receiving 3,872 man hours of training. The Sheriff's Department was able to show their professionalism as well by not receiving any complaints in relation to use of force for Fiscal Year 2010/11, well below the national average of 3.4 per 100 sworn officers and 7.1 per 100 officers responding to calls for service.

School Resource Officers (SROs) presented 186 classes in areas of safety drug/alcohol abuse and bullying to middle and high school students. SROs sought to enhance safety in the schools by delivering 49 educational programs to faculty and parents in the middle and high schools, attending 14 PTO meetings, participating in 34 School Safety Committee meetings, hosting 7 programs prior to prom concerning driving while impaired and texting. Security was provided for 451 extracurricular activities at schools and SROs have accompanied School Social Workers on 35 home visits. The SROs helped decrease fights, weapons, and illegal substances by

conducting 106 searches using a K-9 unit, made 42 drug arrests, and have made 392 other arrests for a number of charges including assault, arson, and larceny. Guidance Counselors were assisted with counseling 2,378 students with behavior problems including 92 bullying situations.

The Records division obtained grant funding to cover 50 percent (\$121,624) of the cost of new portable 800 MHZ radios, which began receiving all calls January 12, 2011. The Records Management System was also upgraded and reports have been built for the Civil area. A problem in the software prevented the development of additional reports but these are anticipated to be repaired with upgrades this Fall. Incident reports are now available within 24 hours.

The Crime Prevention division of the Sheriff's Department conducted 42 safe senior presentations and reached out to approximately 550 seniors in Catawba County. They also had 3 seniors on the Adopt A Senior program and visited or called them 72 times. The division also has 93 seniors on the RUOK program that are called each morning. Crime Prevention met with 105 existing Community Watch programs and established 5 new programs in order to make citizens more aware of potential crime in their neighborhoods. The division also distributed 35 electronic e-mail alerts to 350 citizens and 1200 county email recipients. Officers delivered over 210 educational programs to social, civic, school, business, and religious organizations reaching over 4,200 youth and adults. Crime Prevention remained active in the Catawba County Drug Court, attending 22 Drug Courts and overseeing security and criminal histories of the applicants. The division did not achieve their goal for adding 12 new participants in the Project Lifesaver program. They were able to add only 9 bringing the total participants to 17, despite presenting 11 programs to approximately 100 people.

The Catawba County Narcotics Division received 151 tips regarding drug usage/sale through their TIPS program (Turn in Pushers), and worked with other jurisdictions if the information received was relevant. Narcotics Investigators also seized over \$0.79 million in illegal substances and assisted other agencies in seizing \$3.6 million.

Detectives maintained an overall clearance rate of 54.5 percent. The Domestic Violence Unit was successful in meeting its goal of providing at least 60 victims per month with referrals to relevant information including Crisis Line numbers, Lead Court Advocate contact information etc. Detectives was also successful in increasing the number of cases that are referred to prosecutors, referring an average of 23 cases per month or 20 percent more than the prior year.

Lake Norman Area Patrol conducted 1,107 boater safety inspections, which fell short of its goal of 2054. Factors contributing to a lower number of inspections include turnover; an increased focus on water safety with classes taught to all 5th grade classes at Sherrills Ford, Balls Creek, and Catawba Elementary Schools; and less boater traffic on the lake. The division also conducted 6 boater safety classes. Officers improved community policing efforts in the area by attending homeowner association meetings and rotary meetings.

Court Security screened 334,339 visitors to the Justice Center and 112,176 visitors to the Hickory Courthouse with no incidents or accidents and with minimal wait times. Newton Detention Facility staff continued to provide training to new employees that meet or exceed the North Carolina Sheriff's Training Standards. Teams worked together to identify ways to prevent damage to jail property and improve safety in the facility. Actions taken as a result include: eliminating commissary items used to damage jail property and for gambling; limiting the number of inmates allowed in the dayroom; and confining inmates to their cells during mealtimes. Detention staff has also revamped the release process for inmates by instituting a new checklist shift supervisors must examine to see if inmates have any holds or warrants prior to their release.

The Prisoner Food Service division was successful in rebidding prison food services, saving an estimated \$0.21 per meal as compared to the previous year.

TAX ADMINISTRATION

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

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

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

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

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

Revaluation staff is continuing to build and maintain the sales history file in preparation for beginning of August 2009 Market Modeling Process. Residential land pricing was started in September 2007. Progress continues to be made toward the anticipated completion date of September 2009. Commercial land pricing was started in January 2009 and is anticipated to be completed by July 1009.

Fiscal Year 2009/10 (19 outcomes, 13 achieved, 2 partially achieved, 4 not achieved, 68 percent success rate)

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

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

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

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

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

Fiscal Year 2010/11 (14 outcomes, 11 achieved, 3 not achieved, 79 percent success rate)

To provide citizens with prompt notification of their taxes owed, the department mailed real and personal property tax bills on July 16, 2010, significantly earlier than its September 1st target date. The department also mailed motor vehicle bills an average of 25 days prior to the first day of the month the bill was due, surpassing its target of 15 days. The department

consistently places a focus on customer service, and responded to all taxpayer inquiries within 24 hours, with most being responded to immediately.

The department did not achieve its outcome of processing 85 percent of all deed transfers within 10 business days, taking an average of 10.71 business days to process these transfers. While this goal was not achieved, the department included this as an outcome for Fiscal Year 2011/12 and believes that planned tax software upgrades will expedite this process significantly.

Tax Collection did not achieve its goal of improving the County's year-end collection rate by five positions as compared to all counties in North Carolina, slipping to 42nd in the State from 38th in Fiscal Year 2008/09. This decline to 97.27 percent represents a .07 percent drop in collection rate from the prior year, and remains higher than the statewide collection average of 97.17 percent. The division attributes the continued decline in tax collections to the County's sustained high unemployment and resulting inability of many citizens to pay their property taxes.

While the overall collection rate did decline, the department took several steps to prevent further erosion. Delinquent collection measures resulted in 1,011 payment arrangements, 1,702 wage garnishments/bank rent attachments initiated, and 28 tax foreclosures or arrangements yielding \$147,945. The department has also collected 67.76 percent of the 2010 outstanding tax bills under \$250 which translates to \$602,852 in revenue. This exceeded the goal of 25 percent collection of these accounts.

Tax Collection did not achieve its outcome of collecting 50 percent of the prior 10 years delinquent taxes during the fiscal year, only collecting 37.53 percent. The Tax Office notes that 12 percent of the current delinquent taxes are bankruptcies, and can therefore not be collected. This, combined with a continued high unemployment rate, makes this goal difficult to attain.

Reappraisal was successful in completing all final activities from the 2011 Countywide revaluation, which included completing a final residential, commercial, and industrial review, finalizing a schedule of values, mailing new valuation notices, and conducting Board of Equalization and Review hearings. Additionally, the division was active in publicizing the remaining portions of the 2011 revaluation of property.

TECHNOLOGY

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

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

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

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

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

Fiscal Year 2010/11 (9 outcomes, 9 achieved, 0 not achieved, 100 percent success rate)

The Information Technology Center (ITC) was effective at maximizing the County's Sharepoint system, with 383 new sites added since July 2010. The department also implemented a new disk-to-disk backup system, which reduced backup time from 24 hours a day to 10 hours per day. Because of this new system, file restoration has been improved from 45 minutes to approximately one minute. The department additionally provided 85 training sessions for employees on various technologies such as Word, Excel, Outlook, and PeopleSoft. The County's firewall was also successful, blocking 5.6 million threats with only 119 computers being infected. This translates to less than 0.002 percent of potential threats getting through security well above the department's 99 percent target for blocking security risks at the perimeter of

the County's network.

ITC was successful in providing information and opportunities to citizens, specifically in the area of online services. The department exceeded its goal of increasing online payments by 5 percent, having an increase of 16 percent or 2,069. Additionally, web services and online transactions maintained an uptime of 100 percent. The department has maintained a stellar internal service rating as well, with County department heads giving the division a 100 percent satisfaction rating on an annual customer satisfaction survey.

GIS achieved all three of its outcomes in Fiscal Year 2010/11. Specifically, it has maintained 100 percent uptime for the GIS website, with the exception of regularly scheduled re-boots each week which take approximately 10 minutes. All applications for GIS remain stable as well, with Energov being the only application which has experienced any downtime. Despite difficulties, this application has only experienced downtime of approximately 1 percent, exceeding the outcome of maintaining 2 percent or less downtime.

GIS maintains high customer service both internally and with citizens, responding to over 95 percent of all mapping and data requests from the public within 24 hours, as well as receiving a 100 percent satisfaction rate from County departments that are supported by GIS.

The E-911 Communication Center exceeded its goals both in answer time and dispatch time, answering 98.2 percent of calls within 10 seconds and dispatching all priority one calls in an average of 48 seconds. This beats the outcome goals of 98 percent and 90 seconds respectively. To ensure public safety agencies within the County are able to communicate via radio, the Communications Center assisted in the implementation of the new 800 MHZ Viper Radio system. Further, the division partnered with local public safety agencies to complete the Assistance to Firefighter grant to purchase additional 800 MHZ radios for volunteer fire departments, rescue squads, and EMS personnel, and an additional 71 radios were received for the Sheriff's Office partially funded by a Governor's Crime Commission grant.

UTILITIES & ENGINEERING

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

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

Fiscal Year 2009/10 (18 Outcomes, 17 achieved, 1 partially achieved, 93 percent success rate)

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

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

Fiscal Year 2010/11 (29 outcomes, 28 achieved, 1 not achieved, 97 percent success rate)

Utilities and Engineering met all goals surrounding customer service, with 100 percent of customer complaints being resolved within 24 hours. Additionally, Utilities and Engineering staff received 100 percent positive feedback from its customer survey, sent to a computer generated list of customers each month.

A major goal of Building Services is quality control, and as such it performed 279 quality control inspections in Fiscal Year 2010/11. Of these inspections, 98.92 percent were approved, which exceeds the goal of a 95 percent approval rating. Building Services also provided timely service, with 96.37 percent of its 22,358 inspections being performed by either the next day or on the contractor's requested date. Building Services Officials averaged 12.87 inspections per day (higher than the NC Department of Insurance's recommended building inspector productivity), which is largely possible due to the County's investment in mobile technology.

Plan Review exceeded its outcome surrounding fast customer service, with 99.86 percent of the 700 plans reviewed within 10 days. (The average time for this review was 4.03 days.) This

exceeded its goal by 2.86 percent.

Erosion Control and Local Code Compliance significantly exceeded its target of reviewing 100 percent of all sedimentation and erosion control plans within 10 working days, by reviewing all plans within seven working days (the average being three days). It was unsuccessful, however, at training Code Compliance Technicians to perform residential building level 1 footing inspections due to a self-imposed spending freeze during the fiscal year. Technicians did receive GPS training to assist in this outcome. However, footing inspection training and actual class time for certification were not planned until Fiscal Year 2011/12.

The Solid Waste division of Utilities and Engineering achieved all of its outcomes for Fiscal Year 2010/11. The methane to energy generator sets at the Blackburn Landfill experienced 95 percent uptime this year, significantly surpassing its goal of 87 percent uptime. This uptime allowed the electrical production to increase by 5.33 megawatts, thereby adding \$193,988 in additional revenue to the Solid Waste Fund. The division also offered two household waste events during the year to promote safe, environmentally friendly waste disposal. These events, held in November and May, had over 1,500 vehicles representing approximately 2,500 households combined. The division also provided 47 tours of the EcoComplex, 65 presentations about waste disposal and the EcoComplex, as well as conducted the "Queen of Green" play for 2,700 students and teachers.

To provide for the continued economic development assistance and environmental protection that water and sewer projects provide, the Water and Sewer division of Utilities and Engineering continued progress on several important projects. The Bunker Hill, Riverbend, and Oxford Schools wastewater project continued, with the property for a pump station and 38 of the 40 necessary easements being acquired. Progress also continued on the Southeastern Catawba County (SECC) Wastewater project, with the Northern portion of the project completed in Fiscal Year 2010/11 and the easement/acquisition process of the Highway 150 portion beginning.

Catawba County
Fiscal Year 2012/13 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.

2. Operating Budget Policy

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

3. Capital Improvement Policy

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

4. Accounting Policy

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

5. Debt Policy

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

6. Reserve Policy

- a. The County has a goal of maintaining an Undesignated General Fund Fund Balance of 16 percent, the equivalent of two months of operating expenses. These funds will be used to avoid cash flow interruptions, generate investment income, eliminate the need for short-term borrowing, and for use in the case of unanticipated emergencies.
- b. The County will maintain a Contingency Reserve to provide for unanticipated expenditures of a non-recurring nature and 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 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 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 Construction Fund, to finance and construct major Hospital capital projects. This Fund is intended to be used primarily to finance and construct major Hospital capital projects. However, in an emergency situation, with written request of the Hospital, the County may, in its discretion, permit amounts on deposit in the Fund to be extended for any lawful purpose including payment of operating expenses of the Hospital. As long as a \$4 million balance in the Fund is maintained, monthly depreciation payments from the Hospital are not required. Monthly payments of \$50,000 will be required any time such \$4 million balance is not maintained.

7. Balanced Budget Policy

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

Fund Structure

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

General

General Fund

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

Self Insurance Fund

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

Reappraisal Fund

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

Register of Deeds Automation and Preservation Fund

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

Special Revenue Funds

Emergency Telephone System Fund

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

Narcotics Seized Funds and Property Fund

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

Rescue Squads Fund

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

Library Endowment Fund

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

Gretchen Peed Scholarship Fund

To account for donations that are stipulated for scholarships.

Parks/Historic Preservation Trust Fund

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

Community Development Fund

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

Fire Districts Funds

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

Capital Projects

General Capital Projects Fund

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

Schools' Capital Projects Fund

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

Schools' Construction Fund

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

School Bond Fund – 1997 Series

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

Water & Sewer Capital Fund

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

Hospital Construction Fund

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

Enterprise Funds

Solid Waste Management Fund

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

Water and Sewer Fund

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

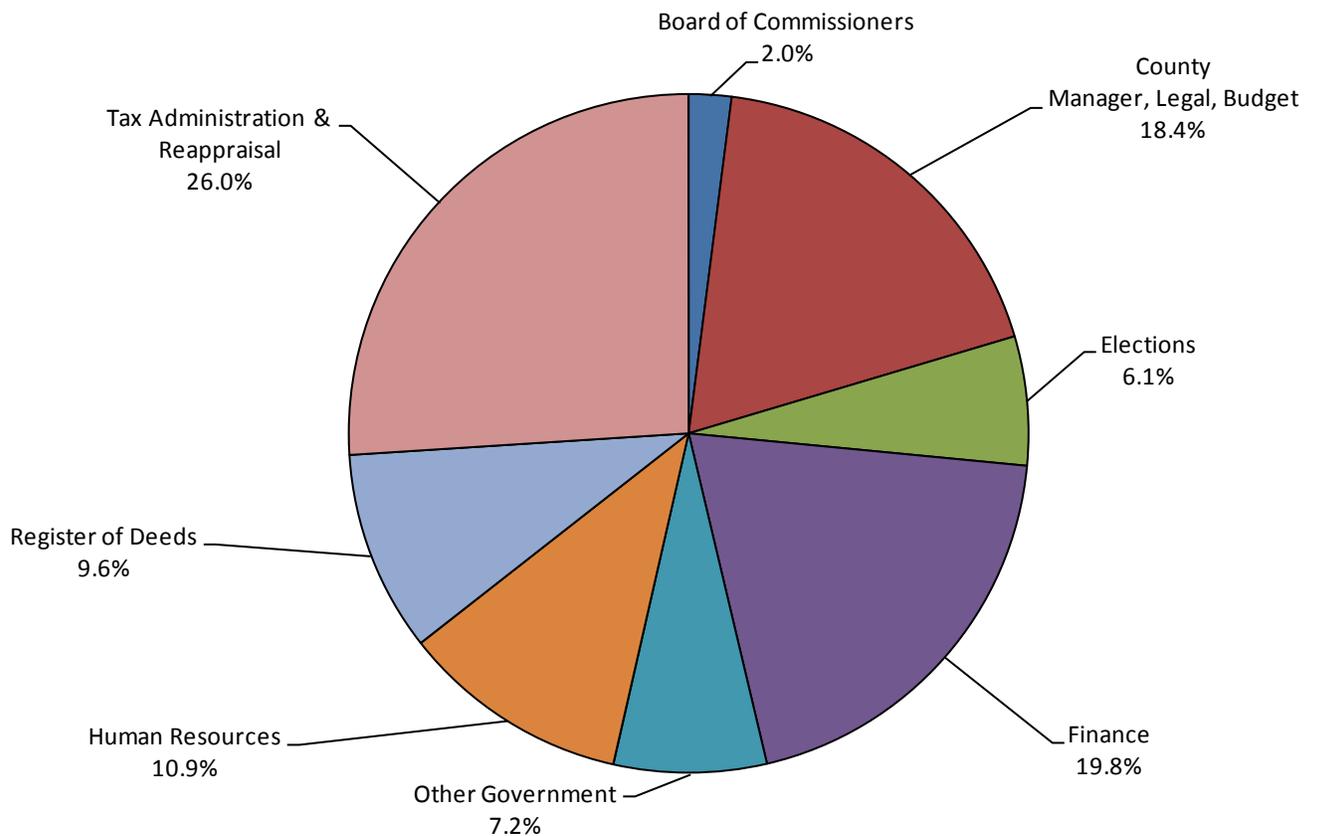


GENERAL GOVERNMENT

The General Government function provides administrative support for County government. It includes the Board of Commissioners, County Manager, Human Resources, Tax Administration, Board of Elections, Register of Deeds, and Finance. The General Government function of the budget is \$7,860,607 or 3.5 percent of total expenditures for the fiscal year, including Reappraisal and Register of Deeds Automation budgeted in Other Funds. The General Fund portion of General Government is \$7,375,457.

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

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



BOARD OF COMMISSIONERS
Adopted October 17, 2011

1. Support a coordinated effort to create jobs and property tax base by investing in infrastructure, the development of the County's quality of life, and educational opportunities. Participate with the private sector in determining a long-term vision.

Specific strategies include:

- a. Aggressive recruitment of most favored industries;
 - b. Support of and participation in a multi-jurisdictional business park;
 - c. Advocating for the widening and completion of Highway 16;
 - d. Insuring that County regulations support orderly growth and business development;
 - e. Supporting an environment for entrepreneurship, emphasizing the development of small business;
 - f. Continued support of public education, Economic Development Corporation, Convention and Visitor Bureau, Catawba Valley Community College (CVCC) and the Chamber of Commerce.
2. Prepare a Fiscal Year 2012/13 budget that provides needed County services within available revenues, including no property tax increase, ensuring that the County addresses its short term needs while planning for long term growth, and maintaining the Board of Commissioners' policy of two months of operating expenses.

Board of Commissioners

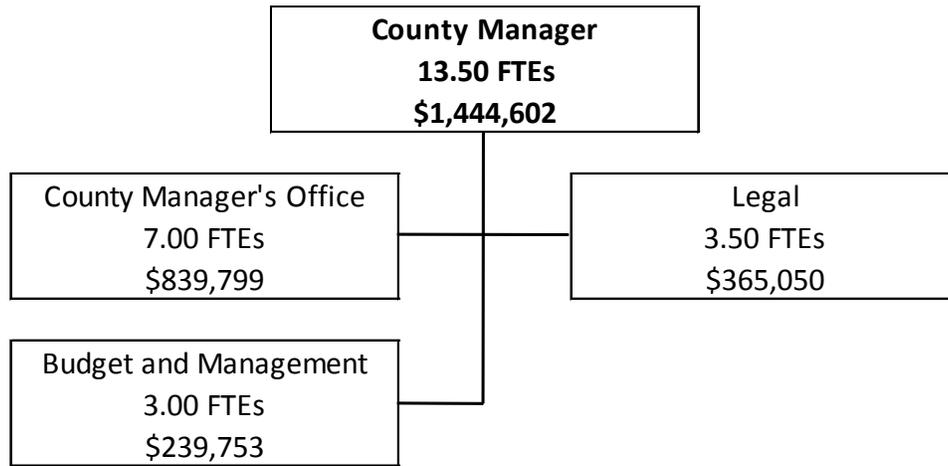
Organization: 110050

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
General Fund	\$139,116	\$162,830	\$158,640	\$158,640	-3%
Total	\$139,116	\$162,830	\$158,640	\$158,640	-3%
Expenses					
Personal Services	\$5,660	\$5,580	\$5,590	\$5,590	0%
Supplies & Operations	133,456	157,250	153,050	153,050	-3%
Capital	0	0	0	0	0%
Total	\$139,116	\$162,830	\$158,640	\$158,640	-3%

Budget Highlights

The Board of Commissioners budget decreased three percent primarily due to savings generated from the increased use of electronic communications.

Catawba County Government



County Manager

Reinventing Department

Organization: 120050

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Cable TV Reimbursement	\$28,000	\$28,000	\$28,000	\$28,000	0%
Miscellaneous	3,482	0	500	500	0%
Indirect Cost	174,345	123,299	122,492	123,891	0%
Legal Services	0	0	10,000	10,000	0%
General Fund	1,255,011	1,301,879	1,281,322	1,282,211	-2%
Total	\$1,460,838	\$1,453,178	\$1,442,314	\$1,444,602	-1%
Expenses					
Personal Services	\$1,392,991	\$1,378,551	\$1,365,553	\$1,367,841	-1%
Supplies & Operations	67,847	74,627	76,761	76,761	3%
Capital	0	0	0	0	0%
Total	\$1,460,838	\$1,453,178	\$1,442,314	\$1,444,602	-1%
Expenses by Division					
County Manager	\$890,071	\$858,941	\$838,912	\$839,799	-2%
Legal	337,781	357,271	365,050	365,050	2%
Budget & Management	232,986	236,966	238,352	239,753	1%
Total	\$1,460,838	\$1,453,178	\$1,442,314	\$1,444,602	-1%
Employees					
Permanent	13.50	13.50	13.50	13.50	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	13.50	13.50	13.50	13.50	0%

Fiscal Year 2010/11 Outcome Achievements

Total Outcomes	Achieved	Not Achieved	Success Rate
16	15	1	94%

Budget Highlights

The Catawba County Manager's Office is responsible for planning and implementing the directives of the Board of Commissioners, strategically managing the various County departments, and developing an annual budget. The department also includes Legal Services and Budget and Management.

Performance Measurement

Fiscal Year 2012/13

Outcomes for Fiscal Year 2012/13 focus on providing excellent customer service and fiscally sound public policy, administration, and programs to the citizens of Catawba County. The emphasis of the County Manager's Office continues to be on providing customer service to internal and external customers, the Board of Commissioners, County departments, and to the general public. Outcomes are based upon response to requests for information in a timely manner and that citizens are kept abreast of information pertinent to County government.

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

For Fiscal Year 2012/13, the Budget Office will continue its focus on accurate revenue and expenditure projections and preparation of a balanced budget for adoption. The Budget Office will pay particularly close attention and monitor the Fiscal Year 2012/13 budget on an ongoing basis to ensure it remains balanced and recommend appropriate action be taken quickly if revenue erosion occurs. A new outcome for the division focuses on updating and maintaining the County's new Performance Dashboard, which provides information on all County departments in one easy-to-use application available on the web.

Fiscal Year 2011/12

The County Manager's Office is on track to achieve all of its outcomes for Fiscal Year 2011/12. The department's achievements involve promoting economic development, prudent fiscal management during challenging economic times, and communicating effectively with the public. Examples of successes include:

- Adoption of the Fiscal Year 2011/12 budget with no Countywide property tax increase. This was the fifth year without a tax increase and, due to the results of the 2011 revaluation cycle, the County tax rate was reduced to a revenue neutral rate of \$0.530 per \$100 valuation.
- Working with the County's Finance department and the Board of Commissioners to refinance existing debt, saving the County more than \$2 million dollars over the next 17 years.
- Keeping citizens informed of important County government initiatives and action by sending out 126 releases to media and directly to the public, for issues such as the opening of a new Biodiesel Research Facility at the Catawba County EcoComplex and changes to voting districts resulting from the 2011 redistricting.

At mid-year, Legal Services was on track to achieve all of its outcomes as well. The division had received 149 contracts for review, and all had been reviewed within five working days. Legal Services additionally provided in-service training to all departments who requested it,

with a focus on EMS, the Sheriff's Office, and supervisors. As of December 2011, \$107,170.78 has been turned over to Legal Services for collection, with \$68,550.41 being collected. This represents a 63.96 percent collection rate, exceeding the target of 50 percent.

All Budget Office outcomes are on target to be met at year-end. A revenue, expense, and fund balance forecast was prepared in October 2011 and presented to department heads in December. The office has additionally worked with over 50 percent of departments on improving data on both internal performance status as well as the County's position within the State.

Fiscal Year 2010/11

The County Manager's Office achieved 15 of its 16 outcomes for Fiscal Year 2010/11, which included outcomes for the Legal Services and Budget divisions. The department continued to oversee and implement the Board of County Commissioners' goals for Fiscal Year 2010/11. This included adopting a Fiscal Year 2010/11 budget with only a 1 percent operating increase and no property tax increase for the fourth year in a row. The County Manager's Office also aided in the use of Qualified School Construction Bonds and Build America Bonds to continue construction on the Newton-Conover Middle School and renovations to the Arndt Middle School, Hickory High School, and Catawba Valley Community College. These unique funding sources saved the County over \$4 million in interest costs compared with the traditional borrowing methods.

Unemployment has been a major challenge in Catawba County. To address this issue, the Board of County Commissioners, with support from the County Manager's Office, actively pursues economic development projects. For Fiscal Year 2010/11, development agreements were entered into for projects that will create at least 894 new jobs and have at least \$61.8 million in new investment. Specifically, these agreements were with Pierre Foods, Inc. (500 new jobs, \$16.8 million in new investment), Poppelmann Plastics (\$5 - \$8 million in new investment), Sarstedt, Inc. (20 new jobs and \$14.2 million in new investment), Dalco Nonwovens (19 new jobs, \$9 million in new investment), Lee Industries (75 new jobs, \$1 million new investment), Fairmont Designs (200 new jobs, \$2.8 million in new investment), and Turbocoating Corp. USA (80 new jobs, \$13 million in new investment).

The County Manager's Public Information Office continues to keep citizens informed of important government actions and news through a variety of communication mediums, which include newsletters, Facebook, Twitter, YouTube, Flickr, and RSS feeds. The office sent out 203 releases on important issues including the 2011 property revaluation, the naming of a new Cooperative Extension Director, the closing of the Animal Shelter after a fatal disease outbreak, and tornadoes which struck southwest Catawba County and Claremont.

The County Manager's Office has also played an active role in monitoring and proposing legislation that would be beneficial to Catawba County in the North Carolina General Assembly. The Long Session of the General Assembly began in January 2011, and the County made

progress on many of its legislative goals, including supporting legislation to increase flexibility in the use of 911 Funds, supporting enrollment growth funding for the Community College System, opposing any attempts to increase the time that County jails are required to hold misdemeanants, and supporting legislation to allow Catawba County to offer triple credit toward renewable energy portfolios.

Legal Services achieved all four of its outcomes for the fiscal year. Staff continued to provide timely, professional, and ethical service to departments and received a 99 percent satisfaction rating on its annual client survey. The division reviewed 480 contracts, all within five working days. It also exceeded its target to collect 50 percent of back taxes, delinquent collections, and other monies owed to the County. During Fiscal Year 2010/11, \$279,854 was turned over to legal for collection, and \$197,014 was collected, resulting in a 70.4 percent collection rate.

The Budget Office achieved all but one of its outcomes. Specifically, it achieved a 93.87 percent satisfaction rating on the departmental survey, exceeding the goal of 90 percent. The one outcome not achieved relates to receiving a 95 percent satisfaction rating from the County Manager, and efforts were refocused for Fiscal Year 2011/12 to achieve this goal. The department was successful in receiving the 2010 Government Finance Officers Association Distinguished Budget Award for the 23rd consecutive year. This award recognizes outstanding achievement in budget preparation and presentation. Budget worked extensively with departments to improve performance measurements, as well as worked with the UNC School of Government to lobby for the continuation of the County Benchmarking Project.

COUNTY MANAGER'S OFFICE

Statement of Purpose

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

Outcomes

1. Oversee the implementation and achievement of the Board of Commissioners Fiscal Year 2012/13 goals.
2. Effectively direct and supervise the administration of all County offices, departments, and agencies under the authority of the Board of Commissioners. County management will ensure that at least 90 percent of outcomes are achieved Countywide. (Countywide performance was 93 percent in Fiscal Year 2010/11.)
3. Provide a program of public information on important issues. Keep citizens abreast of matters which affect their daily lives through the use of various media outlets and public information programming.
4. Respond professionally and effectively to requests from Catawba County citizens for assistance or information related to the functions of county government.
5. Provide timely information to the Board of Commissioners for planning and decision making by doing the following:
 - a. Delivering all agenda packets to the Board of Commissioners at least four days prior to meeting.
 - b. Preparing all Board of Commissioners meeting minutes prior to the next Board of Commissioners meeting.
6. Prepare and administer a balanced budget for Fiscal Year 2014.
7. Participate actively in local, State, and national organizations such as the North Carolina Association of County Commissioners, National Association of Counties, International City/County Management Association, North Carolina City/County

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

8. Monitor legislation proposed by the North Carolina General Assembly and, where applicable, propose legislation that would be beneficial to Catawba County.

Outcome Performance Measures

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

LEGAL

Statement of Purpose

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

Outcomes

1. Provide needed legal services to all County departments as issues arise in a timely, professional, and ethical manner by:
 - a. Completing preparation or review of contracts within five working days of receipt at least 95 percent of the time.
 - b. Achieving an approval rating of 95 percent on an annual client satisfaction survey.
2. Proactively improve County staff's ability to handle situations that could potentially have a legal impact on the County by:
 - a. Offering in-service training to any department but particularly Emergency Medical Services, Sheriff's Office, and supervisors.
 - b. Providing all Public Safety employees with 24 hours per day, 7 days per week telephone access to an attorney.
3. Ensure that Board of Commissioners, Planning Board, Board of Adjustment, and Subdivision Review Board are able to address any legal issue whether arising during a meeting or anticipated in advance by assigning an attorney to both work with each respective board and be in attendance at each board meeting.
4. Maximize the collection of delinquent accounts, back taxes, and other monies owed to the County through active legal pursuit of collection. Success will be measured by an achievement of a 50 percent collection rate.

BUDGET AND MANAGEMENT

Statement of Purpose

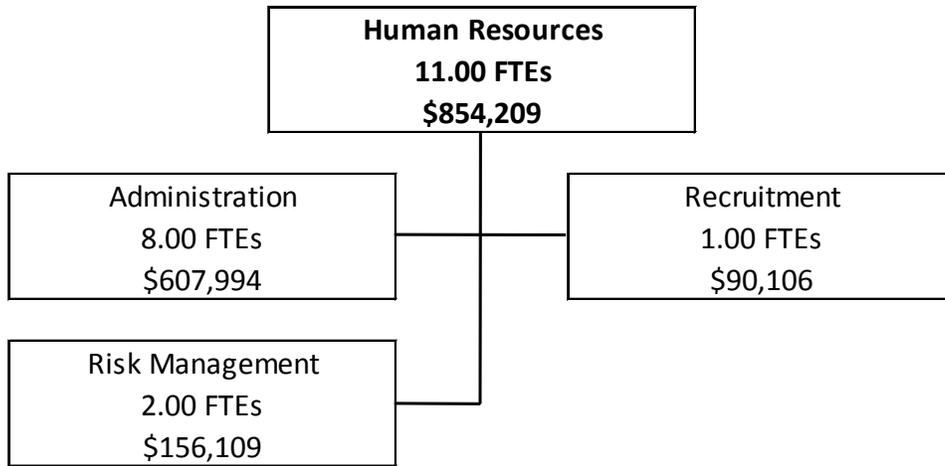
To plan, prepare, and monitor the County's annual operating and capital budget and conduct special research and management analysis for the County Manager and County departments.

Outcomes

1. Prepare a balanced budget for adoption by June 30, 2013, which:
 - a. Receives a satisfaction rating of at least 95 percent on the Manager's budget survey to be completed in July 2013 focusing on the responsiveness and the quality of analysis completed by the Budget staff on departmental outcomes. This will include the Budget staffs' ability to monitor and report departments' progress and commitment to outcomes and to recommend changes to improve efficiency or compliance.
 - b. Receives a satisfaction rating of at least 90 percent from department heads on a survey to be completed in July 2013, which measures the services the Budget staff provides to departments in the areas of revenue projections, research and analysis, staff support in resolving problems of mutual concern, and support in establishing and monitoring outcomes.
 - c. Communicates County policies, provides a financial and operating plan, and is an effective communication device to our citizens, as demonstrated by receiving the 2012 Government Finance Officers Association (GFOA) Distinguished Budget Award.
2. Prepare a Revenue, Expense, and Fund Balance Forecast in October 2012 that is based on the Fiscal Year 2012/13 annual budget and Capital Improvement Plan (CIP), which will give the County Manager, Board of Commissioners, and department heads the financial information they need to set priorities and goals in planning for the future needs of the County.
3. Monitor the Fiscal Year 2012/13 budget on an ongoing basis to ensure the budget remains balanced and recommend appropriate action be taken quickly if further revenue erosion occurs.
4. Ensure the County's Performance Dashboard remains accurate and relevant by updating all appropriate areas with year-end Fiscal Year 2011/12 information. This will provide citizens and departments with the most up-to-date information on Countywide performance and service levels.



Catawba County Government



Human Resources

Reinventing Department

Summary

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Indirect Cost	\$102,998	\$104,515	\$108,180	\$108,180	4%
Local	7,250	0	0	0	0%
Mental Health Contracts	19,216	16,481	0	0	0%
General Fund	697,353	715,058	744,984	746,029	4%
Total	\$826,817	\$836,054	\$853,164	\$854,209	2%
Expenses					
Personal Services	\$700,085	\$709,162	\$714,312	\$715,357	1%
Supplies & Operations	126,732	126,892	138,852	138,852	9%
Capital	0	0	0	0	0%
Total	\$826,817	\$836,054	\$853,164	\$854,209	2%
Expenses by Division					
Administration	\$600,169	\$593,789	\$606,949	\$607,994	2%
Recruitment	75,513	88,593	90,106	90,106	2%
Risk Management	151,135	153,672	156,109	156,109	2%
Total	\$826,817	\$836,054	\$853,164	\$854,209	2%
Employees					
Permanent	12.00	11.00	11.00	11.00	0%
Hourly	0.50	0.50	0.25	0.25	-50%
Total	12.50	11.50	11.25	11.25	-2%

Fiscal Year 2010/11 Outcome Achievements

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

Budget Highlights

Human Resources focuses on providing a quality workforce for the County while adhering to all applicable Federal and State employment guidelines. The department's Fiscal Year 2012/13 outcomes continue to set aggressive targets in goal areas such as enhancing employees' work-related skills, promoting a diverse workforce, recruiting and hiring qualified candidates, reducing employee injuries, and improving employee health.

Performance Measurement

Fiscal Year 2012/13

Human Resources outcomes continue to emphasize wellness, organizational development, diversity, and customer service. In the area of organizational development, new initiatives the department will coordinate include a year-long supervisory training program for new supervisors, as well as a leadership development program for employees identified as emerging leaders in county government. To continuously improve the recruitment process, the department will implement at least one new applicant screening tool to assist departments in selecting qualified and diverse applicants. In the area of Risk Management, the department will explore the implementation of a new injury prevention program in Emergency Medical Services aimed at limiting workers compensation claims risk.

Fiscal Year 2012/13 brings a new focus for the County's wellness efforts, with data from the new Health Risk Assessment (HRA) being used to direct programming. New outcomes surrounding the HRA include creating a year-to-year comparative report using the aggregate health data collected, receiving an 85 percent satisfaction rating on new quarterly programs presented in areas identified by the HRA as top health risks, and expanding services in the County's Employee Health Clinic to address top health risks. An additional outcome to track employee satisfaction with the quality and level of service provided through the Employee Health Clinic is new for this year as well.

Fiscal Year 2011/12

At mid-year, Human Resources is on target to achieve all but one of its outcomes. Employees participating in new employee orientation have given the department a score of 4.7 out of 5 for the content/quality of the orientation, exceeding its target of 4.0 on 90 percent of the evaluations. Supervisory and organizational development efforts are on track to be met by year end as well, with 160 supervisors successfully completing the program "Motivating Employees – Tips and Tactics for Supervisors."

Recruitment efforts remain a focus for Human Resources, and the division is exceeding all of its targets in this area. To date, the department has achieved a 97.1 percent satisfaction rating from hiring supervisors on the overall recruitment process and completed 100 percent of the initial qualification screenings for applicants within three working days. This exceeds its targets of 85 percent and 90 percent respectively.

Risk Management efforts have been successful to date, with the division meeting with the Sheriff's Office and Emergency Services to review the frequency and high cost of workers' compensation claims. A report has been developed on the benefits of creating a program to identify and manage the ergonomic stressors of EMS employees, and this will be pursued further in the second half of the fiscal year. The number of OSHA recordable injuries has

remained very low for the first half of the year as well, at 1.6 injuries per 100 FTEs. This is well below the North Carolina Department of Labor Standard of 5 injuries per 100 FTEs.

The one area the department is not on target is employee satisfaction with the new Health Risk Assessment program. A survey distributed to participants in the program indicated that 75 percent of respondents believe the information received would have a positive impact on their health, ten percent less than the target of 85 percent.

Fiscal Year 2010/11

Human Resources was successful in achieving all 15 of its outcomes for Fiscal Year 2010/11. The department continues to receive high marks from new employees, receiving a satisfaction average of 4.5 out of 5 for its new employee orientation sessions. The department also offered two training programs targeted at best practices/legal compliance during the year. These two programs, “Employment Law for Supervisors—What you Should and Shouldn’t Do”, and “Workplace Harassment” had a combined total of 1,191 employee participants.

The department continued to closely examine the Self Insurance Fund in light of health insurance plan changes that were implemented for the fiscal year. These changes in plan offerings led to a 21 percent decrease in health claims from the prior year.

The County’s Wellness program continued its efforts to promote preventive care and healthy lifestyles. A total of 284 employees and spouses participated in an October 2010 blood screening where they were given feedback on their body mass index, blood pressure, cholesterol levels, blood sugar, and triglycerides. Twenty-four participants followed up on their results by attending a Wellness Consultation aimed at addressing any issues discovered in the screenings. The department additionally had 31 different wellness events such as screenings, online trainings, Lunch and Learns, and exercise classes which 909 employees (79 percent of all those benefitted) attended.

The Employee Health Clinic (EHC) continued to be used by employees, and has generated a significant cost savings when examining the cost of alternative options present for the County and employees. During the year, the EHC is estimated to have saved the County and employees \$31,997 when examining sick leave time avoided, workers’ compensation reviews, drug screens, and primary care physician visits. With more employees opting for either the new Core or Health Savings Account health insurance plans (which require a deductible prior to insurance payment), employees are beginning to better use the Employee Health Clinic option as well.

Catawba County places a high priority on a diverse workforce and, as such, Human Resources has worked closely with the County’s Diversity Committee and other local minority groups throughout the year. The department has enacted eight recommendations from these groups, including: posting new videos to the Job Openings webpage, advertising in different venues such as the Pride event and Exodus Homes, adding additional diversity training and diversity

component to Performance Evaluation training programs, and enhanced community networking.

HUMAN RESOURCES

Benefits

Statement of Purpose

Provide a quality and comprehensive benefits plan to County employees.

Outcomes

1. Educate 100 percent of new permanent employees on what the County benefits are, how to utilize them, and employee expectations by conducting orientations at least once a month. Success will be measured by achieving a score of 4.0 or higher for the content/quality of the program on evaluations given after each orientation session.

Organizational Development

Statement of Purpose

Enable management and employees to expand their knowledge, skills, and abilities in order to enhance the work environment and prepare for work-related opportunities.

Outcomes

2. Human Resources will offer at least one skills development program for general enrollment by County employees aimed at enhancing a work-related skill set. Success will be measured by at least 90 percent of participants indicating they “strongly agree” or “agree” that they have expanded their work-related knowledge, skills, and abilities.
3. Human Resources will offer one education awareness program for County employees to broaden knowledge of different cultural groups and enhance diversity awareness in the workplace. Success will be measured by at least 90 percent of participants indicating they “strongly agree” or “agree” they have an increased knowledge of different cultural groups and diversity awareness.
4. To promote supervisory and organizational development, the Human Resources Department will:
 - a. Coordinate a year-long supervisory training program for new supervisors and offer one supervisory refresher program.
 - b. Implement a leadership development program for employees identified as emerging leaders in county government.

Pay and Classification

Statement of Purpose

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

Outcomes

5. Provide County departments with flexibility to meet changes in available funding, demand for services, and State and Federal mandates by processing 90 percent of position reclassification requests and resulting pay inequities within five working days after receipt of all relevant information from the department.

Recruitment

Statement of Purpose

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

Outcomes

6. To understand and promote diversity within Catawba County Government, Human Resources will conduct meetings with Department Heads and the County Manager's Office by March 31, 2013, to review department statistics and share current recruitment and retention goals and ideas. Specifically, Human Resources will assist in implementing at least one specific departmental strategy to address these goals.
7. Ensure a quality recruitment process that facilitates the efficient and effective hiring of County employees. Success will be measured by having 90 percent of hiring managers indicate that Human Resources facilitated a recruitment process that resulted in hiring employees that met both the needs of the position and the County's/department's organizational goals.
8. To enhance the recruitment process, Human Resources will develop and implement supplemental application questions to assist departments in selecting the most qualified and diverse applicants for interviews. Success will be measured by having 75 percent of hiring supervisors agreeing that the supplemental questions resulted in more qualified applicants being selected for interviews.

Risk Management

Statement of Purpose

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

Outcomes

9. To limit workers' compensation claims risk, Risk Management will oversee an injury prevention program in the Emergency Medical Services department. A report on the program's success and next steps will be developed by June 2013.
10. To limit the number of automotive accidents involving County vehicles, Risk Management will identify all at-fault accidents and make the following recommendations to Department Heads:
 - a. After one accident, require employee to repeat the County Defensive Driving class.
 - b. After a second accident by the same employee, the Supervisor or Training Officer will ride along with the employee to observe employee's driving skills.
 - c. After a third accident by the same employee, disciplinary action should be taken with employee.

In addition, quarterly analysis will be conducted on vehicle accidents and reports will be shared with the Human Resources Director, County Manager, and each Department Head to discuss concerns, further actions, and options for improvement.

11. Limit OSHA recordable injuries to 5 per 100 FTEs, the North Carolina Department of Labor public sector industry standard. This will be accomplished by:
 - a. Concentrating on evaluating the types of accidents in the high-risk departments to determine ways to improve work procedures.
 - b. Meeting with the Safety Committee bi-monthly to address training needs, fire, tornado and lock down drills, security issues, and building safety inspections.
 - c. Meeting with the Accident Review Committee quarterly to review work safety policies, workers compensation and property and liability claims, and high risk drivers.
 - d. Holding an annual Safety Retreat which will educate departments on the County's current status regarding safety, security, and legal issues as well as market trends in these areas.
 - e. Providing at least four training programs to address safety, health, and security awareness of our County.

- f. Providing an annual report to the Human Resources Director and Department Heads on the number and types of injuries occurring during the year and recommendations on how to improve safety and/or security.

Self Insurance

Outcomes

12. To sustain the viability of the Self Insurance Fund as a whole, 100 percent of Health and Dental projected claims expenses will be budgeted through employee and departmental contributions.
13. To ensure the County's three health plan offerings (Buy-Up, Core, and HSA) remain effective for the County and employees, monthly analysis will be conducted in the areas of health claims versus revenues and plan performance. This analysis will be shared with the County Manager on a monthly basis, and Human Resources will utilize the information to make recommendations in areas such as changes in plan design, carriers of insurance policies, and/or strategies for reductions in claims.

Wellness

Statement of Purpose

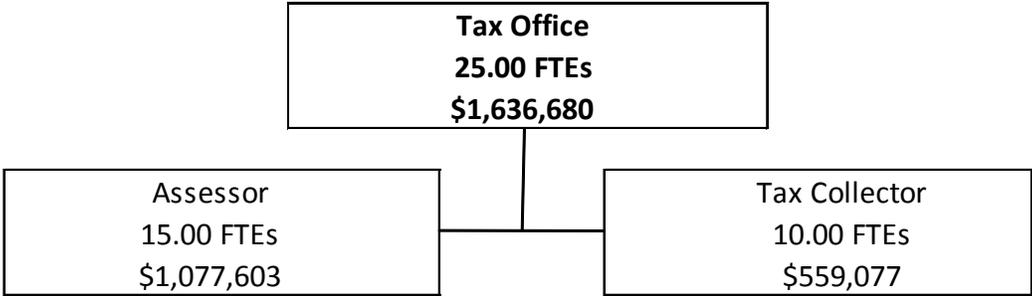
Promote wellness among our County workforce through offering wellness programs and providing education and events on various health topics during the year.

Outcomes

14. Using the data from the aggregate Health Risk Assessment (HRA) report, Human Resources will prepare a year-to-year comparative report, highlighting areas of success, noting continuing areas of concern, and establishing goals for the next year designed to improve the health of the County's workforce and control healthcare costs.
15. Develop wellness programs, initiatives, and incentives for County employees in the areas of weight management, exercise, and nutrition; the County's top health risks as identified by the Health Risk Assessment (HRA). A minimum of one offering per quarter will be offered to employees. Success will be measured by having 85 percent of employees that attend a wellness offering state they "strongly agree" or "agree" that the presentation's content will help them positively impact their health or the health of a family member.
16. To provide a cost effective and convenient healthcare option for employees, employee and County savings in the following areas will exceed the cost to operate the Employee Health Clinic:

- a. Number of employee sick leave hours saved and an average associated cost.
 - b. Savings from conducting in-house Workers' Compensation evaluations.
 - c. Savings from performing all recruitment and retention related medical testing through our Clinic.
 - d. Savings generated from employee utilization of the Employee Health Clinic as opposed to their Primary Care Physician.
17. To ensure quality service in the Employee Health Clinic, Human Resources will create and publish a survey available to all County employees that measures the quality and level of service provided by the clinic. The results of this survey will be shared with County management no later than December 31, 2012.
18. To address the top health concerns identified in the aggregate Health Risk Assessment (HRA), Human Resources will expand the services available through the Employee Health Clinic. Examples of potential new services include physical therapy, nutrition counseling, health coaching, and pharmacy services.

Catawba County Government



Tax Department

	2010/11	2011/12	2012/13	2012/13	Summary
	Actual	Current	Requested	Approved	Percent Change
Revenues					
Property Tax	\$79,768,849	\$79,851,008	\$81,067,667	\$81,137,540	2%
Privilege License Tax	\$24,876	\$22,500	\$22,500	\$22,500	0%
Charges & Fees	267,924	250,465	258,900	258,900	3%
Contribution to General Fund	(79,521,985)	(79,533,281)	(80,764,590)	(80,834,463)	2%
General Fund	1,026,941	1,080,239	1,048,625	1,052,203	-3%
Total	\$1,566,605	\$1,670,931	\$1,633,102	\$1,636,680	-2%
Expenses					
Personal Services	\$1,269,676	\$1,298,595	\$1,265,402	\$1,268,980	-2%
Supplies & Operations	296,929	372,336	367,700	367,700	-1%
Tax Refunds	0	0	0	0	0%
Capital	0	0	0	0	0%
Total	\$1,566,605	\$1,670,931	\$1,633,102	\$1,636,680	-2%
Expenses by Division					
Assessor	\$1,053,195	\$1,110,649	\$1,074,025	\$1,077,603	-3%
Collections	513,410	560,282	559,077	559,077	0%
Total	\$1,566,605	\$1,670,931	\$1,633,102	\$1,636,680	-2%
Employees					
Permanent	26.00	25.00	25.00	25.00	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	26.00	25.00	25.00	25.00	0%

Budget Highlights

The Tax Department's (Assessment and Collection) budget reflects a 2 percent decrease from last year. This comes primarily from the retirement of two longtime employees who were replaced at a lower salary level, as well as small reductions in operating expenses.

Performance Measurement

Fiscal Year 2012/13

The Tax Department's outcomes for Fiscal Year 2012/13 continue to provide a high level of customer service while striving to continuously improve the rate of collection for all taxes. The Assessor's Office will work closely with the Technology Department in the upcoming year to identify and improve at least three business processes through the use of technology. Other Assessor outcomes are consistent with prior years, and include processing 85 percent of deed transfers from the Register of Deeds within 10 business days, assisting qualifying citizens in

enrolling in tax relief programs, and providing quality customer service by responding to taxpayer inquiries within 24 hours.

The Collection Division of the Tax Department has updated its outcome regarding increased collections, setting a target to increase the year-end non-motor vehicle tax collection rate by 0.25 percent. Based on the most recent data available, this would increase the County's tax collection ranking within the State by eight positions. The Collections division is maintaining its outcome for delinquent tax collections, striving to improve collection by five percent, as compared to the prior year.

Reappraisal outcomes focus on representing the County's position on property value to the North Carolina Property Tax Commission and preparing for the scheduled 2015 reappraisal of property.

Fiscal Year 2011/12

At mid-year, the Tax department had either achieved, or was on target to achieve, all of its outcomes. All Real and Personal Property Tax bills were mailed on July 15, 2011, well before the September 1st outcome deadline. The department was additionally processing 85 percent of all deed transfers within 9.1 business days from receipt from the Register of Deeds, exceeding its goal of 85 percent within 10 days.

The status of outcomes in the Collector's Office related to improving tax collection rankings and increasing the delinquent accounts collection percentage will not be known until the end of the year. The office continues to respond immediately if information is available, or by the next business day if research is required, to taxpayer inquiries.

The Reappraisal Office continues to defend the County's position on property value appeals to the North Carolina Property Tax Commission, with 19 commercial/industrial properties and one residential property under dispute at mid-year from the 2011 revaluation of property. The division is on target to meet all of its outcomes related to preparing for the 2015 revaluation as well, sending out 1,062 sales verification questionnaires and keying 938 valid sales into the sales history database to be used in determining 2015 values.

Fiscal Year 2010/11

To provide citizens with prompt notification of their taxes owed, the department mailed real and personal property tax bills on July 16, 2010, significantly earlier than its September 1st target date. The department also mailed motor vehicle bills an average of 25 days prior to the first day of the month the bill was due, surpassing its target of 15 days. The department consistently places a focus on customer service, and responded to all taxpayer inquiries within 24 hours, with most being responded to immediately.

The department did not achieve its outcome of processing 85 percent of all deed transfers within 10 business days, taking an average of 10.71 business days to process these transfers. While this goal was not achieved, the department included this as an outcome for Fiscal Year 2011/12 and believes that planned tax software upgrades will expedite this process significantly.

Tax Collection did not achieve its goal of improving the County's year-end collection rate by five positions as compared to all counties in North Carolina, slipping to 42nd in the State from 38th in Fiscal Year 2008/09. This decline to 97.27 percent represents a .07 percent drop in collection rate from the prior year, and remains higher than the statewide collection average of 97.17 percent. The division attributes the continued decline in tax collections to the County's sustained high unemployment and resulting inability of many citizens to pay their property taxes.

While the overall collection rate did decline, the department took several steps to prevent further erosion. Delinquent collection measures resulted in 1,011 payment arrangements, 1,702 wage garnishments/bank rent attachments initiated, and 28 tax foreclosures or arrangements yielding \$147,945. The department has also collected 67.76 percent of the 2010 outstanding tax bills under \$250 which translates to \$602,852 in revenue. This exceeded the goal of 25 percent collection of these accounts.

Tax Collection did not achieve its outcome of collecting 50 percent of the prior 10 years delinquent taxes during the fiscal year, only collecting 37.53 percent. The Tax Office notes that 12 percent of the current delinquent taxes are bankruptcies, and can therefore not be collected. This, combined with a continued high unemployment rate, makes this goal difficult to attain.

Reappraisal was successful in completing all final activities from the 2011 Countywide revaluation, which included completing a final residential, commercial, and industrial review, finalizing a schedule of values, mailing new valuation notices, and conducting Board of Equalization and Review hearings. Additionally, the division was active in publicizing the remaining portions of the 2011 revaluation of property.

ASSESSOR

Statement of Purpose

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

Outcomes

1. To ensure citizens receive prompt notification of taxes owed:
 - a. Prepare and mail all real and personal property tax bills by August 1, 2012. Statutorily, this must be done no later than September 1st, the date in which the bills lawfully become due and payable.
 - b. Prepare and mail each month's motor vehicle tax bills at least 15 days prior to the first day of the month the bill is due.
2. Provide quality customer service by responding to all taxpayer inquiries within 24 hours of receipt and resolving outstanding issues within five working days as evidenced by monitoring and verification by supervisors within the department.
3. Provide the most current ownership information of real property to citizens by processing 85 percent of deed transfers within 10 business days of receipt from the Register of Deeds.
4. Ensure that all new construction is listed, appraised, and recorded in time for billing no later than August 1st, by constant monitoring of outstanding new construction through building permits and field reviews.
5. Educate, assist and enroll qualified County citizens in the following property tax relief programs by June 1, 2013: elderly or disabled exclusion, circuit breaker property tax deferment, builder's inventory deferment, and disabled veteran exclusion.
6. Work with the Technology Department to analyze and improve business processes through the use of technology. Specifically, the department will work to automate at least three of the processes identified, which may include data entry, workflow, or report generation.

TAX COLLECTOR

Statement of Purpose

To collect and account for all current, as well as delinquent, County and City Ad Valorem taxes charged to the Tax Collector, all County privilege licenses, issue all mobile home moving permits, collect all County street assessments, and collect all fees related to garnishment, attachment, levy, judgment, and returned checks as provided by North Carolina law.

Outcomes

1. To improve the County's tax collection rate ranking in the State, the Collection division will increase the tax collection rate for non-motor vehicle property to 97.5 percent (Fiscal Year 2010/11 collection rate was 97.25 percent). Using the latest Fiscal Year 2009/10 collection rankings as a guide, this increase would move the County up eight rankings within the State. To accomplish this goal staff will:
 - a. Utilize all lawful measures to collect delinquent taxes, including attachments, garnishments, payment arrangements, foreclosure, debt setoff, etc.
 - b. Prepare weekly and monthly status reports to track collections as compared to prior years.
 - c. As much as feasible, assign job responsibilities so that delinquent collection staff can maximize their time working delinquent accounts.
 - d. Working delinquent accounts under \$250 with a goal of collecting a minimum of 65 percent of these smaller accounts by June 30.
2. Increase the percentage of prior 10 years delinquent taxes collected by 5 percent (projected \$200,000) from the previous fiscal year (Fiscal Year 2010/11 - 37.53 percent). Statutorily, the County may only pursue enforced collection measures for accounts that are 10 years old or less delinquent, so it is important to continue all lawful measures to collect these accounts before that time expires.
3. Provide quality customer service by responding to all taxpayer inquiries within 24 hours of receipt and resolving outstanding issues within five business days as evidenced by monitoring and verification by supervisors within department.



Board of Elections

Organization: 140050

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Federal	\$20,000	\$0	\$0	\$0	0%
Charges & Fees	96	75,800	0	0	0%
General Fund	378,166	401,830	451,203	482,375	20%
Total	\$398,262	\$477,630	\$451,203	\$482,375	1%
Expenses					
Personal Services	\$305,024	\$334,930	\$302,103	\$314,475	-6%
Supplies & Operations	93,238	142,700	149,100	167,900	18%
Capital	0	0	0	0	0%
Total	\$398,262	\$477,630	\$451,203	\$482,375	1%
Employees					
Permanent	4.50	4.00	4.00	4.00	0%
Hourly	0.02	0.02	0.00	0.00	0%
Total	4.52	4.02	4.00	4.00	0%

Budget Highlights

The Fiscal Year 2012/13 budget funds the General Election on November 6, 2012. No municipal elections will take place in Fiscal Year 2012/13, so revenue from municipalities and the corresponding expense is removed from the budget. The State has announced it will no longer fund voting system maintenance. Therefore additional local funding is included to cover these costs. Funding is also included to provide a second primary election on July 17, 2012.

Performance Measurement

Fiscal Year 2012/13

Board of Elections' outcomes for Fiscal Year 2012/13 focus on preparing for and conducting the General Election on November 6, 2012, applying all election laws passed by the General Assembly and conducting preventive maintenance on all voting equipment. Additionally, the department will complete the "list maintenance" that is required every two years. This procedure is designed to keep the list of County voters as accurate as possible by removing those who have moved out of the County, died, or have not voted in the past two Federal elections.

Fiscal Year 2011/12

At mid-year, the Board of Elections was on track to achieve all of its outcomes for Fiscal Year 2011/12. The November 8th General Election for the eight municipalities and the

Hickory and Newton-Conover School systems was conducted according to State and Federal law without incident. The department has additionally continued to implement any changes stemming from the 2010 Census Redistricting, updating new district lines for the City of Hickory, Town of Long View, Hickory School System, and the Newton-Conover School System. Changes to district lines for the United States Congress, North Carolina Senate, and North Carolina House will be completed in the second half of the fiscal year and used in the May 8th election if they are upheld by the courts.

The department continues to provide quality customer service, receiving a 99 percent satisfaction rating from all candidates who filed for office.

Fiscal Year 2010/11

The Board of Elections achieved all six of its outcomes. The department conducted the General Election in November, which contained an additional Court of Appeals election due to the resignation of a judge. This addition to the ballot took the department six additional weeks to complete due to the second count and recount that was called for by one of the candidates.

The department also worked with the Town of Long View and the City of Hickory to update new ward lines coming from the 2010 Census redistricting, and mailed approximately 2,000 cards to voters notifying them of any changes.

Voting equipment and list maintenance was completed successfully, and the office received a 98 percent satisfaction rating from each candidate who filed for office.

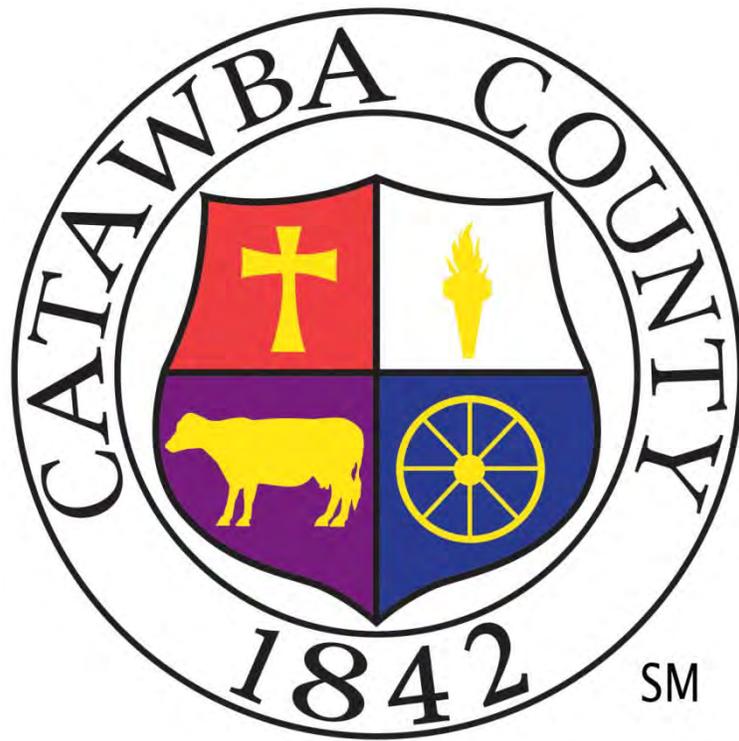
BOARD OF ELECTIONS

Statement of Purpose

The goal of the Board of Elections Office is to serve the public in an efficient and courteous manner and to provide well-planned and managed elections with immediate results. We will conduct fair, honest, and impartial elections that encourage and provide easy access for all registered voters.

Outcomes

1. Prepare for and conduct the General Election on November 6, 2012, as required by Federal and State law.
2. Apply all election laws by their effective date as passed by the General Assembly.
3. Ensure the required yearly preventive maintenance on all voting equipment is completed. This maintenance is conducted each year by qualified technicians to ensure each unit is operating properly.
4. Complete 'List Maintenance' that is required every two years. This procedure is designed to maintain only active voters in the registration files and remove the voters that have moved out of the County, died, or have not voted in the last two Federal elections. The date of this requirement will be set by the State Board of Elections.



Register of Deeds

Organization: 160050

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Real Estate Excise	\$357,820	\$360,000	\$360,000	\$360,000	0%
Charges & Fees	460,717	475,508	476,800	494,800	4%
Miscellaneous	195,355	186,000	190,000	197,000	6%
General Fund	(354,908)	(322,843)	(353,022)	(377,083)	17%
Total	\$658,984	\$698,665	\$673,778	\$674,717	-3%
Expenses					
Personal Services	\$522,164	\$526,915	\$504,728	\$505,667	-4%
Supplies & Operations	136,820	171,750	169,050	169,050	-2%
Capital	0	0	0	0	0%
Total	\$658,984	\$698,665	\$673,778	\$674,717	-3%
Employees					
Permanent	11.00	11.00	10.00	10.00	-9%
Hourly	0.00	0.00	0.00	0.00	0%
Total	11.00	11.00	10.00	10.00	-9%

Budget Highlights

Ten percent of the total revenues collected for marriage licenses, recording of legal instruments, UCC filing fees, and miscellaneous revenues are recorded in the Register of Deeds Automation and Preservation Fund. The remaining 90 percent stays in the General Fund. This was effective January 1, 2002, when House Bill 1-73 was approved by the General Assembly.

The budget reflects a 4 percent decrease due to the elimination of one position at midyear in Fiscal Year 2011/12. The Board of Commissioners approved a position in December 2008 to assist with indexing efforts that sunset December 2011. The budget continues preservation work to protect original documents and increase electronic access to records.

Performance Measurement

Fiscal Year 2012/13

Register of Deeds outcomes continue to focus on the services provided to the public in office and online. Outcomes were streamlined to more accurately reflect annual efforts of the department. Previously, the department had a separate outcome for ensuring accuracy of indexing by having a target error rate of less than 1 percent. This is really an additional measure for the department's first outcome to provide timely, courteous, and accurate services to the public and was collapsed into this outcome accordingly. Two other outcomes were eliminated as they were largely duplicative of the remaining outcomes focused on implementing

technologies to scan and make documents available electronically in the office and online and to ensure records are preserved in the event of a disaster. The outcomes were originally added to show long range planning but the only measurable component were the actions taken from year to year, which were already covered in existing outcomes.

Fiscal Year 2011/12

The mid-year report for 2011/12 indicates that all outcomes associated with providing timely, courteous, and accurate services to the public are being met. At midyear, the following had been achieved:

- Real estate documents, vital records, and vital records requests are recorded daily.
- Records are being indexed with an error rate of less than 1 percent.
- More emphasis is being placed on long-term projects that will convert paper files to an electronic format.
- More written documentation is available for marriage licenses, both in the office and on the Internet. This includes birth records back to 1935 and marriage records back to 1973. Staff is still working to provide death records back to 1960 as planned for this year.

Fiscal Year 2010/11

The Register of Deeds continues to provide timely, courteous, and accurate services. Its targets surrounding recording real estate documents, vital records, and responding to vital records requests have all been met or exceeded by having all documents recorded and requests processed on the same day. The department has also maintained an indexing error percentage of less than 1 percent by using a blind double-key indexing method. To protect against data loss, the department began several long-term projects including indexing and scanning vital records, military records, corporate records, screen plats, and reviewing grantee books to determine a standard and complete set for scanning. The department met its goal surrounding disaster preparation, by backing up digital records through the County's Technology Department, the Archives in Raleigh, or Logan Systems, maintaining an up-to-date recovery plan, and including the public in two of the four drills conducted each year. The Register of Deeds also met its goal overall of reducing the amount of in-office research time required to obtain copies of needed records by providing access to planned records online. One set of books for real estate associated with a previous software vendor used for indexing remains unavailable due to the staff time needed to help convert these records. Vital records are also being indexed daily with targets for indexing and scanning uncertified copies being met.

REGISTER OF DEEDS

Statement of Purpose

The Catawba County Register of Deeds serves as custodian of all records of real estate, vital records, military discharges, and the certification of notary publics and is essential in preserving the history of the County. This includes providing the public with accurate and expedient documentation as needed.

We are a customer-driven recording agency that provides numerous functions to the legal community and the general public. The Register of Deeds is an elected official of four year terms who is legally charged with recording and maintaining the integrity, completeness, accuracy and safekeeping of Catawba public records.

The department's highest priority is to provide six services required by North Carolina General Statutes. The six required services are recording legal documents, issuing marriage licenses/certificates, issuing birth and death certificates, issuing notary public oaths/authentications, imaging recorded documents and maps, and indexing recorded documents and maps.

The office is bound by North Carolina General Statutes to make recorded documents available via a temporary or permanent index within 24 hours; documents must be fully indexed on the permanent index within 30 days of the initial recording. At the same time, the indexing unit strives for a margin of error of less than 1 percent.

Outcomes

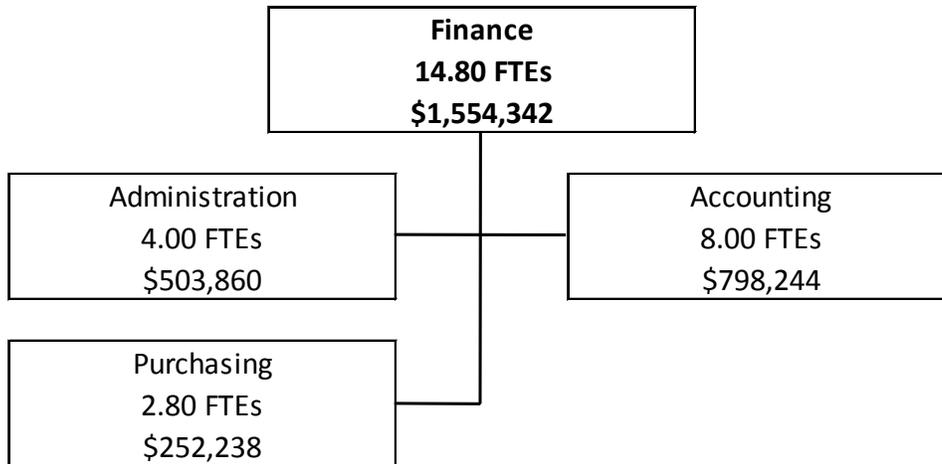
1. Provide timely, courteous, and accurate services to the public by:
 - a. Recording 100 percent of real estate documents the same day received.
 - b. Recording 99 percent of vital records the same day received, given there are no problems with the records.
 - c. Responding to 99 percent of all vital records requests (marriage license, birth, and death certificates) received by mail and in person within the same day, given there are not problems with the request.
 - d. Returning real estate documents within three days after indexing is complete.
 - e. Educating couples of the requirements for marriage license by instructing them as to the appropriate documentation accepted within the North Carolina laws.
 - f. Ensuring an indexing error rate of less than 1 percent for all recorded documents.

2. Improve customer service to the public by reducing the amount of in office research time required to obtain copies of needed records by implementing the following technologies by June 30, 2013:
 - a. Same day indexing and recordings which consist of working with Catawba County Public Health and funeral homes.
 - b. Providing the indexing and scanned uncertified copies of delayed birth records for Volumes 18 – 17 for the self-service in-house terminals, which contain various dates of births, but these records would have been filed from April 8, 1975, to current (last record March 12, 2009).
 - c. Providing the indexing and scanned uncertified copies of death records back to 1950 on the self-service in-house terminals. (Filings from 1967 to the present are already available.)
 - d. Providing the indexing and scanned uncertified copies of marriage records back to 1950 on the self-service in-house terminals. (Filings from 1961 to the present are already available.)
 - e. Providing offline access for staff only to scanned images of the Military Discharge DD214 forms of Volumes 15 to 11 going backwards from the most recent to the oldest. (Volumes 20 – 16 are already available.)
 - f. Providing offline access for staff only to indexing of the Military Discharge DD214 forms. Two books will be completed.
 - g. Work with Information Technology to keep Website updated, user friendly, and available 24 hours per day, seven days per week.

3. Minimize loss and maximize the ability to retrieve all records in the Register of Deeds Office records in the event of a disaster by ensuring that a Disaster Recovery Plan is intact and operational.
 - a. Backup digitalized real estate records, vital records, military discharges, and notary public certifications either through the Catawba County Information Technology Department, Archives in Raleigh, or Logan Systems.
 - b. To keep the most updated recovery plan in Disaster Notebook and make sure all staff knows how to implement the plan in a time of need.
 - c. To have quarterly drills for the staff to ensure awareness of the Disaster Recovery Plan and how to address any alterations needed to the plan.
 - d. To include the public in at least two of the four drills held throughout the year.



Catawba County Government



Finance

Summary

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Investment Earnings	\$427,877	\$800,000	\$500,000	\$500,000	-38%
Personnel Indirect Cost	32,944	32,944	33,273	33,273	1%
Mental Health Contracts	7,239	7,055	0	1,000	-86%
Miscellaneous	997	0	0	0	0%
Charges & Fees	725	0	0	0	0%
General Fund	1,088,059	669,881	1,014,746	1,020,069	52%
Total	\$1,557,841	\$1,509,880	\$1,548,019	\$1,554,342	3%
Expenses					
Personal Services	\$943,495	\$964,112	\$985,983	\$992,306	3%
Supplies & Operations	614,346	545,768	562,036	562,036	3%
Capital	0	0	0	0	0%
Total	\$1,557,841	\$1,509,880	\$1,548,019	\$1,554,342	3%
Expenses by Division					
Administration	\$497,046	\$494,628	\$498,856	\$503,860	2%
Accounting	837,295	789,468	796,925	798,244	1%
Purchasing	223,500	225,784	252,238	252,238	12%
Total	\$1,557,841	\$1,509,880	\$1,548,019	\$1,554,342	3%
Employees					
Permanent	15.80	15.43	14.80	14.80	-4%
Hourly	0.30	0.15	0.65	0.65	333%
Total	16.10	15.58	15.45	15.45	-1%

Budget Highlights

Functions included within the Finance Department are Administration, Accounting, and Purchasing. Accounting encompasses receivables, payables, billing and payroll. Purchasing assists all County departments with purchasing goods and services and provides management of mail courier services.

The budget eliminates a mail courier service position, as this service has been shifted to contract with the private sector. Part-time project management assistance is funded to assist with the Animal Shelter expansion, new Sherrills Ford Library, and the Justice/Public Safety Center expansion.

Performance Measurement

Fiscal Year 2012/13

The Department's outcomes continue to stress the importance of accurate financial information, such as revenue forecasting and recommendations on the use of fund balance. Accounting focuses on accurate and timely payments, with goals of generating vendor payments accurately 98 percent of the time (as evidenced by corrected checks) and processing payroll correctly 99 percent of the time as evidenced by correct payments. Purchasing continues to place its highest priority on the timely and economical procurement of goods and services by using cooperative purchasing agreements, using informal quotes when appropriate, and educating departments on available cooperative purchasing alliances and North Carolina State contracts. An outcome related to providing courier and postal service in a timely, accurate and courteous manner was changed to reflect contracting this service instead of providing it internally.

Fiscal Year 2011/12

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

- Assisting with the development of the Fiscal Year 2012/13 budget by providing the Budget Office with information on a timely basis.
- Ensuring that all financial transactions comply with the requirements of the Local Government Budget and Fiscal Control Act.
- Maximizing cash on hand and borrowing money as cheaply as possible. The Finance Director completed a \$48.1 million debt refunding in November 2011 that is expected to save the County \$2.4 million in interest over the life of the debt obligation.
- Assisting in the upgrade of the PeopleSoft Finance and Human Resources software.
- Purchasing saved departments an estimated \$29,457 by obtaining informal quotes.

Purchasing is not on track to meet its outcome of encouraging County departments and contractors to purchase at least 20 percent recycled and other environmentally preferable products. To date only 3 percent of purchases have met this standard.

Fiscal Year 2010/11

The Finance Department was successful in assisting in the preparation of the Fiscal Year 2011/12 budget, ensuring the County follows the Local Government Budget and Fiscal Control Act, and providing all needed financial information to oversight organizations such as bond rating agencies, Federal, State, and local granting agencies, and the Local Government Commission. All divisions of the department maintain high customer service as well, with departments reporting a 100 percent satisfaction rate on an annual survey.

Accounting maintained timely and accurate payments, processing 16,000 payments with only 4 keying errors resulting in voided checks. This is a 99.98 percent success rate, bettering their outcome goal of a 99 percent accuracy rate. The same is true for payroll checks as well, with the department processing 33,000 payroll checks with only 8 errors reported.

Purchasing was able to further the County's goal of "going green" by working with the Waste Reduction Coordinator/Educator to encourage County departments and contractors to purchase at least 10 percent recycled materials. An inventory of materials purchased indicated that the County purchased 12 percent recycled goods in Fiscal Year 2010/11, surpassing this goal. The division also helped forward the County's Minority Outreach goals by educating contractors and conducting a "How to do Business with Catawba County" session through Catawba Valley Community College's Small Business Program in November 2010. These efforts continue to show success, with \$278,241 of County money going to minority or woman-owned businesses in 2010/11.

FINANCE ADMINISTRATION

Statement of Purpose

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

Outcomes

1. The Finance Department assists with the development of the Fiscal Year 2013/14 budget by providing the Budget Office with information on a timely basis, normally by October 31st, 2012, that includes the following:
 - a. Revenue projections for major revenue sources (property taxes, sales tax, ABC profits, and investment earnings).
 - b. Assessment of the County's level of Fund Balances and recommendations on the amount of Fund Balance that can be appropriated.
 - c. Debt service requirements.
2. The County follows the requirements of the Local Government Budget and Fiscal Control Act. The Finance Department ensures that transactions comply with these requirements by:
 - a. Monitoring all financial transactions in accordance with the annually adopted Budget Ordinance.
 - b. Accurately recording all amendments to the County's Budget Ordinance within five working days from receipt.
3. Timely and accurate financial information is important to the County's association with various funding and oversight agencies. These may include bond ratings agencies for future debt issuance; Federal, State, and local granting agencies; the Local Government Commission; and others. The Finance Department provides financial information in an accurate, efficient and timely manner by:
 - a. Review of internal controls and testing of transactions for selected departments before June 30, 2013, to ensure the financial integrity of the County.
 - b. Completing the County's Comprehensive Annual Financial Report (CAFR) and submitting to the Local Government Commission by December 1, 2012.
 - c. Submitting the CAFR to the Board of Commissioners, other County departments, agencies, and citizens by December 31, 2012.
 - d. Submitting the CAFR to the Government Finance Officers Association (GFOA) for the Certificate of Achievement for Excellence in Financial Reporting by December 31, 2012.

4. The County is responsible for financing major capital projects including those for the local public schools and community college. The goal of the Finance Department is to maximize cash on hand and borrow money as cheaply as possible.
 - a. The department will plan, execute, and oversee all underwriting and debt issuance of Catawba County including any approved new debt financing issues needed for Public Schools, Community College, or renovations/additions to County facilities or equipment.
5. Conduct departmental survey with a 95 percent satisfaction rate.

ACCOUNTING

Statement of Purpose

The Accounting Division of the Finance Department is responsible for accurately processing all financial transactions in a timely manner. These processes are in place in order to maximize cash on hand and comply with Federal, State, and local guidelines.

Accounts Payable/Receivable

Outcomes

1. Make accurate and timely payments (an average of 600+ checks and Electronic Funds Transfer (EFT) payments) to all vendors on a weekly basis by:
 - a. Processing all documentation received and generating vendor payments accurately 98 percent of the time as evidenced by corrected checks.
2. Compliance with all Federal, State, and local guidelines by:
 - a. Processing and distributing 100 percent of the 1099s by January 31st for vendor tax records.
 - b. Processing State reports and, if applicable, accompanying payments by applicable due dates.
 - c. Making daily deposits of all revenue received 98 percent of the time, as evidenced by deposit ticket dates.
3. Maintain an accurate and thorough inventory of all County fixed assets (items costing \$5,000 or more with a useful life of two years or more) in order to produce documentation for the annual audit by processing additions, deletions, and transfers by August 31st.
4. Conduct departmental survey with a 95 percent satisfaction rate.

Payroll

Outcomes

5. Make accurate and timely payment of wages to 1,100+ full-time and hourly employees on a bi-weekly basis:
 - a. Processing all documentation received and calculating wage payments accurately 99 percent of the time, as evidenced by corrected payments.

6. Compliance with all Federal, State, and local guidelines to prevent any penalties and enable employees to maximize their employee benefits by:
 - a. Processing and distributing 100 percent of Form W-2s by January 31st for employees' tax records.
 - b. Reporting, processing, and paying of Federal and State taxes and employee benefits when due 100 percent of the time, as evidenced by date of payment.
7. Conduct departmental survey with a 95 percent satisfaction rate.

Billing

Outcomes

8. As a measure of good customer service and vendor relations, the Billing Office has the following procedures in place:
 - a. Posting all payments within five working days 98 percent of the time.
 - b. Process a monthly billing cycle by mailing bills within five working days of cutoff 98 percent of the time.
 - c. Processing refund requests within 10 working days 98 percent of the time.
 - d. Coordinate collection efforts with third party ambulance billing service company to ensure a 70 percent collection rate on ambulance bills.
9. Conduct departmental survey with a 95 percent satisfaction rate.

PURCHASING/SERVICE CENTER

Statement of Purpose

To ensure the timely procurement of quality goods and services as economically as possible within the guidelines of General Statutes and County Code. To provide timely, accurate and courteous mail and courier service to County departments.

Outcomes

1. Expedite the procurement of County goods and services and respond to departmental needs as economically and timely as possible by:
 - a. Continuing participation in cooperative purchasing alliances (US Communities) and North Carolina State Contract.
 - b. Educate departments on what cooperative purchasing alliances and State Contract have to offer and use these services when it is cost and time effective.
 - c. Ensuring County formal projects and goods are obtained within the guidelines of General Statute and County Code.
 - d. Reviewing formal bid requests (equipment and supplies totaling \$90,000 and over) establishing specifications, conducting formal bid openings, and making recommendations to the Board of County Commissioners to the satisfaction of County departments.
 - e. Conducting departmental survey with a 90 percent satisfaction rate.
 - f. Assisting departments in obtaining informal quotes (for purchases of supplies and equipment less than \$90,000) are obtained effectively and at the best value.
 - g. Maintaining a list of vendors, review State Contract and cooperative purchasing contracts, and solicit at least three quotes when feasible.
 - h. Maintaining a log of all informal quotes received, indicating the savings incurred.

2. Make County operations more environmentally friendly by encouraging County departments and contractors to purchase at least 20 percent recycled and other environmentally preferable products by:
 - a. Continuing to work with the Waste Reduction Coordinator/Educator to promote the use of procuring recycled products; continue to encourage and promote procurement of recycled products.
 - b. Maintaining a log of all procurement of recycled products.

3. In order for our vendor base to better reflect the diversity of our County, strive to reach the County's Minority Outreach goal of 5 percent for informal and formal building construction projects by:

- a. Conducting a pre-bid conference for each formal construction bid and educating contractors. Work with minority-focused and small business groups that support minority business and small business inclusion in the solicitation of bids. Solicit bids from known minority businesses and contractors for applicable projects and services.
 - b. Maintaining a log of all procurement of goods, services, and construction contracting with minority vendors and contractors.
4. Provide daily courier service between all departments, agencies, and the U.S. Postal Service in a timely manner, accurate and courteous manner by:
- a. Ensuring out-sourced company is familiar with the postal needs and mail route for all County departments. Maintain a regular schedule for the mail route and comply with special requests when feasible.
 - b. Conduct departmental survey with a 90 percent satisfaction rate.

Government Agencies - Justice Center

Organization: 180050

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
State	\$220,317	\$229,000	\$229,000	\$229,000	0%
General Fund	(218,000)	(218,500)	(218,500)	(218,500)	0%
Total	\$2,317	\$10,500	\$10,500	\$10,500	0%
Expenses					
Personal Services	\$0	\$0	\$0	\$0	0%
Supplies & Operations	2,317	10,500	10,500	10,500	0%
Capital	0	0	0	0	0%
Total	\$2,317	\$10,500	\$10,500	\$10,500	0%

Other Government Costs

Organization: 190050

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Local Sales Tax	\$14,627,232	\$12,764,768	\$12,970,855	\$13,096,456	3%
Beer & Wine Tax	370,115	325,000	350,000	350,000	8%
Cable TV Reimbursements	663,162	600,000	600,000	600,000	0%
JCPC Projects	109,261	84,186	0	133,139	58%
JCPC Planning	14,250	12,750	0	13,940	9%
Indirect Cost	419,361	449,894	385,354	471,945	5%
Miscellaneous	1,015,867	1,014,276	912,790	912,790	-10%
Fund Balance	0	5,244,348	6,607,882	6,492,811	24%
DHR County Share	(10,799,228)	(11,585,955)	(11,941,002)	(11,906,921)	3%
General Fund	(6,223,074)	(8,585,566)	(9,625,249)	(9,934,768)	16%
Total	\$196,946	\$323,701	\$260,630	\$229,392	-29%
Expenses					
Personal Services	\$12,404	\$184,000	\$204,000	\$36,500	-80%
Other					
Adult Probation Lease	28,900	24,350	24,348	24,348	0%
Employee/Social Committee	12,779	11,125	12,175	12,175	9%
Hickory Airport Tower	6,000	3,365	10,374	3,365	0%
JCPC Projects	113,265	84,186	0	133,139	58%
Joint JCPC Planning	14,236	12,750	0	13,940	9%
Public Relations	1,615	0	2,000	2,000	0%
WPCOG - Future Forward	7,747	3,925	7,733	3,925	0%
Total	\$196,946	\$323,701	\$260,630	\$229,392	-29%

Budget Highlights

This cost center includes funding for State Juvenile Crime Prevention Council (JCPC) projects, which provides pass-through funds for local programs that work with juveniles involved with the court system. Offsetting revenue from the State is also budgeted so no County dollars are included.

Expenses for the Hickory Airport are continued at the current year level, since Burke County continues to receive the majority of the tax benefit. Funding is also continued at the current year level for the WPCOG – Future Forward Program.

Contingency

Organization: 190100

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Special Contingency	\$0	\$50,000	\$50,000	\$50,000	0%
General Fund	0	310,000	335,000	280,000	-10%
Total	\$0	\$360,000	\$385,000	\$330,000	-8%
Expenses					
Contingency	\$0	\$310,000	\$335,000	\$280,000	-10%
Special Contingency	0	50,000	50,000	50,000	0%
Total	\$0	\$360,000	\$385,000	\$330,000	-8%

Budget Highlights

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

Transfers From the General Fund

Organization: 190900

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
From General Capital Projects	\$0	\$0	\$0	\$0	0%
From Schools' Capital Projects	2,474,631	0	0	0	0%
General Fund	4,720,098	4,292,449	4,093,355	4,219,954	-2%
Total	\$7,194,729	\$4,292,449	\$4,093,355	\$4,219,954	-2%
Expenses					
Citizens' Alert System	\$15,285	\$15,056	\$15,624	\$15,624	4%
General Capital Projects	1,394,843	1,348,500	1,175,000	1,300,000	-4%
General Capital Reserve	71,443	0	0	0	0%
Reappraisal Fund	397,685	371,643	380,551	382,150	3%
Schools' Capital	0	0	0	0	0%
Self Insurance Fund	1,753,500	1,782,250	1,747,180	1,747,180	-2%
Water & Sewer Capital	0	0	450,000	530,000	0%
Water & Sewer Fund	3,561,973	775,000	325,000	245,000	-68%
Total	\$7,194,729	\$4,292,449	\$4,093,355	\$4,219,954	-2%

Debt Service

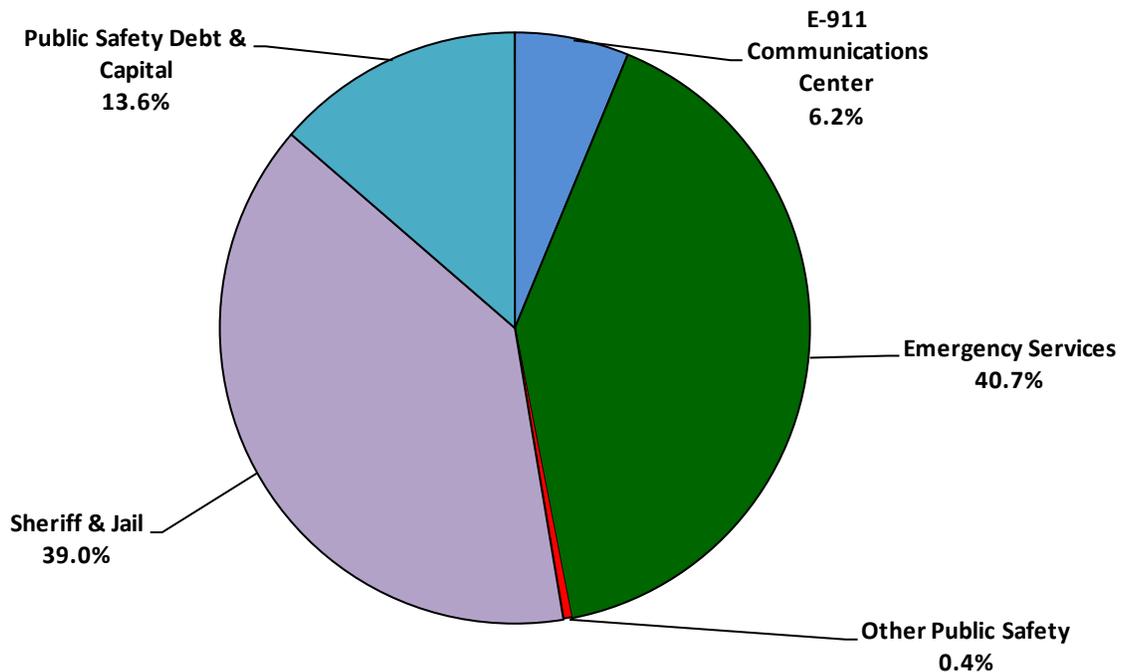
Organization: 910050

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
1st 1/2% Sales Tax	\$1,677,414	\$1,103,831	\$1,479,145	\$1,499,869	36%
1st 1/2% Sales Tax - Food	0	213,698	213,513	209,383	-2%
2nd 1/2 %	0	0	0	0	0%
Proceeds - G.O. Refunding Bond	0	0	0	0	0%
From General Capital Projects	0	0	157,500	0	100%
From Schools' Capital	50,000	50,000	50,000	50,000	0%
From Schools' Construction	322,792	6,612	0	0	0%
Installment Purchase - Proceeds (CVMC)	0	1,415,475	4,776,975	6,781,650	379%
Lottery Proceeds	1,500,000	2,040,000	1,500,000	1,500,000	-26%
General Fund - Jail Debt	1,500,000	1,409,465	1,375,505	1,375,500	-2%
General Fund - Animal Shelter	0	0	187,500	205,000	100%
General Fund - 2 cents (schools - 03/04)	3,000,000	3,100,000	3,100,000	3,100,000	0%
General Fund - 2 cents (schools - 07/08)	3,000,000	0	0	0	0%
General Fund - 1 cent (schools - 07/08 - eff. FY 11/12)	1,500,000	1,550,000	1,550,000	1,550,000	0%
General Fund	5,169,728	8,514,064	8,678,935	8,662,341	2%
Total	\$17,719,934	\$19,403,145	\$23,069,073	\$24,933,743	29%
Expenses					
School Bonds	\$5,602,376	\$4,728,330	\$4,551,685	\$4,551,685	-4%
Community College Bonds	327,393	189,780	182,325	182,325	-4%
Installment Purchase - Schools	5,434,897	5,294,990	5,449,145	5,502,545	4%
Installment Purchase - CVCC	401,941	392,110	639,870	789,870	101%
Build America Bonds - Schools	321,094	631,815	617,970	617,970	-2%
Build America Bonds - CVCC	107,032	210,610	205,995	205,995	-2%
School Construction Bonds	716,951	1,853,910	1,853,905	1,853,905	0%
QZABs Financing	50,000	50,000	50,000	50,000	0%
Animal Shelter Debt	0	0	345,000	205,000	0%
To Schools' Construction - Future Debt	0	0	740,223	536,823	0%
Certificates of Participation - CVMC	0	1,415,475	4,776,975	6,781,650	379%
Certificates of Participation - CVCC	620,300	603,525	405,635	405,635	-33%
Certificates of Participation - Schools	2,695,179	2,623,135	1,874,840	1,874,840	-29%
Certificates of Participation - Jail	1,442,771	1,409,465	1,375,505	1,375,500	-2%
Total	\$17,719,934	\$19,403,145	\$23,069,073	\$24,933,743	29%

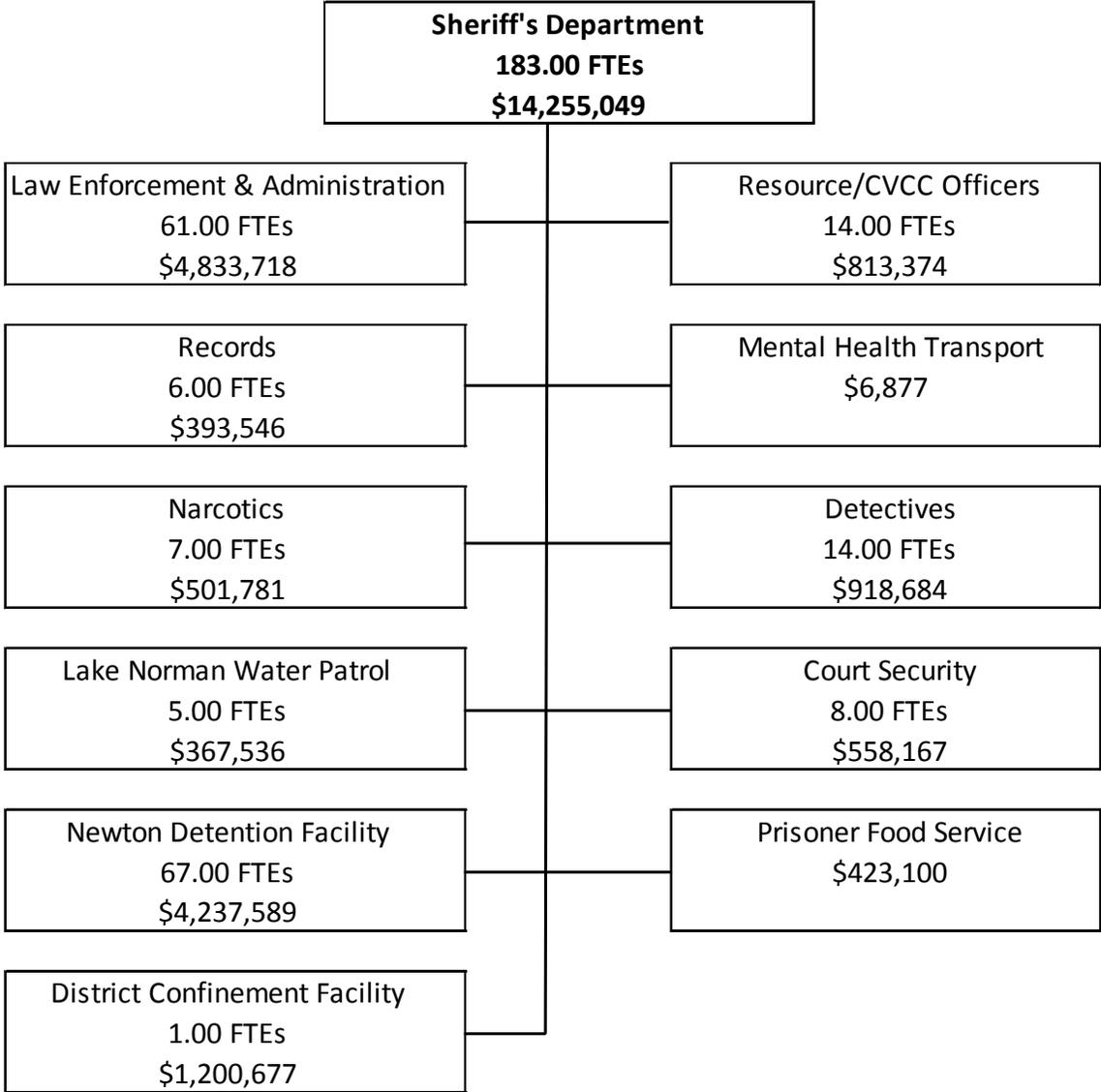
PUBLIC SAFETY

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

The County has budgeted \$36,746,409 representing 16.5 percent of all expenditures for the fiscal year for Public Safety, including debt, capital expenses, and special revenue restricted for specific purposes such as the Emergency Telephone Surcharge and Federal Asset Forfeiture Funds. Total General Fund departmental expenses are \$25,188,951. The departments work to provide a safe, secure community and to provide emergency medical transportation to medical care facilities. The services provided are both salary and equipment intensive and increased costs generally reflect equipment replacements.



Catawba County Government



Sheriff's Department

Summary

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Federal	\$196,391	\$104,957	\$18,000	\$33,706	-68%
State	26,001	37,000	39,000	39,000	5%
Federal & State	85,126	84,594	83,387	83,387	-1%
Local	677,652	674,951	693,410	693,410	3%
Charges & Fees	653,329	428,334	487,270	512,270	20%
Miscellaneous	77,869	77,100	77,200	77,200	0%
From Narcotics Seized Fund	0	0	0	0	0%
From Self Insurance Fund	0	0	0	0	0%
General Fund	11,044,640	12,339,576	12,779,749	12,816,076	4%
Total	\$12,761,008	\$13,746,512	\$14,178,016	\$14,255,049	4%
Expenses					
Personal Services	\$9,371,849	\$9,768,858	\$10,010,932	\$10,120,174	4%
Supplies & Operations	3,366,009	3,585,546	3,632,255	3,634,461	1%
Capital	23,150	392,108	534,829	500,414	28%
Total	\$12,761,008	\$13,746,512	\$14,178,016	\$14,255,049	4%
Expenses by Division					
Law Enforcement & Admin	\$3,898,091	\$4,531,240	\$4,787,894	\$4,833,718	7%
CVCC Officer	152,984	157,879	160,240	160,240	1%
Resource Officers	619,573	637,621	651,690	653,134	2%
Records	362,274	364,766	400,461	393,546	8%
Mental Health Transport	3,116	6,877	6,877	6,877	0%
Crime Prevention	89,279	0	0	0	0%
Narcotics	351,973	475,898	494,169	501,781	5%
Detectives	839,640	880,174	940,806	918,684	4%
Lake Patrol	359,292	308,591	367,331	367,536	19%
Court Security	532,559	528,439	554,999	558,167	6%
Newton Detention Facility	4,023,556	4,226,432	4,187,272	4,237,589	0%
Prisoner Food Service	402,162	428,377	425,600	423,100	-1%
District Confinement Facility	1,126,509	1,200,218	1,200,677	1,200,677	0%
Total	\$12,761,008	\$13,746,512	\$14,178,016	\$14,255,049	4%
Employees					
Permanent	179.00	180.00	183.00	183.00	2%
Hourly	11.01	10.05	9.39	9.39	-7%
Total	190.01	190.05	192.39	192.39	1%

Budget Highlights

The Sheriff's Department budget increases 4 percent. The budget funds three new road patrol deputies (two starting in July and one in January). The Sheriff's Department has done an excellent job optimizing existing staff resources, as deputies spend more time on patrol than

industry averages. However, total call volume has increased by 11.23 percent, and the number of calls requiring the response of multiple officers to ensure officer safety has risen significantly. At the same time, increased requests for proactive activities like participation in neighborhood/community meetings and residential/church checks have increased, straining available manpower. An analysis of call volume versus current available staffing reflects little time for proactive enforcement efforts and raises concerns for officer safety. The addition of three new road patrol deputies will begin to address this issue.

Federal funds are decreased next year as a result of a grant for a Domestic Violence Investigator and Deputy ending. Last year, the department responded to 4,929 domestic violence related calls or an average of 411 calls per month. Domestic Violence related calls have increased 43.8 percent since 2008. The budget maintains these positions from local funds now that the grant has ended.

Funds to replace 14 vehicles and purchase one new vehicle are included in the budget. A secondary boat used to patrol Lake Norman will also be replaced. Additionally, the following equipment is included to improve investigations and law enforcement operations:

- Automated Fingerprint Identification System (AFIS) palm-print equipment, partially funded by narcotics seizure funds, to allow the department to meet a State mandate for sex offender registration.
- Evidence Scanning Equipment, partially funded by narcotics seizure funds, to improve inventory control and efficiency in processing evidence.
- Two-Factor Identification Equipment to meet a State mandate to provide a second form of identification besides a password to access State Division of Criminal Information (DCI) records from mobile units.
- Universal Forensic Extractor funded by a Justice Assistance Grant (JAG) to extract evidence from cell phones, vehicle GPS systems, and tablets.
- Handheld Through-wall Sensor funded by JAG used in the field by SWAT during a manhunt, hostage situations, or stand offs and for search & rescue in disasters, fire, or other situations to detect movement where fast location is critical.

The budget includes a \$75,000 increase in Civil Process fees as a result of a State fee increase that took affect August 1, 2011.

Performance Measurement

Fiscal Year 2012/13

The Sheriff's Department outcomes remain focused on serving and protecting the citizens. New outcomes were added and some existing outcomes were revised related to the department's continuing emphasis on customer service, increasing the amount of time spent on proactive community policing activities, continuing to emphasize and improve officer and community safety, reducing the time spent responding to "false alarms, improving safety in the school environment, and disseminating anonymous leads on potential drug activity.

Fiscal Year 2011/12

The Sheriff's Department is on target with most of its outcomes. As of December 2011, the Sheriff's Department has accomplished the following:

- At this point the Sheriff's Department has processed a total of 4,944 hours of training. This includes both sworn and non-sworn officers.
- The School Resource Officers have presented 99 classes in areas of safety, drug and alcohol abuse, and bullying to the students in our middle and high schools so far this year. They participated in 19 student club meetings.
- Field Base Reporting (FBR) with new upgrade is working very well at this time. Reports are uploaded daily from FBR to RMS and reports are available within 24 hours after upload completed.
- 538 cases assigned were assigned to the Investigations Division with 279 of those cases closed for an overall clearance rate of 51.4 percent. All homicides during the period were solved. The overall average suggests that the outcome for violent and property crime has been exceeded.

Fiscal Year 2010/11

The Sheriff's Department achieved 27 of its 30 outcomes for Fiscal Year 2010/11.

Training was enhanced in the department, with 84 detention officers receiving 1096 hours of training and 160 Uniformed Sworn Officers receiving 3,872 man hours of training. The Sheriff's Department was able to show their professionalism as well by not receiving any complaints in relation to use of force for Fiscal Year 2010/11, well below the national average of 3.4 per 100 sworn officers and 7.1 per 100 officers responding to calls for service.

School Resource Officers (SROs) presented 186 classes in areas of safety drug/alcohol abuse and bullying to middle and high school students. SROs sought to enhance safety in the schools by delivering 49 educational programs to faculty and parents in the middle and high schools, attending 14 PTO meetings, participating in 34 School Safety Committee meetings, hosting 7 programs prior to prom concerning driving while impaired and texting. Security was provided for 451 extracurricular activities at schools and SROs have accompanied School Social Workers on 35 home visits. The SROs helped decrease fights, weapons, and illegal substances by conducting 106 searches using a K-9 unit, made 42 drug arrests, and have made 392 other arrests for a number of charges including assault, arson, and larceny. Guidance Counselors were assisted with counseling 2,378 students with behavior problems including 92 bullying situations.

The Records division obtained grant funding to cover 50 percent (\$121,624) of the cost of new portable 800 MHZ radios, which began receiving all calls January 12, 2011. The Records Management System was also upgraded and reports have been built for the Civil area. A problem in the software prevented the development of additional reports but these are

anticipated to be repaired with upgrades this Fall. Incident reports are now available within 24 hours.

The Crime Prevention division of the Sheriff's Department conducted 42 safe senior presentations and reached out to approximately 550 seniors in Catawba County. They also had 3 seniors on the Adopt A Senior program and visited or called them 72 times. The division also has 93 seniors on the RUOK program that are called each morning. Crime Prevention met with 105 existing Community Watch programs and established 5 new programs in order to make citizens more aware of potential crime in their neighborhoods. The division also distributed 35 electronic e-mail alerts to 350 citizens and 1200 county email recipients. Officers delivered over 210 educational programs to social, civic, school, business, and religious organizations reaching over 4,200 youth and adults. Crime Prevention remained active in the Catawba County Drug Court, attending 22 Drug Courts and overseeing security and criminal histories of the applicants. The division did not achieve their goal for adding 12 new participants in the Project Lifesaver program. They were able to add only 9 bringing the total participants to 17, despite presenting 11 programs to approximately 100 people.

The Catawba County Narcotics Division received 151 tips regarding drug usage/sale through their TIPS program (Turn in Pushers), and worked with other jurisdictions if the information received was relevant. Narcotics Investigators also seized over \$0.79 million in illegal substances and assisted other agencies in seizing \$3.6 million.

Detectives maintained an overall clearance rate of 54.5 percent. The Domestic Violence Unit was successful in meeting its goal of providing at least 60 victims per month with referrals to relevant information including Crisis Line numbers, Lead Court Advocate contact information etc. Detectives was also successful in increasing the number of cases that are referred to prosecutors, referring an average of 23 cases per month or 20 percent more than the prior year.

Lake Norman Area Patrol conducted 1,107 boater safety inspections, which fell short of its goal of 2054. Factors contributing to a lower number of inspections include turnover; an increased focus on water safety with classes taught to all 5th grade classes at Sherrills Ford, Balls Creek, and Catawba Elementary Schools; and less boater traffic on the lake. The division also conducted 6 boater safety classes. Officers improved community policing efforts in the area by attending homeowner association meetings and rotary meetings.

Court Security screened 334,339 visitors to the Justice Center and 112,176 visitors to the Hickory Courthouse with no incidents or accidents and with minimal wait times. Newton Detention Facility staff continued to provide training to new employees that meet or exceed the North Carolina Sheriff's Training Standards. Teams worked together to identify ways to prevent damage to jail property and improve safety in the facility. Actions taken as a result include: eliminating commissary items used to damage jail property and for gambling; limiting the number of inmates allowed in the dayroom; and confining inmates to their cells during mealtimes. Detention staff has also revamped the release process for inmates by instituting a

new checklist shift supervisors must examine to see if inmates have any holds or warrants prior to their release.

The Prisoner Food Service division was successful in rebidding prison food services, saving an estimated \$0.21 per meal as compared to the previous year.

LAW ENFORCEMENT AND ADMINISTRATION

Statement of Purpose

The Sheriff's Office is charged with protecting the public, investigating crimes, operating the Jail, providing court security, and serving civil process. Law Enforcement and Administration consists of Road Patrol, Civil, Warrant, and overall Administration for the Sheriff's Office. Patrol Officers provide protection and service to the County 24 hours a day, 7 days a week by responding to calls for service, enforcing laws, investigating crimes, and deterring crime by their presence. They also patrol problem areas in an attempt to curtail aggressive driving behaviors that contribute to accidents, or prevent crimes in areas of statistically proven trouble. Civil and Warrant Officers serve civil and criminal legal processes issued by the court.

Outcomes

1. Continue customer service emphasis in all departments. Focus on communications efforts with citizens so citizens know what Catawba County Sheriff's Office does for them and what they can do to be part of a safer community.
2. Increase the amount of time spent on proactive community policing activities by increasing the ratio of proactive to reactive times.
3. Continue to emphasize and improve officer and community safety on roadways by increasing the average miles safely driven between accidents involving deputies. (2011 actual = 220,255 miles between each accident.)
4. Maintain the professionalism of the department and enhance officer knowledge and skills by providing monthly in service training for all the officers of the Sheriff's Office. This will ensure the North Carolina Sheriffs' Training and Standards' mandates are met, as well as sending as many officers as possible to specialized schools to enhance their job knowledge, abilities, and performance. In-service is 24 hours sworn, and 16 hours for non-sworn justice officers (estimated annual 2,400 plus Jail staff 1,952 hours).
5. Serve and protect people in Catawba County without the use of excessive force by law enforcement officers as evidenced by maintaining a complaint rate well below the national average for Sheriff's Offices. Bureau of Justice Statistics reports that Sheriffs' offices received complaint rates of 3.4 per 100 fulltime sworn officers and 7.1 per 100 officers responding to calls for service.
6. Maintain an average response time for all priority 1 emergency calls of 15 minutes or less, responding to 50% of priority 1 emergency calls within 10 minutes.

7. Provide Security and Safety for the employees and visitors to the Catawba County Justice Center by active participation with the safety committee. Two annual fire drills, tornado drills, and lock down drills will be performed and evaluated for improvement. Security access will be maintained for Sheriff's Office and all Justice Center employees, including Repay, Clerk of Courts, Vital Records, judges, and lawyers. Enhance the existing relationship between the criminal justice system and the Community by:
 - a. Providing 100 educational programs to social, civic, school, business, and religious organizations including tours of the department on a request basis, and introducing the officers that patrol the particular areas where the programs take place.
 - b. Participating in the Criminal Justice Careers Summer Internship Program in conjunction with Catawba County Public Schools to provide 15 rising seniors annually with firsthand experience and knowledge of criminal justice careers.
8. Enhance the personal safety of senior citizens in Catawba County by:
 - a. Continuing to educate seniors through Safe Senior presentations and promote the Triad program, (a program that involves senior citizens, Sheriffs, and Chiefs of Police, working together in areas of importance to seniors, such as telemarketing fraud, flimflams schemes, etc.).
 - b. Continuing to promote and expand the Adopt-A-Senior Program (program for any senior in Catawba County that has no family living in the County) by registering interested seniors with the Crime Prevention Office and working with the Patrol Division to assign a patrol deputy who will call or visit the senior each week. Officers will collect personal information from the senior that might be needed by Emergency Responders in the event of a call to the residence as well as providing them with an emergency beacon light to signal distress at the residence. This program gives seniors a sense of security and that someone locally does care about them and will help them with their problems or needs.
 - c. Continuing to promote and expand the Are You OK Program. This program calls seniors or individuals with disabilities each morning Monday through Friday from 7:00 a.m. to 11:00 a.m. to make sure they are OK.
9. Attempt service of 60 percent of all civil process within three business days of receipt.
10. Maintain an index property crime rate that is below the statewide rate (2,380.1 per 100,000 population) and below the rate of counties with over 100,000 total population (2,506.6 per 100,000 population).
11. Reduce the time spent responding to "false alarms" in businesses and residences by researching and recommending a policy with fees or other penalties for multiple false alarms within a given period of time.

SCHOOL RESOURCE OFFICERS

Statement of Purpose

School Resource Officers (SROs) work in the Catawba County High Schools and Middle Schools as peace officers to maintain order by enforcing the laws and local ordinances. They will also respond to law enforcement calls at the County elementary schools within their school district during working hours. They will investigate all criminal activity committed on all County school properties or involving students from the school to which the officer is assigned during working hours. They will assist school officials with enforcement of applicable board of education policies and administrative regulations. They will be a resource to teachers and parents in the areas of law enforcement. They will act as a counselor in some instances when listening to and assisting students, faculty and parents with various problems and concerns in the law enforcement field. They will be aware of available resources in the county for referral to collaborating agencies.

Outcomes

1. Reduce victimization and improve students' perception of personal safety by providing at least five educational presentations per semester to the students in our area middle and high schools in areas of safety, drug and alcohol abuse, and North Carolina Law.
2. Improve safety in the school environment by:
 - a. Providing faculty and parents with the knowledge they need to assist their students and children to grow up safe and drug free by providing at least two educational presentations per semester to the faculty and parents in our area middle and high schools.
 - b. Participating in School Safety Committee and other committees as requested by the principal at their respective school assisting the committees in safety procedures for the school.
 - c. Assisting with updates to the schools' crisis plan and attending training at least once a year for school crisis situations.
 - d. Promoting a safe and responsible prom night by providing at least one program per high school to raise awareness of the dangers of drinking and driving.
3. Decrease fights, weapons, and illegal substances by:
 - a. Deterring the possession and use of unlawful weapons and drugs on the campuses of the schools in the Catawba County School System. SROs will utilize the department's K-9 Unit to conduct random searches of the campuses, as well as, upon request from the principal of the school, when feasible.

- b. Assisting Guidance Counselors with students who have been identified for bullying and behavior problems. They will work with students as needed or suggested through the Guidance Office.
 - c. Taking reports on all crimes committed at the schools and counseling the person committing the crime, if possible, at the time of the incident.
4. To ensure student and visitor safety, SROs will provide security service during extracurricular activities and all ball games and events that occur at their respective school. Officers will additionally assist and provide security for field trips at their schools as requested.
 5. SROs will accompany all school social workers as requested to make home visits to students of their respective schools. This has a two-fold purpose, with one being the safety of the social worker and the other for the officer to check out living conditions or other issues that may be at the home.
 6. To ensure a safe learning environment for students and faculty, SROs will conduct monthly inspections of their school, and make suggestions to the school safety committee and/or the principal on any issues they may find.

RECORDS

Statement of Purpose

The Records Division manages case reports for Road Patrol, Investigations, and the Newton Detention Facility. Additional responsibilities include central warrant repository, child support show cause papers, orders for arrest, background checks for handgun purchase permits, alcohol and drug abuse, private attorney criminal history checks, officer criminal history checks for court, public fingerprints, County employment backgrounds, concealed carry permits, domestic violence orders, and sex offender registrations.

Outcomes

1. Records staff will continue to work closely with all Sheriff's Office divisions as the Records Management System (RMS) is upgraded to build reports that provide statistical information on agency functions and divisions, budget information, or public information.
2. Improve customer service by working with Information Technology to provide online RMS/police reports, online incident reporting for selected crimes such as lost or stolen cellular phones, and application for handgun purchase permits. Work with Information Technology to provide better citizen interaction in these areas.
3. Work with Information Technology and vendors to provide access to digital imaging of present and past records that cannot be destroyed. This will reduce storage size, enhance record accessibility, ease of dissemination, and no loss of data quality through time.
4. To provide quality service to citizens who apply for a firearm concealed carry permit, the Sheriff's Office will either issue or deny all permits within 45 days of receipt of all required materials. These required materials include, but are not limited to, a gun permit application, a nonrefundable permit fee, a full set of fingerprints, an original certificate of completion from an approved firearm safety course, and a release form that authorizes the Sheriff to review any records concerning the mental health or capacity of the applicant.

NARCOTICS/VICE DIVISION

Statement of Purpose

The Narcotics Division is responsible for the many aspects of drug eradication in Catawba County. Narcotics Officers investigate, interview, collect evidence, arrest, and present information to State and/or Federal Prosecutors. They further provide testimony in the prosecution of defendants for violation of the North Carolina Controlled Substance Act and in violation of United States Controlled Substances. This is done in an attempt to reduce drug use and trafficking in Catawba County. Working together with other agencies provides needed investigators to insure officer safety.

Outcomes

1. To effectively combat illegal drug use and sales, the Narcotics Division will review all Turn in a Pusher (TIP) Information line messages and respond appropriately. The TIP line is a phone line used to collect anonymous leads on potential drug activity in the community for follow-up and investigation. All TIPs will be disseminated within one week of receipt.
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.

DETECTIVES

Statement of Purpose

The Detective Division is responsible for investigating and following up on serious misdemeanor and felony crimes. Some of these crimes include homicides, robberies, felony assaults, and major fraud including identity theft and embezzlement, and sex offenses. Suicides are not crimes, but they are worked like homicides until determined that it is a self-induced death.

Outcomes

1. The Criminal Investigations Division will provide high quality service by exceeding the State average for case clearance rate for violent crime and seek to improve the property crime clearance rate by at least 2 percent. Catawba County Sheriff's Office case clearance rate was 63 percent for violent crimes and 14 percent for property crimes in 2010 compared to the State case clearance rate of 59.2 percent for violent crimes and 25 percent for property crimes.
2. The Domestic Violence Unit will continue to provide comprehensive services to victims of domestic violence, dating violence, sexual assault, and stalking by:
 - a. Providing proactive victim referrals including written service providers' materials, Crisis Line number to First Step, and Lead Court Advocates contact information. Unit will continue to respond to the domestic violence cases as they occur.
 - b. Working closely with victims and District Attorney's Office to increase the prosecution rate of cases. Unit will continue to promote a positive atmosphere to assist victims of domestic violence.
 - c. Focusing on "evidence based prosecution," which relies on physical and circumstantial evidence in lieu of victim testimony. Early and follow-up photographs of injuries, victim/witness interviews, and suspect interviews provide the state the opportunity to prosecute cases with hesitant victims with the expectation that prosecution will begin to deter offenders.
3. The Sheriff's Office will continue to partner with Social Services to investigate all claims of child sexual assault and provide the best treatment and care of victims while gathering sufficient evidence to prosecute offenders.

LAKE NORMAN REGIONAL PATROL

Statement of Purpose

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

Outcomes

1. Increase the public's awareness of State and local laws pertaining to the waters of Catawba County and safe boating practices by hosting boater safety classes sponsored by the North Carolina Wildlife Resource Commission. As of May 1, 2010, State mandates attendance of a boater's safety class to obtain a certificate to operate a vessel with a motor of 10 horsepower or greater on the waterways of North Carolina. G.S. 75A-16.2.
2. Improve community policing in Sherrills Ford/Terrell area by continuing to enforce State and local laws, respond to calls for service, assist victims, investigate crimes, and deter crime by being highly visible. Officers will:
 - a. Reach the public by attending homeowner's association meetings in assigned work areas and working with area businesses to deter property crimes
 - b. Document and investigate reported crimes that need further investigation and follow up with the reported victim within 10 days of the initial report.
 - c. Set up checking stations in problem areas to be visible for concerned citizens and deter criminal elements from continuing undesirable conduct.

COURT SECURITY

Statement of Purpose

The Court Security Unit is responsible for ensuring the safety and protection of court officials, visitors, inmates, and the general public in both the Newton and Hickory Courtroom areas, and ensuring the smooth and safe movement of inmates between the Newton and Burke-Catawba Detention Facilities, the courtroom areas, and other detention facilities.

Outcomes

1. Ensure the courts operate without incident by applying an integrated approach that ensures the safety of the court system and its participants by:
 - a. Effectively evaluating, planning, and proactively managing threats and potential threats directed toward the court system, implementing steps to correct the threats, or developing plans for future security improvements.
 - b. Continuing to seek improvements to ensure the safety of people coming into both the Justice Center and Hickory Courthouse. During Fiscal Year 2010/11, a total of 334,339 people were processed through the Justice Center front door security station and 112,176 people through the Hickory Courthouse security station.
 - c. Working closely with the Officers to evaluate personnel and/or equipment needs to minimize wait time at entrance and facilitate staffing to courtrooms. Will continue to use part time officers until planned courtrooms expansion.
2. Provide law enforcement representation on the Catawba County Drug Treatment Court Council by attending staffing meetings, overseeing the Drug Court security, and running criminal histories for program applicants. Will assist the Coordinator and Probation Officer when requested in arresting a client.

NEWTON DETENTION FACILITY

Statement of Purpose

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

Outcomes

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

PRISONER FOOD SERVICE

Statement of Purpose

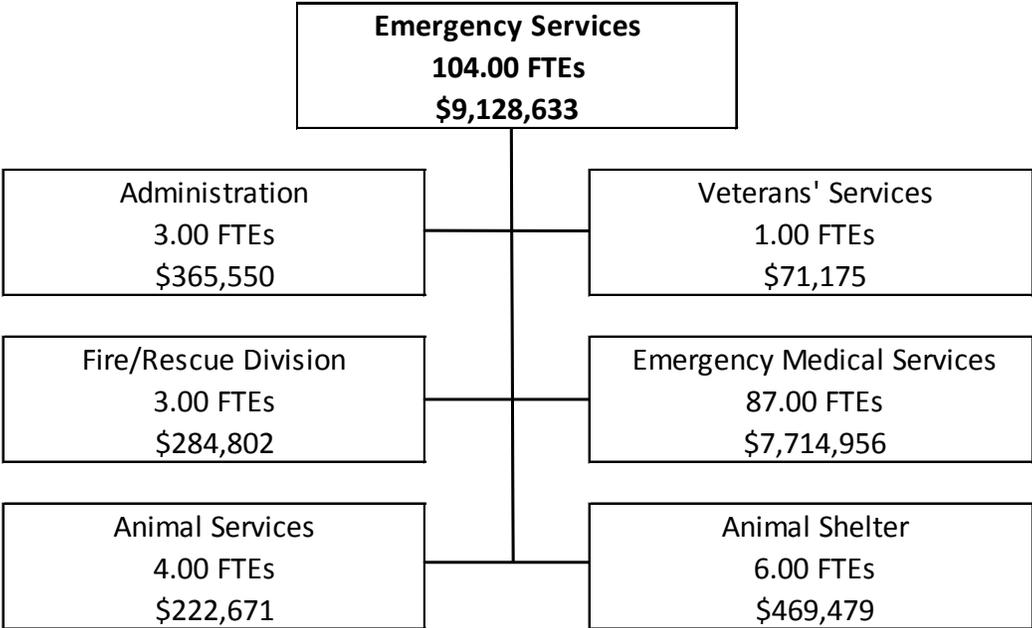
To feed the inmates well-balanced meals as required by the State of North Carolina Department of Human Resources.

Outcomes

1. Ensure inmates are receiving well-balanced meals at the least possible cost to the County. Monitor the progress of the food service contract vendor to ensure that the quality and quantity of meals served to our inmates meet State standards.



Catawba County Government



Emergency Services

	2010/11	2011/12	2012/13	2012/13	Summary
	Actual	Current	Requested	Approved	Percent Change
Revenues					
Federal	\$90,317	\$20,000	\$20,000	\$20,000	0%
State	9,414	2,000	1,452	1,452	-27%
Federal & State	631,734	500,000	500,000	500,000	0%
Local	97,343	63,200	63,200	63,200	0%
Charges & Fees	5,914,684	5,313,994	5,299,346	5,306,132	0%
Miscellaneous	112,820	47,100	46,150	46,150	-2%
From General Capital	0	0	0	0	0%
From Self Insurance	42,565	0	0	0	0%
General Fund	1,123,786	2,941,792	3,179,180	3,191,699	8%
Total	\$8,022,663	\$8,888,086	\$9,109,328	\$9,128,633	3%
Expenses					
Personal Services	\$6,600,329	\$6,849,763	\$7,012,426	\$7,034,806	3%
Supplies & Operations	1,382,551	1,457,753	1,471,802	1,486,027	2%
Capital	39,783	580,570	625,100	607,800	5%
Total	\$8,022,663	\$8,888,086	\$9,109,328	\$9,128,633	3%
Expenses by Division					
Administration	\$73,185	\$354,907	\$357,956	\$365,550	3%
Emergency Management	413,981	0	0	0	0%
Veterans' Services	67,374	70,381	71,175	71,175	1%
Fire/Rescue Division	207,757	243,622	284,802	284,802	17%
Emergency Medical Services	6,530,287	7,499,161	7,707,936	7,714,956	3%
Fire Fighting Alarms	33,600	0	0	0	0%
Animal Control	210,646	254,105	222,057	222,671	-12%
Animal Shelter	485,833	465,910	465,402	469,479	1%
Total	\$8,022,663	\$8,888,086	\$9,109,328	\$9,128,633	3%
Employees					
Permanent	102.00	102.00	104.00	104.00	2%
Hourly	14.48	11.62	10.15	10.15	-13%
Total	116.48	113.62	114.15	114.15	0%

Budget Highlights

The Emergency Services budget increased 3 percent from Fiscal Year 2011/12, primarily due to the addition of a new EMS crew in the Bandys area. The new crew will provide increased service to this section of the County and ensure emergency response times remain below the Board of Commissioners goal of 8 minutes. This new crew will operate 40 hours per week, and will not only increase service in the Bandys area but will also alleviate pressure on the surrounding Sherrills Ford, Newton, and Catawba districts.

In addition to this new 40 hour per week crew, the budget funds three replacement ambulances, an EMS quick response vehicle, and a Fire/Rescue quick response vehicle due to high mileages. Not replacing these vehicles could hurt service throughout the County due to the increased risk of breakdowns on emergency calls and increased maintenance costs. The need for these vehicles is also crucial due to the continued increase in calls over the last ten years.

Performance Measurement

Fiscal Year 2012/13

Emergency Services outcomes continue to focus on providing quality and timely service to the public. Emergency Management added a new outcome to ensure essential services and materials were readily available during times of emergency. To accomplish this, the division will enter into disaster contingency contracts/agreements for critical services and commodities such as heavy equipment, bottled water, and generators. Fire/Rescue created a new outcome as well for Fiscal Year 2012/13, which sets a target of 45 minutes for average fire investigator response. Maintaining this average response time will help fire departments to leave the scene of suspicious fires sooner, since they do not leave the scene until an investigator arrives.

Veterans' Services has increased its level of service in the past several years through the addition of part time staff, and as such, it has added an outcome to maintain an average wait time for veterans of less than three days. This low wait time provides excellent services to Catawba County's veterans and represents a significant increase in service from the approximate two and a half week wait time two years ago. Animal Services has created a new outcome as well, focused on promoting responsible pet ownership by ensuring all eligible animals are spayed or neutered before they are adopted. The division additionally seeks to increase animal adoptions and provide much needed space in the Animal Shelter by increasing the number of animal foster homes in the County from 10 to 20.

Fiscal Year 2011/12

At mid-year, Emergency Services was on target to achieve all but one of its outcomes. Emergency Management updated the County's Emergency Operations Plan in September 2011, which will ensure the County is up-to-date on how it will handle all necessary hazards and threats. The division additionally has completed an update to the County's statewide mutual aid agreement for emergency management. This agreement is very important as it makes sure that requests for assistance during a disaster are expedited and services are provided quickly.

Veterans' Services continues to speak to civic organizations, assisted living facilities, and in other venues on a regular basis to increase awareness of the Department of Veterans' Affairs Special Assistance Program. At mid-year, staff had given eight presentations about the program, which helps to offset the high cost of long term care for veterans who are homebound or in assisted living facilities. Veterans' Services is also on target to meet its goal of submitting eight scholarship applications to the North Carolina Division of Veterans' Affairs,

having submitted three at mid-year. With most scholarship applications typically coming in the second half of the fiscal year, the division is confident it will reach its goal.

Fire/Rescue continues to provide fire inspections for the five municipalities that contract for the service (Brookford, Catawba, Claremont, Maiden, and Long View) and is on target to complete all scheduled inspections. Additionally, no fires have occurred in properties that were not up to date on their fire inspection (if they require one), and all inspections have been conducted by an inspector with the appropriate certification level.

Quality and timely Emergency Medical Services is a major priority of the County. The County's EMS system has maintained a 7:42 second average response time to emergency calls in the first half of the fiscal year, 18 seconds less than their 8 minute mandate. EMS also utilized air medical evaluation appropriately, maintaining an overtriage rate of five percent during the first six months. This low overtriage percentage indicates that virtually all patients' levels of trauma were accurately identified by EMS personnel, and air resources were utilized only when it was appropriate.

Animal Services is on target to achieve all but one of its outcomes for the year. It has adopted or placed in foster homes and rescue groups 701 animals, approximately half of its goal of 1,458. The division has also been successful in returning a large number of animals to their owners, returning 219 pets in the first half of the year. The one area that is not on target is increasing revenue and donations. While the Animal Services has generated approximately \$40,000 during the first half of the fiscal year, a decline in animal adoptions during this time period has decreased overall revenues. If adoptions or donations increase in the second half of the year however, this goal may still be attainable.

Fiscal Year 2010/11

Emergency Management achieved all of its four outcomes. To ensure Emergency Operations Center preparedness, Emergency Management revised its Standard Operating Guidelines to include strengthened definitions, new guidelines and checklists. The division additionally participated in three all hazard exercises, including a full-scale hazardous material exercise, a table-top Bridgewater Dam exercise, and multiple WebEOC (Emergency Management software) exercises to provide opportunities for first responders to hone their skills and identify any gaps in capacity.

The Veterans' Services Office did not have any claims returned due to errors in paperwork or lack of documentation. The office also submitted completed claims to the North Carolina Division of Veterans' Affairs on the same day they were filed 100 percent of the time. Furthermore, to provide quality customer service the office sent informal requests to the State to "save the date" for all veterans who had incomplete information during their visit, ensuring that incomplete claims would be back-dated to the original visit date once they are complete.

Fire/Rescue achieved 100 percent of its outcomes, including performing fire inspections for the five municipalities who contract for this service (Brookford, Catawba, Claremont, Maiden, and

Long View). It additionally eliminated any backlogged fire inspections, ensured that occupancies eligible for an inspection received one (as evidenced by no fires occurring in a structure that did not previously receive an inspection), and used Level III inspectors, the highest certification, for all County fire inspections. Implementation of the Emergency Services plan was also a priority, with Fire/Rescue evaluating partnerships with municipalities, monitoring Emergency Medical First Response times, and continuing to evaluate service delivery options.

Emergency Medical Services (EMS) responded to a total of 23,766 requests, of which 11,853 were emergencies. For these emergency calls, the average response time was seven minutes and forty seconds, bettering its eight minute response goal by 20 seconds. This response time is only three seconds higher than the previous year (0.66 percent increase) despite a 2.4 percent increase in total call volume.

Emergency Services also had a 100 percent protocol compliance rate in high risk areas such as drug assisted intubation and controlled substance administration, exceeding its goal of 90 percent. As a way to increase education and awareness in the community, Emergency Services performed 5 bicycle rodeos, 6 child safety seat inspections, 24 EMS presentations to the general public and 12 EMS presentations to school groups.

Animal Services achieved all of its outcomes, with the exception of one. While the number of animals spayed or neutered prior to adoption from the Shelter has increased two percent (increase from 40 percent to 42 percent), this is short of its goal of 80 percent. Animal Services believes that this may only be achievable if all surgeries are done in-house, rather than having them done by local veterinarians as they are now. Major strides were made in the area of animal health when leaving the Shelter however, with only eight (0.6 percent) of the 1,335 animals adopted out being returned due to illness (outcome goal of less than eight percent). Animal Services staff safety was also increased, with the division reducing the number of bite instances by 83 percent, from 12 in Fiscal Year 2009/10 to only 2 in Fiscal Year 2010/11.

EMERGENCY MANAGEMENT

Statement of Purpose

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

Emergency Management is responsible for maintaining a number of multi-jurisdictional plans including the County's Emergency Operations Plan, Hazard Mitigation Plan, and County government Continuity of Operations Plan. The Emergency Management Coordinator is the liaison between the County and the State when State and Federal resources are needed for emergencies and disasters. In addition, the division manages disaster training and exercises for the County and serves as the reporting conduit to the State and Federal governments for preparedness activities to ensure the County remains eligible for Homeland Security grant funding. In addition, they manage the Emergency Operations Center (EOC) and a number of mobile assets for use during large scale incidents as well as coordinating the County's Radiologic Event Plans and the community notification systems. The division is also responsible for consequence management resulting from the release of chemical and biological agents, weapons of mass destruction, and the training required by Homeland Security to prepare for terrorism related events.

Outcomes

1. To ensure Emergency Management is prepared to respond to all types of hazards that may affect the County including natural, man made, and hazardous materials, staff will conduct or participate in three exercises at the local, regional, or Statewide level. These exercises will test the Emergency Operations Plan, related Standard Operating procedures, and response personnel without placing lives or property in jeopardy.
2. To increase Emergency Management's ability to serve citizens with functional needs or who are medically fragile and who may require special services prior to, during, and following a disaster, Emergency Management will update the County's emergency special needs process, including updating the Special Needs Registry, revising the current registration form and promoting its availability to targeted citizen groups and individuals.
3. To ensure the County has essential services readily available to citizens during times of emergency, Emergency Management will develop disaster contingency contracts/agreements for the following priority services and commodities: heavy equipment, bottled water, port-a-johns, hand-washing stations, generators, and bulk food for preparation in mass feeding kitchens.

VETERANS' SERVICES

Statement of Purpose

Assist veterans and their dependents in accessing compensation, pension, and other benefits from the Department of Veteran Affairs as well as answer questions and refer them as needed to other local, State, and Federal agencies. Educate veterans, dependents and local agencies on available benefits and serve as a veterans advocate for Catawba County.

Outcomes

1. To increase awareness of Veterans Affairs' (VA) Special Assistance Program, which helps offset the high cost of long-term care among Catawba County's growing population of veterans who are homebound or in nursing homes and assisted living facilities, the Veterans' Office will hold at least 15 seminars discussing VA benefits to local nursing homes, assisted living facilities and Veterans Service Organizations to include the Marine Corp League, American Legion, Disabled American Veterans (DAV), and the Veterans of Foreign Wars (VFW).
2. To increase the number of eligible children of disabled veterans who receive college scholarships, Veterans' Services will submit at least eight scholarship applications, with a potential award of up to \$200,000, to the North Carolina Division of Veterans' Affairs. Veterans' Services will also promote awareness of the scholarship's availability through various means, to include press releases, social media, and utilization of the County's Citizen Alert System. Scholarship packets will also be sent to each local high school guidance counselor, as well as private schools to promote the scholarship.
3. The Veterans' Services office will continue to strive to provide quality and timely service by maintaining an average of less than a three day wait time for veterans to be seen for service. This wait time is from the original call for an appointment to the first available time slot to be seen.

FIRE/RESCUE DIVISION

Statement of Purpose

The Fire/Rescue Division helps coordinate fire department and rescue squad functions in the County while keeping the Board of Commissioners informed regarding fire department and rescue squad activities through the Director of Emergency Services and the County Manager. The Fire/Rescue division coordinates, with the Emergency Services Director, the use of equipment, training, and response to incidents involving hazardous materials. The Fire/Rescue division works with law enforcement agencies (both State and local) to combat arson and unlawful burning. Fire education remains a constant goal, to make every citizen aware of the dangers of fire and to continue a viable fire safety program in the school systems. Additionally, the Fire/Rescue division coordinates response and training activities for the County Hazardous Materials Response Team and the County Urban Search and Rescue Team.

Outcomes

1. To meet State requirements and provide for the safety of the citizens, fire inspections will be conducted for the five municipalities that contract for fire inspection services.

The following number of occupancies are projected to be inspected during the next three year cycle in each municipality:

Brookford:	39
Catawba:	46
Claremont:	92
Maiden:	191
Long View:	222

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

Brookford:	8
Catawba:	14
Claremont:	TBD
Maiden:	75
Long View:	86

2. To reduce the amount of preventable fires in occupancies, Fire/Rescue will work to inspect at least 97 percent of properties in the County that are subject to fire inspection, as measured by examining all occupancy fires against Fire/Rescue's inspection records. As of March 2012 there were 1,296 properties in the County subject to a fire inspection.

3. To provide professional and thorough fire prevention services that comply with the North Carolina State Building Code-Fire Prevention Code, 100 percent of fire inspections will be conducted by inspectors with all appropriate certifications for their assignment.
4. To provide timely service and assist fire department availability, Fire Investigators will maintain an average fire investigation response time of 45 minutes from the time of the request to arrival on scene. Fire departments do not leave the scene of a suspicious fire until Fire Investigators arrive to preserve evidence integrity and admissibility, therefore prompt fire investigation response is critical to departments' availability.

EMERGENCY MEDICAL SERVICES

Statement of Purpose

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

Outcomes

1. To ensure citizens receive prompt emergency and medical care, the EMS Division's ambulances will maintain an 8 minute average response time from dispatch in reaching a call location. (Note: 47.58 seconds was the 2011 actual average emergency dispatch time from the Communication Center)
2. Ensure customers receive the highest quality prehospital care available by utilizing a comprehensive Quality Management Program. EMS will perform protocol compliance evaluations on 100 percent of incidents and achieve a 90 percent compliance rate in which the following high risk patients are encountered or high risk procedures are utilized:
 - a. Drug Assisted Intubation
 - b. Assisted Ventilation or Invasive Airway Use
 - c. ST-Elevation Myocardial Infarction (STEMI)
3. Because of the risks involved in air medical evacuation of trauma patients from emergency scenes and to ensure the limited air medical resources are utilized appropriately, the Metrolina Region established an overtriage (patients being discharged from the trauma center prior to admission) benchmark of 20 percent. Through staff education and proper assessment of trauma patients, EMS will maintain an overtriage rate of less than 15 percent. This will ensure that a high percentage of patients are admitted to the appropriate medical treatment facility on their preliminary transport.

ANIMAL SERVICES

Statement of Purpose

The Catawba County Animal Shelter is striving to provide top quality customer services to the residents of Catawba County. This service will also ensure that animals adopted out are healthy and the citizens are educated in the proper care of these animals.

Outcomes

1. To help control the pet population and promote responsible pet ownership, Animal Services will ensure 100 percent of eligible animals are spayed or neutered prior to adoption. Examples of animals ineligible for spaying/neutering include those that are too young and those that are not medically recommended.
2. To increase the number of Shelter animals adopted or placed in rescue groups, Animal Services will increase the number of animal foster homes in Catawba County from 10 in Fiscal Year 2011/12 to 20. These foster homes rehabilitate animals recovering from surgeries, animals that are on medication, very young animals, and any other animal awaiting adoption.
3. To provide needed additional kennel space for animals being held in animal cruelty, abuse, and/or neglect cases, Animal Services will revise the County's Home Confinement Policy for animals involved in a bite incident. This policy revision, which will be approved by the Public Health Director, will allow owners who meet strict criteria to quarantine animals within their residence rather than at the Animal Shelter.
4. To provide a healthy and safe environment for both animals and staff, the Animal Shelter will be completely sanitized at least twice a year. This will reduce the risk of virus or disease transmission among the Shelter's animal population.



Other Public Safety Activities

Organization: 270050

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
State	\$0	\$0	\$0	\$0	0%
General Fund	258,932	167,629	183,976	163,628	-2%
Total	\$258,932	\$167,629	\$183,976	\$163,628	-2%
Expenses					
Bandys Fire Department	\$22,126	\$0	\$0	\$0	0%
Civil Air Patrol	405	405	405	405	0%
Conflict Resolution Center	13,750	13,063	20,000	13,063	0%
Court Improvement Board	25,142	25,142	27,330	25,457	1%
Hickory Fire Department	61,701	0	0	0	0%
Lake Norman Marine Commission	24,735	23,500	25,500	23,500	0%
Pretrial Services	103,798	98,608	110,741	101,203	3%
Repay, Sentencing Service Program	7,275	6,911	0	0	0%
Total	\$258,932	\$167,629	\$183,976	\$163,628	\$0

Budget Highlights

Funds in Other Public Safety provide support to local non-profits related to public safety efforts.

Repay provides Pretrial Services to inmates in the Catawba County Detention Center and the Burke Catawba District Confinement Facility (BCDCF) designed to control population numbers by expediting cases through the district and superior courts. These efforts saved the County 4,148 inmate bed days last year resulting in the need to house an average of 11.4 fewer inmates per day.

Repay also provides Justice System Coordination focused on getting people through the judicial system as quickly as possible, assisting defendants with Affidavits of Indigence, working to assure priority courtroom use through pleas and other methods, and improving technology in courtrooms. These efforts saved the County a potential 5,051 inmate bed days, resulting in the need to house an average of 13.8 fewer inmates per day.

The Conflict Resolution Center was established in 1997 as a non-profit organization with a volunteer base whose mission is to promote and bring about the peaceful settlement of disputes and prevent the escalation of conflict through mediation, diverting these issues from district court.

Lake Norman Marine Commission is funded equally by the four counties bordering Lake Norman (Catawba, Lincoln, Iredell, and Mecklenburg). Their objective is the safety and recreation on the lake. The budget continues the current level of funding to maintain the navigational system on the lake, to control the Hydrilla exotic weed growth through continued

introduction of sterile grass carp, to promote safe boating, and to maintain water quality on the lake.

The budget eliminates the County's share of the Sentencing Services program previously provided by Repay. The State eliminated this program in Fiscal Year 2011/12 after the County's budget was already adopted.

Communications Center

Organization: 280100

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenue					
State	\$0	\$0	\$0	\$0	0%
Federal & State	0	0	0	0	0%
Miscellaneous	18,571	20,867	21,493	21,493	3%
From Self Insurance	1,268	0	0	0	0%
General Fund	1,565,439	1,620,307	1,643,865	1,620,148	0%
Total	\$1,585,278	\$1,641,174	\$1,665,358	\$1,641,641	0%
Expenses					
Personal Services	\$1,327,417	\$1,390,748	\$1,413,638	\$1,427,281	3%
Supplies & Operations	257,861	250,426	230,620	214,360	-14%
Capital	0	0	21,100	0	0%
Total	\$1,585,278	\$1,641,174	\$1,665,358	\$1,641,641	0%
Employees					
Permanent	29.00	29.00	29.00	29.00	0%
Hourly	2.24	1.88	1.88	1.88	0%
Total	31.24	30.88	30.88	30.88	0%

Budget Highlights

The Communications Center budget remained flat compared to Fiscal Year 2011/12.

Investments in microwave technology to provide radio connectivity instead of T1 lines will save \$40,000 per year in monthly T1 line charges and rent of land and equipment on Bakers Mountain for a tower. Microwave technology is also more reliable than T1 lines resulting in a 99.9 percent up time for radios.

Performance Measurement

Fiscal Year 2012/13

Outcomes for the Communication Center continue to focus on ensuring citizens receive prompt emergency and public safety assistance by answering calls within 10 seconds and maintaining a 65 second or better average dispatch time (actual dispatch time in 2011 was 47.58 seconds). The division will also continue working with other public safety agencies both at the local and state level to ensure Catawba County has excellent emergency communications. Examples of this in Fiscal Year 2012/13 are working with the Piedmont Area Communications Council to test radio interoperability and working with the State 911 Board to ensure the interests of Catawba County are represented.

Fiscal Year 2011/12

The Communications center is on target to meet all outcomes for Fiscal Year 2011/12.

During the first half of this fiscal year, the department has accomplished the following:

- Ensured citizens receive prompt emergency and public safety assistance by:
 - Answering 99 percent of calls within 10 seconds.
 - Dispatching emergency calls in 48 seconds on average.
- Maintaining a ratio of sustainable complaints to call volume of less than 1:1000 by having no written complaints to date this year.
- Working with other agencies to establish radio and emergency interoperability between agencies in the County and the surrounding area by:
 - Partnering with the Highway Patrol to place microwave equipment on its tower on Bakers Mountain eliminating the County's need to rent equipment and tower space and to pay monthly fees for T1 radio connections while increasing radio uptime from 95 to 99 percent.
 - Working with the Piedmont Area Communications Council to implement its 11-county interoperability grant, through which the participating E-911 Communications Centers now have the capability of communicating with each other.

Fiscal Year 2010/11

The E-911 Communication Center exceeded its goals both in answer time and dispatch time, answering 98.2 percent of calls within 10 seconds and dispatching all priority one calls in an average of 48 seconds. This beats the outcome goals of 98 percent and 90 seconds respectively. To ensure public safety agencies within the County are able to communicate via radio, the Communications Center assisted in the implementation of the new 800 MHZ Viper Radio system. Further, the division partnered with local public safety agencies to complete the Assistance to Firefighter grant to purchase additional 800 MHZ radios for volunteer fire departments, rescue squads, and EMS personnel, and an additional 71 radios were received for the Sheriff's Office partially funded by a Governor's Crime Commission grant.

E-911 COMMUNICATIONS CENTER

Statement of Purpose

The Catawba County E-911 Communications Center provides emergency and administrative communications for the citizens of Catawba County by placing them in touch with public safety and related government service agencies. The center is prepared for daily communications traffic and emergencies by maintaining adequate numbers of highly trained personnel. The opportunity to save lives and property is greatly increased by having the most current state-of-the-art computerization along with radio and telephone technology.

Outcomes

1. To ensure citizens receive prompt emergency and public safety assistance, the Communications Center will:
 - a. Answer 98 percent of all calls within 10 seconds. (Calendar Year 2011 - 98.9 percent within 10 seconds)
 - b. Maintain a 65 second or less average dispatch time on all emergency calls throughout the County. (Calendar Year 2011 - 48 seconds) The National Emergency Number Association (NENA) recommends a 90 second dispatch time, and the national average is 75 to 110 seconds, depending on the areas' protocol and procedures.
2. Provide courteous and accurate services to the public and public safety responders as evidenced by maintaining a ratio of sustainable complaints to call volume of less than 1:1000.
3. Continue working with the State Highway Patrol, the Piedmont Area Communications Council, and local public safety agencies in general to establish radio and emergency interoperability between agencies in Catawba County and the surrounding area.
 - a. Work with the Piedmont Area Communications Council (PACC) to implement its 10 county interoperability grant by testing the County's ability to communicate via radio with the other participating counties at least quarterly. These participating counties include Lincoln, Gaston, Iredell, Mecklenburg, Cabarrus, Union, Stanly, York (South Carolina), and Lancaster (South Carolina).
 - b. Work to cultivate joint ventures between regional and local public safety agencies to generate savings through pooled resources. Examples of past collaborations include implementing software upgrades with municipalities, as well as working with the State Highway Patrol to improve radio operability.
 - c. Take an active part at the State level in development of 911 center standards and funding. Specifically, Communication Center staff will attend all meetings of

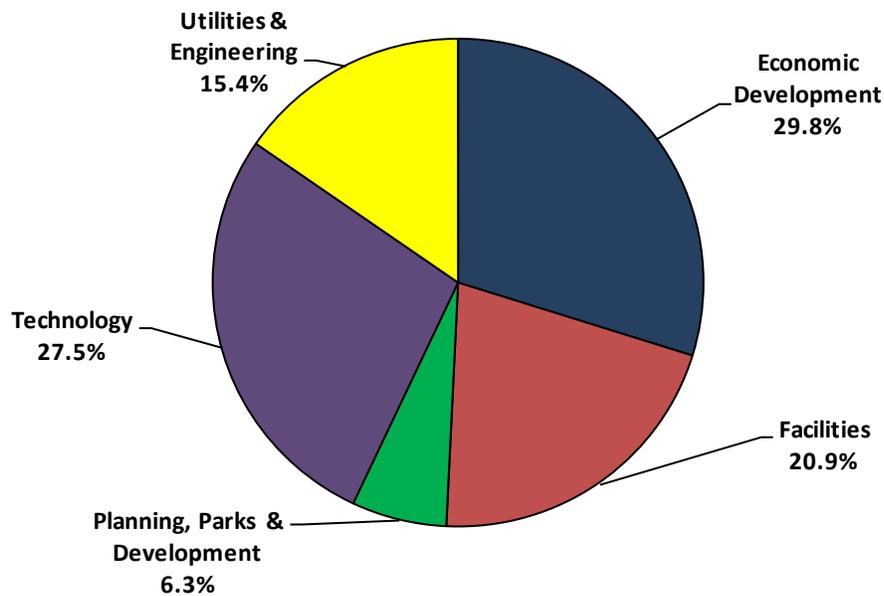
the State 911 Board and provide input that is in the best interest of Catawba County.

4. Work with the Justice Center Team to complete design and begin construction of a new 911 Center Complex. This new 911 Center will be a part of the new Justice and Public Safety Center, and current estimates have the design phase of this project concluding in late Fiscal Year 2012/13, with construction scheduled to begin in early Fiscal Year 2013/14.

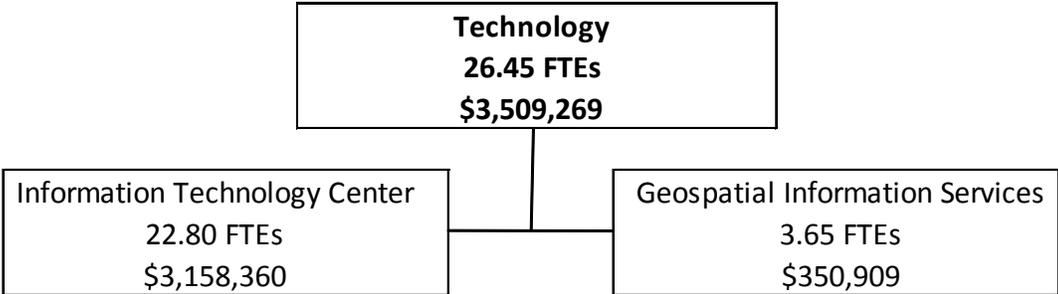


ECONOMIC & PHYSICAL DEVELOPMENT

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 \$14,055,069 or 6.3 percent of the total expenditures, including related capital projects. The General Fund portion of the budget is \$12,738,172.



Catawba County Government



Technology Department

Summary

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Local	\$316,733	\$314,448	\$309,484	\$318,484	1%
Charges & Fees	4,606	6,500	3,000	3,000	-54%
Miscellaneous	11	0	17,200	17,200	0%
Indirect Cost	456,591	461,942	473,906	473,906	3%
Mental Health Contracts	88,162	88,162	0	0	0%
From E-911	0	0	0	0	0%
From Wireless 911	0	0	0	0	0%
Proceeds - Installment Purchase	0	0	0	0	0%
From General Capital Projects	0	0	0	0	0%
General Fund	2,738,341	2,663,472	2,761,578	2,696,679	1%
Total	\$3,604,444	\$3,534,524	\$3,565,168	\$3,509,269	-1%
Expenses					
Personal Services	\$1,946,852	\$1,948,160	\$2,002,053	\$1,992,004	2%
Supplies & Operations	1,657,592	1,586,364	1,563,115	1,517,265	-4%
Capital	0	0	0	0	0%
Total	\$3,604,444	\$3,534,524	\$3,565,168	\$3,509,269	-1%
Expenses by Division					
Information Technology Center	\$3,267,425	\$3,188,588	\$3,195,503	\$3,158,360	-1%
Geospatial Information Services	337,019	345,936	369,665	350,909	1%
Total	\$3,604,444	\$3,534,524	\$3,565,168	\$3,509,269	-1%
Employees					
Permanent	27.45	26.45	26.45	26.45	0%
Hourly	0.50	0.50	1.00	0.50	0%
Total	27.95	26.95	27.45	26.95	0%

Budget Highlights

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

The budget reflects a 1 percent reduction as equipment financed in previous years is paid off.

Performance Measurement

Fiscal Year 2012/13

Technology outcomes continue to focus on maximizing the use of the County's existing hardware and software, enhancing department services through the application of technology, and providing quality customer service to both County departments and the public. To support County departments, Technology will work with the County's Tax department to improve business processes through automation and with the Finance department to save time and reduce file storage requirements. Customer service remains a high priority in Fiscal Year 2012/13 as well, with the department working to identify and address the top reasons for helpdesk calls. Additionally, Technology will provide individual training opportunities for staff in areas such as Microsoft Office, tablet computing, and website design.

GIS outcomes focus on providing GIS information on the website with less than one percent of downtime, supporting County applications with 2 percent less or downtime, and completing 95 percent of map and data requests from the public within 24 hours. GIS will continue its partnerships with municipalities in the County as well, by working with the GIS consortium to create and make available to the public unified city limit, extraterritorial jurisdiction, and zoning layers.

Fiscal Year 2011/12

The Information Technology Center and Geospatial Information Services are on target to meet all outcomes for Fiscal Year 2011/12.

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

- Maximizing the use of new core technologies by:
 - Completing the upgrade of the SAN, expanding disk capacity from 240 to 960 drives which should handle data storage capacity requirements over the next five years.
 - Providing Microsoft classes as well as training for specialized applications such as PeopleSoft, Laserfiche, Energov, and Insight.
 - Blocked 99 percent of security risks at the perimeter of the network by blocking 1.7 million potential viruses and cleaning 37 computers infected with viruses.
- Enhanced department services and efficiency by:
 - Developing a weekly automated report for the Tax Office that used to take three hours of staff time per week to compile.
 - Replacing the Tax Appraisers' desktop computers with laptops that allow them to access GIS and Google Maps from the field, saving a projected two hours per week per Appraiser.

- Improving processes for Public Health through implementation of the Insight software reducing time needed to register and schedule new patients, and automating several forms that were previously handwritten.
- Provided timely, accurate information and services by:
 - Updating websites, Facebook, Twitter, YouTube, etc., several times per week with news and event information.
 - Launching My Catawba County in July to provide a mobile application to assist citizens and provide helpful information.
 - Maintaining a 99.9 percent uptime for web services and online transactions.
- GIS continues to maintain base layers such as centerlines, structures, zoning, city limits, etc; and continues to support several departments—Emergency Services, Planning, Parks, & Development; Utilities and Engineering, Board of Elections, Tax, etc.—with maps and analysis.
- Mapping and data requests from the public are responded to more than 95 percent of the time within 24 hours of receiving the request.

Fiscal Year 2010/11

The Information Technology Center (ITC) was effective at maximizing the County's Sharepoint system, with 383 new sites added since July 2010. The department also implemented a new disk-to-disk backup system, which reduced backup time from 24 hours a day to 10 hours per day. Because of this new system, file restoration has been improved from 45 minutes to approximately 1 minute. The department additionally provided 85 training sessions for employees on various technologies such as Word, Excel, Outlook, and PeopleSoft. The County's firewall was also successful, blocking 5.6 million threats with only 119 computers being infected. This translates to less than 0.002 percent of potential threats getting through security well above the department's 99 percent target for blocking security risks at the perimeter of the County's network.

ITC was successful in providing information and opportunities to citizens, specifically in the area of online services. The department exceeded its goal of increasing online payments by 5 percent, having an increase of 16 percent or 2,069. Additionally, web services and online transactions maintained an uptime of 100 percent. The department has maintained a stellar internal service rating as well, with County department heads giving the division a 100 percent satisfaction rating on an annual customer satisfaction survey.

GIS achieved all three of its outcomes in Fiscal Year 2010/11. Specifically, it has maintained 100 percent uptime for the GIS website, with the exception of regularly scheduled re-boots each week which take approximately 10 minutes. All applications for GIS remain stable as well, with Energov being the only application which has experienced any downtime. Despite difficulties, this application has only experienced downtime of approximately 1 percent, exceeding the outcome of maintaining 2 percent or less downtime.

GIS maintains high customer service both internally and with citizens, responding to over 95 percent of all mapping and data requests from the public within 24 hours, as well as receiving a 100 percent satisfaction rate from County departments that are supported by GIS.

INFORMATION TECHNOLOGY CENTER

Statement of Purpose

To provide the technology to enhance the delivery of County government services and increase the access to and quality of vital government data that facilitates commerce and enhances quality of life in our community. This will be accomplished in a spirit of customer service, partnership, and consultation with our stakeholders. Our guiding principles are quality, integration, and cost effectiveness.

Outcomes

1. Provide 99 percent availability for email services by upgrading the Exchange Email system. This will take advantage of the built in archive feature of the Exchange software, allowing Technology to replace the existing archive solution and reduce costs.
2. Provide various classes and individual training opportunities to increase the knowledge and abilities of staff throughout the agency and allow them to take full advantage of our current technologies. Examples of training topics include Microsoft Office products, tablet computing, video production, and website design.
3. Block 99 percent of the security risks at the perimeter of the County's network. Information Technology (IT) will additionally identify and repair all security events.
4. Work with the Tax Department to analyze and improve business processes through the use of technology. Specifically, the department will work to automate at least three of the processes identified, which may include data entry, workflow, or various elements of the planned reappraisal software upgrade.
5. To save time and reduce paperwork and file storage requirements, Technology will work with the Finance department to implement the electronic accounts payable invoices and approvals features of the PeopleSoft system.
6. Analyze helpdesk calls and new products to determine the types of training that would be most beneficial to County employees. Specifically, Technology will focus training in areas that exhibit a high volume of helpdesk calls and reduce the call volume in a top area by at least 5 percent.
7. To ensure the County's online services remain available for employees and citizens, all enterprise services, web services, and online transactions will maintain an uptime of at least 99.9 percent.
8. The Technology department will provide quality customer service to all departments, as evidenced by maintaining at least a 90 percent or greater customer satisfaction rating with internal customers on the department's annual survey.

GEOSPATIAL INFORMATION SERVICES (GIS)

Statement of Purpose

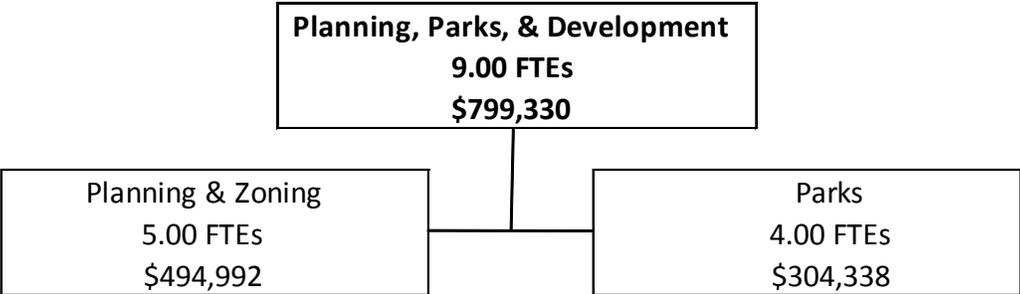
Geospatial Information Services (GIS) provides tools to the user community to enhance and improve the quality of geographically related services including but not limited to planning, building inspections, environmental health, emergency services, economic development, infrastructure, management, facilities'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

Outcomes

1. To provide timely, reliable, valid, and useful geospatial information to citizens, employees, and stakeholders, GIS will ensure downtime for the both the department's website and GIS application remain low. Specifically, the GIS website will maintain one percent or less downtime, and the GIS application will experience two percent or less downtime.
2. GIS will provide quality and timely service to citizens and departments, as evidenced by:
 - a. Completing 95 percent of map and data requests from the public within 24 hours of receiving the request.
 - b. Maintaining a 95 percent or higher satisfaction rate with internal departments supported by GIS.
3. To reduce duplication in staff efforts and leverage buying power, GIS will continue to promote partnerships and coordinate projects with the municipalities through the GIS Consortium. For Fiscal Year 2012/13, efforts will be centered on creating unified city limit, extraterritorial jurisdiction, and zoning layers.
4. GIS will continue implementation of its new Real Estate website, which will improve existing functionality, avoid future licensing costs, and create opportunities for partnering with other agencies and local government organizations. Regular meetings will be held with surrounding local governments to identify and explore any areas for potential partnerships.



Catawba County Government



Planning, Parks, & Development

Summary

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Charges & Fees	\$60,753	\$80,994	\$81,619	\$81,619	1%
Local	0	0	0	0	0%
State	0	25,000	0	0	0%
Miscellaneous	35	500	500	500	0%
From Community Development	0	0	0	0	0%
General Fund	823,590	779,183	776,198	717,211	-8%
Total	\$884,378	\$885,677	\$858,317	\$799,330	-10%
Expenses					
Personal Services	\$737,189	\$708,054	\$703,012	\$645,325	-9%
Supplies & Operations	147,189	177,623	155,305	154,005	-13%
Capital	0	0	0	0	0%
Total	\$884,378	\$885,677	\$858,317	\$799,330	-10%
Expenses by Division					
Planning & Zoning	\$601,215	\$583,798	\$554,025	\$494,992	-15%
Parks	283,163	301,879	304,292	304,338	1%
Total	884,378	885,677	858,317	799,330	-10%
Employees					
Permanent	11.00	10.00	10.00	9.00	-10%
Hourly	2.40	1.70	2.00	2.00	18%
Total	13.40	11.70	12.00	11.00	-6%

Budget Highlights

The Planning, Parks, and Development budget includes the County's planning and zoning efforts and the operations of the County Parks. The department's overall budget decreased 10 percent from Fiscal Year 2011/12, primarily as a result of elimination of a position as well as the completion of a \$25,000 State grant from the North Carolina Agricultural Development and Farmland Preservation Trust Fund. Traditional planning workload remains lower than in previous years due to the economic downturn, with declines of 50 percent in residential zoning permits, 54 percent in rezoning request, and 55 percent in subdivision plats from 2007 levels. To right-size the department with this workload, one planner position is eliminated. Despite this reduction in staff, the department will maintain its expedient review times for all development related requests and projects.

Performance Measurement

Fiscal Year 2012/13

The Planning, Parks, and Development department's outcomes for Fiscal Year 2012/13 continue to focus on quality customer service, community assistance, quality of life, and promoting development. Planning continues to provide timely review of all planning-related requests/projects, participate in regional planning efforts, implement Community Development Block Grants through contracts with the Western Piedmont Council of Governments, and review the Unified Development Ordinance to ensure a balance between the private interest and the public good.

New outcomes for the department this year include participation in a trail construction school put on by the Carolina Thread Trail organization, completion of a Highway 150 corridor plan to prepare for increased development, and increasing the number of public farm tours/events to promote agri-tourism and locally produced foods. Another notable new outcome is to apply for the National Flood Insurance Program's Community Rating System to reduce the County's current rate classification. If successful, this will allow affected Catawba County citizens to save 5 percent on flood insurance premiums.

Parks' outcomes continue to focus on increasing the number of patrons who visit the three County parks, using volunteers to complete Park improvement efforts, and hosting educational and school programs to increase awareness of and participation in the preservation of Catawba County's natural heritage. The division eliminated its outcome surrounding a 90 percent satisfaction rating on its customer survey due to low patron participation.

Fiscal Year 2011/12

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

- Four rezonings, 13 non-residential site plans, 196 residential zoning permits, 1 variance application, 2 expansions of non-conforming use applications, 2 final plats, 21 exempt subdivision plans, 6 family subdivision plans, and 6 minor subdivision plans were all reviewed and approved within their target timeframes.
- Staff continues to implement the Scattered Site, Urgent Repair, and Individual Development Account Community Development Block Grants. Specific successes include 13 emergency repairs completed, 1 relocation/clearance completed, 2 rehabilitations completed, and down-payment assistance for 6 first-time homebuyers.
- Initiating the Greenway Trails Advisory Committee, which is charged with implementing the Carolina Thread Trail Master Greenway Plan adopted in the previous fiscal year.

- As of December 31, 2011, County parks had been used by 52,902 patrons, a 7.1 percent increase over Fiscal Year 2010/11 attendance for the same time period.
- One hundred seventy-one volunteers have provided 688.5 hours of volunteer service to the parks, nearly reaching Parks' goal of 750 hours for the entire fiscal year.

Fiscal Year 2010/11

Planning continued its focus on customer service for Fiscal Year 2010/11 by expeditiously reviewing development-related requests/projects within target timeframes. For example, all rezoning requests and reports were submitted to the Planning Board 7-10 days prior to the scheduled public hearing, non-residential site plans were approved within 10 working days, and minor and family subdivision plans were reviewed within 10 working days.

The department continued to contract with the Western Piedmont Council of Governments to increase affordable housing opportunities and ensure safe housing for low-to-moderate income people by aiding in the administration of State Scattered Site, Urgent Repair, and Individual Development Account Community Development Block Grants. Specific accomplishments include clearing and relocating one house, rehabilitating two houses, completing 12 emergency house repairs, and assisting four first time homeowners to purchase a home.

A high priority for Planning is facilitating economic development, and the department completed an initial draft of a Highway 16 corridor development plan, as well as a green development corridor around the County's Eco-Complex which was approved by the Board of County Commissioners in July 2011. It additionally worked to implement the new Voluntary Agricultural District program, and was successful in having the Town of Catawba and City of Claremont adopt the plan, with others in the process of adopting. Planning's Agri-Tourism day was a marked success as well, with approximately 1,000 visits to nine participating farms.

Parks exceeded its target attendance of 81,000 patrons, by having 101,280 visitors throughout the year. Volunteer hours continue to be strong as well, with approximately 663 volunteers donating 2,195.75 hours of service. This far exceeds its target participation of 500 hours. Educational efforts remain a high priority for the County's Parks, and the division had 3,630 patrons participate in educational programs throughout Fiscal Year 2010/11, exceeding its target of 800 participants.

To provide the best service possible, Parks piloted a customer satisfaction survey to collect data on citizen satisfaction with the County's parks. Data from this survey revealed that while patrons are overall satisfied with the Parks system, a recurring complaint is the limited hours of operation due to a budgetary cutback in hours.

PLANNING & ZONING

Statement of Purpose

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

Outcomes

1. Provide quality customer service by expeditiously and accurately reviewing development-related requests/projects through the completion of the following:
 - a. Processing of all rezoning requests and preparation of report(s) and recommendation(s) for submittal to the Planning Board no later than 10 days prior to the scheduled public hearing. Recommendations from the Planning Board to the Board of Commissioners will be forwarded after the public hearing.
 - b. Reviewing and approving of complete non-residential site plans within 10 working days by independently reviewing plans and serving as a member of a technical review team to comprehensively review non-residential site plans and coordinate comments.
 - c. Reviewing and approving of completed applications for residential zoning permits in coordination with the Permit Center for questionable situations (i.e. floodplain, topography, setback issues) within two working days.
 - d. Reviewing of special use, variance, and nonconforming applications with submittal of staff reports to the Board of Adjustment within 45 days of receipt of complete application.
 - e. Reviewing of preliminary and final major subdivision plats and field checking final subdivisions for drainage, street layout, and other required improvements as specified in the Unified Development Ordinance within 10 working days of application date and providing reports to the Subdivision Review Board.
 - f. Reviewing of minor and family subdivision plans to ensure compliance with the Unified Development Ordinance within 10 working days.

2. To improve the quality of life for the citizens of the County in terms of the environment, open space, and mobility, the Planning Department will actively participate in the shaping and molding of planning projects of a local or regional nature. Examples of such projects include the Metropolitan Planning Organization, Catawba River Study Committee, Unifour Recreation and Open Space Task Force, Air Quality Committee, Lake Norman Bicycle Route Taskforce, and Public Health's Eat Smart, Move More Committee.

3. Increase affordable housing opportunities and ensure safe housing for low-to-moderate income persons by administering the following Scattered Site, Urgent Repair, and Individual Development Account Community Development Block Grants (CDBG) with assistance from the Western Piedmont Council of Governments:
 - a. Scattered Site CDBG – Close out the third allocation of the \$400,000 grant by rehabilitating six substandard units owned by low/moderate income elderly homeowners and providing emergency repairs to a minimum of 10 homes.
 - b. Urgent Repair CDBG – Close out the \$37,500 grant by providing minor repairs for seven housing units owned by low/moderate income elderly homeowners.
 - c. Individual Development Account (IDA) CDBG – Close out the \$70,000 grant by providing down payment assistance to 6-10 first-time homeowners.
4. To continue implementation of the adopted Carolina Thread Trail (CTT) Master Greenway Plan, Planning will participate in the Trail Construction School offered by the Carolina Thread Trail organization to learn about methodologies and technical skills to oversee volunteer trail construction groups.
5. Ensure the County's Unified Development Ordinance (UDO) promotes orderly growth, provides a balance between the private interest and the public good, and is easily understood by the building community by evaluating the UDO on an annual basis to determine any recommended amendments to be presented for consideration by the Board of Commissioners. The focus of the amendments for Fiscal Year 2012/13 will be promoting development and encouraging new opportunities for business creation.
6. To prepare for increased development along the Highway 150 corridor in light of planned infrastructure improvements such as the introduction of public sewer availability, Planning will complete the Highway 150 Corridor Plan by March 2013. This plan evaluates existing land use plans and regulations along the corridor and identifies ways to provide for new economic development opportunities.
7. Promote agricultural sustainability and increased farm production by:
 - a. Increasing the number of public farm tours/events from 9 to 12, and creating a new website to identify agri-tourism farm sites. These tours and events were started in June 2011, and are an excellent tool to promote public understanding of the importance of farming and locally produced foods.
 - b. Completing the Farm & Food Sustainability Plan by the end of the 3rd quarter of Fiscal Year 2012/13. This plan will establish strategies to promote new markets for agricultural products, encourage a new generation of farmers, and evaluate current policies/regulations to ensure compatibility.
8. To provide additional levels of public safety, reduce property loss, and minimize community disruption from the effects of flooding, Planning will apply to the

National Flood Insurance Program's Community Rating System to reduce the County's flood insurance rate class one level (currently level 10, reduce to level 9). By a reduction in one level of rate class, County citizens will receive a 5 percent reduction on their flood insurance premiums.

9. Promote the preservation and historical heritage of the County's cultural resources by partnering with the Catawba County Historical Association to lead a team of volunteers in building at least ¼ mile of trails at the Murrays Mill Historic District.
10. To strike a balance between economic competitiveness, business opportunities, and high quality of life in Catawba County, Planning will collaborate with municipal planning staff, managers, and elected officials to develop a set of agreed upon urban growth strategies by May 2013.

PARKS

Statement of Purpose

Provide recreational opportunities for the citizens of Catawba County through the operation and development of parks and the preservation of open space. Environmental education and the preservation of Catawba County's unique natural heritage are the primary goals of the Parks Division. These goals will be accomplished through the execution of the Comprehensive Parks Master Plan. Implementation steps will incorporate projects, programs, goals, objectives, strategies, and opportunities as called for in the Plan. Development and expansion of facilities will arise as staffing and resources are available.

Outcomes

1. Parks will ensure that Catawba County citizens have access to quality educational, recreational, and physical activities. This will be measured by maintaining Parks annual attendance at a minimum of 100,000 patrons, as evidenced by traffic counter statistics/sign-in sheets and the quarterly Parks Division report. Particular effort will be placed on volunteerism and service to educational institutions.
2. Achieve 750 volunteer labor hours in order to complete Park improvement projects, promote environmental stewardship education, reduce operating costs, and increase community involvement. In an effort to involve youth, these projects will include school and scouting groups when possible. This will be completed as evidenced by the volunteer/project log, sign-in sheets, and the quarterly Parks Division report.
3. Host educational, interpretive, and school programs with no less than 1,600 patron participants. The goal of these programs is to share environmental/interpretive information, promote physical activity, and broaden public awareness and participation in the preservation of Catawba County's unique natural heritage.

Other Economic & Physical Development

Organization: 420050

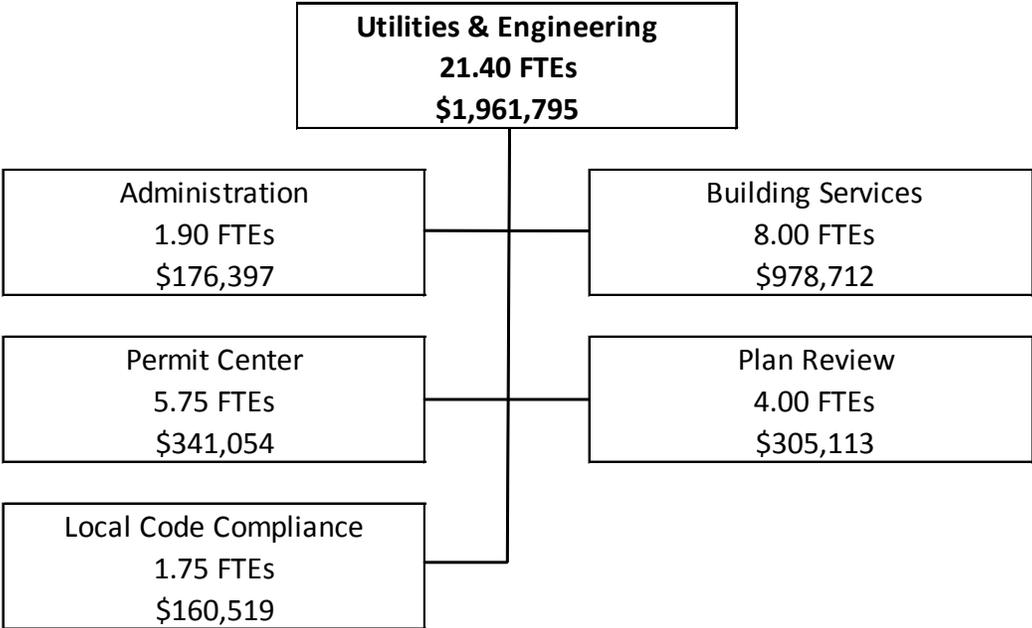
	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
State	\$0	\$0	\$0	\$0	0%
Local	89,780	106,692	123,603	123,603	16%
Miscellaneous	12,107	0	0	0	0%
From General Capital Reserve	83,879	0	0	0	0%
General Fund	512,201	2,526,744	3,681,909	3,675,795	45%
Total	\$697,967	\$2,633,436	\$3,805,512	\$3,799,398	44%
Expenses					
Chamber of Commerce - Edison Project	\$0	\$3,000	\$3,000	\$5,000	67%
Chamber of Commerce - Visitor Information Center	2,186	2,500	2,500	2,500	0%
Convention & Visitors Bureau	20,000	19,000	20,000	20,000	5%
Economic Development Commission	268,139	267,460	272,316	271,078	1%
EDC Marketing	50,000	50,000	50,000	50,000	0%
EDC Apple	0	1,550,223	2,625,444	2,625,444	69%
EDC Baker	8,049	10,982	11,086	11,086	1%
EDC CommScope	123,135	0	0	0	0%
EDC Convergys	0	10,501	0	0	0%
EDC Ethan Allen	0	7,990	8,065	8,065	1%
EDC Fiserv	0	19,580	19,966	19,966	2%
EDC Flowers	62,024	0	0	0	0%
EDC Getrag	18,983	0	0	0	0%
EDC Pierre Foods	0	59,657	60,220	60,220	1%
EDC Popplemann	14,249	23,850	28,676	28,676	20%
EDC Target	0	471,531	500,000	500,000	6%
EDC Turbocoating	0	0	52,163	52,163	0%
EDC Turbotec	0	7,952	14,044	14,044	77%
NC Wildlife Commission - Beaver Mgmt.	4,000	4,000	4,000	4,000	0%
TDA - City of Hickory	83,879	81,471	79,062	79,062	-3%
WPCOG - Carolinas Innovation Group	1,500	1,500	1,500	1,500	0%
WPCOG - Dues	41,323	41,989	41,844	41,844	0%
WPCOG - Sister Cities	500	250	500	250	0%
WPCOG - Water Resource Committee	0	0	11,126	4,500	0%
Total	\$697,967	\$2,633,436	\$3,805,512	\$3,799,398	44%

Budget Highlights

The County continues to support economic development by continuing to fund 51.5 percent of the Economic Development Corporation (EDC), providing marketing funds for the Greater Hickory Classic. Funding is increased for the Convention and Visitors Bureau and Chamber of Commerce Edison Project. The County's partnership in funding 28 percent of the debt for the 2005 expansion to the Hickory Metro Convention Center pays dividends, as revenues earned exceed the debt expense. The budget includes increased incentive payments resulting from increased investments by the recipients.



Catawba County Government



Utilities & Engineering

Summary

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
State	\$0	\$0	\$0	\$0	0%
Charges & Fees	924,810	964,294	780,700	781,700	-19%
Miscellaneous	3,228	0	0	0	0%
Local	439	0	0	0	0%
From Self Insurance Fund	0	0	0	0	0%
From W&S Construction	0	0	0	0	0%
General Fund	1,280,222	977,378	1,176,224	1,180,095	21%
Total	\$2,208,699	\$1,941,672	\$1,956,924	\$1,961,795	1%
Expenses					
Personal Services	\$1,806,756	\$1,503,782	\$1,516,102	\$1,520,973	1%
Supplies & Operations	401,943	437,890	440,822	440,822	1%
Capital	0	0	0	0	0%
Total	\$2,208,699	\$1,941,672	\$1,956,924	\$1,961,795	1%
Expenses by Division					
Administration	\$164,820	\$176,946	\$174,215	\$176,397	0%
Building Services	1,214,343	987,118	978,712	978,712	-1%
Permit Center	318,189	338,446	340,485	341,054	1%
Plan Review	322,011	280,222	303,922	305,113	9%
Code Compliance	189,336	158,940	159,590	160,519	1%
Total	\$2,208,699	\$1,941,672	\$1,956,924	\$1,961,795	1%
Employees					
Permanent	32.70	21.40	21.40	21.40	0%
Hourly	0.30	0.00	0.00	0.00	0%
Total	33.00	21.40	21.40	21.40	0%

Budget Highlights

The Utilities and Engineering department includes Building Services, Plan Review, Permit Center, Erosion Control, and Local Code Compliance. The department's budget is a one percent increase from the prior year.

Revenue generated from issuing building permits continues to decline, with the budget anticipating a 19 percent decrease in Fiscal Year 2012/13. Despite significant reductions over the past several years, it is projected that Building Services revenues will only recover 59 percent of its anticipated cost to operate for Fiscal Year 2012/13. To recognize this decline in fee revenue, while also appreciating economic conditions and their effect on the building community, the building permit fee philosophy was updated to strive for 100 percent cost recovery while factoring in economic conditions and the fees charged by other counties throughout the State. Under this new philosophy, the budget expands the application of one existing fee for Plan Review services, but does not include any additional fee changes.

Performance Measurement

Fiscal Year 2012/13

Outcomes for Fiscal Year 2012/13 continue to focus on customer satisfaction, efficient service, and safety of the public through the enforcement of State and local development regulations. Staff continues to place customer service as a high priority, striving to achieve at least a 95 percent satisfaction rating from customers. Building Services will continue to provide quality customer service, performing at least 88 percent of requested building inspections on the next day or on the contractor's requested inspection date. An outcome to monitor inspector workload will ensure the average wait time for inspections remains low. Other notable outcomes for the department include reviewing 97 percent of commercial blueprints within 10 working days, reviewing 100 percent of sedimentation and erosion control plans within 10 days, and using Code Compliance Technicians to perform residential Building Level 1 footing inspections when already on a job site to save time and resources in Building Services.

Fiscal Year 2011/12

At mid-year, Utilities and Engineering was on target to achieve all of its outcomes with the exception of two. One of these two outcomes relates to reviewing 97 percent of commercial blueprints within 10 working days, with the department only reviewing 93.7 percent during this time period. Reductions in staffing have made this outcome more difficult to attain, and while not on target, the department will continue to strive for this goal. The second outcome not on target pertains to Code Compliance Technicians performing 100 percent of building level 1 footing inspections. Preliminary training to complete this outcome was not achieved in the previous year due to budget constraints, so efforts during the first half of the fiscal year have surrounded completing this required training. Once this is accomplished, Code Compliance Technicians will be able to begin completing these inspections.

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

- 68 tours, 26 presentations, and 6 displays have been given/presented, reaching 2,987 people.
- 92.93 percent of requested building inspections were performed on the day of the request.
- 100 percent of sedimentation and erosion control plans submitted were reviewed within five days.
- 90 percent of all Building Services training was provided locally.
- Staff reviewed the existing Building Services office space, completed preliminary drawings, and determined cost estimates for the relocation of the Plan Review function to the Catawba County Government Center in Newton.

Fiscal Year 2010/11

Utilities and Engineering met all goals surrounding customer service, with 100 percent of customer complaints being resolved within 24 hours. Additionally, Utilities and Engineering staff received 100 percent positive feedback from its customer survey, sent to a computer generated list of customers each month.

A major goal of Building Services is quality control, and as such it performed 279 quality control inspections in Fiscal Year 2010/11. Of these inspections, 98.92 percent were approved, which exceeds the goal of a 95 percent approval rating. Building Services also provided timely service, with 96.37 percent of its 22,358 inspections being performed by either the next day or on the contractor's requested date. Building Services Officials averaged 12.87 inspections per day (higher than the NC Department of Insurance's recommended building inspector productivity), which is largely possible due to the County's investment in mobile technology.

Plan Review exceeded its outcome surrounding fast customer service, with 99.86 percent of the 700 plans reviewed within 10 days. (The average time for this review was 4.03 days.) This exceeded its goal by 2.86 percent.

Erosion Control and Local Code Compliance significantly exceeded its target of reviewing 100 percent of all sedimentation and erosion control plans within 10 working days, by reviewing all plans within seven working days (the average being three days). It was unsuccessful, however, at training Code Compliance Technicians to perform residential building level 1 footing inspections due to a self-imposed spending freeze during the fiscal year. Technicians did receive GPS training to assist in this outcome. However, footing inspection training and actual class time for certification were not planned until Fiscal Year 2011/12.

UTILITIES AND ENGINEERING ADMINISTRATION

Statement of Purpose

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

Outcomes

1. Manage and develop public-private partnerships and funding in conjunction with the development of the EcoComplex and Resource Recovery Facility to increase Catawba County's tax base and create jobs as measured by results of partnership agreements.
2. Ensure citizens receive quality customer service from all Utilities and Engineering Staff by:
 - a. Maintaining a customer service satisfaction rating of 95 percent or above as evidenced by customer survey reports.
 - b. Responding to and resolving 98 percent of all customer complaints within 24 hours through direct contact methods as measured by documented activity and follow up actions conducted for resolution.
3. Increase citizen awareness of the functions of Utilities and Engineering and County Government in general through communication and educational efforts to citizens, employees, and other interested parties through the continued efforts of the departments' Informational Officer and other departmental staff as measured by educational tracking logs.

BUILDING SERVICES

Statement of Purpose

The mission of the Building Services Division is to provide consistent, timely, and courteous advice and service to customers, contractors, businesses, homeowners, and the general public through the application of the State Building Code. The focus of the service is to protect public safety by ensuring all buildings are built to code specifications while promoting economic development through a partnership with the building industry. The operations of the Building Services Division have, as its foundation, four guiding principles: protecting the public; providing the best possible customer service; promoting economic development; and ensuring consistency in the application of Codes, and treatment of customers.

Outcomes

1. Ensure citizens receive quality customer service from Building Services Officials by:
 - a. Performing 88 percent of requested inspections by the next day or on the contractors requested inspection date, with an ultimate goal of performing 100 percent of inspections within this timeframe.
 - b. Maintaining a customer service satisfaction rating of 95 percent or above as evidenced by customer survey reports.
 - c. Responding to 98 percent of all customer complaints within 24 hours through direct contact methods as measured by documented activity and follow up actions conducted for resolution.
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 provide quality building inspections, Building Services will ensure inspectors maintain a reasonable workload by monitoring the number of inspections conducted per day per inspector (Mid-year Fiscal Year 2011/12: 14.44 inspections per day). The goal of the division is to average between 10-14 inspections per day; which, while higher than the North Carolina Department of Insurance recommended productivity of 12, is possible due to investments the County has made in mobile technology. With inspectors already maintaining a higher than average workload, any increase in requested inspections may lead to an increase in average wait times for safety and quality control reasons. A recommendation to add staff will therefore be made before the average wait time for a building inspection is consistently three days or higher.

PERMIT CENTER

Statement of Purpose

Provide permitting information and service to the citizens of Catawba County, including municipalities. The Permit Center currently operates two locations within the County in an effort to provide convenient locations for the public to acquire permits and information for Building Services, Planning, and Environmental Health in a coordinated, efficient, and friendly manner.

Outcomes

1. Ensure citizens receive quality customer service from the Permit Centers by:
 - a. Maintaining a customer service satisfaction rating of 95 percent or above as evidenced by customer survey reports.
 - b. Responding to 98 percent of all customer complaints within 24 hours through direct contact methods as measured by documented activity and follow up actions conducted for resolution.
2. Ensure timely permit issuance by maintaining equity in the workload at each permit center location. Permit Center staff will continuously track the amount of work performed at each location, allowing for the department to quickly move resources where they are the most needed.

PLAN REVIEW

Statement of Purpose

Provide plan review information and service to the citizens of Catawba County, including municipalities in a coordinated, efficient, and friendly manner. The plan review section provides plan review for commercial projects to ensure code compliance with the State Building Codes, conducts on-site safety inspections of existing buildings, provides plan review and inspections for existing buildings utilizing the North Carolina Rehabilitation Code (Rehab Code), conducts plan review services based on State local option plan review guidelines and conducts plan review during express plan review appointments.

Outcomes

1. Provide timely plan review services by reviewing 97 percent of all commercial blueprints submitted for code compliance and contacting the applicant with the results within 10 working days. Meeting this outcome will expedite the plan review process allowing construction to begin much sooner, thus, promoting Catawba County's economic development.
2. Ensure citizens receive quality customer service from Plan Review Officials by:
 - a. Maintaining a customer service rating of 95 percent or above as evidenced by customer survey reports.
 - b. Responding to 98 percent of all customer complaints within 24 hours through direct contact methods as measured by documented activity and follow up actions conducted for resolution.
3. Promote awareness and use of time and money saving optional services available to Catawba County customers and citizens, which are:
 - a. The North Carolina Rehabilitation Code, which allows for the renovation of older buildings by relaxing certain requirements for modern buildings. Staff will provide informational materials to customers about this program, which encourages the use of existing buildings as measured by plan review logs.
 - b. Local Option Plan Review, which allows County Plan Review Officials, to perform plan specification and document approval for various building classifications that would otherwise require submittal to the North Carolina Department of Insurance. Measure and report number of plans submitted and reviewed by plan review logs and monthly reports.
 - c. Express Plan Review, which provides customers the opportunity to have their design professionals meet with local government officials to accelerate plan approvals and permit issuance. This optional service allows projects in most cases to be reviewed and permitted in the same day, thus allowing construction to begin much sooner. Measure and report the total number of plans submitted and reviewed by plan review logs and monthly reports.

LOCAL CODE COMPLIANCE AND EROSION CONTROL

Statement of Purpose

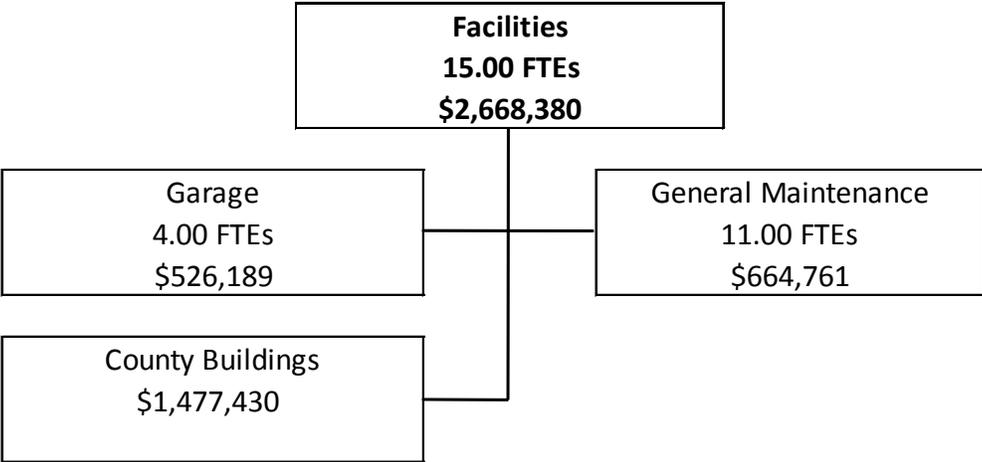
To protect regional water quality through the administration of a local soil sedimentation and erosion control program, providing timely permitting service to local contractors and developers. To protect the health, safety, and general welfare of the citizens of Catawba County through the implementation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

Outcomes

1. Provide timely plan review services by reviewing and permitting 100 percent of all sedimentation and erosion control plans submitted for code compliance and permitting within 10 working days. Meeting this outcome will expedite the plan review and permitting process allowing grading to begin much sooner, thus, promoting Catawba County's economic development as measured by monthly reporting.
2. Ensure citizens receive quality customer service from Erosion Control and Local Code Compliance Staff by:
 - a. Maintaining a customer service satisfaction rating of 95 percent or above as evidenced by customer survey reports.
 - b. Responding to and resolving 98 percent of all customer complaints within 24 hours through direct contact methods by documented activity and follow up actions conducted for resolution.
3. To promote departmental efficiency, Code Compliance Technicians will perform 100 percent of residential Building Level I footing inspections while already on the job site inspecting erosion and soil sedimentation control measures. This will save Building Inspectors up to 35 minutes of travel time and one and a half hours of inspection time per residential unit.
4. Provide public and employee education regarding Soil Sedimentation, Erosion Control and Stormwater awareness in cooperation with the North Carolina Department of Natural Resources (NC DENR), the County's Waste Reduction Coordinator/Educator, municipalities and other sources made available as measured by tracking logs.



Catawba County Government



Facilities

					Summary
	2010/11	2011/12	2012/13	2012/13	Percent
	Actual	Current	Requested	Approved	Change
Revenues					
Charges & Fees	\$8,729	\$7,000	\$7,000	\$7,000	0%
Miscellaneous	49,887	40,000	40,000	40,000	0%
Local	2,239	26,006	17,426	17,426	-33%
From Self Insurance	12,091	0	0	0	0%
General Fund	2,547,014	2,594,190	2,616,399	2,603,954	0%
Total	\$2,619,960	\$2,667,196	\$2,680,825	\$2,668,380	0%
Expenses					
Personal Services	\$779,759	\$755,839	\$754,320	\$769,525	2%
Supplies & Operations	1,830,377	1,911,357	1,926,505	1,898,855	-1%
Capital	9,824	0	0	0	0%
Total	\$2,619,960	\$2,667,196	\$2,680,825	\$2,668,380	0%
Expenses by Division					
Garage	\$476,883	\$514,848	\$529,989	\$526,189	2%
General Maintenance	706,534	684,541	650,756	664,761	-3%
County Buildings	1,436,543	1,467,807	1,500,080	1,477,430	1%
Total	2,619,960	2,667,196	2,680,825	2,668,380	0%
Employees					
Permanent	16.00	15.00	15.00	15.00	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	16.00	15.00	15.00	15.00	0%

Budget Highlights

The budget for Facilities is essentially flat. Facilities has responsibility for Fleet Maintenance, General Maintenance, and County Buildings.

Performance Measurement

Fiscal Year 2012/13

In the upcoming fiscal year, Facilities will continue to focus on its responsiveness to the County's building, vehicles, and equipment needs with a strong emphasis on those that are of highest priority. The Garage Division will provide preventative vehicle maintenance to get the maximize vehicle life cycle, as well as assisting and advising departments in vehicle replacement decisions. The Maintenance Division will continue to focus on timely workflow and efficiency in responding to facility needs, in addition to fulfilling all county sign requests for repair and maintenance. Outcomes are added to make County buildings more energy efficient.

Fiscal Year 2011/12

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

- Scheduling and completing 98 percent of all preventive maintenance services within three working days of the scheduled service.
- Scheduling, diagnosing, and affecting repairs on 97 percent of vehicles within three working days.
- 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.
- Advising and assisting all departments with vehicle and driver management by advising, 100 percent of the time, on a quarterly basis, each department of vehicle neglect or abuse.
- Responding to 97 percent of the emergency maintenance situations within one hour after notification, as evidenced by work orders: emergency work orders, emergency HVAC requests, emergency electrical problems, and emergency plumbing problems.
- Responding to and correcting 98 percent of routine maintenance and repair issues within five working days.

Fiscal Year 2010/11

Facilities achieved 8 of its 10 outcomes during Fiscal Year 2010/11.

Fleet Maintenance was able to maintain strong customer service by completing 98.68 percent of preventative maintenance service requests within three working days, which exceeded its goal of 98 percent. It fell short of its goal to affect 97 percent of vehicle repairs in two days with a 95.06 percent achievement rate due primarily to contracted repairs exceeding targets. Only 2 percent of vehicles were returned for the same repair within three months, exceeding a goal of 10 percent.

Facility Maintenance exceeded all but one of its timeliness outcome targets during Fiscal Year 2010/11 as follows:

- 99.05 percent of routine facilities repairs were completed in five days, exceeding its goal of 93 percent
- 94.12 percent of telephone repairs were completed in three days, exceeding its goal of 93 percent
- 97.89 percent of plumbing repairs were completed in three days, exceeding its goal of 93 percent
- 93.79 percent of electrical repairs were completed in three days, falling just short of its goal of 94 percent

GARAGE

Statement of Purpose

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

Outcomes

1. Provide the proper care and maintenance of vehicles by:
 - a. Scheduling and completing 98 percent of all preventive maintenance services within two working days of the scheduled service, as evidenced by work orders.
 - b. Scheduling, diagnosing, and affecting repairs on 97 percent of all County vehicles within three working days, as evidenced by work orders.

2. Provide roadside emergency service to County owned vehicles during normal working hours, (8:00 a.m. – 5:00 p.m., Monday – Friday), by:
 - a. Responding to and repairing or recovering 99 percent of in-County roadside emergencies within two hours of notification, if parts are available and contracted towing service is responsive, as evidenced by work orders.
 - b. Responding to and repairing or recovering 99 percent of out-of-County roadside emergencies within 12 hours of notification, if parts are available and contracted towing service is responsive, as evidenced by work orders.

3. Provide 24 hours, 365 days a year, on call roadside emergency service to County owned vehicles after normal working hours, by:
 - a. Responding to and repairing or recovering 98 percent of in-County roadside emergencies within two hours of notification, as evidenced by work orders.
 - b. Responding to and repairing or recovering 98 percent of out-of-County roadside emergencies within 12 hours of notification, as evidenced by work orders.

4. Provide adequate tire, parts, and fuel inventories by:
 - a. Maintaining and monitoring, 99 percent of the time, tire inventory to provide tires for the repair or replacement as needed within two hours of the scheduled service, by spot checking inventory monthly.
 - b. Maintaining and monitoring, 100 percent of the time, fuel inventory to assure fuel is available for all County owned/contracted vehicles, seven days a week, 365 days a year, as evidenced by departmental surveys.

- c. Maintaining and monitoring, 98 percent of the time, parts inventory to assure that necessary parts are available for the repair and maintenance of County owned/contracted vehicles, by spot checking inventory monthly.
- 5. Advise and assist, when requested, with vehicle replacement schedules and specification documentation for new vehicle procurement by:
 - a. Responding to 100 percent of all departments requests and completing written specifications of new vehicles within 10 working days, as evidenced by departmental surveys.
- 6. Advise and assist all departments with vehicle and driver management by advising, 100 percent of the time, on a quarterly basis, each department of vehicle neglect or abuse.
- 7. Establish and meet baseline expectation for productive “wrench time” for each employee.

FACILITY MAINTENANCE

Statement of Purpose

To maintain all of Catawba County facilities and grounds in an efficient and prompt manner in order to maximize their useful life and to provide a productive environment for employees and the public.

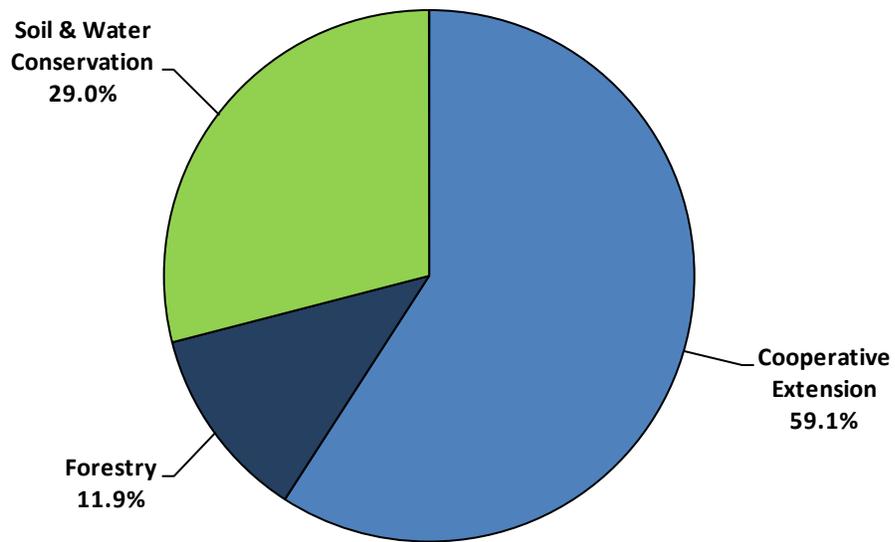
Outcomes

1. Ninety-seven percent of emergency situations will be responded to within one hour after notification, as evidenced by work orders, emergency work orders, emergency HVAC requests, emergency electrical problems, and emergency plumbing problems.
2. Ninety-either percent of all routine maintenance and repairs will be completed within five working days, as evidenced by completed work orders.
3. Ninety-two percent of all telephone problems will be repaired within three working days after notification, as evidenced by work orders.
4. Ninety-four percent of all electrical problems will be corrected within three working days after notification, as evidenced by work orders.
5. Ninety-seven percent of all plumbing problems will be corrected within three working days after notification, as evidenced by work orders.
6. Ninety-eight percent of all road sign damage will be repaired within 15 working days of notification.
7. Ninety-eight percent of new road signs will be installed within 20 working days after notification.
8. Develop a prioritized work plan to continue implementing energy efficiency measures in county facilities by August 31, 2012, and begin implementation based upon schedule in plan.
9. To become more energy-efficient and enhance the County's carbon footprint reduction efforts, Facilities will increase the square footage within County buildings equipped with T-8 lighting (or better) by 5 percent. (Fiscal Year 2011/12- 54.3 percent)



ENVIRONMENTAL QUALITY

The Environmental Quality function consists of Cooperative Extension Services, Soil and Water Conservation, and Forestry. This function's budget is \$497,806 or 0.2 percent of the total expenditures for the fiscal year. This function is funded by the County, as well as State and Federal governments, and provides technical and advisory services to the agricultural community.



Cooperative Extension Services

Reinventing Department

Organization: 310050

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Local	\$26,076	\$15,828	\$0	\$0	0%
General Fund	280,939	274,284	293,666	294,238	7%
Total	\$307,015	\$290,112	\$293,666	\$294,238	1%
Expenses					
Personal Services	\$116,127	\$30,616	\$21,812	\$22,384	-27%
Supplies & Operations	169,106	259,496	271,854	271,854	5%
Capital	21,782	0	0	0	0%
Total	\$307,015	\$290,112	\$293,666	\$294,238	1%
Employees					
Permanent	6.80	0.80	0.80	0.80	0%
Hourly	0.00	0.00	0.50	0.50	0%
Total	6.80	0.80	1.30	1.30	63%

Fiscal Year 2010/11 Outcome Achievements

Total Outcomes	Achieved	Not Achieved	Success Rate
26	24	2	92%

Budget Highlights

Since Cooperative Extension is a Reinventing department, the focus is on outcomes when budgeting.

Performance Measurement

Fiscal Year 2012/13

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

Fiscal Year 2011/12

Cooperative Extension Services has achieved or is on target to achieve all but two of its outcomes at midyear of Fiscal Year 2011/12. These outcomes focus on educating youth in the sciences and the dangers of illegal substances, educating agricultural professionals in utilizing best practices and increasing profitability of their farms, and promoting local foods in the community. The following are some accomplishments to date:

- The goal to train 150 green industry professionals was surpassed, with 459 professionals having been trained by midyear. Training was provided to 313 landscapers and their employees on Integrated Pest Management (IPM) and Best Management Practices (BMP), with 94 percent of surveyed participants indicating they increased their knowledge on the prevention and management of pest problems through non-chemical methods.
- Of the 116 attendants of the Foothills Regional Child Care Conference, 102 indicated that they had increased knowledge and 90 indicated potential educational practice changes. This exceeds the goal of 75.
- Over 500 Foothills Fresh brochures have been distributed to individuals seeking to purchase local foods, and the website has experienced 300 hits.
- Twenty-three local food service establishments expressed an interest in using locally grown produce on a recent survey. An event to connect producers and food service establishment consumers is also being planned.
- On America Recycles Day, 100 individuals signed a pledge to recycle more, including plastic shopping bags.
- Three hundred ninety-two of a planned 500 individuals have received individual consultations on plant selection, plant management and pest management.

Fiscal Year 2010/11

Cooperative Extension achieved 24 of its 26 outcomes. Annual outcomes for this department are developed around the agency's core purpose of providing citizens with scientifically-based information and informal educational opportunities focused on local needs and issues. The focus remains on the four core areas of the program: agriculture and natural resources, family and consumer education, 4-H and youth, and community and rural development.

The offsite movement of sediment, fertilizers and pesticides is a public concern with the landscape industry. To address this concern, a series of workshops on landscape Integrated Pest Management (IPM) and Best Management Practices (BMP) were held for 244 landscape companies and their employees. Of the surveyed participants, 97 percent report having increased knowledge on the prevention and management of pest problems through non-chemical methods, and 86 percent report implementing one or more practice learned, which saved an estimated \$85,025 in chemical and labor costs. Thirty-four nurserymen and their employees were trained or assisted on implementing IPM program designed for identifying and

controlling disease, insect, mites, and weed pests with minimal chemical inputs, resulting in an estimated total savings of \$215,335 on chemical and labor costs. The Commercial Horticulture Agent presented workshops for 59 individuals on proper plant selection and maintenance for landscape plantings with 91 percent of attendees indicating that they plan to diversify future plant selections for landscapes and implement updated maintenance practices. One hundred twenty-nine green industry professionals attending the Foothills Landscape Management Association Fall and Spring Workshops were taught how to properly identify lawn weeds, how to control insect pests on landscape bedding plants, which trees are better for the landscape, how to control pesticide drift and turf pests, how to manage garden ponds, how to estimate costs of irrigation installation, and how to identify spring ornamental plant diseases. Sixty green industry professionals were trained on proper pesticide selection and use as part of the annual Cooperative Extension pesticide school, which culminated in an examination with 80 percent of participants receiving the necessary grade to obtain a commercial pesticide license. An additional 60 license holders obtained recertification credits by attending 4 educational programs taught by Cooperative Extension agents on proper chemical selection and use in a variety of settings.

Cooperative Extension continues to provide local youth with high quality learning experiences. During the fiscal year, the department exceeded its goal to have 1,000 youth participate in Science, Technology, Engineering, and Math programs (STEM) offered in school classrooms and through out-of-school settings. During the year, 2,870 youth participated in science and technology-related programs offered through 4-H clubs, school enrichment (in-school), after school and summer programming. Staff continued to work with youth in the community to develop an improved sense of responsibility through a week-long 4-H residential summer camp, with 35 youth ages 8-14 participating. Additionally, 30 high school students representing each public high school and some private schools improved their skills and gained knowledge to address social problems, issues, and challenges through leadership and volunteerism as a result of their participation in the Catawba County Youth Council.

In collaboration with the Planning and Zoning Office, Cooperative Extension continued to oversee the implementation of the Voluntary Agricultural District (VAD) ordinance. The goal to enroll twenty farms and/or 2,000 acres of farmland in the VAD Ordinance was exceeded, as 18 landowners applied to the VAD Program in order to enroll 40 parcels and 5,734 acres in the program. A workshop was held with municipal leaders to explore the possibility of offering the VAD program within the extra-territorial jurisdictions of the cities and towns of Catawba County. Grant funding was also obtained for a two-day Estate Planning Workshop for 70 County residents that provided participants with basic knowledge of estate planning. Twenty of the participants made appointments with attorneys available through the workshop for individual consultations in order to gain specific answers to their estate planning questions.

As a result of Cooperative Extension's programming, and with the collaboration of Catawba Valley Medical Center's Center for Diabetes Control, Catawba County's three public school systems, and Catawba County Social Services and Public Health Departments, the department's goal of enhancing the ability of 225 adults and children to make healthy food

choices, increase physical activity and implement other strategies that will lower their risk for chronic disease was exceeded. Healthy eating education was offered to 83 adults who collectively lost 372 pounds, reduced waist measurements by an average of 2.5 inches, and lowered BMI ratios by an average of 3 units. Six participants reduced blood pressure to a healthy level. One hundred sixty-four adults participated in diabetes education classes, resulting in 75 percent of participants adjusting calories to support a healthy weight, taking medications as prescribed, and checking blood sugar at least once a day. One hundred eleven third-grade students and 59 fourth-grade students participated in a series of healthy eating and physical activity sessions which, according to student self-reports and parent observations, resulted in increased fruit and vegetable consumption, increased outdoor play, decreased soft drink consumption, and increased attention to nutrition labels. While participating in a nutrition education class, 34 high school students demonstrated their ability to assemble foods to illustrate a healthy day's menu, and 26 students demonstrated their ability to read food labels and make healthy beverage choices.

Cooperative Extension worked with a total of 311 livestock and forage producers and 4-H youth to increase their knowledge of effective management practices. These producers implemented strategies that improved profitability by \$181,910 during the fiscal year. Staff also assisted the local cattlemen's association in securing a \$30,000 grant for a weighing and load-out facility for direct marketing of local feeder calves. Youth improved livestock management skills through participation in the 4-H livestock program. Fifteen local producers attended a Pasture Weed ID and Control program to learn how to identify the most common weed species in this area, and a Weed Management program in May reached 20 farmers on weed and brush management (including an on-site evaluation of 10 chemical treatments for control of brambles). Other educational impacts for livestock producers include educational programs for 100 producers on technological advances in calf production, management strategies that promote better efficiency, reproductive management and marketing options.

Local marketing and advertising efforts for Foothills Fresh, which currently promotes 63 farms and farmers' markets in Alexander, Burke, Catawba, Cleveland, Gaston, and Lincoln counties, reached over 800 citizens. Additionally, 572 surveys were given to restaurants resulting in 48 replies indicating an interest in using local produce in their establishments.

Keep Catawba County Beautiful (KCCB) worked to raise awareness of litter caused by improper disposal of solid waste, with particular emphasis on promoting the proper disposal of plastic shopping bags and the use of alternative reusable bags. As a result, 500 individuals received reusable shopping bags, 100 individuals received a free tarp and information about laws concerning covering loads in truck beds to prevent littering, and 40 local stores were visited to encourage recycling of plastic bags and use of reusable shopping bags.

The department did not achieve two of its outcomes this year. Area agents fell short of a goal to educate 30 producers on rotational/intensive grazing systems, with 10 producers implementing. Agents worked with 2 producers to install the proper fencing and watering to begin their rotational grazing systems. Twenty producers attended a seminar on ultra-high

density stocking grazing, or “mob grazing,” to learn the pros and cons and how it can be incorporated into their grazing systems. An additional program is planned for producers on July 19, 2011. Cooperative Extension also fell short of a goal to have 100 food service establishments earn national food safety credentials by completing the ServSafe course, with 83 of 102 participants earning certification.

COOPERATIVE EXTENSION SERVICE

Statement of Purpose

North Carolina Cooperative Extension - Catawba County Center is a cooperative educational agency sponsored jointly by the United States Department of Agriculture, North Carolina State University, North Carolina A&T State University, and Catawba County. It provides Catawba County citizens with scientifically based information and informal educational opportunities focused on local needs and issues in four major areas: Agricultural and Natural Resources, Family and Consumer education, 4-H and Youth, and Community and Rural Development.

Outcomes

1. One hundred and seventy-five green industry professionals in the nursery, greenhouse and landscape business will increase their knowledge and will implement one or more Best Management Practices (BMP), ornamental plant selection, innovative production practices, Integrated Pest Management (IPM), alternatives to conventional practices, and environmentally sound practices related to protection of water quality. Evaluations will be based on implementation of practices adopted and implemented, client self-report, and participation in workshops. Those practices related to IPM and BMPs will impact the amounts of pesticides applied to the environment in Catawba County and will create an awareness among green industry professionals and employees on being better environmental stewards.
2. Acreage and/or tracts of land enrolled in the Voluntary Agricultural District (VAD) Program will increase by 6 percent of current enrollment (20 tracts and/or 500 acres). The total acreage in Present Use Value is 1,449 parcels containing 56,315 acres. Cooperative Extension will work with Planning and Parks Department to complete a Farm and Food Sustainability Plan and begin working on high priority issues identified in that document.
3. One hundred current and aspiring livestock and forage producers will increase their knowledge and 10 percent will implement one or more management practices that will improve farm profitability during Fiscal Year 2012/13. Based on recommendations presented by the Livestock Advisory Committee, North Carolina Cooperative Extension will provide educational programming as listed below:
 - a. Producers will gain knowledge on the use of alternative feeds in rations for weaned calves and replacement heifers. Clients will understand the relative feed value of by-product commodities compared to traditional feedstuffs and will acquire a level of comfort in utilizing these alternatives to save money in feed costs.

- b. Producers will gain knowledge in how to utilize more modern marketing techniques for selling weaned and preconditioned feeder calves. Cooperative Extension will educate these clients on health protocols, weaning strategies, feeding programs and marketing decisions to help improve profitability of cattle operations. Citizens will be encouraged to utilize the scale and load-out facility constructed with grant funds during 2011.
 - c. Youth livestock participants will gain a variety of skills such as improved recordkeeping, improved communication skills, responsibility, critical thinking, decision-making and subject matter expertise through their participation in 4-H club meetings, youth livestock shows, live animal projects, knowledge competitions and livestock judging.
4. Twenty percent of local food producers will agree that they have experienced growth in the amount of locally produced food sold as a result of the following efforts:
- a. Three hundred citizens and local food service establishments will receive information on the availability of locally produced foods for use in household meals and retail food service businesses.
 - b. Twenty-five restaurant owners and chefs will be identified for participation in a “Farm to Fork” tour to help introduce restaurants to local farmers who can supply a portion of their fruit and vegetable needs. Follow up surveys with tour participants and others will be used to measure impact, adoption and behavior change.
5. As a result of North Carolina Cooperative Extension programming and with the collaboration of other Catawba County health and wellness education agencies, 200 program participants who are overweight, obese or at risk for chronic disease will increase their ability to make healthy food choices, increase their physical activity, and/or reduce risk factors for chronic diseases. Behavior change will be measured by client self-report, written evaluation tools, and other evidence of practice adoption.
6. Two hundred food handlers and consumers will adopt safer food production, handling, and distribution practices that will reduce illnesses, enhance food security, and increase the quality and safety of food that Catawba County residents prepare and consume. Behavior change will be indicated by the number of participants implementing recommended food safety practices, and the number of employees receiving ServSafe certification.
7. Forty percent of one hundred parents and child care educators will increase their knowledge/skills in providing more experiential learning practices and including a greater variety of learning activities for young children as a result of participation in educational opportunities offered by North Carolina Cooperative Extension. Parents and child care educators will effectively use recommended parenting and self-care practices, and community resources. Evaluation will be based on the number of participants,

number of educational credits awarded, and client reports of intended changes made as a result of North Carolina Cooperative Extension's programs or resources.

8. As a result of programming efforts, 50 caregivers and older adults will increase awareness and knowledge, change attitudes, develop skills, and/or adopt practices and behaviors to implement better self-care and care giving skills, and will increase their ability to effectively use community resources. Results will be assessed by pre and post workshop surveys and client self-report.
9. One hundred adults will increase their knowledge of financial management practices to cover basic necessities, increase savings, and reduce debt as a result of participation in money management workshops. Change will be demonstrated by the application of approved practices. Results will be assessed by pre- and post-workshop surveys, client self report and instructor observation.
10. One hundred consumers will increase their knowledge of the advantages of energy conservation and will increase their efficiency of energy consumption through adoption of appropriate technologies and practices. Impact will be measured by the number of participants engaging in best management practices related to energy use and conservation in the home as gathered through surveys and client self-report.
11. Two hundred youth will improve skills in leadership, citizenship, and communication as a result of participating in 4-H clubs, short-term special interest programs, and life skill building contests offered through 4-H. 4-H volunteers will improve their skills and effectiveness in working with youth in these settings as a result of participating in volunteer training workshops offered by Cooperative Extension staff.
12. Thirty middle and high school students will show improved leadership and related life skills as a result of their participation with the Catawba County Youth Council Participants will demonstrate their ability to lead an effective meeting, gain skills in planning and implementing programs based on identified needs, and improve personal leadership skills based on pre and post surveys.
13. Six hundred youth will improve their understanding of science and healthy lifestyles as a result of participating in 4-H school enrichment, and short term programs designed to enhance academic performance of students. Twenty-five new teachers will be trained and utilize hands-on 4-H science and health curriculum in their classrooms to compliment grade level competencies. Value of programs and changes in student's knowledge will be measured using written evaluations.
14. Twenty area Southeast Asian farmers will learn and develop improved skills in the following:
 - a. Soil management
 - b. Farm crop production

- c. Pesticide training
- d. Season extension technique
- e. Direct marketing technique and CSA
- f. Backyard Livestock Bio-security
- g. Organic Farming
- h. Small Fruit Production

This will be a result of attending Growers School sessions, farmer's tour, mentoring and technical assistance for individual farmers, and field demonstration. The success of these individuals will be measured by participant's surveys, personal success stories, and one-on-one contacts.

- 15. Twenty dairy and other farmers will potentially maximize farm profitability and demonstrate improved knowledge through implementation of one or more of the following farm management practices:
- 16.
 - a. Animal waste and fertilizer management
 - b. Soil and plant tissue sampling
 - c. Soil conservation practices
 - d. Forage/feed analysis
 - e. Proper manure application equipment calibration
 - f. Record keeping
 - g. Maintenance of animal waste operator certification

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

- 17. Seventy-five individuals currently active or considering an agricultural enterprise will increase their comfort level in regards to evaluating new enterprise(s), and learning new production and marketing skills. North Carolina Cooperative Extension will hold a "Putting Small Acreage to Work", a "Foothills Fresh Growers School," and/or other similar workshops during the Fiscal Year 2012/2013 aimed at supporting part-time, limited resource farmers. Evaluations will be based on pre and post surveys of workshop participants, one-on-one contact, and participation in the Foothills Fresh local foods initiative.
- 18. Seventy-five horse owners will increase their knowledge of horse management by participating in programs, receiving newsletters or through personal assistance on weed control and pasture management on horse farms, farm management, disease control and prevention, horse evaluation/selection, hay and feed evaluation and horse waste management.

19. Two hundred and fifty residents of Catawba County will gain an increased awareness of litter issues caused by improper solid waste management through educational programming, workshops and events offered by North Carolina Cooperative Extension and other relevant agencies including Keep Catawba County Beautiful (KCCB). KCCB will visit 10 second grade elementary schools in Catawba County to educate children about the negative impacts of litter and encourage students not to litter. KCCB will promote proper disposal of plastic shopping bags and the use of alternative reusable bags. Evaluation will be based on evidence gathered from Litter Index surveys and Litter Sweeps that show a decrease in the number of plastic bags observed as litter and by follow up reports from teachers as they witness students' improved anti-littering behavior.
20. KCCB board members will target 100 individuals with information on Adopt a Street to promote adoption of more streets. As a result of these efforts Catawba County municipalities will experience a 25 percent increase in the number of streets adopted by citizens. Further impact will be based on evidence gathered from Litter Index surveys that show a decrease in litter.
21. Twenty-five Catawba County residents will adopt one or more new or improved waste management practices such as composting and recycling as a result of educational opportunities provided by North Carolina Cooperative Extension and other agencies concerned with proper solid waste management. Achievement will be tracked through success stories reported by clients, written evaluation, and evidence of practice adoption.
22. Five hundred citizens will show increased knowledge and awareness of proper plant selection, plant management and/or pest management practices in residential and community landscapes. This outcome will be met through plant clinics, workshops and individual consultations. Evaluation will be based on contact data, success stories presented by clients and written evaluation.
23. Seventy-five individuals will adopt one or more environmentally sensitive landscaping practices as a result of participating in North Carolina Cooperative Extension's educational programs. Programming will include proper watering and fertilizing methods, erosion control, and landscaping to encourage wildlife, conserving and protecting ground and surface water, and storm water management. Skills learned will reduce the negative impact of landscaping practices on the environment by minimizing soil and water contamination and improving environmental diversity. Evaluation will be measured by success stories reported by clients, follow-up surveys, and evidence of practice adoption.
24. Twenty-five individuals will adopt and practice edible landscaping or vegetable gardening skills through participation in programs offered through Cooperative Extension. Skills will be learned through classes and gardening demonstrations. Success

will be measured through success stories reported by clients and feedback and number of gardens maintained for home food production.

25. Twenty forage and livestock producers will learn about various forage species that they can incorporate into their grazing systems in order to extend their grazing season. Five percent of participants will implement practices to extend the grazing season and reduce the need for stored forage on their operation.
26. Thirty producers will learn about different soybean varieties, especially those with the Liberty Link gene, as it allows another way to better control Palmer Amaranth and other weeds. Producers will attend a field day to observe different varieties, while also learning about herbicide programs that are recommended with these types of soybeans. Five percent of participants will report the use of alternative soybean varieties in order to control herbicide resistant weeds.
27. Sixty field and forage crop producers will learn about and 20 percent will adopt technology and management practices to improve farm profitability in one or more of the following areas:
 - a. Efficient use of crop nutrients
 - b. Weed management and managing herbicide resistance, especially of Italian Ryegrass and Palmer Amaranth
 - c. Improved disease and insect control that will result in higher production goals
 - d. Producers will learn about the effects of the kudzu bug on soybean yields and how to minimize the damage, while maximizing their profit.



Soil & Water Conservation

Organization: 320050

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
State	\$31,035	\$29,210	\$30,475	\$30,475	4%
General Fund	113,855	114,767	114,099	114,099	-1%
Total	\$144,890	\$143,977	\$144,574	\$144,574	0%
Expenses					
Personal Services	\$135,915	\$137,020	\$136,499	\$136,499	0%
Supplies & Operations	8,975	6,957	8,075	8,075	16%
Capital	0	0	0	0	0%
Total	\$144,890	\$143,977	\$144,574	\$144,574	0%
Employees					
Permanent	2.80	2.50	2.50	2.50	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	2.80	2.50	2.50	2.50	0%

Budget Highlights

Soil & Water's budget remains flat with the upcoming year. New for Fiscal Year 2012/13 is the addition of outcomes. These three new performance measures highlight efforts with the Voluntary Agricultural District Program, implementation of the North Carolina Agricultural Cost Share Program, and promotion of soil and water conservation through various school programs.

SOIL AND WATER CONSERVATION

Statement of Purpose

To ensure a quality urban and rural environment with clean water, protected soil resources, properly managed forest and wildlife, and an environmentally, economically and culturally viable agricultural community.

Outcomes

1. To promote and assist in the implementation of the County's Voluntary Agricultural District (VAD) program, 100 percent of properties that request to become a part of the VAD will have a Conservation Plan created (or reviewed if one already exists) to meet VAD and National Resources Conservation Service (NRCS) standards.
2. To effectively implement the North Carolina Agricultural Cost Share Program in North Carolina, Soil and Water Conservation will install all identified best management practices on cost-share contracts before their expiration, conduct at least two quality spot-checks of previously installed best management practices, and promote the use of the program through local media and internet outlets. The Cost Share program promotes the conservation of the County's soil and water resources by sharing the cost of implementing soil and water best management practices, with the State paying 75 percent and the farmer paying the remaining 25 percent.
3. To promote involvement and awareness of soil and water conservation, Soil and Water will host educational poster, essay, speech, and PowerPoint contests for 5th through 8th graders in February 2013.

Forestry

Organization: 330050

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Miscellaneous	\$5,525	\$5,100	\$5,100	\$5,100	0%
General Fund	45,701	51,937	68,294	53,894	4%
Total	\$51,226	\$57,037	\$73,394	\$58,994	3%
Expenses					
Personal Services	\$0	\$0	\$0	\$0	0%
Supplies & Operations	51,226	57,037	73,394	58,994	3%
Capital	0	0	0	0	0%
Total	\$51,226	\$57,037	\$73,394	\$58,994	3%

Budget Highlights

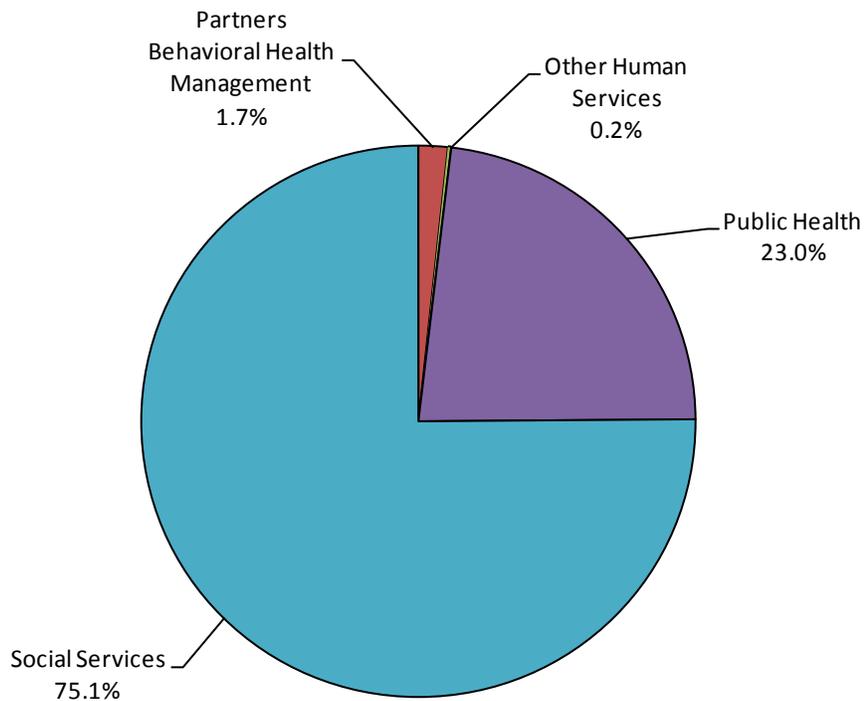
Contractually, Catawba County funds 40 percent of the total budget for Forestry with the State of North Carolina funding the remaining 60 percent. The North Carolina Division of Forest Resources' mandate is to protect, manage, and sustain North Carolina forest resources. The Forest Service's primary purpose is to ensure adequate and quality forest resources for the County to meet present and future needs.

For Fiscal Year 2012/13 the department requested the replacement of a vehicle; however funding for this is not included due to relatively low mileage and no major mechanical problems.

HUMAN SERVICES

The Human Services' budget of \$51,834,121 is 23.3 percent of total expenditures for this fiscal year. A significant portion of the Human Services' budget is funded by State and Federal sources. Social Services' expenditures of \$38,933,141 go to support the human needs, and the Public Health Department is projected to expend \$11,920,191 for the specialized public health services it offers. Other Human Resources include the Medical Examiner and is funded at \$100,000 this fiscal year. \$880,789 is for Partners Behavioral Health Care contracted services.

The dependence of these services on Federal and State grants makes the budget process very difficult. Therefore, the County has a conservative approach to anticipated revenues and a realistic approach to service levels which cushion the impact of Federal and State reductions in funding and service levels.



Partners Behavioral Health Management

Organization: 530900

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
ABC 5 Cents Per Bottle	\$47,382	\$45,000	\$45,000	\$45,000	0%
ABC Profits	45,000	63,000	63,000	63,000	0%
CJPP Grant	122,789	122,789	122,789	122,789	0%
General Fund	1,307,168	830,878	650,000	650,000	-22%
Total	\$1,522,339	\$1,061,667	\$880,789	\$880,789	-17%
Expenses					
Mental Health Base Allocation	\$262,482	\$341,400	\$0	\$0	0%
Mental Health Contracted Services					
CVBH	573,763	489,478	502,000	502,000	3%
Partners BHM Support Efforts	0	0	148,000	148,000	0%
Family N.E.T.	459,923	0	0	0	0%
Mental Health ABC Board Contract	103,382	108,000	108,000	108,000	0%
CJPP	122,789	122,789	122,789	122,789	0%
Total	\$1,522,339	\$1,061,667	\$880,789	\$880,789	-17%

Budget Highlights

As State-mandated mental health reform continues, Mental Health Partners, which served Catawba and Burke Counties since July 2008, will merge with Crossroads (serving Iredell, Surry, and Yadkin) and Pathways (serving Cleveland, Gaston, and Lincoln) local management entities (LMEs) to form Partners Behavioral Health Management (Partners BHM).

The budget allocates a total of \$650,000 directly to Partners BHM for the following services:

Catawba Valley Behavioral Healthcare - \$502,000

Lifeskills Operational Infrastructure	\$266,000
Mental Health/Substance Abuse Services in Catawba County Jail	\$40,000
Newton Apartments Subsidy	\$26,000
Gun Permits	\$2,500
Psychiatric Support	\$167,500

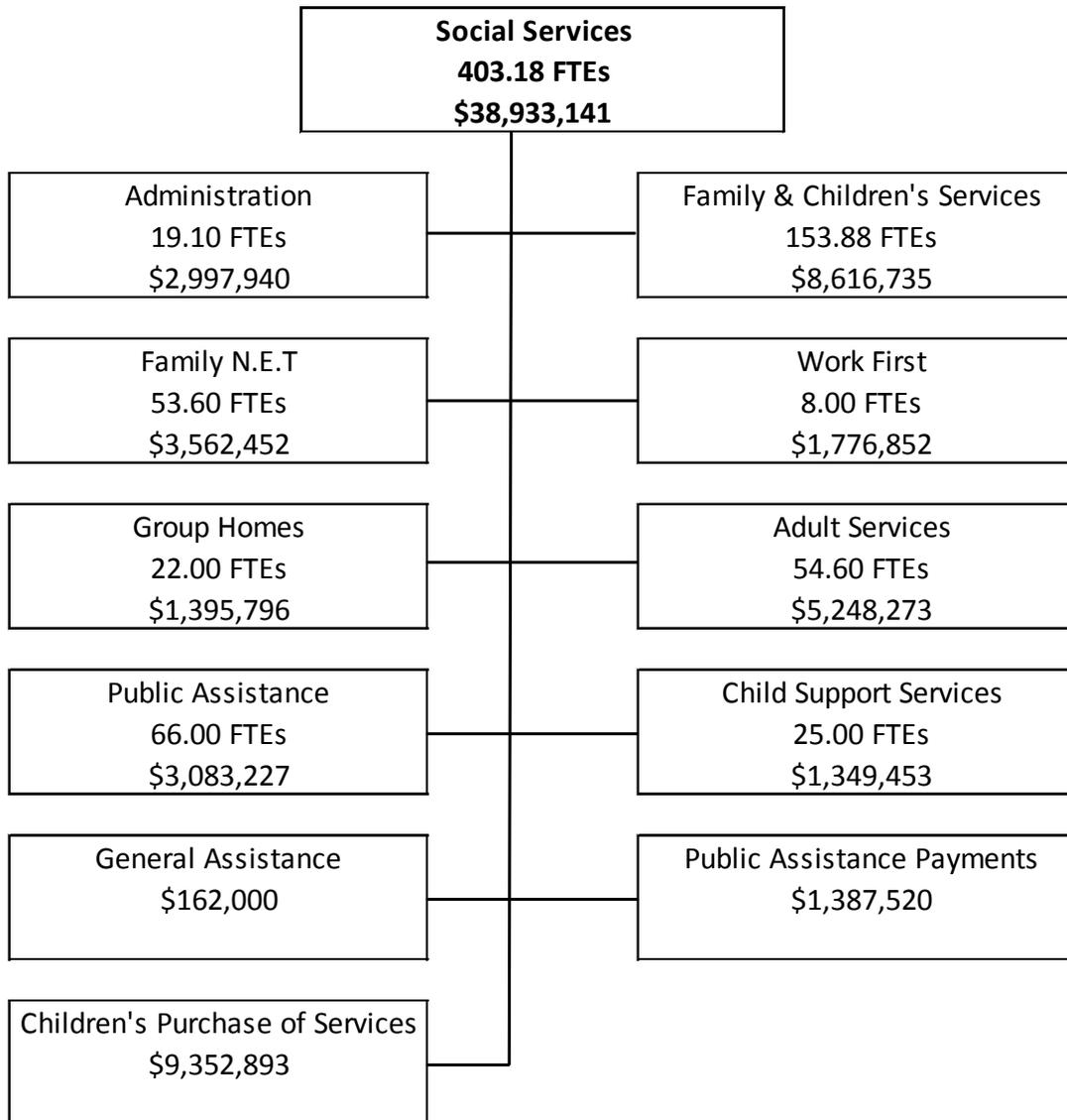
Service Support Efforts - \$148,000

Temporary/Emergency Housing	\$60,000
Client Emergency Assistance/Bridge Services	\$65,000
NAMI Family to Family Training Supports	\$3,000
Law Enforcement overtime costs with involuntary commitments and transportation	\$20,000

Guardianship Services are provided to individuals who are adjudicated incompetent by the Clerk of Court. In the past, the LME has served those with a primary diagnosis of mental illness, while Social Services has served as guardian for adults with physical/geriatric ailments. However, as a result of Medicaid changes effective January 2012, local LMEs were no longer appointed as public agent guardians and mental health wards were transferred from the LME to Social Services. Effective July 1, 2012, \$120,665 previously contracted through the LME for this service will be budgeted in Social Services for this effort. Additionally, \$62,856 Family NET services previously channeled through the LME will be budgeted directly in Social Services budget.

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

Catawba County Government



Social Services

Reinventing Department

	2010/11	2011/12	2012/13	2012/13	Summary
	Actual	Current	Requested	Approved	Percent Change
Revenues					
Federal	\$10,558,075	\$10,745,276	\$12,264,308	\$12,264,308	14%
State	3,163,129	3,355,110	2,559,207	2,559,207	-24%
Federal & State	9,953,050	10,029,575	9,632,361	9,632,361	-4%
Local	3,815,774	3,439,790	3,190,017	3,190,017	-7%
Charges & Fees	275,096	340,396	340,203	340,203	0%
Miscellaneous	169,957	141,525	134,925	134,925	-5%
Contingency	0	750,000	750,000	750,000	0%
General Fund	8,849,658	9,791,726	10,051,501	10,062,120	3%
Total	\$36,785,439	\$38,593,398	\$38,922,522	\$38,933,141	1%
Expenses					
Personal Services	\$20,723,829	\$21,087,289	\$20,876,241	\$20,886,860	-1%
Supplies & Operations	15,950,434	16,641,109	17,197,281	17,197,281	3%
Capital	111,176	115,000	99,000	99,000	-14%
Special Contingency	0	750,000	750,000	750,000	0%
Total	\$36,785,439	\$38,593,398	\$38,922,522	\$38,933,141	1%
Expenses by Division					
Administration	\$2,223,682	\$2,955,493	\$2,987,321	\$2,997,940	1%
Family & Childrens Services	9,315,508	9,099,423	8,616,735	8,616,735	-5%
Family Net	3,492,400	3,676,137	3,562,452	3,562,452	-3%
Work First	615,411	599,984	1,776,852	1,776,852	196%
Group Homes	1,251,889	1,369,207	1,395,796	1,395,796	2%
Adult Services	5,305,578	5,392,987	5,248,273	5,248,273	-3%
Public Assistance	2,962,318	3,104,815	3,083,227	3,083,227	-1%
Child Support	1,158,329	1,305,161	1,349,453	1,349,453	3%
General Assistance	156,706	162,250	162,000	162,000	0%
Public Assistance Payments	1,241,740	1,340,012	1,387,520	1,387,520	4%
Children's Purchase of Service	9,061,878	9,587,929	9,352,893	9,352,893	-2%
Total	\$36,785,439	\$38,593,398	\$38,922,522	\$38,933,141	1%
Employees					
Permanent	402.08	403.18	403.18	403.18	0%
Hourly	5.26	6.26	8.26	8.26	32%
Total	407.34	409.44	411.44	411.44	0%

Fiscal Year 2010/11 Outcome Achievements

Total Outcomes	Achieved	Not Achieved	Success Rate
29	27	2	93%

Budget Highlights

The Fiscal Year 2012/13 budget is a one percent increase from the current year. As a Reinventing Department, the focus when budgeting is on outcomes. For Fiscal Year 2012/13, the department has added 5 new outcomes and increased targets for 12 of its existing outcomes in areas such as family stability, economic independence, and ensuring Medicaid clients have a medical home.

The budget includes an additional \$15,000 to further support Social Service's Backpack Program. This community program provides food to needy children each weekend when school lunches are unavailable, and is made possible largely through the support of the community and organizations such as BB&T and the Eastern Catawba Cooperative Christian Ministry. This additional \$15,000 will allow this program to serve 150 additional children, bringing the total number served each week to 1,070.

As a note, the large increase apparent in Work First is due to pass through money not previously a part of Social Services budget now accounted for at the local level, and this expense has offsetting additional State and Federal revenues.

Performance Measurement

Fiscal Year 2012/13

Social Services' 32 outcomes for Fiscal Year 2012/13 reflect the department's commitment to continually serve its population despite recent cuts in funding and an increasing demand for service. The department continues to benchmark itself against local, State, and Federal standards and strives to exceed virtually all of these standards. In addition to adding 5 new outcomes this year, the department is also increasing its targets/goals in 12 outcomes. Examples of the new/increased targets are:

- Ninety percent of Work First children will be current on their immunizations, well check-ups, and if appropriate, making satisfactory progress in school. (new outcome)
- Ninety-seven percent of all concerns identified by Adult Health Specialists in Adult Day Care/Day Health Centers and Adult Care Homes will not escalate to the level of deficiencies or violations. (new outcome)
- Ninety-seven percent of all Family Medicaid applications will be processed with an average time of 25 days, as opposed to the State's requirement to process 90 percent within 45 days. (new outcome)
- At least 92 percent of children entering foster care will experience two or fewer placements within the first 11 months of care. (increase of two percent)
- Ninety-three percent of the children served by Intensive In-Home Services will remain in the home for six months following completion of service. (increase of eight percent)

- Identify and serve 89 percent of Catawba County's uninsured/potentially eligible children under the 200 percent of the Federal poverty limit with Medicaid or North Carolina Health Choice. (increase of four percent)

Fiscal Year 2011/12

The Social Services department is on track to achieve all of its outcomes for Fiscal Year 2011/12, with the exception of one. The outcome not currently on target relates to ensuring 91 percent of children do not experience two episodes of maltreatment within a six-month period. At mid-year, 88 percent of children have not experienced two or more episodes of maltreatment. The department will place an increased emphasis in this area and increase supportive services in the second half of the year to accomplish this outcome by year end.

Despite not being on target for one outcome, the department continues to provide excellent service to citizens. Its status as a reinventing department has allowed it to quickly react to the Federal and State funding cuts in recent years, and prioritize its County dollars where they will have the most impact. Examples of successes during the first half of the fiscal year include:

- Eighty-five percent of families who are identified as chronically neglectful have not experienced additional findings of child maltreatment six months after completing Child Protective Services in-home treatment.
- One hundred percent of students (282) participating in the Teen Up program have not caused a pregnancy or become pregnant during participation in the program.
- Ninety-four percent of children entering foster care or therapeutic foster care have experienced two or fewer placements.
- Ninety-five percent of court involved youth who received outpatient treatment services for at least 10 sessions beyond the initial evaluation have not had new juvenile legal charges while in the Family NET treatment program.
- Three thousand three hundred eighty-five citizens have been assisted with some form of crisis assistance (rent, utilities, medication) through Social Services' collaborations with the Eastern Catawba Cooperative Christian Ministries, Greater Hickory Cooperative Christian Ministries, and the Salvation Army.
- Ninety-nine percent of Catawba County citizens who are age 60+ and need nutritional services have received them.
- The Child Support Unit of Social Services has maintained a 71.23 percent collection rate for child support payments, as opposed to the Statewide collection average of 65.9 percent.

Fiscal Year 2010/11

Fiscal Year 2010/11 proved challenging for Social Services, with increasing demand for service coupled with State and Federal funding cuts/additional mandates. Despite increasing caseloads and reductions in funding, the department has continued to become more efficient in order to

protect and provide aid to Catawba County residents in need. The department continues to exceed not only County-set benchmarks but State and Federal benchmarks as well.

By implementing new technology, the department was able to realize greater than a 30 percent increase in efficiency in Family Medicaid and Work First. The Foster Care Teams/Family Preservation division was successful in reunifying 67.5 percent of foster care children with families, as compared to the large county average of 47.47 percent. Through education and relationship building, 100 percent of Teen Up/Upward Connection participants (474 high risk youths ages 10-17) did not become or cause someone to become pregnant during their participation in the Teen Up program. Additionally all students who received Department of Human Resources social work services for at least 90 days were promoted to their next grade level in school.

With the economic recession and unemployment high in Catawba County, Social Services continued to assist citizens through its Work First program. The department far exceeded each of its outcomes in this area, having 144 Work First participants obtain or maintain employment (target of 40) as well as providing 5,020 citizens (target of 3,500) with crisis assistance (rent, utilities, medication, etc.).

With the average age of the population increasing, Adult Services continues to be an important area within Social Services. In Fiscal Year 2010/11, the department served 81.5 percent eligible elderly and disabled Medicaid citizens as opposed to 69.4 percent in the previous year and the State average of 61.4 percent. The department also arranged or provided 28,717 trips to medical care for 19,905 eligible citizens, exceeding its goal of 27,000 trips for 17,500 citizens. While Adult Services did achieve all but one of its outcomes, it did not achieve its goal related to the non-recurrence of an instance of abuse, neglect, and exploitation of cases reviewed by Adult Protective Services. In Fiscal Year 2010/11, there was one recurrence of these cases out of its 13 active cases, leading to a success percentage of 92 percent (outcome target of 98 percent).

Social Services' Child Support division met one of its two outcomes by ensuring that 90 percent of children who need a child support order for support received one. It was not able to maintain a 72 percent collection rate for child support payments however, collecting only 70 percent. The department attributes this to the Federal Government suspending funding of the extension of unemployment benefits combined with the struggling economy and high unemployment rate.

Food Assistance staff ensured that taxpayer money was used appropriately by maintaining a 98 percent accuracy rating for benefits distributed. This is three percent higher than the Federal government's goal. Staff also provided prompt service to customers, processing 99 percent of applications within 6.6 days as compared to the Federal goal of 100 percent of applications within 30 days and the State goal of 98.7 percent in 12 days. While Food Assistance is an area that saw a large increase in eligibility during the fiscal year, Social Services continues to surpass target goals at all levels of government.

ADMINISTRATIVE SUPPORT

Statement of Purpose

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

Outcomes

1. To enhance the overall effectiveness and efficiency of the agency, demonstrate 25 percent operational savings, 10 percent financial savings, or a median combination of both, through pre- and post-implementation measurement of technology advancements, work procedure enhancements or cost savings activities during Fiscal Year 2012/13.*

**An example is the implementation of a majority of NC FAST (New State administered enterprise case management system). For Fiscal Year 2012/13, staff will be working to retool processes and incorporate existing systems such as our Front Desk consumer tracking and scheduling program, as well as Document Management and ISSI (Integrated Social Services Information; an Agency-wide case management application).*

FAMILY AND CHILDRENS' SERVICES

Child Welfare Blended Teams

Statement of Purpose

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

Outcomes

1. In order to assure the ongoing safety of children, 91 percent (763 of 838) of children with a substantiated report of abuse and/or neglect will not have another substantiated report within six months of the first report during Fiscal Year 2012/13 compared to the Federal benchmark of 93.9 percent and Catawba's 91.08 percent in Fiscal Year 2010/11.
2. To strengthen parental engagement and keep children safely with biological parents, 70 percent (284 of 407) of all families with children found to have been abused, neglected, and/or dependent during Fiscal Year 2012/13 will participate in a Child and Family Team meeting within 30 days of case decision and will demonstrate positive parental behaviors which assure safety of children in their homes, as measured by case closure within one year.

Prevention

Statement of Purpose

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

Teen UP

Outcomes

3. In order to delay the initiation or decrease frequency of risky behavior, 99 percent (approximately 446 of 450) of Teen Up participants (high risk youths ages 10-17) will not become pregnant or cause a pregnancy during Fiscal Year 2012/13.

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

Outcomes

4. In order to improve future opportunities for academically vulnerable students, 96 percent of students (120 of 125 approx.) that receive Advocates for Children in Education (ACE) social work services for at least 90 days will demonstrate academic growth based upon eligibility for promotion to the next grade level during Fiscal Year 2012/13.
5. To reduce the impact of poverty and food insecurity on a child's ability to learn and enhance the school/family/community connection during Fiscal Year 2012/13, 75 percent (approximately 20 of 25) of the elementary schools (serving 920 students and 146,160 meals) participating in the Backpack Program will be sponsored by the faith-based or business community.

Post-Care/Child Wellbeing

Statement of Purpose

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

Outcomes

6. To promote educational achievement for school aged children in foster care during Fiscal Year 2012/13, the percentage of children experiencing two or fewer school placements since entering foster care will be at least 82 percent (85 of 104) (excluding natural school transitions).

Permanency Planning

Foster Care /Family Builders of Catawba Valley

Statement of Purpose

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

Outcomes

7. To promote placement stability and reduce trauma of children entering foster care, the percentage of children experiencing two or fewer placements during the first 11 months of care will be at least 92 percent (209 of 227) as compared to the Federal standard of

86.7 percent, the State Fiscal Year 2010/11 Statewide percentage of 88.98 percent and large county percentage of 87.48 percent.

8. In preparation for successful independent living, 85 percent of youth aged 16-18 who actively participate in North Carolina's Independent Living Program for Foster Children (LINKS) (estimated to be 33 of 39) in Fiscal Year 2012/13 will meet a benchmark of 80 percent achievement in State-identified outcomes. These outcomes include: sufficient economic resources to meet daily needs, a safe and stable place to live, attainment of academic or vocational/educational goals, connections to a positive support system, avoidance of illegal or high risk behaviors, postponement of parenthood until financially and emotionally capable, and access to physical, dental and mental health services.

Residential Services

Statement of Purpose

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

Outcomes

9. In order to promote wellbeing and improved behaviors for youth during Fiscal Year 2012/13, 87 percent (12 of 14) of youth receiving services in the Corner House Programs for at least six months will demonstrate improved behaviors on the Child Behavior Checklist (CBCL) as measured at admission and planned discharge.

WORK FIRST – ECONOMIC SERVICES

Statement of Purpose

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

Outcomes

1. Eighty-five percent (approximately 4,500 of 5,294) of citizens unable to meet their basic needs (rent, utilities, medications) or in need of support to obtain or maintain employment will receive financial assistance or employment supportive services through a collaborative effort provided by Catawba County Social Services, Eastern Catawba Cooperative Christian Ministries, Greater Hickory Cooperative Christian Ministries, and/or Salvation Army during Fiscal Year 2012/13.
2. To influence economic independence for future generations, 90 percent (approximately 270 of 300) of Work First children will be current on their immunization, well check up, and, if appropriate, making satisfactory progress in school (measured by case manager follow up/verifications) during Fiscal Year 2012/13.

ADULT SERVICES

Adult Protective Services/Guardianship/Payeeship

Statement of Purpose

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

Outcomes

1. To empower vulnerable and disabled adults to live independently in a safe environment, 85 percent of substantiated Adult Protective Services (APS) cases with services will not experience a repeat incident of abuse, neglect, or exploitation within one year in Fiscal Year 2012/13.

Long Term Care

Statement of Purpose

Assist senior and disabled citizens in living in their own homes as long as possible and/or with admission and adjustment to a nursing or assisted living facility providing the appropriate level and quality of services.

Outcomes

2. Provide opportunities and services for senior and disabled citizens to remain in their own homes with the provision of Community Alternatives Program services in lieu of nursing home placement, which will result in the avoidance of \$4,600,000 of Medicaid expenditures during Fiscal Year 2012/13. (Conditioned on no reduction in Medicaid program or services.)
3. Adult Day Care/Day Health Centers and Adult Care Homes will demonstrate increased quality during Fiscal Year 2012/13 by receiving supportive services and follow-up monitoring to ensure 97 percent of all concerns identified by the Adult Home Specialist will not escalate to the level of deficiencies or violations.

In Home Services Unit (Nutrition, In Home Aide Services)

Statement of Purpose

Improve the quality of life for seniors by providing them the choice to remain at home through the provision of nutritious meals, education, socialization, wellness activities, and community volunteer support.

Outcomes

4. Ninety-five percent (estimated 1,070 of 1,126) of Catawba County Citizens who are age 60+ and expressing a need for nutritional services during Fiscal Year 2012/13 will receive services that support independence, reduce isolation, and provide health and wellness education.

Adult Assistance

Statement of Purpose

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

Outcomes

5. To assist the elderly and disabled Catawba County population in gaining access to medical care by serving an average of 69 percent of the “potentially eligible” (approximately 6,779 of 9,825) per month with Medicaid benefits through Fiscal Year 2012/13 as compared to the State’s current participation rate of 61.3 percent. (Conditioned on no reduction in Medicaid programs or services.)

Carolina ACCESS

Statement of Purpose

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

Outcomes

6. Ensure a medical home to 88 percent (approximately 19,230 of 21,852) of the Medicaid managed eligibles in Catawba County during Fiscal Year 2012/13 compared to the statewide average of 84 percent.

Medicaid Transportation

Statement of Purpose

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

Outcomes

7. Assist Medicaid-eligible Catawba County citizens in accessing medical services by arranging and/or providing 21,000 trips during Fiscal Year 2012/13. A trip is now being measured as a “round” trip.

FAMILY SUPPORT

Child Support

Statement of Purpose

To ensure that non-custodial parents acknowledge and provide support for their children.

Outcomes

1. To assure that children receive the financial support of their parents, a collection rate of 70.5 percent for child support payments during Fiscal Year 2012/13 will be maintained, as compared to the statewide average of 65.2 percent and the urban county average of 66.06 percent.
2. To assure that children are financially supported by both parents, 89.5 percent of the children who need a child support order for support will have one during Fiscal Year 2012/13 as compared to the Statewide average of 82.84 percent and the urban county average of 81.55 percent.

Family Medicaid / Health Choice

Statement of Purpose

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

Outcomes

3. To identify and serve 89 percent (approximately 14,844 of 16,894) of Catawba County's uninsured/potentially eligible children under the 200 percent of the Federal Poverty Limit with Medicaid or North Carolina Health Choice by June 30, 2013, compared to the County's current participation rate of 88 percent and the State's rate of 87 percent.
4. To assure that the needs of citizens are met promptly, 97 percent (approximately 11,116 of 11,460) of all Family Medicaid applications will be processed timely and with an average processing time of 25 days during Fiscal Year 2012/13 compared to the State's requirement to process 90 percent of all applications within 45 days.

Food Assistance / Program Integrity
Statement of Purpose

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

Outcomes

5. To assure that tax dollars are used appropriately and to assure that families receive the correct benefits, the Food Assistance staff will maintain an accuracy rating of 98 percent as evaluated by State quality control monitors and local resource management review during Fiscal Year 2012/13 as compared to the current Federal goal of 96.19 percent.

6. To assure that the needs of citizens are met promptly, 99 percent (approximately 3,104 of 3,135) of families meeting Food Assistance emergency criteria will have their application processed within two workdays or less during Fiscal Year 2012/13, as compared to the Federal standard of 100 percent processed within seven days.

CHILDREN'S PURCHASE OF SERVICES

Statement of Purpose

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

Outcomes

1. To support the economic independence of Catawba County parents/caretakers, an average of 1,744 children (27 percent of potentially eligible children) will be assisted monthly by day care scholarships during Fiscal Year 2012/13 as compared to 22 percent of potentially eligible children that were served Statewide in Fiscal Year 2010/11. (Conditioned on the availability of State and Federal funds.)

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

Statement of Purpose

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

Administrative Office Support

Statement of Purpose

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

Outcomes

1. In order to sustain and improve the quality of our services, Family N.E.T., Therapeutic Foster Care and Residential Services will pass all quarterly accreditation self audits, which include standards on services, safety, and consumer satisfaction, at 92 percent or better by June 30, 2013. This compares to the minimum 85 percent compliance needed to achieve accreditation.

ACT Day Treatment Program

Statement of Purpose

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

Outcomes

2. To insure continued progress towards a successful return to regular school during Fiscal Year 2012/13, 85 percent of children attending day treatment (33 of 38) will show improvement in behavior and academic achievement by attaining one level growth each quarter as measured by the Developmental Teaching Objective Rating Form-Revised (DTORF-R). National data indicates the best day treatment programs have an attainment of 78 percent per quarter.

Outpatient Services - Children and Adolescents

Statement of Purpose

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

Outcomes

3. To improve family functioning, 88 percent (396 of approximately 450) of children and adolescents served will demonstrate improvement (at least a 10 point decrease in total score) in at least one domain (Role Performance, Behavior Towards Others, Moods/Self-Harm, Substance Use, Thinking) on the Child and Adolescent Functional Assessment Scale (CAFAS) after six months or upon completion of all outpatient treatment services during Fiscal Year 2012/13.

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

Statement of Purpose

Enhance the emotional, behavioral, and interpersonal functioning of adolescents and their families in Catawba County.

Outcomes

4. To promote community safety and improve quality of life, 85 percent (approximately 51 of 60) of court-involved youth who receive outpatient treatment services (individual, family, and/or group therapy) for at least 10 sessions beyond the initial evaluation or who complete their recommended treatment prior to 10 sessions, will have no new juvenile legal charges while in the Family N.E.T. treatment program, within Fiscal Year 2012/13. National studies indicate the best treatment programs reduce recidivism of court-involved youths by 25-75 percent.

Community Services – Intensive In-Home Services

Statement of Purpose

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

Outcomes

5. In order to enhance and maintain family functioning, 93 percent (approximately 55 of 60) of the children served by IHS teams will remain in the home six months following completion of services during Fiscal Year 2012/13, exceeding the three year average (90 percent) for this service.

Community Services – Early Childhood Support Team

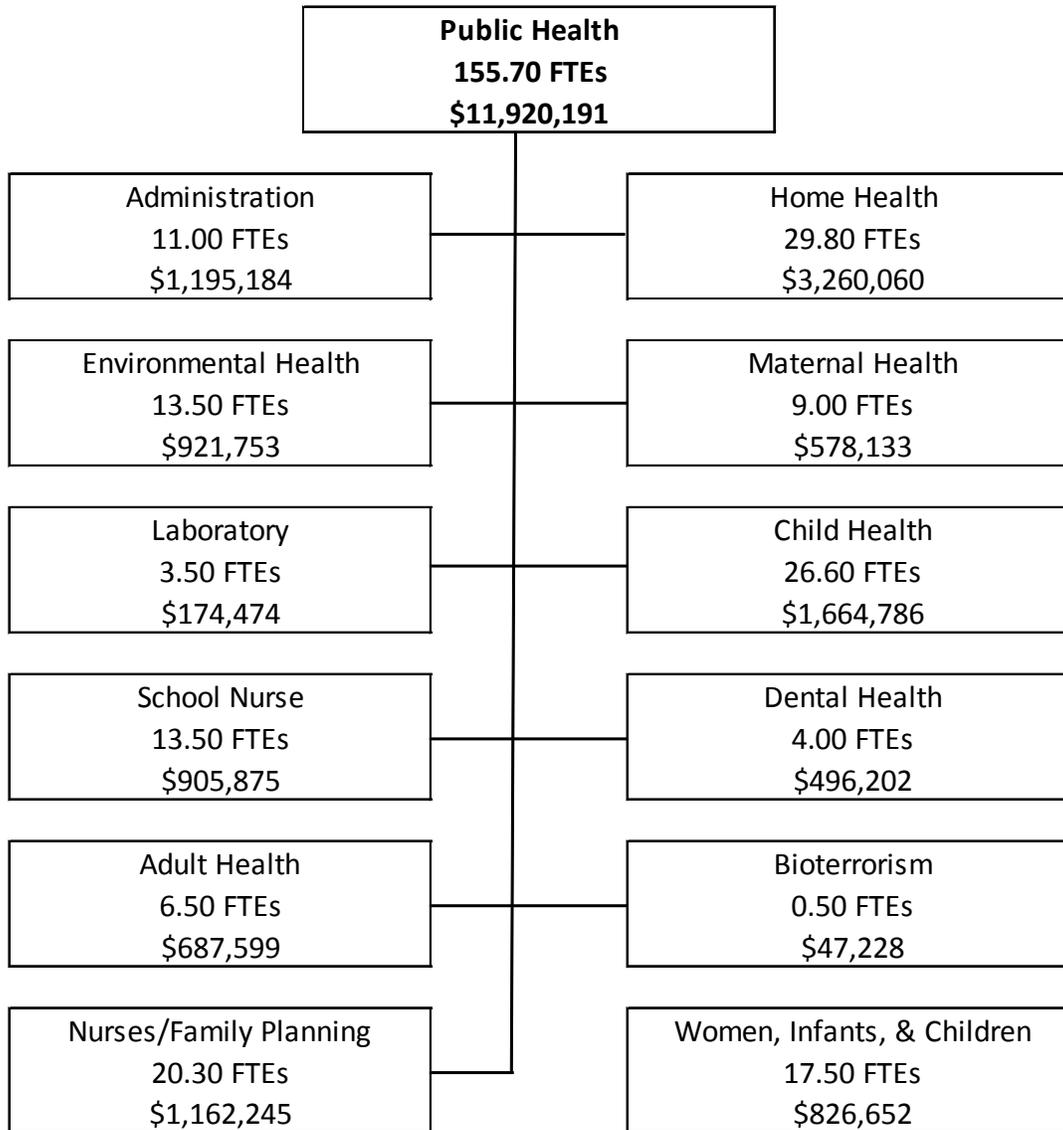
Statement of Purpose

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

Outcomes

6. To promote social, emotional, and behavioral functioning of preschool children, 92 percent of children (approximately 24 of 26) who complete services with the Clinical Specialists in Fiscal Year 2012/13 will demonstrate an increased ability to meet his/her needs, increased ability to express feelings with appropriate words and actions, and will develop stronger relationships with significant adults as measured by the Devereux Early Childhood Assessment.

Catawba County Government



Public Health

Summary

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Federal	\$132,365	\$58,023	\$47,228	\$47,228	-19%
State	1,219,466	1,213,303	1,004,912	1,004,912	-17%
Federal & State	935,297	817,713	1,525,023	1,521,549	86%
Local	660,645	703,095	752,281	777,995	11%
Charges & Fees	6,970,604	7,496,918	6,366,265	6,365,387	-15%
Miscellaneous	261,213	63,850	83,319	83,319	30%
Special Contingency	0	275,000	275,000	275,000	0%
General Fund	1,952,105	1,794,229	1,947,501	1,844,801	3%
Total	\$12,131,695	\$12,422,131	\$12,001,529	\$11,920,191	-4%
Expenses					
Personal Services	\$8,413,268	\$8,618,824	\$8,758,921	\$8,677,583	1%
Supplies & Operations	3,718,427	3,528,307	2,967,608	2,967,608	-16%
Capital	0	0	0	0	0%
Special Contingency	0	275,000	275,000	275,000	0%
Total	\$12,131,695	\$12,422,131	\$12,001,529	\$11,920,191	-4%
Expenses by Division					
Administration	\$923,809	\$1,181,777	\$1,201,599	\$1,195,184	1%
Home Health	3,023,569	3,173,692	3,304,138	3,260,060	3%
Environmental Health	905,167	937,756	921,480	921,753	-2%
Maternal Health	1,509,035	1,351,498	578,133	578,133	-57%
Family Care Coordination	433,967	424,236	0	0	0%
Laboratory	0	0	207,506	174,474	0%
Child Health	1,365,761	1,360,110	1,662,872	1,664,786	22%
Health & Wellness Trust	88,086	99,940	0	0	0%
School Nurse	863,850	892,388	905,875	905,875	2%
Dental Health	420,780	406,132	496,202	496,202	22%
Adult Health	597,514	682,047	687,599	687,599	1%
Bioterrorism	121,574	58,002	47,228	47,228	-19%
ABCD Grant	18,466	0	0	0	0%
Nurse/Family Planning	1,058,170	1,020,445	1,162,245	1,162,245	14%
WIC	801,947	834,108	826,652	826,652	-1%
Total	\$12,131,695	\$12,422,131	\$12,001,529	\$11,920,191	-4%
Employees					
Permanent	157.10	155.50	156.70	155.70	0%
Hourly	8.00	7.47	9.64	9.64	29%
Total	165.10	162.97	166.34	165.34	1%

Budget Highlights

The Public Health budget decreased four percent from Fiscal Year 2011/12, due primarily to changes within Maternal Health. These and other significant changes to the budget are described in more detail below:

- *Maternal Health*-The County will contract with Catawba Valley Medical Center (CVMC) to provide prenatal services rather than operate a County-staffed clinic. This is a win/win transition for the County and CVMC while providing the same level of services to clients. The hospital can bill Medicaid at a higher rate than Public Health for the services it provides to citizens, and due to its size can better respond to any decrease/increase in demand for these services. With the number of Public Health prenatal patients down approximately 33 percent over the last four years, partnering with the Hospital allows the department to refocus its efforts on connecting citizens with service and eliminates the need to continuously adjust staffing based on the number of clients. To remain convenient for clients, prenatal services will still be offered at the Public Health's facility, only now by Hospital staff rather than county staff. Outside of prenatal, a new Postpartum Newborn program is created to ensure new mothers have a healthy recovery from pregnancy and continued access to services such as WIC, family planning, and care management.
- *Family Care Coordination*- Due to State administrative changes, the two programs that constituted Family Care Coordination in Fiscal Year 2011/12 (Pregnancy Care Management and Care Coordination for Children), are now accounted for in Maternal Health and Child Health respectively.
- *Laboratory*- This new division was created to better account for all existing laboratory expenses separate from individual program budgets, since Laboratory expenses are not eligible for Medicaid reimbursement.
- *Health and Wellness Trust*- This year marks the end of the State Health and Wellness Trust Fund Grant used for the County's tobacco cessation efforts. The department will continue work in this area, however, through its existing health education efforts.
- *Dental Health*- With an expansion to Public Health's Dental Clinic in Fiscal Year 2011/12, funds are included for a new part-time time dentist an average of one day per week. Additionally, the budget adds \$43,000 to serve an additional 120 children who do not have a method of payment.
- *Nurses/Family Planning*- Several staff were transferred from the former prenatal program to assist in the expansion of services available in Nurses/Family Planning.

Performance Measurement

Fiscal Year 2012/13

Public Health outcomes for Fiscal Year 2012/13 continue the focus on providing quality health service, serving target populations, and exceeding national and State benchmarks. Quality

improvement is a major goal as well, and the department plans to work with the Women, Infants, and Children (WIC) program to decrease average appointment times and increase client and staff satisfaction through a Quality Improvement review.

A new program for Fiscal Year 2012/13 is Care Coordination for Children (CC4C) and, as such, new outcomes have been developed to demonstrate performance and impact on the community. These include Neonatal Intensive Care Unit graduates visiting a primary medical provider, program participants having a medical home, children with developmental concerns entering Early Intervention, and Public Health follow-up for child participants who must visit the emergency room or hospital. Other outcomes of note for Public Health include:

- Ninety-eight percent of women screened for breast cancer who are referred to outside providers for evaluation of abnormal findings will follow through with obtaining care.
- Ninety-five percent of clients seen in the Adult Preventive Health Fast Track Clinic will have a total visit time of 30 minutes or less.
- Bioterrorism Preparedness and Response will maintain a score of 95.5 or higher (out of 100) on the Strategic National Stockpile (SNS) plan, which evaluates an agency's ability to receive, store, and distribute bulk provided medicine in the case of an emergency.
- Ninety-two percent of all Medicaid recipients age 0-18 in Catawba County will have access to a medical home.
- The Catawba County Dental Practice will increase the number of patients age 1-5 who receive service by 70 percent.
- Environmental Health will respond to 100 percent of complaints related to violations of North Carolina statutes within 48 hours.

Fiscal Year 2011/12

At mid-year, Public Health is on target to achieve almost all of its outcomes. The department has been successful in decreasing the average wait time in the Women's Public Health Clinic, while also increasing patient and employee satisfaction. In the area of Home Health, 88 percent of patients who received home health services were able to stay in their home after completion of these services, rather than enter a hospital or assisted living facility. To help improve pregnancy and birth outcomes, 64 percent of prenatal patients who receive care from Public Health entered prenatal care in the first trimester. In Environmental Health, the department has completed 99.6 percent all onsite well and septic permits within seven process days, significantly exceeding its target of 95 percent.

While the department is on target to achieve most of its outcomes for Fiscal Year 2011/12, there are some for which the department is currently not on track to meet. One of these outcomes surrounds expanding the department's current dental practice to serve 33 percent more patients. While the renovation and expansion of the dental practice is underway at mid-

year, it is not projected to be completed until late in the fiscal year. The department believes that once this renovation is complete however, this goal will be achievable in Fiscal Year 2012/13. A second outcome that is not on target surrounds reducing the Body Mass Index (BMI) of fifth grade students by two percentage points. Despite the department's efforts to date, a survey of 1,819 fifth grade students indicates no significant change in the average BMI.

Fiscal Year 2010/11

Public Health achieved its outcomes relating to preparing for re-accreditation in 2013 by reviewing all prior standards, new requirements for accreditation, guidance documentation, and correcting any gaps that are identified. In light of the economic times, the department has also placed emphasis on evaluating programs and fiscal responsibility, as evidenced by its new "fast track" approach in Women's Health. This new approach has been successful in significantly reducing the client wait time and total time in the clinic.

Home Health was successful in several of its goal areas. It remained below the State average in patients who need unplanned medical care, above the State average for patients who remain in their homes after a home health episode, and surpassed its goal of 1,272 referrals by 53. One area where it did fall short however is market share percentage, missing its 25 percent goal with only 23.33 percent.

Environmental Health achieved all four of its outcomes. It conducted 2,676 inspections in 1,002 permitted establishments, and far exceeded its goal of providing four food service and education training workshops during the year by providing 17. Additionally, it assisted in the implementation of the State's indoor smoking ban by investigating 100 percent of complaints (24 complaints) within 48 hours.

Healthy pregnancies and babies continue to be a large focus of Public Health. The department remained ahead of State standards in several areas, including low birth weight babies (5.6 percent of Catawba County Public Health patient's babies as opposed to 9.1 percent at the State), as well as infant mortality (7.5 deaths per 1,000 for Catawba County Public Health patients as opposed to 8.3 at the State level). Additionally, the department was successful in having 35 percent of woman identified as smokers enter a smoking cessation program and remain smoke-free two months postpartum, surpassing its goal of 25 percent.

Child Health exceeded its goals to promote school success by establishing Emergency Action Plans for 100 percent of students identified as having chronic health conditions (791 students), as well as by conducting vision, hearing, and overall health habit screenings for 99 percent of students enrolled in the Response to Intervention program or those who have a Personal Education Plan. It additionally aided in children's school success by providing age-appropriate health screenings in areas such as Body Mass Index, vision, and immunization.

The Catawba County Dental Clinic met several of its targets, such as placing 1,850 sealants on patients' permanent teeth to prevent cavities as well as enrolling 422 new patients. The Dental

Health Clinic fell just short of its outcome to provide 11,000 preventive, diagnostic, and operative dental services to income eligible children ages 4-18, however, by providing 10,779. It attributes this lower than expected number to State changes in Medicare eligibility.

Customer service is a top priority of Public Health, and this is evidenced by Adult Health successfully scheduling appointments within two business days of the patient requesting service for all 7,615 patients in Fiscal Year 2010/11. Adult Health additionally was successful in providing much needed funding for dental services and prescriptions for low-income adults, funding 200 dental visits to the Greater Hickory Cooperative Christian Ministry as well as 135 prescriptions.

ADMINISTRATION

Statement of Purpose

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

Outcomes

1. Catawba County Public Health (CCPH) will expand throughout the agency, on a departmental basis, a Quality Improvement (QI) program to maximize the impact of available CCPH resources and improve efficiencies by utilizing skills learned in Public Health Quality Improvement 101 and QI Advisor program. A team from Women, Infants, and Children (WIC) will put learned skills into practice by successful improvement of a public health service by September 2012. QI goals are as follows:
 - a. Decrease the average overall appointment length for recertification appointments from 130 minutes to 117 minutes.
 - b. Increase the percentage of clients that are highly satisfied or satisfied concerning appointment length from 79 percent to 86 percent as indicated on our patient satisfaction survey.
 - c. Improve the percentage of staff that is satisfied from 57 percent to 70 percent.
2. Catawba County Public Health will ensure programs, services, and staff meets the expectations of its internal and external customers by having 95 percent of surveyed customers report that they are “satisfied” or “highly satisfied” with Public Health services.
3. To maintain Catawba County Public Health’s current designation as a high performing State accredited organization, Public Health will retain its North Carolina Public Health accreditation status following a 2013 reaccreditation process, as well as attain high quality standards in all areas of the organization.

HOME HEALTH

Statement of Purpose

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

Outcomes

1. To provide quality healthcare that is an effective alternative to costly extended inpatient care, 88 percent of all Catawba County Home Health patients will remain in their place of residence after an episode of Home Health Care ends. (Data Source: CareAnyware and Strategic Healthcare Programs (SHP) Reports)
2. To achieve long term sustainability in the dynamic home health care industry, marketing strategies will be implemented to increase patient referrals by 5 percent annually. (2010/11 Patient referrals – 1,325; 2011/12 referral data not yet available)
3. By December 31, 2012, Catawba County Home Health will utilize 100 percent Electronic Medical Records with all new admissions by implementing new medical record scanning capabilities within the CareAnywhere patient software system.

ENVIRONMENTAL HEALTH

Statement of Purpose

To assure a safe and healthful environment for the citizens of Catawba County with respect to permitted establishments, subsurface waste disposal, private well construction and protection, and North Carolina smoke-free laws.

Outcomes

1. Provide for the continued safety and health of Catawba County residents by conducting inspections on 100 percent of permitted food service establishments and lodging establishments that are scheduled for an inspection. (2009/10 Statewide inspection rates: 50 percent of all counties in North Carolina achieved 100 percent; 63 percent of counties comparable to Catawba achieved 100 percent)
2. Respond to 100 percent of complaints related to possible violations of North Carolina Environmental Health statutes and rules within 48 hours after receiving the complaint by providing technical assistance, consultation, remediation, or other enforcement methods to resolve violations. (No State or regional data available for comparison)
3. To assure consistent application of Environmental Health rules and established best practices, Environmental Health staff will achieve an average Quality Improvement Program (QIP) evaluation score of 95 percent. The QIP evaluation identifies critical rule interpretation, application, and decision making items that are evaluated for adherence with established best practices and program standards.
4. To provide excellent customer service, Environmental Health will complete 98 percent of all onsite well and septic permits within seven Environmental Health process days. (Mid-year 2011/12 rate- 99.6 percent, no State or regional data available for comparison)

PRENATAL

Statement of Purpose

Catawba County Public Health (CCPH) aspires to ensure the highest quality and most efficient prenatal services to pregnant women by assuring early access to prenatal and postpartum medical care and support services that aims to maximize birth outcomes. CCPH, in partnership with Catawba Valley Medical Center (CVMC), assures comprehensive prenatal care is available to all pregnant women in Catawba County.

Outcomes

1. Seventy percent of Catawba County residents that receive prenatal care from Catawba Valley Maternity Services, a partnership with Catawba County Public Health, will initiate care in their first trimester of pregnancy and 90 percent will continue care through their pregnancy. Early entry into prenatal care improves pregnancy outcomes by identifying and managing medical and social risk factors that cause poor birth outcomes such as preterm labor, gestational diabetes, tobacco use, substance abuse, family support issues, etc. In 2010, 60 percent of CCPH patients entered into care in their first trimester.
2. One hundred percent of all women identified as eligible for Pregnancy Care Management (PCM) services will be enrolled and receive PCM services through a CCPH Care Manager. The PCM program is a partnership between NC Public Health, Community Care of North Carolina, and NC Medical Assistance that promotes healthy mothers and healthy babies. This program provides care management services for high risk women during pregnancy and for two months after delivery by a social worker or nurse. No State comparison data is available.
3. Eighty percent of pregnant women residing in Catawba County that are receiving care management services through the Pregnancy Care Management program will complete their six week postpartum visit. The postpartum visit is important to ensure that patients have a healthy recovery from pregnancy and continued access to safety net services such as WIC, Family Planning, and care management services after delivery. No State comparison data is available.

CHILDREN'S SERVICES

Child Health

Statement of Purpose

Catawba County Public Health (CCPH) seeks to ensure that children ages 0-18 have access to preventive and acute health care. Routine health care promotes physical, social, and emotional growth of children through the early detection, treatment and referral of health problems, illness prevention, and anticipatory guidance.

Outcomes

1. Increase access to a medical home for Medicaid recipients' ages 0-18 to 92 percent. (Fiscal Year 2010/11 North Carolina access rate- 91 percent; Catawba County Public Health- 90 percent) Research shows having access to a medical home helps assure positive health outcomes through timely and preventive acute health services.
2. In order to continue preventing childhood diseases, 80 percent of all children residing in Catawba County will be age appropriately immunized by 24 months of age. The 2010/11 State Immunization Assessment rate was 77 percent.

Care Coordination for Children (CC4C)

Statement of Purpose

Catawba County Public Health seeks to ensure care management services are provided for all Medicaid children birth to five years of age that are determined to be high-risk and qualify for services. The Care Coordination for Children (CC4C) program, in partnership with Community Care Networks, implements community based interventions for children to maximize health outcomes. Priority risk factors include children with special health care needs, having or at increased risk for chronic physical, behavioral or emotional conditions, exposed to toxic stress in early childhood including extreme poverty in conjunction with continuous family chaos, recurrent physical or emotional abuse, chronic neglect, severe enduring maternal depression, persistent parental substance abuse, repeated exposure to violence within the community or family, those in the foster care system, or those who are high cost/high users of service.

Outcomes

3. Ninety percent of all Neonatal Intensive Care Unit (NICU) graduates who receive Medicaid will visit their primary medical provider within 30 days of discharge of the hospital. The transition from hospital to a medical home is important to ensure continuous medical care and health monitoring by the physician. State data will be requested to evaluate if patients remain with their primary medical provider once Public

Health intervention is completed. (New program and outcomes-no state or regional data available for comparison during this baseline year)

4. Ninety percent of all children ages birth to five years assigned a care manager under the CC4C program with special healthcare needs or who are in foster care will have a medical home before case closure. Medical homes help ensure a child's healthy growth and development by monitoring and assessing overall health, as well as by providing access to routine preventative and acute care.
5. Ninety percent of all infants less than one year of age who receive Medicaid with parental concerns of development will be referred to Early Intervention. Research has shown that early intervention for children with developmental issues increases the likelihood the child will experience more positive development related outcomes.
6. Ninety percent of all children on the CC4C caseload (birth to age five Medicaid children) that have a hospital admission, emergency room visit, or hospital readmission will be contacted within 72 hours for follow-up and care management. This timely follow-up will allow Public Health to identify the reason(s) for the visits/admissions and create a plan that will transition the family from inappropriately utilizing intermittent emergency room/urgent care to appropriately using and receiving continuous care from a consistent medical provider. State data will additionally be requested to evaluate if patients remain with their primary medical provider once Public Health intervention is completed. (New program and outcomes-no state or regional data available for comparison during this baseline year)

Early Childhood Support Team

Statement of Purpose

The Early Childhood Support Team (ECST) nurse provides health promotion/health prevention to identified ECST Child Care Centers, the children enrolled, and their families as a member of a multi-agency, multi-disciplinary team, including health education for children, center staff and families, health consultation and staff development, dental screenings, assistance to families in locating and obtaining health resources, and identification and development of an individualized health plan for children with chronic illnesses.

Outcomes

7. Ninety percent of all child care center staff will demonstrate an understanding of and ability to respond to emergency medical situations for children with care plans in place for chronic medical conditions such as asthma and diabetes (as evaluated by teacher(s) pre-and-post-test survey). Educating and preparing child care staff to routinely manage a child's medical condition as well as respond quickly and accurately during an emergency reduces or eliminates the need for medical intervention at the physician

office or urgent/emergency room.

8. To help ensure children in Family Child Care Homes are appropriately immunized by 24 months of age, the Early Childhood Support Team will ensure that 90 percent of all Family Child Care Homes submit their appropriate immunization reports to the State on or before the required date.

School Health

Statement of Purpose

The School Health Program provides school site, direct health services, health education, consultation for faculty and staff, and health promotion/prevention for staff and students to promote maximum physical, social, emotional, and educational growth of children.

Outcomes

9. Seventy percent of students enrolled in the case management program will meet their individual goals in areas such as attendance, grades, class participation, behavior, etc. as evaluated by teacher(s) pre- and post-test survey. Examples of strategies includes, but are not limited to: following up with students that are absent for more than one consecutive day, assessment of sleeping and/or eating patterns, assessment of vision and hearing, ensuring the child has an identified medical home and is receiving routine care, educating the student about their health condition for improved self-management, and making all appropriate referrals where needed.
10. To promote overall health and reduce childhood obesity, CCPH will work with Catawba County Health Partners (CCHP) to lower the Body Mass Index of fifth grade students to 18.0 (2010 average 20.6) by the year 2015. To accomplish this, CCPH school nurses will identify at-risk or obese children and connect them to services, assist in the implementation of the Healthy School Recognition Program in Catawba County schools, and work with the school systems to implement healthy school fundraisers and concessions for after school activities.
11. To maintain the safety of all students who rely on school provided transportation, ninety percent of school bus drivers in Catawba County will receive CPR and First Aid training at the beginning of the school year 2012-2013.
12. Ninety percent of newly identified pregnant students known by the school nurse will begin prenatal care within the first trimester. Evidence shows that early entry into prenatal care improves pregnancy outcomes.

DENTAL

Statement of Purpose

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

Outcomes

1. To improve access to dental services for low income children, the CCPH Dental Practice will increase the number of new patients enrolled by 30 percent. This will be possible thanks to the expansion and upgrade of the CCPH Dental Practice in Fiscal Year 2011/12. (Enrolled 422 patients in 2010/11; 2011/12 data not yet available.)
2. Increase the number of children ages one through five who received dental services within the past year at CCPH Dental Practice by 70 percent (140 children). This will be accomplished by strengthening partnerships with programs and/or organizations who serve low income children to more efficiently identify and refer those without dental care. (199 children ages one through five enrolled in 2010/11; 2011/12 data not yet available)

COMMUNITY AND ADULT HEALTH

Statement of Purpose

Catawba County Public Health (CCPH) Adult Health Programs provide patients with screening exams for early detection of breast, cervical, and communicable diseases, provide methods and strategies for the prevention of unplanned pregnancy and diseases, and focus on the promotion of health and wellness through education on healthier lifestyle choices.

Outcomes

1. Utilizing the best practice model of “open access” scheduling and through the use of continuous quality improvement strategies, the Adult Preventive Health Clinic will maintain a patient show rate of 84 percent. Midyear show rate for Fiscal Year 2011/12 is 81 percent. (No State or regional data available for comparison)
2. Ninety-eight percent of women screened for breast cancer in the Adult Preventive Health Clinic who are referred to outside providers for evaluation of abnormal breast findings will follow through with obtaining care. Midyear rate for Fiscal Year 2011/12 is 99 percent. (No State or regional data available for comparison)
3. In an effort to reduce the spread of sexually transmitted diseases in Catawba County, 96 percent of Adult Preventive Health Clinic patients diagnosed with a sexually transmitted disease will receive treatment within two weeks of diagnosis. Midyear treatment rate for Fiscal Year 2011/12 is 94 percent. (No State or regional data available for comparison)
4. To provide quality customer service, 95 percent of clients seen in the Adult Preventive Health Fast Track Clinic will have a total visit time of 30 minutes or less. The Fast Track Clinic is newly designed for patients needing an uncomplicated follow-up service such as Depo-Provera injections, birth control pill refills, and STD treatment.
5. In an effort to prevent new active cases and the spread of Tuberculosis (TB), 70 percent of all persons identified with latent TB will complete the recommended treatment (generally a six to nine month medication regimen). Treatment is strongly recommended but not required for patients with latent TB, since the latent variation of the disease is not active or contagious and only five to ten percent of cases progress to active Tuberculosis. (The NC Communicable Disease Section requires CCPH to maintain a 65 percent treatment completion. The CCPH FY 2010/11 rate was 78 percent.)
6. In an effort to facilitate community-wide, sustainable improvements to Catawba County’s health priorities (access to care, cancer, obesity and substance abuse), Catawba County Health Partners, Inc. will increase the number of local policy, systems,

and/or environmental (PSE) changes implemented by its community coalitions by 25 percent. (In Fiscal Year 2010/11, the coalitions achieved 10 PSE changes.) PSE changes are broad-based strategies that affect a large population and help make the healthy choice the default choice in a community. They are viewed as the gold standard in public health practice for their ability to affect long-term statistical improvement in disease and mortality rates.

7. To engage clients and the public in alignment with Catawba County Public Health's strategic plan and outcomes, Health Promotion will assure the implementation and evaluation of four evidence-based health education, promotion, marketing, and/or communication practices in the service areas of Adult Health/STDs, Immunizations, Air Quality, and Dental.

BIOTERRORISM PREPAREDNESS AND RESPONSE

Statement of Purpose

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

Outcomes

1. Catawba County Public Health staff will be prepared and ready to respond to Public Health threats by participating in annual preparedness training and demonstrating a 90 percent competency score. (No State, regional, or local comparison data available.)
2. Catawba County Public Health will demonstrate the capability to receive, store, and distribute the Strategic National Stockpile (SNS) by achieving a score of 95.5 percent on the annual local Public Health SNS Plan review, benchmarked to Centers for Disease Control and Prevention (CDC) standards. The 2010 State average was 52.5 percent; the 2010 Region 7 average was 82.6 percent; and, the 2010 CCPH score 86 percent.

WOMEN, INFANTS, AND CHILDREN (WIC)

Statement of Purpose

The WIC program is a Federally funded initiative with both State and local management that provides nutrition education and supplemental foods to eligible women, infants, and children of Catawba County. State data proves that WIC lowers infant mortality by 25 to 66 percent among Medicaid beneficiaries who participated in WIC as compared to Medicaid beneficiaries who did not participate in WIC and saves public health dollars in North Carolina. Every WIC dollar spent on a pregnant woman saves \$3.13 in Medicaid cost during the first 60 days of an infant's life.

Outcomes

1. To maximize the growth and development of infants and children through improved nutritional status, the WIC Program will maintain participant caseload at a minimum of 97 percent of the State WIC program assigned base caseload and serve 90 percent of the Catawba County population at risk (PAR). No State comparison data is available.
2. Thirty-five percent of women enrolled in the Breastfeeding Peer Counselor Program will continue to breastfeed their infant(s) for a duration of 6 weeks or longer. This will expose the mother and newborn to the many health benefits linked by research to breastfeeding. In 2010, 32.9 percent of WIC participants breastfed their infants for 6 weeks or longer.
3. To promote the use of locally grown fruits and vegetables and support local farmers markets, 50 percent of WIC participants who receive Farmer's Market vouchers will redeem them in order to receive fresh fruits and vegetables (2010- 27.72 percent). To further this effort, CCPH will additionally work with the State to explore bringing a local farmers market to the CCPH campus to offer convenient access to fresh fruits and vegetables.

Other Human Services

Organization: 510050

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
General Fund	\$81,600	\$100,000	\$100,000	\$100,000	0%
Total	\$81,600	\$100,000	\$100,000	\$100,000	0%
Expenses					
Medical Examiner	\$81,600	\$100,000	\$100,000	\$100,000	0%
Total	\$81,600	\$100,000	\$100,000	\$100,000	0%

Budget Highlights

Medical Examiner fees cover the State mandated costs for autopsies.

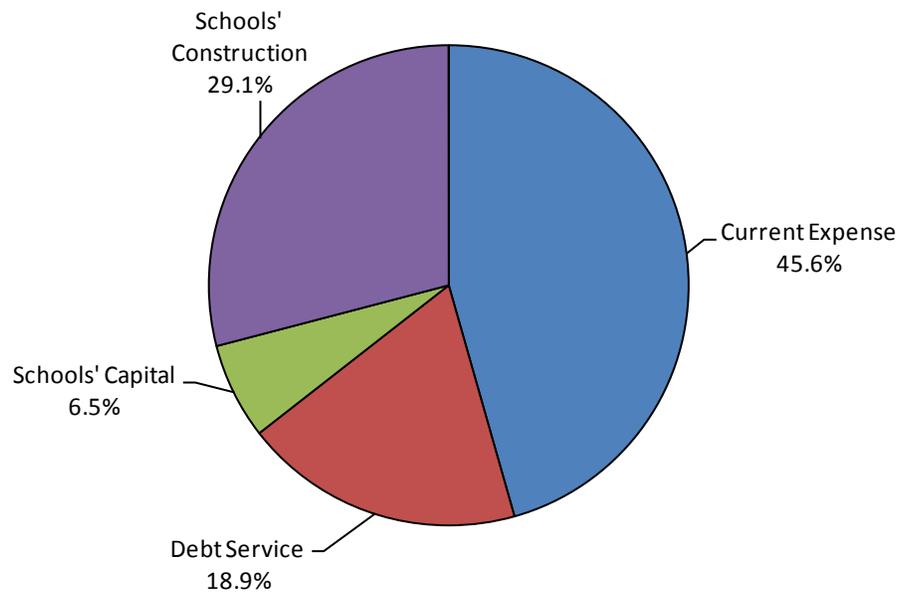
Per North Carolina General Statutes, fees for the Medical Examiner are as follows:

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

EDUCATION

The County has budgeted \$87,851,588 or 39.5 percent of the total budget for education expense. This includes \$40,055,274 for current expenses for the three school districts and Catawba Valley Community College (CVCC) and capital and construction expenses total \$31,224,721. The Debt Service amount for education is \$16,571,593.

Public education is a major responsibility of County government. In recent years, Catawba County has undertaken major initiatives to both support effective education and to secure accountability for the use of educational funding.



Education

Organization: 710050

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
1st 1/2% Sales Tax	\$3,913,966	\$3,336,977	\$3,451,338	\$3,499,695	4.88%
1st 1/2% Sales Tax - Food	0	498,629	498,198	488,561	-2.02%
1/4 Cent Sales Tax	309,335	324,746	306,206	309,208	-4.78%
Fines & Forfeitures	796,001	1,005,156	879,375	858,305	-14.61%
General Fund	34,579,649	34,588,144	35,063,486	34,899,505	0.90%
Total	\$39,598,951	\$39,753,652	\$40,198,603	\$40,055,274	0.76%
Expenses					
Catawba County					
Base Budget	\$24,719,250	\$24,759,374	\$24,888,400	\$24,801,580	0.17%
Fines & Forfeitures	563,825	708,398	600,000	599,900	-15.32%
Subtotal	\$25,283,075	\$25,467,772	\$25,488,400	\$25,401,480	-0.26%
Hickory City					
Base Budget	\$6,295,169	\$6,157,601	\$6,330,625	\$6,378,376	3.59%
Fines & Forfeitures	137,014	176,177	179,375	154,280	-12.43%
Subtotal	\$6,432,183	\$6,333,778	\$6,510,000	\$6,532,656	3.14%
Newton-Conover					
Base Budget	\$4,171,463	\$4,214,453	\$4,330,770	\$4,304,825	2.14%
Fines & Forfeitures	95,162	120,581	100,000	104,125	-13.65%
Subtotal	\$4,266,625	\$4,335,034	\$4,430,770	\$4,408,950	1.71%
Catawba Valley Community College	\$3,617,068	\$3,617,068	\$3,769,433	\$3,712,188	2.63%
Grand Total	\$39,598,951	\$39,753,652	\$40,198,603	\$40,055,274	0.76%

Pupil Allocation 2012/13

	Catawba	Hickory	Newton-Conover	Total
Per Pupil				
Average Attendance	17,140	4,408	2,975	24,523
2012/13 County Base	\$1,284.00	\$1,284.00	\$1,284.00	\$1,284.00
Joint School Programs	52.00	52.00	52.00	52.00
2% Teacher Supplement	46.00	46.00	46.00	46.00
Technology	65.00	65.00	65.00	65.00
County Per Pupil Total	1,447.00	1,447.00	1,447.00	1,447.00
Fines & Forfeitures	35.00	35.00	35.00	35.00
School Fund Balance	7.00	7.00	7.00	7.00
Total Per Pupil	\$1,489.00	\$1,489.00	\$1,489.00	\$1,489.00
System Total				
2012/13 County Base	\$22,007,760	\$5,659,872	\$3,819,900	\$31,487,532
Joint School Programs	891,280	229,216	154,700	1,275,196
2% Teacher Supplement	788,440	202,768	136,850	1,128,058
Technology	1,114,100	286,520	193,375	1,593,995
Fines & Forfeitures	599,900	154,280	104,125	858,305
School Fund Balance	119,980	30,856	20,825	171,661
Total	\$25,521,460	\$6,563,512	\$4,429,775	\$36,514,747

Budget Highlights

Current expense funding assists the County's three school systems with operating needs, including both instructional programs and support services. The budget increases County per pupil funding by one percent or \$353,353 from \$1,433 to \$1,447 resulting in total funding to the County's three school systems of \$35,484,781. North Carolina General Statutes allow the Board of Commissioners to allocate current expense funding in a variety of ways. Catawba County has always provided a lump sum amount per pupil and left the decision where to spend with the school boards. The School Budget and Fiscal Control Act requires the County to fund each school system the same amount per pupil based on average daily membership (ADM) figures certified by the State and based on the highest attendance figures of the first two out of three months of the school year.

The base budget for each school includes funds for jointly operated school programs -- Challenger High School, Conover School for Exceptional Children, the Adolescent and Children in Treatment (ACT) Program, Community Schools, Hickory Career & Art Magnet School core program, and the bus garage. Since the funding for these special programs is combined in the base allocation, the three superintendents work out a method to reimburse each other for these inter-system program costs.

State certified enrollment numbers for the three school systems project a total student population of 24,523, which is a net increase of 7 students. State certified student enrollment

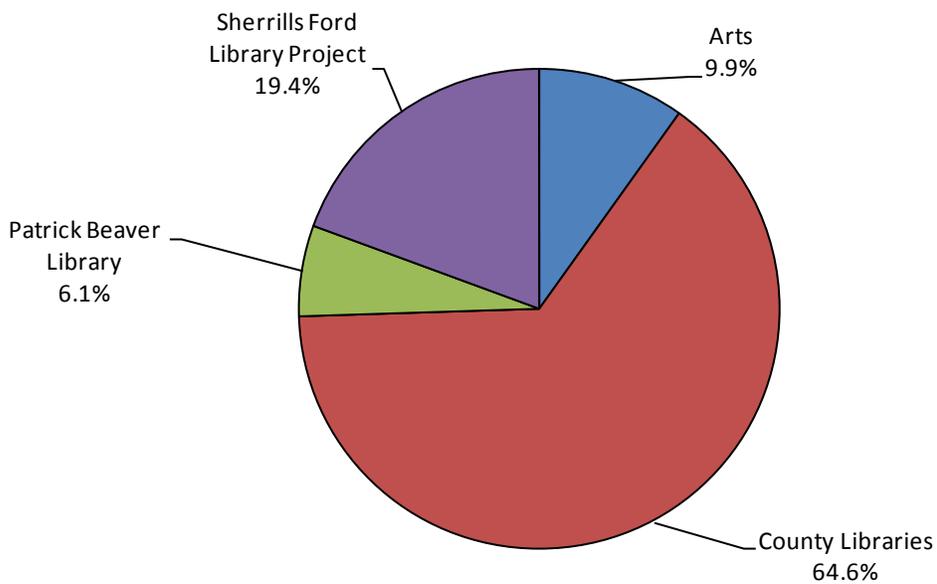
numbers for Catawba County Schools decreased by 138, Newton-Conover City Schools increased by 34, and Hickory Public Schools increased by 111.

The budget also increases current expense funding to CVCC by \$95,120 or 2.6 percent with a total budget of \$3,687,855 next year. Barring any major changes in funding for other community colleges, this funding is expected to maintain the County's current ranking of 15th out of 58 community colleges.

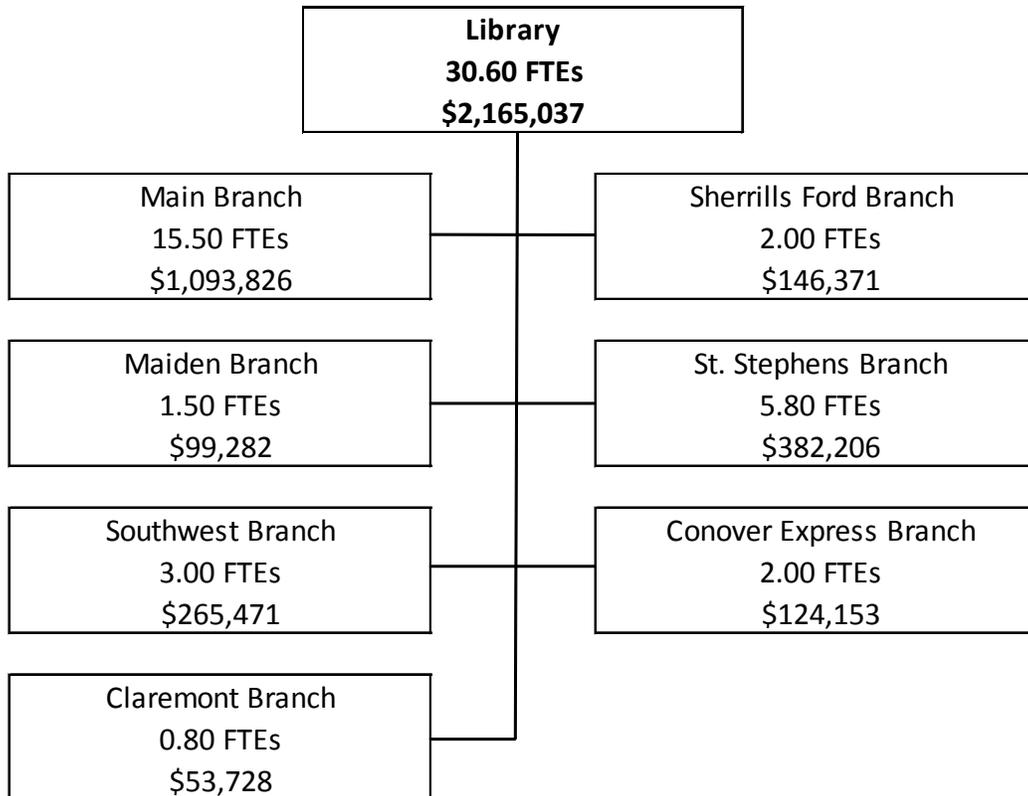
Fines and forfeitures are passed through to the school systems from the Courts, the County has no control over this revenue. The budget for fines and forfeitures is decreased to be more reflective of the revenue received.

CULTURE

This function is composed of the County Library system, the Historical Museum, Catawba County Council for the Arts, Salt Block, Newton-Conover Auditorium, and the Patrick Beaver Memorial Library. The Main Library is located in Newton with branch facilities in the Maiden, Sherrills Ford, St. Stephens, Mountain View, Conover, and Claremont areas. The County has budgeted \$2,701,037 in support of the library system, culture, and the arts. Additionally, the budget includes \$650,000 toward the Sherrills Ford Library project.



Catawba County Government



County Library

Reinventing Department

					Summary
	2010/11	2011/12	2012/13	2012/13	Percent
	Actual	Current	Requested	Approved	Change
Revenues					
State	\$176,167	\$146,645	\$146,290	\$146,290	0%
Local	58,174	54,404	52,102	52,102	-4%
Charges & Fees	61,551	51,050	48,100	48,100	-6%
Miscellaneous	4,988	1,010	1,074	1,074	6%
General Fund	1,839,657	1,867,066	1,914,381	1,917,471	3%
Total	\$2,140,537	\$2,120,175	\$2,161,947	\$2,165,037	2%
Expenses					
Personal Services	\$1,539,083	\$1,524,094	\$1,524,257	\$1,527,347	0%
Supplies & Operations	601,454	596,081	637,690	637,690	7%
Capital	0	0	0	0	0%
Total	\$2,140,537	\$2,120,175	\$2,161,947	\$2,165,037	2%
Expenses by Division					
Main	\$1,129,826	\$1,087,602	\$1,090,736	\$1,093,826	1%
Sherrills Ford	142,924	141,236	146,371	146,371	4%
Maiden	116,937	114,878	99,282	99,282	-14%
St. Stephens	380,228	391,398	382,206	382,206	-2%
Southwest	246,196	254,462	265,471	265,471	4%
Conover	72,576	74,300	124,153	124,153	67%
Claremont	51,850	56,299	53,728	53,728	-5%
Total	\$2,140,537	\$2,120,175	\$2,161,947	\$2,165,037	2%
Employees					
Permanent	32.10	30.60	30.60	30.60	0%
Hourly	1.58	1.58	1.58	1.58	0%
Total	33.68	32.18	32.18	32.18	0%

Fiscal Year 2010/11 Outcome Achievements

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

Budget Highlights

As the Library is a Reinventing Department, the focus is on outcomes when budgeting. Fiscal Year 2012/13 outcomes continue to be structured around the department's five year strategic plan, and emphasize early educational development, digital literacy, preservation of history, youth enrichment, and excellent customer service.

Performance Measurement

Fiscal Year 2012/13

The Library's Fiscal Year 2012/13 outcomes emphasize early educational development, digital literacy, adult education, youth enrichment, and excellent customer service. The Main Library continues to offer quality educational development opportunities by presenting 150 "Ready to Learn" story programs and circulating 2,000 books in daycare centers. To reflect the importance of technology in society, the Main Library has increased its target for providing computer workshops by 33 percent (ten workshops), offering 40 in the upcoming fiscal year. These workshops, which are in areas such as basic computer skills, improving resumes and video conferencing, help contribute to the economic development of Catawba County by increasing the digital literacy of the community.

The Library continues to place a high priority on genealogy, with the department compiling the 2010 *Hickory Daily Record* and *Observer News-Enterprise* for addition to the County's online index, as well as by presenting adult programming in areas such as beginning genealogy strategies and online genealogy research tools. Children's education remains a high priority as well, with the Main Library and almost all branch libraries having outcomes in the areas of children's summer programming and support science, technology, engineering, and math (STEM) learning.

One new outcome is the implementation of floating collections for DVD resources at all Library locations. These floating collections allow DVD resources to remain at the Library where they are returned, rather than sending them to a designated branch. This will ensure the Library's courier service is efficiently used and help to diversify the DVD resources available to all citizens.

Fiscal Year 2011/12

At mid-year, the Library had achieved, or is on target to achieve, all of its outcomes. To encourage an early love of reading, the Main Library in Newton had presented 81 story programs to 955 children and caregivers, as well as distributed 1,275 books to area daycare centers. The Library also continues to promote digital literacy, with its 21 computers being used 26,415 times in the first half of the year. To promote the continued use of technology, Library staff has also provided 16 computer training sessions for 110 people and expects to meet the goal of 30 programs by year end.

The Library continued its partnership with the Hickory Public Libraries, working together to present two genealogy programs during the first half of the fiscal year. Additionally, the Library continues to run a courier service throughout the County, providing service to the branch libraries four days per week and the City of Hickory's Patrick Beaver Library one day per week.

The Library continues to provide programming options for citizens. To date, the Main branch has registered 481 children for five summer reading programs. Three programs were also offered to

elementary aged children in the area of support science, technology, engineering, and math. Adult learning is a priority as well, with the Library offering twenty programs for 357 adults during the first half of the year. These programs included topics such as southern literature, genealogy tips, small business seminars, and a program on the 10th anniversary of 9/11.

The Main Library and all six branch libraries are on track to meet their established outcomes for the fiscal year in areas such as child and adult programming, customer satisfaction, and digital literacy.

Fiscal Year 2010/11

The Library achieved all 34 of its outcomes for Fiscal Year 2010/11, which includes the Main Branch and seven branch libraries. These outcomes focus on promoting the love of reading and lifelong learning for youth and adults alike. At the Main Branch, the Library presented 58 preschool story programs for 1,146 children and caregivers, as well as circulated 4,920 books to eight County daycare centers. Additionally, to promote the Library to school aged children, the Main Library provided information and library card applications to all school systems, and was successful in issuing 454 new library cards to these school aged children.

To ensure that not only the Library's facilities, but the materials within, are used, the Library and all branches set goals for maintaining a per capita circulation rate higher than the State average of 2.53. This was successful, with the Main Branch maintaining a per capita circulation rate of 4.97 and all branches maintaining a rate higher than 2.6. Catawba County's Library system was also successful in providing enrichment opportunities for adults, with all branches achieving goals surrounding adult programming.

While print materials remain an important part of its mission, the Library also recognizes the growing importance of digital literacy in the community. As such, all Library branches were successful in meeting goals surrounding digital literacy. Specifically, the Library system maintained over 60 computers for public access, and the Main and several branches including Southwest and St. Stephens offered structured computer workshops.

Customer satisfaction is a top priority of the Library, and this is reflected in its goal for each branch to maintain at least a 95 percent customer satisfaction rating based on its annual customer service survey. Each branch was successful in this goal, with the Main, Maiden, St. Stephens, and Claremont branches achieving a perfect 100 percent customer satisfaction rating. Additionally, each branch met its goal of providing important branch specific information to the Library Public Information Officer to distribute in the form of the Library newsletter, newspaper column, and other special media releases.

MAIN LIBRARY

Statement of Purpose

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

Outcomes

1. Provide preschool children and their caregivers educational early learning activities by offering at least 150 "Ready to Learn" story programs at the Main Library.
2. Librarians will help connect preschool children with high quality reading materials by circulating at least 2,000 books in daycare centers.
3. Main Library will promote reading and help reinforce children's reading skills by registering at least 400 school aged children and teens for summer reading enrichment activities and providing at least six reading programs during the summer months.
4. Promote reading and support science, technology, engineering, and math (STEM) learning by offering at least six reading enrichment programs during the school year at the Main Library.
5. Promote diversity appreciation with the County's youth by creating at least four displays and bibliographies in the children's, juvenile, and/or teen areas that provide education about several different cultures, holidays, and traditions.
6. Main Library will help meet the technology needs of citizens by continuing to maintain 21 public computers with access to the Library catalog, the Internet, standard software applications, and excellent online information resources.
7. Main Library will contribute to the economic revitalization of Catawba County by providing at least 40 computer workshops such as online job searching, creating and improving resumes, basic computer skills, searching the Internet, and video conferencing (Skype) to help adults increase their technology and job searching skills.
8. The library system will help customers find valid and reliable sources of information by promoting the use of NCLive and recording at least 20,000 sessions during the year. NCLive is a free Statewide online library service that provides North Carolinians with resources that support education, enhance Statewide economic development, and increase quality of life. Resources include eBooks, magazines, newspapers, journals, media, and other materials for all ages on topics ranging from careers, business, and investing, to auto repair, health, history, and genealogy.

9. To promote and preserve Catawba County's history, Main Library will compile and prepare the 2010 *Hickory Daily Record* and *Observer News-Enterprise* obituaries for addition to the Rhodes Room online index.
10. Encourage lifelong learning and reading by sponsoring at least six adult programs at the Main Library. Programs will include topics such as beginning Genealogy strategies, online Genealogy tools, author readings and book signings, and culturally diverse programs. At each program, library materials will be highlighted to support further reading and learning opportunities. The Library will encourage a partnership with the Hickory Public Library for Genealogy or other appropriate programs.
11. To meet the preferences of an increasing population who use digital devices to retrieve information, the library system will continue to participate in the North Carolina Digital Library consortium to increase the shared collection of eBooks, eAudiobooks, eVideorecordings, and eMusic on the Library website by 5 percent. The current count of these collections is 24,624 and the Library will help the consortium to add at least 1,231 items.
12. Catawba County Library System will meet the educational, personal, and professional knowledge needs of the Catawba County community by maintaining a total print and non-print circulation per capita rate of 6.5 (Fiscal Year 2009/10 per capita circulation rate for all library systems in North Carolina was 4.73). This exceeds the standards for North Carolina Public Libraries for a "B" grade library by 1.5 items per capita, and is 0.5 items per capita short of reaching the ultimate goal of an "A" grade library.
13. Catawba County citizens will experience excellent customer service through facilities, services, and collections that are convenient, accurate and meet community needs. This will be measured by maintaining a 95 percent or better rating of staff service as "excellent" or "good" on the Library system's annual customer service survey.
14. To provide excellent customer service and convenient access to all the resources of the County libraries, the Library will continue to run a courier service four times per week to the branch libraries and once per week to the Patrick Beaver Library.
15. Ensure that Catawba County citizens have access to accurate and complete information about the Library services available to them by producing effective publicity tools which include: a monthly newsletter, a weekly newspaper column, webpage updates, and frequent posts to social networking tools.
16. To ensure efficient use of the Library's courier service and to diversify the film selection in all libraries, floating collections will be implemented for DVD resources. This will allow DVDs to remain at the location where they are returned rather than belonging to one assigned branch library.

SHERRILLS FORD BRANCH LIBRARY

Statement of Purpose

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

Outcomes

1. Provide preschool children and their caregivers educational early learning activities by offering at least 75 “Ready to Learn” story programs at the Sherrills Ford Branch Library.
2. Librarians will help connect preschool children with high quality reading materials by circulating at least 1,750 books in daycare centers.
3. To help meet the technology needs of the citizens, the Sherrills Ford Branch Library will continue to maintain five public access computers and provide access to the Library catalog, the Internet, standard software applications, and online information resources.
4. Promote reading and support science, technology, engineering, and math (STEM) learning by offering at least five reading enrichment programs during the school year at the Sherrills Ford Branch Library.
5. Sherrills Ford Branch Library will promote reading and help reinforce children’s reading skills by registering at least 100 school aged children and teens for summer reading enrichment activities and provide six reading programs during the summer months.
6. Catawba County citizens will experience excellent customer service through facilities, services, and collections that are convenient, accurate and meet community needs. This will be measured by maintaining a 95 percent or better rating of staff service as “excellent” or “good” on the Library system’s annual customer service survey.
7. To continue progress towards the construction of a new Sherrills Ford Library, the Library will continue to work with County’s Purchasing department and architects to ensure the new facility meets the informational needs of citizens. Current projections indicate this new library will open sometime in late 2013.
8. To provide citizens with access to accurate and complete Library information, Sherrills Ford Branch Library will provide branch specific information each month for the Library newsletter, newspaper column, and other special media releases, and by distributing copies of the monthly newsletter to Library patrons.

MAIDEN BRANCH LIBRARY

Statement of Purpose

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

Outcomes

1. Provide preschool children and their caregivers educational early learning activities by offering at least 52 planned “Ready to Learn” story programs at the Maiden Branch Library, as well as 15 unplanned story times when children are present in the Library (e.g. after school). “Ready to Learn” story times will be increased from 45 minutes to 1 hour to allow for increased activity.
2. Librarians will help connect preschool children with high quality reading materials by circulating at least 1,200 books in daycare centers.
3. To help meet the technology needs of citizens, the Maiden Branch Library will continue to maintain the current three public access computers, as well as add two additional laptop computers to reduce technology wait times. These computers will provide access to the Library catalog, the Internet, standard software applications, and online information resources.
4. Provide at least two library technology related programs (e.g. North Carolina Digital Library, Tumblebooks, Job help, etc.) to promote digital literacy in the community.
5. Promote reading and support science, technology, engineering, and math (STEM) learning by offering at least five reading enrichment programs during the school year at the Maiden Branch Library.
6. The Maiden Branch Library will promote reading and help reinforce children’s reading skills by registering at least 100 children and teens for summer reading enrichment activities and providing at least six reading programs during the summer months.
7. Catawba County citizens will experience excellent customer service through facilities, services, and collections that are convenient, accurate, and meet community needs. This will be measured by maintaining a 95 percent or better rating of staff service as “excellent” or “good” on the Library system’s annual customer service survey.
8. To provide citizens with access to accurate and complete Library information, Maiden Branch Library will provide branch specific information each month for the Library newsletter, newspaper column, and other special media releases, and by distributing copies of the monthly newsletter to Library patrons.

ST. STEPHENS BRANCH LIBRARY

Statement of Purpose

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

Outcomes

1. Provide preschool children and their caregivers educational early learning activities by offering at least 150 "Ready to Learn" story programs at the St. Stephens Branch Library.
2. Librarians will help connect preschool children with high quality reading materials by circulating at least 4,000 books in daycare centers.
3. St. Stephens Library will help meet the technology needs of citizens by maintaining 12 public computers with access to the Library catalog, the Internet, standard software applications, and excellent online information resources.
4. Provide teens (ages 13-17) with three programs that enhance technological skills or meet the needs and interests of teens and their family members. These programs may include topics such as Skype, health and nutrition, and career pathways.
5. St. Stephens Library will contribute to the economic revitalization of Catawba County by providing at least 30 computer workshops such as online job searching, creating and improving resumes, basic computer skills, searching the Internet, and video conferencing (Skype) to help adults increase their technology and job searching skills.
6. St. Stephens Branch Library will promote reading and help reinforce children's reading skills by registering at least 225 school aged children and teens for summer reading enrichment activities and provide at least six reading programs during the summer months.
7. Promote reading and support science, technology, engineering, and math (STEM) learning by offering at least six reading enrichment programs during the school year at the St. Stephens Branch Library.
8. Catawba County citizens will experience excellent customer service through facilities, services, and collections that are convenient, accurate, and meet community needs. This will be measured by maintaining a 95 percent or better rating of staff service as "excellent" or "good" on the Library system's annual customer service survey.

9. To provide citizens with access to accurate and complete Library information, St. Stephens Branch Library will provide branch specific information each month for the Library newsletter, newspaper column, and other special media releases, and by distributing copies of the monthly newsletter to Library patrons.

SOUTHWEST BRANCH LIBRARY

Statement of Purpose

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

Outcomes

1. Provide preschool children and their caregivers educational early learning activities by offering at least 100 “Ready to Learn” story programs at the Southwest Branch Library.
2. Librarians will help connect preschool children with high quality reading materials by circulating at least 2,000 books in daycare centers.
3. Southwest Branch Library will help meet the technology needs of citizens by continuing to maintain nine public computers with access to the Library catalog, the Internet, standard software applications, and excellent online information resources.
4. Southwest Branch Library will contribute to the economic revitalization of Catawba County by providing at least 20 computer workshops such as online job searching, creating and improving resumes, basic computer skills, searching the Internet and video conferencing (Skype) to help adults increase their technology and job searching skills.
5. Southwest Branch Library will promote reading and help reinforce children’s reading skills by registering at least 150 school aged children and teens for summer reading enrichment activities and provide at least nine reading programs during the summer months.
6. Catawba County citizens will experience excellent customer service through facilities, services, and collections that are convenient, accurate, and meet community needs. This will be measured by maintaining a 95 percent or better rating of staff service as “excellent” or “good” on the Library system’s annual customer service survey.
7. To provide citizens with access to accurate and complete Library information, Southwest Branch Library will provide branch specific information each month for the Library newsletter, newspaper column, and other special media releases, and by distributing copies of the monthly newsletter to Library patrons.

CONOVER EXPRESS LIBRARY

Statement of Purpose

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

Outcomes

1. Conover Branch Librarians will help connect preschool children with high quality reading materials by circulating at least 1,200 books in daycare centers.
2. Provide preschool children and their caregivers educational early learning activities by offering at least 50 "Ready to Learn" story programs at the Conover Branch Library.
3. Promote reading and support science, technology, engineering, and math (STEM) learning by offering at least four reading enrichment programs during the school year at the Conover Branch Library.
4. The Conover Branch Library will promote reading and help reinforce children's reading skills by registering at least 50 children and teens for summer reading enrichment activities during the summer months.
5. The Conover Branch Library will help meet the technology needs of citizens by continuing to maintain 16 public computers with access to the Library catalog, the Internet, standard software applications, and excellent online information resources.
6. The Conover Branch Library will contribute to the economic revitalization of Catawba County by providing at least 30 computer workshops to help adults increase their technology and job searching skills.
7. Encourage lifelong learning and reading by sponsoring 10 adult programs. Planned programs would include author readings and book signings, book talks, etc. At each program, library materials will be highlighted to support further reading and learning opportunities.
8. Catawba County citizens will experience excellent customer service through facilities, services, and collections that are convenient, accurate, and meet community needs. This will be measured by maintaining a 95 percent or better rating of staff service as "excellent" or "good" on the Library system's annual customer service survey.
9. To provide citizens with access to accurate and complete Library information, Conover Branch Library will provide branch specific information each month for the Library newsletter, newspaper column, and other special media releases, and by distributing copies of the monthly newsletter to Library patrons.

CLAREMONT BRANCH LIBRARY

Statement of Purpose

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

Outcomes

1. Provide preschool children and their caregivers educational early learning activities by offering at least 50 “Ready to Learn” story programs at the Claremont Branch Library.
2. Promote reading and support science, technology, engineering, and math (STEM) learning by offering at least four reading enrichment programs during the school year at the Claremont Branch Library.
3. The Claremont Branch Library will promote reading and help reinforce children’s reading skills by registering at least 50 children and teens for summer reading enrichment activities during the summer months.
4. The Claremont Branch Library will help meet the technology needs of citizens by continuing to maintain seven public computers with access to the Library catalog, the Internet, standard software applications, and excellent online information resources.
5. The Claremont Branch Library will contribute to the economic revitalization of Catawba County by providing at least 15 computer workshops such as online job searching, creating and improving resumes, basic computer skills, searching the Internet and video conferencing (Skype) to help adults increase their technology and job searching skills.
6. Encourage lifelong learning and reading by sponsoring four adult programs. Planned programs would include author readings and book signings, book talks, etc. At each program, library materials will be highlighted to support further reading and learning opportunities
7. Catawba County citizens will experience excellent customer service through facilities, services, and collections that are convenient, accurate, and meet community needs. This will be measured by maintaining a 95 percent or better rating of staff service as “excellent” or “good” on the Library system’s annual customer service survey.
8. To provide citizens with access to accurate and complete Library information, Claremont Branch Library will provide branch specific information each month for the Library newsletter, newspaper column, and other special media releases, and by distributing copies of the monthly newsletter to Library patrons.



Other Cultural Activities

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Miscellaneous	\$0	\$0	\$0	\$0	0%
General Fund	521,000	501,450	590,560	536,000	7%
Total	\$521,000	\$501,450	\$590,560	\$536,000	7%
Expenses					
Historical Museum	\$71,000	\$69,950	\$72,000	\$72,000	3%
National Register	0	4,000	4,000	4,000	0%
Newton-Conover Auditorium	12,000	11,400	12,000	12,000	5%
Old Post Office Playhouse	0	0	40,000	0	0%
Patrick Beaver Library	195,000	185,250	219,918	205,000	11%
Salt Block Foundation	100,000	95,000	100,000	100,000	5%
United Arts Council	143,000	135,850	142,642	143,000	5%
Total	\$521,000	\$501,450	\$590,560	\$536,000	7%

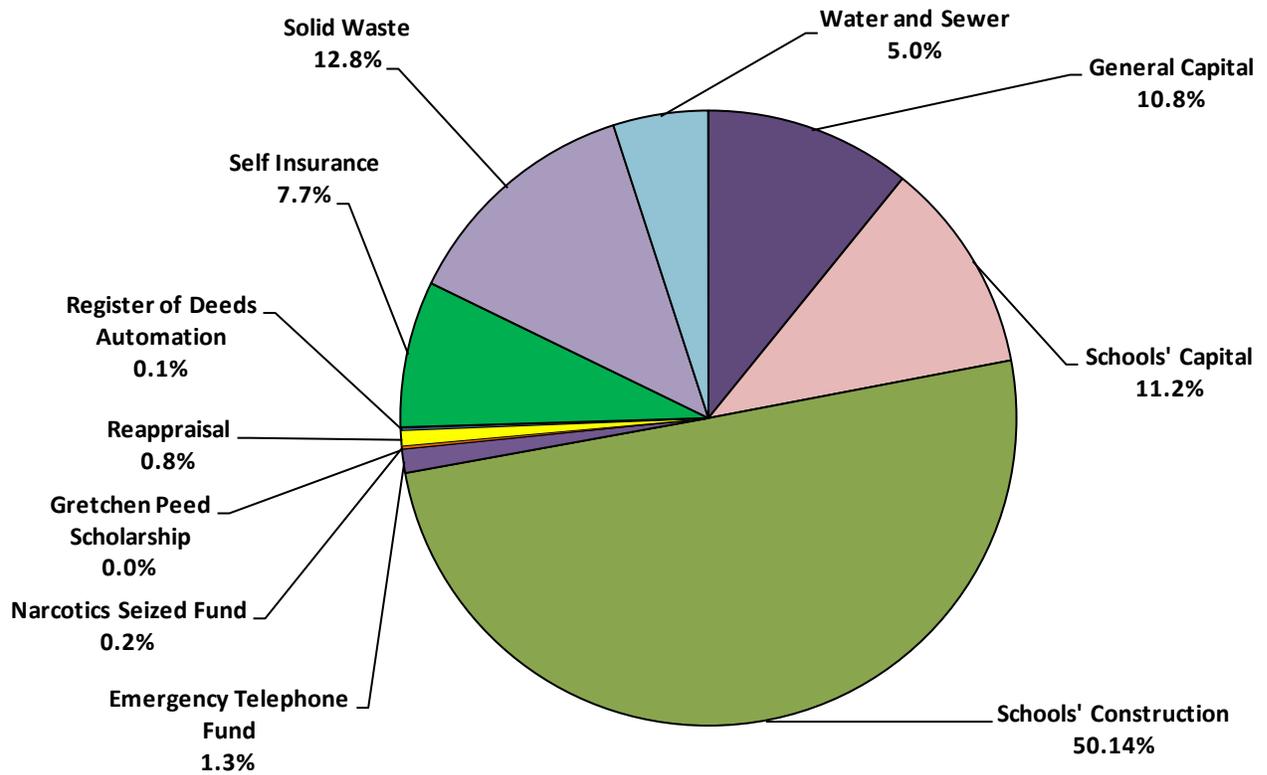
Budget Highlights

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

Both the SALT Block (which houses Catawba Science Center, the Hickory Museum of Art, the United Arts Council and Western Piedmont Symphony) and the Newton-Conover Auditorium Authority receive County funding toward the upkeep and maintenance of these facilities. Operational funding continues for the Historical Museum, which resides in the 1924 Courthouse, along with funding to assist with processing applications for the National Register of Historic Properties in the County.

OTHER FUNDS

The Other Funds function is comprised of several other General Fund types, Special Revenue Funds, Construction or Project Funds, and Enterprise Funds. These expenditures include capital projects for County buildings, Schools capital and construction, Reappraisal activities, Solid Waste Management, and Self Insurance.



Self Insurance Fund

Fund 115

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Charges & Fees	\$7,632	\$7,000	\$7,000	\$7,000	0%
Employee Dental Contribution	231,429	225,000	275,000	271,500	21%
Emp/Retiree Health Contribution	1,637,479	1,461,000	1,400,000	1,445,000	-1%
Indirect Cost	129,000	136,000	139,000	139,000	2%
Miscellaneous	81,337	0	0	0	0%
Fund Balance	(1,079,801)	0	(2,420)	50,000	0%
S/T Disability Premiums	81,678	80,000	76,650	76,650	-4%
Group Health/Dental Premiums	0	0	0	0	0%
Special Contingency	0	150,000	150,000	150,000	0%
Health Co-Pay	(80)	35,400	34,320	34,320	-3%
General Fund	1,753,500	1,782,250	1,876,360	1,747,180	-2%
Total	\$2,842,174	\$3,876,650	\$3,955,910	\$3,920,650	1%
Expenses					
Capital	\$0	\$0	\$0	\$0	0%
Contractual Services	164,529	123,000	144,000	124,000	1%
County EAP	25,824	26,000	26,000	26,000	0%
Employee Dental Claims	263,954	275,000	253,500	253,500	-8%
Employee/Retiree Health Claims	878,523	1,461,000	1,445,000	1,445,000	-1%
IBNR	5,407	0	0	0	0%
Property & General Liability Claims	20,120	150,000	150,000	150,000	0%
Property & General Liability Premiums	478,287	500,000	500,000	500,000	0%
Retiree Group Health	172,603	200,000	231,000	231,000	16%
Security/Safety Supplies	5,000	0	15,260	0	0%
Self Ins. Collision	0	5,000	5,000	5,000	0%
Self Ins. Comprehensive	85	5,000	5,000	5,000	0%
Special Contingency	0	150,000	150,000	150,000	0%
S/T Disability Payments	84,477	80,000	80,000	80,000	0%
Wellness - Supplies & Operations	140,514	178,400	177,900	177,900	0%
To General Fund	55,924	0	0	0	0%
Unemployment Insurance	95,920	150,000	200,000	200,000	33%
Workers Compensation Claims	298,340	400,000	400,000	400,000	0%
Workers Compensation Premiums	152,667	173,250	173,250	173,250	0%
Total	\$2,842,174	\$3,876,650	\$3,955,910	\$3,920,650	1%
Expenses by Division					
Wellness	\$140,514	\$178,400	\$177,900	\$177,900	0%
Employee Insurance	1,574,025	2,152,000	2,166,500	2,146,500	0%
Liability	668,857	969,500	1,034,760	1,019,500	5%
Workers Compensation	458,778	576,750	576,750	576,750	0%
Total	\$2,842,174	\$3,876,650	\$3,955,910	\$3,920,650	1%

Budget Highlights

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

Thanks to major plan design changes and premium increases two years ago, health insurance claims and costs have stabilized. The budget maintains a consistent county share of premiums for all three plans, and a consistent share for employees on two of the three plans. Employees who choose a plan with enhanced health benefits will pay 10 percent more.

County premiums for individual employees receiving dental coverage are also maintained, but employees with spouses and dependents on the plan will pay 27 percent more, consistent with the true cost and distribution of claims.

As Mental Health Partners (MHP) merges with additional counties to form Partners Behavioral Health Management, MHP employees are removed from health and dental insurance resulting in a reduction in both claims expenses and premiums.

Unemployment Insurance increased due to the reductions in force that have taken place in the past several years and the federal policy change that continues to extend the number of weeks unemployment benefits are paid.

Reappraisal Fund

Fund 140

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Investment Earnings	\$5,397	\$0	\$0	\$0	0%
Fund Balance	44,269	26,000	0	27,000	4%
General Fund	397,685	371,643	407,551	382,150	3%
Total	\$447,351	\$397,643	\$407,551	\$409,150	3%
Expenses					
Personal Services	\$343,281	\$318,935	\$322,221	\$323,820	2%
Supplies & Operations	81,484	52,708	85,330	85,330	62%
Capital	22,586	26,000	0	0	0%
Total	\$447,351	\$397,643	\$407,551	\$409,150	3%
Employees					
Permanent	7.00	6.00	6.00	6.00	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	7.00	6.00	6.00	6.00	0%

Budget Highlights

The Reappraisal budget is an increase of 3 percent due to data mailers the department will send out during the year. These data mailers are sent to all property owners in Catawba County every four years, informing the owner of the property listed with the County. This allows citizens to verify the record and creates an opportunity to list any changes, improvements, or errors in the County's records. This not only increases transparency in the revaluation process, but helps the County to maintain accurate records of all property in the County as it prepares for the next revaluation of property in 2015. Due to the cyclical nature of these expenses, \$27,000 in Reappraisal Fund Balance is budgeted to cover the increased printing and postage costs of the mailers.

REAPPRAISAL

Statement of Purpose

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

Outcomes

1. Defend the County's position on property value appeals to the North Carolina Property Tax Commission resulting from the 2011 Revaluation. As of May 2012, the County had 19 properties under appeal to the Property Tax Commission. In combination with the County's Legal department, revaluation staff will seek to ensure that all property is fairly and equitably assessed in accordance with the 2011 adopted Schedule of Values.
2. 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 (those which are considered a typical market transaction).
 - c. Valid sales to be used in Comparative Sales (Market) approach to determine 2015 values.
3. In preparation for a 2015 Countywide Revaluation, the following activities are to be accomplished:
 - a. Initiate land pricing activities by September 2012, which consists of collecting, verifying, and analyzing existing land sales to be used in developing the 2015 schedule of values.
 - b. Mail and process Residential Data Verification and Commercial/Industrial Income and Expense Statement Request Forms during February-April 2013 to insure an accurate database and development of an income approach to value properties.
4. Provide quality customer service by responding to all taxpayer inquiries within 24 hours of receipt and resolving outstanding issues within five business days as evidenced by monitoring and verification by supervisors within department.
5. Improve the efficiency and flexibility of the Revaluation Office through implementation of new mass appraisal software and mobile technology by December 2012. This new technology will eliminate redundancies and allows for systems integration between the County's tax billing, GIS, building inspection, Register of Deeds, and reappraisal software systems.

Register of Deeds Automation & Preservation

Fund 160

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Charges & Fees	\$49,697	\$52,001	\$0	\$0	0%
Miscellaneous	2,405	19,500	76,000	76,000	290%
Fund Balance Applied	21,649	0	0	0	0%
Total	\$73,751	\$71,501	\$76,000	\$76,000	6%
Expenses					
Contractual Services	\$73,751	\$71,501	\$76,000	\$76,000	6%
Supplies & Operations	0	0	0	0	0%
Total	\$73,751	\$71,501	\$76,000	\$76,000	6%

Budget Highlights

In 2002, new legislation created an Automation Enhancement and Preservation Fund and expanded the uniform fees for services charged by the Register of Deeds. This increase in fees is to be used to enhance the standards for instruments to be registered in the Office of the Register of Deeds. Revenues in this fund are to be spent on computer and imaging technology enhancements in the Register of Deeds Office.

Revenues are based on 10 percent of the total for Marriage Licenses, Recording of Legal Instruments, UCC Filing Fees, and Miscellaneous Revenues. The remaining 90 percent of these revenues are recorded in the Register of Deeds cost center in the General Fund.

Emergency Telephone System Fund

Summary

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenue					
911 Charges	\$0	\$0	\$0	\$0	0%
Miscellaneous	39,425	0	0	0	0%
911 Reimbursement	1,098,978	502,077	518,772	518,772	3%
From General Fund	0	0	0	0	0%
Fund Balance	0	(90,090)	129,590	129,590	-244%
911 Fund	914,645	175,358	0	0	0%
Total	\$2,053,048	\$587,345	\$648,362	\$648,362	10%
Expenses					
Personal Services	\$89,191	\$90,090	\$92,172	\$92,172	2%
Supplies & Operations	1,963,857	497,255	526,190	526,190	6%
Contingency	0	0	30,000	30,000	0%
911 Fund	0	0	0	0	0%
Total	\$2,053,048	\$587,345	\$648,362	\$648,362	10%
Expenses by Division					
Emergency Telephone System	\$1,963,857	\$497,255	\$556,190	\$556,190	12%
Wireless 911 Charges	21,829	22,013	22,358	22,358	2%
911 Addressing	67,362	68,077	69,814	69,814	3%
Total	\$2,053,048	\$587,345	\$648,362	\$648,362	10%
Employees					
Permanent	1.85	1.85	1.85	1.85	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	1.85	1.85	1.85	1.85	0%

Budget Highlights

A portion of the funding for the E-911 Communications Center comes from the statewide E-911 Surcharge placed on all landlines and wireless phones. The Emergency Telephone Fund is used to account for the restricted 911 surcharge revenue distributed by the NC 911 Board to each primary Public Safety Answering Point (PSAP) in the State. Annual funding is based on a formula driven by the average expenses in previous years.

The budget increased 10 percent based on the following changes:

- Telephone service expenses related to transitioning from AT&T to Intrado, which will improve back-up options for the E-911 Center.
- Repair and maintenance expenses to fund needed quality assurance software updates, a scheduled increase in the cost of the recording system, and replacement of batteries for the universal power supply system (UPS).
- Computer Aided Dispatch (CAD) workstation replacement.

- Contingency to allow the E-911 Communications Center to react quickly to unexpected expenses.



Citizens' Alert System

Fund 204

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Local	\$11,521	\$11,521	\$11,521	\$11,521	0%
State	0	0	0	0	0%
Federal	20,000	20,000	20,000	20,000	0%
Miscellaneous	20,070	10,000	10,000	10,000	0%
Fund Balance	(10,578)	0	0	0	0%
From General Fund	15,285	15,056	15,624	15,624	4%
Total	\$56,298	\$56,577	\$57,145	\$57,145	1%
Expenses					
Personal Services	\$18,798	\$19,077	\$19,645	\$19,645	3%
Supplies & Operations	37,500	37,500	37,500	37,500	0%
Capital	0	0	0	0	0%
Total	\$56,298	\$56,577	\$57,145	\$57,145	1%
Employees					
Permanent	0.50	0.50	0.50	0.50	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	0.50	0.50	0.50	0.50	0%

Budget Highlights

Catawba County provides an alert system to allow the public to be contacted by phone, text, and e-mail in case of a large scale emergency. For Fiscal Year 2012/13, the budget applies \$20,000 in Emergency Management Program Grant funds and \$10,000 from Duke Energy (associated with the McGuire Nuclear Station) toward the cost of the system. The remaining \$27,145 is funded by the municipalities of Hickory, Newton, Catawba, Claremont, Conover, and the County. These municipalities contribute \$11,521 based on their population size, with the remaining \$15,624 provided by the County.

Federally Seized Funds

Fund 205

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Interest on Investments	\$3,382	\$0	\$0	\$0	0%
Sale of Properties	0	1,000	1,000	1,000	0%
Drug Reimbursement	16,815	20,000	20,000	20,000	0%
Fund Balance	34,863	87,487	39,238	59,238	-32%
Total	\$55,060	\$108,487	\$60,238	\$80,238	-26%
Expenses					
Supplies & Operations	\$55,060	\$56,033	\$30,238	\$24,323	-57%
Capital	0	22,454	0	25,915	15%
Drug Prevention Contingency	0	30,000	30,000	30,000	0%
Total	\$55,060	\$108,487	\$60,238	\$80,238	-26%

Budget Highlights

Expenditures in this cost center are funded by revenues received through the Federal Asset Sharing and Forfeiture Program as a result of Federal level narcotics investigations. The use of these funds is restricted to law enforcement purposes to enhance the investigation and prevention of drug related crime.

Funds are included in the budget to pay for 50 percent of the cost of evidence scanning and AFIS palm print equipment for the Sheriff's Department.

General Capital Projects Reserve

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Investment Earnings	\$7,142	\$0	\$0	\$0	0%
Fund Balance	1,893	0	0	0	0%
General Fund	300,000	0	0	0	0%
Total	\$309,035	\$0	\$0	\$0	0%
Expenses					
To General Fund	\$83,879	\$0	\$0	\$0	0%
To General Capital Projects	225,156	0	0	0	0%
Total	\$309,035	\$0	\$0	\$0	0%

Rescue Squads Fund

Fund 240

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Interest on Investments	\$11,018	\$0	\$0	\$0	0%
Miscellaneous	0	0	0	0	0%
Fund Balance	(26,395)	0	27,563	27,563	0%
Prior Year Ad Valorem	1,000,500	982,158	1,013,173	1,013,173	3%
Total	\$985,123	\$982,158	\$1,040,736	\$1,040,736	6%
Expenses					
Property & General Liability	\$71,695	\$88,021	\$88,021	\$88,021	0%
Accounting Services	13,300	13,300	13,300	13,300	0%
Medical 1st Response	338,600	338,602	338,602	338,602	0%
Rescue Squads Equipment Reserve	11,116	74,422	133,000	30,000	-60%
Catawba Capital	0	0	0	13,292	0%
Catawba Operating	67,208	70,677	70,677	70,677	0%
Claremont Capital	17,699	0	0	51,636	0%
Claremont Operating	75,223	75,301	75,301	75,301	0%
Hickory Capital	52,176	0	0	38,072	0%
Hickory Operating	125,715	107,203	107,203	107,203	0%
Maiden Operating	65,062	67,300	67,300	67,300	0%
Newton-Conover Operating	74,147	74,150	74,150	74,150	0%
Sherrills Ford Operating	73,182	73,182	73,182	73,182	0%
Total	\$985,123	\$982,158	\$1,040,736	\$1,040,736	6%

Budget Highlights

The budget continues funding for the six rescue squads in the County and the Medical First Responder Program. County funding for Rescue Squads is increased by three percent or \$31,015 from the Fiscal Year 2011/12 appropriation. Operational funding is maintained at the prior year's levels, but planned capital expenses increased \$58,578, and are funded by the increased County appropriation and Rescue Squad's fund balance as follows:

- Catawba: financing of a light rescue vehicle
- Claremont: financing for a medium rescue vehicle
- Hickory: completing financing for a heavy rescue vehicle
- \$30,000 held in the squads' equipment reserve for the purchase of a Quick Response Vehicle.

Library Endowment Fund

Fund 250

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Investment Earnings	\$2,603	\$0	\$0	\$0	0%
Fund Balance	(2,603)	0	0	0	0%
Total	\$0	\$0	\$0	\$0	0%
Expenses					
Supplies & Operations	\$0	\$0	\$0	\$0	0%
Total	\$0	\$0	\$0	\$0	0%

Budget Highlights

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

Gretchen Peed Scholarship Fund

Fund 260

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Donations	\$1,250	\$0	\$1,500	\$1,500	0%
Interest Earnings	473	0	0	0	0%
Fund Balance Applied	(1,723)	7,500	0	0	0%
Total	\$0	\$7,500	\$1,500	\$1,500	-80%
Expenses					
Donations	\$0	\$7,500	\$1,500	\$1,500	-80%
Total	\$0	\$7,500	\$1,500	\$1,500	-80%

Budget Highlights

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

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

Parks/Historic Preservation Trust Fund

Fund 270

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Miscellaneous	\$1,942	\$0	\$0	\$0	0%
Charges & Fees	0	0	0	0	0%
Fund Balance	(1,942)	0	0	102,000	0%
Total	\$0	\$0	\$0	\$102,000	0%
Expenses					
Supplies & Operations	\$0	\$0	\$0	\$0	0%
Capital	0	0	0	0	0%
To General Capital	0	0	0	102,000	0%
Total	\$0	\$0	\$0	\$102,000	0%

Budget Highlights

The Parks Trust Fund was created in Fiscal Year 1999/00 with a \$500,000 one-time appropriation from a ½ cent tax increase. This Fund contains only local dollars, and receives periodic funding from “fees in lieu of” (developer fees paid in lieu of providing open space on-site) and proceeds from harvesting timber in the County’s parks.

For Fiscal Year 2012/13, \$102,000 is used to allow the County to work with the Catawba County Historical Association to secure the historic Bunker Hill Covered bridge.

Community Development Fund

Fund 280

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Federal	\$261,925	\$0	\$0	\$0	0%
Interest on Investments	109	0	0	0	0%
State	0	0	0	0	0%
Local	0	0	0	0	0%
Fund Balance	11,355	0	0	0	0%
Total	\$273,389	\$0	\$0	\$0	0%
Expenses					
Supplies & Operations	\$273,389	\$0	\$0	\$0	0%
Capital	0	0	0	0	0%
Total	\$273,389	\$0	\$0	\$0	0%

Mountain View Fire District

Fund 352

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Tax Rate	0.0600	0.0600	0.0600	0.0600	0%
Property Tax	\$415,068	\$424,883	\$417,825	\$417,825	-2%
Interest on Investments	347	0	0	0	0%
Fund Balance	16,119	11,145	3,015	3,015	-73%
Total	\$431,534	\$436,028	\$420,840	\$420,840	-3%
Expenses					
Fire Protection	\$431,534	\$436,028	\$420,840	\$420,840	-3%
Total	\$431,534	\$436,028	\$420,840	\$420,840	-3%

Propst Fire District

Fund 353

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Tax Rate	0.0615	0.0615	0.0615	0.0615	0%
Property Tax	\$195,710	\$195,793	\$195,659	\$195,659	0%
Interest on Investments	287	0	0	0	0%
Fund Balance	(3,931)	10,593	4,680	4,680	-56%
Total	\$192,066	\$206,386	\$200,339	\$200,339	-3%
Expenses					
Fire Protection	\$192,066	\$206,386	\$200,339	\$200,339	-3%
Total	\$192,066	\$206,386	\$200,339	\$200,339	-3%

St. Stephens Fire District

Fund 354

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0700	0.0700	0.0700	0%
Property Tax	\$599,387	\$609,069	\$582,560	\$582,560	-4%
Interest on Investments	1,818	0	0	0	0%
Fund Balance	106,161	0	70,766	70,766	0%
Total	\$707,366	\$609,069	\$653,326	\$653,326	7%
Expenses					
Fire Protection	\$707,366	\$609,069	\$653,326	\$653,326	7%
Total	\$707,366	\$609,069	\$653,326	\$653,326	7%

Conover Rural Fire District

Fund 355

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0700	0.0700	0.0700	0%
Property Tax	\$78,407	\$81,341	\$78,280	\$78,280	-4%
Interest on Investments	1,585	0	0	0	0%
Fund Balance	(79,992)	79,648	0	0	0%
Total	\$0	\$160,989	\$78,280	\$78,280	-51%
Expenses					
Fire Protection	\$0	\$3,254	\$0	\$0	0%
Capital	0	157,735	78,280	78,280	-50%
Total	\$0	\$160,989	\$78,280	\$78,280	-51%

Oxford Fire District

Fund 356

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Tax Rate	0.0558	0.0558	0.0558	0.0558	0%
Property Tax	\$260,838	\$267,222	\$255,315	\$255,315	-4%
Interest on Investments	531	0	0	0	0%
Fund Balance	(4,420)	0	0	0	0%
Total	\$256,949	\$267,222	\$255,315	\$255,315	-4%
Expenses					
Fire Protection	\$256,949	\$267,222	\$255,315	\$255,315	-4%
Total	\$256,949	\$267,222	\$255,315	\$255,315	-4%

Sherrills Ford Fire District

Fund 357

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0700	0.0700	0.0700	0%
Property Tax	\$1,363,426	\$1,351,958	\$1,346,269	\$1,346,269	0%
Interest on Investments	1,705	0	0	0	0%
Fund Balance	1,088	50,000	42,431	42,431	-15%
Total	\$1,366,219	\$1,401,958	\$1,388,700	\$1,388,700	-1%
Expenses					
Fire Protection	\$1,366,219	\$1,401,958	\$1,388,700	\$1,388,700	-1%
Total	\$1,366,219	\$1,401,958	\$1,388,700	\$1,388,700	-1%

Bandys Fire District

Fund 358

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Tax Rate	0.0600	0.0600	0.0750	0.0700	17%
Property Tax	\$368,514	\$376,183	\$460,985	\$430,638	14%
Interest on Investments	651	0	0	0	0%
Fund Balance	(69,935)	0	0	0	0%
Total	\$299,230	\$376,183	\$460,985	\$430,638	14%
Expenses					
Fire Protection	\$299,230	\$376,183	\$460,985	\$430,638	14%
Total	\$299,230	\$376,183	\$460,985	\$430,638	14%

Maiden Fire District

Fund 359

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Tax Rate	0.0600	0.0600	0.0700	0.0600	0%
Property Tax	\$163,116	\$166,299	\$192,002	\$164,945	-1%
Interest on Investments	1,160	0	0	0	0%
Fund Balance	(27,015)	26,530	0	0	0%
Total	\$137,261	\$192,829	\$192,002	\$164,945	-14%
Expenses					
Fire Protection	\$137,261	\$192,829	\$192,002	\$164,945	-14%
Total	\$137,261	\$192,829	\$192,002	\$164,945	-14%

Claremont Fire District

Fund 360

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0700	0.0700	0.0700	0%
Property Tax	\$223,772	\$233,509	\$227,230	\$227,230	-3%
Interest on Investments	299	0	0	0	0%
Fund Balance	(5,415)	0	0	0	0%
Total	\$218,656	\$233,509	\$227,230	\$227,230	-3%
Expenses					
Fire Protection	\$218,656	\$233,509	\$227,230	\$227,230	-3%
Total	\$218,656	\$233,509	\$227,230	\$227,230	-3%

Catawba Fire District

Fund 361

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0700	0.0700	0.0700	0%
Property Tax	\$128,698	\$130,251	\$130,539	\$130,539	0%
Interest on Investments	829	0	0	0	0%
Fund Balance	7,835	0	0	11,400	0%
Total	\$137,362	\$130,251	\$130,539	\$141,939	9%
Expenses					
Fire Protection	\$137,362	\$100,251	\$130,539	\$141,939	42%
Vehicle	0	20,000	0	0	0%
Breathing Apparatus	0	10,000	0	0	0%
Total	\$137,362	\$130,251	\$130,539	\$141,939	9%

Longview Fire District

Fund 362

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Tax Rate	0.0546	0.0546	0.0546	0.0546	0%
Property Tax	\$22,260	\$21,009	\$21,142	\$21,142	1%
Interest on Investments	174	0	0	0	0%
Fund Balance	(741)	0	0	0	0%
Total	\$21,693	\$21,009	\$21,142	\$21,142	1%
Expenses					
Fire Protection	\$21,693	\$21,009	\$21,142	\$21,142	1%
Total	\$21,693	\$21,009	\$21,142	\$21,142	1%

Newton Fire District

Fund 363

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0700	0.0900	0.0700	0%
Property Tax	\$343,897	\$347,191	\$443,022	\$345,650	0%
Interest on Investments	304	0	0	0	0%
Fund Balance	(8,527)	4,125	8,114	8,114	97%
Total	\$335,674	\$351,316	\$451,136	\$353,764	1%
Expenses					
Fire Protection	\$335,674	\$351,316	\$451,136	\$353,764	1%
Total	\$335,674	\$351,316	\$451,136	\$353,764	1%

Cooksville Fire District

Fund 365

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Tax Rate	0.0517	0.0517	0.0617	0.0617	19%
Property Tax	\$74,207	\$76,390	\$89,902	\$89,902	18%
Interest on Investments	449	0	0	0	0%
Fund Balance	(1,959)	0	0	0	0%
Total	\$72,697	\$76,390	\$89,902	\$89,902	18%
Expenses					
Fire Protection	\$72,697	\$76,390	\$89,902	\$89,902	18%
Total	\$72,697	\$76,390	\$89,902	\$89,902	18%

Hickory Rural Fire District

Fund 369

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0700	0.0700	0.0700	0%
Property Tax	\$294,102	\$300,236	\$298,631	\$298,631	-1%
Interest on Investments	0	0	0	0	0%
Fund Balance	12,100	0	728	728	0%
Total	\$306,202	\$300,236	\$299,359	\$299,359	0%
Expenses					
Fire Protection	\$306,202	\$300,236	\$299,359	\$299,359	0%
Total	\$306,202	\$300,236	\$299,359	\$299,359	0%

All Districts

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Average Tax Rate	0.0638	0.0638	0.0678	0.0653	2%
Property Tax	\$4,531,402	\$4,581,334	\$4,739,361	\$4,584,585	0%
Interest on Investments	10,139	0	0	0	0%
Fund Balance	(58,632)	182,041	129,734	141,134	-22%
Total	\$4,482,909	\$4,763,375	\$4,869,095	\$4,725,719	-1%
Expenses					
Fire Protection	\$4,482,909	\$4,575,640	\$4,790,815	\$4,647,439	2%
Capital	0	187,735	78,280	78,280	-58%
Total	\$4,482,909	\$4,763,375	\$4,869,095	\$4,725,719	-1%

Budget Highlights

Two changes are recommended in fire tax, Cooksville and Bandys:

- **Cooksville-** Cooksville requested a tax increase from \$0.0517 to \$0.0617 to work towards offering medical first response and to set aside funding for future apparatus replacement, lower its insurance rating, and general operations. With the aging status of the department's facilities and fleet and its commitment to increase service, the requested increase is included in the budget.
- **Bandys-** Bandys requested a tax increase from \$0.06 to \$0.075 to address rising call volume, provision of enhanced services, and the expansion of stations that occurred within its district in Fiscal Year 2011/12. With Bandys being the only Fire District that provides fire, rescue, and medical first response service to its citizens with a tax rate of less than \$0.07, and with the increased service provision/expansion of stations the department undertook in the prior year, the request is recommended in the budget at a lesser increase of \$0.07.

General Capital Projects

Fund 410

	2012/13 Requested	2012/13 Approved	Percent Change
Revenues			
Federal	\$250,000	\$250,000	0%
Sales Tax	2,505,655	2,505,655	0%
Lifeskills Rent	59,964	59,964	0%
Jail Bed Rent	225,000	225,000	0%
Carolina Thread Trail	84,000	84,000	0%
Installment Purchase	700,000	700,000	0%
From Parks Trust Fund	102,000	102,000	0%
Fund Balance	290,036	290,036	0%
From General Fund	1,300,000	1,300,000	0%
Total	\$5,516,655	\$5,516,655	0%
Expenses			
Animal Shelter	\$700,000	\$700,000	0%
Bunker Hill Covered Bridge	186,000	186,000	0%
Government Center Roof Replacement	125,000	125,000	0%
Future Projects	125,000	125,000	0%
Jail Expansion Set Aside	475,000	475,000	0%
Justice Center/Court Expansion	2,249,758	2,249,758	0%
Microsoft Licensing	200,000	200,000	0%
Multi-Jurisdictional Park	255,897	255,897	0%
Sherrills Ford Library	650,000	650,000	0%
Tax Software (Land Records CAMA)	350,000	350,000	0%
Technology Infrastructure Upgrade	200,000	200,000	0%
Total	\$5,516,655	\$5,516,655	0%



Schools' Capital Projects

Fund 420

	2012/13 Requested	2012/13 Approved	Percent Change
Revenues			
2nd 1/2% Sales Tax	\$3,259,566	\$3,307,530	1%
2nd 1/2% Sales Tax - Food	428,968	417,166	-3%
Lottery	0	653,660	0%
Fund Balance Applied (\$53,594 from closed projects)	5,128,058	1,261,838	-75%
From Schools' Construction	0	47,704	0%
Total	\$8,816,592	\$5,687,898	-35%
Expenses			
Catawba County (in priority order)			
Boiler Replacement - Arndt Middle School (lottery)	\$110,000	\$110,000	0%
Bleacher Replacement	2,000,000	2,000,000	0%
Gym Floor Replacement - St. Stephens High School	120,000	120,000	0%
Activity Buses	162,214	162,214	0%
Fire Alarm Replacement - St. Stephens High and Maiden Middle Schools	80,000	80,000	0%
Sewer Development Fees - Bunker Hill High Riverbend Middle, Oxford Elementary Schools	89,000	89,000	0%
System-wide Re-Roofing (lottery, \$313 local)	220,000	220,000	0%
Parking Lot and Driveway Repaving - St. Stephens High and Claremont Elementary Schools	330,000	0	0%
Foard Area Elementary - Planning Funds	200,000	0	0%
Chiller - St. Stephens High School (lottery)	125,000	125,000	0%
Maintenance Equipment - Aerial Lift	30,000	0	0%
HVAC Upgrade - Startown Elementary School	25,000	0	0%
Per Capita 17,140 @ \$52.00	894,400	891,280	0%
Schools' Project Manager	33,092	33,092	0%
Total	\$4,418,706	\$3,830,586	-13%
Hickory City (in priority order)			
Replace Storm Drain- Hickory High School	\$133,826	\$133,826	0%
Replace Track - Hickory High School	80,000	80,000	0%
Install Security Fencing and Outdoor Lighting - Jenkins Elementary School, Hickory Career and Arts Magnet	26,000	26,000	0%
Walkway Cover - Jenkins Elementary School (lottery)	45,000	45,000	0%
Security Cameras - Hickory High School	40,000	Per Capita	0%
Replace Stair Rails - Oakwood Elementary School (lottery, \$6,070 local)	30,000	30,000	0%
Replace Gym Floor and Bleachers - Oakwood Elementary School	110,000	110,000	0%
Add to and Upgrade Energy Management Systems - Northview Middle and Oakwood Elementary Schools	50,000	50,000	0%
Replace two Maintenance Vehicles	50,000	50,000	0%
Replace Media Center Furniture - Southwest Elementary School	25,000	Per Capita	0%
Replace Telecommunications Systems - Northview Middle and Hickory High School	125,000	Per Capita	0%
Replace Lights - Jenkins, Viewmont, and Oakwood Elementary Schools	125,000	Per Capita	0%
Bathroom Vents - Grandview Middle School	15,000	15,000	0%
Bus - Hickory Career and Arts Magnet	85,000	0	0%
Student Parking Lot - Hickory Career and Arts Magnet	34,000	0	0%
Per Capita 4,408 @ \$52.00 less \$50,000 QZAB payment	168,750	179,216	6%
QZAB Repayment from Per capita	50,000	50,000	0%
Total	\$1,192,576	\$769,042	-36%

Schools' Capital Projects

Fund 420

	2012/13 Requested	2012/13 Approved	Percent Change
Newton-Conover (in priority order)			
HVAC Units - Shuford Elementary School (\$130,043 lottery)	\$306,210	\$306,210	0%
Phone System - Newton Conover High School	16,000	Per Capita	0%
Van - Technology Department	28,000	28,000	0%
Asbestos Management	30,000	30,000	0%
Per Capita 2,975 @ \$52.00	155,740	154,700	-1%
Schools' Project Manager	49,360	49,360	0%
Total	\$585,310	\$568,270	-3%
Catawba Valley Community College (in priority order)			
Fire Alarm Upgrade	\$125,000	\$125,000	0%
Safety System/Security Cameras	\$175,000	\$175,000	0%
Auditorium Renovations	70,000	70,000	0%
Maintenance Truck	20,000	20,000	0%
General Renovations	130,000	130,000	0%
HVAC Units across campus	175,000	0	0%
Gas Packs	140,000	0	0%
East Campus HVAC Units	180,000	0	0%
Chiller Upgrade	75,000	0	0%
Bathroom Renovations	150,000	0	0%
East Campus Paving	200,000	0	0%
Truck with Lift Gate	30,000	0	0%
Main Entrance Renovations	950,000	0	0%
Courtyard Renovations	200,000	0	0%
Total	\$2,620,000	\$520,000	-80%
GRAND TOTAL	\$8,816,592	\$5,687,898	-35%

Schools' Construction Fund

Fund 423

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Miscellaneous	\$28,736	\$0	\$0	\$0	0%
COPs Financing	0	0	0	0	0%
Lottery	365,760	0	0	0	0%
Proceeds - Installment Purchase	27,808,553	3,000,000	25,000,000	25,000,000	733%
Sale of State Bonds	8,691,447	0	0	0	0%
From General Fund	0	0	740,223	536,823	0%
From Schools' Capital Projects	50,000	0	0	0	0%
Fund Balance	(16,249,940)	6,612	0	0	0%
Total	\$20,694,556	\$3,006,612	\$25,740,223	\$25,536,823	749%
Expenses					
Arndt Middle School	\$4,317,058	\$0	\$0	\$0	0%
Bandys High School	30,048	0	0	0	0%
Bunker Hill High School	5,785	0	0	0	0%
County Home Middle	9,222,393	0	0	0	0%
CVCC Campus Renovations	0	1,500,000	0	0	0%
CVCC Classroom Renovations	0	0	2,000,000	2,000,000	0%
CVCC Driver Training Facility	0	0	0	0	0%
CVCC East Campus Renovations	1,027,523	0	0	0	0%
CVCC Paving	0	0	0	0	0%
CVCC Student Ctr, Bookstore, Student Svcs	1,227,123	0	0	0	0%
CVCC Vocational Building	0	0	1,000,000	1,000,000	0%
Fred T. Foard High	33,602	0	0	(491)	0%
Future Debt	0	0	740,223	536,823	0%
Hickory Career and Arts Magnet	0	1,500,000	0	0	0%
Hickory High - Phase 1	1,443,035	0	0	0	0%
Hickory High - Phase III	0	0	0	0	0%
Longview Elementary	0	0	11,000,000	11,000,000	0%
New Middle School	0	0	0	0	0%
Newton-Conover High Renovations	0	0	0	0	0%
Newton-Conover Middle School	0	0	1,000,000	1,000,000	0%
Snow Creek Elementary	41,275	0	0	(47,213)	0%
South Newton Renovations	0	0	10,000,000	10,000,000	0%
St. Stephens High Renovations	871,219	0	0	0	0%
To General Fund - Debt Service	322,792	6,612	0	0	0%
To Schools' Capital	83,654	0	0	47,704	0%
Webb Murray Renovations	2,069,049	0	0	0	0%
Total	\$20,694,556	\$3,006,612	\$25,740,223	\$25,536,823	749%

School Bond Fund - 1997 Series

Fund 427

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Investment Earnings	\$762	\$0	\$0	\$0	0%
Sale of Bonds	0	0	0	0	0%
From Schools' Capital Projects	0	0	0	0	0%
Fund Balance	(762)	0	0	0	0%
General Fund	0	0	0	0	0%
Total	\$0	\$0	\$0	\$0	0%
Expenses					
<i>Hickory City</i>					
College Park Renovations	0	0	0	0	0%
Renovate Auto Mechanics Classroom	0	0	0	0	0%
Technology	0	0	0	0	0%
Total	\$0	\$0	\$0	\$0	0%
To Schools' Capital Projects	\$0	\$0	\$0	\$0	0%
Grand Total	\$0	\$0	\$0	\$0	0%

Hospital Construction Fund

Fund 430

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Interest on Investments	\$59,568	\$0	\$0	\$0	0%
From Hospital Reserve	0	0	0	0	0%
Fund Balance Applied	(59,568)	0	0	0	0%
Total	\$0	\$0	\$0	\$0	0%
Expenses					
Hospital Construction	\$0	\$0	\$0	\$0	0%
Total	\$0	\$0	\$0	\$0	0%

Budget Highlights

The Hospital maintains a balance of not less than \$4 million with the County to finance and construct major Hospital capital projects. However, in an emergency situation, with written request of the Hospital, the County may, in its discretion, permit amounts on deposit in the Fund to be extended for any lawful purpose including payment of operating expenses of the Hospital. As long as a \$4 million balance in the Fund is maintained, monthly depreciation payments from the Hospital are not required. Monthly payments of \$50,000 will be required any time such \$4 million balance is not maintained.

Catawba Valley Medical Center is public non-profit hospital and an entity or component unit of Catawba County Government. The County owns the assets but the Hospital is not a line department of the County and therefore is not included in the County budget. The Hospital is authorized to operate as an enterprise fund.

Water & Sewer Projects

Fund 475

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Federal	\$59,597	\$0	\$0	\$0	0%
Interest on Investments	346,412	0	0	0	0%
From General Fund	0	0	530,000	530,000	0%
Fund Balance	1,531,879	0	0	0	0%
Total	\$1,937,888	\$0	\$530,000	\$530,000	0%
Expenses					
Blackburn-Plateau Water Loop	\$636,537	\$0	\$0	\$0	0%
Cardinal Estates Water	2,903	0	0	0	0%
CDBG Infrstructure Water Hookup	47,673	0	0	0	0%
CDBG Royal Heights Water	123,979	0	0	0	0%
County Complex Water and Sewer	0	0	80,000	80,000	0%
CWB Bunker Hill Sewer	22,810	0	0	0	0%
Eco Complex	307,176	0	0	0	0%
Heatherbrook Subdivision Water	155,938	0	0	0	0%
Highway 150 Sewer	33,329	0	0	0	0%
Leeland Terrace Subdivision Water	4,210	0	0	0	0%
NPDES Testing and Removal	2,970	0	0	0	0%
Ramseur Water	0	0	50,000	50,000	0%
Regional Bio-Solids Processing	0	0	0	0	0%
Remington Drive Water	0	0	0	0	0%
Rocky Ford Rd/Startown Rd. Water	6,780	0	0	0	0%
SECC Wastewater Improvements	210,246	0	0	0	0%
SECC Water Supply Loop	29,247	0	0	0	0%
Sludge Composting Project	354,090	0	400,000	400,000	0%
Total	\$1,937,888	\$0	\$530,000	\$530,000	0%

Solid Waste Capital

Fund 485

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Federal	\$59,597	\$0	\$0	\$0	0%
Interest on Investments	346,412	0	0	0	0%
Fund Balance	(290,985)	0	0	0	0%
Total	\$115,024	\$0	\$0	\$0	0%
Expenses					
Eco Complex	\$103,542	\$0	\$0	\$0	0%
Crop Processing Facility	11,482	0	0	0	0%
Total	\$115,024	\$0	\$0	\$0	0%

Water and Sewer Fund

Fund: 515

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
State	\$0	\$0	\$0	\$0	0%
Local	0	0	0	0	0%
Charges & Fees	443,234	507,052	526,000	526,000	4%
Miscellaneous	172,113	0	0	0	0%
Fund Balance	(1,225,958)	542,998	0	0	0%
1/4 Cent Sales Tax	0	1,298,984	1,224,825	1,236,834	0%
From General Fund	1,387,765	775,000	245,000	245,000	-68%
Total	\$777,154	\$3,124,034	\$1,995,825	\$2,007,834	-36%
Expenses					
Personal Services	\$76,238	\$78,054	\$78,512	\$78,512	1%
Supplies & Operations	116,445	592,310	200,728	200,728	-66%
Debt Service	595,405	595,410	1,642,252	1,642,252	176%
Enterprise Contra Accounts	(10,934)	0	0	0	0%
Eco Complex	0	300,000	0	0	
SECC Water Supply Loop	0	1,558,260	0	0	0%
Future Projects	0	0	74,333	86,342	0%
Total	\$777,154	\$3,124,034	\$1,995,825	\$2,007,834	-36%
Employees					
Permanent	1.00	1.00	1.00	1.00	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	1.00	1.00	1.00	1.00	0%

Budget Highlights

The budget commits \$1.2 million of the ¼ cent sales tax and \$775,000 or ½ cent on the property tax rate to fund countywide water and wastewater capital and operating needs. In addition to this newly appropriated funding, the department has approximately \$19 million in projects approved in previous years that it will undertake in Fiscal Year 2012/13.

Performance Measurement

Fiscal Year 2012/13

Outcomes for Fiscal Year 2012/13 focus on providing needed water and sewer infrastructure projects within the unincorporated areas of the County, as well as efficiently supporting and managing these projects. Staff will improve quality of life by developing and implementing water and sewer projects that will strategically extend at least 12,300 linear feet (2.33 miles) of water lines and at least 23,400 linear feet (4.43 miles) of sewer lines. One large project for which Water and Sewer has an outcome is the Highway 150 sewer project, and staff will bid the

construction of the project from the intersection of Sherrills Ford Road and Highway 150 to the new Sherrills Ford Library property. In addition to new projects, Water and Sewer will explore and apply for at least three grants to maximize county dollars, as well as run all new and previously approved projects through a project prioritization tool to ensure the County pursues the projects that are the highest priority.

Fiscal Year 2011/12

At mid-year, Water and Sewer was on target to achieve all of its outcomes for Fiscal Year 2011/12. Projects currently under design/construction include:

- The Jim Beard Road-Robinette Road-Mockingbird Lane water project is under construction (approximately 1,700 linear feet).
- Construction on the Highway 16 North water project is scheduled for spring 2012.
- Construction on Bunker Hill High/River Bend Middle/Oxford Elementary sewer (approximately 26,000 linear feet) is scheduled to start by February 2012.
- Staff continues to complete acquisition of all easements necessary for construction of the Highway 150 sewer project from the new Highway 16/150 intersection to Sherrills Ford Road.

In addition to completing projects, Water and Sewer staff continued to explore grant opportunities, and have applied for a grant through the Biofuels Center of North Carolina. Award notification for this grant will occur in spring 2012.

Fiscal Year 2010/11

To provide for the continued economic development assistance and environmental protection that water and sewer projects provide, Water and Sewer continued progress on several important projects. The Bunker Hill/River Bend/Oxford Schools wastewater project continued, with the property for a pump station and 38 of the 40 necessary easements being acquired. Progress also continued on the Southeastern Catawba County (SECC) Wastewater project, with the northern portion of the project completed in Fiscal Year 2010/11 and the easement/acquisition process of the Highway 150 portion beginning.

WATER AND SEWER ADMINISTRATION

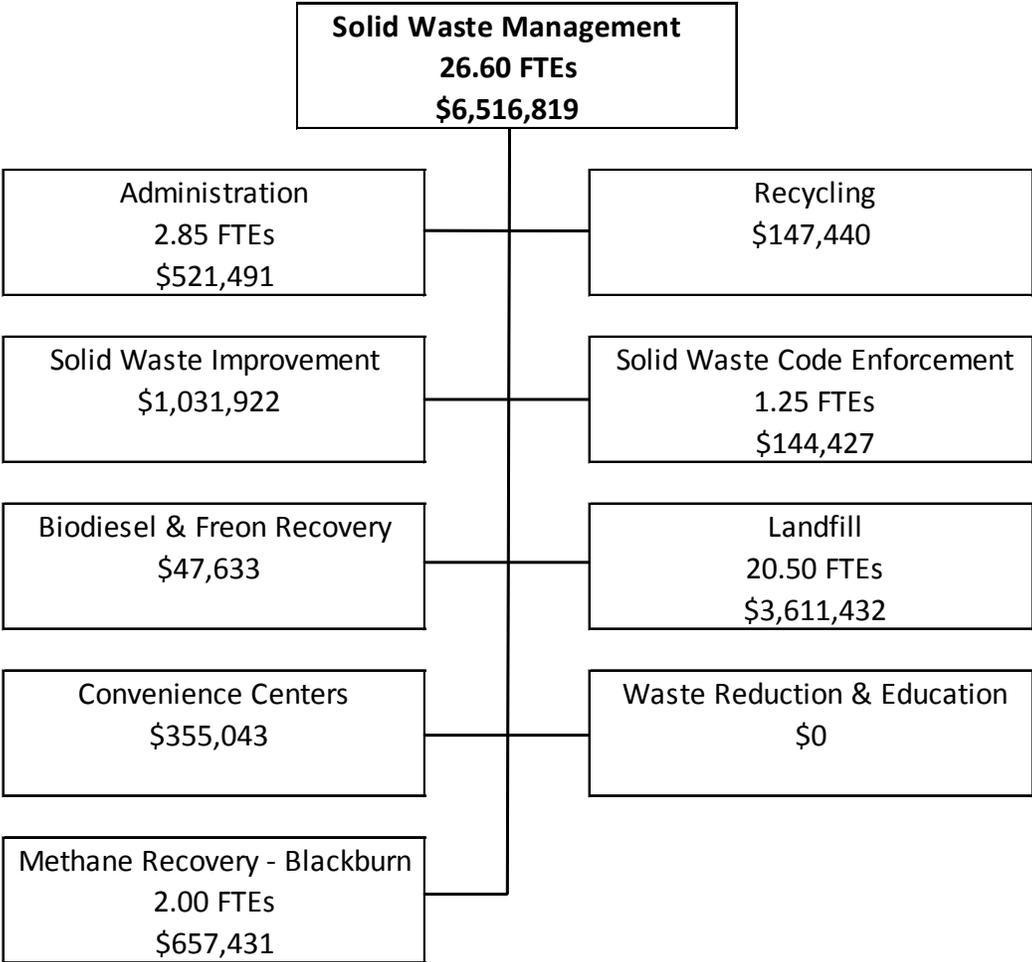
Statement of Purpose

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

Outcomes

1. To improve quality of life in Catawba County, Utilities and Engineering will continue to develop and implement water and sewer projects which will strategically extend at least 12,300 linear feet (2.33 miles) of water lines and at least 23,400 linear feet (4.43 miles) of sewer lines. This will enhance infrastructure availability to citizens in the unincorporated areas of the County.
2. To enhance economic development opportunities and provide sewer infrastructure to the southern part of the County, staff will bid the construction of sewer at Sherrills Ford Road and Highway 150 to the new Sherrills Ford Library property estimated to be completed by January 2013.
3. Explore grant opportunities by utilizing staff to investigate and apply for a minimum of three grants annually to offset costs of projects, components, or operations associated with Solid Waste Management, Water and Sewer Management, or EcoComplex as measured by tracking grant applications.
4. To ensure the water and sewer projects completed in Fiscal Year 2012/13 are those that demonstrate the most need, all previously and currently funded projects in the Water and Sewer Capital Improvement Plan that have changed since their original prioritization will be re-run through the Utility Prioritization Tool and reprioritized accordingly.

Catawba County Government



Solid Waste Management

Summary

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
State	\$57,798	\$69,000	\$38,000	\$38,000	-45%
Solid Waste Taxes	302,161	249,265	246,389	246,389	-1%
Interest on Investments	179,712	0	0	0	0%
Charges & Fees	4,453,215	5,509,804	5,505,610	5,545,610	1%
Miscellaneous	43,600	89,900	85,900	85,900	-4%
Other Financing Sources	0	0	80,000	80,000	0%
From General Fund	0	0	0	0	0%
Fund Balance	0	0	639,375	520,920	0%
Solid Waste Fund	380,362	(5,350)	14,580	0	0%
Total	\$5,416,848	\$5,912,619	\$6,609,854	\$6,516,819	10%
Expenses					
Personal Services	\$1,454,875	\$1,531,763	\$1,505,803	\$1,512,218	-1%
Supplies & Operations	2,734,898	3,878,269	3,564,051	3,464,601	-11%
Methane Reserve	0	0	0	0	0%
Enterprise Contra Accounts	(324,921)	0	0	0	0%
Other Structures/Improvements	551,247	502,587	650,000	650,000	29%
Capital	1,000,749	0	890,000	890,000	0%
Solid Waste Fund	0	0	0	0	0%
Total	\$5,416,848	\$5,912,619	\$6,609,854	\$6,516,819	10%
Expenses by Division					
Administration	\$496,722	\$504,026	\$518,766	\$521,491	3%
Recycling	38,271	153,940	147,440	147,440	-4%
Solid Waste Improvement	(244,928)	1,146,919	1,031,922	1,031,922	-10%
Code Enforcement	66,703	142,760	143,496	144,427	1%
Biodisel & Freon Recovery	23,216	44,400	47,633	47,633	7%
Landfill	4,185,296	2,956,539	3,689,955	3,611,432	22%
Convenience Centers	335,721	352,336	374,493	355,043	1%
Waste Reduction & Education	77,223	0	0	0	0%
Methane Recovery	438,624	611,699	656,149	657,431	7%
Total	\$5,416,848	\$5,912,619	\$6,609,854	\$6,516,819	10%
Employees					
Permanent	27.30	27.60	27.60	26.60	-4%
Hourly	0.63	0.63	0.63	0.63	0%
Total	27.93	28.23	28.23	27.23	-4%

Budget Highlights

The Solid Waste Management budget increased 10 percent from the previous year. A majority of this increase is due to necessary capital expenses, including the purchase of a new methane gas collection blower/flare skid (\$600,000), compactor (\$570,000), and bulldozer (\$300,000) in

the coming year. Solid Waste is a self-supporting function with no County property tax dollars, and the tipping fee for disposing of waste remains at \$33 per ton. This fee has not increased since 2008.

After several years of decreasing solid waste tonnages, the amount of waste collected has leveled off with the prior year. This was not at the expense of the County's recycling efforts however, with Catawba County ranking #1 in the State for recycling per capita in Fiscal Year 2010/11. Catawba County citizens recycled 729.33 tons of materials per capita, which is 630.13 more than the average of all other counties in the state. To continue to promote recycling, the budget maintains 2 household hazardous waste collection events and 2 electronics and paint recycling days for the public to bring their qualifying waste for disposal free of charge.

Performance Measurement

Fiscal Year 2012/13

Outcomes for the Solid Waste Fund focus on the efficient and effective operation of the Blackburn Landfill and the County's EcoComplex. Staff continues to focus efforts on educating the public on recycling and waste reduction methods and will provide at least 68 tours, presentations, displays, and other educational outreach methods in Fiscal Year 2012/13. The division will also continue to offer Household Hazardous Waste events as well as electronics and paint recycling days for the public to dispose of these landfill banned materials, with the goal of diverting 50,000 pounds of electronics and 20,000 pounds of household hazardous waste from the landfill.

One new outcome target for the division surrounds the production of biodiesel in the County's Biodiesel Facility. The department plans to produce at least 10,000 gallons of this fuel to be used in Landfill equipment, which represents approximately 10 percent of the total fuel used by these machines.

Fiscal Year 2011/12

At mid-year, all Solid Waste outcomes are on target to be achieved with the exception of one. This outcome, which surrounds generating biodiesel to be used in Landfill equipment, is not on target due to necessary equipment installation taking longer than originally anticipated.

Accomplishments of the Solid Waste division at mid-year include:

- The first bi-annual electronics and paint recycling day held at the Blackburn Landfill was a success, with 262 vehicles representing 348 households participating. This event diverted 47,899 pounds of electronics from the Landfill.
- The fall Household Hazardous Waste event was held cooperatively with the City of Hickory at LP Frans Stadium and was successful, with 566 vehicles

representing 707 households participating. This event diverted 57,086 pounds of Household Hazardous Waste from the Landfill.

- 68 tours, 26 presentations, and 6 displays have been given/presented, reaching 2,987 people. Outreach efforts include the Catawba County Green Vendor Fair, America Recycles Day, 4-H Agents Annual Conference, Environmental Awareness Field Days, and Claremont Day.

Fiscal Year 2010/11

The Solid Waste division of Utilities and Engineering achieved all of its outcomes for Fiscal Year 2010/11. The Landfill Gas-to-Energy generator sets at the Blackburn Landfill experienced 95 percent uptime, significantly surpassing their goal of 87 percent uptime. This allowed the electrical production to increase by 5.33 megawatts, thereby adding \$193,988 in additional revenue to the Solid Waste Fund.

The division also offered two household hazardous waste events during the year to promote safe, environmentally friendly waste disposal. These events combined, held in November and May, drew over 1,500 vehicles representing approximately 2,500 households. The division also provided 47 tours of the EcoComplex, 65 presentations about waste disposal and the EcoComplex, and conducted the “Queen of Green” play for 2,700 students and teachers.

SOLID WASTE MANAGEMENT

Statement of Purpose

The Solid Waste Management program will provide solid waste collection, disposal and processing, recycling and waste reduction services, secure long-range Landfill capacity, ensure environmentally friendly waste disposal solution to protect the health and welfare of the people and the environment, maintain the financial integrity of the Solid Waste Enterprise Fund, and promote the continued development of the EcoComplex and Resource Recovery Facility.

Outcomes

1. To sustain the viability of the Solid Waste Management Fund, secure long-term Landfill development capacity, provide adequate waste disposal solutions, and ensure the County is prepared to handle Landfill closure and post closure costs, the 10-year Solid Waste Financial Plan will be updated bi-annually. This will ensure solid waste fees are sufficient to pay for solid waste management activities.
2. Educate the public on recycling and waste reduction methods by providing information about the EcoComplex, Resource Recovery Facility, household hazardous waste disposal, banned Landfill materials, Landfill and methane gas-to-energy operations, and other environmental programs. This will be accomplished by providing at least 68 tours, presentations, and displays, and various other educational outreach methods reaching an estimated 2,000 people as measured and reported by tracking logs.
3. Promote and offer Household Hazardous Waste (HHW) events, which include bi-annual Household Waste Collection Events to be held in November and May at LP Frans Stadium in Hickory and the EcoComplex and Resource Recovery Facility in Newton respectively, and bi-annual electronics and paint recycling days to be held in September and March at the EcoComplex and Resource Recovery Facility. These collections provide a safe, environmentally friendly means of disposal, which promotes the safety of our groundwater. Success will be measured by diverting at least 50,000 pounds of electronics and 20,000 pounds of other household hazardous waste from the Landfill.
4. Promote “green energy” through the implementation of at least 10,000 gallons of biodiesel fuel, produced by the Biodiesel Facility, in Landfill equipment to reduce the amount of diesel fuel purchased from outside sources. This represents approximately 10 percent of the total diesel used in Landfill equipment.
5. Explore grant opportunities by utilizing staff to investigate and apply for a minimum of three grants annually to off-set costs of projects, components, or operations associated with Solid Waste Management, Water and Sewer Management, or EcoComplex as measured by tracking grant applications.

CATAWBA COUNTY CAPITAL IMPROVEMENT PLAN

Overview

The County's Capital Improvement Plan is an eight-year plan for the scheduling and appropriation of funds for major projects representing significant contributions to the County's overall inventory of physical assets. The types of projects traditionally included in the CIP are major non-recurring expenditures for the:

- construction, purchase or major renovation of buildings, utility systems, schools, solid waste, parks, or other physical structures
- purchase of land for utilities, right of way, schools, solid waste, parks, and sites associated with proposed public buildings
- purchase and implementation of technology
- stimulation of economic development

To be considered as a project in the CIP, the project must meet the following criteria:

- project or equipment life of greater than five years
- estimated cost of at least \$100,000

The CIP is a planning tool as well as a financial plan and fulfills the County's policy of planning ahead for our future facilities and equipment needs. The first year of the CIP represents the actual capital project budget appropriated for that year. Approval of the CIP therefore commits the County to the first year of the capital projects with conditional approval for those projects listed in the four future planning years. Each year, the CIP is updated (with deletion of the "prior year" data and the addition of a planning year) to maintain an eight-year plan.

The CIP preparation is concurrent with the budget process. In the fall of each year, all County departments submit their budget requests along with any capital projects for consideration and inclusion in the CIP. The requests are reviewed by the Facilities Director and the Budget Staff and submitted to the County Manager as part of the year's recommended budget.

Capital Projects Fund accounts for financial resources to be used for the acquisition or construction of major capital facilities and include the following:

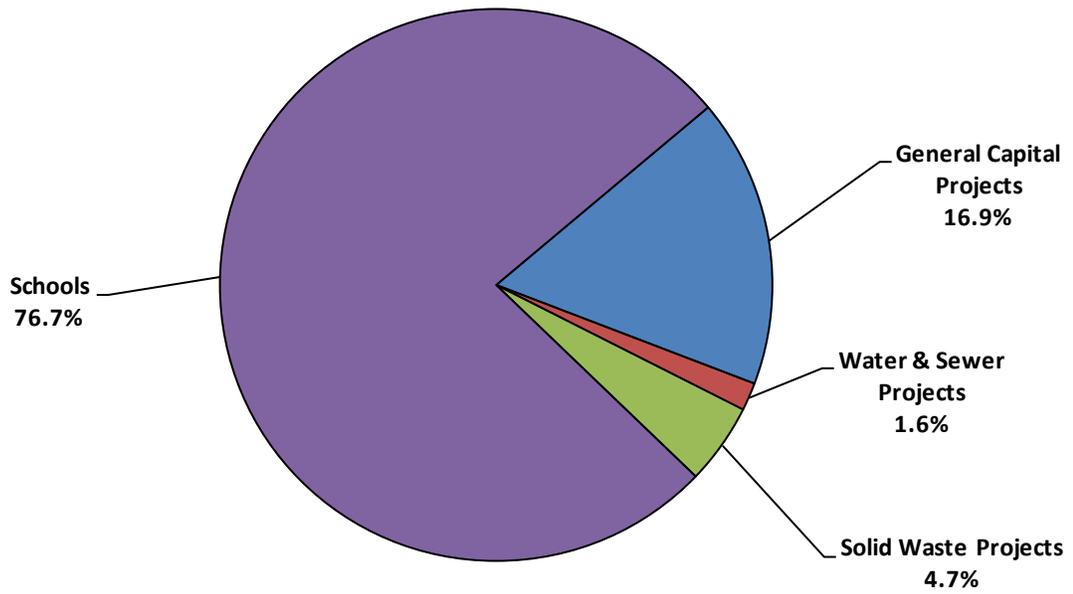
General Capital Projects Fund - to account for the financing and construction of all major general government capital projects.

Water & Sewer Construction Fund - to account for the financing and construction of all major water and sewer capital projects in the unincorporated sections of the County.

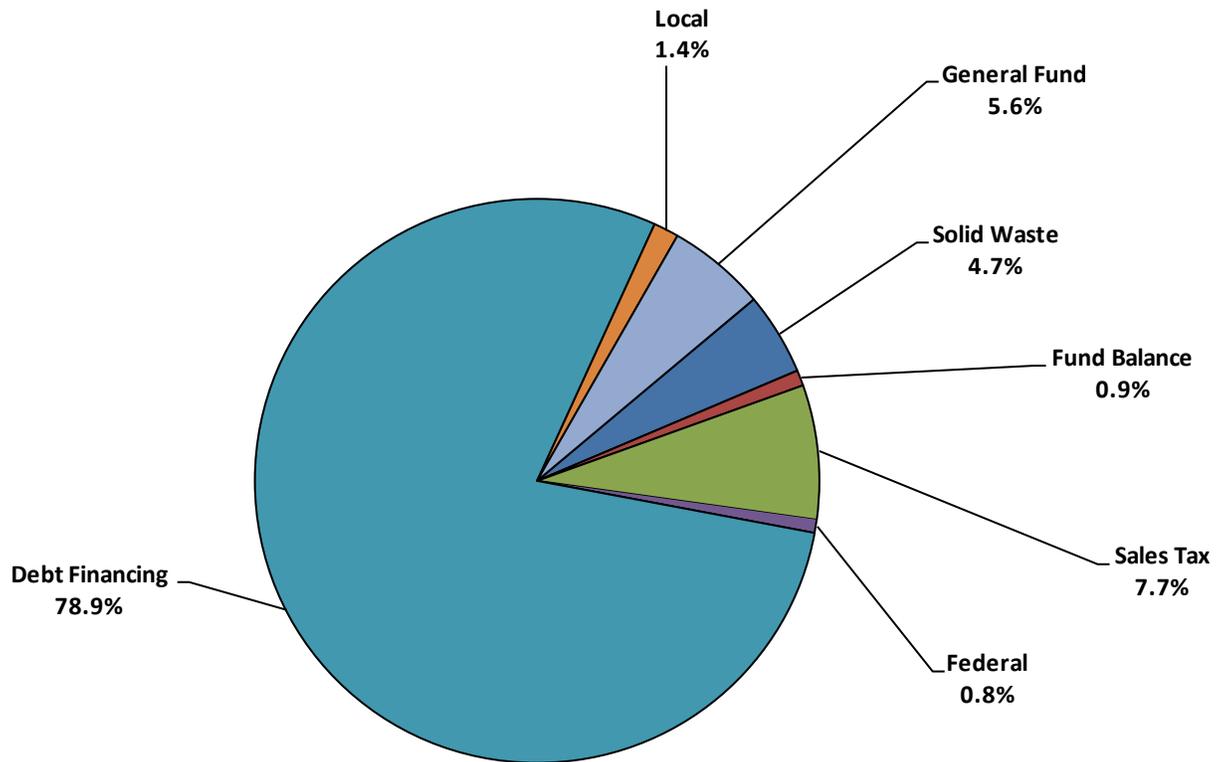
Schools' Capital & Construction Fund – to account for the financing and construction of all major capital projects for the three school systems and community college.

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

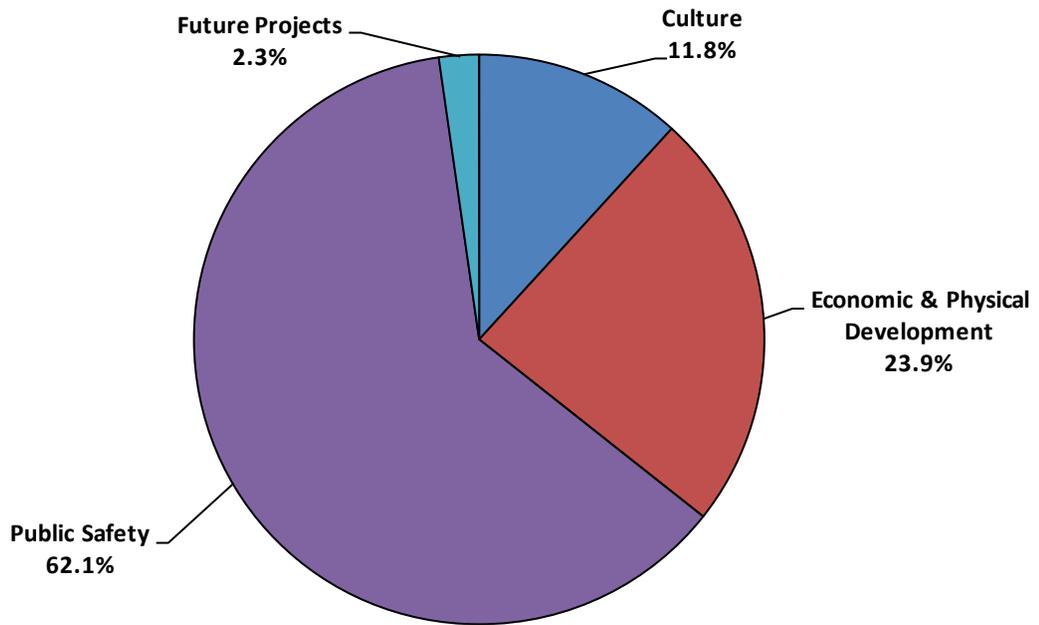
Capital Projects Expenditure Summary Fiscal Year 2012/13



Capital Projects Funding Summary Fiscal Year 2012/13



General Capital Projects Expenditures by Service Area Fiscal Year 2012/13



General Capital Projects	Funding in FY 2012/13	Funding in FY 2013/14	Funding in FY 2014/15	Funding in FY 2015/16	Funding in FY 2016/17	Funding in FY 2017/18	Funding in FY 2018/19	Funding in FY 2019/20	Total In 8- Year Plan
Ongoing & Periodic Projects									
Microsoft Licensing	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,600,000
Permit and Inspections Software	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Pictometry	0	120,000	0	0	0	120,000	0	0	240,000
Technology Infrastructure	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,600,000
Projects to be Debt Financed									
Animal Shelter	700,000	0	0	0	0	0	0	0	700,000
Jail Expansion Set-Aside	475,000	450,000	400,000	375,000	350,000	325,000	300,000	12,325,000	15,000,000
Justice/Public Safety Center	2,249,758	2,294,753	2,340,648	2,387,461	2,435,210	2,483,915	2,533,593	2,584,265	19,309,603
Pay as Go Projects									
Bunker Hill Covered Bridge	186,000	130,650	0	0	0	0	0	0	316,650
EMS-Conover Fire Station # 2 Addition	0	0	0	230,000	0	0	0	0	230,000
EMS-Hickory EMS Base Relocation	0	0	0	0	450,000	0	0	0	450,000
EMS-Hickory Fuel Depot	0	0	0	0	0	150,000	0	0	150,000
EMS-Hickory Rescue Base 2 Addition	0	0	0	0	230,000	0	0	0	230,000
EMS Sherrills Ford Fire Dept Addition	0	0	0	0	0	0	318,800	0	318,800
Emergency Services Hazmat Truck	0	200,000	200,000	0	0	0	0	0	400,000
Future Projects	125,000								125,000
Government Center Roof Replacement	125,000	0	0	0	0	0	0	0	125,000
Mountain Creek Park	0	0	0	0	470,000	430,000	0	385,000	1,285,000
Multi-Jurisdictional Park	255,897	261,015	266,235	271,560	276,991	282,531	288,182	293,945	2,196,356
Radio Transmit Base Station	0	150,000	0	0	0	0	0	0	150,000
Renovations to Old Animal Shelter	0	350,000	0	0	0	0	0	0	350,000
Resource Management Software Upgrade	0	250,000	250,000	250,000	250,000	500,000	0	0	1,500,000
Sherrills Ford Library	650,000	0	0	0	0	0	0	0	650,000
Tax Software System (Land Records CAMA)	350,000	0	0	0	0	0	0	0	350,000
To General Fund - Animal Shelter Debt	0	87,500	50,000	50,000	0	0	0	0	187,500
Totals	5,516,655	4,793,918	4,006,883	4,064,021	4,962,202	4,791,446	3,940,574	16,088,210	48,163,909

Revenues									
Installment Purchase	700,000	0	0	0	0	0	0	12,325,000	13,025,000
1/4 Cent Sales Tax	2,505,655	2,555,768	2,606,883	2,659,021	2,712,202	2,766,446	2,821,774	2,878,210	21,505,959
E-911	0	96,840	0	0	0	96,840	0	0	193,680
Federal Bed Rental	250,000	225,000	200,000	200,000	175,000	175,000	150,000	0	1,375,000
Local Bed Rental	225,000	225,000	200,000	175,000	175,000	150,000	150,000	0	1,300,000
General Fund	1,300,000	950,000	950,000	750,000	735,000	1,015,000	500,000	692,500	6,892,500
LifeSkills Rent	59,964	0	0	0	0	0	0	0	59,964
Municipalities for Orthos & Pictometry	0	23,160	0	0	0	23,160	0	0	46,320
Parks Trust Fund	102,000	26,130	0	0	0	0	0	0	128,130
PARTF Grants	0	0	0	0	235,000	215,000	0	192,500	642,500
Carolina Thread Trail	84,000	104,520	0	0	0	150,000	0	0	338,520
NC DOT Grant	0	0	0	0	0	50,000	0	0	50,000
Sale of Hickory EMS Base	0	0	0	0	250,000	0	0	0	250,000
Future Animal Shelter	0	87,500	50,000	50,000	0	0	0	0	187,500
Future EMS Project	0	0	0	230,000	0	0	0	0	230,000
General Capital Fund Balance	290,036	500,000	0	0	680,000	150,000	318,800	0	1,938,836
Total Revenue	5,516,655	4,793,918	4,006,883	4,064,021	4,962,202	4,791,446	3,940,574	16,088,210	48,163,909

General Capital Projects 1st 4 Years	Funding in Fiscal Year 2012/13	Funding in Fiscal Year 2013/14	Funding in Fiscal Year 2014/15	Funding in Fiscal Year 2015/16	Total	Funding Notes	Operating Impacts
Ongoing & Periodic Projects							
Microsoft Licensing: Recurring cost to keep County in compliance with licensing requirements for operating systems, security systems, e-mail management, database management, desktop publishing, etc.	200,000	200,000	200,000	200,000	800,000	General Fund contribution	None
Permit and Inspections Software: Every 8-10 years a major upgrade is needed to the permit and inspections software used to track everything related to the building process from planning and permitting to final inspection.	0	100,000	100,000	100,000	300,000	Set aside from General Fund planned for future software upgrade	None
Pictometry: 5-directional views of certain buildings done in conjunction with orthophotography upgrade. These maps are used for public safety and economic development.	0	120,000	0	0	120,000	General Capital Projects Fund Balance 75.9% and municipal partners 24.1%	None - updates existing maps
Technology Infrastructure: Recurring funds used to maintain the County's network.	200,000	200,000	200,000	200,000	800,000	General Fund contribution	None

General Capital Projects 1st 4 Years	Funding in Fiscal Year 2012/13	Funding in Fiscal Year 2013/14	Funding in Fiscal Year 2014/15	Funding in Fiscal Year 2015/16	Total	Funding Notes	Operating Impacts
Projects to be Debt Financed							
Animal Shelter: Expansion to accommodate an average of 200 animals per day held 5-7 days & Renovations. Current shelter capacity is 78 animals and average population is over 200.	700,000	0	0	0	700,000	Total project cost of \$4.2 million with \$400,000 cash plus \$3.8 million financed over 15 years at 4%.	\$400,000 debt service annually with \$205,000 due in Fiscal Year 2012/13 budgeted in the General Fund, \$33,000 salary/benefits, anticipated in Fiscal Year 2013/14 increased utility and operating costs up to \$110,000
Jail - 256 Bed Addition subject to inmate population growth and pressures at the Burke-Catawba District Confinement Facility	475,000	450,000	400,000	375,000	1,700,000	Debt in Fiscal Year 2019/20 with total projected cost of \$17.5 million. Bed rental revenue annually is being set aside from jail housing revenue until expansion to offset total cost. Beds could also be rented in the expanded facility to help with project cost	\$1.7 million per year for additional staffing, utilities, & general operations; \$1.42 million per year debt service. Combined cost would likely require a 2 cent tax increase.
Justice/Public Safety Center: Expansion of court rooms & court functions, new E-911 Center & Emergency Operations Center (EOC), Emergency Services	2,249,758	2,294,753	2,340,648	2,387,461	9,272,621	Funding for represents setting aside the 1/4 cent sales tax toward the project costs. \$28 million financed for 15 years funded from 1/4 cent sales tax.	\$2.4 million per year debt service, \$300,000 utilities per year, \$100,000 per year for 2 deputies for court security

General Capital Projects 1st 4 Years	Funding in Fiscal Year 2012/13	Funding in Fiscal Year 2013/14	Funding in Fiscal Year 2014/15	Funding in Fiscal Year 2015/16	Total	Funding Notes	Operating Impacts
Pay as Go Projects							
Bunker Hill Covered Bridge - Work in partnership with the Historical Association to purchase land and security equipment in Fiscal Year 2012/13 and construct a greenway trail Fiscal Year 2013/14.	186,000	130,650	0	0	316,650	Funding will come from the Parks Trust Fund and the Carolina Thread Trail program.	None in the four year cycle
EMS-Conover Fire Station # 2 Addition: 1,000 sq. ft. relocation of existing Conover crew from Conover Fire Station 1. This location will provide better access to I-40 than the current location.	0	0	0	230,000	230,000	Fund \$175,000 from Future EMS project established in Fiscal Year 2011/12 and the balance from General Capital Fund Balance	\$7,000 utilities - moving existing crew.
Emergency Services Hazmat Truck: The purchase of a new truck specifically configured for hazardous materials response to include an appropriate research area as well as an air system for breathing and tool air. A custom chassis response vehicle can have the rear crew area of the cab configured for the necessary research area thus allowing maximum equipment storage in the apparatus body.	0	200,000	200,000	0	400,000	General Fund contribution	Annual scheduled maintenance costs should be equivalent to or less than what is currently budgeted for an existing vehicle that will be taken out of service.

General Capital Projects 1st 4 Years	Funding in Fiscal Year 2012/13	Funding in Fiscal Year 2013/14	Funding in Fiscal Year 2014/15	Funding in Fiscal Year 2015/16	Total	Funding Notes	Operating Impacts
Fire House Software: Provide ability to collect, sort, and compile data from all fire departments and make software compatible with County software instead of manual compilation of 19,000 calls annually	0	0	0	0	0	General capital projects fund balance	None
Future Projects: Set aside for future needs.	125,000	0	0	0	125,000	Funds reserved for future capital needs	
Government Center Roof: The roof has not been replaced since the building opened in the late 1980s and is due for replacement.	125,000	0	0	0	125,000	LifeSkills rent with the remainder from general capital projects fund balance	None
Multi-Jurisdictional Park: Agreement between Catawba County, City of Conover, City of Hickory, Town of Catawba, Town of Maiden, and the Catawba County Economic Development Corporation (EDC) to fund the development of a Catawba Data Park	255,897	261,015	266,235	271,560	1,054,707	A portion of the 1/4 cent sales tax is devoted to economic development.	None
Resource Management Software Upgrade: PeopleSoft is the County's Finance, Budget and Human Resources system. A major upgrade or replacement is anticipated by Fiscal Year 2017/18.	0	250,000	250,000	250,000	750,000	General Capital Projects Fund Balance	None

General Capital Projects 1st 4 Years	Funding in Fiscal Year 2012/13	Funding in Fiscal Year 2013/14	Funding in Fiscal Year 2014/15	Funding in Fiscal Year 2015/16	Total	Funding Notes	Operating Impacts
Radio Transmit Base Station: Piece of radio equipment necessary to dispatch Fire, EMS, & Rescue will be at least 19 years old	0	150,000	0	0	150,000	General Capital Projects Fund Balance	None - replaces existing equipment
Renovations to Old Animal Shelter: Expenses associated with renovating the previous shelter to usable space for other functions.	0	350,000	0	0	350,000	General Capital Projects Fund Balance	
Sherrills Ford Library: New library with meeting room anticipated completion in Winter 2014.	650,000	0	0	0	650,000	Additional funding in Fiscal Year 2012/13 from diverting 1/2 cent property tax from water and sewer.	\$151,000 cost for 4 FTEs and \$55,000 increase for general operations utilities, & books based on operating costs of St. Stephens Library
Tax Software System: Replacement of the Land Records/computer assisted mass appraisal (CAMA) software system used for the appraisal of property to generate property tax values	350,000	0	0	0	350,000	\$125,000 from General Fund contribution and \$225,000 from General Capital Projects Fund Balance	None
To General Fund: Funds from future EMS and Animal Shelter Debt Service returned to the General Fund to fund part of the Bandys EMS expansion and Animal Shelter debt service	0	87,500	50,000	50,000	187,500	\$61,000 from Future EMS to help fund the EMS Bandys Crew expansion and \$35,000 from the Animal Shelter Debt Service Project toward debt service.	None
Totals	5,516,655	4,793,918	4,006,883	4,064,021	18,381,478		

General Capital Projects 2nd 4 Years	Funding in Fiscal Year 2016/17	Funding in Fiscal Year 2017/18	Funding in Fiscal Year 2018/19	Funding in Fiscal Year 2019/20	Total	Funding Notes	Operating Impacts
Ongoing & Periodic Projects							
Microsoft Licensing	200,000	200,000	200,000	200,000	800,000	General Fund contribution	None
Permit and Inspections Software	100,000	100,000	100,000	100,000	400,000	Set aside from General Fund planned for future software upgrade	None
Pictometry	0	120,000	0	0	120,000	General Capital Projects Fund Balance 75.9% and municipal partners 24.1%	None - updates existing maps
Technology Infrastructure	200,000	200,000	200,000	200,000	800,000	General Fund contribution	None
Debt Financed Projects							
Jail - 256 Bed Addition subject to inmate population growth and pressures at the Burke-Catawba District Confinement Facility	350,000	325,000	300,000	12,325,000	13,300,000	Debt in Fiscal Year 2019/20 with total projected cost of \$17.5 million. Bed rental revenue annually is being set aside from jail housing revenue until expansion to offset total cost. Beds could also be rented in the expanded facility to help with project cost	\$1.7 million per year for additional staffing, utilities, & general operations; \$1.42 million per year debt service. Combined cost would likely require a 2 cent tax increase.
Justice/Public Safety Center: Expansion of court rooms & court functions, new E-911 Center & Emergency Operations Center (EOC), Emergency Services	2,435,210	2,483,915	2,533,593	2,584,265	10,036,983	Funding for represents setting aside the 1/4 cent sales tax toward the project costs. \$28 million financed for 15 years funded from 1/4 cent sales tax.	\$2.4 million per year debt service, \$300,000 utilities per year, \$100,000 per year for 2 deputies for court security

General Capital Projects 2nd 4 Years	Funding in Fiscal Year 2016/17	Funding in Fiscal Year 2017/18	Funding in Fiscal Year 2018/19	Funding in Fiscal Year 2019/20	Total	Funding Notes	Operating Impacts
Pay as Go Projects							
EMS-Hickory EMS Base Relocation: Relocate 2 EMS Crews from Lenoir Rhyne Blvd to co-location at 2 Hickory Fire Stations. Relocation is necessary to more strategically locate crews and because response out of LR base is increasingly dangerous because of traffic.	450,000	0	0	0	450,000	General Capital Projects Fund Balance \$200,000, \$250,000 sale of current base	None, this is a relocation not a service expansion.
EMS-Hickory Fuel Depot : Replace fuel station at Lenoir Rhyne Blvd. EMS Base when this base is closed and Hickory EMS Crews are relocated to two Hickory fire stations.	0	150,000	0	0	150,000	General Fund contribution	None, this is a relocation not a service expansion.
EMS-Hickory Rescue Base 2 Addition: 1,000 sq. ft. to provide space for relocation of an existing crew once a new EMS crew is established in the Mt. View area. Also allows for relocation of Propst crew further south to cover area where there is difficulty reaching in 8-minutes	230,000	0	0	0	230,000	General Capital Projects Fund Balance	Relocation of existing crew.

General Capital Projects 2nd 4 Years	Funding in Fiscal Year 2016/17	Funding in Fiscal Year 2017/18	Funding in Fiscal Year 2018/19	Funding in Fiscal Year 2019/20	Total	Funding Notes	Operating Impacts
EMS-Sherrills Ford Fire Dept. Addition	0	0	318,800	0	318,800	General capital projects fund balance	Establishment of a new crew, phased in over 3 years totaling 8 EMTs salary & benefits \$465,000, ambulance \$225,000 Building operating costs are anticipated to be roughly \$7,000 beginning in Fiscal Year 17/18.
Mountain Creek Park: Development of Mountain Creek Park in Sherrills Ford area and Bunker Hill Covered Bridge Park	470,000	430,000	0	385,000	1,285,000	Funding will be obtained from PARTF grants and will be matched 50% by the County from a General Fund contribution	None during the 4 year period.
Multi-Jurisdictional Park: Agreement between Catawba County, City of Conover, City of Hickory, Town of Catawba, Town of Maiden, and the Catawba County Economic Development Corporation (EDC) to fund the development of a Catawba Data Park	276,991	282,531	288,182	293,945	1,141,649	A portion of the 1/4 cent sales tax is devoted to economic development.	None

General Capital Projects 2nd 4 Years	Funding in Fiscal Year 2016/17	Funding in Fiscal Year 2017/18	Funding in Fiscal Year 2018/19	Funding in Fiscal Year 2019/20	Total	Funding Notes	Operating Impacts
Resource Management Software Upgrade: PeopleSoft is the County's Finance, Budget and Human Resources system. A major upgrade or replacement is anticipated by Fiscal Year 2017/18.	250,000	500,000	0	0	750,000	General Capital Projects Fund Balance	None
Totals	4,712,202	4,291,446	3,940,574	16,088,210	29,032,432		



School Projects	Funding in FY 2012/13	Funding in FY 2013/14	Funding in FY 2014/15	Funding in FY 2015/16	Funding in Fiscal Year 2016/17	Funding in Fiscal Year 2017/18	Funding in Fiscal Year 2018/19	Funding in Fiscal Year 2019/20	Total
CVCC - Campus Renovations	2,000,000	0	2,000,000	0	0	0	0	0	4,000,000
CVCC - Vocational Building	1,000,000	15,700,000	0	0	0	0	0	0	16,700,000
CVCC - Academic General Classroom Building & Catawba County Schools High School	0	0	0	0	0	0	0	22,000,000	22,000,000
Catawba County Schools - New Foard Area Elementary School	0	0	15,000,000	0	0	0	0	0	15,000,000
Hickory Public Schools - New Longview Elementary School	11,000,000	0	0	0	0	0	0	0	11,000,000
Newton Conover Schools - Middle School Renovations	1,000,000	0	0	0	0	0	0	0	1,000,000
Newton Conover Schools - South Newton Elementary School Renovations	10,000,000	0	0	0	0	0	0	0	10,000,000
Newton-Conover Schools - Shuford Elementary School Renovations	0	0	0	0	0	0	0	4,500,000	4,500,000
Newton-Conover Schools - Newton-Conover High School Renovations	0	0	0	0	0	0	0	2,700,000	2,700,000
Newton-Conover Schools - Newton-Conover Middle School Roofing	0	0	0	0	0	0	0	800,000	800,000
Newton-Conover Schools - Conover School Renovations	0	0	0	0	0	0	0	3,600,000	3,600,000
Totals	25,000,000	15,700,000	17,000,000	0	0	0	0	33,600,000	57,700,000
Revenue									
Installment Purchase	25,000,000	15,700,000	17,000,000	-	-	-	-	33,600,000	57,700,000

Note: Fiscal Year 2015/16 through Fiscal Year 2019/20 is subject to further review based on available resources and needs.

School Projects 1st 4 Years	Funding in Fiscal Year 2012/13	Funding in Fiscal Year 2013/14	Funding in Fiscal Year 2014/15	Funding in Fiscal Year 2015/16	Total	Funding Notes	Operating Impacts
CVCC - Campus Renovations: General classroom renovations Main Building and East Campus \$2 million and \$2M paving of parking lots at West Wing , East Campus, and Paap building.	2,000,000	0	2,000,000	0	4,000,000		\$173,750 FY 11/12 debt service; \$400,417 FY 12/13 debt service; \$388,750 FY 13/14; \$608,750 FY 14/15 debt service
CVCC - Vocational Building: New 97,000 sq. ft. building to house classrooms, offices, workroom and other space for the following programs: Industry Training, Automotive, Marine Propulsion, Machining, Welding, and HVAC. Additionally, traffic flow at the college's south entrance will be reconfigured to connect to the traffic light located at the soccer field and construct additional parking.	1,000,000	15,700,000	0		16,700,000		\$1.8 million average per year debt service
Catawba County Schools - New Foard Area Elementary: New elementary school in the Propst Crossroads area needed to relieve overcrowding at Foard feeder elementary schools	0	0	15,000,000	0	15,000,000		\$805,000 average debt service for 1/2 year's debt service

School Projects 1st 4 Years	Funding in Fiscal Year 2012/13	Funding in Fiscal Year 2013/14	Funding in Fiscal Year 2014/15	Funding in Fiscal Year 2015/16	Total	Funding Notes	Operating Impacts
Hickory Public Schools - Longview Elementary School: New school to be constructed at the old Grandview Middle School property to replace Longview Elementary School which was constructed in 1956 and is the oldest school in the district.	11,000,000	0	0	0	11,000,000		\$1.2 million average per year debt service
Newton Conover Schools - Middle School Renovations - Building renovations needed to turn the former Newton Conover Middle School into an elementary school to replace Thornton Elementary School.	1,000,000	0	0	0	1,000,000		\$115,000 average per year debt service
Newton Conover Schools - South Newton Elementary School Renovations: Demolish all but Administration and the Library and build 22 new classrooms, computer lab, 2 exceptional children self contained rooms, up to 4 small resource rooms, music room, art room, gym, new library, and cafeteria	10,000,000	0	0	0	10,000,000		\$1 million average per year debt service
Totals	25,000,000	15,700,000	17,000,000	0	57,700,000		

School Projects 2nd 4 Years	Funding in Fiscal Year 2016/17	Funding in Fiscal Year 2017/18	Funding in Fiscal Year 2018/19	Funding in Fiscal Year 2019/20	Total	Funding Notes	Operating Impacts
CVCC - Academic General Classroom Building & Catawba County Schools High School: New academic building for general classroom space and incorporation of a County School System High School \$22 million	0	0	0	22,000,000	22,000,000		\$2.5 million average per year debt service
Newton-Conover Schools - Shuford Elementary School Renovations: Gym roofing, asbestos removal, window replacement \$4.5 million	0	0	0	4,500,000	4,500,000		\$1.3 million average per year debt service combined for all 4 projects
Newton-Conover Schools -High School Renovations: Cafeteria upgrade \$2.7 million	0	0	0	2,700,000	2,700,000		\$1.3 million average per year debt service combined for all 4 projects
Newton-Conover Schools - Middle School Roofing: Roofing for the old building \$800,000	0	0	0	800,000	800,000		\$1.3 million average per year debt service combined for all 4 projects
Newton-Conover Schools - Conover School: Kitchen/cafeteria renovations and a gymnasium \$3.6 million	0	0	0	3,600,000	3,600,000		\$1.3 million average per year debt service combined for all 4 projects
Totals	0	0	0	33,600,000	33,600,000		

Water & Sewer Projects Summary	Funding in FY 2012/13	Funding in FY 2013/14	Funding in FY 2014/15	Funding in FY 2015/16	Funding in FY 2016/17	Funding in FY 2017/18	Funding in FY 2018/19	Funding in FY 2019/20	Total
Pay as Go									
Bandys/Mill Creek Sewer	0	0	0	0	0	0	0	2,000,000	2,000,000
County Complex Water/Sewer	80,000	0	0	0	0	0	0	0	80,000
Farmfield Acres Water	0	0	230,000	0	0	0	0	0	230,000
Highway 150 Sewer Phase II	0	0	0	865,000	0	0	0	0	865,000
Molly's Backbone/Monbo Road/Long Island Roads Water	0	0	0	0	730,000	0	0	1,060,000	1,790,000
Mt. View Elementary Sewer I & II	0	0	0	0	3,200,000	3,200,000	0	0	6,400,000
Oxford Park Water				0	465,000	0	0	0	465,000
Ramseur Road Water	50,000	0	0	0	0	0	0	0	50,000
Riverbend Road Water Phase I-III	0	670,000	0	0	0	840,000	730,000	0	2,240,000
Rock Barn Road/Oxford School Road Water Loop	0	0	0	472,000	0	0	0	0	472,000
Springs Road Water	0	0	470,000	0	0	0	0	0	470,000
Total Projects	130,000	670,000	700,000	1,337,000	4,395,000	4,040,000	730,000	3,060,000	15,062,000
Debt Service & Operating Costs									
Biosolids Management Facility	0	0	275,000	275,000	275,000	275,000	275,000	275,000	1,650,000
Blackburn-Plateau Water Loop	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	600,000
General Operating	200,728	202,735	204,763	206,810	208,878	210,967	213,077	215,208	1,663,166
Highway 150 Sewer	737,587	737,587	737,587	737,587	737,587	737,587	737,587	737,587	5,900,696
Hickory-Catawba Wastewater Treatment Plant Expansion	305,419	305,419	555,419	555,419	555,419	555,419	555,419	555,419	3,943,352
Personal Services	78,512	80,867	83,293	85,792	88,366	91,017	93,747	96,560	698,155
Sludge Compost Facility	400,000	400,000	400,000	0	0	0	0	0	1,200,000
Southeastern Catawba County (SECC) Waste Water Collection	524,245	524,245	524,245	524,245	524,245	524,245	524,245	539,972	4,209,687
Total Existing Debt & Operating	2,321,491	2,325,854	2,855,307	2,459,853	2,464,495	2,469,235	2,474,075	2,494,746	19,865,057
Total Project, Debt Service & Operating Expenses	2,451,491	2,995,854	3,555,307	3,796,853	6,859,495	6,509,235	3,204,075	5,554,746	34,927,057
Revenue									
Installment Purchase	0	0	0	0	0	0	0	0	0
Property Tax	775,000	782,750	1,573,328	1,589,061	1,604,951	1,621,001	1,637,211	1,653,583	11,236,884
1/4 cent sales tax	1,236,834	1,249,202	1,261,694	1,274,311	1,287,054	1,299,925	1,312,924	1,326,053	10,247,999
Domestic Haulers	35,000	35,350	35,704	36,061	36,421	42,516	42,941	42,941	306,934
Capital Fees	40,000	40,400	40,804	41,212	41,624	42,040	42,461	42,885	331,427
Key Harbor Agreement	0	825,000	862,500	862,500	937,500	937,500	1,400,000	0	5,825,000
Revenue Sharing Contracts	451,000	455,510	460,065	464,666	469,312	474,006	478,746	483,533	3,736,837
Fund Balance	(86,343)	(392,359)	(678,787)	(470,957)	2,482,632	2,092,247	(1,710,207)	2,005,750	3,241,975
Total Revenue	2,451,491	2,995,854	3,555,307	3,796,853	6,859,495	6,509,235	3,204,075	5,554,746	34,927,057

Water & Sewer Projects 1st 4 Years	Funding in Fiscal Year 2012/13	Funding in Fiscal Year 2013/14	Funding in Fiscal Year 2014/15	Funding in Fiscal Year 2015/16	Funding Notes	Operating Impacts
Pay as Go						
Ramseur Road Water- This project will improve water service along Ramseur Rd. by running new water service lines and metering each connection.	50,000	0	0	0	Funding will be derived from property tax and/or portion of the 1/4 cent sales tax devoted to water & sewer	
County Complex Water and Sewer- This project will provide increased water supply and enhanced fire protection to the County's Newton Campus through the extension of approximately 900 linear feet waterline as well as providing the needed water and sewer provisions for the new Catawba County Animal Shelter.	80,000	0	0	0	Funding will be derived from property tax and/or portion of the 1/4 cent sales tax devoted to water & sewer	
Farmfield Acres Water- This project was initiated through a citizen petition and will provide municipal water service to 56 existing lots and 46 acres of potential residential development. This project is located at the intersection of Oxford School Rd. and Rock Barn Rd. and will extend along Rock Barn Rd. Ext, Farmfield Dr., and Acreland Dr.	0	0	230,000	0	Funding will be derived from property tax and/or portion of the 1/4 cent sales tax devoted to water & sewer	

Water & Sewer Projects 1st 4 Years	Funding in Fiscal Year 2012/13	Funding in Fiscal Year 2013/14	Funding in Fiscal Year 2014/15	Funding in Fiscal Year 2015/16	Funding Notes	Operating Impacts
Highway 150 Sewer Phase II - Phase II of this project will provide gravity sewer service north from Highway 150 in Terrell across the Marshall Steam Station property to the Sherrills Ford Rd./Steam Plant Rd. intersection and also provide gravity sewer to the Terrell crossroads area along Highway 150 from the Village Center property to Kiser Island Rd.	0	0	0	865,000	Funding will be derived from property tax and portion of the 1/4 cent sales tax devoted to water & sewer	
Riverbend Road Water Phase I, II & III- This project is a water supply loop divided into three phases. This project will provide municipal water service along Riverbend Rd forming a water supply loop in the northeastern portion of the County. This project provides redundant supply looping and will enhance water quality and fire protection.	0	670,000	0	0	Funding will be derived from property tax and/or portion of the 1/4 cent sales tax devoted to water & sewer	

Water & Sewer Projects 1st 4 Years	Funding in Fiscal Year 2012/13	Funding in Fiscal Year 2013/14	Funding in Fiscal Year 2014/15	Funding in Fiscal Year 2015/16	Funding Notes	Operating Impacts
<p>Rock Barn Road/Oxford School Road Water Loop- This project extends along Rock Barn Rd. from Shook Rd. to Sutton Ln. and was initiated by a citizen petition in 2002. Staff sought CDBG grant funds for this project in 2004 but the project did not qualify for funding. The grant surveying in 2004 identified 24 out of 65 households that were either experiencing problems with their wells or were on shared wells. This project will provide potable water to an area that has petitioned the County for water service due to a diminishing water table and resulting problems with drinking water wells and will provide a valuable water supply loop to the City of Conover water distribution system.</p>	0	0	0	472,000	Funding will be derived from property tax and/or portion of the 1/4 cent sales tax devoted to water & sewer	
<p>Springs Road Water- This project will provide municipal water service along Springs Road from St. Peter's Church Road to NC Highway 16 providing system redundancy through a looped water system in the northern portion of the County. This project will tie into the Highway 16 North project.</p>	0	0	470,000	0	Funding will be derived from property tax and/or portion of the 1/4 cent sales tax devoted to water & sewer	
Total Projects	130,000	670,000	700,000	1,337,000		

Water & Sewer Projects 1st 4 Years	Funding in Fiscal Year 2012/13	Funding in Fiscal Year 2013/14	Funding in Fiscal Year 2014/15	Funding in Fiscal Year 2015/16	Funding Notes	Operating Impacts
Debt Service & Operating Costs						
Biosolids Management Facility- Currently, the County owns 18.5%, the City of Hickory owns 70.5%, and the City of Conover owns 11% of the existing sludge composting facility which is nearing the end of its useful life. This project reflects the current estimate for the County's portion of the operations, maintenance & capital expenses for a new facility at the EcoComplex when the existing Sludge Composting Facility is closed and this facility is built to take over the management of wastewater sludge.	0	0	275,000	275,000	Funding will be derived from property tax and portion of the 1/4 cent sales tax devoted to water & sewer	
Blackburn-Plateau Water Loop- This project extends a waterline beginning on Startown Road and runs along a portion of West Maiden Rd, a portion of Elbow Rd, south along Startown Rd, along Blackburn Bridge Rd, a portion of Hickory Lincoln Highway, Grace Church Rd, and a portion of Plateau Rd. This project provides water for Apple Inc and a redundant supply to the SECC water supply loop and the Town of Maiden.	75,000	75,000	75,000	75,000	\$3 million from Economic Stimulus funds. \$1.5 million principal forgiveness loan for 20 years, payments are \$75,000 annually, \$1.5 million grant	\$75,000 per year debt service

Water & Sewer Projects 1st 4 Years	Funding in Fiscal Year 2012/13	Funding in Fiscal Year 2013/14	Funding in Fiscal Year 2014/15	Funding in Fiscal Year 2015/16	Funding Notes	Operating Impacts
General Operating: Includes professional services for engineering reports on planned projects	200,728	202,735	204,763	206,810		
Highway 150 Sewer: Debt Service	737,587	737,587	737,587	737,587	Project funding from water & sewer fund & installment purchase obligations issued over 20yrs @ 4.5% interest	\$737,587 per year debt service
Hickory-Catawba Wastewater Treatment Plant Expansion: Debt Service & operating costs	305,419	305,419	555,419	555,419	Project funding from water & sewer fund & installment purchase obligations issued over 20yrs @ 4.5% interest	\$305,419 per year debt service plus \$250,000 annual operating costs beginning in Fiscal Year 2014/15
Personal Services: 1 FTE dedicated to water & sewer	78,512	80,867	83,293	85,792		
Sludge Compost Facility - County owns 18.5%, the City of Hickory owns 70.5%, and the City of Conover owns 11% of the existing Sludge Composting Facility located off of Highway 70. This project will close as the Biosolids Management Facility becomes operational.	400,000	400,000	400,000	0	Funding will be derived from property tax and/or portion of the 1/4 cent sales tax devoted to water & sewer	\$400,000 per year debt service, maintenance, and operational costs of the facility and engineering assessment of the existing equipment to evaluate the feasibility of usage in the EcoComplex and Regional Biosolids Processing Facility

Water & Sewer Projects 1st 4 Years	Funding in Fiscal Year 2012/13	Funding in Fiscal Year 2013/14	Funding in Fiscal Year 2014/15	Funding in Fiscal Year 2015/16	Funding Notes	Operating Impacts
Southeastern Catawba County (SECC) Waste Water Collection- Sewer collection system that extends from Sherrills Ford Elem School to the Hickory-Catawba Wastewater Treatment Plant. Collection system route is along Sherrills Ford Rd., Mollys Backbone Rd., Brown Chapel Rd., and Hudson Chapel Rd. into the Town of Catawba.	524,245	524,245	524,245	524,245	Project funding from installment purchase obligations issued over 20yrs @ 4.19% interest. Final debt payment is in 2028. Debt repaid from property tax and/or portion of the 1/4 cent sales tax devoted to water & sewer.	\$524,245 debt service per year
Total Existing Debt & Operating	2,321,491	2,325,854	2,855,307	2,459,853		
Total Project, Debt Service & Operating Expenses	2,451,491	2,995,854	3,555,307	3,796,853		

Water & Sewer Projects 2nd 4 Years	Funding in Fiscal Year 2016/17	Funding in Fiscal Year 2017/18	Funding in Fiscal Year 2018/19	Funding in Fiscal Year 2019/20	Funding Notes	Operating Impacts
Pay as Go						
Bandys/Mill Creek Sewer -This project will connect Bandys high School and Mill Creek Middle School to the SECC Waste Water Collection System.	0	0	0	2,000,000	Funding will be derived from Water & Sewer Fund	
Molly's Backbone/Monbo Road/Long Island Roads Water -This project was initiated by citizen requests in the area and has now become important in the overall plan of providing water and sewer services to the SECC area. As sewer service is provided in the area it is also important to provide municipal water service as well. This project extends along Long Island Rd., Monbo Rd. and Mollys Backbone Rd. from Sherrills Ford Rd. to Lynmore Dr.	730,000	0	0	1,060,000	Funding will be derived from property tax and/or portion of the 1/4 cent sales tax devoted to water & sewer	
Mt. View Elementary Sewer I & II -This project will provide waste water service to Mt View Elementary School and the surrounding area. The routing of this project will be determined through a Preliminary Engineering Report.	3,200,000	3,200,000	0	0	Funding will be derived from property tax and/or portion of the 1/4 cent sales tax devoted to water & sewer	

Water & Sewer Projects 2nd 4 Years	Funding in Fiscal Year 2016/17	Funding in Fiscal Year 2017/18	Funding in Fiscal Year 2018/19	Funding in Fiscal Year 2019/20	Funding Notes	Operating Impacts
Oxford Park Water -This project will provide municipal water service to approximately 60 residential lots in Oxford Park Subdivision. in northern Catawba County.	465,000	0	0	0		
Riverbend Road Water Phase I, II & III - This project is a water supply loop divided into three phases. This project will provide municipal water service along Riverbend Rd forming a water supply loop in the northeastern portion of the County. This project provides redundant supply looping and will enhance water quality and fire protection.	0	840,000	730,000	0	Funding will be derived from property tax and/or portion of the 1/4 cent sales tax devoted to water & sewer	
Total Projects	4,395,000	4,040,000	730,000	3,060,000		

Water & Sewer Projects 2nd 4 Years	Funding in Fiscal Year 2016/17	Funding in Fiscal Year 2017/18	Funding in Fiscal Year 2018/19	Funding in Fiscal Year 2019/20	Funding Notes	Operating Impacts
Debt Service & Operating Costs						
Biosolids Management Facility- Currently, the County owns 18.5%, the City of Hickory owns 70.5%, and the City of Conover owns 11% of the existing sludge composting facility which is nearing the end of its useful life. This project reflects the current estimate for the County's portion of the operations, maintenance & capital expenses for a new facility at the EcoComplex when the existing Sludge Composting Facility is closed and this facility is built to take over the management of wastewater sludge.	275,000	275,000	275,000	275,000		
Blackburn-Plateau Water Loop- This project extends a waterline beginning on Startown Road and runs along a portion of West Maiden Rd, a portion of Elbow Rd, south along Startown Rd, along Blackburn Bridge Rd, a portion of Hickory Lincolnton Highway, Grace Church Rd, and a portion of Plateau Rd. This project provides water for Apple Inc and a redundant supply to the SECC water supply loop and the Town of Maiden.	75,000	75,000	75,000	75,000		
General Operating: Includes professional services for engineering reports on planned projects	208,878	210,967	213,077	215,208		

Water & Sewer Projects 2nd 4 Years	Funding in Fiscal Year 2016/17	Funding in Fiscal Year 2017/18	Funding in Fiscal Year 2018/19	Funding in Fiscal Year 2019/20	Funding Notes	Operating Impacts
Highway 150 Sewer: Debt Service	737,587	737,587	737,587	737,587		
Hickory-Catawba Wastewater Treatment Plant Expansion: Debt Service & operating costs	555,419	555,419	555,419	555,419		
Personal Services: 1 FTE dedicated to water & sewer	88,366	91,017	93,747	96,560		
Southeastern Catawba County (SECC) Waste Water Collection- Sewer collection system that extends from Sherrills Ford Elementary School to the Hickory- Catawba Wastewater Treatment Plant. Collection system route is along Sherrills Ford Rd., Mollys Backbone Rd., Brown Chapel Rd., and Hudson Chapel Rd. into the Town of Catawba.	524,245	524,245	524,245	539,972		
Total Existing Debt & Operating	2,464,495	2,469,235	2,474,075	2,494,746		
Total Project, Debt Service & Operating Expenses	6,859,495	6,509,235	3,204,075	5,554,746		



Solid Waste Projects	Funding in FY 2012/13	Funding in FY 2013/14	Funding in FY 2014/15	Funding in FY 2015/16	Funding in FY 2016/17	Funding in FY 2017/18	Funding in FY 2018/19	Funding in FY 2019/20	Total
Pay as Go									
Subtitle D Cell Construction	0	2,000,000	2,500,000	2,500,000	3,000,000	3,000,000	1,750,000	0	14,750,000
Rubber Tire Loader	0	0	0	180,000	0	0	0	0	180,000
Bulldozer	300,000	0	0	310,000	0	0	0	325,000	935,000
Compactor	570,000	0	600,000	0	0	650,000	0	0	1,820,000
Convenience Center(s) Safety & Security Lighting	20,000	0	0	0	0	0	0	0	20,000
Methane Gas Collection Blower/Flare Skid	600,000	0	0	0	0	0	0	0	600,000
Methane Gas Perimeter Infrastructure	0	50,000	75,000	0	0	0	100,000	100,000	325,000
Topographic Update	0	19,900	0	20,700	0	21,500	0	22,400	84,500
Lawnmower & Bush Hog	0	20,000	0	20,000	0	0	23,000	0	63,000
Master & Management Plans update	0	0	28,000	0	55,000	31,000	0	0	114,000
Mechanic Truck and/or Service Fuel Truck	0	0	0	130,000	120,000	0	0	0	250,000
Diesel Storage Tank	0	0	0	0	0	0	50,000	0	50,000
Dump Truck On-Road	0	0	0	0	150,000	0	0	0	150,000
Excavator	0	0	325,000	0	350,000	0	0	0	675,000
Farm Tractor	0	0	0	100,000	0	0	0	0	100,000
Off-Road Dump Truck	0	0	0	0	0	0	450,000	0	450,000
Pickup Truck 3/4 Ton and/or 1/2 Ton	0	35,000	0	0	35,000	35,000	0	35,000	140,000
Semi-Road Tractor	0	0	0	0	0	0	100,000	0	100,000
Tub Grinder	0	650,000	0	0	0	0	0	0	650,000
Asphalt Road Repairs	50,000	0	0	0	0	0	0	0	50,000
Total Pay As Go	1,540,000	2,774,900	3,528,000	3,260,700	3,710,000	3,737,500	2,473,000	482,400	21,506,500
Total Projects	1,540,000	2,774,900	3,528,000	3,260,700	3,710,000	3,737,500	2,473,000	482,400	21,506,500
Revenue: Solid Waste Fund	1,540,000	2,774,900	3,528,000	3,260,700	3,710,000	3,737,500	2,473,000	482,400	21,506,500

Solid Waste Projects 1st 4 Years	Funding in Fiscal Year 2012/13	Funding in Fiscal Year 2013/14	Funding in Fiscal Year 2014/15	Funding in Fiscal Year 2015/16	Total	Funding Notes
Pay as Go						
Subtitle D Cell Construction- The project funds the continuum of the Subtitle D Cell Construction. The next cell is Phase 2 of Unit 3.	0	2,000,000	2,500,000	2,500,000	7,000,000	Funding from the Solid Waste Enterprise Fund
Asphalt Road Repair- Repair roadway leading to C&D Landfill	50,000	0	0	0	50,000	Funding from the Solid Waste Enterprise Fund
Bulldozer- Bulldozers are scheduled for replacement in Fiscal Years 2012/13 and 2015/16. Replacements are scheduled according to Solid Waste financial analysis and planning.	300,000	0	0	310,000	610,000	Funding from the Solid Waste Enterprise Fund
Compactor- Compactors are scheduled for replacement in various years based on hours of operation and according to Solid Waste financial analysis and planning. Compactor costing \$570,000 in 12/13 is a C&D compactor; Compactor costing \$600,000 in 14/15 is a MSW compactor.	570,000	0	600,000	0	1,170,000	Funding from the Solid Waste Enterprise Fund
Convenience Center(s) Safety & Security Lighting- Replacing existing poles at four sites to allow for proper lighting to enhance safety and security of the sites.	20,000	0	0	0	20,000	Funding from the Solid Waste Enterprise Fund
Excavator- scheduled for replacement in Fiscal Year 2017/18. Replacements are scheduled according to Solid Waste financial analysis and planning.	0	0	325,000	0	325,000	Funding from the Solid Waste Enterprise Fund
Farm Tractor- used to cultivate crops for the biodiesel production facility that are grown on the buffer areas around the landfill.	0	0	0	100,000	100,000	Funding from the Solid Waste Enterprise Fund

Solid Waste Projects 1st 4 Years	Funding in Fiscal Year 2012/13	Funding in Fiscal Year 2013/14	Funding in Fiscal Year 2014/15	Funding in Fiscal Year 2015/16	Total	Funding Notes
Lawnmower & Bush Hog- Lawn mowers and bush hogs are used to maintain property associated with the Landfill and Solid Waste Management.	0	20,000	0	20,000	40,000	Funding from the Solid Waste Enterprise Fund
Master & Management Plans update- Update to the Solid Waste Master Plan and the Solid Waste Management Plan as mandated by the State every 3 years.	0	0	28,000	0	28,000	Funding from the Solid Waste Enterprise Fund
Mechanic Truck and/or Service Fuel Truck- Replacement mechanics truck and service fuel trucks are scheduled according to Solid Waste financial analysis and planning.	0	0	0	130,000	130,000	Funding from the Solid Waste Enterprise Fund
Methane Gas Collection Blower/Flare Skid- Replacement of methane blower/flare skid is needed due to its age and to comply with State and Federal Air Quality regulations.	600,000	0	0	0	600,000	Funding from the Solid Waste Enterprise Fund
Methane Gas Perimeter Infrastructure- New Methane gas extraction wells and purchase associated piping, fittings, heads, etc. in completed waste areas of Unit 2 & Unit 3 landfill cells. This will allow landfill to start extracting needed methane from these areas to increase gas flow to the co-generation facility.	0	50,000	75,000	0	125,000	Funding from the Solid Waste Enterprise Fund
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	35,000	0	0	35,000	Funding from the Solid Waste Enterprise Fund
Rubber Tire Loader- Loaders are scheduled for replacement in various years based on hours of operation and according to the solid waste financial analysis and planning.	0	0	0	180,000	180,000	Funding from the Solid Waste Enterprise Fund
Topographic Update- As required by NC-DENR Division of Solid Waste.	0	19,900	0	20,700	40,600	Funding from the Solid Waste Enterprise Fund

Solid Waste Projects 1st 4 Years	Funding in Fiscal Year 2012/13	Funding in Fiscal Year 2013/14	Funding in Fiscal Year 2014/15	Funding in Fiscal Year 2015/16	Total	Funding Notes
Tub Grinder- Replace tub grinder in C&D Landfill area in accordance with Solid Waste Financial Plan.	0	650,000	0	0	650,000	Funding from the Solid Waste Enterprise Fund
Total Projects	1,540,000	2,774,900	3,528,000	3,260,700	11,103,600	

Solid Waste Projects 2nd 4 Years	Funding in Fiscal Year 2016/17	Funding in Fiscal Year 2017/18	Funding in Fiscal Year 2018/19	Funding in Fiscal Year 2019/20	Total	Funding Notes
Pay as Go						
Bulldozer- Bulldozers are scheduled for replacement in Fiscal Year 2019/20. Replacements are scheduled according to Solid Waste financial analysis and planning.	0	0	0	325,000	325,000	Funding from the Solid Waste Enterprise Fund
Compactor- Compactors are scheduled for replacement in various years based on hours of operation and according to Solid Waste financial analysis and planning. Compactor costing \$650,000 in 17/18 is a MSW compactor.	0	650,000	0	0	650,000	Funding from the Solid Waste Enterprise Fund
Diesel Storage Tank- Used to store biodiesel produced by the Biodiesel Production Facility until it's used in landfill equipment.	0	0	50,000	0	50,000	Funding from the Solid Waste Enterprise Fund
Dump Truck On-Road- Replace existing truck.	150,000	0	0	0	150,000	Funding from the Solid Waste Enterprise Fund
Excavator- scheduled for replacement in Fiscal Year 2016/17. Replacements are scheduled according to Solid Waste financial analysis and planning.	350,000	0	0	0	350,000	Funding from the Solid Waste Enterprise Fund
Lawnmower & Bush Hog- Lawn mowers and bush hogs are used to maintain property associated with the Landfill and Solid Waste Management.	0	0	23,000	0	23,000	Funding from the Solid Waste Enterprise Fund
Master & Management Plans update- Update to the Solid Waste Master Plan and the Solid Waste Management Plan as mandated by the State every 3 years.	55,000	31,000	0	0	86,000	Funding from the Solid Waste Enterprise Fund
Mechanic Truck and/or Service Fuel Truck- Replacement mechanics truck and service fuel trucks are scheduled according to Solid Waste financial analysis and planning.	120,000	0	0	0	120,000	Funding from the Solid Waste Enterprise Fund

Solid Waste Projects 2nd 4 Years	Funding in Fiscal Year 2016/17	Funding in Fiscal Year 2017/18	Funding in Fiscal Year 2018/19	Funding in Fiscal Year 2019/20	Total	Funding Notes
Methane Gas Perimeter Infrastructure- New Methane gas extraction wells and purchase associated piping, fittings, heads, etc. in completed waste areas of Unit 2 & Unit 3 landfill cells. This will allow landfill to start extracting needed methane from these areas to increase gas flow to the co-generation facility.	0	0	100,000	100,000	200,000	Funding from the Solid Waste Enterprise Fund
Off-Road Dump Truck- Off Road Dump Trucks are scheduled for replacement according to Solid Waste financial analysis and planning.	0	0	450,000	0	450,000	Funding from the Solid Waste Enterprise Fund
Pickup Truck 3/4 Ton and/or 1/2 Ton- 3/4 ton or 1/2 ton pickups are replaced as necessary according to the Solid Waste Financial Analysis and planning.	35,000	35,000	0	35,000	105,000	Funding from the Solid Waste Enterprise Fund
Semi-Road Tractor- Tractor is used to haul tankers and trailers in landfill daily operations. Replacement is scheduled according to the Solid Waste Analysis.	0	0	100,000	0	100,000	Funding from the Solid Waste Enterprise Fund
Subtitle D Cell Construction- The project funds the continuum of the Subtitle D Cell Construction. The next cell is Phase 2 of Unit 3.	3,000,000	3,000,000	1,750,000	0	7,750,000	Funding from the Solid Waste Enterprise Fund
Topographic Update- New Methane gas extraction wells and purchase associated piping, fittings, heads, etc. in completed waste areas of Unit 2 & Unit 3 landfill cells. This will allow landfill to start extracting needed methane from these areas to increase gas flow to the co-generation facility.	0	21,500	0	22,400	43,900	Funding from the Solid Waste Enterprise Fund
Total Pay as Go	3,710,000	3,737,500	2,473,000	482,400	10,402,900	



GLOSSARY

Ad Valorem Tax: A tax levied in proportion to the value of a property.

Activity: Departmental efforts which contribute to the achievement of a specific set of program outcomes; the smallest unit of the program budget.

Allocate: To set apart portions of budgeted expenditures which are specifically designated to organizations for special activities or purposes (i.e., various rescue squads).

Annual Budget: A budget covering a single fiscal year.

Appropriation: An authorization granted by the Board of Commissioners to make budgeted expenditures and to incur obligations for purposes specified in the budget ordinance.

Approved Budget: The budget as formally adopted by the Board of Commissioners for the upcoming fiscal year.

Assessed Value: The value of real estate or personal property as determined by tax assessors and used as a basis for levying taxes.

Assessment: The process for determining values of real and personal property for taxation purposes.

Authorized Bond: Bonds which have been legally approved but may or may not have been sold.

Balanced Budget: Occurs when planned expenditures equal anticipated revenues. In North Carolina it is required that the budget submitted to the Board of Commissioners be balanced.

Board of County Commissioners: Five member Board elected at large by the voters of the County for four year terms.

Bond: A written promise to pay a specific amount of money with interest within a specific time period, usually long-term.

Bond Issued: Bonds that are sold.

Bond Rating: A grade indicating a governmental unit's investment qualities. Generally speaking, the higher bond rating, the more favorable the interest rate and the lower the cost of financing capital projects funded by bonds. A high rating is indicative of the Government's strong financial position. Ratings range from AAA (highest) to D (lowest).

Budget Document: A formal document presented to the Board of Commissioners containing the County's financial plan for a fiscal year.

Budget Message: A written overview of the proposed budget from the County Manager to the Board of Commissioners which discusses the major budget items and the County's present and future financial condition.

Capital Improvement Plan: A long term plan of proposed capital improvement projects which includes estimated project costs and funding sources that the County expects to undertake within a five year period. The plan is updated annually to reassess capital needs.

Capital Outlay: An expenditure expected to have a useful life greater than three years or an estimated total cost of \$5,000 or more. Capital outlay expenditures include such purchases as a vehicle, ambulance equipment, or Landfill equipment.

Capital Project: A project expected to have a useful life greater than ten years or an estimated total cost of \$100,000 or more and requiring professional certification. Capital projects include the construction, purchase, or major renovation of a building or the purchase of land.

Capital Projects Fund: A fund used to account for the acquisition or construction of major governmental capital facilities and equipment which are not financed by other funds.

Contingency Account: Account in which funds are set aside for unforeseen expenditures which may become necessary during the year and which have not been provided for in the context of the annual operating budget. Transfers from this account must be approved by the County Manager or Board of Commissioners.

Current Expense: Local funds used to supplement the State's minimum level of support for operating the schools. These funds by State law are appropriated on a per pupil basis.

Debt Service: Used for payment of general long-term debt principal, interest, and related costs.

Delinquent Taxes: Taxes that remain unpaid after the due date on which a penalty for nonpayment is incurred.

Department: A major administrative division of the County that has overall management responsibility for an operation within a function area.

DHR: Represents Departments of Human Resources that includes Social Services, Public Health, and Partners Behavioral Health Management.

Encumbrance: A financial commitment for services, contracts, or goods that have not as yet been delivered or performed.

Enterprise Fund: A grouping of activities whose expenditures are wholly or partially offset by revenues collected from consumers in the form of fees and charges.

Expenditures: The total costs of a program or capital project.

Fire District: Special voter-approved districts within the County established to furnish fire protection to residents and supported by property taxes.

Fiscal Year: The time period beginning July 1 of a calendar year and ending on June 30 of the following calendar year. Budgeting is carried out on a fiscal year schedule.

Fixed Asset: An asset of long-term character. For budgetary purposes a fixed asset is defined as an item costing \$5,000 or more with an expected life of more than three years.

FORESIGHT: FORESIGHT was first created in 1985 to bring 20 business, cultural, educational, and governmental leaders from across the County together for a detailed, long range strategic planning study. Their goal was to examine the County's economic status, identify key areas of strength and weakness, and recommend strategies that would enhance the County's long-term economic growth.

Fringe Benefits: For budgeting purposes fringe benefits include employer payments for social security, retirement, group health, life insurance, dental insurance, and workers compensation.

Full-Time Equivalent (FTE): An FTE converts the hours worked by a position into a percentage of a full year's number of hours. One FTE equals 40 hours per week or 2,080 hours per years per permanent position.

Fund: An accounting entity created to record the financial activity for a selected financial grouping. A fund is set up to carry out a special function or attain certain objectives in accordance with set laws and regulations.

Fund Balance: Amounts shown as fund balance represent monies which remain unspent after all budgeted expenditures have been made. North Carolina statutes dictate that a portion of fund balance should be retained and not made available for appropriation in the following fiscal year.

Function: A broad grouping of activities and departments whose outcomes and expenditures are inter-related. Examples of functions within Catawba County include Human Services, Public Safety, and General Government.

General Fund: The general operating fund of the County used to account for all financial resources except those required to be accounted for in another fund.

General Obligation Bonds: Bonds issued by a government that are backed by the full faith and credit of its taxing authority.

Grants: A broad statement of desired conditions to be maintained or achieved through the efforts of an organization.

Indirect Cost: The component of the total cost for a service that is provided by and budgeted within another department or division. Indirect costs are budgeted to more accurately reflect the true total cost for such services such as those provided by the Administrative Departments.

Intergovernmental Revenues: Revenues from other governments (State, Federal, or local), which can be in the form of grants, shared revenues, or entitlement.

Lease Purchase: A method of purchasing equipment in which payments are spread over a period of time.

Levy: The amount of tax, service charge, and assessments imposed by the government.

Line Item: A budgetary account representing a specific object of expenditure.

Modified Accrual: The County budgets all funds on the modified accrual basis of accounting according to North Carolina General Statute. This is an accounting method in which revenues are recorded when they are earned or billed and expenditures are recorded when they are obligated.

Ordinance: A formal legislative enactment by the Board of Commissioners that has the full force and effect of law within the boundaries of the County.

Personal Services: Salaries and wages paid to employees for full-time, part-time, and temporary work including overtime and similar compensation. Also included in this account group are fringe benefits paid for employees.

Program: A well-defined portion of the operating plan for which a distinct set of goals and outcomes may be developed.

Program Objective: A specific statement about what is to be accomplished or achieved for a particular program during the fiscal year.

Public Safety: A group of expenditures related to the provision and enforcement of law enforcement and fire and disaster protection.

Reappraisal: The process of revaluing a jurisdiction's real property in order to adjust the tax value to the market value. By North Carolina law, a revaluation must be conducted at a minimum of every eight years.

Reclassification: A change in the classification and corresponding job title of an existing position that results from a major change in assigned responsibilities.

Reinventing Department: One of five departments operating under alternative methods for budgeting which give more flexibility for accounts.

Reserve: An account designated for a portion of the fund balance that is to be used for a specific purpose.

Revenue: Income including transfers and excluding proceeds from the sale of bonds or notes for the fiscal year. The major categories of revenue include taxes, intergovernmental, Federal and State, permits and fees, sales and services, and interest on investments.

Special Revenue Fund: A fund used to account for the revenues from specific sources that are to be used for legally specified expenditures.

Tax Levy: Revenue produced by applying a given tax rate to a property's assessed or tax value.



**FINANCIAL STATISTICS AND STATEMENTS
FOR FISCAL YEAR ENDING JUNE 30, 2011**

CATAWBA COUNTY, NORTH CAROLINA
Schedule of General Governmental Expenditures by Function¹
Last Ten Fiscal Years

Fiscal Year Ended June 30	General Government	Public Safety	Environmental Protection	Economic & Physical Development
<i>Modified Accrual Basis of Accounting</i>				
2001	7,466,659	15,025,312	505,205	6,735,065
2002	7,569,288	16,313,961	388,926	7,518,580
2003	8,543,435	17,156,936	321,413	7,409,045
2004	8,506,393	19,088,555	384,942	7,594,145
2005	9,449,992	20,032,107	428,549	7,886,973
2006	9,978,986	21,209,400	452,180	8,651,385
2007	9,613,213	23,021,049	475,667	10,889,872
2008	9,944,571	26,916,838	520,587	10,682,552
2009	11,556,920	28,513,201	512,882	10,727,052
2010	11,601,149	29,360,816	469,014	10,619,754
2011	10,115,078	3,026,313	503,130	9,926,951

Human Services	Culture and Recreation	Education	Capital Projects	Debt Service	Total
53,307,477	2,292,733	27,566,111	25,702,494	11,481,155	152,140,725
55,721,269	2,234,409	28,202,411	13,181,244	10,987,317	142,117,405
56,659,920	2,186,614	27,437,466	7,859,145	10,778,702	138,352,676
59,078,864	2,331,664	30,048,641	18,690,079	10,427,413	156,150,696
66,508,454	2,610,001	32,544,711	42,549,957	14,836,096	199,341,170
65,236,455	2,695,423	34,222,295	28,338,920	15,152,476	189,645,370
73,960,327	2,719,466	38,014,454	19,683,740	15,213,857	197,656,392
55,118,250	2,758,206	39,948,749	39,869,050	17,135,334	206,139,644
50,879,470	2,758,668	38,606,716	16,572,802	18,737,213	179,605,602
50,540,941	2,661,530	39,598,951	29,796,072	17,363,695	191,483,612

CATAWBA COUNTY, NORTH CAROLINA
Schedule of General Governmental Revenues by Source¹
Last Ten Fiscal Years

Fiscal Year Ended June 30	Ad Valorem Taxes	Other Taxes	Unrestricted Intergovernmental Revenues
<i>Modified Accrual Basis of Accounting</i>			
2002	57,268,329	23,023,315	4,021,740
2003	59,388,468	25,207,828	1,379,229
2004	63,153,315	28,444,404	1,336,917
2005	64,037,632	30,151,572	1,095,733
2006	66,233,752	31,654,028	1,248,170
2007	68,270,907	35,415,288	1,235,023
2008	81,625,223	36,391,110	1,970,909
2009	84,125,547	32,794,322	2,127,081
2010	84,697,609	27,121,865	1,878,455
2011	85,290,748	26,934,772	1,906,277

Restricted Intergovernmental Revenues	Licenses and Permits	Sales and Service	Investment Earnings	Miscellaneous	Total
36,382,864	2,211,753	15,121,137	2,720,791	2,544,061	143,293,990
32,683,132	2,383,424	16,664,263	2,107,354	2,997,207	142,810,905
36,297,819	2,959,092	17,742,167	642,651	4,614,575	155,190,940
42,141,280	3,457,883	17,420,439	2,773,588	3,803,472	164,881,599
44,764,103	3,214,736	16,591,727	3,912,728	3,725,976	171,345,220
46,532,532	3,773,033	12,849,786	5,883,078	3,998,845	177,958,492
56,482,993	4,101,574	15,071,656	5,600,327	4,309,242	205,553,034
41,946,212	2,271,147	12,936,583	3,837,081	3,624,321	183,662,294
41,218,717	2,547,643	13,041,964	1,929,311	3,716,912	176,152,476
41,544,195	1,795,495	13,631,424	949,483	4,713,228	176,765,622

CATAWBA COUNTY, NORTH CAROLINA
Assessed Valuation and Actual Value of Taxable Property
Last Ten Fiscal Years

Fiscal Year	Real Property	Personal Property	Public Utilities
2002	7,988,283,700	2,709,118,917	479,273,637
2003	8,265,105,733	2,796,143,745	507,720,148
2004	9,513,468,457	2,640,843,044	517,072,839
2005	9,722,396,729	2,680,617,427	539,742,782
2006	9,919,033,408	2,558,398,877	545,842,516
2007	10,174,785,855	2,614,088,394	570,452,150
2008	11,444,764,023	2,606,879,334	603,786,566
2009	11,778,146,940	2,560,844,568	794,924,639
2010	11,874,836,448	2,547,986,916	590,931,402
2011	12,057,640,336	2,454,965,234	610,253,122

Total Assessed Value	Total Direct Tax Rate	Estimated Real Market Value
11,176,676,254	0.495	12,119,579,542
11,568,969,626	0.495	12,965,336,351
12,671,384,340	0.495	12,715,889,955
12,942,756,938	0.480	13,033,994,902
13,023,274,801	0.480	13,499,818,390
13,359,326,399	0.490	14,124,895,749
14,655,429,923	0.535	14,963,681,767
15,133,916,147	0.535	15,452,223,129
15,013,754,766	0.535	15,343,643,092
15,122,858,692	0.535	N/A

CATAWBA COUNTY, NORTH CAROLINA
Schedule of Property Tax Rates - Direct and Overlapping Governments
Last Ten Fiscal Years

	<i>Fiscal Year</i>				
	2011	2010	2009	2008	2007
Catawba County	0.5350	0.5350	0.5350	0.5350	0.4900
Fire Districts					
Bandys	0.0600	0.0600	0.0600	0.0600	0.0600
Catawba	0.0700	0.0700	0.0700	0.0700	0.0700
Claremont	0.0700	0.0700	0.0700	0.0700	0.0700
Conover Rural	0.0700	0.0700	0.0700	0.0700	0.0700
Cooksville	0.0517	0.0517	0.0517	0.0517	0.0550
Denver	0.0000	0.0000	0.0000	0.0389	0.0500
Fairbrook	0.0000	0.0000	0.0000	0.0000	0.0325
Hickory Rural	0.0700	0.0700	0.0325	0.0325	0.0000
Icard - Long View	0.0000	0.0000	0.0000	0.0000	0.0000
Icard - Mountain View	0.0000	0.0000	0.0000	0.0000	0.0000
Long View	0.0546	0.0546	0.0546	0.0546	0.0568
Maiden	0.0600	0.0500	0.0500	0.0500	0.0500
Mountain View	0.0600	0.0493	0.0493	0.0493	0.0525
Newton	0.0700	0.0700	0.0700	0.0700	0.0700
Oxford	0.0558	0.0558	0.0558	0.0558	0.0600
Propst	0.0615	0.0615	0.0615	0.0615	0.0650
Sherrills Ford	0.0700	0.0500	0.0500	0.0500	0.0500
St. Stephens	0.0700	0.0700	0.0500	0.0500	0.0500
Viewmont	0.0000	0.0000	0.0000	0.0000	0.0325
Municipalities:					
Town of Brookford	0.5200	0.5200	0.5200	0.5200	0.5200
Town of Catawba	0.4800	0.4800	0.4800	0.4800	0.4800
City of Claremont	0.4600	0.4600	0.4600	0.4600	0.4500
City of Conover	0.4000	0.4000	0.4000	0.4000	0.4000
City of Hickory	0.5000	0.5000	0.5000	0.5000	0.5000
Town of Long View	0.4000	0.4000	0.4000	0.4000	0.4000
Town of Maiden	0.4000	0.4000	0.4000	0.4000	0.4000
City of Newton	0.4800	0.4800	0.4800	0.4600	0.4600
Total Maximum Rate - Fire District	0.6050	0.6050	0.6050	0.6050	0.5600
Total Maximum Rate - Municipalities	1.0550	1.0550	1.0550	1.0550	1.0100

Note:

All tax rates are expressed in dollars of tax per \$100 of assessed valuation. For the above years, the tax

<i>Fiscal Year</i>				
2006	2005	2004	2003	2002
0.4900	0.4800	0.4800	0.4950	0.4950
0.0500	0.0390	0.0390	0.0390	0.0390
0.0700	0.0700	0.0700	0.0700	0.0700
0.0700	0.0700	0.0700	0.0700	0.0700
0.0500	0.0500	0.0350	0.0350	0.0350
0.0550	0.0550	0.0550	0.0600	0.0600
0.0500	0.0450	0.0293	0.0320	0.3200
0.0325	0.0257	0.0257	0.0280	0.2800
0.0000	0.0000	0.0000	0.0000	0.0000
0.0000	0.0000	0.0000	0.0440	0.4400
0.0000	0.0000	0.0000	0.0400	0.4000
0.0568	0.0568	0.0568	0.0620	0.6200
0.0312	0.0312	0.0312	0.0340	0.0340
0.0425	0.0425	0.0425	0.0450	0.0450
0.0700	0.0513	0.0513	0.0560	0.0560
0.0600	0.0600	0.0600	0.0600	0.0600
0.0650	0.0650	0.0650	0.0650	0.0650
0.0500	0.0400	0.0400	0.0400	0.0400
0.0500	0.0500	0.0500	0.0500	0.0500
0.0325	0.0248	0.0248	0.0270	0.0270
0.5200	0.5200	0.5200	0.5200	0.5200
0.4800	0.4800	0.4800	0.4800	0.4800
0.4500	0.4500	0.4500	0.4500	0.4500
0.3800	0.3800	0.3600	0.3800	0.3600
0.5000	0.5000	0.5000	0.5500	0.5500
0.4000	0.4000	0.4000	0.4000	0.4000
0.4000	0.3800	0.3800	0.4000	0.4000
0.4400	0.4400	0.4400	0.4700	0.4700
0.5600	0.5500	0.5500	0.5650	0.5650
1.0100	1.0000	1.0000	1.0450	1.0450

CATAWBA COUNTY, NORTH CAROLINA
Ratios of General Bonded Debt Outstanding
Last Ten Fiscal Year

Fiscal Year Ended	General Obligation	Total Taxable	Percentage of	Per
June 30	Bonds	Assessed Value	Actual Taxable	Capit
			Value of Property	a
2002	69,650,000	11,176,676,254	0.62	480
2003	63,040,000	11,568,969,626	0.54	430
2004	55,880,000	12,671,384,340	0.44	380
2005	49,340,000	12,942,756,938	0.38	332
2006	42,815,000	13,023,274,801	0.33	287
2007	36,540,000	13,359,326,399	0.27	238
2008	30,160,000	14,655,429,923	0.21	194
2009	23,765,000	15,068,712,596	0.16	151
2010	17,310,000	15,013,754,766	0.12	109
2011	12,110,000	15,122,858,692	0.08	76



CATAWBA COUNTY, NORTH CAROLINA
Legal Debt Margin Information
Last Ten Fiscal Years

	2011	2010	2009	2008	2007
Assessed Value (after exemptions)	\$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	1,172,434,391	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	1,051,130,598	966,024,445

Total net debt applicable to the limit as a percentage of legal debt limit	12%	10%	11%	10%	10%
---	-----	-----	-----	-----	-----

Legal Debt Margin Calculation for Fiscal Year 2011

Assessed Value (after exemptions)	\$15,122,858,692
Debt limit (8% of assessed value)	1,209,828,695
Debt applicable to limit	
Outstanding general obligation debt	12,110,000
Authorized and unissued general obligation debt	1,470,000
Certificates of participation	37,075,000
Installment purchase	54,846,912
Qualified Zone Academy Bonds	550,000
Qualified School Construction Bonds	27,808,553
Build America Bonds	8,401,732
Federal Revolving Loan	1,350,000
Less Statutory deductions	
Unissued refunding bonds	(1,470,000)
Total net debt applicable to limit	142,142,197
Legal debt margin	1,067,686,498

	2006	2005	2004	2003	2002
Assessed Value					
(after exemptions	\$13,023,274,801	\$12,942,756,938	\$12,671,384,340	\$11,568,969,626	\$11,176,676,254
Debt Limit Rate	8%	8%	8%	8%	8%
Debt Limit	1,041,861,984	1,035,420,555	1,013,710,747	925,517,570	894,134,100
Less total net debt					
applicable to limit	111,610,000	112,385,000	69,575,814	66,859,085	73,775,188
Legal Debt Margin	930,251,984	923,035,555	944,134,933	858,658,485	820,358,912

Total net debt applicable to the limit as a percentage of debt limit	11%	11%	7%	7%	7%
---	-----	-----	----	----	----

**Demographic and Economic Statistics
Last Ten Fiscal Years**

Fiscal Year	Population Estimate	Personal Income	Per Capita Income	Median Age	School Enrollment	Unemployment Rate
2001	141,685	3,958,281,782	27,937	36.1	23,875	6.4%
2002	145,071	3,972,189,051	27,381	36.2	23,688	9.4%
2003	146,690	3,949,628,250	26,925	36.3	23,825	9.3%
2004	146,971	3,892,232,993	26,483	36.4	23,942	7.2%
2005	148,797	4,140,871,713	27,829	36.6	24,243	6.6%
2006	149,416	4,272,998,768	28,598	36.7	24,455	5.4%
2007	153,784	4,624,900,016	30,074	37.0	24,766	5.9%
2008	155,452	4,826,940,052	31,051	36.9	25,305	7.2%
2009	157,073	4,998,534,079	31,823	38.1	24,688	15.5%
2010	159,013	N/A	N/A	38.2	24,338	12.9%

**Schedule of Principal Taxpayers
For the Fiscal Year Ended June 30, 2010**

Taxpayer	Type of Business	Taxable Assessed Value	% of Total Assessed Value
Duke Energy Corporation	Electric Utility	\$451,942,462	2.90%
Target Corporation	Warehouse/Retail	119,249,281	0.79%
Getrag Gears of North America, Inc.	Gears	117,633,736	78.00%
CommScope, Inc.	Cable Manufacturer	110,337,114	0.73%
Frye Regional Medical Center	Medical Care	72,901,992	0.48%
Draka Comteq Americas, Inc.	Cable Manufacturer	70,091,716	0.46%
Corning Cable Systems	Cable Manufacturer	60,508,715	0.40%
Hickory Springs Mfg. Co., Inc.	Furniture Supplies	53,443,050	0.35%
Valley Hills Mall, LLC	Retail	49,966,918	0.33%
Apple, Inc.	Computer Server	42,348,109	0.28%
		\$1,148,423,093	84.72%
		\$15,122,858,692	
Total Assessed Valuation			

Source: Catawba County Tax Collector

CATAWBA COUNTY, NORTH CAROLINA
Schedule of Principal Employers
Current Year

Employer	Number of Employees	Percentage of Estimated Total County Employment
Catawba County School System	1,860	2.89%
Catawba Valley Medical Center	1,639	2.55%
CommScope, Inc.	1,560	2.43%
Frye Regional Medical Center	1,450	2.26%
Catawba County Government	1,164	1.81%
Hickory Springs Manufacturing	1,000	1.56%
Corning Cable Systems	1,000	1.56%
Ethan Allen, Inc.	900	1.40%
Pierre Foods	730	1.14%
Sherrill Furniture Company	723	1.12%
	12,026	18.72%