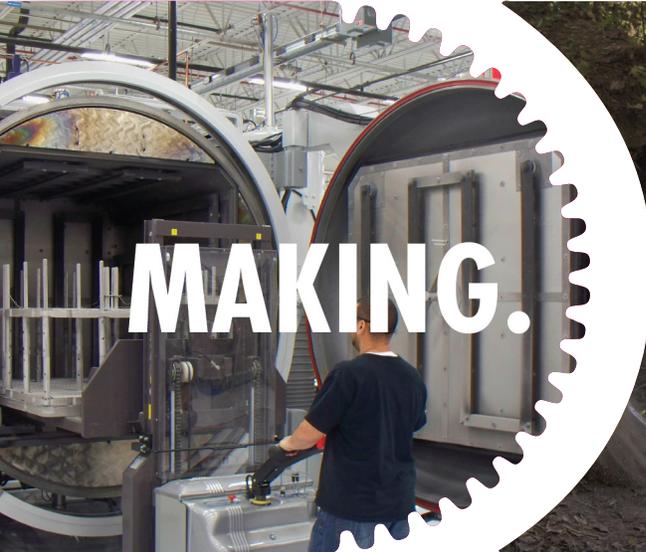




catawba county
north carolina

ADOPTED OPERATING & CAPITAL BUDGET

FISCAL YEAR 2018/19



MAKING.



LIVING.



BETTER.



About the Cover - Catawba County's New Brand Platform: *Making. Living. Better.*

In early 2018, Catawba County began rolling out a new community brand platform: *Making. Living. Better.* Prior to then, Catawba County government had not focused on community branding or marketing as part of its communications efforts – so why branding, and why now?

The Catawba County Board of Commissioners designated branding and marketing as one of eight critical action areas in its strategic plan, which is aimed at increasing population and economic growth throughout the county.

The County recognized that significant efforts to promote our community have been in motion for many years – from the Hickory Metro Convention Center & Visitors Bureau's longtime destination marketing strategies to the City of Hickory's successful *Life. Well Crafted.* campaign. However, in order to be a good partner in these efforts, the County needed to play a more active role.

To get started, the County worked with a national community branding firm to develop the County's first brand platform. The process involved several months of research that included County tours, interviews, focus groups, surveys of Catawba County, Charlotte and Asheville residents, and discussions with statewide influencers in the areas of economic development, tourism, and education.

The goal of the research was to identify the assets that make Catawba County both appealing and unique. Some of the assets identified through the research include the County's convenient and accessible geographic location, high quality of life, respected manufacturing legacy, beautiful outdoors, kind and welcoming people, reputation as makers and doers, and collaborative spirit.

The research served as the foundation for a creative process that culminated in the development of a tagline and logo to help define the County's identity and story: *Making. Living. Better.*

- *Making* refers to the community's legacy as makers and doers: we make things happen.
- *Living* refers to quality of life: we enjoy our location, our amenities, and our people.
- *Better* refers to the community's "can do" spirit: we work together to make a difference.

That story is enhanced by a graphic logo that visually represents many of these same themes:

- The *outer circle* resembles a gear, which symbolizes Catawba County's legacy as makers and doers.
- The *inner circle* resembles a second gear, because two gears working together drive things forward. This represents Catawba County's collaborative spirit.
- The *nature scene*, with the foothills and the river, creates a sense of place for the County and symbolizes its good quality of life.
- The *foothill* is an outline of Bakers Mountain, the highest and most visible peak in the County, and the *water* represents the Catawba River – two natural assets that speak to the County's remarkable outdoors.

Instructions for Navigating FY 2018/19 Budget PDF

Bookmarks for major sections are provided in the navigation pane. Click on the bookmark to jump directly to that section. If a " + " or " > " sign precedes the bookmark, click on it to bring up additional subheadings.

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CATAWBA COUNTY, NORTH CAROLINA

FISCAL YEAR 2018/19

ADOPTED OPERATING & CAPITAL BUDGET



Board of Commissioners

Randy Isenhower, Board Chair

Barbara Beatty, Board Vice-Chair

Kitty Barnes, Board Member

Sherry Butler, Board Member

Dan Hunsucker, Board Member

County Manager

Mick Berry

Assistant County Managers

Dewey Harris

Mary Furtado

Prepared by:

Budget & Management Director:

Jennifer Mace

Budget & Management Analyst:

Ashley C. Qualls

Board of Commissioners



Randy Isenhower
Board Chair



Barbara Beatty
Board Vice-Chair



Kitty Barnes
Board Member



Sherry Butler
Board Member



Dan Hunsucker
Board Member

EXECUTIVE LEADERSHIP

County Manager's Office

Mick Berry
County Manager

Dewey Harris
Assistant County Manager

Mary Furtado
Assistant County Manager

Executive Leadership

Debra Bechtel
County Attorney

Bryan Blanton
Emergency Services Director

Amanda Duncan
Elections Director

Cynthia Eades
Human Resources Director

Barry Edwards
Utilities & Engineering Director

Karen Harrington
Social Services Director

Jacky Eubanks
Planning, Parks, & Development
Director

Mark Logan
Tax Administrator

Jennifer Mace
Budget & Management Director

Amy McCauley
Communications & Marketing Director

Bob Miracle
Chief Financial Officer

Barbara Morris
County Clerk

Rick Pilato
Chief Information Officer

George Place
Cooperative Extension Director

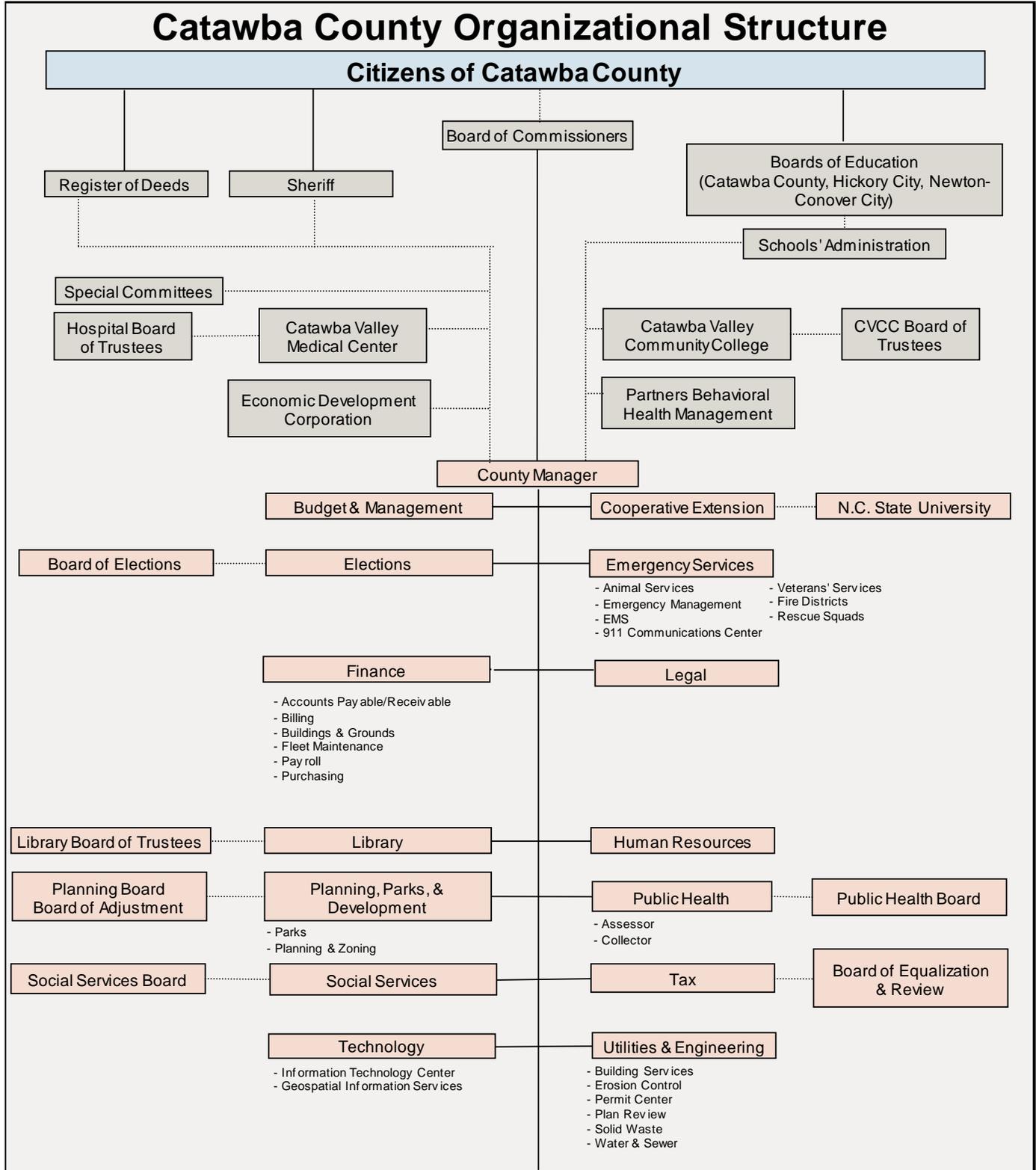
Coy Reid
Sheriff

Donna Spencer
Register of Deeds

Doug Urland
Public Health Director

Suzanne White
Library Director

ORGANIZATIONAL CHART





GOVERNMENT FINANCE OFFICERS ASSOCIATION

**Distinguished
Budget Presentation
Award**

PRESENTED TO

Catawba County

North Carolina

For the Fiscal Year Beginning

July 1, 2017

Christopher P. Morrill

Executive Director

2017/18 ACHIEVEMENTS & ACTIVITIES

Catawba County has consistently delivered quality services across a wide-range of functions, supported by one of the lowest tax rates, strong program performance, and fiscal stewardship. The quality of these services has earned Catawba County a reputation for innovation and creativity both state-wide and nationally. Examples of the quality and value of County services in 2017/18 include:

NATIONAL ASSOCIATION OF COUNTIES

- NACo Achievement Award: Library Homework Helpers
- NACo Brilliant Ideas Award: Born to Read (Library), GIS/EMS Simulation Model (EMS, GIS, Technology)

INTERNATIONAL ASSOCIATION OF ARSON INVESTIGATORS

- NC Chapter Fire Investigator of the Year (Fire Marshal, Sheriff's Office, District Attorney's Office, and NC State Bureau of Investigation)

NORTH CAROLINA PUBLIC LIBRARY DIRECTORS ASSOCIATION

- NCPLDA Outstanding New/Improved Program Award, Best Program for Adults: Advanced Gardener Series (Catawba County Libraries, Hickory Public Library, Cooperative Extension)
- Library Director of the Year: Suzanne White

GOVERNMENT FINANCE OFFICERS ASSOCIATION

- GFOA Distinguished Budget Presentation Award, 29th Consecutive Year (Budget & Management)
- GFOA Certificate for Excellence in Financial Reporting, 35th Consecutive Year (Finance)
- GFOA Popular Financial Reporting Award, 9th Consecutive Year (Finance)

CAROLINAS ASSOCIATION OF GOVERNMENTAL PURCHASING

- CAPG Sustained Professional Purchasing Award (Purchasing)

AMERICAN HEART ASSOCIATION

- AHA Mission: Lifeline EMS Gold Plus Award

2018/19 Changes to the Manager's Recommended Budget

Based on conversations held during the Board's budget hearing on Monday, May 24th and the public hearing on Thursday, May 31st, the following changes were made to the Manager's recommended budget:

- At the May 21, 2018 board meeting, the Board approved a contract with Newton Fire Department to provide fire protection, medical first response and light rescue and approved a 15 year zero interest loan of up to \$950,000 to the City of Newton for the purchase of a rescue/hazardous materials unit. If the City provides service for the term of the loan (15 years), it will receive a 25 percent grant on the value of the loan. Accordingly, an expense of \$950,000 is added to the Emergency Services budget funded by \$712,500 loan payments from the City of Newton and \$237,500 from fund balance.
- The County received notice from the State 911 Board that it will receive \$31,817 more in revenue to be distributed to the City of Hickory (\$26,976) and the City of Newton (\$4,841) for secondary public safety answering point services. Revenue and expense is added to the budget accordingly.
- A one-time payment of \$5,000 was added to assist the Historical Association with two Museum on Main Street education events.

The final budget is \$249,768,237. The budget document reflects the budget appropriations and outcomes as adopted by the Board June 4, 2018, and maintains a property tax rate of 57.5 cents.

BUDGET ORDINANCE

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

SECTION I

Budget Adoption, 2018/19

The following budget with anticipated fund revenues of \$249,768,237 and departmental expenditures of \$249,768,237 (see [Revenue and Expenditure Summaries in the Executive Summary Section of the budget document for breakdown](#)) is hereby adopted in accordance with G.S. 159 by the County of Catawba for the fiscal year beginning July 1st, 2018, and ending June 30th, 2019, and the same is adopted by fund and department.

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

- A. **Transfers Between Departments and Funds:** Transfers of appropriations between departments in a fund, between funds, and from contingency shall be approved by the Board of Commissioners or may be approved by the County Manager in conformance with all of the following guidelines:
 - 1. The County Manager finds that they are consistent with operational needs and any Board approved goals.
 - 2. Transfers between departments and funds do not exceed \$50,000 each.
 - 3. Transfers from Contingency appropriations do not exceed \$50,000 each unless the County Manager finds an emergency exists.
 - 4. All transfers between departments and funds are reported to the Board of Commissioners by its next regular meeting following the date of the transfer (with the exception of performance awards and reclassification/pay inequity funds, which the County Manager has the authority to transfer).
- B. **Transfers within Departments and Activities:** Department Heads may transfer line item appropriations between and within activities within the departments under their jurisdiction with the approval of the Budget and Management Director.
- C. **Transfers of Appropriations from Contingency or Departments for Real Estate Transactions:** Transfers of appropriations from Contingency or departments may be made by the County Manager in order to secure options, pay deposits, or pay other necessary expenses related to real estate transactions approved by the Board of Commissioners.
- D. **Transfers of Capital Projects Appropriations:** Transfers of appropriations up to \$50,000 between projects within a capital project fund may be approved by the County Manager. All transfers between projects are reported to the Board of Commissioners by its next regular meeting following the date of the transfer.
- E. **Transfers of Appropriations from Special Departmental Expense and Revenue Contingencies:** Transfers of appropriations may be made by the Budget and Management Director from special departmental expense and revenue contingency accounts that have been set aside to accommodate mid-year adjustments for allocations from outside agencies. The budget for such special departmental contingency expenditures will not be used until revenues are received and the related funds are transferred out of the contingency accounts to an appropriate line item.

SECTION II

Amendment to Procedures, Controls, and Authorities for Reinventing Departments

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

- A. The Board of Commissioners will appropriate funds for the Reinventing Departments based on approved outcomes to be achieved during the fiscal year.
- B. Department Heads are hereby authorized to transfer appropriations between activities or from special department contingencies under their jurisdiction with the approval of the Budget and Management Director. Requests for transfers from the General Fund contingency must be approved by the County Manager. The budget for such special departmental contingency expenditures will not be used until revenues are received and the related funds are transferred out of the contingency accounts to an appropriate line item. Department Heads within the Reinventing Departments are hereby authorized to reallocate existing positions between activities under their jurisdiction.
- C. Departments will be allowed to retain all unexpended allocations and/or revenues as defined by the County Manager.
- D. Reinventing Departments may create or abolish positions which impact the outcomes approved by the Board of Commissioners and within available revenues upon summary approval of the Board of Commissioners. Approval will come at the next regularly scheduled Board of Commissioners' meeting and will be attached and approved as part of the minutes.

SECTION III

Tax Levy Rate

A tax rate of \$0.575 per \$100 of assessed valuation is hereby levied for Fiscal Year 2018/19, all of which is levied in the General Fund. No discounts will be allowed for early payment of taxes.

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

<u>Fire Protection Service District</u>	<u>Levied Tax Rate Per \$100 Valuation</u>
Bandys Fire	\$0.0820
Catawba Rural Fire	\$0.1000
Claremont Rural Fire	\$0.0900
Conover Rural Fire	\$0.1100
Cooksville Fire	\$0.0750
Hickory Rural Fire	\$0.1200
Longview Rural Fire	\$0.0730
Maiden Rural Fire	\$0.0800
Mt View Fire	\$0.0750
Newton Rural Fire	\$0.1200

Oxford Fire	\$0.0650
Propst Fire	\$0.0620
Sherrills Ford Fire	\$0.1100
St. Stephens Fire	\$0.1200

SECTION IV

Hospital Fund

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

SECTION V

Schools' Current Expense

The allocation of general revenues for the schools' current expense per school system is \$1,647 per pupil based on the average daily membership of K-12, \$57 per pupil of which is budgeted in support of schools cooperating on the following inter-school system programs--Catawba County Bus Garage, HCAM Core Academy, Conover School for Exceptional Children, therapeutic day treatment, and Community Schools.

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

SECTION VI

Capital Projects and Grants

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

In accordance with the School Budget and Fiscal Control Act each school system will submit to the County Budget and Management Director detailed project sheets for each capital project included in this budget.

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

Any grant or capital project budget previously adopted, the balance of any anticipated, but not received, revenues and any unexpended appropriations remaining on June 30th, 2018, shall be reauthorized in the Fiscal Year 2018/19 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, 2018. 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 [Fee Updates section of the Executive Summary](#) and the entire fee schedule is included in the [Appendix](#).

SECTION X

Per Diem Pay

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

Per Diem Pay	
Board	Pay
Alcoholic Beverage Control Board	Chair, \$75 per meeting; Members, \$50 per meeting
Board of Adjustment	Chair, \$50 per meeting; Members, \$35 per meeting
Board of Commissioners	Chair, \$1,050 per month; Members, \$850 per month; In-County Travel Allowance, \$350 per month
Board of Elections	Chair, \$75 per meeting; Members, \$50 per meeting; \$100 for Election Day
Equalization & Review Board	Chair, \$50 per meeting; Members, \$35 per meeting

Hospital Board of Trustees	Chair, \$75 per meeting; Members, \$50 per meeting
Jury Commission	Chair, \$50 per meeting; Members, \$35 per meeting
Library Board	Chair, \$50 per meeting; Members, \$35 per meeting
Mental Health Board	Chair, \$60 per meeting; Members, \$40 per meeting
Planning Board	Chair, \$50 per meeting; Members, \$35 per meeting
Public Health Board	Chair, \$50 per meeting; Members, \$35 per meeting
Social Services Board	Chair, \$50 per meeting; Members, \$35 per meeting
Subdivision Review Board	Chair, \$50 per meeting; Members, \$35 per meeting
Value Review Committee	Chair, \$50 per meeting; Members, \$35 per meeting

SECTION XI

Personnel

- A. Salaries – Salaries for Fiscal Year 2018/19 are based on the Fiscal Year 2018/19 pay plan for Catawba County that is adopted as a part of this budget and is effective July 1st, 2018. Funds are included for a 2.5 percent performance pay increase for employees who satisfy performance expectations as reflected in employees’ annual performance evaluations. Top performers could receive an additional 0.5 percent for a total of 3 percent (awarded at the discretion of department heads).
- B. Performance Awards – Funds are allocated in the budget to provide one-time lump sum performance awards to recognize exceptional performance at the discretion of the County Manager.
- C. Travel Allowance – The travel allowance rate will be according to the IRS reimbursement rate.
- D. Special Payment – Positions that require specialized skills may be compensated by a special payment. This payment will only occur while the employee is serving in that capacity. This special payment is not considered a part of the annual base pay for classification. The amount of special payment is to be approved by the County Manager upon a recommendation by the Human Resources Director.

SECTION XII

Budget Policy for State and Federal Fund Decreases

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

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

SECTION XIII

Reappraisal Fund

In accordance with the provisions of G.S. 153A-150, an appropriation of \$417,432 will be made from the General Fund to the Reappraisal Fund for the purpose of providing funds for the next reappraisal.

SECTION XIV

Fiscal Control Act

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

- A. As provided by G.S. 159-25 (b), the Board has authorized dual signatures for each check or draft that is made on County funds. The signatures of the County Manager, Chief Financial Officer, Assistant County Manager, and Assistant Chief Financial Officer shall be authorized signatures of the County.
- B. Operating funds encumbered on the financial records of the County as of June 30th, 2018, are hereby re-appropriated to this budget.
- C. The Board authorizes the appropriation of all Fund Balances earned by the Reinventing Departments as determined by the County Manager and as a result of the County's annual audit of June 30th, 2018.
- D. The Board also authorizes (as is the practice) one principal account as depository for all funds received by the Chief Financial Officer from any source. Current accounting techniques shall be used to assure that all funds will be properly accounted for in the financial records of the County.

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 2018.

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

Randy Isenhower, Chair

A handwritten signature in black ink that reads "Mick W. Berry". The signature is written in a cursive style with a large initial "M".

Mick W. Berry, County Manager

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catawba county
MAKING. LIVING. BETTER.

EXECUTIVE SUMMARY

Message from the County Manager

June 4, 2018

To the Catawba County Board of Commissioners and Citizens:

I am pleased to present to you the Catawba County budget for Fiscal Year 2018/19 in the amount of \$249,768,237, which maintains a property tax rate of \$0.575 per \$100 of valuation and reflects a 3.7 percent decrease in the total budget. The General Fund budget is \$199,549,536 of this total, a 2.2 percent increase over the current year. The budget is balanced and prepared in accordance with the Local Government Budget and Fiscal Control Act and Generally Accepted Accounting Principles, and is aligned with the priorities of and direction given by the Board of Commissioners.

In response to data indicating an ongoing gradual decline in Catawba County's working age population, the Board of Commissioners embarked on a collaborative strategic planning process to proactively drive local economic and population growth. Beginning in September 2016, the Commissioners quickly identified eight critical growth sectors that would bring focus to the strategic plan and its overarching goal:

- Economic Development
- Water & Sewer
- Education
- Healthy & Safe
- Arts & Culture
- Housing
- Parks
- Branding & Marketing

Over the course of the next 15 months, the Board examined each of these areas through a series of workshops and site visits that explored opportunities for the Board to catalyze action, either through their own leadership or through collaboration with other community partners.

All of this culminated in identification of key goals, strategies and tactics that, taken together, position Catawba County for growth that not only supports a strong economy but also enhances the County's existing quality of life. The plan is living and dynamic and resides on the county's website, <http://www.catawbacountync.gov/county-government/strategic-plan/>. The following presentation of the adopted budget demonstrates the implementation of the strategic plan throughout the 2018/19 Budget. The attached Budget Highlights provides an executive summary of the coming years financial plan. Details on each departments budget, school capital and current funding, longer term capital improvement plans and other future looking data and analysis round out this budget and provide a road map for the County's future. A future reflecting our new logo and tag line, **Making.Living.Better** for the people of Catawba County.

Sincerely,



Mick W. Berry

County Manager



catawba county

MAKING. LIVING. BETTER.

FISCAL YEAR 2018/19 ADOPTED BUDGET

Mick Berry

County Manager

June 4, 2018

FY2019 Budget Overview

- Total = \$249,768,237 (\$9.5M or 3.7% decrease)
- General Fund = \$199,549,536 (\$4.3M or 2.2% increase)
- Property Tax Rate = \$0.575 per \$100 valuation
- Implements the County's Strategic Plan

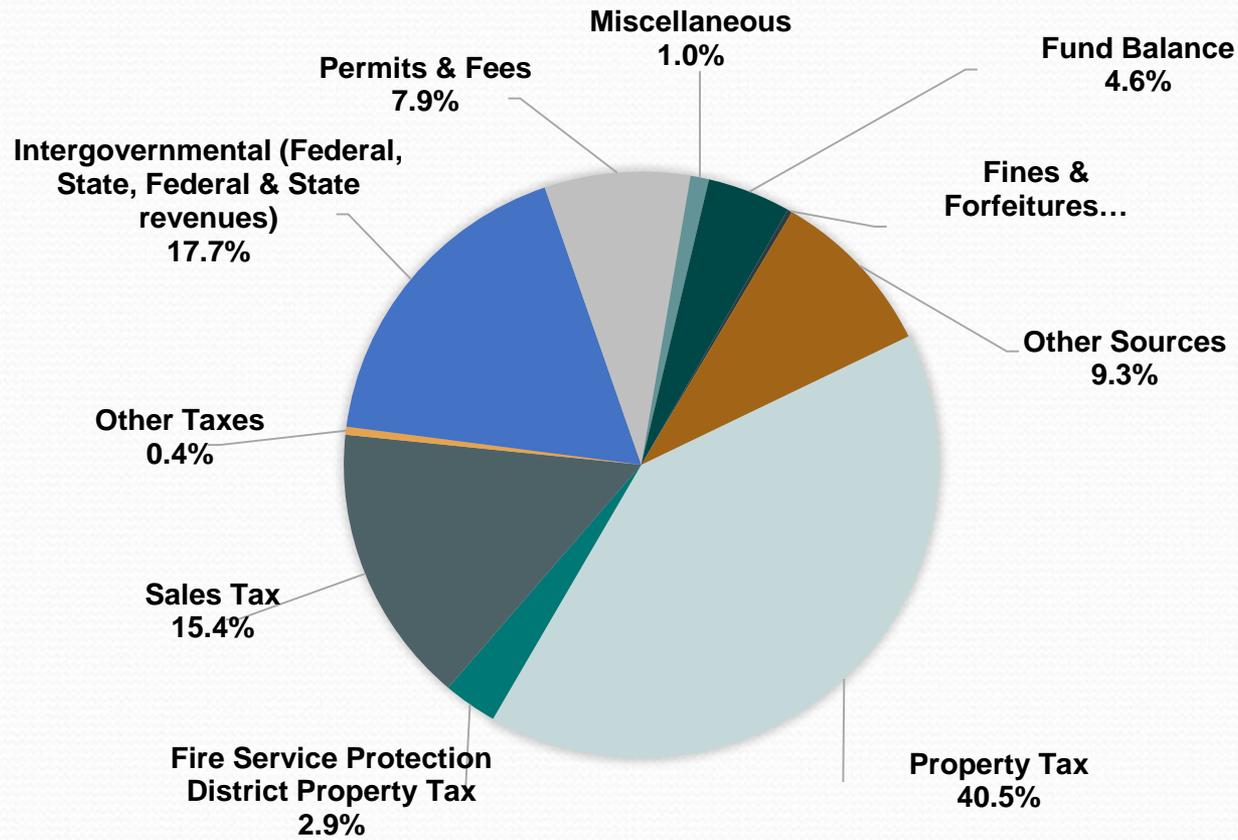


Economic Growth Evidenced by Revenue

- **Property Tax: 1.7% tax base growth (\$287M)= \$2M revenue**
- **Sales Tax = 5.9% growth on FY16/17 actuals = \$2M revenue**
- **Federal/State Loss just <\$1M, primarily impacting Social Services**
- **Fund Balance reflects prudent management of reserves and history of conservative projections:**
 - \$62.7M General Fund Available (35% of expenditures)
 - \$34.1M General Fund Unassigned (22% of expenditures)
 - Well above State-required 8% minimum and BOC policy of 16%



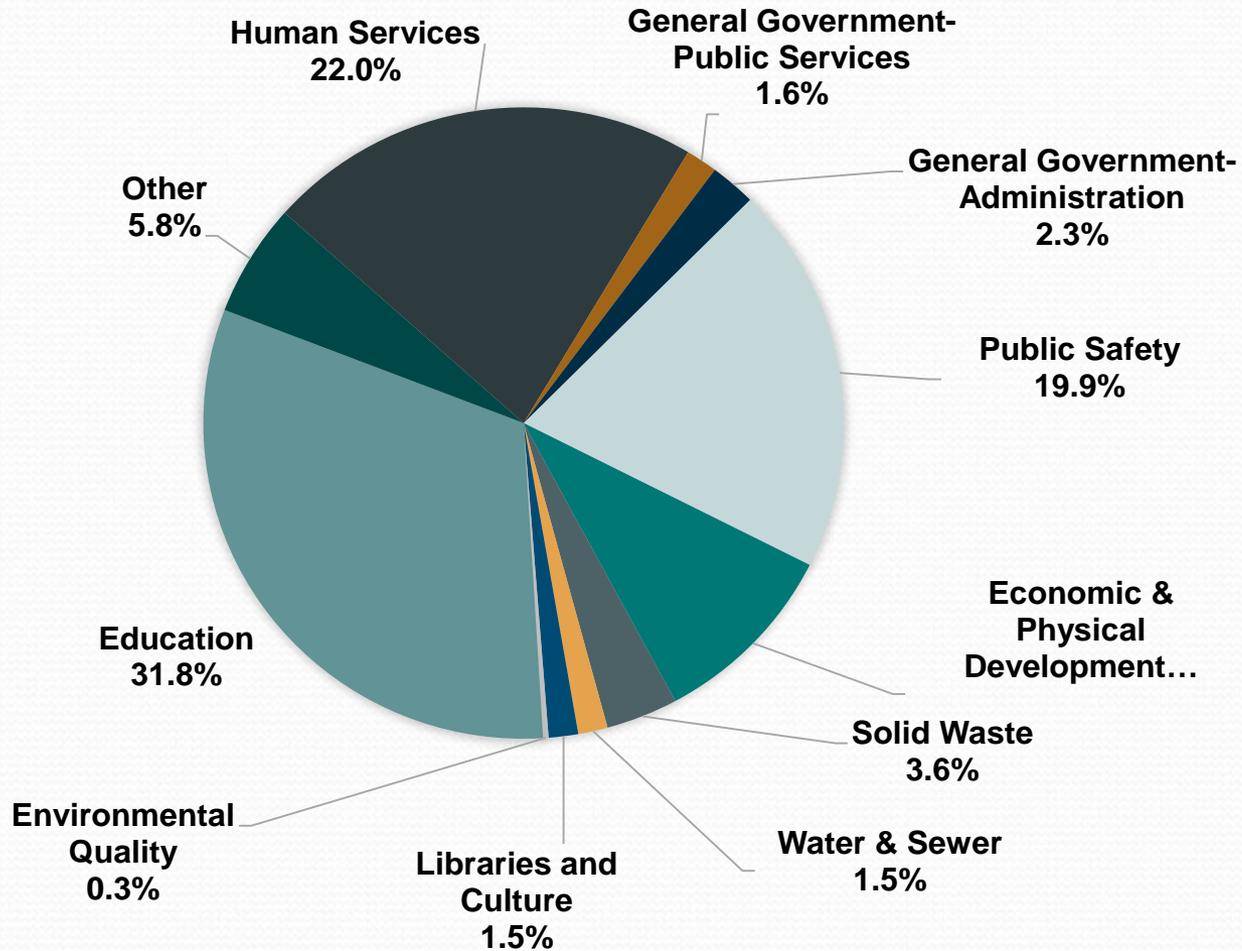
Economic Growth Evidenced by Revenue



*Of \$248.8M total budget, \$148.8M (59.8%) is truly locally controlled



Budget Implements Strategic Plan



Education, Public Safety, & Human Services comprise 79% of locally controlled expenditures



Budget Implements Strategic Plan

Success for Catawba County means driving economic and population growth through creating jobs and enhancing our strong quality of life



Economic Development



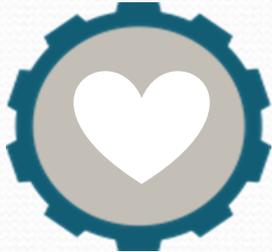
K-64 Education



Water & Sewer



Housing



Healthy & Safe



Parks & Environment



Arts & Culture

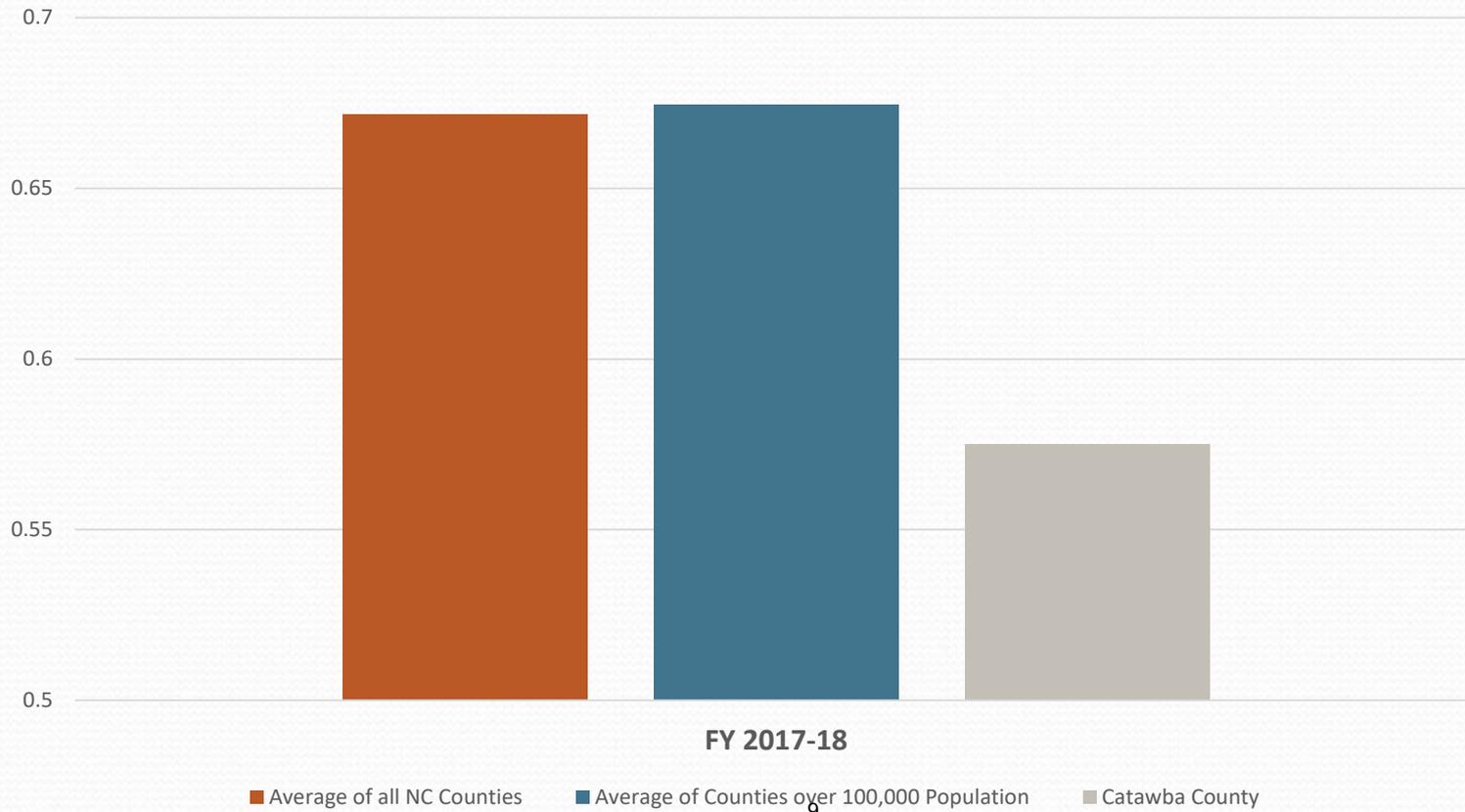


Branding & Marketing

Foster Positive Business Climate

Maintain low cost of government, competitive tax rate and development fees

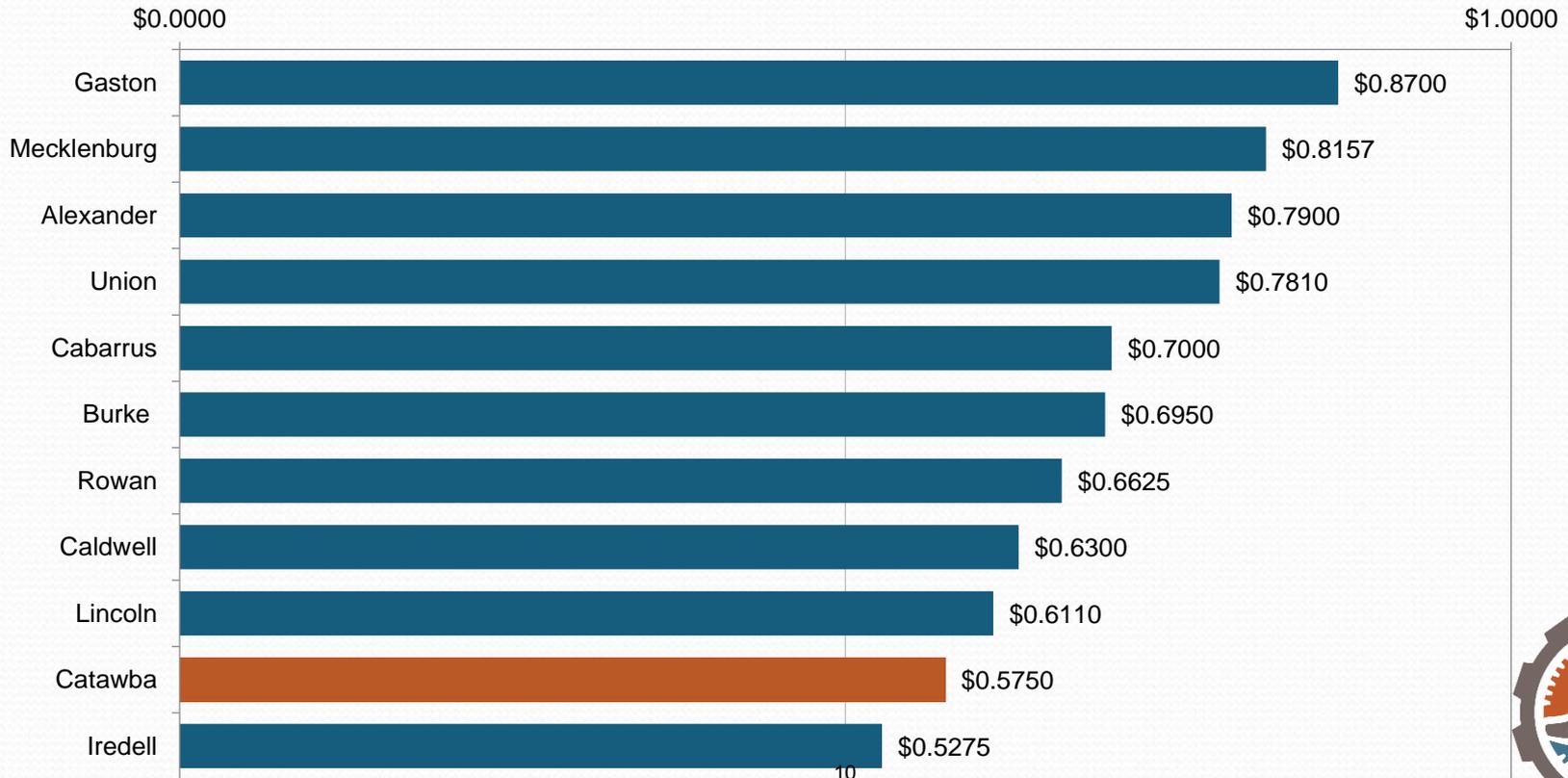
Catawba County's countywide property tax rate of \$0.575 per \$100 in assessed value is lower than the average of all counties in the State as well as counties over 100,000 in population, and is only 1/3 of the legally allowable tax rate.



Foster Positive Business Climate

Maintain low cost of government, competitive tax rate and development fees

Catawba County's tax rate is 2nd lowest among neighboring counties



Foster Positive Business Climate

Maintain low cost of government, competitive tax rate and development fees by aligning fees with costs

Solid Waste	Change	Fee
Sanitary Landfill Tipping Fees	\$2 per ton increase	\$35 per ton (most)
Municipal Water & Wastewater Sludge Meeting Paint Liquids Test	New Fee FY 18/19	\$101 per ton
Construction & Demolition Landfill Tipping Fees	\$2 per ton increase	\$25 per ton (most)
Compost (3 yard scoop/bucket)	\$15.50 or \$10 per ton decrease	\$30 or \$25 per ton
Scrap Tires (cost of vendor contract)	\$10 per ton increase	\$90 per ton

Water & Sewer	Change	Fee
Water & Sewer Connection Fees	Maintained as-is	See fee schedule
Septage Collection, Transportation & Disposal Fees	Maintained as-is	See fee schedule

Public Health	Change	Fee
Immunization Administration	\$2 increase	\$22 (most)
CPR Only Grades K-12	New Fee FY 18/19	Cost of completion card (currently \$8) plus \$10
Herpes Simplex Virus II IgG	New Fee FY 18/19	\$17
Herpes Simplex Virus I & II	New Fee FY 18/19	\$28
Human Papillomavirus Screening	New Fee FY 18/19	\$32



Support Stratified Approach to Product Development - ensuring market-ready product offerings that appeal to diverse prospects

- **Develop and aggressively market Trivium Corp Center**
 - \$2.7M (to cover County's commitment for land acquisition and site development)



Support Stratified Approach to Product Development - ensuring market-ready product offerings that appeal to diverse prospects

- **Spec Building #2**
 - \$45k annual carrying cost
- **EDC efforts resulted in \$1.45B increased investment & 361 jobs this year, yielding \$710K in increased incentives**
- **\$100K Permitting software upgrade set-aside (recurring)**



K-64 Education

Promote accountability and sound fiscal stewardship by supporting K-64 Board in developing tangible work plans with specific timelines and resource requirements for each priority area and in driving work plan implementation.

- \$1.3M commitment to K-64 initiative (2nd year)



Provide facilities in alignment with evolving educational instructional models & community needs

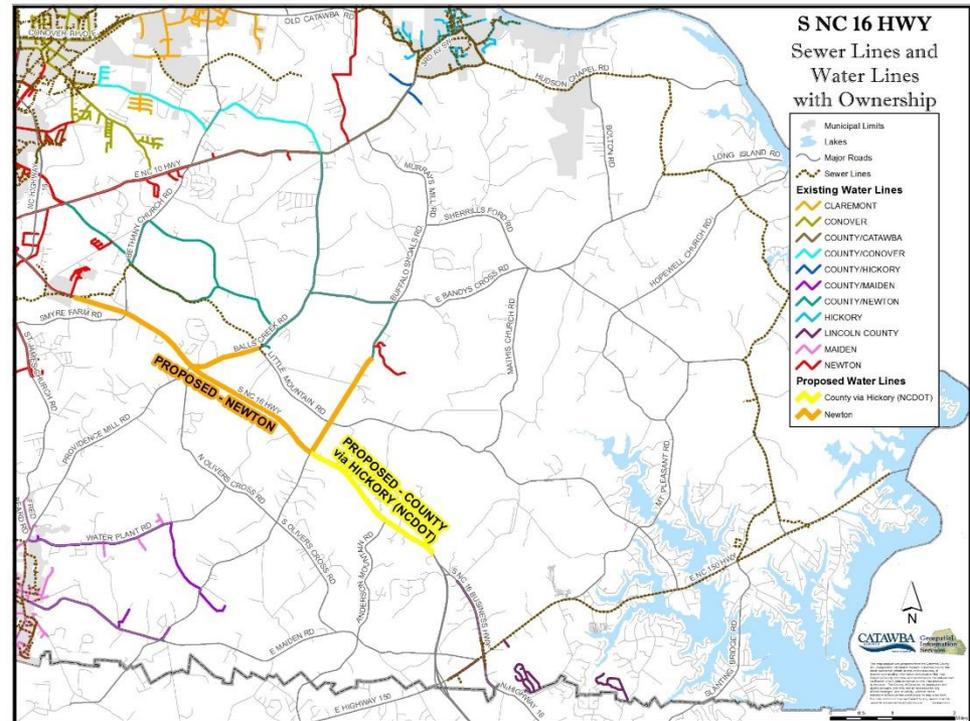
- **\$45.1M Schools Current Expense (\$1.1M increase)**
 - \$1,647 per pupil (2.6% increase total funding)
 - Statewide rank of 19th in total current expense funding; per pupil rank of 50th (up from 54th)
 - \$4.4M for CVCC (4.8% increase)
- **\$5.94M Schools Capital**
 - Catawba County Schools: \$3.72M
 - Hickory Public Schools: \$802,644
 - Newton-Conover City Schools: \$763,912
- **\$9.78M Schools Construction (final year of 4-year funding cycle)**
 - St. Stephens High School Renovations \$8M
 - Blackburn Elementary Renovations \$1.25M
- **\$15.5M in schools debt service (current and future)**



Lead growth through targeted water/sewer extensions

by maintaining infrastructure capable of balancing smart growth infill opportunities with fast growth expansion opportunities and maintaining quality of life

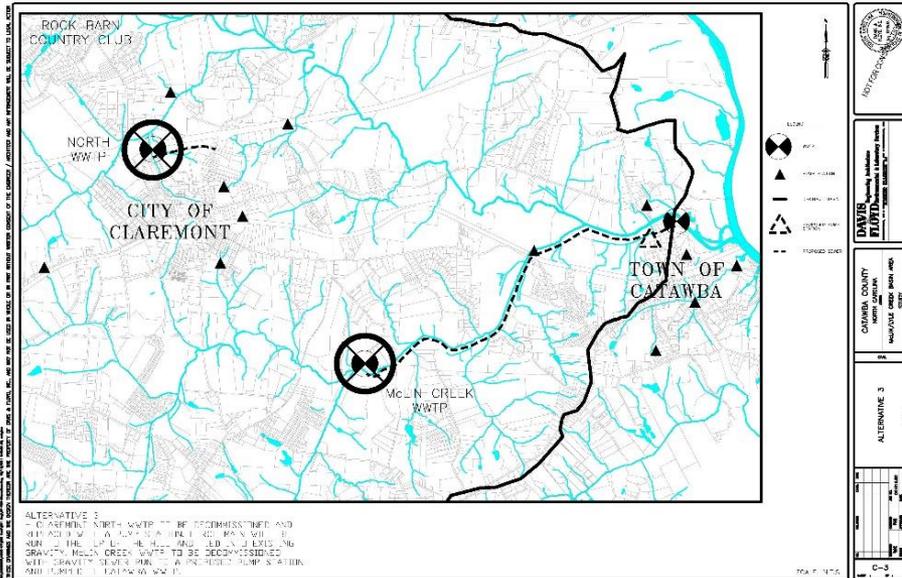
- \$5.8m loan (75% payback) to City of Newton for water down NC 16 South to Buffalo Shoals Rd



Lead growth through targeted water/sewer extensions

by maintaining infrastructure capable of balancing smart growth infill opportunities with fast growth expansion opportunities and maintaining quality of life

- **\$1.3M added to existing projects (\$767,982 from closing projects)**
 - McLin/Lyle Creek Sewer Outfall \$3M total (in partnership with Claremont)
 - Farmfield Acres \$484K total (in partnership with Conover)



Ensure Financial Sustainability of Water/Sewer Program

- **Maintain current capacity fees (validated through statutorily required analysis)**
- **Multi-year CIP for SECC under development through Utility Study**



Ensure Provision of *Right Care, Right Place, Right Time* Emergency/Public Safety Response to Citizens

Emergency Medical Response streamlined and improved:

- **City of Newton to Provide Service in Rural district**
 - Newton: 3 cent increase to support medical first response & rescue services
 - County loan to purchase crash truck for countywide use
- **Maiden Rescue to expand service in Mtn View, Propst and Vale community**

Improved Fire Service:

- **Conover: 2 cent increase to support fire apparatus replacement**
- **Cooksville: 1.3 cents towards future equipment replacement and facility renovation**

Funds set aside for future needs:

- **\$369,476 added to “Right care, right place, right time” public safety reserve (project balance: \$484,218)**



Ensure Provision of *Right Care, Right Place, Right Time* Emergency/Public Safety Response to Citizens

Healthy & Safe Community:

• Human Services:

- Environmental Health Inspectors approved in FY17/18 added to budget
- Grant-funded Public Health Nurse to assist with Pregnancy Care Mgmt
- Partners BHM funding maintained, while opioids/mental health/jail diversion study looks at future needs

• Public Safety:

- 911 Training/Quality Assurance Officer position added
- Emergency Services study currently underway
- \$50K reserved for future jail diversion efforts
- \$80K increased JPSC operating costs: court security, utilities, maintenance
- Jail debt interest-only payment: \$803,132



Quality of Life: Parks, Arts, Branding

Create synergy between the three major County parks by offering a distinct set of featured amenities at each location, taking into consideration complementary regional and local offerings.

- **FY17/18 \$8M in debt authorized for Mountain Creek Park Phase I build-out**
- **Mountain Creek Park interest-only payment: \$301,782**
- **Riverbend Park expansion activities underway**

Enhance awareness of cultural and arts assets and explore new opportunities and initiatives through partnership and collaboration.

- **Pop-Up Library & Outreach Specialist: \$93K in grant and matching funds for 2nd of 2-year grant**
- **Outcome driven Salt Block and Newton Auditorium funding: \$0.30 per visitor, budgeted at \$90K and \$12K (capped at \$100K & \$13K)**



Maintaining Infrastructure

Capital:

- \$1M existing jail and old Justice Center roof replacement
- \$708K Technology server & desktop applications and security enhancements, infrastructure upgrades (recurring)
- \$100K Permitting software upgrade set-aside (recurring)
- \$100K Facilities general renovations (recurring)
- Maintaining responsible capital replacement cycle (equipment, vehicles)



Maintaining Operations & Services

Recognizing employee customer service and productivity

- 2.5% to 3% performance pay based on evaluations

Competitive and cost effective employee benefits

- Joined NCHIP to control costs and spread risk (5% instead of 10%)
- Biweekly health insurance premiums increase:
 - County – \$7
 - Employee with dependent coverage – \$7 to \$20 (varies by tier)





MAKING

LIVING

BETTER

May 11-23: BOC Review of Manager's Recommendation

May 24: BOC Budget Hearings with Departments and funded agencies

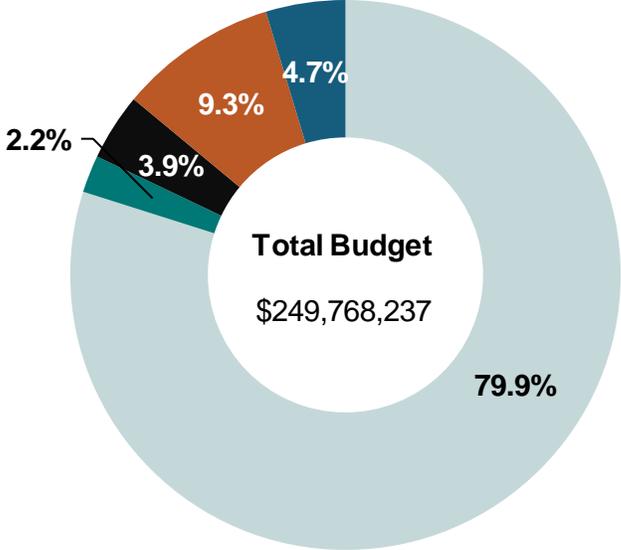
May 31: BOC public hearing and wrap up

June 4: BOC Adoption of FY18-19 Budget

FISCAL YEAR 2018/19 BUDGET HIGHLIGHTS

The County’s total Fiscal Year 2018/19 Budget is \$249,768,237. The County manages these funds using accounts—called funds—to track expenditures and revenue sources. The easiest way for most people to think about funds is to compare them to bank accounts. Money comes into a fund from a variety of sources and is then used to provide services to the public. Catawba County has 36 funds, with the largest being the General Fund. The General Fund is the primary operating fund composing \$199,549,536 or 79.9 percent of the budget. These funds are summarized in the budget into the following fund types:

TOTAL BUDGET



GENERAL FUND

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

OTHER GENERAL FUND-LIKE FUNDS

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

SPECIAL REVENUE FUNDS

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

CAPITAL PROJECT FUNDS

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

ENTERPRISE FUNDS

Includes Solid Waste and Water & Sewer Operating Funds.

REVENUES

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

PROPERTY TAX

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

SALES TAX

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

OTHER TAXES

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

INTERGOVERNMENTAL FUNDS

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

PERMITS & FEES

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

MISCELLANEOUS

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

FUND BALANCE

Reflects the use of County savings.

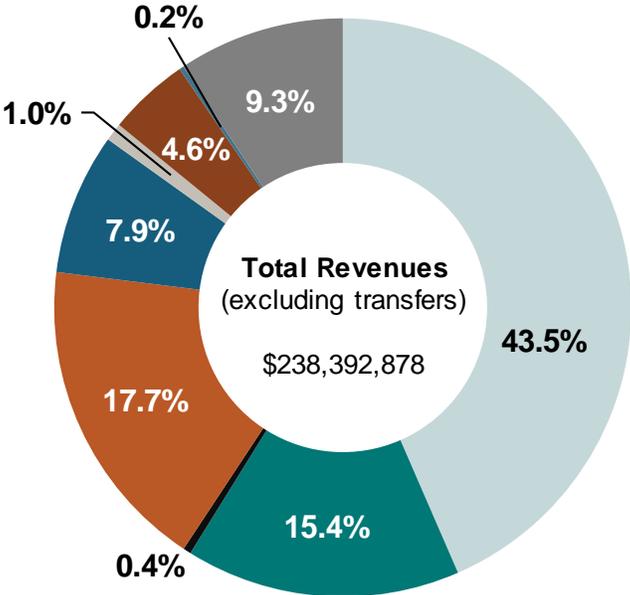
FINES & FORFEITURES

Fees collected by the Courts and entirely distributed to schools.

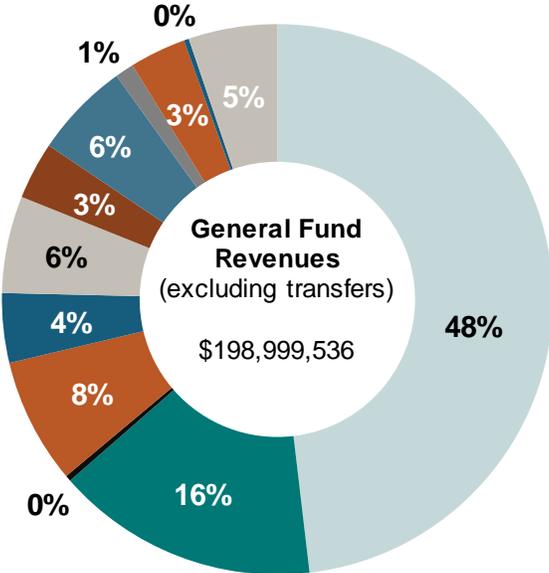
OTHER SOURCES

Includes debt proceeds, special contingency, and insurance premiums.

TOTAL REVENUES



GENERAL FUND REVENUES



REVENUE SUMMARY

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
GENERAL FUND					
Property Tax	\$94,924,089	\$93,604,203	\$95,183,065	\$95,785,817	2.3%
Sales Tax	29,661,405	29,039,068	30,614,646	30,645,516	5.5%
Other Taxes	783,581	658,550	744,250	734,925	11.6%
Federal	13,705,770	15,112,411	14,583,042	14,697,475	-2.7%
State	7,837,984	7,890,475	8,112,302	8,120,302	2.9%
Federal & State	10,539,930	11,645,930	11,348,811	11,348,811	-2.6%
Local	5,843,824	5,938,000	5,847,326	6,698,627	12.8%
Permits & Fees	11,204,243	11,005,916	11,302,119	11,210,339	1.9%
Miscellaneous	1,817,228	2,186,059	2,208,268	2,208,268	1.0%
Fund Balance	0	5,996,066	9,673,063	6,584,122	9.8%
Transfers Between Funds	2,036,367	550,000	550,000	550,000	0.0%
Fines & Forfeitures	442,341	597,325	591,025	590,350	-1.2%
Other Sources	13,514,883	11,062,950	10,374,984	10,374,984	-6.2%
	\$192,311,645	\$195,286,953	\$201,132,901	\$199,549,536	2.2%
OTHER GENERAL FUND TYPES					
Local	\$235,000	\$253,000	\$363,100	\$268,100	6.0%
Permits & Fees	17,644	18,000	19,000	19,000	5.6%
Miscellaneous	288,692	82,880	79,000	79,000	-4.7%
Fund Balance	0	263,594	636,089	701,689	166.2%
Transfers Between Funds	2,818,572	2,210,700	2,383,236	2,292,136	3.7%
Other Sources	1,960,343	2,309,500	2,525,000	2,525,000	9.3%
	\$5,320,251	\$5,137,674	\$6,005,425	\$5,884,925	14.5%
SPECIAL REVENUE FUNDS					
Prior Year Tax	\$1,067,200	\$994,609	\$994,609	\$826,183	-16.9%
Fire Protection Service District	6,651,829	6,656,235	7,036,984	7,009,108	5.3%
State	792,325	589,422	903,488	935,305	58.7%
Local	2,523	0	5,000	5,000	0.0%
Permits & Fees	4,000	0	0	0	0.0%
Miscellaneous	90,063	58,500	6,500	6,500	-88.9%
Fund Balance	0	864,775	654,203	659,703	-23.7%
Other Sources	0	5,000	0	0	0.0%
Transfers Between Funds	56,909	23,654	5,000	5,000	-78.9%
	\$8,664,849	\$9,192,195	\$9,605,784	\$9,446,799	2.8%
CAPITAL PROJECT FUNDS					
Sales Tax	\$4,967,557	\$4,806,809	\$5,769,044	\$5,727,493	19.2%
Federal	296,310	234,000	0	0	0.0%
Local	91,561	65,000	0	12,929	-80.1%
Miscellaneous	251,345	2,666,630	0	0	0.0%
Fund Balance	0	3,133,101	7,639,221	1,364,095	-56.5%
Transfers Between Funds	10,160,174	7,047,770	6,753,949	6,858,223	-2.7%
Other Sources	36,728,000	20,965,809	9,263,000	9,263,000	-55.8%
	\$52,494,947	\$38,919,119	\$29,425,214	\$23,225,740	-40.3%
ENTERPRISE FUNDS					
Sales Tax	\$805,122	\$803,907	\$318,061	\$318,061	-60.4%
Other Taxes	340,215	297,000	315,000	315,000	6.1%
State	36,475	14,000	27,000	27,000	92.9%
Local	3,000	3,000	3,000	3,000	0.0%
Permits & Fees	7,241,126	6,991,783	7,633,645	7,633,645	9.2%
Miscellaneous	102,345	67,080	101,680	101,680	51.6%
Fund Balance	0	2,477,903	1,582,451	1,537,851	-37.9%
Transfers Between Funds	1,600,000	0	1,675,000	1,675,000	0.0%
Other Sources	48,748	50,000	50,000	50,000	0.0%
	\$10,177,031	\$10,704,673	\$11,705,837	\$11,661,237	8.9%
TOTAL	\$268,968,722	\$259,240,614	\$257,875,161	\$249,768,237	-3.7%

EXPENDITURES

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

GENERAL GOVERNMENT

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

PUBLIC SAFETY

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

ENVIRONMENTAL QUALITY

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

ECONOMIC & PHYSICAL DEVELOPMENT

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

HUMAN SERVICES

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

EDUCATION

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

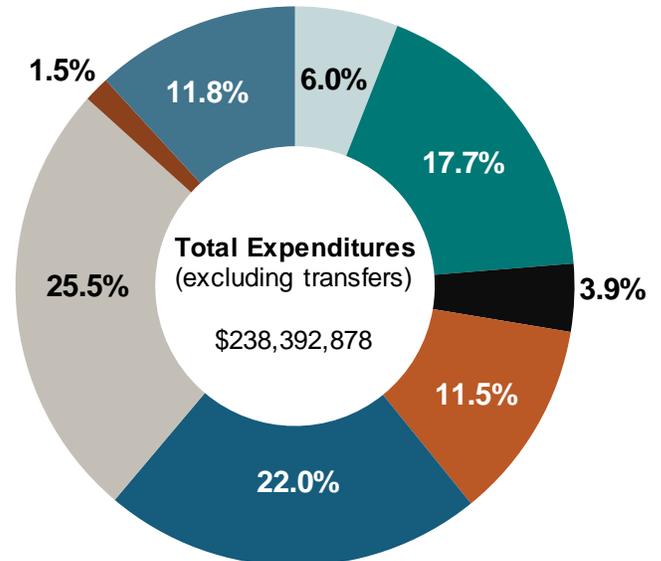
CULTURE

Includes the County Library system and outside organizations such as Catawba County Historical Association, United Arts Council of Catawba County, SALT Bock, Newton-Conover Auditorium, and the Hickory Public Library.

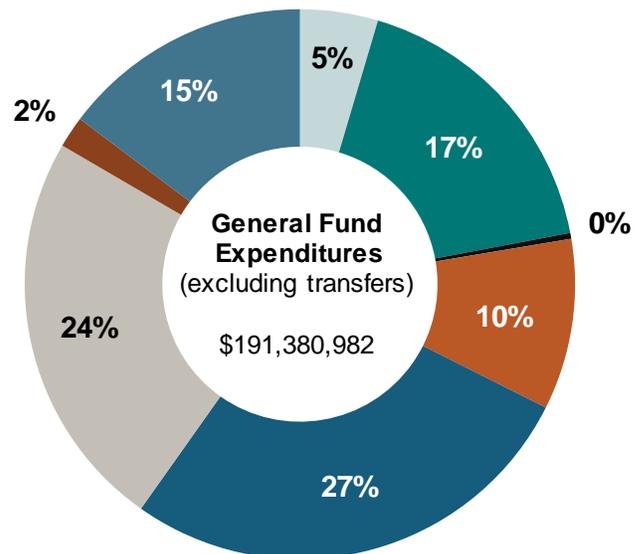
OTHER

Includes the Self-insurance fund and Catawba Valley Medical Center debt.

TOTAL EXPENDITURES



GENERAL FUND EXPENDITURES



EXPENDITURE SUMMARY

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
General Fund					
General Government	\$8,040,665	\$8,571,657	\$8,762,301	\$8,762,301	2.2%
Transfers to Other Funds	\$12,805,473	\$7,582,124	\$8,155,380	\$8,168,554	7.7%
Public Safety	\$30,700,031	\$31,721,186	\$33,185,685	\$33,358,998	5.2%
Environmental Quality	\$661,157	\$632,524	\$677,706	\$661,106	4.5%
Economic & Physical Development	\$16,166,939	\$18,115,226	\$19,456,218	\$19,241,427	6.2%
Human Services	\$47,706,574	\$51,844,844	\$52,810,883	\$52,428,038	1.1%
Schools Current Expense	\$41,454,544	\$44,015,516	\$46,275,920	\$45,182,608	2.7%
Libraries & Culture	\$3,394,900	\$3,375,867	\$3,600,207	\$3,537,903	4.8%
Debt Service	\$30,263,370	\$29,428,009	\$28,208,601	\$28,208,601	-4.1%
	\$191,193,653	\$195,286,953	\$201,132,901	\$199,549,536	2.2%
Other General Fund Types					
Self Insurance Fund	\$4,326,258	\$4,591,200	\$5,007,404	\$4,912,404	7.0%
Reappraisal Fund	\$397,992	\$463,594	\$512,216	\$486,716	5.0%
Register of Deeds Auto. & Preserv.	\$117,209	\$82,880	\$79,000	\$79,000	-4.7%
Capital Reserve Fund	\$58,217	\$0	\$406,805	\$406,805	0.0%
	\$4,899,676	\$5,137,674	\$6,005,425	\$5,884,925	14.5%
Special Revenue Fund Types					
Emergency Telephone System Fund	\$1,684,952	\$642,032	\$903,488	\$935,305	45.7%
Narcotics Seized Fund	\$9,668	\$10,000	\$10,000	\$10,000	0.0%
State Unauthorized Substance Fund	\$24,153	\$30,000	\$70,000	\$70,000	133.3%
Hospital Reserve Fund	\$500,000	\$500,000	\$500,000	\$500,000	0.0%
Rescue Squads Fund	\$1,095,825	\$994,609	\$994,609	\$826,183	-16.9%
Library Endowment Fund	\$12,478	\$0	\$5,000	\$5,000	0.0%
Gretchen Peed Scholarship Fund	\$0	\$1,500	\$1,500	\$1,500	0.0%
Parks/Historic Preserv.Trust Fund	\$0	\$5,000	\$5,000	\$10,500	110.0%
Community Development Fund	\$58,864	\$0	\$0	\$0	0.0%
Fire Protection Service District Funds	\$6,489,460	\$7,009,054	\$7,116,187	\$7,088,311	1.1%
	\$9,875,400	\$9,192,195	\$9,605,784	\$9,446,799	2.8%
Capital Project Funds					
General Capital Projects	\$11,342,312	\$16,970,507	\$4,381,386	\$4,694,024	-72.3%
Schools' Capital Fund	\$4,554,288	\$5,335,511	\$12,252,886	\$5,940,774	11.3%
Schools' Construction Fund	\$12,862,753	\$7,630,000	\$9,981,242	\$9,781,242	28.2%
Hospital Construction Fund	\$24,433	\$0	\$0	\$0	0.0%
Water & Sewer Capital Fund	\$1,118,120	\$7,283,101	\$559,700	\$559,700	-92.3%
Solid Waste Capital	\$1,212,206	\$1,700,000	\$2,250,000	\$2,250,000	32.4%
	\$31,114,112	\$38,919,119	\$29,425,214	\$23,225,740	-40.3%
Enterprise Funds					
Water and Sewer	\$1,009,525	\$2,495,330	\$2,996,061	\$2,996,061	20.1%
Solid Waste	\$6,109,190	\$8,209,343	\$8,709,776	\$8,665,176	5.6%
	\$7,118,715	\$10,704,673	\$11,705,837	\$11,661,237	8.9%
TOTAL	\$244,201,556	\$259,240,614	\$257,875,161	\$249,768,237	-3.7%

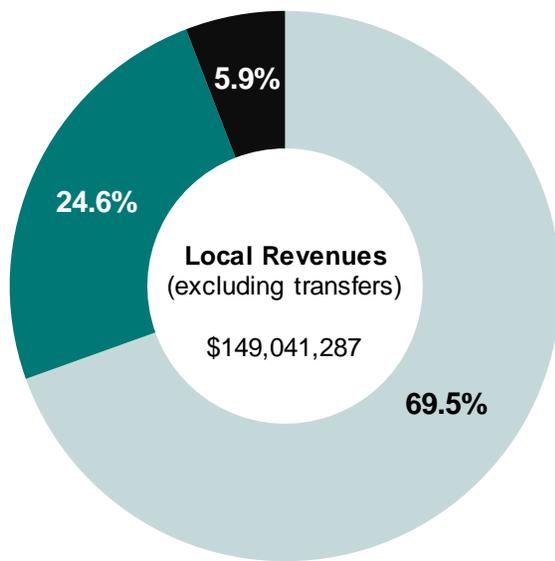
Local Funds

The County receives significant revenue from sources other than County, particularly in Human Services where County governments are often ordered by the State to carry out certain programs. These revenues are typically restricted to programs for which they are received and can't be used for other purposes. Because large amounts of restricted funds are received from the State, the term "County Share" has been created to identify how much County tax revenue is spent on programs.

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

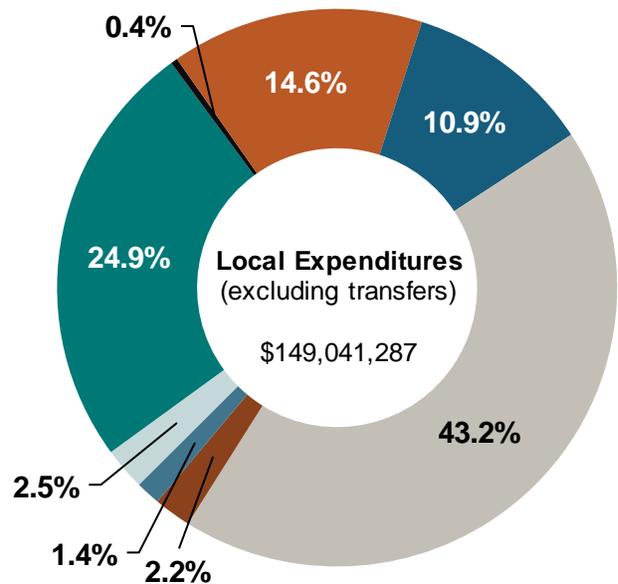
Many services provided by the County don't generate revenues at all, or the amount generated isn't sufficient to cover the cost of delivering the service such as Education, Public Safety, General Government Administration, and Libraries. The term Local Funds is used to refer to the portion of the budget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

LOCAL REVENUES



- Property Tax
- Sales Tax
- Fund Balance

LOCAL EXPENDITURES



- General Government
- Public Safety
- Environmental Quality
- Economic & Physical Development
- Human Services
- Education
- Culture
- Other

MAJOR CHANGES IN THE FISCAL YEAR 2018/19 BUDGET

REVENUE

Property Tax

Due to tax base growth and conservative budgeting in prior years, property tax revenue increased \$2 million budget to budget.

Sales Tax

Sales tax revenues increased \$2 million budget to budget due to growth in both the base and sales activity along with conservative budgeting the prior year.

General Fund Balance

Fund balance appropriated in the General Fund increased \$588,056 to balance the budget, although it is anticipated that most of the Fund Balance appropriated will not actually be spent.

EXPENSE

Public Safety

Sheriff

The Sheriff's Office budget reflects increases driven by increased compensation, part-time wages in Court Security due to the opening of the new Justice Public Safety Center, per-meal rates for inmate food services, and cost of the contract with Burke County to operate the Burke Catawba District Confinement Facility.

Emergency Services

The budget increase is primarily driven by a contract with Newton Fire Department to provide fire protection, medical first response and light rescue. Additionally, the budget includes an operating increase in medical supplies and staff uniforms, the scheduled replacement of four ambulances and one quick response vehicle (QRV), and the planned replacement of two aging transport ventilators.

Three positions in the Animal Shelter are abolished with the budget as the County began contracting with the Humane Society in October 2017 to operate the shelter.

Each year, the budget includes funds to replace cardiac monitors on ambulances slated for replacement. Monitors on the ambulances scheduled for replacement in Fiscal Year 2018/19 will not need to be replaced. Part of the savings is budgeted in the Future Public Safety project as a reserve toward implementation of recommendations from the EMS Study currently underway and investment as needed to provide "right care, right place, right time" public safety services.

911 Communications Center

The budget shows an overall decrease due to personnel changes and equipment upgrades associated with the move into the new 911 Center that eliminated other operational costs. Partial savings from the delay of cardiac monitor replacement in Emergency Services were used to fund a Quality Assurance/Training Officer position.

Other Public Safety

The budget includes additional funding for jail diversion efforts in partnership with Court Services.

Environmental Quality

Cooperative Extension

The budget increase is primarily due to the addition of funds to continue the Juntos Hispanic youth development program for one year, during which Cooperative Extension and program partners will seek grant opportunities that can support the program long-term.

Economic & Physical Development

Technology

The budget includes the transfer of the GIS mapping team from the Tax Office and an increase in expenses related to the IT equipment replacement schedule.

Planning, Parks, & Development

The budget includes funding for the scheduled replacement of two Parks vehicles.

Utilities & Engineering

Funds are included for planned compensation changes and the scheduled replacement of two high mileage vehicles. Additionally, the budget continues to set aside funds for the next permitting software upgrade, expected in four to five years.

Facilities

Funds are included for planned compensation changes and estimated maintenance costs for the new Justice Center.

Human Services

Social Services

The budget for Social Services remains essentially flat despite combined losses in direct Federal fund and Federal funds channeled through the State, driven by reductions in non-mandated services.

Public Health

The budget includes the two Environmental Health Specialists added during Fiscal Year 2017/18, as well as a new partially grant-funded Public Health Nurse position in Maternal Health. The budget also includes an increase to special contingency in anticipation of increased revenue received from cost settlement and grants.

Education

Current Expense

The budget includes increased current expense funding for public schools and Catawba Valley Community College (CVCC). The increase included for CVCC is primarily driven by annualizing operating costs for the Workforce Solutions Center scheduled to open in August of 2018.

The budget also continues to provide \$1.3 million for the K-64 Initiative.

Culture

Library

The budget reflects funding for Year 2 of the Pop-Up Library program which began in Fiscal Year 2017/18. The first-year grant funded the purchase of the vehicle and initial program expenses. The second year grant application has been submitted for Fiscal Year 2018/19 to fund operations, including a Senior Librarian (1 FTE) to serve as the outreach specialist for the Pop-up Library. The budget also includes additional funding for the Mobile Hotspot program that was started in June 2017 with grant funds.

Other Cultural

Funding for the SALT Block is increased \$2,500 to \$90,000 based on \$.30 per attendee. Similarly, \$12,000 (a \$1,000 decrease) is included for the Newton-Conover Auditorium Authority based on \$9,000 for public school programming plus \$.30 per general attendee. A one-time \$5,000 increase is included for the Historical Association.

General Government

Tax

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

The GIS mapping team was transferred from the Tax Office to Technology. One staff position was also moved to the Tax Office from the County Manager's Office.

Elections

Expenses for Elections vary from year to year depending on the number of elections conducted. In Fiscal Year 2017/18, three elections were conducted compared to one in Fiscal Year 2018/19. There were also increased expenses due to state legislation adding a fourth elections board member and a small increase in poll book rentals due to the higher anticipated voter turnout for midterm elections.

Register of Deeds

Funds are included for planned compensation changes.

Finance

The budget includes increased expenses for auditing services driven by State Auditor requirements for the Single Audit of Federal Funds.

Contingency

The budget includes an increase in contingency to provide the organization with increased flexibility to address emergent issues during the year.

Other

Self-Insurance Fund

The budget increase is primarily driven by increased expense for employee/retiree health claims. The increase is partially offset by decreases in property and liability insurance due to having to

pay for builder's risk in advance for the upcoming jail expansion and continued positive experience with unemployment insurance.

Reappraisal Fund

The increase for Fiscal Year 2018/19 is largely due to additional printing and postage expenses incurred as part of the 2019 revaluation process. Cyclical expenses are commonly funded with fund balance.

Emergency Telephone System Fund

The budget increased due to additional Public Safety Answering Point (PSAP) funding from the State driven by expense increases in recent years for the Justice Public Safety Center and establishing a 911 back-up center.

Fire Service Protection Districts

Tax rate increases are adopted for Conover Fire (2 cents), Newton Fire (3 cents) and Cooksville Fire (1.30 cents). Fund balance is also appropriated for St. Stephens, Bandys, and Hickory.

Rescue Squads

The County terminated its service contracts with Hickory Rescue and Newton-Conover Rescue. Services provided by these squads will be assumed by Maiden Rescue Squad and Newton Fire Service Protection District respectively.

General Capital Projects

The budget decreased \$12.3 million due to allocating financing for the jail expansion in Fiscal Year 2017/18.

Schools Capital

The budget increased \$605,263 to fund additional annual school capital projects for the three public school systems and CVCC.

Schools Construction

The budget increased \$2.2 million to fund the last of a 4-year school construction cycle. Funds are included to renovate Blackburn Elementary (\$1.25 million) and St. Stephens High (\$8 million) Schools. Additionally, \$518,242 is reserved toward future school construction financing needs.

Water & Sewer Capital

The budget continues the County's participation in the Hickory/Catawba County Waste Water Treatment Plan Expansion and the Sludge Composting Facility. Funds are added to the previously approved Farmfield Acres Water project with the City of Conover and McLin/Lyle Creek Sewer Outfall project with the City of Claremont. Projects are funded by closing previously approved projects that have been completed and a portion of the 1/4 cent sales tax dedicated to water and sewer needs.

Water & Sewer Operating

The budget banks funds not needed to finance new projects in Fiscal Year 2018/19 in the operating fund from dedicated water and sewer revenues for future needs.

Solid Waste Capital

Funding continues to be set aside to construct the next cell at the landfill, which is projected to open in Fiscal Year 2020/21.

Funding is included to mitigate wetlands and streams on the Blackburn Resource Recovery Facility property. Without this mitigation, the life of the landfill will be reduced by an estimated 25-40 percent.

Solid Waste Management

The budget increase is driven by continuing to set aside costs to build the next landfill cell projected to open in Fiscal Year 2020/21 and by regulatory requirements to set aside funds for closing, monitoring, and maintaining closed cells at the landfill. Planning for these costs requires a \$2 per ton tipping fee increase for the sanitary and construction/demolition landfills, the first in over 10 years. Catawba County's rates are substantially below those of other counties in the region and remain so even with the tipping fee increase.

LONG-TERM FINANCIAL PLANNING

Catawba County's economy continues to grow as reflected in strong retail sales activity, increasing building permit activity, business investment, and the County's 4.0 percent unemployment rate (as of February 2018). The County is taking deliberate steps to accelerate and reinforce this economic growth. The Board of Commissioners began a strategic planning process in July 2016 aimed at enhancing and promoting the County's quality of life in order to attract working-age families and to grow the economy. Since that time, staff has been busy implementing key components of this plan and focusing on anticipating future service pressures and delivering responsive services to the community.

The Fiscal Year 2018/19 budget invests in services and infrastructure related to many of the 10 major focus areas of the strategic plan as well as general service needs. Highlights of investment include:

- *Economic Development:* The budget includes \$2.7 million toward the County's share of a joint venture with the City of Hickory in Trivium Corporate Center and continues to fund a second speculative building in cooperation with the City of Claremont.
- *K-64 and Education:* \$1.3 million dedicated to K-64, 2.6 percent total current expense increase for the three public school systems, and a 4.8 percent increase in funding to CVCC. Additionally, the budget funds \$5.94 million in schools' annual capital needs, and \$9.26 million in construction projects in the last of a four-year schools' construction funding cycle approved in Fiscal Year 2015/16. Further, \$15.5 million is committed to current and future debt service for financed school projects.
- *Water & Sewer Infrastructure:* As part of the Strategic Plan, during the current fiscal year the County contracted for a comprehensive study of the Southeastern Catawba County water and sewer service area including development of a long-term capital improvement plan and a plan for financial sustainability. Because this plan is not yet completed, the County is in a bit of a holding pattern with respect to funding new water and sewer projects. However, \$1.3 million is added to existing water and sewer projects in Fiscal Year 2018/19, including funds for projects in partnership with the Cities of Claremont and Conover.
- *Parks:* The Board of Commissioners approved borrowing up to \$8 million to build phase one of Mountain Creek Park. The Fiscal Year 2018/19 budget includes an interest only debt payment. A second phase of development is planned for Fiscal Year 2021/22.
- *Healthy & Safe Community:* The County has reserved bed rental revenue since its last jail expansion in 2007 and dedicated 1.5 cents property tax since Fiscal Year 2015/16 toward the cost of future jail expansion. A 320-bed expansion is scheduled to begin in the coming year with anticipated total costs of \$33 million, \$22 million of which will be debt financed with the rest coming from reserved revenue. Funds are reserved for providing "Right Care, Right Place, Right Time" public safety services.
- *Solid Waste:* The budget continues to plan for the next landfill cell expected to begin accepting waste in 2021 and estimated to cost over \$10 million. Planning for this cell and closure/post closure costs of the existing cell necessitates a \$2 per ton tipping fee increase—the first in

over 10 years—with scheduled annual increases over the next 10 years based on the consumer price index or 2 percent, whichever is greater.

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

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

4-YEAR REVENUE SUMMARY PROJECTION

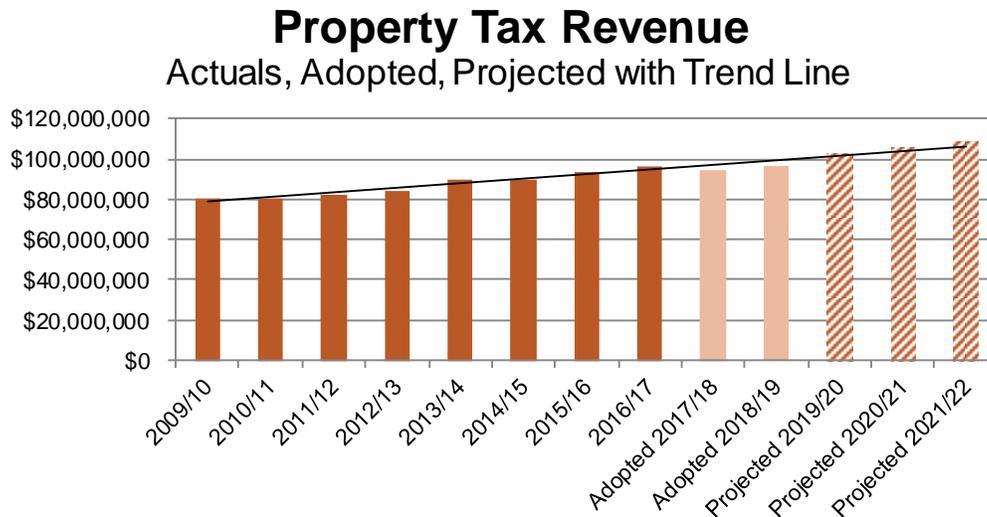
	2018/19 Adopted	2019/20 Projected	2020/21 Projected	2021/22 Projected
GENERAL FUND				
Property Tax	\$95,785,817	\$102,061,712	\$104,613,255	\$107,228,586
Sales Tax	30,645,516	31,564,881	32,511,827	33,487,182
Other Taxes	734,925	749,624	764,616	779,908
Federal	14,697,475	14,850,575	15,005,206	15,155,258
State	8,120,302	8,384,005	8,650,345	8,736,848
Federal & State	11,348,811	11,462,299	11,576,922	11,692,691
Local	6,698,627	6,838,613	6,979,999	7,049,799
Permits & Fees	11,210,339	11,434,546	11,663,237	11,896,502
Miscellaneous	2,208,268	2,252,433	2,297,482	2,343,432
Fund Balance	6,584,122	6,618,062	7,058,151	6,260,110
Transfers Between Funds	550,000	1,346,760	937,267	99,693
Fines & Forfeitures	590,350	596,254	602,217	608,239
Other Sources	10,374,984	8,824,984	7,921,345	7,798,772
	\$199,549,536	\$206,984,748	\$210,581,869	\$213,137,020
OTHER GENERAL FUND TYPES				
Local	\$268,100	\$270,781	\$273,489	\$276,224
Permits & Fees	19,000	19,380	19,768	20,163
Miscellaneous	79,000	80,580	82,192	83,836
Fund Balance	701,689	291,908	288,449	284,483
Transfers Between Funds	2,292,136	2,337,979	2,384,739	2,432,434
Other Sources	2,525,000	2,600,750	2,678,773	2,759,136
	\$5,884,925	\$5,601,378	\$5,727,410	\$5,856,276
SPECIAL REVENUE FUNDS				
Prior Year-Property Tax	\$826,183	\$826,183	\$826,183	\$826,183
Fire Protection Service District	7,009,108	7,184,336	7,363,944	7,548,043
State	935,305	935,305	935,305	935,305
Local	5,000	5,050	5,101	5,152
Miscellaneous	6,500	6,500	6,500	6,500
Fund Balance	659,703	573,470	520,027	464,302
Transfers Between Funds	5,000	0	0	0
	\$9,446,799	\$9,530,844	\$9,657,060	\$9,785,485
CAPITAL PROJECT FUNDS				
Sales Tax	\$5,727,493	\$5,814,915	\$5,972,343	\$6,134,494
State	\$0	250,000	0	250,000
Local	\$12,929	0	0	0
Miscellaneous	\$0	28,702	28,702	28,702
Fund Balance	\$1,364,095	872,480	318,800	0
Transfers Between Funds	\$6,858,223	4,154,821	3,352,612	3,375,859
Other Sources	\$9,263,000	0	0	4,000,000
	\$23,225,740	\$11,120,918	\$9,672,457	\$13,789,055
ENTERPRISE FUNDS				
Sales Tax	\$318,061	\$654,094	\$681,217	\$709,154
Other Taxes	\$315,000	315,650	316,307	316,970
State	\$27,000	27,000	27,000	27,000
Local	\$3,000	3,000	3,000	3,000
Permits & Fees	\$7,633,645	7,701,335	7,769,702	7,838,753
Miscellaneous	\$101,680	101,680	101,680	101,680
Fund Balance	\$1,537,851	2,420,781	1,115,250	679,272
Transfers Between Funds	\$1,675,000	1,708,500	1,742,670	1,777,523
Other Sources	\$50,000	50,000	50,000	50,000
	\$11,661,237	\$12,982,040	\$11,806,825	\$11,503,351
TOTAL	\$249,768,237	\$246,219,928	\$247,445,621	\$254,071,187

4-YEAR EXPENSE SUMMARY PROJECTION

	2018/19 Adopted	2019/20 Projected	2020/21 Projected	2021/22 Projected
GENERAL FUND				
General Government	\$8,762,301	\$8,959,453	\$9,161,041	\$9,367,164
Transfers to Other Funds	\$8,168,554	\$6,016,408	\$6,109,567	\$6,179,116
Public Safety	\$33,358,998	\$37,299,728	\$38,429,702	\$39,110,226
Environmental Quality	\$661,106	\$675,981	\$691,191	\$706,743
Economic & Physical Development	\$19,241,427	\$20,114,359	\$20,566,932	\$21,029,688
Human Services	\$52,428,038	\$53,607,669	\$54,813,842	\$56,047,153
Schools Current Expense	\$45,182,608	\$46,199,217	\$47,238,699	\$48,301,570
Libraries & Culture	\$3,537,903	\$3,617,506	\$3,698,900	\$3,782,125
Debt Service	\$28,208,601	\$30,494,427	\$29,871,995	\$28,613,235
	\$199,549,536	\$206,984,748	\$210,581,869	\$213,137,020
OTHER GENERAL FUND TYPES				
Self Insurance Fund	\$4,912,404	\$5,022,933	\$5,135,949	\$5,251,508
Reappraisal Fund	\$486,716	\$497,667	\$508,865	\$520,314
Register of Deeds Auto. & Preserv.	\$79,000	\$80,778	\$82,596	\$84,454
Capital Reserve Fund	\$406,805	\$0	\$0	\$0
	\$5,884,925	\$5,601,378	\$5,727,410	\$5,856,276
SPECIAL REVENUE FUNDS				
Emergency Telephone System Fund	\$935,305	\$935,305	\$935,305	\$935,305
Narcotics Seized Fund	\$10,000	\$10,000	\$10,000	\$10,000
State Unauthorized Substance Fund	\$70,000	\$30,000	\$30,000	\$30,000
Hospital Reserve	\$500,000	\$500,000	\$500,000	\$500,000
Rescue Squads Fund	\$826,183	\$826,183	\$826,183	\$826,183
Gretchen Peed Scholarship Fund	\$1,500	\$1,500	\$1,500	\$1,500
Parks/Historic Preserv. Trust Fund	\$10,500	\$10,500	\$10,500	\$10,500
Fire Protection Service District Funds	\$7,088,311	\$7,212,356	\$7,338,572	\$7,466,997
	\$9,446,799	\$9,530,844	\$9,657,060	\$9,785,485
CAPITAL PROJECT FUNDS				
General Capital Projects	\$4,694,024	\$2,627,301	\$1,871,412	\$5,825,859
Schools' Capital Fund	\$5,940,774	\$6,093,617	\$6,251,045	\$6,413,196
Schools' Construction Fund	\$9,781,242	\$0	\$0	\$0
Water & Sewer Capital Fund	\$559,700	\$250,000	\$250,000	\$250,000
Solid Waste Capital	\$2,250,000	\$2,150,000	\$1,300,000	\$1,300,000
	\$23,225,740	\$11,120,918	\$9,672,457	\$13,789,055
ENTERPRISE FUND				
Water & Sewer	\$2,996,061	\$3,375,624	\$3,447,047	\$3,520,069
Solid Waste	\$8,665,176	\$9,606,416	\$8,359,778	\$7,983,282
	\$11,661,237	\$12,982,040	\$11,806,825	\$11,503,351
TOTAL	\$249,768,237	\$246,219,928	\$247,445,621	\$254,071,187

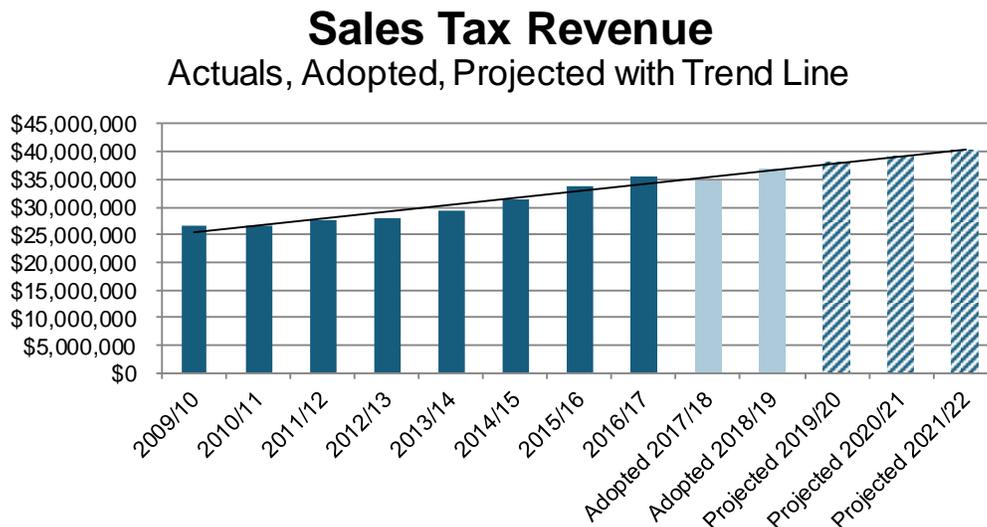
REVENUE TRENDS

MAJOR REVENUE SOURCES (ACTUALS & TRENDS)



Property Tax

A tax levied by the Board of Commissioners applicable to real and personal property. Once every four years, the County Tax Assessor must revalue the real property in the County. The County tax rate is \$0.575 per \$100 of valuation. Fiscal Year 2018/19 budgeted property tax is \$96,612,000.

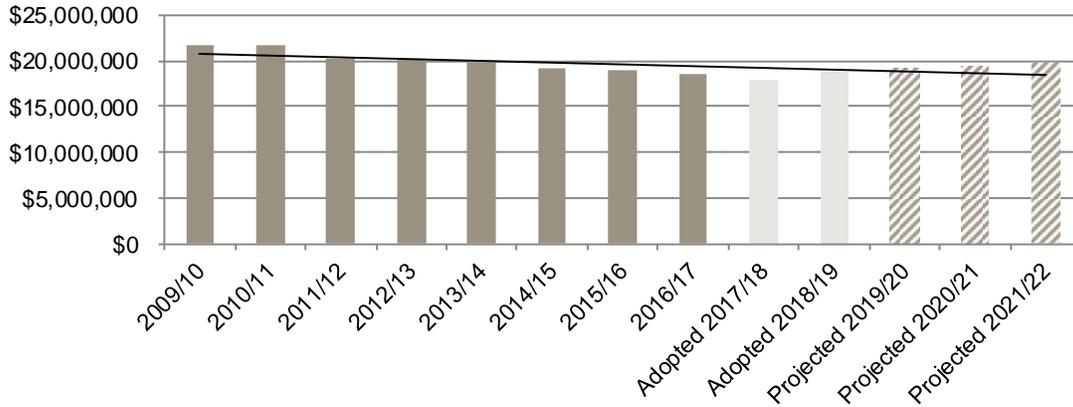


Sales Tax

Sales tax is levied by the County, collected by the State, and then returned to the County. Sales Tax revenue is directly related to an economy's growth or decline. Sales Tax estimates conservatively include a 5.9 percent increase for Fiscal Year 2018/19 compared to Fiscal Year 2017/18 budget.

Permits & Fees Revenue

Actuals, Adopted, Projected with Trend Line

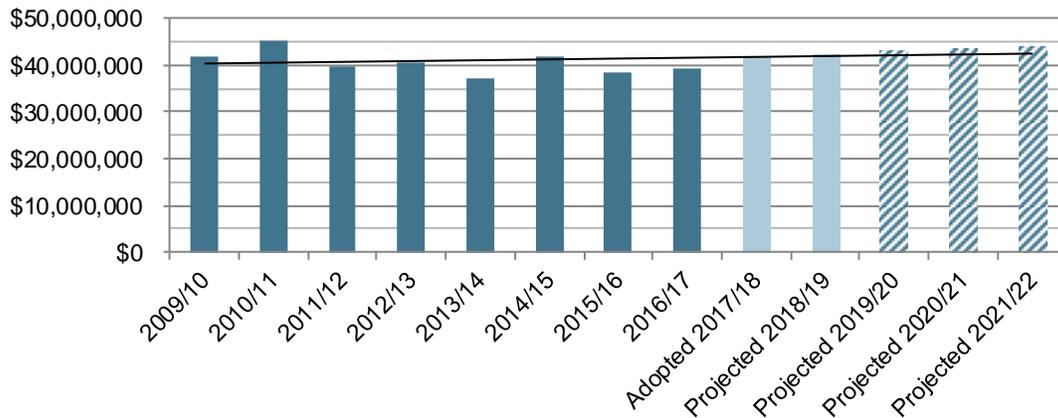


Permits & Fees

Revenue from permits and fees includes funds received from Medicaid reimbursement, user fees, and assessments to municipalities for items such as elections, GIS, or planning studies. The largest revenues in this category include Ambulance Charges (\$5,400,000), Landfill User Fees (\$4,956,000), Building Permits (\$2,291,455), Recording of Legal Instruments (\$510,200), and Environmental Health Fees (\$290,000).

Intergovernmental Revenue

Actuals, Adopted, Projected with Trend Line



Intergovernmental

Revenues received from the State and Federal government. Most of these revenues are tied to programs that the State or Federal Agency has ordered the County to implement, such as human service programs. Some of the largest revenues in this category include 911 Reimbursement (\$935,305), Cable TV Reimbursement (\$608,000), WIC Grant (\$769,537), Work First Grant (\$2,085,850), and Medicaid Administration (\$3,077,089).

FUND BALANCE

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

Fund balance is typically referred to in two ways: available fund balance and unassigned fund balance. The County’s available fund balance refers to its total cash and investments minus liabilities, encumbrances, and deferred revenues at the end of each fiscal year. Unassigned fund balance is more conservative, referring to the amount of fund balance with no restrictions or designations that is freely available to be appropriated and spent at any time. It is calculated starting with the available fund balance and reducing it by things such as fund balance appropriated for subsequent year’s expenses and Board of Commissioners’ designations such as Reinventing Surplus (which may or may not be spent), and other reserves. The tables below reflect unassigned fund balance.

General Fund

The General Fund is the principal fund used to account for the provision of governmental services. This fund summarizes the financial transactions of functional services, based on departmental operations, except for those transactions that must be accounted for separately in other funds. The County had available fund balance of \$62.7 million or 35.04 percent, as defined by the Local Government Commission (LGC), at the end of Fiscal Year 2016/17. This is well above the LGC’s 8 percent requirement and the Board of Commissioners’ goal of 16 percent.

General Fund (and like Funds) Unassigned Fund Balance at the end of Fiscal Year 2017 was \$38,512,666 or 22 percent. The Fiscal Year 2018/19 budget appropriates \$6,584,122 in General Fund fund balance to help finance County operations and schools’ annual capital projects. Additionally, \$225,600 in fund balance is appropriated in the General Fund-Like Funds. This is a \$588,056 increase from the amount budgeted in Fiscal Year 2017/18. Due to conservative revenue and expense budgeting, it is expected that most of this appropriation is simply a balancing number and will not be spent.

General Fund (and like Funds) Unassigned	Act.		Appropriated	
	6/30/2017	Est. 06/30/18	FY 2018/19	Est. 06/30/19
General Fund (110)	36,727,590	37,000,000	\$6,584,122	35,000,000
Self Insurance Fund (115)	1,786,481	1,800,000	225,600	1,800,000
Register of Deeds Autom. & Preserv (160)	(1,405)	1,500	0	1,500
Total	38,512,666	38,801,500	6,809,722	36,801,500

Special Revenue Funds

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

Special Revenue Fund Types Unassigned	Act.	Est. 06/30/18	Appropriated	Est. 06/30/19
	6/30/2017		FY 2018/19	
Emergency Telephone (202)	184,506	240,000	0	315,000
Narcotics Seized (205)	13,639	14,000	10,000	4,000
State Substance Abuse (206)	57,009	124,470	70,000	108,470
Rescue Squads (240)	283,172	300,000	0	300,000
Library Endowment (250)	192,424	195,000	0	195,000
Gretchen Peed Scholarship (260)	53,725	55,000	0	55,000
Parks Preservation (270)	5,312	5,400	5,000	400
Community Development (280)	15,821	16,500	0	16,500
Fire Districts (352-369)	1,164,882	1,200,000	79,203	1,120,797
Total	1,970,490	2,150,370	164,203	2,115,167

Capital Projects Funds

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

Capital Projects Fund Types Unassigned	Act.	Est. 06/30/18	Appropriated	Est. 06/30/19
	6/30/2017		FY 2018/19	
General Capital Projects (410)	2,997,597	3,000,000	1,018,090	2,000,000
Schools' Capital Projects (420)	4,466,647	3,500,000	346,005	3,200,000
Schools' Construction (423)	18,095,000	18,927,819	(518,242)	19,446,061
Hospital Construction & Reserve (235)	4,086,527	3,626,527	500,000	3,161,527
Total	29,645,771	29,054,346	1,345,853	27,807,588

Enterprise Funds

Enterprise Funds are used to account for services that are financed and operated in a manner similar to private business enterprise where the intent of the governing body is that the costs 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.

Enterprise Fund Types Unassigned	Act.	Est. 06/30/18	Appropriated	Est. 06/30/19
	6/30/2017		FY 2018/19	
Water & Sewer (515 & 475)	20,123,964	20,125,000	0	20,625,000
Solid Waste (525 & 485)	3,173,230	3,200,000	1,537,851	1,700,000
Total	23,297,194	23,325,000	1,537,851	22,325,000

FEES UPDATES

Below are the fee changes/clarifications that are included as part of this budget. All fees are effective July 1st, 2018, unless otherwise noted. The entire fee schedule is included in the appendix.

Solid Waste	Change	Proposed Fee
Sanitary Landfill Tipping Fees	\$2 per ton increase	\$35 per ton (most)
Municipal Water & Wastewater Sludge Meeting Paint Filter Liquids Test	New Fee FY 18/19	\$101 per ton
Construction & Demolition Landfill Tipping Fees	\$2 per ton increase	\$25 per ton (most)
Compost (3 yard scoop/bucket)	\$15.50 or \$10 per ton decrease	\$30 or \$25 per ton
Scrap Tires (cost of vendor contract)	\$10 increase	\$90 per ton

Public Health	Change	Proposed Fee
Immunization Administration	\$2 increase	\$22 (most)
CPR Only Grades K-12	New Fee FY 18/19	Cost of completion card (currently \$8) plus \$10
Herpes Simplex Virus II IgG	New Fee FY 18/19	\$17
Herpes Simplex Virus I & II	New Fee FY 18/19	\$28
Human Papillomavirus Screening	New Fee FY 18/19	\$32

PERSONNEL SUMMARY

The Fiscal Year 2018/19 Budget includes a total of 1,082.80 authorized full-time equivalents (FTEs) in all funds. An FTE simply converts the hours worked by a position into a percentage of a full year's number of hours (2,080/year). Some FTEs may be filled with more than one person (multiple positions) and the work that is accomplished may equal more than 2,080 hours (reserve positions in the Sheriff's Office and EMS, respite position in Social Services). If so, the FTE may be 1.25 or 2,600 hours worked.

SUMMARY OF PERSONNEL CHANGES

New and increased Permanent FTEs included with the Fiscal Year 2018/19 Budget are as follows:

Position	Department	Total FTEs	Funding Source
Quality Assurance/Training Officer	911 Communications	1.0	General Fund
Public Health Nurse	Public Health (Maternal Health)	1.0	Grant/General Fund
GIS Administrator	Technology	0.15	General Fund
Total New/Increased Permanent FTEs		2.15	

Permanent positions added/abolished by Board of Commissioners' action during Fiscal Year 2017/18 are as follows:

Position	Department	Total FTEs	Funding Source
Kennel Technician	Emergency Services	(2.0)	General Fund
Animal Care Coordinator	Emergency Services	(1.0)	General Fund
Environmental Health Specialist	Public Health	2.0	General Fund
Senior Librarian	Library	1.0	Grant/General Fund
Total Added/Abolished During FY 2017/18		0.0	

Hourly FTE Changes included with the Fiscal Year 2018/19 Budget are as follows:

Hourly FTEs	Department	Total FTEs	Funding Source
Election Workers	Board of Elections	(0.35)	General Fund
Financial Analyst	Finance	(0.38)	General Fund
Deputy Sheriff	Sheriff	0.70	General Fund
EMT Paramedic	Emergency Services	1.00	General Fund
Juntos & 4-H Assistant	Cooperative Extension	1.03	General Fund
Interns	Water & Sewer	0.32	Water & Sewer
Total Hourly FTE Changes		2.32	

FULL TIME EQUIVALENTS BY DEPARTMENT

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted
General Government				
County Manager				
Permanent	13.00	13.00	12.00	12.00
Hourly	0.28	0.28	0.28	0.28
Human Resources				
Permanent	11.00	11.00	11.00	11.00
Hourly	0.25	0.25	0.25	0.25
Tax Department				
Permanent	21.00	21.00	19.00	19.00
Hourly	0.45	0.00	0.00	0.00
Board of Elections				
Permanent	4.00	4.00	4.00	4.00
Hourly	0.61	1.00	0.65	0.65
Register of Deeds				
Permanent	10.00	10.00	10.00	10.00
Hourly	0.62	0.65	0.65	0.65
Finance				
Permanent	15.00	15.00	15.00	15.00
Hourly	1.20	1.38	1.00	1.00
Total General Government				
Permanent	74.00	74.00	71.00	71.00
Hourly	3.41	3.56	2.83	2.83
Public Safety				
Sheriff's Office				
Permanent	196.00	198.00	204.00	198.00
Hourly	11.00	11.50	13.50	12.20
Emergency Services				
Permanent	114.75	115.00	112.00	112.00
Hourly	13.50	13.50	15.50	14.50
Communications Center				
Permanent	32.00	32.00	33.00	33.00
Hourly	2.30	2.30	2.30	2.30
Total Public Safety				
Permanent	342.75	345.00	349.00	343.00
Hourly	26.80	27.30	31.30	29.00

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted
Environmental Quality				
Cooperative Extension				
Permanent	1.00	1.00	1.00	1.00
Hourly	0.30	0.30	1.33	1.33
Soil & Water Conservation				
Permanent	2.60	2.60	2.60	2.60
Hourly	0.00	0.00	0.00	0.00
Total Environmental Quality				
Permanent	3.60	3.60	3.60	3.60
Hourly	0.30	0.30	1.33	1.33
Economic & Physical Development				
Technology				
Permanent	27.00	27.00	31.15	30.15
Hourly	0.52	0.52	0.52	0.52
Planning, Parks, & Development				
Permanent	10.00	10.00	12.00	10.00
Hourly	3.50	3.50	3.50	3.50
Utilities & Engineering				
Permanent	27.15	29.40	29.40	29.40
Hourly	0.00	0.00	0.00	0.00
Facilities				
Permanent	17.00	17.00	17.00	17.00
Hourly	0.00	0.00	0.00	0.00
Total Economic & Physical Development				
Permanent	81.15	83.40	89.55	86.55
Hourly	4.02	4.02	4.02	4.02
Human Services				
Social Services				
Permanent	400.90	400.90	400.90	400.90
Hourly	12.00	8.50	8.50	8.50
Public Health				
Permanent	100.50	101.50	106.50	104.50
Hourly	2.60	1.00	0.80	1.00
Total Human Services				
Permanent	501.40	502.40	507.40	505.40
Hourly	14.60	9.50	9.30	9.50

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted
Culture				
Library				
Permanent	34.80	34.80	35.80	35.80
Hourly	2.20	2.20	2.80	2.20
Total Culture				
Permanent	34.80	34.80	35.80	35.80
Hourly	2.20	2.20	2.80	2.20
Other Funds				
Emergency Telephone System Fund				
Permanent	1.85	1.85	1.85	1.85
Hourly	0.00	0.00	0.00	0.00
Reappraisal Fund				
Permanent	6.00	6.00	6.00	6.00
Hourly	0.00	0.00	0.00	0.00
Solid Waste Management				
Permanent	26.85	28.60	28.60	28.60
Hourly	0.63	0.63	0.63	0.63
Water & Sewer				
Permanent	1.00	1.00	1.00	1.00
Hourly	0.10	0.00	0.32	0.32
Total Other Funds				
Permanent	35.70	37.45	37.45	37.45
Hourly	0.73	0.63	0.95	0.95
GRAND TOTAL				
Permanent	1,073.40	1,080.65	1,093.80	1,082.80
Hourly	52.06	47.51	52.53	49.83



catawba county
MAKING. LIVING. BETTER.

STRATEGIC PLAN

COUNTY STRATEGIC PLAN

Success for Catawba County means driving economic and population growth through creating jobs and strengthening quality of life.

THE STRATEGIC PLANNING PROCESS

In response to data indicating an ongoing gradual decline in Catawba County's working age population, the Board of Commissioners embarked on a collaborative strategic planning process to proactively drive local economic and population growth. Beginning in September 2016, the Commissioners quickly identified eight critical growth sectors that would bring focus to the strategic plan and its overarching goal: Economic Development, K-64 Education, Water & Sewer Infrastructure, Housing, Healthy & Safe Community, Parks, Arts & Culture, and Branding.

Over the course of the next 15 months, the Board examined each of these areas through a series of workshops and site visits that explored opportunities for the Board to catalyze action, either through their own leadership or through collaboration with other community partners. Twenty-one plan-specific workshops, retreats and presentations featured detailed research into the current status of each strategic area, identification of alignment among strategies and County operations, and thorough evaluation of potential Board actions. Site visits included assessing economic development sites in both Catawba County and other areas, such as Gaston, Lincoln, York and Durham counties; examining paramedicine initiatives, jail programs and shared service center operations in Durham and Wake counties; and exploring the planning process for multi-use housing developments in Chapel Hill and Chatham and Mecklenburg counties.

In addition, multiple community meetings and presentations were held to gather input, enhance collaboration, and inform both partners and residents about the strategic planning process. These included providing strategic plan updates to all eight city and town councils; hosting a Municipal Summit to foster connectivity and collaboration among municipal leadership; facilitating an arts & culture workshop to gather community input; conducting County brand development site visits and focus groups; facilitating public forums to gather feedback on park development; and supporting partner-led meetings to discuss housing opportunities and needs.

All of this culminated in identification of key goals, strategies and tactics that, taken together, position Catawba County for growth that not only supports a strong economy but also enhances the County's existing quality of life.

GUIDING PRINCIPLES

The Board's leadership of the strategic planning process is rooted in the County's overarching principles that are part of its organizational DNA and serve as a compass in its service delivery: Effectiveness, Efficiency, Transparency, Stewardship, Collaboration, and Alignment.

These principles are reflected in the work accomplished throughout Catawba County government, which serves as a solid foundation for the strategic plan. County employees' commitment to operational excellence has enabled the Commissioners to shift their focus toward growth strategies grounded in strong County services and partnerships.

From the outset, the Board's strategic planning process has been deliberately and inherently dynamic. When opportunities have arisen for the Board to take action, they have taken action. When research into specific strategies has not yielded opportunities for action consistent with the role of County government, the Board has changed course.

Examples of major actions already taken by Board throughout this process include:

- Investment in a second speculative business park building (Economic Development)
- Formation of K-64 and establishment of its multi-sector governing board (Education)
- Expansion of Riverbend Park and establishment of Mountain Creek Park (Parks)
- Initiation of a Southeastern Catawba County master planning study (Water & Sewer)
- Initiation of a formal County branding process (Branding & Marketing)

This fluid approach is still, and always will be, a vital component of the strategic plan. As a result, this document represents a point-in-time culmination of the Board's strategic plan and will continually evolve and change as progress is made. Once the County's brand is finalized, this document will be redesigned to reflect the County's new brand identity and will be housed on the County's redesigned website.

Key components of the plan include the following:

- **Success Statements:** Define why each focus area matters to achieving the strategic plan's overarching objective – driving economic growth, creating jobs, and enhancing quality of life.
- **Strategies:** Pinpoint what actions the Board is taking within its sphere of influence.
- **Tactics:** Detail how the Board is tackling each strategy.
- **Partners:** List the many partners with whom the Board may collaborate to research, define, and/or implement each strategy.
- **Linkages:** Demonstrate how each strategy connects to other strategic plan areas and represent secondary linkages to external partners who may help inform the strategies as they evolve.

ECONOMIC DEVELOPMENT

Success in Economic Development means **catalyzing** a positive business climate to ensure diversified opportunities that retain and attract quality employers and investment in our community.

1 Foster Positive Business Climate

- TACTICS**
- a. Maintain low cost of government – competitive tax rate and development fees.
 - b. Ensure land development framework supports growth and aligns with municipalities, as appropriate.
 - c. Monitor development-related process cycle times to ensure efficiency/responsiveness.

- PARTNERS**
- Municipalities
 - State of NC
 - Chamber of Commerce

- LINKAGES**
- Housing
 - Water & Sewer Infrastructure
 - Branding

2 Support stratified approach to product development, ensuring market-ready product offerings that appeal to diverse prospects.

- TACTICS**
- a. Park 1764 – develop and aggressively market site.
 - b. Spec Building #2 – Market second spec building in Claremont.
 - c. Prioritize remaining site prospects and perform targeted site development activities (utilities, broadband, grading, etc.) to improve marketability.
 - d. Proactively plan for future product development activities by establishing reinvestment mechanism and supporting incentive structure and identifying future potential sites.

- PARTNERS**
- Economic Development Corporation
 - Municipalities
 - State of North Carolina
 - Private Sector

- LINKAGES**
- Water & Sewer Infrastructure
 - Branding

3

Support aligned workforce development efforts to recruit and retain a qualified workforce that meets the current and future needs of Catawba County's employers.

TACTICS

- a. Improve Catawba County's desirability as a place to live, work, and play by focusing County resources on overall strategic plan implementation to enhance quality of life.

PARTNERS

- Chamber of Commerce
- WPCOG Workforce Dev. Board
- NCWorks
- Catawba Valley Community College
- Lenoir Rhyne University
- Catawba County Schools
- Hickory Public Schools
- Newton-Conover City Schools
- Private Sector

LINKAGES

- K-64
- Branding
- Housing
- Parks
- Arts & Culture
- Healthy & Safe Community
- Manufacturing Solutions Center
- CVCC Small Business Dev. Center
- NC Center for Engineering Technologies

K-64 EDUCATION

Success in K-64 means *partnering* business with education to cultivate connections between the classroom and real-world careers for our students of all ages.

1

Promote accountability and sound fiscal stewardship by supporting K-64 Board in developing tangible work plans with specific timelines and resource requirements for each priority area and in driving work plan implementation.

TACTICS

- a. Catalyze \$1.95M in matching private and grant dollars by fulfill commitment to invest \$1.3M in initial seed funding for 2 years, through FY19.
- b. Appoint committed and qualified private sector representatives to K-64 Board, as opportunity presents.
- c. Monitor K-64 initiative's progress through required Annual and Quarterly reports of the K-64 Board, and through participation of Commissioner appointee on K-64 Board.
- d. Provide facilities in alignment with evolving educational instructional models and community needs.

PARTNERS

- Private Sector
- Catawba Valley Community College
- Catawba County Schools
- Hickory Public Schools
- Newton-Conover City Schools
- Economic Development Corporation
- Chamber of Commerce

LINKAGES

- Economic Development
- Branding
- Manufacturing Solutions Center
- NC Center for Engineering Technologies
- Lenoir Rhyne University
- State Board of Education

WATER & SEWER INFRASTRUCTURE

Success in Water & Sewer Infrastructure means *anticipating* and skillfully planning for our community's business and residential growth.

1

Lead growth through targeted water/sewer extensions by maintaining infrastructure capable of balancing smart growth infill opportunities with fast growth expansion opportunities and maintaining quality of life.

TACTICS

- a. Develop short- and long-term area plans for targeted growth corridors (ex. SECC).
- b. Restructure municipal loan program to incorporate expanded geographic applicability, greater flexibility on terms, and higher levels of municipal discretion in project management and oversight.
- c. Partner with municipalities in developing prioritized multi-year investment plan for system expansion and up-fit.
- d. Develop a tool for assessing utility investments for economic development opportunities and private sector partnerships.

PARTNERS

- Municipalities
- Economic Development Corporation
- Developers
- WPCOG

LINKAGES

- Economic Development
- Housing
- Branding

2

Ensure financial sustainability of water/sewer program.

TACTICS

- a. Proactively plan for long term financial viability of Water/Sewer system by establishing funding mechanism and coinciding governance structure.
- b. Conduct periodic evaluation of tap fees, balancing full cost recovery with maintaining regional competitiveness.

PARTNERS

- Municipalities
- Economic Development Corporation
- Developers
- WPCOG

LINKAGES

- Economic Development
- Housing

HOUSING

Success in Housing means **fostering** an environment conducive to the creation of affordable, desirable housing options for our workforce and families.

1

In collaboration with municipalities, develop holistic County-wide strategy for concentrating resources in areas of need to increase impact.

TACTICS

- a. Continue participation in WPCOG-administered homeowner/renter assistance programs using state funds dedicated to Catawba County.
- b. Consider County infrastructure investment in neighborhood re-development and infill revitalization initiatives.
- c. Explore establishing priority geographic areas for public investment with defined boundaries, in partnership with municipalities.

PARTNERS

- Municipalities
- WPCOG
- Chamber of Commerce
- State of NC
- Banks
- Private Sector
- Major Employers
- Habitat for Humanity

LINKAGES

- Water & Sewer Infrastructure
- Economic Development

2

Address vacant and substandard housing throughout the County.

TACTICS

- a. Actively engage in WPCOG's Vacant and Substandard Housing Task Force to identify promising practices.
- b. Continue to support WPCOG in foreclosure prevention activities.
- c. Explore potential of minimum housing ordinance to improve aesthetics in blighted/poorly maintained neighborhoods.
- d. Support municipal redevelopment efforts

PARTNERS

- Municipalities
- WPCOG
- Banks
- Habitat for Humanity

LINKAGES

- Economic Development

3

Address the issues of private road degradation and septic system failures as barriers to development of quality housing.

TACTICS

- a. Continue lobbying NC General Assembly to develop strategy to address the issue.
- b. Determine appropriate policy stance and develop systematic approach to addressing private road degradation.
- c. Ensure alignment of County development standards for private infrastructure (roads, culverts, bridges) to NCDOT standards.
- d. Determine appropriate policy stance and develop systematic approach to addressing septic failures.

PARTNERS

- Citizens
- NCDOT
- NCACC
- NCLM
- Local Legislative Delegation
- WPCOG

LINKAGES

- Water & Sewer Infrastructure

HEALTHY & SAFE COMMUNITY

Success in Healthy & Safe Community means **protecting** the well-being of our citizens.

1

Ensure provision of Right Care, Right Place, Right Time emergency/public safety response to citizens.

TACTICS

- a. Continuously monitor response times and deployment models and refine as necessary to ensure most effective, efficient service possible.
- b. Explore collaborative service hub to provide citizens with single point entry to access mental health services and resources.

PARTNERS

- Municipalities
- Catawba Valley Medical Center
- Frye Regional Hospital
- Partners Behavioral Health Management
- Catawba Valley Behavioral Health
- Rural Fire Districts
- Rescue Squads
- Catawba Valley Medical Group
- Gaston Family Health Services
- Faith Community

LINKAGES

- Economic Development
- NACo Stepping Up Initiative
- State-wide Paramedicine Pilot Initiatives

2

Work with the Court Improvement Board to optimize public resources dedicated to operating County jail by developing and implementing evidence-based policies and programs to effectively and efficiently manage the local inmate population.

TACTICS

- a. Consider expansion of pre-trial services to cover wider range of offense categories.
- b. Explore development of electronic in-home monitoring program.
- c. Proactively manage case docketing to minimize length of time between arrest and court appearance.

PARTNERS

- Catawba County Court Improvement Board
- Municipalities
- Non-profit community partners
- Catawba Valley Behavioral Health

LINKAGES

- Economic Development

3

In collaboration with key community partners, engage in a localized strategy to address substance abuse and addiction, with a primary focus on opioids.

TACTICS

- a. Continue to monitor local multi-sector data to understand and convey the magnitude of the impact of opioid abuse in our community.
- b. Explore opioid and other drug treatment options in the jail.
- c. Establish local asset inventory ensure a full shared understanding of existing resources, as well as identify gaps and weaknesses.
- d. Review national and state-wide leading practices across the spectrum of prevention, intervention, treatment, and recovery.

PARTNERS

- Catawba Valley Medical Center
- Frye Regional Hospital
- Partners Behavioral Health Management
- Municipalities
- Community-based non-profits
- Community mental health providers

LINKAGES

- Economic Development
- State Opioid Action Plan
- NCACC Presidential Priority

PARKS

Success in Parks means **providing** scenic outdoor experiences for our citizens and visitors through a community-wide approach that invites a variety of adventures.

1

Create synergy between the three major County parks by offering a distinct set of featured amenities at each location, taking into consideration complementary regional and local offerings.

TACTICS

- a. Based on evaluation of local and regional availability, incorporate unique park amenities into specific County park site plans.
- b. Develop site-based revenue strategy for each park, incorporating exploration of private sector partnerships (as appropriate) to provide adventure-based amenities.
- c. Determine priority capital improvements, renovations, and amenity additions for each County park, accompanied by cost estimates, funding plan, and proposed phasing.
- d. Through community partnerships, continue to offer value-added programming that aligns with community interests and appeals to a wide range of citizens and visitors.
- e. In alignment with brand identity, systematically market and promote County parks and recreation amenities.

PARTNERS

- Catawba County Friends of Parks
- Northwest NC Mountain Bike Association
- Private Sector
- Catawba Valley Community College
- Lenoir Rhyne University
- Catawba County Historical Association
- Keep Catawba County Beautiful
- Catawba Riverkeepers
- United Arts Council and funded affiliates
- Hickory Metro Convention & Visitors Bureau
- Chamber of Commerce
- WPCOG

LINKAGES

- Economic Development
- Housing
- Arts & Culture
- Healthy & Safe Community
- K-64
- Branding
- Municipalities
- Regional park operators (State of NC, neighboring counties and municipalities)
- WPCOG Greater Hickory Recreation Plan
- Duke FERC Relicensing Plan

ARTS & CULTURE

Success in Arts & Culture means **elevating** our sense of place by showcasing entertainment and creative offerings that enrich our community.

1 Develop clear description of County's role in culture and arts.

TACTICS a. Explore development of County-wide arts master plan for county as a whole.

PARTNERS

- United Arts Council and funded affiliates
- Local cultural and arts organizations
- Municipalities

LINKAGES

- Economic Development
- Housing
- Parks
- Branding

2 Enhance awareness of cultural and arts assets and explore new opportunities and initiatives through partnership and collaboration.

TACTICS

- Continue to promote and support local activities and events through in-kind contributions.
- Support efforts by local institutions to develop central hub for local events and information.

PARTNERS

- Municipalities
- Hickory Metro Convention & Visitors Center

LINKAGES

- Economic Development
- Housing
- Parks
- Branding
- Media

BRANDING

Success in Branding means **amplifying** our story in ways that reflect who we are and inspire people to be part of it.

1 Cultivate brand recognition and affiliation among Catawba County residents.

TACTICS

- a. Integrate County brand identity and messaging throughout Catawba County government.
- b. Develop general resource materials, including a digital platform on the County website, that explain and promote brand identity and messaging.
- c. Implement high-impact outreach strategies to deliver the County’s brand identity and messaging to all stakeholders and inspire buy-in.

PARTNERS

- County employees and departments
- Citizens
- Municipalities
- Hickory Metro Convention & Visitors Bureau
- Chamber of Commerce
- Catawba County Schools
- Hickory Public Schools
- Newton-Conover City Schools
- Community organizations
- Private businesses

LINKAGES

- Economic Development
- K-64
- Parks
- Arts & Culture
- Water & Sewer
- Healthy & Safe Community
- Housing
- Media

2

Leverage Catawba County's brand image to "tell our story" and promote the County as a great place to live, work, and raise a family.

TACTICS

- a. Implement branded community marketing strategies to effectively reach relevant target populations.
- b. Develop collaborative community marketing strategies demonstrating connectivity between the County's brand message and partners' unique identities.
- c. Reinforce the County's commitment to enhancing quality of life by integrating community marketing strategies into strategic plan initiatives.
- d. Continue leading local communicators' group to develop resource lists and messaging that enable the shared promotion of community assets.

PARTNERS

- Citizens
- Municipalities
- Economic Development Corporation
- Hickory Metro Convention & Visitors Bureau
- Chamber of Commerce
- WPCOG
- Catawba County Schools
- Hickory Public Schools
- Newton-Conover City Schools
- Community organizations
- Private businesses

LINKAGES

- Economic Development
- K-64
- Parks
- Arts & Culture
- Water & Sewer
- Healthy & Safe Community
- Housing
- Media





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INTRODUCTION TO THE COUNTY



COUNTY PROFILE

Nestled in the foothills of the Appalachian Mountains and bordered by the Catawba River, Catawba County offers the hospitality of a mid-size community with reach that extends across a highly populated and fast-growing region. Situated between Charlotte and Asheville at the juncture of Interstates 77 and 40, we are an easy drive to major cities, the mountains, and the coast. Thanks to this ideal location, we provide a unique opportunity to live and work in a connected, inclusive and knowable community with convenient access to diverse amenities and the amazing wonder of our region's natural spaces.

For a community of our size, Catawba County offers an exceptional amount of arts, culture, recreation and entertainment experiences. This includes a thriving local culinary scene, two community theaters, indoor and outdoor live music venues, an acclaimed art museum and local folk art festival, a symphony, multiple farmers markets and farm tours, breweries and distilleries, a renowned science center, hiking and biking trails, family-friendly activities, historical attractions, an annual visiting writers series, and the championship-winning Hickory Crawdads minor league baseball team. There's no shortage of things to see and do right here at home.

Catawba County is ideal for those who have a sense of adventure and a heart for hard work: for people with a passion for making something of themselves, their community, and the future. Our residents are actively crafting a living and a life rich in both tradition and promise.

Our work ethic is the essence of our community: if it can be made, we'll make it. If we can improve it, it'll get better. And if we can do it together, it'll be the best it can possibly be. We appreciate where we've been and look forward to where we're headed, and we approach life with warm hospitality, humility, strong loyalty to family and community, and a fierce commitment to making a difference for the people who live and work here.

Our character is also reflected in the strategic vision of local leadership to build a strong, collaborative foundation for economic and population growth in the areas of education, housing, infrastructure, arts and culture, health and safety, and economic development. Municipal and community partners from across the county are committed to taking the action needed to achieve shared, long-term prosperity for our community.

All told, Catawba County has a long tradition transforming possibility into prosperity. Our creative, industrious spirit reflects a legacy driven by invention – and reinvention – to make life better. Today, this looks like revitalized Mill Districts that have renovated abandoned mills into thriving corporate and retail spaces; the initiation of several major, long-term community and downtown development projects designed to enhance walkability, livability, connectivity and aesthetic appeal; a respected manufacturing workforce that has transformed local industry with advanced technical skills and careers; and the expansion of access to our incredible natural recreation spaces through the addition of hundreds of acres to our local park systems.

About County Government

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

Board of Commissioners



Randy Isenhower
Board Chair



Barbara Beatty
Board Vice-Chair



Kitty Barnes
Board Member



Sherry Butler
Board Member



Dan Hunsucker
Board Member

LAND AREA



416
SQUARE MILES

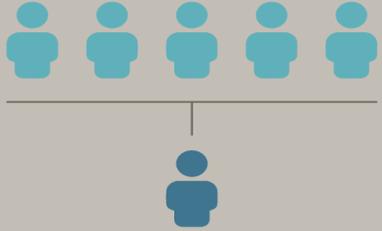
SIZE RANK



#62

BOARD-MANAGER

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



Community Comparisons

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

Population (Census 2017 Estimates)		General Fund Budget (FY 2017/18) \$ Millions	
Mecklenburg	1,076,837	Mecklenburg	1,273.6
Union	231,366	Cabarrus	247.0
Gaston	220,182	Gaston	213.4
Cabarrus	206,872	Iredell	195.4
Iredell	175,711	Catawba	195.3
Catawba	157,974	Union	171.8
Rowan	140,644	Rowan	149.2
Burke	89,293	Lincoln	98.7
Lincoln	82,403	Burke	85.2
Caldwell	81,981	Caldwell	79.0
Alexander	37,286	Alexander	39.5
Property Tax Rate (FY 2017/18) Per \$100 Assessed Value		Land Area Square Miles	
Gaston	\$0.8700	Union	631.52
Mecklenburg	\$0.8157	Iredell	573.83
Alexander	\$0.7900	Mecklenburg	523.84
Union	\$0.7810	Rowan	511.37
Cabarrus	\$0.7000	Burke	507.10
Burke	\$0.6950	Caldwell	471.57
Rowan	\$0.6625	Catawba	415.74
Caldwell	\$0.6300	Gaston	356.03
Lincoln	\$0.6110	Cabarrus	316.75
Catawba	\$0.5750	Lincoln	297.94
Iredell	\$0.5275	Alexander	259.99

PROPERTY TAX



total number of
HOUSING UNITS

68,330

SALES TAX

Catawba County receives **2.25 cents of the total sales tax rate of 7 cents.**

It shares proceeds from the first **2 cents** with municipalities on a per capita basis.

The remaining **.25 cent**, approved by County voters in 2007, is primarily dedicated to supporting the Justice/Public Safety Center expansion, public school operations, economic development, and water & sewer infrastructure.



- State
- All Counties
- .25¢ Local Option

2017
total tax rate
per \$100 assessed value

\$0.5750

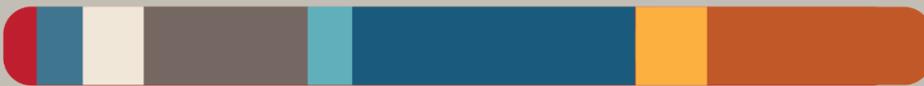


2017
avg. assessed value
of county single-family home

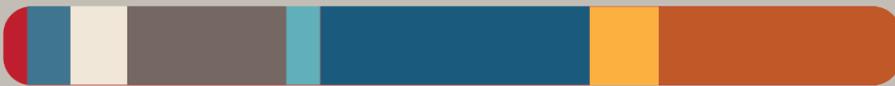
\$137,600

SALES TAX BY SECTOR

FY
16/17



FY
15/16



- 3% and 4.75% Tax
- Apparel
- Automotive
- Food
- Furniture
- General Merchandise
- Lumber & Building Materials
- Unclassified

Population

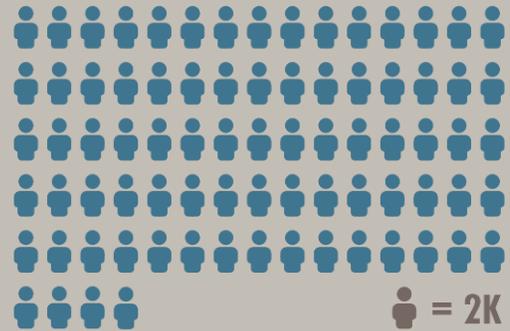
With a median age of 41.1 years, the County is facing the challenges that arise from an aging population in conjunction with little to no population growth over the last several years. At the same time the County's median household income was \$45,450 in 2016, which was \$2,806 and \$9,872 less than the respective state and national medians. Nearly 16 percent of the County's population is at or below the poverty line. Approximately 24 percent of the community identifies themselves as an ethnicity other than White (Non-Hispanic).

Education

Catawba County has 44 public schools across three school systems with approximately 24,000 combined students. The largest system, Catawba County Schools, is also the County's largest employer. Over the past 10 years, the number of enrolled students in Catawba County's public schools has decreased 5.4 percent from 25,245 in 2008 to 23,893 in 2018. During this same period, the average 4-year graduation rate for the three systems combined increased from 80.4 percent to 91.3 percent, exceeding the statewide rate of 86.5 percent. Individually, Newton-Conover City Schools had the highest graduation rate in the State for the third consecutive year at >95 percent, Catawba County Schools' rate was 91.5 percent, and Hickory Public Schools' was 85 percent—the highest in the history of the school system for the fourth year in a row.

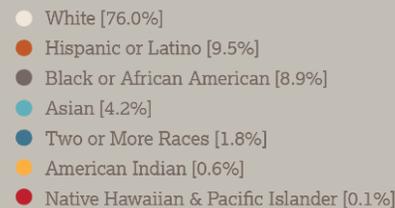
Catawba Valley Community College (CVCC) is located in the County and offers over 60 programs of study with one- and two-year degree programs, a two-year college transfer program, as well as continuing education classes. CVCC was ranked the 2nd best community college in the State by Nich.com.

POPULATION 157,974
US Census 2017 Estimate



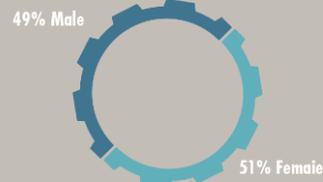
POPULATION DIVERSITY

US Census 2016 Estimate



GENDER RATIO

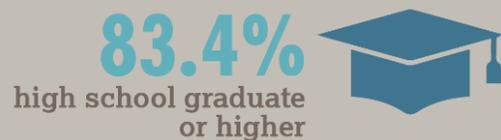
US Census 2016 Estimate



*Percentages add to over 100% because Hispanic individuals may identify in different races and then reported in multiple categories where applicable.

EDUCATIONAL ATTAINMENT

US Census 2016 Estimate



The County is also home to Lenoir-Rhyne University, a 127-year-old liberal arts institution offering students over 50 undergraduate majors and 25 graduate programs in five schools of study: Arts and Sciences, Health Sciences, Education and Human Services, Professional and Mathematical Studies, and Theology.



PARTNERING TO SUPPORT EDUCATION & WORKFORCE DEVELOPMENT

While funding public schools is primarily a State responsibility, approximately 43 cents of every local property and sales tax dollar is dedicated to current expense (operating), capital, and debt service needs of the three public school systems and CVCC. Recognizing the fundamental importance of K-12 education and the need for lifelong learning and skills development, Catawba County in collaboration with the three public school systems, Catawba Valley Community College (CVCC), the Economic Development Corporation (EDC), and Chamber of Commerce, conceived of and formalized a partnership agreement around a joint educational – economic development initiative named K-64 in 2017, which aims to prepare students of all ages with the skills needed to compete in the global economy with a focus on six priority areas: 1-to-world technology, character development, tech-savvy educators, work-based learning, employer engagement, and career adaptability. The initiative builds on what's already working in Catawba County by

expanding and implementing model programs throughout the local education system in collaboration with local employers and community partners. K-64 is governed by a 12-member board of directors comprised of both private and public sector representatives and managed by CVCC. Catawba County committed \$1.3 million per year for two years in investment capital for the K-64 initiative. Additionally, the budget increases investment in total current expense by 2.5 percent or \$60 per pupil for public schools and 4.8 percent or \$200,000 for CVCC.

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

The ACT Career Readiness Certificate allows job seekers to show prospective employers that they possess basic skills required for today's workplace. This certification is recognized by 109 employers in the MSA, and the number is growing. Every public high school within Catawba County offers the certification. The Western Piedmont Workforce Development Board has worked to certify Catawba County as a Work Ready Community, which positions the County to quantify the skill levels of its workforce, identify gaps, and develop plans to address those gaps. Based on this

information, educators, local businesses, and governments build career pathways aligned to the needs of business and industry. The County has achieved 99 percent of ACT's National Career Readiness Certificate goals.

The Catawba Valley Furniture Academy, housed within CVCC, is an industry-driven training program. Designed in partnership with 5 major local furniture manufacturers, it prepares students for high-demand skilled positions, in a proactive strategy to anticipate and meet private businesses' workforce needs. The program varies from 9 to 18 months in length, depending on the area of specialization (Pattern Making, Manual Cutting, Inside Upholstery, Sewing, etc.). Since January 2014, 167 people have earned furniture manufacturing certificates and secured jobs at participating companies—Century Furniture, LEE Industries, Lexington Home Brands, Sherrill Furniture, and Vanguard Furniture—upon completing the program. In acknowledgement of this program's success, the Furniture Academy earned a 2015 Governor's Award for Excellence.

The Furniture Academy has been such a success that CVCC moved the program to a 38,000 square foot building in Newton in December 2016 with the help of a \$200,000 commitment from local furniture companies and \$675,000 from the County. The expanded location allows the Academy to serve up to 66 students per session, more than doubling its previous capacity. As employment opportunities continue to grow and long-tenured skilled workers approach retirement, job training programs like the Furniture Academy prepare future employees to meet businesses' competency needs, enabling them to maintain continuity, high productivity and product quality.

The Catawba Valley Manufacturing Academy, modeled after the Furniture

Academy, is an industry-driven training course designed with input and expertise from 29 local manufacturers. It prepares students for high-demand manufacturing positions with the region's largest employers. Graduates are fast-tracked for open positions with sponsoring companies, earning Career Readiness Certificates to signify competence in required skill areas and ensuring manufacturers have ready access to the critical labor force they require. The inaugural session began in October 2015, to date there are 127 graduates with a 98% employment rate in highly skilled jobs such as machinists and maintenance technicians. The Manufacturing Academy serves 15 students per cohort on average, with several on the waiting list for admission.

Apprenticeship Catawba is a training pipeline for high school students. Based on the German apprenticeship model and accredited by the North Carolina Department of Commerce, this highly competitive 4-year program ensures students are career-ready at graduation by providing 8,000 hours of paid on-the-job training that counts towards an Associates' Degree in Mechatronics Engineering Technology or Computer Integrated Machining Technology from CVCC. Additionally, students earn Journeyman Certificates upon graduation, qualifying them for skilled trades such as Mechanical Maintenance Technician, Electrical Maintenance Technician, Mechatronics Technician, Tool & Die Maker, and Computer Numerically Controlled Machinist, among others. Not only do these high-performing students leave the program with degrees, but they do so without incurring any college debt and employed full-time by the sponsoring company, earning at least \$34,000 per year and opening up pathways to jobs with earning potential of \$65,000 to \$86,000. In 2017, 35 students from the County's three public school systems were selected through a competitive process to participate in this program, along with seven

area companies: Aptar, Continental, GKN, Sarstedt, Technibilt, Tenowo, and ZF.

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

The Manufacturing Solutions Center (MSC) is a branch of CVCC which focuses on helping manufacturers in all 50 states and around the world increase sales, improve product quality and production, and create and retain jobs. To help manufacturers increase sales, MSC develops marketing materials and works to identify new or expanded export and marketing opportunities. To improve product quality, the MSC has an accredited ISO/IEC 17025 testing laboratory at its 10,000 square foot manufacturing incubator where microbiological, thermal, and mechanical testing for textiles is performed. The Center aids entrepreneurs in transforming concepts into finished marketable products, connecting the dots for entrepreneurs by bringing together under one umbrella all of the resources needed to successfully launch a product.

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

At America's Competitiveness Forum in 2014, the MSC was recognized by the US Department of Commerce as one of the top economic job creation programs. MSC has worked with such nationally known companies as Keen, Merrell, 3M, Nike, Hanes Brand, LL Bean, Lands End, Target, Polartec, Boeing, and Ralph Lauren. As of Spring 2017, MSC's direct economic impact has totaled \$43.7 million, assisting in the creation of 346 jobs and the retention of 268 jobs. Over the last 4 years, the MSC has helped nearly 1,600 entrepreneurs and worked with companies in all 50 states and 157 countries to conduct product testing or prototyping, or to find domestically-made production inputs.

Local Economy

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

The retail and employment hub of the Hickory-Lenoir-Morganton Metropolitan Statistical Area, Catawba County has successfully diversified and balanced its traditional manufacturing base of furniture,

textiles, and communications through comprehensive economic development efforts to recruit new non-manufacturing sectors. Its prime location—just 60 minutes away from the City of Charlotte and the Appalachian resort areas of Boone and Blowing Rock—adds to Catawba County’s desirability.

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

EMPLOYMENT REBOUNDS, WITH UNEMPLOYMENT AMONG THE LOWEST IN NORTH CAROLINA

Employment figures in the MSA are on the rise, showing 2,388 more jobs in February 2018 than the same period one year ago. Another bright spot for the economy is that job openings continue to be available, with 5,378 job opening advertised online through NCWorks in April 2018, according to the NC Department of Commerce Labor Market Overview.

The average county unemployment rate in calendar year 2017 was 4.2 percent, and dropped to 4.0 percent as of February 2018. This unemployment rate is among the lowest in the State and lower than State’s overall rate of 4.6 percent and the national rate of 4.4 percent.

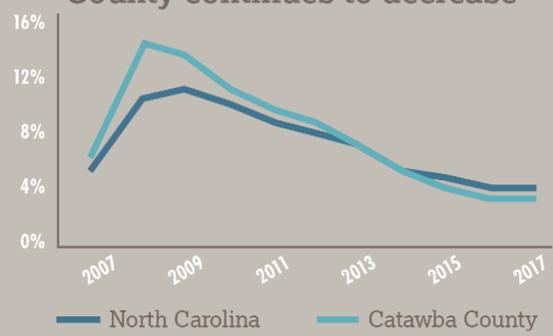
UNEMPLOYMENT

NC Commerce February 2018

4.0%



Unemployment rate in Catawba County continues to decrease

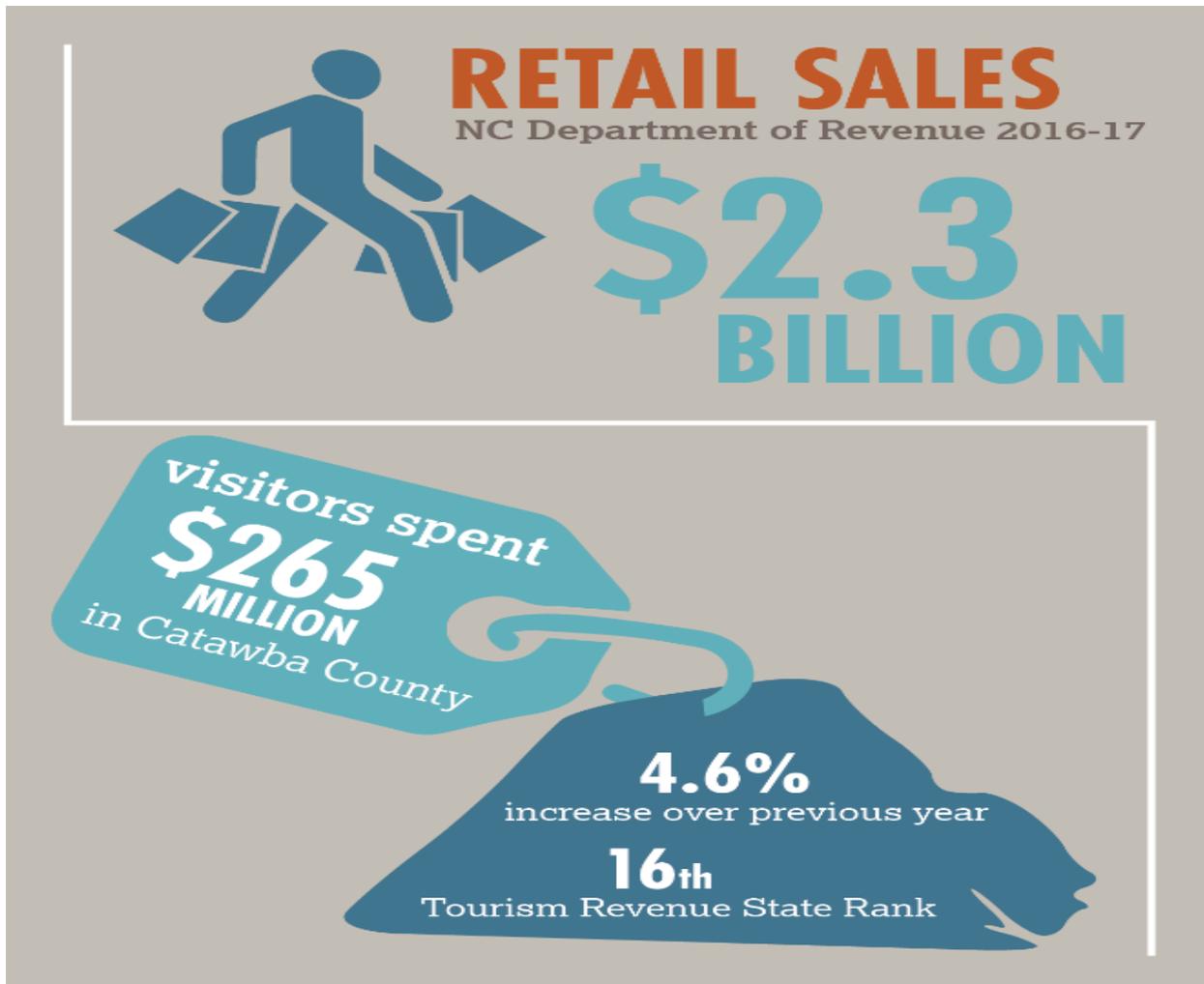


Year	North Carolina (%)	Catawba County (%)
2007	~6.5	~5.5
2009	~10.5	~14.5
2011	~8.5	~9.5
2013	~6.5	~6.5
2015	~4.5	~4.5
2017	~4.2	~4.0

TOP 10 EMPLOYERS

Source: Catawba County 2017 CAFR

	Catawba County School System	1,960
	Catawba Valley Medical Center	1,949
	Commscope, Inc.	1,609
	Frye Regional Medical Center	1,560
	HSM Solutions	1,480
	Corning Cable Systems	1,200
	Catawba County Gov't	1,097
	GKN Driveline	1,097
	Pierre Foods	827
	Sherrill Furniture Co.	785



STRONG RETAIL SALES & TOURISM PERFORMANCE INDICATE SUSTAINED RECOVERY

Catawba County remains a retail magnet for the region, capturing 61.7 percent of the \$3.75 billion in retail sales from the four-county MSA, while accounting for only 43.0 percent of the population. Taxable sales are 9 percent higher than FY 2015/16, and this is the 9th year in a row that revenues have increased.

Statewide, the County ranks 18th in population but 11th highest in taxable sales. These figures cement Catawba County's position as a regional retail magnet, with furniture, automotive, restaurants, and shopping options that draw visitors from surrounding communities and generate

taxable sales within the County. The State's recent extension of sales tax to certain services including tickets for entertainment events has positively impacted the County's taxable sales activity.

Catawba County ranks 16th in the State for tourism revenue. This economic sector is buttressed by the presence of a wide range of cultural amenities that appeal to all audiences:

- Catawba Science Center
- Green Room Community Theatre
- Hickory Choral Society
- Hickory Community Theatre
- Hickory Crawdads Baseball Team
- Hickory Metro Convention Center
- Hickory Motor Speedway

- Hickory Museum of Art
- Newton-Conover Auditorium
- Newton Foothills Folk Art Festival
- Oktoberfest in Downtown Hickory
- Western Piedmont Symphony

Economic Development

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

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

Thanks to the efforts of the EDC, over \$3 billion in investment were announced over the past 10 years and over 6,300 jobs.

Calendar Year	Business Investment	Jobs
2017	\$1,370,000,000	361
2016	\$199,575,188	490
2015	\$488,755,982	420
2014	\$137,374,352	320
2013	\$22,704,651	498
2012	\$46,055,129	312
2011	\$54,604,000	710
2010	\$25,267,000	808
2009	\$1,013,790,000	984
2008	\$34,301,843	1,410
10-Year Total	\$3,392,428,145	6,313

INVESTMENT HIGHLIGHTS



In 2017, Apple announced its plans to invest another \$1 billion in its complex of buildings located in the Town of Maiden which house iCloud servers. This increase in investment will expand Apple's current facility from 182 acres to 419 acres and will include an additional 300 acres for a solar farm to fuel the server buildings. This \$1 billion addition will bring Apple's total investment in Catawba County to \$4 billion.

In February 2017, Corning Optical Communications, a worldwide provider of fiber optic communication solutions for voice, data and video networks, announced that they would establish a new optical cable manufacturing facility in Newton creating at least 210 jobs over the next two years and investing \$67 million.



Room & Board announced plans to develop a new 250,000 square foot warehouse and distribution center in Newton. The company intends to invest \$12.87 million and create at least 13 jobs by the end of 2020.

In July 2017 Sutter Street Manufacturing, a division of Williams-Sonoma, announced it would invest \$19.2 million over three years to upgrade its facilities in Claremont. The expansion will add 72 new full-time jobs over the same period, bringing their total employment in Claremont to over 650.



Sutter Street Mfg.
A Division of Williams-Sonoma



Prysmian Group, a world leader in the energy and telecom cable systems industry announced in October 2017 that it would invest another \$53.48 million and another 50 jobs. This marks the company's third expansion within three years.

Of 10-year total, \$1.4 billion and 361 jobs were announced this year. A sampling of the companies committing to deepening investments or adding jobs in Catawba County include

PARTNERING TO STIMULATE GROWTH

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

2nd Claremont Spec Building

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

Trivium Corporate Center (formerly Park 1764) is a 170-acre Class A Business Park being developed jointly by Catawba County and the City of Hickory. The Park is being developed incrementally over time in an effort to create job opportunities in advanced light manufacturing facilities, technical operations, and corporate headquarters. The Fiscal Year 2018/19 budget commits an additional \$2.7 million for a total of \$3.25 million towards development of the Park.

The vision is to have amenities such as community walking/cycling trails, community gardens, and open green space to accentuate the site's character, and to appeal to business prospects in a corporate, up-scale environment where light manufacturing, engineering, and innovation co-exist and augment the greater community.

NC Data Center Corridor

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

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

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

OTHER SUPPORT

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

Edison Project Wall of Fame

2017 First Place, Foothills Digest: Foothills Digest is a publication and website which speaks to the history and tradition of the Foothills region of North Carolina.

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

made in the USA at Image Industries in Newton, NC.

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

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

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

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

2011 First Place, GoPriceDrive.com: GoPriceDrive.com is a confidential website service for car buyers that eliminates car purchase negotiations and makes dealers compete and openly bid for business,

ensuring customers receive the absolute best price.

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

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

Medical Assets

Well positioned to meet the future medical and health care needs of its citizens, the County is home to a prospering medical and healthcare community and two large medical centers.

Catawba Valley Medical Center (CVMC) is the largest not-for-profit community hospital in the region and the County's second largest employer. While technically owned by Catawba County, CVMC is completely self-supporting. Based on the quality and consistency of medical care provided by the facility, CVMC has recently received multiple awards, including:

- Women's Choice Award - Best 100 Hospitals for Patient Experience (each year from 2012 through 2016) and America's Best Hospitals for Orthopedics (each year from 2013 to 2016)
- Women's Choice Award - One of America's Best Hospitals in Obstetrics (2013 to 2016) America's Best Hospitals

for Bariatric Surgery (2016) and American's Best Hospitals in Cancer Care (2014 and 2016)

- First hospital in the State to receive four Magnet designations from American Nurses Credentialing Center (2014)
- A 2016 Premier QUEST award winner for high-value healthcare • Comprehensive Center for Metabolic & Bariatric Surgery from the American College of Surgeons (2016)

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

- Women's Choice Award for Excellence in Obstetrics (2014 and 2015) Heart Care (2015) and Breast Centers (2015)
- American Heart Association/American Stroke Association's recipient of Get With the Guidelines-Stroke Gold Plus Quality Achievement Award (2015)
- Recipient of Outstanding Patient Experience award from Health Grades, a leading independent healthcare ratings organization (2017)

A Leader in Environmental Stewardship

The County has a long history of demonstrated environmental stewardship, with several key initiatives that have become hallmarks of this value and the County's appetite for innovation. The Catawba County EcoComplex and Resource Recovery Facility, winner of the 2015 Harvard Ash Center Bright Ideas in Government Award and a 2013 Energy Leadership Award from the Charlotte Business Journal, is designed to protect the County's environment and promote economic development by attracting jobs in the green energy, agricultural and environmental sectors. One component of the EcoComplex is the Biodiesel Research, Development and Production Facility (developed in 2011 in partnership by the County and Appalachian State University). In 2014, the County leased the biodiesel facility to Blue Ridge Biofuels in a move that generated consistent revenue for the County while increasing the company's biodiesel production capacity from 500,000 gallons a year to 3 million gallons a year starting in 2017. The company is the first biodiesel producer in the Charlotte area to make fuel from used cooking oil. Blue Ridge Biofuels continues the partnership with Appalachian State to conduct research at the facility to test which feed stocks are most efficient for biodiesel production and best suited for the local climate.

Catawba County has a robust recycling and waste reduction program. Residents recycled 32,338 tons of material in FY16/17 which equates to an average of 415 pounds recycled per capita. Without the County's recycling and waste reduction focused efforts, projections indicate a new Landfill cell (estimated to cost roughly \$10 million) would be needed at least 2 years earlier than the current estimate of June 2021.



catawba county
MAKING. LIVING. BETTER.

BUDGET OVERVIEW & STRUCTURE

READER'S GUIDE

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

PURPOSE OF BUDGETING

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

ACCOUNTING STRUCTURES & SYSTEMS

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

FUNDS & FUND STRUCTURE

The County uses four basic fund types: General, Special Revenue, Capital, and Enterprise. Each of these fund types has its own specific legal and accounting requirements. The easiest way for most people to think about funds is to compare them to bank accounts. Money comes into a fund from a variety of sources and is then used to provide services to the public. As with a personal bank account, funds have to take in at least as much money as they spend, and by law, budgets for funds must be balanced. What this means is a governmental unit cannot plan to spend more than it will take in.

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

GENERAL FUND & GENERAL FUND-LIKE FUNDS

General Fund*

The General Fund is the primary operating fund of the County. It is used to account for all financial resources of the general government, except those required to be accounted for in another fund. The primary revenue sources are ad valorem taxes, sales taxes, Federal and State grants, and other various taxes and licenses. Within the General Fund are seven Functions: General Government, Public Safety, Environmental Quality, Economic & Physical Development, Human Services, Education, and Culture. A function is a group of departments and/or organizations that accomplish a similar general purpose. For example, the Sheriff's Department and the Emergency Services Department are part of the Public Safety Function. Divisions within departments are divided into Organizations. For instance, Narcotics and Jail are examples of Organizations

budgeted in the Sheriff's Department. Each of these accounting units facilitates the tracking of costs and effectiveness of services provided to the public.

Self-Insurance Fund*

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

Reappraisal Fund*

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

Register of Deeds Automation and Preservation Fund*

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

General Capital Reserve Fund*

To account for funds set aside for future capital and/or debt service.

SPECIAL REVENUE FUNDS

Emergency Telephone System Fund

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

Federally Seized Properties and Monies Fund

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

State Unauthorized Substance Abuse Fund

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

Hospital Reserve Fund

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

Rescue Squads Fund

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

Library Endowment Fund

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

Gretchen Peed Scholarship Fund

To account for donations stipulated for scholarships.

Parks/Historic Preservation Trust Fund

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

Community Development Fund

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

Fire Protection Service Districts Funds

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

CAPITAL PROJECTS**General Capital Projects Fund***

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

Schools' Capital Projects Fund

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

Schools' Construction Fund

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

Water & Sewer Capital Projects Fund*

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

Solid Waste Capital Fund*

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

ENTERPRISE FUNDS**Water and Sewer Administration Fund***

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

Solid Waste Management Fund*

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

DEPARTMENT/FUND RELATIONSHIP

	General Funds				Capital Project Funds						Special Revenue Funds										Enterprise Funds	
	General	Self Insurance	Reappraisal	Register of Deeds Automation and Preservation	General Capital Reserve	General Capital Projects	Schools' Capital Projects	Schools' Construction	Water & Sewer Capital Projects	Solid Waste Capital	Emergency Telephone System	Federally Seized Properties and Monies	State Unauthorized Substance Abuse	Hospital Reserve	Rescue Squads	Library Endowment	Gretchen Peed Scholarship	Parks/Historic Preservation	Community Development	Fire Protection Service Districts	Solid Waste Management	Water & Sewer Administration
Board of Commissioners	X																					
County Manager	X																					
Elections	X																					
Finance	X																					
Tax	X		X																			
Register of Deeds	X			X																		
Human Resources	X	X																				
Other Government	X																					
Government Agencies - Justice Center	X																					
Debt	X																					X
Communications Center	X									X												
Emergency Services	X													X						X		
Sheriff & Jail	X					X					X	X										
Other Public Safety	X																					
Cooperative Extension	X																					
Soil & Water Conservation	X																					
Forestry	X																					
Economic Development	X					X																
Facilities	X					X																
Planning, Parks, & Development	X					X												X	X			
Technology	X					X																
Utilities & Engineering	X							X	X												X	X
Social Services	X																X					
Public Health	X																					
Partners Behavioral Health Management	X																					
Other Human Services	X																					
Education	X						X	X														
County Library	X					X									X							
Other Cultural	X																					

ABOUT THIS DOCUMENT

This budget document summarizes all service functions provided by Catawba County government and represents the annual plan for the allocation of resources. The budget presented covers the period of July 1, 2018 to June 30, 2019 (“Fiscal Year 2018/19”).

The budget document is divided into functions (each function has a divider page). The functions of the General Fund make up the first seven sections of this document, and all remaining funds are in the section title Other Funds. Each department has a summary sheet that shows the total funding for that department and how the dollars will be spent. The organizations within each department have pages listing the objectives/outcomes to be achieved and major categories of funding sources and expenses. Within Organizations are accounts or line items. These are the basic units of measure in the budget and make it possible to determine, for example, how much money is spent on books in the Main Branch of the Library.

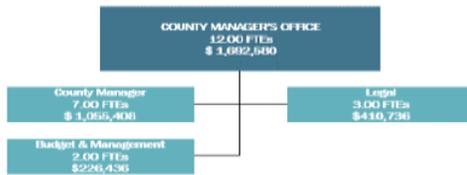
This document does not show every line item, but groups the line items in easier-to-read, general categories. For example, all money received from the State is shown in that major category, despite the fact that there may be several different line items or types of State revenue. Expense categories shown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

For each County Function, a summary report is provided at the beginning of each section providing information on the departments, services, and expenditures captured by that function. Subsequent departmental pages provide organizational, performance, and financial information from Fiscal Year 2016/17 (Actual), Fiscal Year 2017/18 (Current), and Fiscal Year 2018/19 (Requested and Adopted). See Guide to Departmental Sections for detailed information on navigating department and division information.

GUIDE TO DEPARTMENTAL SECTIONS

COUNTY MANAGER

DEPARTMENT DESCRIPTION



COUNTY MANAGER

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

BUDGET HIGHLIGHTS

COUNTY MANAGER

Reinvesting Department	Organizations: 120050 - 120150				
	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Recommended	Percent Change
Revenues					
Cable TV Reimbursement	\$28,000	\$28,000	\$28,000	\$28,000	0.0%
Miscellaneous	15,670	0	0	0	0%
Indirect Cost	163,854	166,408	161,568	161,556	-2.9%
Legal Services	0	0	0	0	0%
General Fund	1,585,493	1,517,445	1,503,022	1,503,022	-1.0%
Total	\$1,793,617	\$1,711,853	\$1,692,590	\$1,692,590	-1.1%
Expenses					
Personal Services	\$1,528,672	\$1,621,556	\$1,503,300	\$1,503,300	-1.1%
Supplies & Operations	150,389	90,295	89,220	89,220	-1.2%
Capital	14,257	0	0	0	0%
Total	\$1,793,617	\$1,711,853	\$1,692,590	\$1,692,590	-1.1%
Expenses by Division					
County Manager	\$1,117,117	\$1,011,882	\$1,055,408	\$1,055,408	4.3%
Legal	386,105	387,827	410,736	\$410,736	3.2%
Budget & Management	290,294	312,044	226,436	226,436	-25.8%
Total	\$1,793,617	\$1,711,853	\$1,692,590	\$1,692,590	-1.1%
Employees					
Permanent	13.00	13.00	12.00	12.00	-7.7%
Hourly	0.18	0.18	0.18	0.18	0.0%
Total	13.18	13.18	12.18	12.18	-7.8%

The budget decrease is due to the transfer of one position from Budget & Management to the Tax Department.

PERFORMANCE MEASUREMENT

COUNTY MANAGER

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
1. Drive implementation of the Board of Commissioners' strategic plan by developing and executing a comprehensive approach to achieving its goals and objectives, incorporating a multi-year project and funding plan.	On Target Driving strategic plan implementation including multi-year projects and funding plan.	Achieved Oversee goals in areas of broadband internet accessibility, economic development and community branding.	Achieved Oversee goals in areas of economic development, emergency management, education for improvements to Highways 16 and 150, and education.
2. Prepare a balanced budget for the fiscal year and administer a budget during the fiscal year.	On Target Expedited BOC Adoption on June 4, 2018.	Achieved BOC Adopted FY17/18 on June 5, 2017.	Achieved BOC Adopted FY17/18 on June 6, 2016.
3. Develop a brand identity for the County and a multi-year brand strategy plan that aligns with the Board's strategic plan, with a focus on completing brand integration with the County's new website and initiating priority strategies influencing economic development in partnership with key stakeholders.	On Target Worked with North Star on brand development. New brand rolled out to BOC and County staff in January 2018.	N/A	N/A

- Each departmental section of the operating budget begins with an organizational chart that reflects the way in which the department's budget is organized and tells the reader which division pages will follow.
- The Departmental Services section describes the department's divisions and core functions.
- The financial table displays revenue, expenditures, and budgeted personnel for the entire department for the prior fiscal year (2016/17 Actual), the current fiscal year (2017/18 Current), and budgeted fiscal year (2018/19 Requested and Adopted).
- After the financial table this section presents an overview of the changes to the department's budget and may include specific information on approved requests.
- This section discusses budget outcomes for the fiscal year (2018/19) as well as the mid-year 2017/18 and prior year 2016/17 and 2015/16 reports on outcomes and services.

FINANCIAL DOCUMENTS

The budget is the financial plan for County operations for the fiscal year beginning July 1, 2018 and ending June 30, 2019. The budget shows the source of revenue and how these sources will be spent. It also contains outcomes, goals, and objectives the County departments have set for the year. The budget and the audit are the key financial documents that the County uses to illustrate its financial plans and status. The budget looks ahead to the coming year and shows how funds plan to be spent, while the audit shows the County's year-end financial condition. The audit document is produced annually a few months after the end of each fiscal year (October or November) while the budget is produced annually at the beginning of each fiscal year (final copies are usually made available to the public in mid-July).

BASIS OF ACCOUNTING

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

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

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

COMPENSATED ABSENCES

It is the policy of the County to permit employees to accumulate up to 30 days earned but unused vacation leave, with such leave being fully vested when earned. For the County, the current portion of the accumulated vacation pay and salary-related payments is not considered to be material; therefore, no expenditure or liability is reported in the County's governmental funds. The County's liability for accumulated earned vacation and the salary related payments as of the end of the year is recorded in the government-wide financial statements. For the County's proprietary fund, an expense and a liability for compensated absences and the salary related payments are recorded within those funds as the leave is earned, if the amount is considered to be material. The sick leave policy of the County provides for an unlimited accumulated of earned but unused sick leave. Sick leave does not vest, but any unused sick leave accumulated at the time of

retirement may be used in the determination of length of service for retirement benefit purposes. Since neither entity has any obligation for accumulated sick leave until it is actually taken, no accrual for sick leave is made by the County.

ENCUMBRANCES

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

Summary of Legal Requirements

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

BUDGET FORMS & PROCEDURES

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

DEPARTMENTAL REQUESTS

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

BUDGET PREPARATION CALENDAR

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

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

RECOMMENDED BUDGET

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

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

BOARD REVIEW

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

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

ADOPTION OF THE BUDGET ORDINANCE

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

Budget Process

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

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

1. The Budget Officer is the County Manager and as such, the Budget and Management Office is part of the County Manager's Office. The Budget and Management Office consists of a Budget and Management Director and one Budget and Management Analyst and is supervised by an Assistant County Manager.

2. In October the County Board of Commissioners holds a retreat to discuss issues, priorities and countywide goals for the upcoming fiscal year. These goals become the driving force behind initiatives to be considered and included during the budget cycle.
3. Each fall, the Budget and Management Office works with departments and management to update the County's long range financial plans including Five Year Capital Improvement and Operating Plans.
4. During the months of October and November the Budget and Management Office prepares Revenue and Expense projections for the upcoming fiscal year. Revenues are projected for the County's main funding sources, property and sales tax, based on trends and economic forecasts for the area.
5. The Budget and Management Office establishes a beginning base for each department that includes the allowable increases for salaries, benefits and operating budgets. In developing budget requests, staff is instructed that any funding requests for program or service expansions or equipment beyond the base amount is to be thoroughly justified and will be weighed against other competing needs and available funding. The role of budget staff is to analyze the requests and justifications and make sound funding recommendations to the County Manager.
6. In December, departments are given pertinent budget information, funding parameters, and the goals established by the Board of Commissioners.
7. In late January or early February, 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 departments, and prepares a recommended budget for the County Manager.
9. During March and April, the County Manager conducts a series of budget meetings 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 review and approval. If approved, they are implemented by budget revision.

REINVENTING DEPARTMENTS

Modeled after the book *Reinventing Government*, Catawba County uses two budget processes: Reinventing, a more flexible, department regulated form of budgeting, and Non-reinventing, a traditional, line item analysis form of budgeting. Four of the County's 15 departments are reinventing departments and include County Manager, Human Resources, Library, and Social Services. Outcomes for using the reinventing budget process are to:

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

In order to meet these outcomes, basic changes were made in the budget process to shift the focus from inputs to outcomes, to increase authority and flexibility for reinventing departments, encourage better use of resources, and simplify and streamline the budget process. Flexibility and changing the focus to outcomes is achieved by allotting these departments a lump sum increase each year without any analysis or controls at the detail budget level. The only financial control is the inability to spend more than the Department's 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 adopted outcomes. Updates on the progress and achievement of outcomes are reported on a semi-annual and annual basis. The Budget Highlights for the Reinventing Department sections of the budget document focuses on outcome achievement and changes to outcomes rather than monetary changes in the budget for this reason.

BUDGET CALENDAR

August to Early November

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

Late October to Mid-November

Revenue & Expense Forecast development – Revenue projections vs. Base/Continuation Budget and pressures

Early – Mid-December

Budget discussion/directions at December Department Head Meeting
Budget Kickoff – Targets provided and budget system opened for entry (12/12)

January 12, 2018

Mid-year report due from all departments

February 5, 2018

Budget request due from all departments, schools and outside agencies

Late February

Revisit revenue & expense forecast
Budget & Management staff discussions with County Manager on requests

Mid-March

Budget balanced & summary recommendations sent to Manager (3/16)
Budget & Management staff discussions with County Manager on recommendations (3/20)

March 26-28, 2018

Department, Schools & outside agency budget meetings with County Manager

Late April to Early May

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

Mid-April to Mid-May

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

May 11, 2018

County Manager's recommended budget given to the Board of Commissioners and published on the County's website

May 14, 2018

County Manager's recommended budget presented to Board of Commissioners after Subcommittees

May 24, 2018 BOC Budget Hearings

Board of Commissioners' hearings/work sessions with departments & outside agencies – 8 am to 5 pm at the 1924 Courthouse

May 31, 2018

Public Hearing and Wrap-up at 7:00 pm in the BOC Meeting Room in the Justice Public Safety Center

June 4, 2018

Budget Adoption at the Board of Commissioners' Meeting in the BOC Meeting Room in the Justice Public Safety Center

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.

Revenue Policy

The property tax rate shall be set each year based on the cost of providing general government services.

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.

Revenue projections will be made in a conservative manner.

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.

Fund Balance Appropriated shall not exceed an amount that management can reasonably expect to save during the year or that is not sustainable while remaining above the Board of Commissioners 16 percent fund balance goal.

Operating Budget Policy

The County will continue to develop benchmarks and monitor performance measurements to assist in the evaluation of expenditures.

Operating budget projections will include annual costs plus allowances for operating costs associated with new capital.

Capital Improvement Policy (See CIP section for 5-year plan)

The County will review and adopt annually Five-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.

Accounting Policy

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.

Financial systems will be maintained to monitor revenues and expenditures on a monthly basis.

Staff will give a Financial Report to the Board of Commissioners covering revenues and expenditures on a periodic basis.

Debt Policy (See Appendices for full policy)

The County will manage its debt obligations to meet demands for capital facilities while striving to maintain or to improve the County's Aa1/AA+ bond rating.

Debt should not exceed 1.5 percent of the countywide assessed value (legal limit is 8 percent).

The County's annual debt service payment should not exceed 20 percent of the operational budget.

Reserve Policy

The County has a goal of maintaining 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.

The County will maintain a Contingency Reserve to provide for unanticipated expenditures of a non-recurring nature to meet unexpected increases in the operating budget.

The Water and Sewer Fund shall maintain a minimum fund balance of \$5,000,000.

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

Investment Policy (See Appendices for full policy)

The County's investments will be undertaken in a manner that (1) seeks to ensure the preservation of capital in the overall portfolio (safety), (2) provides for sufficient liquidity to meet the cash needs of the County's various operations (liquidity), and (3) attains a fair market rate of return (yield) its debt obligations to meet demands for capital facilities while striving to maintain or to improve the County's Aa1/AA+ bond rating.

Balanced Budget Policy

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





catawba county

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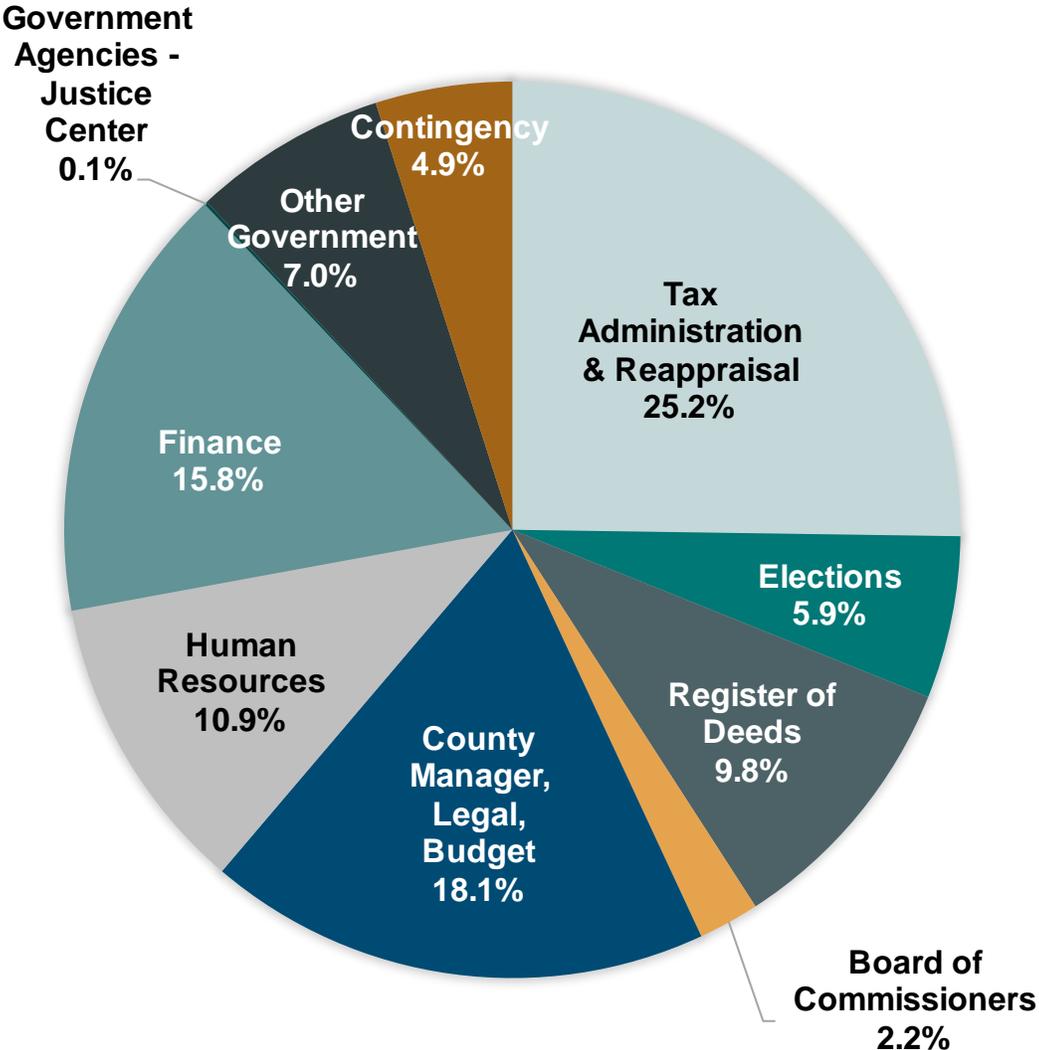
DEPARTMENT INFORMATION

GENERAL GOVERNMENT

The General Government function provides administrative support for County government. It is \$9,328,017 or 3.9 percent of total expenditures for the fiscal year, including Reappraisal and Register of Deeds Automation budgeted in Other Funds. The General Fund portion of General Government is \$8,762,301. General Government includes direct public services such as the Board of Elections, Register of Deeds, and Tax (\$3,812,649 or 1.6 percent of the budget) as well as County Administration including the Board of Commissioners, County Manager, Human Resources, and Finance (\$5,515,368 or 2.3 percent of the budget).

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

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



BOARD OF COMMISSIONERS

DEPARTMENT DESCRIPTION

The Board of Commissioners is the governing body of Catawba County. The 5-member board is elected at large for 4-year staggered terms and may serve unlimited terms. Their duties include deciding what services should be provided to the citizens and how to pay for the services; appointing the County Manager and County Attorney; designating the County Clerk; adopting the annual budget; setting the property tax rate; establishing service levels for solid waste, emergency services, public safety, library, public health, mental health, and social services; adopting zoning and subdivision regulations; approving new positions, and appointing over 300 people to 50 citizen boards.

BUDGET HIGHLIGHTS

BOARD OF COMMISSIONERS

Organization: 110050

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
General Fund	\$199,053	\$203,561	\$205,289	\$205,289	0.8%
Total	\$199,053	\$203,561	\$205,289	\$205,289	0.8%
Expenses					
Personal Services	\$111,253	\$110,911	\$111,639	\$111,639	0.7%
Supplies & Operations	87,801	\$92,650	\$93,650	\$93,650	1.1%
Total	\$199,053	\$203,561	\$205,289	\$205,289	0.8%

The budget increased slightly due to insurance and an anticipated change in dues for State and national organizations.

STRATEGIC PLAN FOCUS AREAS

ECONOMIC DEVELOPMENT - Catalyze a positive business climate to ensure diversified opportunities that retain and attract quality employers and investment in our community.

K-64 EDUCATION - Partner business with education to cultivate connections between the classroom and real-world careers for our students of all ages.

WATER & SEWER INFRASTRUCTURE - Anticipate and skillfully plan for our community's business and residential growth.

HOUSING - Foster an environment conducive to the creation of affordable, desirable housing options for our workforce and families.

HEALTHY & SAFE COMMUNITY - Protect the well-being of our citizens.

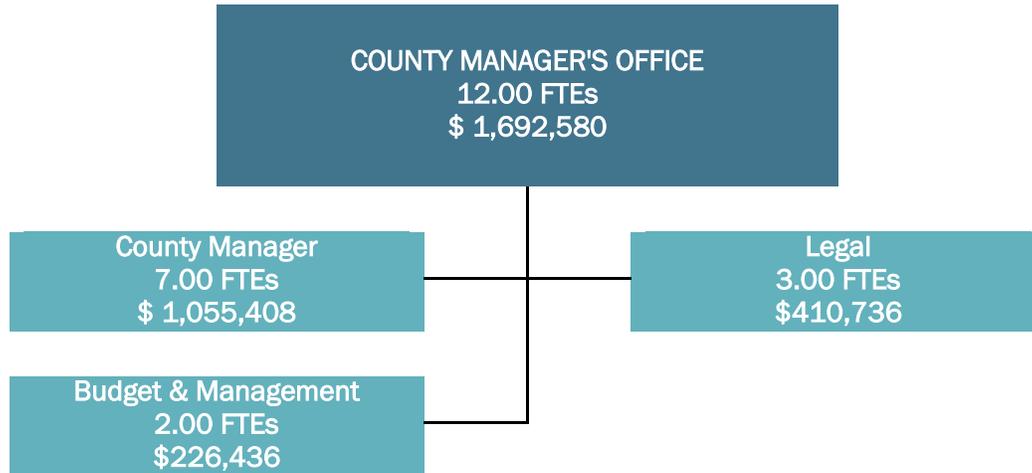
PARKS - Provide scenic outdoor experiences for our citizens and visitors through a community-wide approach that invites a variety of adventures.

ARTS & CULTURE - Elevate our sense of place by showcasing entertainment and creative offerings that enrich our community.

BRANDING - Amplify our story in ways that reflect who we are and inspire people to be part of it.

COUNTY MANAGER

DEPARTMENT DESCRIPTION



COUNTY MANAGER

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

LEGAL DEPARTMENT

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

BUDGET AND MANAGEMENT OFFICE

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

BUDGET HIGHLIGHTS

COUNTY MANAGER

Reinventing Department

Organizations: 120050 - 120150

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Cable TV Reimbursement	\$28,000	\$28,000	\$28,000	\$28,000	0.0%
Miscellaneous	15,070	0	0	0	0%
Indirect Cost	163,954	166,408	161,558	161,558	-2.9%
Legal Services	0	0	0	0	0%
General Fund	1,586,493	1,517,445	1,503,022	1,503,022	-1.0%
Total	\$1,793,517	\$1,711,853	\$1,692,580	\$1,692,580	-1.1%
Expenses					
Personal Services	\$1,628,872	\$1,621,558	\$1,603,360	\$1,603,360	-1.1%
Supplies & Operations	150,388	90,295	89,220	89,220	-1.2%
Capital	14,257	0	0	0	0%
Total	\$1,793,517	\$1,711,853	\$1,692,580	\$1,692,580	-1.1%
Expenses by Division					
County Manager	\$1,117,117	\$1,011,882	\$1,055,408	\$1,055,408	4.3%
Legal	386,106	397,927	410,736	\$410,736	3.2%
Budget & Management	290,294	302,044	226,436	226,436	-25.0%
Total	\$1,793,517	\$1,711,853	\$1,692,580	\$1,692,580	-1.1%
Employees					
Permanent	13.00	13.00	12.00	12.00	-7.7%
Hourly	0.28	0.28	0.28	0.28	0.0%
Total	13.28	13.28	12.28	12.28	-7.5%

Outcome Achievements				
Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2016/17	14	14	0	100%
2015/16	15	15	0	100%
2014/15	16	16	0	100%

The budget decrease is due to the transfer of one position from Budget & Management to the Tax Department.

PERFORMANCE MEASUREMENT

COUNTY MANAGER

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
1. Drive implementation of the Board of Commissioners' strategic plan by developing and executing a comprehensive approach to achieving its goals and objectives, incorporating a multi-year project and funding plan.	On Target Driving strategic plan implement including multi-year projects and funding plan	Achieved Oversaw goals in areas of broadband internet availability, economic development, and community branding.	Achieved Oversaw goals in areas of economic development, emergency management, advocacy for improvements to Highways 16 and 150, and education
2. Prepare a balanced budget for the coming fiscal year and administer a balanced budget during the fiscal year.	On Target Expect BOC Adoption on June 4, 2018	Achieved BOC Adopted FY17/18 on June 5, 2017	Achieved BOC Adopted FY17/18 on June 6, 2016
3. Develop a new brand identity for Catawba County and a multi-year brand activation plan that aligns with the Board's strategic plan, with a focus on completing brand integration with the County's new website and initiating priority strategies influencing economic development in partnership with key stakeholders.	On Target Worked with North Star on brand development. New brand rolled out to BOC and County staff in January 2018.	New outcome in Fiscal Year 2017/18	

LEGAL

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
1. Provide needed legal services to all county departments as issues arise in a timely, professional and ethical manner by: <ol style="list-style-type: none"> Completing preparation or review of contracts within 5 working days of receipt at least 95 percent of the time. Achieving an approval rating of 95 percent on an annual client satisfaction survey. 	On Target Contract review or preparation within 5 working days is at 100% of the time. Client Satisfaction Survey will go out in March.	Achieved 100 percent of contracts reviewed within 5 days. 100 percent approval rating on annual survey	Achieved 98 percent of contracts reviewed within 5 days. 100 percent approval rating on annual survey
2. Proactively improve county staff's ability to handle situations that could potentially have a legal impact on the county by: <ol style="list-style-type: none"> Providing in-service training to any department. Providing employees with 24 hours per day, 7 days per week telephone access to an attorney. 	On Target Attorneys provide multiple in-service training to any department that requests it; Attorneys have specifically, to date, provided training to the Sheriff's Office, Public Health and EMS.	Achieved EMS training, Supervisory Training, OSHA training on cyber liability and public records training for various departments.	Achieved Multiple in-service trainings held. New training on ADA service animals presented at Safety Retreat and DSS
3. Ensure the Board of Commissioners, Planning Board, Board of Adjustment,	On Target	Achieved	Achieved

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.	Attorneys are in attendance at all BOC meetings, Planning Board of Adjustment and SRB meetings. Additionally, attorneys present for Social Services Board and Board of Health meetings as requested.	Attorneys in attendance at all BOC meetings, Planning Board of Adj. and SRB meetings.	Attorneys in attendance at all BOC meetings, Planning Board of Adj. and SRB meetings.
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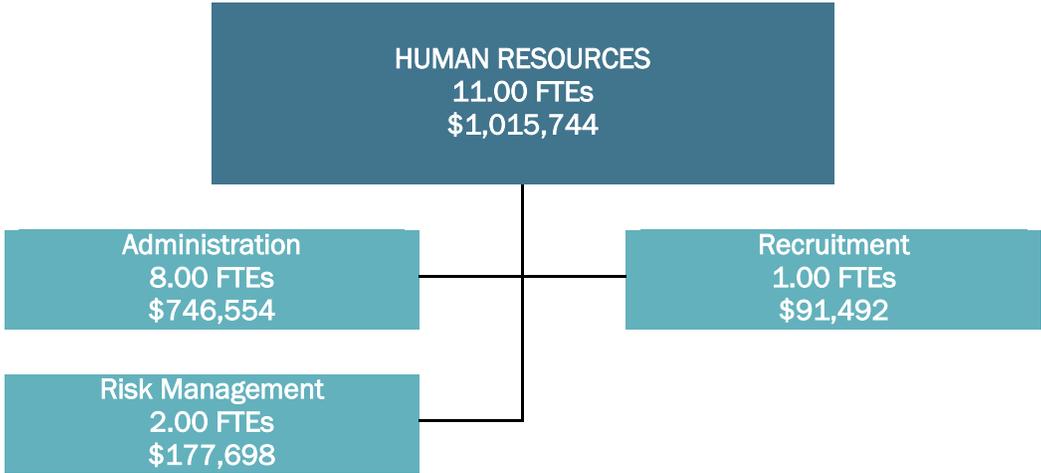
Legal FY 2017/18 Outcomes Not Reported for FY 2018/19	
To maximize the collection of delinquent accounts, back taxes, and other monies owed to the County, Legal will: <ul style="list-style-type: none"> a. Collect or enter into payment arrangement for at least 50 percent of all eligible cases submitted b. Collect at least 50 percent of payments due per contractual payment arrangements 	N/A Tax payment arrangements are now being handled within the tax department.

BUDGET & MANAGEMENT

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
1. Prepare a balanced budget for adoption by June 30 annually, which communicates County policies, provides a financial and operating plan, and is an effective communication device to our citizens, as demonstrated by receiving the Government Finance Officers Association (GFOA) Distinguished Budget Award.	On Target The Fiscal Year 2018/19 is scheduled for adoption on June 4, 2018.	Achieved FY 2017/18 budget adopted June 5, 2017, exceeded satisfaction rating targets, and earned the GFOA Award for the 29th consecutive year.	Achieved FY 2016/17 budget adopted June 6, 2016, exceeded satisfaction rating targets, and earned the GFOA Award for the 28th consecutive year.
2. Prepare a Revenue, Expense, and Fund Balance Forecast annually based on the current fiscal year budget, which gives 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.	Achieved	Achieved	Achieved
3. Monitor the budget on an ongoing basis to ensure the budget remains balanced, and recommend appropriate action be taken quickly if revenue erosion occurs.	On Target	Achieved	Achieved

HUMAN RESOURCES

DEPARTMENT DESCRIPTION



ADMINISTRATION

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

RECRUITMENT

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

RISK MANAGEMENT

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

BUDGET HIGHLIGHTS

HUMAN RESOURCES

Reinventing Department

Organizations: 150050 - 150200

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Indirect Cost	\$127,480	\$130,522	\$134,890	\$134,890	3.3%
Local	6,500	0	0	0	0%
General Fund	953,052	856,165	880,854	880,854	2.9%
Total	\$1,087,032	\$986,687	\$1,015,744	\$1,015,744	2.9%
Expenses					
Personal Services	\$875,825	\$881,005	\$910,061	\$910,061	3.3%
Supplies & Operations	211,207	105,682	105,683	105,683	0.0%
Total	\$1,087,032	\$986,687	\$1,015,744	\$1,015,744	2.9%
Expenses by Division					
Administration	\$826,910	\$728,438	\$746,554	\$746,554	2.5%
Recruitment	91,133	88,878	91,492	91,492	2.9%
Risk Management	168,990	169,371	177,698	177,698	4.9%
Total	\$1,087,032	\$986,687	\$1,015,744	\$1,015,744	2.9%
Employees					
Permanent	11.00	11.00	11.00	11.00	0.0%
Hourly	0.25	0.25	0.25	0.25	0.0%
Total	11.25	11.25	11.25	11.25	0.0%

Outcome Achievements				
Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2016/17	19	18	1	95%
2015/16	20	20	0	100%
2014/15	20	20	0	100%

The budget increase is due to planned compensation changes.

Performance Measurement

BENEFITS

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
<p>1. Educate 100 percent of new benefited employees on available County benefits and how to use the benefits, while providing a forum to discuss employee expectations by conducting orientations at least once a month to ensure employees are quickly brought onboard with County's work culture. Success will be measured by achieving a score of 4.5 or higher for the content/quality of the program on evaluations given after each orientation session.</p>	<p>On Target All new employees were counseled and provided an overall orientation. The Content/Quality of the program was rated a 4.7 out of 5 by program participants.</p>	<p>Achieved 4.6 avg. rating from 133 employees, 17 sessions</p>	<p>Achieved 4.7 avg. rating from 152 employees, 18 sessions</p>
<p>2. To provide employees nearing the end of their service with the County continued strong customer service, Human Resources will educate employees about their retirement benefits through an annual Retirement Educational Program. The presentation will include information on the NC Retirement System, Catawba County retiree health insurance options, and the use of supplemental retirement programs to enhance retirement. Success of the program will be measured by at least 92 percent of participants indicating they "strongly agree" or "agree" they have an increased knowledge of retirement benefits and options.</p>	<p>On Target The Retirement Educational Program will be presented in Spring 2018.</p>	<p>Achieved 95% of 43 employees attending agreed or strongly agreed the sessions resulted in increased retirement benefit knowledge vs a 90% target</p>	<p>Achieved 100% of 55 employees attending agreed or strongly agreed the sessions resulted in increased retirement benefit knowledge vs a 90% target</p>
<p>3. To maintain the County's position as an employer of choice, Human Resources will ensure the benefits package is competitive and meets the needs of employees by surveying competitors' benefit plans and recommending a competitive benefit package to the County Manager's Office by the end of February of each year.</p>	<p>Achieved</p>	<p>New outcome in Fiscal Year 2017/18</p>	

ORGANIZATIONAL DEVELOPMENT

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
<p>4. To enhance the County’s operational efficiency and foster career adaptability, Human Resources will offer at least one skills development program for enrollment by County employees aimed at enhancing a work-related skill set. Success will be measured by at least 80 percent of participants indicating they “strongly agree” or “agree” that they have expanded their work-related knowledge, skills, and abilities (KSAs). (Organizational Development)</p>	<p>On Target “Inclusion and Micro-aggressions” training program held in December. 94 percent of survey respondents (16 of 17) indicated they “strongly agreed” or “agreed” they have expanded their understanding of inclusion and impact of micro-aggressions.</p>	<p>Achieved 87.5 percent of “The Brand Called You” participants agreed or strongly agreed that they have expanded their work-related KSAs</p>	<p>Achieved 100 percent of “Presenting Like a Pro” participants agreed or strongly agreed that they have expanded their work-related KSAs in public speaking</p>
<p>5. To encourage a culture of respect, Human Resources will offer at least four different diversity programs for general enrollment to County employees. Success will be measured by achieving a cumulative total of 80 percent of participants indicating they “strongly agree” or “agree” that they have an increased knowledge or awareness in the subject area.</p>	<p>On Target One diversity program has been held on Indian culture. 100 percent of participants surveyed agreed they have increased their knowledge of the topic. (Goal: 3 programs)</p>	<p>Achieved Coordinated and offered four diversity programs. The three programs that were surveyed all met the 80 percent benchmark. (Goal: 3 programs)</p>	<p>Achieved Five different diversity programs were offered during the year. Three were surveyed and all met the 80 percent benchmark. (Goal: 3 programs)</p>
<p>6. To develop high performing adaptable team leaders, current supervisors, and employees seeking opportunities for upward mobility, Human Resources will coordinate and implement a year-long, front-line leadership program. Success will be measured by at least 80 percent of participants indicating they “strongly agree” or “agree” that they have increased their overall knowledge of leadership principles.</p>	<p>On Target Planning for 2018 Learning 2 Lead program is currently in process and program is tentatively scheduled to begin Feb. 22, 2018.</p>	<p>Achieved</p>	<p>Achieved</p>
<p>7. To ensure the County has employees equipped for future leadership roles, Human Resources will coordinate and implement a year-long advanced leadership academy for employees identified as emerging leaders in County government. Success will be measured by at least 80 percent of participants indicating they “strongly agree” or “agree” that they have increased their overall knowledge of leadership principles.</p>	<p>Achieved Seven County employees successfully completed the program. 100 percent of participants agreed they have increased their overall knowledge of leadership principles.</p>	<p>Achieved Seven County employees successfully completed the program</p>	<p>Achieved Seven County employees successfully completed the program</p>

RECRUITMENT, PAY, AND CLASSIFICATION

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
8. To support the K-64 Education initiative by promoting public service and county government careers to high school and college students as well as strengthen the talent pipeline, Human Resources will work with departments to develop internship opportunities, with the goal of having at least two high school and two college students participate in Fiscal Year 2018/19. College students will be offered paid internships through available funding sources.	<p>On Target A high school student from Newton-Conover Schools completed two week-long internships that included time spend with several county departments.</p>	New outcome in Fiscal Year 2017/18	
9. To maintain the County's position as an employer of choice and to ensure recruitment and retention of qualified employees, Human Resources will maintain a competitive pay plan by conducting an annual pay and classification study on at least one-third of the County's positions. Success will be determined by ensuring positions are classified correctly and pay ranges are approximately 100 percent of the County's competitive market.	<p>On Target The 2017/18 Public Safety pay study was completed in Spring 2017.</p>	<p>Achieved The 2016/17 Clerical and Paraprofessional pay study was completed in Spring 2017.</p>	<p>Achieved The 2015/16 Professional pay study was completed in Spring 2016.</p>

RISK MANAGEMENT

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
<p>10. To ensure citizens' and employees' safety, Human Resources will ensure operational excellence of County drivers by limiting the number of automotive accidents involving County vehicles. Risk Management will identify all at-fault accidents and make the following recommendations to Department Heads:</p> <p>a. After the first at-fault accident, require employee to repeat the County Defensive Driving class or have the Supervisor or Training Officer ride along with the employee to observe employee's driving skills.</p> <p>b. After a second at-fault accident by the same employee, a Corrective Action Plan or disciplinary action will be recommended for employee.</p> <p>c. In addition, analysis will be conducted at least twice a year on vehicle accidents and reports will be</p>	<p>On Target As of December 31, 2017, the County had experienced 22 auto accidents with evaluation of the Risk Manager determining that 12 were at fault of the County driver. Each was required to retake the County Defensive Driving course or participate in departmental exercises with an approved instructor.</p>	<p>Achieved Each County driver at fault was required to retake the County Defensive Driving course or participate in departmental exercises with an approved instructor.</p>	<p>Achieved All at fault accidents have been identified at year end with recommendations to supervisors.</p>

<p>shared with the Human Resources Director, County Manager, and each Department Head to discuss concerns, further actions, and options for improvement.</p>			
<p>11. To ensure the County's worksites are safe and free from avoidable accidents that could negatively impact the delivery of services, Human Resources will limit OSHA recordable injuries to 5 per 100 FTEs, the North Carolina Department of Labor public sector industry standard. This will be accomplished by:</p> <ul style="list-style-type: none"> a. Concentrating on evaluating the types of accidents in the high-risk departments to determine ways to improve work procedures. b. Holding an annual Safety Retreat which will educate departments on the County's current status regarding safety, security, and legal issues as well as market trends in these areas. Success of the Retreat will be measured by at least 80 percent of participants indicating they "strongly agree" or "agree" that they have expanded their safety-related knowledge, skills and abilities. c. Providing at least four training programs to address safety, health, and security awareness of the County. Success will be measured by achieving a cumulative total of 80% of participants indicating they "strongly agree" or "agree" that they have an increased knowledge of the specific topic. d. Providing an annual report to the Human Resources Director and Department Heads on the number and types of injuries occurring during the year and recommendations on how to improve safety and/or security. 	<p>On Target There have been 23 recordable cases from Jul 1st - Dec 31st. All accidents have been evaluated and annual meetings occurred in Sept with Department Heads to discuss safety strategies. All safety committees have met on a regular basis. Drills and building inspections have been completed. The Accident Team met in August to discuss all accidents, high risk drivers, and workers' compensation claims. The Safety Retreat is scheduled for April 3, 2018. Risk Management has provided four training programs with participants indicating that 99 percent agree that they increased their knowledge of the specific topic.</p>	<p>Achieved 4.82 recordable injuries per 100 FTEs</p>	<p>Achieved 3.9 recordable injuries per 100 FTEs</p>

WELLNESS

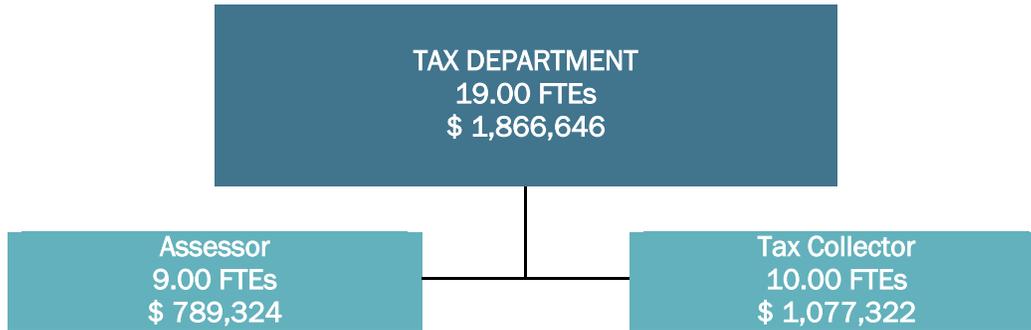
Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
<p>12. To improve the overall wellbeing of employees, Human Resources will offer at least four programs targeted to encourage healthy lifestyles. Success of these programs will be measured by having at least 80% of the program participants reporting that the program helped them develop healthier lifestyle behaviors.</p>	<p>New outcome in Fiscal Year 2018/19</p>		
<p>13. To ensure high quality customer service is being provided through the Employee Health Connection (EHC), Human Resources will evaluate the monthly customer service surveys. Success will be measured by having at least 80% of respondents reporting an overall satisfaction rating of satisfied for very satisfied.</p>	<p>On Target Survey has been completed; survey tool will be implemented the last 6 months of FY 2018.</p>	<p>New outcome in Fiscal Year 2017/18</p>	
<p>14. To provide a cost effective and convenient healthcare option for employees, employee and County, the cost to operate the Employee Health Clinic will be at least 10% less than savings generated by the services in the following areas:</p> <ul style="list-style-type: none"> 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 the Clinic. d. Savings generated from employee usage of the Employee Health Clinic as opposed to their Primary Care Physician. 	<p>On Target Estimated savings at mid-year is \$263,513 or ~ 63 percent.</p>	<p>Achieved Estimated savings is \$293,359, or ~ 51 percent</p>	<p>Achieved Estimated savings is \$93,443, or ~ 27 percent</p>

Human Resources FY 2017/18 Outcomes Not Reported for FY 2018/19	
<p>To understand and promote diversity within Catawba County Government, Human Resources will conduct meetings with all Department Heads and the County Manager's Office to review department statistics and share recruitment and retention goals and ideas. To strengthen the talent pipeline, the use of interns will be further explored, with the goal of at least 3 departments agreeing to hire summer interns through available funding streams. (Recruitment, Pay, and Classification)</p>	<p>Mid-Year FY17/18: On Target Annual Workforce Analysis report will be completed in January 2018 and submitted to the County Manager team.</p> <p>This outcome is replaced with one that focuses more strongly on internships for student to support the K-64 initiative. The diversity report is an ongoing and routine part of Human Resources work plan.</p>

<p>To develop and retain employees with key service delivery skills, Human Resources will partner with one department to identify those positions where internal career paths or educational incentive plans should be developed and present a plan to the department for consideration. (Recruitment, Pay, and Classification)</p>	<p>Mid-Year FY17/18: Achieved Worked with the Register of Deeds to implement a certification incentive plan to ensure staff are trained at the highest level offered. The intent of this plan is to grow professionalism, encourage retention among staff and provide the highest level of customer service to citizens.</p> <p>Outcome is eliminated because no additional departments or positions within those departments have been identified where this would be beneficial.</p>
<p>To enhance the County's position as an employer of choice, Human Resources will seek to engage employees with appropriate wellness activities, information, and resources to employees throughout the year. Human Resources will develop and implement a wellness program evaluation tool. This tool will a) monitor where employees are obtaining county wellness related information, b) track participation in programs being offered, c) assess the value of programs to employees and the County, and d) determine whether the program assisted or encouraged employees to improve their health. (Wellness)</p>	<p>Mid-Year FY17/18: Achieved Program evaluation tool (survey) was developed and deployed.</p> <p>Eliminated moving forward due to limitations created by lack of access to protected private health information.</p>
<p>To encourage employees to increase their financial wellness, Human Resources will offer at least two informational sessions designed to educate employees on the benefits of saving for retirement. Success of the program will be measured by 80 percent of employees attending the program agreeing that they increased their knowledge of available tools to save for future retirement. Additionally, success of the program will be measured by increasing the number of employees contributing to an optional retirement savings program by 10 percent. (Wellness)</p>	<p>Mid-Year FY17/18: On Target There were two financial wellness lunch and learns offered in November which gave an overview of what financial wellness is. From these sessions, Human Resources received requests for additional sessions to focus on more specific topics. Human Resources will be developing a yearlong financial wellness program offering at least one session quarterly. One of these topics will be specifically related to the benefits of saving for retirement and sharing resources on how employees can save for retirement.</p> <p>Existing employees have received education and new employees receive this information during orientation.</p>

TAX DEPARTMENT

DEPARTMENT DESCRIPTION



ASSESSOR

Ensure all real and personal property is listed annually to the owner of record as of January 1st of each year as mandated by the General Statutes of North Carolina.

COLLECTOR

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

BUDGET HIGHLIGHTS

TAX

Organizations: 130050 - 130100

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Property Tax	\$94,926,299	\$93,604,203	\$95,183,065	\$95,785,817	2.3%
Privilege License Tax	15,160	0	0	\$0	0%
Contribution to General Fund	(94,926,299)	(93,604,203)	(95,183,065)	(95,785,817)	2.3%
Charges & Fees	253,662	225,475	231,865	231,865	2.8%
Personnel Indirect Cost	0	0	0	0	0%
General Fund	1,555,285	1,691,485	1,634,781	1,634,781	-3.4%
Total	\$1,824,107	\$1,916,960	\$1,866,646	\$1,866,646	-2.6%
Expenses					
Personal Services	\$1,258,545	\$1,276,635	\$1,197,890	\$1,197,890	-6.2%
Supplies & Operations	565,522	635,325	668,756	668,756	5.3%
Tax Refunds	40	5,000	0	0	0%
Total	\$1,824,107	\$1,916,960	\$1,866,646	\$1,866,646	-2.6%
Expenses by Division					
Assessor	\$918,697	\$952,481	\$789,324	\$789,324	-17.1%
Collections	905,410	964,479	1,077,322	1,077,322	11.7%
Total	\$1,824,107	\$1,916,960	\$1,866,646	\$1,866,646	-2.6%
Employees					
Permanent	21.00	21.00	19.00	19.00	-9.5%
Hourly	0.45	0.00	0.00	0.00	0%
Total	21.45	21.00	19.00	19.00	-9.5%

The budget decrease (2.6 percent) is primarily due to the mid-year reassignment of the GIS tax mapping team from Tax Department to the GIS division of the Technology department. There was also a \$10,000 increase in fees associated with the Zacchaeus Legal Services mortgage-style foreclosure contract which will be directly offset by prior-year tax revenue.

PROPERTY TAX COLLECTIONS

As of May 4, 2018, only \$2 million of the current year's ad valorem property tax levy was outstanding, which is 97.82 percent collection rate year-to-date and 0.06 percent ahead of last year.

PERFORMANCE MEASUREMENT

ASSESSOR

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
<p>1. To ensure citizens receive prompt notification of taxes owed, prepare and mail 100 percent of real and personal property tax bills by August 1, 2018. Statutorily, this must be done no later than September 1st, the date on which the bills lawfully become due and payable.</p>	<p>Achieved Mailed July 12th vs Aug. 1st target</p>	<p>Achieved Mailed July 13th vs Aug. 1st target</p>	<p>Achieved Mailed July 15th vs Aug. 3rd target</p>
<p>2. Ensure all new construction is listed, appraised, and recorded in time for billing no later than July 15, 2018, by constant monitoring of outstanding new construction through building permits and field reviews.</p>	<p>Achieved June 21 vs. July 15 target</p>	<p>Achieved June 17 vs. July 15 target</p>	<p>Achieved June 19 vs. July 15 target</p>
<p>3. Ensure accuracy of tax data contained in annual tax mailings such as tax bills, second notices, debt-set off, etc. by:</p> <ul style="list-style-type: none"> a. Identifying potential errors through data analytics in conjunction with IT. b. Quality controlling data prior to each mailing. 	<p>On Target</p>	<p>New outcome in Fiscal Year 2017/18</p>	
<p>4. Increase citizens' online access to applications and forms in collaboration with IT for data mailers, sales verification letters, address changes, elderly/disabled exemptions, present use value, and beer/wine retail licenses.</p>	<p>On Target Staff continues to work with Technology Department to develop online taxpayer access to residential data mailers</p>	<p>Achieved 900 contacts 209 of 230 applicants qualified</p>	<p>Achieved 798 contacts 194 or 201 applicants qualified</p>
<p>5. To promote appropriate farmland preservation and to ensure efficient administration of the present-use program, the Tax Office will:</p> <ul style="list-style-type: none"> a. Prepare and disseminate all present-use program information, to include qualifying program criteria and application process, via handouts, presentations, and website to the public. b. Maintain an accurate database of participants in the present-use value program. 	<p>On Target</p>	<p>Achieved 126 of 134 new applications approved Total of 1,752 properties enrolled</p>	<p>Achieved 88 of 101 new applications approved Total of 1,673 properties enrolled</p>

TAX COLLECTOR

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
<p>1. The Collection division will work to increase the tax collection rate from the Fiscal Year 2015/16 collection rate of 98.02 percent to 98.50 over a 3-year period. To accomplish this goal staff will:</p> <ul style="list-style-type: none"> a. Use all lawful measures to collect delinquent taxes, including attachments, garnishments, payment arrangements, foreclosure, debt setoff, etc. b. Prepare weekly and monthly status reports to track collections as compared to prior years. c. Pursue collection of current fiscal year delinquent accounts by arranging all current fiscal year delinquent accounts into three tiers based on amount due and have staff focus collection efforts equally among all three tiers to evaluate effectiveness of collection efforts by tier. 	On Target	<p>Achieved 98.19% collection rate vs FY 2013/14 rate of 97.34% and target of 98.0%</p>	<p>Achieved 98.02% collection rate vs FY 2012/13 rate of 96.94% and target of 97.94%</p>
<p>2. Track the percent increase of collections for each of the prior 10 years' tax levies to show continued efforts of collection on prior years. Statutorily, the County may only pursue enforced collection measures for accounts that are 10 years old or less delinquent, so it is important to continue all lawful measures to collect these accounts before that time expires.</p>	On Target	<p>Achieved Prior Target 2% increase – actual 37.34% compared to 30.25% in FY 2015/16</p>	<p>Not Achieved Prior Target 2% increase – actual 30.25% compared to 34.73% in FY 2014/15</p>
<p>3. Identify and send annually 400 delinquent real estate properties to third party legal vendor to pursue collections through a mortgage-style foreclosure program. Track revenue vs. expenditures generated from the mortgage-style foreclosure program to measure the return-on-investment.</p>	<p>On Target 200 properties received additional communication regarding their tax delinquency. The cases referred to third party collections returned \$357,167 in revenue and \$4,404 in expenses paid to vendor.</p>	<p>New outcome in Fiscal Year 2017/18</p>	

BOARD OF ELECTIONS

DEPARTMENT DESCRIPTION

BOARD OF ELECTIONS
4.00 FTEs
\$ 546,162

ADMINISTRATION

The goal of the Board of Elections office is to organize, conduct, and provide well-planned and managed elections with immediately available results. Board of Elections will ensure the citizens of Catawba County the right to vote in fair, honest, and impartial elections in accordance with State and Federal Elections law and County regulations, and provide easy access for all registered voters.

BUDGET HIGHLIGHTS

BOARD OF ELECTIONS

Organization: 140050

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Charges & Fees	90	134,634	100	100	-99.9%
General Fund	526,207	505,708	546,062	546,062	8.0%
Total	\$526,297	\$640,342	\$546,162	\$546,162	-14.7%
Expenses					
Personal Services	\$391,701	\$432,542	\$374,017	\$374,017	-13.5%
Supplies & Operations	134,597	207,800	172,145	172,145	-17.2%
Capital	0	0	0	0	0%
Total	\$526,297	\$640,342	\$546,162	\$546,162	-14.7%
Employees					
Permanent	4.00	4.00	4.00	4.00	0%
Hourly	0.61	1.00	0.65	0.65	-35.0%
Total	4.61	5.00	4.65	4.65	-7.0%

The Board of Elections' budget decreased (\$94,180) due to only having one election scheduled during the fiscal year instead of three. There were line item budget increases associated with the cost of mandatory training and meetings for board members and staff, mostly attributed to recent legislative action that added a fourth member to local boards of elections. There is also increased costs for electronic poll book rentals.

PERFORMANCE MEASUREMENT

ELECTIONS

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
1. Establish initiatives that seek better ways to provide services to encourage all eligible residents to exercise their right to vote.	On Target In the process of making election and registration packets for home-bound seniors.	New outcome in Fiscal Year 2017/18	
2. Develop outreach strategies to attract a diverse pool of poll workers who reflect the community's composition.	On Target Seeking poll worker applicants from local colleges.	New outcome in Fiscal Year 2017/18	

REGISTER OF DEEDS

DEPARTMENT DESCRIPTION

REGISTER OF DEEDS
10.00 FTEs
\$ 834,125

ADMINISTRATION

The Catawba County Register of Deeds serves as custodian of all records of real estate, vital records, military discharges, and the certification of notary publics. It is essential in preserving Catawba County’s history.

The Register of Deeds is a customer-driven recording agency that provides numerous functions to the legal community and the general public, such as supplying accurate and expedient documentation as needed. The Register of Deeds is an elected official of four year terms legally charged with recording and maintaining the integrity, completeness, accuracy and safekeeping of Catawba County’s public records.

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

The Office is bound by North Carolina General Statutes to make recorded documents available via a temporary or permanent index within 24 hours; documents must be fully indexed on the permanent index within 30 days of the initial recording. At the same time, the indexing unit strives for a margin of error of less than one percent. This is to ensure that each staff member, constituent or citizen will be able to retrieve such public records when needed.

BUDGET HIGHLIGHTS

REGISTER OF DEEDS

Organization: 160050

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Real Estate Excise	\$708,733	\$604,800	\$690,500	\$681,175	12.6%
Indirect Cost	0	0	0	0	0%
Charges & Fees	823,148	756,660	762,500	762,500	0.8%
Miscellaneous	451	(68,867)	(64,340)	(64,340)	-6.6%
General Fund	(814,483)	(499,437)	(554,535)	(545,210)	9.2%
Total	\$717,849	\$793,156	\$834,125	\$834,125	5.2%
Expenses					
Personal Services	\$585,636	\$621,509	\$657,250	\$657,250	5.8%
Supplies & Operations	132,213	171,647	176,875	176,875	3.0%
Capital	0	0	0	0	0%
Total	\$717,849	\$793,156	\$834,125	\$834,125	5.2%
Employees					
Permanent	10.00	10.00	10.00	10.00	0%
Hourly	0.62	0.65	0.65	0.65	0.0%
Total	10.62	10.65	10.65	10.65	0.0%

The budget increase of 5.2 percent (\$40,969) is due planned compensation increases.

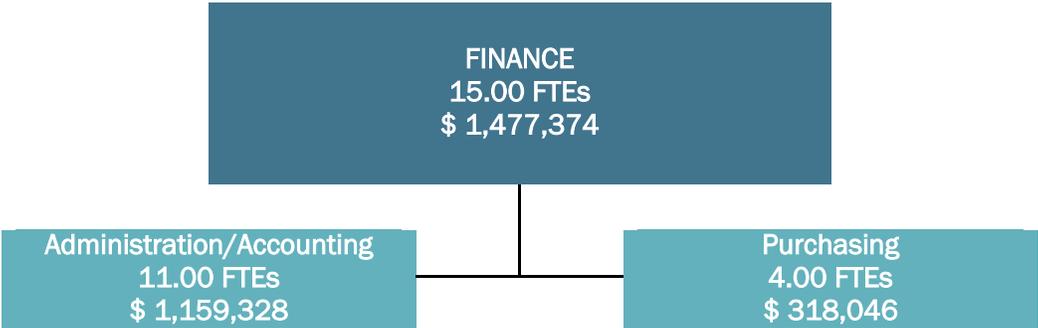
PERFORMANCE MEASUREMENT

REGISTER OF DEEDS

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
<p>1. To provide timely, courteous, and accurate services to the public, the Register of Deeds will:</p> <ul style="list-style-type: none"> a. Return 100 percent of real estate documents within four days after indexing is complete. b. Educate 100 percent of couples on North Carolina's marriage license requirements. c. Ensure an indexing error rate of less than one percent for all recorded documents. 	<p>On Target Has been met by not ending the day until every document is on record. Also, more information is available for marriage licenses in the office, on the internet and staff spends some one on one with them before they leave the office.</p>	<p>Achieved</p>	<p>Achieved</p>
<p>2. Increase convenience to customers by creating electronic records through scanning and indexing, in turn reducing the in-office research time needed to obtain copies of records:</p> <ul style="list-style-type: none"> a. Provide access to scanned images of up to 25 real estate books that have yet to be scanned that are known to contain easements. b. Review received scanned images and data from Logan of Birth, Death, Marriage and Military records. 	<p>On Target</p>	<p>Achieved</p>	<p>On Target</p>
<p>3. Minimize loss and maximize the ability to retrieve all records in the Register of Deeds' Office in the event of a disaster by ensuring a Disaster Recovery Plan is intact and operational using the following methods:</p> <ul style="list-style-type: none"> a. Back up 100 percent of digitalized real estate records, vital records, military discharges, and notary public certifications either through the Catawba County Information Technology Department, Archives in Raleigh, or Logan Systems. b. Have quarterly drills for the staff to ensure awareness of the Disaster Recovery Plan and how to address any alterations needed to the plan. c. Include the public in at least two of the four drills held throughout the year. 	<p>On Target</p>	<p>Achieved</p>	<p>Achieved</p>

FINANCE

DEPARTMENT DESCRIPTION



ADMINISTRATION/ACCOUNTING

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

PURCHASING/SERVICE CENTER

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

BUDGET HIGHLIGHTS

FINANCE

Organizations: 170050 - 170101

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Investment Earnings	\$73,947	\$650,000	\$650,000	\$650,000	0.0%
Personnel Indirect Cost	41,581	43,217	44,865	\$44,865	3.8%
Miscellaneous	20,218	20,000	20,000	20,000	0.0%
Charges & Fees	300	200	200	200	0.0%
General Fund	1,233,562	724,775	762,309	762,309	5.2%
Total	\$1,369,608	\$1,438,192	\$1,477,374	\$1,477,374	2.7%
Expenses					
Personal Services	\$1,153,432	\$1,197,958	\$1,213,031	\$1,213,031	1.3%
Supplies & Operations	210,676	240,234	264,343	264,343	10.0%
Capital	5,500	0	0	0	0%
Total	\$1,369,608	\$1,438,192	\$1,477,374	\$1,477,374	2.7%
Expenses by Division					
Admin./Accounting	\$1,067,980	\$1,130,102	\$1,159,328	\$1,159,328	2.6%
Purchasing	301,629	308,090	318,046	318,046	3.2%
Total	\$1,369,608	\$1,438,192	\$1,477,374	\$1,477,374	2.7%
Employees					
Permanent	15.00	15.00	15.00	15.00	0.0%
Hourly	1.20	1.38	1.00	1.00	-27.5%
Total	16.20	16.38	16.00	16.00	-2.3%

The budget increase of \$39,182 is due to the increase in the auditing services contract (\$25,500) driven by State Auditor requirements for the Single Audit of Federal funds.

PERFORMANCE MEASUREMENT

FINANCE ADMINISTRATION

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
<p>1. The County follows the requirements of the Local Government Budget and Fiscal Control Act. The Finance Department ensures transactions comply with these requirements by:</p> <ul style="list-style-type: none"> a. Monitoring all financial transactions in accordance with the annually adopted Budget Ordinance. b. Accurately recording all amendments to the County's Budget Ordinance within 5 working days of receipt. 	On Target	Achieved	Achieved
<p>2. The Finance Department assists with the development of the budget by providing the Budget & Management Office with information on a timely basis, normally by October 31st, that includes the following:</p> <ul style="list-style-type: none"> a. Revenue projections for major revenue sources (property taxes, sales tax, ABC profits and investment earnings). b. Preliminary estimates of the County's level of fund balances and recommendations on the amount of fund balances available for appropriation. c. Debt service requirements. 	Achieved	Achieved	Achieved
<p>3. The Finance Department provides financial information in an accurate, efficient, and timely manner by reviewing internal controls and testing of transactions for selected departments by June 30th, preparing the Comprehensive Annual Financial Report (CAFR) by December 1st, submitting the CAFR to the Government Finance Officers Association for the Certificate of Achievement for Excellence in Financial Reporting by December 31st.</p>	Achieved	Achieved	Achieved
<p>4. The County is responsible for financing major capital projects including those for the local public schools and community college. The department will plan, execute, and oversee all underwriting and debt issuance of Catawba County including any approved new debt financing issues needed for public</p>	On Target In planning stage for Spring financing	Achieved	Achieved

schools, community college, or renovations/additions to County facilities or equipment. These efforts will maximize cash on hand and borrow money as inexpensively as possible, saving taxpayer dollars through interest avoidance.			
5. The Finance Department seeks to ensure courteous and collegial relations with other County departments by achieving at least a 95 percent satisfaction rate on its annual customer service survey.	On Target Survey planned for Spring	On Target Customer survey resulted in a 100% satisfactory rating in all areas except for the mail courier.	Achieved

ACCOUNTING

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
<p>1. The Finance Department is responsible for accurately processing financial transactions in a timely manner.</p> <p>a. Make accurate and timely payments (an average of 600+ checks and Electronic Funds Transfer payments) to all vendors on a weekly basis 98 percent of the time, as evidenced by corrected checks.</p> <p>b. Process and distribute 100 percent of required Form 1099s by January 31 for vendor tax records.</p> <p>c. Deposit daily all revenue received 100 percent of the time, as evidenced by deposit ticket dates.</p> <p>d. Make accurate and timely payment of wages to 1,100+ full-time and hourly employees on a bi-weekly basis 99 percent of the time, as evidenced by corrected payments.</p> <p>e. Process and distribute 100 percent of required Form W-2s by January 31 for employees' tax records.</p> <p>f. Process the reporting and payment of Federal and State payroll taxes and employee benefits by due date 100 percent of the time, as evidenced by date of payment.</p> <p>g. Process a monthly billing cycle by mailing bills within 5 working days of the cutoff date 98 percent of the time.</p> <p>h. Post all accounts receivable payments within 5 working days after receipt 98 percent of the time.</p>	On Target	Achieved	Achieved
2. The Finance Department will maintain an accurate and thorough inventory of	Achieved	Achieved	Achieved

all County fixed assets (items costing \$5,000 or more with a useful life of 2 years or more) by ensuring documentation for the annual audit, all additions, deletions, and transfers are processed by August 31.			
<p>3. The Finance Department is responsible for the stewardship of County cash assets.</p> <p>a. The department will reconcile bank accounts within 15 days of receipt of bank statements.</p> <p>b. Excess cash will be invested at the highest possible yield while following NC General Statutes to maintain safety and liquidity of those investments.</p>	On Target	Achieved	Achieved

PURCHASING AND SERVICE CENTER

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
1. Make County operations more environmentally friendly by encouraging County departments and contractors to purchase at least 20 percent recycled and other environmentally preferable products.	Achieved The total recycled and environmentally friendly percentage is 22%	Not Achieved 16%	Achieved 21%
2. Work with the Construction Manager, selected architect and Jail staff to complete the design for the Jail Expansion by December 30, 2017.	Achieved	On Target	New outcome in Fiscal Year 2016/17
<p>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:</p> <p>a. Advertising in diverse publications</p> <p>b. Sending notices to minority sub-contractors 10 days before the bidding</p> <p>c. Instructing a class on "How to do business with Catawba County"</p>	On Target Advertising in minority newspaper for construction projects. Conducted How to Do Business Workshop in October.	On Target	New outcome in Fiscal Year 2016/17

Finance FY 2017/18 Outcomes Not Reported for FY 2018/19	
Work with the Construction Manager to complete the Justice Center/Public Safety Expansion within budget. (Purchasing)	Achieved

GOVERNMENT AGENCIES – JUSTICE CENTER

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

BUDGET HIGHLIGHTS

GOVERNMENT AGENCIES - JUSTICE CENTER

Organization: 180050

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
State	\$186,023	\$190,000	\$208,000	\$216,000	14%
General Fund	(175,782)	(179,500)	(197,500)	(205,500)	14%
Total	\$10,241	\$10,500	\$10,500	\$10,500	0%
Expenses					
Supplies & Operations	10,241	10,500	10,500	10,500	0%
Total	\$10,241	\$10,500	\$10,500	\$10,500	0%

OTHER GOVERNMENT COSTS

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

BUDGET HIGHLIGHTS

OTHER GOVERNMENT COSTS

Organization: 190050

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Local Sales Tax	\$19,246,080	\$18,870,739	\$20,164,975	\$20,195,845	7.0%
Beer & Wine Tax	381,779	370,000	370,000	370,000	0.0%
Cable TV Reimbursements	581,716	580,000	580,000	580,000	0.0%
Charter Lease Payments	1,294	0	1,500	1,500	0%
JCPC Planning	15,500	15,500	14,000	14,000	-9.7%
JCPC Projects	290,987	316,866	318,366	318,366	0.5%
Indirect Cost	126,620	91,807	21,186	101,186	10.2%
ABC Profits	875,000	875,000	875,000	875,000	0.0%
Miscellaneous	38,507	0	0	0	0%
Fund Balance	0	5,954,416	9,287,585	6,411,942	7.7%
Sale of Properties	83,314	0	0	0	0%
DHR County Share	(13,731,309)	(13,199,952)	(14,806,138)	(14,767,941)	11.9%
General Fund	(7,396,529)	(13,263,970)	(16,172,593)	(13,446,017)	1.4%
Total	\$512,958	\$610,406	\$653,881	\$653,881	7.1%
Expenses					
Personal Services	\$50,565	\$215,000	\$265,000	\$265,000	23.3%
Other					
Public Relations	3,363	0	0	0	0%
Adult Probation Lease	35,500	36,000	37,100	37,100	3.1%
Alliance for Innovation	6,562	7,625	0	0	0%
Fire Association - Museum Maintenance	2,800	2,800	2,800	2,800	0.0%
Employee/Social Committee	10,772	13,250	13,250	13,250	0.0%
Social Services Conference Sponsor	678	0	0	0	0%
Joint JCPC Planning	15,500	15,500	14,000	14,000	-9.7%
JCPC Projects	290,987	316,866	318,366	318,366	0.5%
Hickory Airport Tower	3,365	3,365	3,365	3,365	0.0%
SAMHSA Grant - CogConnection	92,866	0	0	0	0%
Total	\$512,958	\$610,406	\$653,881	\$653,881	7.1%

CONTINGENCY

Annually the budget includes contingency funds for which the County Manager has transfer authority granted by the Board of Commissioners of up to \$50,000 per transfer. Additionally, special contingency revenue and expense is included to provide the County flexibility in recognizing small revenues such as donations and grants that are hard to predict throughout the year. These transfers are reported to the Board of Commissioners on a regular basis.

BUDGET HIGHLIGHTS

CONTINGENCY

Organization: 190100

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Special Contingency	\$0	\$50,000	\$50,000	\$50,000	0.0%
General Fund	0	210,000	410,000	410,000	95.2%
	\$0	\$260,000	\$460,000	\$460,000	76.9%
Expenses					
Contingency	\$0	\$210,000	\$410,000	\$410,000	95.2%
Special Contingency	0	50,000	50,000	50,000	0.0%
	\$0	\$260,000	\$460,000	\$460,000	76.9%

The budget includes a \$200,000 increase to provide the County Manager with increased flexibility to address emergent issues during the year.

TRANSFERS FROM THE GENERAL FUND

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

TRANSFERS FROM GENERAL FUND

Organization: 190900

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
General Fund	\$9,449,390	\$7,482,124	\$7,337,138	\$7,550,312	0.9%
Total	\$9,449,390	\$7,482,124	\$7,337,138	\$7,550,312	0.9%
Expenses					
Self Insurance Fund	\$2,421,500	\$1,810,700	\$1,940,304	\$1,874,704	3.5%
Reappraisal Fund	397,072	400,000	442,932	417,432	4.4%
E-911 Fund	968	0	0	0	0%
State USUB Substance Abuse	31,508	23,654	0	0	0%
General Capital Projects	3,463,342	3,097,770	2,778,902	3,083,176	-0.5%
Schools Capital	1,235,000	500,000	500,000	500,000	0.0%
School Construction	300,000	0	0	0	0%
Water & Sewer	1,600,000	1,650,000	1,675,000	1,675,000	1.5%
Total	\$9,449,390	\$7,482,124	\$7,337,138	\$7,550,312	0.9%

BUDGET HIGHLIGHTS

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

The transfer to General Capital Projects remained flat covering ongoing technology and facility needs. Additionally funds are transferred to be reserved in the Public Safety and Jail Expansion Projects for future needs.

DEBT SERVICE

BUDGET HIGHLIGHTS

DEBT SERVICE

Organization: 910050 - 930680

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Economic & Physical Development Debt					
General Fund	0	0	301,782	301,782	0%
Education					
1st 1/2% Sales Tax	\$2,209,084	\$1,949,284	\$2,025,637	\$2,025,637	3.9%
1st 1/2% Sales Tax - Food	283,745	255,072	\$291,967	\$291,967	14.5%
General Fund (retiring debt balance)	21,241,872	6,795,093	6,682,396	6,482,396	-4.6%
General Fund - 3 cents	4,725,000	4,950,000	5,025,000	5,025,000	1.5%
From Schools' Capital	50,000	50,000	50,000	50,000	0.0%
From Schools' Construction	1,359,655	0	0	0	0%
Lottery Proceeds	1,619,950	1,600,000	1,600,000	1,600,000	0.0%
Public Safety					
1/4 Cent Sales Tax - Justice Center	2,208,348	1,939,795	1,898,245	1,898,245	-2.1%
General Fund - Jail Debt	1,167,203	1,883,405	1,889,942	1,889,942	0.3%
General Fund - Animal Shelter	347,884	342,410	336,890	336,890	-1.6%
General Fund	(244,089)	0	0	0	0%
Other					
Interest on Investments	11,084	0	0	0	0%
Installment Purchase - Proceeds (CVMC)	0	9,662,950	8,824,984	8,824,984	-8.7%
Total	\$34,979,737	\$29,428,009	\$28,926,843	\$28,726,843	-2.4%
Expenses					
Economic & Physical Development Debt					
Mountain Creek Park	0	0	301,782	301,782	0%
Education Debt					
Installment Purchase - Schools	23,936,928	10,879,784	10,315,878	10,315,878	-5.2%
Build America Bonds - Schools	285,439	0	0	0	0%
Certificates of Participation - Schools	173,109	168,100	161,190	161,190	-4.1%
School Construction Bonds	97,488	1,967,760	1,952,110	1,952,110	-0.8%
QZABs Financing	50,000	50,000	50,000	50,000	0.0%
Installment Purchase - CVCC	2,135,458	2,533,805	2,477,580	2,477,580	-2.2%
Build America Bonds - CVCC	95,146	0	0	0	0%
Future Debt	3,356,083	0	718,242	518,242	0%
Public Safety Debt					
Installment Purchase - Animal Shelter	347,884	342,410	336,890	336,890	-1.6%
Cert. of Participation - Jail 2007 Expansion	1,167,203	1,133,405	1,086,810	1,086,810	-4.1%
Jail 2020 Expansion	0	750,000	803,132	803,132	7.1%
Limited Obligation Bonds - Justice Center	1,975,344	1,939,795	1,898,245	1,898,245	-2.1%
Other Debt					
Installment Purchase - CVMC	0	9,662,950	8,824,984	8,824,984	-8.7%
Total	\$33,620,082	\$29,428,009	\$28,926,843	\$28,726,843	-2.4%

The budget includes an interest-only payment for Mountain Creek Park debt service. The County issued \$8 million in debt in Fiscal Year 2017/18 to develop this new park in the Sherrills Ford area.

The budget includes just under \$15.5 million toward current and future debt for schools and Catawba Valley Community College.

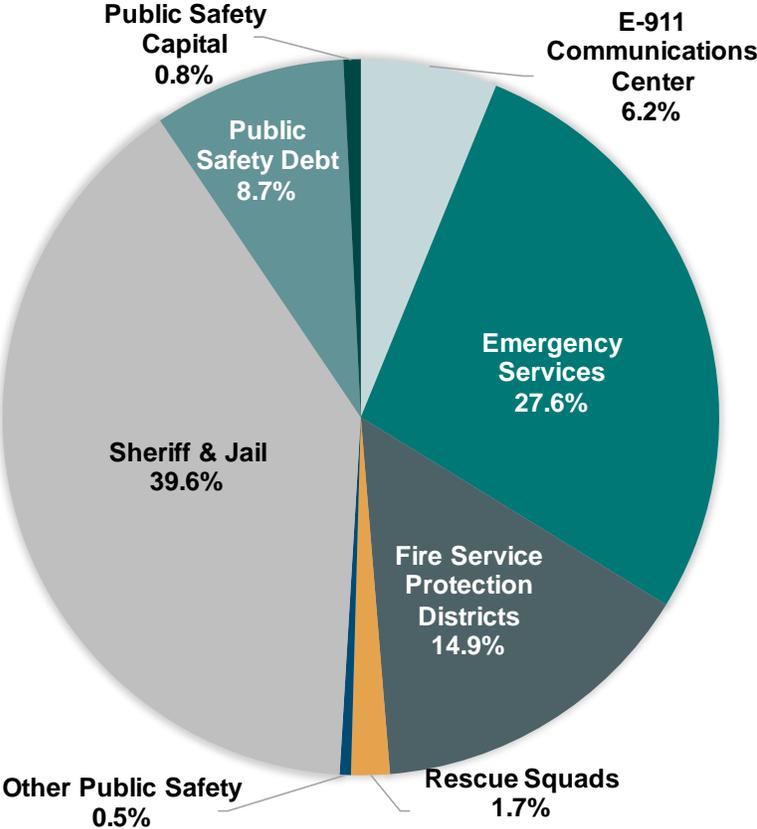
Funding for Public Safety-related debt makes up just over \$4.1 million, dedicated to the Justice Public Safety Center, Animal Shelter, and existing jail plus its planned expansion.

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

PUBLIC SAFETY

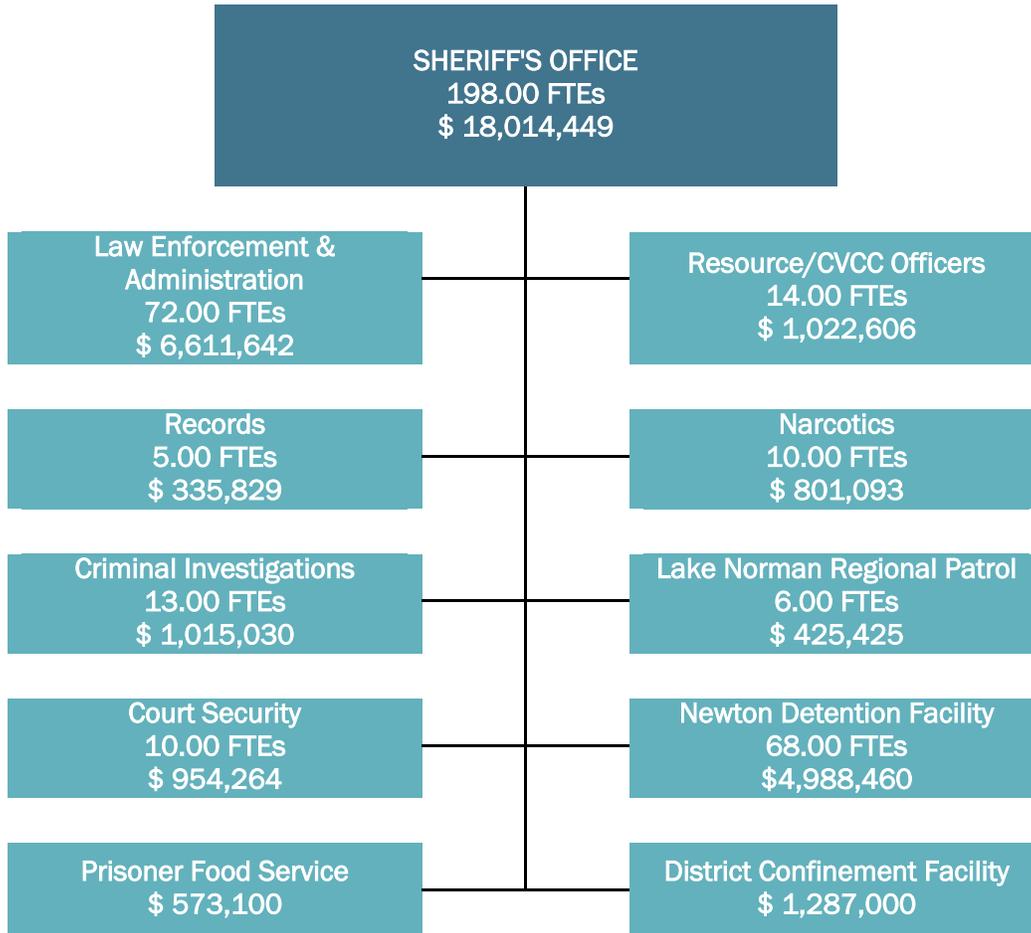
The Public Safety function is composed of the Sheriff’s Office, Emergency Services, E-911 Communications Center, and Other Public Safety activities (Lake Norman Marine Commission, Pre-Trial Services, Court Improvement Board, and Conflict Resolution Center). The Sheriff’s Office includes the following activities: Law Enforcement & Administration, CVCC Officers, School Resource Officers, Records, Narcotics, Criminal Investigations, Lake Norman Area Patrol, Court Security, Newton Detention Facility, Prisoner Food Service, and the Burke-Catawba District Confinement Facility. Emergency Services consists of Emergency Services Administration, Veterans’ Services, Emergency Medical Services, Fire/Rescue Division, Fire Fighting Alarms, Animal Control, and the Animal Shelter (operated by the Humane Society of Catawba County). The Emergency Services division is also responsible for Rescue Squads, Fire Service Protection Districts, and the E-911 Communications Center. The E-911 Communications Center provides emergency and administrative communications for the citizens of Catawba County by placing them in touch with public safety and related government services agencies.

The County has budgeted \$47,492,718 representing 19.9 percent of all expenditures for the fiscal year for Public Safety, including debt, capital expenses, and special revenue restricted for specific purposes such as the Emergency Telephone Surcharge and Federal Asset Forfeiture Funds. Total General Fund departmental expenses are \$37,484,075. 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.



SHERIFF'S OFFICE

DEPARTMENT DESCRIPTION



LAW ENFORCEMENT & ADMINISTRATION

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

SCHOOL RESOURCE OFFICERS (SROs)

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

RECORDS

The Records Division manages case reports for Road Patrol, Investigations, and the Newton Detention Facility. Additional responsibilities include central warrant repository, orders for arrest, juvenile summons, background checks for handgun purchase permits, alcohol and drug abuse, private attorney criminal history checks, officer criminal history checks for court, public fingerprints, County employment backgrounds, concealed carry permits, precious metal permits, domestic violence orders, and Division of Criminal Information (DCI) entry/monitoring.

NARCOTICS / VICE DIVISION

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

CRIMINAL INVESTIGATIONS (CID)

CID is responsible for investigating and following up on serious misdemeanor and felony crimes. Some of these crimes include homicides, robberies, felony assaults, and major fraud including identity theft and embezzlement, and sex offenses.

LAKE NORMAN REGIONAL PATROL

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

COURT SECURITY

The Court Security Unit is responsible for ensuring the safety and protection of court officials, employees, visitors, inmates, and the general public in the Catawba County Justice Center. Court Security also ensures the smooth and safe movement of inmates between the Newton Detention Center and courtrooms.

NEWTON DETENTION FACILITY

The purpose of the Newton Detention Facility is to provide for the safety and security of inmates by fairly and humanely ensuring their physical, mental, and medical welfare is provided for as required by State and Federal law.

PRISONER FOOD SERVICE

Jail food service will provide inmates in Catawba County custody well-balanced meals as required by the State of North Carolina Department of Human Resources.

BUDGET HIGHLIGHTS

SHERIFF'S OFFICE

Organizations: 210050 - 220250

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Federal	\$12,113	\$204,000	\$196,000	\$246,000	20.6%
State	8,502	10,000	10,000	10,000	0.0%
Federal & State	99,228	93,869	93,869	93,869	0.0%
Local	881,411	826,029	848,775	852,505	3.2%
Charges & Fees	427,043	443,680	425,580	433,080	-2.4%
Miscellaneous	250	140,300	145,300	145,300	3.6%
General Fund	15,395,547	15,861,818	16,837,107	16,233,695	2.3%
Total	\$16,824,094	\$17,579,696	\$18,556,631	\$18,014,449	2.5%
Expenses					
Personal Services	\$12,205,987	\$12,748,366	\$13,407,191	\$13,072,025	2.5%
Supplies & Operations	3,968,111	4,202,245	4,514,231	4,350,180	3.5%
Capital	649,997	629,085	635,209	592,244	-5.9%
Total	\$16,824,094	\$17,579,696	\$18,556,631	\$18,014,449	2.5%
Expenses by Division					
Law Enforcement & Admin	\$6,105,460	\$6,449,923	\$6,731,656	\$6,611,642	2.5%
CVCC Officers	184,976	193,260	197,557	197,557	2.2%
Resource Officers	752,852	751,149	825,049	825,049	9.8%
Records	319,247	318,379	335,829	335,829	5.5%
Narcotics	765,111	764,069	804,593	801,093	4.8%
Criminal Investigations	1,022,177	992,293	1,100,171	1,015,030	2.3%
Lake Norman Reg. Partol	422,697	421,006	443,890	425,425	1.0%
Court Security	686,784	878,023	1,102,243	954,264	8.7%
Newton Detention Facility	4,869,087	5,057,544	5,055,276	4,988,460	-1.4%
Prisoner Food Service	486,403	494,050	637,600	573,100	16.0%
District Confinement Facility	1,209,300	1,260,000	1,322,767	1,287,000	2.1%
Total	\$16,824,094	\$17,579,696	\$18,556,631	\$18,014,449	2.5%
Employees					
Permanent	196.00	198.00	204.00	198.00	0.0%
Hourly	11.00	11.50	13.50	12.20	6.1%
Total	207.00	209.50	217.50	210.20	0.3%

The Sheriff's Office budget reflects a 2.5 percent increase driven by part-time wages in Court Security due to the opening of the new Justice Public Safety Center, per meal rates for inmate food services, planned compensation increases, and cost of the contract with Burke County to operate the Burke Catawba District Confinement Facility (BCDCF).

PERFORMANCE MEASUREMENT

LAW ENFORCEMENT AND ADMINISTRATION

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
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.	On Target Outreach efforts include scam alerts, Citizens Academy, Cadet Program, and Pill Stoppers	Achieved Several community outreach and education efforts completed	Achieved Several community outreach and education efforts completed
2. Maintain an index crime rate that is below the statewide rate (2016 – 3,174 per 100,000 population).	Achieved 1,423 per 100,000 in 2016	Achieved 1,479 per 100,000 in 2015	Achieved 1,433 per 100,000 In 2014 (lowest of all NC Counties)
3. To maintain the professionalism of the department, enhance officer knowledge and skills, and meet NC Sheriff's Training Standards mandates, the Sheriff's Office will provide at least 4,000 hours of in-service training for sworn and detention officers.	On Target 1,371 training hours	Achieved 4,127 training hours	Achieved 7,234 training hours
4. To enhance the existing relationship between the criminal justice system and the community, the Catawba County Sheriff's Office will: <ul style="list-style-type: none"> a. Provide 100 educational programs to social, civic, school, business, and religious organizations including tours of the department on a request basis. All officers that patrol the area where the program is presented will be introduced as well. b. Participate in the Criminal Justice Careers Summer Internship Program in conjunction with Catawba County Public Schools to provide those juniors and seniors selected for the internship with firsthand experience and knowledge of criminal justice careers. 	On Target Provided 64 programs and participated in 31 events. Provided firsthand experience to 2 high school senior interns and 1 college intern	Achieved Provided 195 programs and participated in 24 events. Provided firsthand experience to 8 high school senior interns and 4 college interns	Achieved Provided 119 programs and participated in 25 events. Provided firsthand experience to 10 high school senior interns and 4 college interns
5. Enhance the personal safety of senior citizens in Catawba County by: <ul style="list-style-type: none"> a. Continuing to educate seniors by providing at least 20 Safe Senior presentations in areas of importance such as telemarketing fraud, flimflam schemes, and the Sheriff's Office Adopt-A-Senior Program. This program has several benefits for seniors with no family in the County, including assigning a patrol deputy to call or visit 	On Target Presented 10 senior programs to ~830 seniors, set up a booth at the Senior Expo reaching out to approximately 1,500 seniors attending. 100 percent follow-up rate for R U OK participants.	Achieved Presented 18 senior programs to ~568 seniors, set up a booth at the Senior Expo reaching out to approximately 2,000 seniors attending. 100 percent follow-up rate for R U OK participants.	Achieved Presented 22 senior programs to ~673 seniors, set up a booth at the Senior Expo reaching out to approximately 2,000 seniors attending. 100 percent follow-up rate for R U OK participants.

<p>participating seniors each week, collecting personal information that may be needed by Emergency Responders, and providing seniors with an emergency beacon light in the event of distress in the residence.</p> <p>b. Sending an officer to check on 100 percent of participants in the R U OK program if they need assistance or cannot be contacted. This automated program calls seniors or individuals with disabilities at their requested time to ensure they are okay.</p>			
<p>6. To provide citizens with timely notification of all civil matters, the Catawba County Sheriff's Office will serve at least 60 percent of all civil process within three business days of receipt.</p>	<p>On Target 70 percent served within 3 days</p>	<p>Achieved 73 percent served within 3 days</p>	<p>Achieved 65 percent served within 3 days</p>
<p>7. To protect the community, the Sheriff's Office will maintain at least a 95 percent conviction rate for sex offenders found to be out of compliance with the stipulations of their sentence.</p>	<p>On Target 100 percent conviction rate</p>	<p>Achieved 100 percent conviction rate</p>	<p>Achieved 100 percent conviction rate</p>
<p>8. To remain trained and ready to handle high-risk call-outs, hostage rescue, and other tactical situations, each member of the Catawba County Special Tactics and Response (STAR) Team will receive at least 144 hours of additional specialized training each year. This multi-agency unit responds to events that may result in catastrophic effects on life and property.</p>	<p>Achieved 172 hours of training</p>	<p>Achieved 184 hours of training</p>	<p>Achieved 172 hours of training</p>

SCHOOL RESOURCE OFFICERS (SROs)

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
<p>1. Reduce victimization and improve students' perception of personal safety by providing at least 100 educational presentations to middle and high school students in the areas of safety, drug and alcohol abuse, and North Carolina Law.</p>	<p>On Target 81 classes presented to students on personal safety and 1,156 students counseled on law enforcement topics or situations.</p>	<p>Achieved 135 classes presented to students on personal safety and 4,338 students counseled on law enforcement topics or situations.</p>	<p>Achieved 113 classes presented to students on personal safety and 3,746 students counseled on law enforcement topics or situations.</p>
<p>2. Improve safety in the school environment by:</p> <p>a. Providing at least 40 educational presentations in the areas of child safety and drug prevention to the faculty and parents in area middle and high schools.</p>	<p>On Target 16 presentations to faculty and parents, School Safety Committees assisted 11 times, and crisis plans worked on or updated 12 times.</p>	<p>Achieved 66 presentations to faculty and parents, School Safety Committees assisted 20 times, and crisis plans worked on or updated 25 times.</p>	<p>Achieved 71 presentations to faculty and parents, School Safety Committees assisted 36 times, and crisis plans worked on or updated 32 times.</p>

<ul style="list-style-type: none"> b. Assisting the School Safety Committee and other committees in safety procedures for the school. c. Assisting school administration with updates to the schools' crisis plan and attending training at least once a year for school crisis situations. d. Promoting a safe and responsible prom night by providing at least one program for each high school to raise awareness of the dangers of drinking and driving. 			
<p>3. Decrease fights, weapons, and illegal substances by:</p> <ul style="list-style-type: none"> a. Using the department's K-9 Unit to conduct random searches of the campuses, as well as at the request of the school when feasible. These searches help identify and eliminate the possession and use of illegal weapons and drugs. b. Working with all students who have been identified for bullying and behavior problems by the school's Guidance Office. c. Taking reports on all crimes committed at the schools and counseling the person committing the crime, if possible, at the time of the incident. 	<p>On Target 47 K-9 searches conducted, 13 incidents of bullying reported, and 5 bullying classes conducted.</p>	<p>Achieved 88 K-9 searches conducted, 53 incidents of bullying reported, and 13 bullying classes conducted.</p>	<p>Achieved 57 K-9 searches conducted, 43 incidents of bullying reported, and 26 bullying classes conducted.</p>
<p>4. To ensure a safe learning environment for students and faculty, SROs will conduct monthly inspections of their school, and make suggestions to the school safety committee and/or the principal on any issues they may find.</p>	<p>On Target Conducted monthly inspections and participated in 63 Fire Drills and 12 Earthquake Drills.</p>	<p>Achieved Conducted monthly inspections and participated in 111 Fire Drills, 12 Earthquake Drills and 18 Tornado Drills.</p>	<p>Achieved Conducted monthly inspections and participated in 105 Fire Drills, 14 Earthquake Drills and 31 Tornado Drills.</p>

RECORDS

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
<p>1. To provide consistent and reliable access to records, statistical information, and reports, the Catawba County Sheriff's Office Records Management System will maintain at least a 99 percent uptime.</p>	<p>On Target</p>	<p>Achieved</p>	<p>Achieved</p>
<p>2. To ensure quality customer service to citizens who apply for a firearm concealed carry permit, the Sheriff's Office will maintain a substantiated complaint rate of less than 1 complaint per 500 permits issued.</p>	<p>On Target 1,212 concealed carry permits issued, with no citizen complaints registered.</p>	<p>Achieved 3,065 concealed carry permits issued, with no citizen complaints registered.</p>	<p>Achieved 2,016 concealed carry permits, with no citizen complaints registered.</p>

3. To allow the County to maintain a timely and thorough hiring process, the Sheriff's Office will complete 90 percent of requests from Human Resources (HR) for pre-employment background checks within one business day, with all requests completed within two business days.	On Target 100 percent	Achieved 100 percent	Achieved 100 percent
4. To ensure public transparency and access to information, Records will maintain incident reports daily and have the reports available within 2 business days of the incident.	On Target 100 percent	Achieved 100 percent	Achieved 100 percent

NARCOTICS/VICE DIVISION

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
1. To effectively combat illegal drug use and sales, the Narcotics Division will disseminate 90 percent of all Turn in a Pusher (TIP) information line messages within one day of receipt. The TIP line is a phone line used to collect anonymous leads on potential drug activity in the community for follow-up and investigation.	On Target 100 percent	Achieved 100 percent	Achieved 100 percent
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.	On Target 299 cases initiated, 37 search warrants conducted, and 1 round up which charged 76 different individuals.	Achieved Search warrants increased 144 percent. Two round-ups conducted, which charged 178 different individuals and located 2 meth labs.	Achieved Worked with other agencies to combat the illegal sell and use of controlled substances.

CRIMINAL INVESTIGATIONS (CID)

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
1. To effectively investigate crime and enforce State and Federal laws, the Catawba County Sheriff's Office will exceed the North Carolina average case clearance rate for index violent crime.	On Target 82.3 percent (State average 53.8 percent)	Achieved 74.5 percent (State average 53.6 percent)	Achieved 71 percent (State average 58.6 percent)
2. To provide the best treatment and care to victims while gathering sufficient evidence to prosecute offenders, the Sheriff's Office will continue to work jointly with Social Services to investigate all claims of child sexual assault and physical abuse.	On Target	Achieved	Achieved

LAKE NORMAN REGIONAL PATROL

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
1. Increase the public's awareness of State and local laws pertaining to the waters of Catawba County and safe boating practices by hosting at least 10 boater safety classes sponsored by the North Carolina Wildlife Resource Commission.	On Target 4 boater safety and education classes instructed 34 students	Not Achieved 7 boater safety and education classes instructed 165 students	Achieved 10 boater safety and education classes instructed 115 students

COURT SECURITY

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
1. To ensure the safety of the court system and its participants, Court Security will ensure that all prohibited materials are either surrendered or seized prior to entering the Catawba County Justice Center through the use of metal detectors at both facilities' main entrances. Examples of prohibited materials include handguns, rifles, stun guns, knives, leaded canes, scissors, metallic knuckles, razor blades, or any sharp object that may be used as a weapon.	On Target	Achieved	Achieved

NEWTON DETENTION FACILITY

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
1. To ensure all Detention Center employees are appropriately trained, the Catawba County Sheriff's Office will meet or exceed all North Carolina Sheriff's Training Standards. This includes 224 hours of field training for new employees, as well as 22 hours per year of in-service training for sworn deputies and 16 hours for non-sworn detention officers. (As of January 2017 – 28 sworn detention officers and 39 non-sworn officers).	On Target 614 hours received	Achieved Sworn officers received 636 hours, non-sworn received 714 hours.	Achieved Sworn officers received 814 hours, non-sworn received 1,066 hours.
2. To follow jail best practices and control the cost of inmate medical care, Newton Detention Facility staff will receive the Jail physician's approval prior to all non-emergency inmate visits to outside physicians.	On Target Only 2 percent of sick calls referred to outside facilities.	Achieved Only 3.3 percent of sick calls referred to outside facilities.	Achieved Only emergency cases and dental extraction referred to outside facilities.

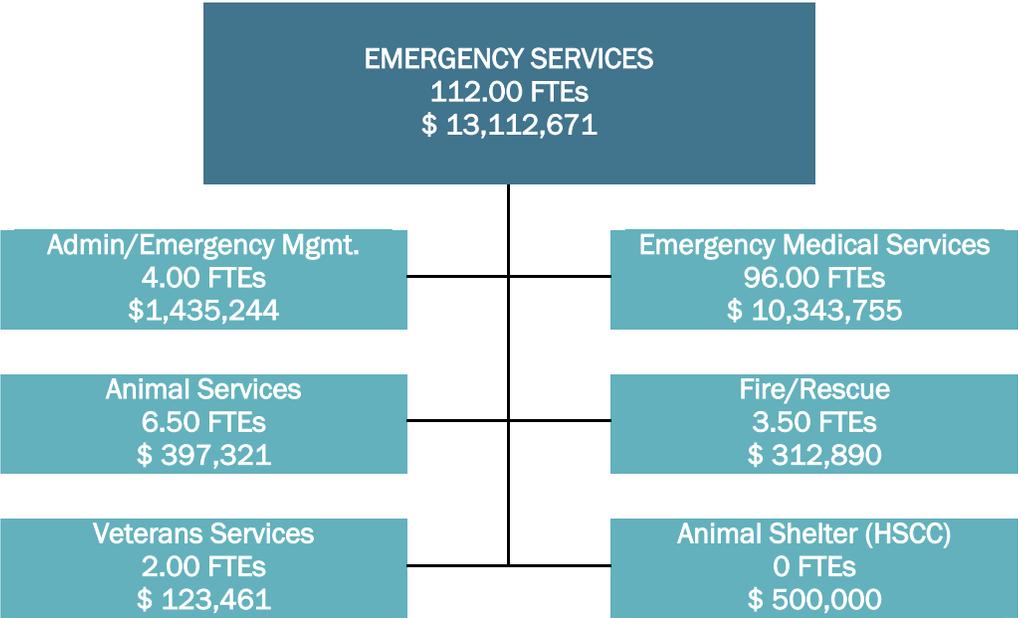
<p>3. To increase officer safety, improve facility security, and reduce the staff-time necessary to manage jail visitation, Catawba County Sheriff's Office staff will continue to promote the County's video visitation system to inmates and visitors. This system, which was implemented at no cost to the County, uses webcams to provide for virtual visitation rather than traditional in-person visitation. Success in this area will be measured by at least 80 percent of all visitors utilizing the system from outside the jail rather than visiting in-person.</p>	<p>On Target 92.2 percent vs. 20 percent target</p>	<p>Achieved 83 percent vs. 20 percent target</p>	<p>Achieved 46.5 vs. 20 percent target</p>
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PRISONER FOOD SERVICE

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
<p>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.</p>	<p>On Target</p>	<p>Achieved</p>	<p>Achieved</p>

EMERGENCY SERVICES

DEPARTMENT DESCRIPTION



ADMINISTRATION/EMERGENCY MANAGEMENT

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

VETERANS SERVICES

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

FIRE/RESCUE

Fire/Rescue helps coordinate fire department and rescue squad functions, as well as performs fire inspections in rural Catawba County and municipalities that contract for service. Fire/Rescue

also works with law enforcement agencies (both State and local) to combat arson and unlawful burning. A constant goal is to make every citizen aware of the dangers of fire and to continue a viable fire safety program in the school systems. Additionally, Fire/Rescue coordinates response and training activities for the County Hazardous Materials Response Team and the County Urban Search and Rescue Team.

EMERGENCY MEDICAL SERVICES (EMS)

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

ANIMAL SERVICES

Animal Control conducts rabies canvasses of the county, responds to and investigates animal bites, dangerous and potentially dangerous dogs, allegations of animal cruelty, as well as complaints of abandoned, stray, and lost animals. As of October 2017, through contract with Catawba County, the Humane Society of Catawba County has full operational responsibility for the Animal Shelter.

BUDGET HIGHLIGHTS

EMERGENCY SERVICES

Organizations: 260050 - 260350

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Federal	\$55,780	\$48,500	\$48,500	\$48,500	0.0%
State	2,130	1,907	2,500	2,500	31.1%
Federal & State	554,549	550,000	550,000	550,000	0.0%
Local	121,480	125,533	125,533	838,033	567.6%
Charges & Fees	6,083,012	6,011,221	5,979,495	5,979,495	-0.5%
Miscellaneous	63,170	69,350	69,350	69,350	0.0%
From Self Insurance	50,000	0	0	0	0%
General Fund	4,974,574	5,126,507	5,666,057	5,624,793	9.7%
Total	\$11,904,695	\$11,933,018	\$12,441,435	\$13,112,671	9.9%
Expenses					
Personal Services	\$8,474,734	\$8,748,046	\$8,864,321	\$8,759,008	0.1%
Supplies & Operations	1,899,918	2,190,952	2,443,224	3,359,773	53.3%
Capital	1,530,043	994,020	1,133,890	993,890	0.0%
Total	\$11,904,695	\$11,933,018	\$12,441,435	\$13,112,671	9.9%
Expenses by Division					
Administration/Emergency Mgmt	\$456,858	\$482,698	\$485,244	\$1,435,244	197.3%
Veterans Services	101,711	113,404	123,461	123,461	8.9%
Fire/Rescue	332,422	302,099	312,890	312,890	3.6%
Emergency Medical Services	10,122,533	10,143,772	10,622,519	10,343,755	2.0%
Animal Control	332,826	297,413	397,321	397,321	33.6%
Animal Shelter	558,345	593,632	500,000	500,000	-15.8%
Total	\$11,904,695	\$11,933,018	\$12,441,435	\$13,112,671	9.9%
Employees					
Permanent	114.75	115.00	112.00	112.00	-2.6%
Hourly	13.50	13.50	15.50	14.50	7.4%
Total	128.25	128.50	127.50	126.50	-1.6%

The budget increase (\$1.18 million) is primarily driven by a contract with Newton Fire Department to provide fire protection, medical first response and light rescue. The budget includes \$950,000 to allow the City of Newton to purchase a rescue/hazardous materials unit through a 15-year zero interest loan. If the City provides service for the term of the loan, it will receive a 25 percent grant on the value of the loan. Accordingly, an expense of \$950,000 is budgeted in Emergency Services funded by \$712,500 in loan payments from the City of Newton with the remaining \$237,500 funded by County fund balance.

Additionally, the budget includes an operating increase in medical supplies and staff uniforms, the scheduled replacement of four ambulances and one quick response vehicle (QRV), and the planned replacement of two aging transport ventilators.

Three positions in the Animal Shelter are abolished with the budget as the County began contracting with the Humane Society in October 2017 to operate the shelter.

PERFORMANCE MEASUREMENT

EMERGENCY MANAGEMENT

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
<p>1. Plan for and participate in a minimum of three all-hazards exercises to test multi-agency response guidelines and standard operating procedures, as well as provide opportunities for first responders and partner agencies to practice their skills and identify gaps in capacity.</p> <ul style="list-style-type: none"> a. Exercises will include partner agencies or multiple emergency services divisions or combination of state and local agencies. b. Exercises will be table-top, functional or full scale. c. Exercise will include activation and testing of the Incident Command System. 	New outcome in Fiscal Year 2018/19		
<p>2. To provide prompt and effective service during an emergency, Emergency Management will maintain less than a 45-minute average response from the time the On-Call Manager is notified of an Emergency Management call in the County.</p>	New outcome in Fiscal Year 2018/19		

VETERANS SERVICES

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
<p>1. 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.</p>	On Target	Achieved	Achieved
<p>2. Veterans Services will office will work with the District Attorney's office and the North Carolina Department of Military and Veterans Affairs as well as other local Veterans agencies to explore options to have a form of a Veterans Treatment Court in Catawba County.</p>	Not on Target	On Target	On Target

FIRE/RESCUE

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
1. To provide timely service and assist in maintaining fire department availability, Fire Investigators will maintain an average fire investigation response time of 42 minutes from the time of the request to arrival on scene.	On Target average response time: 34 minutes	Achieved average response time: 35 minutes	Achieved average response time: 31 minutes
2. To increase awareness of the dangers of fire and maintain a viable fire safety program in the school systems, Fire/Rescue will provide educational programs on topics such as not playing with matches, stop, drop, and roll, and home evacuation to at least 1,000 school children. This service is provided to all school systems that request it, and is targeted at elementary school children to develop an awareness of and respect for the dangers.	Achieved Through December, 21 programs educated 1,355 children.	Not Achieved 990 school children received fire education programs in FY17 from part-time educator	Not Achieved Only 877 of the 1,688 participants are school aged children from a part-time educator

EMERGENCY MEDICAL SERVICES (EMS)

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
1. To ensure citizens receive prompt emergency medical care, EMS ambulances will maintain an eight minute average emergency response time from dispatch to reaching a call location. (Note: 48.96 seconds was the CY2017 actual average emergency dispatch time from the Communications Center.)	On Target 7:40 average response time	Achieved 7:52 average response time	Not Achieved 8:01 average response time
2. Ensure customers receive the highest quality pre-hospital care available by using a comprehensive Quality Management Program. EMS will perform protocol compliance evaluations on 100 percent of incidents and achieve a 95 percent compliance rate in which the following high risk patients are encountered or high risk procedures are used: <ul style="list-style-type: none"> a. Drug Assisted Intubation b. Assisted Ventilation or Invasive Airway Use c. ST-Elevation Myocardial Infarction (STEMI) 	On Target 100% compliance rate on all procedures	Achieved 99% compliance rate on all procedures	Achieved 100% compliance rate on all procedures

<p>3. Catawba County EMS, in partnership with other healthcare providers, will increase survivability (defined as being discharged from the hospital) of cardiac arrest patients by at least 5 percent points by December 31, 2018. To achieve this, the following steps will be taken in Fiscal Year 2018/19:</p> <ul style="list-style-type: none"> a. Provide continued Team Focused CPR training for EMS employees including appropriate patients to attempt resuscitation through discontinuation of care and care for families. b. Ensure an AED and CPR trained first responder arrives to all cardiac arrest calls within six minutes of the dispatch 90% of the time. c. Provide hands-only CPR education for at least 250 citizens. d. Discuss the potential for law enforcement dispatch on initial dispatch with every law enforcement agency in the County. 	<p>Not on Target b. Current cardiac arrest response is within 6 minutes 79% of the time.</p> <p>10.9% (CY 2017)</p>	<p>Baseline: 12.5% (CY 2016)</p>	<p>New outcome in Fiscal Year 2016/17</p>
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ANIMAL SERVICES

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
<p>1. To increase awareness of the dangers of the rabies virus and to assist in reducing the number of domestic animals potentially exposed to the rabies virus, Animal Control Officers will conduct at least 200 rabies canvasses throughout the year.</p>	<p>On Target 73 canvasses</p>	<p>Achieved 251 rabies canvasses</p>	<p>Not Achieved 186 rabies canvasses conducted, partially attributed to staff vacancies.</p>

Emergency Services FY 2017/18 Outcomes Not Reported for FY 2018/19	
<p>Emergency Management will develop and implement methods to correct deficiencies identified the 2016 Threat Hazard Identification Risk Assessment (THIRA). (Emergency Management)</p>	<p>Achieved No deficiencies were identified in the 2016 THIRA on local review or by Department of Homeland Security.</p>
<p>Emergency Management will increase the number of self-registrations in the Community Alert System by at least five percent in each of the following areas: businesses, individuals, e-mail addresses, and texts. (Emergency Management)</p>	<p>On Target Business phones: 11% increase Individual (residential) phones: 8% increase Texts: 8.7% increase Emails: 4.1% increase</p>
<p>Through its contract with the Humane Society of Catawba County for animal care and adoptions, Animal Services will ensure no more than 4 percent of adoptable animals will not be adopted or sent to</p>	<p>Mid-Year FY 17/18: On Target Effective 10/1/17 through contract HSCC has full responsibility for the entire shelter.</p>

<p>rescue groups (the standard for adoptable animals is based on medical and temperament evaluations). (Animal Shelter)</p>	
<p>To promote responsible and safe pet ownership, the Humane Society of Catawba County will ensure 100 percent of eligible animals leaving the Catawba County Animal Shelter are spayed/neutered, micro-chipped, and up-to-date on their rabies shots prior to adoption. (Animal Shelter)</p>	<p>Mid-Year FY 17/18: On Target Effective 10/1/17 through contract HSCC has full responsibility for the entire shelter.</p>
<p>To help ensure the best chance for adoptable animals to find a new home, Animal Services, in partnership with the Catawba County Humane Society, will maintain humane and safe animal handling/living conditions as evidenced by a less than 3 percent animal mortality rate (excluding those that must be euthanized). (Animal Shelter)</p>	<p>Mid-Year FY 17/18: Not on Target 3.7% mortality rate in the first three months of the FY. Effective 10/1/17 through contract HSCC has full responsibility for the entire shelter.</p>

911 COMMUNICATIONS CENTER

DEPARTMENT DESCRIPTION

911 COMMUNICATIONS CENTER
33.00 FTEs
\$ 1,992,213

ADMINISTRATION

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 ability to save lives and property is greatly increased by having advanced computerization along with radio and telephone technology.

BUDGET HIGHLIGHTS

911 COMMUNICATIONS CENTER

Organization: 280100

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenue					
Miscellaneous	\$24,060	\$24,720	\$25,462	\$25,462	3.0%
General Fund	1,759,663	1,978,791	1,966,751	1,966,751	-0.6%
Total	\$1,783,723	\$2,003,511	\$1,992,213	\$1,992,213	-0.6%
Expenses					
Personal Services	\$1,557,771	\$1,759,231	\$1,784,738	\$1,784,738	1.4%
Supplies & Operations	225,952	244,280	207,475	207,475	-15.1%
Total	\$1,783,723	\$2,003,511	\$1,992,213	\$1,992,213	-0.6%
Employees					
Permanent	32.00	32.00	33.00	33.00	3.1%
Hourly	2.30	2.30	2.30	2.30	0.0%
Total	34.30	34.30	35.30	35.30	2.9%

The budget decrease (\$11,298) is due to personnel changes and equipment upgrades associated with the move into the new 911 Center that eliminated other operational costs.

PERFORMANCE MEASUREMENT

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
1. To ensure citizens receive prompt emergency and public safety assistance, the Communications Center will answer at least 90 percent of all emergency calls within 10 seconds.	On Target 90%	Achieved 92%	Achieved 91%
2. Maintain a 65 second or less average dispatch time on all emergency calls throughout the County. The National Emergency Number Association recommends a 90 second dispatch time, and the national average is 75 to 110 seconds, depending on the areas' protocol and procedures.	On Target 59 seconds	Achieved 54 seconds	Achieved 49 seconds

OTHER PUBLIC SAFETY ACTIVITIES

This includes funding for outside agencies related to public safety. The County contracts with Repay to provide Court Services aimed at expediting movement of inmates through the criminal justice system and diverting them from the County jail. The Conflict Resolution Center (CRC) was established in 1997 as a non-profit organization with a volunteer base whose mission is to promote and bring about the peaceful settlement of disputes and prevent the escalation of conflict through mediation, diverting these issues from district court. Lake Norman Marine Commission (LMNC) is funded equally by the four counties bordering Lake Norman (Catawba, Lincoln, Iredell, and Mecklenburg). LMNC was established in 1960 by the General Assembly to make regulations applicable to Lake Norman and its shoreline area for all matters relating to public recreation and water safety. LNMC’s primary objectives are centered on boater safety and environmental issues with the majority of funds used to maintain the roughly 142 navigational aids on the lake.

BUDGET HIGHLIGHTS

OTHER PUBLIC SAFETY					Organization: 270050
	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
General Fund	187,517	204,961	245,406	208,665	1.8%
Total	\$187,517	\$204,961	\$245,406	\$208,665	1.8%
Expenses					
Civil Air Patrol	405	405	405	405	0.0%
Conflict Resolution Center	13,000	13,000	18,741	13,000	0.0%
Court Services - Repay	147,112	164,556	145,260	195,260	18.7%
Jail Diversion	0	0	50,000	50,000	0%
Lake Norman Marine Commission	27,000	27,000	31,000	31,000	14.8%
Total	\$187,517	\$204,961	\$245,406	\$208,665	18.7%

Jail Diversion – (\$50,000 increase): The budget includes \$50,000 to work with Court Services to enhance jail diversion efforts.

Court Services – Repay (\$19,296 decrease): The decrease is due to elimination of one-time funding provided in Fiscal Year 2017/18 to allow Repay to hire a new Director of Court Services 6 months before the long-term employee who had been in that position retired (\$19,296).

LNMC (\$4,000 increase): The increase will allow the Lake Norman Marine Commission to address a Hydrilla infestation through a large stocking of sterile grass carp. Hydrilla is highly invasive exotic aquatic weed that, if left unchecked, could plug-up the water intakes to the utilities on the lake and drastically impact lake use.

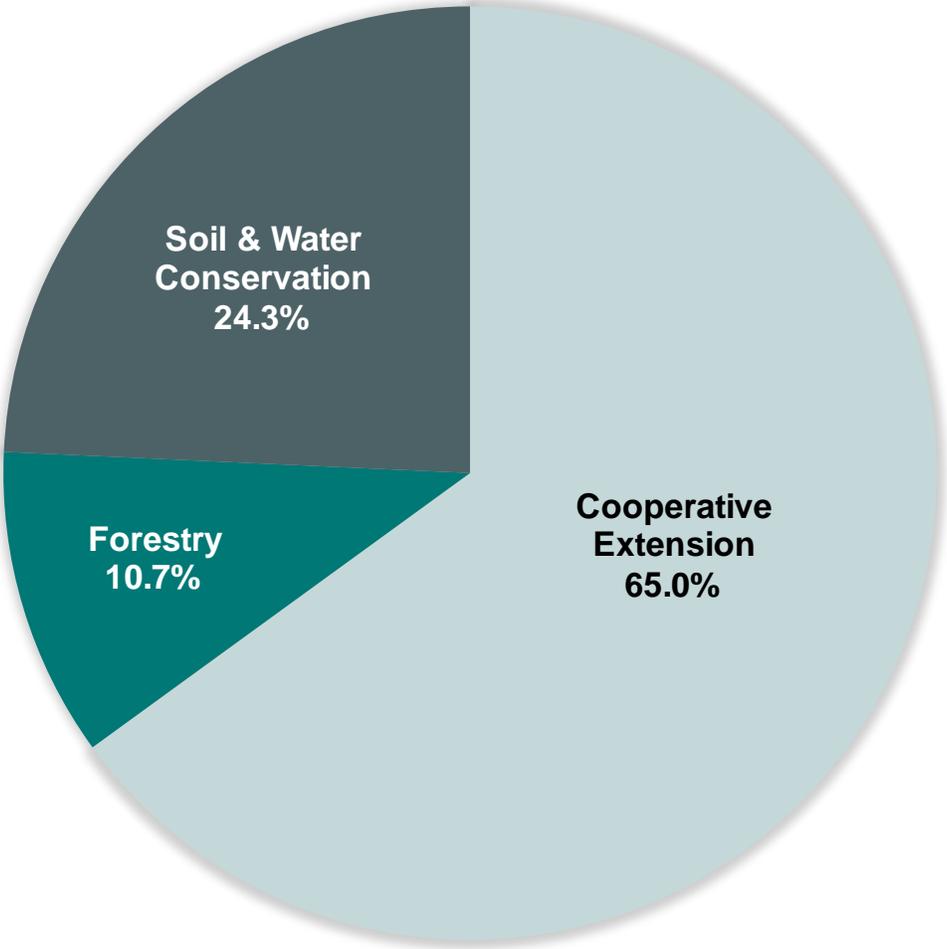
CRC (maintained): County funds partially cover the cost of a certified District Court Mediator who attends court three days per week to divert cases from criminal and/or civil court that can potentially be settled through mediation and conflict resolution strategies. The Administrative Office of Courts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

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



ENVIRONMENTAL QUALITY

The Environmental Quality function consists of Cooperative Extension Services, Soil and Water Conservation, and Forestry. This function's budget is \$661,106 or 0.3 percent of the total expenditures for the fiscal year. This function is funded by the County, as well as State and Federal governments, and provides technical and advisory services to the agricultural community.



COOPERATIVE EXTENSION

DEPARTMENT DESCRIPTION

COOPERATIVE EXTENSION
1.00 FTEs
\$ 429,719

ADMINISTRATION

The Catawba County Cooperative Extension Service is an educational agency sponsored jointly by the United States Department of Agriculture, North Carolina State University, North Carolina A&T State University, and Catawba County. It provides Catawba County citizens with scientifically based information and informal educational opportunities focused on local needs and issues. The Catawba County Extension Service is committed to executing prescribed actions and achieving goals described in the Catawba County Farm and Food Sustainability Plan (adopted by the Board of Commissioners in 2013) in the areas of Agriculture, 4-H and Youth, and Local Food System Development.

BUDGET HIGHLIGHTS

COOPERATIVE EXTENSION

Organization: 310050

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
State	\$0	\$0	\$0	\$0	0%
Local	0	0	0	0	0%
Miscellaneous	32,268	21,150	38,150	38,150	80.4%
General Fund	370,601	386,585	392,569	391,569	1.3%
Total	\$402,869	\$407,735	\$430,719	\$429,719	5.4%
Expenses					
Personal Services	\$47,231	\$48,729	\$72,555	\$72,555	48.9%
Supplies & Operations	323,370	359,006	358,164	357,164	-0.5%
Capital	0	0	0	0	0%
Total	\$370,601	\$407,735	\$430,719	\$429,719	5.4%
Employees					
Permanent	1.00	1.00	1.00	1.00	0.0%
Hourly	0.30	0.30	1.33	1.33	343.33%
Total	1.30	1.30	2.33	2.33	79.2%

The budget increase of \$21,984 is due to the addition of funds to continue the Juntos Hispanic youth development program for one year, during which Cooperative Extension and program

partners will seek grant opportunities that can support the program long-term. The remaining increase is due to having two 4-H Summer Camps, which is atypical, and part-time staffing needed for the camps and to provide coverage during employee training and leave. Additional donation revenue is expected to fully offset the additional 4-H Camp.

PERFORMANCE MEASUREMENT

AGRICULTURE

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
<p>1. To increase, support, and improve row crop production and Catawba County row crop producers' farm profitability while also slowing the loss of the county's farmland, two row crop presentations (e.g. best practices in soybean productions, industrial hemp, herbicide resistance management, agrochemical use, pest management, variety selection, etc.) will be held. At least 3 credits will be gained by participants towards X, N, D, O pesticide license requirements and/or Certified Crop Advisor continuing education credits. (Farm and Food Sustainability Plan Actions items: 7A, 10E, 11B)</p>	<p>On Target</p>	<p>Achieved A manure management course was provided to 9 farmers that operate in livestock and row cropping production systems.</p>	<p>Achieved</p>
<p>2. To educate Catawba County livestock farmers about pasture management in order to meet the nutritional needs of livestock, NC Cooperative Extension will host three meetings and/or farm demonstrations. Farmers will gain an understanding of grass species growth patterns, regional disease patterns, and the nutritional needs of grass pastures. This knowledge will aid in addressing environmental, disease, and low production challenges resulting in increased length of time that pastures can be grazed by livestock or an increase in forage production. 80 percent of farmers at meetings or demos will increase their knowledge which will be measured by surveys. Data will be collected through a six-month follow up call or a farm visit to measure changes made on farms due to information received at these events. (Farm and Food Sust. Plan Actions 7A, 10E, 11B)</p>	<p>On Target</p>	<p>Achieved 100% increased knowledge in the positive effect rotational grazing has on plant health, animal health, and animal production.</p>	<p>New outcome in Fiscal Year 2016/17</p>
<p>3. Two meetings will be provided to focus on successful ways to harvest and market livestock animals. 80 percent of farmers at the meetings will increase their knowledge of meat marketing options. Pre and post surveys will determine comprehension. Data will be collected through a six-month follow up</p>	<p>On Target A meeting in July was held to provide information which will allow producers to sell cattle in a venue similar to eBay.</p>	<p>New outcome in Fiscal Year 2017/18</p>	

<p>call or farm visit to measure changes made in participants' marketing habits due to the information received at these events. (Farm and Food Sust. Plan Actions 7A, 10E, 11B)</p>		
<p>4. To help small farmers reduce input costs and increase productivity, market readiness and profits, a small farmers group will meet monthly during the winter and spring and bi-monthly during the summer and fall. These meetings will provide a place for farmers to discuss problems, explore opportunities for collaboration, receive disease and pest updates, and obtain programming specific to their needs. Eight presentations will focus on increasing productivity and profits, reducing input costs and crop loss and adopting food safety practices. At least two farm tours will be planned to demonstrate different production systems and equipment. Presentation surveys will show 80% of farmers increased their knowledge. A post year survey will find that this program improved productivity and /or increased profits for at least half of the participants. (Farm and Food Sustainability Plan Actions items: 7A, 10A, 10B,10E, 11C)</p>	<p>New outcome in Fiscal Year 2018/19</p>	
<p>5. In support of agritourism development and support of the county visioning strategy, Cooperative Extension will further work to increase awareness of Catawba County farm agritourism activities for people within and outside of Catawba County. Staff will focus on increasing attendance of Eat, Drink and Be Local activities, particularly the Farm Feast by at least 25 percent (Farm and Food Sustainability Plan Actions items: 7C, 7D)</p>	<p>New outcome in Fiscal Year 2018/19</p>	

LOCAL FOOD AND HEALTHY EATING

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
<p>6. In collaboration with the Catawba County Library and their community garden project, a monthly gardening program will be continued in 2018 and 2019, January through November. At least 100 participants will report an increased savings due to the presentations with a total reported</p>	<p>Achieved 15 presentations were given to over 400 participants. 83% reported expanding a garden, 12% reported starting a new garden</p>	<p>Achieved 62 participants qualified for program certification. 92% reported that presentations helped them improve their gardening management and 89% reported that</p>	<p>New outcome in Fiscal Year 2016/17</p>

<p>savings by participants of at least \$5000. 80 percent of the participants will report that they are more active because of the programming. (Farm and Food Sustainability Plan Actions items: 7A, 7B, 7C, 6B)</p>		<p>they did grow more fruits and vegetables as a result of the presentations.</p>	
<p>7. To educate groups in safe food-handling practices, the Family and Consumer Science Agent will offer 5 ServSafe Food Protection Manager Certification classes, a Farm-to-Fork food safety training for farmers' market vendors, telephone assistance, and home food safety classes upon request. Pre/post-tests or end-of-session retrospective evaluations will be used to assess increases in knowledge. Hands-on activities will be evaluated by observation. For ServSafe participants, achieving a passing score on the certification exam will serve as the evaluation. At least 125 individuals will increase knowledge of safe food handling practices and it is expected that 60 percent of individuals participating in ServSafe certification training will achieve a passing score on the exam. Collaborators include Catawba County Environmental Health, local farmers' market managers and community organizations. (Farm and Food Sustainability Plan Actions items: 7A, 10D)</p>	<p>On Target 3 ServSafe classes held, with 19 persons enrolling. 74% achieved a passing score of 75 or higher, becoming certified food safety managers.</p>	<p>New outcome in Fiscal Year 2017/18</p>	
<p>8. To promote consumption of local foods and safe home food preservation practices, the Family and Consumer Sciences agent will collaborate with farmers' market managers and local groups to offer 10 community events that will include food demonstration-tasting activities, two pressure canner lid clinics, two home food preservation classes and additional presentations for consumers and other groups upon request. Telephone assistance will be provided to home food preservers. Participants will receive instruction, recipes and other helpful information to help them access and use local foods. Evaluation will be accomplished using a variation of the Rapid Market Assessment where participants provide feedback on recipes they taste, observation during hands-on activities and pre/posttests. At least 50% of participants in home preservation will</p>	<p>On Target 8 of 10 planned community events were held to promote the consumption of local foods and home food preservation.</p>	<p>New outcome in Fiscal Year 2017/18</p>	

report an increased ability to store more produce for home consumption. (Farm and Food Sustainability Plan Actions items: 7A, 7C)		
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YOUTH AND 4-H

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
9. 200 youth ages 5-18 will develop targeted life skills and gain new subject matter knowledge as a result of participating in long-term 4-H units and programs and skill-building competitive programs. 50 percent of the participants will increase subject matter knowledge and life skill development by a minimum of 20 percent with impact measured using a written evaluation completed by participating families, demonstration of mastery of skill, and individual accomplishments of youth. (Farm and Food Sustainability Plan Actions items: 7A)	On Target 186 youth are enrolled in 13 different 4-H clubs and long-term units	Achieved 263 youth served. (Goal: 150 youth)	Achieved 83% of participating youth demonstrated improvement in life skills and subject matter knowledge, as a result of observable participation beyond the club, successful completion of project work, presentations, teaching, and/or participation on judging teams. (Goal: 140 youth)
10. 800 students will participate in programs focused on healthy lifestyles, leadership, and and/or STEM education, which are key program areas identified for programming through National 4-H Council. Programs will be offered through school classrooms and out-of-school settings with the intent to reinforce and extend grade level objectives. Youth participating in the healthy living program will increase their knowledge about and adopt positive healthy living behaviors related to healthy eating, avoiding substance use, and social and emotional development. Youth participating in STEM programs will increase their knowledge of science, technology, engineering and math; show an increased interest in STEM, and improve their understanding of how STEM is used in everyday life. 75% percent of the participating students will show a 20 percent improvement in their knowledge based on evaluations completed by youth or adults working with youth. Changes in knowledge and interest will be measured with written evaluations and evidence of application. (Farm and Food Sustainability Plan Actions items: 7A, 7C)	On Target 329 students	Achieved 1,619 students	Achieved 1,847 students (Goal: 700 students)

Cooperative Extension FY 2017/18 Outcomes Not Reported for FY 2018/19	
<p>In pursuit of the County's strategic plan and to support small farm development, Cooperative Extension will develop an educational program on types of equipment and technology available for small farmers and market gardeners. At the completion of this program potential users of such equipment and technology will complete an assessment of what tools would be most useful for them in their production systems. This assessment will provide guidance for the development of a tool and equipment library. (Agriculture)</p>	<p>Mid-Year FY 17/18: On Target This series of tool workshops will begin this spring with the initiation of the Master Gardener class on Feb 29. Tools and equipment for small farms will also be demonstrated and utilized in a four session Market Gardener Class offered this March and April. A tool demonstration day will also be arranged at a local farm to demonstrate tools and give people the chance to try them.</p>
<p>In support of agritourism development and the County's strategic plan, Cooperative Extension will develop a group of farms interested in or currently operating in agritourism with information to be shared with the public (contact info, activities, products for sale, etc.). At least 5 of the farms will be highlighted in programmed farm tours during the FY 17/18 year. (Agriculture)</p>	<p>Mid-Year FY 17/18: On Target Agritourism activities will take place this spring. A photo exhibit featuring Catawba County farms was toured through libraries and featured at the Farm City Week Banquet in Oct and Nov of 2017. This tour featured contact info and product availability with these farms. Additionally, a calendar was developed for 2018 with each month featuring a local farmer and their product availability and contact info. A program will be developed this spring to help clarify agritourism rules and regulations and how to conduct agritourism activities safely. An Agritourism day or a Farm Crawl is currently being discussed for June.</p>

SOIL & WATER CONSERVATION

DEPARTMENT DESCRIPTION

SOIL & WATER CONSERVATION
2.60 FTEs
\$ 160,493

ADMINISTRATION

To ensure a quality urban and rural environment with clean water, protected soil resources, properly managed forest and wildlife, and an environmentally, economically and culturally viable agricultural community.

BUDGET HIGHLIGHTS

SOIL & WATER CONSERVATION

Organization: 320050

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
State	\$99,986	\$30,330	\$30,150	\$30,150	-0.6%
Local	0	0	0	0	0%
Miscellaneous	0	0	0	0	0%
General Fund	122,368	124,865	130,343	130,343	4.4%
Total	\$222,354	\$155,195	\$160,493	\$160,493	3.4%
Expenses					
Personal Services	\$143,602	\$147,200	\$152,098	\$152,098	3.3%
Supplies & Operations	78,751	7,995	8,395	8,395	5.0%
Capital	0	0	0	0	0%
Total	\$222,354	\$155,195	\$160,493	\$160,493	3.4%
Employees					
Permanent	2.60	2.60	2.60	2.60	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	2.60	2.60	2.60	2.60	0.0%

The budget increase is due to planned compensation changes.

PERFORMANCE MEASUREMENT

SOIL & WATER CONSERVATION

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
1. To provide timely customer service to Catawba County residents and landowners by providing them with technical assistance concerning the conservation of natural resources, 90 percent of initial site visits will occur within five business days of request.	On Target	Achieved	Achieved
2. To increase environmental literacy of soil and water conservation in Catawba County by 45% through various educational initiatives, including, but not limited to educational contests, presentations, professional development, community events and civic involvement. This increase will be measured based on evaluations submitted by participants.	On Target	Achieved Environmental literacy increased by 73% based on 15 evaluations during 3 events with a combined attendance of 376 (Goal: 40 percent)	Achieved 100% of surveys stated the Teacher/Students awareness was increased (Goal: General Increase)

FORESTRY

The North Carolina Division of Forest Resources’ mandate is to protect, manage, and sustain North Carolina Forest Resources. The Forest Service’s primary purpose is to ensure adequate and quality forest resources for the County to meet present and future needs.

BUDGET HIGHLIGHTS

FORESTRY

Organization: 330050

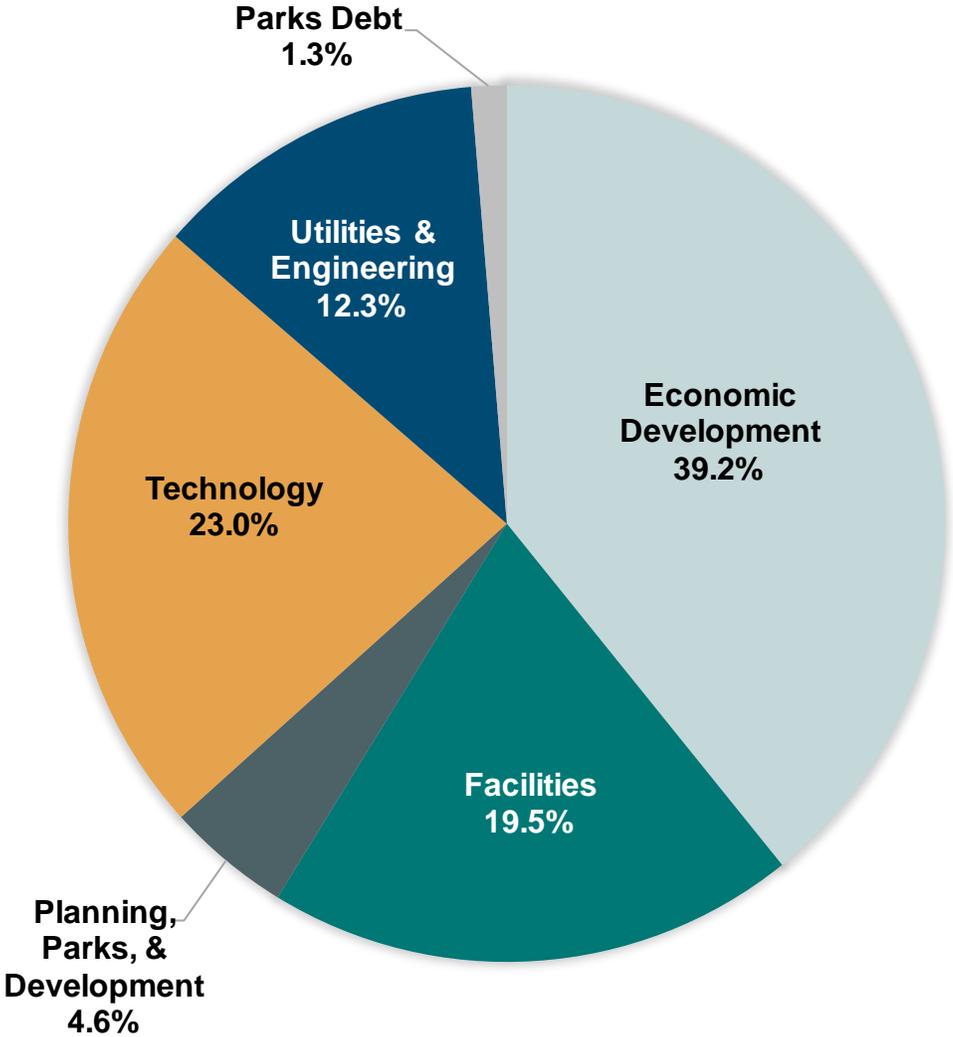
	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Miscellaneous	\$5,100	\$5,100	\$5,100	\$5,100	0.0%
General Fund	63,101	64,494	81,394	65,794	2.0%
Total	\$68,201	\$69,594	\$86,494	\$70,894	1.9%
Expenses					
Supplies & Operations	\$68,201	\$69,594	\$86,494	\$70,894	1.9%
Total	\$68,201	\$69,594	\$86,494	\$70,894	1.9%

Contractually, Catawba County funds 40 percent of the total budget for Forestry, with the State of North Carolina funding the remaining 60 percent. Forestry’s budget increased \$1,300 (1.9 percent) due to small operating increases across the Forestry accounts.



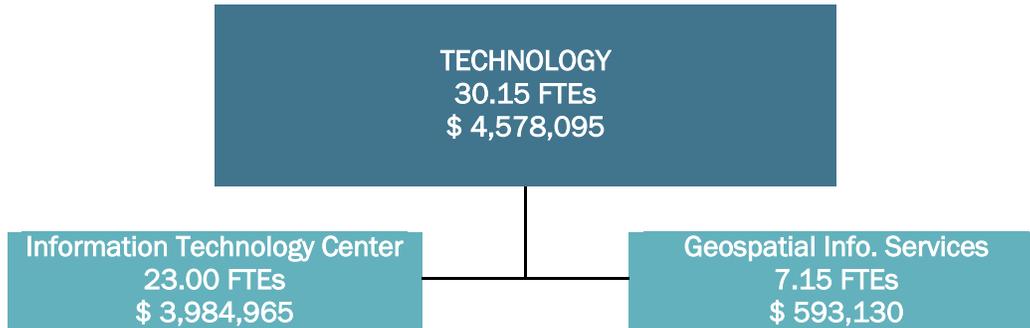
ECONOMIC & PHYSICAL DEVELOPMENT

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 \$23,168,889 or 9.7 percent of the total expenditures, including related capital projects budgeted in general capital projects. The General Fund portion of the budget is \$19,543,209.



TECHNOLOGY

DEPARTMENT DESCRIPTION



INFORMATION TECHNOLOGY CENTER (ITC)

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

GEOSPATIAL INFORMATION SERVICES (GIS)

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

BUDGET HIGHLIGHTS

TECHNOLOGY

Organizations: 410200 - 410250

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Local	\$301,865	\$238,441	\$269,376	\$256,447	7.6%
Charges & Fees	9,428	8,000	9,710	9,430	17.9%
Indirect Cost	623,616	631,353	635,377	635,377	0.6%
General Fund	2,976,553	3,487,867	4,041,911	3,676,841	5.4%
Total	\$3,911,462	\$4,365,661	\$4,956,374	\$4,578,095	4.9%
Expenses					
Personal Services	\$2,307,278	\$2,418,278	\$2,674,684	\$2,596,810	7.4%
Supplies & Operations	1,423,418	1,800,514	2,134,821	1,834,416	1.9%
Capital	180,765	146,869	146,869	146,869	0.0%
Total	\$3,911,462	\$4,365,661	\$4,956,374	\$4,578,095	4.9%
Expenses by Division					
Information Technology Center (ITC)	\$3,533,864	\$3,941,100	\$4,309,601	\$3,984,965	1.1%
Geospatial Information Services (GIS)	377,598	424,561	646,773	593,130	39.7%
Total	\$3,911,462	\$4,365,661	\$4,956,374	\$4,578,095	4.9%
Employees					
Permanent	27.00	27.00	31.15	30.15	11.7%
Hourly	0.52	0.52	0.52	0.52	0.0%
Total	27.52	27.52	31.67	30.67	11.4%

The budget increase (\$212,434) is mostly attributed to moving GIS mapping staff from the Tax Department to Technology.

PERFORMANCE MEASUREMENT

INFORMATION TECHNOLOGY CENTER (ITC)

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
1. To ensure the County's network remains secure and reliable, Technology will block at least 99 percent of all security risks at the perimeter of the network.	Not on Target Although IT security defenses have been in place for some time, a formalized comprehensive IT security plan to address hardware, software, and ongoing county staff training is under development in an effort to address current and future security risks	Achieved	Achieved 99% of all security risks were blocked at the perimeter of the network
2. To enhance productivity, ensure citizen access, and promote community engagement, Technology will provide a minimum of 99 percent network availability as measured by performance monitoring tools.	On Target 99.5%	Achieved 99.9%	Achieved 99.8%
3. To ensure customers are treated professionally and courteously, ITC will realize an average rating of no less than 94 percent satisfaction, as measured by random customer satisfaction surveys.	Not on Target 92%	Achieved 98%	Achieved 98.6% (Goal: 93 percent)
4. To help ensure maximum staff efficiency, 90 percent of service requests, excluding special projects, will be completed within one business day.	Not on Target 84%	Achieved 91%	Achieved 91%
5. To optimize resources and promote process improvement efforts, 90 percent of projects assigned to the project management team will be completed within the agreed upon timeframes outlined in the project plan agreement.	On Target 93%	Achieved	New outcome in Fiscal Year 2016/17
6. To enhance business operations, promote efficiencies, and maximize county investment in application development and software, Technology will assist departments in realizing a 15 percent savings in staff time or financial savings, or combination of both, in at least three major software applications.	Achieved 92% reduction in staff time and 90% in fiscal savings realized in specific business processes involving three software applications.	New outcome in Fiscal Year 2017/18	

GEOSPATIAL INFORMATION SERVICES (GIS)

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
1. To support and enhance business operations and economic development, the geospatial information residing on the GIS Web sites will be available to stakeholders at least 99 percent of the time.	On Target	Achieved	Achieved
2. To support county-wide decision making for economic development, public safety, and other initiatives complete at least 97 percent of map and data requests from all sources within 24 hours of target deadline.	On Target 100%	Achieved All map and data requests were completed within 24 hours of the target deadline.	Achieved
3. To provide the most current ownership information of real property to citizens, Land Records Mappers will process 85 percent of deed transfers within 10 business days of receipt from the Register of Deeds.	Not on Target 85% within 38.12 days, attributed to personnel turnover	Not Achieved Average 85% in 15.34 days vs. 7 day target	Achieved Average 85% in 4.77 days vs. 10 day target

PLANNING, PARKS, & DEVELOPMENT

DEPARTMENT DESCRIPTION



PLANNING

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

PARKS

Provide recreational opportunities for the citizens of Catawba County through the operation and development of parks and the preservation of open space. Environmental education and the preservation of the County’s unique natural heritage are Catawba County Parks’ primary goals. These goals will be accomplished through the execution of the Comprehensive Parks Master Plan. Implementation steps will incorporate projects, programs, goals, objectives, strategies, and opportunities as called for in the Plan. Development and expansion of facilities will arise as staffing and resources are available.

COMMUNITY DEVELOPMENT

To increase affordable housing opportunities and ensure safe housing for low-to-moderate income persons by administering a series of CDBG and Housing Finance Agency related grants assisted by the Western Piedmont Council of Governments.

BUDGET HIGHLIGHTS

PLANNING, PARKS, & DEVELOPMENT

Organizations: 420030 - 420040

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Charges & Fees	\$70,339	\$53,041	\$53,041	\$55,041	3.8%
Miscellaneous	624	400	400	400	0.0%
General Fund	865,766	922,455	1,124,135	995,107	7.9%
Total	\$936,729	\$975,896	\$1,177,576	\$1,050,548	7.6%
Expenses					
Personal Services	\$798,544	\$806,396	\$950,076	\$830,512	3.0%
Supplies & Operations	138,185	169,500	178,500	171,036	0.9%
Capital	0	0	49,000	49,000	0%
Total	\$936,729	\$975,896	\$1,177,576	\$1,050,548	7.6%
Expenses by Division					
Planning & Zoning	\$501,663	\$518,615	\$554,247	\$534,387	3.0%
Parks	435,066	457,281	623,329	516,161	12.9%
Total	\$936,729	\$975,896	\$1,177,576	\$1,050,548	7.6%
Employees					
Permanent	10.00	10.00	12.00	10.00	0.0%
Hourly	3.50	3.50	3.50	3.50	0.0%
Total	13.50	13.50	15.50	13.50	0.0%

The budget increase of \$74,652 is largely due to the scheduled replacement of two Parks vehicles.

PERFORMANCE MEASUREMENT

PLANNING

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
<p>1. To increase the housing inventory of moderately priced (\$120,000-\$225,000) new or renovated residential housing stock in desired locations throughout the County, Planning will:</p> <ul style="list-style-type: none"> a. Participate in WPCOG's Vacant and Substandard Housing Taskforce. b. Engage cities and WPCOG in local programs discussions to explore possibility of aligning housing policies, joint venture program investments, and market facilitation to facilitate public investments in neighborhood or infill revitalization initiatives, as appropriate. c. Continue to watch the market and propose text amendments to facilitate ease of development as needed. d. Participate in on-going housing and economic development educational workshops hosted by the Chamber's LUDB. 	On Target		New outcome in Fiscal Year 2017/18

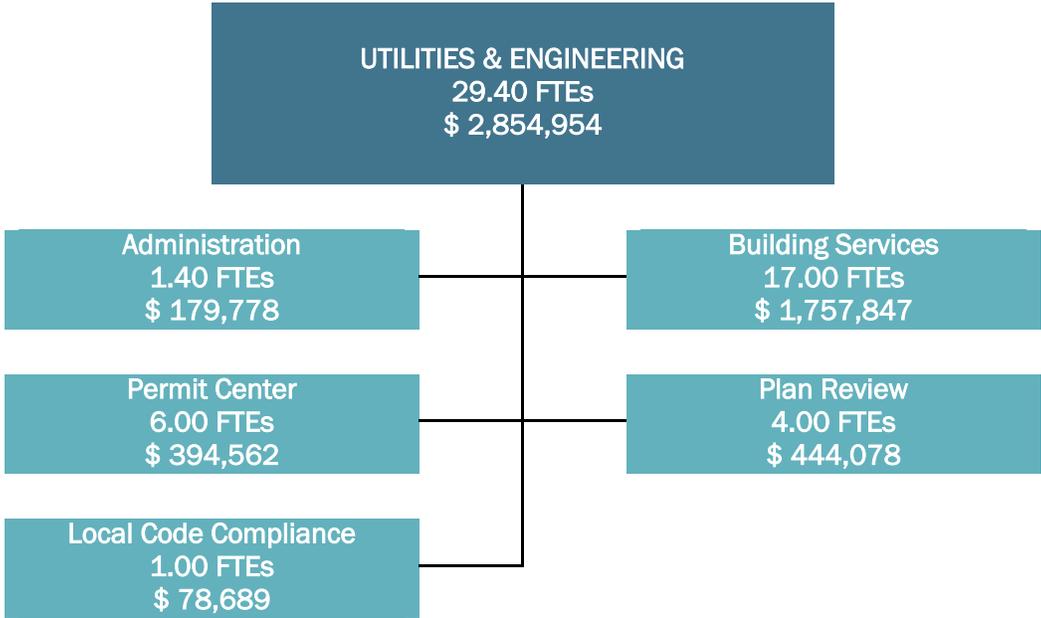
PARKS

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
<p>1. To increase the physical and mental health of County citizens:</p> <ul style="list-style-type: none"> a. Explore potential funding strategies to support renovation and expansion of the County parks system, incorporating consideration of private sector involvement through public-private partnership models. b. Implement the phased plan for parks improvements and new parks development, as resources allow. c. Research local government policies defining parameters for entertaining potential sponsorship or naming opportunities for BOC consideration. d. In concert with County-wide branding efforts, develop and implement strategic marketing plan 	On Target		New outcome in Fiscal Year 2017/18

for parks that seamlessly incorporates all recreation assets regardless of ownership (County, municipalities, community non-profits, etc.)		
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UTILITIES & ENGINEERING

DEPARTMENT DESCRIPTION



BUILDING SERVICES

The mission of Building Services is to provide consistent, timely, and courteous advice and service to customers, contractors, businesses, homeowners, and the general public through the application of the State Building Code. The focus of the service is to protect public safety by ensuring all buildings are built to code specifications while promoting economic development through a partnership with the building industry. The operations of Building Services have, as its foundation, four guiding principles: protecting the public, providing the best possible customer service, promoting economic development, and ensuring consistency in the application of codes and treatment of customers.

PERMIT CENTER

Provide permitting information and service to the customers of Catawba County, including municipalities. The Permit Center currently operates two locations (Catawba County Government Center in Newton and a Remote Access Permitting Terminal (RAPT) in Hickory City Hall) to provide convenient locations for the public to acquire permits and information for Building Services, Planning, and Environmental Health.

PLAN REVIEW

Provide plan review information and service to the customers of Catawba County, including municipalities, in a coordinated, efficient, and friendly manner. Plan Review provides plan review for commercial projects to ensure code compliance with the State Building Codes, conducts on-site safety inspections of existing buildings, provides plan review for existing buildings utilizing the North Carolina Rehabilitation Code (Rehab Code), conducts plan review services based on State local option plan review guidelines, and conducts plan review during express plan review appointments.

LOCAL CODE COMPLIANCE & EROSION CONTROL

Protect the regional water quality and health, safety, and general welfare of Catawba County citizens through implementation of the local soil sedimentation and erosion control program and code compliance program. Promote Catawba County's economic development through timely permitting service to local contractors and developers. The County provides the local soil sedimentation and erosion control program to seven of the eight municipalities in the county (Hickory, Conover, Claremont, Maiden, Long View, Catawba, and Brookford), with Newton providing its own local program.

BUDGET HIGHLIGHTS

UTILITIES & ENGINEERING

Organizations: 430050 - 430300

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Charges & Fees	\$1,920,758	\$2,156,880	\$2,467,068	\$2,467,068	14.4%
Miscellaneous	0	2,000	2,000	2,000	0%
From Self Insurance	6,254	0	0	0	0%
General Fund	563,399	629,792	391,716	385,886	-38.7%
Total	\$2,490,411	\$2,788,672	\$2,860,784	\$2,854,954	2.4%
Expenses					
Personal Services	\$2,011,452	\$2,212,022	\$2,238,415	\$2,238,415	1.2%
Supplies & Operations	395,754	412,696	458,553	452,723	9.7%
Capital	83,206	63,954	63,816	63,816	-0.2%
Transfer - Permit Software Upgrade	0	100,000	100,000	100,000	0.0%
Total	\$2,490,411	\$2,788,672	\$2,860,784	\$2,854,954	2.4%
Expenses by Division					
Administration	\$182,019	\$174,680	\$179,778	\$179,778	2.9%
Building Inspections	1,449,133	1,781,735	1,763,677	1,757,847	-1.3%
Permit Center	351,118	378,141	394,562	394,562	4.3%
Plan Review	355,987	378,082	444,078	444,078	17.5%
Local Code Compliance	152,155	76,034	78,689	78,689	3.5%
Total	\$2,490,411	\$2,788,672	\$2,860,784	\$2,854,954	2.4%
Employees					
Permanent	27.15	29.40	29.40	29.40	0.0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	27.15	29.40	29.40	29.40	0.0%

Funds are included in the budget for the planned replacement of two high mileage vehicles and planned compensation increases. Additionally, the budget continues to set aside funds for the next permitting software upgrade, expected in four to five years.

PERFORMANCE MEASUREMENT

BUILDING SERVICES

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
<p>1. Ensure customers receive quality customer service from Building Services Officials by:</p> <p>a. Performing 90 percent of requested inspections by the next day or on the contractor's requested inspection date, with an ultimate goal of performing 100 percent of inspections within this timeframe.</p> <p>b. Maintaining a substantiated complaint rate of less than 1 per 3,000 inspections performed.</p> <p>c. Responding to 98 percent of all customer service complaints within 24 hours.</p>	<p>On Target</p> <p>13,299 inspections</p> <p>97.75% on day requested.</p>	<p>Achieved</p> <p>26,622 inspections</p> <p>96.56% on day requested.</p>	<p>Achieved</p> <p>22,468 inspections</p> <p>84.67% on day requested thru February, improved to 93.14% with additional staff hired in March 2016.</p>
<p>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.</p>	<p>On Target</p> <p>14 training events conducted, 92.86 percent of which conducted locally, requiring no overnight stays.</p>	<p>Achieved</p> <p>73 percent of the training and education events were conducted locally or required no overnight stays.</p>	<p>Achieved</p> <p>84 percent of the training and education events were conducted locally or required no overnight stays.</p>
<p>3. To protect the public welfare, Building Services will respond to 100 percent of all complaints received concerning unsafe, unsanitary or otherwise hazardous and unlawful conditions in buildings or structures within 24 hours. Outcome will be measured by the number of complaints received and response time.</p>	<p>On Target</p> <p>100% of 2 complaints received responded to within 24 hours.</p>	<p>New outcome in Fiscal Year 2017/18</p>	

PERMIT CENTER

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
<p>1. Ensure customers receive quality customer service from the Permit Center by maintaining a substantiated complaint rate of less than 1 per 1,000 permits issued.</p>	<p>On Target</p>	<p>Achieved</p>	<p>Achieved</p>
<p>2. Maintain quality customer service by responding to 98 percent of all customer service complaints within 24 hours.</p>	<p>On Target</p>	<p>Achieved</p>	<p>Achieved</p>

PLAN REVIEW

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
1. Provide timely plan review services by reviewing 97 percent of all commercial blueprints submitted for code compliance and contacting the applicant with the results within 10 working days. This will allow construction to begin quickly, thus, promoting Catawba County's economic development.	On Target 477 plans with 100% reviewed within 10 working days.	Achieved 98.2% reviewed within 10 working days. Average plan review: 6.09 days.	Achieved 98.7% reviewed within 10 working days. Average plan review: 5.77 days.
2. Ensure customers receive quality customer service from Plan Review officials by: <ol style="list-style-type: none"> Maintaining a substantiated complaint rate of less than 1 per 500 plans reviewed. Responding to 98 percent of all customer service complaints within 24 hours. 	On Target 0 substantiated complaints	Achieved 0 substantiated complaints	Achieved 0 substantiated complaints
3. To provide quality service to property owners and/or tenants who request a safety inspection, Plan Review will review 100 percent of complete requests and contact the owner/tenant within two business days. These safety inspections are required by the State for businesses to receive certain licenses (i.e. day care, alcohol law enforcement) as well as for changes of use to an existing building or space.	On Target 100% of 79 safety inspections	Achieved 100% of 185 safety inspections	Achieved 100% of 154 safety inspections

LOCAL CODE COMPLIANCE AND EROSION CONTROL

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
Local Code Compliance			
1. Provide timely plan review services by reviewing 100 percent of all complete sedimentation and erosion control plans within 10 working days. Meeting this outcome will expedite the plan review and permitting process, thereby promoting Catawba County's economic development.	On Target 19 sets of plans reviewed, average review period of 3.11 days.	Achieved 37 sets of plans reviewed, average review period of 2.58 days. Maximum plan review time 9 days.	Achieved Average review period of 3.17 days. Maximum plan review 10 days.
2. Ensure citizens receive quality customer service from Erosion Control staff by: <ol style="list-style-type: none"> Maintaining a substantiated complaint rate of less than 1 per 50 erosion control plans reviewed. Responding to 98 percent of all customer service complaints within 24 hours. 	On Target 0 complaints received	Achieved 0 complaints received	Achieved 0 complaints received

<p>3. In accordance with the Watershed Protection District Section 44-434 of the Unified Development Ordinance; the engineered stormwater controls (Best Management Practices) are required where built-upon area exceeds high density development limits. The Water Resources Engineer will perform plan review and issue approval notifications where applicable within the County. Provide timely plan review services by reviewing 100 percent of all stormwater controls within 10 working days, thereby promoting Catawba County's economic development.</p>	<p>On Target 0 new stormwater plans received</p>	<p>New outcome in Fiscal Year 2017/18</p>	
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Erosion Control and Stormwater

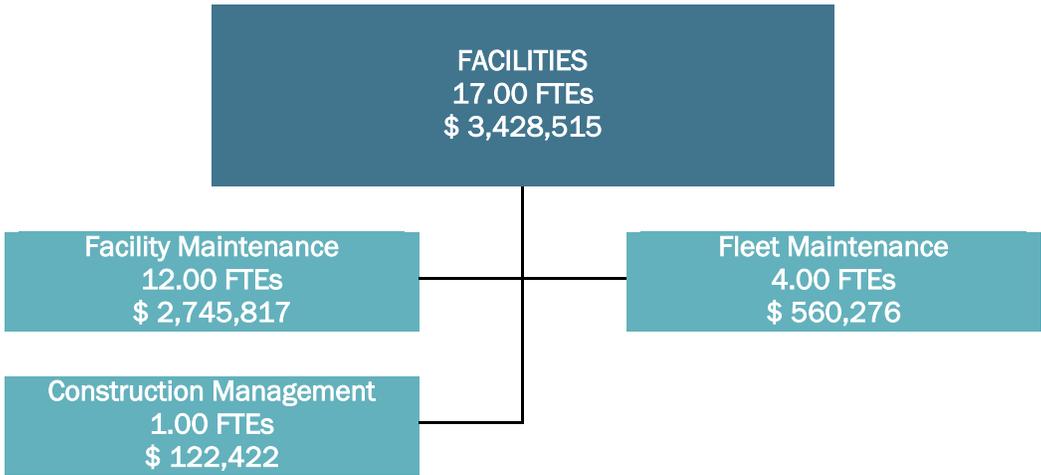
<p>4. Ensure citizens receive quality customer service from Local Code Compliance staff by:</p> <ul style="list-style-type: none"> a. Maintaining a substantiated complaint rate of less than 1 per 1,000 code compliance inspections performed. b. Responding to 98 percent of all customer complaints within 24 hours. 	<p>On Target 0 complaints received</p>	<p>Achieved 0 complaints received</p>	<p>Achieved 0 complaints received</p>
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Utilities & Engineering FY 2017/18 Outcomes Not Reported for FY 2018/19

<p>Provide enhanced, real-time communication the Building Services Division and its customers, by developing, implementing, and promoting notification of permit issuance, inspections scheduled, and inspection results through the use of email and/or text message (Customer's choice). Outcome will be measured by the number of customers signed up for the program. (Permit Center)</p>	<p>Mid-Year FY 17/18: On Target 27.5% increase in people signed up to receive emails/text messages associated with permit issuance, inspections scheduled, and inspection results.</p>		
<p>Provide additional opportunity for service provision through the use of email by allowing and promoting the use of email as a means of submitting permit applications and inspection requests in lieu of fax. The number of applications submitted and inspections scheduled can be tracked by the Information Technology Department and this will serve as the measured of the outcome. (Permit Center)</p>	<p>Mid-Year FY 17/18: On Target 1,375 applications and 2,043 inspections scheduled via email</p>		

FACILITIES

DEPARTMENT DESCRIPTION



CONSTRUCTION MANAGEMENT

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

FLEET MAINTENANCE

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

FACILITY MAINTENANCE

To maintain all of Catawba County facilities and grounds in an efficient and prompt manner in order to maximize their useful life and to provide a productive environment for employees and the public.

BUDGET HIGHLIGHTS

FACILITIES

Organizations: 440010 - 440158

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
1/4 Cent Sales Tax	\$120,053	\$104,147	\$119,219	\$119,219	14.5%
Local	71,784	69,240	3,240	71,240	2.9%
Charges & Fees	3,030	3,000	3,000	3,000	0.0%
Miscellaneous	28,317	30,750	30,750	30,750	0.0%
General Fund	2,541,944	3,158,899	3,275,306	3,204,306	1.4%
Total	\$2,765,128	\$3,366,036	\$3,431,515	\$3,428,515	1.9%
Expenses					
Personal Services	\$986,432	\$1,036,699	\$1,078,573	\$1,078,573	4.0%
Supplies & Operations	1,640,042	2,289,776	2,313,381	2,310,381	0.9%
Capital	138,654	39,561	39,561	39,561	0.0%
Total	\$2,765,128	\$3,366,036	\$3,431,515	\$3,428,515	1.9%
Expenses by Division					
Fleet Maintenance	\$557,657	\$550,998	\$560,276	\$560,276	1.7%
General Maintenance	776,872	810,372	830,344	812,844	0.3%
County Buildings	1,325,949	1,896,128	1,918,473	1,932,973	1.9%
Construction Project Management	104,650	108,538	122,422	122,422	12.8%
Total	\$2,765,128	\$3,366,036	\$3,431,515	\$3,428,515	1.9%
Employees					
Permanent	17.00	17.00	17.00	17.00	0.0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	17.00	17.00	17.00	17.00	0.0%

The budget increase of \$41,867 is largely attributed to planned compensation changes and estimated maintenance costs for the new Justice Center.

PERFORMANCE MEASUREMENT

FLEET MAINTENANCE

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
1. Provide the proper care and maintenance of vehicles by: <ul style="list-style-type: none"> 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. 	On Target	Achieved a. 100% b. 100%	Achieved a. 99.7% b. 99.5%
2. Provide roadside emergency service to County owned vehicles during normal working hours (8:00 a.m. – 5:00 p.m., Monday – Friday), by: <ul style="list-style-type: none"> 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. 	On Target	Achieved a. 100% b. 100%	Achieved a. 100% b. 100%
3. Provide 24 hours, 365 days a year, on call roadside emergency service to County-owned vehicles after normal working hours, by: <ul style="list-style-type: none"> 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 	On Target	Achieved a. 100% b. 100%	Achieved a. 100% b. 100%
4. Provide adequate tire, parts, and fuel inventories by: <ul style="list-style-type: none"> 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 	On Target	Achieved a. 100% b. 100% c. 100%	Achieved a. 100% b. 100% c. 99.7%

<p>spot checking inventory monthly.</p> <p>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.</p> <p>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.</p>			
5. Advise and assist, when requested, with vehicle replacement schedules and specification documentation for new vehicle procurement by responding to 100 percent of all departments requests and completing written specifications of new vehicles within 10 working days, as evidenced by departmental surveys.	On Target	Achieved	Achieved
6. Assist all departments with vehicle and driver management by advising, 100 percent of the time, each department of vehicle neglect or abuse.	On Target	Achieved	Achieved
7. Meet baseline expectation of 1,225 hours per employee for productive “wrench time”.	On Target	Achieved	Achieved

FACILITY MAINTENANCE

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
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.	On Target	Achieved No emergencies	Achieved 100%
2. Ninety-five percent of all telephone, electrical, and plumbing problems will be repaired within three working days of notification, as evidenced by work orders.	On Target	Achieved 100%	Achieved 99%
3. Ninety-eight percent of all routine maintenance and repairs will be completed within five working days, as evidenced by completed work orders.	On Target	Achieved 100%	Achieved 99.7%
4. Within 12 working days of notification, ninety-eight percent of all road sign damage will be repaired and new road signs will be installed.	On Target	Achieved 100%	Achieved 100%

OTHER ECONOMIC & PHYSICAL DEVELOPMENT

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

BUDGET HIGHLIGHTS

OTHER ECONOMIC & PHYSICAL DEVELOPMENT

Organization: 420050

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
1/4 Cent Sales Tax	\$352,624	\$355,532	\$359,419	\$359,419	1.1%
Local	354,341	317,193	317,193	317,193	0.0%
General Fund	5,356,244	6,063,736	6,453,357	6,752,703	11.4%
Total	\$6,063,209	\$6,736,461	\$7,129,969	\$7,429,315	10.3%
Expenses					
Carolina Land & Lakes	\$0	\$0	\$10,000	\$5,000	100.0%
Chamber of Commerce - Edison Project	\$5,000	\$5,000	\$5,000	\$5,000	0.0%
Chamber of Commerce - Visitor Information Center	\$2,186	3,500	3,500	3,500	0.0%
Convention & Visitors Bureau	\$20,000	20,000	25,000	20,000	0.0%
Economic Development Commission	\$295,925	307,266	315,190	315,190	2.6%
EDC - Claremont Speculative Building	\$0	45,000	45,000	45,000	0.0%
EDC - NC Data Campus	\$551,612	551,615	551,620	551,620	0.0%
EDC - Apple	\$4,722,534	4,759,008	4,610,368	4,919,714	3.4%
EDC - Axjo AB	\$0	14,231	14,231	14,231	0.0%
EDC - Bed, Bath & Beyond	\$53,838	53,256	57,867	57,867	8.7%
EDC - Blue Bloodhound	\$0	73,600	29,600	29,600	-59.8%
EDC - Carolina Non-Woven	\$20,683	37,375	37,375	37,375	0.0%
EDC - Coming	\$0	0	129,375	129,375	0%
EDC - DAE Systems	\$0	0	27,514	27,514	0%
EDC - GKN Driveline	\$164,016	525,989	833,178	833,178	58.4%
EDC - GKN Sinter Metals	\$13,693	37,594	41,230	41,230	9.7%
EDC - GKN Sinter Metals Grant	\$5,000	0	0	0	0%
EDC - Park 1764	\$753	0	0	0	0%
EDC - People's Bank	\$0	10,093	10,063	10,063	-0.3%
EDC - Prysmian Cables & Systems USA	\$0	0	109,115	109,115	0%
EDC - Punker	\$0	18,224	0	0	0%
EDC - Sarstedt	\$30,445	0	0	0	0%
EDC - Substance Incorporated	\$0	7,887	7,887	7,887	0.0%
EDC - Sutter Street William Sonoma	\$0	0	30,000	30,000	0%
EDC - Transportation Insight	\$0	28,408	28,408	28,408	0.0%
PDC - LRU Health Sciences Center	\$20,000	20,000	20,000	20,000	0.0%
Economic Development Marketing	\$42,573	55,000	55,000	55,000	0.0%
NC Wildlife Commission - Beaver Mgmt.	\$4,000	4,000	4,000	4,000	0.0%
TDA - City of Hickory	\$65,784	64,497	63,209	63,209	-2.0%
WPCOG - Carolinas Innovation Group	\$0	0	2,625	2,625	0%
WPCOG - Dues	\$42,168	42,176	50,869	50,869	20.6%
WPCOG - Growth Estimation Model	\$0	40,000	0	0	0%
WPCOG - Water Resource Committee	\$3,000	12,742	12,745	12,745	0.0%
Total	\$6,063,209	\$6,736,461	\$7,129,969	\$7,429,315	10.3%

Economic Development Commission (EDC) (\$7,924 increase): Catawba County continues to provide the EDC with 51.5 percent of its overall funding, with the remaining 48.5 percent coming from municipalities. Funding by cities is based on population, total tax valuation, and business personal property valuation. The County's portion of EDC's Fiscal Year 2018/19 budget is \$315,190 which is a \$7,924 or 2.6 percent increase over the current year.

Incentives (\$709,892 increase): Incentive payments increased driven primarily by investments in Apple, GKN Driveline, Corning, and Prysmian Cable Systems. These contracts are negotiated to encourage business investment to grow the tax base and create new jobs and result in net revenue above the cost of the incentives that helps support County services.

Carolina Land & Lakes Resources Conservation & Development (\$5,000): Funding is included in support of regional water conservation projects impacting Catawba County. In the past, Carolina Land & Lakes has been involved in projects such as Shuford Dam removal and Lake Rhodhiss and Lake Hickory nutrient studies.

Chamber of Commerce (\$5,000 for Edison Project, \$2,500 for Visitor Information Center, and \$1,000 for Leadership Catawba Sponsorship): The budget maintains current funding for the Edison Project at \$5,000. This program is designed to identify, support, and reward new startup small businesses in Catawba County. Entrepreneurs with viable business ideas and associated plans submit them for consideration and review by judges, competing with other entrepreneurs for economic incentives and start-up assistance. Funding for the Visitor Information Center at \$2,500 and Leadership Catawba Sponsorship at \$1,000 is maintained.

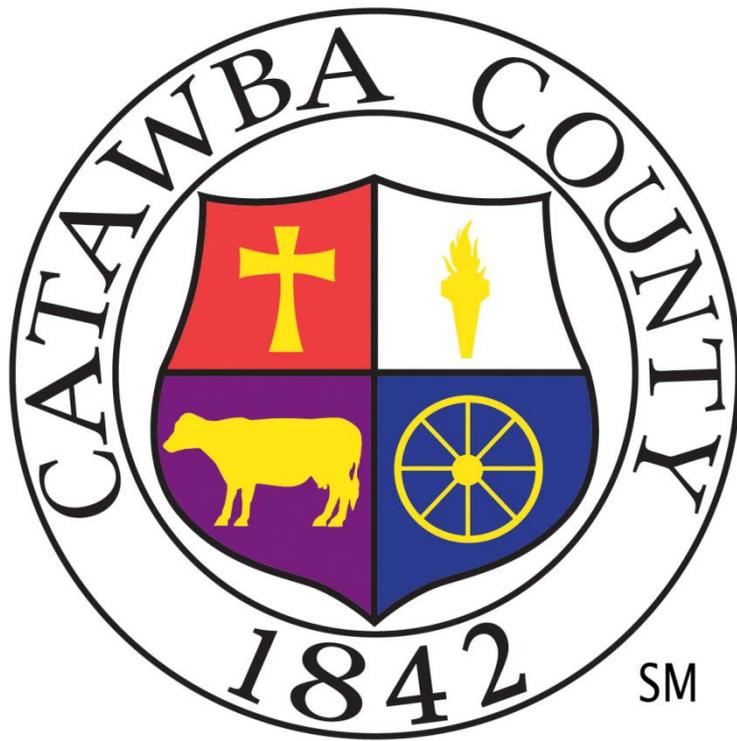
Convention & Visitors Bureau (CVB) (maintained): County funds are used to assist with advertising, marketing, and staffing the sales department of the Hickory Metro Convention Center as well as to operate the Regional Visitors Center. Based on the latest tourism numbers available, tourism generates \$264.51 million in economic impact to the local economy, including \$49.11 million in wages paid to employees in the travel and tourism industry and \$22.56 million in state and local tax revenues.

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

EDC NC Data Campus (maintained): The budget continues to include debt service (\$551,620) for the NC Data Campus, a 70-acre multi-jurisdictional business park partnership between Catawba County, the Cities of Conover and Hickory, and the Towns of Maiden and Catawba. (Funds to support this expense include \$314,419 from current and previously reserved ¼ cent sales tax, with the balance reimbursed by the municipal partners). The park bolsters Catawba County's economic development efforts by providing up to three shovel-ready sites marketed primarily for data center recruitment. These efforts also further bolster the region's efforts to create a cluster of data centers known as the NC Data Center Corridor, leveraging the presence of existing data

centers like Apple and Google to transform the region's reputation into one that embraces innovation and high tech industry.

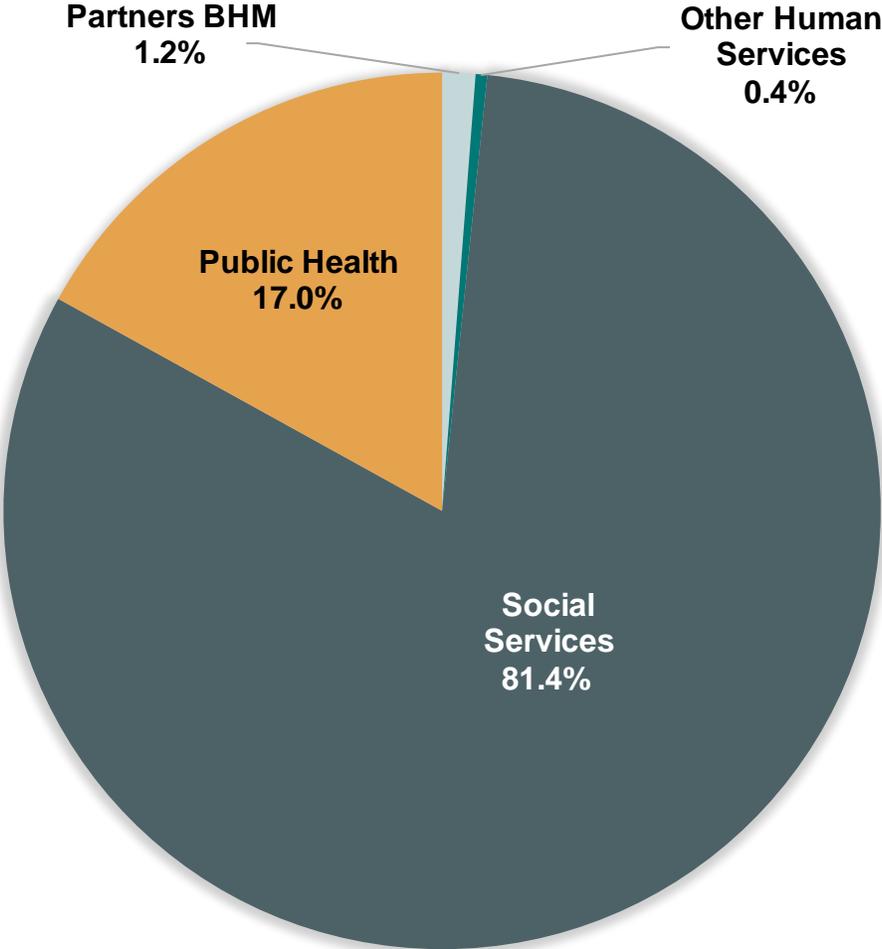
NC Wildlife Commission Beaver Management (maintained): Funding for the Beaver Management program is maintained at \$4,000. The program helps landowners in dealing with beavers, which can be very destructive. The last available statewide report indicates that in total \$5.28 is saved for every \$1 spent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



HUMAN SERVICES

The Human Services' budget of \$52,429,538 is 22.0 percent of total expenditures for this fiscal year. A significant portion of the Human Services' budget is funded by State and Federal sources. Social Services' expenditures of \$42,675,232 support human needs, and Public Health is projected to expend \$8,890,806 for delivery and assurance of public health services. Other Human Resources include the Medical Examiner and is funded at \$223,500 this fiscal year. \$640,000 is for Partners Behavioral Health Care contracted services and pass-through funding.

The dependence of these services on Federal and State grants makes the budget process very difficult. Therefore, the County has a conservative approach to anticipated revenues and a realistic approach to service levels which cushion the impact of Federal and State reductions in funding and service levels.



PARTNERS BEHAVIORAL HEALTH MANAGEMENT

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

BUDGET HIGHLIGHTS

PARTNERS BEHAVIORAL HEALTH MANAGEMENT

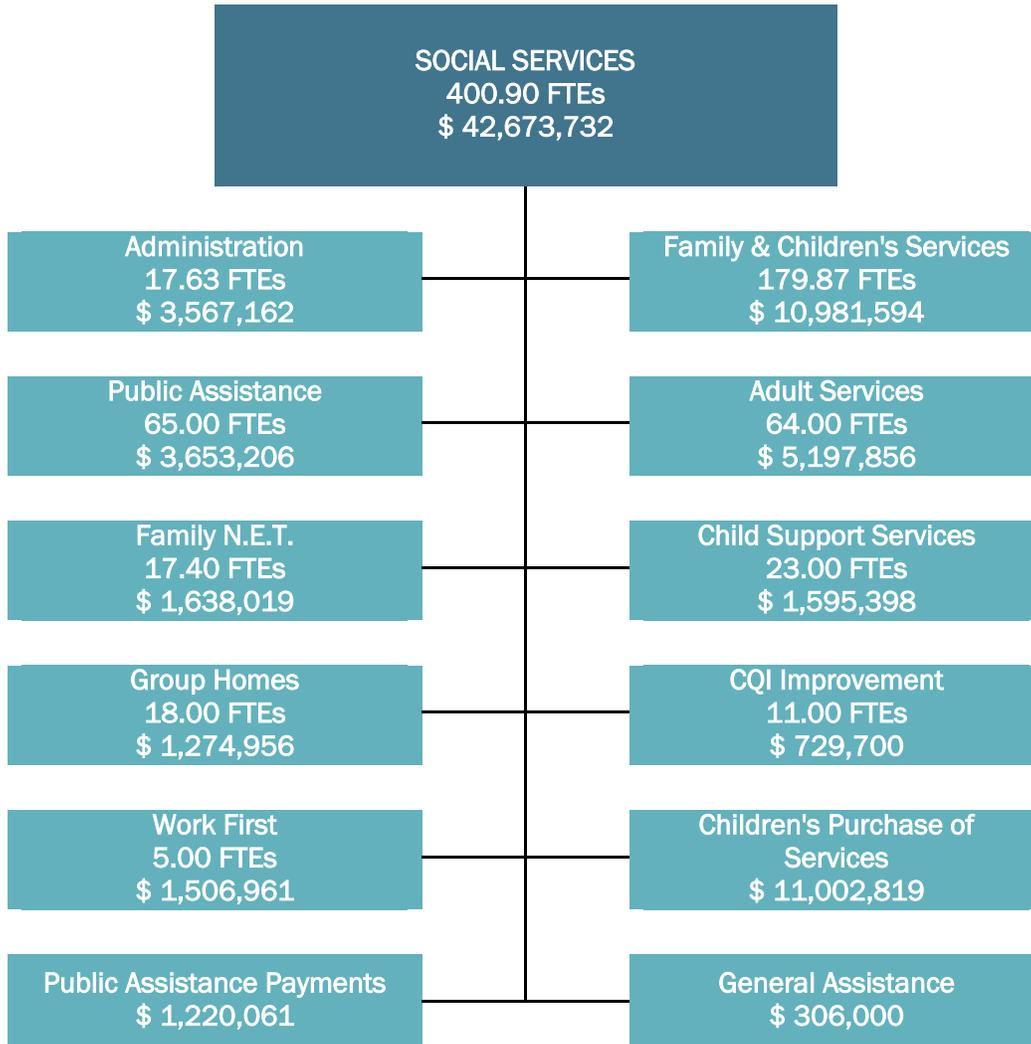
Organization: 530900

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
ABC 5 Cents Per Bottle	\$59,688	\$53,750	\$53,750	\$53,750	0.0%
ABC Profits	48,515	61,250	61,250	61,250	0.0%
General Fund	531,543	525,000	534,000	525,000	0.0%
Total	\$639,746	\$640,000	\$649,000	\$640,000	0.0%
Expenses					
Mental Health Services	\$525,000	\$525,000	\$534,000	\$525,000	0.0%
Mental Health ABC Board Contract	114,746	115,000	115,000	115,000	0.0%
Total	\$639,746	\$640,000	\$649,000	\$640,000	0.0%

The budget maintains funding to Partners BHM at \$640,000 as the County continues to work with Partners BHM and other community partners to assess local physical and behavioral health needs and explore improvements. This funding includes \$115,000 in ABC funds, consistent with the NC GS 18B-804 requirement that bottle taxes and a portion of ABC gross receipts be spent for the treatment of alcoholism or substance abuse, or for research or education on alcohol or substance abuse.

SOCIAL SERVICES

DEPARTMENT DESCRIPTION



ADMINISTRATION

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

FAMILY & CHILDREN'S SERVICES

Child Protective Services

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

Prevention

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

Permanency Planning

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

Child Wellbeing/Post Care

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

Family Builders

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

Residential Services

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

WORK FIRST

To enable Work First customers to become and remain self-sufficient by linking them with resources and skills, and to allow them to take responsibility for themselves and their families.

ADULT SERVICES**Adult Protective Services**

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

Long Term Care

To assist senior and disabled citizens in living in their own homes as long as possible and/or with admission and adjustment to a nursing or assisted living facility providing the appropriate level and quality of services.

Senior Nutrition/In Home Services

Improve the quality of life for seniors by providing them the choice to remain at home through the provision of nutritious meals, education, socialization, wellness activities, and community volunteer support.

Adult Medicaid

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

Medicaid Transportation

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

FAMILY SUPPORT

Child Support

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

Food Assistance

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

Day Care

Support the independence and basic needs of Catawba County families by ensuring access to safe, quality, affordable child care, allowing responsible adults to secure and maintain employment.

Back Pack

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

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

To provide a comprehensive network of nurturing, educational and treatment services to enhance the emotional, behavioral and interpersonal functioning of children, youth and their families in Catawba County.

Administrative Office Support

To provide medical and clinical oversight of the services provided by Family NET and ensure the highest quality of care as well as conformance to all applicable standards.

Outpatient Services

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

Early Childhood Support Team

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

BUDGET HIGHLIGHTS

SOCIAL SERVICES

Reinventing Department

Organizations: 560100 - 561000

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Federal	\$13,449,056	\$14,815,946	\$14,277,577	\$14,277,577	-3.6%
State	3,471,716	3,477,131	3,587,754	3,587,754	3.2%
Federal & State	8,353,674	9,522,548	9,229,925	9,229,925	-3.1%
Local	2,120,077	2,404,765	2,532,091	2,532,091	5.3%
Charges & Fees	172,268	154,650	136,650	136,650	-11.6%
Miscellaneous	335,746	307,500	313,400	313,400	1.9%
Special Contingency	0	1,200,000	1,200,000	1,200,000	0.0%
General Fund	10,983,828	10,812,695	11,396,335	11,396,335	5.4%
Total	\$38,886,366	\$42,695,235	\$42,673,732	\$42,673,732	-0.1%
Expenses					
Personal Services	\$23,012,123	\$23,351,818	\$23,809,112	\$23,809,112	2.0%
Supplies & Operations	15,754,835	18,098,417	17,540,620	17,540,620	-3.1%
Capital	119,408	45,000	124,000	124,000	175.6%
Special Contingency	0	1,200,000	1,200,000	1,200,000	0.0%
Total	\$38,886,366	\$42,695,235	\$42,673,732	\$42,673,732	-0.1%
Expenses by Division					
Administration	\$2,109,750	\$3,555,248	\$3,567,162	\$3,567,162	0.3%
CQI-Quality Team	739,313	847,900	729,700	729,700	-13.9%
Family & Childrens Services	10,243,457	9,327,710	10,981,594	10,981,594	17.7%
Family Net	2,035,278	2,763,735	1,638,019	1,638,019	-40.7%
Work First	1,208,083	1,614,647	1,506,961	1,506,961	-6.7%
Group Homes	1,294,902	1,297,851	1,274,956	1,274,956	-1.8%
Adult Services	5,113,128	5,302,168	5,197,856	5,197,856	-2.0%
Public Assistance	3,636,303	3,786,675	3,653,206	3,653,206	-3.5%
Child Support	1,480,731	1,517,711	1,595,398	1,595,398	5.1%
General Assistance	258,322	336,000	306,000	306,000	-8.9%
Public Assistance Payments	1,118,072	1,450,061	1,220,061	1,220,061	-15.9%
Children's Purchase of Service	9,649,027	10,895,529	11,002,819	11,002,819	1.0%
Total	\$38,886,366	\$42,695,235	\$42,673,732	\$42,673,732	-0.1%
Employees					
Permanent	400.90	400.90	400.90	400.90	0.0%
Hourly	12.00	8.50	8.50	8.50	0.0%
Total	412.90	409.40	409.40	409.40	0.0%

Outcome Achievements				
Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2016/17	57	56	1	98%
2015/16	55	53	2	96%
2014/15	45	42	3	93%

Social Services' budget represents a minor decrease from the prior year. The budget focuses on providing mandated services, maximizing funds drawn down, and preserving/sustaining Reinvesting Fund Balance.

PERFORMANCE MEASUREMENT

ADMINISTRATION

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
1. \$120,000 or more in financial or time saving will be identified through the utilization of technology advancements, improved work procedures and cost saving initiatives. (Business Office)	On Target \$56,000 of financial or time savings were identified	Achieved \$156,724 of financial or time savings	Achieved 4,032 hours of time savings and 42.7% financial savings Goal: 25 percent operational savings, 10 percent financial savings, or median combination
2. 93% (27 of 30) of all quarterly clinical accreditation self-audits will pass all required program components.	Not on Target 91%	New outcome in Fiscal Year 2017/18	
3. 50% (280/400) of Social Services staff will participate in a Diversity Awareness event.	Not on Target 11%	New outcome in Fiscal Year 2017/18	
4. 88% (155 out of 176) of children for whom an abuse, neglect or dependency petition is filed, both parents will be made aware of the process (served) within six months of filing the petition. (Legal)	On Target 97%	Achieved 94%	Achieved 90.54% Goal: 86.5%

FAMILY AND CHILDREN'S SERVICES

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
Child Protective Services			
1. 91% (87/96) of all Child Protective Services intake calls received during normal business hours that could not be immediately answered by a social worker will have successful return calls the same business day.	On Target 95%	Achieved 96%	New outcome in Fiscal Year 2016/17
2. 90% (1485/1649) of all Child Protective Services Investigations and Family Assessments submitted to the Division will have been initiated (interviewed and/or observed victim children) according to policy requirements.	On Target 93%	New outcome in Fiscal Year 2017/18	
3. 85% (83 of 98) of families open to Family In-Home (FIH) services will have all active child(ren)'s wellbeing needs identified within 30 days of opening services. (Family In-Home Services)	New outcome in Fiscal Year 2018/19		
4. 80% (45 of 56) of families receiving Family In-Home services for 3 months or more will decrease their risk for future maltreatment as measured by the closing Risk Re-assessment compared to the	New outcome in Fiscal Year 2018/19		

initial Risk Assessment. (Family In-Home Services)			
Prevention			
5. 90% (57 of 63) of students who receive Advocates for Children in Education (ACE) school social work services for at least 90 days will demonstrate improvement in at least one domain (life domain functioning, behavioral/emotional needs, risk behaviors, caregiver strengths, child strengths, acculturation) using the standardized Child and Adolescent Needs and Strengths Education Identification (CANS) Comprehensive Assessment. (ACE)	Data Pending Goal: 93%	Achieved 97%	Achieved 98%
6. 90% (180 of 200) of students seen by ACE school social workers for specific needs will have needs satisfactorily met within 15 school days of referral date, as determined by referral date and progress note. (ACE)	On Target 99% Goal: 94%	Achieved 99%	New outcome in Fiscal Year 2016/17
7. 80% (40 of 50) of families that receive Medicaid Administrated Calming (MAC) will identify satisfaction on a satisfaction survey completed every 3 months and prior to case closure. (FCST)	New outcome in Fiscal Year 2018/19		
Permanency Planning			
8. 93% (37 of 40) of youth ages 16-18 will participate in developing and completing their transitional living plans toward independence. (Foster Care)	Not on Target 90%	Achieved 100%	New outcome in Fiscal Year 2016/17
9. 97% (2,437 of 2,512) of visits with children in foster care will occur at least once per month, as compared to the federal benchmark of 95%, NC's of 85.8% and Catawba County's rate of 94.7% for FY 2014-15. (Foster Care)	On Target 99%	Achieved 99% once per month	Achieved 97% twice per month
10. 70% (1,705 of 2,437) of visits with children in foster care occur at least monthly in the child's residence as compared to the federal benchmark of 50%, NC's 88%, and Catawba's rate of 88% for FY2014-15. (Foster Care)	On Target 93%	Achieved 95%	Achieved 91.7%
11. 98% (140 of 147) of school age children in foster care will participate in at least one developmentally appropriate social/athletic/cultural/employment/spiritual activity. (Foster Care)	On Target 98%	Achieved 97%	Achieved 99%
Family Builders			
12. 90% (50 of 55) of children who have been in foster care for less than 12 months and who are placed with Catawba County Approved and Supported Resource Families will experience two or fewer placements. (Family Builders)	On Target 94%	Not measured	Achieved 98%

13. 90% (53 of 59) of children adopted from foster care in Catawba County will have a finalized adoption decree within 120 days of the adoptive family's attorney filing the adoption petition, which is 60 days fewer than the State allows. (Family Builders)	On Target 90%	Achieved 100%	New outcome in Fiscal Year 2016/17
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WORK FIRST

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
1. 98% (196 of 200) of all caretakers receiving Work First will participate in ensuring all educational and health needs of the child(ren) are being met.	On Target 100%	Achieved 100%	Achieved 100%
2. 97% (147 of 152) of audited cases will have service collaboration efforts with other components of service in the agency when a case is known to be shared.	On Target 100%	Achieved 100%	New outcome in Fiscal Year 2016/17

ADULT SERVICES

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
Adult Social Work - Long Term Care			
1. 96% (247 of 257) of adults with a disability and served by the Special Assistance In-Home and Community Alternatives Programs for Disabled Adults are able to remain in their homes. (Long Term Care)	On Target 100%	Achieved 98%	Achieved 99%
2. 94% (15 of 16) of all concerns identified by the Adult Home Specialist do not escalate to noncompliance due to technical assistance and training. (Long Term Care)	On Target 100%	Achieved 100%	Achieved 100%
Adult Social Work – APS Guardianship			
3. 93% (56 of 60) of vulnerable adults, who have a finding of abuse, neglect or exploitation, with services mobilized to remedy mistreatment, will not experience a repeat finding of mistreatment, within 6 months of a finding. (Adult Protective Services/Guardianship)	On Target 100%	Achieved 98%	Achieved
Senior Nutrition/In Home Services			
4. 112,000 nutritious meals will be served by the Senior Nutrition Program to eligible Catawba County citizens age 60 years or older. (Senior Nutrition/In-Home)	On Target 65,770 Goal: 133,500	Achieved 139,823 Goal: 133,500	New outcome in Fiscal Year 2016/17
Child Support			

5. 88% (5,896 of 6,700) of children who need a support order for child support will have an order established, as compared to the statewide average of 86.03%.	On Target 88%	Achieved 89%	Not Achieved 87.31%
6. A collection rate of 70.12% for child support payments will be maintained, as compared to the statewide average of 67.83%.	New outcome in Fiscal Year 2018/19		

FAMILY SUPPORT

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
Food & Nutrition Services			
1. Approved Food and Nutrition Services applications will be processed in an average of 8 days compared to the federal goal of 25 days.	On Target 3.8 days	Not measured	Achieved 99.5%
2. 98% (9,427 of 9,620) of all approved Food and Nutrition Services applications will be processed timely compared to the federal goal of 97%.	On Target 99%	Achieved	New outcome in Fiscal Year 2016/17
Program Integrity/Q&T			
3. The Program Integrity Unit will investigate known and suspected overpayment situations, causing referral for prosecution and/or collections of state, county and federal funds to reach \$275,000.	On Target \$135,162	Achieved \$427,564	New outcome in Fiscal Year 2016/17
4. 90% (69 of 76) of Economic Services Eligibility staff will show an increase in knowledge/understanding of policy/procedure as measured by retrospective surveys following completion of training.	On Target 94%	New outcome in Fiscal Year 2017/18	
Family Medicaid			
5. Family Medicaid applications will be processed in an average of 19 days compared to the state's requirement to process within 45 days.	New outcome in Fiscal Year 2018/19		
6. 95% (4,932 of 5,192) of all Family Medicaid applications will be processed timely (within 45 days) compared to the state's requirement to process 90% of all applications timely.	New outcome in Fiscal Year 2018/19		
Adult Medicaid			
7. 97% (557 of 575) of cases reviewed by internal quality control review will assure that families are receiving the correct benefits.	On Target 100%	Achieved 98%	Achieved 97.4%
Day Care			
8. To support the economic independence of Catawba County parents/caretakers,	New outcome in Fiscal Year 2018/19		

a minimum of 1,150 children will be assisted monthly by childcare subsidy. (conditioned on the availability of state and federal funds)	
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FAMILY N.E.T. (NURTURING, EDUCATION, AND TREATMENT)

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
Outpatient Services			
1. 80% (40 of 50) of children ages 3-17 who enter foster care will engage in treatment within 45 days of entering care through a comprehensive clinical assessment to provide needed interventions to address identified needs. (Clinical Services/Outpatient)	On Target 90%	Achieved 96%	New outcome in Fiscal Year 2016/17
2. 92% (183 of 200) of children served by clinicians will demonstrate improvement (at least a 10 point decrease) in at least one domain on the Child and Adolescent Functional Assessment Scale (CAFAS) after six months or upon completion of treatment. (Clinical Services/Outpatient)	On Target 93%	Achieved 93%	Achieved 92%
Early Childhood Support Team			
3. 93% (25 of 27) of children ages 2-5 years who complete services with the Clinical Specialists will demonstrate attachment, initiative and self-control as indicated by an increase in the total protective factors score as measured by the Devereux Early Childhood Assessment, 2nd Edition. (Early Childhood Support Team)	On Target 100%	Achieved 96%	Achieved 96%
4. 85% (17 of 20) parents who participate in Level 4 Triple P Group or Standard interventions will demonstrate an increase in parenting skills as measured by the Parenting Scale. (Early Childhood Support Team)	On Target 100%	New outcome in Fiscal Year 2017/18	
5. 96% (27 of 28) of child care teachers who actively participate in consultative services with the Education Specialists for at least 6 months will demonstrate maintenance or improvement in providing supportive classroom environments for children as measured by the Inventory of Practices for Promoting Children's Social Emotional Competence. (Early Childhood Support Team)	No Data	Achieved 100%	Achieved 100%
Post Care			

6. 90% (18 of 20) of families served through Post Adoption Services will report an increase in knowledge of the implication of childhood trauma as measured by self-report retrospective scaling questionnaire. (Post Care)	On Target 100%	Achieved 96%	New outcome in Fiscal Year 2016/17
TEEN UP			
7. 80% (90 of 112) of program participants who complete Teen Up programming will report an increase in protective factors based on pre and post survey. (Prevention-TEEN UP)	Data pending	Achieved 86%	New outcome in Fiscal Year 2016/17
Residential Cottages			
8. Foster Home Parents will meet with 93% (42 of 45) of core subject teachers of children who have resided at the cottages at least 90 days once every 9-week grading period to identify child's strengths and needs. (Residential Cottages)	On Target 95%	Achieved 94%	New outcome in Fiscal Year 2016/17

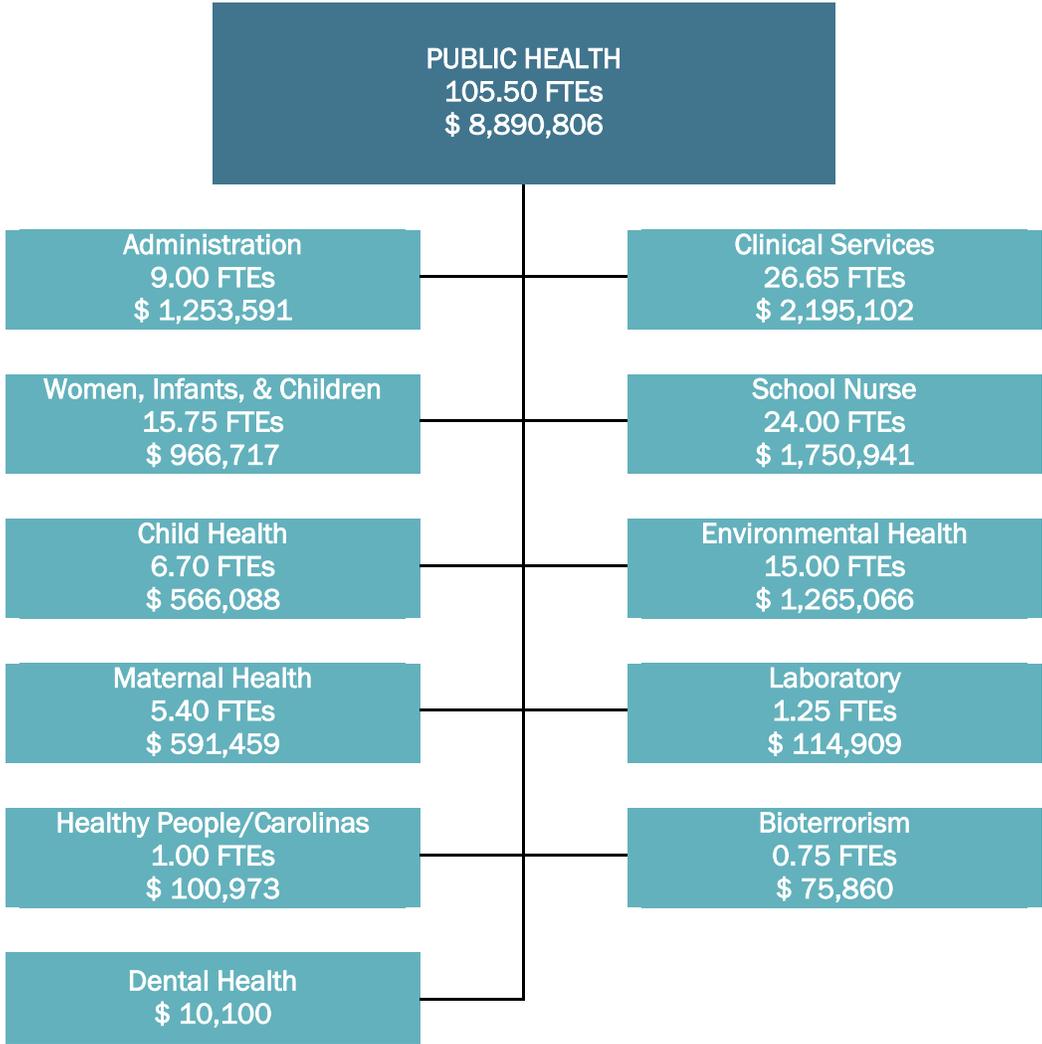
Social Services FY 2017/18 Outcomes Not Reported for FY 2018/19	
To ensure ongoing attention and commitment to customer satisfaction with services, 90 percent (180 of 200) of customers served by Social Services who complete a satisfaction survey will report satisfaction with the services received. (Administration)	Mid-Year FY 17/18: On Target 99 percent (232 of 233) of customers served by Social Services who complete a satisfaction survey reported satisfaction with the services received.
To provide staff with a safe, healthy and pleasant work environment, 70 percent (280 of 400) of staff will participate in at least 1 of the 4 events held to promote appreciation and positive work culture across the Agency. (Administration)	Mid-Year FY 17/18: On Target 62 percent (248 of 400) of staff participated in at least 1 of the 4 events held to promote appreciation and positive work culture across the Agency.
To encourage teamwork, innovation, advocacy, and shared decision-making, 100 percent (6 of 6) of child welfare mandated services and post-care services will hold bi-monthly CQI Program Reviews where the team reviews data and identifies service delivery successes and challenges. (Administration)	Mid-Year FY 17/18: Not on Target 17%
To provide the highest standards of efficient and effective services, 86 percent (1,769 of 2,056) of all accepted Child Protective Services intake reports will be screened and assigned to a Social Worker for assessment within 3 hours of the time the report originated. (Family and Children Services, Child Protective Services)	Mid-Year FY 17/18: On Target 89%

<p>To provide outreach and preventive services for vulnerable children and adults working to build strengths and mitigate risks through skill building, service coordination and advocacy, 80 percent (120 of 150) of program participants who complete Teen Up programming will report an increase in protective factors (i.e. skills, strengths, resources, supports or coping strategies) based on pre and post-surveys. (Family and Children Services, Prevention)</p>	<p>Mid-Year FY 17/18: Data Pending</p>
<p>To maximize individual and family functioning through education, support, treatment, and access to needed resources, 85 percent (83 of 98) of families open to Family In-Home (FIH) services will have all active child(ren)'s wellbeing needs identified within 30 days of opening services. (Family and Children Services, Permanency Planning)</p>	<p>Mid-Year FY 17/18: On Target 98%</p>
<p>To administer services in accordance with Federal, State, and County laws and regulations, 80 percent (45 of 56) of families receiving Family In-Home services for 3 months or more will decrease their risk for future maltreatment as measured by the closing Risk re-assessment compared to the initial Risk Assessment. (Family and Children Services, Permanency Planning)</p>	<p>Mid-Year FY 17/18: On Target 89%</p>
<p>To ensure ongoing attention and commitment to customer satisfaction with services, 97 percent (306 of 315) of seniors and adults who are disabled receiving in-home services will report positive outcomes, as evidenced by an annual satisfaction survey. (Adult Services, Adult Social Work – Long Term Care)</p>	<p>Mid-Year FY 17/18: On Target 100%</p>
<p>To ensure ongoing commitment and adherence to collaboration and partnerships with internal and external stakeholders, \$35,000, approximately 7.5 percent of the total meal budget, will be raised annually to support the Senior Nutrition Program through collaborations and partnerships within the community. (Adult Services, Senior Nutrition/In Home Services)</p>	<p>Mid-Year FY 17/18: On Target 51,869</p>
<p>To increase citizens' knowledge of internal and external services and resources, 95 percent (452 of 476/mo) volunteer coverage rate will be maintained for the Senior Nutrition Program. (Adult Services, Senior Nutrition/In Home Services)</p>	<p>Mid-Year FY 17/18: On Target 96%</p>
<p>To assist citizens to become or remain economically stable and/or independent, 98 percent (147 of 150) of all eligible non-custodial parents currently in non-</p>	<p>Mid-Year FY 17/18: On Target 100%</p>

compliance with their child support order for court ordered participation will be referred to Project Re-Entry. (Adult Services, Child Support)	
To support training, learning, and the ongoing growth and development of staff, 95 percent (16 of 17) Child Support Agents will show increase in knowledge/ understanding of Child Support policy/ practices and customer service as measured by retrospective surveys following completion of training. (Adult Services, Child Support)	Mid-Year FY 17/18: On Target 100%
To administer services in accordance with Federal, State, and County laws and regulations, 95 percent (4,932 of 5,192) of all Modified Adjusted Gross Income (MAGI) applications will be processed timely (within 45 days) compared to the state's requirement to process 90 percent of all applications. (Family Support, Food & Nutrition Services)	Mid-Year FY 17/18: On Target 97%
To administer services in accordance with Federal, State, and County laws and regulations, 97 percent of all Food and Nutrition Service cases evaluated by local Quality & Training staff and state quality control monitors will be accurate compared to the current state accuracy rate of 95.02 percent (data as of April 2016). (Family Support, Program Integrity/Q&T)	Mid-Year FY 17/18: On Target 97%
Provide outreach and preventive services for vulnerable children and adults working to build strengths and mitigate risks through skill building, service coordination and advocacy, 98 percent (98 of 100) of children needing child care while involved with Child Protective Services will be provided with care. (Family Support, Day Care)	Mid-Year FY 17/18: On Target 100%
To maximize individual and family functioning through education, support, treatment, and access to needed resources, 100 percent (15 of 15) of children ages 3-5 years who enter Foster Care and who have not received any type of developmental screening to identify needs within the past 6 months will receive an initial Ages and Stages developmental screening within 30 days of the child being placed and remaining in a resource home. (Family N.E.T., Early Childhood Support Team)	Mid-Year FY 17/18: On Target 100%

PUBLIC HEALTH

DEPARTMENT DESCRIPTION



ADMINISTRATION

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

ENVIRONMENTAL HEALTH

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.

MATERNAL HEALTH

Catawba County Public Health (CCPH) aspires to ensure the highest quality and most efficient prenatal services to pregnant women by assuring early access to prenatal and postpartum medical care and support services through the Obstetric Care Management (OBCM) Program that aims to maximize healthy birth outcomes. CCPH, in partnership with Catawba Valley Medical Center (CVMC), assures comprehensive prenatal care is available to all pregnant women in Catawba County.

CHILD HEALTH

Catawba County Public Health (CCPH) seeks to ensure that children ages 0-18 have access to preventive and acute health care. Routine health care promotes physical, social, and emotional growth of children through the early detection, treatment and referral of health problems, illness prevention, and anticipatory guidance.

Care Coordination for Children (CC4C)

Catawba County Public Health seeks to ensure care management services are provided for all Medicaid-eligible children birth to five years of age 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/frequent users of services.

Early Childhood Support Team

The Early Childhood Support Team (ECST) nurse provides health promotion/health prevention to identified ECST Child Care Centers, the children enrolled, and their families as a member of a multi-agency, multi-disciplinary team, including health education for children, center staff and families, health consultation and staff development, assistance to families in locating and obtaining health resources, and identification and development of emergency action plans for children with chronic illnesses.

School Health

The School Health Program provides school site, direct health services, health education, consultation for faculty and staff, and health promotion/prevention for staff and students to promote maximum physical, social, emotional, and educational growth of children.

BIOTERRORISM PREPAREDNESS & RESPONSE

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

COMMUNITY & ADULT HEALTH

Catawba County Public Health Adult Health Programs provide patients with screening exams for early detection of breast, cervical, and communicable diseases, provide methods and strategies for the prevention of unplanned pregnancy and diseases, and focus on the promotion of health and wellness through education on healthier lifestyle choices.

WOMEN, INFANTS, & CHILDREN (WIC)

Women, Infants and Children (WIC) is a supplemental healthy food program funded by the United States Department of Agriculture (USDA) for infants and children up to age five, and pregnant, postpartum and breastfeeding women.

BUDGET HIGHLIGHTS

PUBLIC HEALTH

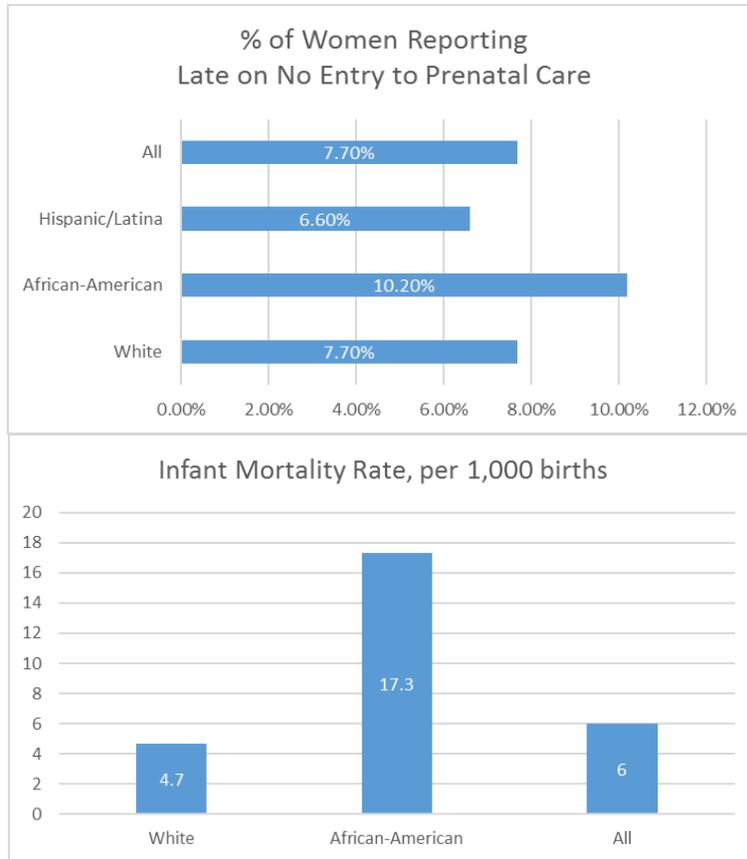
Organizations: 580050 - 580550

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Federal	\$44,342	\$40,965	\$60,965	\$60,965	48.8%
State	956,826	1,121,237	1,209,363	1,209,363	7.9%
Federal & State	1,532,479	1,479,513	1,475,017	1,475,017	-0.3%
Local	829,812	834,833	687,845	687,845	-17.6%
Charges & Fees	1,360,065	1,008,220	1,185,610	1,084,610	7.6%
Miscellaneous	60,708	46,700	34,220	34,220	-26.7%
From Hospital Reserve	500,000	500,000	500,000	500,000	0.0%
Special Contingency	0	150,000	300,000	300,000	100.0%
Fund Balance	0	41,650	385,478	167,180	301.4%
General Fund	2,747,480	3,046,641	3,409,803	3,371,606	10.7%
Total	\$8,031,711	\$8,269,759	\$9,248,301	\$8,890,806	7.5%
Expenses					
Personal Services	\$6,773,624	\$6,897,272	\$7,450,938	\$7,319,069	6.1%
Supplies & Operations	1,236,087	1,222,487	1,497,363	1,271,737	4.0%
Capital	22,000	0	0	0	0%
Special Contingency	0	150,000	300,000	300,000	100.0%
Total	\$8,031,711	\$8,269,759	\$9,248,301	\$8,890,806	7.5%
Expenses by Division					
Administration	\$958,018	\$1,061,567	\$1,428,591	\$1,253,591	18.1%
Home Health	0	0	0	0	0%
Environmental Health	990,538	1,055,028	1,366,968	1,265,066	19.9%
Maternal Health	525,673	505,227	578,131	591,459	17.1%
Laboratory	100,156	109,584	114,909	114,909	4.9%
Child Health	539,881	545,334	566,588	566,088	3.8%
School Nurse	1,686,279	1,759,435	1,750,941	1,750,941	-0.5%
Dental Health	10,377	10,710	10,100	10,100	-5.7%
Bioterrorism	67,551	63,148	75,860	75,860	20.1%
Healthy People/Carolinas	104,483	150,000	134,499	100,973	-32.7%
Clinical Services (fmr. Nurses/FP)	2,055,422	2,006,759	2,253,797	2,195,102	9.4%
WIC	993,335	1,002,967	967,917	966,717	-3.6%
Total	\$8,031,711	\$8,269,759	\$9,248,301	\$8,890,806	7.5%
Employees					
Permanent	100.50	101.50	106.50	104.50	3.0%
Hourly	2.60	1.00	0.80	1.00	0.0%
Total	103.10	102.50	107.30	105.50	2.9%

The budget is a \$621,047 (7.5 percent) increase from the prior year. The increase is partly due to the addition of staff in Environmental Health (2 FTE) and Maternal Health (1 FTE, grant funded). The two Environmental Health positions were added in April 2018. The budget also includes a \$150,000 increase to Special Contingency in anticipation of an increase in revenue received from cost settlement and grants.

PERFORMANCE MEASUREMENT

GOAL 1 – IMPROVE THE HEALTH AND WELLBEING OF WOMEN, INFANTS, CHILDREN, AND FAMILIES



The health and wellbeing of women, infants, and families is a cornerstone to community health. Creating healthy beginnings through promoting positive pregnancies, births, and early childhood experiences provides a strong foundation for young children to grow into healthy adults.

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
1. To ensure the health outcomes for children and youth served by the foster care program, CC4C case managers will ensure that 90% of children (ages 0-5) who are placed in Catawba County's custody are seen by their pediatrician within the recommended timeframes per Fostering Perspectives.	On Target 100%	New outcome in Fiscal Year 2017/18	
2. To facilitate access to quality nutrition services, 80% of clients served through OBCM and CC4C not already enrolled in WIC will be scheduled for WIC services.	New outcome in Fiscal Year 2018/19		

GOAL 2 – PROMOTE A CULTURE OF WELLNESS IN CATAWBA COUNTY BY SUPPORTING COMMUNITIES AND PARTNERSHIPS



Between 2009 and 2013, over half the deaths in Catawba County were related to diseases associated with preventable risk behaviors like tobacco use, poor diet, and physical inactivity. Prioritizing healthy eating, active living, and preventing chronic disease in our community creates an inclusive and cross-cutting platform for a diverse set of stakeholders, resources, and target populations with different needs, interests, and perspectives. Focusing on preventable risk factor behaviors like promoting healthy eating and active lifestyles can impact not only morbidity and mortality related to disease, but overall wellbeing and quality of life as well.

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
3. In collaboration with the LiveWell Early Childhood initiative, WIC will provide leadership to ensure that 75% of childcare centers identifying breastfeeding as a priority area will show growth in achieving best practices related to breastfeeding practices, policies, and environments.	New outcome in Fiscal Year 2018/19		
4. To facilitate access to community-based opportunities for physical activity, 85% of Women’s Preventive Health clinic patients will receive an Exercise is Medicine prescription and associated counseling.	New outcome in Fiscal Year 2018/19		
5. To provide leadership in creating and supporting healthy school environments, School Health will collaborate with schools, districts, and community volunteers to ensure that 75% of schools participating in the LiveWell Schools initiative show improvement in their Alliance for a Healthier Generation Healthy Schools Program score.	New outcome in Fiscal Year 2018/19		
6. To promote long-term positive health outcomes, 85% of tuberculosis patients that are identified as current tobacco users will receive appropriate evidence-based tobacco cessation counseling in coordination with treatment.	New outcome in Fiscal Year 2018/19		

GOAL 3 – STRENGTHEN CORE PUBLIC HEALTH FUNCTIONS TO PROTECT HEALTH AND ENSURE THE SAFETY OF THE COMMUNITY

A strong infrastructure is made up of people, programs, and policies that have the capacity to prevent public health emergencies; as well as mitigate and control the impact that communicable disease outbreaks, natural disasters, and other threats can have on the wellbeing of the community. With partners, Public Health works to ensure that staff are receiving training and diligently engaging in prevention-oriented work related to vaccinations, emergency preparedness, and responding to community needs related to communicable disease.

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
7. To promote a safe and healthy childcare environment, 90% of violations related to child health and safety identified during a childcare center's inspection will be referred to ECST nurses for appropriate technical assistance.	New outcome in Fiscal Year 2018/19		
8. To strengthen Public Health's preparedness response to emergencies and natural disasters, 85% of staff will complete appropriately identified shelter training.	New outcome in Fiscal Year 2018/19		
9. To provide excellent customer service, Environmental Health will complete initial permits of 85% of all new construction onsite well and septic permit applications within fifteen process days.	Not on Target 73%	Not Achieved 75% Appears to be mostly attributable to workload backlogs caused by above normal seasonal activity and a shift in the actual nature of the work performed overall.	Not Achieved 88.61%
10. To ensure compliance with NC immunization requirements and to continue efforts to prevent pertussis and other vaccine preventable diseases in our community, 85% of eligible seventh grade students will receive a Tdap booster and Meningococcal vaccine by the first day of school.	Achieved 87%	Achieved 97.5% Tdap 97.5% Mening.	Achieved 99% Tdap 98% Mening.

Public Health FY 2017/18 Outcomes Not Reported for FY 2018/19	
Catawba County Public Health will identify and successfully complete two Quality Improvement (QI) projects. (Administration)	Mid-Year FY 17/18: On Target One project completed and one in progress.
Catawba County Public Health will ensure programs, services, and staff meet the expectations of its internal and external customers by having 95 percent of surveyed customers report that they are "satisfied" or "highly satisfied" with Public Health services. (Administration)	Mid-Year FY 17/18: On Target 99%
Provide for the continued safety and health of Catawba County residents by conducting inspections on 100 percent of permitted	Mid-Year FY 17/18: On Target 100%

food service establishments and lodging establishments that are scheduled for an inspection. (Environmental Health)	
Environmental Health will respond to 98 percent of complaints related to possible violations of North Carolina Environmental Health statutes and rules within two business days after receiving the complaint. (Environmental Health)	Mid-Year FY 17/18: On Target 100%
Environmental Health staff will achieve an average Quality Improvement Program (QIP) evaluation of 95 percent for both field review and permit review components of the QIP. (Environmental Health)	Mid-Year FY 17/18: On Target 97.8%
All women identified as eligible will be offered OBCM services and 95 percent will be enrolled and receive OBCM services through a CCPH Care Manager. (Maternal Health)	Mid-Year FY 17/18: On Target 97%
Eighty percent of pregnant women residing in Catawba County who are receiving care management services through the Obstetric Care Management program will complete their postpartum exam. (Maternal Health)	Mid-Year FY 17/18: On Target 83%
Thirty-two percent of women who report smoking at the beginning of their pregnancy (through CVMC-MS care) will report complete smoking cessation at their postpartum visit. (Maternal Health)	Mid-Year FY 17/18: On Target 29%
Catawba County Public Health will offer and schedule vaccinations to 85 percent of 0-24 month old Women, Infants, and Children (WIC) clients who are out of compliance with immunization recommendations on the same day that they receive WIC services. (Child Health)	Mid-Year FY 17/18: On Target 84%
Seventy percent of pediatric providers in Catawba County will implement maternal depression screening at all newborn visits as recommended by the American Academy of Pediatrics. (Child Health)	Mid-Year FY 17/18: On Target 72%
School Nurses will screen 90 percent of all students appropriately identified with symptoms of mental, psychosocial, or emotional issues. (School Nurses)	Mid-Year FY 17/18: On Target 100%
Eighty-five percent of eligible seventh grade students will receive a Tdap booster and Meningococcal vaccine by the first day of school. (School Nurses)	Mid-Year FY 17/18: Achieved 87%
For students who are case managed, 60 percent will meet one or more of their individualized healthy behavior goals by June 30, 2018 as evaluated by the school nurse. (School Nurses)	Mid-Year FY 17/18: On Target

In alignment with the County's strategic plan, CCPH staff and partners will advocate for all three school districts to pass best practice open-use policies, and at least 50 percent of schools throughout the County will be formally implementing and promoting open use of school grounds by June 30, 2018. (School Nurses)	Mid-Year FY 17/18: On Target
All CCPH staff will participate in annual preparedness training and demonstrate a 90 percent competency score on the post test. (Bioterrorism)	Mid-Year FY 17/18: On Target Catawba County Public Health preparedness training coincides with CCPH "Day of Training" that occurs in May/June of each year and should be completed at that time in 2018.
Ninety percent of Catawba County Public Health employees will respond to quarterly call-down drills within four hours to demonstrate and ensure a Public Health ready-to-respond workforce. (Bioterrorism)	Mid-Year FY 17/18: On Target 85%
Catawba County Public Health will increase the number of African-American women who receive breast exam services through BCCCP to 25 percent of the total BCCCP client population. (Clinical Services)	Mid-Year FY 17/18: Not on Target 11%
Ninety-five percent of Adult Health Clinic patients diagnosed with a sexually transmitted disease will receive treatment within two weeks of diagnosis. (Clinical Services)	Mid-Year FY 17/18: On Target 99%
Eighty-five percent of all persons identified with latent TB will complete the recommended treatment. (Clinical Services)	Mid-Year FY 17/18: On Target 100%
In collaboration with Early Head Start and Head Start, Catawba County Public Health will increase the number of children participating in Early Head Start and Head Start who are enrolled in WIC by 35 percent. (WIC)	Mid-Year FY 17/18: On Target 63%
Of women who are enrolled in WIC prenatally and deliver at Catawba Valley Medical Center, 90 percent will be contacted by a Breastfeeding Peer Counselor within 3 days, post-partum. (WIC)	Mid-Year FY 17/18: On Target 97%
Sixty-five percent of WIC FMNP vouchers disbursed will be redeemed at local farmers' markets.	Mid-Year FY 17/18: Achieved 68%

OTHER HUMAN SERVICES

DEPARTMENT DESCRIPTION

Expenses associated with the Medical Examiner are housed in this section of the budget. Counties are required by statute to pay for Medical Examiner services and autopsy reports for County residents who die inside the County “if, in the opinion of the medical examiner investigating the case or of the Chief Medical Examiner, it is advisable and in the public interest that an autopsy or other study be made; or, if an autopsy or other study is requested by the district attorney of the county or by any superior court judge.” Deaths requiring an autopsy that occur outside a person’s county of residence are entirely the funding responsibility of the State.

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

- 130A-387 - For each investigation and prompt filing of the required report, the medical examiner shall receive a fee paid by the State. However, if the deceased is a resident of the county in which the death or fatal injury occurred, that county shall pay the fee. The fee shall be \$200.
- 130A-389 - A fee for the autopsy or other study shall be paid by the State. However, if the deceased is a resident of the county in which the death or fatal injury occurred, that county shall pay the fee. The fee shall be \$1,750.

BUDGET HIGHLIGHTS

OTHER HUMAN SERVICES

Organization: 510050

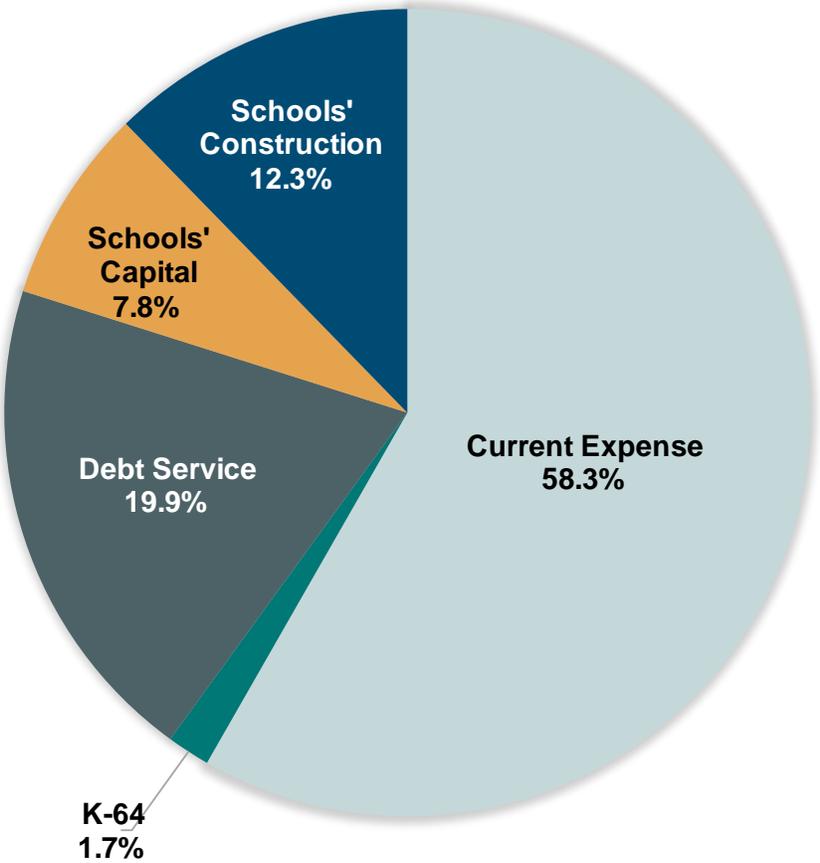
	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
General Fund	\$148,750	\$239,850	\$239,850	\$223,500	-6.8%
Total	\$148,750	\$239,850	\$239,850	\$223,500	-6.8%
Expenses					
Medical Examiner	\$148,750	\$239,850	\$239,850	\$223,500	-6.8%
Total	\$148,750	\$239,850	\$239,850	\$223,500	-6.8%

The budget decreases funding by 7 percent based on the projected cost of state-mandated Medical Examiner and autopsy fees.



EDUCATION

The County has budgeted \$75,811,382 or 31.8 percent of the total budget for education expense. This includes \$43,882,608 for current expenses for the three school districts and Catawba Valley Community College (CVCC), \$1,300,000 for the K-64 Initiative, and capital and construction expenses total \$15,153,774. The Debt Service amount for education is \$15,475,000. 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

Operational funding for public schools is the responsibility of the State, while funding for school construction, equipment, and debt are County responsibilities. Historically, State funding has not been sufficient to meet all needs so counties provide current expense funding to schools as well. Catawba County’s current expense funding assists the County’s three public school systems with operating needs, including both instructional programs and support services. The School Budget and Fiscal Control Act requires the County to fund each school system the same amount per pupil based on average daily membership figures certified by the State and based on the highest attendance figures of the first two out of three months of the school year. North Carolina General Statutes allow the Board of Commissioners to allocate current expense funding in a variety of ways. Catawba County has always provided a lump sum amount per pupil and left the decision how to spend with the school boards.

Like public schools, the State is responsible for funding community college operations, while counties are responsible for maintenance, capital, and general facility operations.

BUDGET HIGHLIGHTS

CURRENT EXPENSE

Organization: 710050

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
1st 1/2% Sales Tax	\$4,352,899	\$4,548,329	\$4,726,486	\$4,726,486	3.9%
1st 1/2% Sales Tax - Food	557,975	599,861	574,143	574,143	-4.3%
1/4 Cent Sales Tax	423,463	416,309	454,555	454,555	9.2%
Fines & Forfeitures	442,341	597,325	591,025	590,350	-1.2%
General Fund	35,903,144	37,853,692	39,929,711	38,837,074	2.6%
Total	\$41,679,822	\$44,015,516	\$46,275,920	\$45,182,608	2.7%
Expenses					
Catawba County					
County Funding	\$25,590,180	\$26,415,615	\$28,304,530	\$27,028,917	2.3%
Fines & Forfeitures	415,425	416,125	427,400	410,275	-1.4%
Subtotal	\$26,005,605	\$26,831,740	\$28,731,930	\$27,439,192	2.3%
Hickory City					
County Funding	\$6,603,520	\$6,724,119	\$6,578,115	\$6,830,109	1.6%
Fines & Forfeitures	107,200	105,925	103,625	103,675	-2.1%
Subtotal	\$6,710,720	\$6,830,044	\$6,681,740	\$6,933,784	1.5%
Newton-Conover					
County Funding	\$4,797,100	\$4,778,457	\$4,926,255	\$5,033,232	5.3%
Fines & Forfeitures	77,875	75,275	60,000	76,400	1.5%
Subtotal	\$4,874,975	\$4,853,732	\$4,986,255	\$5,109,632	5.3%
Catawba Valley Community College					
County Funding	\$4,021,404	\$4,200,000	\$4,575,995	\$4,400,000	4.8%
K-64 Funding	0	1,300,000	1,300,000	1,300,000	0.0%
Grand Total	\$40,851,797	\$44,015,516	\$46,275,920	\$45,182,608	2.7%

Pupil Allocation 2018/19

	Catawba	Hickory	Newton-Conover	Total
Per Pupil				
Average Daily Membership (ADM)	16,411	4,147	3,056	23,614
ADM Change from Fiscal Year 2017/18	(234)	(90)	45	(279)
Per Pupil Funding Increase	\$60	\$60	\$60	\$60
Funding Change	613,302	105,990	254,775	\$974,067
<i>% Change</i>	2.3%	1.6%	5.3%	2.6%
2018/19 County Base	\$1,467	\$1,467	\$1,467	\$1,467
2% Teacher Supplement	51	51	51	51
Technology	72	72	72	72
Available for Joint School Programs	57	57	57	57
County Per Pupil Total	1,647	1,647	1,647	1,647
Fines & Forfeitures	25	25	25	25
School Fund Balance	7	7	7	7
Total Per Pupil	\$1,679	\$1,679	\$1,679	\$1,679
Total				
2018/19 County Base	\$24,074,937	\$6,083,649	\$4,483,152	\$34,641,738
2% Teacher Supplement	836,961	211,497	155,856	1,204,314
Technology	1,181,592	298,584	220,032	1,700,208
Available for Joint School Programs	935,427	236,379	174,192	1,345,998
County Total	27,028,917	6,830,109	5,033,232	38,892,258
Fines & Forfeitures	410,275	103,675	76,400	590,350
School Fund Balance	114,877	29,029	21,392	165,298
<i>Total</i>	<i>\$27,554,069</i>	<i>\$6,962,813</i>	<i>\$5,131,024</i>	<i>\$39,647,906</i>

The budget includes increased current expense funding for public schools and CVCC of \$1,174,067. A \$60 per pupil increase is included for public schools in current expense funding resulting in a total increase of \$974,067 or 2.6 percent. The table at the top of the page shows the impact for each school system. Barring any major changes in funding for public schools by other counties, the increased funding is expected to maintain the County's ranking of 19th in total current expense funding and improves per pupil funding ranking from 54th to 50th.

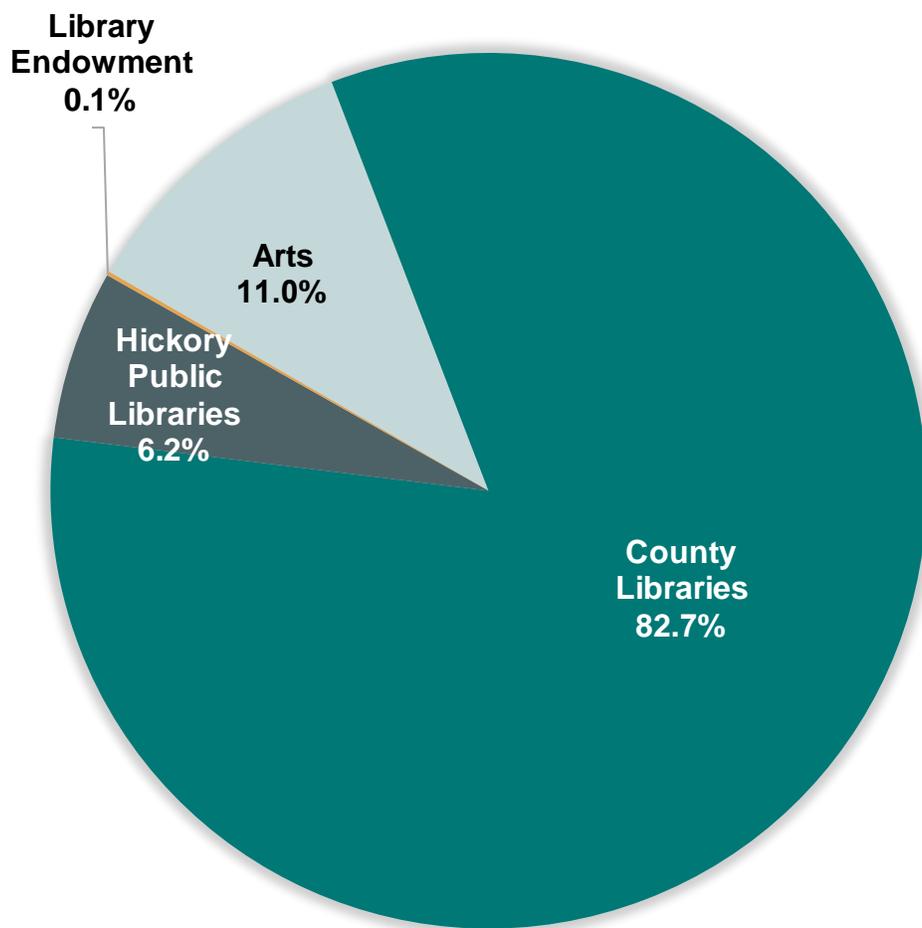
A \$200,000 or 4.8 percent increase is included for CVCC primarily driven by annualizing operating costs for the Workforce Solutions Center scheduled to open in August of 2018. The Fiscal Year 2017/18 budget included a \$178,596 increase primarily for the Workforce Solutions Center as well based on anticipated opening of spring 2018.

The budget also continues to provide \$1.3M for the K-64 Initiative.



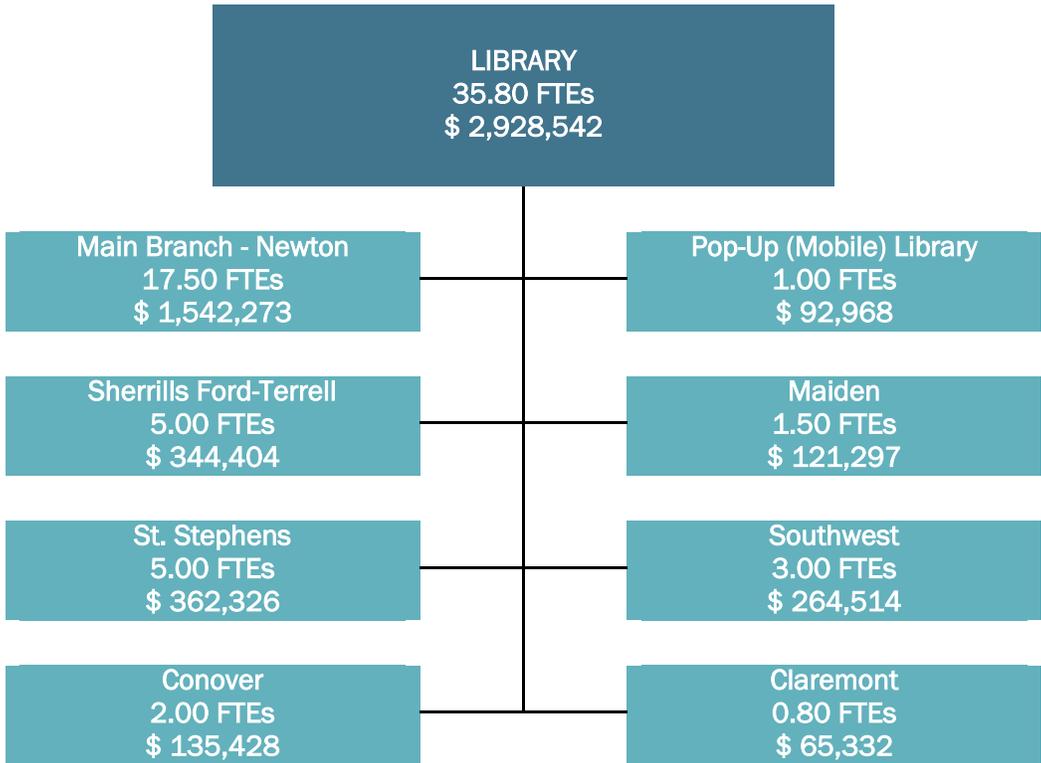
CULTURE

This function is composed of the County Library system, the Catawba County Historical Association, Catawba County Council for the Arts, Salt Block, Newton-Conover Auditorium, and Hickory Public Libraries. The Main Library is located in Newton with branch facilities in the Maiden, Sherrills Ford, St. Stephens, Mountain View, Conover, and Claremont areas, as well as a mobile library that operates Countywide. The County has budgeted \$3,542,903 or 1.5 percent of the total budget in support of the library system, culture, and the arts.



LIBRARY

DEPARTMENT DESCRIPTION



As the community’s place to connect, explore, and grow, Catawba County Library empowers lives and builds our community by bringing people, information, and ideas together. The Library works to inspire the joy of reading, life-long learning, cultural appreciation, creative thinking, and promote economic development and individual growth through comprehensive resources, a knowledgeable and responsive staff, innovative technologies, and welcoming facilities.

As a public gathering place organized around public service and the transfer of information and ideas, the library is a unique, neutral community space for social interaction and engagement, easily accessible, with distinct resources, and rich in content and experience. As such, it contributes to a healthy community where people come together in ways that level social inequities and promote community engagement and social connection.

BUDGET HIGHLIGHTS

LIBRARY

Reinventing Department

Organizations: 810050 - 810290

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Federal	\$0	\$3,000	\$0	\$64,433	2047.8%
State	194,820	149,504	154,169	154,169	3.1%
Local	73,302	58,659	65,397	65,397	11.5%
Charges & Fees	52,322	50,255	47,300	47,300	-5.9%
Miscellaneous	4,701	706	726	726	2.8%
From Self Insurance	12,241	0	0	0	0.0%
General Fund	2,406,690	2,515,379	2,712,254	2,596,517	3.2%
Total	\$2,744,076	\$2,777,503	\$2,979,846	\$2,928,542	5.4%
Expenses					
Personal Services	\$1,985,668	\$2,028,823	\$2,181,478	\$2,152,413	6.1%
Supplies & Operations	726,994	748,680	798,368	776,129	3.7%
Capital	31,415	0	0	0	0.0%
Total	\$2,744,076	\$2,777,503	\$2,979,846	\$2,928,542	5.4%
Expenses by Division					
Main	\$1,527,540	\$1,491,122	\$1,585,358	\$1,542,273	3.4%
Pop-Up Library	0	0	97,737	92,968	0.0%
Sherrills Ford - Terrell	305,941	323,895	344,404	344,404	6.3%
Maiden	116,130	125,424	121,297	121,297	-3.3%
St. Stephens	339,439	346,203	365,776	362,326	4.7%
Southwest	266,936	278,275	264,514	264,514	-4.9%
Conover	129,718	148,881	135,428	135,428	-9.0%
Claremont	58,373	63,703	65,332	65,332	2.6%
Total	\$2,744,076	\$2,777,503	\$2,979,846	\$2,928,542	5.4%
Employees					
Permanent	34.80	34.80	35.80	35.80	2.9%
Hourly	2.20	2.20	2.80	2.20	0.0%
Total	37.00	37.00	38.60	38.00	3%

Outcome Achievements				
Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2016/17	82	82	0	100%
2015/16	68	68	0	100%
2014/15	66	66	0	100%

The adopted budget reflects a \$151,039 (5.4 percent) increase over the prior year, largely attributed to the Pop-Up Library program which began in Fiscal Year 2017/18. This program is partially funded by a federal grant from the Institute of Museum and Library Services/Library

Services and Technology Act (LSTA), awarded by the state. The first year of funding, awarded in Fiscal Year 2017/18, was used to purchase the mobile library vehicle and some initial operating costs. The second year grant application has been submitted for Fiscal Year 2018/19 to fund operations, including a Senior Librarian (1 FTE) to serve as the outreach specialist for the Pop-up Library. The budget also includes additional funding for the Mobile Hotspot program that was started in June 2017 with grant funds. This program serves to complement the K-64 Chromebook Initiative, as students identified by teachers as needing internet access at home are given priority.

PERFORMANCE MEASUREMENT

EARLY LITERACY - Most of a child's brain development occurs in the first 2000 days of life. As a leader in early literacy efforts to ensure children start school ready to learn and positioned to excel, the library provides parents and caregivers resources, services, and programs to enhance early learning from day one.

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
<p>1. To ensure children start school ready to learn and positioned to excel and to promote caregiver engagement in early literacy learning, the library will provide highly interactive Every Child Ready to Read story programs and caregiver workshops in the library and community; with 85% of surveyed caregivers reporting that they have learned something new to share with their child, feel more confident to help their child learn, and will spend more time interacting with their child.</p>	<p>On Target</p> <ul style="list-style-type: none"> • 99% learned something new • 95% feel more confident helping children learn • 99% intend to spend more time interacting with their children • 95% are more aware of resources and services provided by the library. 	<p>Achieved</p> <ul style="list-style-type: none"> • 757 early literacy story times • 100% learned something new • 96% feel more confident helping children learn • 100% intend to spend more time interacting with their children • 100% are more aware of library resources and services. 	<p>Achieved</p> <ul style="list-style-type: none"> • 730 early literacy story times • 100% have a better understanding of early literacy concepts and how to practice them with their children, and that their children are exhibiting improved early literacy skills.
<p>2. To ensure that children in childcare settings have access to literature that enhances their early learning and reading; the library will provide quality reading materials to childcare centers through the Bookbagger program; with 85% of participating childcare teachers reporting that having library materials in the classroom improves their children's early learning experiences and increases the amount and quality of time spent reading books.</p>	<p>On Target</p> <p>7,600 early reading and learning materials provided to children in area childcare programs, with 100% of participating childcare teachers reporting positive impact from library materials in classroom</p>	<p>Achieved</p> <p>16,301 early reading and learning materials provided to children in area childcare programs, with 100% of participating childcare teachers reporting positive impact from library materials in classroom</p>	<p>Achieved</p> <p>14,710 early reading and learning materials provided to children in area childcare programs</p> <p>[no formal survey conducted]</p>
<p>3. To expose children to a greater variety of reading material and establish reading together as an important practice in the home, the library will implement a countywide early literacy initiative, "1000 Books Before Kindergarten"; with 85% of surveyed participants reporting that they read more often as a family or discovered new materials or resources.</p>	<p>On Target</p> <p>264 children registered to date</p>	<p>New outcome in Fiscal Year 2017/18</p>	

SUMMER LEARNING - High-quality summer learning programs have been shown to improve reading and math skills, school attachment, motivation, and relationships with adults and peers. The library plays a critical role in keeping kids of all ages safe and productively engaged during the summer months, providing equitable access to resources, programming, and learning opportunities that support excellence in education.

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
4. To expand citizens' access to information and ideas and promote continued engagement with reading and learning throughout the summer, the library will provide an incentive-based interactive summer reading program for Catawba County children, teens, and adults; with 85% of participants reporting they read more, enjoyed reading more, learned something new; or that their child read more often, is a more confident reader, or maintained or increased their reading skills.	Achieved <ul style="list-style-type: none"> Registered 1,453 children, 268 teens and 272 adults for the 2017 Summer Learning Program 154 youth summer learning programs 15 teen programs 16 adult programs 94% of participants reported learning something new and wanting to use the library more 92% reported reading more and enjoying it more. 	Achieved <ul style="list-style-type: none"> Registered 1,678 children and teens and 246 adults for the 2016 Summer Learning Program 111 youth summer learning programs for youth 11 adult programs 100% of participants reported reading more and enjoying it more. 	Achieved <ul style="list-style-type: none"> Registered 1,893 children and teens for the 2015 Summer Learning Program 152 youth and teen summer learning programs 100% of participants reported reading more and enjoying it more. <p>*There was not an adult summer reading program in 2015.</p>

SUPPORTING EDUCATION EXCELLENCE AND CAREER READINESS - The library plays a key role in fostering a world class education system by collaborating in the community and providing robust learning opportunities and resources that support educational attainment and contribute to the production of highly competent and well prepared students for the local and global economy.

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
5. To support Catawba County educational initiatives, including K64, the library will maintain responsive partnerships with Catawba County's three school systems and higher education institutions to support student learning through collaborative services and programming that provide robust learning opportunities as well as opportunities for children and young adults to explore and discover career paths; with 85% of participants reporting that the collaborative work enhances learning opportunities for students.	On Target 100% reporting enhanced learning	Achieved Each branch of the Catawba County Library system has enriched learning opportunities for students and worked to increase educational attainment through partnerships with local schools through various activities including field trips, teacher training, STEAM program and early literacy programming.	Achieved Each library completed a project plan for a collaborative project that enriches learning opportunities for the Catawba County educational community.
6. To enhance Catawba County students' interest and knowledge in science, technology, engineering, arts and math (STEAM) concepts, and contribute to the creation of a 21st century workforce of inquisitive problem solvers, learning and pushing innovation to the next level,	On Target 52 STEAM programs <ul style="list-style-type: none"> 100% of participating students increased knowledge and interest and are more engaged in learning. 	Achieved <ul style="list-style-type: none"> 137 STEAM programs 100% of participating students increased knowledge and interest and are 	Achieved <ul style="list-style-type: none"> 150 STEAM programs 100% of participating students indicated increased knowledge and interest and are

the library will provide engaging hands-on STEAM learning opportunities; with 85% of students reporting that they increased their knowledge and interest and are more engaged in learning.		more engaged in learning.	more engaged in learning.
7. To increase teen engagement and support personal growth, the library will host highly interactive learning programs and provide robust resources for learning and entertainment; with 85% of teens attending programs reporting that they learned something new or were introduced to new or interesting resources.	On Target • 26 learning programs and empowering resources for teens • 100% of participants learned something new or were introduced to new or interesting resources.	Achieved • 39 learning programs and empowering resources for teens. • 100% of participants learned something new or were introduced to new or interesting resources.	Achieved • 29 learning programs and empowering resources for teens • 100% of participants learned something new or were introduced to new or interesting resources.

BRIDGING THE DIGITAL DIVIDE - Digital literacy is a critical factor in supporting the overall growth of an economy and development of society. To become effective digital citizens, community members must have technology skills and equitable access to digital resources and broadband internet services.

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
8. To ensure technology access across the community and bridge the digital divide, and to support personal growth for citizens, the library will provide access to robust library resources, technology workshops, and one-on-one assistance; with 85 percent of participants reporting that they feel more knowledgeable or confident about using digital resources, and can apply what they've learned.	On Target • 7,914 technology related questions Answered • 49 digital literacy workshops conducted • 2,067 in-depth one-on-one assistance sessions provided • 100% reported more knowledgeable/confident	Achieved • 21,228 technology related questions Answered • 219 digital literacy workshops conducted • 2,809 in-depth one-on-one assistance sessions provided.	Achieved • 23,210 technology related questions Answered • 184 digital literacy workshops conducted • 3,318 in-depth one-on-one assistance sessions provided.

WORKFORCE DEVELOPMENT - The library serves as an important supplement to local and federal agencies focused on employment activities by providing open access to needed services in a setting that offers support to all members of the community.

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
9. To support personal growth, enhance job skills, and further career readiness for citizens, the library will provide access to robust library resources, career workshops, job skills training and one-on-one assistance; with 85 percent of participants reporting that they feel more knowledgeable or confident about the job search process and using what they've learned.	On Target • 46 career and job readiness training sessions provided • 427 empowering one-on-one assistance sessions • 929 job and career related questions answered. • NC Works partnership provides citizens access to in-depth one-on-one career counseling and guidance at the library. • 100%	Achieved • 9 career and job readiness training sessions provided • 833 empowering one-on-one assistance sessions • 3,764 job and career related questions answered. • NC Works partnership provides citizens access to in-depth one-on-one career counseling and guidance at the library.	Achieved • 35 career and job readiness training sessions provided • 4,309 job and career related questions answered. • NC Works partnership provides citizens access to in-depth one-on-one career counseling and guidance at the library.

	reported more knowledgeable/confident		
10. To foster local efforts to revitalize Catawba County, further career readiness, and support the entrepreneurial and small business community, the library will collaborate with the CVCC Small Business Center and/or other entrepreneurial community agencies to host seminars that support entrepreneurial or innovative business ideas; with 85 percent of participants reporting that they are more knowledgeable or confident with establishing or enhancing their business or business skills, developed an interest in entrepreneurial activities, or discovered library resources that support their business information needs.	On Target Partnered with CVCC Small Business Center to conduct 3 workshops to support the entrepreneurial and small business community • 100% reported more knowledgeable/confident	Achieved Partnered with CVCC Small Business Center to conduct 4 workshops to support the entrepreneurial and small business community.	Achieved Partnered with CVCC Small Business Center to conduct two workshops to support the entrepreneurial and small business community.

LIFELONG LEARNING - The library is a source for high-quality free lifelong learning programs that support personal growth for diverse community populations.

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
11. To support personal growth and enhance learning, cultural understanding, adult literacy, life skills language skills, and to contribute to a healthy and safe community for diverse populations, the library will provide access to free culturally and intellectually diverse life-long learning opportunities; with 85 percent of adults who participate in library programs or check out materials reporting they learned something that is new or helpful, feel more confident, intend to apply what they have learned, or are more aware of library and community resources and services.	On Target • 170 adult lifelong learning programs provided • 86 exhibits offered to highlight diverse and interesting materials • 99% reported more knowledgeable/confident	Achieved • 496 adult lifelong learning programs provided • 86 exhibits offered to highlight diverse and interesting materials.	Achieved • 481 adult lifelong learning programs adults • 86 exhibits offered to highlight diverse and interesting materials.
12. To help Catawba County seniors maintain cognitive health, establish social networks, remain active, and enhance lifelong learning, the library will offer senior-focused library programs; with 85 percent of participants reporting that attending programs and/or using library materials enhanced their quality of life.	On Target 12 senior-focused outreach and learning programs conducted in collaboration with local senior care facilities • 100% reported enhanced quality of life	Achieved 16 senior-focused outreach and learning programs conducted in collaboration with local senior care facilities.	Achieved 19 senior-focused outreach and learning programs conducted in collaboration with local senior care facilities.
13. To support personal growth and to contribute to building a healthy community, the library will partner with	On Target • 1,644 pounds of produce produced,	Achieved • 1,000 pounds of produce produced,	Achieved • 1,005 pounds of produce produced,

<p>NC Cooperative Extension to provide opportunities for community members to learn about gardening and to produce healthy foods that are shared with local people in need of nutritious meals; with 85 percent of participants reporting they increased their physical activity, learned how to start or improve their gardening skills, or enjoyed a healthier lifestyle.</p>	<p>harvested, and donated to local food banks to share with community members in need of meals by Library Community Garden program and volunteer efforts</p> <ul style="list-style-type: none"> • 12 Advanced Gardener programs supporting the Farm and Food Sustainability Plan hosted • 100% reported healthier lifestyle 	<p>harvested, and donated to local food banks to share with community members in need of meals by Library Community Garden program and volunteer efforts,</p> <ul style="list-style-type: none"> • 22 garden programs hosted supporting the Farm and Food Sustainability Plan. 	<p>harvested, and donated to local food banks to share with community members in need of meals by Library Community Garden program and volunteer efforts,</p> <ul style="list-style-type: none"> • 22 garden programs hosted supporting the Farm and Food Sustainability Plan.
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COMMUNITY CENTER OF EXCELLENCE: ENGAGING OUR COMMUNITY - As a community center of excellence, and as Catawba County's place to connect, explore and grow; the library empowers lives and builds community by bringing people, information and ideas together. The library fuels citizens' passion for reading, personal growth, and building community by facilitating relevant and inspiring collections, services, and connections that meet the community's evolving needs and expectations, ensuring equal access to underserved populations.

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
<p>14. To build community presence and raise awareness of the library's essential role in early literacy, lifelong learning, and economic revitalization, the library will engage the community, highlighting resources and programs through consistently focused efforts including monthly newsletters, regular newspaper and other media coverage, web site promotion, social networking, targeted email, and community outreach; with 90 percent of annual survey respondents designating the library as an important cultural and educational resource contributing to quality of life in Catawba County, and as an ideal place to live and raise a family.</p>	<p>On Target</p> <ul style="list-style-type: none"> • 45 outreach presentations to community groups, events, and forums • 133 community partners collaborated with to achieve shared goals • Survey results pending 	<p>Achieved</p> <ul style="list-style-type: none"> • 58 outreach presentations to community groups, events, and forums • 127 community partners collaborated with to achieve shared goals. 	<p>Achieved</p> <ul style="list-style-type: none"> • 61 outreach presentations to community groups, events, and forums • 133 community partners collaborated with to achieve shared goals.
<p>15. To actively participate in addressing the critical challenges facing our community and to align library services in support of community goals that enhance citizens' quality of life, the library will actively seek to collaborate to share information, resources, and programming opportunities with community stakeholders; with 85% of surveyed participants and partners reporting an increased community connection and capacity to achieve their goals.</p>	<p>On Target</p> <p>Survey results pending</p>	<p>New outcome in Fiscal Year 2017/18</p>	

OTHER CULTURAL

Funding for community arts and cultural agencies is included in this organization.

BUDGET HIGHLIGHTS

OTHER CULTURE

Organizations: 820050 - 820100

	2016/17 Current	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Miscellaneous	\$1,442	\$0	\$0	\$0	0%
General Fund	649,380	598,364	620,361	609,361	1.8%
Total	\$650,822	\$598,364	\$620,361	\$609,361	1.8%
Expenses					
Historical Association	\$125,000	\$125,000	\$130,000	\$130,000	4.0%
Newton-Conover Auditorium	\$15,500	\$13,000	\$13,000	\$12,000	-7.7%
Hickory Public Libraries	\$219,000	\$217,808	\$220,902	\$220,902	1.4%
Salt Block Foundation	\$100,000	\$87,500	\$100,000	\$90,000	2.9%
United Arts Council	\$155,830	\$155,056	\$156,459	\$156,459	0.9%
Other Expenses	\$35,492	0	\$0	\$0	0%
Total	\$650,822	\$598,364	\$620,361	\$609,361	1.8%

The budget maintains current year funding levels for the United Arts Council of Catawba County at \$1 per capita (\$156,459) and adds \$5,000 in one-time funding to the Catawba County Historical Association. The budget continues to fund Hickory Public Libraries so that County residents living outside the city limits of Hickory can use Patrick Beaver and Ridgeview Libraries free of charge. The budget includes \$90,000 for the SALT Block Foundation (based on \$.30 per attendee to the facility). Similarly, \$12,000 is included for the Newton-Conover Auditorium Authority based on \$9,000 to support access for public school students plus \$.30 per general attendee.



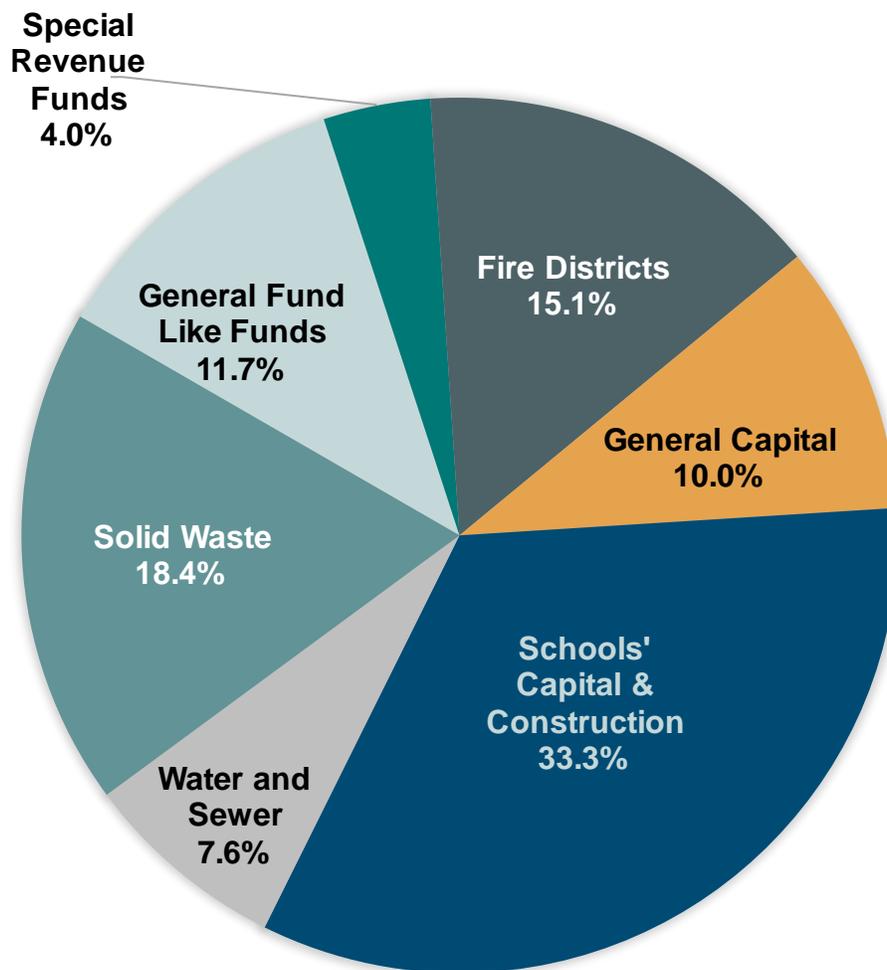
catawba county

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OTHER FUNDS INFORMATION

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

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

BUDGET HIGHLIGHTS

SELF-INSURANCE FUND

Fund 115

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Charges & Fees	\$17,644	\$18,000	\$19,000	\$19,000	5.6%
Interest on Investments	4,596	0	0	0	0%
Insurance Settlements	199,240	0	0	0	0%
Employee Dental Contribution	276,889	306,500	300,000	300,000	-2.1%
Emp/Retiree Health Contribution	1,574,313	1,750,000	2,000,000	2,000,000	14.3%
Health Co-Pay	31,900	28,000	0	0	0%
S/T Disability Premiums	77,241	75,000	75,000	75,000	0.0%
Indirect Cost	235,000	253,000	363,100	268,100	6.0%
Special Contingency	0	150,000	150,000	150,000	0.0%
Fund Balance	0	200,000	160,000	225,600	12.8%
General Fund	2,421,500	1,810,600	1,940,304	1,874,704	3.5%
Total	\$4,838,324	\$4,591,100	\$5,007,404	\$4,912,404	7.0%
Expenses					
Contractual Services	305,681	322,000	379,100	284,100	-11.8%
Professional Services	34,510	41,000	40,000	40,000	-2.4%
County EAP	26,825	27,500	27,500	27,500	0.0%
Employee Dental Claims	254,131	306,500	300,000	300,000	-2.1%
Employee/Retiree Health Claims	2,641,235	1,805,000	2,060,000	2,060,000	14.1%
IBNR	(495,975)	50,000	150,000	150,000	200.0%
Property & General Liability Claims	24,727	150,000	150,000	150,000	0.0%
Property & General Liability Premiums	510,829	575,000	522,000	522,000	-9.2%
Retiree Group Health	211,949	263,000	299,604	299,604	13.9%
Self Ins. Collision & Comprehensive	3,054	10,000	10,000	10,000	0.0%
Special Contingency	0	150,000	150,000	150,000	0.0%
S/T Disability Payments	97,411	75,000	75,000	75,000	0.0%
Taxes & Fees	6,519	3,900	3,600	3,600	-7.7%
Supplies & Operations	34,924	37,200	65,600	65,600	76.3%
To General Fund	68,495	0	0	0	0%
Unemployment Insurance	21,681	150,000	125,000	125,000	-16.7%
Workers Compensation Claims	423,119	450,000	450,000	450,000	0.0%
Workers Compensation Premiums	157,143	175,000	200,000	200,000	14.3%
Total	\$4,326,258	\$4,591,100	\$5,007,404	\$4,912,404	7.0%
Expenses by Division					
Wellness	\$269,559	\$281,300	\$407,700	\$312,700	11.2%
Employee Insurance	2,826,605	2,626,900	2,955,704	\$2,955,704	12.5%
Liability	646,334	1,054,000	989,000	\$989,000	-6.2%
Workers Compensation	583,760	629,000	655,000	\$655,000	4.1%
Total	\$4,326,258	\$4,591,200	\$5,007,404	\$4,912,404	7.0%

The budget increase is primarily driven by increased expense for employee/retiree health claims. The increase is partially offset by decreases in property and liability insurance due to having to pay for builder's risk in advance for the upcoming jail expansion and continued positive experience with unemployment insurance.

REAPPRAISAL FUND

As required by North Carolina General Statute 105-286, Catawba County must conduct a reappraisal of all real property in accordance with the provisions of General Statutes 105-283 and 105-317. This must be completed by January 1st of the prescribed year and at least every eighth year thereafter. Catawba County is on a four-year revaluation cycle, with the next revaluation scheduled to go into effect in 2019.

BUDGET HIGHLIGHTS

REAPPRAISAL FUND					Fund 140
	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Investment Earnings	\$1,322	\$0	\$0	\$0	0%
Fund Balance	0	63,594	69,284	69,284	8.9%
General Fund	396,671	400,000	442,939	417,432	4.4%
Total	\$397,993	\$463,594	\$512,223	\$486,716	5.0%
Expenses					
Personal Services	\$374,039	\$384,564	\$400,208	\$400,208	4.1%
Supplies & Operations	23,954	79,030	86,508	86,508	9.5%
Capital	0	0	25,500	0	0%
Total	\$397,993	\$463,594	\$512,216	\$486,716	5.0%
Employees					
Permanent	6.00	6.00	6.00	6.00	0.0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	6.00	6.00	6.00	6.00	0.0%

The budget for the Reappraisal Fund fluctuates annually based on the current stage of the four-year property tax revaluation cycle. The net increase for Fiscal Year 2018/19 is largely due to additional printing and postage expenses incurred as part of the 2019 revaluation process. Cyclical expenses are commonly funded with fund balance.

PERFORMANCE MEASUREMENT

REAPPRAISAL FUND

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
<p>1. Complete 100% of all final activities for 2019 Countywide Revaluation per the Revaluation Planning Calendar. The following activities are to be accomplished:</p> <ul style="list-style-type: none"> a. Finalize Schedule of Values by July, 2018. b. Completion of final residential and commercial/industrial review by October 15, 2018. c. Mail new valuation notices to property owners by November 30, 2018. d. Hold informal hearings by property owners before staff appraisers from early December, 2018 through March, 2019. e. Conduct Board of Equalization and Review hearings from April, 2019 through June, 2019. 			New outcome in Fiscal Year 2018/19
<p>2. Meet approved timeline for adoption of the 2019 Schedule of Values. This will be accomplished by:</p> <ul style="list-style-type: none"> a. Formal presentation to Commissioners of 2019 Schedule of Values by September 4, 2018. b. Hold public hearing of Schedule of Values by October 1, 2018. c. Formal adoption by Commissioners by October 15, 2018. 			New outcome in Fiscal Year 2018/19
<p>3. Inform and educate the public regarding the remaining phases of the 2019 Revaluation by issuing press releases and holding public presentations to include the presentation, inspection, and adoption of the Schedule of Values and the appeal process.</p>			New outcome in Fiscal Year 2018/19

Reappraisal FY 2017/18 Outcomes Not Reported for FY 2018/19			
<p>Maintain an accurate sales history file of all valid market transactions within the County. This is to be accomplished on a monthly basis by:</p> <ul style="list-style-type: none"> a. Mailing Sales Verification Questionnaires to all grantees of property. b. Evaluation of returned questionnaires to determine valid arm's length market transactions. 		Mid-Year FY17/18: On Target	

<p>c. Valid sales to be used in Comparative Sales (Market) approach to determine 2019 values.</p>	
<p>In preparation for a 2019 Countywide Revaluation, the following activities are to be accomplished:</p> <ul style="list-style-type: none"> a. Complete 100 percent of all land pricing for the 2019 Revaluation by September 1, 2017, per the Revaluation Planning Calendar. b. Work with outside vendor to develop market modeling coefficients used in determining Residential Market Values by September 1, 2017. c. Initiate the Final Review Phase for the 2019 Revaluation by September 1, 2017, per the Revaluation Planning Calendar. 	<p>Achieved</p>

The Reappraisal Fund’s outcomes have been changed to reflect the activities that will be conducted in Fiscal Year 2018/19 during 2019 Revaluation.

REGISTER OF DEEDS AUTOMATION & PRESERVATION FUND

In 2002, 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 is recorded in the Register of Deeds cost center in the General Fund.

BUDGET HIGHLIGHTS

REGISTER OF DEEDS AUTOMATION & PRESERVATION FUND

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Fund 160 Percent Change
Revenues					
Miscellaneous	83,534	82,880	79,000	79,000	-4.7%
Fund Balance Applied	33,675	0	0	0	0%
Total	\$117,209	\$82,880	\$79,000	\$79,000	-4.7%
Expenses					
Contractual Services	\$0	\$82,880	\$79,000	\$79,000	-4.7%
Supplies & Operations	117,209	0	0	0	0%
Total	\$117,209	\$82,880	\$79,000	\$79,000	-4.7%

Since revenues for Uncertified Copies and Notary Fees decreased in the General Fund, the amount in the Automation & Preservation fund decreased by \$3,880 (4.7 percent).

EMERGENCY TELEPHONE SYSTEM FUND

A portion of the funding for the E-911 Communications Center comes from a statewide E-911 60-cent surcharge placed on all landlines and wireless phones. The Emergency Telephone Fund is used to account for the 911 revenue distributed to the County annually by the NC 911 Board. These funds can only be used for specific 911-related purposes.

BUDGET HIGHLIGHTS

EMERGENCY TELEPHONE SYSTEM FUND

Fund 202

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenue					
911 Reimbursement	\$494,800	\$507,559	\$699,006	\$699,006	37.7%
Interest	2,936	0	0	0	0%
From General Fund	968	0	0	0	0%
Secondary PSAP 911-Hickory	107,011	69,047	171,950	198,926	188.1%
Secondary PSAP 911-Newton	21,944	12,816	32,532	37,373	191.6%
Backup 911 Center-Hky	94,271	0	0	0	0%
Fund Balance Appropriated	963,022	52,610	0	0	0%
Total	\$1,684,952	\$642,032	\$903,488	\$935,305	45.7%
Expenses					
Personal Services	\$126,409	\$124,589	\$124,034	\$124,034	-0.4%
Supplies & Operations	798,707	467,443	706,232	738,048	57.9%
Capital	759,836	0	0	0	0%
Contingency	0	50,000	73,222	73,222	46.4%
Total	\$1,684,952	\$642,032	\$903,488	\$935,304	45.7%
Expenses by Division					
Emergency Telephone System	\$1,558,542	\$517,443	\$779,454	\$811,271	56.8%
Wireless 911 Charges	27,406	26,671	28,150	28,150	5.5%
911 Addressing	99,002	97,466	95,884	95,884	-1.6%
Total	\$1,684,951	\$641,580	\$903,488	\$935,305	45.8%
Employees					
Permanent	1.85	1.85	1.85	1.85	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	1.85	1.85	1.85	1.85	0.0%

The budget increased (\$293,275) due to additional Public Safety Answering Point (PSAP) funding from the State driven by expense increases in recent years for the Justice Public Safety Center and establishing a 911 back-up center. The State's funding model is based on a 5-year rolling average of expenditures. The increased funding will be used towards various planned upgrades and maintenance as well as additional training.

FEDERALLY SEIZED FUNDS

Expenditures in this fund are funded by revenues received through the Federal Asset Sharing and Forfeiture Program as a result of Federal level narcotics investigations. Use of the funds is restricted to law enforcement purposes to enhance the investigation and prevention of drug related crime.

BUDGET HIGHLIGHTS

FEDERALLY SEIZED PROPERTIES AND MONIES FUNDS					Fund 205
	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Drug Reimbursement	\$21,081	\$0	\$0	\$0	0%
Sale of Properties	0	0	0	0	0%
Interest on Investments	61	0	0	0	0%
Miscellaneous	0	0	0	0	0%
Fund Balance	0	10,000	10,000	10,000	0.0%
Total	\$21,142	\$10,000	\$10,000	\$10,000	0.0%
Expenses					
Supplies & Operations	\$9,668	\$10,000	\$10,000	\$10,000	0.0%
Capital	0	0	0	0	0%
Drug Prevention Contingency	0	0	0	0	0%
Total	\$9,668	\$10,000	\$10,000	\$10,000	0.0%

Restricted revenue received is reserved in the fund and budgeted to support narcotics investigations.

STATE UNAUTHORIZED SUBSTANCE ABUSE FUND

Per the Department of State Treasurer's 2010-38 guidance, funds collected from the controlled substance tax should be treated in a manner similar to the Federal Asset Forfeiture funds (restricted and used exclusively to enhance the ability of law enforcement agencies to deter and investigate crimes, especially drug offenses). As a result, these funds (previously in the General Fund) are now budgeted in a separate State Unauthorized Substance Abuse Fund (USUB) designated as restricted revenue for Sheriff's Office use only.

BUDGET HIGHLIGHTS

STATE UNAUTHORIZED SUBSTANCE ABUSE FUND					Fund 206
	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Drug Reimbursement	\$56,132	\$0	\$0	\$0	0%
Interest	53	0	0	0	0%
From General Fund	31,508	23,654	0	0	0%
Fund Balance Appropriated	0	6,346	70,000	70,000	1003.1%
Total	\$87,693	\$30,000	\$70,000	\$70,000	133.3%
Expenses					
Miscellaneous	\$24,153	\$30,000	\$70,000	\$70,000	133.3%
Total	\$24,153	\$30,000	\$70,000	\$70,000	133.3%

Restricted revenue received is reserved in the fund and budgeted to support narcotics investigations.

GENERAL CAPITAL PROJECTS RESERVE

BUDGET HIGHLIGHTS

GENERAL CAPITAL RESERVE FUND

Fund 225

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Investment Earnings	\$297	\$5,000	\$0	\$0	0%
Fund Balance	0	0	406,805	406,805	0%
General Fund	57,920	(5,000)	0	0	0%
Total	\$58,217	\$0	\$406,805	\$406,805	0%
Expenses					
To General Fund	\$58,217	\$0	\$0	\$0	0%
To General Capital Projects	0	0	406,805	406,805	0%
Total	\$58,217	\$0	\$406,805	\$406,805	0%

The budget transfers ¼ cent sales tax revenue previously reserved for economic development to General Capital Projects to be used toward the County's portion of developing the Trivium Corporate Center (formerly Park 1764) in cooperation with the City of Hickory.

HOSPITAL RESERVE FUND

The Hospital maintains a balance with the County, in the Hospital Capital Reserve Fund. This Fund is intended to be used to finance and construct major Hospital capital projects, if needed, and the school nurse program at Public Health. Catawba Valley Medical Center is a public non-profit hospital and an entity or component unit of Catawba County Government. The County owns the assets but the Hospital is not a line department of the County and therefore is not included in the County budget. The Hospital is authorized to operate as an enterprise fund.

BUDGET HIGHLIGHTS

HOSPITAL RESERVE FUND					Fund 235
	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Interest on Investments	\$3,556	\$50,000	\$5,000	\$5,000	100%
From Hospital Constr.	24,433	0	0	0	0%
Fund Balance Applied	472,012	450,000	495,000	495,000	10%
Total	\$500,000	\$500,000	\$500,000	\$500,000	100%
Expenses					
General Fund	\$500,000	\$500,000	\$500,000	\$500,000	100%
Total	\$500,000	\$500,000	\$500,000	\$500,000	100%

The budget continues to transfer \$500,000 of the reserve to the General Fund in support of the school nurse initiative. The Hospital has been a vital partner in the school nurse initiative, providing \$500,000 annually toward the effort to place school nurses in schools throughout the county's three public school systems. Recognizing the link between health and academic achievement, the hospital doubled its investment in the school nurse program in Fiscal Year 2015/16. In so doing, it freed \$250,000 in County funding to address a deficit in Public Health and \$250,000 (\$10 per pupil) in state money for schools to address other school pressures.

RESCUE SQUADS FUND

BUDGET HIGHLIGHTS

RESCUE SQUADS FUND

Fund 240

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Interest on Investments	\$508	\$0	\$0	\$0	0%
Prior Year Ad Valorem	1,067,200	994,609	994,609	826,183	-16.9%
Fund Balance	28,117	0	0	0	0%
Total	\$1,095,825	\$994,609	\$994,609	\$826,183	-16.9%
Expenses					
Property & General Liability	\$95,640	\$113,000	\$115,000	\$115,000	1.8%
Accounting Services	13,825	14,000	14,000	14,000	0.0%
Medical 1st Response	365,710	0	0	0	0%
Rescue Squads Equipment Reserve	0	26,184	60,184	60,184	129.9%
Southwestern Service Area	0	0	0	144,857	0%
Catawba Operating	85,000	148,997	149,000	149,000	0.0%
Catawba Capital	70,000	0	36,000	36,000	0%
Claremont Operating	95,000	168,140	168,142	168,142	0.0%
Claremont Capital	36,000	0	0	0	0%
Hickory Operating	112,650	144,864	144,857	0	0%
Hickory Capital	0	0	0	0	0%
Maiden Operating	75,000	138,998	139,000	139,000	0.0%
Maiden Capital	0	36,000	0	0	0%
Newton-Conover Operating	77,000	168,426	168,426	0	0%
Newton-Conover Capital	70,000	36,000	0	0	0%
Sherrills Ford Operating	0	0	0	0	0.00%
Total	\$1,095,825	\$994,609	\$994,609	\$826,183	-16.9%

The Rescue Squads’ budget for Fiscal Year 2018/19 represents a \$168,426 decrease from the prior year. The County terminated its service contracts with Hickory Rescue and Newton-Conover Rescue. Services provided by these squads will be assumed by surrounding districts. Catawba Rescue Squad’s capital expense increased to \$36,000, per the Capital Replacement Schedule.

BACKGROUND

Rescue Squads, unlike Fire Protection Service Districts, are not legally eligible to levy specific tax rates and therefore rely on the County for annual funding appropriations. Catawba County contracts with three Rescue Squads and some volunteer fire districts within the County to provide Medical First Response and Rescue Services to its citizens and visitors.

Rescue Squads provide Medical First Response, which is classified as a Basic Life Support service, while the County’s EMS provides Advanced Life Support services. Together, these organizations collaborate to keep citizens safe. Rescue Squads are contracted to provide an average emergency response time to medical calls of 6 minutes or less.

Rescue Services include: Vehicle Extrication, Swift Water Rescue, Confined Space Rescue, High Angle Rescue, Trench Rescue, Structural Collapse and Dive Rescue. Claremont Rescue is contracted to provide Heavy Rescue Services and the remaining two Rescue Squads (Catawba and Maiden) are contracted to provide Light Rescue Services.

LIBRARY ENDOWMENT FUND

BUDGET HIGHLIGHTS

LIBRARY ENDOWMENT FUND

Fund 250

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
NC Community Foundation	\$2,523	\$0	\$5,000	\$5,000	0%
Investment Earnings	161	2,000	0	0	0%
Fund Balance	(2,000)	(2,000)	0	0	0%
Total	\$684	\$0	\$5,000	\$5,000	0%
Expenses					
Supplies & Operations	\$12,478	\$0	\$5,000	\$5,000	0%
Total	\$12,478	\$0	\$5,000	\$5,000	0%

The Library Endowment was established in 2016 with the NC Community Foundation.

The Library Endowment Fund increased \$5,000 to allow the Library to receive donations and send receipts to the NC Community Foundation to build the endowment.

GRETCHEN PEED SCHOLARSHIP FUND

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 principal. The principal 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.

BUDGET HIGHLIGHTS

GRETCHEN PEED SCHOLARSHIP FUND

Fund 260

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Donations	\$1,000	\$1,500	\$1,500	\$1,500	0%
Interest Earnings	48	0	0	0	0%
Fund Balance Applied	(1,048)	0	0	0	0%
Total	\$0	\$1,500	\$1,500	\$1,500	0%
Expenses					
Donations	\$0	\$1,500	\$1,500	\$1,500	0%
Total	\$0	\$1,500	\$1,500	\$1,500	0%

PARKS/HISTORIC PRESERVATION TRUST FUND

BUDGET HIGHLIGHTS

PARKS/HISTORIC PRESERVATION TRUST FUND

Fund 270

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Miscellaneous	\$221	\$0	\$0	\$0	0%
Charges & Fees	4,000	0	0	0	0%
Special Contingency	0	5,000	5,000	5,000	0%
Fund Balance	0	0	0	5,500	0%
Total	\$4,221	\$5,000	\$5,000	\$10,500	110%
Expenses					
Supplies & Operations	\$0	\$0	\$0	\$5,500	0%
Special Contingency	0	5,000	5,000	5,000	0%
Total	\$0	\$5,000	\$5,000	\$10,500	110%

The \$5,500 increase to the Parks/Historic Preservation Trust Fund is to fund a required match for Foothills Conservancy's grant application to the NC Clean Water Management Trust Fund for the preparation of a waterways conservation plan.

COMMUNITY DEVELOPMENT FUND

The Community Development Fund is used to account for funds for Community Development Block Grant (CDBG) Urgent Repair and Scattered Site programs that are awarded during the fiscal year. Upon award, they are taken to the Board of Commissioners for approval and a revision to the budget.

The CDBG program is administered on behalf of Catawba County in agreement with the Western Piedmont Council of Governments. Qualifying households are provided assistance through grant funding for energy efficiency improvements, minor structural repairs, and rehabilitation.

BUDGET HIGHLIGHTS

COMMUNITY DEVELOPMENT FUND

Fund 280

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Federal	\$0	\$0	\$0	\$0	0%
Interest on Investments	468	0	0	0	0%
State	74,299	140,525	0	0	0%
Fund Balance	(15,903)	0	0	0	0%
Total	\$58,864	\$140,525	\$0	\$0	0%
Expenses					
Supplies & Operations	58,864	0	0	0	0%
Total	\$58,864	\$0	\$0	\$0	0%

FIRE PROTECTION SERVICE DISTRICTS

BUDGET HIGHLIGHTS

MOUNTAIN VIEW FIRE PROTECTION SERVICE DISTRICT

Fund 352

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Tax Rate	0.0750	0.0750	0.0750	0.0750	0.0%
Property Tax	\$552,807	\$545,204	\$554,534	\$554,534	1.7%
Interest on Investments	247	0	0	0	0%
Fund Balance	(14,064)	32,239	0	0	0%
Total	\$538,990	\$577,443	\$554,534	\$554,534	-4.0%
Expenses					
Fire Protection	\$538,990	\$577,443	\$554,534	\$554,534	-4.0%
Total	\$538,990	\$577,443	\$554,534	\$554,534	-4.0%

PROPST FIRE PROTECTION SERVICE DISTRICT

Fund 353

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Tax Rate	0.0620	0.0620	0.0620	0.0620	0.0%
Property Tax	\$216,033	\$207,047	\$213,549	\$213,549	3.1%
Interest on Investments	130	0	0	0	0%
Fund Balance	(10,538)	0	0	0	0%
Total	\$205,625	\$207,047	\$213,549	\$213,549	3.1%
Expenses					
Fire Protection	\$205,625	\$207,047	\$213,549	\$213,549	3.1%
Total	\$205,625	\$207,047	\$213,549	\$213,549	3.1%

ST. STEPHENS FIRE PROTECTION SERVICE DISTRICT

Fund 354

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Tax Rate	0.1200	0.1200	0.1200	0.1200	0.0%
Property Tax	\$1,052,667	\$1,034,684	\$1,056,662	\$1,056,662	2.1%
Interest on Investments	447	0	0	0	0%
Fund Balance	(26,511)	30,049	42,011	42,011	39.8%
Total	\$1,026,603	\$1,064,733	\$1,098,673	\$1,098,673	3.2%
Expenses					
Fire Protection	\$1,026,603	\$1,064,733	\$1,098,673	\$1,098,673	3.2%
Total	\$1,026,603	\$1,064,733	\$1,098,673	\$1,098,673	3.2%

CONOVER RURAL FIRE PROTECTION SERVICE DISTRICT**Fund 355**

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Tax Rate	0.0900	0.0900	0.1100	0.1100	22.2%
Property Tax	\$97,096	\$93,974	\$117,748	\$117,748	25.3%
Interest on Investments	391	0	0	0	0%
Fund Balance	(97,487)	90,000	0	0	0%
Total	\$0	\$183,974	\$117,748	\$117,748	-36.0%
Expenses					
Fire Protection	\$0	\$90,000	\$0	\$0	0%
Capital	0	\$93,974	117,748	117,748	25.3%
Total	\$0	\$183,974	\$117,748	\$117,748	-36.0%

OXFORD FIRE PROTECTION SERVICE DISTRICT**Fund 356**

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Tax Rate	0.0650	0.0650	0.0650	0.0650	0.0%
Property Tax	\$308,683	\$300,221	\$305,252	\$305,252	1.7%
Interest on Investments	159	0	0	0	0%
Fund Balance	(10,104)	0	0	0	0%
Total	\$298,738	\$300,221	\$305,252	\$305,252	1.7%
Expenses					
Fire Protection	\$298,738	\$300,221	\$305,252	\$305,252	1.7%
Total	\$298,738	\$300,221	\$305,252	\$305,252	1.7%

SHERRILLS FORD FIRE PROTECTION SERVICE DISTRICT**Fund 357**

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Tax Rate	0.1100	0.1100	0.1100	0.1100	0.0%
Property Tax	\$2,214,713	\$2,176,963	\$2,237,992	\$2,237,992	2.8%
Interest on Investments	964	0	0	0	0%
Fund Balance	(74,580)	0	0	0	0%
Total	\$2,141,097	\$2,176,963	\$2,237,992	\$2,237,992	2.8%
Expenses					
Fire Protection	\$2,141,097	\$2,176,963	\$2,237,992	\$2,237,992	2.8%
Total	\$2,141,097	\$2,176,963	\$2,237,992	\$2,237,992	2.8%

BANDYS FIRE PROTECTION SERVICE DISTRICT

Fund 358

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Tax Rate	0.0820	0.0820	0.0820	0.0820	0.0%
Property Tax	\$537,320	\$517,396	\$534,541	\$534,541	3.3%
Interest on Investments	290	0	0	0	0%
Fund Balance	(27,023)	34,900	24,085	24,085	-31.0%
Total	\$510,587	\$552,296	\$558,626	\$558,626	1.1%
Expenses					
Fire Protection	\$510,587	\$552,296	\$558,626	\$558,626	1.1%
Total	\$510,587	\$552,296	\$558,626	\$558,626	1.1%

MAIDEN FIRE PROTECTION SERVICE DISTRICT

Fund 359

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Tax Rate	0.0800	0.0800	0.0900	0.0800	0.0%
Property Tax	\$224,729	\$221,268	\$252,724	\$224,848	1.6%
Interest on Investments	233	0	0	0	0%
Fund Balance	(1,562)	0	0	0	0%
Total	\$223,400	\$221,268	\$252,724	\$224,848	1.6%
Expenses					
Fire Protection	\$223,400	\$221,268	\$252,724	\$224,848	1.6%
Total	\$223,400	\$221,268	\$252,724	\$224,848	1.6%

CLAREMONT FIRE PROTECTION SERVICE DISTRICT

Fund 360

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Tax Rate	0.0800	0.0900	0.0900	0.0900	0.0%
Property Tax	\$269,600	\$294,802	\$294,630	\$294,630	-0.1%
Interest on Investments	168	0	0	0	0%
Fund Balance	(15,605)	54,268	0	0	0%
Total	\$254,163	\$349,070	\$294,630	\$294,630	-15.6%
Expenses					
Fire Protection	\$254,163	\$349,070	\$294,630	\$294,630	-15.6%
Total	\$254,163	\$349,070	\$294,630	\$294,630	-15.6%

CATAWBA FIRE PROTECTION SERVICE DISTRICT**Fund 361**

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Tax Rate	0.1000	0.1000	0.1000	0.1000	0.0%
Property Tax	\$193,888	\$183,557	\$189,945	\$189,945	3.5%
Interest on Investments	16	0	0	0	0%
Fund Balance	148,677	105,211	0	0	0%
Total	\$342,582	\$288,768	\$189,945	\$189,945	-34.2%
Expenses					
Fire Protection	\$342,582	\$288,768	\$189,945	\$189,945	-34.2%
Total	\$342,582	\$288,768	\$189,945	\$189,945	-34.2%

LONG VIEW FIRE PROTECTION SERVICE DISTRICT**Fund 362**

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Tax Rate	0.0730	0.0730	0.0730	0.0730	0.0%
Property Tax	\$27,156	\$26,489	\$26,808	\$26,808	1.2%
Interest on Investments	30	0	0	0	0%
Fund Balance	(757)	0	0	0	0%
Total	\$26,428	\$26,489	\$26,808	\$26,808	1.2%
Expenses					
Fire Protection	\$26,428	\$26,489	\$26,808	\$26,808	1.2%
Total	\$26,428	\$26,489	\$26,808	\$26,808	1.2%

NEWTON FIRE PROTECTION SERVICE DISTRICT**Fund 363**

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Tax Rate	0.0900	0.0900	0.1200	0.1200	33.3%
Property Tax	\$469,029	\$453,542	\$621,766	\$621,766	37.1%
Interest on Investments	212	0	0	0	0%
Fund Balance	(25,273)	0	0	0	0%
Total	\$443,968	\$453,542	\$621,766	\$621,766	37.1%
Expenses					
Fire Protection	\$443,968	\$453,542	\$621,766	\$621,766	37.1%
Total	\$443,968	\$453,542	\$621,766	\$621,766	37.1%

COOKSVILLE FIRE PROTECTION SERVICE DISTRICT

Fund 365

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Tax Rate	0.0620	0.0620	0.0750	0.0750	21.0%
Property Tax	\$97,773	\$93,362	\$116,165	\$116,165	24.4%
Interest on Investments	90	0	0	0	0%
Fund Balance	(5,620)	0	0	0	0%
Total	\$92,243	\$93,362	\$116,165	\$116,165	24.4%
Expenses					
Fire Protection	\$92,243	\$93,362	\$116,165	\$116,165	24.4%
Total	\$92,243	\$93,362	\$116,165	\$116,165	24.4%

HICKORY RURAL FIRE PROTECTION SERVICE DISTRICT

Fund 369

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Tax Rate	0.0900	0.1200	0.1200	0.1200	0.0%
Property Tax	\$390,332	\$507,726	\$514,668	\$514,668	1.4%
Interest on Investments	164	0	0	0	0%
Fund Balance	(5,460)	6,152	13,107	13,107	113.1%
Total	\$385,036	\$513,878	\$527,775	\$527,775	2.7%
Expenses					
Fire Protection	\$385,036	\$513,878	\$527,775	\$527,775	2.7%
Total	\$385,036	\$513,878	\$527,775	\$527,775	2.7%

ALL FIRE PROTECTION SERVICE DISTRICTS

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Average Tax Rate	0.0842	0.0871	0.0923	0.0916	5.2%
Property Tax	\$6,651,826	\$6,656,235	\$7,036,984	\$7,009,108	5.3%
Interest on Investments	3,541	0	0	0	0%
Fund Balance	(165,907)	352,819	79,203	79,203	-77.6%
Total	\$6,489,460	\$7,009,054	\$7,116,187	\$7,088,311	1.1%
Expenses					
Fire Protection	\$6,489,460	\$6,915,080	\$6,998,439	\$6,970,563	0.8%
Capital	0	93,974	117,748	117,748	25.3%
Total	\$6,489,460	\$7,009,054	\$7,116,187	\$7,088,311	1.1%

Tax rate increases are approved for three districts and fund balance is appropriated for three districts for capital purchases.

TAX RATE INCREASES

- *Conover Fire*: 2.00 cent increase (\$21,202 additional revenue) to assist the City in replacing fire apparatus.

- *Newton Fire*: 3.00 cent increase (\$154,231 additional revenue) to support medical first response and rescue services in the unincorporated area and to assist the City in purchasing a crash truck to be used county-wide.
- *Cooksville Fire*: 1.30 cent increase (\$19,832 additional revenue) to fund savings towards eventual equipment replacement and facility renovation.

FUND BALANCE USE

- *St. Stephens Fire*: \$42,011 for a fire hose, nozzles, and thermal imager.
- *Bandys Fire*: \$24,085 for air bottles, vehicle struts, back pack blowers for wood and grass fires, and foam packs
- *Hickory Fire*: \$13,107 for self-contained breathing apparatus (SCBA) upgrades

GENERAL CAPITAL PROJECTS

BUDGET HIGHLIGHTS

GENERAL CAPITAL PROJECTS FUND

Fund 410

	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues			
Sales Tax	114,575	73,024	-36.3%
Municipal Revenue	0	12,929	0%
Fund Balance	981,104	1,018,090	3.8%
From General Capital Reserve	406,805	406,805	0.0%
From General Fund	2,878,902	3,183,176	10.6%
Total	\$4,381,386	\$4,694,024	7.1%
Expenses			
Ongoing/Periodic Projects			
Facilities - General Renovations	100,000	100,000	0.0%
Library - Technology & Facility Improvements	100,000	0	0%
Public Safety Project	122,366	369,476	201.9%
Technology - Infrastructure Upgrades	300,000	300,000	0.0%
Technology - Oblique Photography	0	53,643	0%
Technology - Permit & Inspections Software	100,000	100,000	0.0%
Technology - Server & Desktop Applications	250,000	408,000	63.2%
Debt Financed/Future Projects			
Parks - Mountain Creek Park	0	0	0.0%
Sheriff - Jail Expansion	709,368	709,368	0.0%
Pay as You Go Projects			
Economic Development - Trivium Corporate Center (previously Park 1764)	2,915,506	2,706,891	0.0%
Future Economic Development	(907,628)	(745,128)	0.0%
Radio Transmit Base Station	(150,000)	(150,000)	0.0%
Newton-Conover Rescue Squad Renovation	(120,000)	(120,000)	0.0%
Emergency Services Hazmat Truck	(38,226)	(38,226)	0.0%
Facilities -Justice Center & Jail Roof	1,000,000	1,000,000	0.0%
Parks - Riverbend Park	0	0	0.0%
Total	\$4,381,386	\$4,694,024	7.1%

ONGOING/PERIODIC PROJECTS

- *Facilities General Renovations (\$100,000)*: The budget continues annual funding for general renovations to address needs of aging facilities.
- *Public Safety Project (\$369,476)*: The budget reserves funds freed up by changes in Rescue Squad appropriations in a Public Safety project for future investment as needed to provide “right care, right place, right time” public safety services.
- *Technology Infrastructure Upgrades (\$300,000)*: Annually the County sets aside funds for ongoing infrastructure upgrades, based on a comprehensive multi-year hardware and software replacement schedule for elements of the core network.

- *Technology Oblique Photography (\$53,643)*: The budget funds the third year of a three year contract to update oblique photography maps, which are high resolution low-angle maps useful for code enforcement, real estate appraisal, economic development, and public safety/emergency services purposes.
- *Technology - Permit and Inspections Software (\$100,000)*: The budget continues to set aside funds for the future replacement or upgrade of the County's permitting and inspection system, which has been in use for seven years. Based on the current use of the system and service level, upgrade or replacement is expected to be needed in the next four to five years and cost at least \$800,000.
- *Technology Server and Desktop Applications (\$408,000)*: Annually the County funds server and desktop applications to continue a licensing agreement with Microsoft for the software on the County's servers. This provides employees with critical office productivity programs in the Microsoft Office Suite such as Word, Excel, PowerPoint, and Outlook. Technology continues to upgrade and re-standardize the County's computers to operate on Office 2013. Funds are also included in this account for security software to protect the County's network from external threats.

Debt Financed/Future Projects

- *Jail Expansion (\$709,368)*: The County will begin to make debt payments on the next jail expansion in Fiscal Year 2018/19. In Fiscal Year 2015/16, the Board of Commissioners dedicated one and a half of property tax toward future jail debt and operating expenses. Those dollars, along with bed rental revenue, were used to reduce the amount the County needed to borrow for the jail by \$10 million. The first year, an interest only payment of \$803,132 is due. Additional property tax revenue dedicated to jail debt services is reserved in the jail project to cover potential overlapping operating costs as prisoners are transitioned from the BCDCF to the expanded jail.

PAY AS GO PROJECTS

- *Economic Development – Trivium Corporate Center (formerly Park 1764) (\$2,706,891)*: The budget appropriates additional funds for the Trivium Corporate Center, being developed in cooperation with the City of Hickory. Funding is available from a combination of consolidating funds already dedicated to economic development, closing completed capital projects, and general capital fund balance.
- *Facilities Justice Center & Jail Roof (\$1 million)*: The budget uses \$1 million from property tax funds dedicated to future jail operating needs to replace the roof on the old Justice Center and Jail.

Schools' Capital Projects

Fund 420

	2018/19 Requested	2018/19 Adopted
Revenues		
2nd 1/2% Sales Tax	\$4,574,756	\$4,574,756
2nd 1/2% Sales Tax - Food	\$520,013	\$520,013
Interest on Investment	\$0	\$0
Fund Balance Applied	\$6,658,117	\$346,005
From General Fund	\$500,000	\$500,000
Total	\$12,252,886	\$5,940,774
Expenses		
Catawba County Schools		
Deferred Items 2017/18		
BAS- Clyde Campbell Elementary School	\$50,000	\$50,000
Gutters- Mtn. View Elementary & Mill Creek Middle Schools	\$120,000	\$120,000
Canopies- Claremont Elementary & Clyde Campbell Elementary Schools (\$50,000 ea.)	\$100,000	\$100,000
Painting- Balls Creek Elementary School	\$140,000	\$140,000
Paving- Jacobs Fork Middle School	\$160,000	\$160,000
Maintenance Department Recommendations		
Fire Alarms		
Oxford Elementary School	\$110,000	\$110,000
Jacobs Fork Middle School	\$100,000	\$100,000
HVAC		
Claremont Elementary School (Old Café) - Rooftop Unit (RTU)	\$25,000	\$25,000
Clyde Campbell Elementary School (Old Café) - RTU	\$25,000	\$25,000
Startown Elementary School (Gym/Café Corridor) - RTU	\$10,000	per capita
Jacobs Fork Middle School - Boiler Skin Cabinet	\$6,500	per capita
Balls Creek Elementary School - Boiler Skin Cabinet	\$6,500	per capita
Sherrills Ford Elementary School - Boiler Skin Cabinet	\$6,500	per capita
Mountain View Elementary School - Boiler Burner to Natural Gas	\$30,000	\$30,000
Startown Elementary School - Move Banoak Chiller to Startown	\$20,000	\$20,000
Sherrills Ford Elementary School - Boiler Water Valves	\$10,000	per capita
Fred T. Foard High School - Upgrade Controls	\$90,000	\$0
St. Stephens High School - Welding Shop Exhaust	\$10,000	per capita
Re-Roofing		
Maintenance Building	\$40,000	\$40,000
Bandys High School 500 & 300 Hallways	\$100,000	\$100,000
Banoak Elementary School - 200 Hallway	\$38,000	\$38,000
Catawba Rosenwald Education Center - 1965 Building	\$41,000	\$0
Fred T. Foard High School - 1988 PE Building	\$13,000	\$13,000
Maiden Middle School - 200 Hallway	\$42,000	\$42,000
Sweetwater Early Childhood Educational Center (Gym & Old Building Back)	\$23,000	\$0
Canopies		
Lyle Creek Elementary School	\$30,000	\$30,000
Plumbing		
Mountain View Elementary School - Kitchen Natural Gas Water	\$30,000	\$30,000
Sherrills Ford Elementary School - Kitchen Natural Gas Water Heaters	\$30,000	\$30,000
Window Replacement		
Bandys High School - Phase II	\$200,000	\$200,000

Schools' Capital Projects

Fund 420

	2018/19 Requested	2018/19 Adopted
Fred T. Foard High School - Phase I	\$150,000	\$150,000
District-wide Security		
Sallyports at Middle Schools	\$200,000	\$200,000
Electrical		
Fred T. Foard High School - New Main Distribution Panel	\$150,000	\$150,000
Painting		
Claremont Elementary School	\$140,000	\$140,000
Clyde Campbell Elementary School	\$140,000	\$140,000
Paving		
Blackburn Elementary School	\$80,000	\$80,000
Clyde Cambell Elementary School	\$110,000	\$110,000
Maiden Elementary School	\$75,000	\$0
Rubberize Tracks		
Bandys High School	\$280,000	\$280,000
Building/Function Capital Requests		
Administration		
Annex Building Renovations	\$340,000	\$0
Arndt Middle School		
Portico at building entrance	\$200,000	\$0
Balls Creek Elementary School		
Grade, enlarge and repave walking track	\$20,000	\$0
Bandys High School		
Remodel Science CR 538 (sinks, lab, desks, & paint)	\$25,000	\$0
Replace carpet in band room	\$20,000	\$0
Add metal roof to cover the rappelling tower	\$100,000	\$0
Banoak Elementary School		
STEM Lab	\$5,000	per capita
Blackburn Elementary School		
Remove carpet from 200 hallway classrooms	\$30,000	\$0
New flooring in media center	\$15,000	\$0
Painting	\$100,000	\$0
STEM lab	\$5,000	per capita
Bunker Hill High School		
Replace all hallway lighting with LED lights	\$50,000	\$0
Replace carpet and sound panels in band room	\$30,000	\$0
Paint over red brick in hallways with bright color	\$40,000	\$0
Catawba Rosenwald		
New HVAC system	\$400,000	\$0
Covered walkway from main office to cafeteria	\$20,000	\$0
Catawba Elementary School		
Add gutters to back of school	\$75,000	\$0
Claremont Elementary School		
Replace old lighting with LED lights	\$40,000	\$0

Schools' Capital Projects

Fund 420

	2018/19 Requested	2018/19 Adopted
Clyde Campbell Elementary School		
Build student cubbies for 2nd grade & EC classrooms	\$50,000	\$0
Fred T. Foard High School		
Remodel 800 building	\$150,000	\$0
Refresh/update hallways and restrooms with paint, LED lighting, new ceiling tiles & recoat restroom floors	\$100,000	\$0
Refresh/update classrooms on 200 hall with paint, LED lighting & replace windows	\$150,000	\$0
Refresh/update gym locker rooms with paint, LED lighting & recoat floor	\$75,000	\$0
Jacobs Fork Middle School		
Improve existing & create new athletic fields	\$200,000	\$0
Maiden Elementary School		
Pave blacktop play area between gym and main building	\$15,000	\$0
Expand parking lot	\$65,000	\$0
Maiden Middle School		
Asbestos tile removal school wide	\$500,000	\$0
Renovate band room to include multipurpose space for plays &	\$30,000	\$0
Extend parking lot to the full length of building	\$100,000	\$0
Maiden High School		
Metal building to house machining class in conjunction with CVCC	\$100,000	\$0
Mill Creek Middle School		
Extend sidewalks from existing sidewalks to athletic fields	\$20,000	\$0
Reseal & coat parking lot	\$25,000	\$0
Mountain View Elementary School		
Remove trees from parking lot & add more spaces	\$75,000	\$0
Murray Elementary School		
Additional playground equipment	\$25,000	\$0
Additional parking in front of school	\$75,000	\$0
Oxford Elementary School		
Remodel/update bathrooms in 4-pack if building is going to be used for additional classes	\$20,000	\$0
Paint hallways	\$125,000	\$0
Sherrills Ford Elementary School		
Paint inside of gym/classrooms	\$125,000	\$0
Build student cubbies for grades 3-6	\$100,000	\$0
Pave K-2 playground	\$20,000	\$0
St. Stephens High School		
Cover and enclose outdoor shooting range for NJROTC (approx. 20x25 ft.)	\$25,000	\$0
Snow Creek Elementary School		
Paint bathroom, hallways and cafeteria	\$100,000	\$0
Grade soccer field	\$20,000	\$0
Startown Elementary School		
Renovate media center to include collaborative work spaces, comfortable seating, active seating, and other updated furnishings. Also removal and replacement of carpet	\$30,000	\$0

Schools' Capital Projects

Fund 420

	2018/19 Requested	2018/19 Adopted
Transportation Department		
Activity Buses	\$180,000	\$180,000
Tuttle Elementary School		
Finish painting the rest of the inside of the school	\$80,000	\$0
Remove carpet from the rest of the classrooms	\$60,000	\$0
Create a makers space within the media center	\$30,000	\$0
School's Construction Manager	\$35,809	\$35,809
Per Capita 16,411 @ \$52.00	\$849,888	\$853,372
Catawba County Schools Total	\$8,002,197	\$3,722,181
Hickory Public (in priority order)		
Hickory High School Football Bleacher Railing	\$125,000	Funding Advanced in FY17/18
Card Access System - Multiple Schools	\$65,000	\$65,000
Paving Phase 4 of 4 - Hickory High School Remaining areas	\$400,000	\$400,000
HCAM Cafeteria Window Replacement	\$50,000	\$50,000
Basketball Court (Exterior) Repairs	\$50,000	\$0
Facilities Equipment	\$184,000	\$72,000
Electronic LED Marquee Signs - Multiple Schools	\$200,000	\$0
Facility Condition Assessment (Phase 1 of 3)	\$40,000	\$0
To Debt Service for QZABs	\$50,000	\$50,000
Per Capita 4,147 @ \$52.00 less \$50,000 QZAB payment	\$172,976	\$165,644
Hickory Public Schools Total	\$1,336,976	\$802,644
Newton-Conover (in priority order)		
HVAC Upgrades & Replacements	\$350,000	\$350,000
Activity Bus	\$95,000	\$95,000
School Security & Safety	\$90,000	\$90,000
District Wide Flooring & Doors	\$70,000	\$70,000
Discovery High School Campus Upgrades	\$75,000	\$0
District Wide Parking Improvements & Drainage Assessment	\$50,000	\$0
Per Capita 3,056 @ \$52.00	\$156,676	\$158,912
Newton-Conover City Schools Total	\$886,676	\$763,912
Catawba Valley Community College (in priority order)		
Equipment	\$180,000	\$180,000
Exterior Lights	\$175,000	\$175,000
East Campus Paving	\$80,000	\$80,000
Modular Unit - Classroom & Bathroom at Public Safety Driving Range	\$70,000	\$70,000
Tractor	\$20,000	\$20,000
Truck	\$25,000	\$25,000
General Renovations	\$50,000	\$50,000
Construction Project Manager	\$52,037	\$52,037
Paving	\$425,000	\$0
Roof - Welding Building	\$50,000	\$0
Energy Management Upgrade - Tarlton Complex	\$150,000	\$0
Courtyard Renovations	\$750,000	\$0
CVCC Total	\$2,027,037	\$652,037

SCHOOLS CONSTRUCTION FUND

DEPARTMENT DESCRIPTION

Counties are responsible for funding school construction needs. Larger projects, typically those over \$1 million, are budgeted in Schools' Construction and are debt financed. Every four years, in conjunction with revaluation, the County develops a multi-year funding plan for schools' construction. Annually, the budget appropriates the projects planned for the coming year.

Budget Highlights

SCHOOLS' CONSTRUCTION FUND

Fund 423

	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues			
Proceeds - Installment Purchase	9,263,000	9,263,000	0%
From General Fund	718,242	518,242	0%
Fund Balance	0	0	0%
Total	\$9,981,242	\$9,781,242	0%
Expenses			
To General Fund	\$0	\$0	0%
CCS - Blackburn Elementary Renovations	1,250,000	\$1,250,000	0%
CCS - St. Stephens High School Renovations	8,013,000	8,013,000	0%
Future Debt	718,242	518,242	0%
Total	\$9,981,242	\$9,781,242	0%

Fiscal Year 2018/19 is the last year of a four-year funding plan established with the Fiscal Year 2015/16 revaluation. The budget includes new construction/debt financed projects for Catawba County Schools as follows:

- *Blackburn Elementary Renovations* – \$1,250,000 – 4 classroom addition to address capacity issues.
- *St. Stephens High School Renovations* – \$8,013,000 – 10 classroom addition to address capacity issues and renovations to the existing building.

In addition to the new projects, the budget includes \$518,242 for future debt service based on the County's constant commitment toward schools' debt service.

WATER & SEWER CAPITAL PROJECTS

BUDGET HIGHLIGHTS

WATER & SEWER CAPITAL PROJECTS FUND

Fund 475

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Recommended	Percent Change
Revenues					
1/4 Cent Sales Tax	16,738	0	559,700	559,700	100.0%
Interest on Investments	19,624	0	0	0	0%
Duke Energy Water	0	2,500,000	0	0	0%
From General Fund	0	1,650,000	0	0	0%
Fund Balance	1,098,496	3,133,101	0	0	0%
Total	\$1,134,858	\$7,283,101	\$559,700	\$559,700	100.0%
Expenses					
Balls Creek Water	\$39,717	\$3,550,000	\$0	\$0	0%
Bandys High/Mill Creek Middle/CommScope Sewer (SECC)	0	\$250,000	0	0	0%
Blackburn-Plateau Water Loop	4,664	(\$673,648)	0	0	0%
Bunker Hill Covered Bridge Water	0	\$0	(17,439)	(17,439)	0%
CDBG Old Shelby Road Water	0	(62,576)	0	0	0%
Community Road Water	0	(300,000)	0	0	0%
CWB Bunker Hill Sewer	0	0	(690,133)	(690,133)	0%
Davis Road Water (Loan Program)	611,105	0	(42,963)	(42,963)	0%
Duke Energy Water	0	2,500,000	0	0	0%
Eco Complex Utilities	53,600	(75,000)	0	0	0%
Enhancements to Co. Complex Distrib. & Collect. Systems	0	(59,343)	0	0	0%
Farmfield Acres Water	0	0	254,075	254,075	100.0%
Hickory/Catawba Co. Waste Water Treatment Plant Exp.	0	250,000	250,000	250,000	0.0%
Highway 150 Sewer	72,898	0	0	0	0%
Highway 150 Sewer II & III	675	1,104,868	0	0	0%
McLin/Lyle Creek Sewer Outfall	0	0	423,607	423,607	100.0%
Mollys Backbone/Monbo Rd/Long Island Rd Water	0	300,000	0	0	0%
Mt. View Elementary Sewer	0	(1,200)	0	0	0%
SECC Wastewater Improvements	42,346	0	(6,955)	(6,955)	0%
SECC Water Supply Loop	0	0	(10,492)	(10,492)	0%
Sludge Composting Project	293,115	400,000	400,000	400,000	0.0%
Wastewater Emergent Need	0	100,000	0	0	0%
Total	\$1,118,120	\$7,283,101	\$559,700	\$559,700	100.0%

The budget continues the County's participation in the Hickory/Catawba County Waste Water Treatment Plan Expansion and the Sludge Composting Facility. Funds are added to the previously approved Farmfield Acres Water project with the City of Conover and McLin/Lyle Creek Sewer Outfall project with the City of Claremont. Projects are funded by closing previously approved projects that have been completed and a portion of the ¼ cent sales tax dedicated to water and sewer needs.

SOLID WASTE CAPITAL FUND

BUDGET HIGHLIGHTS

SOLID WASTE CAPITAL

Fund 485

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Interest on Investments	\$7,257	\$0	\$0	\$0	0%
From Solid Waste Management Fun	1,800,000	1,700,000	2,250,000	2,250,000	32.4%
Fund Balance	0	0	0	0	0%
Total	\$1,807,257	\$1,700,000	\$2,250,000	\$2,250,000	32.4%
Expenses					
LFG Collection Improvements	32,553	0	0	0	0%
Methane Gas Skid & Flare	1,021,808	0	0	0	0%
Wetlands Mitigation	0	0	50,000	50,000	
Scale House Renovation	16,445	100,000	0	0	0%
Subtitle D Cell Construction	141,400	1,600,000	2,200,000	2,200,000	37.5%
Total	\$1,212,206	\$1,700,000	\$2,250,000	\$2,250,000	32.4%

- *Subtitle D Cell Construction (\$2,200,000)*: Funding continues to be set aside to construct the next cell at the landfill, which is projected to open in Fiscal Year 2020/21. The total cost for this project is estimated at \$7.34 million. \$5.78 million has been set aside to date.
- *Wetlands Mitigation (\$50,000)*: Funding is included to mitigate wetlands and streams on the Blackburn Resource Recovery Facility property. Without this mitigation, the life of the landfill will be reduced by an estimated 25-40%.

WATER & SEWER ADMINISTRATION

DEPARTMENT DESCRIPTION

WATER & SEWER ADMINISTRATION
1.00 FTEs
\$ 2,996,061

ADMINISTRATION

Provide a source of clean drinking water and environmentally responsible sewage disposal in the unincorporated areas of the County.

BUDGET HIGHLIGHTS

WATER & SEWER ADMINISTRATION FUND

Fund 515

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
Charges & Fees	\$1,112,024	\$979,000	\$1,003,000	\$1,003,000	2.5%
Interest on Investments	16,181	0	0	0	0.0%
1/4 Cent Sales Tax	805,122	803,907	318,061	318,061	-60.4%
From General Fund	1,600,000	712,423	1,675,000	1,675,000	135.1%
Fund Balance	(2,523,801)	0	0	0	0.0%
Total	\$1,009,525	\$2,495,330	\$2,996,061	\$2,996,061	20.1%
Expenses					
Personal Services	\$96,789	\$96,419	\$110,700	\$110,700	14.8%
Supplies & Operations	446,933	899,149	926,413	926,413	3.0%
Debt Service	1,511,605	1,499,762	1,477,880	1,477,880	-1.5%
Enterprise Contra Accounts	(1,045,802)	0	481,068	481,068	100.0%
Total	\$1,009,525	\$2,495,330	\$2,996,061	\$2,996,061	20.1%
Employees					
Permanent	1.00	1.00	1.00	1.00	0.0%
Hourly	0.10	0.00	0.32	0.32	0%
Total	1.10	1.00	1.32	1.32	32.0%

The budget banks \$481,068 not needed to finance new projects in Fiscal Year 2018/19 in the operating fund from dedicated water and sewer revenues for future needs.

PERFORMANCE MEASUREMENT

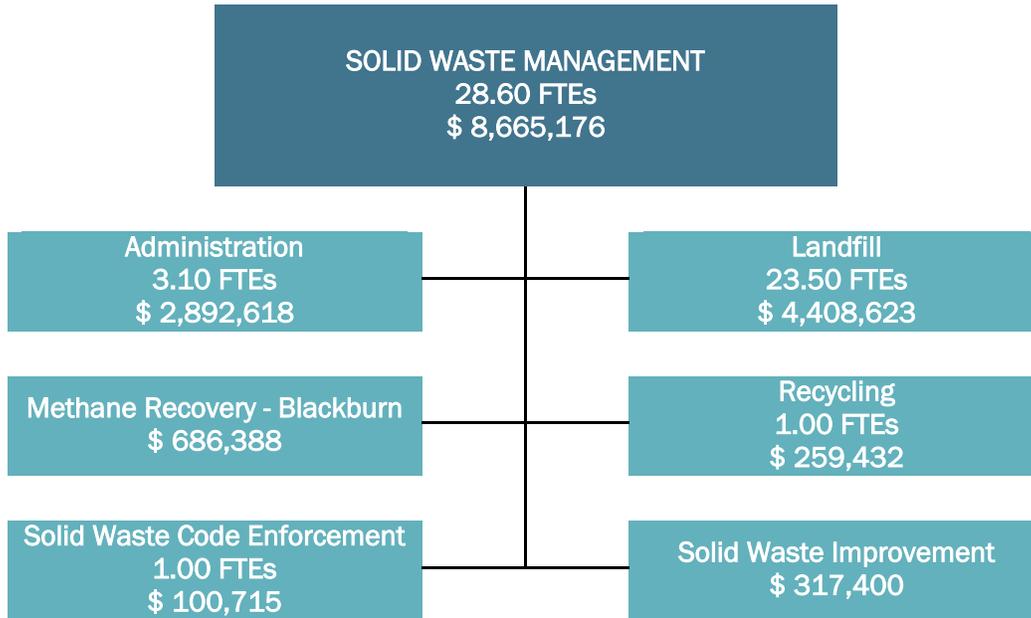
WATER & SEWER ADMINISTRATION

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
1. Implement the Board of Commissioner approved County Strategic Plan as it pertains to Water and Sewer Infrastructure.	On Target	New outcome in Fiscal Year 2017/18	
2. Meet with the Utility Investment Advisory Committee (UIAC) biannually to promote municipal partnerships in developing infrastructure and support the County's economic development.	On Target UIAC developed a prioritization tool and is in the process of evaluating projects for potential inclusion in Capital Improvement Plan.	New outcome in Fiscal Year 2017/18	

Water & Sewer FY 2017/18 Outcomes Not Reported for FY 2018/19	
Complete design and construction of up to 8,000 linear feet of water lines to unserved properties affected by Duke Energy's coal ash basins at Marshall Steam Station by June 2018.	Mid-Year FY 17/18: On Target The design of the Duke Energy water line is complete and construction began in February 2018.

SOLID WASTE MANAGEMENT

DEPARTMENT DESCRIPTION



ADMINISTRATION

The Solid Waste Management program will provide solid waste collection, disposal and processing, recycling and waste reduction services, secure long-range Landfill capacity, ensure environmentally friendly waste disposal solutions, maintain the financial integrity of the Solid Waste Enterprise Fund, and promote the continued development of the EcoComplex and Resource Recovery Facility.

BUDGET HIGHLIGHTS

SOLID WASTE MANAGEMENT

Fund 525

	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Adopted	Percent Change
Revenues					
State	\$36,475	\$14,000	\$27,000	\$27,000	92.9%
Taxes	340,216	297,000	315,000	315,000	6.1%
Local	3,000	3,000	3,000	3,000	0.0%
Charges & Fees	6,129,100	6,012,783	6,630,645	6,630,645	10.3%
Miscellaneous	134,912	67,080	101,680	101,680	51.6%
Sale of Equipment	48,748	50,000	50,000	50,000	0.0%
Fund Balance	0	1,815,480	1,582,451	1,537,851	-15.3%
Total	\$6,692,451	\$8,259,343	\$8,709,776	\$8,665,176	4.9%
Expenses					
Personal Services	\$1,797,743	\$1,840,146	\$1,901,775	\$1,901,775	3.3%
Supplies & Operations	2,738,597	3,424,477	3,665,001	3,620,401	5.7%
Capital	1,980,168	1,144,720	393,000	393,000	-65.7%
Enterprise Contra Accounts	(2,207,318)	100,000	500,000	500,000	400.0%
To Solid Waste Capital Fund	1,800,000	1,700,000	2,250,000	2,250,000	32.4%
Total	\$6,109,190	\$8,209,343	\$8,709,776	\$8,665,176	5.6%
Expenses by Division					
Administration	\$2,401,553	\$2,351,501	\$2,892,618	\$2,892,618	23.0%
Recycling and Waste Reduction	169,011	256,781	259,432	259,432	1.0%
Solid Waste Improvement	(335,618)	350,400	317,400	317,400	-9.4%
Code Enforcement	95,777	98,060	100,715	100,715	2.7%
Biodiesel & Freon Recovery	887	0	0	0	0%
Landfill	3,042,957	4,301,096	4,453,223	4,408,623	2.5%
Convenience Centers	3,844	2,100	0	0	0%
Methane Recovery	730,779	849,405	686,388	686,388	-19.2%
Total	\$6,109,190	\$8,209,343	\$8,709,776	\$8,665,176	5.6%
Employees					
Permanent	26.85	28.60	28.60	28.60	0.0%
Hourly	0.63	0.63	0.63	0.63	0.0%
Total	27.48	29.23	29.23	29.23	0.0%

The budget increase is driven by continuing to set aside costs to build the next landfill cell projected to open in Fiscal Year 2020/21 and by regulatory requirements to set aside funds for closing, monitoring, and maintaining closed cells at the landfill. Planning for these costs requires a \$2 per ton tipping fee increase for the sanitary and construction/demolition landfills, the first in over 10 years. Catawba County's rates are substantially below those of other counties in the region and remain so even with the tipping fee increase.

PERFORMANCE MEASUREMENT

SOLID WASTE MANAGEMENT

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
<p>1. To provide a safe, environmentally friendly means of disposing hazardous waste, Solid Waste will promote and offer Household Hazardous Waste (HHW) events in Hickory and in Southeastern Catawba County, as well as electronics and paint recycling year-round at the EcoComplex and Resource Recovery Facility. Success will be measured by diverting at least 200,000 pounds of electronics and household hazardous waste from the Landfill.</p>	<p>On Target 103,470 lbs. diverted</p>	<p>Achieved 400,008 lbs. diverted</p>	<p>Achieved 418,636 lbs. diverted</p>
<p>2. Promote a beautiful and litter-free environment and community, by fostering the County's affiliation to Keep America Beautiful through Keep Catawba County Beautiful (KCCB).</p>	<p>On Target Litter indexing is scheduled to be performed in April 2018.</p>	<p>Achieved 1.5 CAI average</p>	<p>Not Achieved 2.2 CAI average</p>



catawba county

MAKING. LIVING. BETTER.

CAPITAL IMPROVEMENT PLAN

CAPITAL IMPROVEMENT PLAN

OVERVIEW

The County's Capital Improvement Plan is a five-year plan for the scheduling and appropriation of funds for major projects representing significant contributions to the overall inventory of physical assets. The types of projects traditionally included in the CIP are major non-recurring expenditures for the:

- construction, purchase or major renovation of buildings, utility systems, schools, solid waste, parks, or other physical structures
- purchase of land for utilities, right of way, schools, solid waste, parks, and sites associated with proposed public buildings
- purchase and implementation of technology
- stimulation of economic development

To be considered as a project in the CIP, the project must meet the following criteria:

- project or equipment life of greater than five years
- estimated cost of at least \$100,000 or be set aside for future spending

The CIP is a planning tool as well as a financial plan and fulfills the County's policy of planning ahead for our future facilities and equipment needs. The first year of the CIP represents the actual capital project budget appropriated for that year. Approval of the CIP therefore commits the County to the first year of the capital projects with conditional approval for those projects listed in the four future planning years. Each year, the CIP is updated (with deletion of the "prior year" data and the addition of a planning year) to maintain five-year plan with the exception of Schools Construction, which is only four years in conjunction with the County's property revaluation.

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 County's 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, operating impacts to the General Fund are identified.
- **Schools Construction Fund:** to account for the financing and construction of all school projects across all the school systems. Projects are debt financed and are part of the County's long-range plan. Debt service is budgeted in the General Fund. Debt service for schools is financed through dedicated funding and by maintaining a constant contribution to debt as existing debt is retired
- **Water & Sewer Construction Fund:** to account for the financing and construction major water and sewer capital projects in the unincorporated sections of the County. As an enterprise fund, the capital plan also reflects the five-year projected operating plan.
- **Solid Waste Fund:** to account for the financing and construction of all major solid waste projects. . As an enterprise fund, the capital plan also reflects the five-year projected operating plan.

GENERAL CAPITAL PROJECTS SUMMARY	Funding in FY 2018/19	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Funding in FY 2022/23	Total In 5-Year Plan
Ongoing & Periodic Projects						
Future Economic Development	0	155,000	155,000	155,000	155,000	620,000
Facilities - General Renovations	100,000	100,000	100,000	100,000	100,000	500,000
Public Safety Project	369,476	391,821	414,612	437,859	461,571	2,075,339
Technology - Infrastructure Upgrades	300,000	350,000	375,000	375,000	375,000	1,775,000
Technology - Oblique Photography	53,643	0	0	0	0	53,643
Technology - Permit and Inspections Software	100,000	100,000	100,000	100,000	100,000	500,000
Technology - Server & Desktop Applications	408,000	408,000	408,000	408,000	408,000	2,040,000
Debt Financed Projects						
Parks - Mountain Creek Park	0	250,000	0	4,250,000	0	4,500,000
Sheriff - Jail Expansion	709,368	0	0	0	0	709,368
Pay as You Go Projects						
Economic Development - Trivium Corporate Center	2,706,891	0	0	0	0	2,706,891
Future Economic Development	(745,128)	0	0	0	0	(745,128)
Radio Transmit Base Station	(150,000)	0	0	0	0	(150,000)
Newton-Conover Rescue Squad Renovation	(120,000)	0	0	0	0	(120,000)
Emergency Services Hazmat Truck	(38,226)	0	0	0	0	(38,226)
EMS - Hickory EMS Base Relocation	0	450,000	0	0	0	450,000
EMS - Future Projects	0	(177,520)	0	0	0	(177,520)
EMS - Newton Base Relocation	0	450,000	0	0	0	450,000
EMS - Sherrills Ford Fire Dept. Addition	0	0	318,800	0	0	318,800
Facilities - Justice Center & Jail Roof	1,000,000	0	0	0	0	1,000,000
Technology - Public Safety Software Update	0	150,000	0	0	0	150,000
Totals	4,694,024	2,627,301	1,871,412	5,825,859	1,599,571	16,618,167

Revenues						
Debt Financing	0	0	0	4,000,000	0	4,000,000
From General Fund	808,000	858,000	883,000	883,000	883,000	4,315,000
From General Fund - Building Permit Revenue	100,000	100,000	100,000	100,000	100,000	500,000
From General Fund - Economic Development	196,332	155,000	155,000	155,000	155,000	816,332
From General Fund - Jail	1,709,368	0	0	0	0	1,709,368
From General Fund - Public Safety	369,476	391,821	414,612	437,859	461,571	2,075,339
From General Capital Reserve Fund	406,805					406,805
Municipalities for Orthos & Pictometry	12,929	0	0	0	0	12,929
PARTF Grants	0	250,000	0	250,000	0	500,000
1/4 Cent Sales Tax - Economic Development	73,024	0	0	0	0	73,024
General Capital Fund Balance	1,018,090	872,480	318,800	0	0	2,209,370
Total Revenue	4,694,024	2,627,301	1,871,412	5,825,859	1,599,571	16,618,167

GENERAL CAPITAL PROJECTS	Fiscal Year 2018/19	Fiscal Year 2019/20	Fiscal Year 2020/21	Fiscal Year 2021/22	Fiscal Year 2022/23	Total In 5- Year Plan	Funding Notes	General Fund Operating Impact
Ongoing & Periodic Projects								
Future Economic Development - Reserves a portion of increased property tax from designated new businesses toward investment in future economic development, such as the County's share of the joint venture with the City of Hickory in Trivium Corporate Center.	0	155,000	155,000	155,000	155,000	620,000	General Fund contribution	None
Facilities - General Renovations - General renovations and energy audit implementation	100,000	100,000	100,000	100,000	100,000	500,000	General Fund contribution	None
Public Safety Project - Reserves funds freed by changes in Rescue Squad funding in a Public Safety project for future investment as needed to provide "right care, right place, right time" public safety services.	369,476	391,821	414,612	437,859	461,571	2,075,339	Portion of the 2/3 cent (General Fund contribution) aligning service provision with areas of greatest need	Set aside for future capital & operating
Technology - Infrastructure Upgrades - Recurring funds used to maintain the County's network.	300,000	350,000	375,000	375,000	375,000	1,775,000	General Fund contribution	None
Technology - Oblique Photography - 5-directional, high quality aerial views of areas in the County. These maps are used for public safety, tax, land use, and economic development purposes.	53,643	0	0	0	0	53,643	Municipalities fund 24.1%, w/remainder from General Capital Fund Balance	None
Technology - Permit and Inspections Software - Every 8-10 years a major upgrade needed for permit & inspections software used for building process from planning and permitting to final inspection.	100,000	100,000	100,000	100,000	100,000	500,000	General Fund contribution (increasing Building Services revenue) planned for future software upgrade.	None

GENERAL CAPITAL PROJECTS	Fiscal Year 2018/19	Fiscal Year 2019/20	Fiscal Year 2020/21	Fiscal Year 2021/22	Fiscal Year 2022/23	Total In 5- Year Plan	Funding Notes	General Fund Operating Impact
Technology - Server & Desktop Applications - Recurring cost to keep County in compliance with licensing requirements for operating systems, security systems, e-mail management, database management, desktop publishing, etc.	408,000	408,000	408,000	408,000	408,000	2,040,000	General Fund contribution	Maintenance costs as budgeted in the Technology operating budget.
Debt Financed Projects								
Parks - Mountain Creek Park - Development of Mountain Creek Park in Sherrills Ford area	0	250,000	0	4,250,000	0	4,500,000	Proceeds from debt financing. \$500,000 planned from PARTF grants in FY19/20 & 20/21.	Debt service payments of \$680,000 per year and increased operating costs of \$250,000 projected in FY 19/20 for base level park operation.
Sheriff - Jail Expansion - 320 bed addition to existing jail to address increasing jail population.	709,368	0	0	0	0	709,368	General Fund Contribution	\$1.8M per year debt service plus \$4.2M operating increase. 1.5 cent property tax increase in FY 15/16. Additional funds will be needed for operating by 20/21.
Pay as You Go Projects								
Economic Development - Trivium Corporate Center (formerly Park 1764) - Funding is included toward the County's anticipated share of the joint project with the City of Hickory.	2,706,891	0	0	0	0	2,706,891	Consolidate funds from projects below, allocate previously earned 1/4 cent sales tax funds, and general capital fund balance.	

GENERAL CAPITAL PROJECTS	Fiscal Year 2018/19	Fiscal Year 2019/20	Fiscal Year 2020/21	Fiscal Year 2021/22	Fiscal Year 2022/23	Total In 5-Year Plan	Funding Notes	General Fund Operating Impact
Future Economic Development - Reduce project	(745,128)	0	0	0	0	(745,128)	Transfer 1/4 cent sales tax funds reserved in the project for future economic development needs.	
Radio Transmit Base Station - close project	(150,000)	0	0	0	0	(150,000)	Need addressed by JPSC project	
Newton-Conover Rescue Squad Renovation - close project	(120,000)	0	0	0	0	(120,000)	Funds set aside but project not pursued	
Emergency Services Hazmat Truck - close project	(38,226)	0	0	0	0	(38,226)	Remaining balance from completed project	
EMS-Hickory EMS Base Relocation - Relocate 2 EMS Crews from Lenoir Rhyne Blvd to co-location at 2 Hickory Fire Stations. Relocation is necessary to more strategically locate crews and because response out of LR base is increasingly dangerous due to traffic.	0	450,000	0	0	0	450,000	Use funds set aside in previous years for EMS toward Hickory Base Relocation, remainder from General Fund	None
EMS - Future Projects	0	(177,520)	0	0	0	(177,520)		
EMS Newton Base Relocation - Newton Base is currently located in the side of the County's Agricultural Resource Center Building. This building is aged and is in a dangerous location due to traffic.	0	450,000	0	0	0	450,000	General Fund Contribution. The County will pursue options, including potential partnerships to relocate the base.	
EMS Sherrills Ford Fire Dept. Addition - Due to anticipated population and call volume increase in Sherrills Ford area, add'l base and crew eventually needed. Proposed renovations include space for EMS crew (apparatus bay, storage area, office area, and living area).	0	0	318,800	0	0	318,800	General Capital Fund Balance	None

GENERAL CAPITAL PROJECTS	Fiscal Year 2018/19	Fiscal Year 2019/20	Fiscal Year 2020/21	Fiscal Year 2021/22	Fiscal Year 2022/23	Total In 5- Year Plan	Funding Notes	General Fund Operating Impact
Facilities - Justice Center & Jail Roof - The roofs on the original Justice Center Building and Jail are experiencing leaks and need to be replaced.	1,000,000	0	0	0	0	1,000,000	General Fund contribution - property tax dedicated to jail operating, funds will not be needed until FY 19/20.	None
Technology-Public Safety Software Update	0	150,000	0	0	0	150,000	General Capital Fund Balance	None
Totals	4,694,024	2,627,301	1,871,412	5,825,859	1,599,571	16,618,167		

Revenues						
Debt Financing	0	0	0	4,000,000	0	4,000,000
From General Fund	808,000	858,000	883,000	883,000	883,000	4,315,000
From General Fund - Building Permit Revenue	100,000	100,000	100,000	100,000	100,000	500,000
From General Fund - Economic Development	196,332	155,000	155,000	155,000	155,000	816,332
From General Fund - Jail	1,709,368	0	0	0	0	1,709,368
From General Fund - Public Safety	369,476	391,821	414,612	437,859	461,571	2,075,339
From General Capital Reserve Fund	406,805	0	0	0	0	406,805
Municipalities for Orthos & Pictometry	12,929	0	0	0	0	12,929
PARTF Grants	0	250,000	0	250,000	0	500,000
1/4 Cent Sales Tax - Economic Development	73,024	0	0	0	0	73,024
General Capital Fund Balance	1,018,090	872,480	318,800	0	0	2,209,370
Total Revenue	4,694,024	2,627,301	1,871,412	5,825,859	1,599,571	16,618,167

School Construction Projects 4-Year Plan <i>(As Amended through FY18/19 Adopted Budget)</i>	Funding in Fiscal Year 2015/16	Funding in Fiscal Year 2016/17	Funding in Fiscal Year 2017/18	Funding in Fiscal Year 2018/19	Total
CVCC					
Workforce Solutions Complex	8,400,000	0	0	0	8,400,000
Campus Renovations	890,000	300,000	0	0	1,190,000
Campus Equipment & Renovations	0	0	3,500,000	0	3,500,000
Catawba County Schools					
Banoak Elementary School - New Kitchen/Cafeteria & Renovations	0	0	9,245,000	0	9,245,000
New Foard Area Elementary School - not doing, apply balance to 17/18 & 18/19	500,000	14,000,000	(14,500,000)	0	0
Blackburn Elementary School - Classroom Addition	0	0	0	1,250,000	1,250,000
St. Stephens High School - Classroom Addition & Renovation	0	0	0	8,013,000	8,013,000
Fred T. Foard High School Fieldhouse	1,538,000	0	0	0	1,538,000
Claremont Elementary School - New Kitchen/Cafeteria & Renovations	0	1,800,000	776,700	0	2,576,700
Clyde Campbell Elementary School - Kitchen/Cafeteria & Renovations	0	0	2,888,650	0	2,888,650
District-wide Roofing & Reroofing	0	0	2,210,000	0	2,210,000
Planning for FY18/19 Projects	0	0	200,000	0	200,000
Hold for Future Project - Repurposed from previously planned Fred T. Foard gymnasium/classroom	0	0	0	1,424,672	1,424,672
Hickory Public Schools					
Oakwood Elementary School Renovations	0	1,795,000	0	0	1,795,000
System-wide Technology Improvements	0	700,000	0	0	700,000
Jenkins Elementary School Renovations	0	0	800,000	0	800,000
Hold for Future projects - Repurposed from previously planned HHS Auxiliary Gym	0	0	0	1,705,000	1,705,000
Newton-Conover Schools					
Newton-Conover High School Bleachers	2,394,400	0	0	0	2,394,400
Conover School Renovations	0	3,105,600	206,852	0	3,312,452
Newton-Conover High School Kitchen/Cafeteria	0	0	2,793,148	0	2,793,148
North Newton Elementary School Roof (apply remaining balance to district-wide roofing needs)	0	1,000,000	(147,363)	0	852,637
District-wide Roofing	0	0	147,363	0	147,363
Totals	13,722,400	22,700,600	8,120,350	12,392,672	56,936,022
Revenue					
Installment Purchase	13,722,400	22,400,600	7,474,328	9,263,000	52,860,328
Hold for Future	0	0	0	3,129,672	3,129,672
General Fund	0	300,000	0	0	300,000
Schools Capital Projects Fund	0	0	646,022	0	646,022
Total Revenue	13,722,400	22,700,600	8,120,350	12,392,672	56,936,022

SOLID WASTE CIP Summary	Funding in FY 2018/19	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Funding in FY 2022/23	Total in 5 Years
PAY AS GO						
Bulldozer	0	0	350,000	0	0	350,000
Bulldozer Rebuild Program	0	0	0	435,000	0	435,000
Cell Closure Cost (MSW & C&D)	500,000	500,000	500,000	500,000	500,000	2,500,000
C&D Landfill - Unit 3 (2 additional acres)	0	300,000	0	0	0	300,000
Compactor Rebuild Program	0	0	475,000	0	0	475,000
Diesel Storage Tank	0	0	0	0	50,000	50,000
Dump Truck-Off Road	0	560,000		0	590,000	1,150,000
Excavator	0	400,000	0	0	0	400,000
Farm Tractor	120,000	0	0	0	0	120,000
Lawnmower and/or Bush Hog		0	25,000	0	0	25,000
Methane Gas Perimeter Infrastructure	0	100,000	0	0	0	100,000
Pickup Truck 3/4 Ton and/or 1/2 Ton	38,000	0	38,000	0	0	76,000
Portable Wind Fencing	45,000	0	0	0	0	45,000
Loader, Track and Tire Type	190,000	0	0	0	0	190,000
Subtitle D Cell Construction	2,200,000	1,200,000	1,300,000	1,300,000	1,300,000	7,300,000
Wetlands Mitigation Bank	50,000	950,000	0	0	0	1,000,000
TOTAL CAPITAL PAY AS GO	3,143,000	4,010,000	2,688,000	2,235,000	2,440,000	14,516,000

OPERATING COSTS						
Personal Services	1,901,775	1,939,811	1,978,607	2,018,179	2,058,543	9,896,915
General Operating	3,620,401	3,656,605	3,693,171	3,730,103	3,767,404	18,467,684
Transfer to Solid Waste Capital	2,250,000	2,150,000	1,300,000	1,300,000	1,300,000	8,300,000
State \$2 Tax (collected and paid)		-	-	-	-	-
TOTAL OPERATING	7,772,176	7,746,416	6,971,778	7,048,282	7,125,947	36,664,599

TOTAL EXPENSES	10,915,176	11,756,416	9,659,778	9,283,282	9,565,947	51,180,599
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REVENUE						
Landfill User Fees	4,956,000	5,005,560	5,055,616	5,106,172	5,157,233	25,280,581
Methane-Duke Power	834,350	834,350	834,350	834,350	834,350	4,171,750
Demo Landfill User Fees	810,000	818,100	826,281	834,544	842,889	4,131,814
Tire Disposal Tax	200,000	200,000	200,000	200,000	200,000	1,000,000
Solid Waste Disposal Tax (5 year average 21% of tax paid)	65,000	65,650	66,307	66,970	67,639	331,565
Solid Waste Franchise Fee	75,000	75,000	75,000	75,000	75,000	375,000
White Goods Disposal Tax	50,000	50,000	50,000	50,000	50,000	250,000
Other Revenues	136,975	136,975	136,975	136,975	136,975	684,875
Transfer from Solid Waste Operating	2,250,000	2,150,000	1,300,000	1,300,000	1,300,000	8,300,000
Fund Balance Appropriated	1,537,851	2,420,781	1,115,250	679,272	901,860	6,655,014
TOTAL REVENUES	10,915,176	11,756,416	9,659,778	9,283,282	9,565,947	51,180,599

Solid Waste CIP	Funding in FY 2018/19	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Funding in FY 2022/23	Total
PAY AS GO						
Bulldozer - Dozers are used in the MSW and C&D landfills to spread soil over garbage, build side slopes, grade borrow areas, and maintain roadways.	-	-	350,000	-	-	350,000
Bulldozer Rebuild Program- The certified Caterpillar rebuild program offers a like-new machine with a like-new warranty and a new serial number, all at a fraction of the cost of a comparable new machine.	-	-	-	435,000	-	435,000
Cell Closure Cost (MSW & C&D)- Recurring set-aside to fund mandated closure / post closure management and monitoring activities.	500,000	500,000	500,000	500,000	500,000	2,500,000
C&D Cell 2 Additional Acres- Design and permitting for an additional 2 acres to expand the C&D landfill.	-	300,000	-	-	-	300,000
Compactor Rebuild Program - The certified Caterpillar rebuild program offers a like-new machine with a like-new warranty and a new serial number, all at a fraction of the cost of a comparable new machine.	-	-	475,000	-	-	475,000
Diesel Fuel Storage Tank - Fuel storage tank is needed to maintain the quantity of diesel fuel used in the daily operations of the landfill.	-	-	-	-	50,000	50,000
Dump Truck Off Road- Dump Trucks are scheduled for replacement according to Solid Waste financial analysis and planning.	-	560,000	-	-	590,000	1,150,000
Excavator- Excavators are used in obtaining soils needed for landfill operations. Replacements are scheduled according to Solid Waste financial analysis and planning.	-	400,000	-	-	-	400,000
Farm Tractor - Farm tractor is used to maintain 800 acres at the Blackburn Facility and 300 acres at the Bethany Church Road site, 5 miles of access roads, sowing grass, and snow removal.	120,000	-	-	-	-	120,000
Lawnmower & Bush Hog- Lawn mowers and bush hogs are used to maintain property associated with the Landfill and Solid Waste Management.	-	-	25,000	-	-	25,000

Solid Waste CIP	Funding in FY 2018/19	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Funding in FY 2022/23	Total
Mechanic Truck and/or Service Fuel Truck- Replacement mechanic trucks and service fuel trucks are scheduled according to Solid Waste financial analysis and planning.						
Methane Gas Perimeter Infrastructure- New methane gas extraction wells and purchase associated piping, fittings, heads, etc. in completed waste areas of Unit 2 & Unit 3 Landfill cells. This will allow Landfill to start extracting needed methane from these areas to increase gas flow to the methane to electricity co-generation facility.	-	100,000	-	-	-	100,000
Pickup Truck 3/4 Ton and/or 1/2 Ton- 3/4 ton or 1/2 ton pickups are replaced as necessary according to the Solid Waste financial analysis and planning.	38,000	-	38,000	-	-	76,000
Portable Wind Fencing - Wind fences are 20 ft. x 20 ft. and used to keep blowing paper and other flying debris from leaving the landfill face, which must be maintained for permit compliance.	45,000	-	-	-	-	45,000
Loader- Loaders are scheduled for replacement in Fiscal Year 18/19. s a tire loader, both are based on hours of operation and according to the Solid Waste financial analysis and planning.	190,000	-	-	-	-	190,000
Subtitle D Cell Construction- This project funds the continuum of the Subtitle D Cell Construction. The next cell is Unit 3 Phase 2 projected to open Fiscal Year 2020/21. Funds will continue to be set aside for future Unit 3 Phase 3.	2,200,000	1,200,000	1,300,000	1,300,000	1,300,000	7,300,000
Wetlands Mitigation Bank - Some of the existing wetlands and streams that are on the Blackburn Resource Recovery Facility property must be mitigated over time in order to construct the following MSW Landfill Cells: Unit 3 Phase 2, Unit 4, Unit 5, Unit 7, and Unit 10. Without this mitigation, the life of the landfill will be reduced by an estimated 25-40%. The amount of mitigation funds per wetland and stream are determined by the U.S. Army Corps of Engineers and NCDEQ on a per acre and per linear foot basis respectively. Funds in this project will be used to pay into the required Mitigation Bank over time beginning around the end of calendar year 2018.	50,000	950,000	-	-	-	1,000,000
Total Pay as Go	3,143,000	4,010,000	2,688,000	2,235,000	2,440,000	14,516,000

WATER AND SEWER CIP Summary	Funding in FY 2018/19	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Funding in FY 2022/23	Total
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Bold and italicized entries signify new expenses or revenues

PAY AS YOU GO

Farmfield Acres Water	254,075	0	0	0	0	254,075
Hickory-Catawba WWTP Future Expansion	250,000	250,000	250,000	250,000	250,000	1,250,000
McLin/Lyle Creek Sewer Outfall Loan Project 2	423,607	0	0	0	0	423,607
Sludge Compost Facility	400,000	0	0	0	0	400,000

CLOSED OR REDUCED PROJECTS

Bunker Hill Bridge Water (20019)	-17,439					-17,439
SECC Water Supply Loop (21020)	-10,492					-10,492
SECC Wastewater Collection System (21023)	-6,955					-6,955
Molly's Backbone/Monbo Rd./Long Island Rd. Water (SECC) (21027)	-74,592					-74,592
CWB Bunker Hill Sewer (23004)	-615,541					-615,541
Davis Road Water (27007)	-42,963					-42,963
Total Pay as Go Projects	559,700	250,000	250,000	250,000	250,000	1,559,700

DEBT SERVICE & OPERATING COSTS

Personal Services	110,700	114,021	117,442	120,965	124,594	587,722
General Operating	262,693	267,947	273,306	278,772	284,347	1,367,065
Blackburn-Plateau Water Loop Debt Payment	75,000	75,000	75,000	75,000	75,000	375,000
Hickory-Catawba Wastewater Treatment Plant Expansion Debt Payment and Operations	663,720	663,720	663,720	663,720	663,720	3,318,600
Highway 150 Sewer Debt Payment	747,677	747,677	747,677	747,677	747,677	3,738,385
Southeastern Catawba County (SECC) Wastewater Collection Debt Payment	655,203	655,203	655,203	655,203	655,203	3,276,015
Contingency	481,068	852,056	914,699	978,732	1,044,187	4,270,742
Total Debt Service & Operating	2,996,061	3,375,624	3,447,047	3,520,069	3,594,728	16,933,529

TOTAL PROJECT, DEBT SERVICE, AND OPERATING EXPENSES	3,555,761	3,625,624	3,697,047	3,770,069	3,844,728	18,493,229
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REVENUE

Property Tax	1,675,000	1,708,500	1,742,670	1,777,523	1,813,073	8,716,766
1/4 cent Sales Tax	877,761	904,094	931,217	959,154	987,929	4,660,155
Domestic Haulers	79,000	79,790	80,588	81,394	82,208	402,980
System Development Fees	190,000	191,900	193,819	195,757	197,715	969,191
Revenue Sharing Contracts	734,000	741,340	748,753	756,241	763,803	3,744,137
TOTAL REVENUE	3,555,761	3,625,624	3,697,047	3,770,069	3,844,728	18,493,229

Water & Sewer Projects Descriptions	Funding in FY 2018/19	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Funding in FY 2022/23	Total	Funding Notes	Operating Impacts
PAY AS GO								
Farmfield Acres Water - Conover submitted Farmfield Acres to UIAC with increased funding in FY18/19.	254,075	0	0	0	0	254,075	Funding will be derived from loan program with Conover.	
Hickory-Catawba WWTP Future Expansion - This project builds funds for future upgrades/expansion to the WWTP.	250,000	250,000	250,000	250,000	250,000	1,250,000	Funding will be derived from revenue from flows and property tax and portion of 1/4 cent sales tax devoted to water and sewer.	
McLin/Lyle Creek Sewer Outfall Loan Project 2 - Additional funds added in FY18/19 will bring total budget to \$3 million.	423,607	0	0	0	0	423,607		
Sludge Compost Facility - County owns 18.5 percent, the City of Hickory owns 70.5 percent, and the City of Conover owns 11 percent of the existing Sludge Composting Facility located off of Highway 70. This project will close as the Biosolids Management Facility becomes operational.	400,000	0	0	0	0	400,000	Funding will be derived from property tax and portion of 1/4 cent sales tax devoted to water and sewer.	
CLOSED OR REDUCED PROJECTS								
Bunker Hill Bridge Water (20019)	(17,439)					(17,439)		
SECC Water Supply Loop (21020)	(10,492)					(10,492)		
SECC Wastewater Collection System (21023)	(6,955)					(6,955)		
Molly's Backbone/Monbo Rd./Long Island Rd. W	(74,592)					(74,592)		
CWB Bunker Hill Sewer (23004)	(615,541)					(615,541)		
Davis Road Water (27007)	(42,963)					(42,963)		
Total Pay as Go	559,700	250,000	250,000	250,000	250,000	1,559,700		
DEBT SERVICE & OPERATING								
Personal Services - 1 FTE dedicated to water & sewer.	110,700	114,021	117,442	120,965	124,594	587,722		
General Operating - Includes professional services for engineering reports on planned projects.	262,693	267,947	273,306	278,772	284,347	1,367,065		

Water & Sewer Projects Descriptions	Funding in FY 2018/19	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Funding in FY 2022/23	Total	Funding Notes	Operating Impacts
Blackburn-Plateau Water Loop - Debt repayment for project approved in prior years.	75,000	75,000	75,000	75,000	75,000	375,000	\$3 million from Economic Stimulus funds. \$1.5 million principal forgiveness loan for 20 years, payments are \$75,000 annually, \$1.5 million grant.	\$75,000 per year debt service
Hickory-Catawba Wastewater Treatment Plant Expansion - County's portion of debt service & operating expenses to the City of Hickory.	663,720	663,720	663,720	663,720	663,720	3,318,600	Funding will be derived from property tax and portion of 1/4 cent sales tax devoted to water and sewer.	\$392,000 per year debt service plus \$250,000 annual operating costs beginning in Fiscal Year 2014/15.
Highway 150 Sewer - Debt repayment for project approved in prior years.	747,677	747,677	747,677	747,677	747,677	3,738,385	Project funding from Water and Sewer Fund and installment purchase obligations issued over 15yrs @ 2.5 percent interest.	\$747,678 per year debt service
Southeastern Catawba County (SECC) Waste Water Collection - Debt repayment for project approved in prior years.	655,203	655,203	655,203	655,203	655,203	3,276,015	Funding from installment purchase obligations issued over 20 yrs @ 4.19 percent interest. Final debt payment is in 2028. Debt repaid from property tax and/or portion of the 1/4 cent sales tax devoted to water and sewer.	\$504,372 debt service per year
Contingency	481,068	852,056	914,699	978,732	1,044,187	4,270,742		
Total Debt Service & Operating	2,996,061	3,375,624	3,447,047	3,520,069	3,594,728	16,933,529		
TOTAL PROJECT, DEBT SERVICE, AND OPERATING EXPENSES	3,555,761	3,625,624	3,697,047	3,770,069	3,844,728	18,493,229		



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APPENDIX

FINANCIAL STATISTICS, STATEMENTS & POLICIES

Investment Policy

SCOPE

This investment policy applies to all financial assets of Catawba County. The County combines the cash resources of its various funds into a single pool in order to maximize investment earnings. Each fund's portion of total cash and investments is shown by fund type in the combined balance sheet of the County's Comprehensive Annual Financial Report. This policy applies to all transactions involving the financial assets and related activity of all the various funds accounted for in the County's Comprehensive Annual Financial Report.

OBJECTIVES

Funds of the County will be invested in accordance with North Carolina General Statute 159-30, the County's Investment Policy and written administrative procedures. The County's investments shall be undertaken in a manner that (1) seeks to ensure the preservation of capital in the overall portfolio (safety), (2) provides for sufficient liquidity to meet the cash needs of the County's various operations (liquidity), and (3) attains a fair market rate of return (yield). Cash management functions will be conducted in such a manner as to ensure that adequate funds will always be available to meet the County's financial obligations and to provide the maximum amount of funds available for investment at all times.

RESPONSIBILITY

In accordance with North Carolina General Statutes, the Chief Financial Officer is designated as the Investment Officer of the County and is responsible for the County's financial assets. The Chief Financial Officer is also responsible for investment decisions and activities and shall develop and maintain written administrative procedures for the operation of the cash management and investment program, consistent with North Carolina General Statutes. In order to promote the efficiency of investment duties and related activities, the Chief Financial Officer may, at his option, designate one or more members of his staff to perform the functions of cash management and investing. Such delegation shall not relieve the Chief Financial Officer of responsibility for all transactions and executions performed by the designated individuals.

The standard of prudence to be used by the Investment Officer shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. It states that investment officers acting in accordance with North Carolina General Statutes, this policy, written administrative procedures, and exercising due diligence, shall be relieved of personal responsibility for an individual security's credit risk or market price change, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments. Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the

management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

ETHICS AND CONFLICTS OF INTEREST

The Chief Financial Officer, designated Investment Officer and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution and management of the investment program, or which could impair their ability to make impartial investment decisions. Investment officials and employees shall disclose to the County Manager any material interests in financial institutions that conduct business with Catawba County, and they shall further disclose any personal financial/investment positions that could be related to the performance of the County's portfolio. This disclosure need not include normal banking or brokerage relationships that are at normal market rates and conditions available to the general public.

STATUTORY AUTHORIZATION

The legal limitations of local government investments are defined in North Carolina G.S. 159-30. Accordingly, the following classes of securities are indicative of the investments utilized by Catawba County:

- A. Obligations of the United States or obligations fully guaranteed both as to principal and interest by the United States.
- B. Obligations of the Federal Financing Bank, the Federal Farm Credit Bank, the Bank for
- C. Cooperatives, the Federal Intermediate Credit Bank, the Federal Land Banks, the Federal
- D. Home Loan Banks, the Federal Home Loan Mortgage Corporation, the Federal National
- E. Mortgage Association, the Government National Mortgage Association, the Federal
- F. Housing Administration, the Farmers Home Administration and the U.S. Postal Service.
- G. Obligations of the State of North Carolina.
- H. Deposits at interest or purchase of certificates of deposit with any bank, savings and loan association or trust company in North Carolina, provided such deposits or certificates of deposit are fully collateralized.
- I. Prime quality commercial paper bearing the highest rating of at least one nationally recognized rating service and not bearing a rating below the highest (A1, P1, F1) by any nationally recognized rating service which rates the particular obligation.
- J. Participating shares in a mutual fund for local government investment (such as the N.C. Capital Management Trust), which is certified by the N.C. Local Government Commission.

ADMINISTRATIVE RESTRICTIONS

In addition to the previously noted limitations on appropriate securities, Catawba County's investment activities are further restricted in the following manner:

It is the policy of Catawba County to diversify its investment portfolio. Assets held shall be diversified to eliminate the risk of loss resulting from the over concentration of assets in a specific issuer or specific class of securities. Diversification strategies shall be determined and revised periodically by the Chief Financial Officer. Portfolio maturities shall be staggered to avoid undue concentration of assets in a specific maturity sector. Maturities selected shall provide for stability of income and reasonable liquidity.

- Catawba County will invest its short-term investments (< one year) based on cash flow analysis
- Catawba County will invest minimal levels in money market funds or local government investment pools unless these instruments have higher yields
- Short-term investments will be aggressively managed to maximize yield
- Reserve funds and other funds with longer-term investment horizons (> one year) will be invested in higher yield, longer maturing investments to maximize the investment opportunity available.

Catawba County recognizes that investment risks can result from issuer defaults, market price changes or various technical complications leading to temporary illiquidity. Portfolio diversification is employed as a way to minimize default risk. No individual investment transaction shall be undertaken that jeopardizes the capital position of the overall portfolio. In the event of a default by a specific issuer, the Chief Financial Officer shall review and, if appropriate, proceed to liquidate securities having comparable credit risks.

SELECTION OF SECURITIES

The Chief Financial Officer, or his designee, will determine which instruments shall be purchased and sold, and the desired maturity date(s) that are in the best interest of the County. All brokers and dealers transacting business with the County must be licensed to do business within North

Carolina. They must also have extensive knowledge of NC General Statutes and have references from other North Carolina local governments. The selection of an instrument will involve the evaluation of, but not be limited to, the following factors:

- A. Cash flow projections and requirements
- B. Current market conditions
- C. Overall portfolio balance and makeup
- D. Relative liquidity of the instrument

CUSTODY AND SAFEKEEPING OF SECURITIES

Catawba County will maintain a third party safekeeping account for all investments (generally provided by the County's primary bank), or take physical possession of them. Some securities, primarily certificates of deposit, will not be kept in the third party safekeeping account, but will be kept by the Investment Officer in the vault of the County Finance Department. Transactions will be processed on a delivery versus payment basis, which insures that securities are deposited in an eligible financial institution prior to the release of funds.

INTERNAL CONTROLS

The Chief Financial Officer is responsible for establishing and maintaining a system of internal controls. The internal control structure shall be designed to provide reasonable assurances that the assets of Catawba County are protected from loss, theft, or misuse by third parties or County employees. Accordingly, the Chief Financial Officer shall establish a process for an annual independent review by an external auditor to assure compliance with policies and procedures.

REPORTING

The Chief Financial Officer shall prepare an investment report on a semi-annual basis, including a management summary that provides an analysis of the status of the current investment portfolio. The report will include the following:

- Listing of individual securities held at the end of the reporting period.
- Average weighted yield to maturity of portfolio on investments.
- Listing of investments by maturity date.
- Percentage of each type of investment in the total portfolio.

CATAWBA COUNTY, NORTH CAROLINA

Table 5

**Assessed Valuation and Actual Value of Taxable Property
Last Ten Fiscal Years**

Fiscal Year	Real Property	Personal Property	Public Utility Property	Total Taxable Assessed Value	Total Direct Tax Rate ⁽¹⁾	Estimated Real Market Value
2008 ⁽²⁾	11,444,764,023	2,606,879,334	603,786,566	14,655,429,923	0.535	14,963,681,767
2009	11,778,146,940	2,560,844,568	794,924,639	15,133,916,147	0.535	15,452,232,129
2010	11,874,836,448	2,547,986,916	590,931,402	15,013,754,766	0.535	15,343,643,092
2011	12,057,640,336	2,454,965,234	610,253,122	15,122,858,692	0.535	15,122,858,692
2012 ⁽²⁾	12,154,011,798	2,754,476,587	606,953,739	15,515,442,124	0.530	15,436,714,878
2013	12,240,949,134	3,127,347,289	659,587,935	16,027,884,358	0.530	15,946,556,918
2014	12,224,185,313	3,790,836,072	685,580,853	16,700,602,238	0.530	16,192,168,158
2015	12,267,687,100	3,622,784,098	746,952,594	16,637,423,792	0.530	16,249,070,995
2016 ⁽²⁾	11,564,008,687	3,742,083,773	788,247,696	16,094,340,156	0.575	16,261,837,078
2017	11,682,762,282	3,910,899,616	827,530,781	16,421,192,679	0.575	N/A

⁽¹⁾ Tax rate expressed in dollars of tax per \$100 of assessed valuation.

⁽²⁾ Increase as a result of the County 4-year real property revaluation cycle.

Source: Catawba County Property Appraiser

CATAWBA COUNTY, NORTH CAROLINA

Table 6

**Property Tax Rates - Direct and Overlapping Governments ⁽¹⁾
Last Ten Fiscal Years**

	Fiscal Year									
	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008
Catawba County										
Property Tax	0.5750	0.5750	0.5300	0.5300	0.5300	0.5300	0.5350	0.5350	0.5350	0.5350
Fire Districts:										
Bandys	0.0820	0.0820	0.0700	0.0700	0.0700	0.0600	0.0600	0.0600	0.0600	0.0600
Catawba	0.1000	0.0850	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700
Claremont	0.0800	0.0800	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700
Conover Rural	0.0900	0.0900	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700
Cooksville	0.0620	0.0620	0.0617	0.0617	0.0617	0.0517	0.0517	0.0517	0.0517	0.0517
Denver	-	-	-	-	-	-	-	-	-	0.0389
Fairbrook	-	-	-	-	-	-	-	-	-	-
Hickory Rural	0.0900	0.0900	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0325	0.0325
Long View	0.0730	0.0730	0.0650	0.0546	0.0546	0.0546	0.0546	0.0546	0.0546	0.0546
Maiden	0.0800	0.0750	0.0700	0.0600	0.0600	0.0600	0.0600	0.0500	0.0500	0.0500
Mountain View	0.0750	0.0600	0.0600	0.0600	0.0600	0.0600	0.0600	0.0493	0.0493	0.0493
Newton	0.0900	0.0900	0.0850	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700
Oxford	0.0650	0.0650	0.0558	0.0558	0.0558	0.0558	0.0558	0.0558	0.0558	0.0558
Propst	0.0620	0.0620	0.0615	0.0615	0.0615	0.0615	0.0615	0.0615	0.0615	0.0615
Sherrills Ford	0.1100	0.0810	0.0800	0.0700	0.0700	0.0700	0.0700	0.0700	0.0500	0.0500
St. Stephens	0.1200	0.0900	0.0900	0.0700	0.0700	0.0700	0.0700	0.0700	0.0500	0.0500
Viewmont	-	-	-	-	-	-	-	-	-	-
Municipalities:										
Town of Brookford	0.5200	0.5200	0.5200	0.5200	0.5200	0.5200	0.5200	0.5200	0.5200	0.5200
Town of Catawba	0.4800	0.4800	0.4800	0.4800	0.4800	0.4800	0.4800	0.4800	0.4800	0.4800
City of Claremont	0.4900	0.4900	0.4600	0.4600	0.4600	0.4600	0.4600	0.4600	0.4600	0.4600
City of Conover	0.4700	0.4700	0.4300	0.4000	0.4000	0.4000	0.4000	0.4000	0.4000	0.4000
City of Hickory	0.5665	0.5665	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000
Town of Long View	0.5200	0.4200	0.4200	0.4200	0.4000	0.4000	0.4000	0.4000	0.4000	0.4000
Town of Maiden	0.3800	0.3800	0.3800	0.3800	0.3800	0.3900	0.4000	0.4000	0.4000	0.4000
City of Newton	0.5400	0.5400	0.5100	0.4800	0.4800	0.4800	0.4800	0.4800	0.4800	0.4600
Total Maximum Rate - Fire District	0.6950	0.6650	0.6200	0.6000	0.6000	0.6000	0.6050	0.6050	0.6050	0.6050
Total Maximum Rate - Municipalities	1.1415	1.1415	1.0500	1.0500	1.0500	1.0500	1.0550	1.0550	1.0550	1.0550

⁽¹⁾ All tax rates are expressed in dollars of tax per \$100 of assessed valuation. For the above years, the tax levies were assessed at one hundred percent (100%) of the actual value.

Source: Catawba County Tax Collector

Debt Management Policy

INTRODUCTION

Catawba County recognizes that a formal debt policy is essential to effective financial management. Adherence to a debt management policy signals to rating agencies and capital markets that the government is well managed and therefore likely to meet its debt obligations in a timely manner. In addition, it helps to insure that a government maintains a sound financial position and that credit quality is protected. Debt management policies are written guidelines, allowances and restrictions that guide the debt issuance process and it is a recommended practice of the Government Finance Officers Association (GFOA).

Many of the processes for approval, sale and repayment of debt are controlled by North Carolina General Statutes and may not all be repeated within this policy. This debt policy is to be used in conjunction with those laws and regulations along with the operating and capital budgets and other financial policies. Objectives of the debt policy have been established to assist the County in retaining its bond ratings and include:

- Funding a Capital Improvement Plan
- Maintaining an appropriate mix of pay-as-you-go and debt funding
- Maintaining an adequate fund balance, including an appropriate level of unassigned fund balance
- Structuring debt repayment schedules that observers expect of highly rated (AA or AAA) counties

DEBT INSTRUMENTS

The County will use appropriate debt instruments to provide funding for capital assets and improvements at the lowest cost with minimal risk:

General Obligation Bonds

General Obligation Bonds are bonds secured by a promise to levy taxes in an amount necessary to pay debt service, principal and interest, coming due each fiscal year until repaid. General obligation bonds are backed by the full faith and credit of the County. These bonds are authorized by a referendum or by non-voted (2/3) authorization by the governing body. The non-voted authorization allows governments to issue up to two-thirds of the previous year's net debt reduction without a referendum.

Revenue and Special Obligation Bonds

Revenue bonds are bonds that pledge revenues generated by the debt-financed asset or by the operating system of which that asset is a part. Special Obligation Bonds are bonds that are payable from the pledge of revenues other than locally levied taxes.

Other Financing Options

Installment financings are alternative financing methods that do not require a referendum. Certificates of Participation or Limited Obligation Bonds represent an undivided interest in the payments made by a public agency pursuant to a financing lease or an installment purchase agreement. The security for this financing is represented by a lien on the property acquired or constructed.

An Installment Purchase Contract is an agreement with a financial institution in which the equipment or property is acquired and periodic payments are made to satisfy the debt service.

The County will typically use this type of financing to finance a capital asset for ten to fifteen years with the capital asset being used as collateral for the loan. In other cases, this financing will be used for short-term equipment/vehicle purchases of three to five years.

The County will use pay-as-you-go funding for capital improvements or capital assets having a cost of less than \$250,000 or assets having a useful life of less than ten years unless budgetary constraints require the use of financing to acquire the necessary funding for those capital improvements or capital assets.

PURPOSES FOR DEBT ISSUANCE

The County may issue debt for the purpose of acquiring or constructing capital assets including land, buildings, machinery, equipment, fixtures and any other eligible expenses of a project and for making major renovations to existing capital improvements that are for the good of the public. Exceptions to this rule will be considered on a case-by-case basis to determine if the contemplated debt is in the best interest of the County. Long-term debt shall not be used for financing ongoing operational expenses. When applicable, debt issuance will be pooled together to minimize issuance expense.

Before issuing any new debt the County will consider the following factors:

- Global, national and local financial environment and economy
- Current interest rates and expected interest rate changes
- Cash position and current debt position
- Availability of funds to repay the debt
- Urgency of current capital needs and flexibility to meet future needs
- Appropriate debt issuance practices and debt structuring

DEBT STRUCTURE

The debt structure is made up of the type of debt, interest rate and principal maturity schedule. This could include General Obligation Bonds, Revenue or Special Obligation Bonds or other installment financings. The cost of taxable debt is typically higher than the cost of tax-exempt debt; however, the issuance of taxable debt is mandated in some circumstances and may allow flexibility in subsequent contracts with users or managers of the improvements constructed with bond proceeds. The County will usually issue obligations on a tax-exempt basis, but may occasionally issue taxable obligations when there is an expected benefit from doing so. The County shall establish an affordable debt level to preserve credit quality and insure sufficient revenue is available to pay annual debt service obligations.

General Obligation Bonds will generally be competitively bid with no more than a 20-year life unless there are compelling factors which make it necessary to extend beyond and applicable law allows a longer term. In a competitive sale, the County may sell its debt obligations by allowing an interested underwriter or syndicate to submit a proposal to purchase and issue bonds. The bonds are awarded to the underwriter presenting the best bid according to stipulated criteria set forth in the notice to sale.

Negotiated sales or private placements may be used where allowed when complex financing or sales structure is a concern with regard to marketability. In a negotiated sale, the bonds may be sold through an exclusive arrangement between the County and an underwriter or underwriting syndicate. At the end of successful negotiations, the issue is awarded to the underwriter. This method offers the most flexibility to the County. The criteria used to select an underwriter or syndicate in negotiated sales should include, but not be limited to the following: overall experience, marketing philosophy, capability, recent experience, underwriter's discount and overall expenses.

The County may elect to sell its debt obligations through a private placement with a financial institution when appropriate. Selection through private placement shall be determined through a Request for Proposal (RFP) process.

Debt service for each issue will be structured in an attempt to minimize the County's interest payments over the life of the issue while taking into account the existing debt obligations of the County. Any debt issued shall not have a maturity date beyond the useful life of the asset being acquired or constructed by the debt proceeds.

The County may also consider various financing methods including fixed or variable interest rate debt in order to minimize the interest costs over the life of the issue. The use of these methods will be evaluated based on market conditions and the maximum benefit to the County while minimizing the County's risk. When appropriate, the County may choose to issue securities that pay a rate of interest that varies according to a predetermined formula or results from a periodic remarketing of the securities or reset date determined by the bondholder. The County will limit the issuance of variable rate debt to help maintain the County's credit rating. The County's long term variable rate debt will not exceed 10 percent of the total outstanding general debt.

Investment of bond proceeds will be consistent with those authorized by existing state law, the County's investment policy and applicable bond covenants. Bond proceeds shall be invested and tracked separately from other investments.

DEBT RATIOS

The County will use an objective, analytical approach to determine the amount of debt to be considered for authorization and issuance. This process involves the comparison of generally accepted debt ratios from similar counties to the current County ratios. These ratios will be reevaluated every five (5) years or sooner as market conditions dictate. The County shall adhere to the following ratios:

Net Direct Debt Per Capita

This ratio measures the burden of direct debt placed on the population supporting the debt. This is widely used by rating agencies as a measure of an issuer's ability to repay the debt. The County's General Obligation debt per capita will be in line with other North Carolina counties that maintain the same credit rating. The County will maintain per capita debt that does not exceed \$2,000.

Net Direct Debt as a Percentage of Assessed Valuation

This ratio measures debt levels against the property tax base that generates the tax revenues used as the main source of debt repayment. The County will maintain its debt at no more than 1.50 percent of the countywide assessed value (legal limit is 8 percent).

Net Direct Debt Service as a Percentage of Operational Budget

This ratio reflects the County's budgetary flexibility to adjust spending levels as economic conditions change. The County will maintain its net debt service at no more than 20 percent of the operational budget.

Ten-Year Payout Ratio

This ratio measures how quickly the County retires its outstanding indebtedness. A higher payout ratio preserves the County's capacity to borrow for future capital needs. The County will maintain its ten-year payout at a 65 percent level or higher.

REFINANCING OF OUTSTANDING DEBT

The County will continually review its outstanding debt and recommend issue for refunding as market opportunities arise. Debt shall only be refinanced for the purpose of achieving debt service savings, unless required to achieve specific debt management goals of the County. The estimation of net present value savings should be, at a minimum, in the range of 3 percent of the refunded maturities before a refunding process would be considered unless the County otherwise determines the annual savings warrant the refunding. The County will not refinance debt for the purpose of deferring scheduled debt service, unless unique circumstances are present. The County is aware that refinancing for the purpose of deferring debt service may have an impact on its credit rating.

The County may issue advance refunding bonds when advantageous, legally permissible and prudent while net present value savings are achieved. Advance refunding transactions are those undertaken in advance of the first date the refunded debt can be called for optional redemption and will require an establishment of an escrow account for the defeasance of the refunded debt. All costs incurred in completing the refunding shall be taken into account when determining the net present value savings.

The County may issue current refunding bonds when advantageous, legally permissible and prudent while net present value savings are achieved. Current refunding transactions shall be considered whenever possible. These transactions are undertaken at or after the call date on outstanding debt and provide for redemption and replacement of refunded debt within ninety days of issuance of the refunding debt.

PAY-AS-YOU-GO FUNDING

The County shall use pay-as-you-go and other alternative sources of funding for capital projects to minimize debt levels. To have an effective pay-as-you-go program, at least one funding source must be identified that is consistent, reliable and large enough to provide for capital needs in an amount that reduces dependency on debt. In order to reduce the impact of capital programs on future years, the County will annually appropriate funds for its capital improvement plan. The County will also appropriate proceeds from the sale of capital assets and land, as deemed appropriate, for capital projects. This practice will allow additional funding of capital improvement projects and reduce the County's dependence on borrowing. Pay-as-you-go funding will save money by eliminating interest expense on funded projects and will improve financial flexibility in the event of sudden revenue shortfalls or emergency spending.

ISSUANCE OF DEBT

The scheduling and amount of bond sales and installment purchase transactions will be recommended by the Chief Financial Officer and County Manager. The Board of County Commissioners must approve the sale. These decisions will be based upon the identified cash flow requirements for each project to be financed as well as market conditions and other relevant factors including debt ratios. If the cash requirements for capital projects are minimal in any given year, the County may choose not to issue the debt and fund the project costs and reimburse these costs when financing is arranged. In these situations, the County will adopt a reimbursement resolution prior to the expenditure of project funds.

Fixed rate General Obligation Bond sales are conducted on a competitive basis by the Local Government Commission (LGC), a division of the Office of State Treasurer. Variable rate bonds, revenue and special obligation bonds will be sold on a negotiated basis with a selected underwriter.

The County must receive an opinion acceptable to the market from a nationally recognized law firm that each financing transaction complies with applicable laws and all agreements in connection with any financing are legal, valid and binding obligations of the County.

CONTINUING DISCLOSURE

In accordance with the Securities and Exchange Commission (SEC), Rule 15c-2-12, the County will provide financial and operating information to the repository or repositories designated by the SEC. Where applicable, the county will also provide its Comprehensive Annual Financial Report (CAFR) and other relevant information to rating agencies, corporate trustees and financial institutions as required by continuing disclosure requirements within all debt financing documents.

ARBITRAGE LIABILITY MANAGEMENT

The County will maintain a system of record keeping and reporting to meet the arbitrage and rebate compliance requirements of the federal tax code. This effort includes tracking investment earnings on bond proceeds, calculating rebate payments in compliance with tax law and remitting applicable earnings to the federal government in a timely manner in order to preserve the tax-exempt status of the County's outstanding debt issues.

It is the County's policy to minimize the cost of arbitrage rebate and yield restriction while strictly complying with the applicable laws. Because of the complexity of arbitrage rebate regulations and the severity of non-compliance penalties, arbitrage calculation will be performed by qualified arbitrage professionals in strict adherence to applicable laws and regulations. These calculations will be done in accordance with required Internal Revenue Service reporting dates.

FINANCING TEAM, ADMINISTRATION AND IMPLEMENTATION

The County will provide for a solicitation and selection process for securing all professional services required in connection with any debt issues. The service professionals selected will be required to follow the County's debt management policy with the goal of continuity, quality service and competitive prices.

The County Manager and Chief Financial Officer are responsible for the administration and issuance of debt including the completion of specific tasks and responsibilities included in this policy.

**Legal Debt Margin Information
Last Ten Fiscal Years**

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Assessed value (after exemption)	16,421,192,679	16,094,340,156	16,637,423,792	16,700,602,238	16,027,884,358
Debt limit rate	8%	8%	8%	8%	8%
Debt limit	1,313,695,414	1,287,547,212	1,330,993,903	1,336,048,179	1,282,230,749
Less: Total net debt applicable to limit	170,255,375	148,502,990	152,703,618	158,887,591	154,634,710
Legal debt margin	<u>1,143,440,039</u>	<u>1,139,044,222</u>	<u>1,178,290,285</u>	<u>1,177,160,588</u>	<u>1,127,596,039</u>
 Total net debt applicable to the limit as a percentage of debt limit	 13%	 12%	 11%	 12%	 12%

Legal Debt Margin Calculation for Fiscal Year 2017

Assessed value (after exemptions)	\$ 16,421,192,679
Debt limit (8% of assessed value)	1,313,695,414
Debt applicable to limit:	
Authorized and unissued debt	-
Certificates of participation	9,293,560
Installment purchase	78,263,515
Qualified Zone Academy Bonds	250,000
Qualified School Construction Bonds	27,808,553
Build America Bonds	-
Limited Obligation Bonds	51,564,359
North Carolina Department of Commerce	2,100,388
Federal Revolving Loan	975,000
Less: Statutory deductions	
Unissued debt	-
Total net debt applicable to limit	<u>170,255,375</u>
Legal debt margin	<u>\$ 1,143,440,039</u>

**Legal Debt Margin Information
Last Ten Fiscal Years**

	<u>2012</u>	<u>2011</u>	<u>2010</u>	<u>2009</u>	<u>2008</u>
Assessed value (after exemption)	15,515,442,124	15,122,858,692	15,013,754,766	15,068,712,596	14,655,429,923
Debt limit rate	8%	8%	8%	8%	8%
Debt limit	<u>1,241,235,370</u>	<u>1,209,828,695</u>	<u>1,201,100,381</u>	<u>1,205,497,008</u>	<u>1,172,434,394</u>
Less: Total net debt applicable to limit	<u>125,775,150</u>	<u>142,142,197</u>	<u>117,002,355</u>	<u>130,663,312</u>	<u>121,303,793</u>
Legal debt margin	<u>1,115,460,220</u>	<u>1,067,686,498</u>	<u>1,084,098,026</u>	<u>1,074,833,696</u>	<u>1,051,130,601</u>
 Total net debt applicable to the limit as a percentage of debt limit	 10%	 12%	 10%	 11%	 10%

**Ratios of Outstanding Debt by Type
Last Ten Fiscal Years**

Fiscal Year	Governmental Activities							North Carolina Department of Commerce
	General Obligation Bonds	Certificates of Participation	Installment Purchases	Qualified Zone Academy Bonds	Qualified School Construction Bonds	Build America Bonds	Limited Obligation Bonds	
2008	30,160,000	45,435,000	45,008,793	700,000				
2009	23,765,000	42,645,000	56,831,959	650,000				
2010	17,310,000	39,855,000	52,705,167	600,000				
2011	12,110,000	37,075,000	48,564,013	550,000	27,808,553	8,401,732		
2012	7,715,000	18,090,000	19,475,148	500,000	27,808,553	7,822,302	39,787,135	
2013	3,325,000	16,465,000	48,618,040	450,000	27,808,553	7,242,872	37,770,939	2,600,000
2014	799,341	12,208,902	44,692,131	400,000	27,808,553	6,663,443	63,119,732	2,600,000
2015	-	11,885,455	40,764,047	350,000	27,808,553	6,084,013	57,768,142	2,600,000
2016	-	10,582,008	37,299,345	300,000	27,808,553	5,504,583	52,638,035	2,600,000
2017	-	9,293,560	72,741,291	250,000	27,808,553	-	47,533,477	2,100,388

N/A = Not available

Sources:

¹ U.S. Department of Commerce Bureau of Economic Analysis

² Population based on estimates issued by the Bureau of the Census

CATAWBA COUNTY, NORTH CAROLINA

Table 9
Page 2 of 2

Ratios of Outstanding Debt by Type
Last Ten Fiscal Years

Year	Business Type			Total Primary Government	Percentage of Personal Income ⁽¹⁾	Per Capita ⁽²⁾
	Installment Purchases	Limited Obligation Bonds	Revolving Loan			
2008				121,303,793	2.51	780
2009	6,771,353			130,663,312	2.61	832
2010	6,532,188			117,002,355	2.37	736
2011	6,282,897		1,350,000	142,142,195	2.75	893
2012	-	5,797,865	1,350,000	128,346,003	2.49	828
2013	8,000,000	5,504,061	1,275,000	159,059,465	2.95	1,023
2014	7,397,122	5,401,752	1,200,000	172,290,976	3.15	1,109
2015	6,783,333	5,097,634	1,125,000	160,266,177	2.80	1,028
2016	6,158,434	4,562,032	1,050,000	148,502,990	2.36	953
2017	5,522,224	4,030,882	975,000	170,255,375	N/A	1,091

N/A = Not available

Sources:

¹ U.S. Department of Commerce Bureau of Economic Analysis

² Population based on estimates issued by the Bureau of the Census

**Demographic and Economic Statistics
Last Ten Fiscal Years**

Fiscal Year	Population Estimate ⁽¹⁾	Personal Income	Per Capita Income ⁽²⁾	Median Age ⁽³⁾	School Enrollment ⁽⁴⁾	Unemployment Rate ⁽⁵⁾
2008	155,452	4,826,940,052	31,051	36.9	25,305	7.20
2009	157,073	4,998,534,079	31,823	38.1	24,688	15.50
2010	159,013	4,941,148,000	31,052	38.2	24,338	12.90
2011	159,125	5,016,806,000	32,504	38.4	24,245	12.00
2012	154,992	5,137,333,000	33,320	39.9	24,250	11.30
2013	155,494	5,357,979,000	34,716	40.3	24,241	10.80
2014	155,411	5,478,237,750	35,250	40.5	24,204	7.10
2015	155,832	5,725,579,344	36,742	40.7	23,889	6.00
2016	156,182	6,243,298,000	40,265	40.8	23,679	4.90
2017	156,106	N/A	N/A	41.1	23,509	4.00

N/A = Not available

Sources:

- ¹ Based upon estimates issued by the U.S. Census Bureau
- ² Bureau of Economic Analysis
- ³ Office of State Planning
- ⁴ North Carolina Department of Public Instruction
- ⁵ Department of Commerce - Employment Security Commission

CATAWBA COUNTY, NORTH CAROLINA

Table 7

**Principal Property Taxpayers
December 31, 2016 and December 31, 2007**

Taxpayer	Type of Business	December 31, 2016			December 31, 2007		
		Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
Apple, Inc.	Computer Server	\$ 1,065,093,569	1	6.49	\$ -	-	-
Duke Energy Corporation	Electric utility	638,507,529	2	3.89	441,291,099	1	3.01
GKN Driveline Newton, LLC	Gears	189,679,315	3	1.16	110,782,928	3	0.76
CommScope, Inc.	Cable mfg.	104,023,800	4	0.63	130,945,400	2	0.89
Corning Cable Systems	Cable mfg.	89,141,091	5	0.54	80,921,214	5	0.55
Target Corporation	Warehouse/Retail	78,649,878	6	0.48	-	-	-
Draka Comteq Americas, Inc.	Cable mfg.	58,756,382	7	0.36	55,223,301	7	0.38
Frye Regional/American Medical	Medical care	57,333,254	8	0.35	84,300,036	4	0.58
HSM Solutions - (formerly Hickory Springs Mfg. Co.)	Furniture supplies	54,519,506	9	0.33	63,440,134	6	0.43
Valley Hills Mall, LLC	Retail	38,721,974	10	0.24	50,132,882	8	0.34
Shuford Mills/Shurtape Technologies	Textiles & Tape	-	-	-	44,173,247	9	0.30
Central Telephone Company	Telephone	-	-	-	42,740,159	10	0.29
		<u>\$ 2,374,426,298</u>		<u>14.47</u>	<u>\$ 1,103,950,400</u>		<u>7.53</u>
Total Assessed Valuation		<u>\$ 16,421,192,679</u>			<u>\$ 14,655,429,923</u>		

Source: Catawba County Tax Collector

CATAWBA COUNTY, NORTH CAROLINA

Table 12

**Principal Employers
Current Year and Nine Years Ago**

Employer	2017			2008		
	Employees ⁽¹⁾	Rank	Percentage of Total County Employment ⁽²⁾	Employees ⁽¹⁾	Rank	Percentage of Total County Employment ⁽²⁾
Catawba County School Systems	1,960	1	2.65%	2,100	1	2.99%
Catawba Valley Medical Center	1,949	2	2.63%	1,288	4	1.83%
CommScope, Inc.	1,609	3	2.18%	2,050	2	2.92%
Duke LifePoint/Frye Regional Medical	1,560	4	2.11%	1,720	3	2.45%
HSM Solutions (Hickory Springs)	1,480	5	2.00%	1,100	6	1.57%
Corning Cable Systems ⁽³⁾	1,200	6	1.62%	1,000	9	1.42%
Catawba County Government	1,097	7	1.48%	1,193	5	1.70%
GKN Driveline	1,097	8	1.48%	-	-	-
Pierre Foods	827	9	1.12%	-	-	-
Sherrill Furniture Company	785	10	1.06%	1,012	8	1.44%
CV Industries, Inc.	-	-	-	1,035	7	1.47%
Hdm Furniture Industries	-	-	-	929	10	1.32%
	<u>13,564</u>		<u>18.33%</u>	<u>13,427</u>		<u>19.11%</u>

Sources:

¹ Survey of Employers

² Labor estimates provided by the Employment Security Commission of North Carolina

³ Catawba County Chamber of Commerce

CATAWBA COUNTY, NORTH CAROLINA
General Long-Term Debt Requirements and Maturity Schedule
June 30, 2017

Schedule J-1

Fiscal Year Ended June 30	Governmental Activities			Business Type Activities		
	Debt Principal	Interest	Total	Debt Principal	Interest	Total
2018	13,501,848	4,834,273	18,336,121	1,238,472	261,284	1,499,756
2019	13,445,367	4,485,346	17,930,713	1,248,924	228,956	1,477,880
2020	12,711,883	4,149,515	16,861,398	1,176,280	198,132	1,374,412
2021	12,612,808	3,818,105	16,430,913	1,186,525	168,822	1,355,347
2022	11,398,679	3,476,006	14,874,685	1,198,897	137,191	1,336,088
2023-2027	72,824,353	10,853,540	83,677,893	3,921,753	246,103	4,167,856
2028-2031	17,881,608	1,088,384	18,969,992	410,059	3,701	413,760
	<u>\$ 154,376,546</u>	<u>\$ 32,705,169</u>	<u>\$ 187,081,715</u>	<u>\$ 10,380,910</u>	<u>\$ 1,244,189</u>	<u>\$ 11,625,099</u>

(1) 13% of Legal Debt Limit

GLOSSARY

Ad Valorem Tax: A tax levied in proportion to the value of a property.

Accrual Basis of Accounting: Revenues are reported on the income statement when they are earned not when they are received. Expenses are matched with related revenues and/or are reported when the expense occurs, not when the cash is paid. The result of accrual accounting is an income statement that better measures profitability during a specific time period.

Activity: Departmental efforts which contribute to the achievement of a specific set of program outcomes; the smallest unit of the program budget.

Allocate: To set apart portions of budgeted expenditures which are specifically designated to organizations for special activities or purposes (i.e., various rescue squads).

Annual Budget: A budget covering a single fiscal year.

Appropriation: An authorization granted by the Board of Commissioners to make budgeted expenditures and to incur obligations for purposes specified in the budget ordinance.

Approved Budget: The budget as formally adopted by the Board of Commissioners for the upcoming fiscal year.

Assessed Value: The value of real estate or personal property as determined by tax assessors and used as a basis for levying taxes.

Assessment: The process for determining values of real and personal property for taxation purposes.

Authorized Bond: Bonds which have been legally approved but may or may not have been sold.

Available Fund Balance: Total cash and investments minus liabilities, encumbrances, and deferred revenues at the end of each fiscal year.

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 (CIP): A long term plan of proposed capital improvement projects which includes estimated project costs and funding sources that the County expects to undertake within a five-year period. The plan is updated annually to reassess capital needs.

Capital Outlay: An expenditure expected to have a useful life greater than three years or an estimated total cost of \$5,000 or more. Capital outlay expenditures include such purchases as a vehicle, ambulance equipment, or Landfill equipment.

Capital Project: A project expected to have a useful life greater than ten years or an estimated total cost of \$100,000 or more and requiring professional certification. Capital projects include the construction, purchase, or major renovation of a building or the purchase of land.

Capital Projects Fund: A fund used to account for the acquisition or construction of major governmental capital facilities and equipment which are not financed by other funds.

Contingency Account: Account in which funds are set aside for unforeseen expenditures which may become necessary during the year and which have not been provided for in the context of the annual operating budget. Transfers from this account must be approved by the County Manager or Board of Commissioners.

Current Expense: Local funds used to supplement the State's minimum level of support for operating the schools. These funds by State law are appropriated on a per pupil basis.

Debt Service: Used for payment of general long-term debt principal, interest, and related costs.

Delinquent Taxes: Taxes that remain unpaid after the due date on which a penalty for nonpayment is incurred.

Department: A major administrative division of the County that has overall management responsibility for an operation within a function area.

DHR: Represents Departments of Human Resources that includes Social Services, Public Health, and Partners Behavioral Health Management (Partners BHM).

Encumbrance: A financial commitment for services, contracts, or goods that have not as yet been delivered or performed.

Enterprise Fund: A grouping of activities whose expenditures are wholly or partially offset by revenues collected from consumers in the form of fees and charges.

Expenditures: The total costs of a program or capital project.

Fire Protection Service Districts: Districts established pursuant to NCGS 153A-301(a)(2) within the County for the purpose of establishing fire tax rates to provide fire protection services.

Fiscal Year: The time period beginning July 1 of a calendar year and ending on June 30 of the following calendar year. Budgeting is carried out on a fiscal year schedule.

Fixed Asset: An asset of long-term character. For budgetary purposes a fixed asset is defined as an item costing \$5,000 or more with an expected life of more than three years.

Fringe Benefits: For budgeting purposes fringe benefits include employer payments for social security, retirement, group health, life insurance, dental insurance, and worker's compensation.

Full-Time Equivalent (FTE): An FTE converts the hours worked by a position into a percentage of a full year's number of hours. One FTE equals 40 hours per week or 2,080 hours per years per permanent position.

Fund: An accounting entity created to record the financial activity for a selected financial grouping. A fund is set up to carry out a special function or attain certain objectives in accordance with set laws and regulations.

Fund Balance: Amounts shown as fund balance represent monies which remain unspent after all budgeted expenditures have been made. North Carolina statutes dictate that a portion of fund balance should be retained and not made available for appropriation in the following fiscal year.

Function: A broad grouping of activities and departments whose outcomes and expenditures are inter related. Examples of functions within Catawba County include Human Services, Public Safety, and General Government.

General Fund: The general operating fund of the County used to account for all financial resources except those required to be accounted for in another fund.

General Obligation Bonds: Bonds issued by a government that are backed by the full faith and credit of its taxing authority.

Governmental Funds: There are three groups of funds for which financial statements are prepared—governmental, proprietary, and fiduciary. Proprietary funds are employed to report on activities financed primarily by revenues generated by the activities themselves, such as a utility. Fiduciary funds contain resources held by a government but belonging to individuals or entities other than the government. Governmental funds account for everything else. Catawba County has three types of governmental funds:

- General Fund and like funds
- Special Revenue Funds
- Capital Project Funds

Grants: A broad statement of desired conditions to be maintained or achieved through the efforts of an organization.

Indirect Cost: The component of the total cost for a service that is provided by and budgeted within another department or division. Indirect costs are budgeted to more accurately reflect the true total cost for such services such as those provided by the Administrative Departments.

Intergovernmental Revenues: Revenues from other governments (State, Federal, or local), which can be in the form of grants, shared revenues, or entitlement.

Lease Purchase: A method of purchasing equipment in which payments are spread over a period of time.

Levy: The amount of tax, service charge, and assessments imposed by the government.

Line Item: A budgetary account representing a specific object of expenditure.

Modified Accrual: The County budgets all funds on the modified accrual basis of accounting according to North Carolina General Statute. This is an accounting method in which revenues are recorded when they are earned or billed and expenditures are recorded when they are obligated.

Ordinance: A formal legislative enactment by the Board of Commissioners that has the full force and effect of law within the boundaries of the County.

Personal Services: Salaries and wages paid to employees for full-time, part-time, and temporary work including overtime and similar compensation. Also included in this account group are fringe benefits paid for employees.

Program: A well-defined portion of the operating plan for which a distinct set of goals and outcomes may be developed.

Program Objective: A specific statement about what is to be accomplished or achieved for a particular program during the fiscal year.

Public Safety: A group of expenditures related to the provision and enforcement of law enforcement and fire and disaster protection.

Reappraisal: The process of revaluing a jurisdiction's real property in order to adjust the tax value to the market value. By North Carolina law, a revaluation must be conducted at a minimum of every eight years.

Reclassification: A change in the classification and corresponding job title of an existing position that results from a major change in assigned responsibilities.

Reinventing Department: One of four departments operating under alternative methods for budgeting which give more flexibility for accounts.

Reserve: An account designated for a portion of the fund balance that is to be used for a specific purpose.

Revenue: Income including transfers and excluding proceeds from the sale of bonds or notes for the fiscal year. The major categories of revenue include taxes, intergovernmental, Federal and State, permits and fees, sales and services, and interest on investments.

Special Revenue Fund: A fund used to account for the revenues from specific sources that are to be used for legally specified expenditures.

Tax Levy: Revenue produced by applying a given tax rate to a property's assessed or tax value.

Unassigned Fund Balance: Available fund balance minus fund balance appropriated for subsequent year's expenses and Board of Commissioner designations such as Reinventing Surplus, which may or may not be spent, and other reserves.

FISCAL YEAR 2018/19 FEE SCHEDULE

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FISCAL YEAR 2018/19 CATAWBA COUNTY FEE SCHEDULE
July 1, 2018

EMERGENCY SERVICES

EMS Fees

Ambulance Base Rates

Advanced Life Support (Non-Emergency)	135% of the Medicare allowable rate
.....	(Based on Jan 2018 rate estimated to be \$349.57)
Advanced Life Support (Emergency)	135% of the Medicare allowable rate)
.....	(Based on Jan 2018 rate estimated to be \$553.49
Advanced Life Support – ALS2	135% of the Medicare allowable rate
.....	((Based on Jan 2018 rate estimated to be \$801.10)
Basic Life Support (Non-Emergency).....	135% of the Medicare allowable rate
.....	(Based on Jan 2018 rate estimated to be \$291.30)
Basic Life Support (Emergency).....	135% of the Medicare allowable rate
.....	(Based on Jan 2018 rate estimated to be \$466.10)
EMS Standby Fee (ALS Unit and two personnel).....	\$100.00 per hour
Mileage	135% of the Medicare allowable rate
.....	(Based on Jan 2018 rate estimated to be \$9.84 per mile)
Specialty Care Transport.....	135% of the Medicare allowable rate
.....	(Based on Jan 2018 rate estimated to be \$946.76)
Treatment / No Transport	\$150.00

Animal Shelter

Civil Penalties

1 st Violation	\$50.00
2 nd Violation	\$75.00
3 rd Violation.....	\$150.00
4 th Violation and each subsequent offense (Habitual Offender)	\$250.00
Animal Cruely Violation	\$300.00
Dangerous Dog Violation	\$150.00

Home Quarantine..... \$60.00

Impound Fee

Fire Permit Fees (O = Operational, C = Construction)

Amusement buildings (O)	\$50.00
Carnivals and Fairs (O).....	\$50.00
Change of Business / Owner – ABC required permit for alcohol sale (O)	\$50.00
Compressed Gases (excess) (C)	\$50.00
Covered Mall Buildings (O).....	\$50.00
Exhibits and Trade Shows (O).....	\$50.00
Explosives Manufacturing, Storage, Handling, Sale or Use, and Blasting Operations (O)	\$150.00
Fire Alarm, Detection Systems, Related Equipment (install, modify) (C).....	\$50.00
Fire Extinguishing Systems, automatic (includes sprinklers, installation, and modification) (C).....	\$75.00
Fire Hydrants, private (installation and modification) (C)	\$50.00
Fire Hydrants, private (removal from service, use, or operation) (O).....	\$50.00
Fire Pumps and Related Equipment (installation and modification) (C)	\$50.00
Flammable or Combustible Liquids	
Change type of contents in tank to more hazardous material (O)	\$50.00
Construct, install, or alter vehicles and facilities (C)	\$50.00
Install, remove, abandon, and place out-of-service above and underground tanks (O)	\$100.00 per tank
Manufacture, process, blend, or refine (O)	\$50.00
Operation of facilities, tank vehicles, & equipment (O)	\$50.00
Fumigation and Thermal Insecticide Fogging, storage of materials (O)	\$50.00

Hazardous Materials Facilities (construction and alterations) (C).....	\$50.00
Industrial Ovens Construction (C).....	\$50.00
Liquid Fuels	
Dispensing into fuel tanks of motor vehicles at commercial, industrial, government, or manufacturing facilities (O).....	\$50.00
Display, operate, or demonstrate liquid or gas-fueled vehicles or equipment in assembly buildings (O)	\$50.00
Membrane Structures, Tents, and Canopies (temporary, permit to erect based on minimal size (more than 200 square feet (C).....	\$50.00
Pyrotechnic special effects material use and handling (fireworks exhibitions) (O)	\$150.00
Safety Inspection due to Change of Use, Business, or Owner (over 30 days) or ABC required safety inspection permit for alcohol sales (O)	\$75.00
Spraying/Dipping Operation (flammable or combustible liquids or combustible powders (O)	\$50.00
Spraying/Dipping Operation (modification or installation of spray booths, rooms, or dip tanks (C).....	\$50.00
Standpipe Systems (installation, modification, or removal) (C).....	\$50.00
Temporary membrane structures, tents, and canopies (O).....	\$50.00
Tents or air-supported structures (more than 200 square feet)	\$50.00

Hazardous Materials Emergencies (fees charged back to responsible entity)

Cost associated with extended operations	County cost
Emergency Response Vehicle (Haz Mat Truck, Mobile Command Post).....	\$150.00 per hour
EMS Unit (medical stand-by for Haz Mat Team)	\$50.00 per hour
Haz Mat Response Staff	\$25.00 per person per hour
Local Fire Department Emergency Response (reimbursed to Fire Department)	
Ladder Truck.....	\$300.00 per hour
Marine Unit	\$50.00 per hour
Pumper or Tanker.....	\$200.00 per hour
Squad Truck	\$100.00 per hour
Materials (booms, suits, absorbent, etc.).....	County cost + 15%
Support Vehicle.....	\$25.00 per hour
Support Trailer (Decon, Air Unit, Light Tower, etc.)	\$25.00 per hour

GENERAL GOVERNMENT

Copy/Print Charges	
Black and White.....	\$0.10 per page
Color	\$0.25 per page
Returned Check Fee	\$25.00

HUMAN RESOURCES

Risk Management Services

Blood Borne Pathogens (non-County employees)	\$10.00 per person
Defensive Driving Training (non-County employees).....	\$15.00 per person
Fire and Emergency Action Training (non-County employees)	\$15.00 per person

LIBRARY

Audio-Visual Materials	
Audio tapes.....	Extended use fee per day \$0.50
(Maximum of \$3.00 per audio)	
DVDs/Video tapes	Extended use fee per day \$1.00
(Maximum of \$5.00 per video)	
Adult/Young Adult Print Materials	
Extended use fee.....	\$0.20 per day
(Maximum of \$3.00 per book)	

Copy/Print Charges	
3D Printing	\$2.00 per print, \$0.10-\$0.50 per gram filament
Digital Cutting	\$0.50 per cut, plus material cost
Fax Service	
Local or Toll Free.....	\$1.00 first page, \$0.10 each additional page
Long Distance.....	\$2.00 first page, \$0.20 each additional page
Interlibrary Loan Materials	Extended use fee per day \$0.50
Lost or damaged materials resources	\$ Replacement cost
Replacement of Lost Library Card	\$1.00
Special Resources, Technology, Equipment	
Extended use fee.....	\$5.00 per day
Improper return to of technology book drop.....	\$25.00

PLANNING, PARKS, AND DEVELOPMENT

Planning & Zoning

Board of Adjustment

Cottage Business	\$425.00
Extension/Change of Non-Conforming Use	\$425.00
Non-Conforming Use.....	\$425.00
Special Exception Permit	\$425.00
Special Use Permit.....	\$425.00
Variance.....	\$425.00

Copies of Ordinances/Plans

Design Manual.....	\$10.00
Highway 321 Corridor Plan	\$20.00
UDO Procedures Manual	\$10.00
Small Area Plans	\$15.00
Strategic Growth Study.....	\$20.00
Unified Development Ordinance	\$35.00
VisionQuest 2010 Comprehensive Plan	\$30.00
VisionQuest 2010 Fold-out Map.....	\$4.00

Fee In-Lieu Of \$1,000 per lot
(In lieu of providing open space on-site, a developer may make a one-time payment in the amount of \$1,000 per lot. The fee in-lieu is payable to the Parks Trust Fund for development of capital projects associated with the County Parks Master Plan or other accepted plans.)

Rezoning Application

All Applications	\$720.00
(Planning Development (PD), Planning Development – Industrial Parks (PD-IP), 321 Economic Development District (321-ED), Village Center, Manufactured Home Parks (MHP))	

Road Assessment for POP

Street Signs

Change of street name/sign	\$350.00 + \$100.00 each additional sign
Development Name Marker	\$50.00
Limited Access User.....	\$50.00
New development (per sign)	\$100.00/pole
Off-Premise.....	\$50.00
Off-Premise – Directional	\$50.00
On-Premise – Canopy	\$50.00
On-Premise - Freestanding	\$50.00
On-Premise – Wall Sign	\$50.00

Subdivisions

Performance Guarantee Inspection	\$30.00
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Subdivision Review

Exempt Plat Review	\$25.00
Extension of Major Preliminary Plat	\$70.00
Major Final Plat.....	\$200.00 + \$3.00 each lot

Major Preliminary Plat	\$200.00 + \$5.00 each lot
Minor/Family/Estate Subdivision Review	\$65.00
Performance Guarantee Extension (non-residential and subdivision)	\$40.00
Performance Guarantee - Initial Review	\$110.00
Performance Guarantee Inspection	\$30.00
Revised Major Preliminary/Sketch Plat Approval.....	\$70.00
Telecommunication Towers	
Eligible Facilities Requests/Substantial Modifications	\$1,000.00
New Wireless Support Structure/Wireless Facility.....	\$11,000.00
Site Assessment	\$6,000.00
Permit.....	\$5,000.00
Text Amendment (Applicant Initiated).....	\$560.00
Zoning Permits	
Backyard Business	\$25.00
Accessory Dwelling	\$25.00
Floodplain Development.....	\$50.00
Duplex.....	\$25.00
Home Occupation Permit	\$25.00
Non-residential Accessory Structure Site Plan Review/Permit.....	\$50.00
Non-residential Change of Occupancy	\$50.00
Non-residential Site Plan Review/Permit for new structures	\$200.00
Non-residential Temporary Structure Site Plan Review/Permit.....	\$50.00
Residential Single Family	\$25.00
Residential Additions/Accessory Structures (includes pools)	\$25.00
Sign Permits	\$50.00
Temporary Event.....	\$25.00

Catawba County Parks

Educational/Meeting Room.....	\$50.00 per day
Dog Park Usage Permit	\$20.00 per dog, per year
Picnic Shelter	\$5.00 per hour, per shelter; \$35.00 per day, per shelter
Sign Permit.....	\$10.00 per day
Vendor/Sales Permit	\$2% of gross sales or \$50 minimum
Additional Charge Applied to Parks Fees for Non-County Residents.....	\$10.00

Park fees may be waived for County Sponsored events and schooling-sponsored programs. School groups coming to the Park for educational programs or other curricula based activities should apply in advance for a waiver of Park fees. A letter on school stationery listing the date of the proposed visit, number of students, number of chaperones, and the educational purpose for the visit will serve as a waiver request. Letters should be mailed to the Park Ranger, Planning & Development, P O Box 389, Newton, NC 28658. Requests must be received at least two weeks in advance of the planned visit.

COOPERATIVE EXTENSION

4-H Camps	Varies depending on camp
4-H Project Books	\$2 to \$10, depending on book
T-Shirts (4-H, Local Foods, etc.).....	\$10-17
School Enrichment Programs	\$10/classroom
Workshops (Cooking, Marketing, Master Gardener, Beekeeping, etc.).....	Varies, depending on workshop
Serv-Safe	\$80.00 course cost and \$40.00 exam cost

PUBLIC HEALTH

Clinic Services

Tests

Nucleic Acid Amplicfication Test (NAAT)	\$43.00
Rabies Titer Test	\$93.00
Tuberculosis Skin Test	Cost of vaccine + \$22.00

Vaccines

Dtap (Diptheria, Tetanus, and Pertusis)	Cost of vaccine + \$22.00
Gardasil	Cost of vaccine + \$22.00
Haemophilus Influenza B	Cost of vaccine + \$22.00
Hepatitis A - Adult	Cost of vaccine + \$22.00
Hepatitis A – Pediatric	Cost of vaccine + \$22.00
Hepatitis B - Adult	Cost of vaccine + \$22.00
Hepatitis B - Pediatric	Cost of vaccine + \$22.00
Influenza	Cost of vaccine + \$13.00
Meningococcal (Menactra)	Cost of vaccine + \$22.00
M.M.R.	Cost of vaccine + \$22.00
Pneumococcal (Pneumovax)	Cost of vaccine + \$13.00
Polio (IPOL)	Cost of vaccine + \$22.00
Rabies, pre/post-exposure (Imovax)	Cost of vaccine + \$27.00
Rabies, pre/post-exposure (Rabivert)	Cost of vaccine + \$27.00
Td (Tetanus, Toxoid)	Cost of vaccine + \$22.00
Tdap (Tetanus, Diphtheria, and Pertussis)	Cost of vaccine + \$22.00
Tetanus, Diphtheria, and Pertusis (TdaP)	Cost of vaccine + \$22.00
Twinrex (Hep A/B)	Cost of vaccine + \$22.00
Typhoid	Cost of vaccine + \$22.00
Varicella (Varivax)	Cost of vaccine + \$22.00
Yellow Fever	Cost of vaccine + \$27.00
Zostavax	Cost of vaccine + \$22.00

Other

Biopsy Charge	\$25.00
Herpes Simplex Virus II IgG	\$17.00
Herpes Simplex Virus I & II	\$28.00
Human Papillomavirus Screening	\$32.00
Car Seat Co-Pay	\$10.00
CPR/First Aid Education Fee Cost of Completion Card and/or Student Workbook +	\$20.00
CPR K-12 Only	Cost of Completion Card + \$10.00
Fluoride Kit	\$3.00
Foreign Travel Consultation Stamp	\$10.00
Vaccine Admin – 1 injection	\$22.00
Vaccine Admin – each additional injection	\$22.00
Oral Administration	\$17.00

Environmental Health Division

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

Any system, 360 gallons per day and less	\$300.00
Any system, 361-600 gallons per day	\$450.00
Any system, 601-1,000 gallons per day	\$650.00
Any system, 1,001 gallons per day and above	\$900.00

(An application for Improvement Permits or Authorization to Construct must be made. An Improvement Permit or Authorization to Construct will not be issued unless the property lines are clearly marked, the house or building staked, the driveway and parking location marked, and another information necessary to issue the permit.)

Beneficial Fill Landfill

Application and inspections	\$75.00
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Change of Improvement Permit/Authorization to Construct/Well Permit

Re-trip and re-design fee.....	\$70.00
Food and Lodging Plan Review Fee.....	\$250.00
Ownership Change/Walk-Through Fee	\$75.00
This fee will be paid upon completion of a Food and Lodging Walk-Through consultation. If the citizen decides to proceed with a full Food and Lodging Plan Review, then the \$75 fee will be applied towards the \$250 cost of the full plan review.	
Plan Review for Push Carts/Mobile Food Units.....	\$150.00
Improvement Permit (for Site/Soil Evaluation only)	
For New Systems	\$150.00
For Existing Systems.....	\$90.00
(An application for Improvement Permits or Authorization to Construct must be made. An Improvement Permit or Authorization to Construct will not be issued unless the property lines are clearly marked, the house or building staked, the driveway and parking location marked, and another information necessary to issue the permit.)	
Authorization to Construct (<i>30% of existing Improved Permit and Authorization to Construct fees</i>):	
Any system, 360 gallons per day and less.....	\$135.00
Any system, 361-600 gallons per day	\$180.00
Any system, 601-1,000 gallons per day	\$240.00
Any system, 1,001 gallons per day and above	\$315.00
Individual Demolition Debris Landfill Permit	
Permit and inspections	\$200.00
Land Clearing and Inert Debris Landfill Permit	
Permit and quarterly inspections	\$350.00
Public Management Entity (PME) <i>fees are a per trip charge</i>	
Type IIIB Pump Systems (inspections required every 5 years)	\$94.00
Type IV Systems (inspections required every 3 years).....	\$150.00
Type V Systems (inspections required every year)	\$175.00
Type VI Systems (inspections required twice per year).....	\$175.00
Additional trips to complete inspection or re-inspect.....	\$100.00
Septic Tank Pumpers.....	\$40.00
Swimming Pool Plan Review	\$300.00
Swimming Pool re-trip	\$25.00
Swimming Pool/Spa	
Operating < 8 months	\$150.00
Operating > 8 months	\$200.00
Tattoo establishment	
Permit for Tattoo Artist (12 months)	\$225.00 per artist
Plan Review for New Establishment	\$265.00
Temporary Food Stand Permit Fee	\$75.00
Water sample	
Biological/Bacteriological.....	\$58.00
Fluoride, Lead, Nitrite/Nitrate, Volatile Organic Analysis, Pesticide, Petroleum.....	\$99.00
Inorganic	\$128.00
Well Abandonment.....	\$100.00
Well Construction and Inspection Permit.....	\$300.00
Well Repair.....	\$300.00
Fees are non-refundable once a visit is made	
Coal Ash Test.....	\$170.00
Hexvalent Test	\$155.00

SHERIFF'S OFFICE

Fee for impounded vehicles (per car, per day).....	\$5.00
Inmate Housing Fee (per day, out of County)	\$75.00 per day
Inmate Medical Service Fees:	
Lab Services Co-Payment.....	\$10.00
Over the Counter Medications.....	\$3.00
Medical transportation to private doctor	\$50.00
Prescription Drug Co-Payment.....	\$10.00
Sick Call Medical Visit	\$20.00
Sick Call (Follow-up visit)	\$5.00
Fingerprinting	\$10.00
Postage and handling per ejection mail out	\$1.00
Project Lifesaver Bracelet Replacement Battery and Band	\$10.00 per month
Project Lifesaver Bracelet rental battery replacement/month	\$20.00
Service of Civil Process (out-of-state cases).....	\$50.00
Surrendered weapon storage fee (per weapon, per month)	\$5.00
Transport Involuntary Commitment to another County's Facility	\$75.00 per hour (or portion)

SOCIAL SERVICES

Confidential Intermediary Program for Adult Adoptees	
Initial non-refundable fee, residents	\$350.00
Initial non-refundable fee, non-residents.....	\$425.00
Additional services beyond standard agreement	\$75.00/hour
Waiver of fees for those with incomes less than the National Poverty Level	

TAX

ABC Licenses	
Beer on premises	\$25.00
Beer off premises	\$5.00
Wine on premises	\$25.00
Wine off premises	\$25.00
Copies	
Aerial Map - Laser Printer - Color.....	\$0.75
Custom Map or Report - Laser Printer (picked-up).....	\$0.50
Tax Cards	\$0.10

TECHNOLOGY

GIS Fees

Analyst time.....	\$50.00 per hour (1 hour minimum/1 map)
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Map Printing

Color Printer	
8½ x 11.....	\$0.25
11 x 17.....	\$3.00
Plotter Reprints	
Bond Paper (all sizes).....	\$15.00
High Gloss (ortho)	\$20.00

Aerial Photography.....	\$10.00 for CD plus postage
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ITC Fees

Reports.....	\$1.00 per CD
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UTILITIES & ENGINEERING

Effective July 1, 2018

Building Permit Fees

Schedule A – New Buildings/Structures/Additions/Building Permit Fee

Blanket permit fees will be based on the Building Valuation Data per square foot, as published biannually by the International Code Council (ICC). Square foot construction costs shall be adjusted in accordance with the regional cost modifiers and shall serve as the minimum acceptable cost per square foot for such work.

Building Permit	65% of Blanket Permit
Electrical Permit	14% of Blanket Permit
Mechanical Permit.....	12% of Blanket Permit
Plumbing Permit.....	9% of Blanket Permit

Permit Fee: Gross Area x Catawba County Building Cost Factor (Table A)

Gross Area: The area included within surrounding exterior walls, or exterior walls and firewalls exclusive of courts per floor.

Table A Catawba County Square Foot Multiplier

Group ^b	(2012 International Building Code)	Type of Construction								
		IA	IB	IIA	IIB	IIIA	IIIB	IV	VA	VB
A-1	Assembly, theaters, with stage	0.851	0.822	0.802	0.769	0.724	0.703	0.745	0.661	0.636
	Assembly, theaters, without stage	0.680	0.654	0.637	0.608	0.569	0.551	0.587	0.514	0.493
A-2	Assembly, nightclubs	0.952	0.925	0.899	0.864	0.813	0.791	0.834	0.737	0.712
A-2	Assembly, restaurants, bars, banquet halls	0.947	0.920	0.889	0.859	0.803	0.785	0.828	0.726	0.706
A-3	Assembly, churches	0.974	0.938	0.913	0.873	0.818	0.792	0.843	0.740	0.710
A-3	Assembly, community halls, libraries	0.855	0.817	0.786	0.748	0.686	0.664	0.717	0.604	0.577
A-4	Assembly, arenas	1.087	1.046	1.012	0.972	0.904	0.880	0.938	0.816	0.787
B	Business	0.898	0.865	0.836	0.795	0.725	0.698	0.764	0.636	0.609
E	Educational	0.454	0.438	0.426	0.407	0.380	0.360	0.393	0.332	0.322
F-1	Factory and industrial, moderate hazard	0.428	0.409	0.384	0.370	0.332	0.317	0.354	0.273	0.257
F-2	Factory and industrial, low hazard	0.486	0.463	0.440	0.419	0.380	0.358	0.401	0.313	0.290
H-1	High Hazard, explosives	0.536	0.509	0.482	0.458	0.413	0.387	0.437	0.335	N.P. ^c
H234	High Hazard	0.536	0.509	0.482	0.458	0.413	0.387	0.437	0.335	0.308
H-5	HPM	0.951	0.916	0.886	0.841	0.767	0.739	0.808	0.674	0.644
I-1	Institutional, supervised environment	0.866	0.835	0.811	0.772	0.714	0.695	0.772	0.641	0.620
I-2	Institutional, incapacitated	0.576	0.558	0.542	0.519	0.484	N.P. ^c	0.502	0.435	N.P. ^c
I-3	Institutional, restrained	0.431	0.417	0.405	0.387	0.361	0.347	0.374	0.324	0.308
I-4	Institutional, day care facilities	0.678	0.653	0.635	0.604	0.559	0.544	0.604	0.501	0.485
M	Mercantile	0.498	0.479	0.457	0.436	0.399	0.387	0.415	0.346	0.332
R-1	Residential, hotels	0.451	0.435	0.423	0.403	0.373	0.363	0.403	0.335	0.325
R-2	Residential, multiple family	0.703	0.672	0.650	0.613	0.561	0.542	0.613	0.490	0.471
R-3 ^d	Residential, one and two family	0.601	0.584	0.570	0.554	0.534	0.520	0.545	0.500	0.470
R-4	Residential, care/assisted living facilities	0.949	0.914	0.889	0.846	0.783	0.761	0.846	0.702	0.680
S-1	Storage, moderate hazard	0.455	0.432	0.404	0.453	0.345	0.328	0.370	0.278	0.260
S-2	Storage, low hazard	0.396	0.377	0.356	0.338	0.304	0.285	0.322	0.245	0.225
U	Utility, miscellaneous ^{a,e}	0.397	0.375	0.352	0.334	0.302	0.282	0.319	0.239	0.228

a. Private Detached Garages without living space are group U.

b. Unfinished basements use 0.113 as the Catawba County Square Foot Multiplier.

c. N.P. = Not Permitted - These use groups are not permitted in these Construction Types.

d. Residential Building Permits will be affected by \$10.00 surcharge effective August 1, 2003 as mandated by Senate Bill 321 - "Homeowners Recovery Fund" (G.S. 87-15.b)

e. Residential Metal Carports use 0.123 and Wood Outbuilding on skids use 0.099 as the Catawba County Square Foot Multiplier.

For more information on fee schedule contact the Catawba County Permit Center at (828) 465-8399.

Square Foot Construction Cost: Published by ICC based on occupancy and type of construction.

Catawba County Building Cost Factor (CCBCF): A mechanism for adjusting building construction costs specifically for Catawba County set for each building group and construction type annually with County budget adoption and are based on actual documented building costs during the fiscal year and comparisons with other regional jurisdictions.

Note: The Board of Commissioners established the formula for fees on June 4, 2004.

Permit Fee Multiplier =

$$\frac{\text{Amount of Building Services Budget to be recovered through permit fees (1)}}{\text{Total Annual Construction Value (2)}}$$

1. Building Services Division budget as approved by the Catawba County Board of Commissioners including the percentage of the budget that is to be recovered through permit fees.
2. Based on historical records, total annual construction value in dollars that has occurred within Catawba County in the previous year.

The Fiscal Year 2017/18 Permit Fee Multiplier is 0.0086.

Appeals: Building valuation data may be appealed by one of the following methods:

1. Upon issuance of a Certificate of Compliance the permit holder may submit final documentation of all building construction costs to include structural, electrical, plumbing, mechanical, interior finish, normal site preparation, architectural and design fees, overhead and profit. Documentation will be compared to ICC Square Foot Construction Costs to determine if the initial building valuation was accurate. All documentation that verifies a difference of more than 10% from the initial building valuation data to the actual completed cost of construction can be appealed for a refund of a portion of the permit fees initially paid.
2. Permit applicants may appeal valuation data by submitting a Cost of Construction claim form to the Catawba County Permit Center at time of permit issuance. This form shall be sealed and certified by a North Carolina registered design professional engaged in the project. The contractors and design professionals shall also agree to supply the County with all change orders that occur during project construction. Prior to issuance of a Certificate of Compliance the permit holder will be responsible to reimburse Catawba County for any additional permit fees that may be assessed due to change orders that increase the value of the building by more than 10% of the original cost of construction.

Structure values which are not identified by the International Code Council Building Valuation Data will be based on the contractor's estimate and using the permit fee multiplier with a minimum building permit of \$88.00. Examples of such structures are swimming pools, signs, cell towers, solar arrays, wind turbines, hydrogen cells, private piers, etc.

Schedule B – Permit Fees Phased Construction

Category of Work	Building Permit	Mechanical (if needed)	Electrical (if needed)	Plumbing (if needed)
Footing/Foundation	50% of Building	50% of Mechanical	50% of Electrical	50% of Plumbing
Shell-In	50% of Building	50% of Mechanical	50% of Electrical	50% of Plumbing
Up-fit	100% of Blanket Permit			

Schedule C – Miscellaneous Fees

	Building Permit - Commercial	Building Permit – Residential	Mechanical Permit	Electrical Permit	Plumbing Permit
Modular	\$88.00	\$88.00	\$61.00	\$61.00	\$61.00
Manufactured Home	NA	\$71.00	\$44.00	\$44.00	\$44.00
Minimum Fees	\$88.00	\$88.00	\$61.00	\$61.00	\$61.00
Expired Permit Renewal Fee	\$88.00	\$88.00	\$61.00	\$61.00	\$61.00
Deck/Ramp Permit	Schedule F	\$40.00	NA	NA	NA
Demolition	\$150.00	\$75.00	NA	NA	NA
Covering Deck or Porch	Schedule F	\$40.00	NA	NA	NA
Re-roof	\$150.00	\$75.00	NA	NA	NA

Archive Research (per project)\$22.00
 Change of any contractor (owner must remain the same – if owner changes, minimum fee rates will apply to all permits)\$26.00
 Off Duty/After Hour Inspections\$105.00 per hour or any fraction thereof
 Permit Placard..... \$5.00
 Refunds on Active permits (only if no inspections have been made)
 Less Administration Cost.....\$26.00
 Re-trip Fee for any type of inspection.....\$121.00
 Work Started without PermitDouble Permit Fee
^dBuilding permits for Single Family units and alterations/additions to single family dwelling units will be affected by \$10.00 surcharge effective August 1, 2003 as mandated by Senate Bill 321 – “Homeowners Recovery Fund” (G.S. 87-15.b)

Schedule D – Safety Inspections (based on square footage)

0 – 5,000\$79.00
 5,001 – 10,000\$121.00
 10,001 – 50,000\$163.00
 Over 50,001\$205.00

All special events conducted within the inspection jurisdiction of Catawba County where site constructed stages exceed 120 square feet or where temporary electrical power is installed and utilized for the event, must acquire a Zoning permit/approval from the local jurisdiction and make application for a Safety Inspection. All costs associated with required inspections for stages and electrical installation will be covered in the initial fee collected at the time of permit issuance if inspections are conducted during Catawba County’s normal business hours. After Hour Inspections fee (see Schedule C) will apply for any requested inspection of the special event for the stage and electrical during non-business hours. After Hour Inspections must be specifically requested a minimum of 48 hours before the needed inspection with an approved method of payment.

Schedule E – Plan Review (fee due at time of submittal)

Contracted Services\$75.00 per hour plus reimbursable expenses

Fees are based on Construction Cost (as calculated per Catawba County permitting software):

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

Resubmittal:

1st Resubmittal No Charge
 2nd Resubmittal..... ½ Original Fee
 3rd Resubmittal Original Fee
 4th Resubmittal Original Fee
 5th Resubmittal or Greater..... In Office meeting with Designer
 \$100 per hour review, 2 hour minimum

Plan Revisions:

Project Level 1 (\$1-\$99,999)..... \$75
 Project Level 2 (\$1000,000-\$999,999) \$150
 Project Level 3 (\$1,000,000-Over)..... \$300

Sign Plan Review:

Signs \$20

Express Plan Review:

Exterior/Interior.....\$950 per Hour
 Interior Only.....\$800 per Hour

All review fees are for paper or electronic formats.

Appeal to cost – Cost of construction for New Building square footage will be based on a standard rate within Catawba County Permitting Software as calculated currently for the Building Permit. Appeals to the cost calculated may be submitted in the form of a certified bid that has been accepted for construction for the submitted project that also includes all designer fees. Costs that are more than 10 percent in difference will be adjusted up or down as needed.

Schedule F – Building Permit Fee (Existing Structures)

Alterations, renovations, and repairs to ^dexisting structures based on contractor’s estimate and using the fee schedule below with a minimum building permit fee of \$88.00.

\$0 - \$5,000	\$88.00
\$5,001 - \$100,000	\$88.00 + \$3.00 for each additional thousand or part thereof
\$100,001 - \$1,000,000	\$373.00 + \$2.50 for each additional thousand or part thereof
Over \$1,000,000	\$2,623.00 + \$1.50 for each additional thousand or part thereof

Schedule G – Electrical Permit Fee (Existing Structures)

Electrical permits are required for the installation, extension, alteration, or general repair of any electrical wiring, devices, appliances, or equipment.

Power Service – Sub Panel	Single Family/Duplex	Commercial
0 – 100 Amps	\$50.00	\$75.00
101 – 200 Amps	\$75.00	\$125.00
201 – 600 Amps	\$150.00	\$175.00
601 – 1,200 Amps	\$175.00	\$250.00
1,201 – 2,000 Amps	\$200.00	\$300.00
2,001 – Above Amps	\$225.00	\$400.00

Camper/RV Service	\$50.00
Electrical wiring (including low voltage) per tenant space (wiring on or in the structure)	\$50.00
Electrical wiring for pools, generators, solar panels and signs without a service meter	\$61.00
Fire Alarm System for an existing building	\$71.00
Monthly Renewal Fee for Temporary Electrical Agreement.....	\$47.00
Pole Service – based on power service size (AMPS)	based on AMP chart above
Re-connect Fee for single mechanical/plumbing systems or equipment.....	\$25.00
Re-connect Fee for multiple mechanical/plumbing systems or equipment.....	\$50.00
Sign Service – based on power service size (AMPS)	based on AMP chart above
Temporary Electrical (by agreement per service).....	\$121.00
Temporary Power Pole	\$39.00
Any work category not listed above	Minimum Fee (See Schedule C)

Initial temporary electric fee will be assessed at time of permit issuance for all commercial projects to facilitate testing of systems and equipment prior to final inspection.

Schedule H – Existing Structures Mechanical Permit Fee

Mechanical permits are required for installation, extension, alteration, or general repair of Systems/Equipment, Appliances, and Gas Lines.

Scope of Work	Single Family/Duplex	Commercial
	System/Equipment/Appliance	System/Equipment/Appliance
Replacement/Extension of a Single System	\$30.00	\$75.00
Replacement /Extension of two systems	\$55.00	\$145.00
New Installation (less than 3 units). A \$10.00 fee per trip will be charged if units are not inspected at the same time.	\$55.00	\$100.00
Multiple Units (3 or more)	\$125.00	\$275.00

Monthly Renewal Fee for Temporary Mechanical Agreement	\$47.00
Temporary Mechanical (by agreement per meter)	\$121.00
Any work category not listed above	Minimum Fee (See Schedule C)

Initial temporary mechanical fee will be assessed at time of permit issuance for all commercial projects to facilitate testing of systems and equipment prior to final inspection.

Systems/Equipment consisting of heat pumps, apollo units, gas packs, furnaces, air conditioners, radiant heat systems, chillers, air handlers, refrigeration units, spray booths, boilers, hood systems, etc.

Appliances consisting of unit heaters, wall furnaces, fireplace inserts, gas lights, gas grills, gas logs, gas water heaters, etc.

Gas Lines* shall be permitted as a Mechanical Appliance regardless of whether it is issued to a Mechanical or Plumbing Contractor (See Schedule H).

*Separate gas line permit is required if gas line is not installed by system/appliance contractor.

Schedule I – Existing Structures Plumbing Permit Fee

Plumbing Permits are required for the installation, extension, or general repair of utilization equipment, drain, waste, vent, and water distribution systems. Examples of utilization equipment include water heaters, dishwashers, disposals, wells, etc.

Scope of Work	Single Family/Duplex	Commerical
Replacement of existing like fixture(s)	N/A ¹	\$25.00
Single new fixture per Tenant Space	\$25.00	\$50.00
Multiple new fixture per Tenant Space	\$50.00	\$125.00
Single New Bath Group per Tenant Space	\$75.00	\$150.00
Multiple New Bath Group per Tenant Space	\$125.00	\$275.00

¹No permit is required if a licensed contractor is conducting the work.

Fire Sprinkler System for an existing building\$47.00

Water Heater reconnect/water service line replacement/building sewer replacement/backflow preventer for lawn irrigation systems and minor(less than 25%) replacement of interior water or DWV lines\$25.00

Any work category not listed above Minimum Fee (See Schedule C)

Schedule J – Green Building Incentives** - a special allowance in its building inspection fee structure to provide an incentive for certain renewable/sustainable energy technologies and green building certifications for homes and commercial buildings.

New Structures				
Certification Agency		Incentive		
USGBC Leadership in Energy & Environmental Design (LEED) Certification		25% Rebate of Blanket Permit Fee (Not to exceed \$500.00)		
NC Healthy Built Home Certification		25% Rebate of Blanket Permit Fee (Not to exceed \$500.00)		
USEPA Energy Star Certification		25% Rebate of Blanket Permit Fee (Not to exceed \$500.00)		
NAHB Model Green Building Home Guideline Certification		25% Rebate of Blanket Permit Fee (Not to exceed \$500.00)		
ICC/NAHB National Green Building Standard Certification (Currently in development)		25% Rebate of Blanket Permit Fee (Not to exceed \$500.00)		
Existing Structures- One & Two Family Dwellings				
Single System	Mechanical Fee	Electrical Fee	Plumbing Fee	Building Fee
Geothermal Heat Pumps	50% Rebate (\$27.50 value)	50% Rebate (\$12.50 value)		
Photo Voltaic Energy Systems		50% Rebate (\$30.50 value)		
Solar Hot Water Heating		50% Rebate (\$12.50 value)	50% Rebate (\$12.50 value)	

Gray/Rain Water collection for flushing fixtures			50% Rebate (\$30.50 value)	
Existing Structures - Commercial Installations				
Single System	Mechanical Fee	Electrical Fee	Plumbing Fee	Building Fee
Geothermal Heat Pumps	50% Rebate (\$50.00 value)	50% Rebate (\$12.50 value)		
Photo Voltaic Energy Systems		50% Rebate (\$30.50 value)		
Solar Hot Water Heating		50% Rebate (\$12.50 value)	50% Rebate (\$25.00 value)	
Gray/Rain Water collection for flushing fixtures			50% Rebate (\$30.50 value)	

Plan Review Fee Rebate Program**

Catawba County will rebate 50% of the fees related to plan review or express plan review for commercial buildings seeking LEED certification, Energy Star, and/or NC HealthyBuilt Homes.

**Regular fees must be paid in full at time of plan review or permit issuance. Fee rebates will be refunded upon project completion and certification by third party inspection agency.

Erosion and Sedimentation Control

These fees are for sites that disturb more than one acre.

Sites that disturb more than one acre are required to submit a formal erosion control plan. Once the site has been permitted, it will be inspected on a regular basis.

Plan Review\$200.00
(includes the first acre disturbed, plus \$150.00 per disturbed acre or any part thereof, above the first acre disturbed.)

Express Plan Review When combined with Building Services Express Plan Review, Building Services hourly rate for plan review plus \$150.00 per disturbed acre or any part thereof, above the first acre disturbed.

Stand Alone Express Plan Review \$97.50 per hour
(or any fraction thereof minimum \$200.00, plus \$150.00 per disturbed acres or any part thereof, above the first acre disturbed.)

Fines for Notice of Violation Varies based on severity, adherence to approved plan, prior record, whether the violation was committed willfully, amount of money saved by noncompliance, cost of rectifying the damage, and staff investigative costs.

Reinspection Fee (required after Notice of Violation).....\$125.00

If a site is out of compliance, it will receive a Notice of Violation. Any project that is under an NOV may not have any activity (I.E. Building Services inspections) until the site is brought into compliance and the required fine is paid to the Catawba County Finance Department, and the re-inspection fee has been paid. Fines and re-inspection fees may NOT be billed on an account.

These fees are for sites that disturb less than one acre.

Sites that disturb less than one acre will be issued a no charge erosion control permit, no formal plans are required. If the County receives a complaint on a site that is less than one acre and inspectors have investigated and found that the site is not in compliance with erosion control laws the Project

Management Fee will be assessed.

Project Management Fee.....\$50.00
Fee for sites that disturb less than one acre and the County receives a complaint, makes a site visit and finds the site is not in compliance with erosion control laws. Staff will inform responsible party of the adequate sediment control measures and inspect the site. Inspections will cease once the site is stabilized.

Note: Fees will be assessed and collected on all permits when issued

Solid Waste Management Disposal

(Fees include \$2 Solid Waste State Disposal Tax where applicable)

Sanitary Landfill hours of operations are 8:00 am to 4:00 pm, Monday – Friday, 8:00 am – 11:30 am, Saturday, Closed Sunday

Municipal Solid Waste (\$16 minimum)\$35.00 per ton
Dead Animals.....\$35.00 per ton
Municipal Water & Wastewater Sludge meeting Paint Filter Liquids Test \$101.00 per ton

100% Industrial Wood Waste (\$16.00 minimum)

Furniture Wood, glued, stained, etc.....\$35.00 per ton
Painted or treated.....\$35.00 per ton
Chipboard, pressboard, plywood.....\$35.00 per ton
The County’s State Permit does not allow wood waste from industries to be disposed of in the construction & demolition landfill.

Other Wood Waste (\$6.00 minimum)

Saw Dust.....\$12.00 per ton
Chipped wood waste (no less than 2” and no more than 5” in diameter. Must be pre-approved as non-hazardous\$12.00 per ton

Any Waste Contaminated with more than (\$45.00 minimum)

10% Cardboard (from industrial entities only)\$92.00 per ton
20% Springs.....\$92.00 per ton
50% Foam Rubber\$92.00 per ton
Wire or cable over 4 ft.....\$92.00 per ton
Bulky items not easily compacted.....\$92.00 per ton

Banned Materials Removal and Handling Fee

Applies to each load that contains any materials banned by North Carolina State Law or Solid Waste Management Rules, current and future\$100 per load

Friable Asbestos (\$15.00 minimum)

State regulations requires friable asbestos to be covered with soil requiring extra landfill space; therefore the fee will be..... \$122.00 per ton

Construction & Demolition Landfill and Grinding Area hours of operations are 7:00 am to 4:30 pm, Monday – Friday, 8:00 am to 11:30 am, Saturday, Closed Sunday.

Definitions

- *Demolition debris* - waste produced from the demolition of a structure (house, building, etc. containing no personal contents).
- *Construction debris* - waste produced during the construction of a structure (house, building, deck, etc.).
- *Natural Wood* – is wood that has not been processed in any form. Wood that is not chipboard, creosote, glued, painted, stained, treated, plywood, pressboard, etc. This is defined based on State regulation.

Construction & Demolition Landfill (\$11.00 minimum)

Lumber over 8 feet in length	\$25.00 per ton
Painted, treated or creosote wood.....	\$25.00 per ton
Chipboard, pressboard, plywood	\$25.00 per ton
Brick, block, or concrete that is painted or has reinforcement material and/or contaminated with other waste	\$25.00 per ton
Drywall.....	\$25.00 per ton
Roofing/Shingles (non-recyclable).....	\$25.00 per ton
Non-Friable Asbestos containing transit siding, vinyl floor tiles, asphalt roofing shingles	\$25.00 per ton
Clean natural furniture wood waste for grinding (containing no glue, stain, chipboard, pressboard, plywood, etc).....	\$8.00 per ton; \$4.00 minimum
Mobile Homes (Arrangements must be made prior to acceptance at Landfill).....	\$0.27 square foot

Extra Service Provided (\$8.00 minimum)

Labor to de-bag yard waste (use clear bags)	\$17.00 per ton
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State-Banned Landfill Materials

Asphalt	No Charge
Brick, block, concrete not painted and w/o reinforcement, less than 6 inch, and separated from other waste	No Charge
Clean, natural, uncontaminated wood pallets.....	No Charge
Paint (liquid)	No Charge
Electronics and televisions.....	No Charge
Loose grass and leaves (de-bagged)	No Charge
Natural lumber, less than 8 feet in length	No Charge

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

Brush, Limbs, and Trees (Grindable).....	\$17.00 per ton
(Brush, limbs, and trees must be kept separated from roots, stumps, and grubbing for recycling purposes)	

Grubbing, Roots, and Stumps (Non-grindable)	\$25.00 per ton
(Brush, limbs, and/or trees contaminated with abrasive material, dirt, roots, soil, or other material will not be considered grindable and will be charged the non-grindable price per ton)	

If a load of waste is unloaded at the grinders and it has other materials mixed in that makes the load non-grindable, the per ton charge for the material, state fees, and the banned materials handling fee will be applied. This fee is for employee and equipment time to transport the material to the Landfill to be buried.

Mulch and Compost

Mulch (3 yard scoop/bucket).....	\$10.00 or \$10.00 per ton
Compost (3 yard scoop/bucket).....	\$30 or \$25 per ton
(customers may choose to pay per 3 yard scoop/bucket or have their vehicle weighed)	

Scrap Tires (cost of vendor contract)

Tires without proper documentation, that have been buried, stockpiled prior to January 1, 1994, and from Out of State.....	cost of vendor contract (currently \$90.00 per ton)
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Note: If the Sanitary Landfill is used when the Construction and Demolition Landfill is closed, users will be charged Sanitary Landfill fees.

**Water and Sewer
Connections (System Development Fee)**

Existing or New property improvements after construction is completed

1 inch or less water meter/tap:..... \$1,250 water; \$1,500 sewer
 2 inch water meter/tap: \$2,250 water; \$3,500 sewer
 3 inch water meter/tap: \$3,250 water; \$5,500 sewer
 (Construction period includes 12 months warranty period after construction is completed)

To entice the connection of existing buildings that exist at the onset of construction of County funded water and sewer utilities to municipal services, System Development Fees for existing property improvements shall be reduced by 50 percent during the utility construction period. (Existing property improvements include all types of occupancies that rely upon existing non-municipal water and sewer provisions and are adjacent to the utility under construction)

Minimum System Development Fee\$1,250 water; \$1,500 sewer
 (For every ¼-inch increment increase in connection size above 1 inch, \$250 is added to water system development fee and \$500 is added to sewer system development fee)

Other

Residential & Commercial Subdivision & Development Engineering Fee
 0 - 100 lots or units \$250.00
 101 - 200 lots or units \$500.00
 201 - 300 lots or units \$750.00

Engineering Fee will continue at a rate of \$250 per 100 lots or units or any part thereof.

Septage Collection, Transportation & Disposal Fees

Truck Capacity	Payment to City of Hickory	Payment to County	Total billed to Sludge Hauler
Gallons	Disposal Fee	Disposal Fee	Disposal Fee
250 gal	25.00	12.00	37.00
400 gal	25.00	12.00	37.00
1000 gal	25.00	12.00	37.00
1100 gal	25.00	15.00	40.00
1100 gal	25.00	15.00	40.00
1500 gal	32.50	22.50	55.00
1600 gal	35.00	24.00	59.00
1800 gal	39.00	27.00	66.00
2000 gal	43.00	30.00	73.00
2200 gal	48.00	33.00	81.00
2300 gal	49.50	34.50	84.00
2400 gal	52.00	36.00	88.00
2500 gal	54.50	37.50	92.00
2600 gal	56.00	39.00	95.00
3000 gal	65.00	45.00	110.00
3500 gal	75.50	52.50	128.00
3600 gal	78.00	54.00	132.00
4500 gal	97.50	67.50	165.00
5500 gal	119.00	83.00	202.00

The County's portion of the fee is calculated at \$0.015 per gallon with a minimum of \$12.00 rounded to the nearest dollar.

Hickory's portion of the fee is calculated at \$0.0217 per gallon with a minimum of \$25.00 rounded to the nearest dollar.

Total fee is based on \$0.0367 per gallon with a minimum of \$37.00 rounded to the nearest dollar.

FEE SCHEDULE POLICIES

EMERGENCY SERVICES

Ambulance Fees

Recover 50 percent of cost of ambulance service but maintain a reasonable rate compared to other counties.

Impound Fee

Charge a fee to recover costs of staff time and resources while encouraging and promoting responsible pet ownership when an animal is impounded due to a violation of County Code.

Fee to Municipalities Using Animal Shelter

Share the costs of operating the shelter with the municipalities who use it. Costs are allocated based on the ratio of the municipalities' populations and the County's population. Cities pay 100 percent of their share of costs.

Fire Permit Fees

Charge reasonable fees to ensure proper application of the state fire prevention code.

Hazardous Material Recovery

Recover costs of staff time, equipment and resources related to hazardous material incidents.

GENERAL GOVERNMENT

Copy Charges

Recover the cost of copies in accordance with state law.

Returned Check Fee

Discourage people from writing a worthless check to the County and to cover some costs related to recovering funds.

HUMAN RESOURCES

Employee Health Connection Fees

Recover costs related to providing services.

Risk Management Services

Recover costs of staff time, equipment and resources related to training provided to outside agencies.

LIBRARY

Audio-Visual and Adult Print Materials

Encourage the timely return of materials.

Interlibrary Loan Materials

Interlibrary loan policies are set by the lending library. Overdue fees reflect the standard rate charged statewide.

Lost Library Card

Initial card is free. The replacement card fee is to encourage patrons to keep track of their library card.

PLANNING, PARKS, & DEVELOPMENT

Planning & Zoning Fees

Recover 100 percent of staff time, materials and costs for recording plats, ordinances, maps, street signs, board of adjustment, rezoning and road assessments.

Parks Fees

Consistent with other counties and the State, charge fees for specialized amenities and the reservation of facilities.

COOPERATIVE EXTENSION

All Fees

Cooperative Extension's fees will cover 100 percent of program materials and supplies.

PUBLIC HEALTH

Clinical Services

Clinical fees are based on Public Health costs of service provision. Clinical fees are billed to third party payors as applicable. In the event the third party payor does not reimburse, the patient will be billed as permitted. Patient bills may include a discount based on pre-determined eligibility. Eligibility scale is based on the Federal Poverty level adjusted annually by the Department of Health and Human Services.

Environmental Health Fees

Fees will support 100 percent of the total cost.

TAX ADMINISTRATION

Real and Personal Property Tax Billing & Collection for Municipalities

Have municipalities proportionately share the cost of billing and collecting real and personal property taxes. Periodically, the county will recalculate the cost per bill and charge municipalities an equitable amount based on the number of bills issued per municipality.

Sale of Maps

Recover costs of staff time, equipment and resources.

TECHNOLOGY

GIS Fees

Encourage efficiency and recover operational and maintenance costs. In June 1991, the North Carolina General Assembly approved HB 356 that exempts the Catawba County GIS database from the Public Records Act. Under the precepts of the legislation, the County can charge "reasonable costs" for the computerized database and data files. Fees will be reviewed annually.

GIS Charges to Municipalities

Have participating municipalities pay a proportionate percentage of costs for the base map project, selected personnel and operating costs, based on a ratio of the municipality's extraterritorial jurisdiction area compared to the total county area at the time the bids are awarded.

UTILITIES & ENGINEERING

Building Services Fees

Building Inspection fees are in place to recover 100 percent of the cost of the Building Services Office. Fees will be benchmarked against other counties each year and rates will be set to recover as much of the County's cost as possible given economic conditions and the results of the benchmarking.

Erosion Control Fees

Recover a portion of the costs of the local Erosion and Soil Sedimentation Control Program.

Solid Waste Fees

Consistent with County Code, landfill fees will generate sufficient revenues to operate the landfill and build reserve for future needs as well as encourage protection and preservation of the environment.

Water and Sewer Fees

Recover a portion of the costs of constructing water and sewer infrastructure.

