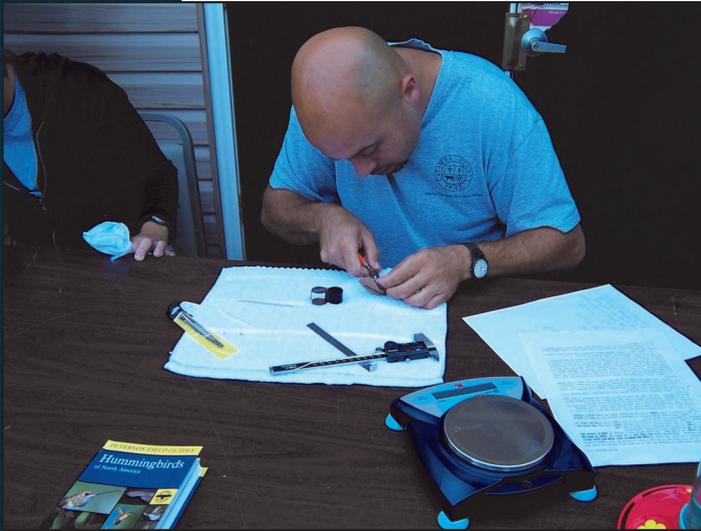


Catawba County



Fiscal Year 2008/09 Budget





**CATAWBA COUNTY
BOARD OF COMMISSIONERS**

Kitty W. Barnes, Chair

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COUNTY MANAGER

J. Thomas Lundy



CATAWBA COUNTY

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June 2, 2008

Dear Citizens of Catawba County:

I am pleased to present to you the Catawba County Fiscal Year 2008/09 budget. This budget maintains the County's 53.5 cent property tax rate while making positive investments for our future including new schools construction and renovation projects, increased schools and Community College current expense funding, and water and sewer infrastructure. As we continue to grow, so do demands for County services, particularly public safety related services. The budget funds six (6) new positions in the Sheriff's Department dedicated to road patrol, investigations, court security and domestic violence; four (4) new EMTs to maintain our 8-minute response time for emergency medical calls; and two (2) new telecommunicators to maintain our 90-second dispatch time for all emergency calls. In response to citizen requests, County parks will open six (6) days per week instead of four (4) days per week for the first time since the State took our local inventory tax revenues in 2001. The budget also includes an 8-year plan to address service and capital needs including schools, water and sewer, solid waste, and County infrastructure.

The budget resulted in a realignment of fire district boundaries for Sherrills Ford-Terrell Fire by adding the entire fire district previously serviced by Denver Fire Department. This will be a positive change for Sherrills Ford residents with improved response times and lower overall insurance rates.

This budget brings positive revenue and expense changes that we have sought legislatively for several years. We continue to aggressively pursue additional local revenue options to more equitably distribute the cost of County infrastructure and services among all those who live, work, and shop in the County, not just property owners. During the 2007 legislative session, the General Assembly granted local authority to levy a ¼ cent sales tax which was overwhelmingly supported by Catawba County voters in the November referendum. While not the one cent we had requested, the ¼ cent sales tax will be used to fund economic development, water and sewer lines, school and community college operations, additions at the Justice Center, and a Public Safety Center, while avoiding a property tax increase to address these needs.

The 2007 legislative session also finally brought relief from the ever growing burden of Medicaid costs, accomplishing the County's number one legislative goal. North Carolina was the only remaining state in the nation to require counties to share in the cost of Medicaid services. Our share of Medicaid will be phased out over roughly two years and is scheduled to be complete by July 1, 2009. This relief came at a price though, because the State took revenue from a half-cent sales tax previously received by counties. While not the



"Keeping the Spirit Alive Since 1842!"

windfall we had hoped for, this exchange should pay dividends as Medicaid costs have been growing at approximately double the rate of growth in sales tax revenues.

As promised, support of an increase in the Homestead Exclusion income exemption from \$25,000 to \$35,000 is the top priority on our legislative agenda. I am pleased to report that our legislative delegation has introduced bills in both houses to address this change, and these bills are currently under consideration by the General Assembly.

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

Sincerely,

CATAWBA COUNTY BOARD OF COMMISSIONERS

A handwritten signature in black ink that reads "Katherine W. Barnes". The signature is written in a cursive style with a large initial 'K'.

Katherine W. Barnes, Chair

"Keeping the Spirit Alive Since 1842!"



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CATAWBA COUNTY, NORTH CAROLINA
June 2, 2008
Adopted Budget

CATAWBA COUNTY BOARD OF COMMISSIONERS

Ladies and Gentlemen:

I am pleased to present the Adopted Fiscal Year 2008/09 annual budget for Catawba County, as approved by the Board of Commissioners on June 2, 2008. This document was prepared in compliance with the changes made to the County Manager's budget proposal by the Board of Commissioners at the May 29, 2008, wrap-up session.

On May 10, 2008, I presented my recommended budget. Budget hearings were held on May 28, 2008 with the wrap up session and public hearing the following night. During deliberations, the Board made several changes to the budget as follows:

- Webb-Murray Renovations Project - The Board took action to advance \$175,000 for design fees from the \$3.2 million renovation project scheduled for Webb-Murray Elementary in Fiscal Year 2008/09. As a result, the COPs financing in the adopted budget is reduced.
- Viewmont Gym Floor Project – The Fiscal Year 2008/09 recommended budget included a project to replace the gym floor at Viewmont Elementary. At its May 19, 2008, meeting, the Board took action to fund this project in the current fiscal year through the transfer of funds from closed capital projects. As a result the proposed budget is reduced.
- Domestic Violence Unit Grant - The Board accepted a grant received by the Sheriff's Department from the Governor's Crime Commission to provide \$84,000 per year for 2 years toward the cost of a deputy and an investigator. These officers will be paired with a newly created domestic violence court and will be dedicated to improving outcomes for domestic violence victims. The Board also allocated \$54,585 to cover the required 25% cash match and equipment costs not covered by the grant.
- Criminal Justice Academy Deputy FTE increase from .8 to full FTE – A .8 FTE position in the Sheriff's Department funded by Catawba County Schools to operate the Criminal Justice Academy at Bandys and Maiden High Schools was increased to a full FTE. The position will be used to the level of .2 FTE during the summer months when school is not in session to assist with court security. Part-time funds already in the budget funded this FTE increase therefore no additional funds were necessary.
- Fire District Change - Sherrills Ford Fire Department will be assuming fire services for areas previously serviced by the Denver Fire Department effective July 1, 2008.
- General Capital Projects – As a result of recent action by the General Assembly that combined funds for wireline and wireless enhanced 911 systems, counties are allowed to use remaining wireline system funds for any lawful purpose. Two projects included

in my Fiscal Year 2008/09 recommended budget were established by Board action on May 28, 2008. As a result these projects are removed from the adopted budget.

- State Disposal Tax \$2 Tipping Fee Increase - The State mandated a \$2 per ton disposal tax on all buried waste effective July 1, 2008. In order to pay this tax a \$2 increase in the tipping fee is included in the fee schedule. A bill is currently being proposed to delay implementation of this tax until at least January 1, 2009, and we along with others continue to seek its repeal. In order to enable us to delay or avoid implementation if the General Assembly changes this tax, the fee schedule in the budget ordinance reads "\$2 tipping fee increase to be in effect per General Statutes."
- Local \$1 Tipping Fee Increase - A \$1 local tipping fee increase is also included in the fee schedule as a result of the rising cost of operations and fuel. In an effort to only change fees once during the year, the fee schedule reads "\$ 1.00 local tipping fee increase to be in effect in coordination with General Statutes increase or January 1, 2009, whichever occurs first."

As a result of the above changes, the final budget is \$219,085,919 which maintains the current property tax rate of 53.5 cents. The budget document reflects the budget appropriations and outcomes as adopted by the Board on June 2, 2008. The County Manager's message, however, is included as it was originally presented.

Sincerely,

A handwritten signature in cursive script that reads "J. Thomas Lundy".

J. Thomas Lundy
County Manager

CATAWBA COUNTY, NORTH CAROLINA
May 12, 2008

CATAWBA COUNTY BOARD OF COMMISSIONERS

Ladies and Gentlemen:

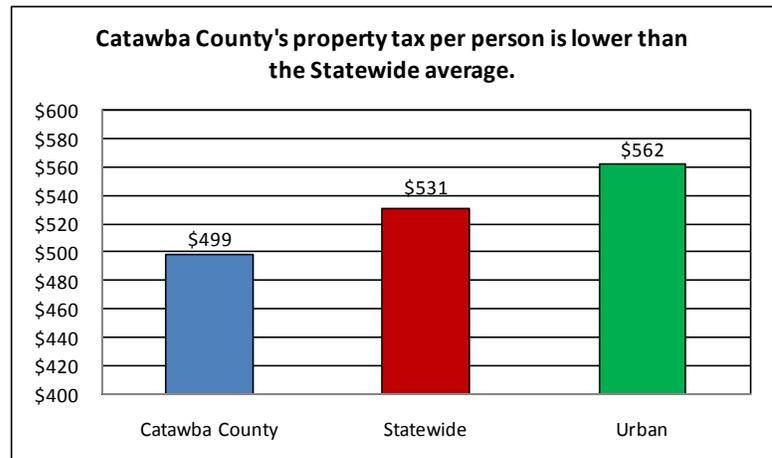
I hereby submit my recommended Catawba County Fiscal Year 2008/09 budget in the amount of \$221,731,226, maintaining the current property tax rate as promised with the passage of the quarter cent sales tax. The budget is balanced and prepared in accordance with the Local Government Budget and Fiscal Control Act. The budget funds the debt payments for the current four year cycle of facility needs for the three school systems and Catawba Valley Community College, needed water and sewer projects, additional public safety positions in law enforcement, EMS, the E-911 Communications Center, Animal Services, and expansion of Park hours.

REVENUE HIGHLIGHTS

The tax base for Fiscal Year 2008/09 is \$14.8 billion and includes real property, personal property, and vehicles. This budget maintains the property tax rate of \$0.5350 per \$100 of valuation, which is the 5th lowest tax rate of the 23 urban counties - those with a population over 100,000 -- and the 27th lowest of all 100 counties in North Carolina.

Catawba County's property tax per person is 7% below the State average and 13% below the average in similar urban counties.

The budget projects a 1.65% increase in property tax revenue for Fiscal Year 2008/09 as a result of new construction, reflecting the appreciation of real property. Along with fees for services, the property tax remains the only substantial source of revenue the North Carolina General Assembly allows the Board of Commissioners to control in order to provide services.



Though Statewide sales tax numbers have recently indicated a slowdown in retail sales we are doing better locally and are projecting 3% growth for Fiscal Year 2008/09. Catawba County is the hub of commercial/retail sales in the Greater Hickory Metro area which includes Catawba, Alexander, Burke and Caldwell Counties.

Sales Tax Receives Overwhelming Voter Approval

A property tax increase this past year to fund jail expansion and education was not our method of choice for generating needed revenue. We had asked our local delegation to sponsor legislation in the General Assembly for a one cent local option sales tax so that all citizens would share in the cost of needed improvements and not force us once again to tax only those who own property. Members of the delegation did sponsor legislation, but it was not approved by the General Assembly.

However, during the 2007 session, counties were granted local authority to levy either a ¼ cent sales tax or a land transfer tax if approved by public referendum. Though this fell short of the one cent sales tax option we sought, it was a step in the right direction. In November 2007, Catawba County citizens overwhelmingly passed a local-option sales tax referendum that will help distribute the cost of paying for growth and infrastructure needs by providing a more diversified revenue stream.

Catawba County citizens overwhelmingly passed a local-option sales tax referendum that will help distribute the cost of paying for growth and infrastructure needs.

With Catawba County voters overwhelmingly voting “yes” by a three to one margin for the ¼ cent sales tax, Catawba became one of six counties that approved the measure, allowing us to avoid a 3.6 cent property tax increase over the next three years. This verified the Board of Commissioners’ belief that, when given the choice, most citizens would prefer to pay for services through sales tax instead of property tax. A sales tax captures revenue from those who live in the County but do not own property, as well as those who live outside of the County but come in to work and shop. The estimated \$5 million in revenue that will result from the new sales tax will be used to fund economic development, water and sewer lines, school and community college operating, needed additions at the Justice Center to provide more courtroom space, and a Public Safety Center that will include a new 911 Center, Emergency Operations Center, and EMS and Rescue Squad space, while avoiding a property tax increase to address these needs.

There is still work to be done

Though the addition of this new revenue has helped our financial picture, we continue to work to convince legislators of the need for revenue options, other than property tax, which are essential if we are to pay for State mandates, ongoing school building needs, water and sewer lines, and other infrastructure projects that will be needed to meet growth in our county. For several years we have worked to secure flexible local revenue options as we support the concept that what one local government has been authorized as a local revenue option should be available to all local governments. We are working to avoid continued reliance on the property tax, but can only do this if the State provides greater revenue flexibility and options to meet the needs of growth and the demand for services.

Property taxes can penalize elderly citizens living on a fixed income. As promised, the Board of Commissioners has made support of an increase in the Homestead Exclusion income limit a top priority on its legislative agenda. A Resolution was unanimously passed in

November 2007 urging the local legislative delegation to sponsor legislation to increase the income level from \$25,000 to \$35,000 to provide property tax relief for the senior citizens of Catawba County.

The Board of Commissioners has made its top legislative priority an increase in the Homestead Exclusion income limit to \$35,000.

Unfair State Tax

Last year, the State adopted a \$2 per ton solid waste disposal tax that will have a negative impact on business and individual citizens starting July 1, 2008. Catawba County fought the bill last year and is seeking repeal of the \$2 per ton tax this year. Citizens and businesses in Catawba County should not be required to pay additional tipping fees so the State can address problems with solid waste facilities in other counties. Catawba County has been a leader in addressing solid waste as the first county in the State to control solid waste collection by franchise to improve and protect the County's environment, and the first to provide Countywide curbside recycling, an effort that has helped to rank us 2nd in the State in recycling per person. Catawba County, partnering with businesses and citizens, has done an excellent job addressing local issues and managing our solid waste resources without relying on the State to fix our problems, and our citizens should not have to pay for those counties that have not been proactive.

Our local economy

The unemployment rate in North Carolina has just increased, and Catawba County's rate is just below 6%. At the same time, Catawba County was third in job gain percentage among the 25 Western North Carolina counties. The rate of home foreclosures is a serious issue facing the national economy, but the rate of increase in foreclosures has slowed dramatically in our Metropolitan Service Area (MSA) over the past year. The number of foreclosures was only 1.6% higher in 2007 than in 2006, well below the State average change of 9.4%, which may be a sign that the housing market here is stabilizing.

Since 2005, our MSA's commercial construction value has more than tripled to \$153.7 million. While part of the increase in commercial permit value between 2005 and 2007 is due to higher construction costs, some large commercial projects have been constructed over the past two years, including the Target distribution center off US 321 in Catawba County. Industrial construction value increased \$22.1 million in 2007 due to new industrial activity. Between 2000 and 2006, the value of residential construction grew from \$237 million to \$271 million for a 14.3% increase.

Current figures from the Federal Deposit Insurance Corporation (FDIC), which maintains a database of bank deposits for each metro area in the United States, reports that Catawba County has the 8th highest bank deposits (\$2.5 billion) of any county in North Carolina.

Catawba County has the 8th highest bank deposits (\$2.5 billion) of any county in North Carolina.

Investments in our local economy pay dividends

The County's investment in funding 52% of the Economic Development Corporation (EDC) continues to benefit our local economy. The EDC worked with existing industry for expansions at Getrag Gears, Von Drehle Corporation, Flowers, and CT Group. One of the major 2006 announcements, the Target Distribution Center, is well under construction and will increase our tax base by \$90 million and bring 580 new jobs to our area. In 2007, the Catawba County EDC assisted in bringing 726 jobs and nearly \$43 million in investment to Catawba County. New companies include Tarheel Paper, Profile Products, and R3 Water Technologies. The most recent announcement in 2008 is that Williams Sonoma, a national home furnishings company has picked Catawba County as the site for a project with the potential of a \$22.5 million expansion that could create up to 820 jobs in the next five years.

The EDC continues to cultivate product development, advancing and coordinating a Multi-Jurisdictional Business Park, as well as recently announced commitments to build a speculative customer service center in Hickory and a speculative industrial building in Claremont to entice investors. As a service to existing industries, the EDC has developed the Helpweb, an online communication tool that allows users to request information or assistance.

Other investments in the community that help promote the County and stimulate the local economy include support of the Convention and Visitors Bureau, the Chamber of Commerce Visitor Information Center, and the fifth year of the Greater Hickory Golf Classic, which has an economic impact of about \$35 million annually in our County. Funds also are included for the County's share of the most recent expansion of the Hickory Metro Convention Center, which brings money to our local economy through the promotion of conventions and conferences.

Increased educational opportunities are key to a strong economic future

The Hickory Metro Higher Education Center has just completed its 6th year of operation and is a model for the State. Since it was established in 2003, more than 500 adults have completed

Since 2003, more than 500 adults have completed programs from one of the Center's partners.

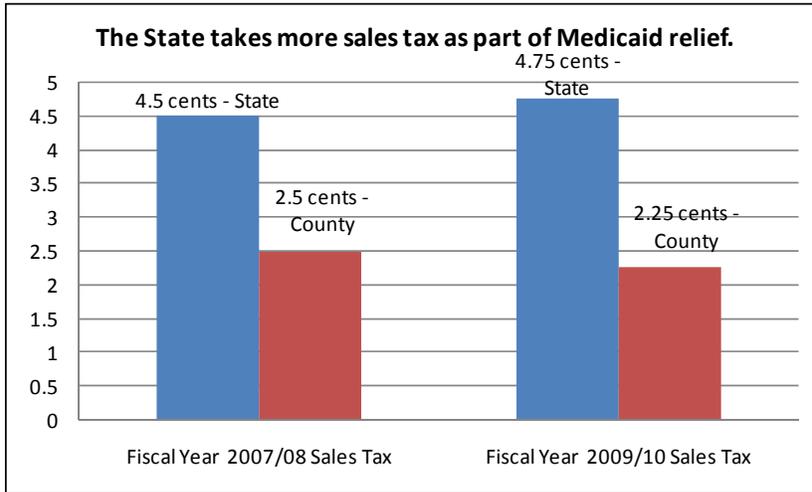
degree or licensure programs from one of the Center's partners. Currently, seven colleges and universities,

including Appalachian State University, Western Carolina University, University of North Carolina at Charlotte, Lees-McRae College, University of North Carolina at Chapel Hill, Winston-Salem State University, and Mountain State University (West Virginia) Engineering Center, offer 23 undergraduate degrees, 48 graduate degrees, and a half dozen licensure or certificate programs to more than 600 students. In addition, approximately 100 different regional businesses and industries rent the facility each year for workforce development and staff meetings throughout the year. Later this fall, Appalachian State University will begin four full-time daytime undergraduate degree completion programs. To date, 42 students are enrolled in these programs.

The newest addition to the menu of educational opportunities in our area is Western Carolina University's engineering technology degree program. The North Carolina Center for

Engineering Technologies will offer an undergraduate degree program enabling individuals employed in business, industry and State-related occupations to pursue a four-year degree through part-time evening study. Instruction will be a combination of live classes in Spindale and Hickory, supplemented by an online component.

EXPENSE HIGHLIGHTS



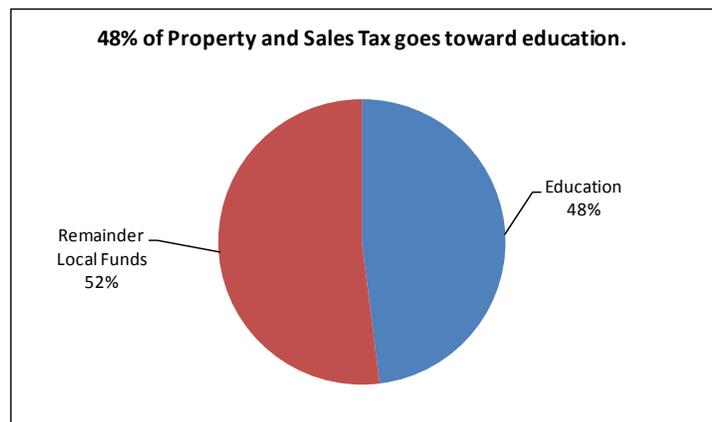
At long last, counties are granted relief from the growing burden of Medicaid.

Long awaited Medicaid relief went into effect in October 2007, accomplishing what has been the County’s number one legislative goal for many years. We will now begin to reap the benefits of the State plan to phase out the county Medicaid share completely by July 1, 2009.

In passing Medicaid relief, our State finally joined 49 others that do not require their counties to help fund all Medicaid Services. In exchange, counties will give up a half-cent of sales tax revenue. Once fully implemented, the plan will eliminate an expense that has been growing approximately 9% each year in exchange for a revenue source that could grow at about 5% yearly. Our County leaders led the charge and worked diligently to keep this goal in the forefront of the State’s legislative body. After enduring several versions, it was gratifying to see a workable plan come to fruition. Medicaid relief, however, did not turn out to be the windfall for counties that many expected since, along with gradually assuming the full cost of Medicaid, the State chose to reduce the County’s sales tax revenue. However, given that Medicaid costs are showing no signs of slowing down in the immediate future and will likely continue to grow at a much faster rate than increases in sales tax revenue, this exchange should benefit the County in the future.

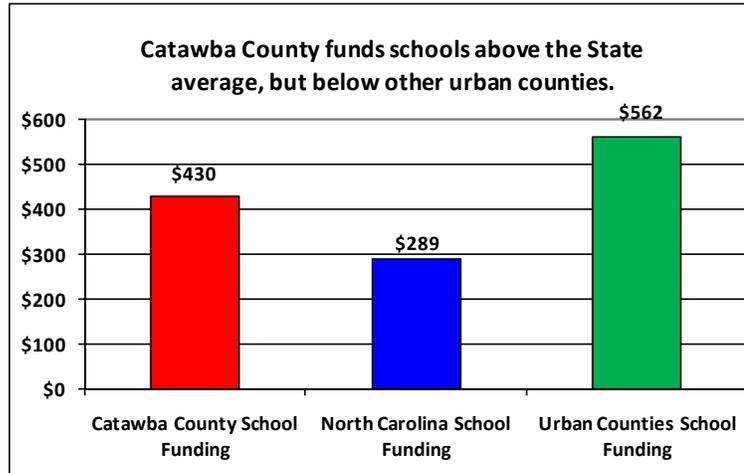
Education

Education continues to represent the largest portion of our local budget, with 48% of property and sales tax revenues going toward the instructional costs and capital needs of our three school systems and the community college. State certified enrollment numbers for the three school systems indicate that there will

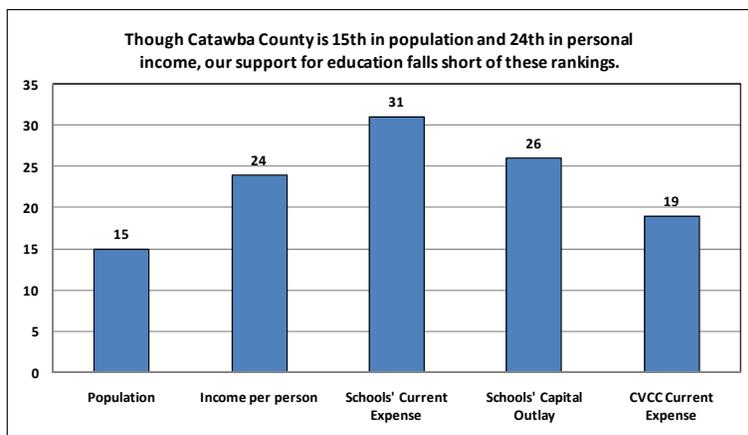


be only a slight increase in the number of students next year. Catawba County Schools student numbers are down by 87, Newton-Conover City Schools are down by 121, and Hickory Public Schools show an increase of 227 for a net gain of 19 overall, or a total of 25,264 students.

Funding the cost of school operations is clearly the responsibility of the State, but the General Assembly does not adequately fund the schools. To pay for local teaching positions, teacher supplements, utilities, and other operating expenses, the County provides supplemental dollars in the form of current expense funding on a per pupil basis. The County is required to fund each school system an equal amount per pupil. This budget funds each school system at the rate of \$1,413 per pupil, a 4.6% increase over the Fiscal Year 2007/08 funding amount. Included in this amount are funds for programs jointly operated by the three school systems – the Conover School for exceptional children, the ACT Program, Community Schools, Catawba Valley High School, the school bus garage, and the early college program at Catawba Valley Community College, Challenger High School.



In Fiscal Year 2007/08, a cent on the property tax was added to fund much needed technology updates for all three school systems. Thus far, these funds have been used for paying for fiber optic hook ups, completing placement of XP computer in classrooms, replacing or updating outdated computers, upgrade of e-mail and web servers, rewiring and adding drops to classrooms, and wireless access..



The North Carolina Association of County Commissioners' Fiscal Year 2007/08 Budget and Tax Survey indicates that Catawba County is 31st out of 100 counties in per capita current expense funding and 26th in per capita capital funding to our three school systems. The proposed budget improves our ranking from 31st to 26th in current expense funding.. Catawba

County Schools rank 20th, Hickory Public Schools rank 22nd, and Newton-Conover City Schools rank 24th out of 115 school systems in local teacher supplements:

In an effort to improve our County's ranking in community college funding the budget includes a 13% current expense increase for Catawba Valley Community College, which will move us to 16th in funding out of 58 community colleges. Our goal is to eventually be within the top ten to fifteen counties in providing support to our community college which brings so much to the County in the way of academic improvement and workforce development.

School capital projects in the budget including annual capital outlay and the continuation of the four year construction cycle that began in Fiscal Year 2007/08 are:

- Catawba County Schools: Fred T. Foard High renovations including a new cafeteria, three (3) classrooms, gym air conditioning, and track and athletic facility improvements; St. Stephens High track and athletic facility improvements and a greenhouse; Webb Murray Elementary addition and renovations; purchase of property in the Propst Crossroads area for a future elementary school; roofing at Fred T. Foard and Bandys High and Clyde Campbell Elementary; renovations at Maiden Middle; gym bleacher replacement at Murray Elementary; renovations at the annex building to house the Human Resources staff and provide space for teacher training; HVAC system upgrades at seven schools; asbestos flooring replacement at Clyde Campbell Elementary and Bandys and St. Stephens High; five activity buses; warehouse delivery truck; energy management lighting replacement at 10 elementary schools; and window replacement at Startown, Tuttle, and Maiden Elementaries.
- Hickory Public Schools: roof replacement at Southwest Elementary; asbestos abatement at Hickory High; gym floor at Viewmont Elementary; and the purchase of three mobile classrooms.
- Newton-Conover City Schools: boiler replacement at the administration building; roofing projects at Thornton Elementary, Newton-Conover Middle, the Central Office, and Shuford Elementary; rooftop units at Thornton Elementary; gym floors, bleachers, windows, lighting, and upgrade of the lobby at Newton-Conover High.

The Capital Outlay Budget also includes \$49 per pupil, a total allocation of \$1,187,936, for small capital and repair needs costing less than \$12,500. The individual school systems decide how these funds will be spent throughout the year. In addition, the County funds half of the cost of both a construction project manager for Catawba County Schools and a shared project manager for Hickory Public Schools, Newton-Conover City Schools, and Catawba Valley Community College.

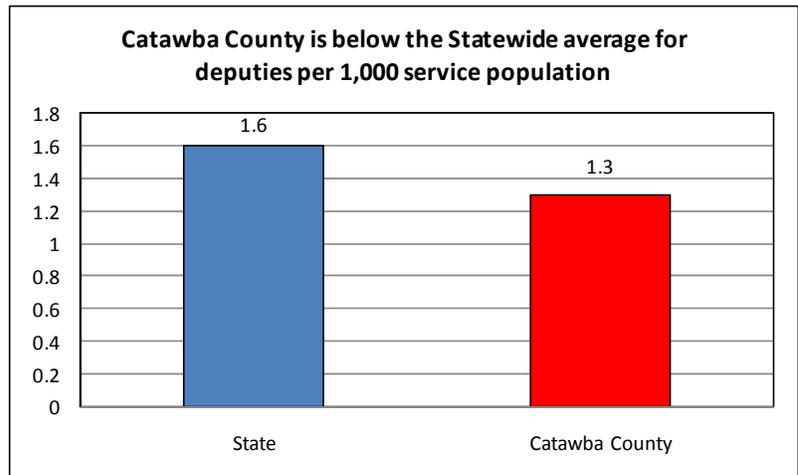
Capital projects for Catawba Valley Community College include funding for general renovations, security cameras to be installed campus-wide, an HVAC/boiler replacement, and repairs to the cooling tower at the multi-purpose building.

Public Safety

Sheriff's Department Receives Needed Staffing Increases

The budget includes four new positions for the Sheriff's Department. Overall, staffing additions to the Sheriff's Department have not kept pace with growth in the County. A comparison of sworn staff per 1,000 people served shows the Catawba County Sheriff's Department below the

Statewide average for Sheriff's Departments of 1.6 deputies per 1,000 people served. We are currently at an average of 1.3 deputies per 1,000 people served and only 1 if sworn jail staff is excluded. The Sheriff's Department has a 5-minute or less response time goal for emergency calls. Our understaffing appears to be impacting response times, as we are exceeding this goal by



almost 1 minute during the day and by 2 ½ minutes at night. As a result, the 8-year service plan includes two additional road patrol deputies per year over the next four year period. Annually, response times will be reviewed to determine how these deputies can best be assigned to meet our needs. In Fiscal Year 2007/08, response times were averaging higher in the southeastern portion of the County so two (2) road patrol deputies were added to provide increased coverage. Since response times are averaging higher at night than during the day, the two (2) road patrol deputies added this year will be assigned to night shift.

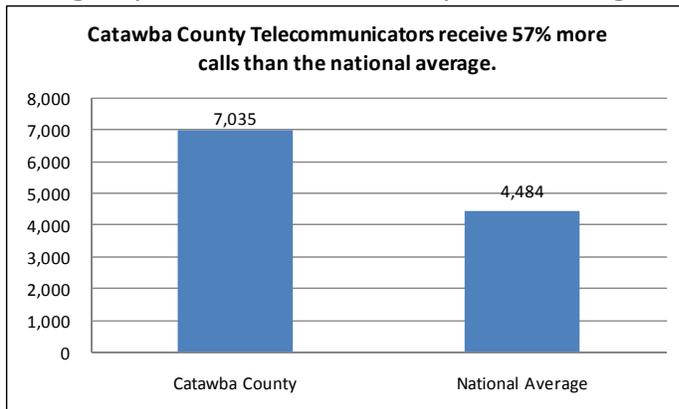
Growth is also impacting our court staffing needs. The State added a new district court judge resulting in the need for an additional deputy to staff the new civil court operating three days per week. This deputy will also assist with inmate transports as needed. Catawba County continues to fund Electronic House Arrest for eligible criminal and child support defendants. This effort diverts possible inmates and helps control the Jail population.

Finally, an Evidence Technician/Desk Deputy is included in this budget. Currently, an investigator who also carries a heavy caseload with the criminal investigation division handles evidence. While an investigator is needed to collect evidence at a crime scene, there are many duties that could be performed less expensively by a Deputy, such as collecting and cataloging evidence brought in daily by road patrol deputies and investigators, guarding evidence in court during cases, making evidence available for defense discovery, and disposing of evidence after a trial is complete. These duties can be very time consuming, particularly with murder cases. Moving these responsibilities to a Deputy will allow the Investigator to be used in a manner more consistent with their extensive training. This deputy will also assist the public with walk-in reports and questions.

We continue our investment in the Burke-Catawba District Confinement Facility (BCDCF). While we project the need for an additional 128 bed pod by Fiscal Year 2014/15, at the moment we have some bed space available at the Catawba County Detention Center and the BCDCF. The Sheriff's Office has begun to rent beds to the US Marshal Service, up to a total of 20 per day. Burke County needs additional bed space and is renting our unused beds at the BCDCF. Revenue from these rentals will be reserved for the future jail addition.

911 Emergency Communications Center receives additional telecommunicators to maintain Commissioners' goal of 90 second dispatch.

An ongoing outcome for the Communications Center is to ensure citizens receive prompt emergency and medical care by maintaining a 90 second dispatch time average on all

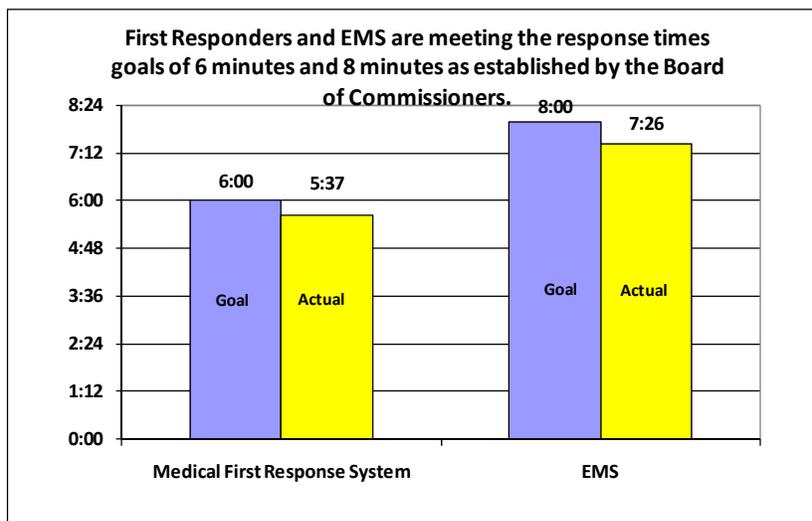


emergency calls throughout the County. The Center is still meeting this outcome but is having difficulty doing so with an annual call volume increase of more than 1,300 calls per telecommunicator or an increase of 50% since the 2000 Emergency Services Plan was conducted. Based on recommendations from this plan and a comparison of national data, the Center is 5 to 6 telecommunicators understaffed. The budget includes

funding for two (2) additional telecommunicators with plans to add two (2) per year in Fiscal Years 2009/10 and 2010/11 to ensure a quicker response time.

Keeping our eye on the Board of Commissioners' goal of an 8 minute response time for Emergency Medical Services

For Fiscal Year 2008/09, up to four (4) new EMT Paramedic positions will be added to expand the hours of the second EMS crew in Newton, which runs from 9:00 a.m. to 5:00 p.m. Monday through Friday. Two (2) new EMTs will be added in July 2008. The County will analyze the EMS demand in Newton during the next fiscal year to see if two additional EMTs, which are budgeted, are warranted in January 2009.



The additional staff is needed because the Newton area has seen a 20% increase in call volume over the last two years. With the new EMTs, the second

EMS crew will be able to run for another 40 hours a week starting in July 2008 and another 40 hours a week starting in January 2009 (in total the second Newton EMS crew will be in service for 120 hours a week). The additional hours will help to decrease the frequency that EMS crews from Catawba and Sherrills Ford have to respond to calls in the Newton area when the second Newton EMS crew is not in operation. The calls that Catawba and Sherrills Ford EMS crews take from Newton have been the main reason both districts have seen their average response times begin to rise over the Board of Commissioners' response time goal of eight minutes.

Ensuring a healthy and adoptable animal population in our Shelter

The Catawba County Animal Shelter provides services for all eight municipalities in the County. Several service improvements are planned:

- In an effort to increase the number of animals that are adopted out of the Animal Shelter and decrease the number of animals contracting disease while in the Shelter, the County is adding an Animal Care Coordinator. The Animal Care Coordinator will medically evaluate animals as they come into the Animal Shelter and give them immunization shots so the animals do not spread or contract diseases. Once the Animal Care Coordinator has medically evaluated an animal, he/she will work to adopt the animal with either a family in the area or with an animal organization (e.g. the Humane Society or rescue groups). The Animal Care Coordinator is needed because, in the last year, the Animal Shelter has seen a rise in the number of animals contracting disease. For example, in late February of 2008, 17% of all animals that entered the Shelter contracted a life threatening illness that could have been prevented with a vaccination. In addition to the above responsibilities, the Animal Care Coordinator will also lead vaccination and spay/neutering media campaigns for Catawba County. This effort will help to lower the number of animals that have to be lethally injected as a result of illness or disease.
- Animal Shelter staff has received training on lethal injection for diseased, injured, and unadoptable animals.
- The Shelter now has the ability to scan micro chipped animals and this allows the Shelter to more quickly and efficiently return pets to their owners. In addition, when a pet can be quickly matched to its owner, the Shelter avoids the expense of housing, feeding, providing medical care, and outplacing or euthanizing the pet.
- Plans are also underway for Internet posting of animals to encourage more adoptions. New software will be in place by July 2008 for Shelter staff to post animals available for adoption and found animals. This software will also allow the public to post lost animals. Animals will be posted by date lost or found, species, breed, sex, and municipality. In order to increase the amount of adoptions at the Catawba County Animal Shelter, the shelter will be increasing its nighttime and weekend hours, which are more convenient for citizens who are interested in adopting animals. Hours will be increased during the evenings and on Saturday to allow owners who have lost an animal the opportunity to access the shelter after their workday.

Fire Service

The Board of Commissioners has a goal of providing medical first response within 6 minutes. St. Stephens Fire Department has agreed to provide Medical First Response within their fire district, which is currently part of Hickory Rescue's district. Hickory Rescue has, by far, the largest area to service in the County, and has been having difficulty meeting their 6 minute mandated response time. Funds will be expended this year in one time costs to assist in the purchasing of Medical First Response equipment for St. Stephens.

To increase service and assist the Hickory Rescue Squad, Hickory Fire Department will begin providing Light Rescue in the city limits and within their rural district. One time costs to purchase equipment and reimburse Hickory Fire for the overtime incurred for training are included in the budget.

For many years the Denver Fire Department has provided excellent service to three areas along the Lincoln/Catawba County line near Lake Norman. It has been our long range plan for Sherrills Ford Fire to serve these areas as feasible. With the recent completion of the Sherrills Ford Fire Station on Slanting Bridge Road, Sherrills Ford Fire Department can now provide a faster response time to the eastern area (where Slanting Bridge Road is located). In addition to providing a better response time, the transfer to the Sherrills Ford Fire Department should result in an improved fire rating for the majority of the area's parcels. The Sherrills Ford Fire Department will begin service to the eastern area on July 1, 2008.

Following the addition of the eastern area to Sherrills Ford's Fire District in 2008, our plan is for Sherrills Ford Fire Department to take responsibility for the western section (around the intersection of Highway 150 and Highway 16) on July 1, 2009. By this date, the Sherrills Ford Fire District will have completed an insurance re-rating, which will improve the fire ratings for a large majority of the parcels in the western section. In addition to improving the fire rating, the Sherrills Ford Fire Department will be able to improve or closely match the response times of the Denver Fire Department in the area.

We hope to continue to contract with Denver Fire Department to provide service to the central area (Pebble Bay and the adjacent areas) of Sherrills Ford since they are situated in the best location to provide the citizens with a quick response and improved fire insurance rates.

Solid Waste

In 1995, the County held enough property to operate the Landfill for 20 years or 2015. The County, through careful management of its Solid Waste Enterprise Fund, has purchased additional properties and now holds permitted land area to sustain its landfill operations for a minimum of 60 years, or through 2067. Solid Waste is self-supporting, funded by fees with a tipping fee that has remained stable at \$30 per ton since 1995. Effective July 1, 2008, the tipping fee will increase to \$33 per ton.

\$1 of this increase will be local, the first increase in 13 years. Rising fuel costs continue to demand resources and is the predominate reason for the \$1 local increase in tipping fee. The

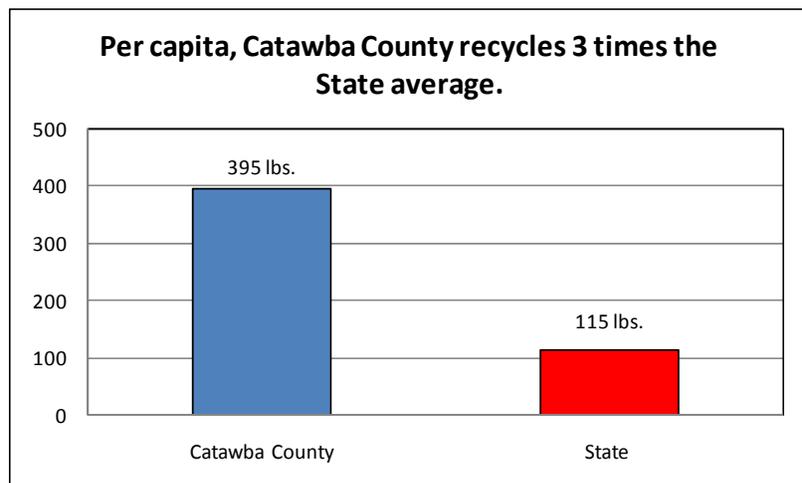
Landfill's operation is comprised mostly of equipment resources using both on-road and off-road diesel fuel. Fuel costs have increased 9% over the last year. Operating costs are also influenced by cumulative requirements placed on the Solid Waste Fund by mandatory compliance with State rules and laws. Each year, demands increase due to the increased size of the Landfill base, including closed portions of the Landfill. As this base grows, post closure and closure costs increase as well as the requirement for reserves associated with financial and environmental assurances. For the first time, the Solid Waste Fund will be required to pay mandated annual permit fees of \$5,000 to the State for its Municipal Solid Waste and Construction and Demolition Landfills and a new State permit fee for the construction of new Landfill cells of \$35,000.

The State has mandated a \$2 per ton disposal tax on all buried waste, which Catawba County vigorously opposed. Last year, the County buried approximately 212,000 tons of waste in the municipal solid waste and construction and demolition landfills. Therefore, the \$2 State tax will cost the County's residents and businesses \$408,000 in Fiscal Year 2008/09.

Recycling efforts

Catawba County continues to be a leader with regard to recycling, ranking 3rd in the State in 2006, and educational outreach efforts to promote good stewardship of our natural resources. Recycling 19% of its waste, Catawba County ranks among the top in the State, per capita, for recycled materials. In Fiscal Year 2005/06, the County recycled 395 pounds of material per person, approximately three times the State average of 115 pounds.

The budget continues to fund two Household Hazardous Waste events per year, held the first week in May at the Government Center and the first week in November at L.P. Frans Stadium in Hickory. These events provide an opportunity for citizens to



dispose of residential household hazardous waste in an environmentally sound manner. The event held in May 2007 resulted in 602 vehicles representing 765 households dropping off 54,690 pounds of household waste such as aerosols, alkaline batteries, pesticides, paint and household cleaning products, and 17,053 pounds of electronic waste such as telephones, computers, fax machines, and televisions. The event held in November 2007 was equally successful, resulting in 614 vehicles representing 668 households dropping off 61,272 pounds of household waste such as aerosols, alkaline batteries, pesticides, paint and household cleaning products, and 23,677 pounds of electronic waste such as telephones, computers, fax machines, and televisions.

EcoComplex Provides Innovative Waste Management and Resource Recovery

The 2007 Thomas H. Muehlenbeck Award for Excellence in Local Government was presented to Catawba County in July 2007 by the Alliance for Innovation. This national award honored Catawba County's ongoing efforts to create an EcoComplex at the Blackburn Landfill on Rocky Ford Road. It is the goal of the Catawba County EcoComplex to develop a system that will recover and use all useable products and by-products from a group of private and public partners located at the EcoComplex. These partnerships bring the old saying "one man's trash is another man's treasure" into real life.

The key Partners in the shared relationships of the EcoComplex are:

- The Blackburn Resource Recovery Facility is accepting approximately 750 tons of municipal and construction/demolition waste per day.
- The Blackburn Landfill Gas to Energy Electricity Generating Facility is collecting the methane gas produced by the waste deposited daily in the Landfill to generate and sell to Duke Power approximately 3 megawatts of electricity per hour or enough electricity to power approximately 900 to 1,000 average sized homes. Electricity sales to Duke Power generate roughly \$500,000 per year.
- In Fiscal Year 2006/07, Catawba County generated \$22,810 by selling green credits.
- Gregory Wood Products is operating at about 60% of its capacity producing 65,000 board feet per hour and is the largest producer of fuel (sawdust, shavings, bark, etc.) for use in the Bio-Energy Facility. Gregory Wood Products will use the steam generated by the Bio-Energy Facility in its wood drying kilns. The Bio-Energy Facility will have with Gregory Wood Products is that the Bio-Energy Facility will use the sawdust and other wood waste byproducts as a fuel source for the gasifier boiler used to produce the steam.
- Pallet One, Inc. (Pallet Manufacturing), the largest new pallet manufacturer in the United States, takes wood waste produced by Gregory Wood Products and turns it into wood pallets used by a host of industries.
- The Bio-Energy Facility will consist of a newly constructed wood-fired steam production plant that will convert the sawdust and other waste products of Gregory Wood Products, Pallet One, and the Landfill to produce steam and heat. The steam and heat would then be used by Gregory Wood Products and Pallet One for drying kilns; by the County to produce more electricity and for the sludge maintenance facility; by an Appalachian State University biodiesel research facility; and a future greenhouse.
- A new Biosolids Processing Facility, owned by Hickory, Conover, and Catawba County is anticipated to be in service in 2010. This wastewater sludge management facility will replace the existing Regional Sludge Management Facility that is expected to be at its capacity within the next 4 years. The new facility will have the capacity to serve the wastewater sludge management needs of Catawba County and the Unifour region for approximately 20 years. Locating the new facility at the Eco-Complex will provide the added benefits of providing residual solids from the facility for soil amendments, gray water for irrigation, and biogas for energy production.

- Appalachian State University will begin operating a research facility testing biodiesel produced by several companies in the region, as well as growing test crops around the landfill to determine which crops grow best in our climate and which crops produce the best oils for the making of biodiesel. The facility will use the electricity produced by the Landfill and heat created by the existing co-generation units to operate.
- Composting/Soils Amendment is a future planned component of the Eco-Complex in which another private partner in the business of bagging and selling a compost/soil amendment product and possibly bagged mulch would be co-located at the site.
- A brick specialties company has verbally agreed to locate within the EcoComplex at a later date. This company will produce specialty brick shapes and brick art and has also tentatively agreed to the co-location of kiln space for local potters' use and locating a classroom space for community education.
- A greenhouse is planned and a company is considering the EcoComplex as a location for approximately 100 acres of greenhouse space for the growing of vegetables and/or flowering plants.

Human Resource Agencies

Public Health

The budget includes two new positions for Fiscal Year 2008/09 – one (1) Child Service Coordination Nurse, .40 Health Educator funded by a tobacco grant to work with schools to provide education, recruit youth for tobacco cessation/prevention advocacy, facilitate youth advocacy and other tobacco prevention groups, and develop, and market tobacco prevention messages and materials, and .60 Health Educator/Public Relations Coordinator position to promote programs of Public Health so citizens are informed about services provided and develop a greater understanding of health topics and problems in the County.

Public Health is funded by County, State, and Federal dollars as well as fees and other miscellaneous revenues. The percentage of revenue contributors to the Public Health budget are:

- | | |
|-----------------|-----|
| • County | 15% |
| • State/Federal | 19% |
| • Fees/Medicaid | 57% |
| • Other Revenue | 9% |

Public Health continues to deal with the financial impact of the cost of uncompensated care, which was \$1,564,130 in Fiscal Year 2006/07. The areas this impacts the most are Women's Health, Adolescent Health and Maternal Health. Some factors that continue to contribute to the increase in uncompensated care include:

- Unemployment due to the closing of several businesses in the area in the past six (6) years
- Lower wages due to changes in employment status
- Insurance no longer available or affordable through employers

- A higher number of females between the ages of 11 to 18 being seen for Adult Preventive Services but not covered under parent insurance due to confidentiality of services.

In an attempt to manage this cost, there are several efforts underway and/or planned for the upcoming year. A new eligibility policy will require verification of income and the use of economic units (anyone living in the home and providing financial support for the home) rather than family unit (persons living in the home related by blood or marriage) to count family size. Public Health will offer different payment plans for outstanding balances. They will put a procedure in place to ensure all steps are completed for patients to apply for Medicaid. All of these efforts are an attempt to improve in the area of billing, collection, and revenues in general.

Catawba County Health Partners, a State required group of health professionals and volunteers throughout the County to address health issues and concerns, has identified four areas of concentration through a 2007 Community Health Assessment: access to care, childhood obesity, substance abuse, and cancer. One of the large successes of the Partners is Medical Access of Catawba County (MACC), a community health network where physicians and the hospitals volunteer to provide health care services to those in the 18-64 year age group that are uninsured and have chronic diseases. Currently, over 50 physicians have signed on to participate.

Public Health is slated to go through Statewide accreditation in October 2008. This will be valid for four years and will demonstrate that our Public Health agency meets all the standards required by North Carolina General Statutes for the provision of services.

Social Services

The Social Services budget has decreased 9% from last year, mainly due to the phasing out of the County's portion of Medicaid payments, which will be completely eliminated in Fiscal Year 2009/10. Social Services continues to meet and exceed their performance outcomes. Last year as the area's economy attempted to stabilize, 154 individuals receiving welfare became employed and independent, and child support collections exceeded \$14 million, which ranked us 5th in the State for collections. Adults were able to remain in their homes and stay healthy through a network of 1,087 volunteers delivering meals and companionship. Family Builders helped 66 children receive permanent placements through adoption.

For Fiscal Year 2008/09, 31 outcomes have been established as part of their performance based budgeting that reflects continued efforts to work with citizens toward self-sufficiency. The senior population continues to grow, increasing the need for home and community based services. It is a goal of Social

The senior population continues to grow, increasing the need for home and community based services.

Services to reduce the overall costs for this population's care by keeping these persons in their own home whenever possible. The forecasted savings for Fiscal Year 2008/09 from these coordinated efforts is \$3 million.

Social Services is funded by County, State, and Federal dollars as well as fees and other miscellaneous revenues. The percentage of revenue contributors to the Social Services budget are:

- County 32%
- State/Federal 47%
- Fees/Medicaid 17%
- Other Revenue 4%

Mental Health

Effective July 1, 2008, Mental Health Services of Catawba County and Burke County will formally merge into a multi-county area authority called Mental Health Partners. This merger is a result of State mandated Mental Health Reform, which has been phased in over the past four years. In the past transitional year, Mental Health Partners opened an office in Burke County. Many providers contracted by Catawba were also working with Burke consumers of mental health services, so a strong service base working with the local managing entity has transitioned well. With the merger now complete, Mental Health Partners will retain its leadership under the current Area Director, along with its experienced base of employees. Planning for this merger has been a thoughtful process, and the willingness of the participants to collaborate creatively will hopefully serve Catawba County consumers well in the coming years. Catawba County will provide funds to the authority that match Burke County's per capita contribution. Any services provided exceeding these funds will be subject to contract with Mental Health Partners on a year to year basis, based on need and performance.

Mental Health is funded by County, State, and Federal dollars as well as fees and other miscellaneous revenues. The percentage of revenue contributors to the Mental Health budget are:

- County 6%
- State/Federal 71%
- Medicaid 16%
- Other Revenue 7%

Looking toward the future with an 8-Year Operating and Capital Improvement Plan

In Fiscal Year 2007/08 the Board of Commissioners established a goal to complete a long range plan for the delivery of County services so budgets could be modified to deal with growth. To meet this goal, all County departments were asked to look at updated figures from the Western Piedmont Council of Governments, which highlighted projected growth in the County for the next 8 years. Our greatest area of growth is in the Southeastern portion of the County along the lake. This area is expected to increase 48% by 2016. The second largest areas experiencing growth are the County Home and Lee Cline Roads of Conover and the Highway

321 to Highway 16 Corridor. These areas are following by the Northeast corner of the County, including the Oxford area, and the Southwestern portion of the County, including Mountain View and Brookford. Departments used this data to determine their service delivery needs beginning with Fiscal Year 2008/09 if the projected growth occurs. The result of these efforts was the development of an 8-Year Operating and 8-Year Capital Improvement Plan that will help guide annual budget decisions. Each year these plans will be updated to include a full 8-year projection, and planned service expansions will be evaluated to ensure the growth assumptions and identified needs are still accurate. Highlights of the plans over the next 8 years include:

- **Schools and Community College** – A new school construction cycle began in Fiscal Year 2007/08 with the commitment of 3 cents on the property tax, in addition to up to \$1.4 million in lottery proceeds, to pay the debt on an \$85 million, four year construction and improvement plan prepared by the school systems and Catawba Valley Community College. Some school projects identified in the second four years of the 8 year plan for schools currently at capacity or projected to be at capacity by the Growth Estimation Model from the Western Piedmont Council of Governments are a gymnasium at Bandys High School; a gymnasium at Bunker Hill High School; cafeteria, classroom, and resource center renovations at Campbell and Claremont Elementaries; planning funds for East Catawba High or Middle; a gymnasium at Fred T. Foard High; classrooms at Lyle Creek Elementary; classrooms and media retrieval at Maiden Elementary; new Mountain Creek Elementary; kitchen and cafeteria renovations at St. Stephens High; Hickory High renovations including a new HVAC system, roof replacement, wiring, plumbing, replacement of all windows, and enclosing the breezeway between the entrance and the gym; new Hickory Elementary; renovations at Jenkins, Viewmont, and Oakwood Elementaries; gym and classroom additions at Shuford Elementary; and classrooms, gym, and cafeteria renovations at South Newton Elementary. The plan also provides some much needed upgrades to Catawba Valley Community College's 50 year old campus, such as upgrades to the HVAC/Electrical system, a Cultural Arts Center, and renovations to the General and Academic Classroom Building.
- **Library Branch Expansion** – The County began setting aside funds in Fiscal Year 2007/08 for a new branch library facility for Sherrills Ford to be located in the planned Village Center. Construction is planned for Fiscal Year 2010/11 with the facility opening to the public the following year. The plan identifies projected operating and staffing costs for the new and expanded library.
- **Expansion of Park Services** – The Board of Commissioners adopted a Parks Master Plan in December 2007 to expand passive recreation opportunities in the County. In response to citizen requests, the first step in the plan is to return Bakers Mountain and Riverbend Parks to six (6) days of operation from four (4) days in Fiscal Year 2008/09. The County will also begin operating St. Stephens Park on a 4-day per week basis in Fiscal Year 2008/09 with services including a dog park, picnic areas, and walking trails. Park expansions are planned at Bunker Hill Bridge and Mountain Creek. Plans are to pursue grant funds for the Bunker Hill Bridge first in order to better secure the

property, protect the historic covered bridge and take advantage of an existing North Carolina Department of Transportation grant that is near expiration. This park will be developed in two phases with minimal trails, parking, and restrooms in the first phase. Immediately after completion of this first phase for Bunker Hill Park, grants will be pursued for Mountain Creek Park, located in the southeastern section of the County. Duke Energy has committed to provide a minimum of 300 acres of land for the park and has applied for a Clean Water Trust Fund Grant that could fund up to a 600 acre park. The County will pursue Parks and Recreation Trust Fund (PARTF) grant funds to build trails, facilities, and prepare the park to open to the public in January 2013.

- **Justice Center Expansion** – The Justice Center is almost 30 years old and no longer provides adequate space for our courts. An expansion is planned to add more space for courts and court related functions.
- **Public Safety Center** – The 911 Emergency Communications Center and Emergency Operations Center (EOC) are completely out of room and power in the Justice Center. Newton EMS Base is located in the Agricultural Resources Building (ARC) which is extremely old and no longer meets their needs. A new facility will be built to house these critical Public Safety Functions as well as the Emergency Services administrative offices, Fire/Rescue Division, Newton EMS Base, and possibly space for Newton-Conover Rescue.
- **EMS Base Expansions/Realignments/Replacements** - The Catawba County Board of Commissioners has mandated an eight minute average response time for the Emergency Medical Services (EMS) crews. With forecasted call volume/demand to increase by 55% in the next eight years, EMS will have to increase EMS crews and base locations to maintain an eight minute average response time. The County is planning to add service hours to its second EMS crew in Newton and add new EMS crews in Sherrills Ford, Conover, Bandys, and the Hickory area over the next eight years. Instead of building new bases, we will look for opportunities to co-locate with other rescue and fire departments in the following areas: Sherrills Ford, Conover, Bandys, Hickory, and the southwestern part of the County. Besides building additions, a replacement EMS base will be needed in Hickory to replace a base that has been in operation for over 25 years.
- **Law Enforcement Services** – The plan addresses staffing needs for the Sheriff's Department. The area with the largest identified need is Road Patrol, where staffing levels have not kept pace with the growth in population or calls for service. The addition of two (2) Road Patrol Deputies per year is recommended through Fiscal Year 2011/12 to help with increased call volume and response times. Caseloads for Investigators are far outpacing the department's manpower to address them with over 1,300 cases annually that warrant assignment to an Investigator remaining with Road Patrol, and many that are assigned to an Investigator having to wait a year or more for the investigation to begin. To address this shortage, seven (7) Investigators are recommended between Fiscal Years 2011/12 and 2015/16. The plan also includes staffing increases in the areas of Records and Courts resulting from the increased number of criminal cases processed annually.

- **Jail Expansion** – With the recent Jail expansion, we planned for future needs by building core infrastructure such as the kitchen, sally port, and video visitation large enough to accommodate bed expansions. The inmate population in the Jail continues to rise approximately 4% annually. As a result, it is anticipated we will again reach our capacity in the Catawba County Detention Center and the Burke-Catawba District Confinement Facility by Fiscal Year 2014/15. A 128-bed expansion is planned for that year with operations beginning the following year. In the meantime, we are renting beds to the Federal government and to Burke County and banking the proceeds to help fund the expansion.
- **Increased 911 Emergency Communications Center Staffing** – The 911 Emergency Communications Center has a goal of dispatching all emergency calls within 90 seconds of call receipt. With an increase in call volume of more than 50% or 1,322 calls per Telecommunicator since the 2000 Emergency Services Plan was completed, this goal is becoming increasingly difficult to meet. Based on the study recommendations from that plan and national data, the Communications Center developed a strategic plan which indicates we are currently at least 5-6 Telecommunicators understaffed when looking at call volume and calls per Telecommunicator. The addition of two (2) Telecommunicators per year is recommended until Fiscal Year 2011/12 to remedy this deficit, after which dispatch times, call volume, and staffing levels will need to be reevaluated to determine needs.
- **New Animal Shelter** – The Catawba County Animal Shelter provides service for the entire County. A new animal shelter is planned for Fiscal Year 2013/14. The current Animal Service facility is over 20 years old. Currently the Shelter is averaging around 190 animals per day, when its capacity is 87. It was not designed to meet the current capacity of animals we are housing or the newest treatment options. There is no separate entrance for animals that are owner surrenders, and the public and animals use the same entrance. Both of these factors aid in transmitting diseases within the general animal population and lead to the need to lethally inject animals that would otherwise have been adoptable. The current facility lacks adequate office and storage space for the perishable food items and other equipment necessary to operate. There is also no space for officers to meet with citizens in a private area.
- **Technology Upgrades and Enhancements** – The County continues to invest in technology designed to improve staff's ability to deliver services to the public and improve our overall efficiency. Web based services such as online payment and permitting options will be implemented. The County strategically allows County employees to work away from an office environment, keep them in the field more hours, reduce costs, and provide better service for the public. To date, funding has enabled a mobile workforce in Environmental Health, EMS, Sheriff, Building Inspections, School Nurses, Home Health nurses and Animal Control. Expansions are planned in the areas of Maintenance, Tax Appraisal, Code Enforcement, and Fire Marshal. Upgrades are planned for critical operational software packages such as the County's tax system, financial and personnel systems, permitting, and Microsoft Office.
- **Building Inspections and Code Compliance** – With a 10.2% rise in population projected through 2008-2016, an influx of new housing is expected. For the Building Services

Division to continue to inspect between 10 and 14 structures per day, an additional employee will need to be added in Fiscal Year 2012/13, funded by Building Services fees. It is also anticipated that the housing influx will necessitate the addition of a Code Compliance Officer in Fiscal Year 2012/13 in order to continue closing 98% of violation cases. Around 10% of the funds for this position will come from assessed fees.

- **Water and Sewer Investments** – As the County continues to grow, so does the demand for clean drinking water and sewer. The County currently has over \$100 million in water and sewer projects proposed or requested by citizens and cities. To help address these needs \$1.45 million of the ¼ cent sales tax is dedicated to funding Countywide water and sewer needs. Some of the projects planned or areas to be served include: Blackburn School Sewer, Community Road Water, Rocky Ford Road and Startown Road Water Loop, Molly's Backbone/Mombo/Long Island Water Loop, Oxford Park/Rockett Terrace Water, Rock Barn Road/Oxford School Road Water Loop, Riverbend Road Water, and Highway 16 North Water.
- **Solid Waste** – The plan includes future phases of the Blackburn Landfill and closure of older sections. We are building phase 1 of unit 3 now and will begin moving into phase 2 in 2012 at a cost of \$7 million. Closure of Unit 2 will take place the following year at a cost of \$7.6 million. It also continues investment in the EcoComplex and Regional Biosolids Processing Facility, converting the Blackburn Landfill into a true Resource Recovery Facility.

Personnel

The budget includes an increase of 18.5 FTEs, primarily in public safety, 12 of these requiring new County funds. These include 2 Road Patrol, 1 Court Security/Federal Transport Deputy, and 1 Evidence Technician/Desk Deputy for the Sheriff's Department; 2 EMTs that will allow the primetime Newton EMS crew to run an additional 80 hours for Emergency Medical Services; 1 Animal Care Coordinator in Animal Services; 2 Radio Telecommunicators in keeping with the Emergency Services Plan; 1 Park Ranger to support expanded hours at Riverbend and Baker's Mountain Parks; 1 Maintenance Mechanic position; and 1 PC Specialist position in Technology. The remaining 6.5 positions will be paid for by increased revenues/fees or State and Federal funds as follows: 2 EMT Paramedics in January 2009 based on need and funded by increased fees; .50 Attorney, focusing on law enforcement, funded by Indirect Cost; 1 Public Health Nurse, funded by fees; .40 Public Health Educator, grant funded; .60 Public Health Educator, funded by other sources; 1 Delinquent Tax Collector, funded by increased revenues; and 1 Programmer Analyst, funded by Indirect Cost.

The budget includes a 1% cost of living adjustment to keep salaries competitive. Other salary adjustments will continue to be earned based on performance, as judged on employees' anniversary dates. For those who meet annual expectations, 1 ½% is budgeted; for those who exceed annual expectations an additional 2% is budgeted.

Increased wellness efforts, which the County began in 2005, continue to pay off. Because we are self-insured and have had low claims this year there will be no increase in health insurance premiums for employees next year. However, there will be a 5% increase in dental insurance.

We continue to require annual physicals and participation in the County's health screening in order to catch potential problems early.

CONCLUSION

Catawba County continues to be proactive as we deal with the changing landscape in both our economic base and our growing and diverse population. The success of Medicaid Relief and our lobby for a local sales tax were hard fought battles and a testament to the payoff that results from good leadership and perseverance. We will continue to lobby at the State level for legislation that will have a positive impact on our local economy and our citizens.

The Fiscal Year 2008/09 budget holds the property tax rate at the current level and puts in place an eight year plan for the provision of County services that addresses growth and its impact on our ability to maintain current services vital to our citizens. It continues the Board of Commissioners' commitment to provide for the health, welfare, and safety of the citizens as we move forward and plan for the opportunities that lie ahead.

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

Respectfully Submitted,

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

J. Thomas Lundy
County Manager

BUDGET ORDINANCE

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

SECTION I

Budget Adoption, 2008/09

The following budget with anticipated fund revenues of \$219,085,919 and departmental expenditures of \$219,085,919 (see pages 14 through 19 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, 2008, and ending June 30th, 2009, 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 Funds:** Transfers of appropriations between funds may be made only by the Board of Commissioners with the exception of merit, reclassification funds, and contingency which the County Manager has the authority to transfer.

- B. **Transfers Between Departments:** Transfers of appropriations between departments in a fund and from contingency shall be approved by the Board of Commissioners or may be approved by the County Manager in conformance with the following guidelines:
 - 1. The County Manager finds that they are consistent with operational needs and any Board approved goals.
 - 2. Inter-department transfers do not exceed \$50,000 in total.
 - 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 no later than its next regular meeting following the date of the transfer.

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

- D. **Transfers within Activities in a Department:** Department Heads are hereby authorized to transfer line item appropriations within activities under their jurisdiction with the approval of the Budget Manager.
- E. **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.
- F. **Transfers of Capital Projects Appropriations:** Transfers of appropriations up to \$50,000 between projects within a capital project fund shall be approved by the County Manager. All manager approved transfers shall be reported to the Board of Commissioners no later than its next regular meeting.
- G. **Transfers of Appropriations from Special Departmental Expense and Revenue Contingencies:** Transfers of appropriations may be made by the Budget Manager from special departmental expense and revenue contingency accounts that have been set aside to accommodate mid-year adjustments for allocations from outside agencies. The budget for such special departmental contingency expenditures will not be used until revenues are received and the related funds are transferred out of the contingency accounts to an appropriate line item.

SECTION II

Amendment to Procedures, Controls, and Authorities for Reinventing Departments

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

- A. As part of this process, the County's fund balance has been maintained by taking into account the average amount of unexpended funds turned back at the end of each year and making a one time reduction in each Reinventing Department's allotment by that amount.
- B. The Board of Commissioners will appropriate funds for the Reinventing Departments based on approved outcomes to be achieved during the fiscal year.
- C. Department Heads are hereby authorized to transfer appropriations between activities or from special department contingencies under their jurisdiction. 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.

- D. Department Heads within the Reinventing Departments are hereby authorized to reallocate existing positions between activities under their jurisdiction.
- E. Departments will be allowed to retain all unexpended allocations and/or revenues as defined by the County Manager.
- F. Reinventing Departments may create or abolish positions which impact the outcomes approved by the Board of Commissioners and within available revenues upon summary approval of the Board of Commissioners. Approval will come at the next regularly scheduled Board of Commissioners' meeting and will be attached and approved as part of the minutes.

SECTION III
Tax Levy Rate

A tax rate of \$0.535 per \$100 of assessed valuation is hereby levied for Fiscal Year 2008/09, all of which is levied in the General Fund. No discounts will be allowed for early payment of taxes.

The following rates are levied for volunteer fire districts:

<u>Volunteer Fire Department</u>	<u>Tax Rate Per \$100 Valuation</u>
Bandys	\$0.0600
Catawba	\$0.0700
Claremont	\$0.0700
Conover Rural	\$0.0700
Cooksville	\$0.0517
Hickory Rural	\$0.0325
Longview	\$0.0546
Maiden	\$0.0500
Mountain View	\$0.0493
Newton	\$0.0700
Oxford	\$0.0558
Propst	\$0.0615
Sherrills Ford - Terrell	\$0.0500
St. Stephens	\$0.0500

SECTION IV

Hospital Fund

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

The Hospital maintains a balance of not less than \$4 million with the County, in the Hospital Capital Reserve Fund, to finance and construct major Hospital capital projects. This Fund is intended to be used primarily to finance and construct major Hospital capital projects. However, in an emergency situation, with written request of the Hospital, the County may, in its discretion, permit amounts on deposit in the Fund to be extended for any lawful purpose including payment of operating expenses of the Hospital. As long as a \$4 million balance in the Fund is maintained, monthly depreciation payments from the Hospital are not required. Monthly payments of \$50,000 will be required any time such \$4 million balance is not maintained.

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

SECTION V

Schools' Current Expense

The allocation of general revenues for the schools' current expense is \$1,413 per pupil based on the average daily membership of K-12. This amount includes \$52 per pupil to operate the following inter-school system programs--Catawba County Bus Garage, Catawba Valley High School, Conover School for Exceptional Children, the Newton-Conover ACT Program, and the Community Schools Program.

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

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

SECTION VI

Capital Projects and Grants

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

In accordance with the School Budget and Fiscal Control Act each school system will submit to the County Budget Manager detailed project sheets for each capital project included in this budget on sheets as specified in the "Uniform Budget" format, by January 1, 2008.

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

Any grant or capital project budget previously adopted, the balance of any anticipated, but not received, revenues and any unexpended appropriations remaining on June 30th, 2008, shall be reauthorized in the 2008/09 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, 2008. Approved payments may be delayed pending receipt of this financial information.

SECTION IX
Fees and Licenses

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

SECTION X
Per Diem Pay

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

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

SECTION XI
Personnel

- A. Salaries - Salaries for Fiscal Year 2008/09 are based on the Fiscal Year 2008/09 pay plan for Catawba County that is adopted as a part of this budget and is effective July 1st, 2008. The pay plan includes a 1% Cost of Living Adjustment (COLA) on July 1st, 2008. Funds are included for a 1.5% Performance Pay based on an annual performance rating of Meets Expectations, and funds are included for up to 70% of the workforce to receive an additional 2%, based on an annual performance rating of Exceeds Expectations.

- B. Merit Payments - Funds are allocated in the budget to provide merit payments. The County Manager is instructed to prepare a plan for the administration of merit payments for exceptional performance to be effective during the Fiscal Year 2008/09 and to communicate said policy to all department directors and administer the plan.

- C. Travel Allowance - The travel allowance rate will be according to the IRS reimbursement rate.
- D. Special Payment - Positions that require specialized skills may be compensated by a special payment. This payment will only occur while the employee is serving in that capacity. This special payment is not considered a part of the annual base pay for classification. The amount of special payment is to be approved by the County Manager upon a recommendation by the Personnel Director.

SECTION XII

Budget Policy for State and Federal Fund Decreases

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

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

SECTION XIII

Reappraisal Fund

In accordance with the provisions of G.S. 153A-150, an appropriation of \$479,200 will be made from the General Fund to the Reappraisal Fund for the purpose of providing funds for the next reappraisal.

SECTION XIV

Fiscal Control Act

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

- A. As provided by G.S. 159-25 (b), the Board has authorized dual signatures for each check or draft that is made on County funds. The signatures of the County Manager, Finance Director, Assistant County Manager, and Assistant Finance Director shall be authorized signatures of the County.
- B. Operating funds encumbered on the financial records of the County as of June 30th, 2008, are hereby reappropriated to this budget.

- C. The Board authorizes the appropriation of all Fund Balances earned by the Reinventing Departments as determined by the County Manager and as a result of the County's annual audit of June 30th, 2008.
- D. The Board also authorizes (as is the practice) one principal account as depository for all funds received by the Finance Director from any source. Current accounting techniques shall be used to assure that all funds will be properly accounted for in the financial records of the County.

SECTION XV

Authorization to Contract

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

SECTION XVI

Authorization to Award and Reject Bids

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

SECTION XVII

911 Service Charge

Pursuant to North Carolina General Statute 62A-4 and Catawba County Code of Ordinances Sec. 14-177, a monthly charge in the amount of \$0.85 is hereby imposed upon each exchange access facility subscribed to by all telephone subscribers whose exchange access lines are in the area

served or which would be served by Catawba County Enhanced 911 Service. The said monthly charge shall be uniform and shall be charged to each exchange access facility regardless of the type of said exchange facility used.

Pursuant to North Carolina General Statute 62A-23 and Catawba County Code of Ordinances, a monthly Wireless Enhanced 911 service charge in the amount of \$0.80 is hereby imposed on each Commercial Mobile Radio Service (CMRS) connection. The service charge shall have uniform application and shall be imposed throughout the State.

This ordinance is adopted this 2nd day of June 2008.

A handwritten signature in black ink that reads "Katherine W. Barnes". The script is cursive and fluid.

Katherine W. Barnes, Chair

A handwritten signature in black ink that reads "J. Thomas Lundy". The script is cursive and fluid.

J. Thomas Lundy, County Manager

SCHEDULE A

Below are the fee changes that have been adopted as a part of this budget. All fees are effective July 1st, 2008, unless otherwise noted.

GENERAL GOVERNMENT

Photo Copy Fee	\$0.10
Color Copy Fee	\$0.25

PUBLIC HEALTH

Environmental Health

Temporary Food Stand Permit Fee	\$50.00
Water Samples (inorganic chemical, fluoride, lead, nitrate, volatile organic analysis, pesticide, petroleum).....	\$85.00
Well Construction and Inspection Permit.....	\$300.00

Vaccines

Influenza.....	Cost + \$12.00
Pneumococcal (Pneumovax).....	Cost + \$12.00
Fluoride Kit	\$3.00
Vaccine – 1 injection	\$18.00
Vaccine – 2 or more injections.....	\$21.00

SHERIFF'S DEPARTMENT

Inmate Medical Service Fees:

Electronic House Arrest (per day, collected weekly)	\$6.00
Prescriptions Co-Payment.....	\$5.00
Lab Services Co-Payment	\$5.00
Over the Counter Medications	\$3.00

TECHNOLOGY

GIS

Subscription Service.....\$550.00 annually
(Parcels, Structures, Topology, Centerlines, Floodplain, Hydrology, City Limits, and Mr. Sid Ortho Updates received twice per year. Subscription Service runs for 12 months from date of purchase.)

Street Atlas

County Affiliated Organizations	\$25.00
General Public	\$35.00

UTILITIES & ENGINEERING

Building Permit Fees

Schedule H – Existing Structures Mechanical Permit Fee

New installation less than 3 units

Single Family/Duplex.....	\$55.00
Commercial	\$100.00

*A \$10.00 fee per trip will be charged if units are not inspected at the same time.

Solid Waste Fees (\$2.00 Solid Waste State Tax increase to be in effect per General Statute. \$1.00 local tipping fee increase to be in effect in coordination with General Statute increase or January 1, 2009, whichever occurs first.)

Sanitary Landfill

Municipal Solid Waste\$31.00 per ton + \$2.00 per ton State tax, \$16.00 minimum

Industrial Wood Waste

Furniture Wood, glued, stained, etc.\$31.00 per ton+\$2.00 per ton

Painted or treated.....\$31.00 per ton+\$2.00 per ton

Chipboard and/or pressboard\$31.00 per ton+\$2.00 per ton

Dead Animals\$31.00 per ton+\$2.00 per ton

Other Wood Waste (\$4.00 minimum)

Saw Dust.....\$8.00 per ton + \$2.00 per ton State tax

Chipped wood waste (no less than 2" and no more than 5" in diameter. Must be pre-approved as non-hazardous8.00 per ton + \$2.00 per ton State tax

Any Waste Contaminated with more than (\$45.00 minimum)

10% Cardboard (industrial entities only)\$90.00 per ton + \$2.00 per ton State tax

20% Springs.....\$90.00 per ton + \$2.00 per ton State tax

50% Foam Rubber.....\$90.00 per ton + \$2.00 per ton State tax

Wire or Cable over 4 Ft.\$90.00 per ton + \$2.00 per ton State tax

Bulky items not easily compacted\$90.00 per ton + \$2.00 per ton State tax

Friable Asbestos\$120.00 per ton+\$2.00 per ton, \$15.00 minimum

Non-Friable Asbestos

Asbestos containing transit siding, vinyl floor tiles, asphalt roofing shingles \$19.50
Per ton + \$2.00 per ton State tax, \$10.00 minimum

Other Materials

Forklift Tire with metal rims embedded in rubber \$50.00 per ton+\$2.00 per ton State tax

Construction & Demolition Landfill (\$10.00 minimum)

Lumber over 8 feet in length \$19.50 + \$2.00 per ton State tax

Painted, treated, or creosote..... \$19.50 + \$2.00 per ton State tax

Chipboard and/or pressboard \$19.50 + \$2.00 per ton State tax

Brick/block/concrete with reinforced materials and/or contaminated with other

Waste \$19.50 + \$2.00 per ton State tax

Drywall \$19.50 + \$2.00 per ton State tax

Roofing/Shingles \$19.50 + \$2.00 per ton State tax

Stumps \$13.00 + \$2.00 per ton State tax

Mulch & Compost

Mulch \$8.00 per bucket

Compost \$15.00 per bucket

Scrap Tires

Tires without proper documentation; tires that have been buried; tires stockpiled prior to January 1, 1994; and, Out-of-State Tires.....\$80.00 per ton

Residential Waste

1 to 5 (32 gallon) bags..... \$1.25 per bag
Small truckload (6 foot bed-waste in truck only) \$12.00
Large truckload (8 foot bed-waste in truck only) \$18.00
Trucks with sideboards or waste higher than 2 ft. above bed \$24.00
Trucks with camper tops..... \$24.00
Trucks w/6 ft. or less trailers (waste in truck and trailer)..... \$36.00
Trucks w/more than 6 ft. trailers (waste in truck and trailer) \$50.00

**CATAWBA
COUNTY
PROFILE...**



"Keeping the Spirit Alive Since 1842"

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

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

The County has eight cities and towns: Hickory, Newton, Conover, Maiden, Catawba, Claremont, Longview, and Brookford, and a total population of 153,784. The average temperature is 69 degrees Fahrenheit with an average high of 51 degrees in January and 85 degrees in June. On average, the County receives about fifty inches of rainfall and seven inches of snowfall per year. The average elevation in Catawba County is 1,165 feet.

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

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

Catawba County is renowned as the center of the region's retail shopping, entertainment, and culture life. A leading retail mall, furniture mart, convention center, movie theaters, retail

shopping centers, and hundreds of restaurants are also major attractions for visitors from throughout the region.

Catawba County has 40 public schools with over 25,000 students and is home to two colleges: Lenoir-Rhyne College, a 116 year old liberal arts institution and Catawba Valley Community College, a member of the North Carolina Community College system, which offers one and two year degree programs and a two year college transfer program as well as continuing education classes. The County is a major medical center, with two large hospitals, a substantial medical community, and many nursing home facilities.

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

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

Catawba County offers a wide range of housing choices. From newly constructed subdivisions, townhomes, and condos to historic homes and a variety of apartment choices, there are numerous available housing options. The average cost of a single-family home is \$154,400. The average rental rate for a 2-bedroom apartment is \$531. 62.48% of the population owns their homes, while 32.35% of the population is renters.

Business and Economic Development

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

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

Outlook Americas has ranked three Catawba County municipalities in the top five **Best Manufacturing Small Towns in the Country**. Southern Business and Development ranked the Hickory Metro 3rd in its Small Market category for **Top Deals and Hot Markets**. Just some of the diversified manufacturing sectors that call Catawba County home include machining and metal working, plastics, cable and furniture.

Catawba County's manufacturing prowess is supported and accentuated by a rich geography and diverse lifestyle that has brought the area national recognition. The Hickory Metro area has been named the **10th Best Place to Live and Raise a Family** in the United States by Reader's Digest. Business North Carolina magazine also reported that Catawba County's largest city, Hickory, was the **8th best city in the state for its quality of life**. *Forbe's Magazine* rated the Hickory Metro area **3rd in the nation for lowest business costs**.

Education and technical training continues to be a high priority for Catawba County. The Hickory Metro Higher Education Center (HMHEC) is a joint education center developed to provide a unique collaborative learning experience to the Hickory, North Carolina MSA. Appalachian State University, Lenoir-Rhyne College, and Catawba Valley Community College have become partners in the Center to serve the needs for graduate, undergraduate, non-credit certificate courses, research, and specialized workforce training. The HMHEC will provide the Greater Hickory Metro with unparalleled economic development opportunities. Not only will the Center allow the County new promise to recruit and retain industry, it will offer students and workers access to groundbreaking new educational experiences.

CATAWBA COUNTY, NORTH CAROLINA

STATEMENT OF PHILOSOPHY

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

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Catawba County
North Carolina**

For the Fiscal Year Beginning

July 1, 2007

President

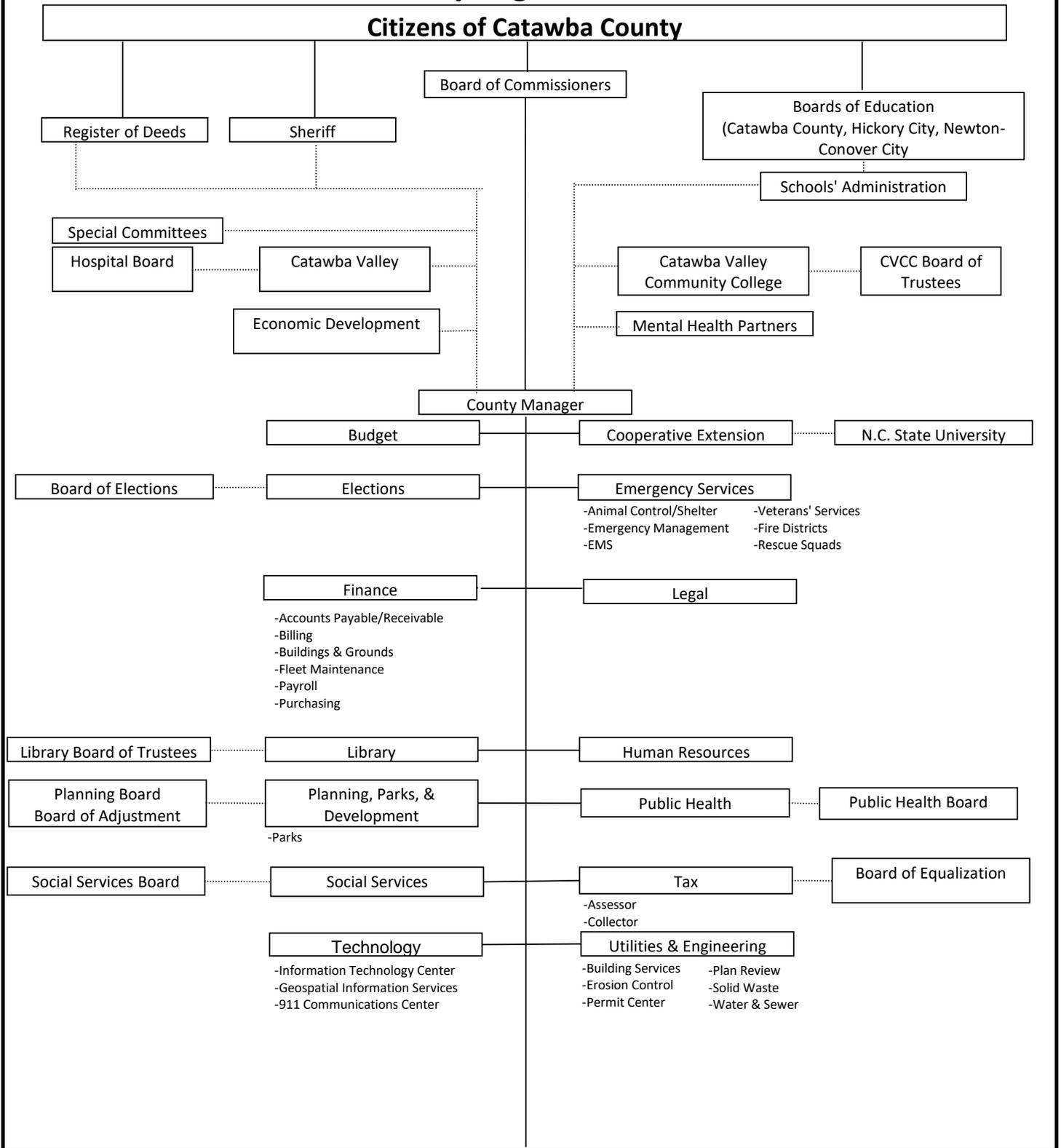
Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Preparation to Catawba County for its annual budget for the fiscal year beginning July 1, 2007.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operation guide, as a financial plan, and as a communications medium.

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

Catawba County Organizational Structure



READERS' GUIDE

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

FINANCIAL DOCUMENTS

The budget is the financial plan for County operations for the fiscal year beginning July 1, 2008, and ending June 30, 2009. The budget shows the source of revenue and how these sources will be spent. It also contains outcomes, goals, and objectives the County departments have set for the year. The budget and the audit are the key financial documents that the County uses to illustrate its financial plans and status. The budget looks ahead to the coming year and shows how funds plan to be spent, while the audit shows the County's year-end financial condition. The audit document is produced annually a few months after the end of each fiscal year (October or November) while the budget is produced annually at the beginning of each fiscal year (final copies are usually made available to the public in mid-July).

SUMMARY OF LEGAL BUDGET REQUIREMENTS

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

Budget Forms and Procedures

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

Departmental Requests

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

Budget Preparation Calendar

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

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

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

FISCAL YEAR 2008/09 BUDGET CALENDAR

Friday, January 11, 2008

Mid-year report on outcomes due from all departments

Friday, February 8, 2008

All budgets and outcomes are due from all departments, schools, and outside agencies. All requests keyed into system, including all detail and justification sheets. Please be reminded...when requesting additional positions, job descriptions and an ADA checklist **must** be sent to the Budget Office and to Personnel.

Monday, March 10, 2008

Recommended budget sent to County Manager

Monday, March 17, 2008

First round budget hearings with County Manager

Tuesday, March 18, 2008

First round budget hearings with County Manager

Monday, March 24, 2008

Second round hearings with Manager as needed

Monday, May 12, 2008

County Manager's recommended budget sent to Board of Commissioners

Tuesday, May 13, 2008

Press Conference

Wednesday, May 28, 2008 (8:00 a.m. – 5:00 p.m.)

Board of Commissioners' hearings with departments

Thursday, May 29, 2008

Public Hearing and Wrap-up

Monday, June 2, 2008

Budget Adoption

Recommended Budget

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

- A concise explanation of the governmental goals fixed by the budget for the budget year.

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

Board Review

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

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

Adoption of the Budget Ordinance

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

BUDGET PROCESS

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

Budgetary control is exercised in all funds except the agency funds. Appropriations are made at the departmental (function) level and amended as necessary. The current budget amounts represent the budget as of December 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 and Management Office is a division of the County Manager's Office. The Budget and Management Office consists of a Budget Manager, a Budget Analyst I, and a Budget Analyst II.
2. In October the County Board of Commissioners holds a retreat to discuss issues, priorities and countywide goals for the upcoming fiscal year. These goals become the driving force behind initiatives to be considered and included during the budget cycle.
3. During the month of November the Budget Office prepares Revenue and Expense projections for the upcoming fiscal year. Revenues are projected for our main funding sources, property and sales tax, based on trends and economic forecasts for our area. Expense projections include capital projects that are part of the Eight Year Operating Capital Improvement Plans and considers any monetary impact resulting from the goals established by the Board of Commissioners.
4. A planning retreat is held in December that includes all County department heads and superintendents of our three school systems and community college. Revenue and expense projections are shared and, based on available revenues, a starting point for the budget is determined including allowable increases for salaries, benefits, and operating budgets.
5. The Budget Office establishes a beginning base for each department that includes the allowable increases for salaries, benefits and operating budgets. In developing their budget requests the staff is instructed that any funding requests for program or service expansions or equipment beyond the base amount is to be thoroughly justified and will be weighed against other competing needs and available funding. The role of the budget analyst will be to analyze the requests and justifications and make sound funding recommendations to the County Manager.
6. In December, departments are given pertinent budget information, funding parameters, and the goals established by the Board of Commissioners.
7. In January, the reinventing departments submit requested outcomes, and departments not in the reinventing program as well as outside agencies submit budget requests to the Budget and Management Office.
8. During February and March, the Budget and Management Office analyzes requests for the non-reinventing departments and outside agencies, negotiates outcomes with the departments, and prepared a recommended budget for the County Manager.
9. During April, the County Manager conducts a series of budget hearings with the department managers and agency directors. He then submits a recommended budget to the Board of Commissioners. The budget includes proposed expenditures and the means of financing them.
10. The Board of Commissioners conducts budget hearings with the department managers and agency directors in May or June.
11. A Public Hearing is conducted to obtain taxpayer comments.
12. Prior to June 30th, the budget is legally enacted through passage of an ordinance.
13. Budgets for General, Special Revenue, and Capital Projects Funds are adopted on a basis consistent with generally accepted accounting principles (GAAP). The Board of Commissioners annually adopts a budget by ordinance appropriating funds, and may during the year authorize supplemental appropriations. Supplemental

appropriations are reviewed by the Director of Finance and the Budget and Management Office, submitted to the Finance and Personnel Subcommittee, and then transmitted to the Board of Commissioners for their review and approval. If approved, they are implemented by budget revision.

ACCOUNTING STRUCTURE AND SYSTEMS

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

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

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

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

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

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

FUNDS AND FUND BALANCES

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

General Fund

The General Fund is the principal fund used to account for the provisions of governmental services. This fund summarizes the financial transactions of functional services, based on departmental operations, except for those transactions that must be accounted for separately in other funds. Fund balance in the General Fund at the end of Fiscal Year 2007 was \$27,788,364 or 17.2% of the General Fund expenditures for that fiscal year. The Fiscal Year 2008/09 budget applies \$5,877,099 General Fund Fund Balance. The Local Government Commission, an office of the North Carolina State Treasurer's Office, recommends that counties the size of Catawba maintain a minimum of 8-1/2% general fund fund balance.

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. Fund balances in the special revenue funds at the end of Fiscal Year 2007 totaled \$12,061,802.

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.

Enterprise Fund

Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing service to the general public on a continuing basis be financed or recovered primarily through user charges. The County has two enterprise fund, the Solid Waste Management Fund and the Water and Sewer Fund. The Water and Sewer Fund was established with the Fiscal Year 2008/09 Budget. As of June 30, 2007, the Solid Waste Management Fund had a fund equity of \$31,081,669.

REVENUES

Catawba County has nine (9) revenues sources: Property Tax, Sales Tax, Other Taxes (Privilege Licenses, 911 Surcharge, Fire District Tax), Intergovernmental Revenues (funds received from the State and Federal government), Permits and Fees, Miscellaneous (ABC Profits, Cable TV Franchise, Donations), Fund Balance, Other Sources (Transfers, Special Contingency, Insurance Premiums), and Fines and Forfeitures (fees collected by the Courts and distributed entirely to schools). Property Tax is levied and collected by the County on all real estate and personal property (vehicles, machinery). The value of real property was set in 1990, and the 2% increase projected for 2008/09 is based on average increases in new construction and renovations over the last five years.

Two and a half cents of sales tax is levied by the County, collected by the State, and then returned to the County. Sales tax revenue is directly related to the growth of the economy, and the assumption in this budget is that the economy will grow at a slow rate and thus sales tax revenue will only increase by 3%.

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

Where possible, the County charges fees for services it provides and uses the revenue from these fees to offset the cost of providing the service. A good example of this is the fee charged for ambulance service. Revenues from these ambulance fees are estimated to be \$3,900,000 in Fiscal Year 2008/09. These revenues will help offset the \$7 million it costs to operate the Emergency Medical Service.

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

EXPENSES

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

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

BASIS OF ACCOUNTING

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

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

The level of control, or level at which expenditures may not legally exceed the budget, is the department level for the General Fund and the fund level for all other funds. Any change in appropriation level of the fund must be approved by the Board of Commissioners. The County Manager or the Director of Budget and Management Services 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 thirty (30) days earned but unused vacation leave, with such leave being fully vested when earned. For the County, the current portion of the accumulated vacation pay and salary-related payments is not considered to be material; therefore, no expenditure or liability is reported in the County’s governmental funds. The County’s liability for accumulated earned vacation and the salary-related payments

as of the end of the year is recorded in the government-wide financial statements. For the County's proprietary fund, an expense and a liability for compensated absences and the salary-related payments are recorded within those funds as the leave is earned, if the amount is considered to be material. The sick leave policy of the County provides for an unlimited accumulated of earned but unused sick leave. Sick leave does not vest, but any unused sick leave accumulated at the time of retirement may be used in the determination of length of service for retirement benefit purposes. Since neither entity has any obligation for accumulated sick leave until it is actually taken, no accrual for sick leave is made by the County.

ENCUMBRANCES

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

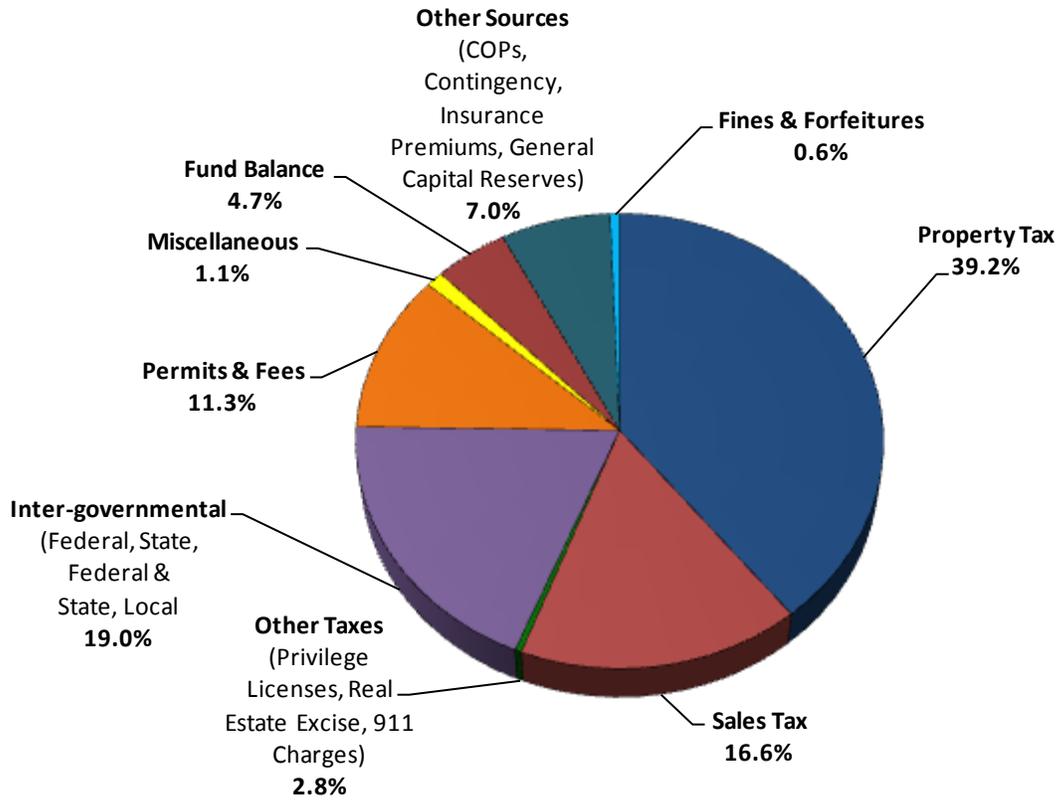
REVENUE SUMMARY

	Actual 2006/07	Current 2007/08	Approved 2008/09	% Change
Property Tax	\$65,090,640	\$75,377,381	\$78,712,663	4.42%
Fire District Taxes	3,180,268	3,445,257	3,582,588	3.99%
	\$68,270,908	\$78,822,638	\$82,295,251	4.41%
Sales Tax	\$33,760,030	\$26,329,283	\$34,844,146	32.34%
Other Taxes	\$1,877,081	\$5,865,450	\$806,000	-86.26%
Intergovernmental				
Federal	\$12,276,887	\$12,566,116	\$10,739,498	-14.54%
State	17,687,022	22,820,126	10,333,619	-54.72%
Federal & State	10,785,255	11,404,376	11,035,531	-3.23%
Local	5,264,757	7,105,604	7,883,682	10.95%
	\$46,013,921	\$53,896,222	\$39,992,330	-25.80%
Permits & Fees*	\$23,724,549	\$26,504,812	\$23,639,820	-10.81%
Miscellaneous	\$10,034,237	\$2,944,888	\$2,296,610	-22.01%
Fund Balance				
General Fund	\$0	\$3,743,346	\$5,861,720	56.59%
Other Funds	0	6,796,847	4,078,800	-39.99%
	\$0	\$10,540,193	\$9,940,520	-5.69%
Transfers to Other Funds	\$12,852,669	\$6,237,333	\$9,220,768	47.83%
Fines & Forfeitures	\$1,126,098	\$1,287,495	\$1,288,464	0.08%
Other Sources**	\$3,249,870	\$38,867,230	\$14,762,010	-62.02%
TOTAL:	\$200,909,363	\$251,295,544	\$219,085,919	-12.82%

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

**Financing sources (less Fund Balance, Inter Fund Transfers, and Fines & Forfeitures) such as COPs Financing, Sale of Bonds, Special Contingency, General Capital Reserve, Short Term Disability Premiums, and Group Health and Dental Premiums.

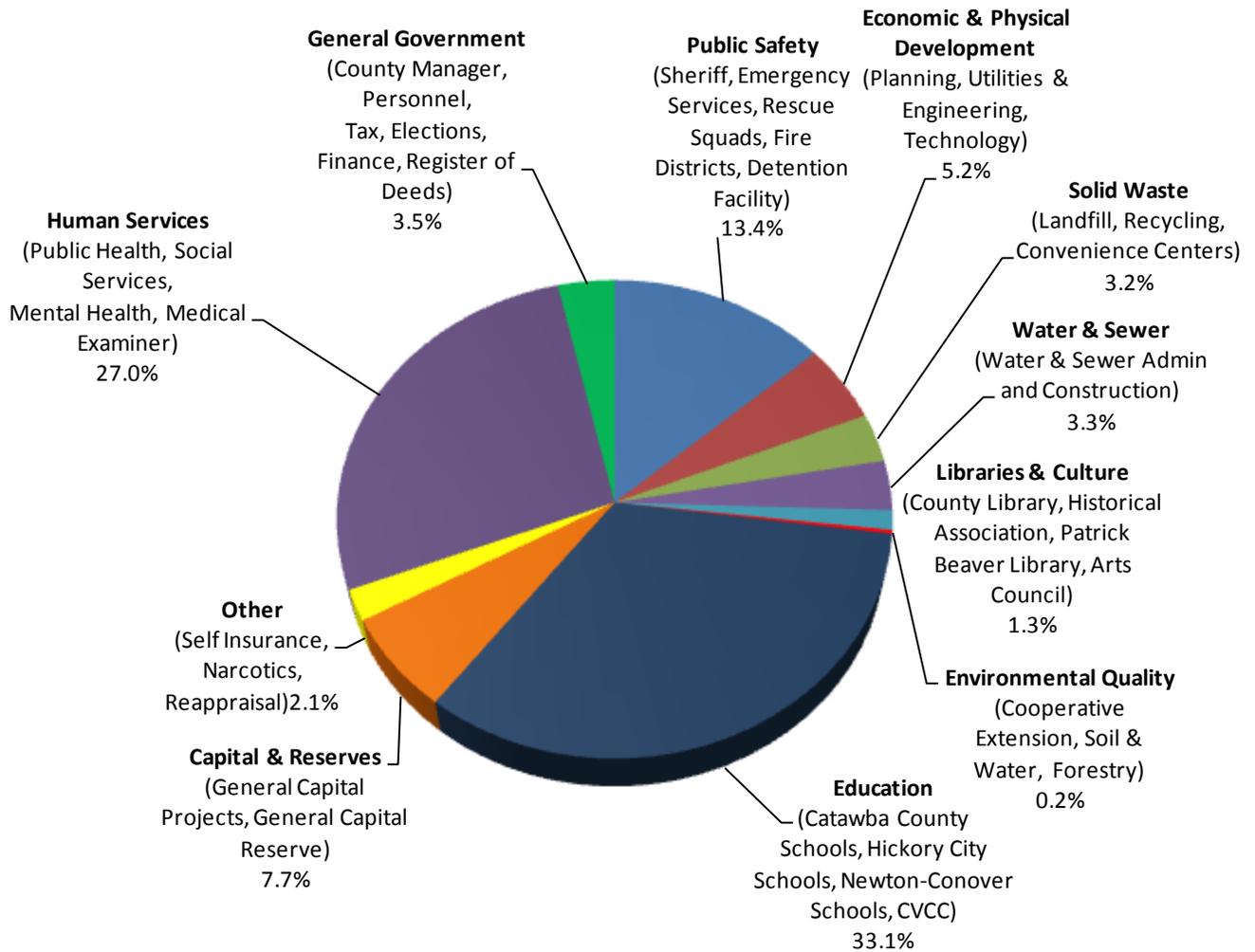
2008/09 Revenues Excluding Interfund Transfers



EXPENDITURE SUMMARY

	Actual 2006/07	Current 2007/08	Approved 2008/09	% Change
GENERAL FUND				
General Government	6,682,352	7,430,091	7,394,782	-0.48%
Transfers to Other Funds	4,464,051	5,325,734	8,838,270	65.95%
Public Safety	18,440,085	21,991,739	23,778,047	8.12%
Environmental Quality	475,677	486,959	502,665	3.23%
Economic & Physical Development	10,691,780	10,580,796	11,081,325	4.73%
Human Services	65,914,244	78,353,526	57,434,681	-26.70%
Schools Current Expense	34,222,296	38,215,016	40,165,301	5.10%
Libraries & Culture	2,670,463	2,658,256	2,759,865	3.82%
Debt Service	15,152,476	20,354,405	20,768,030	2.03%
	158,713,424	\$185,396,522	\$172,722,966	-6.84%
OTHER GENERAL FUND TYPES				
Self Insurance Fund	\$2,417,173	\$2,544,700	\$2,832,700	11.32%
Register of Deeds Automation & Preservation	104,630	91,844	89,791	-2.24%
	\$2,521,803	\$2,636,544	\$2,922,491	10.85%
SPECIAL REVENUE FUNDS				
Emergency Telephone System Fund	\$653,130	\$1,283,830	\$1,002,934	-21.88%
Wireless 911 Fund	82,781	534,673	0	-100.00%
Citizens' Alert System	0	0	93,961	100.00%
Narcotics Seized Fund	11,617	21,000	34,000	61.90%
Reappraisal Fund	436,883	436,964	479,200	9.67%
Capital Reserve Fund	71,866	52,059	388,696	646.65%
Water & Sewer Reserve Fund	4,870,289	600,280	0	-100.00%
Hospital Reserve Fund	0	0	0	0.00%
Rescue Squads Fund	842,752	932,158	982,782	5.43%
Library Endowment Fund	25,006	25,000	25,000	0.00%
Gretchen Peed Scholarship Fund	500	1,650	10,000	506.06%
Parks/Historic Preservation Trust Fund	8,011	0	0	0.00%
Community Development Fund	189,568	0	0	0.00%
Fire District Funds	3,056,142	3,512,306	3,769,129	7.31%
	\$10,248,545	\$7,399,920	\$6,785,702	-8.30%
CAPITAL PROJECT FUNDS				
General Capital Projects	\$8,637,181	\$2,807,757	\$10,456,533	272.42%
Water & Sewer Construction Fund	2,741,988	2,293,814	2,097,000	-8.58%
Schools' Capital Fund	8,546,639	4,896,236	5,307,170	8.39%
Schools' Construction Fund	10,524,411	34,847,487	6,954,257	100.00%
School Bond Projects Fund	105,466	0	0	0.00%
Hospital Construction Fund	0	0	0	0.00%
	\$30,555,685	\$44,845,294	\$24,814,960	-44.67%
ENTERPRISE FUND				
Solid Waste	\$5,719,373	\$11,017,264	\$6,885,100	-37.51%
Water and Sewer	0	0	4,954,700	100.00%
TOTAL	\$207,758,830	\$251,295,544	\$219,085,919	-12.82%

2008/09 Expenditures Excluding Interfund Transfers

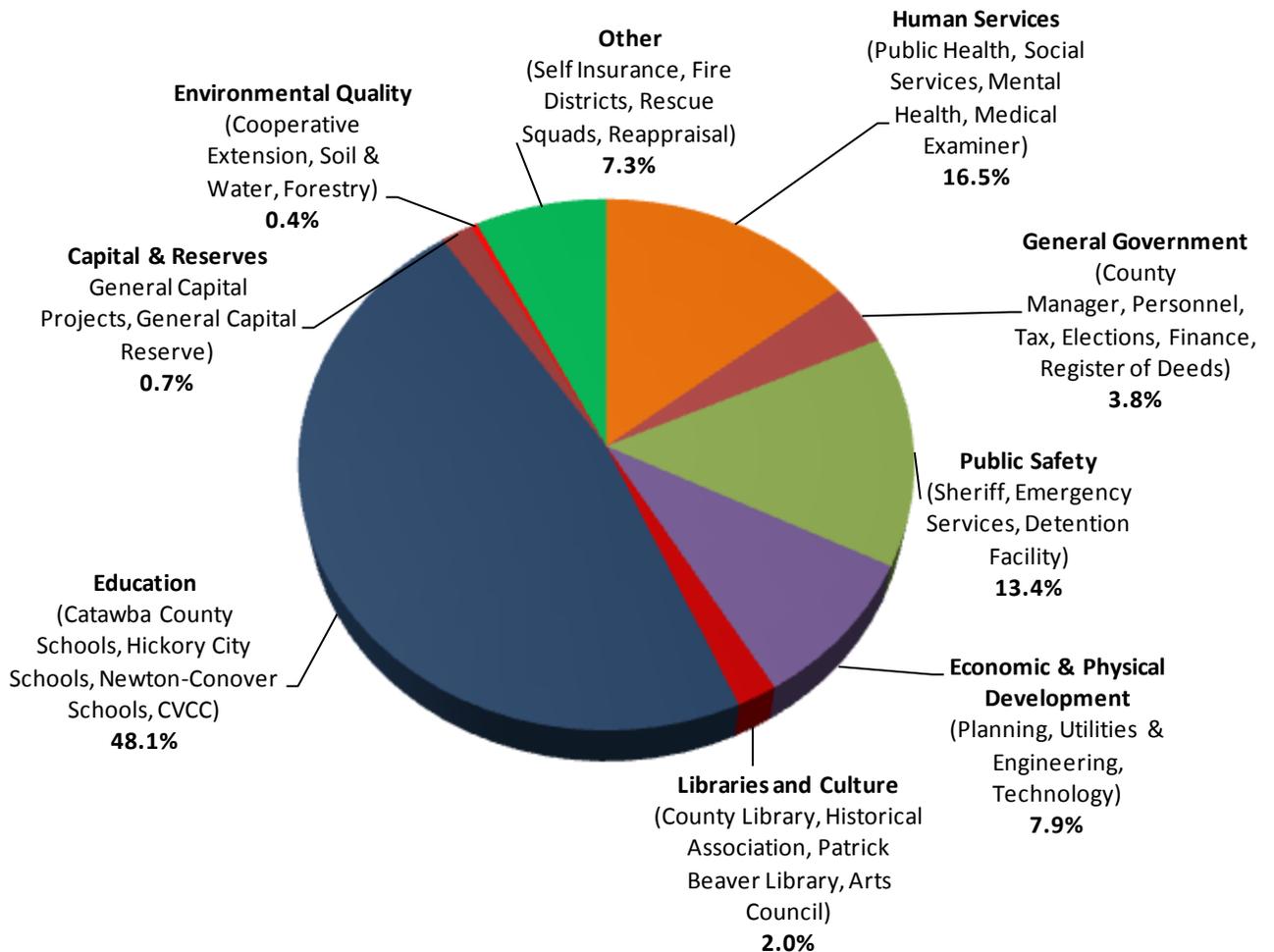


2008/09 Expenditures

Local Funds

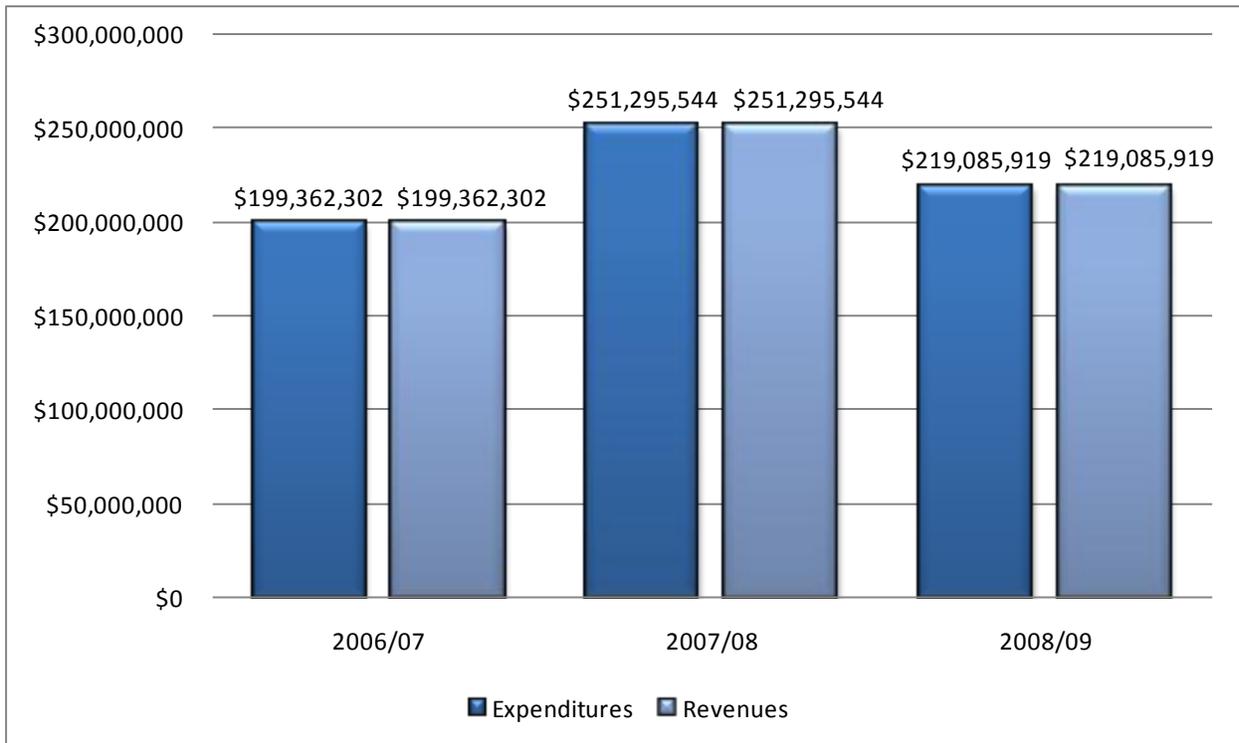
(Property Tax, Sales Tax)

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

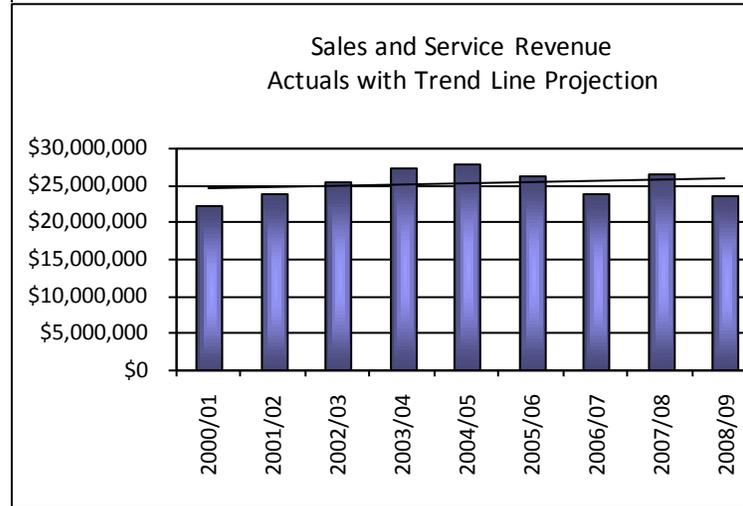
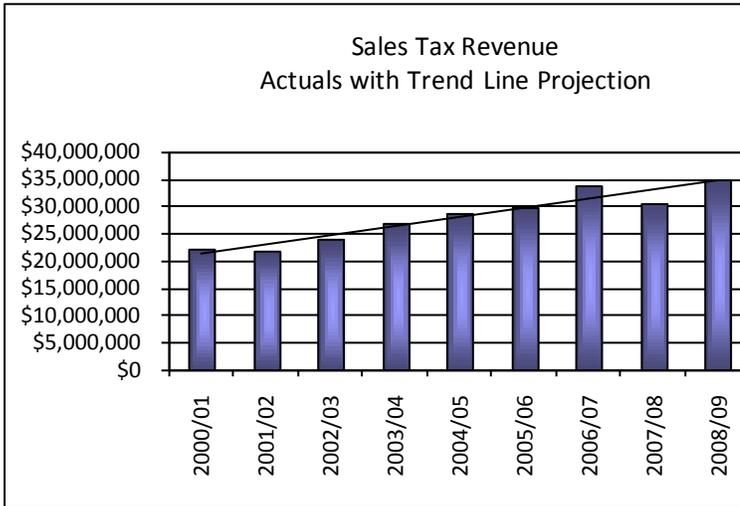
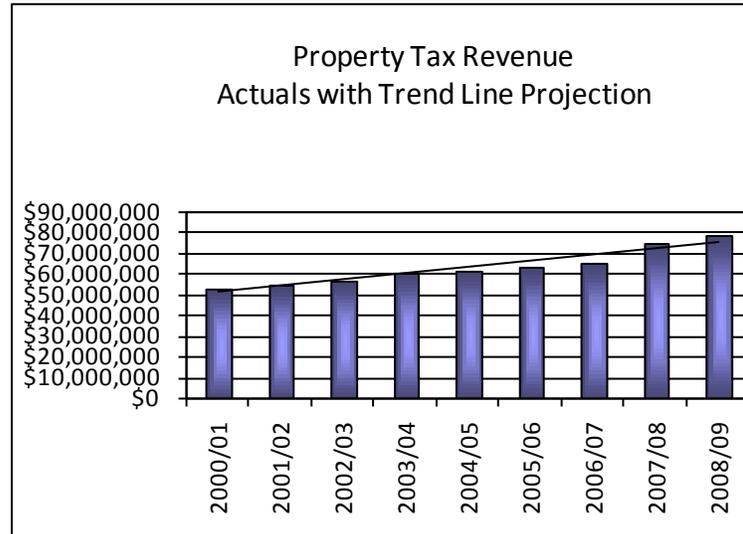
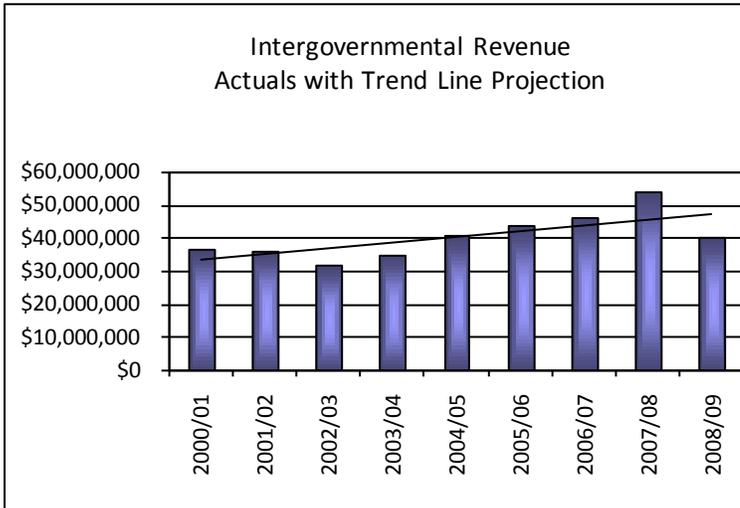


Total Budgeted Revenues and Expenditures

Fiscal Year 2008/09



MAJOR REVENUES SOURCES Actuals and Trends



Property Tax – A tax levied by the Board of Commissioners against real and personal property. Once every four years, the County Tax Assessor must reevaluate the real property in the County. The County tax rate is \$0.535 per \$100 of valuation. Property Tax estimates for Fiscal Year 2008/09 are based on overall increase in values of about 2%.

Sales and Service – Revenue from sales and service includes funds received from Medicaid reimbursement, user fees, and assessments to municipalities for items such as elections, GIS, or planning studies.

Sales Tax – The sales tax levied by the County, collected by the State, and then returned to the County. Sales tax revenue is directly related to the growth of the economy. Sales Tax estimates for Fiscal Year 2008/09 are based on 3% growth.

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.

Summary of FTEs

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

New FTEs approved in the Fiscal Year 2008/09 budget are as follows.

	<u>Total FTEs</u>	<u>Source of Funding</u>
Communications Center		
280100 Radio Telecommunicator	2.00	General Fund
County Manager's Office		
120100 Attorney	0.50	General Fund
Emergency Services		
260150 EMT Paramedic	4.00	General Fund/Fees
260350 Animal Care Coordinator	1.00	General Fund
Facilities		
440104 Maintenance Mechanic	1.00	General Fund
Planning, Parks, & Development		
420040 Park Ranger	1.00	General Fund
Public Health		
580305 Public Health Nurse	1.00	Fees
580306 Public Health Educator	0.40	Grant
580400 Public Health Educator	0.60	Other
Sheriff		
210350 Deputy Sheriff	1.00	General Fund
210050 Deputy Sheriff	3.00	General Fund
210600 Deputy Sheriff	1.20	General Fund
Tax		
130100 Delinquent Tax Collector	1.00	Fees
Technology		
410200 PC Specialist	1.00	General Fund
410200 Programmer Analyst	1.00	General Fund
TOTAL	19.70	

FTE Totals

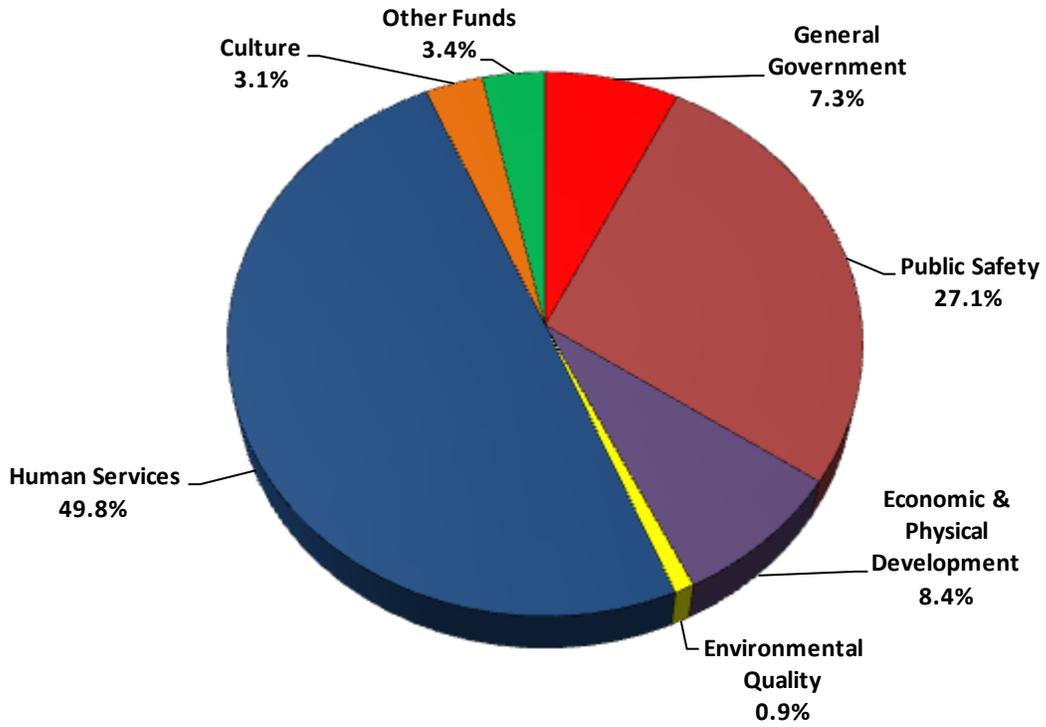
	Actual 2006/07	Current 2007/08	Requested 2008/09	Approved 2008/09
GENERAL GOVERNMENT				
County Manager				
Permanent	8.00	8.00	8.00	8.00
Hourly	0.00	0.00	0.00	0.00
Legal Services				
Permanent	3.00	3.00	3.50	3.50
Hourly	0.00	0.00	0.00	0.00
Budget & Management				
Permanent	3.00	3.00	3.00	3.00
Hourly	0.00	0.00	0.00	0.00
Board of Elections				
Permanent	4.00	4.50	4.50	4.50
Hourly	0.02	0.02	0.02	0.02
Tax Administration				
Permanent	25.00	25.00	26.00	26.00
Hourly	0.00	0.00	0.00	0.00
Personnel				
Permanent	12.00	12.00	12.00	12.00
Hourly	0.25	0.25	0.25	0.25
Register of Deeds				
Permanent	10.00	10.00	11.00	10.00
Hourly	0.60	0.60	0.60	0.60
Finance				
Permanent	15.80	15.80	15.80	15.80
Hourly	0.15	0.15	0.15	0.15
TOTAL GENERAL GOVERNMENT				
Permanent	80.80	81.30	83.80	82.80
Hourly	1.02	1.02	1.02	1.02
PUBLIC SAFETY				
Sheriff's Department				
Permanent	165.50	171.80	176.80	178.00
Hourly	4.84	7.34	7.35	7.35
Emergency Services				
Permanent	96.00	97.00	105.00	102.00
Hourly	10.13	15.70	14.78	14.78
Communications Center				
Permanent	24.00	24.00	27.00	27.00
Hourly	2.30	3.00	2.37	2.37
TOTAL PUBLIC SAFETY				
Permanent	285.50	292.80	308.80	307.00
Hourly	14.97	23.04	24.50	24.50

FTE Totals				
	Actual 2006/07	Current 2007/08	Requested 2008/09	Approved 2008/09
<i>ENVIRONMENTAL QUALITY</i>				
Cooperative Extension				
Permanent	7.50	7.50	7.80	7.80
Hourly	0.50	0.50	0.00	0.00
Soil & Water Conservation				
Permanent	2.80	2.80	2.80	2.80
Hourly	0.00	0.00	0.00	0.00
<i>TOTAL ENVIRONMENTAL QUALITY</i>				
Permanent	10.30	10.30	10.60	10.60
Hourly	0.50	0.50	0.00	0.00
<i>ECONOMIC & PHYSICAL DEVELOPMENT</i>				
Technology				
Permanent	26.50	27.45	29.45	29.45
Hourly	0.52	0.50	0.50	0.50
Planning, Parks, & Development				
Permanent	12.00	11.00	12.00	12.00
Hourly	1.00	1.00	4.40	4.40
Utilities & Engineering				
Permanent	36.20	38.20	38.20	37.70
Hourly	0.03	0.06	0.00	0.00
Facilities				
Permanent	15.00	15.00	16.00	16.00
Hourly	0.00	0.00	0.00	0.00
<i>TOTAL ECONOMIC & PHYSICAL DEVELOPMENT</i>				
Permanent	89.70	91.65	95.65	95.15
Hourly	1.55	1.56	4.90	4.90
<i>HUMAN RESOURCES</i>				
Mental Health				
Permanent	43.00	52.00	0.00	0.00
Hourly	1.00	1.00	0.00	0.00
Social Services				
Permanent	374.60	397.50	407.50	407.50
Hourly	3.70	3.23	6.26	6.26
Public Health				
Permanent	154.00	150.60	156.60	156.60
Hourly	6.00	9.37	7.27	7.27
<i>TOTAL HUMAN RESOURCES</i>				
Permanent	571.60	600.10	564.10	564.10
Hourly	10.70	13.60	13.53	13.53

FTE Totals

	Actual 2006/07	Current 2007/08	Requested 2008/09	Approved 2008/09
CULTURE				
Library				
Permanent	35.90	35.10	35.30	35.30
Hourly	1.58	1.58	1.58	1.58
TOTAL CULTURE				
Permanent	35.90	35.10	35.30	35.30
Hourly	1.58	1.58	1.58	1.58
OTHER FUNDS				
Citizens' Alert System				
Permanent	0.00	0.00	0.50	0.50
Hourly	0.00	0.00	0.00	0.00
Emergency Telephone System Fund				
Permanent	2.50	1.85	1.85	1.85
Hourly	0.00	0.00	0.00	0.00
Reappraisal Fund				
Permanent	8.00	8.00	8.00	8.00
Hourly	0.00	0.00	0.00	0.00
Solid Waste Management				
Permanent	27.80	27.80	27.80	27.80
Hourly	0.66	0.66	0.63	0.63
Water & Sewer				
Permanent	0.00	0.00	0.00	0.50
Hourly	0.00	0.00	0.00	0.00
TOTAL OTHER FUNDS				
Permanent	38.30	37.65	37.65	38.65
Hourly	0.66	0.66	0.63	0.63
GRAND TOTAL				
Permanent	1,112.10	1,148.90	1,135.90	1,133.60
Hourly	30.98	41.96	46.16	46.16

Percentage of FTEs by County Function Fiscal Year 2008/09



Performance Measurement Report Reinventing Departments



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

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

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

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

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

Performance Measurement for Reinventing Departments

County Manager

Fiscal Year 2004/05 (22 outcomes, 20 achieved, 2 partially achieved, 91% success rate)

All outcomes were achieved for the County Manager's Office, Budget, and Legal. The public information office responded to citizen's requests by publishing over 242 news releases and responding to an average of fifteen phone calls daily. Legal received a 99.6% approval rating on a client satisfaction survey sent to all departments. For the fourteenth consecutive year, the Budget Office has won the Government Finance Officers Association Distinguished Budget Award.

Fiscal Year 2005/06 (15 outcomes, 15 achieve, 100% success rate)

The County Manager's Office achieved all 15 stated outcomes. As in previous years, most of the outcomes for this department were focused on providing customer service to our internal and external customers, the Board of Commissioners, County Departments, and the general public. The outcome to provide a program of public information regarding issues pertinent to the formulation of sound public policy and matters that affect their daily lives resulting in 198 news releases. The Legal department earned at 99.8% client satisfaction rating, which was well above its goal of 95% approval to determine the success of legal services offered. The Budget Office achieved all of its goals, including being award the Government Finance Officers Association Distinguished Budget award for the fifteenth consecutive year.

Fiscal Year 2006/07 (16 outcomes, 16 achieve, 100% success rate)

The County Manager's Office achieved all 16 stated outcomes (8 County Manager, 5 Legal, and 3 Budget). As in previous years most of the outcomes for this department were focused on providing customer service to our internal and external customers, the Board of Commissioners, County Departments and the general public.

County Manager outcomes are based upon the extent to which this department oversees the implementation and achievement of the goals established by the Board of Commissioners. For Fiscal Year 2006/2007 four goals were adopted by the Board.

The outcome to provide a program of public information regarding issues pertinent to the formulation of sound public policy and matters that effect their daily lives resulted in 206 news releases. The Budget Office met and exceeded its outcomes. Achievements included receipt of a 100% satisfaction rating on the County Manager survey and a 96.81% satisfaction rating on the departmental survey in excess of the goals 95% and 90% respectively. The Budget Office received the Government Finance Officers Distinguished Budget Award for the 17th consecutive year. This award recognizes outstanding achievement in budget preparation and presentation and achieves a performance outcome established for the Budget Office. Legal Services achieved all of its outcomes for Fiscal Year 2006/07 and exceeded three.

The department earned a 100% client satisfaction rating which was well above its goal of 95% approval to determine the success of legal services offered.

Personnel

Fiscal Year 2004/05 (16 outcomes, 15 achieved, 1 partially achieved, 94% success rate)

The outcome to provide Countywide training to supervisors and employees on relevant topics was met with 22 employees graduating from the Supervisory Training Program. Training on the Fair Labor Standards Act was provided for 26 Sheriff's Department employees. In addition, 12 individuals graduated from the County Mini-Course program. Other training sessions were held on topics including Cultural Diversity, Customer Service, Managing Emotional Aspects of Communication, and Revisions to the Personnel Code. The additional training on these topics was attended by a total of 280 employees over the course of the fiscal year.

Fiscal Year 2005/06 (19 outcomes, 17 achieved, 2 partially achieved, 90% success rate)

One of the major administrative outcomes for the Personnel Department was to conduct a customer service survey of services provided to county departments. The outcome was accomplished with a satisfaction rate of 93%. Along with this outcome, the Personnel department set a goal to provide an overall orientation to 100% of all new employees. This outcome was met with 119 employees attending a total of 21 orientation meetings. Evaluations completed by the new employees after the orientation resulted in an overall average rating of 4.5 on a scale of 1 to 5, with five being "above average".

The main recruitment outcome for Personnel is to provide departments with a pool of qualified applicants within three working days after a position closes. During the fiscal year a total of 2,529 applications were determined to be from qualified applicants and were routed to the appropriate departments. Moreover, the Personnel staff continued to respond to 95% of all classification requests from departments (not in the 1/3 study) within ten working days of receipt of all relevant information.

Fiscal Year 2006/07 (21 outcomes, 19 achieved, 2 not achieved, 90.4% success rate)

The Personnel Department continues to focus on recruitment, retention, and wellness. Customer feedback tools such as surveys offer an important tool for measuring Personnel's success in serving County employees and in offering training and new employee orientation. A customer service survey of internal customers resulted in an overall satisfaction rating of 96%, surpassing the goal of 90%. Employee orientations received an average score of 4.6 out of 5, which exceeded the goal of an average score of at least 4.0. Personnel continues to meet outcomes regarding training opportunities for all employees. The annual Supervisors Training Course had had 28 participants successfully complete the course with a 90% satisfaction rating on the training evaluation, meeting the established outcome. Twelve employees graduated from the annual Mini Course, 19 from Performance Appraisal Training and 54 attended Diversity Awareness Training. The wellness outcome, to reduce health claims per employee in the areas of heart/circulatory health, weight control/reduction and stress disorders, actually resulted in a 12% reduction per employee in the area of heart/circulatory claims from the previous year. Risk Management's outcome to reduce costs associated with Worker's Compensation show a reduction the average claims reporting time from 11 days to 4.7 claims.

Cooperative Extension Services

Fiscal Year 2004/05 (16 outcomes, 15 achieved, 1 partially achieved, 94% success rate)

To meet an outcome to address the litter problem in Catawba County, the Catawba County Litter Task Force was established in February 2004. The task force currently has representatives from all municipalities and key agencies in the County. The Task Force efforts have increased participation in local cleanup efforts for the annual Spring and Fall Litter Sweep events. The Task Force is currently undergoing a capital campaign to establish a "Keep America Beautiful" affiliate.

Fiscal Year 2005/06 (20 outcomes, 19 achieved, 1 partially achieved, 95% success rate)

Annual outcomes for this department are developed around the agency's core purpose of providing citizens with scientifically based information and informal educational opportunities focused on local needs and issues. Focus remains on the three core areas of the program: family and consumer education, agriculture and natural resources, and 4-H and youth development. Participation in Extension programs has resulted in more than 2, 253 citizens increasing their knowledge and awareness of recommended horticultural practices. Key steps toward obtaining Keep America Beautiful certification included raising \$12,000; holding a pre-certification workshop for local leaders; developing an organizational structure; and developing by-laws, a mission statement, and a logo for Keep Catawba County Beautiful.

Fiscal Year 2006/07 (22 outcomes, 22 achieved, 100% success rate)

Annual outcomes for this department are developed around the agency's core purpose of providing citizens with scientifically based information and informal educational opportunities focused on local needs and issues. Focus remains on the three core areas of the program: Family and consumer education, agriculture and natural resources, and 4-H and youth development. All outcomes except one relating to the LifeSkills program were achieved and it was partially achieved showing positive impacts on the participating youth.

Cooperative Extension continues to meet and exceed stated outcomes for the educational services they are providing to area citizens. The agency also continues to develop goals designed to improve efficiency and to increase the availability of information and departmental resources.

Social Services

Fiscal Year 2004/05 (29 outcomes, 29 achieved, 100% success rate)

Outcomes for Fiscal Year 2004/05 challenged Social Services' staff to focus on: thinking strategically; working more efficiently; considering new perspectives; and seeking progressive methods in operations while consistently treating citizens with compassion, dignity, and respect. One of the Social Services' board goals for this fiscal year was quality customer service. Based on a survey Social Services received a 98% customer satisfaction rate due to the staff's commitment to treat all people with respect for their worth and dignity.

Fiscal Year 2005/06 (28 outcomes, 28 achieved, 100% success rate)

Social Services achieved all of its outcomes for the second year in a row. During a year in which the area's economy attempted to stabilize, 178 individuals receiving welfare became employee and independent, and child support collections exceeded \$12.9 million. Adults were able to remain in their home and stay healthy through a network of 1,334 volunteers delivering meals and companionship. Family Builders helped 65 children realize permanent placements through adoption. As in the past, Social Services continues to provide high levels of customer service while meeting the needs of the community through effective service implementation and efficient management of resources. Their success is exemplified in their customer satisfaction rating of 98%.

Fiscal Year 2006/07 (29 outcomes, 28 achieved, 96.5% success rate)

Social Services achieved 28 of its 29 outcomes during Fiscal Year 2006/07. During a year in which the area's economy attempted to stabilize, 154 individuals receiving welfare became employed and independent and child support collections exceeded \$14 million. Adults were able to remain in their homes and stay healthy, through a network of 1,087 volunteers delivering meals and companionship. Family Builder's helped 66 children realize permanent placements through adoption.

The department was unable to achieve one of its outcomes for the fiscal year relating to new incidents of child maltreatment within 6 months of an initial incident. Social Services target was that 94% of these families would not experience a new incident as compared to the federal benchmark of 91%. As of the end of the year achievement was 84.7%.

As in the past, reinventing has been the impetus for Social Services to provide high levels of customer service while meeting the needs of the community through effective service implementation and efficient management of resources. Their success is exemplified in their customer satisfaction rating of 99%. In general, the outcomes report shows the value of Reinventing Government and demonstrates that the citizens of Catawba County are better off as a result of the Agency's past year's activities. Below is a listing of items made possible through Reinventing that will have positive long-term impacts:

Library

Fiscal Year 2004/05 (36 outcomes, 24 achieved, 2 partially achieved, 94% success rate)

The Main Library and the six branch libraries continue to use customer satisfaction surveys to measure customer service to patrons. The results show that they all exceeded the goal of receiving a rating of at least 95%.

Fiscal Year 2005/06 (46 outcomes, 46 achieved, 100% success rate)

The Main Library reported a 99.1% customer satisfaction rate for the fiscal year, exceeding the outcome to receive a 95% rating. Library visits per capita as well as circulation of materials per capita exceeded established outcome for the fiscal year. As a means of increasing interest in the Library collection, 27 displays were sponsored during the year, with five of them culturally diverse in subject, surpassing the goal of 24 yearly displays. The multicultural collections have been consolidated into one area to make one comprehensive foreign language center. Four articles were submitted to the media during the year that resulted in a circulation increase of 70.6% of this material.

Fiscal Year 2006/07 (40 outcomes, 40 achieved, 100% success rate)

Outcomes for the Library continue to focus on inspiring the joy of reading, creative thinking and life-long learning by making sure the public has access to comprehensive resources, innovative technologies and quality programs. In the area of youth services the library surpassed the goal of presenting one hundred preschool story programs to one thousand children to encourage development of pre-reading skills and a love for books. One hundred and two programs were presented to 1,097 preschoolers. Library staff presented 261 programs (passing the goal of 226) for 4,159 children and 547 adults during the fiscal year. Crates of books were also delivered to 21 centers that they visited. Library system staff met the goal of promoting the library to children and their teachers by distributing 1975 library card letters to kindergarteners to encourage families to use the public library.

All 6 branch libraries achieved 100% of outcomes and in most cases surpassed outcomes in the areas of youth services, technology services, customer services, knowledge services, and facilities services. Reading enrichment programs for elementary school children were held during the summer months, computer classes were provided, and library hours were improved based on enduring that branches are open during the hours that are most convenient for community use as indicated by a survey conducted in November 2005.

Catawba County
Fiscal Year 2008/09 Financial Policies

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

1. Revenue Policy

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

2. Operating Budget Policy

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

3. Capital Improvement Policy

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

4. Accounting Policy

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

5. Debt Policy

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

6. Reserve Policy

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

Fund Structure

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

General

General Fund

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

Self Insurance Fund

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

Register of Deeds Automation and Preservation Fund

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

Special Revenue Funds

Emergency Telephone System Fund

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

Narcotics Seized Funds and Property Fund

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

Reappraisal Fund

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

General Capital Reserve Fund

To account for the accumulation of funds for the financing and construction of general capital projects.

Hospital Capital Reserve Fund

To account for the accumulation of funds for the financing and construction of major capital projects for the County hospital.

Rescue Squads Fund

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

Library Endowment Fund

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

Gretchen Peed Scholarship Fund

To account for donations that are stipulated for scholarships.

Parks/Historic Preservation Trust Fund

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

Community Development Fund

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

Fire Districts Funds

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

Capital Projects

General Capital Projects Fund

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

Water & Sewer Construction Fund

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

Schools' Capital Projects Fund

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

Schools' Construction Fund

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

School Bond Fund – 1997 Series

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

Hospital Construction Fund

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

Enterprise Funds

Solid Waste Management Fund

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

Water and Sewer Fund

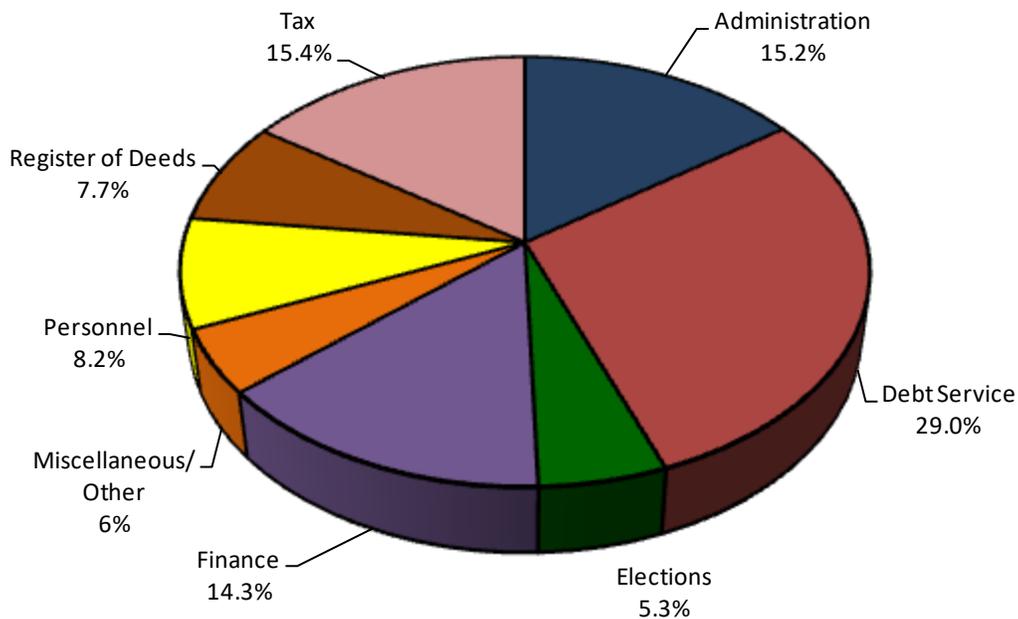
This fund account for the operations of the County's water and sewer activities.

GENERAL GOVERNMENT

The General Government function provides administrative support for County government. It includes the Board of Commissioners, County Manager, Personnel, Tax Administration, Board of Elections, Register of Deeds, and Finance. The General Government function budget is \$10,411,962 or 5.0% of total expenditures for the fiscal year.

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 GOALS

Adopted October 15, 2007

1. Continue to develop strategies to create jobs.
 - a. Facilitate an analysis of skill sets missing in the workforce and insure that corresponding training and re-training is available and accessible.
 - b. Continue to invest in the County's quality of life, infrastructure (e.g., water and sewer, multi-jurisdictional park) and other necessary incentives to attract jobs.
 - c. Continue to insure that critical transportation needs are championed to the North Carolina Department of Transportation.
2. Continue to support K through 12 educational opportunities.
3. Build on the success of Catawba Valley Community College, the Hickory Metro Higher Education Center, and the North Carolina Center for Engineering Technology.
4. Support a greater presence of the State University system.
5. Begin implementation of a Parks Master Plan with an initial priority of preparing to develop the Mountain Creek Park in the southeastern portion of the County in Fiscal Year 2009/10.

Board of Commissioners

Organization: 110050

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
General Fund	\$251,788	\$202,203	\$194,465	\$194,465	-4%
Total	\$251,788	\$202,203	\$194,465	\$194,465	-4%
Expenses					
Personal Services	\$4,825	\$4,803	\$4,280	\$4,280	-11%
Supplies & Operations	246,963	197,400	190,185	190,185	-4%
Capital	0	0	0	0	0%
Total	\$251,788	\$202,203	\$194,465	\$194,465	-4%

Budget Highlights

The Board of Commissioners Budget decreased by 4% as a result of transferring \$10,000 used for outside legal assistance from the Board of Commissioner’s budget to Legal Services. This transfer was done to better reflect the purpose of the expense.

COUNTY MANAGER'S OFFICE

Statement of Purpose

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

Outcomes

1. Oversee the implementation and achievement of the Board of Commissioners Fiscal Year 2008/009 goals.
2. Effectively direct and supervise the administration of all County offices, departments, and agencies under the authority of the Board of Commissioners.
3. Provide a program of public information on important issues. Keep citizens abreast of matters which affect their daily lives through the use of various media outlets and public information programming.
4. Respond professionally and effectively to requests from Catawba County citizens for assistance or information related to the functions of county government.
5. Provide timely information to Board of Commissioners for planning and decision-making.
6. Prepare and administer a balanced budget for Fiscal Year 2010.
7. Participate actively in local, state and national organizations such as the North Carolina Association of County Commissioners, National Association of Counties, International City/County Management Association, and North Carolina City/County Management Association and local managers groups to strengthen intergovernmental relationships and share ideas.
8. Monitor legislation proposed by the North Carolina General Assembly and, where applicable, propose legislation that would be beneficial to Catawba County.

Each year, the Board of Commissioners conducts an evaluation with the County Manager that addresses their satisfaction with the performance of him and County staff. The evaluation refers to all of the outcomes listed and a satisfactory rating on that evaluation is evidence of achievement.

County Manager

Reinventing Department

Organization: 120050

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
Cable TV Reimbursement	\$0	\$28,000	\$28,000	\$28,000	0%
Miscellaneous	28,000	0	0	0	0%
General Fund	793,717	759,568	779,608	807,608	6%
Total	\$821,717	\$787,568	\$807,608	\$807,608	3%
Expenses					
Personal Services	\$758,919	\$749,818	\$764,858	\$764,858	2%
Supplies & Operations	62,798	37,750	42,750	42,750	13%
Capital	0	0	0	0	0%
Total	\$821,717	\$787,568	\$807,608	\$807,608	3%
Employees					
Permanent	8.00	8.00	8.00	8.00	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	8.00	8.00	8.00	8.00	0%

Fiscal Year 2006/07 Outcome Achievements

Total Outcomes	Achieved	Partially Achieved	Not Achieved	Success Rate
8	8	0	0	100%

Budget Highlights

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

Performance Measurement

Fiscal Year 2008/09

Outcomes for the 2008/09 fiscal year focus on providing excellent customer service and fiscally sound public policy, administration, and programs to the citizens of Catawba County. The emphasis of the County Manager's Office continues to be on providing customer service to our internal and external customers, the Board of Commissioners and County Departments and to the general public. Outcomes are based upon the extent to which requests for information are responded to in a timely manner and that citizens are kept abreast of information pertinent to County government.

Fiscal Year 2007/08

The County Manager's Office is on track to achieve all 8 outcomes for the 2007/08 fiscal year. The County worked with the Schools, the Chamber of Commerce, and others to gain

overwhelming support of the local option ¼ cent sales tax in November. The proceeds from the ¼ cent tax will help support the Manager's outcomes for education and economic development.

The County Manager's Office is partnering with the three school systems, Champions of Education, CVCC and the HMHEC to increase the educational attainment level in Catawba County. Efforts include funding for continued implementation of FORESIGHT educational strategies, particularly school supplements, technology, a four-year building program and additional funds for current expense.

The Public Information Officer continues to work keep the public informed through news releases, radio addresses, the public information channel, RSS feeds and an electronic newsletter. Improvements have also been made to the County website to include the availability of audio and video podcasts.

Fiscal Year 2006/07

The County Managers' Office achieved all 8 outcomes in Fiscal Year 2006/07. Successes included:

- State action to provide revenue options to Counties and to remove us from the Medicaid business by 2012 as a result of our intensive lobbying efforts along with other Counties and the NCACC.
- Implementation of 4 Board goals relating to working to diversify the County's economic base and providing employment opportunities for citizens; implementation of the FORESIGHT recommendations to sustain and expand the County's long-term economic growth; ensuring that development and infrastructure support the County's strategic growth plan; and developing a finance plan for school construction over the next four-year period.
- Providing a program of public information regarding issues pertinent to the formulation of sound public policy and matters that affect their daily lives resulting in 206 news releases.



LEGAL

Statement of Purpose

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

Outcomes

1. Provide needed legal services to all county departments as issues arise in a timely, professional and ethical manner by:
 - a. Completing preparation or review of contracts within five (5) working days of receipt at least 95% of the time.
 - b. Achieving an approval rating of 95% on an annual client satisfaction survey.
2. Proactively improve county staff's ability to handle situations that could potentially have a legal impact on the county by:
 - a. Offering in-service training to any department but particularly Emergency Medical Service (EMS), Sheriff's Department, and Supervisors.
 - b. Providing all Public Safety employees with 24 hours per day, 7 days per week telephone access to an attorney.
3. Ensure that Board of Commissioners, Planning Board, Board of Adjustment, and Subdivision Review Board are able to address any legal issue whether arising during a meeting or anticipated in advance by assigning an attorney to both work with each respective board and be in attendance at each board meeting.
4. Maximize the collection of delinquent accounts, back taxes, and other monies owed to the County through active legal pursuit of collection. Success will be measured by an achievement of a 50% collection rate.

Legal Services

Reinventing Department

Organization: 120100

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenue					
Federal & State	\$1,145	\$0	\$0	\$0	0%
Miscellaneous	344	0	0	0	0%
Indirect Cost	0	0	50,000	50,000	0%
General Fund	265,479	271,898	286,615	286,615	5%
Total	\$266,968	\$271,898	\$336,615	\$336,615	24%
Expenses					
Personal Services	\$244,945	\$248,798	\$312,345	\$312,345	26%
Supplies & Operations	22,023	23,100	24,270	24,270	5%
Capital	0	0	0	0	0%
Total	\$266,968	\$271,898	\$336,615	\$336,615	24%
Employees					
Permanent	3.00	3.00	3.50	3.50	17%
Hourly	0.00	0.00	0.00	0.00	0%
Total	3.00	3.00	3.50	3.50	17%

Fiscal Year 2006/07 Outcome Achievements

Total Outcomes	Achieved	Partially Achieved	Not Achieved	Success Rate
5	5	0	0	100%

Budget Highlights

The Legal Department budget includes a \$60,000 increase. Of this increase, \$10,000 is transferred from the Board of Commissioners budget to Legal so that legal expenses are in one cost center. These funds will be used to hire outside attorneys to assist with cases that require special expertise. The budget also includes the addition of a half-time attorney position primarily dedicated to public safety. This position is funded by indirect costs.

Performance Measurement

Fiscal Year 2008/09

Fiscal Year 2008/09 outcomes continue to measure the Legal staff's response to user departments.

Fiscal Year 2007/08

Legal Services is on track to achieve or exceed all of its outcomes for the current fiscal year. To date 221 contracts have been received and all were reviewed within 5 days, exceeding the outcome of doing so 95% of the time. In-service training has been provided to the Sheriff's Office, EMS, and supervisors. Legal staff continues to be available 24/7 to provide public safety

access to legal advice. Finally, Legal staffs are maximizing the collection of delinquent money owed to the County by collecting 86.92% of the money owed in cases they assist with collecting resulting in collections of over \$200,000.

Fiscal Year 2006/07

Legal Services achieved all of its outcomes for Fiscal Year 2006/07 and exceeded three. The department earned a 100% client satisfaction rating which was well above its goal of 95% approval to determine the success of legal services offered. Legal exceeded its standard of completing preparation and review of requested contracts within five (5) days 95% of the time by reviewing all 551 contracts received during the year within five (5) days. Legal action to collect delinquent accounts and other moneys owed to the County resulted in a 69% collection rate in excess of the 50% rate anticipated. An attorney also attended all meetings of the Board of Commissioners, Planning Board, Board of Adjustment, and Subdivision Review Boards to provide immediate legal assistance.



BUDGET AND MANAGEMENT

Statement of Purpose

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

Outcomes

1. Prepare a balanced budget for adoption by July 1, 2009, which:
 - a. Receives a satisfaction rating of at least 95% on the Manager's budget survey to be completed in July 2009 focusing on the responsiveness and the quality of analysis completed by the budget staff on departmental outcomes. This will include the budget staffs' ability to monitor and report departments' progress and commitment to outcomes and to recommend changes to improve efficiency or compliance.
 - b. Receives a satisfaction rating of at least 90% from department heads on a survey to be completed in July 2009, which measures the services the budget staff provides to departments in the areas of revenue projections, research and analysis, staff support in resolving problems of mutual concern, and support in establishing and monitoring outcomes.
 - c. Communicates County policies, provides a financial and operating plan, and is an effective communication device to our citizens, as demonstrated by receiving the 2008 Government Finance Officers Association (GFOA) Distinguished Budget Award.
2. Prepare a Revenue, Expense, and Fund Balance forecast in October 2008 that is based on the 2008/09 annual budget and Capital Improvement Plan (CIP) which will give the County Manager, Board of Commissioners, and Department Heads the financial information they need to set priorities and goals in planning for the future needs of the County.

Budget & Management

Reinventing Department

Organization: 120150

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
Indirect Cost	\$80,366	\$84,177	\$86,182	\$86,182	2%
General Fund	159,231	148,857	153,491	153,491	3%
Total	\$239,597	\$233,034	\$239,673	\$239,673	3%
Expenses					
Personal Services	\$230,018	\$221,059	\$227,698	\$227,698	3%
Supplies & Operations	9,579	11,975	11,975	11,975	0%
Capital	0	0	0	0	0%
Total	\$239,597	\$233,034	\$239,673	\$239,673	3%
Employees					
Permanent	3.00	3.00	3.00	3.00	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	3.00	3.00	3.00	3.00	0%

Fiscal Year 2006/07 Outcome Achievements

Total Outcomes	Achieved	Partially Achieved	Not Achieved	Success Rate
3	3	0	0	100%

Budget Highlights

The Budget Office is responsible for preparation, administration, and compilation of the annual budget for all County services. Specific activities include revenue and expenditure forecasting; making recommendations for improvement and/or attainment of County and departmental goals and objectives; preparing recommended and approved operating budget presentations and documents; overseeing current budget activity and related budget amendments; and, providing financial information and guidance for the County Manager and Board of Commissioners.

Performance Measurement:

Fiscal Year 2008/09

Budget Office outcomes in Fiscal Year 2008/09 continue to focus on preparing a balanced budget that meets the needs of departments.

Fiscal Year 2007/08

The Budget Office worked with County departments to identify service level needs for the next eight years. This plan has been completed and will be presented to the Commissioners along with the annual budget. The Budget Office received the Government Finance Officers Distinguished Budget Award for the 19th consecutive year. This award recognizes outstanding

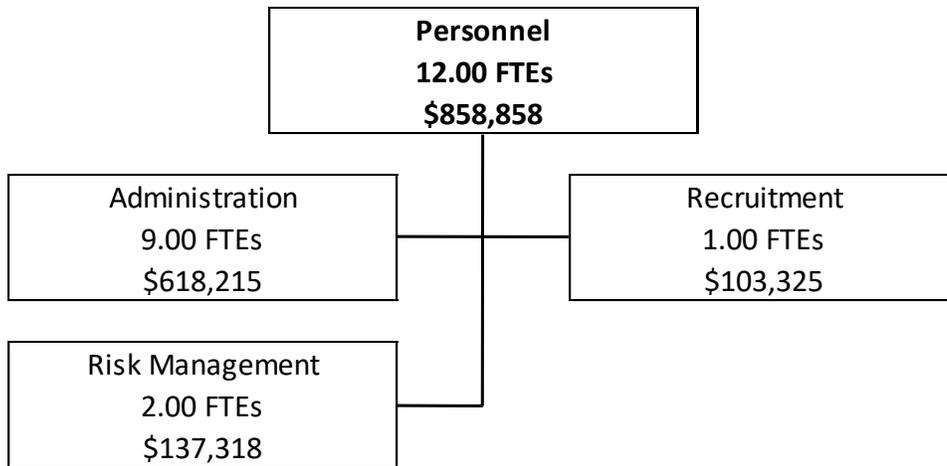
achievement in budget preparation and presentation and achieves a performance outcome established for the Budget Office.

Fiscal Year 2006/07

The Budget Office met and exceeded outcomes for Fiscal Year 2006/07. Achievements included receipt of a 100% satisfaction rating on the County Manager survey and a 96.81% satisfaction rating on the departmental survey in excess of the goals 95% and 90% respectively.



Catawba County Government



Personnel

Reinventing Department

					Summary
	2006/07	2007/08	2008/09	2008/09	Percent
	Actual	Current	Requested	Approved	Change
Revenues					
Indirect Cost	\$85,611	\$57,055	\$95,806	\$95,806	68%
Local	7,000	0	0	0	0%
General Fund	665,395	773,977	763,052	763,052	-1%
Total	\$758,006	\$831,032	\$858,858	\$858,858	3%
Expenses					
Personal Services	\$646,975	\$708,782	\$736,752	\$736,752	4%
Supplies & Operations	111,031	122,250	122,106	122,106	0%
Capital	0	0	0	0	0%
Total	\$758,006	\$831,032	\$858,858	\$858,858	3%
Expenses by Division					
Administration	\$536,553	\$595,487	\$618,215	\$618,215	4%
Recruitment	94,378	103,091	103,325	103,325	0%
Risk Management	127,075	132,454	137,318	137,318	4%
Total	\$758,006	\$831,032	\$858,858	\$858,858	3%
Employees					
Permanent	12.00	12.00	12.00	12.00	0%
Hourly	0.25	0.25	0.25	0.25	0%
Total	12.25	12.25	12.25	12.25	0%

Fiscal Year 2006/07 Outcome Achievements

Total	Partially	Not	Success
Outcomes	Achieved	Achieved	Rate
21	19	0	90.4%

Budget Highlights

Personnel is a reinventing department and continues to focus on the overall mission of providing a quality workforce for the County while adhering to all applicable Federal and State employment guidelines. Outcomes for the 2008-09 Fiscal Year continue to emphasize wellness, organizational development and customer service.

Performance Measurement

Fiscal Year 2008/09

Outcomes for Fiscal Year 2008/09 continue to emphasize wellness, organizational development and customer service.

Under organizational development an outcome has been added to develop supervisory skills by offering at least one online training program next fiscal year. This will be in addition to ongoing supervisory training classes offered annually. Last year 28 supervisors successfully completed the course with a 93% satisfaction rating on the training evaluation, meeting the established

outcome for Personnel. Twelve employees graduated from the annual Mini Course, 19 from Performance Appraisal Training and 54 attended Diversity Awareness Training.

Fiscal Year 2007/08

Personnel is on track to meet all but one of their ten outcomes for Fiscal Year 2007/08. Their focus continues to be on employee benefits, organizational development, and wellness.

Personnel continues to strive to promote preventative wellness among employees by encouraging completion of a physical and blood work screening annually. As of November 30, 2007, 92.3% of employees had completed these requirements. Participation this year increased from 961 to 986. Personnel also offered 36 health-related events from July 2007 to December 2007 with an average of 33 employees per event.

The Personnel Department continues to focus on recruitment, retention, and wellness.

Fiscal Year 2006/07

The Personnel Department continued to focus on recruitment, retention, and wellness. Customer feedback tools such as surveys offer an important tool for measuring Personnel's success in serving County employees and in offering training and new employee orientation. A customer service survey of internal customers resulted in an overall satisfaction rating of 96%, surpassing the goal of 90%. Employee orientations received an average score of 4.6 out of 5, which exceeded the goal of an average score of at least 4.0.

To reduce high turnover rates within departments Personnel has identified positions with high rates in order to recommend recruitment and retention strategies for departments. The turnover rate is slightly down from last year. Personnel continues to be involved in researching, developing, and implementing recruitment and retention strategies for licensed therapists, counselors, and clinicians, the most difficult positions to recruit and retain. The Recruitment Analyst has implemented some strategies such as use of Monster.com, update of website, and development of recruitment flyers which have had some success in recruiting for harder to fill positions. She also worked with Social Services to develop strategies for recruitment and retention for these positions. In the area of minority recruitment a targeted recruitment plan has been developed which identifies county departments with low minority representation and works with local cultural organizations and high schools to increase the pool of qualified candidates that apply for jobs with the County.

Generational Diversity outcomes include assisting in the implementation of designated generational Diversity projects such as the Mentoring Program, Phased Retirement, Cafeteria Benefit Options, and Family Care. Personnel staff has continued to be involved including taking the lead in projects such as Mentoring and Phased Retirement. There are three subcommittees that meet and review various elements of this program. As part of the Talent Program four positions were identified in the Tax Department that will be open due to retirements. Nine Tax Department employees are taking part in a model program that is currently underway that includes developing a plan and working on leadership training (originally called a Succession

Plan). This outcome carries over the Fiscal Year 07/08 with meetings with departments set for February to review the model developed.

Risk Management's outcome to reduce costs associated with Worker's Compensation show a reduction the average claims reporting time from 11 days to 4.7 claims, surpassing the goal of a reduction to 7 days.

PERSONNEL

Administration

Benefits

Statement of Purpose

Provide a quality and comprehensive benefits plan to County employees.

Outcomes

1. Educate 100% of new permanent employees on what the County benefits are, how to utilize them, and employee expectations by conducting bi-weekly orientations. Success will be measured by achieving a score of 4.0 or higher on 90% of the evaluations given at orientation as to the usefulness of the information and overall delivery.

Organizational Development

Statement of Purpose

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

Outcomes

2. In order to continue developing supervisory skills in a way that is convenient for employees, Personnel will offer at least one online training program by June 30, 2009.
3. By June 30, 2009, the Personnel department will offer at least two informational sessions on employee development programs, which focus on enhancing employee skills and knowledge of the County.

Self-Insurance

4. Ensure adequate funding of the Self Insurance Fund (and pricing of insurance programs) by conducting quarterly analysis on costs in the areas of health and medical claims, short-term disability, workers compensation, property and liability. Analysis will help determine areas in which changes are needed in plan design, carriers of insurance policies or focus on reduction of claims.

Wellness

Statement of Purpose

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

Outcomes

5. Promote preventive wellness among employees by encouraging completion of a physical and blood work screening annually. By November 30, 2008, our goal is to increase the number of employees completing these health screenings by 1%, an increase over the current year of 10 employees.
6. Encourage healthy lifestyles for employees by offering at least four (4) on-site health related events monthly which will include two health/wellness screenings per year, various wellness workshops and, as a testing process, at least one online wellness training course. Goal is to have an average attendance rate of 30 employees per event. By June 30, 2009, a report will be given on the number of employees that are participating in specified events.
7. Measure the cost savings created by evaluating the utilization of our Employee Health Clinic. The following areas of cost savings will be determined:
 - a. Number of employee sick leave hours saved and associated costs.
 - b. Savings from conducting in house Workers Compensation evaluations.
 - c. Savings from performing all recruitment and retention related medical testing through our Clinic.

Quarterly reports will be submitted to the County Manager and Budget on the estimated cost savings in these areas.

Recruitment

Statement of Purpose

Provide a qualified and diverse workforce by promoting Catawba County as a progressive and competitive employer.

Outcomes

8. By October 31, 2008, form a steering committee composed of Catawba County minority employees to meet on a regular basis to discuss ideas and make five to ten recommendations to increase retention and improve minority representation in hiring and promotions. The following issues will be explored:

- Referral system to actively recruit external minority applicants. Include discussions about the feasibility of incentives for successful recruitment.
 - Increasing representation of minority applicants (internal and external) for higher level, professional level positions.
 - Branding strategies and/or changes to County website to attract more diverse applicants. Explore adding links, pictures, blogs, information on cultural events, etc.
 - Increasing minority representation on interview teams.
9. By March 31, 2009, conduct meetings between Personnel, Department Heads, and County Manager's Office to review department statistics, set expectations, and share current recruitment and retention goals and ideas. At a minimum, departments not meeting minority representation goals will be required to include a Personnel Department representative during interviews/hiring process.
 10. Conduct at least one meeting with local minority groups (National Association for the Advancement of Colored People (NAACP), Centro Latino and Hmong Association) to network and engage in an information exchange about recruitment, jobs, and careers with Catawba County by December 31, 2008.
 11. Identify at least one new strategy for effective recruitment for two (2) difficult-to-recruit positions by December 31, 2008.

Risk Management

Statement of Purpose

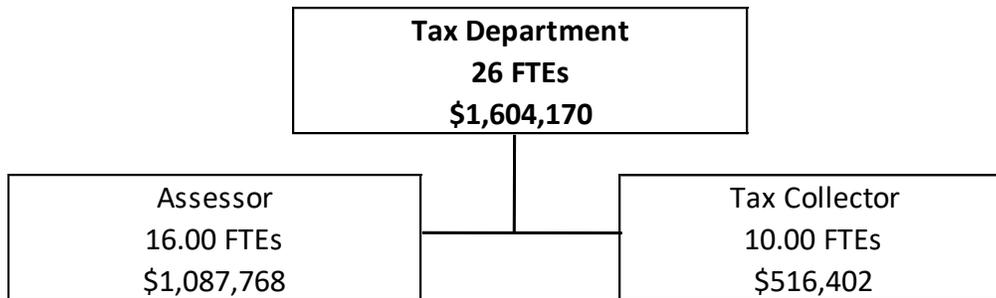
Promote safety and security of County employees through education, training, and prevention of injuries and accidents.

Outcomes

12. Ensure the safety of County employees and citizens by reviewing County divisions that have the greatest risks and hazardous exposure. Risk Management will continue to work with the North Carolina Department of Labor (NCDOL) Consultative Services to evaluate at least one division or department annually. A plan will be developed within six months of NCDOL evaluation to address any cited hazard concerns.
13. In an effort to increase safety awareness, participation in wellness activities, and to reduce the frequency and/or severity of workers compensation injuries, a pilot program will be implemented with the EMS and Personnel departments in which employees can voluntarily participate. To do so, we will meet the following objectives for each department by June 30, 2009:
 - a. Offer at least one training session on proper lifting procedures.

- b. Offer at least one OSHA training session that may address hazard communication, blood borne pathogen, respiratory protection, personal protective equipment, and/or ergonomics.
- c. Offer at least one health/wellness evaluation during a six-month time frame.

Catawba County Government



Tax Department

					Summary
	2006/07	2007/08	2008/09	2008/09	Percent
	Actual	Current	Requested	Approved	Change
Revenues					
Property Tax	65,117,658	75,407,381	78,628,663	78,738,663	4%
Charges & Fees	231,573	228,160	233,675	233,675	2%
Contribution to General Fund	(64,875,739)	(75,109,881)	(78,319,111)	(78,429,111)	4%
General Fund	928,157	1,030,467	1,060,943	1,060,943	3%
Total	\$1,401,649	\$1,556,127	\$1,604,170	\$1,604,170	3%
Expenses					
Personal Services	\$1,134,081	\$1,198,927	\$1,248,030	\$1,248,030	4%
Supplies & Operations	267,568	337,200	336,140	336,140	0%
Tax Refunds	0	20,000	20,000	20,000	0%
Capital	0	0	0	0	0%
Total	\$1,401,649	\$1,556,127	\$1,604,170	\$1,604,170	3%
Expenses by Division					
Assessor	\$947,466	\$1,057,517	\$1,087,768	\$1,087,768	3%
Collections	454,183	498,610	516,402	516,402	4%
Total	\$1,401,649	\$1,556,127	\$1,604,170	\$1,604,170	3%
Employees					
Permanent	25.00	25.00	26.00	26.00	4%
Hourly	0.00	0.00	0.00	0.00	0%
Total	25.00	25.00	26.00	26.00	4%

Budget Highlights

The budget includes the addition of a Delinquent Tax Collection Clerk. Catawba County Delinquent Collectors are handling between 7800 to 30,000 more parcels than those handled by staff in other similarly sized counties. Adding this position will enable staff to pursue delinquent tax bills under \$250 which equaled \$550,000 in 2007. If just 20% of these delinquencies are collected it would generate an additional \$110,000 in tax revenue which will more than pay for the position.

Performance Measurement

Fiscal Year 2008/09

Outcomes for the Tax Department continue to focus on the following maintaining a tax collection rate that is among the top 10% of all counties. An outcome has been added in connection with the new Delinquent Tax Collection Clerk to collect a minimum of 25% of delinquent bills under \$250 by June 20, 2009. Depending upon the levy, this would generate approximately \$140,000 in additional revenue and will be monitored by running monthly and fiscal year end reports.

Fiscal Year 2007/08

At midyear the collection rate was 97.26% which was .10% higher than it was at midyear the prior year. The Assessor's Division mailed all real and personal property tax bills by July 27, 2007. Most current ownership information of real property continued to be available to citizens by processing 90% of deed transfers within five business days of receipt from the Register of Deeds. Staff continued to respond to all inquiries within 24 hours and resolve them within 5 business days.

Fiscal Year 2006/07

The Tax Department continues to maintain an excellent collection rate as evidenced by achievement of a year-end tax collection rate of 98.04% for real and personal property and a 95.83% collection rate on Motor Vehicle taxes. Prior 10 year delinquent account collections were reduced by 35.72%, far exceeding the department's goal of 25%.

ASSESSOR

Statement of Purpose

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

Outcomes

1. To ensure citizens receive prompt notification of taxes owed:
 - a. Prepare and mail all real and personal property tax bills no later than September 1st, the date in which they lawfully become due and payable.
 - b. Prepare and mail each month's motor vehicle tax bills at least fifteen (15) days prior to the first day of the month the bill is due.Both of these outcomes are measured by the postmark date recorded at each mailing.
2. Provide quality customer service by responding to all taxpayer inquiries within 24 hours of receipt and resolving outstanding issues within five (5) working days as evidenced by call logs or other written documentation.
3. Provide most current ownership information of real property to citizens by processing 90% of deed transfers within five business days of receipt from the Register of Deeds. There are typically a small number that necessarily take longer due to problems or issues discovered where staff must contact the closing attorney, etc. This is measured by comparing receipt dates of transfers with data entry dates on Land Records software.
4. Ensure that all new construction is listed, appraised, and recorded in time for billing no later than September 1, 2008. This provides for equitable distribution of the tax burden on our citizens by assuring that each pays their fair share based upon the value of their property. This is accomplished by constant monitoring of outstanding new construction and flexible distribution of workload to appraisal staff as needed.
5. Follow Leadership Development Program Action Plans for each participant to help insure continuity in department as staff now serving in leadership positions retire.

TAX COLLECTOR

Statement of Purpose

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

Outcomes

1. Achieve a year-end tax collection rate within the top 10% of all counties in North Carolina as evidenced by yearly statistics issued by the North Carolina Department of Revenue. To accomplish this goal, staff will:
 - a. Utilize all lawful measures to collect delinquent taxes, including attachments, garnishments, foreclosure, etc.
 - b. Prepare monthly status reports to track collections as compared to prior years.
 - c. As much as feasible, strive to assign job responsibilities so that delinquent collection staff can spend as much of their time working delinquent accounts as possible.
 - d. With the capability of working delinquent accounts under \$250 due to the addition of a new Delinquent Collection position, collect a minimum of 25% of these smaller accounts by June 20, 2009. Depending upon the levy, this would generate approximately \$140,000 in additional revenue and will be monitored by running monthly and fiscal year end reports.
2. Collect 50% of prior 10 years' delinquent taxes during Fiscal Year 2008/09. Statutorily, we may only collect taxes that are 10 years or less delinquent, so it is important to continue all lawful measures to collect these accounts before that time expires.
3. Provide quality customer service by responding to all taxpayer inquiries within 24 hours of receipt and resolving outstanding issues within five (5) business days as evidenced by call logs or other written documentation.
4. Follow Leadership Development Program Action Plans for each participant to help insure continuity in department as staff now serving in leadership positions retire.



BOARD OF ELECTIONS

Statement of Purpose

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

Outcomes

1. Prepare for and conduct the General Election on November 6th, 2008. This election is expected to be very active with an estimated turnout of 70%. Each county has been advised to be prepared for the number of absentee ballots that is anticipated from overseas voters.
2. Increase awareness of the early voting sites in the County. The objective is to increase voter turnout at the one-stop sites thus decreasing lines on Election Day. At this time, we have two (2) additional one-stop sites and the Newton Main Library in lieu of our office.
3. Complete 'List Maintenance' that is required every two years. This procedure is designed to maintain only active voters in the registration files and remove the voters that have moved out of the County, died, or have not voted in the last two (2) Federal elections.
4. Begin preparation for the electronic poll books. The State Board of Elections will begin, in January 2009, the task of certifying electronic poll books for the State. Decisions will be made on the type and the number needed for each precinct in the County.

Board of Elections

Organization: 140050

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
Federal	\$0	\$120,000	\$0	\$0	0%
State	40	0	0	0	0%
Charges & Fees	93	134,700	200	200	-100%
General Fund	481,261	518,548	554,457	553,457	7%
Total	\$481,394	\$773,248	\$554,657	\$553,657	-28%
Expenses					
Personal Services	\$203,494	\$236,448	\$233,912	\$233,912	-1%
Supplies & Operations	143,002	536,800	320,745	319,745	-40%
Capital	134,898	0	0	0	0%
Total	\$481,394	\$773,248	\$554,657	\$553,657	-28%
Employees					
Permanent	4.00	4.50	4.50	4.50	0%
Hourly	0.02	0.02	0.02	0.02	0%
Total	4.02	4.52	4.52	4.52	0%

Budget Highlights

The budget includes 50 paperwork assistants and 2 rovers that will assist during election time. These positions are new and will work the presidential election.

Performance Measurement

Fiscal Year 2008/09

The Board of Elections outcomes for Fiscal Year 2008/09 focus on the general election in November of 2008, maintenance, and election equipment issues. The Board of Elections is trying to be prepared for a large voter turnout during the presidential election. The large voter turnout has caused the Board of Elections to prepare for abnormally large numbers of absentee ballots from overseas voters. Also, the perceived popularity of the presidential election has caused the Board of Elections to find better methods to encourage voters to use one of four county one-stop voting sites in an attempt to reduce Election Day lines.

This upcoming fiscal year the Board of Elections is conducting its list maintenance (it is conducted every two years), which is a procedure designed to remove registered voters from the registration files that have moved out of the County, died, or have not voted in the last two (2) federal elections. Lastly, the Board of Elections will be preparing for the new certified electronic poll books from the State of North Carolina. The office will be looking into how many poll books will be required at each precinct in the County.

Fiscal Year 2007/08

The Board of Elections is on track to successfully complete each of its two outcomes for Fiscal Year 2007/08. The following are the two outcomes for the Board of Elections.

1. Prepare for and conduct the following scheduled elections:
 - a. City of Hickory Primary Election – October 9, 2007
 - b, Municipal Elections for eight cities and towns – November 6, 2007
 - c. Primary Election – May 6, 2008
2. Increase awareness of early voting locations and times with emphases placed on a new site located in Sherrill's Ford beginning with the May 2008 primary election.

Fiscal Year 2006/07

During Fiscal Year 2006/07, the Board of Elections successfully completed its four outcomes. The four outcomes focused on staff training due to law changes, voting machine changes, and providing an efficient voting experience for Catawba County residents during the general election. A large majority of the outcomes for the Board of Elections emphasized staff training. For example during the fiscal year, the Board of Elections' staff was trained on the new countywide voting system, which includes programming the machines. Also during the year, Board of Elections' staff was sent to the Institute of Government to take mandatory classes to make sure the office keeps up with current election laws, and procedures.



REGISTER OF DEEDS

Statement of Purpose

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

Outcomes

1. Provide timely, courteous, and accurate services to the public by:
 - a. Recording 100% of real estate documents the same day received.
 - b. Recording 99% of vital records the same day they are received, given there are no problems with the records.
 - c. Responding to 99% of all vital records requests (marriage license, birth and death certificates) received by mail and in person within the same day, given there are not problems with the request.
 - d. Organize, store and protect all microfilm cartridges for easier retrieval.
2. Improve customer service to the public and reduce the amount of in office research time required to obtain copies of needed records by implementing the following technologies by June 30, 2009:
 - a. Providing offline and online access to scanned images of the GRANTOR and GRANTEE real estate indexing books back to 1955.
 - b. Providing offline and online access to scanned images of the real estate plats back to book 12.
 - c. Providing the indexing and scanned uncertified copies of birth records back to 1942 on the self-service in-house terminals.
 - d. Providing the indexing and scanned uncertified copies of death records back to 1995 on the self-service in-house terminals.
 - e. Replace and preserve the original marriage license and binders from Volumes 14 through 23
3. Ensure that a Disaster Recovery Plan is intact in order to minimize the loss and ability to retrieve all records in the Register of Deed's Office.
 - a. Backup digitalized real estate records, vital records, military discharges, and notary public certifications either through the Catawba County Technology Department, Archives in Raleigh, or Logan Systems.
 - b. To have a Notebook with an up to date plan and to know what that plan is.
 - c. To have quarterly drills for staff and the public that uses the office on a daily basis.

Register of Deeds

Organization: 160050

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
Real Estate Excise	\$772,552	\$660,000	\$600,000	\$600,000	-9%
Charges & Fees	774,959	775,650	722,625	722,625	-7%
Miscellaneous	232,641	196,000	226,500	226,500	16%
General Fund	(1,094,029)	(841,639)	(719,686)	(742,641)	-12%
Total	\$686,123	\$790,011	\$829,439	\$806,484	2%
Expenses					
Personal Services	\$515,318	\$528,418	\$583,835	\$566,980	7%
Supplies & Operations	170,805	217,593	245,604	239,504	10%
Capital	0	44,000	0	0	0%
Total	\$686,123	\$790,011	\$829,439	\$806,484	2.1%
Employees					
Permanent	10.00	10.00	11.00	10.00	0%
Hourly	0.60	0.60	0.60	0.60	0%
Total	10.60	10.60	11.60	10.60	0%

Budget Highlights

Ten percent (10%) of the total revenues collected for marriage licenses, recording of legal instruments, UCC filing fees, and miscellaneous revenues are recorded in the Register of Deeds Automation and Preservation Fund. The remaining 90% stays in the General Fund. This was effective January 1, 2002, when House Bill 1-73 was approved by the General Assembly.

Performance Measurement

Fiscal Year 2008/09

Outcomes for 2008/09 focus on ensuring that accuracy of records and the improved availability to the public through the use of technology. All recordings of real estate documents and vital records will take place the same day they are received and as well as requests for vital records (marriage license, birth and death certificates). Online access will be available for real estate transactions back to 1955. Through self-service in-house terminals the public will have access to birth records back to 1942 and death records back to 1995. Scanning and indexing of back records continues.

Fiscal Year 2007/08

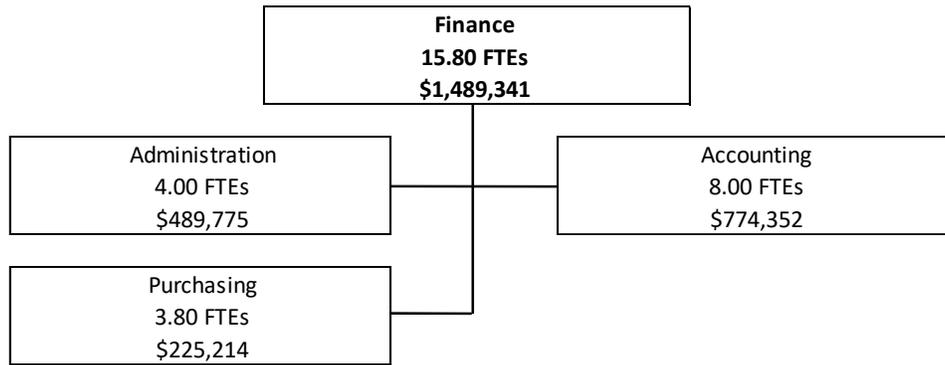
The mid-year report for 2007/08 indicated that all outcomes regarding timely and courteous services to the public are being delivered and response time goals are being met. Online access to all real estate images back to 1960 will be available this fiscal year and real estate indexing for 1975 to 1983. Online access to scanned images of the real estate indexing for 1984 to 1992 should be met by June 30, 2008.

Fiscal Year 2006/07

Outcomes to provide timely, courteous and accurate services by recording all real estate documents, vital records, and requests for vital records 98% of the time were met and exceeded by an achievement rate of 99%. This year work continued to give the public quick and easy access to needed records by implementing and improving technology. Online access to all real estate images was made available through 1980; information on vital records such as name and date of birth, marriage or death certificates was online through 2000; and scanned uncertified copies of vital records (birth, marriage and death certificates) was made available on self-service in-house terminals.



Catawba County Government



Finance

Summary

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
Investments Earnings	\$2,025,907	\$800,000	\$800,000	\$800,000	0%
Personnel Indirect Cost	30,459	31,830	32,944	32,944	3%
Miscellaneous	65	0	0	0	0%
Charges & Fees	595	0	0	0	0%
General Fund	(706,366)	625,425	665,899	656,397	5%
Total	\$1,350,660	\$1,457,255	\$1,498,843	\$1,489,341	2%
Expenses					
Personal Services	\$843,473	\$888,570	\$940,398	\$936,256	5%
Supplies & Operations	484,964	542,185	558,445	553,085	2%
Capital	22,223	26,500	0	0	0%
Total	\$1,350,660	\$1,457,255	\$1,498,843	\$1,489,341	2%
Expenses by Division					
Administration	\$425,306	\$461,405	\$489,775	\$489,775	6%
Accounting	700,657	752,379	783,854	774,352	3%
Purchasing	224,697	243,471	225,214	225,214	-7%
Total	\$1,350,660	\$1,457,255	\$1,498,843	\$1,489,341	2%
Employees					
Permanent	15.80	15.80	15.80	15.80	0%
Hourly	0.15	0.15	0.15	0.15	0%
Total	15.95	15.95	15.95	15.95	0%

Budget Highlights

Functions included with the Finance Department are: Administration, Accounting, and Purchasing/Service Center. Accounting encompasses Receivables, Payables, Billing and Payroll. The Purchasing/Service Center assists all County departments with purchasing goods and services and provides mail courier and copying services.

The budget continues a contract for ambulance billing at a cost of 8% of revenue. Contracting for this service allows the County to capitalize on economies presented by billing for multiple counties and take advantage of the expertise the contractor has in filing reimbursements under the complicated and ever changing Medicare, Medicaid, and overall insurance policy regulations.

Performance Measurement

Fiscal Year 2008/09

Outcomes continue to focus on the timely processing of financial responsibilities such as completion of the County's Comprehensive Annual Financial Report (CAFR); providing the Budget Office with information to complete the annual budget; monitoring financial transactions; processing receivable, payables, and payroll; and assisting departments to

purchase goods and services as economically and timely as possible. The department has a goal of performing all functions with a 90% or better approval rating.

Fiscal Year 2007/08

During the first half of Fiscal Year 2007/08, the Finance Department achieved the following:

- Provided the Budget Office with needed information on fund balances, revenue projections, and debt by October 31, 2007.
- Completed the CAFR and submitted it to the Board of Commissioners by December 31, 2007.
- Processed additions, deletions and transfers of all fixed assets by August 31, 2007.
- Purchasing staff worked with the Waste Reduction Coordinator/Educator to promote the use of procuring recycled products as follows:
 - Two “Buy Recycled” Workshops were conducted in October and the Board of Commissioners approved a Buy Recycled policy October 2007.
 - Periodic e-mails are sent to departments to inform them of products available.
 - PeopleSoft has been updated to include a check box for departments to indicate when they are purchasing recycled or environmentally friendly products on purchase orders, purchase order vouchers and procurement logs.
 - As of midyear, \$33,426 had been spent on green products.
- Electronic purchase orders were implemented November 19, 2007; all purchase orders are now dispatched electronically a total 135.

Fiscal Year 2006/07

The Finance Department achieved all of its outcomes within established timeframes during Fiscal year 2006/07 including:

- Completed the CAFR and submitted it to the Board of Commissioners by December 31, 2006.
- Processed all documentation received and generating vendor payments accurately 99% of the time.
- Processed additions, deletions and transfers of all fixed assets by August 31, 2006.
- Processed all documentation received and calculating wage payments accurately 99.5% of the time.
- Processed all benefit reports (Retirement, Long-term disability, Short-term Disability, health, Dental and other optional benefits) and payment by the due date 100% of the time.
- Processed 1292 purchase orders last year, approving all within 1 working day.
- Expedited the disposal of surplus property by selling 100% of surplus property via electronic auction.

FINANCE ADMINISTRATION

Statement of Purpose

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

Outcomes

1. The Finance Department assists with the development of the Fiscal Year 2009/10 annual budget by providing the Budget Office with information on a timely basis, normally by October 31st, 2008, that includes the following:
 - a. Revenue projections for major revenue sources (property taxes, sales tax, ABC profits and investment earnings).
 - b. Assessment of the County's level of Fund Balances and recommendations on the amount of Fund Balance that can be appropriated.
 - c. Debt service requirements
2. The County follows the requirements of the Local Government Budget and Fiscal Control Act. The Finance Department ensures that transactions comply with these requirements by:
 - a. Monitoring all financial transactions in accordance with the annually adopted Budget Ordinance.
 - b. Accurately recording all amendments to the County's Budget Ordinance within five (5) working days from receipt.
3. Timely and accurate financial information is important to the County's association with various funding and oversight agencies. These may include bond ratings agencies for future debt issuance; Federal, State, and local granting agencies; the Local Government Commission, and others. The Finance Department provides financial information in an accurate, efficient and timely manner by:
 - a. Review of internal controls and testing of transactions for selected departments before June 30, 2009 to ensure the financial integrity of the County.
 - b. Completing the County's Comprehensive Annual Financial Report (CAFR) by October 31, 2008, and submitting to the Local Government Commission by December 1, 2008.
 - c. Submitting the CAFR to the Board of Commissioners by December 31, 2008.
 - d. Making the CAFR available for other County departments, State and Federal agencies, bond-rating agencies and the citizens of Catawba County by December 31, 2008.

- e. Submitting the CAFR to the Government Finance Officer's Association (GFOA) for the Certificate of Achievement for Excellence in Financial Reporting by December 31, 2008.
4. The County is responsible for financing major capital projects including those for the local public schools and community college. The goal of the Finance Department is to maximize cash on hand and borrow money as cheaply as possible.
 - a. The department will plan, execute, and oversee all underwriting and debt issuance of Catawba County including any approved new debt financing issues needed for Public Schools, Community College, or renovations/additions to County facilities or equipment.
 5. Conduct departmental survey with a 90% satisfaction rate.

ACCOUNTING

Statement of Purpose

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

Outcomes

Accounts Payable/Receivable

1. Make accurate and timely payments (an average of 600+ checks and Electronic Funds Transfer (EFT) payments) to all vendors on a weekly basis by:
 - a. Processing all documentation received and generating vendor payments accurately 99% of the time as evidenced by corrected checks.
 - b. Responding to and correcting 100% of the payment discrepancies within one (1) working day.
2. Compliance with all Federal, State, and local guidelines by:
 - a. Processing and distributing 100% of the 1099s (approximately 200) by January 31st for vendor tax records.
 - b. Processing State reports and, if applicable, accompanying payments (e.g., North Carolina Sales Tax Report, North Carolina Sales Tax Refund Report, Register of Deeds Pension, Concealed Gun Permit Payments, etc.).
 - c. Making daily deposits of all revenue received 100% of the time, as evidenced by deposit ticket dates.
3. Maintain an accurate and thorough inventory of all County fixed assets (items costing \$5,000 or more with a useful life of three years or more) in order to produce documentation for the annual audit by processing additions, deletions, and transfers by August 31st.
4. Conduct departmental survey with a 90% satisfaction rate.

Payroll

5. Make accurate and timely payment of wages to 1,100+ full-time and hourly employees on a bi-weekly basis, with a gross payroll in excess of \$1,350,000:

- a. Processing all documentation received and calculating wage payments accurately 99.5% of the time, as evidenced by corrected payments
 - b. Correcting 100% of all payroll errors within two (2) working days after notification or discovery, as evidenced by log.
6. Compliance with all Federal, State and local guidelines to prevent any penalties and enable employees to maximize their employee benefits by:
- a. Processing and distributing 100% of Form W-2s (approximately 1,600) by January 31st for employees' tax records.
 - b. Reporting, processing and paying of taxes (State and Federal withholdings, FICA, and unemployment) when due 100% of the time, as evidenced by receiving no penalty notices.
 - c. Process all benefit reports (Retirement, Long-term Disability, Short-term Disability, Health, Dental, and other optional benefits) and payments by the due date 100% of the time, as evidenced by date of payment.
7. Conduct departmental survey with a 90% satisfaction rate.

Billing

8. As a measure of good customer service and vendor relations, the billing office has the following procedures in place:
- a. Posting all payments within five (5) working days 98% of the time
 - b. Process a monthly billing cycle by mailing bills within five (5) working days of cutoff 98% of the time.
 - c. Respond to 100% of billing inquiries within one (1) working day
 - d. Processing refund requests within ten (10) working days 100% of the time.
 - e. Process documentation for Building Inspections, Landfill, and miscellaneous billings within ten (10) working days after receipt.
 - f. Coordinate collection efforts with the ambulance billing service company to ensure a 78% collection rate on ambulance bills.
9. Conduct departmental survey with a 90% satisfaction rate.

PURCHASING / SERVICE CENTER

Statement of Purpose

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

Outcomes

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

2. Make County operations more environmentally friendly by encouraging County departments and contractors to purchase at least 10% recycled and other environmentally preferable products by:
 - a. Continuing to work with the Waste Reduction Coordinator/Educator to promote the use procuring recycled products; continue to encourage and promote procurement of recycled products.
 - b. Maintaining a log of all procurement of recycled products.

3. In order for our vendor base to better reflect the diversity of our County, strive to reach the County's Minority Outreach goal of five percent (5%) for informal and formal building construction projects by:
 - a. Conducting a pre-bid conference for each formal construction bid and educating contractors. Work with minority-focused and small business groups that support minority business and small business inclusion in the solicitation of bids. Solicit bids from know minority businesses and contractors for applicable projects and services.
 - b. Maintaining a log of all procurement of goods, services and construction contracting with minority vendors and contractors.

4. Provide daily courier service between all departments, agencies, and the U.S. Postal Service in a timely, accurate and courteous manner by:
 - a. Ensuring all Purchasing staff is familiar with the postal equipment and mail route in the event the mail courier is absent. Maintain a regular schedule for the mail route; comply with special requests when feasible.
 - b. Conducting departmental survey with a 90% satisfaction rate.

Government Agencies - Justice Center

Organization: 180050

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
State	\$290,687	\$280,000	\$280,000	\$280,000	0%
General Fund	(234,720)	(269,500)	(269,500)	(269,500)	0%
Total	\$55,967	\$10,500	\$10,500	\$10,500	0%
Expenses					
Personal Services	\$0	\$0	\$0	\$0	0%
Supplies & Operations	55,967	10,500	10,500	10,500	0%
Capital	0	0	0	0	0%
Total	\$55,967	\$10,500	\$10,500	\$10,500	0%

Other Government Costs

Organization: 190050

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
Local Sales Tax	\$23,458,661	\$21,370,029	\$21,773,354	\$21,773,354	2%
Beer & Wine Tax	360,159	300,000	325,000	325,000	8%
Cable TV Reimbursements	120,212	500,000	500,000	500,000	0%
JCPC Projects	182,920	111,241	88,881	88,881	-20%
JCPC Planning	12,986	14,108	15,000	15,000	6%
Indirect Cost	505,904	978,308	626,706	634,224	-35%
CVBH Rent	183,498	0	0	0	0%
Charges & Fees	25	0	0	0	0%
Miscellaneous	1,586,729	1,007,474	707,474	707,474	-30%
Fund Balance	0	3,743,346	12,244,566	5,861,720	57%
DHR County Share	(17,968,888)	(19,727,225)	(15,497,126)	(15,498,721)	-21%
Proceeds from Sale of Building	124,730	0	0	0	0%
General Fund	(8,198,453)	(8,010,066)	(20,508,444)	(14,143,521)	77%
Total	\$368,483	\$287,215	\$275,411	\$263,411	-8%
Expenses					
Personal Services	\$24,826	\$117,000	\$117,000	\$117,000	0%
Other					
Cable TV Consultant	4,883	0	0	0	0%
COG - Future Forward	38,693	7,492	7,556	7,556	1%
Employee Customer Svc. Training	1,872	0	0	0	0%
Employee/Social Committee	15,410	17,000	19,100	17,100	1%
Hickory Municipal Airport	10,374	10,374	10,374	10,374	0%
ICMA Peer Assistance Team	18,066	0	0	0	
Impact Fee Study	89,800	0	0	0	0%
JCPC Projects	151,616	121,241	88,881	88,881	-27%
Joint JCPC Planning	12,943	14,108	15,000	15,000	6%
NCCMA Civic Education Project	0	0	7,500	7,500	0%
Parenting Network	0	0	10,000	0	0%
Total	\$368,483	\$287,215	\$275,411	\$263,411	-8%
Budget Highlights					

The largest expense in this cost center is funding for Juvenile Crime Prevention Council (JCPC) projects. These are pass through dollars funded by the State for local programs that work with juveniles involved with the court system. Offsetting revenue from the State is also budgeted so no County dollars are included.

Funding for Hickory Municipal Airport is continued at \$10,374. The Airport has historically received funding from the four surrounding counties of Catawba, Alexander, Burke, and Caldwell. Caldwell had to drop their funding due to budget constraints. The breakdown of funding is as follows:

- Catawba - \$10,374
- Alexander - \$2,400

- Burke - \$3,365 (previously had been funding at \$10,374, but has had to drop down to \$3,365 due to budget constraints)
- Caldwell - \$0 (previously had been funding at \$5,412, but did not contribute last year due to budget constraints)

This funding contributes to the operational costs of the control tower, i.e., power, water, maintenance cost for the building and tower equipment, maintenance contract for the radio equipment, and a contract for the audio data system for the maintenance cost of the recording system. Over the last 8 to 10 years, the Airport has also shared a percentage of the cost of salaries for the controller with the FAA.

The control tower ensures a safe environment for the aviation community for this entire region. One of their primary goals is to bring in more based aircraft to the airport, which will increase the tax base, in turn creating more tax dollars for Catawba County and the City of Hickory. Last year the Tax Value of aircraft located in Catawba County was \$7,000,000 which equates to about \$35,000 in tax revenue. This also helps out the economic development situation for Catawba County and the City of Hickory.

In the next two years the Statesville airport will be getting a control tower at their airport, and the Hickory Airport is making every effort to stay competitive with all the other airports in this region.

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Contingency

Organization: 190100

	2006/07 Actual	2007/08 Current	2007/09 Requested	2008/09 Approved	Percent Change
Revenues					
Special Contingency	\$0	\$20,000	\$20,000	\$20,000	0%
General Fund	0	210,000	210,000	210,000	0%
Total	\$0	\$230,000	\$230,000	\$230,000	0%
Expenses					
Contingency	\$0	\$210,000	\$210,000	\$210,000	0%
Special Contingency	0	20,000	20,000	20,000	0%
Total	\$0	\$230,000	\$230,000	\$230,000	0%

Budget Highlights

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

Debt Service

Organization: 910050

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
1st 1/2%	\$0	\$1,630,095	\$252,640	\$452,640	-72%
2nd 1/2 %	0	252,450	1,840,673	1,840,673	629%
Proceeds - G.O. Refunding Bond	0	0	0	0	0%
From General Capital Projects	1,000,000	184,095	69,670	69,670	-62%
From Schools' Capital	0	0	50,000	50,000	0%
From Schools' Construction	803,747	97,487	79,257	79,257	-19%
COPs - Proceeds (CVMC)	0	1,500,230	1,497,510	1,497,510	0%
Lottery Proceeds	0	1,400,000	1,450,000	1,450,000	4%
General Fund - 1/2 cent tax rate (jail - 07/08)	0	700,000	725,000	725,000	4%
General Fund - 1/2 cent tax rate (jail - 03/04)	0	700,000	725,000	725,000	4%
General Fund - 2 cents tax rate (schools - 03/04)	0	2,800,000	2,900,000	2,900,000	4%
General Fund - 2 cents tax rate (schools - 07/08)	0	2,601,000	2,900,000	2,900,000	11%
General Fund	13,348,729	8,489,048	8,278,280	8,078,280	-5%
Total	\$15,152,476	\$20,354,405	\$20,768,030	\$20,768,030	2%
Expenses					
School Bonds	\$7,532,386	\$7,365,325	\$7,155,955	\$7,155,955	-3%
Community College Bonds	485,133	504,555	482,595	482,595	-4%
Installment Purchase - Schools	1,944,534	1,896,185	1,846,415	1,846,415	-3%
QZABs Financing	0	0	50,000	50,000	0%
To Schools' Construction - Future Debt	0	0	0	0	0%
Certificates of Participation - CVMC	0	1,500,230	1,497,510	1,497,510	0%
Certificates of Participation - CVCC	673,132	1,255,530	1,226,700	1,226,700	-2%
Certificates of Participation - Schools	2,929,002	6,278,595	6,989,185	6,989,185	11%
Certificates of Participation - Jail	1,588,289	1,553,985	1,519,670	1,519,670	-2%
Total	\$15,152,476	\$20,354,405	\$20,768,030	\$20,768,030	2%

Budget Highlights

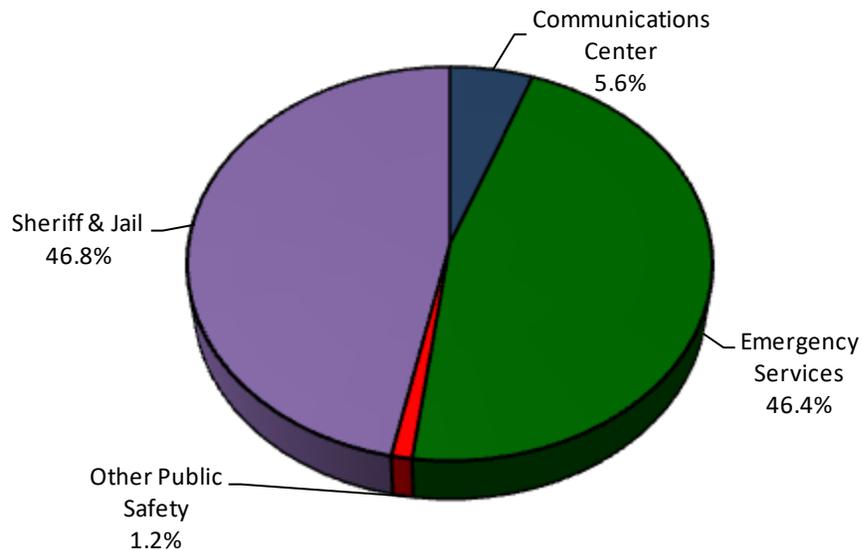
In Fiscal Years 2003/04 and 2007/08, the Board of Commissioners dedicated a total of 1 cent on the tax rate to retire the Jail debt and a total of 4 cents to retired the School debt.

Certificates of Participation for CVMC: In September 2005, the County borrowed \$5 million to purchase equipment for the Hospital allowing them to take advantage of the County's lower financing rates. The term is for 59 months and will be budgeted through Fiscal Year 2010/11. The expense and revenue have to show up in our budget though no actuals will hit our books. CVMC will make payments directly to BB & T.

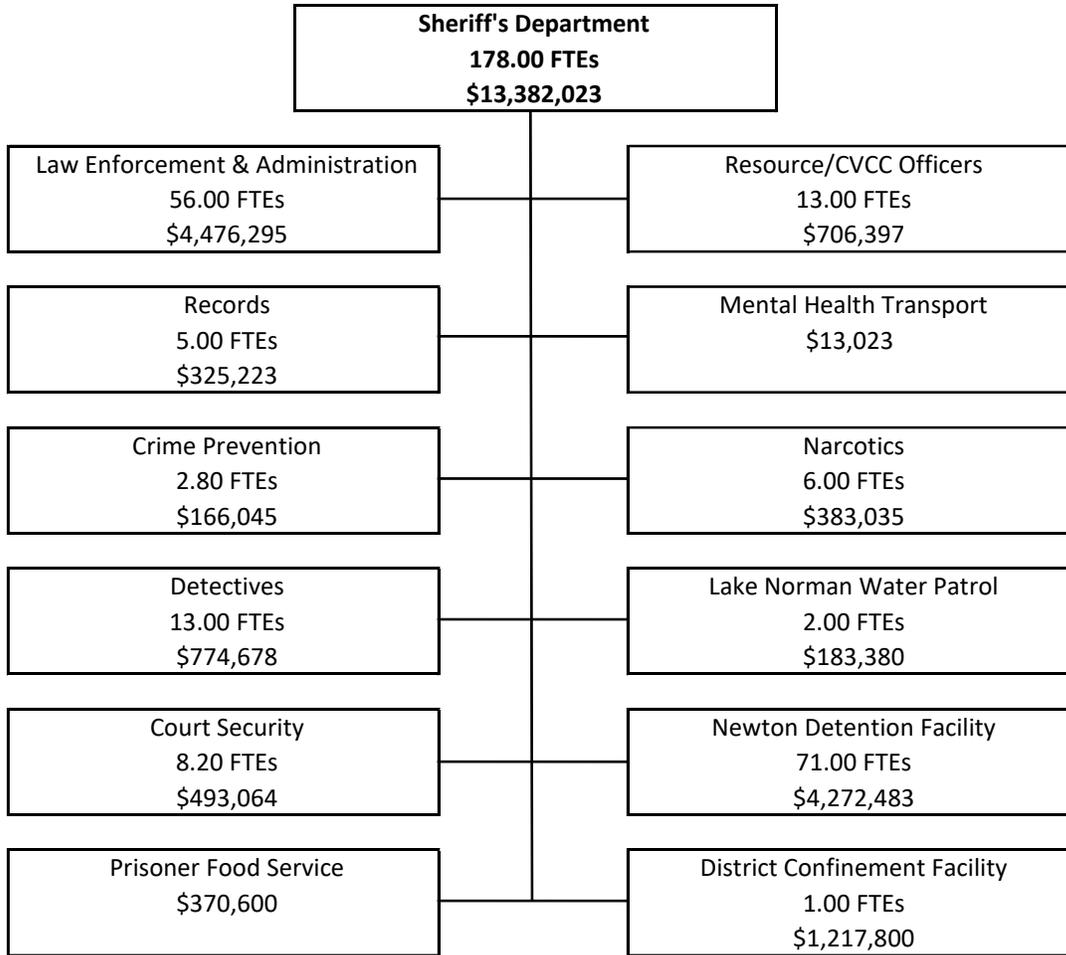
PUBLIC SAFETY

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

The Public Safety function budget is \$28,623,919 representing 13.6% of all expenditures for the fiscal year. The departments work to provide a safe, secure community and to provide emergency and convalescent medical transportation to medical care facilities. The services provided are both salary and equipment intensive and increased costs generally reflect equipment replacements.



Catawba County Government



Sheriff's Department

Summary

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
Federal	\$21,907	\$15,673	\$1,500	\$169,500	981%
State	41,376	30,000	33,000	33,000	10%
Federal & State	71,998	71,400	117,046	79,364	11%
Local	533,675	609,271	647,716	647,716	6%
Charges & Fees	448,665	466,196	483,844	488,844	5%
Miscellaneous	65,742	100,000	97,000	97,000	-3%
From Narcotics Seized Fund	0	0	0	0	0%
From Self Insurance Fund	19,280	0	0	0	0%
General Fund	8,277,633	11,210,235	12,063,232	11,866,599	6%
Total	\$9,480,276	\$12,502,775	\$13,443,338	\$13,382,023	7%
Expenses					
Personal Services	\$6,600,300	\$8,862,102	\$9,444,836	\$9,450,440	7%
Supplies & Operations	2,510,297	3,233,873	3,516,850	3,554,390	10%
Capital	369,679	406,800	481,652	377,193	-7%
Total	\$9,480,276	\$12,502,775	\$13,443,338	\$13,382,023	7%
Expenses by Division					
Law Enforcement & Admin	\$3,628,132	\$4,014,766	\$4,609,028	\$4,476,295	11%
CVCC Officer	89,528	94,669	100,450	100,450	6%
Resource Officers	498,089	587,266	605,947	605,947	3%
Records	310,235	302,219	325,223	325,223	8%
Mental Health Transport	0	0	13,023	13,023	0%
Crime Prevention	149,144	153,717	175,890	166,045	8%
Narcotics	307,360	361,381	383,035	383,035	6%
Detectives	555,446	573,933	686,904	774,678	35%
Lake Patrol	140,476	209,282	183,380	183,380	-12%
Court Security	418,740	425,953	499,409	493,064	16%
Newton Detention Facility	2,135,972	4,218,390	4,363,641	4,272,483	1%
Prisoner Food Service	239,936	370,600	370,600	370,600	0%
District Confinement Facility	1,007,218	1,190,599	1,126,808	1,217,800	2%
Total	\$9,480,276	\$12,502,775	\$13,443,338	\$13,382,023	7%
Employees					
Permanent	165.50	171.80	176.80	178.00	4%
Hourly	4.84	7.34	7.35	7.35	0%
Total	170.34	179.14	184.15	185.35	3%

Budget Highlights

The budget includes four new positions for the Sheriff's Department. Overall, staffing additions to the Sheriff's Department have not kept pace with growth in the County. A comparison of sworn staff per 1,000 service populations shows the Catawba County Sheriff's Department below the Statewide average for Sheriff's Departments of 1.6 deputies per 1,000 service

population. We are currently at an average of 1.3 deputies per 1,000 service population and only 1 if sworn jail staff is excluded. The Sheriff's Department has a 5-minute or less response time goal for emergency calls. Our comparative understaffing appears to be impacting response times as we are exceeding this goal by almost 1 minute during the day and by 2 ½ minutes at night. As a result, the 8-year service plan includes two additional road patrol deputies per year over the next four year period. Annually response times will be reviewed to determine how these deputies can best be assigned to meet our needs. In Fiscal Year 2007/08, response times were averaging higher in the southeastern portion of the County so two (2) road patrol deputies were added to provide increased coverage. Since response times are averaging higher at night than during the day, the two (2) road patrol deputies this year will be assigned to night shift.

Growth is also impacting our court staffing needs. The State added a new district court judge resulting in the need for an additional deputy to staff the new civil court operating three days per week. This deputy will also assist with inmate transports as needed.

Catawba County continues to fund Electronic House Arrest for eligible criminal and child support defendants. This effort diverts possible inmates and helps control the Jail population.

Finally, an Evidence Technician/Desk Deputy is included. Currently, an investigator who also carries a heavy caseload with the criminal investigation division handles evidence. While an investigator is needed to collect evidence at a crime scene, there are a lot of duties that could be performed less expensively by a Deputy such as collecting and cataloging evidence brought in daily by road patrol deputies and investigators, guarding evidence in court during cases, making evidence available for defense discovery, and disposing of evidence after a trial is complete. These can be very time consuming, particularly with murder cases. Moving these responsibilities to a Deputy will allow the Investigator to be used better equivalent to his extensive training. This deputy will also assist the public with walk-in reports and questions.

Performance Measurement

Fiscal Year 2008/09

The Sheriff's Office plans to achieve the following in the upcoming fiscal year:

- Improve response time on nightshift dispatched calls by adding requested two (2) Road Patrol Deputies to nightshift rotations. The department has a 5-minute emergency response time goal.
- Establish an Investigations Division wide system or format for reporting and documenting interviews and interrogations, which should improve successful prosecution.
- Enhance investigative capacity and evidence processing by establishing an Evidence Technician Deputy position whose responsibility it is to intake, document, prepare for analytical request, and store evidence. This will free the Crime Scene Specialist Investigator to spend more time on scene collecting evidence and to have more time to handle investigations.

Fiscal Year 2007/08

At midyear this fiscal year, the following had been achieved:

- The traffic unit issued 85 citations safety restraint violations, conducted 17 check points, 6 demonstrations/classroom presentations on traffic safety, and participated in Booze it and Loose it events resulting in 1610 citations issued for charges ranging from DWI, Speeding, Driving while license revoked, Safety Restraint violations, etc..
- Crime Prevention presented 5 safe senior presentations reaching 80 seniors and monitored 87 participants in the Are You OK program who are electronically called each day Monday thru Friday.
- SRO's worked with 29 students in reference to bullying in the school and counseled 1,067 students on law enforcement related matters.
- Field based reporting was deployed to most front line staff.
- Narcotics officers seized \$690,571 in illegal drugs.

Fiscal Year 2006/07

Last fiscal year, the Sheriff's Office achieved the following:

- Deputies received 3,364 hours of State mandated training on topics such as Juvenile Minority Sensitivity, Hazard Communication, Legal Updates, Ethics, Meth Investigation, and Firearms.
- 86% of Domestic Violence Orders were served within 3 days of receipt and attempts to serve were made on all within 24 hours of receipt.
- K-9 Deputies performed 21 narcotics searches resulting in \$57,100 in drug seizures.
- Narcotics worked with the Technology Department to develop a new computer program to account for the dissemination of TIPs (turn in a pusher) and their follow-up. The program allows electronic entry and recovery of data related to TIP information.
- Narcotics received 336 TIPs of which 58 were shared with the Patrol Division via mobile data terminals resulting in a faster response time to TIPs and a number of citations.
- Lake Patrol Officers issued or assisted in 39 alcohol related offenses.
- Dock Watch participation increased 22% and property checks increased 27%.
- Court Security Officers screened 339,136 visitors to the Justice Center and 110,095 visitors to the Hickory Courthouse resulting in approximately 200 knives, box cutters, and other potential weapons being prevented from entering the courthouses.
- 92 senior citizens living alone are contacted daily through the Are You OK Program resulting in 100 follow-ups by officers last year to ensure the safety of the participating seniors.
- 16 Alzheimer's patients were enrolled in the Project Lifesaver Program for which participants wear GPS locator bracelets in case they wander off. Last year there were two call outs with one individual found within 10 minutes of officer arrival and the other being found as officers were arriving on scene.
- 8 Community Watch Programs were strengthened and 4 new programs were established.

- 123 Crime Prevention Programs were delivered on topics such as identity theft, defensive driving, senior safety, female safety, child safety, drinking and driving, school career day presentations, etc.
- 10 recidivists were convicted and sentenced to an average of 8-10 years as a result of a joint program between the Sheriff's Office, District Attorney's Office, NC Adult Probation and Parole, and other law enforcement agencies to catalog and pursue prosecution of habitual offenders.
- Road patrol officers were able to devote more time to patrol activities as a result of wireless capabilities added to vehicles which allowed them to email reports rather than driving to turn in reports.
- 1475 middle school students were educated on the dangers of drugs through the DARE program.

LAW ENFORCEMENT AND ADMINISTRATION

Statement of Purpose

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

Outcomes

1. Maintain the professionalism of the department and enhance officer knowledge and skills by providing monthly in service training for all the officers of the Sheriff's Office. This will ensure the North Carolina Sheriffs' Training and Standards' mandates are met, as well as sending as many officers as possible to specialized schools to enhance their job knowledge, abilities, and performance. Measurement: Departmental Training Coordinator will work with officers to ensure training outcomes, and will record and evaluate progress
2. Improve the safety of Catawba County Schools by utilizing the K-9 day shift officer along with the School Resource Officer. Each semester the day shift K-9 officer will conduct two (2) searches of each middle and high school of the Catawba County Public School System. This does not preclude the officer from being available upon special request by a school. Measurement: Log will be maintained and provided to Captain to evaluate outcome of searches.
3. Improve highway safety in Catawba County by:
 - a. Aggressive enforcement of the North Carolina mandatory seat belt and child restraint laws.
 - b. Conduct quarterly drivers license checkpoints throughout the County.
 - c. Conduct quarterly child safety restraint checks, promoting preventive education.
 - d. Work with the Multi-Agency Task Force to implement the initiatives of the Governors Highway Safety Commission for 2008.
 - e. Work with Catawba County Risk Management in offering drivers safety classes for Catawba County Employees.
4. Measurement: The traffic unit will maintain statistical data of the several objectives reporting information to Administrative staff as well as the Governors Highway Safety Commission.

5. Improve response time on nightshift dispatched calls, which improves the safety and wellbeing of our populace and meets the expected service to our citizens by adding requested two (2) Road Patrol Deputies to nightshift rotations. Nightshift has 3-4% more emergency priority calls than dayshift; however, they do not have the ancillary support, which day shift has (Civil, School Resource Officers, Detectives, Warrant, and Lake Officers). Priority 1 emergency calls are taking almost 2 more minutes on night shifts. Measurement: The CAD data will be compared to known response time of the last 3 years. In 2007, night shift had 32,137 calls, 15,219 were emergency with an average response time of 7.45 minutes.

SCHOOL RESOURCE OFFICERS

Statement of Purpose

The School Resource Officers (SROs) will work in the Catawba County High Schools and Middle Schools as peace officers to maintain order by enforcing the laws and local ordinances. They will investigate criminal activity committed on school property or involving students from the school to which the officer is assigned. They will assist school officials with enforcement of applicable board of education policies and administrative regulations. They will be a resource to teachers and parents in the areas of law enforcement. They will act as a counselor in some instances when listening to and assisting students, faculty and parents with various problems. They will be aware of available resources in the county so they may be able to refer them to agencies to assist them in their problems.

Outcomes

1. Give students the knowledge they need to keep themselves safe and free from abuse and damage to their bodies by providing at least five educational presentations, per semester to the students in our area middle and high schools, in areas of safety, drug and alcohol abuse, and North Carolina Law. Measurement: School Resource Officers will log their programs and turn log in to their supervisor every six months.
2. Help provide parents with the knowledge they need to assist their children in growing up safe and drug free by providing at least two educational presentations, per semester to the faculty and parents in our area middle and high schools, in areas of safety, drug and alcohol abuse, and North Carolina Law. Measurement: School Resource Officers will log their programs and turn log in to their supervisor every six months.
3. Deter the possession and use of unlawful weapons and drugs on the campuses of the schools in the Catawba County School System utilizing the departments K-9 Unit to conduct searches of these campuses, selecting days of search on a random basis, as well as, upon request from the principal of the school, when feasible. Measurement: School Resource Officers will log their school searches and arrests. They will turn in log every six months to their supervisor.
4. Attempt to give the students the tools they need later on in life to resist drugs and gangs through peer pressure and how to say “no” by using the Middle School Resource Officer to educate the 7th grade students in the Catawba County Middle Schools in drug awareness and gang resistance. Measurement: School Resource Officers will log their presentations and turn them into their supervisor every six months.
5. School Resource Officers will assist Guidance Counselors with students who have been identified for bullying using “Make Time to Listen Take Time to Talk” Program offered through U.S. Department of Health and Human Services. This program is designed to

- help a student to stop being a bully and to respect others. Measurement: School Resource Officers will log all their counseling sessions with individuals and turn in to supervisor every six months. They will note those that are reoccurrences after working with a student to measure how the program is working.
6. Provide security service during extra curricular activities to ensure students' safety. SROs will co-ordinate security for all ball games and events that occur at their perspective school, and will assist and provide security for field trips at their schools as requested. Measurement: School Resource Officers will log all ballgames and field trips they provide assistance or security for and turn in to their supervisor every six months.
 7. SROs will get updated training at least once a year for a school crisis situation. Measurement: School Resource Officers will log updates and training they attend. They will turn into supervisor every six months.
 8. SROs will participate in the School Safety Committee and other committees as requested by the principal at their perspective school assisting the committees in safety procedures for the school. They will assist in keeping the schools crisis plan up to date. Measurement: School Resource Officers will log all meetings with committees and turn in updated reports on crisis plan to supervisor.
 9. The School Resource Officers will go out with School Social Workers as requested to make home visits to students of their perspective schools. This has a two-fold purpose with one being the safety of the social worker and the other for the officer to check out living conditions or other issues that may be at the home. Measurement: School Resource Officers will log their visits and turn in to their supervisor every six months.
 10. Raise awareness to make sure we have a safe prom night. High School Resource Officers will do awareness programs on drinking and driving to students that will be attending the prom in the spring to make sure we have a safe prom night. Measurement: School Resource Officers will log their programs and turn log in to their supervisor every six months.

RECORDS

Statement of Purpose

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

Outcomes

1. Enhance public safety and homeland security efforts by establishing radio interoperability of Catawba County with surrounding counties and cities by: Continuing to work with the Piedmont Area Communications Council to implement its eleven (11) county interoperability grant and to test 800 MHZ trunking systems to be used in conjunction with VIPER (Voice Interoperable Plan for Emergency Responders). The Sheriff's office has six 800 MHZ portable radios and will continue testing of this new system to locate the coverage areas that need to be addressed for building out the entire system in the future. Measurement: Will oversee and report on testing of 800 MHZ equipment.
2. Continue to work closely with Information Technology to improve Road Patrol efficiency and effectiveness by maintaining Field Base Reporting (FBR), to eliminate redundancy in report entry. With FBR in place Information Technology (IT) and the Sheriffs office are looking into implementing Vision Mobile as our next project. Vision Mobile will allow officers and supervisors in the field to view computer operated dispatch (CAD) from the patrol vehicle. This will assist communications and patrol supervisor to make priority dispatch decisions. This will be achieved by using the present air cards to connect with Vision CAD through a message switch provided by Information Technology. With the air cards and message switch we may be able to eliminate radio modems from patrol cars in the future with a Division of Criminal Information (DCI) interface through the air cards and message switch. Measurement: Will monitor success of Vision Mobile and CAD through air cards and continue to work with Information technology and budget to expand wireless infrastructure in the future.
3. Continue to improve customer service by decreasing wait time of handgun purchase permits from 5 to 3 working days. Measurement: Records background checks monitored.

CRIME PREVENTION

Statement of Purpose

The Crime Prevention Division is responsible for a multitude of services for the citizens concerning personal, home and business security. Crime Prevention operates a variety of programs for the public and businesses in the county. Programs include the following: Gun Safety Programs, Drug/Alcohol Programs, Stranger Danger Program, Ladies Beware Program, Tours of the Justice Center, McGruff Programs, Senior Citizen Programs, Boys Scouts and Cub Scouts, School Career Day and Home or Business security checks. Officers work with communities to establish community watch programs and support their efforts. We offer a High School Criminal Justice Academy for students interested in pursuing a career in criminal justice. The Sergeant of the division oversees the safety and security of the Justice Center employees and visitors. He also works with the Catawba County Drug Treatment Court Council.

Outcomes

1. Enhance the personal safety of senior citizens in Catawba County by:
 - a. Continuing to educate seniors through Safe Senior presentations and promote the Triad program, (a program that involves senior citizens, Sheriff's, and Chief's of Police, working together in areas of importance to seniors, such as telemarketing fraud, flimflams schemes, etc.)
 - b. Continue to promote and expand the Adopt-A-Senior Program (program for any senior in Catawba County that has no family living in the county) by registering interested seniors with the Crime Prevention Office. The Crime Prevention Office will work with the Patrol Division to assign a patrol deputy who will call or visit the senior each week. Officers will collect personal information from the senior that might be needed by Emergency Responders in the event of a call to the residence as well as providing them with an emergency beacon light to signal distress at the residence. This program gives seniors a sense of security and that someone locally does care about them and will help them with their problems or needs.
 - c. Continuing to promote and expand the Are You OK Program. This program calls seniors or individuals with disabilities each morning Monday through Friday from 7 am to 11 am to make sure they are OK.

Measurement: Will log all presentations and number of individuals attending presentations. We will keep a record of those seniors enrolled in Adopt A Senior program and the number of visits or calls will be recorded as they are reported by patrol officer assigned to the individual. All "Are You OK" calls are recorded and printed off each day by computer and will be checked and verified daily.

2. Improve the safety of senior citizens with Dementia or Alzheimer's and children with Down Syndrome or Autistic Personalities by recruiting new participants in the

Project Lifesaver program, which places a locator bracelet on participants so they can be easily found if they wander or get lost. Recruitment will be conducted through advertisements as well as speaking with Church and Civic groups on a monthly basis to inform the public of the programs capabilities and costs. We will visit each client monthly to change batteries in their bracelet and check on them and how they are doing. Measurement: Each individual is assigned a client number and records are kept for each month they are in the program.

3. Attempt to decrease crime rate and make citizens more aware of potential crime in their neighborhoods by enhancing Catawba County Community Watch programs by:
 - a. Continuing to meet with existing community watch groups to enhance their current programs.
 - b. Working with neighborhoods that do not have a community watch, in order to establish one, with a goal of establishing 10 new programs.
 - c. Continuing to distribute the electronic newsletter to better communicate with existing community watch leaders and members, with a goal of adding new e-mail recipients as new programs are created.
 - d. Implementing countywide meetings by bringing all existing community watches together at least once per year.

Measurement: Will log all neighborhood watch meetings we attend. We will email out any information that is pertinent to the community that may assist them in crime prevention or assist us in locating subjects or vehicles relating to crimes that occur in the County. We will do a community watch pre survey of the community and another survey after 6 months to see the difference in crime and community attitude.

4. Enhance the existing relationship between the criminal justice system and the Community by:
 - a. Providing 100 educational programs to social, civic, school, business, and religious organizations including tours of the department on a request basis, and introducing the officers that patrol the particular areas where the programs take place.
 - b. Participating in the Criminal Justice Careers Summer Internship Program in conjunction with Catawba County Public Schools to provide 15 rising seniors annually with first hand experience and knowledge of criminal justice careers.
 - c. Maintaining the established Criminal Justice curriculum electives established in collaboration with Catawba County Schools at Bandy's and Maiden High School teaching 20 students per semester Criminal Justice I or II.

Measurement: Will log all programs and tours that we give and the number of individuals that attend the programs. Will work with the Catawba County School System in putting together a formative program for interns each summer and have the interns to evaluate the program. We will evaluate the Criminal Justice Program each year through student's evaluations and instructor evaluation.

5. To Provide Security and Safety for the employees and visitors to the Catawba County Justice Center by:

- a. Sergeant chairs the safety committee for the Justice Center. The committee will meet every other month and discuss safety issues at the Justice Center.
- b. We will hold a fire drill, tornado drill and a lock down drill twice a year.
- c. Sergeant will represent the Sheriff's Office on the County Safety Committee.
- d. Sergeant will work with Risk Management on issues pertaining to safety at the Sheriff's Office and Justice Center.
- e. Sergeant will work with Sonitrol Security Systems to see that those employees working at the Justice Center has the clearance that they need for security badges.

Measurements: Will record by minutes all safety committee meetings and issues discussed. We will report any problems to risk management that needs to be fixed or the county needs to be made aware of. We will make a report to risk management of all drills held. We will keep a record of meetings attended and issues presented to risk management. Will enter or remove each security badge into or form the Sonitrol Security System and will keep a record on the computer of all badges entered into the system.

6. To provide law enforcement representation on the Catawba County Drug Treatment Court Council.

- a. Sergeant will attend every other week the Drug Court Staffing meeting at the Hickory Court House. Will attend any other meetings scheduled by the team.
- b. Sergeant will oversee Drug Court when in session.
- c. Sergeant will run Criminal Histories for Drug Court Coordinator for those applying to be accepted into the program.
- d. Sergeant will assist the Coordinator and Probation Officer when requested in arresting a client.

Measurements: We will keep a Drug Court Log book of meetings and clients involved in the program. We will keep records of all criminal histories that are run for the program. We will do an arrest report anytime one of the clients is arrested.

NARCOTICS / VICE DIVISION

Statement of Purpose

The Narcotics Division is responsible for the many aspects of drug eradication in Catawba County. Narcotics Officers investigate, interview, collect evidence, arrest, and present information to State and or Federal Prosecutors. They further provide testimony in the prosecution of defendants for violation of the North Carolina Controlled Substance Act, and in violation of United States Controlled Substances. This is done in an attempt to reduce drug use and trafficking in Catawba County. Drug Task Force operations afford the opportunity for all local departments to participate in a joint effort to reduce drug activity.

Outcomes

1. Work with the District Attorney's Office to improve the successful prosecution of major case offenders. Establish a collaborative effort with the District Attorney's Office to have a monthly meeting designated for the discussion of narcotic investigations that,
 - a. Have been submitted to the District Attorney's Office for submission to the grand jury,
 - b. Are pending trial in Superior court,
 - c. Ongoing investigations that require discussion with the District Attorney's Office.

Measurement: Better communication between the District Attorney's Office and the Catawba County Sheriff's Office Narcotics Division.

2. Decrease drug trafficking in Catawba County by working through the Catawba Valley Drug Task Force to dismantle major drug trafficking organizations operating in the County or those drug organizations that do business in Catawba County.

Measure: Report the success from working with the Catawba Valley Drug Task Force by identifying the following.

- a. Number of Catawba Valley Drug Force investigations initiated,
- b. Number of investigations presented for State or Federal prosecution,
- c. Number of arrest,
- d. Amount of controlled substances seized and cash seizures.

DETECTIVES

Statement of Purpose

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

Outcomes

1. Areas of increased concern for the division include criminal sexual assaults against children and increased domestic violence. Currently two investigators are assigned to focus on child sexual assaults. Increased training and the addition of a dedicated physical area in which these two investigators can work will increase the comfort and reduce the stress on citizens involved in these types of cases. Grant application has been completed for addition of a domestic violence Investigator and one uniformed domestic violence Deputy to the division. If the grant is awarded it will enable increased focus in domestic violence prevention and prosecution. Measurement: Completion of additional ongoing training. Increase in number of cases successfully brought to prosecution. Move to dedicated office space so child victims and their care takers will no longer to be brought into the investigations main office area for interview.
2. Improvement in reporting and documentation of interviews and interrogations with the goal of establishing an Investigations Division wide system of format, which will improve successful prosecution. Criminal prosecution is simplified by standardizing the method of reporting. Standardized reporting will be a coordinated effort with Records division. Measurement: Adoption of format and training of all investigators to implement the system. Increased ability to successfully prosecute offenders and satisfy newly established guidelines for criminal discovery procedures.
3. Establishment of an Evidence Technician Deputy position whose responsibility it is to intake, document, prepare for analytical request, and store evidence received by the Division. Currently, many items of evidence are received in the Division on a daily basis. All must be documented and sent to the proper location for storage or analysis. In addition, items are taken in evidence for the North Carolina State Highway Patrol, the North Carolina Wildlife Resources Commission, the Catawba County Clerk of Court, and the District and Superior Courts. Again, all items must be documented and properly routed. Measurement: Amount of additional time that can be utilized by the Division Crime Scene Specialist who is currently tasked with the responsibility of Evidence Technician. This will allow more time on scene by the Crime Scene Specialist as is demanded by the public.
4. Continue to execute in cooperation with the District Attorney's office a method of tracking criminal habitual offenders using the department's existing Records

Management System with ultimate the goal of preventing recidivist criminal behavior by these individuals against the citizenry. Measurement: At this time in conjunction with the District Attorney, North Carolina Adult Probation and Parole, and local law enforcement agencies the Criminal Investigations Division is cataloging and recording individuals who are convicted habitual offenders. This information is being used to enhance officer safety. The number of potentially violent repeat offenders brought to trial will measure success.

LAKE NORMAN PATROL

Statement of Purpose

The purpose of the Lake Patrol is to protect the lives and property of persons using the Lake and persons owning property on the Lakeshore and to promote water safety among all Lake users.

Outcomes

1. To increase the public's awareness of State and local laws pertaining to the waters of Catawba county and safe boating practices. Lake Patrol's web page will be updated to include state and local boating laws in printable format. Safety pamphlets will also be updated and passed out during public events such as boating shows and fairs. Lake Patrol will increase boater safety inspections by 10%. Measurement: Lake Officers shall report above activities to their immediate supervisor and will be logged on their daily activity reports. Boater safety inspections increase from 1,543 in 2007 to minimum 1,697.
2. To continue to identify possible target areas/structures (i.e. Marshall Steam Plant, water intakes, etc.) as related to Homeland Security and possible terrorist targets and to update appropriate response measures in the event of an incident. This will include daily patrols by water and/or land in search of suspicious or illegal activity. The Lake Patrol unit will also be available in the event of an incident at McGuire Nuclear Station to assist in the evacuation of boaters and lake area residents within the 10-mile safety zone set forth by Department of Energy and the Nuclear Regulatory Agency. Measurement: Lake Officers shall report these activities to their immediate supervisor and will be logged on their daily activity reports and also attend annual meeting with McGuire Nuclear Station and area Lake Enforcement Units.
3. The Lake Patrol Unit will aggressively enforce alcohol related offenses on the waters of Catawba County to include; Boating While Impaired and Underage consumption of Alcohol. This will be accomplished by:
 - a. Promote education on alcohol laws that pertain to Catawba County waters.
 - b. Conduct vessel checks to identify alcohol related offenses.
 - c. Work with North Carolina Wildlife Resource Commission, and other marine law enforcement agencies to conduct organized enforcement operations that emphasize boating while impaired and underage consumption of alcohol.

Measurement: Lake Officers shall report these activities to their immediate supervisor and will be logged on their daily activity reports

COURT SECURITY

Statement of Purpose

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

Outcomes

1. To continue efforts to enhance courtroom and courtroom area security by identifying potential hazards, implementing steps to correct the hazards or developing plans for future security improvements. Continue to seek improvements that can be made to ensure the safety of people coming into both courthouse locations and following-up to make sure that the hazard is eliminated. Measurement: Identify hazards and follow-up as above.
2. Continue to facilitate the safe yet efficient entry and exit of citizens to the Justice Center and Hickory Courthouse. During the calendar year 2007, a total of 339,136 people were processed thru the Justice Center front door security station, and 110,095 people through the Hickory Courthouse. Will work closely with the Officers, evaluating personnel needs and/or additional equipment. Will continue to use part time officers to minimize wait time. With the additional courts and courtrooms being utilized in the future, there will need to be an increase of security for these courts. Measurement: Plot the increase of customers and monitor traffic flow. Monitor peak times to be sure wait is minimized while security is maintained.

NEWTON DETENTION FACILITY

Statement of Purpose

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

Outcomes

1. Continue to ensure safe and efficient operation of the Jail facility by addressing operational procedures, regulations, and manpower. Working with jail supervisors to ensure the manpower requirements are met, which includes over 30 days of mandatory training. Work with vendors and maintenance to ensure upkeep and safety in the expanded jail. Teams will work on ways to prevent damages to jail property by inmates, such as tampering with sprinkler system, graffiti, and any destruction to Jail property. Measurement: Report on progress of supervisors' efforts in the areas mentioned above.
2. Continue to train staff and meet or exceed North Carolina Sheriff's Training Standards. Jail command will implement a Detention Field Officer Training program, which will ensure that all new employees receive the proper training to work in the facility. They will also send officers to State instructor's certification school, which will allow us to host our own in-service training instead of sending officers to other locations to receive annual required training. Measurement: Report on progress of efforts in the areas mentioned above.
3. Work closely with the contracted Jail medical staff to identify ways to save money on inmate medical costs, while maintaining essential medical health care standards. Medical staff will provide more after hours care for our inmates' mental and physical health. Other avenues include identifying less expensive drugs, and obtaining discounted rates for medical services. Staff will also follow protocol for Jail Physician's approval on all non-emergency referrals requiring outside physician and Jail transportation. Measurement: Report on plan of action and progress with Jail Physician. Report savings from medical service discounts.
4. Protect community by holding inmates with multiple warrants in detention. Check for local warrants as well as State and National warrants on all inmates before release in an attempt to make sure all charges are settled at time of release. This will avoid the need for re-arrest on pre-existing charges, and save time and money due to less processing time of inmates. Measurement: Jail Records Management reports from data entered.

PRISONER FOOD SERVICE

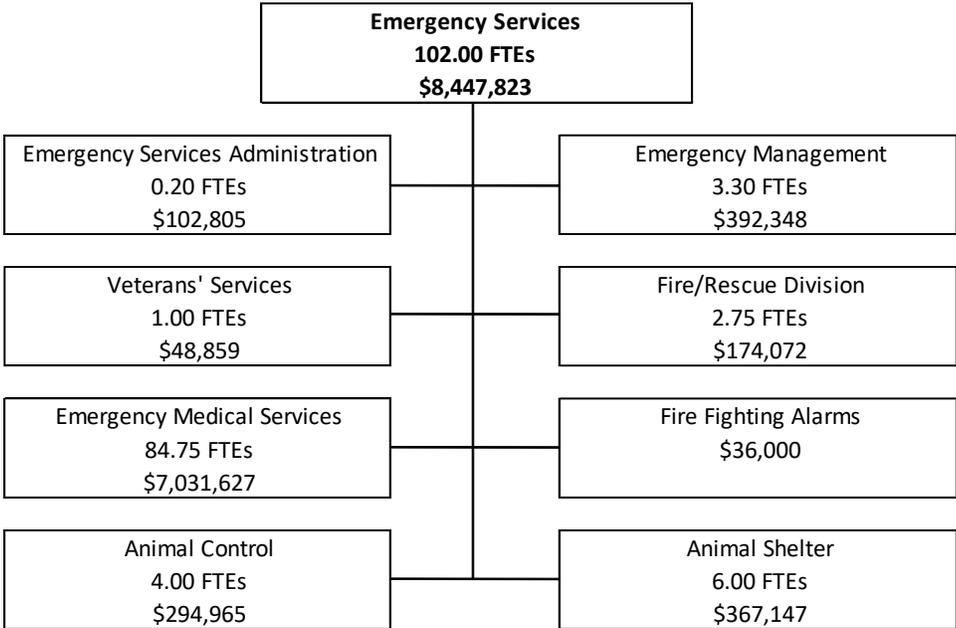
Statement of Purpose

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

Outcomes

1. Ensure inmates are receiving well-balanced meals at the least possible cost to the County. Monitor the progress of the food service contract vendor to ensure that the quality and quantity of meals served to our inmates meet State standards. Measurement: Jail administration will work with contracted food service staff to ensure this outcome.

Catawba County Government



Emergency Services

Summary

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
Federal	\$244,017	\$20,000	\$20,000	\$20,000	0%
State	181,616	2,000	2,000	2,000	0%
Federal & State	423,241	340,000	400,000	400,000	18%
Local	39,138	27,781	32,550	32,550	17%
Charges & Fees	3,997,168	4,194,588	4,294,194	4,354,194	4%
Miscellaneous	69,837	35,000	40,000	40,000	14%
General Fund	2,498,523	3,365,558	4,180,506	3,599,079	7%
Total	\$7,453,540	\$7,984,927	\$8,969,250	\$8,447,823	6%
Expenses					
Personal Services	\$5,701,064	\$6,040,302	\$6,731,389	\$6,483,571	7%
Supplies & Operations	1,202,271	1,273,775	1,522,011	1,506,752	18%
Capitalized Leases	0	0	0	0	0%
Capital	550,205	670,850	715,850	457,500	-32%
Total	\$7,453,540	\$7,984,927	\$8,969,250	\$8,447,823	6%
Expenses by Division					
Administration	\$120,095	\$122,790	\$134,797	\$102,805	-16%
Management	469,212	316,588	358,330	392,348	24%
Veterans' Services	44,199	46,114	48,859	48,859	6%
Fire Marshal	204,379	179,385	220,617	174,072	-3%
Emergency Medical Services	6,103,713	6,647,975	7,451,199	7,031,627	6%
Fire Fighting Alarms	33,600	36,000	36,000	36,000	0%
Animal Control	179,470	276,860	322,065	294,965	7%
Animal Shelter	298,872	359,215	397,383	367,147	2%
	\$7,453,540	\$7,984,927	\$8,969,250	\$8,447,823	6%
Employees					
Permanent	96.00	97.00	105.00	102.00	5%
Hourly	10.13	15.70	14.78	14.78	-6%
Total	106.13	112.70	119.78	116.78	4%

Budget Highlights

- The Emergency Services budget includes the addition of four EMT Paramedics and an Animal Care Coordinator.
- Seven fire districts were not recommended for a tax rate increase.
- Capital funds include the replacement of two ambulance units, a Quick Response Vehicle, and one truck for the Animal Control Division.
- The addition of funds to support the initiation of medical first response and light rescue operations for the St. Stephens Fire Department and light rescue for the Hickory Fire Department.

Performance Measurement

Fiscal Year 2008/09

Outcomes for Fiscal Year 2008/09 emphasize service to the public, enhance the department's ability to share information with other local governments, increase the amount of healthy animals adopted from the Catawba County Animal Shelter, and maintain a high level of response times to emergency requests. In most cases, the definition of customer service involved the amount of time it took to render services or the amount of people or animals being served. The following divisions make up the Emergency Services Department: Animal Services, Emergency Administration, Emergency Management, Emergency Medical Services, Fire Marshal, and Veterans Services.

Two outcomes during this fiscal year will help to improve service to the public. The first outcome will help increase the level of animals adopted from the Animal Shelter by 25%. The following are Animal Services Division's strategies to increase the adoption rate:

1. Developing new or improved relationships with the Humane Society, animal rescue groups, and Catawba County citizens in an effort to adopt or place shelter animals in better homes.
2. Altering shelter hours, which will include opening Monday and Wednesday until 7:00 pm and Saturday from 10:00 am to 2:00 pm.
3. Providing up-to-date adoption information on the internet with a picture of each animal, so the public can identify an animal they would like to adopt before arriving at the Animal Shelter.

The second outcome will help Catawba County to share information during emergency situations (e.g. hurricanes and chemical spills) within and outside of Catawba County, which will allow for better response coordination. The system that will help Catawba County is called E-Team, which is a type of software. To accomplish this outcome the Emergency Services Administration Division will conduct training sessions on the E-Team software, periodic tests will be done on the system, and three meetings will be conducted after a functional exercise to evaluate the performance of the system and its users.

Fiscal Year 2007/08

The Emergency Services Department has achieved or is striving to achieve all of its outcomes for Fiscal Year 2007/08. The outcomes focus on preparing for emergency situations, and educating the public, while emphasizing customer service to veterans, County municipalities, and all Catawba County citizens.

Two outcomes demonstrate the commitment the Emergency Services Department has to making sure excellent customer services is delivered. First, the Veterans' Service Division will make sure it is delivering above average service by conducting a customer service survey. The division wants to receive a 90% above average rating from its customers.

Along with the Veterans' Service Division, the Emergency Medical Service Division focused its outcomes on ensuring excellent customer service. An example of this is the implementation of a customer service satisfaction survey tool. The new tool will generate reports biannually that will identify areas where the division needs to make improvements in its service to the public.

Fiscal Year 2006/07

Outcomes for Fiscal Year 2006/07, similar to the outcomes from Fiscal Year 2007/08, focused on preparing for emergency situations, and educating the public, while emphasizing customer service to veterans, County municipalities, and all Catawba County citizens. During the fiscal year, the Fire Marshal's Office worked on a large emergency exercise and the Emergency Management Division created a program to increase its capacity to respond to hazardous materials.

The Fire Marshal's Office took part in an exercise to simulate a nuclear event at the McGuire Nuclear Plant. The exercise allowed the Fire Marshal's Office to identify any areas for improvement in its plan following a nuclear incident. Also, the Fire Marshal's Office will assist County fire departments, rescue squads, and law enforcement agencies in training.

The Emergency Management Division during the fiscal year developed a technical level Hazardous Materials Response Team to deal with potential hazardous material issues. The team is needed because Catawba County is home to many industries that either use or produce hazardous materials. In the event of a hazardous material spill, the new technical level Hazardous Materials Response Team will be able to respond.

EMERGENCY SERVICES ADMINISTRATION

Statement of Purpose

Responsible for the coordination and supervision of the activities of Emergency Management, Rescue Coordinator, and the Fire Marshal's Office, Emergency Medical Services, Specialty Services, Animal Control, Animal Shelter, the Local Emergency Planning Committee (Superfund Amendments and Reauthorization Act of 1986 SARA compliance), the Emergency Operations Center, Hazardous Material Team and Veterans' Service.

Outcomes

1. Communication information exchange and data collection during an emergency is imperative to assure the efficient management of a disaster and the safety of the citizens. To assure all municipalities are able to share information and data with the County Emergency Operations Center (EOC), and E-Team was established and staff training will be established this year. The E-Team will be tested to assure interoperability and exercises will be conducted to evaluate the usage of E-Team. This will include meetings, a table top exercise, and an actual drill.
2. To assure citizens receive Medical First Response (MFR) within 6 minutes, the Board of Commissioners made it a contractual requirement for providers delivering that service. To aid in assuring this is maintained, the Rescue Coordinator working with the MFR providers will adjust district boundaries to assure travel distance does not impede a squad from maintaining the 6 minute requirement. The process started during Fiscal Year 07/08 and will continue as an ongoing outcome.
3. Maintaining a Hazardous Material Tech level team is imperative to assure safety of the citizens of Catawba County in the event of a Hazardous Materials Event. To assure adequate staffing, Catawba County Emergency Services will offer a Hazardous Materials Chemical Class and a Hazardous Materials Tech class. We will have two in house exercises scheduled for May 15th, 2008, and September 15th, 2008, to test the capabilities of our Hazardous Material Tech Level Team. Monthly training classes are also offered.
4. Emergency Services Administration has developed the County's Disaster Recovery Team. Now that the team is developed we will work to assure that the Continuity of Operations Plan is updated and operational and Countywide.

EMERGENCY MANAGEMENT

Statement of Purpose

Responsible for coordination of all agencies in performing the four primary functions of Emergency Management relating to mitigation, planning, response, and recovery to the events both natural and man made disasters. Has responsibility for Consequence Management in planning and response to Chemical and Biological events and managing the counties Hazardous Material Team.

Outcomes

1. Catawba County has installed the Citizens' Alert Notification System (CAS). This system has been in place since June of 2007. Exercises have been completed to test the system. Municipalities, schools, and the local hospitals are currently using the system. We plan to expand to the functionality of the system in terms of capacity so that a higher volume of calls can be placed in a shorter of period of time. In addition, we want to increase our partnership with local businesses and expand it uses internally. To augment the CAS system, the Billboard Emergency Alert System (BEAS) will be instituted. This program will utilize existing electronic billboards. We will partner with those agencies that have these electronic billboards in place, to communicate with citizens in circumstances such as Amber Alerts, weather related events and other major emergencies. Completion Date: June 30, 2009.
2. In order to assure readiness and interoperability in the event of a catastrophic event, Catawba County Emergency Management will complete the following during this budget year:
 - a. Working with a contractor to review the County's Multi-Hazard Plan to assure it is National Incident Management System (NIMS) compliant and include plans to address the recently adopted Presidential Directive titled the PET Act. Catawba County will develop a Community Animal Response Team (CART) to support the Multi-Hazard Plan as it relates to PET Act. We will work in conjunction with the Animal Services Manager to acquire all resources to move forward with the CART project.
 - b. Continue to work with the State Highway Patrol and the Charlotte Police Department to assure Radio interoperability throughout the county and region. The radio project is ongoing with at least three (3) tower sites to be completed during this budget year.
 - c. Continue to work with the urban areas working group to assure regional interoperability with thirteen (13) counties. This is an ongoing committee and involves grant funding for multiple projects.

VETERANS' SERVICES

Statement of Purpose

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

Outcomes

1. Seek individuals who qualify for veterans' dependents scholarship and assist in getting five scholarships submitted to the North Carolina Division of Veteran Affairs. To reach this number, scholarship packets will be made available to all guidance counselors at all public and private high schools. Also, emails will be sent to all guidance counselors and through other email sources to notify the public.
2. Conduct community outreach by visiting eight (8) area nursing homes or assisted living facilities and providing them with information about veterans' services and also provide them resource information. Veterans in nursing homes and assisted living facilities may be eligible for benefits from the Department of Veteran Affairs to help with their special needs and provide supplemental income.
3. Work in conjunction with the Citizen Alert Notification System coordinator to send out messages to veterans and their dependents regarding important information that they may need to know about. Important issues would consist of changes in deadlines from the Department of Veterans Affairs and impending deadlines that may affect them. This system would also be used to notify of them of special events within the veterans' community.

FIRE/RESCUE DIVISION

Statement of Purpose

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

Outcomes

1. To ensure citizens receive prompt emergency and medical care, the Communications Center will maintain a 90 second dispatch time average on all emergency calls throughout the County. Responding units will have the following response time averages:
 - a. EMS – 8 minute average response time, which is a 9 ½ minute average total response time.
 - b. Rescue – 6 minute average response time, which is a 7 ½ minute average total response.
 - c. Fire – strive to meet a 6 minute average response time, which is a 7 ½ minute average total response.
 - d. Sheriff – strive to meet a 5 minute average response time, which is a 6 ½ minute average total response.

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

The following number of occupancies will be inspected during the next 3 year cycle in each municipality:

Brookford	37
Catawba	41
Claremont	97
Maiden	199
Long View	224

Pending contract renewal by the five municipalities, we will perform inspections in an estimated 1/3 of these occupancies (199) that are due for inspection this fiscal year. The fee philosophy for fire inspections will be assessed this fiscal year to make sure that the cost for inspections are passed to the customer when possible.

3. The Fire Departments must maintain ISO ratings and when possible, improve their ratings to assure cost savings for the citizens. The Fire/Rescue Division will assist in these efforts through the coordination of these inspections. The Fire/Rescue Division will:

- Respond to all requests for assistance from fire departments within 24 hours;
- Assist in gathering County information and preparing maps;
- Meet with inspectors and departments during the actual inspection as necessary to provide assistance and clarifications.

The North Carolina Office of State Fire Marshal (NCOSFM) has a goal of performing inspections in each department in a five to seven year rotating cycle. They also respond to requests by fire departments for rating inspections to improve ratings or when changes occur in districts.

The OSFM schedule for next year has not been released, but we anticipate that at least two (2) and potentially three (3) our fire districts will be up for re-inspection this year. Sherrills Ford-Terrell Fire Department will be re-rated during this fiscal year.

4. Work with fire departments that have expressed interest in extending their current 5-mile rated insurance districts to a 6-mile district. Currently, anyone whose property falls more than five road miles from a fire department is in an “unrated” area, and pays the highest insurance premiums. There is a program in place where fire departments, through the Fire/Rescue Division, can apply for a 9-E rating, which will allow properties between 5 and 6 miles of a fire station to qualify for a Class 9 rating, which would reduce their insurance premiums significantly. Bandys, Catawba, Cooksville, Maiden, Mountain View, and Propst Fire Departments, and Sherrills Ford Fire/Rescue have applied for a 6 mile fire rating district and this process is projected to be completed by June 30, 2009.
5. Working with fire chiefs and the County Budget Office, the Fire/Rescue Division will change the budget process for Fire Tax districts resulting in a process that is more efficient, standardized, and more thoroughly analyzed by June 30, 2009.
6. Continue implementation of elements of the Emergency Services Plan:
 - a. Work with St. Stephens Fire Department to implement Medical First Response and light rescue services within the St. Stephens Fire District by implementation of Medical First Response by August 1, 2008, and implementation of light rescue by June 30, 2009.
 - b. Work with the City of Hickory to implement light rescue within their city limits and rural fire district by October 1, 2008.
 - c. Begin to work with Hickory Rescue to develop a timeline and plan to move their services and their main rescue base into a strategic location reflective of Hickory Rescue’s new service district as a result of implementation of items a and b above.
 - d. Continue to address the Fire and Rescue services’ needs for recruitment as identified in the Emergency Services Plan under section O.2.

EMERGENCY MEDICAL SERVICE

Statement of Purpose

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

Outcomes

7. To ensure citizens receive prompt emergency and medical care, the Communications Center will maintain a 90 second dispatch time average on all emergency calls throughout the County. Responding units will have the following response time averages:
 - a. EMS – 8 minute average response time, which is a 9 ½ minute average total response time.
 - b. Rescue – 6 minute average response time, which is a 7 ½ minute average total response.
 - c. Fire – strive to meet a 6 minute average response time, which is a 7 ½ minute average total response.

8. Catawba County Emergency Medical Services System is one of twelve (12) Model Emergency Medical Services Systems in the State of North Carolina. We must renew our status prior to November 2009.

The State of North Carolina Office of Emergency Medical Services is currently revising the statues, rules, and regulations that govern Emergency Medical Services Systems. Part of this revision will change the renewal process of systems and particularly the model systems. With this in mind, we will begin reviewing the new statues, rules, and regulations and making any necessary alterations to our system plan so that we may retain our Model status.

Reports will be generated and submitted biannually showing progression of the rule making process and the impact it will have on Catawba County Emergency Medical Services System. In addition, we will complete the system renewal process by the appointed time.

9. In an effort to decrease occurrences of injury and improve public awareness of Emergency Medical Services, EMS will increase public outreach efforts as follows:
 - a. Conduct a minimum of five (5) bicycle rodeos throughout the year to teach bicycle safety.

- b. Conduct a minimum of five (5) child safety seat inspections throughout the year to ensure that child seats are properly fitted and installed.
- c. Conduct a minimum of ten (10) presentations about Emergency Medical Services to various citizen groups throughout the year.
- d. Conduct a minimum of ten (10) presentations about Emergency Medical Services and what to do in case of an emergency to various school groups / classes throughout the school year.

ANIMAL SERVICES

Statement of Purpose

The Catawba County Animal Shelter provides housing for all animals surrendered to or seized by Catawba County Animal Control Officers and its municipalities. The Shelter provides a clean, sanitary location where the public can reclaim ownership of their animals as well as adopt a new family pet. The Catawba County Animal Control is responsible for the stray, injured, abandoned and mistreated animals, as well as for the enforcement of all State Laws and County Ordinances.

Outcomes

1. Increase the number of adopted animals vaccinated for rabies by 100% by:
 - a. The Shelter staff will vaccinate all animal over the age of 4 months prior to adoption.
 - b. The Shelter staff will monitor all adopted animals younger than 4 month to insure they are returned for vaccinations.
 - c. The Shelter will insure that all animals returned to the owner will be vaccinated for rabies before they are released.

2. Increase the percentage of animals returned to their owners by 50% by:
 - a. Developing a micro chip program and insure that all animals adopted are micro chipped.
 - b. Start a mandatory micro chip program for all animals reclaimed by owner.
 - c. Assisting citizens who have found an animal in locating the owner of the animal by reviewing the lost animal reports, identifying the owner when the animal has a rabies tag, advising them on how to properly advertise, and posting found animal posters.
 - d. Posting pictures/posters of lost and found animals in the Shelter's lobby area.

3. Decrease the number of Animal Control response time and follow-up complaints by 50% by:
 - a. Developing a website for citizens to report animal abuse, neglect and other complaints regarding animal issues.
 - b. Respond and/or follow-up on all complaints when they are received.
 - c. Utilize public Tax and utility departments to identify owner of animals that have been abandoned, abused, and/or neglected.

4. Increase the number of animal cruelty convictions by 50% by:
 - a. Providing Officers with in house investigative training monthly.
 - b. Providing officer with legal system training, provided by the County Attorney and the District Attorney's Office.
 - c. Provide officers with formal Animal Control training.

Other Public Safety Activities

Organization: 270050

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
State	\$0	\$0	\$0	\$0	0%
General Fund	131,066	135,565	345,806	335,806	148%
Total	\$131,066	\$135,565	\$345,806	\$335,806	148%
Expenses					
Civil Air Patrol	\$405	\$405	\$405	\$405	0%
Conflict Resolution Center	15,000	15,000	15,000	15,000	0%
Hickory Fire Department	0	0	146,297	146,297	0%
St. Stephens Fire Department	0	0	33,304	33,304	0%
Lake Norman Marine Commission	21,000	25,500	25,500	25,500	0%
Pretrial Services	87,161	87,160	117,800	107,800	24%
Repay, Sentencing Service Program	7,500	7,500	7,500	7,500	0%
Total	\$131,066	\$135,565	\$345,806	\$335,806	148%

Budget Highlights

The Repay Sentencing Service Program provides sentencing information to the presiding superior court judge to assist in evaluating whether community based placement is appropriate for the offender. Offenders then receive assistance for problems that contribute to the reoccurrence of crime and are returned to gainful employment. Repay also provides Pretrial Services to inmates in the Catawba County Detention Center and the Burke Catawba District Confinement Facility designed to control population numbers by expediting cases through the district and superior courts. The budget increases funding for the Pretrial Services program to fund additional staff hours dedicated to the program. Additional staff will increase the capacity to conduct interviews with inmates and increase court presentations which should help to reduce the pretrial jail population.

The Conflict Resolution Center was established in 1997 and is 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.

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

E-911 COMMUNICATIONS CENTER

Statement of Purpose

The Catawba County E-911 Communications Center provides emergency and administrative communications for the citizens of Catawba County by placing them in touch with public safety and related government service agencies. To be prepared for daily communications traffic and emergencies requiring adequate numbers of trained personnel. To have the most current state-of-the-arts computerization, along with radio and telephone technology to assure that saving lives and property can always be attained.

Outcomes

1. Ensure citizens receive prompt emergency and medical care, the Communications Center will maintain a 90 second dispatch time average on all emergency calls throughout the County. Responding units will have the following response time averages:
 - a. EMS – 8 minute average response time, which is a 9 ½ minute average total response time.
 - b. Rescue – 6 minute average response time, which is a 7 ½ minute average total response.
 - c. Fire – strive to meet a 6 minute average response time, which is a 7 ½ minute average total response.
2. Continue working with the State Highway Patrol, the Piedmont Area Communications Council, and local public safety agencies in general to establish radio interoperability between agencies in Catawba County and the surrounding area.
 - a. Work with the State Highway Patrol to replace and rebuild radio towers in Catawba County as funded under Homeland Security grants.
 - b. Work with the Piedmont Area Communications Council to implement its 11 county interoperability grant.
 - c. Cultivate joint ventures between local public safety agencies to generate savings through pooled resources including pursuing sharing microwave communications at State Highway Patrol sites.
3. The Communications Center will provide quality customer service to all public safety agencies by responding to field units within 15 seconds of each unit's call. Accomplishment evidenced by maintaining an overall satisfaction rating of 90% or better from all public safety agencies.
4. Promote sound employee relations and morale by establishing an Employee Relations Committee to secure feedback about the work environment, workload, schedules, and other factors affecting the workplace.

Communications Center

Organization: 280100

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenue					
Miscellaneous	\$19,545	\$18,540	\$19,096	\$19,096	3%
State	0	0	26,508	26,508	0%
General Fund	1,196,212	1,261,691	1,603,698	1,566,791	24%
Total	\$1,215,757	\$1,280,231	\$1,649,302	\$1,612,395	26%
Expenses					
Personal Services	\$1,086,205	\$1,143,071	\$1,272,152	\$1,265,857	11%
Supplies & Operations	129,552	137,160	377,150	346,538	153%
Capital	0	0	0	0	0%
Total	\$1,215,757	\$1,280,231	\$1,649,302	\$1,612,395	26%
Employees					
Permanent	24.00	24.00	27.00	27.00	13%
Hourly	3.40	2.30	2.37	2.37	3%
Total	27.40	26.30	29.37	29.37	12%

Budget Highlights

The budget includes 2 new Telecommunicators. Based on the study recommendations from the 2000 Emergency Services Plan and national data, the Communications Center developed a strategic plan which indicates we are currently at least 5-6 Telecommunicators understaffed when looking at call volume and calls per Telecommunicator. It is recommended that 2 Telecommunicators be added each year through Fiscal Year 2010/11 to address this deficit.

The Federal Aviation Administration requires periodic maintenance on towers to ensure visibility from the air. Accordingly, the tower behind the Justice Center will need to be painted next year at an anticipated cost of \$40,000. Verizon Wireless has been leasing space on the tower. These rent funds will be used to perform the necessary maintenance.

The budget also continues a Telecommunicator Trainer position added by grant during Fiscal Year 2007/08. This position oversees necessary Emergency Medical Dispatch (EMD) training and a Quality Assurance program for EMD calls.

State law changed with respect to surcharges for 911 systems. The budget includes \$150,000 in costs transferred from the Emergency Telephone Fund to the General Fund that are not allowable expenses under the new law.

Performance Measurement

Fiscal Year 2008/09

Outcomes for Fiscal Year 2008/09 continue to focus on maintaining a 90 second emergency medical dispatch response time, providing good customer service to public safety agencies dispatched, and expansion of interoperable communications systems.

Fiscal Year 2007/08

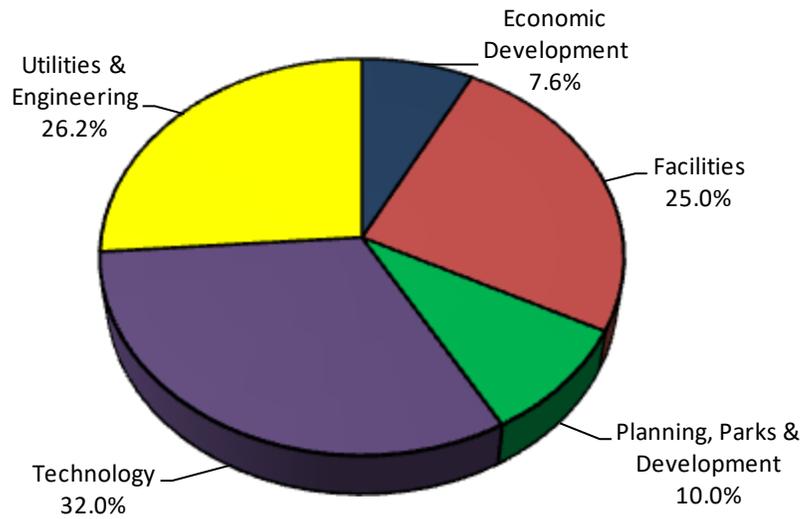
The Communications Center continues to dispatch emergency medical calls within 90 seconds or less in an attempt to ensure citizens receive prompt medical care. With increased call volume, this outcome is becoming increasingly difficult to meet. Staff continues to work with local businesses and the public to improve community awareness of the 911 process by conducting public education programs and developing pamphlets for the proper uses of 911.

Fiscal Year 2006/07

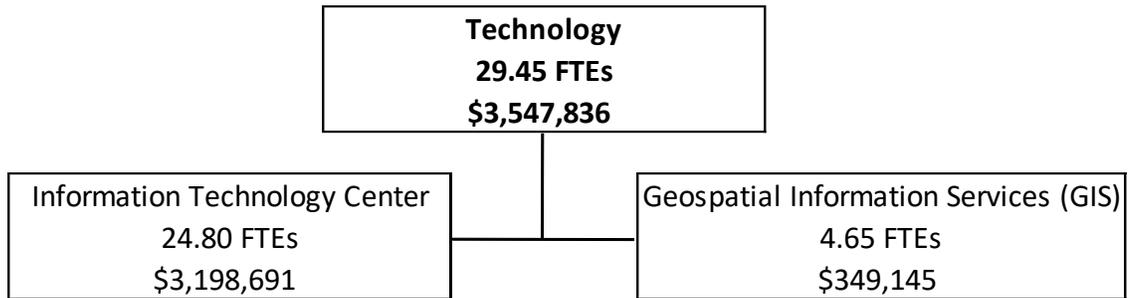
Communications Center staff and County leadership continued to work with the State Highway Patrol and other Counties in the region to establish a cost effective solution to interoperable radio systems between agencies in Catawba County and the surrounding area. The County participated in an 11 County grant project to obtain basic interoperable radio equipment that can be expanded. Efforts continued with the Highway Patrol to share resources such as radio towers and microwave technology.

ECONOMIC & PHYSICAL DEVELOPMENT

The Economic & Physical Development function includes the Technology Department, Planning and Development, Utilities and Engineering, Other Economic Development (Chamber of Commerce, Western Piedmont Council of Government, Metro Planning Organization), and Facilities. Technology consists of Administration, the Information Technology Center, and Computerized Mapping. Utilities and Engineering includes Administration, Building Services, Water and Sewer Administration, Permit Center, and Plan Review. This function's budget is \$11,081,325 or 5.3% of the total expenditures.



Catawba County Government



Technology Department

Summary

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
Local	\$86,535	\$380,939	\$629,629	\$369,420	-3%
Charges & Fees	12,833	15,500	15,500	15,500	0%
Miscellaneous	72,200	0	0	0	0%
Indirect Cost	311,114	378,796	496,638	439,760	16%
From E-911	32,668	0	0	0	0%
From Wirelss 911	32,668	0	0	0	0%
Proceeds - Installment Purchase	1,450,000	0	0	0	0%
From General Capital Projects	34,000	0	0	0	0%
General Fund	1,845,287	2,444,467	2,496,711	2,723,156	11%
Total	\$3,877,305	\$3,219,702	\$3,638,478	\$3,547,836	10%
Expenses					
Personal Services	\$1,589,756	\$1,733,496	\$1,947,448	\$1,888,206	9%
Supplies & Operations	912,031	1,486,206	1,681,530	1,650,130	11%
Capital	1,296,182	0	9,500	9,500	0%
Total	\$3,797,969	\$3,219,702	\$3,638,478	\$3,547,836	10%
Expenses by Division					
Information Technology Center	\$3,533,659	\$2,893,998	\$3,235,821	\$3,198,691	11%
Geospatial Information Services	264,310	325,704	402,657	349,145	7%
Total	\$3,797,969	\$3,219,702	\$3,638,478	\$3,547,836	10%
Employees					
Permanent	26.50	27.45	29.45	29.45	7%
Hourly	0.52	0.50	0.50	0.50	0%
Total	27.02	27.95	29.95	29.95	7%

Budget Highlights

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

The budget includes two new positions, a Programmer Analyst and a PC Specialist. The Programmer Analyst will provide technical support for permitting functions and will be paid for by indirect costs. This position along with the permitting software upgrade will enable us to provide additional services including:

1. Online permitting and payments for certain permits
2. Online inspection scheduling

3. Automatic email or phone notification as to inspection status and the reasons for failure if applicable.

The PC Specialist will perform necessary daily data back-ups, provide support for the new VOIP phone system, assist with loading GIS updates on individual work stations and other routine tasks.

Funds were allocated in the Fiscal Year 2007/08 budget to increase our bandwidth from a 6 to 9 meg pipe. With over 1600 users relying on this bandwidth daily to provide services to citizens this increase was desperately needed. The County was able to negotiate with the WPCOG and CVBH to share bandwidth which enabled us to increase this bandwidth to 50 megs using no additional County funds beyond our planned investment to increase to 9 megs.

The budget also includes increased software/hardware support costs for critical technology functions such as the County's financial and human resource software, the tax system, and infrastructure for the data and wireless networks.

Performance Measurement:

Fiscal Year 2008/09

Outcomes for Fiscal Year 2008/09 will continue to focus on improving work processes for County Departments through the use of technology. Plans include the following:

- Create an accessible online archive to lower operational costs and facilitate retrieval of valuable information.
- Provide timely, accurate information and services to citizens, employees and stakeholders in a variety of methods via the County's Internet and Intranet services.
- Maximize the use of existing core technologies by enhancing staff training.

Fiscal Year 2007/08

During the first half of the fiscal year, Technology achieved the following:

- Deployment of Office 2007 on all County computers and trained employees on its usage.
- Deployment of a countywide VoIP system was completed in August 2007, three months ahead of schedule.
- Implementation of eLearning to offer online self-registration for classes as well as maintaining a history per class and per employee.
- Implementation of enhancements to the online recruiting system (TAMS) including:
 - routing applications to an interview team rather than one by one
 - allowing each applicant to be flagged yes, no or maybe for interviews
 - allowing views per job opening with sort options
- Added features to allow promoting and tracking of "green" purchases for all departments
- Deployment of a consolidated data repository for storing information and disseminating it to emergency management agencies.

- Continued to respond to more than 95% of all mapping and data requests from the public within 24 hours of receiving the request.

Fiscal Year 2006/07

During Fiscal Year 2006/07, Technology achieved the following:

- Implementation of the Citizens Alert System in cooperation with Emergency Management. This system is a reverse 911 system that allows citizens to be notified in the event of emergencies and other situations where information needs to be disseminated to particular groups.
- Implemented a system to allow building inspectors to electronically record and transmit inspection data from construction sites which allows inspection results to be available immediately (as opposed to next business day), prevents duplicate data entry, and allows building inspectors to work from their vehicles and homes rather than spending time each day at the office.
- Assisted with bringing phone, computer, security systems, and the video visitation system online in the new jail.
- Developed a formal Disaster Recovery Plan for information systems used by County departments to conduct business and provide services to citizens.

INFORMATION TECHNOLOGY CENTER

Statement of Purpose

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

1. Create an accessible online archive to lower operational costs and facilitate retrieval of valuable information. We will ensure compliance with regulatory and litigation requirement and increase content reuse capabilities throughout your organization.
 - a. Deploy EMC Centera which is a lower cost storage system to give us a simple, scalable, and secure storage solution for historical files and email.
 - b. Deploy EMC DiskXtender solution to migrate inactive data off high-cost storage to lower cost Centera products using this archiving software.
 - c. Deploy EmailXtender to allow us to archive and monitor e-mail messages. This will improve exchange operational efficiency, and comply with regulatory and governance requirements.
2. Maximize the use of new core technologies the county has purchased over the past year.
 - a. Provide classes in virtual technology to key staff. This will allow staff to be able to cross train on key equipment and make us more efficient in working with vendors to make repairs. We will also be able to be more innovative with solutions the technology can provide.
 - b. Provide online classes over the next year in Cisco technologies. This will also allow staff to cross train and make us more efficient in troubleshooting problems and making repairs.
3. Enhance department services and efficiency by providing and supporting applications specific to the needs of the department while maintaining an enterprise perspective.
 - a. Work with departments to analyze business processes and where feasible, work to improve these processes through the use of technology.
 - b. Maximize the investment in Peoplesoft where feasible.
 - c. Develop or purchase, install, train and support databases and applications including email, word processing, financial, database, presentation, and specialized applications.

4. Provide timely, accurate information and services to citizens, employees and stakeholders in a variety of methods via the County's Internet and Intranet services.
 - a. Maintain a strategic direction of moving appropriate information to the County's website.
 - b. Explore and implement services that allow citizens to conduct business anytime and anyplace with the County via the Internet.
 - c. Continually review and add new features to the County's website.
 - d. Expand RSS and subscription services offered on the website.

5. Provide better services to our citizens with critical care and other special needs in times of emergency.
 - a. Develop a consolidated data repository for storing information and disseminating it to emergency management agencies.
 - b. Allow citizens with critical care or special needs to register with County agencies to assure proper care is received in emergency situations.
 - c. Develop a data flow process between the critical care/ special needs database and the Citizens Alert Notification System, the Geospatial Information Services (GIS), and Emergency Services.

GEOSPATIAL INFORMATION SERVICES (GIS)

Statement of Purpose

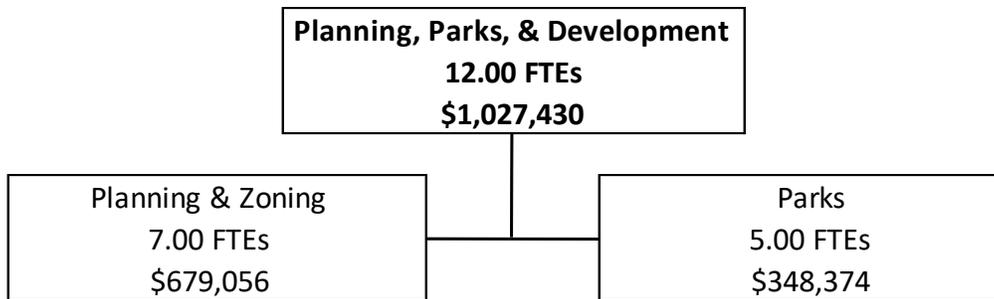
The Geospatial Information Services (GIS) provides tools to the user community to enhance and improve the quality of geographically related services including but not limited to planning, building inspections, environmental health, emergency services, economic development, infrastructure, management,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

Outcomes

1. Provide reliable, valid, and useful geospatial information to our citizens.
 - a. Provide information via the GIS website.
 - b. Maintain current baseline layers.
 - c. Add additional layers of geographic data that are vital to the mission of Catawba County Government to the GIS database.
 - d. Support County departments with GIS data, analysis, and maps.
 - e. Upgrade and maintain GIS related hardware, software, and data.
2. Provide a timely response to citizens and departments.
 - a. Respond to and complete 95% of map and data requests from the public within 24 hours of receiving the request.
 - b. Complete requests from departments within an agreed project timeline.
3. Strengthen relationships with other GIS agencies and sources.
 - a. Partner with the municipalities through the GIS Consortium fostering cost sharing and savings on joint project; and ensuring continuity of data for our citizens.
 - b. Work with State and local agencies data layers and processes.
4. Improve the speed and efficiency of the GIS Database.
 - a. Transfer data and applications to ArcSDE.
 - b. Move Tax Editing Application to the SDE environment.



Catawba County Government



Planning, Parks, & Development

Summary

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
Charges & Fees	\$91,659	\$76,030	\$87,020	\$86,520	14%
Miscellaneous	470	300	800	800	167%
From Other Parks	0	0	0	0	0%
General Fund	797,152	783,092	941,196	940,110	20%
Total	\$889,281	\$859,422	\$1,029,016	\$1,027,430	20%
Expenses					
Personal Services	\$665,213	\$667,857	\$771,290	\$771,290	15%
Supplies & Operations	224,068	175,665	247,226	245,640	40%
Capital	0	15,900	10,500	10,500	-34%
Total	\$889,281	\$859,422	\$1,029,016	\$1,027,430	20%
Expenses by Division					
Planning & Zoning	\$673,911	\$607,575	\$680,642	\$679,056	12%
Parks	215,370	251,847	348,374	348,374	38%
Total	889,281	859,422	1,029,016	1,027,430	\$1
Employees					
Permanent	12.00	11.00	12.00	12.00	9%
Hourly	1.00	1.00	4.40	4.40	340%
Total	13.00	12.00	16.40	16.40	37%

Budget Highlights

The Planning, Parks, and Development budget includes County Planning and Zoning efforts and the operation of County Parks.

Planning

The budget funds the full WPCOG Growth Estimation Model. This study updated annually provides analysis and trend information forecasting the student population for each school within Catawba County. In alternating years a full study is conducted followed by an update the following year.

The County's Multi-jurisdictional Hazard Mitigation plan will be updated as required every 5 years in order to remain eligible for pre-disaster and post-disaster funding from FEMA.

Parks

In accordance with the Parks Master Plan adopted by the Board of Commissioners in December 2007 and citizen demand, hours of operation are increased from 4 days per week to 6 days per week at Bakers Mountain and Riverbend Park. The County will also begin operating St. Stephens Park 4 days per week offering passive recreation opportunities including a dog park, picnic areas, and walking trails. Finally, funds are included to phase in required ADA upgrades at Mountain View Recreation Center over the next 3 years.

Performance Measurement

Fiscal Year 2008/09

Outcomes for Fiscal Year 2008/09. Plans include the following:

- Staff will continue work on a variety of long range planning committees in the areas of transportation and environmental quality and quality of life in the county in order to promote economic development.
- The Parks Division will assist in the development of the St Stephens Park facility and Bunker Hill Covered Bridge to improve accessibility and amenities at the sites.

Fiscal Year 2007/08

During the first half of the fiscal year, Planning, Parks & Development achieved the following:

- Staff reviewed and made appropriate recommendations within established timeframes as follows:
 - 7 rezoning applications were submitted to the Planning Board 7-10 days before the public hearing
 - 34 non-residential site plans were approved by the technical review team within 5-7 working days
 - 503 residential zoning applications were approved within 2 working days
 - 4 sketch plats, 11 preliminary plats, 7 final plats, and 4 performance guarantees were reviewed and reported to the Subdivision Review Board within 10 working days
 - 14 plats exempt from subdivision review resulting in no additional lots created and 7 resulting in new lots, 20 family subdivision plats, and 9 minor subdivision plats were reviewed within 10 working days.
- Parks staff delivered educational programming to 3096 patrons in excess of their goal of 800.

Fiscal Year 2006/07

During Fiscal Year 2006/07, Planning, Parks & Development achieved the following:

- Staff reviewed and made appropriate recommendations within established timeframes as follows:
 - 13 rezoning applications were submitted to the Planning Board 7-10 days before the public hearing
 - 34 non-residential site plans were approved by the technical review team within 5-7 working days
 - 1365 residential zoning applications were approved within 2 working days
 - 9 sketch plats, 11 preliminary plats, 8 final plats, and 3 performance guarantees were reviewed and reported to the Subdivision Review Board within 10 working days
 - 27 plats exempt from subdivision review resulting in no additional lots created and 6 resulting in new lots, 45 family subdivision plats, and 78 minor subdivision plats were reviewed within 10 working days.

- Code compliance staff enforced compliance with the junk vehicle and zoning ordinances for 100 junk vehicle complaints and 71 zoning violations within established timeframes. Parks attendance increased by 53.1% to 67,030 patrons in excess of their 8% goal.
- Staff worked with the County Public Information Officer to educate the public on ordinance requirements, common zoning violations and how to report them through newspaper articles, the County's e-newsletter, and the web site.
- New forms were created on the Internet to allow citizens to report junk vehicle and zoning violations.
- Parks staff delivered educational programming to 9,026 patrons in excess of their goal of 800.

PLANNING & ZONING

Statement of Purpose

Conduct a comprehensive planning program, including the administration of the Unified Development Ordinance, which 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. Facilitate and provide staff support for the development of short and long-range planning initiatives with subsequent implementation of the plan's policies and recommendations. Provide information and consultation on matters of planning and development to the Board of Commissioners, Planning Board, Board of Adjustment, Subdivision Review Board, Parks Advisory Committee, County departments, development community and general public.

Outcomes

1. Provide quality customer service by expeditiously and accurately reviewing development related requests/projects through the:
 - a. Processing of all rezoning requests and preparation of report(s) and recommendation(s) for submittal to the Planning Board 7-10 days prior to the scheduled public hearing. Recommendations from the Planning Board to the Board of Commissioners will be forwarded after the public hearing.
 - b. Reviewing and approving of complete non-residential site plans within ten (10) working days by independently reviewing plans and serving as a member of a technical review team to comprehensively review non-residential site plans and coordinate comments.
 - c. Reviewing and approving of completed applications for residential zoning permits in coordination with the Permit Center for questionable situations (i.e. floodplain, topography, setback issues) within two (2) working days.
 - d. Reviewing of special use, variance and nonconforming applications with submittal of staff reports to the Board of Adjustment within 45 days of receipt of complete application.
 - e. Reviewing of preliminary and final major subdivision plats and field checking final subdivisions for drainage, street layout, and other required improvements as specified in the Unified Development Ordinance within ten (10) working days of application date and providing reports to the Subdivision Review Board.
 - f. Reviewing of minor and family subdivision plats to ensure compliance with the Unified Development Ordinance within ten (10) working days.
2. Ensure management and elected officials have the necessary background, technical reports and staff recommendations to make informed decisions on planning matters by:
 - a. Serving on Boards established to improve transportation and transit in the

- County. Board membership includes: Metropolitan Planning Organization, Rural Planning Organization, Unifour Regional Transportation Authority (alternate), and the Comprehensive Transportation Plan Steering Committee.
- b. Serving on Boards established to improve environmental quality and quality of life in the County in order to promote tourism and economic development. Board membership includes: the Catawba River Study Committee, Catawba-Wateree Relicensing Coalition, Lake Norman Marine Commission, Foothills Conservancy, Carolina Thread Trail Advisory Council, Unifour Recreation and Open Space Task Force/Subcommittee and Unifour Air Quality Committee.
 - c. Ensuring that appropriate agencies and elected officials have current information on school capacity based on new subdivision lots approved through the submittal of quarterly reports to appropriate agencies and elected officials. This information, in addition to the Western Piedmont Council of Government's (WPCOG's) Growth Estimation Model, is used in part to establish priorities for future school additions or new construction.
3. Provide additional levels of public safety, reduce property loss, and minimize community disruption from the effects of natural hazards by updating the County's Multi-jurisdictional Hazard Mitigation Plan. An updated plan will also evaluate the opportunity to maximize the Community Rating System credit points under the National Flood Insurance Program which could potentially help lower flood insurance rates for citizens in the County. The updated plan will be presented to the Board of Commissioners for adoption by October 2009 with subsequent submittal to North Carolina Division of Emergency Management (NCDEM) and Federal Emergency Management Agency (FEMA) for final approval prior to expiration of the 5-year mandatory update deadline in April 2010.
 4. Increase affordable housing opportunities and ensure safe housing for low-to-moderate income persons by administering the following grants, with assistance by the Western Piedmont Council of Governments (WPCOG):
 - a. Scattered Site CDBG – rehabilitate 10-12 substandard units owned by low/moderate income elderly homeowners through a \$400,000 grant.
 - b. Urgent Repair CDBG - provide minor repair for 12 housing units owned by low/moderate income elderly homeowners through a \$75,000 grant.
 - c. Individual Development Account (IDA) CDBG - provide down-payment assistance to 5 first-time homeowners through a \$70,000 grant for the Unifour.
 5. Improve quality of life opportunities for County citizens, promote tourism and economic development, and retain segments of rural character and wildlife habitat in the County as identified during the community-based small area planning and the Parks Master Plan through the preservation of natural areas in the County. This will be achieved by:
 - a. Coordinating with the Foothills Conservancy to identify potential preservation

- areas on the Jacobs Fork River and/or other sites near the County's parks for consideration of acquisition or conservation easements through grants.
- b. Obtaining funding for acquisition, design and construction of improvements to the Bunker Hill Covered Bridge site.
 - c. Coordinating with local conservancies to identify grant sources to acquire/develop the recreational offerings contained in Duke Power's Comprehensive Relicensing Agreement, such as the final acquisition of the Mtn. Creek tract on Lake Norman.
 - d. Implementing recommendations of the County's Parks Master Plan and the Greater Hickory Recreation/Tourism Plan.
6. Ensure that the newly adopted Unified Development Ordinance (UDO) is a fluid and user friendly document for the development community by:
 - a. Soliciting stakeholders, citizens, management and elected officials' concerns through a periodic review conducted by staff. Staff will make recommendations for amendments to the Board of Commissioners based on input and experiences with the ordinance over a 12-15 month period.
 - b. Developing non-technical supporting manuals, such as a landscape design manual, which assist developers in complying with the ordinance.
 7. Ensure that the U.S. Census Bureau obtains an accurate population count for Catawba County during its decennial 2010 census in order to receive equitable federal monies for government-supported programs and provide accurate demographic data for planning purposes. The planning department will cooperate with the U.S. Census Bureau in its Local Update of Census Addresses (LUCA) program through the evaluation of feedback materials and the processing of appeals identified during the review process.
 8. Improve traffic movement on NC Highway 150 by expediting the widening process through the development of coordinated land use standards and regulations incorporated by Catawba, Iredell and Lincoln counties. Staff will coordinate with Iredell and Lincoln County planners in the development of a unified set of development standards which can be adopted by each local government in order to lessen traffic congestion and provide quality, coordinated development along the corridor.
 9. Provide educational outreach to property owners about bonafide farming activities in the County in order to reduce the impacts of conflicting uses through the development of a voluntary agricultural district (VAD) program. The draft VAD ordinance presented to the Board of Commissioners in 2005 will be reviewed and revised, taking into consideration comments received from the Catawba County Farm Bureau. The amended ordinance will be presented to the Board of Commissioners for consideration during the first half of Fiscal Year 2008/09.

10. Ensure that the quality of life amenities and safety improvements which are required of Crescent Resources and Key Harbor as part of the executed development agreement are completed through the monitoring by planning staff to ensure compliance with the agreement.
11. Improve customer service by providing user-friendly, accurate information to the public regarding planning functions and activities through an updated Planning Department web site.

PARKS

Statement of Purpose

Provide recreational opportunities for the citizens of Catawba County through the operation and development of parks and the preservation of open space. Environmental education and the preservation of Catawba County's unique natural heritage are the primary goals of the Parks Division.

Outcomes

1. Increase the Parks Division daily attendance average by 10% as evidenced by traffic counter statistics/sign-in sheets and the quarterly Parks Division reports. This will be achieved by ensuring that 98% of all prescribed daily maintenance and operational duties are performed satisfactorily as evidenced by inspection by the Parks Manager. Attendance will also be increased by the individual efforts of all park staff to fully explore and execute all available resources relating to the public media and scheduled public events hosted by the Parks Division. The daily attendance log indicating such events will evidence this. Particular effort will be placed on outreach to civic, volunteer, and educational organizations. These organizations will include such groups as Girl and Boy Scouts, Church Groups, YMCA, Non –profits, and educational institutions such as North Carolina Public Schools, Catawba Valley Community College (CVCC), Catawba County Schools, and Lenoir Rhyne College.
2. Achieve 500 volunteer labor hours by completing a minimum of four parks improvement projects. The primary goal of this outcome is to promote civic and environmental stewardship education while reducing operating cost and further developing the goals regarding the preservation of Catawba County Park's facilities. The secondary goal of these improvement projects will be environmental/interpretive education and community involvement. In an effort to involve youth, these projects will include school and scouting groups when possible. This will be completed as evidenced by the volunteer/project log, sign-in sheets, and the quarterly Parks Division report.
3. Host educational/interpretive programs with no less than 800 patron participants as evidenced by daily sign-in sheets. The goal of these programs is to share environmental/interpretive information with the public in an effort to broaden public awareness and participation in the preservation of Catawba County's unique natural heritage.
4. The Parks Division will assist in the development of the St Stephens Park facility and Bunker Hill Covered Bridge to improve accessibility and amenities at the sites. Staff will also research additional grant opportunities and apply for appropriate grants as approved by the Catawba County Board of Commissioners. The purpose of these grants will be to fully develop site amenities and preserve the natural and historical integrity of the sites. The goal is to have the St Stephens Park facility opened to the public by January of Fiscal Year 2008/09.

Other Economic & Physical Development

Organization: 420050

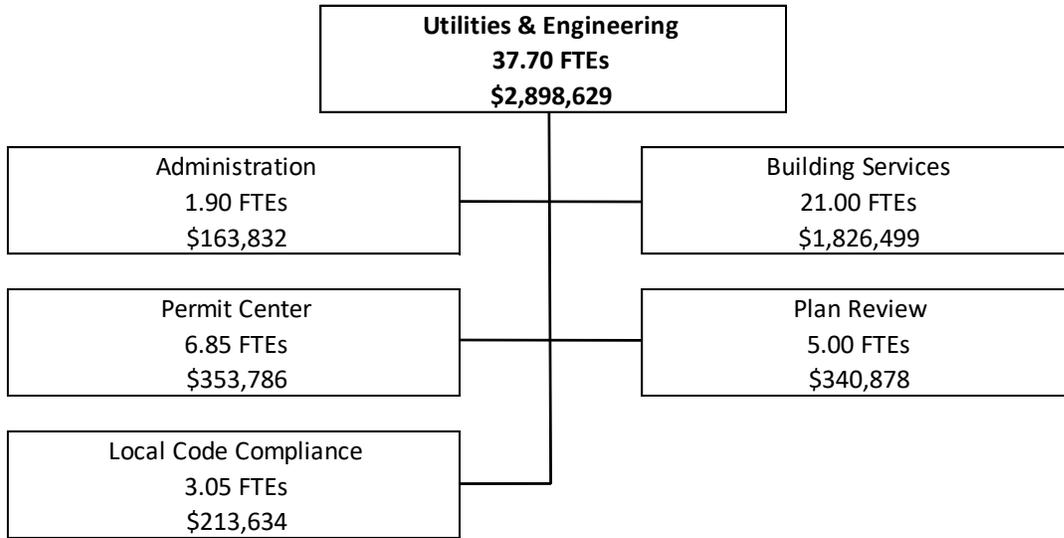
	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
State	\$75,000	\$0	\$0	\$0	0%
Local	22,134	39,046	55,957	55,957	43%
From General Capital Reserve	71,866	52,059	88,696	88,696	70%
General Fund	1,001,247	730,519	710,399	695,699	-5%
Total	\$1,170,247	\$821,624	\$855,052	\$840,352	2%
Expenses					
Burke County	\$0	\$0	\$0	\$0	0%
Carolinas Innovation Group	1,007	1,500	1,500	1,500	0%
Chamber of Commerce - Tourism	2,060	2,200	2,200	2,500	14%
Convention & Visitors Bureau	37,500	37,500	37,500	37,500	0%
Economic Development Commission	226,321	257,229	265,383	265,383	3%
EDC Baker	0	11,086	11,086	11,086	0%
EDC Centro	0	8,040	0	0	0%
EDC CommScope	0	45,900	50,000	50,000	9%
EDC Flowers	0	21,696	47,202	47,202	118%
EDC Getrag	134,933	200,000	200,000	200,000	0%
EDC Marketing	29,235	25,000	25,000	25,000	0%
EDC Shurtape	0	0	0	0	0%
EDC ZF Lemforder	503,888	0	0	0	0%
Popplemann Rail	30,000	0	0	0	0%
Public Safety Complex Study	0	0	0	0	0%
Sister Cities	500	500	500	500	0%
TDA - City of Hickory	93,514	91,105	88,696	88,696	-3%
Water Transfer	55,000	50,000	50,000	50,000	0%
WPCOG - Air Quality	16,874	30,000	30,000	15,000	-50%
WPCOG - Dues	39,415	39,868	40,115	40,115	1%
WPCOG - Regional Marketings	0	0	5,870	5,870	0%
Total	\$1,170,247	\$821,624	\$855,052	\$840,352	2%

Budget Highlights

Funds are included for the County's share of an Air Quality position and for the Greater Hickory Golf Classic.

Incentives for CommScope are included for five years beginning in Fiscal Year 2006/07. Getrag incentives began in Fiscal Year 2005/06 and will continue through Fiscal Year 2009/10. Flowers and Baker incentives began in Fiscal Year 2007/08 are included for five years, ending in Fiscal Year 2011/12.

Catawba County Government



Utilities & Engineering

					Summary
	2006/07	2007/08	2008/09	2008/09	Percent
	Actual	Current	Requested	Approved	Change
Revenues					
State	\$0	\$0	\$0	\$0	0%
Charges & Fees	2,267,843	2,221,778	2,277,620	2,236,817	1%
Miscellaneous	916	0	0	0	0%
From Self Insurance Fund	8,249	0	0	0	0%
From W&S Reserve	60,117	77,958	83,170	0	0%
From W&S Construction	0	0	0	0	0%
General Fund	266,788	672,001	750,595	661,812	-2%
Total	\$2,603,913	\$2,971,737	\$3,111,385	\$2,898,629	-2%
Expenses					
Personal Services	\$2,017,943	\$2,290,885	\$2,339,893	\$2,235,710	-2%
Supplies & Operations	494,125	595,102	681,492	606,919	2%
Capitalized Leases	0	0	90,000	0	0%
Capital	91,845	85,750	0	56,000	-35%
Total	\$2,603,913	\$2,971,737	\$3,111,385	\$2,898,629	-2%
Expenses by Division					
Administration	\$143,509	\$149,311	\$163,832	\$163,832	10%
Building Services	1,560,700	1,824,164	1,921,639	1,826,499	0%
Water & Sewer	93,918	112,133	117,616	0	0%
Permit Center	344,921	342,196	353,786	353,786	3%
Plan Review	315,889	328,769	340,878	340,878	4%
Code Compliance	144,976	215,164	213,634	213,634	-1%
Total	\$2,603,913	\$2,971,737	\$3,111,385	\$2,898,629	-2%
Employees					
Permanent	36.20	38.20	38.20	37.70	-1%
Hourly	0.03	0.06	0.00	0.00	0%
Total	36.23	38.26	38.20	37.70	-1%

Budget Highlights

It is our goal for Catawba County permit fees to be competitive in order to promote economic development. Accordingly, the budget reduces some permit fees to be in-line with those in surrounding and similar sized counties. To make this reduction and remain self-supporting a vacant Building Inspector position is unfunded and a planned vehicle replacement is postponed.

The Local Government Commissioner (LGC) directed Catawba County to establish an enterprise fund for water and sewer. As a result, expenses and outcomes previously budgeted in the Water & Sewer Administration cost center of the General Fund including half of a position are transferred to the new Enterprise Fund. Details are available in the Other Funds Section of the budget. This really only changes the manner in which the costs are accounted as they have been and will continue to be funded by water and sewer revenues, either designated property tax dollars or water line fees.

Performance Measurement

Fiscal Year 2008/09

Outcomes for Fiscal Year 2008/09 continue to focus on providing services in an efficient manner while ensuring the safety of citizens through enforcement of state and local code requirements and education of the public on those requirements. Staff will continue to provide these services while maintaining a high level of customer service.

Fiscal Year 2007/08

During the first half of the fiscal year, the Utilities and Engineering Department had accomplished the following:

- The Permit Center issued 6,270 permits, 4,382 in Newton and 1,886 in Hickory.
- 100% of survey respondents indicated they were satisfied or very satisfied with their experience with the Permit Center.
- Of 460 plans reviewed by the Plan Review Section for code compliance, 99.98% were reviewed and had results communicated to applicants within 10 working days, exceeding their goal of 97%.
- The Plan Review Section completed 1,264 Safety Inspections, 154 Rehab Inspections, 116 ABC, and 34 Special Event & Occupancy Inspections for a grand total of 1,568 inspections.
- Building Services conducted 100% of its 18,839 inspections within 2 working days of the requested service. 99% or 18,666 of all requested inspections were completed the next day or on the contractors requested inspection date, exceeding their 90% goal.
- Building Services supervisory staff performed 229 quality control inspections of which 225 or 98.13% were approved, exceeding their 95% goal.
- Local Code Compliance staff reviewed and permitted all sedimentation and erosion control plans submitted for permitting within 2.35 working days, exceeding their goal of 10 days.

Fiscal Year 2006/07

During Fiscal Year 2006/07 the Utilities and Engineering Department accomplished the following:

- The Permit Center issued 12,681 permits, 9,251 in Newton and 3,430 in Hickory.
- 100% of survey respondents indicated they were satisfied or very satisfied with their experience with the Permit Center.
- Of 862 plans reviewed by the Plan Review Section for code compliance, 99.98% were reviewed and had results communicated to applicants within 10 working days, exceeding their goal of 97%.
- The Plan Review Section completed 2,494 Safety Inspections, 334 Rehab Inspections, 394 ABC, and 67 Special Event & Occupancy Inspections for a grand total of 3,289 inspections.
- Building Services conducted 100% of its 42,483 inspections within 2 working days of the requested service. 96% or 40,954 of all requested inspections were completed the next day or on the contractors requested inspection date, exceeding their 90% goal.

- Building Services supervisory staff performed 457 quality control inspections of which 449 or 98% were approved, exceeding their 95% goal.
- Local Code Compliance staff reviewed and permitted all sedimentation and erosion control plans submitted for permitting within 3.52 working days, exceeding their goal of 10 days.

UTILITIES & ENGINEERING ADMINISTRATION

Statement of Purpose

Coordinate and manage Solid Waste, Utilities & Engineering, Building Services, Plan Review, and Permit Center in order that the citizens of Catawba County can live, work, and recreate in a clean and safe environment. The approach will be economically viable and environmentally friendly.

Outcomes

1. Manage and develop public-private partnerships and funding in conjunction with the development of the EcoComplex and Resource Recovery Facility as established by Board of Commissioner goals for Fiscal Year 2007/08. The continued development of the EcoComplex project will increase Catawba County's tax base and create jobs as measured by tracking results of partnership agreements.
2. Ensure citizens receive quality customer service from all Utilities and Engineering Staff by:
 - a. Maintaining a customer service satisfaction rating of 95% or above as evidenced by customer survey reports.
 - b. Resolving 98% of all customer service complaints within 24 hours as measured by recorded complaints and follow up actions.
 - c. Participating in a minimum of eight (8) hours of training in customer service-related issues such as communication, skill building and tact, diffusion of adversarial situations and problem resolution. The objective is to perform duties with exceptional customer service skills as measured by customer survey reports.
3. To increase citizen awareness provide education and awareness about the functions of Utilities and Engineering to citizens, employees, and other interested parties through the continued efforts of the Departments' Informational Officer as measured by educational tracking logs.

BUILDING SERVICES

Statement of Purpose

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

Outcomes

2. Provide for the continued safety and health of the citizens of Catawba County by ensuring that all construction meets the North Carolina state building codes through a 95% accuracy rate in inspections. This accuracy will be monitored and quantified by performing a minimum of two quality control inspections per Building Official per month.
3. Ensure citizens receive quality customer service from Building Services Officials by:
 - a. Maintaining a customer service satisfaction rating of 95% or above as evidenced by customer survey reports.
 - b. Resolving 98% of all customer service complaints within 24 hours as measured by recorded complaints and follow up actions.
 - c. Participating in eight (8) hours of training in customer service-related issues such as communication, skill building and tact, diffusion of adversarial situations and problem resolution. The objective is to perform building inspection duties with exceptional customer service skills as measured by customer survey reports.
 - d. Conducting 90% of all requested inspections the next day or on the contractors requested inspection date as measured by inspection logs.
 - e. Fulfilling 100% of requests for inspection services within two working days measured by inspection logs.
4. Provide a higher degree of efficiency, to the citizens of Catawba County, within the Building Services Division through the full implementation of Mobile Highway. Increased inspection hours for Building Services Officials by four hours weekly per official, thus increasing the inspection rate to between 10 and 14 inspections per day per official. An increase in staffing levels will be recommended before the inspection rate consistently reaches 16 inspections per day per official.

5. Assist in maintaining an accurate structures layer in the Catawba County Geospatial Information Services (GIS) system in order to provide accurate data to the citizens of Catawba County. By capturing 100% of required structures through the use of Global Positioning System (GPS) equipment and working with the Catawba County GIS Department to maintain structure layers.
6. Control the cost of training and education by providing certification training and education for inspectors locally in Catawba County when cost effective with the goal of providing a minimum of 60% of all required training locally.

PERMIT CENTER

Statement of Purpose

Provide permitting information and service to the citizens of Catawba County, including municipalities. The Permit Center currently operates two locations within the County in an effort to provide convenient locations for the public to acquire permits and information for Building Services, Planning, and Environmental Health in a coordinated, efficient, and friendly manner.

Outcomes

1. Ensure citizens receive quality customer service from Permit Center Specialists by:
 - a. Maintaining a customer service satisfaction rating of 95% or above as evidenced by customer survey reports.
 - b. Resolving 98% of all customer service complaints within 24 hours as measured by recorded complaints and follow up actions.
 - c. Participating in a minimum of eight (8) hours of training in customer service-related issues such as communication, skill building and tact, diffusion of adversarial situations and problem resolution. The objective is to perform permitting duties with exceptional customer service skills as measured by customer survey reports.
2. Ensure citizens timely permit issuance through maintaining equity in the workload at each permit center location by tracking the number of permits issued by location as evidenced by tracking logs and monthly reports.

PLAN REVIEW

Statement of Purpose

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

Outcomes

1. Provide timely plan review services by reviewing 97% of all commercial blueprints submitted for code compliance, contacting the applicant through email, fax or telephone with the results within ten (10) working days. Meeting this outcome will expedite the plan review process allowing construction to begin much sooner, thus, promoting Catawba County's economic development as measured by monthly reporting.
2. Ensure citizens receive quality customer service from Plan Review Officials by:
 - a. Maintaining a customer service rating of 95% or above as evidenced by customer survey reports.
 - b. Resolving 98% of all customer service complaints within 24 hours as measured by recorded complaints and follow up actions.
 - c. Requiring participation in eight (8) hours of training in customer service-related issues such as communication, skill building and tact, diffusion of adversarial situations and problem resolution. The objective is to perform plan review duties with exceptional customer service skills as measured by customer survey reports.
3. Promote awareness and use of time and money saving optional services available to Catawba County customers and citizens, which are:
 - a. The North Carolina Rehabilitation Code, which allows for the renovation of older buildings by relaxing certain requirements for modern buildings. Staff will provide informational materials to customers about this program, which encourages the use of existing buildings as measured by inspection logs.
 - b. Local Option Plan Review, which allows County Plan Review Officials, to perform plan specification and document approval for various building classifications that would otherwise require submittal to Raleigh. Measure and report number of plans submitted and reviewed by plan review logs and monthly reports.

- c. Express Plan Review, which provides customers the opportunity to have their design professionals', meet with local government officials to accelerate plan approvals and permit issuance. This optional service allows projects in most cases to be reviewed and permitted in the same day, thus allowing construction to begin much sooner. Measure and report the total number of plans submitted and reviewed by plan review logs and monthly reports.

EROSION CONTROL AND LOCAL CODE COMPLIANCE

Statement of Purpose

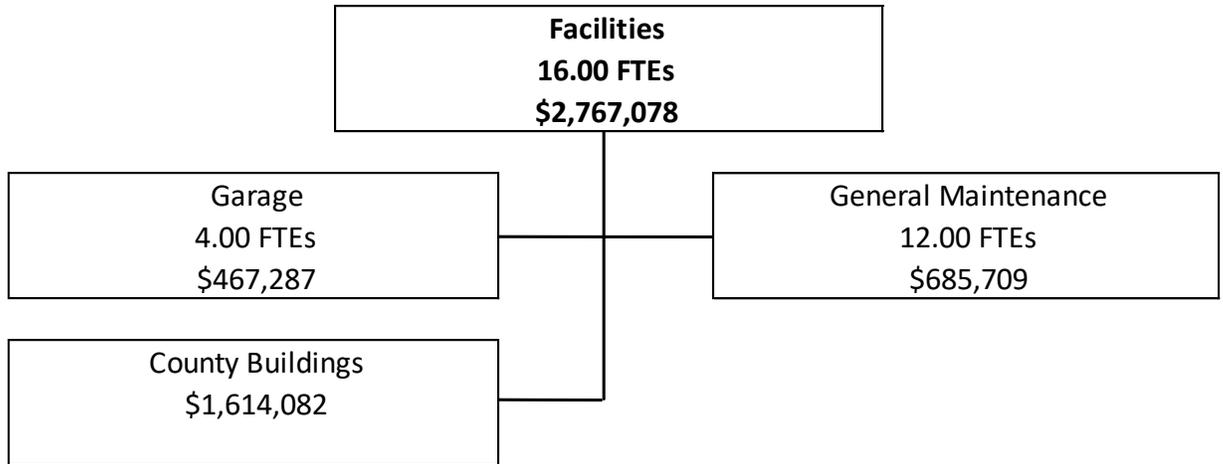
To protect regional water quality through the administration of a local soil sedimentation and erosion control program, providing timely permitting service to local contractors and developers. To protect the health, safety, and general welfare of the citizens of Catawba County through the implementation of the local code compliance program, providing assistance and information to enhance and improve our community and public awareness.

Outcomes

1. Provide timely plan review services by reviewing and permitting 100% of all sedimentation and erosion control plans submitted for code compliance and permitting within ten (10) working days. Meeting this outcome will expedite the plan review and permitting process allowing grading to begin much sooner, thus, promoting Catawba County's economic development as measured by monthly reporting.
2. Ensure citizens receive quality customer service from Erosion Control and Local Code Compliance Staff by:
 - a. Maintaining a customer service satisfaction rating of 95% or above as evidenced by customer survey reports.
 - b. Resolving 98% of all customer service complaints within 24 hours as measured by recorded complaints and follow up actions.
 - c. Participating in a minimum of eight (8) hours of training in customer service-related issues such as communication, skill building and tact, diffusion of adversarial situations and problem resolution. The objective is to perform erosion control duties with exceptional customer service skills as measured by customer survey reports and education tracking logs.
3. Provide public and employee education regarding Soil Sedimentation, Erosion Control, and Stormwater awareness in cooperation with the North Carolina Department of Natural Resources (NC DENR), the County's Waste Reduction Coordinator/Educator, municipalities, and other sources made available as measured by tracking logs.



Catawba County Government



Facilities

Summary

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
Charges & Fees	\$17,548	\$13,000	\$13,000	\$13,000	0%
Miscellaneous	24,141	11,000	18,000	48,000	336%
Local	32,926	10,400	10,226	10,226	-2%
General Fund	2,155,755	2,673,911	2,860,502	2,695,852	1%
Total	\$2,230,370	\$2,708,311	\$2,901,728	\$2,767,078	2%
Expenses					
Personal Services	\$641,870	\$698,757	\$754,841	\$754,841	8%
Supplies & Operations	1,563,908	1,954,054	2,090,887	1,984,237	2%
Capital	24,592	55,500	56,000	28,000	-50%
Total	\$2,230,370	\$2,708,311	\$2,901,728	\$2,767,078	2%
Expenses by Division					
Garage	\$463,797	\$448,807	\$500,287	\$467,287	4%
General Maintenance	551,204	632,050	687,109	685,709	8%
County Buildings	1,215,369	1,627,454	1,714,332	1,614,082	-1%
Total	2,230,370	2,708,311	2,901,728	2,767,078	2%
Employees					
Permanent	15.00	15.00	16.00	16.00	7%
Hourly	0.00	0.00	0.00	0.00	0%
Total	15.00	15.00	16.00	16.00	7%

Budget Highlights

The budget includes the addition of a Maintenance Mechanic and a vehicle. This position will provide general maintenance assistance to the Justice and Government Centers with primary responsibility for assisting with maintenance issues in the expanded jail facility.

The roof on the 1924 Courthouse will be replaced. It is over 19 years old and is experiencing leaks. The typical life expectancy of a roof of this style is only 15 years. This is an historic building and the roof needs to be replaced before damage from leaks becomes too extensive.

Carpet in the front main hallway and employee entrance of Public Health and the carpet in the main hallways of the Government Center are worn and in need of replacement.

The roof on the Stanton/Corner House I is in poor condition and needs to be replaced. Funds are included to purchase materials and replace all roofing with 30 year ARCH style shingles flashing etc.

Performance Measurement

Fiscal Year 2008/09

Outcomes for Fiscal Year 2008/09 continue to focus on the efficiency of the Facilities Department in responding to and completing needed repairs to County buildings, vehicles, and equipment.

Fiscal Year 2007/08

During the first half of the fiscal year, Facilities processed 1336 work orders at midyear, of which all but 73 were processed within target time frames. Overall, the department is on track to achieve its goals for work order completion including:

- Responding to emergency situations within 1 hour (planned 99%, achieved 100%).
- Responding to and correcting 93% of all routine maintenance and repairs within 5 working days (planned 93%, achieved 96.7%).
- Installing and maintaining all road signs for County named streets and roads within 20 working days (maintaining and repairing existing: planned 95%, achieved 93.4%; new: planned 98%, achieved 98.6%).
- Scheduling and completing preventive maintenance services within 3 working days of the scheduled service (planned 95%, achieved 96.8%).
- Scheduling and affecting repairs on County vehicles within 2 working days (planned 95%, achieved 98%)
- Responding to and repairing or recovering roadside emergencies within 2 hours in-County and 12 hours out-of-County (planned 98%, achieved 100%).

Fiscal Year 2006/07

During Fiscal Year 2006/07, Facilities processed 3868 work orders last year, of which all but 161 were processed within target time frames. Overall, the department exceeded its goals for work order completion including:

- Responding to emergency situations within 1 hour (planned 96%, achieved 100%).
- Responding to and correcting 93% of all routine maintenance and repairs within 5 working days (planned 93%, achieved 100%).
- Installing and maintaining all road signs for County named streets and roads within 20 working days (maintaining and repairing existing: planned 90%, achieved 100%; new: planned 95%, achieved 96.08%).
- Scheduling and completing preventive maintenance services within 3 working days of the scheduled service (planned 96%, achieved 99.75%).
- Scheduling and affecting repairs on County vehicles within 2 working days (planned 94%, achieved 97.82%)
- Responding to and repairing or recovering roadside emergencies within 2 hours in-County and 12 hours out-of-County (planned 98%, achieved 100%).

FLEET MAINTENANCE

Statement of Purpose

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

Outcomes

1. Provide the proper care and maintenance of vehicles by:
 - a. Scheduling and completing 96% of all preventive maintenance services within three (3) working days of the scheduled service, as evidenced by work orders.
 - b. Scheduling, diagnosing, and affecting repairs on 95% of all County vehicles within two (2) working days, as evidenced by work orders.
2. Provide roadside emergency service to County owned vehicles during normal working hours, (8:00 a.m. – 5:00 p.m., Monday – Friday), by:
 - a. Responding to and repairing or recovering 98% of in-County roadside emergencies within two (2) 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 98% of out-of-County roadside emergencies within twelve (12) hours of notification, if parts are available and contracted towing service is responsive, as evidenced by work orders.
3. Provide 24 hours, 365 days a year, on call roadside emergency service to County owned vehicles after normal working hours, by:
 - a. Responding to and repairing or recovering 98% of in-County roadside emergencies within two (2) hours of notification, as evidenced by work orders.
 - b. Responding to and repairing or recovering 98% of out-of-County roadside emergencies within twelve (12) hours of notification, as evidenced by work orders.
4. Provide adequate tire, parts and fuel inventories by:
 - a. Maintaining and monitoring, 99% of the time, tire inventory to provide tires for the repair or replacement as needed within two (2) hours of the scheduled service, by spot checking inventory monthly.
 - b. Maintaining and monitoring, 100% of the time, fuel inventory to assure fuel is available for all County owned/contracted vehicles, seven days a week, 365 days a year, as evidenced by departmental surveys.

- c. Maintaining and monitoring, 98% of the time, parts inventory to assure that necessary parts are available for the repair and maintenance of County owned/contracted vehicles, by spot checking inventory monthly.
5. Advise and assist, when requested, with vehicle replacement schedules and specification documentation for new vehicle procurement by:
- a. Responding to 100% of all departments requests and completing written specifications of new vehicles within ten (10) working days, as evidenced by departmental surveys.
 - b. Advise and assist all departments with vehicle and driver management by advising, 100% of the time, on a quarterly basis, each department of vehicle neglect or abuse.

FACILITY MAINTENANCE

Statement of Purpose

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

Outcomes

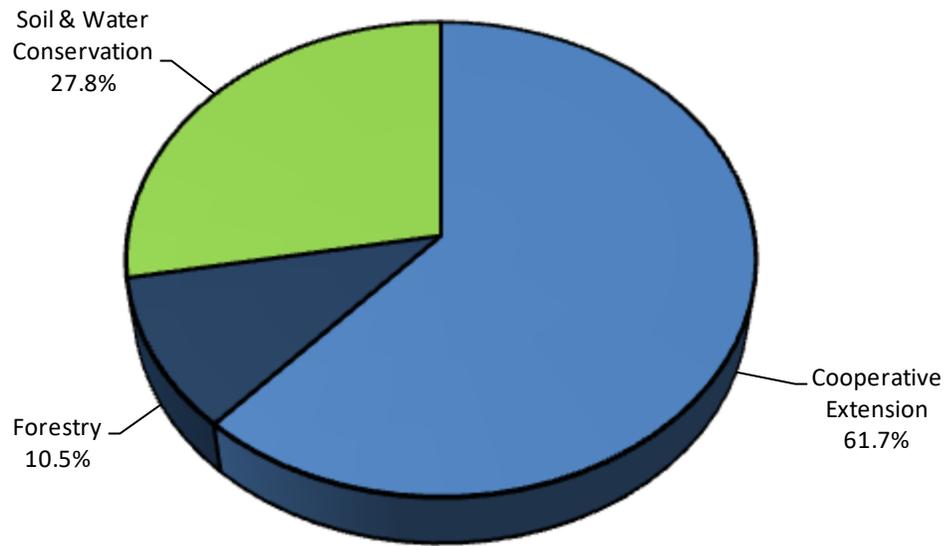
1. Insure the proper care and maintenance of County facilities and grounds by:
 - a. Responding to 95% of the emergency situations within one (1) hour after notification, as evidenced by work orders: emergency work orders, emergency HVAC requests, emergency electrical problems, and emergency plumbing problems.
 - b. Responding to and correcting 92% of all routine maintenance and repair within five (5) working days, as evidenced by completed work orders.
 - c. Troubleshooting and repairing 92% of all telephone problems within three (3) working days after notification, as evidenced by work orders.
 - d. Responding to and correcting 92% of all electrical problems within three (3) working days after notification, as evidenced by work orders.
 - e. Responding to and correcting 92% of all plumbing problems within three (3) working days after notification, as evidenced by work orders.

2. To install and maintain all road signs for All County named streets and roads for the efficient operation of the Enhanced 911 emergency system and to assist All County travelers by:
 - a. Maintaining and repairing 90% of all road signs within twenty (20) working days of notification.
 - b. Installing 95% of new road signs within twenty (20) working days after notification.



ENVIRONMENTAL QUALITY

The Environmental Quality function consists of Cooperative Extension Services, Soil and Water Conservation, and Forestry. This function's budget is \$502,665 or 0.2% 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 SERVICE

Statement of Purpose

North Carolina Cooperative Extension - Catawba County Center is a cooperative educational agency sponsored jointly by the United States Department of Agriculture, North Carolina State University, North Carolina A&T State University, and Catawba County. It provides Catawba County citizens with scientifically based information and informal educational opportunities focused on local needs and issues in four major areas: Agricultural and Natural Resources, Family and Consumer education, 4-H and Youth, and Community and Rural Development.

Outcomes

Life Skills

1. Nine hundred (900) youth will gain knowledge and skills to enable them to make healthier lifestyle choices as a result of participating in LifeSkills, Camp Challenge, and other health related programs offered through 4-H. Changes in knowledge will be measured using a pre and post-test with students, and teacher and parent evaluations.
2. Two-hundred fifty (250) youth participating in volunteer-led 4-H clubs will improve their life skills in oral and written communication, citizenship, and leadership as a result of participation in life skill building programs offered through North Carolina and Catawba County 4-H. Skill improvement will be measured using a written survey distributed to 4-H families, leaders, and successful completion of life skills development 4-H activities such as project work, presentations, and serving in leadership roles.

K-12 Academic Achievement

3. One thousand (1,000) youth will increase their understanding of science and improve critical thinking and analytical skills as a result of participating in 4-H Science, Technology, Engineering, and Math (STEM) programs offered through school enrichment, during the after-school setting, or as part of summer programs. Programs are designed to complement the North Carolina science curriculum competencies. Improvement in skills will be measured using evaluations sent to parents and school-age child care providers.

Profitable and Sustainable Agriculture Systems

4. Ninety-five (95) green industry professionals in the nursery, greenhouse and landscape business will receive professional training from North Carolina Cooperative Extension (NCCE) throughout the year and be encouraged to adopt and use practices associated with Best Management Practices (BMP), ornamental plant selection, innovative production practices, Integrated Pest Management (IPM), alternatives to conventional

practices, and environmentally sound practices related to protection of water quality. Evaluations will be based on implementation of practices adopted and implemented, client self-report and participation in workshops. Those practices related to IPM and BMPs will impact the amount of pesticides applied to the environment in Catawba County and will create an awareness among green industry professionals and employees on being better environmental stewards.

5. Two hundred fifty (250) beef and forage producers will increase their knowledge and implement one or more management practices that will improve farm profitability in Fiscal Year 2008/09:
 - a. Improved decision-making in feed purchasing and utilization that will result in lower feed expenses and/or higher production goals for the farm enterprise.
 - b. Improved marketing methods for feeder calves and replacement heifers. A special heifer development program will be launched to help producers find low-cost options for raising replacement heifers.
 - c. Utilization of alternative purchasing methods for farm inputs (group purchasing programs).
 - d. Thirty (30) youth will be targeted with educational events through the 4-H livestock program to include livestock judging, skill-a-thon, and live animal projects.
6. Twelve (12) farmers and area farm market managers with limited knowledge or experience in using computers and/or accounting software will become more efficient in their bookkeeping efforts through a 2-day hands-on *QuickBooks* training. They will increase their level of comfort and understanding of computers, adopt new bookkeeping practices and save money. Evaluation will be based on individual participation, informal feedback, adoption of improved record keeping and business management practices, and economic impacts.
7. Thirty (30) Hmong farmers will develop improved skills in farm production methods, experience with growing new crops, and exposure to advanced farming technology. This outcome will be accomplished through participation in an eight-session Grower's School, field demonstrations, mentoring and technical assistance for individual farmers, and a creation of a Hmong farmers collaborative with strong ties to supporting agencies, such as Cooperative Extension and United States Department of Agriculture (USDA). The measurement of success will include participant surveys, personal success stories and one-on-one contact.
8. Twenty-five (25) dairy and other farmers will potentially maximize farm profitability and demonstrate improved knowledge through implementation of one or more of the following farm management practices:
 - a. Animal waste and fertilizer management

- b. Soil and plant tissue sampling
- c. Soil conservation practices
- d. Forage/feed analysis
- e. Proper manure application equipment calibration
- f. Record keeping
- g. Maintenance of animal waste operator certification

Evaluations will be based on participation in meetings, workshops, one-on-one assistance, field days, informal feedback, adoption of improved record keeping and business management practices, success stories, and economic impacts.

9. Twenty-five (25) field and forage crops producers will learn about and adopt technology and management practices to improve farm profitability in one of the following areas
 - a. Efficient use of crop nutrients and soil fertility,
 - b. Improved decision-making in variety selection, or
 - c. Increased understanding of and application of crop protection tools and/or improved marketing decisions.

Achievement will be determined by individual success stories and follow-up surveys.

Local Food Systems

10. One hundred (100) farmers and farmer markets who sell directly to consumers will expand their knowledge and resources to market their products more effectively by participating in the Foothills Fresh marketing initiative, attending the Putting Small Acreage to Work conference, and investigating other emerging marketing opportunities. Data gathered from participation in meetings, workshops, and one-on-one assistance will be analyzed to determine success.
11. One thousand (1,000) citizens will be educated on the availability of locally produced foods, the nutritional value of eating locally grown produce and meats, the ease of procurement, and the economic benefits of purchasing direct from the farmer. This outcome will be met through marketing and advertising efforts, workshops, meetings, and local farm tours. Results will be measured by evaluation of data collected at these events.

Leadership Development

12. Twenty (20) high school students will improve their skills and gain knowledge to address social problems, issues, and challenges through leadership and volunteerism as a result of their participation in the Catawba County Youth Council. Program progress will be measured through successful completion of local citizenship and community service programs, meeting requirements for chartering as a North Carolina Youth Council, and evaluations completed by students.

Healthy Eating, Physical Activity, and Chronic Disease Risk Reduction

13. Two hundred (200) adults and children will enhance their ability to make healthy food choices and increase physical activity as a result of Cooperative Extension programming in collaboration with Catawba County Health Partners, Catawba County Public Health, Catawba Valley Medical Center's HealthFirst Center, Catawba County Wellness Committee, Catawba County Schools, Catawba County Breast Cancer Coalition, and others. Achievement will be measured by client-reported success stories, written evaluation tools, and other evidence of practice adoption.

Parenting and Caregiver Skills

14. Fifty (50) child care providers will participate in educational workshops to increase their knowledge and skills to lead to safer, more nurturing, appropriate environments for pre-school children. Evaluation will be based on number of participants, number of credits awarded, and client reports of changes made as a result of NCCE programs or resources.
15. One hundred (100) participants will increase their knowledge and skills, and improve self efficiency in being a caregiver of chronically ill or disabled older adult friends or relatives. Measures of progress will include number of individuals attending programs on family caregiving for older adults or other special need adults and number of individuals who gain new strategies for self-care while caring for others. Data will be collected from pre-post surveys and anecdotal evidence.

Family Financial Management Skills

16. Fifty (50) Catawba County residents will increase their knowledge and skills in goal setting, budgeting, and record keeping (basic money management). Impact will be indicated by the number of individuals reporting improved financial status due to adoption of practices and skills learned in NCCE workshops. Evaluation will be obtained by instructor observation and client self report.

Energy Conservation

17. One hundred (100) Catawba County residents will increase their knowledge and use of energy conservation strategies and alternative energy sources through educational programming offered by NCCE. Evaluation will be based on written assessments provided by participants and evidence of implementation.

Natural Resources Conservation

18. Two hundred fifty (250) residents of Catawba County will gain an increased awareness of litter issues and effective solutions to problems caused by improper solid waste management through educational programming, workshops and events offered by Cooperative Extension and other relevant agencies including Keep Catawba

County Beautiful. These efforts will help combat litter in the County contributing to a better quality of life for the citizens and enhance the potential for economic development. Evaluation will be based on written evaluation and anecdotal evidence.

19. Twenty-five (25) Catawba County residents will adopt one or more new or improved waste management practices such as composting and recycling as a result of educational opportunities provided by Cooperative Extension and other agencies concerned with proper solid waste management. Composting and recycling are simple ways citizens can be proactive and reduce the amount of waste sent to the Landfill. Additionally, byproducts of composting are free sources of organic matter that can be used in the landscape thereby saving money. Achievement will be tracked through success stories reported by clients, written evaluation, and evidence of practice adoption.

Urban and Consumer Agriculture

20. Two thousand five hundred (2,500) citizens will show increased knowledge and awareness of proper plant selection, plant management, and/or pest management practices in residential and community landscapes. This outcome will be met through plant clinics, workshops, and individual consultations. Evaluation will be based on contact data, pre/post testing of workshop participants and follow-up surveys.
21. One hundred fifty (150) horse owners will increase their knowledge of horse management by participation in programs on weed control and pasture management on horse farms, farm management, disease control and prevention, horse evaluation/selection, and horse waste management. Results will be measured by formal surveys of program participants, individual success stories and demonstrated achievement by youth in the 4-H horse program.
22. Twenty-five (25) individuals will adopt one or more environmentally sensitive landscaping practices as a result of participating in Cooperative Extension educational programs such as *Carolina Yards and Neighborhoods*. Implementing appropriate watering, fertilizing and soil erosion prevention skills will reduce the potential negative impacts of landscaping practices on the environment by decreasing soil and water runoff through the landscape thereby minimizing the chance of contamination from soil and water movement. Evaluation will be measured by success stories reported by clients, follow-up surveys, and evidence of practice adoption.
23. Fifty (50) residents of Catawba County will gain knowledge of effective practices to conserve and protect ground and surface water as a result of educational programming provided by Cooperative Extension. Educational programming topics may include *Carolina Yards and Neighbors*, Rain Gardens, Rain Barrels, and other water conservation methods. Changes in climate and rainfall amounts necessitate water conservation and increases the need to keep the limited supply available in the best quality for our use

and for the environment. Progress will be measured by surveys of participant knowledge increase and intent to implement one of more practices.

Administrative

24. Administrative staff will provide twelve (12) mini trainings in the area of Information Technology programs and equipment to staff members. The training will increase understanding and use of the programs and equipment that Catawba County provides employees. Success will be measured by written testimonies and/or visual projects completed by staff who attend the trainings.

25. Administrative staff will conduct ergonomic evaluation of office setups for Extension staff based on Catawba County Risk Management guidelines and correct as needed. Written information to improve work posture to reduce aches, strains and repetitive motion injuries during the work schedule will be provided. The measurement of success will be determined by personal testimonials and follow-up after training and/or changes are introduced.

Cooperative Extension Services

Reinventing Department

Organization: 310050

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
Federal	\$0	\$0	\$19,269	\$19,269	0%
Local	22,355	0	27,611	27,611	0%
General Fund	276,836	302,138	263,153	263,153	-13%
Total	\$299,191	\$302,138	\$310,033	\$310,033	3%
Expenses					
Personal Services	\$230,040	\$243,695	\$237,665	\$237,665	-2%
Supplies & Operations	69,151	58,443	72,368	72,368	24%
Capital	0	0	0	0	0%
Total	\$299,191	\$302,138	\$310,033	\$310,033	3%
Employees					
Permanent	7.50	7.50	7.80	7.80	4%
Hourly	0.50	0.50	0.00	0.00	0%
Total	8.00	8.00	7.80	7.80	-3%

Fiscal Year 2006/07 Outcome Achievements

Total Outcomes	Achieved	Partially Achieved	Not Achieved	Success Rate
22	22	0	0	95.5%

Budget Highlights

Cooperative Extension has incorporated new outcome categories that were identified by the State of North Carolina and Catawba County citizens.

Performance Measurement

Fiscal Year 2008/09

The Fiscal Year 2008/09 brings a change to the layout of the Catawba County Cooperative Extension outcomes. The State of North Carolina has changed its objectives for the Cooperative Extension service for this upcoming year. The Catawba County Cooperative Extension took the new state objectives and incorporated them into outcome areas that were also identified as being important in a public scan of Catawba County citizens in the summer of 2007.

The new State objectives and public scan information will be used in the Fiscal Year 2008/09 outcomes as category headlines. The following are the category headlines:

- Life Skills
- K-12 Academic Achievement
- Profitable and Sustainable Agriculture Systems
- Local Food Systems
- Leadership Development
- Healthy Eating, Physical Activity, and Chronic Disease Risk Reduction
- Parenting and Caregiver Skills
- Family Financial Management Skills
- Energy Conservation

- Natural Resources Conservation
- Urban and Consumer Agriculture

The new category headlines, although new, will incorporate well with the objectives that Catawba County Cooperative Extension is currently working towards and will not cause it to alter services.

Fiscal Year 2007/08

During Fiscal Year 2007/08, Environment and Natural Resources and Keep Catawba County Beautiful continued to work on programs and attending events in an effort to inform the public about litter issues in Catawba County. The following is an example of a program Environment and Natural Resources taught and an event they attended:

- Environment and Natural Resources educated twenty five (25) homeowners, business owners, or public managers about litter issues and effective solutions to problems caused by improper solid waste management through educational programming.
- Environment and Natural Resources attended Go Hickory Day at the Hickory Library. At the event, County staff gave out literature about littering and recycling.

Again in fiscal year 2008/09, the Catawba County Cooperative Extension will collaborate with Keep Catawba County Beautiful to increase the awareness of litter issues and teach effective solutions to problems caused by improper solid waste management. The increased awareness and teaching will help contribute to a better quality of life for Catawba County citizens and enhance the potential for economic development.

Fiscal Year 2006/07

In the area of Family and Consumer education during Fiscal Year 2006/07, outcomes focused on financial skills for at risk citizens, the development of positive interpersonal relationships, increasing the safety and health of working and living environments. Here are some examples of the accomplishments that were achieved by Family and Consumer Sciences:

- Workshops were provided covering financial management, home maintenance and care to three hundred and two (302) individuals.
- Food safety training was provided to three hundred thirty six (336) people working within the food services industry.

In Fiscal Year 2007/08, Family and Consumer Sciences continued to collaborate with other County departments and other organizations (e.g. Catawba County Health Partners) to enhance healthy food choices and increase physical activity of County citizens. This training included a workshop called "Perfect Pantry" that increased the knowledge of over a hundred people on healthy food choices, which included demonstrations on planning, shopping, preparing, and eating healthy meals at home.

Soil & Water Conservation

Organization: 320050

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
State	\$32,531	\$32,250	\$29,265	\$29,265	-9%
Miscellaneous	500	0	200	200	0%
General Fund	97,615	102,152	110,356	110,356	8%
Total	\$130,646	\$134,402	\$139,821	\$139,821	4%
Expenses					
Personal Services	\$115,213	\$119,452	\$124,871	\$124,871	5%
Supplies & Operations	15,433	14,950	14,950	14,950	0%
Capital	0	0	0	0	0%
Total	\$130,646	\$134,402	\$139,821	\$139,821	5%
Employees					
Permanent	2.80	2.80	2.80	2.80	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	2.80	2.80	2.80	2.80	0%

Forestry

Organization: 330050

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
Miscellaneous	\$4,575	\$4,800	\$4,800	\$4,800	0%
General Fund	41,265	45,619	52,033	48,011	5%
Total	\$45,840	\$50,419	\$56,833	\$52,811	5%
Expenses					
Personal Services	\$0	\$0	\$0	\$0	0%
Supplies & Operations	45,840	50,419	56,833	52,811	5%
Capital	0	0	0	0	0%
Total	\$45,840	\$50,419	\$56,833	\$52,811	5%

Budget Highlights

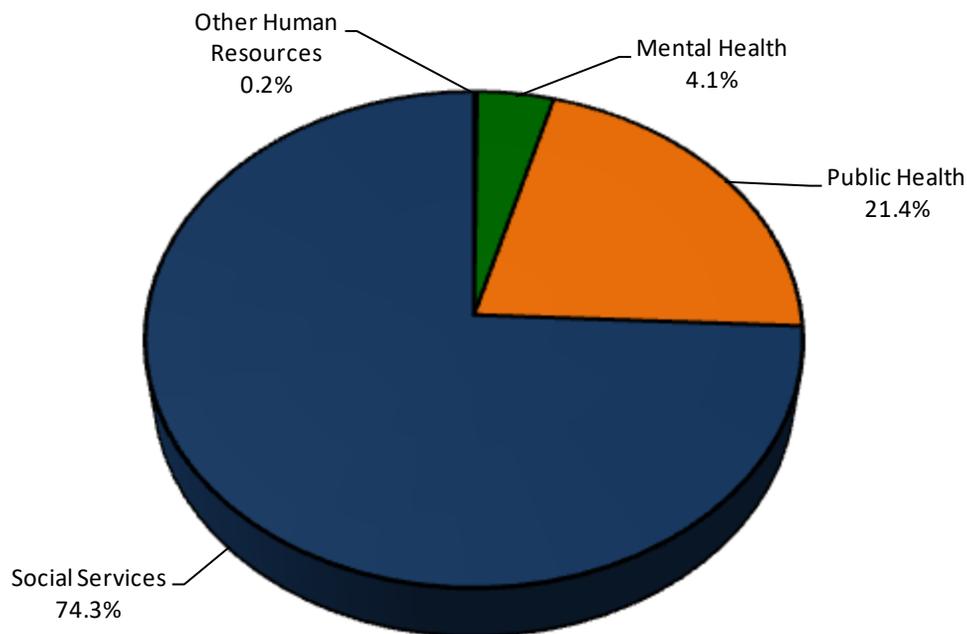
The North Carolina Division of Forest Resources is responsible for the protection and management of private and commercial forestland in Catawba County. This is accomplished through four major programs that include forest fire control, forest law enforcement, forest management, and insect and disease control.



HUMAN RESOURCES

The Human Resources' budget is \$57,434,681 or 27.3% of total expenditures for this fiscal year. A significant portion of the Human Resources' budget is funded by State and Federal sources. Social Services' expenditures of \$42,663,609 go to support the human needs, and the Public Health Department is projected to expend \$12,296,935 for the specialized public health services it offers. Other Human Resources include the Medical Examiner, funded at \$100,000, and Mental Health Services, funded at \$2,374,137 this fiscal year.

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.



Mental Health

Summary

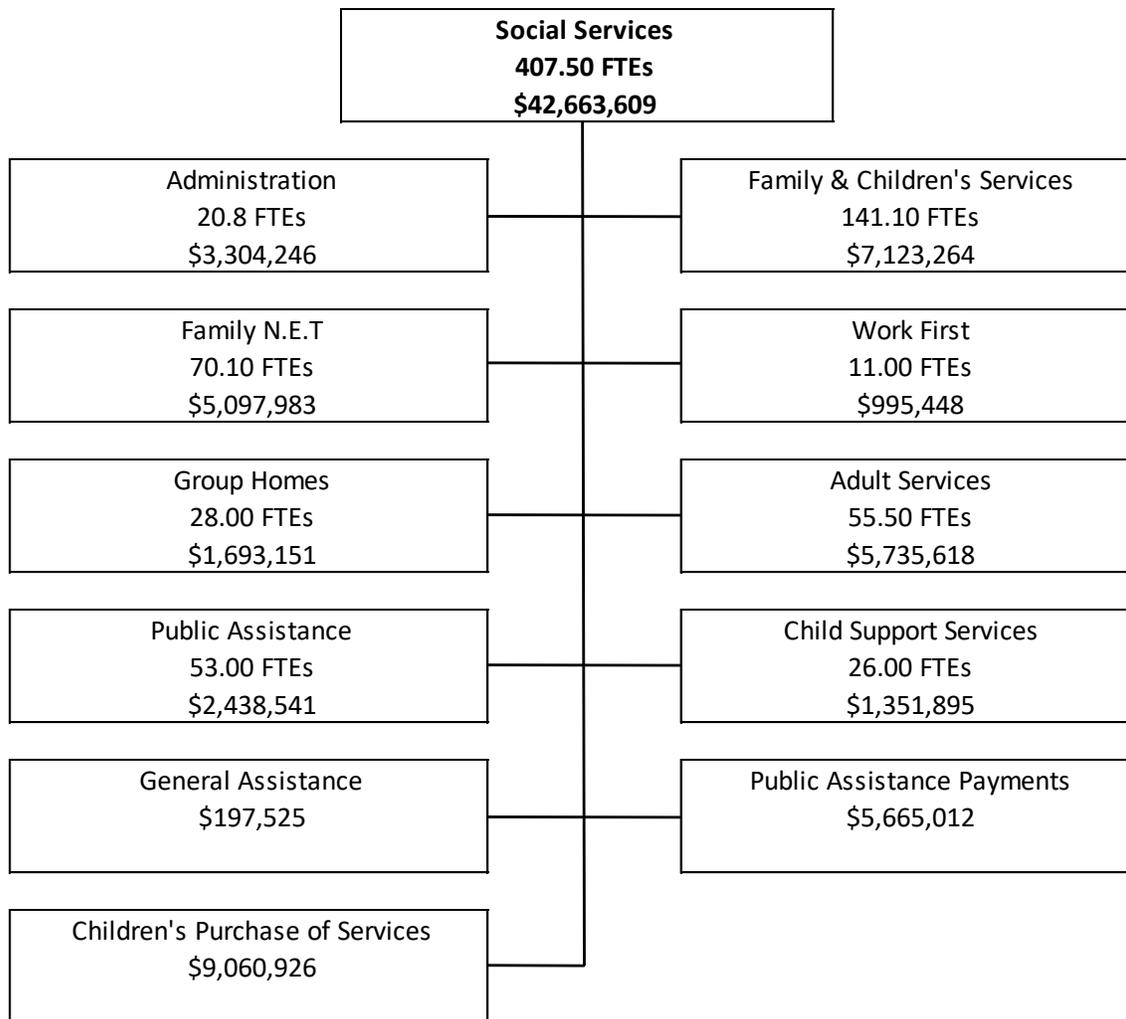
	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
Federal	611,664	1,032,941	0	0	0%
Taxes	46,117	45,000	0	0	
State	8,766,633	13,445,518	0	0	0%
Local	0	0	0	0	0%
Charges & Fees	1,873,921	3,880,517	0	0	0%
Miscellaneous	262,036	103,000	0	0	0%
MH Fund Balance	0	0	0	0	0%
General Fund	1,211,182	1,289,613	0	0	0%
Total	\$12,771,573	\$19,796,589	\$0	\$0	0%
Expenses					
Personal Services	\$2,187,168	\$3,033,286	\$0	\$0	0%
Supplies & Operations	10,584,405	16,734,303	0	0	0%
Capital	0	29,000	0	0	0%
Interfund Transfers	0	0	0	0	0%
Total	\$12,771,573	\$19,796,589	\$0	\$0	0%
Expenses by Division					
Administration	\$2,008,124	\$2,301,793	\$0	\$0	0%
Service Management	766,777	1,400,537	0	0	0%
Customer Service	274,679	207,850	0	0	0%
Provider Relations	565,142	796,559	0	0	0%
Quality Management	7,171	0	0	0	0%
Direct Services	9,149,680	9,012,817	0	0	0%
Burke County Services	0	6,077,033	0	0	0%
Total	\$12,771,573	\$19,796,589	\$0	\$0	0%
Employees					
Permanent	43.00	52.00	0.00	0.00	0%
Hourly	1.00	1.00	0.00	0.00	0%
Total	44.00	53.00	0.00	0.00	0%

Budget Highlights

Effective with the Fiscal Year 2008/09 Budget, Mental Health will no longer be a County department. The Budget for Mental Health can now be found included on the Other Human Resources page.



Catawba County Government



Social Services

Reinventing Department

	2006/07	2007/08	2008/09	2008/09	Summary
	Actual	Current	Requested	Approved	Percent Change
Revenues					
Federal	\$10,821,118	\$11,169,975	\$10,382,324	\$10,392,324	-7%
State	3,438,250	3,768,170	3,556,854	3,556,854	-6%
Federal & State	9,753,237	10,460,059	9,951,241	9,951,241	-5%
Local	2,839,094	3,439,941	3,806,681	3,806,681	11%
Charges & Fees	404,210	435,491	424,449	424,449	-3%
Miscellaneous	171,950	146,676	148,570	148,570	1%
Contingency	0	1,000,000	750,000	750,000	-25%
General Fund	14,952,156	16,674,834	13,643,490	13,633,490	-18%
Total	\$42,380,172	\$47,095,146	\$42,663,609	\$42,663,609	-9%
Expenses					
Personal Services	\$18,024,248	\$18,807,991	\$19,756,327	\$19,756,327	5%
Supplies & Operations	24,111,319	27,079,473	22,019,328	22,019,328	-19%
Capital	244,605	207,682	137,954	137,954	-34%
Special Contingency	0	1,000,000	750,000	750,000	-25%
Total	\$42,380,172	\$47,095,146	\$42,663,609	\$42,663,609	-9%
Expenses by Division					
Administration	\$2,341,496	\$3,526,711	\$3,304,246	\$3,304,246	-6%
Family & Childrens Services	7,697,607	7,196,105	7,123,264	7,123,264	-1%
Family Net	3,524,951	4,686,101	5,097,983	5,097,983	9%
Work First	876,706	1,119,952	995,448	995,448	-11%
Group Homes	1,574,205	1,651,677	1,693,151	1,693,151	3%
Adult Services	6,530,493	6,601,098	5,735,618	5,735,618	-13%
Public Assistance	2,050,677	2,207,043	2,438,541	2,438,541	10%
Child Support	1,200,493	1,298,955	1,351,895	1,351,895	4%
General Assistance	161,378	195,125	197,525	197,525	1%
Public Assistance Payments	7,946,588	8,965,012	5,665,012	5,665,012	-37%
Children's Purchase of Service	8,475,578	9,647,367	9,060,926	9,060,926	-6%
Total	\$42,380,172	\$47,095,146	\$42,663,609	\$42,663,609	-9%
Employees					
Permanent	374.60	397.50	407.50	407.50	3%
Hourly	3.70	3.23	6.26	6.26	94%
Total	378.30	400.73	413.76	413.76	3%

Fiscal Year 2006/07 Outcome Achievements

Total Outcomes	Achieved	Partially Achieved	Not Achieved	Success Rate
29	28	0	1	96.5%

Budget Highlights

Performance Measurement

Fiscal Year 2008/09

Social Services' have established 31 outcomes for next year that reflect continued efforts to work with citizens toward self-sufficiency, an investment that has shown remarkable returns over the years. With the reduction of Medicaid in their budget the county share percentage of the total budget has decreased from 8.36% this year to 6.38% in Fiscal Year 2008/09. The County share increase is 3.17%, which includes salary increase, health and dental, and a 3% operating increase.

Many of Social Services outcomes are benchmarks for comparison to Social Services Departments in other jurisdictions as well as state and federal benchmarks and indicate Catawba County is exceeding standards in almost every area.

A sampling of their outcomes for Fiscal Year 2008/09:

- 95% of students working with DHR teams will be eligible for promotion to the next grade.
- 80% of juvenile court involved youth will have no new charges
- Insure 90% of children needing child support will receive it
- Support employment through quality Day Care for 1,800 (monthly average) citizens
- Avoid \$3 million in Medicaid expenditures through The Community Alternatives Program
- Ensure that 100% of disabled or vulnerable adults are protected from abuse or neglect

While the Work First role continues to decrease Social Services has added a pilot project that attempts to match the most difficult to place participants through contracts with Vocational Rehab and Goodwill. They also support the underemployed by coordinating day care, transportation, nutrition, counseling, child support and medical coverage. These support services are key to both the employee and the employer. One of the Work First outcomes is to assist 75 Work First participants (greater than the State goal of 41) in finding employment during Fiscal Year 2008/09.

The senior population continues to grow rapidly, increasing the need for home and community based services. It is a goal of Social Services to reduce the overall costs for this population's care by keeping them in their own home whenever possible. In fact, for Fiscal Year 2008/09 they forecast a savings to the County of \$3 million through these coordinated efforts. The real challenge in this effort is the increasing need with no real increase in funding for this population, especially in the nutrition program which has experienced double digit growth. It is only because of the support of about 600 volunteers that they are able to maintain the program. An outcome in this area for next year is for 5% of the 60 plus aged Catawba County population, 1,240 persons, to receive nutrition services and experience reduced isolation and

increased independence. The benchmark is 2.2%, the average percentage of this population receiving the same services in comparable counties.

Each year Social Services must adjust their outcomes to meet the changing environment. Fiscal Year 2008/09 may be challenging when you consider the economic outlook. With funding opportunities not keeping up with the citizens' needs they have to continue to look at creating efficiencies and constantly take a hard look at all aspects of the services they provide. Some services such as Family Net are feeling the pain and are threatened by financial constraints from the State as they try to get a handle on costs. As a Reinventing Department they do have funds to keep things going but it may end up impacting how they provide services to the community in the future.

Fiscal Year 2007/08

Once again, Social Services is on track to achieve all of their outcomes for Fiscal Year 2007/08. As in the past, reinventing has had a tremendous effect on how Social Services has been able to conduct business, improve services, and implement cost saving plans. Below is a listing of items that will have the greatest long term impact:

Creativity

- Created the first known Child Protective Services integration team – using therapist and social workers to jointly address family needs. (See also improved services)
- The Prevention unit has created a fatherhood initiative; Teaching incarcerated fathers how to deal with, and have a positive impact on, their children.
- The HEART resource center is assisting children and parents by promoting academic excellence through tutoring and after school assistance.

Improved Services

- Casey Foundation project is helping insure foster children attain better results in school and promote the importance of education throughout the system.
- To address community needs, services in schools and in the home have been enhanced through the following services: Day treatment – Catawba Rosenwald, Post adoption, intensive in home, adolescent substance abuse, and a CPS integration team.
- 99% (76) of post adoption customers have remained with their families and have not disrupted.
- Child Support is insuring 75% of absentee parents are meeting the financial obligation of their children vs. the state average of 67%.
- 99% of Food Assistant applications are processed within 7 days versus the Federal benchmark of 30 days.

Cost Savings

- Year to date, In home aid services has saved in excess of \$1,814,065.
- 121 families (34% of applicants) have avoided welfare through diversion versus the State's benchmark of 20%.

- Electing county status has enabled us to more efficiently use allocations provided to us by shifting revenues (\$175,000) to other growing areas of the agency.
- Teen up continues to prevent pregnancies as 100% of participants have neither caused nor become pregnant.
- The Mapping Team, internal programmers, and associated personnel have decreased external computer development costs by effectively/efficiently internalizing system development resulting in a cost savings estimated to be over \$100,000.

Fiscal Year 2006/07

Social Services achieved 28 of its 29 outcomes during Fiscal Year 2006/07. During a year in which the area's economy attempted to stabilize, 154 individuals receiving welfare became employed and independent and child support collections exceeded \$14 million. Adults were able to remain in their homes and stay healthy, through a network of 1,087 volunteers delivering meals and companionship. Family Builder's helped 66 children realize permanent placements through adoption.

The department was unable to achieve one of its outcomes for the fiscal year relating to new incidents of child maltreatment within 6 months of an initial incident. Social Services target was that 94% of these families would not experience a new incident as compared to the Federal benchmark of 91%. As of the end of the year achievement was 84.7%.

As in the past, reinventing has been the impetus for Social Services to provide high levels of customer service while meeting the needs of the community through effective service implementation and efficient management of resources. Their success is exemplified in their customer satisfaction rating of 99%. In general, the outcomes report shows the value of Reinventing Government and demonstrates that the citizens of Catawba County are better off as a result of the Agency's past year's activities. Below is a listing of items made possible through Reinventing that will have positive long-term impacts:

- 154 individuals receiving welfare became employed and independent
- Family Builder's helped 66 children realize permanent placements through adoption.
- Social Services received a 99% customer satisfaction rating.
- Food Assistance was nominated by the federal government as a "Hunger Champion" – providing outreach and customer service that is among the best in the country.
- Child Support is now ranked 5th in the State and continues to meet all six federal benchmarks for service with collections in excess of \$14 million.
- 317 Citizens were able to remain off Public Assistance through temporary emergency assistance.
- Movement to Electing County status enabled \$642,604 in cost savings through movement of funds from cash assistance to service provision.
- Court involved youth realized an 11% decrease in new charges due to work with Family NET.

- The adoption unit more than doubled the average rate of bringing permanency to children, as 65% of the children needing such placement were adopted within 24 months and post adoptions created programs that kept 99% of adopted children from disrupting.

ADMINISTRATIVE SUPPORT

Statement of Purpose

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

Outcomes

1. Increase staff efficiency and effectiveness by implementing ten (10) technological solutions that will create an average time saving of 25% (or financial savings greater than 10%) over existing practices as a result of simplifying, enhancing, or automating work processes by June 30, 2009.

FAMILY AND CHILDREN'S SERVICES

Child Protective Services / Family Preservation

Statement of Purpose

Vulnerable children in Catawba County will experience safe, permanent, and nurturing families.

Outcomes

1. In order to assure that the safety of children is sustained over time, at least 85% of families (1,727 of 2,032 – consistent with Fiscal Year 2007/08) will not experience a new incident of child maltreatment within 12 months of a previous incident by June 30, 2009.
2. At completion of Child Protective Services (CPS) in-home services during Fiscal Year 2008/09, 90% (351 of 390) of families will demonstrate the needed skills and capacity to care safely for their children through a reduction of needs and an increase of strengths as noted on the North Carolina Family Risk Assessment Tools.

Prevention

Statement of Purpose

To promote self-sufficiency for families in Catawba County through education and the prevention of teen pregnancy, family violence, poverty, neglect and other risk taking behaviors.

Outcomes

3. 99% (approximately 396 of 400) of Teen Up/Upward Connection participants (high risk youths ages 10-17) will not become or cause a pregnancy during Fiscal Year 2008/09 compared to 98% of Catawba County's 2006 general population of 10-17 year olds.

Foster Care

Statement of Purpose

To ensure safe, permanent, nurturing families for children.

Outcomes

4. 73% (approximately 47 of 65) of foster children reunified during Fiscal Year 2008/09 will do so within 12 months as compared to the State's average of 58%, the Federal level of 76.2%, and our most recent internal measurement of 70.15%.

Family Builders of Catawba Valley

Statement of Purpose

To ensure safe, permanent, nurturing families for children.

Outcomes

5. To ensure a stable placement, increase from 85% to 90% (157 of 172) of children in agency custody for less than 12 months realizing 2 or fewer placements (excluding hospitalizations and training school placements) in agency approved homes compared to the Federal benchmark of 86.7% and State performance of 88.11%.

FAMILY N.E.T (NURTURING, EDUCATIONAL AND TREATMENT SERVICES)

Statement of Purpose

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

Administrative Office Support

Statement of Purpose

To exceed the customer's expectations through prompt, courteous customer service while assisting Family N.E.T. in realizing fiscal sustainability.

Outcomes

1. To insure maximized funding and efficient use of resources, 40 of 44 (90%) direct care staff employed more than 6 months will realize 100% productivity by June 30, 2009 (maintaining the level identified in Fiscal Year 2007/08).

ACT Program

Statement of Purpose

The ACT Program assists families and children (grades K-8) in learning appropriate behavior skills in order to be successful in a regular school setting, home and the community.

Outcomes

2. To insure a successful return to regular school, 60% (sustaining the current level) of children referred to the ACT Program who have a sole diagnosis of mental illness (12 of 20) will be discharged from the Program within eighteen months of their date of admission with only 8% returning during Fiscal Year 2008/09.

Children Outpatient Services

Statement of Purpose

To provide children and families with education and treatment in order to improve family school and social functioning.

Outcomes

3. To demonstrate improved social, family, and/or school functioning, 85% (170 of

approximately 200) of children served in schools and clinic will demonstrate at least a 10 point decrease in total score on the Child and Adolescent Functional Assessment Scale (CAFAS) after 6 months of outpatient treatment or upon completion of all outpatient treatment services during Fiscal Year 2008/09. (This is an increase from 80 percent during Fiscal Year 2007/08).

Department of Human Resource (DHR) Team

Statement of Purpose:

To provide preventative interventions and reduce barriers so that children may be successful at school.

Outcomes

4. In order to improve future opportunities for academically vulnerable students, 95% (approximately 137 of 145) of students (increased from 92% last year) receiving DHR social work services for at least two grading periods will demonstrate academic growth based upon eligibility for promotion to the next grade level during Fiscal Year 2008/09.

Adolescent Services

Statement of Purpose

Enhance the emotional, behavioral, and interpersonal functioning of adolescent and their families in Catawba County

Outcomes

5. National studies indicate the best treatment programs reduce recidivism of court-involved youths by 25-80 %. 80% of court-involved youth (approximately 75 of 90) who receive outpatient treatment services (individual, family, and/or group therapy), for at least 10 sessions beyond the initial evaluation, will have no new juvenile legal charges while in the Family NET treatment program, within the Fiscal Year 2008/09.

In-Home Services

Statement of Purpose

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

Outcomes

6. As compared to the 2002 study by Blythe and Jayanarte showing that 17% of non-intensive In Home Services (IHS) Michigan involved families remain intact, 60% of the children served in Catawba County through IHS teams (approximately 22 of 36) will remain in the home 6 months following completion of services.

Family Preservation

Statement of Purpose

To help parents and children remain together in a safe environment.

Vision:

Outcomes

7. To insure a safe and nurturing environment of children, 89% (up from 88%) of families (projected 40 of 45) completing Family Preservation Services during Fiscal Year 2008/09 will not have their children enter Social Services foster care system for at least six months after the completion of services. This compares to a study by Home Builders that examined 15,000 families and found that 86% of families completing services did not have any need for further services after completing the program.

Post Adoption

Statement of Purpose

Enhance the emotional, behavioral and interpersonal functioning of adoptive families.

Outcomes

8. 97% (as compared to the national average of 95%) of adoptive children and their families actively involved with services (92 of 95) will not experience a disruption (legally dissolve) during Fiscal Year 2008/09.

Early Childhood Support/Development Team (ECST)

Statement of Purpose

Provides support services to children ages 0-5, their families, and childcare providers so that all children can be ready to enter kindergarten.

Outcomes

9. To promote social adjustment of young children, 90% of children (approximately 21 of 24) who complete services with the Clinical Specialists in Fiscal Year 2008/09 will demonstrate an increased ability to meet his/her needs, increased ability to express feelings with appropriate words and actions, and stronger relationships with significant adults as measured by the Devereux Early Childhood Assessment.

WORK FIRST

Statement of Purpose

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

Outcomes

1. To help citizens become productive and avoid welfare, we will assist 75 Work First participants (75% of the potential pool vs. 64% in Fiscal Year 2007/08) find employment during Fiscal Year 2008/09.
2. To help citizens avoid welfare dependency, 25% (225 of 900) of Work First applications will be diverted from the traditional Work First program during Fiscal Year 2008/09 (versus the State's benchmark of 20% and our internal rate of 25% for Fiscal Year 2007/08).

RESIDENTIAL SERVICES

Statement of Purpose

Youth receiving residential services are provided a safe and nurturing group home environment in order to promote positive family functioning.

Outcomes

1. 85% (38 of 45) of youth served in the group homes (Andrea's Place, Blevins, Corner House I and II) will demonstrate improved behaviors on the Child Behavior Checklist (CBCL) and Youth Self Report (YSR) (Achenbach, 2001) as measured by a drop in T-score of ten (10) points (equivalent to twice the level of improved behavior normally associated with youth residing in group care).

ADULT SERVICES

Intake / Adult Protective Services

Statement of Purpose

To protect vulnerable and disabled Catawba County adults from abuse, neglect, and exploitation through provision of services empowering them to achieve maximum independence.

Outcomes

1. Ensure 100% (projected 140) of disabled adults in Catawba County who have been abused, neglected, exploited, or declared incompetent are protected through the provision of emergency or essential services that safeguard the adults' rights and resources in Fiscal Year 2008/09.

Nutrition Services

Statement of Purpose

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

Outcomes

2. 5% of the 60+ aged Catawba County population (1,240 persons) will receive nutrition services and experience health/nutrition awareness, reduced isolation and increased independence by June 30, 2009. (Benchmark: 2.2% is the average percentage of the 60+ population receiving the same services in comparable counties.)

Adult Assistance

Statement of Purpose

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

Outcomes

3. Assist the elderly and disabled Catawba County population in gaining access to medical care by identifying and serving 74% (6,344 of 8,573) of eligible citizens with Medicaid benefits by June 30, 2009, compared to the County's current participation rate of 70.4% and the State's benchmark of 71.7%.

Carolina ACCESS

Statement of Purpose

To provide Medicaid customers with access to medical attention.

Vision:

Outcomes

4. Ensure medical access to 80% (approximately 13,655), compared to the Statewide average of 76.25%, of Catawba County Medicaid managed care eligibles by maintaining an 80% physician participation rate during Fiscal Year 2008/09.

Transportation Services

Statement of Purpose

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

Outcomes

5. Assist Medicaid eligible Catawba County citizens in accessing medical services by arranging and/or providing transportation to 16,700 individuals consisting of 23,800 trips (versus an average of 14,300 trips in similar counties) during Fiscal Year 2008/09.

FAMILY SUPPORT

Child Support

Statement of Purpose

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

Outcomes

1. To assure that children receive the financial support of their parents, the Child Support program will increase the annual child support Collection Rate from 74% to 75% during Fiscal Year 2008/09 as compared the Statewide average of 66% and our latest internal measurement of 74.7%. Measured by the year-end State Child Support Report.
2. To assure that children are financially supported by both parents. 90% of the children who need a Child Support order for support will have one during Fiscal Year 2008/09 as compared to 83.5% Statewide average and internal average of 90.5% during Fiscal Year 2007/08. Measured by Data Warehouse and XPTR Reports.

Family Medicaid / Health Choice

Statement of Purpose

To assist families and children in obtaining access to medical services by quickly and accurately determining their eligibility for Medicaid / North Carolina Health Choice for Children and providing information to citizens to help them obtain medical services.

Outcomes

1. To identify and serve 82% of Catawba County's uninsured/potentially eligible children with Medicaid or North Carolina Health Choice by June 30, 2009, (12,157 of 14,825 children) compared to the County's current participation rate of 79% and the State's 79%.

Food Assistance / Program Integrity

Statement of Purpose

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

Outcomes

1. To assure that nutritional needs of families are met, maintain a participation rate of 90% of eligible citizens in Fiscal Year 2008/09. (As compared to 69.3% Statewide.)
2. To assure that tax dollars are used appropriately and families receive the correct benefits, the Food Assistance staff will maintain an accuracy rating of 98% as evaluated by state quality control monitors and local resource management review during Fiscal Year 2008/09. (The Federal goal is currently at 94.16% accuracy rating.)

GENERAL ASSISTANCE

Statement of Purpose

Prevent dependence on public assistance by providing short-term crisis assistance to eligible citizens.

Outcomes

1. Alleviate crisis situations for 3,500+ citizens by coordinating, cooperating, and collaborating with Eastern Catawba Cooperative Christian Ministries, Hickory Cooperative Christian Ministries, and the Salvation Army by assisting citizens with rent, utilities, medications, and medical supplies as well as providing direction and referral to services that provide emergency assistance with food and shelter in Fiscal Year 2008/09.

PUBLIC ASSISTANCE

Statement of Purpose

To provide public assistance to eligible Catawba County citizens to help with assisted living, needs of the blind, and medical attention as required by State and Federal laws and regulations.

Outcomes

1. Provide opportunities and services for senior and disabled citizens to remain in their own homes with the provision of Community Alternatives Program services in lieu of nursing home placement which will result in the avoidance of \$3,000,000 (increase of 63.14% from Fiscal Year 2006/07) of Medicaid expenditures (\$2,840,400 Federal and State, \$159,600 County share) during Fiscal Year 2008/09.

CHILDREN'S PURCHASE OF SERVICES

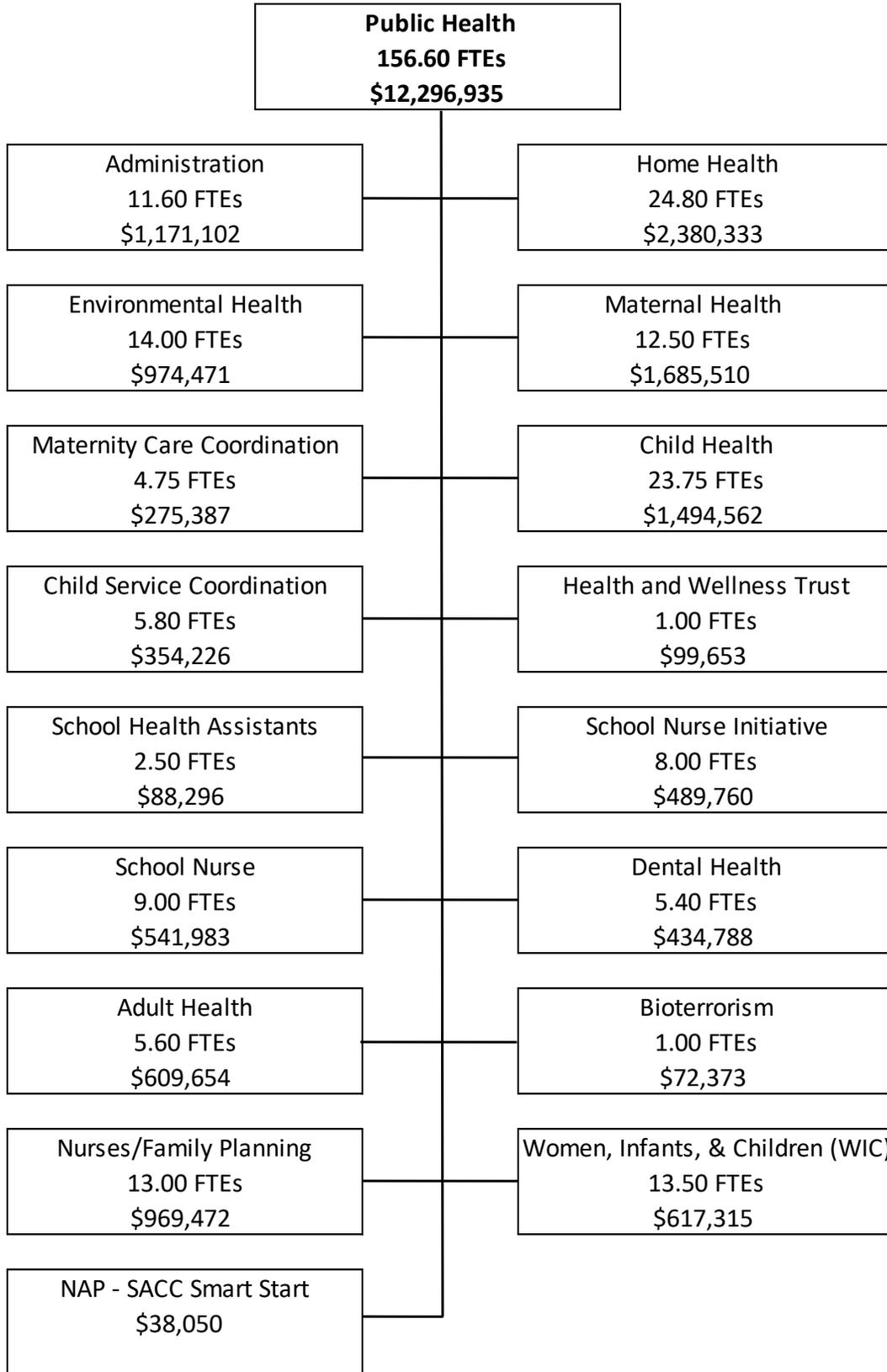
Statement of Purpose

To support the independence of Catawba County families by ensuring access to safe, quality, affordable child care, allowing responsible adults to secure and maintain employment in order to meet the basic needs of their children

Outcomes

1. To support the economic independence of Catawba County parents/caretakers, an average of 28% (1,800 of 6,395) of the potentially eligible Catawba County Children will be assisted monthly by day care scholarships. This compares to 23.3% of potentially eligible children currently served Statewide. (Conditioned on the availability of State and Federal funds.)

Catawba County Government



Public Health

Summary

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Recommended	Percent Change
Revenues					
Federal	\$83,222	\$57,527	\$72,405	\$72,405	26%
State	1,155,027	1,110,061	1,370,513	1,370,513	23%
Federal & State	535,634	532,917	604,926	604,926	14%
Local	372,058	552,746	961,185	961,185	74%
Charges & Fees	6,205,867	6,698,682	7,059,285	7,058,285	5%
Miscellaneous	536,393	447,080	89,390	89,390	-80%
Special Contingency	0	200,000	275,000	275,000	38%
General Fund	1,814,908	1,762,778	1,864,071	1,865,071	6%
Total	\$10,693,699	\$11,361,791	\$12,296,775	\$12,296,775	8%
Expenses					
Personal Services	\$7,361,617	\$7,848,429	\$8,410,331	\$8,410,331	7%
Supplies & Operations	\$3,315,582	\$3,313,362	\$3,611,604	\$3,611,604	9%
Capital	16,500	0	0	0	0%
Special Contingency	0	200,000	275,000	275,000	38%
Total	\$10,693,699	\$11,361,791	\$12,296,935	\$12,296,935	8%
Expenses by Division					
Administration	\$766,515	\$1,021,346	\$1,171,102	\$1,171,102	15%
Home Health	2,219,530	2,224,119	2,380,333	2,380,333	7%
Environmental Health	853,239	900,385	974,471	974,471	8%
Maternal Health	1,769,967	1,846,363	1,960,897	1,960,897	6%
Child Health	1,204,167	1,252,613	1,277,948	1,277,948	2%
Adolescent Health	168,549	214,181	216,614	216,614	1%
Child Service Coordination	256,659	274,816	354,226	354,226	29%
Health & Wellness Trust	33,750	71,338	99,653	99,653	40%
School Health Assistants	80,840	83,147	88,296	88,296	6%
School Nurse Fund Initiative	96,894	112,186	177,976	177,976	59%
Child Service Coordination - Burke	15,411	0	0	0	0%
School Nurse Initiative	706,913	755,585	853,767	853,767	13%
Dental Health	458,828	489,228	434,788	434,788	-11%
Adult Health	518,121	552,739	609,654	609,654	10%
Bioterrorism	75,905	79,851	72,373	72,373	-9%
NAP-SACC Smart Start	0	0	38,050	38,050	0%
Nurse/Family Planning	928,573	938,828	969,472	969,472	3%
WIC	539,838	545,066	617,315	617,315	13%
Total	\$10,693,699	\$11,361,791	\$12,296,935	\$12,296,935	8%
Employees					
Permanent	154.00	150.60	156.60	156.60	4%
Hourly	6.00	9.37	7.27	7.27	-22%
Total	160.00	159.97	163.87	163.87	2%

Budget Highlights

Public Health's budget reflects an 8% increase over the 2007/08 adopted budget. This is primarily due to the increase of four (4) positions during the year in Fiscal Year 2007/08 - 2 State supported school nurse positions and two (2) WIC positions funded with Federal funds.

The Fiscal Year 2008/09 budget includes three (3) new positions, equaling 2 FTEs – one (1) Child Service Coordination Nurse that is State funded, a .4 FTE Health Educator funded by a tobacco grant to work with schools, and a .6 FTE¹ Health Educator/Public Relations Coordinator position funded with State and local funds. The Health Educator/Public Relations Coordinator will serve as a PIO to promote programs of Public Health so citizens are informed about services provided and to develop a greater understanding of health topics and problems in the County. They will work for the whole agency to promote wellness programs such as Eat Smart – Move More. The County share dollars in Public Health show a 6% increase which covers increases in salaries, a 3% operating increase and the increase in our OB/GYN contract with Catawba Valley Medical Center (CVMC) from \$700,000 to \$747,500 annually. There has not been an increase in this contract since 2004. County dollars will fund \$25,000 of this increase with the balance funded by increased Medicaid revenues.

The **Administration** budget includes \$25,000 for accreditation. Public Health is slated to go through statewide accreditation in October 2008. This will be valid for four years and will ensure that our Public Health agency meets all the standards required by North Carolina General Statutes for the provision of services.

The **Home Health** cost center increased by \$148,765 based on higher caseloads and cost increases. These expenses are offset by third party revenue collections. Home Health has an excellent rate in the mid 90s for collections.

Environmental Health costs have increased due to changes in State mandates for water sampling. Water test kit costs have increased as well as travel and shipping costs as a result of new rules about getting all nitrate and water samples to the State lab within 30 hours of sampling. The current fee is \$58 and the proposed fee will go to \$85. The State will be charging \$58 for the water sample kit which must be kept at a constant temperature of 42 degrees. Environmental Health will now be required to either Fed Ex the sample to the State Lab in Raleigh or carry the sample to the State Courier in Statesville by 4:00 each day. The new rate is in line with other area counties. The State is looking at regional labs to help solve the transportation problem.

Child Service Coordination has an increase of \$78,654 due to the addition of a bilingual nurse position and the transfer to this cost center from Maternal Health .50 FTE of a translator position. These positions will handle newborn child visits and will be paid from Medicaid revenue.

School Nurse Initiative has an increase of \$64,754 due to the addition of a school nurse position added in Fiscal Year 2007/08 paid by the State. A State grant covers the majority of costs with Hickory City Schools paying the balance.

Dental Health has a decrease of \$56,000 due to lower contract dentist costs because of the availability of dentists in the community. There is an offsetting reduction in Medicaid revenue that will be generated since this will be claimed by the dentists providing the services.

Bioterrorism reflects State funds added during Fiscal Year 2007/08 to cover expenses and they anticipate the same level of funding for Fiscal Year 2008/09 so County funds will not be budgeted to supplement this cost.

Performance Measurement

Fiscal Year 2008/09

There are 25 outcomes established for Fiscal Year 2008/009 which includes measures to gauge the quality of public health program and services. Surveys of both internal and external customers are included as well as periodical reviews of procedures to insure we are in compliance with all local, Federal, and State laws and regulations. Efforts will be increased to improve community awareness of Public Health's mission and services and the impact of disease prevention and health promotion. Environmental Health outcomes ensure that a minimum of 90% of environmental health complaints received in the department are investigated within 48 hours of receipt. Child Health outcomes ensure that children will receive physical exams in the Public Health Clinic and be appropriately immunized by 24 months of age. Outcomes for the School Health program strive to identify and resolve health issues that affect the ability of students to achieve academic success through health screening and follow-up.

Fiscal Year 2007/08

At mid-year Public Health was on track to achieve 23 of the 25 established outcomes. The two outcomes not meeting the target at mid-year include a Community and Adult Health outcome for 80% of patients scheduled in the clinic to keep appointments and a Prenatal outcome for 80% of patients in the care of Public Health to receive prenatal care within the first trimester of pregnancy. In Community and Adult Health the mid-year report shows that 73% of patients have kept their clinic appointments and in Prenatal 56% instead of 60% began prenatal care in the first trimester.

Fiscal Year 2006/07

Public Health achieved 113 of their 119 outcomes, or 95%, for Fiscal Year 2006/07. Environmental Health completed 99.6% of the required food service facility inspections, surpassing their goal of 95% and presented six food service educational programs to over 169 employees. In the area of Prenatal care the goal was met to reduce the percentage of low birth weight babies born in Catawba County to below the State percentage. A survey of Prenatal Clinic patients resulted in an overall satisfaction rating of services of 4.7 on a scale of 1-5, surpassing a goal of 4. In Child Health 274 children received comprehensive physical exams in the Child Health Clinic, surpassing the goal of 225. 100% of day care center requests for assistance in developing appropriate accommodations of children with health problems were met.

ADMINISTRATION

Statement of Purpose

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

Outcomes

1. Catawba County residents will receive high quality public health programs and services.
 - a. Catawba County Public Health (CCPH) will maintain compliance with all local, Federal, and State laws and regulations.
 - b. All program areas will have a quality assurance (QA) program and maintain an achievement rating above minimum standard.
 - c. CCPH will become an accredited health department via the North Carolina Department of Public Health (NCDPH) by December 2008.
 - d. CCPH will utilize Best Practices methods to deliver public health programs and services.
 - e. CCPH will be fiscally responsible by maximizing revenues, efficiently utilizing resources, and negotiating favorable contracts.

Measurement Tools: Documented and periodical review of procedures related to HIPAA, LEP, confidentiality, finance, program eligibility, fees, etc.; QA procedures and evidence of achievement ratings above minimum standards per individual program; evidence of State Accreditation by December 2008; Summary of Best Practices utilized; and Finance reports.

2. CCPH programs, services, and staff will meet the expectations of its internal and external customers.
 - a. Annual surveys will maintain an average score of 4.
 - b. Less than a score of 4 will result in an action plan to improve service exceptions.

Measurement Tools: Annual survey results summary, action plan, and implementation of action plan.

3. Increase community awareness of CCPH vision, mission, and services and improve individual and community knowledge of the importance and impact of disease prevention and health promotion.
 - a. A marketing plan will include, at a minimum, 2 monthly education and marketing strategies (such as PSA, presentations, etc.)
 - b. CCPH Report Card will be developed annually with community distribution.
 - c. Health care providers will be kept informed of merging public health issues via communication network.

- d. A community health assessment (CHA) will be conducted every 4 years and results distributed to the community (2007, 2011, 2015, etc).
- e. CCPH Annual Report will be completed and distributed each year.

Measurement Tools: Documentation and evidence of: educational and marketing strategies and number of people impacted, distribution of report card to partners and community, communication with health care providers, CHA assessment and documented distribution of assessment to partners and community, distribution of annual report to partners and community.

HOME HEALTH OUTCOMES

Statement of Purpose

Catawba County Home Health Agency (HHA) is a community based non-profit agency serving residents in Catawba and surrounding counties. HHA provides skilled nursing, physical therapy, speech therapy, and occupation therapy as well as home health aide and medical social work services to residents in their home.

Outcomes

1. HHA clients in the Catawba Valley area will have access to and receive quality home health care regardless of their socio-economic status.
 - a. Outcome measures will consistently rank above the State average by using improvement performance factors, Home Health Quality Initiatives (HHQI), and Home Health Compare Outcome Measures (HHCOC) Reports from Medicare website.
 - b. Referrals will increase by 5% annually.
 - c. HHA will serve a significant portion of market share in Catawba County.

Measurement Tools: Review HHQI and HHCOC reports bi-annually, compare year-to-year referral totals, and track and compare number of indigent patients served by HHA, payer mix patients annually, and total population in Catawba County served by HHA, based on State Market Share Report annually.

ENVIRONMENTAL HEALTH

Statement of Purpose

To provide education and enforcement of State and Local regulations regarding food sanitation, subsurface sewage disposal, and other environmental concerns to individuals and businesses in Catawba County.

Outcomes

1. Patrons of Catawba County food services facilities will eat high quality, safe, and wholesome meals.
 - a. Inspect a minimum of 95% of all food service establishments.
 - b. Provide a minimum of four (4) food service education and training workshops in proper food handling and sanitation.

Measurement Tools: Inspection rate and educational log.

2. Technical assistance, consultation, and remediation through enforcement of Environmental Health statutes and laws will be used to resolve problems identified through Environmental Health complaints registered with our department.
 - a. Start investigation process on 90% of all Environmental Health complaints registered with our department within 48 hours after receiving the complaint.

Measurement Tool: Documentation of complaints received, investigation, and resolution.

PRENATAL

Statement of Purpose

To provide comprehensive prenatal care and delivery services that will promote positive pregnancy outcomes utilizing a multi-disciplinary team (nurses, nurse practitioners, certified nurse midwives, OB/GYN physicians, Maternity Care Coordination (MCC) social workers, health educators, and nutritionists).

1. Ensure access to prenatal care for women with lower income through a multidisciplinary team in order to promote healthy pregnancies and healthy babies.
 - a. 60% of patients who receive care from Catawba County Public Health (CCPH) will enter into prenatal care within the first trimester to improve pregnancy outcomes by early identification of substance abuse, high-risk conditions, psychosocial, and economic needs.
 - b. The number of low birth weight babies (low birth weight is less than 2,500 grams or 5lbs. 8oz.) born to CCPH patients will be at or below the State average for Health Department patients.
 - c. The infant mortality rate for Catawba County will be less than or equal to the North Carolina State infant mortality rate.
 - d. 80% of Public Health prenatal patients on Medicaid that have identified risk factors will receive case management services through the Maternity Care Coordination Program.

Measurement Tools: HSIS State Reporting System, quarterly record audits, North Carolina Center for State Health Statistics, Annual County Report Card, Prenatal Intake Log, and CMHC System Report.

CHILD HEALTH

Statement of Purpose

The Child Health Clinic at Catawba County Public Health (CCPH) exists to provide periodic wellness screenings for all children age 2 weeks to 18 years. Well child screenings promote physical, social, and emotional growth of children through early detection and referral of health problems, prevention of illness, and anticipatory guidance.

Outcomes

1. Ensure positive health outcomes for children in Catawba County through the provision of comprehensive well child physical examination and wrap around services that will provide every opportunity for children to receive preventive health services so that they may reach an optimal health status.
 - a. 225 children will receive comprehensive physical exams in CCPH Child Health Clinic.
 - b. 75% of children receiving health care services at CCPH will be age appropriately immunized by 24 months of age. Age appropriate immunizations are defined as documentation of 4 DTP, 3 Polio, 1 MMR, 3 HIB, 1 Varicella, and 3 Hepatitis B shots by 24 months.
 - c. 90% of child health and adolescent health clinics upcoming appointment lists will be reviewed weekly by a Health Check Coordinator for: Medicaid status, last health screening date and name of primary care provider in order to facilitate proper follow-up with other medical providers and to ensure proper coding to maximize billing and eligibility efficiencies.

Measurement Tools: Monthly Activity Report, Health Check Monthly Activity Report, and State Annual Age Appropriate Immunization Rate Assessment.

Early Childhood Support Team

Statement of Purpose

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

Outcomes

2. Through a partnership between the Catawba County Partnership for Children, Family N.E.T., Catawba County child care centers, and CCPH, child care centers will implement best practice standards to ensure safe and healthy child care environments.
 - a. 75% of all childcare centers will achieve 100% compliance when audited by Early Childhood Support Team (ECST) nursing staff during Immunization Audit Week.
 - b. 90% of child care centers working toward earning the Catawba County Child Care Health and Safety Credential will demonstrate improved health practices in hand washing and infectious disease control, as well as increase in the number of health focused contact training hours for staff.
 - c. 90% of centers that hold the Catawba County Child Care Health and Safety Credential will have successfully implemented an Emergency Preparedness Policy.

Measurement Tools: Monthly Activity Report and Immunization Audit Report.

School Health

Statement of Purpose

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

Outcomes

3. Through a partnership between Catawba Valley Medical Center, Catawba County school districts, and CCPH and by intensifying school health support services, through the reduction of the school nurse to student ratio, expansion of school health nurse program components, and applying unique interventions to identified health conditions/issues, student academic achievement will improve by June 30, 2009.
 - a. 50% of students identified at risk for not achieving success on End of Grade (EOG) scores and who receive school nurse intervention will score at or above grade level on EOG scores by June 30, 2009.
 - b. 50% of pregnant teens and teen moms will attend school more often and will remain in school or receive GED by June 30, 2009.

Measurement Tools: School Health Activity Report, Student EOG Scores, and School Attendance Report.

4. Parents and students will recognize routine, consistent health and dental care as important to achieving overall health and well being by identifying with and utilizing a

primary medical and dental provider and by decreasing the use of the Emergency Department (ED) for non-emergent visits by June 30, 2009.

- a. Reduce utilization of the ED for illnesses such as sore throat, earache, and nausea/vomiting/diarrhea by 8% by June 30, 2009.
- b. 60% of students who were previously without a medical home have visited their doctor annually for preventive or acute healthcare by June 30, 2009.
- c. 60% of students who were previously without a dental home have visited their dentist annually for preventive or acute dental needs by June 30, 2009.

Measurement Tools: School Health Activity Report and Hospital Report.

5. Eliminate chronic health conditions as a barrier to achieving school success by competently and consistently managing these conditions at school through cooperation between the school staff, physician, parents, student, and school nurse by June 30, 2009.
 - a. 100% of all children with identified chronic health problems will have an Individualized Health Plan (IHP) developed so the school staff can appropriately manage the child's medical condition safely at school by June 30, 2009.
 - b. Reduce absenteeism of students identified with chronic asthma and diabetes by 20% when absence is associated with diagnosis by June 30, 2009.
(All identified students with asthma and diabetes have an IHP for disease management as well as a School Attendance Plan (SAP).

Measurement Tools: School Health Activity Report and School Attendance Report.

6. Identify and resolve health issues that affect the ability of students to attain optimal health status and achieve school success by ensuring age appropriate health screening, follow-up, and development of school district health policies by June 30, 2009.
 - a. 75% of all 5th graders will be screened for height, weight, and Body Mass Index (BMI) with 100% of students, whose BMI exceeds normal medical standards*, referred for evaluation by June 30, 2009. (*BMI scores > the 85th percentile and < the 5th percentile)
 - b. 90% of students identified for vision problems will receive appropriate vision care June 30, 2009.
 - c. 98% of elementary students will be in compliance with State immunization requirements June 30, 2009.

Measurement Tools: Immunization Record review, School Health Activity Report, documentation in the School Health Log Book, and documentation on Student Health Card.

ADOLESCENT HEALTH

Statement of Purpose

The adolescent health program provides adolescents and their families competent, developmentally relevant, preventive and acute health services.

Outcomes

1. Through a partnership with Catawba Pediatrics Associates and Catawba County Public Health (CCPH), adolescents will receive comprehensive health services for early identification and treatment of health problems and health promotion/education.
 - a. 90% of patients receiving comprehensive physical exams will receive age appropriate screening, health guidance, problem identification, lab testing, treatment, medication, and/or follow-up/referral. (School-linked site)
 - b. 80% of patients are age appropriately immunized per Advisory on Immunization Practices (ACIP) guidelines at the time of receiving a complete physical exam. (School-linked site)
 - c. Enrolled students with Body Mass Index (BMI) \geq 95th percentile will have documentation of a plan of treatment in their medical record and documentation that the patient participated in \geq 2 counseling sessions.

Measurement Tools: Quarterly Medical Report Audit, quarterly record audits for immunization status, documentation of plan of treatment and counseling sessions, and Monthly Clinical Report.

CHILD SERVICE COORDINATION

Statement of Purpose

Child Service Coordination (CSC) is a case management program for high-risk children, birth to three years old that provides comprehensive assessments, screening, health/parenting/safety/education, and health referrals and follow-up. The overall goal of this program is early identification of medical and developmental problems so that the appropriate referrals and early interventions can be initiated and that these children can attain their optimal level of development. The CSC nurses also perform the Postpartum/Newborn Home Visit Assessment to new mothers and infants that are patients of the Catawba County Public Health (CCPH) Prenatal Clinic.

Outcomes

1. Children and families will be prepared for future success and reach their optimal level of achievement by ensuring families are linked to and access community resources to meet their health and social needs.
 - a. 100% of all children enrolled in the CSC program will receive comprehensive case management services.
 - b. 90% of all CSC enrolled children that are identified, as out of compliance with the State immunization schedule will be up-to-date within 3 months.
 - c. 25% of all mothers and babies receiving a postpartum/newborn home visit will be referred to the CSC program for follow-up.

Measurement Tools: Monthly activity report and quarterly audit recorded on monthly Activity Sheet.

DENTAL

Statement of Purpose

To improve the overall dental health of Catawba County children and increase the community's "dental IQ."

Outcomes

1. Income eligible Catawba County children will have access to comprehensive, preventive, and treatment dental services through Catawba County Public Health (CCPH) Dental Practice.
 - a. 10,000 services will be performed by Dental Practice staff for preventive, diagnostic, and operative care to help maintain a better health status.
 - b. Improve the dental I.Q. of 3,000 children and their parents through a comprehensive Dental Education Program provided by the Dental Educator.
 - c. 2,000 children will receive preventive treatment modality sealants by Dental Practice staff to reduce the incidence of cavities in permanent teeth.

Measurement Tools: Computer report documenting dental services, pre-test and post-test, and number of patients and/or teeth on which sealants are placed.

COMMUNITY AND ADULT HEALTH (INCLUDING WOMEN'S PREVENTIVE HEALTH)

Statement of Purpose

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

Outcomes

1. Income eligible patients will have access to and receive services that empower them with the knowledge to make informed decisions related to the prevention of pregnancy and the prevention and/or treatment of disease.
 - a. 80% of patients scheduled in the Adult Health Clinic will follow through with keeping their appointment.
 - b. 90% of patients attending the Adult Health Clinic will receive health education on topics such as pre-conception health, smoking cessation, contraception, Sexually Transmitted Disease (STD) prevention, weight reduction, and nutrition.
 - c. All women screened for breast and cervical cancer will be referred for treatment of abnormal findings.
 - d. 75% of patients diagnosed with a sexually transmitted disease will receive treatment. The other 25% who do not receive treatment will either have refused to follow through with treatment or lost to follow-up.

Measurement Tools: Monthly Appointment Data reports, quarterly record audits, and Adult Health Intake Log of abnormal results and referrals.

2. In an effort to improve healthy behaviors for Catawba County citizens, Health Promotion staff will develop a Community Action Plan (CAP) according to North Carolina Health Promotion guidelines and achieve the objectives described in the CAP by June 30, 2008. Areas of focus include physical activity and nutrition.
 - a. By June 30, 2009, 15 child care centers will implement the Be Active Kids physical activity program.
 - b. By June 30, 2009, 5 organizations will adopt an Eat Smart, Move More (ESMM) policy focused on both healthy eating and physical activity.
 - c. By June 30, 2009, 23 elementary school programs will adopt an ESMM Wellness Policy on both improving healthy eating and increasing physical activity.
 - d. By June 30, 2009, 3 middle schools and 6 high schools will adopt an ESMM Wellness Policy on both improving healthy eating and increasing physical activity.

Measurement Tools: Quarterly CAP progress report.

3. 90% of the action plan objectives for Catawba County Health Partners, Inc. (CCHP) will be met to ensure progress toward the long-term goal for each health priority. The three health priorities along with the long-term goals are as follows:
 - a. Access to Healthcare
CCHP Objective: By 2010, increase the number of primary care visits for people between the ages of 18-64 who are seen at free/reduced fee clinics by 10%. (604 additional primary care visits will occur or 150 visits per year.)
 - b. Childhood Obesity
CCHP Objective: Decrease the proportion of at-risk and overweight children ages 2-18 in Catawba County by 10% by 2010.
 - c. Substance Abuse
CCHP Objective: By 2008, Emergency room and inpatient visits recorded as relating to substance abuse will decrease by 5% based on population per capita. (131 less substance abuse visits to the emergency rooms will occur over the next three years.)

Measurement Tools: Routine progress reports.

4. CCPH will increase the access of low-income adults to dental care and physician prescribed pharmaceuticals through a partnership with Greater Hickory Cooperative Christian Ministries (GHCCM).
 - a. 200 dental services will be provided to adults at GHCCM.
 - b. 135 prescription services will be provided at GHCCM to adults referred from CCPH.

Measurement Tools: Summary of invoices.

5. CCPH will prevent the spread of communicable diseases by utilizing early detection, preventive vaccination, and treatment modalities.
 - a. 95% of all persons seeking immunizations for travel to a foreign country will receive the required vaccinations, as established by the Center for Disease Control (CDC) guidelines, within one (1) week of request.
 - b. 95% of all reportable suspected and confirmed cases of communicable disease will be investigated. The other 5% of cases will refuse investigation, move out of County, or be lost to follow-up.
 - c. An investigation will be initiated on 100% of suspected Tuberculosis (TB) cases within 24 hours after the Health Department is notified.

Measurement Tools: Foreign Travel Log, Communicable Disease Log, Tuberculosis Log, and patient chart.

BIOTERRORISM PREPAREDNESS AND RESPONSE

Statement of Purpose

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

Outcomes

1. CCPH is prepared to respond competently to man-made and natural events (disasters and disease outbreaks).
 - a. CCPH staff Epidemiology Team will participate in at least 1 preparedness exercise annually.
 - b. 96% of CCPH staff will complete required preparedness training.
 - c. CCPH staff will have access to workforce development opportunities beyond the required preparedness training.

Measurement Tool: Workforce Development logs

2. CCPH will increase the community's awareness of their role and CCPH's role in disaster preparedness and response.
 - a. Create and distribute public messages to the community (presentations, web pages, news outlets, print, etc).
 - b. Public will participate in drive through flu clinic/mass dispensing exercises.
 - c. Create a common message Public Service Announcement (PSA) in cooperation with Emergency Services Communications Committee.
 - d. Explore the development of local, interactive, web-based surveillance, and information system.

Measurement Tool: Documentation of messages, system, and community participation.

3. CCPH will facilitate key community partners in community planning for biological or public health related threats, preparedness plans, and emergency response related to public health.
 - a. Ensure community input into all preparedness plans by facilitating active multi-hazard/SNS teams and subcommittees.
 - b. All State required public health preparedness plans completed on or before deadline.
 - c. Lead the development of Special Medical Needs Sheltering seamless plan and strategies.

Measurement Tools: Specific goals and objectives developed and met per time line, existence of approved preparedness plans within required timeframe, special needs shelter plan, which includes cooperation with Emergency Services and Department of Social Services for seamless services to clients.

WOMEN, INFANTS, AND CHILDREN (WIC)

Statement of Purpose

To provide nutrition education and supplemental foods to eligible women, infants, and children of Catawba County. State data proves that WIC: lowers infant mortality by 25% to 66% among Medicaid beneficiaries who participated in WIC as compared to Medicaid beneficiaries who did not participate in WIC and saves public health dollars in North Carolina (every WIC dollar spent on a pregnant woman saves \$3.13 in Medicaid cost during the first 60 days of an infant's life).

Outcomes

1. To improve pregnancy outcomes, reduce obesity in women and children, and maximize the growth and development of infants and children through improved nutritional status.
 - a. Maintain active participation in the WIC Program, at a minimum of 97% of the base caseload.
 - b. Monitor at least 1/3 of the vendors in Catawba County annually to ensure that nutritious foods/nutritional products are readily available.
 - c. Increase percentage of women enrolled in WIC who initiated breastfeeding.
 - d. Increase percentage of women enrolled in WIC breastfeeding baby at 6 weeks of age.

Measurement Tools: State WIC Report #NA515-1, Vendor Report, State WIC Report #NAA483-4, and agreement addenda.

Other Human Resource Activities

Organization: 510050

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Recommended	Percent Change
Revenues					
General Fund	\$68,800	\$100,000	\$2,474,137	\$2,474,137	2374%
Total	\$68,800	\$100,000	\$2,474,137	\$2,474,137	2374%
Expenses					
Medical Examiner	\$68,800	\$100,000	\$100,000	\$100,000	0%
Mental Health Fund Balance	0	0	1,046,000	1,046,000	0%
Mental Health Base Allocation	0	0	257,889	257,889	0%
Mental Health Contracted Services					
CVBH	0	0	561,072	561,072	0%
Family N.E.T.	0	0	333,046	333,046	0%
Guardianship	0	0	98,880	98,880	0%
Purchase of Services	0	0	77,250	77,250	0%
Total	\$68,800	\$100,000	\$2,474,137	\$2,474,137	2374%

Budget Highlights

Medical Examiner fees cover the State mandated costs for autopsies.

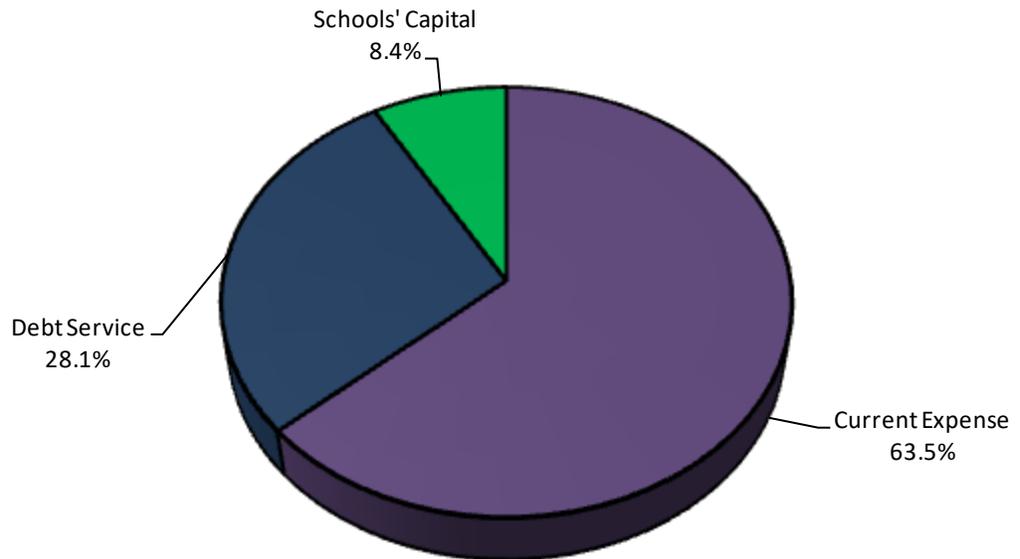
Effective with the Fiscal Year 2008/09 Budget, Mental Health will no longer be a County department. This change is due to Mental Health Reform, which has been phased in over the last several years. Catawba County Mental Health has merged with Burke County to form a new area program called Mental Health Partners. The funding agreement between the County and Mental Health is the baseline annual appropriation from the County will match the amount that Burke County is funding per capita (current \$1.64 per capita). As Burke increases its funding per capita, Catawba County will adjust accordingly. Any services provided exceeding these funds will be subject to contract with Mental Health Partners on a year to year basis. These will be for services that the State or other dollars won't support. The budget includes payment to Mental Health Partners of \$1,046,000, the agreed upon share of the Mental Health fund balance based on 8% of the Catawba County portion of the Mental Health Partners budget of \$13,072,446.



EDUCATION

The County has budgeted \$70,177,578 or 33.4% of the total budget for education expense. This includes \$40,165,301 for current expenses for the three school districts and Catawba Valley Community College (CVCC) and capital expenses total 12,261,427. The Debt Service amount for education is \$17,750,850.

Public education is a major responsibility of County government. In recent years, Catawba County has undertaken major initiatives to both support effective education and to secure accountability for the use of educational funding.



Education

Organization: 710050

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
Sales Tax	\$4,524,568	\$4,044,163	\$4,657,405	\$4,657,405	15%
Fines & Forfeitures	1,126,098	1,287,495	1,288,464	1,288,464	0%
General Fund	28,571,630	32,883,358	35,583,497	34,219,432	4%
Total	\$34,222,296	\$38,215,016	\$41,529,366	\$40,165,301	5%
Expenses					
Catawba County					
Base Budget	\$21,298,680	\$24,050,502	\$25,887,800	\$25,031,295	4%
Fines & Forfeitures	782,920	907,902	903,465	903,465	0%
Subtotal	\$22,081,600	\$24,958,404	\$26,791,265	\$25,934,760	4%
Hickory City					
Base Budget	\$5,532,540	\$6,044,374	\$6,827,924	\$6,621,318	10%
Fines & Forfeitures	203,320	228,174	239,751	239,751	5%
Subtotal	\$5,735,860	\$6,272,548	\$7,067,675	\$6,861,069	9%
Newton-Conover					
Base Budget	\$3,643,260	\$4,011,119	\$4,296,314	\$4,024,224	0%
Fines & Forfeitures	133,977	151,419	145,248	145,248	-4%
Subtotal	\$3,777,237	\$4,162,538	\$4,441,562	\$4,169,472	0%
Catawba Valley Community College	\$2,627,599	\$2,821,526	\$3,228,864	\$3,200,000	13%
Grand Total	\$34,222,296	\$38,215,016	\$41,529,366	\$40,165,301	5%

Pupil Allocation 2008/09

	Catawba	Hickory	Newton-Conover	Total
Per Pupil				
Average Attendance	17,715	4,686	2,848	25,249
2008/09 County Base	\$1,250.00	\$1,250.00	\$1,250.00	\$1,250.00
Joint School Programs	52.00	52.00	52.00	52.00
2% Teacher Supplement	46.00	46.00	46.00	46.00
Technology	65.00	65.00	65.00	65.00
Fines & Forfeitures	51.00	51.00	51.00	51.00
School Fund Balance	7.00	7.00	7.00	7.00
Total	\$1,471.00	\$1,471.00	\$1,471.00	\$1,471.00
System Total				
2008/09 County Base	\$22,143,750	\$5,857,500	\$3,560,000	\$31,561,250
Joint School Programs	921,180	243,672	148,096	1,312,948
2% Teacher Supplement	814,890	215,556	131,008	1,161,454
Technology	1,151,475	304,590	185,120	1,641,185
Fines & Forfeitures	903,465	238,986	145,248	1,287,699
School Fund Balance	124,005	32,802	19,936	176,743
Total	\$26,058,765	\$6,893,106	\$4,189,408	\$37,141,279

Budget Highlights

Current expense funding pays for the operating needs of the schools including both instructional programs and support services. 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 of where to spend with the school systems. The School Budget and Fiscal Control Act requires the County to fund each school system the same amount per pupil based on average daily membership (ADM) figures certified by the State and based on the highest attendance figures of the first two out of three months of the school year.

The recommended funding includes a 4.6% increase over Fiscal Year 2007/08 in per pupil funding. A portion of the new ¼ cent sales tax (\$362,500) that went into effect in April 2007 has been added to the technology funds bringing the County per pupil funding to \$1,413. Also included in this amount is funding for joint programs and additional funds added in 2005/06 to increase teacher supplements.

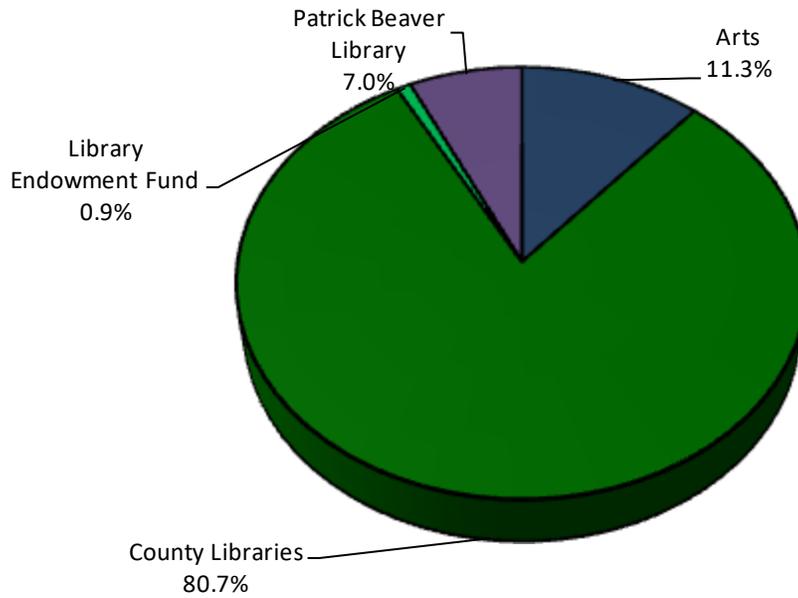
The base budget for each school system includes funds for jointly operated school programs. These include Challenger High School, Conover School for exceptional children, the ACT Program, Community Schools, Catawba Valley High School, and the school bus garage. Since the funding for these special programs is combined in the base allocation, the three

superintendents have worked out a method to reimburse each other for these inter-system program costs.

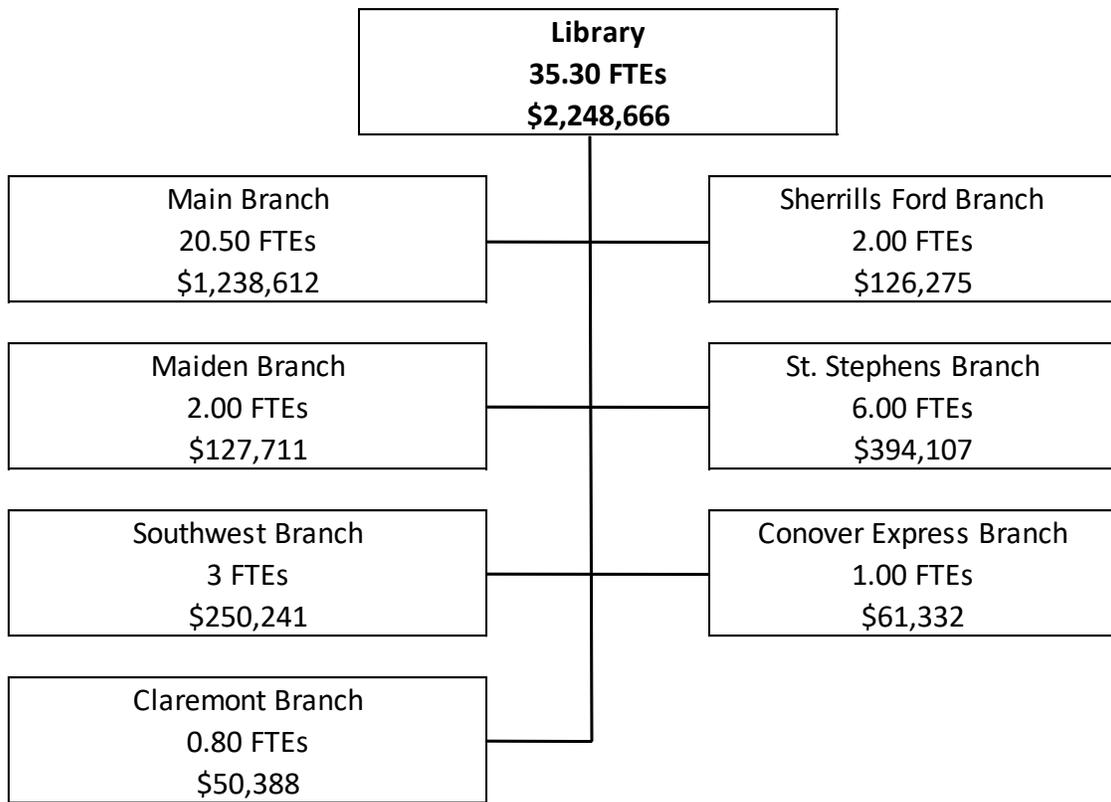
State certified projections indicate a small decrease in students for Catawba County Schools of 87 students. Newton-Conover Schools' numbers have a decrease of 121 students but Hickory Public Schools' number increased by 227 students for an overall net gain of 19 students Countywide. The change in the State certified numbers results in a funding increase of 4% for Catawba County Schools, a 10% increase for Hickory Public Schools, and a 0% increase for Newton-Conover Schools.

CULTURE

This function is composed of the County Library system, the Historical Museum, Catawba County Council for the Arts, Catawba Valley Arts Center, and the Patrick Beaver Memorial Library. The Main Library is located in Newton with branch facilities in the Maiden, Sherrills Ford, St. Stephens, Mountain View, Conover, and Claremont areas. The County has budgeted \$2,784,865 in support of the library system, culture, and the arts.



Catawba County Government



County Library

Reinventing Department

	2006/07	2007/08	2008/09	2008/09	Summary
	Actual	Current	Requested	Approved	Percent Change
Revenues					
State	\$168,356	\$187,778	\$165,664	\$165,664	-12%
Local	66,888	59,036	65,599	65,599	11%
Charges & Fees	63,450	49,950	52,100	52,100	4%
Miscellaneous	1,833	400	300	300	-25%
General Fund	1,897,006	1,877,379	1,965,003	1,965,003	5%
Total	\$2,197,533	\$2,174,543	\$2,248,666	\$2,248,666	3%
Expenses					
Personal Services	\$1,511,231	\$1,564,188	\$1,654,200	\$1,654,200	6%
Supplies & Operations	686,302	610,355	594,466	594,466	-3%
Capital	0	0	0	0	0%
Total	\$2,197,533	\$2,174,543	\$2,248,666	\$2,248,666	3%
Expenses by Division					
Main	\$1,177,191	\$1,162,146	\$1,238,612	\$1,238,612	7%
Sherrills Ford	116,540	120,899	126,275	126,275	4%
Maiden	113,992	121,140	127,711	127,711	5%
St. Stephens	374,146	388,046	394,107	394,107	2%
Southwest	277,154	280,366	250,241	250,241	-11%
Conover	49,443	51,028	61,332	61,332	20%
Claremont	89,067	50,918	50,388	50,388	-1%
Total	\$2,197,533	\$2,174,543	\$2,248,666	\$2,248,666	3%
Employees					
Permanent	35.90	35.10	35.30	35.30	1%
Hourly	1.58	1.58	1.58	1.58	0%
Total	37.48	36.68	36.88	36.88	1%

Fiscal Year 2006/07 Outcome Achievements

Total Outcomes	Achieved	Partially Achieved	Not Achieved	Success Rate
40	40	0	0	100%

Budget Highlights

Outcomes for the Library continue to focus on inspiring the joy of reading, creative thinking and life-long learning by making sure the public has access to comprehensive resources, innovative technologies and quality programs. Last year in the area of youth services the library surpassed the goal of presenting one hundred preschool story programs to one thousand children to encourage development of pre-reading skills and a love for books. One hundred and two programs were presented to 1,097 preschoolers. Library staff presented 261 programs (passing the goal of 226) for 4,159 children and 547 adults during the fiscal year. Crates of books were

also delivered to 21 centers that they visited. Library system staff met the goal of promoting the library to children and their teachers by distributing 1975 library card letters to kindergarteners to encourage families to use the public library.

To ensure that teenagers have access to Library resources and services the outcome was met to establish a Teen Advisory Board to improve Library services to teens. Thirty teens were recommended by the board by branch managers, school principals and homeschool associations. Six meetings were held during the fiscal year which resulted in a project table in the teen area of the library, new teen web page links, and suggestions for new magazine subscriptions and print material purchases.

Performance Measurement

Fiscal Year 2008/09

For the third year the outcomes for the Library have been developed to align with a 5 year service plan developed through a Library grant by an independent consultant. The outcomes continue to emphasize youth services, insuring that children from preschool up are exposed to library services and materials and have reading enrichment opportunities. For older children the annual summer reading program continues to be successful.

In Genealogy there is an outcome to submit an LSTA grant proposal to plan a joint project with the Hickory Public Library to digitize local history collections. This history will be available on line and will join family records together so that the information is in one place instead of having to go to Hickory and Newton. With the change in administration in the Hickory Public Library there has been a new spirit of collaboration that is filtering down to the staff of both library systems and hopefully will lead to more joint projects. This past year there were two joint meetings of the Library Boards held which we understand were very successful.

As of the last audit the Library had a reinventing fund balance of \$138,000. Approximately \$11,000 was used this year to replace ten children's computers at the Main Library so that the equipment could be more up-to-date rather than have the children using the older computers padded down from the Technology Department. Fund balance also paid to replace a damaged room divider in the auditorium and to add shelving at the Conover Branch Library. \$50,000 of the balance has been committed toward the book collection for the new Sherrills Ford Library scheduled for construction in 2011/12.

Fiscal Year 2007/08

At mid-year all outcomes have been achieved or partially achieved. In many areas, such as preschool reading programs presented at the Library and in preschools, it appears that goals will be surpassed. The newly formed Teen Advisory Board has met for two of the four scheduled meetings to look at ideas for improving Library services to teens.

During the period, July-December, 2007, 11,818 items were added to the database in various collections providing citizens with Library new and improved resources. The Library's outcome of adding 1,500 items per month (18,000 items annually) was exceeded by 2,818 items.

Staff continues to work with ITC to maintain 30 computers in the Main Library for the use of Library customers. The computers were used for nineteen thousand and twenty-one sessions for the first half of this fiscal year.

In the area of Genealogy the plan to digitize the local articles from the Hickory Daily Record 1965 Golden Anniversary edition and the 1970 Hickory centennial edition has been completed and will not be available to patrons.

The Big Read kick-off was held at the Main Library on October 25th. Grants for the project have been written and awarded and plans continue with programming that began in January, book discussions and guest speakers scheduled through April 2008.

All 6 branch libraries are on track to meet their established outcomes for the 2007/08 fiscal year in the areas of Youth Services, Technology, Customer Services, and Knowledge Services.

Fiscal Year 2006/07

Outcomes for the Library continue to focus on inspiring the joy of reading, creative thinking and life-long learning by making sure the public has access to comprehensive resources, innovative technologies and quality programs. In the area of youth services the library surpassed the goal of presenting one hundred preschool story programs to one thousand children to encourage development of pre-reading skills and a love for books. One hundred and two programs were presented to 1,097 preschoolers. Library staff presented 261 programs (passing the goal of 226) for 4,159 children and 547 adults during the fiscal year. Crates of books were also delivered to 21 centers that they visited. Library system staff met the goal of promoting the library to children and their teachers by distributing 1975 library card letters to kindergarteners to encourage families to use the public library.

To ensure that teenagers have access to Library resources and services the outcome was met to establish a Teen Advisory Board to improve Library services to teens. Thirty teens were recommended by the board by branch managers, school principals and homeschool associations. Six meetings were held during the fiscal year which resulted in a project table in the teen area of the library, new teen web page links, and suggestions for new magazine subscriptions and print material purchases.

In order to meet the needs of the increasingly diverse population of Catawba County outcomes were met to compile a quarterly brochure, web page entry, and press releases highlighting new multicultural items. At four times during the year bilingual press releases were issued for both Spanish and English media outlets highlighting new materials and programs for Spanish families in the Catawba County area. Brochures and the web page also listed the new books added to the foreign language collection. Brochures were also printed listing Hmong resources. Circulation of foreign language materials from the Main Library increased sixteen percent this fiscal year over last year. The Main Library promoted cultural appreciation by sponsoring German, Hispanic, African-American, and Hmong cultural displays during the fiscal year.

Many citizens continue to depend on the Library for access to technology. The goal to develop a team of trainers to teach four computer classes monthly resulted in 53 computer classes being taught for 333 customers during the fiscal year. Library users had access to 30 public computers at the Main Library and remote users accessed the library's on-line catalog 94,966 times.

To measure customer service satisfaction an annual survey was completed in February 2007 with the staff receiving a 99% rating of service as "excellent" or "good", surpassing the goal of 95%.

All 6 branch libraries achieved 100% of outcomes and in most cases surpassed outcomes in the areas of youth services, technology services, customer services, knowledge services, and facilities services. Reading enrichment programs for elementary school children were held during the summer months, computer classes were provided, and library hours were improved based on enduring that branches are open during the hours that are most convenient for community use as indicated by a survey conducted in November 2005.

MAIN LIBRARY

Statement of Purpose

Catawba County Libraries inspire the joy of reading, life-long learning, cultural appreciation, creative thinking, and promote economic development and individual growth through comprehensive resources, a knowledgeable and responsive staff, innovative technologies, and welcoming facilities.

Outcomes

Youth Services

1. Preschool children and their caregivers will have access to quality programs, resources, and services that support the development of early literacy skills and contribute to the education of young children in Catawba County. This will be measured by:
 - a. Presenting fifty (50) preschool story programs that incorporate “Every Child Ready to Read” concepts and teach caregivers to continue the development of early literacy learning skills at home.
 - b. Presenting one-hundred-twenty (120) preschool story programs in childcare centers through the Bookbuddies outreach program that incorporate “Every Child Ready to Read” concepts and teach childcare workers to continue the development of early literacy learning skills in their classrooms.
2. The Library will serve as a partner in the educational process of school-aged children in Catawba County by collecting materials to support their school curricula and by providing reading enrichment activities. This will be measured by:
 - a. Promoting the Library to children and their teachers by distributing library information to kindergartners in all Catawba County Schools and Newton-Conover City Schools by September 30, 2008.
 - b. Providing ten (10) reading enrichment activities for elementary school-aged children that focus on reading skills and how to use the Library for both homework and leisure reading.
 - c. Continuing the Teen Advisory Board meetings four (4) times during the year with activities that encourage teens to use the Library for school assignments and as a resource for their leisure activities.

Knowledge Services

3. Citizens will use library resources for the pleasure anticipated in reading and to further their personal and professional knowledge. This will be measured by:

- a. Expanding and updating the Library system collection of 255,444 print and non-print resources according to the detailed collection development plan. This plan can be viewed at www.catawbacountync.gov/library.
- b. Ensuring that print materials purchased have complete and accurate bibliographic information and are included in the online catalog within five (5) days of receipt.
- c. Maintaining a print circulation per capita rate of 3.5 and a non-print per capita circulation rate of 2.5 at the Main Library as measured against the service population.
- d. Providing twelve (12) programs during the year that contribute to the education of adults in Catawba County, including digital training or other topics of relevance to the community.

Technology Services

- 4. Catawba County citizens will have access to updated technology and knowledgeable staff in order to bridge the “digital divide.” This will be measured by:
 - a. Continuing to maintain thirty (30) public computers at the Main Library and providing access to the online catalog, the Internet, online reference sources, and selected software applications.
 - b. Promoting the free use of North Carolina Libraries for Virtual Education (NCLIVE) by including information about this service in four (4) Library media releases and providing two (2) classes that teach citizens how to use this service.

Genealogy Services

- 5. Citizens interested in genealogy and local history will have access to library resources that help them to research their family histories and Catawba County history. This will be measured by:
 - a. Compiling and preparing the 2006 Hickory Daily Record and Observer News-Enterprise obituaries for addition to the Rhodes Room website’s obituary index.
 - b. Submitting a Library Services Technical Administration (LSTA) grant proposal to plan a joint project with the Hickory Public Library to digitize local history collections.

Customer Services

- 6. Catawba County citizens will experience friendly and knowledgeable customer service so that they are able to find exactly what they need.

- a. Maintaining a 95% or better rating of staff service as “excellent” or “good” on the Library’s annual customer service survey.
- b. Continuing to produce a monthly Library newsletter and a weekly newspaper column that promote the valuable benefits of Library services in Catawba County.
- c. Delivering library materials four times per week to Catawba County branch locations and the Patrick Beaver Library so that customers receive new and reserved Library materials in a timely manner.
- d. Continuing to assist the Friends of Catawba County Library in offering two (2) programs that directly relate to reading, literature, and personal enrichment.
- e. Continuing to partner with the Hickory Public Library, Catawba Valley Community College, and Lenoir-Rhyne College to sponsor the Big Read 2009 so that Catawba County citizens have a “one book, one county” reading opportunity.

SHERRILLS FORD BRANCH LIBRARY

Statement of Purpose

Catawba County Libraries inspire the joy of reading, life-long learning, cultural appreciation and creative thinking, and promote economic development and individual growth through comprehensive resources, a knowledgeable and responsive staff, innovative technologies and welcoming facilities.

Outcomes

Youth Services

1. Ensure that preschool children will have access to quality programs, resources, and services. This will be measured by:
 - a. Presenting fifty (50) preschool story programs to 500 children to encourage development of pre-reading skills and a love for books.
 - b. Presenting fifty (50) toddler music play programs to 500 children to encourage development of language, gross motor, social living and creative art skills.
 - c. Selecting and preparing 1,000 books for two (2) day care center during the school year for fifty-six (56) preschool children.
2. Ensure that school aged children will have access to materials that support their school curricula and provide reading enrichment opportunities. This will be measured by:
 - a. Providing five (5) reading enrichment Library programs reaching one hundred twenty (120) elementary school children during the fiscal year.

Technology Services

3. Catawba County citizens will have access to updated technology and knowledgeable staff in order to bridge the “digital divide.” This will be measured by:
 - a. Continuing to offer public access on six (6) computers and 2,500 sessions to provide access to the Library system’s Internet and online reference services.

Customer Services

4. Catawba County citizens will have access to accurate and complete information through the Library publications and resources, knowledgeable staff and the Library web page. This will be measured by:
 - a. Maintaining a 95% or better rating of staff service as “excellent” or “good” on the Library system’s annual customer service survey.
 - b. Providing information each month for the Library newsletter, newspaper column, and other special media releases. Distribute copies of monthly newsletter to Library patrons.

Knowledge Services

5. Citizens will use library resources for the pleasure anticipated in reading and to further their personal and professional knowledge. This will be measured by:
 - a. Maintaining a collection turnover rate of 2.5 during Fiscal Year 2008/09. This exceeds the State average of 2.35.

MAIDEN BRANCH LIBRARY

Statement of Purpose

Catawba County Libraries inspire the joy of reading, life-long learning, cultural appreciation, and creative thinking, and promote economic development and individual growth through comprehensive resources, a knowledgeable and responsive staff, innovative technologies and welcoming facility.

Outcomes

Youth Services

1. Ensure that preschool children will have access to quality programs, resources, and services that instill a love of reading and learning while encouraging a sense of curiosity and discovery. This will be measured by:
 - a. Continuing offering fifty (50) preschool reading programs to encourage development of pre-reading skills and a love for books.
 - b. Selecting and preparing seven hundred (700) books for two (2) day care centers during the school year for forty-seven (47) preschool children.
2. Ensure that school-aged children will have access to materials that support their school curricula and provide reading enrichment opportunities. This will be measured by:
 - a. Providing five (5) reading enrichment Library programs for one hundred (100) elementary school children during the year.

Technology Services

3. Catawba County citizens will have access to updated technology and knowledgeable staff in order to bridge the “digital divide.” This will be measured by:
 - a. Continuing to offer public access on four (4) computers and 3,000 sessions to provide access to the Library system’s Internet and online reference services.

Customer Services

4. Catawba County citizens will have access to accurate and complete information through Library publications and resources, knowledgeable staff, and the Library web page.
 - a. Maintaining a 95% or better rating of staff service as “excellent” or “good” on the Library system’s annual customer service survey.

- b. Providing information each month for the Library newsletter, newspaper column, and other special media releases and distributing copies of the monthly newsletter to Library patrons.

Knowledge Services

- 5. Citizens will use Library resources for the pleasure anticipated in reading and to further their personal and professional knowledge. This will be measured by:
 - a. Maintain a collection turnover rate of 2.5 during Fiscal Year 2008/09. This exceeds the State average of 2.35.

ST. STEPHENS BRANCH LIBRARY

Statement of Purpose

Catawba County Libraries inspire the joy of reading, life-long learning, cultural appreciation, and creative thinking, and promote economic development and individual growth through comprehensive resources, a knowledgeable and responsive staff, innovative technologies, and welcoming facilities.

Outcomes

Youth Services

1. Ensure that preschool children will have access to quality programs, resources, and services that instill a love of reading and learning while encouraging a sense of curiosity and discovery. This will be measured by:
 - a. Presenting fifty (50) preschool/toddler story programs to encourage development of pre-reading skills and a love for books.
 - b. Selecting and preparing 4,285 books for twelve (12) day care centers in the St. Stephens Community.

2. Ensure that school aged children will have access to materials that support their school curricula and provide reading enrichment opportunities. This will be measured by:
 - a. Presenting six (6) Library tours or programs for visiting classes during the year.
 - b. Providing five (5) reading enrichment Library programs during the summer months when school is not in session for elementary school-age children.
 - c. Providing three (3) programs for teens (ages 13-17) during the year.

Technology Services

3. Catawba County citizens will have access to updated technology and knowledgeable staff in order to bridge the “digital divide.” This will be measured by:
 - c. Providing twelve (12) computer classes annually by utilizing staff trained to teach adult technology classes.
 - d. Maintaining (11) public access computers and providing access to the Internet, online reference sources, and selected software applications for 11,000 sessions.

Customer Services

6. Catawba County citizens will have access to accurate and complete information through Library publications and resources, knowledgeable staff and the Library web page. This will be measured by:
 - a. Maintaining a 95% or better rating of staff service as “excellent” or “good” on the Library system’s annual customer service survey.
 - b. Providing a quarterly “Upcoming Titles” brochure that list fiction titles that will be published soon enabling customers to reserve the titles by specific authors before they arrive at the Library.
 - c. Providing monthly brochures that list new movies, new fiction, and new non-fiction titles.
 - d. Providing publicity each month for the Library newsletter that will be distributed at each branch and available on the Library webpage.

Knowledge Services

7. Citizens will use Library resources for the pleasure anticipated in reading and to further their personal and professional knowledge. This will be measured by:
 - a. Sponsoring four (4) personal enrichment or reading related programs for adults.
 - b. Maintaining a collection turnover ratio of 2.5. This exceeds the State average of 2.35.

SOUTHWEST BRANCH LIBRARY

Statement of Purpose

Catawba County Libraries inspire the joy of reading, life-long learning, cultural appreciation, and creative thinking, and promote economic development and individual growth through comprehensive resources, a knowledgeable and responsive staff, innovative technologies, and welcoming facilities.

Outcomes

Youth Services

1. Ensure that preschool children will have access to quality programs, resources, and services that instill a love of reading and learning while encouraging a sense of curiosity and discovery. This will be measured by:
 - a. Presenting fifty (50) preschool story programs to encourage development of pre-reading skills and a love for books.
2. Ensure that school-aged children will have access to materials that support their school curricula and provide reading enrichment opportunities. This will be measured by:
 - a. Providing five (5) reading enrichment Library programs for elementary school children during the year.
 - b. Offering two (2) in-house programs or Library tours for visiting classes or providing two (2) outreach programs at local schools.

Technology Services

3. Catawba County citizens will have access to updated technology and knowledgeable staff in order to bridge the “digital divide.” This will be measured by:
 - a. Providing twelve (12) computer classes for Library patrons at the Southwest Branch Library during the year.
 - b. Increasing the use of nine (9) public access computers by 2% to 7,229 sessions to provide access to the Library system’s Internet and online reference services and selected software applications.

Customer Services

4. Catawba County citizens will have access to accurate and complete information through Library publications and resources, knowledgeable staff, and the Library web page. This will be measured by:

- a. Maintaining a 95% or better rating of staff service as “excellent” or “good” on the Library system’s annual customer service survey.
- b. Providing information each month for the Library newsletter, newspaper column, and other special media releases. Distribute copies of monthly newsletter to Library patrons.

Knowledge Services

5. Citizens will use Library resources for the pleasure anticipated in reading and to further their personal and professional knowledge. This will be measured by:
 - a. Maintaining a collection turnover rate of 2.5 during Fiscal Year 2008/09. This exceeds the State average of 2.35.
 - b. Sponsoring four (4) opportunities for adults to participate in activities that directly relate to reading and literature, continuing education, professional development, or personal enrichment.

CONOVER EXPRESS LIBRARY

Statement of Purpose

Catawba County Libraries inspire the joy of reading, life-long learning, cultural appreciation and creative thinking, and promote economic development and individual growth through comprehensive resources, a knowledgeable and responsive staff, innovative technologies, and welcoming facilities.

Outcomes

Youth Services

1. Ensure that preschool children will have access to quality programs, resources, and services that instill a love of reading and learning while encouraging a sense of curiosity and discovery. This will be measured by:
 - a. Selecting and preparing 700 books for two (2) day care centers during the school year for seventy (70) preschool children.
 - b. Presenting four (4) pre-school story programs to encourage development of pre-reading skills and a love for books.
 - c. Providing four (4) reading enrichment Library programs for elementary school children.

Technology Services

2. Catawba County citizens will have access to updated technology and knowledgeable staff in order to bridge the “digital divide.” This will be measured by:
 - a. Continuing to offer public access on twelve (12) computers and 6,000 sessions to provide access to the Library system’s Internet and online reference services.
 - b. Providing twelve (12) computer classes annually by utilizing staff trained to teach adult technology classes.

Customer Services

3. Catawba County citizens will have access to accurate and complete information through Library publications and resources, knowledgeable staff and the Library web page. This will be measured by:
 - c. Maintaining a 95% or better rating of staff service as “excellent” or “good” on the Library system’s annual customer service survey.

- d. Providing information each month for the Library newsletter, newspaper column, and other special media releases and distributing copies of the monthly newsletter to Library patrons.
- e. Fostering community interaction by hosting one (1) Library open-house event or participating in one (1) Conover community event by June 2009.

Knowledge Services

- 4. Citizens will use Library resources for the pleasure anticipated in reading and to further their personal and professional knowledge. This will be measured by:
 - a. Maintaining a collection turnover rate of 2.5 during Fiscal Year 2008/09. This exceeds the State average of 2.35.

CLAREMONT BRANCH LIBRARY

Statement of Purpose

Catawba County Libraries inspire the joy of reading, life-long learning, cultural appreciation, and creative thinking, and promote economic development and individual growth through comprehensive resources, a knowledgeable and responsive staff, innovative technologies, and welcoming facilities.

Outcomes

Youth Services

1. Ensure that school-aged children will have access to materials that support their school curricula and provide reading enrichment opportunities. This will be measured by:
 - a. Providing four (4) reading enrichment Library programs for elementary school children.
 - b. Providing four (4) educational Library programs for pre-school-aged children during the year.

Technology Services

2. Catawba County citizens will have access to updated technology and knowledgeable staff in order to bridge the “digital divide.” This will be measured by:
 - a. Continuing to offer public access on six (6) computers and 3,000 sessions to provide access to the Library system’s Internet and online reference services.

Customer Services

3. Catawba County citizens will have access to accurate and complete information through Library publications and resources, knowledgeable staff and the Library web page. This will be measured by:
 - a. Maintaining a 95% or better rating of staff service as “excellent” or “good” on the Library system’s annual customer service survey.
 - b. Distributing Library information to Claremont citizens during the Claremont Day celebration and annual Claremont Christmas parade.
 - c. Providing information each month for the Library newsletter, newspaper column, and other special media releases. Distribute copies of monthly newsletter to Library patrons.

Knowledge Services

4. Citizens will use Library resources for the pleasure anticipated in reading and to further their personal and professional knowledge. This will be measured by:
 - a. Maintaining a collection turnover rate of 2.35 during Fiscal Year 2008/09. This meets the State average of 2.35.

Other Cultural Activities

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
<i>Revenues</i>					
Miscellaneous	\$57	\$0	\$0	\$0	0%
General Fund	402,943	483,713	529,124	511,599	6%
Total	\$403,000	\$483,713	\$529,124	\$511,599	6%
<i>Expenses</i>					
United Arts Council	\$130,000	\$135,000	\$151,128	\$142,000	5%
Historical Museum	70,000	70,000	78,000	72,500	4%
National Register	5,000	5,000	5,000	5,000	0%
Newton-Conover Auditorium	10,658	10,871	24,350	23,547	11.7%
Patrick Beaver Library	187,272	190,342	198,146	196,052	3%
Salt Block Foundation	70	72,500	72,500	72,500	0%
Total	\$403,000	\$483,713	\$529,124	\$511,599	6%

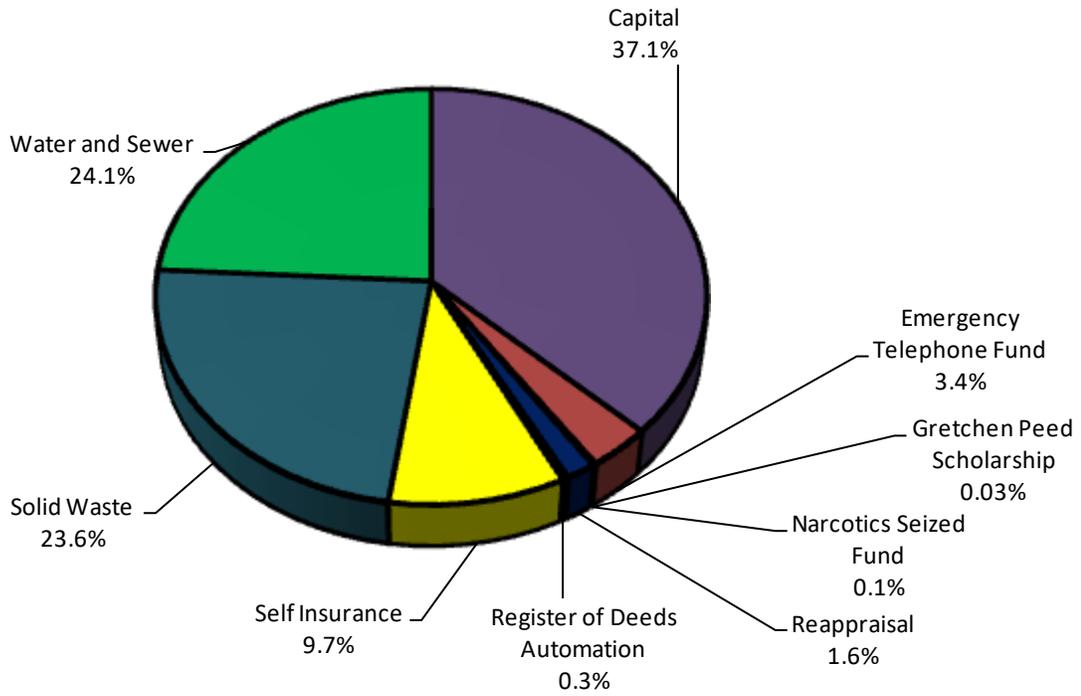
Budget Highlights

The County provides annual funding to the United Arts Council, the designated County partner appointed by the North Carolina State Legislature to receive State funds, match them with local government funds and sub grant them for cultural projects in Catawba County. Catawba County Funds are used to match North Carolina Grassroots Arts Funds for Projects Pool Grants.

Both the Salt Block, which houses the Arts and Science Center, the Hickory Museum of Art, the United Arts Council and funded affiliates, and the Newton-Conover Auditorium receive County funding toward the upkeep and maintenance of these facilities. Annual funding is also provided for the Historical Museum operating costs and for the National Register of Historic Homes in the County.

OTHER FUNDS

The Other Funds function is comprised of several other General Fund types, Special Revenue Funds, Construction or Project Funds, and Enterprise Funds. The budgets in Other Funds for this fiscal year total \$29,230,654. These expenditures include capital projects for County buildings, Reappraisal activities, Solid Waste Management, and Self Insurance.



Transfers From the General Fund

Organization: 190900

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
Narcotics Seized Fund	\$0	\$0	\$0	\$0	0%
Schools' Construction	0	0	0	0	0%
General Fund	4,464,051	5,325,734	13,892,473	8,838,270	66%
Total	\$4,464,051	\$5,325,734	\$13,892,473	\$8,838,270	66%
Expenses					
Citizens' Alert System	\$0	\$0	\$45,382	\$38,834	0%
Emergency Telephone System	601	0	0	0	0%
General Capital Projects	328,500	889,310	1,953,879	1,653,879	86%
General Capital Reserve	70,000	0	300,000	300,000	0%
Parks Fund	0	0	0	300,000	0%
Reappraisal Fund	455,121	436,964	479,489	479,200	10%
Rescue Squads Fund	539,066	588,750	628,548	628,548	7%
Rescue Squads - Medical 1st Response	301,470	335,250	338,602	338,602	1%
Schools' Capital Projects	0	0	5,521,573	336,835	0%
Schools' Construction	0	199,000	0	0	0%
Self Insurance Fund	819,143	776,460	1,000,000	1,137,372	46%
Water & Sewer Fund	1,950,000	2,100,000	3,625,000	3,625,000	73%
Wireless 911	150	0	0	0	0%
Total	\$4,464,051	\$5,325,734	\$13,892,473	\$8,838,270	66%

Budget Highlights

This cost center represents the transfer of dollars to funds outside of the General Fund. Funds to Water and Sewer projects represent two and a half cents on the tax rate.

Self Insurance Fund

Fund 115

	2005/06 Actual	2006/07 Current	2007/08 Requested	2007/08 Approved	Percent Change
Revenues					
Charges & Fees	\$3,701	\$4,000	\$3,500	\$3,500	-13%
Employee Dental Contribution	180,597	180,000	200,000	200,000	11%
Emp/Retiree Health Contribution	1,295,080	1,290,000	1,400,000	1,400,000	9%
Indirect Cost	11,000	11,000	11,000	11,000	0%
Miscellaneous	178,492	0	0	0	0%
Fund Balance	32,636	157,240	(51,172)	(51,172)	-133%
S/T Disability Premiums	74,983	80,000	80,000	80,000	0%
Group Health/Dental Premiums	0	0	0	0	0%
Special Contingency	0	20,000	30,000	30,000	50%
Health Co-Pay	0	26,000	22,000	22,000	-15%
General Fund	776,460	776,460	1,137,372	1,137,372	46%
Total	\$2,417,173	\$2,544,700	\$2,832,700	\$2,832,700	11%
Expenses					
Capital	\$0	\$0	\$8,000	\$8,000	0%
Contractual Services	197,514	206,000	223,000	223,000	8%
County EAP	21,850	24,000	30,000	30,000	25%
Employee Dental Claims	144,735	150,000	180,000	180,000	20%
Employee Incentive Program	0	26,000	37,000	37,000	42%
Employee/Retiree Health Claims	616,496	800,000	900,000	900,000	13%
IBNR	341,282	0	0	0	0%
Property & General Liability Claims	214,067	200,000	150,000	150,000	-25%
Property & General Liability Premiums	283,155	450,000	450,000	450,000	0%
Retiree Group Health	108,245	108,000	135,000	135,000	25%
Security/Safety Supplies	0	0	12,000	12,000	0%
Self Ins. Collision	0	7,500	7,500	7,500	0%
Self Ins. Comprehensive	2,326	10,000	10,000	10,000	0%
Self Ins. Group Health	0	0	0	0	0%
Special Contingency	0	20,000	30,000	30,000	50%
S/T Disability Payments	26,976	60,000	40,000	40,000	-33%
Supplies & Operations	32,636	38,200	38,200	38,200	0%
To General Fund	27,529	0	0	0	0%
Unemployment Insurance	34,860	60,000	60,000	60,000	0%
Wellness Expenses	13,743	15,000	22,000	22,000	47%
Workers Compensation Claims	227,674	230,000	350,000	350,000	52%
Workers Compensation Premiums	124,085	140,000	150,000	150,000	7%
Total	\$2,417,173	\$2,544,700	\$2,832,700	\$2,832,700	11%
Expenses by Division					
Wellness	\$32,636	\$38,200	\$38,200	\$38,200	0%
Employee Insurance	1,470,841	1,383,000	1,554,000	1,554,000	12%
Liability	913,696	1,123,500	1,240,500	1,240,500	10%
Total	\$2,417,173	\$2,544,700	\$2,832,700	\$2,832,700	11%

Budget Highlights

The Self Insurance Fund includes the County's cost for wellness, employee health and dental insurance, property and general liability insurance, and workers compensation.

IBNR (incurred but not reported) represents the amount that the County is required to budget as a contingency for health insurance claims that are incurred in the prior fiscal year but not reported until the new fiscal year.

Employee/Retiree Health Claims and Employee Dental Claims represent projected claims paid for Fiscal Year 2008/09 less the County share of cost that is included in departments' budgets.

Employee/Retiree Health Contribution and Employee Dental Contribution represents the amount paid by employees and retirees for spouse/dependent coverage.

Self Insurance Collision and Comprehensive cover our cost of damage if we are involved in an accident not covered by insurance or that is less than our deductible.

Workers Compensation covers payment of claims for on the job injuries.

Register of Deeds Automation & Preservation

Fund 160

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
Charges & Fees	\$80,744	\$74,076	\$69,011	\$69,011	-7%
Miscellaneous	23,256	17,768	20,780	20,780	17%
Fund Balance Applied	630	0	0	0	0%
Total	\$104,630	\$91,844	\$89,791	\$89,791	-2%
Expenses					
Contractual Services	\$104,630	\$91,844	\$89,791	\$89,791	-2%
Supplies & Operations	0	0	0	0	0%
Total	\$104,630	\$91,844	\$89,791	\$89,791	-2%

Budget Highlights

In 2002, new legislation created an Automation Enhancement and Preservation Fund and expanded the uniform fees for services charged by the Register of Deeds. This increase in fees is to be used to enhance the standards for instruments to be registered in the Office of the Register of Deeds. Revenues in this fund are to be spent on computer and imaging technology enhancements in the Register of Deeds Office.

Revenues are based on 10% of the total for Marriage Licenses, Recording of Legal Instruments, UCC Filing Fees, and Miscellaneous Revenues. The remaining 90% of these revenues are recorded in the Register of Deeds cost center in the General Fund.

Emergency Telephone System Fund

Summary

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenue					
911 Charges	\$809,569	\$708,000	\$761,532	\$1,002,934	42%
Miscellaneous	192,113	0	0	0	0%
911 Fund	(381,220)	575,830	0	0	0%
Total	\$620,462	\$1,283,830	\$761,532	\$1,002,934	-22%
Expenses					
Personal Services	\$101,832	\$73,163	\$80,869	\$80,869	11%
Supplies & Operations	400,007	485,667	377,435	377,687	-22%
Capital	89,846	225,000	0	0	0%
To General Capital Projects	0	500,000	94,875	94,875	-81%
911 Fund	28,777	0	208,353	449,503	0%
Total	\$620,462	\$1,283,830	\$761,532	\$1,002,934	-22%
Expenses by Division					
Emergency Telephone System	\$514,159	\$1,193,327	\$680,663	\$922,065	-23%
Wireless 911 Charges	0	0	19,500	19,500	0%
911 Addressing	106,303	90,503	61,369	61,369	-32%
	\$620,462	\$1,283,830	\$761,532	\$1,002,934	-22%
Employees					
Permanent	1.00	1.50	1.85	1.85	23%
Hourly	0.00	0.00	0.00	0.00	0%
Total	1.00	1.50	1.85	1.85	23%

Budget Highlights

State law changed with respect to surcharges for 911 systems. Under the new law, a standardized surcharge of \$.70 will be charged per phone line regardless of whether it is wireline, wireless, or Voice over Internet Protocol (VOIP) and remitted to the NC 911 Board for distribution to each County. In compliance with the new law, the budget combines the Emergency Telephone Fund and Wireless 911 Fund and transfers \$150,000 in costs from the Emergency Telephone Fund to the General Fund that are not allowable expenses.

Wireless 911 Fund

Fund 203

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
Wireless 911 Reimbursements	\$247,231	\$261,000	\$0	\$0	0%
Interest on Investments	57,486	0	0	0	0%
Fund Balance	(221,936)	273,673	0	0	0%
Total	\$82,781	\$534,673	\$0	\$0	0%
Expenses					
Personal Services	\$19,199	\$18,709	\$0	\$0	0%
Supplies & Operations	30,914	56,423	0	0	0%
Wireless 911 Fund	0	184,541	0	0	0%
Transfer to General Fund	32,668	0	0	0	0%
Capital	0	275,000	0	0	0%
Total	\$82,781	\$534,673	\$0	\$0	0%
Employees					
Permanent	1.50	0.35	0.00	0.00	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	1.50	0.35	0.00	0.00	0%

Budget Highlights

State law changed with respect to surcharges for 911 systems. Under the new law, a standardized surcharge of \$.70 will be charged per phone line regardless of whether it is wireline, wireless, or Voice over Internet Protocol (VOIP) and remitted to the NC 911 Board for distribution to each County. In compliance with the new law, the budget combines the Emergency Telephone Fund and Wireless 911 Fund. This fund will no longer be needed.

Citizens' Alert System

Fund 204

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
Local	\$3,923	\$50,331	\$55,127	\$55,127	10%
From General Fund	155,523	37,910	45,382	38,834	2%
Total	\$159,446	\$88,241	\$100,509	\$93,961	6%
Expenses					
Personal Services	\$2,382	\$0	\$28,527	\$21,979	0%
Supplies & Operations	6,092	65,306	71,982	71,982	10%
Capital	150,972	0	0	0	0%
Future Expenditures	0	22,935	0	0	0%
Total	\$159,446	\$88,241	\$100,509	\$93,961	6%
Employees					
Permanent	0.00	0.00	0.50	0.50	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	0.00	0.00	0.50	0.50	0%

Budget Highlights

The recommended budget for Fiscal Year 2008/09 is 6% larger than Fiscal Year 2007/08. The increase will pay for any high volume calls that the Community Alert System cannot support in a short period of time.

Federally Seized Funds

Fund 205

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
Interest on Investments	\$6,021	\$0	\$0	\$0	0%
Sale of Properties	0	2,000	2,000	2,000	0%
Drug Reimbursement	2,262	5,000	8,000	8,000	60%
Fund Balance	3,334	14,000	24,000	24,000	71%
Total	\$11,617	\$21,000	\$34,000	\$34,000	62%
Expenses					
Personal Services	\$0	\$0	\$0	\$0	0%
Supplies & Operations	11,617	21,000	34,000	34,000	62%
Capital	0	0	0	0	0%
To General Fund	0	0	0	0	0%
Drug Prevention Contingency	0	0	0	0	0%
Total	\$11,617	\$21,000	\$34,000	\$34,000	62%

Budget Highlights

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

The primary reason for the increase in Fiscal Year 2008/09 is the addition of flash money which will only be used for show in undercover Narcotics operations.

REAPPRAISAL

Statement of Purpose

As required by North Carolina General Statute 105-286, Catawba County must conduct a reappraisal of all real property in accordance with the provisions of General Statutes 105-283 and 105-317. This must be completed by January 1st of the prescribed year and at least every eighth year thereafter.

Outcomes

1. In preparation for the 2011 Countywide Revaluation and to help insure accurate market value assessments for all properties in Catawba County, staff must:
 - a. Maintain an accurate sales history file of all valid market transactions within the County. This is accomplished primarily by analysis of Sales Verification Questionnaires sent to all grantees (buyers) of property. By eliminating sales that are determined not to be arm's length transactions, we are able to maintain a file of valid sales to be used in our Comparative Sales (Market) approach to determine value.
 - b. Initiate land pricing activities for the 2011 Countywide Revaluation no later than September, 2008, per the Revaluation Planning Calendar.
 - c. Mail and process Residential Data Verification and Commercial / Industrial Income and Expense Statement Request Forms during February through April 2009. This is an important step in the revaluation process to help insure an accurate data base for residential properties and to allow development of the income approach to value for Commercial / Industrial properties.
4. Provide quality customer service by responding to all taxpayer inquiries within 24 hours of receipt and resolving outstanding issues within five business days as evidenced by call logs or other written documentation.
5. Follow Leadership Development Program Action Plans for each participant to help insure continuity in department as staff now serving in leadership positions retire.

Reappraisal Fund

Fund 210

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
Investment Earnings	\$1,599	\$0	\$0	\$0	0%
Fund Balance	0	0	0	0	0%
General Fund	435,284	436,964	479,200	479,200	10%
Total	\$436,883	\$436,964	\$479,200	\$479,200	10%
Expenses					
Personal Services	\$373,814	\$389,179	\$405,980	\$405,980	4%
Supplies & Operations	63,069	47,785	73,220	73,220	53%
Capital	0	0	0	0	0%
Total	\$436,883	\$436,964	\$479,200	\$479,200	10%
Employees					
Permanent	8.00	8.00	8.00	8.00	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	8.00	8.00	8.00	8.00	0%

Budget Highlights

In the Spring of 2009, the Reappraisal Division will begin mailing out request forms for Residential Data Verification and Industrial Income & Expense Statements in preparation for the 2011 revaluation. This mailing will help us to ensure we have an accurate database for properties and to enable staff to pick up improvement to properties that otherwise would likely be missed such as adding central air conditioning, etc. During the 2003 Revaluation, staff added \$3,500,000 to the tax base as a result of these data mailers.

Performance Measurement

Fiscal Year 2008/09

Outcomes continue to focus on preparation for the next revaluation scheduled for 2011 including data mailings, maintaining an accurate sales history file, and initiating land pricing activities.

Fiscal Year 2007/08

The Reappraisal Division, in cooperation with the County's Legal Department, are responsible for defending the County's position on appeals to the North Carolina Property Tax Commission resulting revaluation. All appeals to the Property Tax Commission resulting from the 2007 Revaluation were resolved by midyear, resulting in a minimal \$553,900 loss to the tax base.

Fiscal Year 2006/07

Final review activities for the four year revaluation process were completed by mid-September 2006 ahead of the October 1 goal. All new construction was appraised and entered into the system prior to billing in July, 2006, and the 2007 Schedule of Values were adopted per the approved timeline on October 2, 2006.

General Capital Projects Reserve

Fund 225

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
Investment Earnings	\$9,416	\$0	\$0	\$0	0%
Fund Balance	0	52,059	88,696	88,696	70%
General Fund	62,450	0	300,000	300,000	0%
Total	\$71,866	\$52,059	\$388,696	\$388,696	647%
Expenses					
To General Fund	\$71,866	\$52,059	\$88,696	\$88,696	70%
Future Economic Development	0	0	300,000	300,000	0%
Total	\$71,866	\$52,059	\$388,696	\$388,696	647%

Budget Highlights

Funds are being set aside in Future Economic Development for the County's contribution to the Multi-Jurisdictional Park.

In 2005, the Hickory Metro Convention Center was expanded and the Greater Hickory Metro Regional Visitors Center was established. The County is responsible for 28% of the debt on this expansion.

Water & Sewer Reserve Fund

Fund 230

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
Charges & Fees	\$476,529	\$600,280	\$382,400	\$0	0%
Miscellaneous	321,167	0	0	0	0%
W & S Fund Balance	4,072,593	0	0	0	0%
From General Fund	0	0	3,625,000	0	0%
From W & S Construction	0	0	0	0	0%
Total	\$4,870,289	\$600,280	\$4,007,400	\$0	0%
Expenses					
To General Fund	\$60,117	\$77,958	\$83,170	\$0	0%
Future Projects	0	522,322	3,924,230	0	0%
To W & S Construction Fund	4,810,172	0	0	0	0%
Total	\$4,870,289	\$600,280	\$4,007,400	\$0	0%

Budget Highlights

In the past this fund was used to reserve funds for future water and sewer projects. When needed, money was transferred from this fund to the Water & Sewer Construction Fund. Recently, the Local Government Commission (LGC) directed us to start a Water & Sewer Enterprise Fund which is established with the budget. As a result, the Water & Sewer Reserve Fund will no longer be needed.

Hospital Reserve Fund

Fund 235

	2005/06 Actual	2006/07 Current	2007/08 Requested	2007/08 Approved	Percent Change
Revenues					
Investment Earnings	\$265,162	\$0	\$0	\$0	0%
Fund Balance Applied	(265,162)	0	0	0	0%
Total	\$0	\$0	\$0	\$0	0%
Expenses					
Transfer to Hospital Capital	\$0	\$0	\$0	\$0	0%
Total	\$0	\$0	\$0	\$0	0%

Budget Highlights

The Hospital maintains a balance of not less than \$4 million with the County, in the Hospital Capital Reserve Fund, to finance and construct major Hospital capital projects. This Fund is intended to be used primarily to finance and construct major Hospital capital projects. However, in an emergency situation, with written request of the Hospital, the County may, in its discretion, permit amounts on deposit in the Fund to be extended for any lawful purpose including payment of operating expenses of the Hospital. As long as a \$4 million balance in the Fund is maintained, monthly depreciation payments from the Hospital are not required. Monthly payments of \$50,000 will be required any time such \$4 million balance is not maintained.

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

Rescue Squads Fund

Fund 240

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
Interest on Investments	\$12,531	\$0	\$0	\$0	0%
Fund Balance	0	8,158	15,632	15,632	92%
From Gen Fund - 1st Responder Program	301,470	335,250	338,602	338,602	1%
From General Fund	539,066	588,750	628,548	628,548	7%
Total	\$842,752	\$932,158	\$982,782	\$982,782	5%
Expenses					
Property & General Liability	\$73,908	\$80,660	\$84,693	\$84,693	5%
Accounting Services	15,277	12,600	12,600	12,600	0%
Medical 1st Response	301,470	335,250	338,602	338,602	1%
Rescue Squads Equipment Reserve	0	84,895	112,400	112,400	32%
Catawba	56,304	56,810	57,096	57,096	1%
Claremont	62,105	64,700	67,288	67,288	4%
Hickory	114,402	119,131	124,868	124,868	5%
Maiden	55,254	56,900	58,800	58,800	3%
Newton-Conover	56,878	57,460	59,935	59,935	4%
Newton-Conover Capital	30,000	0	0	0	0%
Sherrills Ford	61,154	63,752	66,500	66,500	4%
Sherrills Ford Capital	16,000	0	0	0	0%
Total	\$842,752	\$932,158	\$982,782	\$982,782	5%

Budget Highlights

The budget provides funding for the six Rescue Squads in the County and the First Responder Program. Funding represents the equivalent of 2/3rd of a cent on the tax rate.

Library Endowment Fund

Fund 250

	2005/06 Actual	2006/07 Current	2007/08 Requested	2007/08 Approved	Percent Change
Revenues					
Investment Earnings	\$15,394	\$0	\$0	\$0	0%
Fund Balance	9,612	25,000	25,000	25,000	0%
Total	\$25,006	\$25,000	\$25,000	\$25,000	0%
Expenses					
Supplies & Operations	\$25,006	\$25,000	\$25,000	\$25,000	0%
Total	\$25,006	\$25,000	\$25,000	\$25,000	0%

Budget Highlights

This fund was established in 1987 by Miss Frances E. Setzer. Upon her death, money was donated to the Library to be used specifically for books.

Gretchen Peed Scholarship Fund

Fund 260

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
Donations	\$1,500	\$1,650	\$10,000	\$10,000	506%
Interest Earnings	1,633	0	0	0	0%
Fund Balance Applied	(2,633)	0	0	0	0%
Total	\$500	\$1,650	\$10,000	\$10,000	506%
Expenses					
Donations	\$500	\$1,650	\$10,000	\$10,000	506%
Total	\$500	\$1,650	\$10,000	\$10,000	506%

Budget Highlights

This scholarship was established in November 1996 by the Catawba County Board of Commissioners and Board of Social Services to honor former Commissioner Gretchen Peed. It is intended for any post-high school education program and will be available to any child who is or has been in the legal custody of Catawba County Social Services. This shall be a perpetual fund, and scholarships shall be generated from interest accrued from the donated principle. The principle shall not be accessed.

Social Services has made a concerted effort to encourage secondary education, and thus, the use of these funds has increased. To help insure better connectivity and opportunities for these children's education, Social Services will continue this emphasis and believes the use will be greater in years to come.

Parks/Historic Preservation Trust Fund

Fund 270

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
Miscellaneous	\$30,558	\$0	\$0	\$0	0%
From General Fund	\$0	\$0	\$0	\$0	0%
Fund Balance	(22,547)	0	0	0	0%
Total	\$8,011	\$0	\$0	\$0	0%
Expenses					
Supplies & Operations	\$8,011	\$0	\$0	\$0	0%
Capital	0	0	0	0	0%
To General Capital	0	0	0	0	0%
Total	\$8,011	\$0	\$0	\$0	0%

Community Development Fund

Fund 280

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
Federal	\$355,342	\$0	\$0	\$0	0%
Interest on Investments	397	0	0	0	0%
Fund Balance	(166,174)	0	0	0	0%
Total	\$189,565	\$0	\$0	\$0	0%
Expenses					
Supplies & Operations	\$189,568	\$0	\$0	\$0	0%
Capital	0	0	0	0	0%
Total	\$189,568	\$0	\$0	\$0	0%

Volunteer Fire Districts

		2007/08	2007/08	2007/08	2008/09	2008/09	2008/09	Percent
		Tax Rate	Revenue	Budget	Tax Rate	Revenue	Budget	Change
Volunteer Fire Department								
Bandys	Fund 358	0.0600	340,603	340,603	0.0600	352,547	352,547	4%
Catawba Rural	Fund 361	0.0700	123,967	123,967	0.0700	126,285	126,285	2%
Claremont Rural	Fund 360	0.0700	208,903	229,644	0.0700	220,808	224,808	-2%
Conover Rural	Fund 355	0.0700	75,589	75,589	0.0700	80,128	80,128	6%
Cooksville	Fund 365	0.0517	71,248	71,248	0.0517	72,701	72,701	2%
Denver	Fund 368	0.0389	107,996	111,653	0.0000	0	0	-100%
Hickory Rural	Fund 369	0.0325	136,003	140,564	0.0325	128,277	132,790	-6%
Long View	Fund 362	0.0546	22,326	22,326	0.0546	22,392	22,392	0%
Maiden Rural	Fund 359	0.0500	135,771	135,771	0.0500	137,838	137,838	2%
Mountain View	Fund 352	0.0493	319,269	331,313	0.0493	329,453	349,843	6%
Newton	Fund 363	0.0700	326,567	332,767	0.0700	333,943	354,549	7%
Oxford	Fund 356	0.0558	245,601	245,601	0.0558	253,124	253,124	3%
Propst	Fund 353	0.0615	194,887	204,273	0.0615	197,302	197,302	-3%
Sherrills Ford	Fund 357	0.0500	717,653	717,653	0.0500	901,388	1,018,498	42%
St. Stephens	Fund 354	0.0500	418,874	429,334	0.0500	426,402	446,324	4%
		0.0556	\$3,445,257	\$3,512,306	0.0530	\$3,582,588	\$3,769,129	

Budget Highlights

Catawba County has maintained a policy of evaluating fire districts to make sure citizens are receiving the best service in regards to response time, tax rate, and fire insurance rate. In the past, the County has changed fire district lines to improve service. This policy was reiterated in the Emergency Services Strategic Plan, which was passed by the Catawba County Board of Commissioners in 2000.

With the addition of a fire station on Slanting Bridge Road it became evident that the Sherrills Ford-Terrell Rescue/Fire District (Sherrills Ford Fire District) would provide a better response time, tax rate, and insurance rate to the eastern part of the Denver Fire District that is located in Catawba County (this section is along Slanting Bridge Road). After further evaluation it was proposed that Sherrills Ford Fire District should assume responsibility of the eastern part of the Denver Fire District located in Catawba County on July 1, 2008.

Following negotiations with the Chief of the Denver Fire Department it was determined that the Sherrills Ford Fire District would be able to serve the remaining Catawba County area located in Denver's Fire District more effectively because it can offer a better or equal response time and insurance rating as the Denver Fire District. In addition, the Sherrills Ford Fire District can offer a lower tax rate at 5 cents than the Denver Fire District at 8.92 cents. With Sherrills Ford Fire District offering better or the same service at a lower tax rate, the Board of Commissioners decided to approve the addition of the Catawba County area located in the Denver Fire District to the Sherrills Ford Fire District starting July 1, 2008.

General Capital Projects

Fund 410

	2008/09 Requested	2008/09 Approved	Percent Change
Revenues			
Federal	\$150,000	\$150,000	0%
Sales Tax	2,637,500	2,637,500	0%
State	80,000	80,000	0%
CVBH Rent	0	0	0%
Local	501,694	501,694	0%
COPs Financing	3,612,500	3,612,500	0%
From E-911 Fund	94,875	94,875	0%
Fund Balance	1,426,085	1,426,085	0%
From General Fund	1,953,879	1,953,879	0%
Total	\$10,456,533	\$10,456,533	0%
Expenses			
Contingency	\$50,000	\$50,000	0%
GIS Flyover	125,000	125,000	0%
Jail Addition	200,000	200,000	0%
Justice Center Expansion	2,864,310	2,864,310	0%
Microsoft Licensing	125,000	125,000	0%
Mobile Workforce	50,000	50,000	0%
Park	405,000	405,000	0%
Pictometry	95,000	95,000	0%
Permitting/Inspections System	700,000	700,000	0%
Public Safety Complex	4,670,000	4,670,000	0%
Rescue Squad Project	332,553	332,553	0%
Sherrills Ford Library Expansion	375,000	375,000	0%
Technology Infrastructure Upgrade	200,000	200,000	0%
Technology Reserves	195,000	195,000	0%
To Debt Service	69,670	69,670	0%
Total	\$10,456,533	\$10,456,533	0%

Water & Sewer Projects

Fund 415

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
Federal	\$0	\$0	\$0	\$0	0%
State	981,673	0	0	0	0%
Local	31,079	0	0	0	0%
Domestic Haulers	48,743	48,000	50,000	0	0%
Domestic Haulers - Claremont	22,918	12,494	13,000	0	0%
Domestic Haulers - Maiden	25,365	33,320	34,300	0	0%
Capital & Engineering Fees	51,000	75,000	75,000	0	0%
Sewer Capital Fee	0	25,000	25,000	0	0%
Miscellaneous	1,164,319	0	0	0	0%
Fund Balance	(6,343,281)	0	1,899,700	2,097,000	0%
From Water & Sewer Reserve	4,810,172	0	0	0	0%
From General Fund	1,950,000	2,100,000	0	0	0%
Total	\$2,741,988	\$2,293,814	\$2,097,000	\$2,097,000	-9%
Expenses					
Community Road Water	\$0	\$0	\$300,000	\$300,000	0%
CWB Balls Creek Sewer	1,201,564	0	0	0	0%
CWB Bunker Hill Sewer	85,725	0	0	0	0%
Edgewater Subdivision Water	2,247	0	0	0	0%
EPA Stormwater Phase II	0	25,000	25,000	25,000	0%
Feasibility Study	5,670	11,000	12,000	12,000	9%
Future Water & Sewer Projects	0	1,397,814	0	0	0%
Hwy. 150 Water Service	37,052	0	0	0	0%
Mt. View Elementary Sewer	0	0	30,000	30,000	0%
Regional Bio-Solids Processing Facility	29,302	350,000	300,000	300,000	-14%
Rocky Ford Rd./Startown Rd. Water	0	160,000	1,080,000	1,080,000	575%
SECC Wastewater Improvements	139,458	0	0	0	0%
SECC Water Supply Loop	745,893	0	0	0	0%
Sherrills Ford/Terrell Water	0	0	0	0	0%
Sludge Composting Project	256,007	350,000	350,000	350,000	0%
Stormwater Layers - Flyover	239,070	0	0	0	0%
Total	\$2,741,988	\$2,293,814	\$2,097,000	\$2,097,000	-9%

Budget Highlights

As the County continues to grow, so does the demand for clean drinking water and sewer. The County currently has over \$100 million in water and sewer projects proposed or requested by citizens and cities. Each of the projects identified for fiscal year 2008/2009 were prioritized by the County's Utility Project Prioritization Tool and will facilitate the continued smart growth and economic viability of Catawba County. Projects included in the budget are:

- The SECC Water Supply Loop Phase III construction project will complete a water supply loop that will provide sufficient water quantity to the southeastern portion of the County while also providing a back-up supply of water to all of the municipalities in the County that rely on the City of Hickory for their drinking water. This project is in cooperation with the City of Hickory.
- The Community Road Water Project will provide municipal water to properties along Community Road and create a looped system for improved water quality and fire protection by extending a water line from the existing line located on Rock Barn Road east of Conover. This project is in cooperation with the City of Conover.
- The Rocky Ford/Startown Road Water Project was initially introduced to the County by the City of Newton to enhance their ability to provide water service to industrial properties on Highway 10 West. Additionally, the project will enhance the fire flow rates to the County's EcoComplex by looping the existing water line on Rocky Ford Road to the existing water line on Startown Road. This project is in cooperation with the City of Newton.

The Wastewater Sludge (biosolids) Compost Facility, EcoComplex, and the NPDES water sampling are all projects that are designed for ensuring and/or enhancing environmental protection of the County. The goal of the EcoComplex Project is to develop a multi-component system, which includes a Regional Biosolids Facility that will recover all useable products and by-products from a group of private and public partners who are located in a close knit defined area, the EcoComplex. This group of partners will work together to use each other's waste products either as a source of "green" energy (electricity, steam, or heat) or as a raw material for the production of their own product (pallets, lumber, compost, brick shapes/art). Since the project's dynamics crosses boundaries relating to water and sewer and solid waste management funding is shared between the two funds.

Schools' Capital Projects

Fund 420

	2008/09 Requested	2008/09 Approved	Percent Change
Revenues			
Sales Tax	\$3,682,574	\$3,482,574	-5%
State ADM	1,300,000	1,300,000	0%
Fund Balance Applied	0	187,761	0%
From School Bond Fund	0	0	0%
From General Fund	4,991,573	336,835	-93%
Total	\$9,974,147	\$5,307,170	-47%

Expenses

Catawba County (in priority order)

Purchase Property - Propst Crossroads Elementary	\$350,000	\$350,000	0%
Roofing - Fred T. Foard, Clyde Campbell, Bandys, Systemwide	315,000	315,000	0%
Maiden Middle - Convert old Woodworking Shop to Art Room	100,000	80,000	-20%
Gymnasium Bleacher Replacement - Murray, Rosenwald	75,000	35,000	-53%
Annex Renovations - Complex for Human Resource Center	400,000	400,000	0%
HVAC Controls System Upgrade - Mt. View, Claremont, Startown, Foard, Bunker Hill, Bandys, St. Stephens High	165,000	165,000	0%
Asbestos Flooring Replacement - Campbell, Bandys, St. Stephens High	150,000	150,000	0%
Activity Bus (5)	390,000	390,000	0%
Greenhouse - St. Stephens High	42,550	42,550	0%
Warehouse Delivery Truck	45,000	45,000	0%
Energy Management/Replace Gym Lighting - Startown, Murray, Blackburn, Sherrills Ford, Tuttle, Mt. View, Oxford, Claremont, Balls Creek, Maiden Elementary	64,000	64,000	0%
Window Replacement - Startown, Tuttle, Maiden Elementary	45,000	23,000	-49%
Energy Management Retrofits	40,000	20,000	-50%
ADA - Systemwide	75,000	25,000	-67%
Cafeteria/Kitchen Renovations - St. Stephens High	250,000	0	0%
Schools' Project Manager	33,092	33,092	0%
Per Capita 17,715 @ \$49.00	868,035	868,035	0%
Total	\$3,407,677	\$3,005,677	-12%

Hickory City (in priority order)

Roofing - Southwest Elementary	\$155,000	\$155,000	0%
Asbestos Abatement - Hickory High School	400,000	400,000	0%
Activity Bus	75,000	0	0%
Gym Floor - Viewmont Elementary	60,000	0	0%
Mobile Classrooms	120,000	90,000	-25%
Phone System - Hickory High School	36,500	0	0%
Per Capita 4,701 @ \$49.00 less \$50,000 QZAB payment	230,349	180,349	-22%
Total	\$1,076,849	\$825,349	-23%

Schools' Capital Projects

Fund 420

	2008/09 Requested	2008/09 Approved	Percent Change
Newton-Conover (in priority order)			
Boiler Replacement - ACT, Auditorium, Central Office	\$156,000	\$156,000	0%
Roofing - Thornton, Newton-Conover Middle, Central Office, Shuford	885,000	215,000	-76%
Replace Rooftop Units - Thornton	21,500	21,500	0%
Replace gym floors, bleachers, lighting, windows, and upgrade lobby - Newton-Conover High School	450,000	322,000	-28%
Renovate SEED Building and upstairs of Central Office for relocation of the Newton-Conover Health Science School	265,000	0	0%
Outside Doors - Newton-Conover Middle	16,000	0	0%
Fire and Burglar Alarm Equipment	30,000	0	0%
Lighting for tennis courts - Newton-Conover High	37,317	0	0%
Tile classrooms at Thornton	15,000	0	0%
Carpet Cleaning System	16,000	0	0%
Replace windows - Community Schools	29,000	0	0%
Shuford right of way	40,000	0	0%
Secure Our Schools Grant	33,000	0	0%
Schools' Project Manager	33,092	33,092	0%
Per Capita 2,848 @ \$49.00	139,552	139,552	0%
Total	\$2,166,461	\$887,144	-59%
Catawba Valley Community College (in priority order)			
General Renovations	\$200,000	\$150,000	-25%
Cameras	90,000	90,000	0%
HVAC/Boiler	87,000	87,000	0%
Cooling Tower - Multi-Purpose Facility	127,000	127,000	0%
Call Boxes	60,000	0	0%
Student Parking	85,000	85,000	0%
Defibrillators	30,000	0	0%
Truck	30,000	0	0%
Energy Management Upgrade	130,000	0	0%
Renovate Bathrooms	230,000	0	0%
Cooling Tower - Engineering Building	29,160	0	0%
Renovate Main Entrance	950,000	0	0%
Renovate Courtyard	125,000	0	0%
Simulated Hospital	1,100,000	0	0%
Total	\$3,273,160	\$539,000	-84%
To Debt Service (QZABs payment)	\$50,000	\$50,000	0%
GRAND TOTAL	\$9,974,147	\$5,307,170	-47%

Budget Highlights

Hickory Public Schools has applied for and received approval for 2007 Qualified Zone Academy Bonds (QZABs) in the amount of \$700,000 through the State of North Carolina. In 1997, Congress made these funds available for State or local governments to issue QZABs due to

concerns from educators and employers about the ability of high poverty schools to address the vital issue of how they prepare their students for a more competitive global economy. QZABs are used to support Qualified Zone Academies, schools (or programs within a school) that enter into partnerships with local businesses to enhance the academic curriculum, increase graduation and employment rates and better prepare students for the rigors of college and the workforce under a plan approved by the local school system. Schools must use the bond proceeds to renovate school buildings, purchase equipment, develop criteria or train teachers. These funds act like an interest-free loan to schools that meet the criteria above and flow through the County in which the school resides. The term of the loan will be 14 years (beginning in Fiscal Year 2008/09 and ending in Fiscal Year 2021/22), and funds to repay the debt will come from Hickory Public Schools in the amount of \$50,000 per year.

Schools' Construction Fund

Fund 423

	2006/07 Actual	2007/08 Current	2007/08 Requested	2008/09 Approved	Percent Change
Revenues					
Miscellaneous	\$399,720	\$0	\$0	\$0	0%
COPs Financing	0	34,551,000	7,050,000	6,875,000	-80%
Proceeds - Installment Purchase	0	0	0	0	0%
From General Fund	0	199,000	0	0	0%
From Schools' Capital Projects	0	0	0	0	0%
Fund Balance	10,124,691	97,487	79,257	79,257	-19%
Total	\$10,524,411	\$34,847,487	\$7,129,257	\$6,954,257	-80%
Expenses					
Bandys High School	\$0	\$5,200,000	\$0	\$0	0%
Bunker Hill High School	0	4,700,000	0	0	0%
Catawba Elementary Construction	6,924,371	0	0	0	0%
CVCC Paving	0	225,000	0	0	0%
CVCC Roofing	0	910,000	0	0	0%
CVCC Student Ctr, Bookstore, Student Svcs	0	2,500,000	0	0	0%
Fred T. Foard High	0	0	3,300,000	3,300,000	0%
Future Debt Service	0	199,000	0	0	0%
Hickory High - Phase 1	0	3,940,000	0	0	0%
Maiden High	2,512,457	0	0	0	0%
Multi-Use Driver Training Facility	0	1,500,000	0	0	0%
New Middle School	22,320	0	0	0	0%
Newton-Conover High Renovations	0	2,863,000	0	0	0%
Snow Creek Elementary	0	12,713,000	0	0	0%
St. Stephens High Renovations	0	0	550,000	550,000	0%
To General Fund - Debt Service	803,747	97,487	79,257	79,257	-19%
To Schools' Capital Fund	142,000	0	0	0	0%
Tuttle Renovations	119,516	0	0	0	0%
Webb Murray Elementary	0	0	3,200,000	3,025,000	0%
Total	\$10,524,411	\$34,847,487	\$7,129,257	\$6,954,257	-80%

Budget Highlights

The three Catawba County School projects included for 2008/09 continue the four year school construction cycle that began in 2007/08. These projects will be funded through a debt financing method called Certificates of Participation. The debt service payments for these projects are included in the Debt Service cost center in General Government.

School Bond Fund - 1997 Series

Fund 427

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
Investment Earnings	\$7,258	\$0	\$0	\$0	0%
Sale of Bonds	0	0	0	0	0%
From Schools' Capital Projects	0	0	0	0	0%
Fund Balance	98,208	0	0	0	0%
General Fund	0	0	0	0	0%
Total	\$105,466	\$0	\$0	\$0	0%
Expenses					
<i>Hickory City</i>					
College Park Renovations	68,900	0	0	0	0%
Renovate Auto Mechanics Classroom	33,150	0	0	0	0%
Technology	3,416	0	0	0	0%
Total	\$105,466	\$0	\$0	\$0	0%
To Schools' Capital Projects	\$0	\$0	\$0	\$0	0%
Grand Total	\$105,466	\$0	\$0	\$0	0%

Hospital Construction Fund

Fund 430

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
Interest on Investments	\$1,161	\$0	\$0	\$0	0%
From Hospital Reserve	0	0	0	0	0%
Fund Balance Applied	(1,161)	0	0	0	0%
Total	\$0	\$0	\$0	\$0	0%
Expenses					
Hospital Construction	\$0	\$0	\$0	\$0	0%
Total	\$0	\$0	\$0	\$0	0%

Budget Highlights

The Hospital maintains a balance of not less than \$4 million with the County, in the Hospital Capital Reserve Fund, to finance and construct major Hospital capital projects. This Fund is intended to be used primarily to finance and construct major Hospital capital projects. However, in an emergency situation, with written request of the Hospital, the County may, in its discretion, permit amounts on deposit in the Fund to be extended for any lawful purpose including payment of operating expenses of the Hospital. As long as a \$4 million balance in the Fund is maintained, monthly depreciation payments from the Hospital are not required. Monthly payments of \$50,000 will be required any time such \$4 million balance is not maintained.

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

WATER AND SEWER ADMINISTRATION

Statement of Purpose

Provide a source of clean drinking water and environmentally responsible sewage disposal in the unincorporated areas of the county.

Outcomes

1. Provide for fair and equitable decisions in determining water and sewer infrastructure projects Countywide through the utilization of the Catawba County Utility Prioritization Tool in the annual water and sewer Capital Improvement Plan as submitted in the annual budget.
2. Continue to remain abreast of the water and sewer needs of the municipalities of the County to assist them in providing clean drinking water and environmentally responsible sewage disposal by facilitating meetings of the Utility Technical Advisory Committee as needed.
3. Provide for the continued economic development assistance and environmental protection that water and sewer infrastructure offers through projects such as:
 - a. The continued development of the EcoComplex and Resource Recovery Facility.
 - b. The design and construction of the Bunker Hill, Riverbend, and Oxford Schools wastewater project.
 - c. The development, design, and construction of the Southeastern Catawba County (SECC) Wastewater project.

Water and Sewer Fund

Fund: 515

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
Charges & Fees	\$0	\$0	\$0	\$1,329,700	0%
From General Fund	0	0	0	3,625,000	0%
Total	\$0	\$0	\$0	\$4,954,700	0%
Expenses					
Personal Services	\$0	\$0	\$0	\$48,609	0%
Supplies & Operations	0	0	0	1,069,001	0%
Future Projects	0	0	0	3,837,090	0%
Total	\$0	\$0	\$0	\$4,954,700	0%
Employees					
Permanent	0.00	0.00	0.00	0.50	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	0.00	0.00	0.00	0.50	0%

Budget Highlights

As the County continues to grow, so does the demand for clean drinking water and sewer. The County currently has over \$100 million in water and sewer projects proposed or requested by citizens and cities. To help address these needs \$1.45 million of the ¼ cent sales tax is dedicated to funding Countywide water and sewer needs. The budget also continues to dedicate 1.5 cents on the tax rate to meeting these needs.

The Local Government Commission (LGC) recently directed Catawba County to establish an Enterprise Fund for water and sewer. The eventual goal is for the fund to be self-supporting but it is acceptable to designate tax revenues until this can be achieved. As a result, the budget establishes the Water & Sewer Fund. This fund will be used to budget water and sewer operating expenses and revenues. Expenses previously budgeted in the Water & Sewer Administration cost center of the General Fund including half of a position are transferred to the new Enterprise Fund. This really only changes the manner in which the costs are accounted as they have been and will continue to be funded by water and sewer revenues, either designated property tax dollars or water line fees. It will also be used to replace the Water & Sewer Reserve Fund to bank funds for future projects and maintain the Commissioner mandated \$5 million fund balance. As funds are needed for projects they will be transferred from this fund to the Water & Sewer Construction Fund.

Performance Measurement

Fiscal Year 2008/09

Outcomes for Fiscal Year 2008/09 will continue to focus on the efficient management of the Water & Sewer Fund. Staff will continue to use the Priority Utilization Tool to determine which projects to pursue and will continue to work with the Utility Technical Advisory Committee to remain abreast of water and sewer needs.

Fiscal Year 2007/08

At midyear, the following had been achieved:

- An 8-year Water & Sewer Plan was completed for the Fiscal Year 2008/09 budget using the Utility Prioritization Tool.
- Partnerships continued to develop with plans to award the Energy Center and Wood Waste contracts in early spring 2008.
- 30% of the Biosolids Management Facility was in the design phase, and the Research Facility and other negotiations continue.
- The Bunker Hill, Riverbend, and Oxford Schools Waste Water project were in the design phase.

Fiscal Year 2006/07

During Fiscal Year 2006/07, Water & Sewer staff accomplished the following:

- The Balls Creek Waste Water project was completed.
- Development, design, and construction of Bunker Hill, Riverbend, and Oxford Schools waste water project continued with the design phase.
- Development of the EcoComplex and Resource Recovery Facility continued the addition of a public/private partnership with Pallet One approved by the Board of Commissioners and the RFQ/RFP for the Bio Energy Facility issued in June 2007.

Solid Waste Reserve Fund

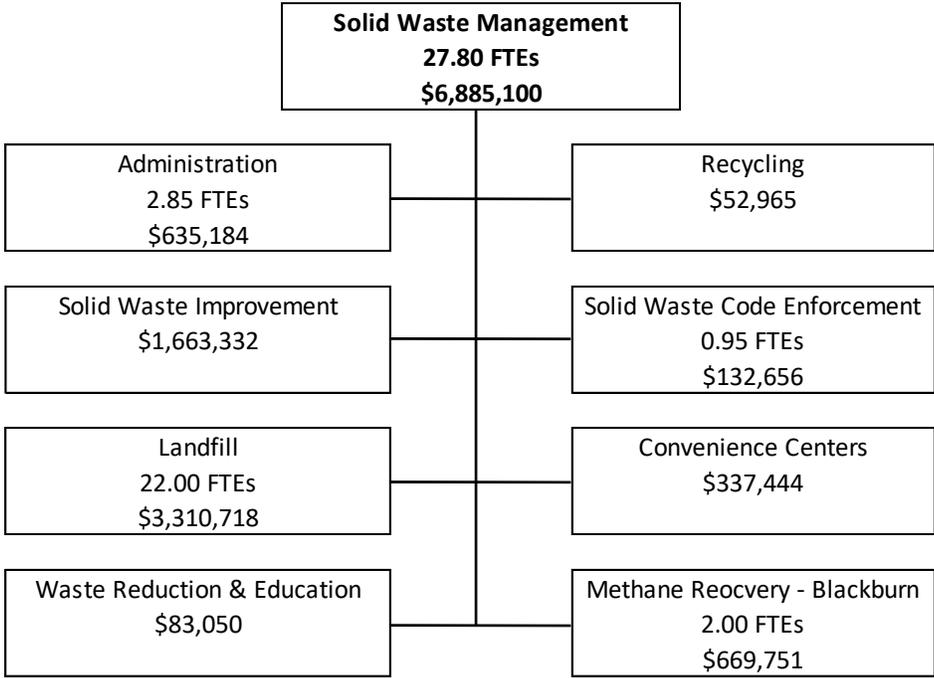
Fund 520

	2005/06 Actual	2006/07 Current	2007/08 Requested	2007/08 Approved	Percent Change
Revenues					
Landfill User Fees	\$0	\$0	\$0	\$0	0%
Investment Earnings	0	0	0	0	0%
Fund Balance Applied	458,851	0	0	0	0%
Total	\$458,851	\$0	\$0	\$0	0%
Expenses					
Methane Reserve	\$0	\$0	\$0	\$0	0%
Closure/Post Closure Reserve	0	0	0	0	0%
To Solid Waste Fund	458,851	0	0	0	0%
Total	\$458,851	\$0	\$0	\$0	0%

Budget Highlights

In Fiscal Year 2006/07, this fund was dissolved into the Solid Waste Fund for more convenience monitoring purposes.

Catawba County Government



Solid Waste Management

Summary

	2006/07 Actual	2007/08 Current	2008/09 Requested	2008/09 Approved	Percent Change
Revenues					
State	\$302,899	\$50,000	\$80,000	\$80,000	60%
Federal	326,317	0	0	0	0%
Interest on Investments	869,236	0	0	0	0%
Tire Disposal	165,980	124,000	135,000	135,000	9%
Charges & Fees	433,501	342,900	397,900	397,900	16%
White Goods Disposal	76,255	65,000	64,000	64,000	-2%
Landfill User Fees	5,533,536	5,450,000	5,500,000	5,500,000	1%
Scrap Metal Fees	10,013	3,000	3,000	3,000	0%
Green Tag and Credit	23,256	16,000	24,000	24,000	50%
Sale of Oil	0	3,500	3,500	3,500	0%
Methane / Duke Power	530,873	590,000	590,000	590,000	0%
Methane / Repi	70,610	16,000	16,000	16,000	0%
Methane Gas Rights	2,500	2,000	2,000	2,000	0%
Meter Use - Enerdyne	11,340	10,000	10,000	10,000	0%
Meter Use - Newton	0	600	600	600	0%
Court Fees	441	0	500	500	0%
Miscellaneous	41,495	37,600	58,600	58,600	56%
From General Fund	0	0	0	0	0%
From Solid Waste Reserve Fund	0	0	0	0	0%
Fund Balance	0	4,306,664	420,058	0	0%
Solid Waste Fund	(3,137,730)	0	182,491	0	0%
Total	\$5,260,522	\$11,017,264	\$7,487,649	\$6,885,100	-38%
Expenses					
Personal Services	\$1,409,179	\$1,513,913	\$1,575,120	\$1,572,571	4%
Supplies & Operations	2,676,402	2,797,601	5,430,751	4,830,751	73%
Methane Reserve	0	100,000	0	0	0%
Closure/Post Closure Reserve	(996,515)	550,000	300,000	300,000	-45%
Other Structures/Improvements	1,905,810	5,535,750	0	0	0%
Capital	265,646	520,000	0	0	0%
Solid Waste Fund	0	0	181,778	181,778	0%
Total	\$5,260,522	\$11,017,264	\$7,487,649	\$6,885,100	-38%
Expenses by Division					
Administration	\$418,562	\$451,053	\$635,184	\$635,184	41%
Recycling	52,237	49,740	52,965	52,965	6%
Solid Waste Improvement	1,506,476	6,490,082	1,663,332	1,663,332	-74%
Code Enforcement	88,928	125,094	132,656	132,656	6%
Landfill	2,256,034	2,812,506	3,912,719	3,310,718	18%
Convenience Centers	295,867	338,244	337,444	337,444	0%
Waste Reduction & Education	57,657	83,550	83,050	83,050	-1%
Methane Recovery	584,761	666,995	670,299	669,751	0%
Total	\$5,260,522	\$11,017,264	\$7,487,649	\$6,885,100	-38%
Employees					
Permanent	27.80	27.80	27.80	27.80	0%
Hourly	0.66	0.66	0.63	0.63	-5%
Total	28.46	28.46	28.43	28.43	0%

Budget Highlights

Effective July 1, 2008, the tipping fee will increase to \$33 per ton. Solid Waste is a self supporting function with a tipping fee that has remained stable at \$30 per ton since 1995. Financial analysis indicates that in order for this enterprise fund to remain viable and continue to address the rising cost of operations, especially fuel and costs associated with closure and post closure, a local increase of \$1 in the tipping fee is needed.

The State has also mandated a \$2 per ton disposal tax we opposed on all buried waste. In order to pay this tax, \$2 will be added to the tipping fee and the per bag fee for citizens taking waste to the landfill will increase from \$1 to \$1.25 per bag. Last year, the County buried approximately 212,000 tons of waste in the municipal solid waste and construction and demolition landfills. Therefore, the State disposal tax will cost the County's residents and businesses \$408,000 in Fiscal Year 2008/09.

Recycling efforts

Recycling 19% of its waste, Catawba County ranks among the top in the State, per capita, for recycled materials. In Fiscal Year 2005/06, the County recycled 395 pounds of material per person, which is approximately three times the State average of 115 pounds. The budget continues to fund two Household Hazardous Waste events per year, held the first week in May at the Government Center and the first week in November at L.P. Frans Stadium in Hickory. These events provide an opportunity for citizens to dispose of residential household hazardous waste in an environmentally sound manner. Events held in 2007 were very successful resulting in a combined 1216 vehicles representing 1433 households dropping off 115,962 pounds of household waste such as aerosols, alkaline batteries, pesticides, paint and household cleaning products, and 40,730 pounds of electronic waste such as telephones, computers, fax machines, and televisions.

EcoComplex and Regional Biosolids Processing Facility

The budget continues investment in the EcoComplex and Regional Biosolids Processing Facility. The goal of this project is to facilitate the conversion of the Blackburn Landfill into a true Resource Recovery Facility.

Performance Measurement

Fiscal Year 2008/09

Outcomes continue to focus on the efficient and effective operation of the Blackburn Landfill. Efforts to reduce waste and increase recycling through public education and innovative efforts such as the EcoComplex and Regional Biosolids Processing Facility remain at the forefront.

Fiscal Year 2007/08

At midyear, Solid Waste had accomplished the following:

- The following educational opportunities were delivered to the public on waste reduction and recycling:

- (12) Landfill tours were given to the general public, students and teachers, scout groups, mini course participants, and the Project Learning Tree workshop since July 2007.
- Thirty (30) presentations were given to the general public, students and teachers, scout groups, civic organizations, Environmental Awareness Field Days, School Career Days, Science Center Day Camps, Buy Recycled Workshops, Utilities & Engineering employee orientation, and departmental staff meetings.
- Since July 2007, 606 people have received environmental education through landfill tours and presentations. An additional 8,074 people have been reached through educational public relations such as Claremont Day, WNNC Radio segment, Riverfest, Oktoberfest, and the Fall Household Hazardous Waste & Electronics collection day.
- The fall Household Hazardous Waste and Electronics Waste Collection held November 3, 2007, in cooperation with the City of Hickory at LP Frans Stadium was the most successful to date resulting in 614 vehicles passing through the drive-up collection representing 668 households.
- Construction was completed of Unit 2, Phase 2 of the Construction and Demolition (C&D) Landfill and a permit to operate was received December 10, 2007.

Fiscal Year 2006/07

During Fiscal Year 2006/07, Solid Waste accomplished the following:

- Solid Waste services were provided to County citizens with no loss time accidents.
- 100% of all reported code violations are responded to on the same day or the next business day from the date of notification.
- Blackburn Landfill Co-Generation with Duke Power continues with engines maintaining 100% “up time” to generate electricity in excess of the Landfill’s 87% goal.
- The following educational opportunities reached 10,170 people on waste reduction and recycling:
 - 25 Landfill tours and 74 presentations were given to students and teachers, general public through Environmental Awareness Field Days, Leadership Catawba, and county staff through mini course during Fiscal Year 2006/07.
 - The play “The Queen of Green” was performed for all Catawba County Elementary Schools in February.
 - Other educational opportunities were provided through Claremont Day, Old Soldiers Reunion Day, the County Fair, WasteCon, and the Household Hazardous Waste & Electronics collection day.

SOLID WASTE MANAGEMENT ADMINISTRATION

Statement of Purpose

To provide solid waste collection, processing, disposal, and recycling services to meet the needs of residents and businesses, and to protect the health and welfare of the people and the environment. To collect fees for solid waste services sufficient to pay for all the costs of solid waste management activities and assure that each segment of solid waste service users pay equitable fees.

Outcomes

1. Manage and develop public-private partnerships and funding in conjunction with the development of the EcoComplex and Resource Recovery Facility as established by Board of Commissioner goals for Fiscal Year 2008/09. The continued development of the EcoComplex project will increase Catawba County's tax base and create jobs as measured by tracking results of partnership agreements.
2. Operate methane-to-energy engine/generator sets at Blackburn Landfill at or above 87% "engine up time" in accordance with goals and outcomes established by the Board of Commissioners. This will supply number of homes with energy as measured by tracking logs and monthly reports.
3. Ensure citizens receive quality customer service from Solid Waste Management Staff by participating in eight (8) hours of training in customer service-related issues such as communication, skill building and tact, diffusion of adversarial situations and problem resolution. The objective is to perform duties with exceptional customer service skills as measured by customer survey reports.
4. Promote and offer Household Hazardous (HHW) and Electronics Waste (E-Waste) bi-annual collection events in May and November. These collections provide a safe environmentally friendly means of disposal, which promotes the safety of our groundwater. Measure and report the total number of participants and amounts of waste diverted from the Landfill from each event to the Board of Commissioners.

RECYCLING, CONVENIENCE CENTER OPERATIONS, AND WASTE REDUCTION AND EDUCATION

Statement of Purpose

To provide residential solid waste collection and disposal services to County residents, provide and encourage the use of recycling services and disposal of household hazardous waste, and educate the public in waste reduction methods.

Outcomes

1. Educate the public in waste reduction methods, household hazardous waste disposal, Landfill and methane gas-to-energy operations, litter prevention, community beautification, and other environmental issues by:
 - a. Providing Landfill tours as measured by tracking logs.
 - b. Providing presentations to area school students, civic groups, and organizations as requested as measured by tracking logs.
 - c. Coordinating the presentation of the play “Queen of Green”, in association with the Green Room Community Theatre, to the Elementary students enrolled in the three school systems as measured by tracking logs.
2. Promote and offer Household Hazardous (HHW) and Electronics Waste (E-Waste) bi-annual collection events in May and November. These collections provide a safe environmentally friendly means of disposal, which promotes the safety of our groundwater. Measure and report the total number of participants and amounts of waste diverted from the Landfill from each event to the Board of Commissioners.
3. Promote and organize bi-annual Litter Sweep Weeks in Catawba County in April and September. These events provide an opportunity for citizens to participate in roadside litter cleanups to keep Catawba County clean, green and litter free. Measure and report the statistics from each event to the Board of Commissioners.

SANITARY LANDFILL

Statement of Purpose

To dispose of municipal solid waste generated in the County, to provide efficient and convenient service to Landfill users, to secure long-term Landfill capacity, and to ensure environmentally friendly waste disposal solutions for County citizens.

Outcomes

1. Operate methane-to-energy engine/generator sets at Blackburn Landfill at or above 87% “engine up time” in accordance with goals and outcomes established by the Board of Commissioners. Engine/generator sets will supply as much as 600 homes with energy as measured by tracking logs and monthly reports.
2. Ensure citizens receive quality customer service from Landfill staff that interact with customers by participating in eight (8) hours of training in customer service-related issues such as communication, skill building and tact, diffusion of adversarial situations, and problem resolution. The objective is to perform Landfill duties with exceptional customer service skills as measured by customer survey reports.
3. Ensure citizens long-term Landfill capacity and solid waste disposal needs through the commencement of the construction phase of the SubTitle D Unit 3, Phase 1 of the Blackburn Municipal Solid Waste (MSW) Landfill, anticipated to complete during Fiscal Year 2008/09. Monthly construction progress meetings and reports measure progress of construction.
4. Ensure citizens the viability of the Solid Waste Management Fund in order to secure future long-term Landfill development for capacity and provide adequate waste disposal solutions, including closure and post closure costs, by updating the ten (10) year solid waste financial plan. North Carolina Administrative Code requires a financial assurance mechanism be provided and filed annually to ensure the viability of closure and post closure costs, which were \$10,667,061 for 2007.

CATAWBA COUNTY CAPITAL IMPROVEMENT PLAN

Overview

The County's Capital Improvement Plan is an eight-year plan for the scheduling and appropriation of funds for major projects representing significant contributions to the County's overall inventory of physical assets. The types of projects traditionally included in the CIP are major non-recurring expenditures for the:

- construction, purchase or major renovation of buildings, utility systems, schools, solid waste, parks, or other physical structures
- purchase of land for utilities, right of way, schools, solid waste, parks, and sites associated with proposed public buildings
- purchase and implementation of technology
- stimulation of economic development

To be considered as a project in the CIP, the project must meet the following criteria:

- project or equipment life of greater than five years
- estimated cost of at least \$100,000

The CIP is a planning tool as well as a financial plan and fulfills the County's policy of planning ahead for our future facilities and equipment needs. The first year of the CIP represents the actual capital project budget appropriated for that year. Approval of the CIP therefore commits the County to the first year of the capital projects with conditional approval for those projects listed in the four future planning years. Each year, the CIP is updated (with deletion of the "prior year" data and the addition of a planning year) to maintain an eight-year plan.

The CIP preparation is concurrent with the budget process. In the fall of each year, all County departments submit their budget requests along with any capital projects for consideration and inclusion in the CIP. The requests are reviewed by the Facilities Director and the Budget Staff and submitted to the County Manager as part of the year's recommended budget.

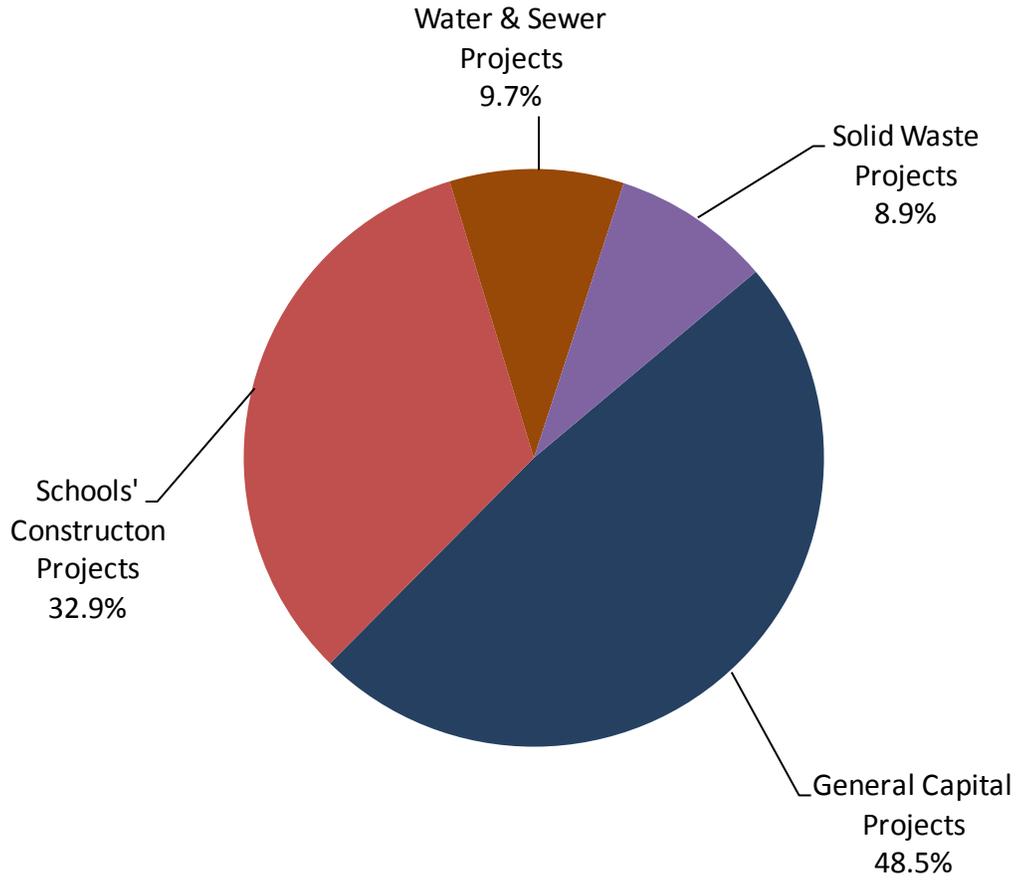
Capital Projects Fund accounts for financial resources to be used for the acquisition or construction of major capital facilities and include the following:

General Capital Projects Fund - to account for the financing and construction of all major general government capital projects.

Water & Sewer Construction Fund - to account for the financing and construction of all major water and sewer capital projects in the unincorporated sections of the County.

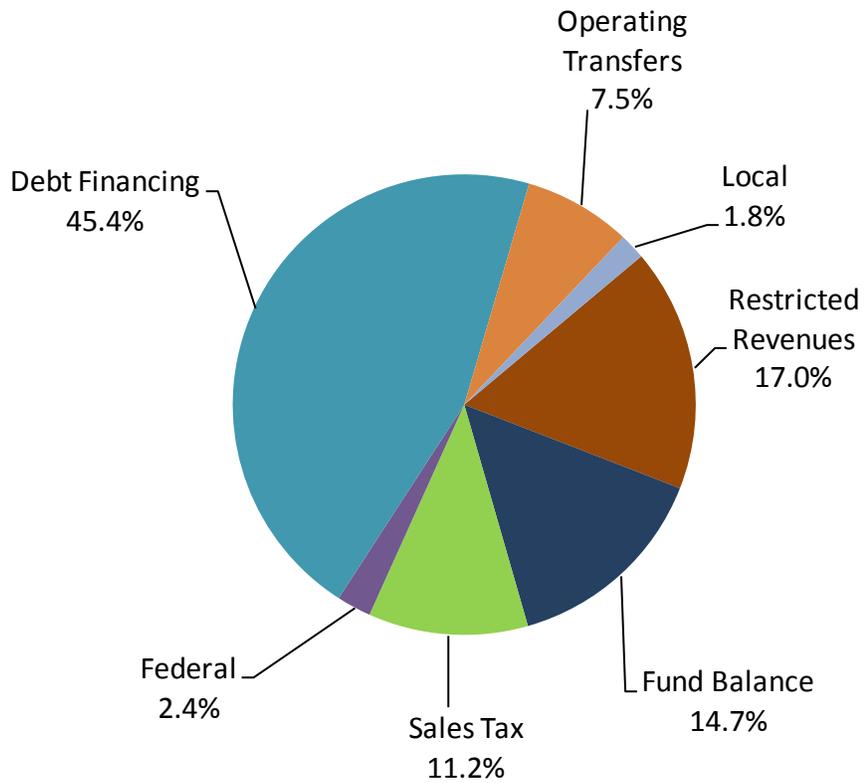
Schools' Capital & Construction Fund – to account for the financing and construction of all major capital projects for the three school systems and community college.

Capital Projects Expenditure Summary Fiscal Year 2008/09

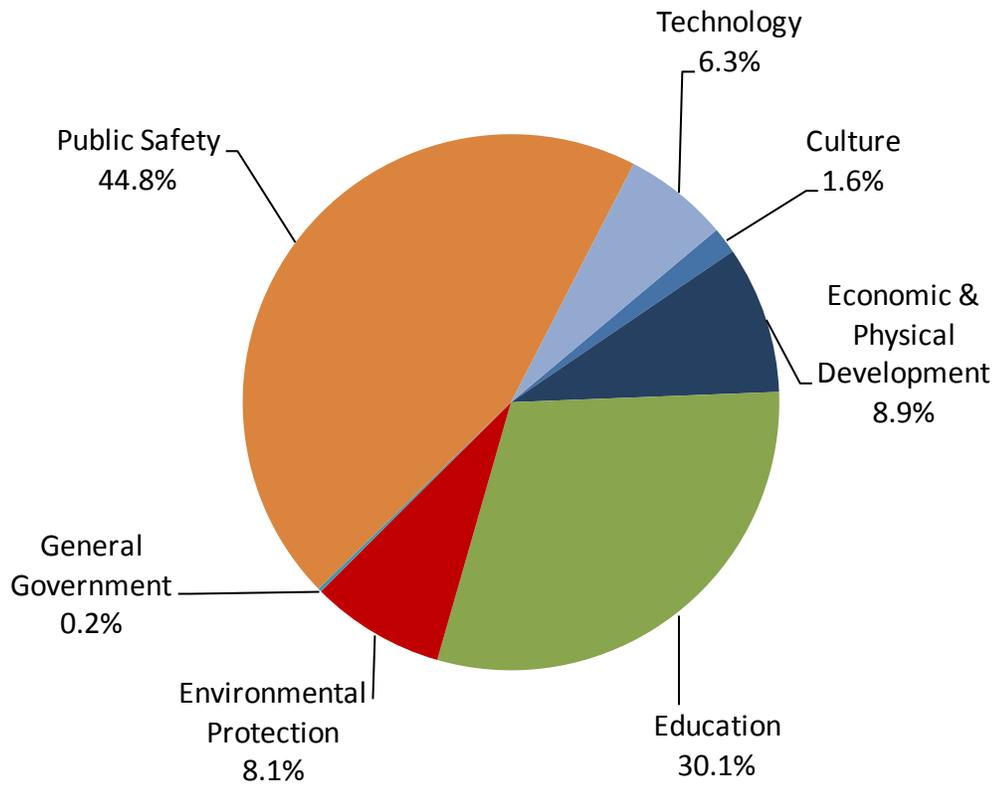


Capital Projects' Funding Summary

Fiscal Year 2008/09



Expenditure by Service Area Fiscal Year 2008/09



CATAWBA COUNTY, NORTH CAROLINA
General Long-Term Debt Requirements and Maturity Schedule
For the Year Ended June 30, 2007

Fiscal Year Ended June 30	Existing Debt		
	Principal	Interest	Total
2008	6,380,000	1,489,869	7,869,869
2009	6,395,000	1,243,544	7,638,544
2010	6,455,000	993,494	7,448,494
2011	5,200,000	729,769	5,929,769
2012	4,395,000	523,106	4,918,106
2013-2015	7,715,000	510,612	8,225,612
	\$36,540,000	\$5,490,394	\$42,030,394

Annual debt service requirements to maturity for the County's general obligation bonds as listed above does not include any business type debt.

CAPITAL IMPROVEMENT PLAN
General Capital Projects - SUMMARY
Fiscal Years 2008/09 through 2015/16

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriations									
Animal Shelter - New	0	0	0	0	0	4,250,000	0	0	4,250,000
Bandys Area Facility Addition for EMS	0	0	0	237,506	0	0	0	0	237,506
Conover Fire Station # 1 Addition for EMS	0	0	100,000	0	0	0	0	0	100,000
Contingency	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	400,000
E-911 Telephone Upgrade	0	0	0	0	500,000	0	0	0	500,000
Hickory EMS Base	0	0	0	1,359,006	0	0	0	0	1,359,006
Jail Addition	200,000	200,000	200,000	200,000	200,000	200,000	4,850,000	0	6,050,000
Justice Center Expansion	2,864,310	20,000,000	0	0	0	0	0	0	22,864,310
Microsoft Licensing	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	1,000,000
Mobile Workforce	50,000	50,000	50,000	50,000	50,000	0	0	0	250,000
Mountain View Facility Addition EMS	0	0	0	0	0	0	185,627	0	185,627
Orthophoto Upgrade	125,000	0	0	0	135,000	0	0	0	260,000
Parks	405,000	150,000	275,000	0	782,000	0	0	0	1,612,000
PeopleSoft Replacement	0	0	0	120,000	500,000	500,000	50,000	50,000	1,220,000
Permitting Software/Hardware	700,000	0	0	0	50,000	50,000	50,000	50,000	900,000
Pictometry Photos	95,000	0	0	0	105,000	0	0	0	200,000
Public Safety Center	4,670,000	0	0	0	0	0	0	0	4,670,000
Quantar Base Station Upgrade	0	0	150,000	0	0	0	0	0	150,000
Rescue Squad Project	332,553	583,000	0	0	0	0	0	0	915,553
SAN Virtual Server	0	100,000	100,000	100,000	120,000	120,000	120,000	120,000	780,000
Sherrills Ford Library	375,000	375,000	375,000	0	0	0	0	0	1,125,000
Sherrills Ford Fire Department Renovations for EMS	0	250,000	0	0	0	0	0	0	250,000
Tax System Upgrade	195,000	20,000	175,000	0	0	0	0	0	390,000
Technology Infrastructure Upgrades	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,600,000
Transfers	69,670	0	0	0	0	0	0	0	69,670
Zion Church Road Facility Addition for EMS	0	0	0	0	0	0	399,214	0	399,214
	10,456,533	22,103,000	1,800,000	2,441,512	2,817,000	5,495,000	6,029,841	595,000	51,737,886
Revenue/Funding Source									
CVBH Rent	373,674	0	0	0	0	0	0	0	373,674
Debt Financing	1,612,500	20,000,000	0	1,346,512	782,000	4,250,000	5,434,841	0	33,425,853
E-911 Fund	94,875	0	0	0	602,465	0	0	0	697,340
Federal Bed Rental	150,000	150,000	150,000	150,000	150,000	150,000	0	0	900,000
General Capital Fund Balance	3,426,085	250,000	100,000	0	78,750	0	0	0	3,854,835
General Fund	1,158,879	1,653,000	1,500,000	645,000	1,095,000	1,045,000	595,000	595,000	8,286,879
General Fund (Mental Health Indirect Cost)	795,000	0	0	0	0	0	0	0	795,000
Historical Association	25,000	0	0	0	0	0	0	0	25,000
Local Bed Rental	50,000	50,000	50,000	50,000	50,000	50,000	0	0	300,000
Municipalities	53,020	0	0	0	58,785	0	0	0	111,805
North Carolina DOT Grant	80,000	0	0	0	0	0	0	0	80,000
Proceeds from 1/4 cent sales tax	2,637,500	0	0	0	0	0	0	0	2,637,500
Sale of Base	0	0	0	250,000	0	0	0	0	250,000
	10,456,533	22,103,000	1,800,000	2,441,512	2,817,000	5,495,000	6,029,841	595,000	51,737,886

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Animal Shelter - New Facility
Project Service Area Public Safety
Project Department Emergency Services

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0	0	0	0	4,250,000	0	0	4,250,000
	0	0	0	0	0	4,250,000	0	0	4,250,000
Revenue/Funding Source									
Debt Financing	0	0	0	0	0	4,250,000	0	0	4,250,000
	0	0	0	0	0	4,250,000	0	0	4,250,000

Project Description/Justification

The current Animal Service facility is 20 + years old. It was not designed to meet the current capacity of animals we are housing. The number of animals has increased significantly. Our current facility does not meet the standard regulations for an Animal Services Facility. The facility is now treating and caring for animals which it was not originally designed to do. There is no separate entrance for animals that are owner surrenders. The public and the animals use the same entrance. This aids in transmitting diseases within the general animal population. The current facility is lacking storage space for perishable food items and other equipment. There is also not enough office space for the employees. The office is extremely cramped, not only for staff but for customers coming into the shelter as well. There is no space for officers to meet with citizens in a private area. A new facility would help rectify the situation by having separate quarters for officers and a separate intake area for owner surrenders and stray animals. This intake area would be used as a staging area for animals being vaccinated prior to being moved to the general population. It would also be used for sick or injured animals, and nursing mother animals. The facility will be approximately 25,000 square feet x \$175 for a total of \$4,250,000. Building design includes special HVAC system, plumbing, fencing, and kenneling; which are required for an Animal Shelter which drives up the cost.

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Bandys Facility Addition for EMS
Project Service Area Public Safety
Project Department Emergency Services

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0	0	237,506	0	0	0	0	237,506
	0	0	0	237,506	0	0	0	0	237,506
Revenue/Funding Source									
Debt Financing	0	0	0	237,506	0	0	0	0	237,506
	0	0	0	237,506	0	0	0	0	237,506

Project Description/Justification

The Bandys area of the County is in need of additional EMS coverage because of an increase in call volume, population, and traffic density. These factors all affect the response time criteria of 8 minutes, set by the Board of Commissioners. Funds are allocated to build an addition to an existing structure in the Bandys area to enable a new EMS crew to be located in that area. The addition would total 1,416 square feet which would include bay space (960 sq. ft.), dayroom (256 sq. ft.), medical supply room (100 sq. ft.), and office (100 sq. ft.) at a projected cost of \$167.73 per square foot.

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Conover Fire Station #1 Renovations for EMS
Project Service Area Public Safety
Project Department Emergency Services

Project Budget	Fiscal Year	Total							
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	
Appropriation	0	0	100,000	0	0	0	0	0	100,000
	0	0	100,000	0	0	0	0	0	100,000
Revenue/Funding Source									
General Capital Fund Balance	0	0	100,000	0	0	0	0	0	100,000
	0	0	100,000	0	0	0	0	0	100,000

Project Description/Justification

The Conover area of the County is in need of additional EMS coverage because of an increase in call volume, population, and traffic density. These factors all affect the response time criteria of 8 minutes, set by the Board of Commissioners. Funds are allocated to perform necessary renovations to Conover Fire Station #1 to enable a new EMS crew to be located in that area.

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Contingency (11000)
Project Service Area General Capital Projects
Project Department General Capital Projects

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	400,000
	50,000	400,000							
Revenue/Funding Source									
General Fund	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	400,000
	50,000	400,000							

Project Description/Justification

Catawba County does not budget contingency in each individual project, but uses one amount to cover any unexpected costs.

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name E-911 Telephone Upgrade
Project Service Area Economic & Physical Development
Project Department E-911 Communications Center

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0	0	0	500,000	0	0	0	500,000
	0	0	0	0	500,000	0	0	0	500,000
Revenue/Funding Source									
E-911 Fund	0	0	0	0	500,000	0	0	0	500,000
	0	0	0	0	500,000	0	0	0	500,000

Project Description/Justification

The new E-911 phone system will be implemented by the end of Fiscal Year 2007/08. Being faced with new technology such as Voice Over Internet (VOIP), Text Messaging, Video Data to Public Safety personnel, we will need to re-visit and move forward with the newer technology by Fiscal Year 2012/13.

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Hickory EMS Base Relocation
Project Service Area Public Safety
Project Department Emergency Services

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0	0	1,359,006	0	0	0	0	1,359,006
	0	0	0	1,359,006	0	0	0	0	1,359,006
Revenue/Funding Source									
Debt Financing	0	0	0	1,109,006	0	0	0	0	1,109,006
Sale of Base	0	0	0	250,000	0	0	0	0	250,000
	0	0	0	1,359,006	0	0	0	0	1,359,006

Project Description/Justification

Hickory Base is located on Lenoir-Rhyne Boulevard. Due to the growth in that area, access to the base has become more difficult. The area also has a lot of foot traffic causing security issues. The current building has sewage and drainage issues and is also too small to house the current staff. The costs are broken down as follows: 7,052 square feet at a cost of \$142 per square foot (\$1,001,384); 3 acres at \$53,000 per acre (\$159,000); and, 10% of the building cost for computers, furniture, appliances, tower, radio base installation, stand by generator, transfer switch and installation, and traffic control device (\$198,622).

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Jail Addition (adds 128 beds) (12002)
Project Service Area Public Safety
Project Department Sheriff

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	200,000	200,000	200,000	200,000	200,000	200,000	4,850,000	0	6,050,000
	200,000	200,000	200,000	200,000	200,000	200,000	4,850,000	0	6,050,000

Revenue/Funding Source

Debt Financing	0	0	0	0	0	0	4,850,000	0	4,850,000
Federal Bed Rental	150,000	150,000	150,000	150,000	150,000	150,000	0	0	900,000
Local Bed Rental	50,000	50,000	50,000	50,000	50,000	50,000	0	0	300,000
	200,000	200,000	200,000	200,000	200,000	200,000	4,850,000	0	6,050,000

Project Description/Justification

Based on 195 average daily population when the new jail expansion opened and an average of 5% annual growth, we could reach capacity by Fiscal Year 2013/14. Construction of a 128-bed expansion is planned in Fiscal Year 2014/15 with the facility opened to inmates in Fiscal Year 2015/16. \$150,000 was included in Fiscal Year 2007/08 for a total project cost of \$6,200,000.

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Justice Center Expansion (12001)
Project Service Area Public Safety
Project Department Sheriff

Project Budget	Fiscal Year	Total								
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16		
Appropriation	2,864,310	20,000,000	0	0	0	0	0	0	0	22,864,310
	2,864,310	20,000,000	0	22,864,310						
Revenue/Funding Source										
1/4 cent sales tax	2,200,000	0	0	0	0	0	0	0	0	2,200,000
Debt Financing	0	20,000,000	0	0	0	0	0	0	0	20,000,000
General Capital Fund Balance	664,310	0	0	0	0	0	0	0	0	664,310
	2,864,310	20,000,000	0	22,864,310						

Project Description/Justification

The Justice Center is almost 30 years old and no longer provides adequate space for our courts. An expansion is planned to add more space for courts and court related functions. Construction is planned to begin in Fiscal Year 2009/10. Fiscal Year 2008/09 funding includes \$2,200,000 of the 1/4 cent sales tax plus \$664,310 transferred out of a previously established project. Debt financing for the project is planned in FY 09/10 in the amount of \$20,000,000 for a total project cost of \$22,864,310.

**In Fiscal Year 2007/08, a new project called Government Center/Justice Center Expansion was funded at \$1,164,310. Due to changing needs, the Government Center will no longer be expanded. The Government Center/Justice Center Expansion project will be closed and funds used for the Justice Center Expansion Project and the Public Safety Center project. \$664,310 from the closed project will be applied to the Justice Center Expansion project, and \$500,000 from the closed project will be applied to the Public Safety Center project.*

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Microsoft Licensing (11022)
Project Service Area Economic & Physical Development
Project Department Technology

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	1,000,000
	125,000	1,000,000							
Revenue/Funding Source									
General Fund	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	1,000,000
	125,000	1,000,000							

Project Description/Justification

The County must purchase Microsoft software licenses in order to use the software. The Information Technology Center has developed a long-term plan to keep the County in compliance. Microsoft products include operating systems, security systems, e-mail management, database management, and desktop publishing. This will be a recurring cost.

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Mobile Workforce (GC2)
Project Service Area Economic & Physical Development
Project Department E-911 Communications Center

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	50,000	50,000	50,000	50,000	50,000	0	0	0	250,000
	50,000	50,000	50,000	50,000	50,000	0	0	0	250,000
Revenue/Funding Source									
General Fund	50,000	50,000	50,000	50,000	50,000	0	0	0	250,000
	50,000	50,000	50,000	50,000	50,000	0	0	0	250,000

Project Description/Justification

Many duties performed by County employees require them to be away from an office environment. Keeping them in the field more hours reduces cost and provides better service for the public. Mobile workers are defined as those who perform their duties in the field on a regular basis. To date, funding for this project has enabled a mobile workforce in areas such as Environmental Health, EMS, Sheriff, Building Inspections, School Nurses, Home Health nurses and Animal Control. We will continue to enhance the capabilities in Emergency Services and Sheriff with GPS and Vision Mobile using current project funds.

Future funds will allow us to expand in other areas such as Maintenance, Tax Appraisal, Code Enforcement, and Fire Marshall. Supporting a mobile workforce requires technology resources both in the field and internally. Funds will be used for hardware and software expansions to support additional mobile workers.

Flexibility and mobility are hallmarks of the workforce of the future. As we expand this capability, we will need to expand hardware and software accordingly.

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Hickory Rescue Base 2 Addition for EMS
Project Service Area Public Safety
Project Department Emergency Services

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0	0	0	0	0	185,627	0	185,627
	0	0	0	0	0	0	185,627	0	185,627
Revenue/Funding Source									
Debt Financing	0	0	0	0	0	0	185,627	0	185,627
	0	0	0	0	0	0	185,627	0	185,627

Project Description/Justification

The Mountain View area of the County is in need of additional EMS coverage because of an increase in call volume, population, and traffic density. These factors all affect the response time criteria of 8 minutes, set by the Board of Commissioners. Funds are allocated build an addition to an existing structure in the Mountain View area to enable a new EMS crew to stage in that location. The addition would total 956 square feet which would include bay space (500 sq. ft.), dayroom (256 sq. ft.), medical supply room (100 sq. ft.), and office (100 sq. ft.) at a projected cost of \$194.17 per square foot.

General Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Orthophoto Upgrade (GC11)
Project Service Area Economic & Physical Development
Project Department Computerized Mapping

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	125,000	0	0	0	135,000	0	0	0	260,000
	125,000	0	0	0	135,000	0	0	0	260,000
Revenue/Funding Source									
E-911 Fund	94,875	0	0	0	102,465	0	0	0	197,340
Municipalities	30,125	0	0	0	32,535	0	0	0	62,660
	125,000	0	0	0	135,000	0	0	0	260,000

Project Description/Justification

In Fiscal Year 2008/09, GIS will update aerial photography. Project costs include a contract to update aerial photos, administration costs, and purchasing additional disk storage. Aerial photography has consistently been updated every four years, which coincides with the re-evaluation schedule. In addition, as part of the regional ortho project, the participants agreed to update as a group every 4 years. Maintaining that schedule, the next fly-over will take place in spring 2009 and then again in spring 2013. A total of \$125,000 is budgeted in Fiscal Year 2008/09. The County will fund the project as follows: \$30,125 from municipalities and \$94,875 from the Emergency Telephone Fund. In Fiscal Year 2012/13 the flyover is projected to cost \$135,000 funded as follows: \$32,535 from municipalities and \$102,465 from the Emergency Telephone Fund.

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Parks (GC3)
Project Service Area Economic & Physical Development
Project Department Planning, Parks, & Development

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	405,000	150,000	275,000	0	782,000	0	0	0	1,612,000
	405,000	150,000	275,000	0	782,000	0	0	0	1,612,000
Revenue/Funding Source									
Debt Financing	0	0	0	0	782,000	0	0	0	782,000
General Fund	300,000	150,000	275,000	0	0	0	0	0	725,000
DOT Grant	80,000	0	0	0	0	0	0	0	80,000
Historical Association	25,000	0	0	0	0	0	0	0	25,000
	405,000	150,000	275,000	0	782,000	0	0	0	1,612,000

Project Description/Justification

Funds will be needed to implement the Parks Master Plan as adopted by the Board of Commissioners. These funds will be combined with grants and moneys in the Parks Trust Fund to expand park facilities in the County.

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name PeopleSoft Replacement
Project Service Area Economic & Physical Development
Project Department Technology

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0	0	120,000	500,000	500,000	50,000	50,000	1,220,000
	0	0	0	120,000	500,000	500,000	50,000	50,000	1,220,000
Revenue/Funding Source									
General Fund	0	0	0	120,000	500,000	500,000	50,000	50,000	1,220,000
	0	0	0	120,000	500,000	500,000	50,000	50,000	1,220,000

Project Description/Justification

PeopleSoft is the main application serving our core functions of Finance and Human Resources. Both of these areas are constantly changing to provide better services and to meet state and federal reporting requirements. We are also using this as the platform for our enterprise architecture. It is imperative that this system remain up-to-date to meet the needs of the organization. PeopleSoft was bought out by Oracle and will be maintained but will not include major changes. It will be rolled into a new product called Fusion, the next generation of PeopleSoft. In order to remain current in functionality and abilities, the County should plan to replace PeopleSoft applications within the next five years.

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name	Permitting Software/Hardware (14014)
Project Service Area	Economic & Physical Development
Project Department	Technology

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	700,000	0	0	0	50,000	50,000	50,000	50,000	900,000
	700,000	0	0	0	50,000	50,000	50,000	50,000	900,000
Revenue/Funding Source									
General Fund	100,000	0	0	0	50,000	50,000	50,000	50,000	300,000
General Fund (Mental Health Indirect Cost)	600,000	0	0	0	0	0	0	0	600,000
	700,000	0	0	0	50,000	50,000	50,000	50,000	900,000

Project Description/Justification

The County is currently using a Client/server platform for processing inspections in Utilities & Engineering, Environmental Health, Planning and Zoning, and the Fire Marshal's Office, the Tax Office, GIS, Legal Services, and Finance also use the systems to provide services. The Fiscal Year 2008/09 budget includes \$700,000 to be added to \$50,000 set aside in Fiscal Year 2007/08 to upgrade permitting system software and hardware to a web-based platform in FY 2008/09. This will update a system that is becoming antiquated and allow new functionality such as increased information sharing, online permitting and payments, workflow, automatic inspection status updates, and increased GIS integration. In recognition of the fact that this system will need to be upgraded in 8-10 years, we will begin setting aside \$50,000 annually in FY 2013/13 for future upgrades.

**General Fund revenue in Fiscal Year 2008/09 represents Indirect Cost funds received from Mental Health. Total Indirect Cost received is \$795,000. \$600,000 will be used for the Permitting Software Upgrade project and \$195,000 will be used for Tax System project.*

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Pictometry Photos (GCS)
Project Service Area Economic & Physical Development
Project Department Technology (GIS)

Project Budget	Fiscal Year	Total							
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	
Appropriation	95,000	0	0	0	105,000	0	0	0	200,000
	95,000	0	0	0	105,000	0	0	0	200,000
Revenue/Funding Source									
Municipalities	22,895	0	0	0	26,250	0	0	0	49,145
General Capital Fund Balance	72,105	0	0	0	78,750	0	0	0	150,855
	95,000	0	0	0	105,000	0	0	0	200,000

Project Description/Justification

Pictometry will provide photos of structures with 5 directional views. This type of photography goes over and above the current orthophotos with side angle views of each structure. Emergency Services and the Sheriff's Department in particular will find it invaluable to see buildings from several angles when responding to calls. These photos will also provide a benefit to the Economic Development Commission by providing pictures of property to prospective clients from several views.

As this service also provides a benefit to municipalities, 25% of the cost will come from municipalities. The remainder will be funded from General Capital Fund Balance.

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Public Safety Center (includes Newton EMS) (GC6)
Project Service Area Public Safety
Project Department Emergency Services

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	4,670,000	0	0	0	0	0	0	0	4,670,000
	4,670,000	0	4,670,000						
Revenue/Funding Source									
1/4 cent sales tax	437,500	0	0	0	0	0	0	0	437,500
Debt Financing	1,612,500	0	0	0	0	0	0	0	1,612,500
General Capital Fund Balance	2,620,000	0	0	0	0	0	0	0	2,620,000
	4,670,000	0	4,670,000						

Project Description/Justification

This project funds a new Public Safety Center. The 911 Emergency Communications Center and Emergency Operations Center (EOC) are completely out of room and power in the Justice Center. Newton EMS Base is located in the Agricultural Resources Building (ARC) which is extremely old and no longer meets their needs. A new facility will be built to house these critical Public Safety Functions as well as the Emergency Services administrative offices, Fire/Rescue Division, Newton EMS Base, and possibly space for Newton-Conover Rescue. \$500,000 is being transferred from a previously established project for a total project cost of \$6,670,000.

In Fiscal Year 2007/08, a new project called Government Center/Justice Center Expansion was funded at \$1,164,310. Due to changing needs, the Government Center will no longer be expanded. The Government Center/Justice Center Expansion project will be closed and funds used for the Justice Center Expansion Project and the Public Safety Center project. \$664,310 from the closed project will be applied to the Justice Center Expansion project, and \$500,000 from the closed project will be applied to the Public Safety Center project. \$120,000 will be applied from General Capital Fund Balance from the closed Oxford EMS Project.

General Capital Fund Balance contribution will be covered by the 911 Wireline Fund Balance transferred to the General Capital Project Fund by statute in Fiscal Year 2007/08.

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Quantar Base Station Upgrade
Project Service Area Economic & Physical Development
Project Department E-911 Communications Center

Project Budget	Fiscal Year	Total							
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	
Appropriation	0	0	150,000	0	0	0	0	0	150,000
	0	0	150,000	0	0	0	0	0	150,000
Revenue/Funding Source									
General Fund	0	0	150,000	0	0	0	0	0	150,000
	0	0	150,000	0	0	0	0	0	150,000

Project Description/Justification

In Fiscal Year 2010/11, the current Quantar Base Stations, used for dispatching Fire, EMS, and Rescue, will be at least 16 years old. These will no longer be supported and, due to life expectancy, will need to be replaced.

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Rescue Squad Project (GC8)
Project Service Area Public Safety
Project Department Rescue Squads

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	332,553	583,000	0	0	0	0	0	0	915,553
	332,553	583,000	0	0	0	0	0	0	915,553
Revenue/Funding Source									
General Fund	332,553	583,000	0	0	0	0	0	0	915,553
	332,553	583,000	0	0	0	0	0	0	915,553

Project Description/Justification

This project addresses future Rescue Squad building needs as a result of the Emergency Services Plan implementation. The total cost is projected to be \$1,300,000. \$384,447 was budgeted in Fiscal Year 2007/08 from the closed Oxford EMS Base project.

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name SAN Virtual Server (GC10)
Project Service Area Economic & Physical Development
Project Department Technology

Project Budget	Fiscal Year	Total							
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	
Appropriation	0	100,000	100,000	100,000	120,000	120,000	120,000	120,000	780,000
	0	100,000	100,000	100,000	120,000	120,000	120,000	120,000	780,000
Revenue/Funding Source									
General Fund	0	100,000	100,000	100,000	120,000	120,000	120,000	120,000	780,000
	0	100,000	100,000	100,000	120,000	120,000	120,000	120,000	780,000

Project Description/Justification

Continue to invest in SAN/Disaster Recovery technology to meet growing storage needs. As we continue to collect data and information at an exponential rate, and subsequently store that data within the information systems, computing resources become strained. We have invested in a Storage Area Network (SAN) in order to house the data off the main technology resources, thereby extending their usefulness and reducing future expansion costs. By building on this platform in the future and consolidating servers and storage, we will save over \$354,000 over a five year period.

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Sherrills Ford Library (18018)
Project Service Area Culture
Project Department Library

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	375,000	375,000	375,000	0	0	0	0	0	1,125,000
	375,000	375,000	375,000	0	0	0	0	0	1,125,000
Revenue/Funding Source									
CVBH Rent	373,674	0	0	0	0	0	0	0	373,674
General Fund	1,326	375,000	375,000	0	0	0	0	0	751,326
	375,000	0	1,125,000						

Project Description/Justification

A Library System Master Plan has been completed identifying needs with regards to space, operating efficiencies, and location issues. \$375,000 is planned for Fiscal Years 2007/08 through 2010/11 for a new branch library facility in Sherrills Ford. The total estimated construction cost for the Sherrills Ford branch is \$1,500,000 including land. These funds would come from the General Fund, Library reinventing dollars, and support from the Friends of the Sherrills Ford Branch Library.

The above revenue represents the current contract with CVBH through Fiscal Year 2008/09 only. However this contract may be extended and if so the revenue will be used to reduce the general fund contribution to the Sherrills Ford Library.

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Sherrills Ford Fire Department Addition for EMS
Project Service Area Public Safety
Project Department Emergency Services

Project Budget	Fiscal Year	Total							
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	
Appropriation	0	250,000	0	0	0	0	0	0	250,000
	0	250,000	0	0	0	0	0	0	250,000
Revenue/Funding Source									
General Capital Fund Fund	0	250,000	0	0	0	0	0	0	250,000
	0	250,000	0	0	0	0	0	0	250,000

Project Description/Justification

The southeastern part of the County is in need of additional EMS coverage because of an increase in call volume, population, and traffic density. These factors all affect the response time criteria of 8 minutes, set by the Board of Commissioners. Funds are allocated to perform necessary renovations to the Sherrills Ford Fire Department to house a new EMS crew in that location.

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Tax System (GC12)
Project Service Area Economic & Physical Development
Project Department Technology

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	195,000	20,000	175,000	0	0	0	0	0	390,000
	195,000	20,000	175,000	0	0	0	0	0	390,000
Revenue/Funding Source									
General Fund	0	20,000	175,000	0	0	0	0	0	195,000
General Fund (MH Indirect Cost)	195,000	0	0	0	0	0	0	0	195,000
	195,000	20,000	175,000	0	0	0	0	0	390,000

Project Description/Justification

This project allocates funds to upgrade the Tax System. Our service contract with our current software provider requires us to remain within 2 versions of the latest versions of the software. A new version of the Billing and Collection modules is anticipated to be released in Fiscal Year 2009/10 followed by a new version of the Land Records/CAMA package beginning in FY 2010/11. Expenses for the upgrades will be phased in and will begin to be incurred next fiscal year. The \$195,00 in FY 08/09 is reserved from one-time Mental Health funds received in FY 07/08.

**General Fund revenue in Fiscal Year 2008/09 represents Indirect Cost funds received from Mental Health. Total Indirect Cost received is \$795,000. \$600,000 will be used for the Permitting Software Upgrade project and \$195,000 will be used for Tax System project.*

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Technology Infrastructure Upgrades (11202)
Project Service Area Economic & Physical Development
Project Department Technology

Project Budget	Fiscal Year	Total							
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	
Appropriation	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,600,000
	200,000	1,600,000							
Revenue/Funding Source									
General Fund	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,600,000
	200,000	1,600,000							

Project Description/Justification

The Technology Department provides automation services to all County departments with an extensive network that encompasses wired communications, fiber communications, wireless communications, cable modem and dial-up communications. The components of these systems must continually be replaced or upgraded to ensure that the County can continue to conduct business in an efficient and effective manner. Funds will be committed each year for ongoing infrastructure upgrades, to enhance building wireless capabilities, and reserve funds to develop a high speed mobile wireless solution. Over the next few years there are plans to provide high speed data access to emergency vehicles and remote agencies that will allow robust applications such as video camera access in public and private buildings, video streaming from the vehicles to the 911 Emergency Communications Center, GIS layer access for utilities, and CAD drawings to buildings. We also plan to establish wireless network capabilities in the Library to enhance service to the public and wireless phone capabilities.

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Transfers
Project Service Area General Capital Projects
Project Department General Capital Projects

Project Budget	Fiscal Year	Total							
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	
Appropriation	69,670	0	0	0	0	0	0	0	69,670
	69,670	0	69,670						
Revenue/Funding Source									
General Capital Fund Balance	69,670	0	0	0	0	0	0	0	69,670
	69,670	0	69,670						

Project Description/Justification

Transfer from closed projects for debt service.

CAPITAL IMPROVEMENT PLAN
 General Capital Projects
 Fiscal Years 2008/09 through 2015/16

Project Name	Zion Church Road Facility Addition for EMS								
Project Service Area	Public Safety								
Project Department	Emergency Services								
Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0	0	0	0	0	399,214	0	399,214
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>399,214</u>	<u>0</u>	<u>399,214</u>
Revenue/Funding Source									
Debt Financing	0	0	0	0	0	0	399,214	0	399,214
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>399,214</u>	<u>0</u>	<u>399,214</u>
Project Description/Justification									

The Mountain View area of the County is in need of additional EMS coverage because of an increase in call volume, population, and traffic density. These factors all affect the response time criteria of 8 minutes, set by the Board of Commissioners. Funds are allocated to build an addition to an existing facility in the Zion Church Road area to house a new EMS crew. The addition would total 1600 square feet which would include bay space (1,600 sq. ft.), dayroom (256 sq. ft.), medical supply room (100 sq. ft.), and office (100 sq. ft.) at a projected cost of \$194.17 per square foot.

CAPITAL IMPROVEMENT PLAN
Schools' Capital Projects - SUMMARY
Fiscal Years 2008/09 through 2015/16

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriations									
<i>Catawba County</i>									
Arndt Middle School Classrooms/Admin	0	0	4,251,000	0	0	0	0	0	4,251,000
Bandys High School Gymtoriam	0	0	0	0	0	0	3,500,000	0	3,500,000
Banoak Elementary Kitchen/Cafeteria/Admin/Classrooms	0	0	0	2,500,000	0	0	0	0	2,500,000
Bunker Hill High School Gymtoriam	0	0	0	0	0	0	0	3,500,000	3,500,000
Campbell Elementary School Cafeteria/Classrooms/Resource	0	0	0	0	2,167,000	0	0	0	2,167,000
Claremont Elementary School Cafeteria/Classrooms/Resource	0	0	0	0	3,260,000	0	0	0	3,260,000
East Catawba High School or Middle School Planning Funds	0	0	0	0	0	0	0	2,000,000	2,000,000
Fred T. Foard High School Cafeteria/Classrooms/Athletics	3,330,000	0	0	0	0	0	0	0	3,330,000
Fred T. Foard High School Gymtoriam	0	0	0	0	0	3,500,000	0	0	3,500,000
Lyle Creek Elementary Classrooms	0	0	0	0	0	600,000	0	0	600,000
Maiden Elementary School Classrooms/Media Retrieval	0	0	0	0	750,000	0	0	0	750,000
Mountain Creek Elementary New School	0	0	0	0	13,730,000	0	0	0	13,730,000
Propst Elementary New School	0	0	0	13,730,000	0	0	0	0	13,730,000
St. Stephens High School Kitchen/Cafeteria	0	0	0	0	0	0	0	2,750,000	2,750,000
St. Stephens High School Track/Athletic Facilities	550,000	0	0	0	0	0	0	0	550,000
Webb Murray Elementary School Addition/Media Retrieval	3,200,000	0	0	0	0	0	0	0	3,200,000
<i>Hickory Public Schools</i>									
Hickory High School Renovations	0	0	2,750,000	0	0	2,500,000	0	0	5,250,000
Jenkins, Viewmont, and Oakwood Elementary Renovations	0	0	0	0	0	0	2,000,000	2,500,000	4,500,000
Hickory New Elementary School	0	0	0	0	1,000,000	14,800,000	0	0	15,800,000
<i>Newton-Conover City Schools</i>									
Conover School Classrooms/Kitchen/Dining Area	0	0	0	2,979,748	0	0	0	0	2,979,748
Newton-Conover Middle School New School	0	300,000	20,700,000	0	0	0	0	0	21,000,000
Newton-Conover Middle School Renovate Middle to Elementary	0	0	0	1,000,000	0	0	0	0	1,000,000
Shuford Elementary School Classroom Additions	0	0	0	0	0	0	0	2,400,000	2,400,000
Shuford Elementary School Gym	0	0	0	0	0	0	2,000,000	0	2,000,000
South Newton Elementary School Classrooms/Gym/Cafeteria	0	0	0	0	8,286,080	0	0	0	8,286,080
<i>Catawba Valley Community College</i>									
Academic/General Classroom Building	0	0	0	0	0	7,000,000	6,000,000	0	13,000,000
Cultural Arts Center	0	0	0	0	0	0	0	20,000,000	20,000,000
East Campus/Art Center Renovations, Roofing	0	2,650,000	0	0	0	0	0	0	2,650,000
Upgrade HVAC/Electrical	0	0	0	0	1,000,000	0	0	0	1,000,000
Vocational Building	0	0	9,000,000	0	0	0	0	0	9,000,000
	7,080,000	2,950,000	36,701,000	20,209,748	30,193,080	28,400,000	13,500,000	33,150,000	172,183,828
Revenue/Funding Source									
Debt Financing	7,080,000	2,950,000	36,701,000	20,209,748	30,193,080	28,400,000	13,500,000	33,150,000	172,183,828
	7,080,000	2,950,000	36,701,000	20,209,748	30,193,080	28,400,000	13,500,000	33,150,000	172,183,828

CAPITAL IMPROVEMENT PLAN
Schools' Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Arndt Middle School Classrooms/Admin
Project Service Area Catawba County Schools
Project Department Schools' Capital

Project Budget	Fiscal Year	Total							
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	
Appropriation	0	0	4,251,000	0	0	0	0	0	4,251,000
	0	0	4,251,000	0	0	0	0	0	4,251,000
Revenue/Funding Source									
Debt Financing	0	0	4,251,000	0	0	0	0	0	4,251,000
	0	0	4,251,000	0	0	0	0	0	4,251,000

Project Description/Justification

This project will fund a 12 classroom addition, administrative area addition, renovate existing classrooms, and create a new road off Sulphur Springs Road.

CAPITAL IMPROVEMENT PLAN
Schools' Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Bandys High School Gymtorium
Project Service Area Catawba County Schools
Project Department Schools' Capital

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0		0	0	0	3,500,000	0	3,500,000
	0	0	0	0	0	0	3,500,000	0	3,500,000
Revenue/Funding Source									
Debt Financing	0	0	0	0	0	0	3,500,000	0	3,500,000
	0	0	0	0	0	0	3,500,000	0	3,500,000

Project Description/Justification

This project with fund a new gymtorium.

CAPITAL IMPROVEMENT PLAN
Schools' Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Banoak Elementary Kitchen/Cafeteria/Admin/Classrooms
Project Service Area Catawba County Schools
Project Department Schools' Capital

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0		2,500,000	0	0	0	0	2,500,000
	0	0	0	2,500,000	0	0	0	0	2,500,000
Revenue/Funding Source									
Debt Financing	0	0	0	2,500,000	0	0	0	0	2,500,000
	0	0	0	2,500,000	0	0	0	0	2,500,000

Project Description/Justification

Funds are included to renovate the kitchen, cafeteria, administrative offices, and add classrooms.

CAPITAL IMPROVEMENT PLAN
Schools' Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Bunker Hill High School Gymtoriam
Project Service Area Catawba County Schools
Project Department Schools' Capital

Project Budget	Fiscal Year	Total								
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16		
Appropriation	0	0		0	0	0	0	0	3,500,000	3,500,000
	0	3,500,000	3,500,000							
Revenue/Funding Source										
Debt Financing	0	0	0	0	0	0	0	0	3,500,000	3,500,000
	0	3,500,000	3,500,000							

Project Description/Justification

This project will fund a new gymtoriam

CAPITAL IMPROVEMENT PLAN
Schools' Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Campbell Elementary School Cafeteria/Classrooms/Resource
Project Service Area Catawba County Schools
Project Department Schools' Capital

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0	0	0	2,167,000	0	0	0	2,167,000
	0	0	0	0	2,167,000	0	0	0	2,167,000
Revenue/Funding Source									
Debt Financing	0	0	0	0	2,167,000	0	0	0	2,167,000
	0	0	0	0	2,167,000	0	0	0	2,167,000

Project Description/Justification

This project includes the addition of a new cafeteria and the renovation of the existing cafeteria to one classroom and two resource areas.

CAPITAL IMPROVEMENT PLAN
Schools' Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Claremont Elementary School Cafeteria/Classrooms/Resource
Project Service Area Catawba County Schools
Project Department Schools' Capital

Project Budget	Fiscal Year	Total							
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	
Appropriation	0	0	0	0	3,260,000	0	0	0	3,260,000
	0	0	0	0	3,260,000	0	0	0	3,260,000
Revenue/Funding Source									
Debt Financing	0	0	0	0	3,260,000	0	0	0	3,260,000
	0	0	0	0	3,260,000	0	0	0	3,260,000

Project Description/Justification

This project funds a 4 classroom addition, new cafeteria, and renovations to the existing cafeteria to provide 1 classroom and 2 resource rooms.

CAPITAL IMPROVEMENT PLAN
Schools' Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name East Catawba High School or Middle School Planning Funds
Project Service Area Catawba County Schools
Project Department Schools' Capital

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0	0	0	0	0	0	2,000,000	2,000,000
	0	2,000,000	2,000,000						
Revenue/Funding Source									
Debt Financing	0	0	0	0	0	0	0	2,000,000	2,000,000
	0	2,000,000	2,000,000						

Project Description/Justification

Provides planning funds for a new high school or middle school depending on needs at the time.

CAPITAL IMPROVEMENT PLAN
Schools' Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Fred T. Foard High School Cafeteria/Classrooms/Athletics
Project Service Area Catawba County Schools
Project Department Schools' Capital

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	3,330,000	0	0	0	0	0	0	0	3,330,000
	3,330,000	0	3,330,000						
Revenue/Funding Source									
Debt Financing	3,330,000	0	0	0	0	0	0	0	3,330,000
	3,330,000	0	3,330,000						

Project Description/Justification

This project will construct a new cafeteria and renovate the existing cafeteria to 3 classrooms. The projects also encompasses track and athletic facility improvements and funds to air condition the gym.

CAPITAL IMPROVEMENT PLAN
Schools' Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Fred T. Foard High School Gymtoriam
Project Service Area Catawba County Schools
Project Department Schools' Capital

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0	0	0	0	3,500,000	0	0	3,500,000
	0	0	0	0	0	3,500,000	0	0	3,500,000
Revenue/Funding Source									
Debt Financing	0	0	0	0	0	3,500,000	0	0	3,500,000
	0	0	0	0	0	3,500,000	0	0	3,500,000

Project Description/Justification

This project will construct a new cafeteria and renovate the existing cafeteria to 3 classrooms. The projects also encompasses track and athletic facility improvements and funds to air condition the gym.

CAPITAL IMPROVEMENT PLAN
Schools' Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Lyle Creek Elementary Classrooms
Project Service Area Catawba County Schools
Project Department Schools' Capital

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0		0	0	600,000	0	0	600,000
	0	0	0	0	0	600,000	0	0	600,000
Revenue/Funding Source									
Debt Financing	0	0	0	0	0	600,000	0	0	600,000
	0	0	0	0	0	600,000	0	0	600,000

Project Description/Justification

This project funds a 4 classroom addition.

CAPITAL IMPROVEMENT PLAN
Schools' Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Maiden Elementary School Classrooms/Media Retrieval
Project Service Area Catawba County Schools
Project Department Schools' Capital

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0		0	750,000	0	0	0	750,000
	0	0	0	0	750,000	0	0	0	750,000
Revenue/Funding Source									
Debt Financing	0	0	0	0	750,000	0	0	0	750,000
	0	0	0	0	750,000	0	0	0	750,000

Project Description/Justification

This project funds a 4 classroom addition and a media retrieval system.

CAPITAL IMPROVEMENT PLAN
Schools' Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Mountain Creek Elementary New School
Project Service Area Catawba County Schools
Project Department Schools' Capital

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0		0	13,730,000	0	0	0	13,730,000
	0	0	0	0	13,730,000	0	0	0	13,730,000
Revenue/Funding Source									
Debt Financing	0	0	0	0	13,730,000	0	0	0	13,730,000
	0	0	0	0	13,730,000	0	0	0	13,730,000

Project Description/Justification

This project funds a new school in the Bandys district.

CAPITAL IMPROVEMENT PLAN
Schools' Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Propst Elementary New School
Project Service Area Catawba County Schools
Project Department Schools' Capital

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0		13,730,000	0	0	0	0	13,730,000
	0	0	0	13,730,000	0	0	0	0	13,730,000
Revenue/Funding Source									
Debt Financing	0	0	0	13,730,000	0	0	0	0	13,730,000
	0	0	0	13,730,000	0	0	0	0	13,730,000

Project Description/Justification

This project funds a new school in the Mountain View district.

CAPITAL IMPROVEMENT PLAN
Schools' Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name St. Stephens High School Kitchen/Cafeteria
Project Service Area Catawba County Schools
Project Department Schools' Capital

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0		0	0	0	0	2,750,000	2,750,000
	0	2,750,000	2,750,000						
Revenue/Funding Source									
Debt Financing	0	0	0	0	0	0	0	2,750,000	2,750,000
	0	2,750,000	2,750,000						

Project Description/Justification

Funds are included in this project for a new kitchen and cafeteria.

CAPITAL IMPROVEMENT PLAN
Schools' Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name St. Stephens High School Track/Athletic Facilities
Project Service Area Catawba County Schools
Project Department Schools' Capital

Project Budget	Fiscal Year	Total							
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	
Appropriation	550,000	0		0	0	0	0	0	550,000
	550,000	0	550,000						
Revenue/Funding Source									
Debt Financing	550,000	0	0	0	0	0	0	0	550,000
	550,000	0	550,000						

Project Description/Justification

Funds are included in this project for track and athletic facility improvements.

CAPITAL IMPROVEMENT PLAN
Schools' Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Webb Murray Elementary School Addition/Media Retrieval
Project Service Area Catawba County Schools
Project Department Schools' Capital

Project Budget	Fiscal Year	Total							
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	
Appropriation	3,200,000	0		0	0	0	0	0	3,200,000
	3,200,000	0	3,200,000						
Revenue/Funding Source									
Debt Financing	3,200,000	0	0	0	0	0	0	0	3,200,000
	3,200,000	0	3,200,000						

Project Description/Justification

This project includes funds for an addition and renovations as well as media retrieval.

CAPITAL IMPROVEMENT PLAN
Schools' Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Hickory High School Renovations
Project Service Area Hickory Public Schools
Project Department Schools' Capital

Project Budget	Fiscal Year	Total							
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	
Appropriation	0	0	2,750,000	0	0	2,500,000	0	0	5,250,000
	0	0	2,750,000	0	0	2,500,000	0	0	5,250,000
Revenue/Funding Source									
Debt Financing	0	0	2,750,000	0	0	2,500,000	0	0	5,250,000
	0	0	2,750,000	0	0	2,500,000	0	0	5,250,000

Project Description/Justification

This project funds renovations to Hickory High School including a new HVAC system, roof replacement, wiring, plumbing, replacement of all windows, and enclosing the breezeway between the entrance and the gym.

CAPITAL IMPROVEMENT PLAN
Schools' Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Hickory New Elementary School
Project Service Area Hickory Public Schools
Project Department Schools' Capital

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0		0	1,000,000	14,800,000	0	0	15,800,000
	0	0	0	0	1,000,000	14,800,000	0	0	15,800,000
Revenue/Funding Source									
Debt Financing	0	0	0	0	1,000,000	14,800,000	0	0	15,800,000
	0	0	0	0	1,000,000	14,800,000	0	0	15,800,000

Project Description/Justification

New school to be constructed at the old Grandview Middle School property to replace Longview Elementary which was constructed in 1956 and is the oldest school in the district.

CAPITAL IMPROVEMENT PLAN
Schools' Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Jenkins, Viewmont, and Oakwood Elementary Renovations
Project Service Area Hickory Public Schools
Project Department Schools' Capital

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0		0	0	0	2,000,000	2,500,000	4,500,000
	0	0	0	0	0	0	2,000,000	2,500,000	4,500,000
Revenue/Funding Source									
Debt Financing	0	0	0	0	0	0	2,000,000	2,500,000	4,500,000
	0	0	0	0	0	0	2,000,000	2,500,000	4,500,000

Project Description/Justification

This project funds general renovations to update Jenkins, Viewmont, and Oakwood Elementary School renovations.

CAPITAL IMPROVEMENT PLAN
Schools' Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Conover School Classrooms/Kitchen/Dining Area
Project Service Area Newton-Conover City Schools
Project Department Schools' Capital

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0		2,979,748	0	0	0	0	2,979,748
	0	0	0	2,979,748	0	0	0	0	2,979,748
Revenue/Funding Source									
Debt Financing	0	0	0	2,979,748	0	0	0	0	2,979,748
	0	0	0	2,979,748	0	0	0	0	2,979,748

Project Description/Justification

This project funds the addition of 7 classrooms, new kitchen and dining area.

CAPITAL IMPROVEMENT PLAN
Schools' Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Newton-Conover Middle School New School
Project Service Area Newton-Conover City Schools
Project Department Schools' Capital

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	300,000	20,700,000	0	0	0	0	0	21,000,000
	0	300,000	20,700,000	0	0	0	0	0	21,000,000
Revenue/Funding Source									
Debt Financing	0	300,000	20,700,000	0	0	0	0	0	21,000,000
	0	300,000	20,700,000	0	0	0	0	0	21,000,000

Project Description/Justification

Funds are included for the construction of a new middle school. The current middle school will replace Thornton Elementary School. The \$300,000 in FY 09/10 is for planning with construction beginning in FY 2010/11.

CAPITAL IMPROVEMENT PLAN
Schools' Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Newton-Conover Middle School Renovate Middle to Elementary
Project Service Area Newton-Conover City Schools
Project Department Schools' Capital

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0		1,000,000	0	0	0	0	1,000,000
	0	0	0	1,000,000	0	0	0	0	1,000,000
Revenue/Funding Source									
Debt Financing	0	0	0	1,000,000	0	0	0	0	1,000,000
	0	0	0	1,000,000	0	0	0	0	1,000,000

Project Description/Justification

Renovate Newton-Conover Middle School to turn into an Elementary that will replace Thornton Elementary School.

CAPITAL IMPROVEMENT PLAN
Schools' Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Shuford Elementary School Classroom Additions
Project Service Area Newton-Conover City Schools
Project Department Schools' Capital

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0		0	0	0	0	2,400,000	2,400,000
	0	2,400,000	2,400,000						
Revenue/Funding Source									
Debt Financing	0	0	0	0	0	0	0	2,400,000	2,400,000
	0	2,400,000	2,400,000						

Project Description/Justification

This project funds classroom additions for Shuford Elementary.

CAPITAL IMPROVEMENT PLAN
Schools' Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Shuford Elementary School Gym
Project Service Area Newton-Conover City Schools
Project Department Schools' Capital

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0		0	0	0	2,000,000	0	2,000,000
	0	0	0	0	0	0	2,000,000	0	2,000,000
Revenue/Funding Source									
Debt Financing	0	0	0	0	0	0	2,000,000	0	2,000,000
	0	0	0	0	0	0	2,000,000	0	2,000,000

Project Description/Justification

Funds are included for a new gymnasium.

CAPITAL IMPROVEMENT PLAN
Schools' Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name South Newton Elementary School Classrooms/Gym/Cafeteria
Project Service Area Newton-Conover City Schools
Project Department Schools' Capital

Project Budget	Fiscal Year	Total							
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	
Appropriation	0	0		0	8,286,080	0	0	0	8,286,080
	0	0	0	0	8,286,080	0	0	0	8,286,080
Revenue/Funding Source									
Debt Financing	0	0	0	0	8,286,080	0	0	0	8,286,080
	0	0	0	0	8,286,080	0	0	0	8,286,080

Project Description/Justification

Demolish 1950 building and construct 12 new classrooms, gymnasium, and cafeteria/kitchen.

CAPITAL IMPROVEMENT PLAN
Schools' Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Academic/General Classroom Building
Project Service Area Catawba Valley Community College
Project Department Schools' Capital

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0		0	0	6,000,000	5,000,000	0	11,000,000
	0	0	0	0	0	6,000,000	5,000,000	0	11,000,000
Revenue/Funding Source									
Debt Financing	0	0	0	0	0	6,000,000	5,000,000	0	11,000,000
	0	0	0	0	0	6,000,000	5,000,000	0	11,000,000

Project Description/Justification

This project funds a new building for academic and general classrooms to accommodate growth.

CAPITAL IMPROVEMENT PLAN
Schools' Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Cultural Arts Center
Project Service Area Catawba Valley Community College
Project Department Schools' Capital

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0		0	0	0	0	20,000,000	20,000,000
	0	20,000,000	20,000,000						
Revenue/Funding Source									
Debt Financing	0	0	0	0	0	0	0	20,000,000	20,000,000
	0	20,000,000	20,000,000						

Project Description/Justification

The College will expand its drama, music, and visual arts program into an 80,000 square foot building including a 1200 seat auditorium for music and cultural events.

CAPITAL IMPROVEMENT PLAN
Schools' Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name East Campus/Art Center Renovations, Roofing
Project Service Area Catawba Valley Community College
Project Department Schools' Capital

Project Budget	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	Total
Appropriation	0	2,650,000		0	0	0	0	0	2,650,000
	0	2,650,000	0	0	0	0	0	0	2,650,000
Revenue/Funding Source									
Debt Financing	0	2,650,000	0	0	0	0	0	0	2,650,000
	0	2,650,000	0	0	0	0	0	0	2,650,000

Project Description/Justification

This project funds renovations to East Campus including a relocation of the hosiery program and expansion of the continuing education centers programs for certified nursing and basic skills.

CAPITAL IMPROVEMENT PLAN
Schools' Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Upgrade HVAC/Electrical
Project Service Area Catawba Valley Community College
Project Department Schools' Capital

Project Budget	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	Total
Appropriation	0	0	0	0	1,000,000	0	0	0	1,000,000
	0	0	0	0	1,000,000	0	0	0	1,000,000
Revenue/Funding Source									
Debt Financing	0	0	0	0	1,000,000	0	0	0	1,000,000
	0	0	0	0	1,000,000	0	0	0	1,000,000

Project Description/Justification

This project will renovate and upgrade campus wide HVAC and electrical systems.

CAPITAL IMPROVEMENT PLAN
Schools' Capital Projects
Fiscal Years 2008/09 through 2015/16

Project Name Vocational Building
Project Service Area Catawba Valley Community College
Project Department Schools' Capital

Project Budget	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	Total
Appropriation	0	0	9,000,000	0	0	0	0	0	9,000,000
	0	0	9,000,000	0	0	0	0	0	9,000,000
Revenue/Funding Source									
Debt Financing	0	0	9,000,000	0	0	0	0	0	9,000,000
	0	0	9,000,000	0	0	0	0	0	9,000,000

Project Description/Justification

This project funds a new 97,000 square foot building for industrial and vocational technologies. It will house programs including motor sports, industry training, automotive, machining, welding, and HVAC.

CAPITAL IMPROVEMENT PLAN
Water & Sewer Projects - SUMMARY
Fiscal Years 2008/09 through 2015/16

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriations									
Community Road Water	300,000	0	0	0	0	0	0	0	300,000
Mt. View Elementary Sewer PER	30,000	0	0	0	0	0	0	0	30,000
Rocky Ford Road/Startown Road Water Loop	1,080,000	0	0	0	0	0	0	0	1,080,000
Molly's Backbone/Mombo Road/Long Island Road Water	0	3,000,000	0	0	0	0	0	0	3,000,000
Southeastern Catawba County (SECC) Water Improvements	0	0	1,500,000	0	0	800,000	0	0	2,300,000
Blackburn Elementary Sewer Extension	0	0	0	580,000	0	0	0	0	580,000
Heatherbrook Subdivision Water	0	0	0	325,000	0	0	0	0	325,000
Highway 16 North Water	0	0	0	370,000	0	0	0	0	370,000
Riverbend Road Water Phase I	0	0	657,000	0	0	0	0	0	657,000
Rock Barn Road/Oxford School Road Water Loop	0	0	0	445,000	0	0	0	0	445,000
Smyre Farm Road Water	0	0	0	1,700,000	0	0	0	0	1,700,000
Bandys/Mill Creek Sewer	0	0	0	0	300,000	300,000	4,000,000	0	4,600,000
Blackburn Ridge Road Water Loop	0	0	0	0	3,000,000	0	0	0	3,000,000
Farmfield Acres Water	0	0	0	0	230,000	0	0	0	230,000
Mt. View Elementary Sewer I	0	0	0	0	3,000,000	0	0	0	3,000,000
Mt. View Elementary Sewer II	0	0	0	0	0	3,000,000	0	0	3,000,000
Oxford Park/Rockett Terrace Water	0	0	0	0	465,000	0	0	0	465,000
Springs Road Water	0	0	0	0	0	470,000	0	0	470,000
Wilfong Road Water	0	0	0	0	0	500,000	0	0	500,000
Riverbend Road Water Phase II	0	0	0	0	0	0	840,000	0	840,000
Riverbend Road Water Phase III	0	0	0	0	0	0	0	730,000	730,000
Biosolids Management Facility	0	0	0	0	275,000	275,000	275,000	275,000	1,100,000
Eco Complex and Resource Recovery Facility	300,000	300,000	300,000	300,000	0	0	0	0	1,200,000
EPA Stormwater Phase II	25,000	25,000	25,000	25,000	0	0	0	0	100,000
National Pollutant Discharge Elimination System (NPDES) Testing	12,000	12,000	12,000	12,000	13,000	13,000	13,000	14,000	101,000
Sludge Compost Facility	350,000	350,000	350,000	350,000	350,000	0	0	0	1,750,000
	2,097,000	3,687,000	2,844,000	4,107,000	7,633,000	5,358,000	5,128,000	1,019,000	31,873,000
Revenue/Funding Source									
Water & Sewer Fund	2,097,000	3,687,000	2,844,000	4,107,000	7,633,000	5,358,000	5,128,000	1,019,000	31,873,000
	2,097,000	3,687,000	2,844,000	4,107,000	7,633,000	5,358,000	5,128,000	1,019,000	31,873,000

CAPITAL IMPROVEMENT PLAN
Water & Sewer Projects
Fiscal Years 2008/09 through 2015/16

Project Name Community Road Water
Project Service Area Utilities & Engineering
Project Department Water & Sewer Fund

Project Description/Justification

This water project will provide municipal water to properties along Community Road by extending a water line from the existing line located on Roack Barn Road, east of Conover.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	300,000	0	0	0	0	0	0	0	300,000
	300,000	0	300,000						
Revenue/Funding Source									
Water & Sewer Func	300,000	0	0	0	0	0	0	0	300,000
	300,000	0	300,000						

CAPITAL IMPROVEMENT PLAN
Water & Sewer Projects
Fiscal Years 2008/09 through 2015/16

Project Name Mt View Elem Sewer PER
Project Service Area Mountain View Area
Project Department Water & Sewer Fund

Project Description/Justification

This project is the Preliminary Engineering Report (PER) to provide sewer for Mt View Elementary School.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	30,000	0	0		0	0	0	0	30,000
	30,000	0	30,000						
Revenue/Funding Source									
Water & Sewer Fund	30,000	0	0		0	0	0	0	30,000
	30,000	0	30,000						

CAPITAL IMPROVEMENT PLAN
Water & Sewer Projects
Fiscal Years 2008/09 through 2015/16

Project Name Rocky Ford Road/Startown Road Water Loop
Project Service Area Startown Area
Project Department Water & Sewer Fund

Project Description/Justification

This project was initially introduced to the County by the City of Newton to enhance their ability to provide water service to industrial property on Highway 10 West. Additionally, the project will enhance the fire flow rates to the County's EcoComplex by looping the existing water line on Rocky Ford Road to the existing water line on Startown Road.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	1,080,000	0	0	0	0	0	0	0	1,080,000
	1,080,000	0	1,080,000						
Revenue/Funding Source									
Water & Sewer Func	1,080,000	0	0	0	0	0	0	0	1,080,000
	1,080,000	0	1,080,000						

**CAPITAL IMPROVEMENT PLAN
Water & Sewer Projects
Fiscal Years 2008/09 through 2015/16**

Project Name Molly's Backbone/Mombo Road/Long Island Road Water Loop
Project Service Area Southeastern Catawba County
Project Department Water & Sewer Fund

Project Description/Justification

This project was initially started from citizen requests in the area and has now become important in the overall plan of providing water and sewer services to the SECC area. As sewer service is provided in the area it is also important to provide municipal water service as well.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	3,000,000	0	0	0	0	0	0	3,000,000
	0	3,000,000	0	0	0	0	0	0	3,000,000
Revenue/Funding Source									
Water & Sewer Func	0	3,000,000	0	0	0	0	0	0	3,000,000
	0	3,000,000	0	0	0	0	0	0	3,000,000

CAPITAL IMPROVEMENT PLAN
Water & Sewer Projects
Fiscal Years 2008/09 through 2015/16

Project Name Southeastern Catawba County (SECC) Water Improvements
Project Service Area Southeastern Catawba County
Project Department Water & Sewer Fund

Project Description/Justification

Various water line improvements and extensions within the SECC water service area to enhance the provision of municipal water service in conjunction with the installation of municipal sewer service.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0	1,500,000	0	0	800,000	0	0	2,300,000
	0	0	1,500,000	0	0	800,000	0	0	2,300,000
Revenue/Funding Source									
Water & Sewer Func	0	0	1,500,000	0	0	800,000	0	0	2,300,000
	0	0	1,500,000	0	0	800,000	0	0	2,300,000

CAPITAL IMPROVEMENT PLAN
Water & Sewer Projects
Fiscal Years 2008/09 through 2015/16

Project Name Blackburn Elementary School Sewer Extension
Project Service Area Highway 10 West and Hickory-Lincolnton Highway
Project Department Water & Sewer Fund

Project Description/Justification

This project will provide municipal sewer service by extending a sewer line from the existing line located at the interesection of Highway 10 and Hickory-Lincolnton Highway. It will serve Blackburn Elementary School and other properties along the route.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0	0	580,000	0	0	0	0	580,000
	0	0	0	580,000	0	0	0	0	580,000
Revenue/Funding Source									
Water & Sewer Fund		0	0	580,000	0	0	0	0	580,000
	0	0	0	580,000	0	0	0	0	580,000

CAPITAL IMPROVEMENT PLAN
Water & Sewer Projects
Fiscal Years 2008/09 through 2015/16

Project Name Heatherbrook Subdivision Water
Project Service Area Highway 10 West and Hickory-Lincolnton Highway
Project Department Water & Sewer Fund

Project Description/Justification

This project provides water to the Heatherbrook Subdivision off of NC Highway 10 West. This project was initiated by a petition from the residents of the subdivision. This project will provide water service to 44 residential lots.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0	0	325,000	0	0	0	0	325,000
	0	0	0	325,000	0	0	0	0	325,000
Revenue/Funding Source									
Water & Sewer Fund		0	0	325,000	0	0	0	0	325,000
	0	0	0	325,000	0	0	0	0	325,000

CAPITAL IMPROVEMENT PLAN
Water & Sewer Projects
Fiscal Years 2008/09 through 2015/16

Project Name Highway 16 North Water
Project Service Area Northern Catawba County
Project Department Water & Sewer Fund

Project Description/Justification

This project will be constructed in conjunction with the Riverbend Road water line in providing a looped system to the northeastern portion of the County.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0	0	370,000	0	0	0	0	370,000
	0	0	0	370,000	0	0	0	0	370,000
Revenue/Funding Source									
Water & Sewer Func	0	0	0	370,000	0	0	0	0	370,000
	0	0	0	370,000	0	0	0	0	370,000

CAPITAL IMPROVEMENT PLAN
Water & Sewer Projects
Fiscal Years 2008/09 through 2015/16

Project Name Riverbend Road Water
Project Service Area Northern Catawba County
Project Department Water & Sewer Fund

Project Description/Justification

The three phases of this project will provide municipal water service along Riverbend Rd and the northeastern portion of the County. This water line also provides some redundant supply looping and will be part of a water supply loop that includes the northern reaches of NC Highway 16.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0	657,000	0	0	0	0	0	657,000
	0	0	657,000	0	0	0	0	0	657,000
Revenue/Funding Source									
Water & Sewer Func	0	0	657,000	0	0	0	0	0	657,000
	0	0	657,000	0	0	0	0	0	657,000

**CAPITAL IMPROVEMENT PLAN
Water & Sewer Projects
Fiscal Years 2008/09 through 2015/16**

Project Name Rock Barn Road/Oxford School Road Water Loop
Project Service Area Northern Catawba County
Project Department Water & Sewer Fund

Project Description/Justification

This project was initiated through a citizen petition in 2002. Staff sought CDBG grant funds for this project in 2004 but was unsuccessful in getting the project to qualify. The 2004 grant surveying identified 24 out of 65 households that were either experiencing problems with their wells or were on shared wells. This project will not only provide potable water to an area that has petitioned the County for water service due to a diminishing water table and resulting problems with drinking water wells but will also provide a valuable water supply loop to the City of Conover water distribution system.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0		0	445,000	0	0	0	0	445,000
	0	0	0	445,000	0	0	0	0	445,000
Revenue/Funding Source									
Water & Sewer Func	0		0	445,000	0	0	0	0	445,000
	0	0	0	445,000	0	0	0	0	445,000

CAPITAL IMPROVEMENT PLAN
Water & Sewer Projects
Fiscal Years 2008/09 through 2015/16

Project Name Smyre Farm Road Water
Project Service Area Southern Catawba County
Project Department Water & Sewer Fund

Project Description/Justification

This project was initiated by the City of Newton in providing a looped system serving portions of NC Highway 16 south of Newton.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0	0	1,700,000	0	0	0	0	1,700,000
	0	0	0	1,700,000	0	0	0	0	1,700,000
Revenue/Funding Source									
Water & Sewer Func	0	0	0	1,700,000	0	0	0	0	1,700,000
	0	0	0	1,700,000	0	0	0	0	1,700,000

CAPITAL IMPROVEMENT PLAN
Water & Sewer Projects
Fiscal Years 2008/09 through 2015/16

Project Name Bandys/Mill Creek Sewer
Project Service Area Southeastern Catawba County
Project Department Water & Sewer Fund

Project Description/Justification

This project will connect Bandy's High School and Mill Creek Middle School to the Southeastern Catawba County (SECC) Sewer System and will remove existing National Pollutant Discharge Elimination System (NPDES) discharges associated with these schools.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0	0	0	300,000	300,000	4,000,000	0	4,600,000
	0	0	0	0	300,000	300,000	4,000,000	0	4,600,000
Revenue/Funding Source									
Water & Sewer Fund	0	0	0	0	300,000	300,000	4,000,000	0	4,600,000
	0	0	0	0	300,000	300,000	4,000,000	0	4,600,000

CAPITAL IMPROVEMENT PLAN
Water & Sewer Projects
Fiscal Years 2008/09 through 2015/16

Project Name Blackburn Bridge Road Water Loop
Project Service Area Southwestern Catawba County
Project Department Water & Sewer Fund

Project Description/Justification

This project is part of a water look that will surround the Blackburn Landfill and will provide municipal water service to the area in the event of ground water contamination.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0	0	0	3,000,000	0	0	0	3,000,000
	0	0	0	0	3,000,000	0	0	0	3,000,000
Revenue/Funding Source									
Water & Sewer Func	0	0	0	0	3,000,000	0	0	0	3,000,000
	0	0	0	0	3,000,000	0	0	0	3,000,000

CAPITAL IMPROVEMENT PLAN
Water & Sewer Projects
Fiscal Years 2008/09 through 2015/16

Project Name Farmfield Acres Water
Project Service Area Utilities & Engineering
Project Department Water & Sewer Fund

Project Description/Justification

This project was initiated through a citizen petition and will provide municipal water service to 56 existing lots and 46 acres of potential residential development.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0	0	0	230,000	0	0	0	230,000
	0	0	0	0	230,000	0	0	0	230,000
Revenue/Funding Source									
Water & Sewer Func	0	0	0	0	230,000	0	0	0	230,000
	0	0	0	0	230,000	0	0	0	230,000

CAPITAL IMPROVEMENT PLAN
Water & Sewer Projects
Fiscal Years 2008/09 through 2015/16

Project Name Mt View Elem Sewer
Project Service Area Mountain View Area
Project Department Water & Sewer Fund

Project Description/Justification

This project will provide waste water service to Mt View Elementary School and the surrounding area.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0	0		3,000,000	0	0	0	3,000,000
	0	0	0	0	3,000,000	0	0	0	3,000,000
Revenue/Funding Source									
Water & Sewer Fund	0	0	0		3,000,000	0	0	0	3,000,000
	0	0	0	0	3,000,000	0	0	0	3,000,000

CAPITAL IMPROVEMENT PLAN
Water & Sewer Projects
Fiscal Years 2008/09 through 2015/16

Project Name Mt View Elem Sewer
Project Service Area Mountain View Area
Project Department Water & Sewer Fund

Project Description/Justification

This project will provide waste water service to Mt View Elementary School and the surrounding area.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0	0		0	3,000,000	0	0	3,000,000
	0	0	0	0	0	3,000,000	0	0	3,000,000
Revenue/Funding Source									
Water & Sewer Fund	0	0	0		0	3,000,000	0	0	3,000,000
	0	0	0	0	0	3,000,000	0	0	3,000,000

**CAPITAL IMPROVEMENT PLAN
Water & Sewer Projects
Fiscal Years 2008/09 through 2015/16**

Project Name Oxford Park/Rockett Terrace Water
Project Service Area Northern Catawba County
Project Department Water & Sewer Fund

Project Description/Justification

This project will provide municipal water service to approximately 60 residential lots.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0		0	0	465,000	0	0	0	465,000
	0	0	0	0	465,000	0	0	0	465,000
Revenue/Funding Source									
Water & Sewer Func	0		0	0	465,000	0	0	0	465,000
	0	0	0	0	465,000	0	0	0	465,000

CAPITAL IMPROVEMENT PLAN
Water & Sewer Projects
Fiscal Years 2008/09 through 2015/16

Project Name Springs Road Water
Project Service Area Northern Catawba County
Project Department Water & Sewer Fund

Project Description/Justification

This project will provide a looped water system in the northern portion of the County by connecting water lines from St. Peter's Church Road to NC Highway 16 and will provide municipal water service along lower Springs Road.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0	0	0	0	470,000	0	0	470,000
	0	0	0	0	0	470,000	0	0	470,000
Revenue/Funding Source									
Water & Sewer Func	0	0	0	0	0	470,000	0	0	470,000
	0	0	0	0	0	470,000	0	0	470,000

CAPITAL IMPROVEMENT PLAN
Water & Sewer Projects
Fiscal Years 2008/09 through 2015/16

Project Name Wilfong Road Water
Project Service Area Southwestern Catawba County
Project Department Water & Sewer Fund

Project Description/Justification

This project is part of a water look that will surround the Blackburn Landfill and will provide municipal water service to the area in the even of ground water contamination.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0	0	0	0	500,000	0	0	500,000
	0	0	0	0	0	500,000	0	0	500,000
Revenue/Funding Source									
Water & Sewer Func	0	0	0	0	0	500,000	0	0	500,000
	0	0	0	0	0	500,000	0	0	500,000

CAPITAL IMPROVEMENT PLAN
Water & Sewer Projects
Fiscal Years 2008/09 through 2015/16

Project Name Riverbend Road Water Phase II
Project Service Area Northern Catawba County
Project Department Water & Sewer Fund

Project Description/Justification

The three phases of this project will provide municipal water service along Riverbend Rd and the northeastern portion of the County. This water line also provides some redundant supply looping and will be part of a water supply loop that includes the northern reaches of NC Highway 16.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0	0	0	0	0	840,000	0	840,000
	0	0	0	0	0	0	840,000	0	840,000
Revenue/Funding Source									
Water & Sewer Func	0	0	0	0	0	0	840,000	0	840,000
	0	0	0	0	0	0	840,000	0	840,000

CAPITAL IMPROVEMENT PLAN
Water & Sewer Projects
Fiscal Years 2008/09 through 2015/16

Project Name Riverbend Road Water Phase III
Project Service Area Northern Catawba County
Project Department Water & Sewer Fund

Project Description/Justification

The three phases of this project will provide municipal water service along Riverbend Rd and the northeastern portion of the County. This water line also provides some redundant supply looping and will be part of a water supply loop that includes the northern reaches of NC Highway 16.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0	0	0	0	0	0	730,000	730,000
	0	730,000	730,000						
Revenue/Funding Source									
Water & Sewer Func	0	0	0	0	0	0	0	730,000	730,000
	0	730,000	730,000						

CAPITAL IMPROVEMENT PLAN
Water & Sewer Projects
Fiscal Years 2008/09 through 2015/16

Project Name Biosolids Management Facility
Project Service Area Sludge Facility
Project Department Water & Sewer Fund

Project Description/Justification

This project is the operations, maintenance and capital expenses for the Biosolids Management Facility, when the Sludge Composting Facility is closed.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0	0	0	275,000	275,000	275,000	275,000	1,100,000
	0	0	0	0	275,000	275,000	275,000	275,000	1,100,000
Revenue/Funding Source									
Water & Sewer Fund	0	0	0	0	275,000	275,000	275,000	275,000	1,100,000
	0	0	0	0	275,000	275,000	275,000	275,000	1,100,000

CAPITAL IMPROVEMENT PLAN
Water & Sewer Projects
Fiscal Years 2008/09 through 2015/16

Project Name EcoComplex and Resource Recovery Facility
Project Service Area Blackburn Landfill
Project Department Water & Sewer Fund

Project Description/Justification

The goal of this project is to develop a multi-component system, which includes a Regional Biosolids facility that will recover all useable products and by-products from a group of private and public partners who are located in a close knit defined area, the EcoComplex. This group of partners will work together to use each other's waste products either as a source of energy (electricity, steam, or heat) or as a raw material for the production of their own product (pallets, lumber, compost, brick shapes/art). These shared relationships bring the old saying of "one man's trash is another man's treasure" into real life. In addition to these shared relationships, the EcoComplex is also focused on making and using "green" energy and on the economic development of Catawba County. Since the project's dynamics crosses boundaries relating to water and sewer and solid waste management funding is shared between the two funds.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	300,000	300,000	300,000	300,000	0	0	0	0	1,200,000
	300,000	300,000	300,000	300,000	0	0	0	0	1,200,000
Revenue/Funding Source									
Water & Sewer Fund	300,000	300,000	300,000	300,000	0	0	0	0	1,200,000
	300,000	300,000	300,000	300,000	0	0	0	0	1,200,000

CAPITAL IMPROVEMENT PLAN
Water & Sewer Projects
Fiscal Years 2008/09 through 2015/16

Project Name EPA Stormwater Phase II
Project Service Area Utilities & Engineering
Project Department Water & Sewer Fund

Project Description/Justification

The State approved the Stormwater Phase II Regulations to take effect July 1, 2007. Funds are needed for the development and implementation of a local program to comply with State and Federal mandates.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	25,000	25,000	25,000	25,000	0	0	0	0	100,000
	25,000	25,000	25,000	25,000	0	0	0	0	100,000
Revenue/Funding Source									
Water & Sewer Func	25,000	25,000	25,000	25,000	0	0	0	0	100,000
	25,000	25,000	25,000	25,000	0	0	0	0	100,000

CAPITAL IMPROVEMENT PLAN
Water & Sewer Projects
Fiscal Years 2008/09 through 2015/16

Project Name National Pollutant Discharge Elimination System (NPDES) Testing
Project Service Area Southeastern Catawba County
Project Department Water & Sewer Fund

Project Description/Justification

Each year, the County samples seven NPDES locations along Lake Norman to ensure water protection. This is an ongoing project to ensure the safety of the water on Lake Norman and establishes a consistent water quality baseline.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	12,000	12,000	12,000	12,000	13,000	13,000	13,000	14,000	101,000
	12,000	12,000	12,000	12,000	13,000	13,000	13,000	14,000	101,000
Revenue/Funding Source									
Water & Sewer Func	12,000	12,000	12,000	12,000	13,000	13,000	13,000	14,000	101,000
	12,000	12,000	12,000	12,000	13,000	13,000	13,000	14,000	101,000

CAPITAL IMPROVEMENT PLAN
Water & Sewer Projects
Fiscal Years 2008/09 through 2015/16

Project Name Sludge Compost Facility
Project Service Area Sludge Facility
Project Department Water & Sewer Fund

Project Description/Justification

Catawba County owns 18.5% of the Sludge Composting Facility, and this project represents the County's anticipated share of the debt service, maintenance, and operational costs of the facility, and engineering assessment of the existing equipment to evaluate the feasibility of usage in the EcoComplex and Regional Biosolids Processing Facility. This project will close as the Biosolids Management Facility.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	350,000	350,000	350,000	350,000	350,000	0	0	0	1,750,000
	350,000	350,000	350,000	350,000	350,000	0	0	0	1,750,000
Revenue/Funding Source									
Water & Sewer Func	350,000	350,000	350,000	350,000	350,000	0	0	0	1,750,000
	350,000	350,000	350,000	350,000	350,000	0	0	0	1,750,000

CAPITAL IMPROVEMENT PLAN
Solid Waste Projects - SUMMARY
Fiscal Years 2008/09 through 2015/16

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriations									
Bulldozer	0	0	0	275,000	0	0	275,000	0	550,000
Caterpillar Loader	0	0	0	0	150,000	0	0	160,000	310,000
Compactor	0	0	600,000	0	0	600,000	600,000	0	1,800,000
EcoComplex & Regional Biosolids Processing Facility	300,000	0	0	0	0	0	0	0	300,000
Excavator Cat	0	0	275,000	0	0	0	0	300,000	575,000
GPS Elevations/Grade Control System	150,000	50,000	100,000	0	0	0	0	0	300,000
Intermediate and Final Closure Costs	0	0	0	0	2,400,000	2,400,000	2,800,000	0	7,600,000
Mechanic Truck	0	0	0	0	0	0	0	0	0
Methane Gas Wells	100,000	0	0	0	0	0	0	0	100,000
Off Road Dump Truck	0	450,000	0	0	0	450,000	0	0	900,000
Rubber Tire Loader	120,000	0	0	0	0	0	0	0	120,000
Sherrills Ford Convencience Center	639,000	0	0	0	0	0	0	0	639,000
Subtitle D, Unit 3, Phase 2	0	0	0	1,823,000	5,200,000	0	0	0	7,023,000
	1,309,000	500,000	975,000	2,098,000	7,750,000	3,450,000	3,675,000	460,000	20,217,000
Revenue/Funding Source									
Solid Waste Fund	1,309,000	500,000	975,000	2,098,000	7,750,000	3,450,000	3,675,000	460,000	20,217,000
	1,309,000	500,000	975,000	2,098,000	7,750,000	3,450,000	3,675,000	460,000	20,217,000

CAPITAL IMPROVEMENT PLAN
Solid Waste Projects
Fiscal Years 2008/09 through 2015/16

Project Name Bulldozer
Project Service Area Blackburn Landfill
Project Department Solid Waste Fund

Project Description/Justification

Bulldozers are scheduled for replacement in Fiscal Years 2011/12 and 2014/15. Replacements are scheduled according to Solid Waste financial analysis and planning.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0	0	275,000	0	0	275,000	0	550,000
	0	0	0	275,000	0	0	275,000	0	550,000
Revenue/Funding Source									
Solid Waste Fund	0	0	0	275,000	0	0	275,000	0	550,000
	0	0	0	275,000	0	0	275,000	0	550,000

CAPITAL IMPROVEMENT PLAN
Solid Waste Projects
Fiscal Years 2008/09 through 2015/16

Project Name Caterpillar Loader
Project Service Area Blackburn Landfill
Project Department Solid Waste Fund

Project Description/Justification

Caterpillar Loaders are scheduled for replacement in Fiscal Years 2012/13 and 2015/16. Replacements are scheduled according to Solid Waste financial analysis and planning.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0	0	0	150,000	0	0	160,000	310,000
	0	0	0	0	150,000	0	0	160,000	310,000
Revenue/Funding Source									
Solid Waste Fund	0	0	0	0	150,000	0	0	160,000	310,000
	0	0	0	0	150,000	0	0	160,000	310,000

CAPITAL IMPROVEMENT PLAN
Solid Waste Projects
Fiscal Years 2008/09 through 2015/16

Project Name Compactor
Project Service Area Blackburn Landfill
Project Department Solid Waste Fund

Project Description/Justification

Compactors are scheduled for replacement in various years according to Solid Waste financial analysis and planning.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0	600,000	0	0	600,000	600,000	0	1,800,000
	0	0	600,000	0	0	600,000	600,000	0	1,800,000
Revenue/Funding Source									
Solid Waste Fund	0	0	600,000	0	0	600,000	600,000	0	1,800,000
	0	0	600,000	0	0	600,000	600,000	0	1,800,000

CAPITAL IMPROVEMENT PLAN
Solid Waste Projects
Fiscal Years 2008/09 through 2015/16

Project Name EcoComplex & Regional Biosolids Processing Facility
Project Service Area Blackburn Landfill
Project Department Solid Waste Fund

Project Description/Justification

The goal of this project is multi-faceted and will facilitate the conversion of the Blackburn Landfill into a true Resource Recovery Facility. This project is made up of many components including the relocation of the biosolids processing facility from the Fairgrove Business Park to the County's EcoComplex taking advantage of synergies with other ongoing and planned activities at the landfill, the creation of a Bio-Energy Facility, the locating of greenhouse and brick/pottery facilities, and the creation of a University research facility. This project will utilize existing heat energy sources from the Blackburn Co-Generation facility and new heat energy sources from the Bio-Energy Facility in efficient, state of the art, thermal drying equipment for the processing of wastewater sludge, and in providing heat/steam energy to G&G Lumber, Pallet One, and the brick/pottery facilities for use in their drying kilns. This project will provide energy and property for University research into biodiesel feedstock plants and their conversion into biodiesel fuel. Most importantly, this project will provide for improved economics for delivering the solid and bio-waste services required by the County's citizenry and neighboring communities.

Project Budget	Fiscal Year	Total							
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	
Appropriation	300,000	0	0	0	0		0	0	300,000
	300,000	0	300,000						
Revenue/Funding Source									
Solid Waste Fund	300,000	0	0	0	0		0	0	300,000
	300,000	0	300,000						

CAPITAL IMPROVEMENT PLAN
Solid Waste Projects
Fiscal Years 2008/09 through 2015/16

Project Name Excavator Cat
Project Service Area Blackburn Landfill
Project Department Solid Waste Fund

Project Description/Justification

Excavator Cats are scheduled for replacement in Fiscal Years 2010/11 and 2015/16. Replacements are scheduled according to Solid Waste financial analysis and planning.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0	275,000	0	0	0	0	300,000	575,000
	0	0	275,000	0	0	0	0	300,000	575,000
Revenue/Funding Source									
Solid Waste Fund	0	0	275,000	0	0	0	0	300,000	575,000
	0	0	275,000	0	0	0	0	300,000	575,000

CAPITAL IMPROVEMENT PLAN
Solid Waste Projects
Fiscal Years 2008/09 through 2015/16

Project Name GPS Elevation/Grade Control System
Project Service Area Blackburn Landfill
Project Department Solid Waste Fund

Project Description/Justification

New GPS unit connects to compactor, software, and a base system. System will be used for grade control of waste placement, check waste density as it is compacted, and locating areas where special waste is buried. This will assist landfill operators in maintaining grades per State permit regulations.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	150,000	50,000	100,000	0				0	300,000
	150,000	50,000	100,000	0	0	0	0	0	300,000
Revenue/Funding Source									
Solid Waste Fund	150,000	50,000	100,000	0				0	300,000
	150,000	50,000	100,000	0	0	0	0	0	300,000

CAPITAL IMPROVEMENT PLAN
Solid Waste Projects
Fiscal Years 2008/09 through 2015/16

Project Name Intermediate and Final Closure Costs
Project Service Area Blackburn Landfill
Project Department Solid Waste Fund

Project Description/Justification

This project will fund the State required closure costs for Subtitle D Cell Unit 2, Phases 1 & 2 in fiscal years 2012/13 and 2013/14. Closure costs for Unit 3 Phase 1 are budgeted in year 2014/15.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0	0	0	2,400,000	2,400,000	2,800,000	0	7,600,000
	0	0	0	0	2,400,000	2,400,000	2,800,000	0	7,600,000
Revenue/Funding Source									
Solid Waste Fund	0	0	0	0	2,400,000	2,400,000	2,800,000	0	7,600,000
	0	0	0	0	2,400,000	2,400,000	2,800,000	0	7,600,000

CAPITAL IMPROVEMENT PLAN
Solid Waste Projects
Fiscal Years 2008/09 through 2015/16

Project Name Mechanic Truck
Project Service Area Blackburn Landfill
Project Department Solid Waste Fund

Project Description/Justification

The Mechanic Truck is scheduled for replacement in Fiscal Year 2008/09. Replacements are scheduled according to Solid Waste financial analysis and planning.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0	0	0	0	0	0	0	0
	0	0							
Revenue/Funding Source									
Solid Waste Fund	0	0	0	0	0	0	0	0	0
	0	0							

CAPITAL IMPROVEMENT PLAN
Solid Waste Projects
Fiscal Years 2008/09 through 2015/16

Project Name Methane Gas Wells
Project Service Area Blackburn Landfill
Project Department Solid Waste Fund

Project Description/Justification

New Methane gas extraction wells and purchase associated piping, fittings, heads, etc. in completed waste areas of Unit 2 Phase 1 & 2 landfill cells. This will allow landfill to start extracting needed methane from these areas to increase gas flow to the co-generation facility.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	100,000	0	0	0	0	0	0	0	100,000
	100,000	0	100,000						
Revenue/Funding Source									
Solid Waste Fund	100,000	0	0	0	0	0	0	0	100,000
	100,000	0	100,000						

CAPITAL IMPROVEMENT PLAN
Solid Waste Projects
Fiscal Years 2008/09 through 2015/16

Project Name Off Road Dump Truck
Project Service Area Blackburn Landfill
Project Department Solid Waste Fund

Project Description/Justification

Off Road Dump Trucks are scheduled for replacement in Fiscal Years 2009/10 and 2013/14. Replacements are scheduled according to Solid Waste financial analysis and planning.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	450,000	0	0	0	450,000	0	0	900,000
	0	450,000	0	0	0	450,000	0	0	900,000
Revenue/Funding Source									
Solid Waste Fund	0	450,000	0	0	0	450,000	0	0	900,000
	0	450,000	0	0	0	450,000	0	0	900,000

CAPITAL IMPROVEMENT PLAN
Solid Waste Projects
Fiscal Years 2008/09 through 2015/16

Project Name Rubber Tire Loader
Project Service Area Landfill
Project Department Solid Waste Fund

Project Description/Justification

Replace the 1998 John Deere 544 H with 12,000 hours. New loader is needed to maintain grinding area, load materials in grinders, load mulch for customers, load gravel, turn compost, and general duties at the landfill.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	120,000	0	0	0	0	0	0	0	120,000
	120,000	0	120,000						
Revenue/Funding Source									
Solid Waste Fund	120,000	0	0	0	0	0	0	0	120,000
	120,000	0	120,000						

CAPITAL IMPROVEMENT PLAN
Solid Waste Projects
Fiscal Years 2008/09 through 2015/16

Project Name Sherrills Ford Convenience Center
Project Service Area Solid Waste Improvements
Project Department Solid Waste Fund

Project Description/Justification

The Sherrills Ford Convenience Center site has become too small to handle usage and traffic has become a potential hazard on Sherrills Ford Road. This site is also the only convenience center site located on property that the County does not own. Options are currently being studied including relocation. These funds will be used toward that cost or other solutions as approved by the Board.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	639,000	0	0	0	0	0	0	0	639,000
	639,000	0	639,000						
Revenue/Funding Source									
Solid Waste Fund	639,000	0	0	0	0	0	0	0	639,000
	639,000	0	639,000						

CAPITAL IMPROVEMENT PLAN
Solid Waste Projects
Fiscal Years 2008/09 through 2015/16

Project Name Subtitle D, Unit 3, Phase 2
Project Service Area Blackburn Landfill
Project Department Solid Waste Fund

Project Description/Justification

The project funds the continuum of the Subtitle D Cell, Phase 2 of Unit 3.

Project Budget	Fiscal Year 2008/09	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Total
Appropriation	0	0	0	1,823,000	5,200,000	0	0	0	7,023,000
	0	0	0	1,823,000	5,200,000	0	0	0	7,023,000
Revenue/Funding Source									
Solid Waste Fund	0	0	0	1,823,000	5,200,000	0	0	0	7,023,000
	0	0	0	1,823,000	5,200,000	0	0	0	7,023,000

GLOSSARY

Ad Valorem Tax: A tax levied in proportion to the value of a property.

Activity: Departmental efforts which contribute to the achievement of a specific set of program outcomes; the smallest unit of the program budget.

Allocate: To set apart portions of budgeted expenditures which are specifically designated to organizations for special activities or purposes (i.e., various rescue squads).

Annual Budget: A budget covering a single fiscal year.

Appropriation: An authorization granted by the Board of Commissioners to make budgeted expenditures and to incur obligations for purposes specified in the budget ordinance.

Approved Budget: The budget as formally adopted by the Board of Commissioners for the upcoming fiscal year.

Assessed Value: The value of real estate or personal property as determined by tax assessors and used as a basis for levying taxes.

Assessment: The process for determining values of real and personal property for taxation purposes.

Authorized Bond: Bonds which have been legally approved but may or may not have been sold.

Balanced Budget: Occurs when planned expenditures equal anticipated revenues. In North Carolina it is required that the budget submitted to the Board of Commissioners be balanced.

Board of County Commissioners: Five member Board elected at large by the voters of the County for four year terms.

Bond: A written promise to pay a specific amount of money with interest within a specific time period, usually long-term.

Bond Issued: Bonds that are sold.

Bond Rating: A grade indicating a governmental units' investment qualities. Generally speaking, the higher bond rating, the more favorable the interest rate and the lower the cost of financing capital projects funded by bonds. A high rating is indicative of the Government's strong financial position. Ratings range from AAA (highest) to D (lowest).

Budget Document: A formal document presented to the Board of Commissioners containing the County's financial plan for a fiscal year.

Budget Message: A written overview of the proposed budget from the County Manager to the Board of Commissioners which discusses the major budget items and the County's present and future financial condition.

Capital Improvement Plan: A long term plan of proposed capital improvement projects which includes estimated project costs and funding sources that the County expects to undertake within a five year period. The plan is updated annually to reassess capital needs.

Capital Outlay: An expenditure expected to have a useful life greater than three years or an estimated total cost of \$5,000 or more. Capital outlay expenditures include such purchases as a heavy duty calculator, a vehicle, or a microcomputer.

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 Fund: Fund used to account for the accumulation of resources for and 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 Mental Health Departments.

Encumbrance: A financial commitment for services, contracts, or goods that have not as yet been delivered or performed.

Enterprise Fund: A grouping of activities whose expenditures are wholly or partially offset by revenues collected from consumers in the form of fees and charges.

Expenditures: The total costs of a program or capital project.

Fire District: Special voter-approved districts within the County established to furnish fire protection to residents and supported by property taxes.

Fiscal Year: The time period beginning July 1 of a calendar year and ending on June 30 of the following calendar year. Budgeting is carried out on a fiscal year schedule.

Fixed Asset: An asset of long-term character. For budgetary purposes a fixed asset is defined as an item costing \$1000 or more with an expected life of more than three years.

FORESIGHT: FORESIGHT was first created in 1985 to bring 20 business, cultural, educational, and governmental leaders from across the County together for a detailed, long range strategic planning study. Their goal was to examine the County's economic status, identify key areas of strength and weakness, and recommend strategies that would enhance the County's long-term economic growth.

Fringe Benefits: For budgeting purposes fringe benefits include employer payments for social security, retirement, group health, life insurance, dental insurance, and workers compensation.

Full-Time Equivalent (FTE): An FTE converts the hours worked by a position into a percentage of a full year's number of hours. One FTE equals 40 hours per week or 2,080 hours per years per permanent position.

Fund: An accounting entity created to record the financial activity for a selected financial grouping. A fund is set up to carry out a special function or attain certain objectives in accordance with set laws and regulations.

Fund Balance: Amounts shown as fund balance represent monies which remain unspent after all budgeted expenditures have been made. North Carolina statutes dictate that a portion of fund balance should be retained and not made available for appropriation in the following fiscal year.

Function: A broad grouping of activities and departments whose outcomes and expenditures are inter-related. Examples of functions within Catawba County include Human Resources, Public Safety, and General Government.

General Fund: The general operating fund of the County used to account for all financial resources except those required to be accounted for in another fund.

General Obligation Bonds: Bonds issued by a government that are backed by the full faith and credit of its taxing authority.

Grants: A broad statement of desired conditions to be maintained or achieved through the efforts of an organization.

Indirect Cost: The component of the total cost for a service that is provided by and budgeted within another department or division. Indirect costs are budgeted to more accurately reflect the true total cost for such services such as those provided by the Administrative Departments.

Intergovernmental Revenues: Revenues from other governments (State, Federal, or local), which can be in the form of grants, shared revenues, or entitlement.

Lease Purchase: A method of purchasing equipment in which payments are spread over a period of time.

Levy: The amount of tax, service charge, and assessments imposed by the government.

Line Item: A budgetary account representing a specific object of expenditure.

Modified Accrual: The County budgets all funds on the modified accrual basis of accounting according to North Carolina General Statute. This is an accounting method in which revenues are recorded when they are earned or billed and expenditures are recorded when they are obligated.

Ordinance: A formal legislative enactment by the Board of Commissioners that has the full force and effect of law within the boundaries of the County.

Personal Services: Salaries and wages paid to employees for full-time, part-time, and temporary work including overtime and similar compensation. Also included in this account group are fringe benefits paid for employees.

Program: A well-defined portion of the operating plan for which a distinct set of goals and outcomes may be developed.

Program Objective: A specific statement about what is to be accomplished or achieved for a particular program during the fiscal year.

Public Safety: A group of expenditures related to the provision and enforcement of law enforcement and fire and disaster protection.

Reappraisal: The process of revaluing a jurisdiction's real property in order to adjust the tax value to the market value. By North Carolina law, a revaluation must be conducted at a minimum of every eight years.

Reclassification: A change in the classification and corresponding job title of an existing position that results from a major change in assigned responsibilities.

Reinventing Department: One of seven departments operating under alternative methods for budgeting which give more flexibility for accounts.

Reserve: An account designated for a portion of the fund balance that is to be used for a specific purpose.

Revenue: Income including transfers and excluding proceeds from the sale of bonds or notes for the fiscal year. The major categories of revenue include taxes, intergovernmental, Federal and State, permits and fees, sales and services, and interest on investments.

Special Revenue Fund: A fund used to account for the revenues from specific sources that are to be used for legally specified expenditures.

Tax Levy: Revenue produced by applying a given tax rate to a property's assessed or tax value.



**FINANCIAL STATISTICS AND STATEMENTS
FOR FISCAL YEAR ENDING JUNE 30, 2006**

CATAWBA COUNTY, NORTH CAROLINA
Schedule of General Governmental Expenditures by Function¹
Last Ten Fiscal Years

Fiscal Year Ended June 30	General Government	Public Safety	Environmental Protection	Economic & Physical Development
<i>Modified Accrual Basis of Accounting</i>				
1996	7,223,185	10,562,616	422,185	2,376,605
1997	7,548,796	11,551,999	363,110	3,522,497
1998	7,913,031	11,940,204	413,193	3,374,628
1999	8,058,798	12,693,838	423,155	4,199,148
2000	8,728,954	15,094,171	430,994	4,871,841
2001	7,466,659	15,025,312	505,205	6,735,065
2002	7,569,288	16,313,961	388,926	7,518,580
2003	8,543,435	17,156,936	321,413	7,409,045
2004	8,506,393	19,088,555	384,942	7,594,145
2005	9,449,992	20,032,107	428,549	7,886,973
2006	9,978,986	21,209,400	452,180	8,651,385

Note:

¹Includes General, Special Revenue, and Capital Projects Funds.

Human Services	Culture and Recreation	Education	Capital Projects	Debt Service	Total
38,127,429	1,855,028	20,940,830	17,367,124	6,866,958	108,143,771
42,007,839	2,085,563	21,752,846	11,585,893	7,292,216	108,365,413
45,268,605	2,024,044	23,114,413	16,924,978	7,682,635	120,389,614
47,155,262	2,265,773	24,172,744	30,977,070	9,344,983	143,041,792
48,907,143	2,274,479	25,871,097	30,993,580	10,854,822	148,633,362
53,307,477	2,292,733	27,566,111	25,702,494	11,481,155	152,140,725
55,721,269	2,234,409	28,202,411	13,181,244	10,987,317	142,117,405
56,659,920	2,186,614	27,437,466	7,859,145	10,778,702	138,352,676
59,078,864	2,331,664	30,048,641	18,690,079	10,427,413	156,150,696
66,508,454	2,610,001	32,544,711	42,549,957	14,836,096	199,341,170

CATAWBA COUNTY, NORTH CAROLINA
Schedule of General Governmental Revenues by Source¹
Last Ten Fiscal Years

Fiscal Year Ended June 30	Ad Valorem Taxes	Other Taxes	Unrestricted Intergovernmental Revenues
<i>Modified Accrual Basis of Accounting</i>			
1997	39,243,950	18,496,322	4,477,652 ²
1998	43,563,118	20,206,753	4,468,639
1999	44,738,308	21,392,472	4,473,707
2000	53,313,472	23,136,615	4,455,262
2001	55,112,257	23,470,898	4,466,558
2002	57,268,329	23,023,315	4,021,740
2003	59,388,468	25,207,828	1,379,229
2004	63,153,315	28,444,404	1,336,917
2005	64,037,632	30,151,572	1,095,733
2006	66,233,752	31,654,028	1,248,170

Note:

¹Includes General, Special Revenue, and Capital Projects Funds.

² This increase was brought about by the fact that Intangibles Taxes are not truly a tax any longer, but a State appropriation. Therefore, they are reported in the unrestricted intergovernment revenues now, rather than the other taxes.

Restricted Intergovernmental Revenues	Licenses and Permits	Sales and Service	Investment Earnings	Miscellaneous	Total
25,014,450	1,320,465	11,637,616	3,130,845	1,997,576	105,318,876
27,065,539	1,531,438	12,189,055	3,903,740	3,635,247	116,563,529
27,585,577	1,740,558	12,398,709	3,628,919	1,989,857	117,948,107
33,650,901	2,063,027	12,042,526	4,221,567	2,301,963	135,185,333
39,413,713	2,104,748	13,122,659	5,239,407	2,612,690	145,542,930
36,382,864	2,211,753	15,121,137	2,720,791	2,544,061	143,293,990
32,683,132	2,383,424	16,664,263	2,107,354	2,997,207	142,810,905
36,297,819	2,959,092	17,742,167	642,651	4,614,575	155,190,940
42,141,280	3,457,883	17,420,439	2,773,588	3,803,472	164,881,599
44,764,103	3,214,736	16,591,727	3,912,728	3,725,976	171,345,220

CATAWBA COUNTY, NORTH CAROLINA
Assessed Valuation and Actual Value of Taxable Property
Last Ten Fiscal Years

Fiscal Year	Real Property	Personal Property	Public Utilities
1997	5,010,344,852	1,888,956,123	399,841,311
1998	5,125,986,153	2,178,621,231	418,315,103
1999	5,316,945,979	2,238,372,239	387,202,399
2000	7,415,161,955	2,324,551,977	502,521,581
2001	7,676,297,260	2,614,445,636	484,704,904
2002	7,988,283,700	2,709,118,917	479,273,637
2003	8,265,105,733	2,796,143,745	507,720,148
2004	9,513,468,457	2,640,843,044	517,072,839
2005	9,722,396,729	2,680,617,427	539,742,782
2006	9,919,033,408	2,558,398,877	545,842,516

Total Assessed Value	Total Direct Tax Rate	Estimated Real Market Value
7,299,142,286	0.520	9,168,624,904
7,722,922,487	0.550	10,153,724,017
7,942,520,617	0.550	11,123,978,455
10,242,235,513	0.495	10,331,082,825
10,775,447,800	0.495	11,493,810,987
11,176,676,254	0.495	12,119,579,542
11,568,969,626	0.495	12,965,336,351
12,671,384,340	0.480	12,715,889,955
12,942,756,938	0.480	13,033,994,902
13,023,274,801	0.480	N/A

Note:

Tax rate expressed in dollars of tax per \$100 of assessed valuation.

CATAWBA COUNTY, NORTH CAROLINA
Schedule of Property Tax Rates - Direct and Overlapping Governments
Last Ten Fiscal Years

	<i>Fiscal Year</i>				
	2006	2005	2004	2003	2002
Catawba County	0.4900	0.4800	0.4800	0.4950	0.4950
Fire Districts					
Bandys	0.0500	0.0390	0.0390	0.0390	0.0390
Catawba	0.0700	0.0700	0.0700	0.0700	0.0700
Claremont	0.0700	0.0700	0.0700	0.0700	0.0700
Conover Rural	0.0500	0.0500	0.0350	0.0350	0.0350
Cooksville	0.0550	0.0550	0.0550	0.0600	0.0600
Denver	0.0500	0.0450	0.0293	0.0320	0.3200
Fairbrook	0.0325	0.0257	0.0257	0.0280	0.2800
Icard - Long View	0.0000	0.0000	0.0000	0.0440	0.4400
Icard - Mountain View	0.0000	0.0000	0.0000	0.0400	0.4000
Long View	0.0568	0.0568	0.0568	0.0620	0.6200
Maiden	0.0312	0.0312	0.0312	0.0340	0.0340
Mountain View	0.0425	0.0425	0.0425	0.0450	0.0450
Newton	0.0700	0.0513	0.0513	0.0560	0.0560
Oxford	0.0600	0.0600	0.0600	0.0600	0.0600
Propst	0.0650	0.0650	0.0650	0.0650	0.0650
Sherrills Ford	0.0500	0.0400	0.0400	0.0400	0.0400
Startown	0.0000	0.0000	0.0000	0.0000	0.0000
St. Stephens	0.0500	0.0500	0.0500	0.0500	0.0500
Viewmont	0.0325	0.0248	0.0248	0.0270	0.0270
Municipalities:					
Town of Brookford	0.5200	0.5200	0.5200	0.5200	0.5200
Town of Catawba	0.4800	0.4800	0.4800	0.4800	0.4800
City of Claremont	0.4500	0.4500	0.4500	0.4500	0.4500
City of Conover	0.3800	0.3800	0.3600	0.3800	0.3600
City of Hickory	0.5000	0.5000	0.5000	0.5500	0.5500
Town of Long View	0.4000	0.4000	0.4000	0.4000	0.4000
Town of Maiden	0.4000	0.3800	0.3800	0.4000	0.4000
City of Newton	0.4400	0.4400	0.4400	0.4700	0.4700
Total Maximum Rate - Fire District	0.5600	0.5500	0.5500	0.5650	0.5650
Total Maximum Rate - Municipalities	1.0100	1.0000	1.0000	1.0450	1.0450

Note:

All tax rates are expressed in dollars of tax per \$100 of assessed valuation. For the above years, the tax levies were assessed at one hundred percent (100%) of the actual value.

<i>Fiscal Year</i>				
2001	2000	1999	1998	1997
0.4950	0.4950	0.5500	0.5500	0.5200
0.0390	0.0390	0.0400	0.0400	0.0400
0.0700	0.0700	0.0700	0.0700	0.0700
0.0700	0.0700	0.0700	0.0700	0.0700
0.0350	0.0350	0.0350	0.0350	0.0350
0.0600	0.0600	0.0600	0.0600	0.0600
0.0320	0.0320	0.0400	0.0300	0.0300
0.0280	0.0280	0.0400	0.0550	0.0550
0.0440	0.0440	0.0500	0.0500	0.0500
0.0400	0.0400	0.0500	0.0500	0.0500
0.0620	0.0620	0.0760	0.0760	0.0800
0.0340	0.0340	0.0425	0.0350	0.0350
0.0450	0.0410	0.0475	0.0475	0.0475
0.0600	0.0500	0.0500	0.0500	0.0500
0.0600	0.0600	0.0600	0.0600	0.0500
0.0650	0.0650	0.0650	0.0650	0.0650
0.0400	0.0320	0.0420	0.0420	0.0420
0.0500	0.0500	0.0500	0.0500	0.0500
0.0500	0.0500	0.0500	0.0500	0.0500
0.0270	0.0270	0.0325	0.0325	0.0325
0.5200	0.5200	0.5200	0.5200	0.5200
0.4800	0.4800	0.4900	0.4900	0.4900
0.4500	0.4500	0.4700	0.4700	0.4700
0.3600	0.3600	0.3800	0.3800	0.3800
0.5500	0.5500	0.5900	0.5900	0.5900
0.4000	0.4000	0.4000	0.4000	0.4000
0.3700	0.3700	0.4000	0.4000	0.4000
0.4700	0.4700	0.5400	0.5400	0.0430
0.5650	0.565	0.6260	0.6260	0.6000
1.0450	1.045	1.1400	1.1400	1.1100

CATAWBA COUNTY, NORTH CAROLINA
Ratios of General Bonded Debt Outstanding
Last Ten Fiscal Year

Fiscal Year Ended June 30	General Obligation Bonds	Total Taxable Assessed Value	Percentage of Actual Taxable Value of Property	Per Capita
1997	\$49,125,000	\$7,299,142,286	\$0.67	\$384
1998	69,515,000	7,722,922,487	0.90	533
1999	80,710,000	7,942,520,617	1.02	609
2000	83,285,000	10,242,235,513	0.81	621
2001	76,450,000	10,775,447,800	0.71	540
2002	69,650,000	11,176,676,254	0.62	480
2003	63,040,000	11,568,969,626	0.54	430
2004	55,880,000	12,671,384,340	0.44	380
2005	49,340,000	12,942,756,938	0.38	332
2006	42,815,000	13,023,274,801	0.33	287

CATAWBA COUNTY, NORTH CAROLINA
Legal Debt Margin Information
Last Ten Fiscal Years

	2006	2005	2004	2003	2002
Assessed Value (after exemptions)	\$13,023,274,801	\$12,942,756,938	\$12,671,384,340	\$11,568,969,626	\$11,176,676,254
Debt Limit Rate	8%	8%	8%	8%	8%
Debt Limit	1,041,861,984	1,035,420,555	1,013,710,747	925,517,570	894,134,100
Less total net debt applicable to limit	111,610,000	112,385,000	69,575,814	66,859,085	73,775,188
Legal Debt Margin	930,251,984	923,035,555	944,134,933	858,658,485	820,358,912
Total net debt applicable to the limit as a percentage of legal debt limit	11%	11%	7%	7%	8%

Legal Debt Margin Calculation for Fiscal Year 2006

Assessed Value (after exemptions)	\$13,023,274,801
Debt limit (8% of assessed value)	1,041,861,984
Debt applicable to limit	
Outstanding general obligation debt	42,815,000
Authorized and unissued general obligation debt	6,970,000
Certificates of participation	51,015,000
Installment purchase	17,780,000
Less statutory deductions	
Unissued refunding bonds	(6,970,000)
Total net debt applicable to limit	111,610,000
Legal debt margin	930,251,984

	2001	2000	1999	1998	1997
Assessed Value (after exemptions)	\$10,775,447,800	\$10,242,235,513	\$7,942,520,617	\$7,722,922,487	\$7,299,142,286
Debt Limit Rate	8%	8%	8%	108%	208%
Debt Limit	862,035,824	819,378,841	635,401,649	617,833,799	583,931,383
Less total net debt applicable to limit	80,653,877	87,648,423	84,777,641	73,765,685	53,482,678
Legal Debt Margin	781,381,947	731,730,418	550,624,008	544,068,114	530,448,705

Total net debt applicable to the limit as a percentage of debt limit	9%	11%	13%	12%	9%
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CATAWBA COUNTY, NORTH CAROLINA
Demographic and Economic Statistics
Last Ten Fiscal Years

Fiscal Year	Population Estimate	Personal Income	Per Capita Income	Median Age	School Enrollment	Unemployment Rate
1997	128,055	3,321,106,425	25,935	35.8	22,093	3.5%
1998	130,371	3,540,485,247	27,157	36.7	22,440	2.6%
1999	132,545	3,744,793,885	28,253	36.7	23,004	1.8%
2000	134,125	3,747,133,936	27,937	37.0	23,600	1.8%
2001	141,685	3,879,504,366	27,381	36.1	23,875	6.4%
2002	145,071	3,906,036,675	26,925	36.2	23,688	9.4%
2003	146,690	3,884,791,270	26,483	36.3	23,825	9.3%
2004	146,971	4,090,055,959	27,829	36.4	23,942	7.2%
2005	148,797	N/A	N/A	36.6	24,243	6.6%
2006	149,416	N/A	N/A	36.7	24,455	5.4%

N/A = Not Available

Sources:

Bureau of the Census, Department of Commerce - Employment Security Commission, Office of State Planning, Bureau of Economic Analysis

CATAWBA COUNTY, NORTH CAROLINA
Schedule of Principal Taxpayers
For the Fiscal Year Ended June 30, 2005

Taxpayer	Type of Business	Taxable Assessed Value	% of Total Assessed Value
Duke Energy Corporation	Electric Utility	\$267,349,184	3.66%
CommScope, Inc.	Cable Manufacturer	\$94,311,257	1.29%
Corning Cable Systems	Optical Cable	111,838,530	1.53%
Draka Comteq Americas, Inc.	Cable Manufacturer	72,322,185	0.99%
Hickory Springs Mfg. Co., Inc.	Furniture Supplies	30,451,702	0.42%
Central Telephone Company	Telephone	42,675,572	0.58%
Shuford Mills, Inc/Shuford Development	Textiles & Tape	43,840,181	0.60%
RR Donnelly Printing Company	Commercial Printing	39,868,028	0.55%
Crescent Resources/Carolina Centers	Timber	27,765,133	0.38%
The Lane Company	Furniture Manufacturer	24,455,954	0.33%
		<u>\$754,877,726</u>	<u>10.33%</u>
Total Assessed Valuation		<u>\$7,299,142,286</u>	

Source: Catawba County Tax Collector

CATAWBA COUNTY, NORTH CAROLINA
Schedule of Principal Employers
Current Year

Employer	Number of Employees	Percentage of Estimated Total County Employment
Frye Regional Medical Center	1,900	2.63%
Catawba County School System	1,800	2.49%
Hickory Springs Manufacturing Co., Inc.	1,329	1.84%
Catawba Valley Medical Center	1,261	1.74%
CV Industries, Inc.	1,100	1.52%
Catawba County Government	1,089	1.51%
Sherrill Furniture Company	1,078	1.49%
Pierre Foods	856	1.18%
McCreary Modern	742	1.03%
CommScope, Inc.	740	1.02%
	11,895	16.45%

CATAWBA COUNTY, NORTH CAROLINA
Notes to the General Purpose Financial Statements
Year ended June 30, 2006

General Obligation Indebtedness

All general obligation bonds serviced by the County's general fund are collateralized by the full faith, credit, and taxing power of the County. Principal and interest requirements are appropriated when due from property tax revenues.

The County's general obligation bonds payable at June 30, 2006, are comprised of the following individual services.

Serviced by the County's General Fund:

<p>\$14,600,000 1997 School Facility Series Bond due in varying annual installments from \$900,000 - \$1,100,000 through June 1, 2013; interest at 4.7 – 4.75%. \$6.2 million of these bonds were refunded in June 2005.</p>	<p>\$1,000,000</p>
<p>\$9,800,000 1998 School Facility Series Bonds due in varying annual installments from \$550,000 - \$800,000 through June 1, 2013; interest at 4.3 – 4.4%.</p>	<p>\$5,200,000</p>
<p>\$16,645,000 1999 School Facility Series Bonds due in varying annual installments from \$950,000, - \$1,400,000 through June 1, 2014; interest at 4.4 – 4.7%.</p>	<p>\$9,900,000</p>
<p>\$8,955,000 2000 School Facility Series Bonds due in varying annual installments from \$450,000 - \$805,000 through June 1, 2015: interest at 5.3 – 5.4%. \$3.68 million of these bonds were refunded in June 2005.</p>	<p>\$2,375,000</p>
<p>\$14,495,000 2002 School Facility and Community College Refunding Bonds due in varying annual installments from \$420,000, - \$2,240,000 Through June 1, 2014; interest at 2.0 – 4.0%</p>	
Schools	\$7,368,000
Community College	\$1,842,000
<p>\$16,053,000 School Facility and Community College Refunding Bonds due in varying annual installments from \$760,000 - \$2,240,000 Through June 2, 1015; interest at 3.0 – 3.75%.</p>	
Schools	\$14,530,852
Community College	\$ 599,148
<p>Total</p>	<p>\$42,815,000</p>

Annual debt service requirements to maturity for the County’s general obligation bonds are as follows:

Year Ending June 30	<u>Principal</u>	<u>Interest</u>
2007	\$6,275,000	\$1,742,518
2008	\$6,380,000	\$1,489,869
2009	\$6,395,000	\$1,243,544
2010	\$6,455,000	\$993,494
2011	\$5,200,000	\$729,769
2012 – 2015	<u>\$12,110,000</u>	<u>\$1,033,719</u>
Total	\$42,815,000	\$7,232,913

At June 30, 2006, Catawba County had \$6,970,000 of authorized but unissued bonds and had a legal debt margin of \$930,251,984.

General Obligation Refunding Bonds

On June 1, 2005, the County issued \$16,035,000 of General Obligation Refunding Bonds to provide re-sources to purchase United States government securities that were placed in an irrevocable trust for the purpose of general resources for all future debt payment of the following \$15,455,000 general obligation bonds.

\$3,575,000 School Bonds, Series 1995, dated 6/1/1995, and stated to mature in installments on June 1 in the years 2006 – 2010. These bonds were called August 1, 2005.

\$2,000,000 Public School Improvement Bonds, Series 1996, dated 5/1/1996, and stated to mature in installments on June 1 in the years 2006 – 2011. These bonds were called June 1, 2006.

\$6,200,000 School Bonds, Series 1997, dated 7/1/1997, and stated to mature in installments on June 1 in the years 2006-2013. First call date is June 1, 2007.

\$3,680,000 School Bonds, Series 2000, dated 6/1/2000, and stated to mature in installments on June 1 in the years 2006-2015. First call date is June 1, 2010.

As a result, the refunded bonds are considered defeased and the liability has been removed from the governmental activities column of the statement of net assets. The reacquisition price exceeded the net carrying amount of the old debt by \$580,000. This amount is being netted against the new debt and amortized over the life of the refunded debt, which is shorter than the life of the new debt issued. This advance refunding was undertaken to reduce total debt payments over the next 10 years by \$529,616 and resulted in an economic gain of \$495,644.

Total 2005 Refunding Bonds outstanding at June 30, 2006 were \$9,880,000.

Revenue Bonds North Carolina Recreational Facilities

On December 22, 1999, the County issued County of Catawba, North Carolina Recreational Facilities Lease Revenue Bonds (YMCA of Catawba Valley Project), Series 1999 totaling

\$4,300,000 pursuant to an Indenture of Trust dated as of December 1, 1999 (the "Indenture") between the County of Catawba, North Carolina (the "County") and First Citizens Bank and Trust Company, as trustee (the "Trustee"), and authorized by a bond order of the County adopted effective as of December 8, 1999. The proceeds received by the County from the sale of the Bonds will be used by the County to acquire, pursuant to the Ground Lease dated as of December 1, 1999 (the "Ground Lease") between the Young Mens Christian Association of Catawba Valley, Inc. (the "Corporation") as Lessor and the County as Lessee, a long-term leasehold estate in (i) certain existing recreational facilities owned by the Corporation, and (ii), certain real property on which the Corporation intends to construct new recreational facilities to be owned by the Corporation ((i) and (ii) collectively, the "Property"), which Property the County simultaneously will lease back to the Corporation pursuant to the Lease Agreement dated as of December 1, 1999 (the "Lease Agreement") between the County and the Corporation. The Corporation intends to use the funds it receives from the lease of the property to the County under the Ground Lease and from other sources for the purpose of refinancing certain existing indebtedness and financing the costs of acquiring, constructing, improving, and equipping certain new recreational facilities, which are located within the County.

The Bonds will be limited obligations of the County. The Bonds and interest thereon and any redemption or purchase premiums with respect thereto do not now and shall never constitute an indebtedness or an obligation of the County, the State of North Carolina (the "State") or any political subdivision thereof, within the meaning of any constitutional limitation or statutory provision and will not give rise to a charge against the general credit or taxing powers of any of them, but shall be payable solely from the revenues and income derived from the Lease Agreement, which revenues and income have been pledged and assigned to the Trustee to secure payment thereof, and from moneys available to be drawn by the Trustee under the Credit Facility. No owner of the Bonds shall have the right to compel the exercise of the taxing power of the County, the State or any political subdivision thereof to pay any principal installment or purchase price of, or redemption or purchase premium, if any, or interest on the Bonds.

Total NC Recreational Facilities Lease Revenue Bonds outstanding at June 30, 2006 were \$2.4 million.

Catawba Valley Medical Center

On March 1, 1999, the County issued County of Catawba, North Carolina Refunding Revenue Bonds (Catawba Memorial Hospital Project) Series 1999 (the "Series 1999 Bonds") totaling \$23,620,000 for the purpose of refunding the Series 1992 Hospital Revenue bonds (the "Series 1992 Bonds"). The County defeased \$24,070,000 of the Series 1992 bonds in an escrow fund to provide for all future debt service. As a result of this defeasance transaction, a proportionate amount of the unamortized bond issuance costs were written off. A loss of \$2,286,075 was deferred and is being amortized over the remaining life of the refunded bonds. Costs of \$637,326 were incurred in connection with the issuance of the Series 1999 Bonds and have been deferred. Such cost have being amortized over the remaining terms of the Series 1999 Bonds. The revenue bonds do not constitute a legal or equitable pledge, charge, lien or encumbrance upon any of the County's property or upon its income, receipts, or revenues. The taxing power of the County is not pledged for the payment of the principal or interest on the revenue bonds, and no owner has the right to compel the exercise of the taxing power of the

County or the forfeiture of any of its property in connection with any default under the bond order.

Total 1999 Hospital Refunding Bonds outstanding at June 30, 2006 were \$19.3 million.

Long-Term Obligation Activity

The following is a summary of changes in the County's general long-term debt for the year ended June 30, 2006:

Compensated absences typically have been liquidated in the general fund and are accounted for on a last in first out (LIFO) basis, assuming that employees are taking leave time as it is earned. The current portion of compensated absences is estimated at \$2,394,000 for governmental activities and \$53,000 for business-type activities.

	Balance June 30, 2005	Increases	Decreases	Balance June 30, 2006	Current Portion of Balance
Governmental Activities					
General obligation debt	\$49,340,000	\$0	(\$6,525,000)	\$42,815,000	\$6,275,000
Certificates of Participation	53,805,000	0	(2,790,000)	51,015,000	2,790,000
Installment purchases	9,240,000	9,200,000	(660,000)	17,780,000	1,273,333
Compensated absences	3,388,325	2,487,552	(2,394,529)	3,481,348	2,394,000
Net pension obligation	495,343	9,401	0	504,744	0
Total	\$116,268,668	\$11,696,953	(\$12,369,529)	\$115,596,092	\$12,732,333
Business-type Activities					
Accrued landfill closure and post-closure care costs	\$3,757,589	\$105,208	\$0	\$3,862,797	\$110,036
Compensated absences	89,551	57,444	(53,366)	93,629	530,000
Total	\$3,847,140	\$162,652	(\$53,366)	\$3,956,426	\$640,036

INTERFUND TRANSFERS

	Actual 2006/07	Approved 2007/08	Approved 2008/09
Citizens' Alert System			
Transfers In			
From General Fund	\$0	\$0	\$35,997
	<u>\$0</u>	<u>\$0</u>	<u>\$35,997</u>
Emergency Telephone System Fund			
Transfers In			
From General Fund	\$601	\$0	\$0
	<u>\$601</u>	<u>\$0</u>	<u>\$0</u>
Transfers Out			
To General Capital Projects Fund	\$0	(\$500,000)	(\$122,105)
To General Fund	(32,668)	0	0
	<u>(\$32,668)</u>	<u>(\$500,000)</u>	<u>(\$122,105)</u>
General Capital Projects			
Transfers In			
From General Fund	\$328,500	\$889,310	\$1,953,879
From Emergency Telephone System Fund	0	500,000	122,105
From Mental Health	678,000	0	0
From Parks Preservation Trust Fund	35,000	0	0
	<u>\$1,041,500</u>	<u>\$1,389,310</u>	<u>\$2,075,984</u>
Transfers Out			
To General Fund	(\$1,034,000)	(\$184,095)	(\$69,670)
	<u>(\$1,034,000)</u>	<u>(\$184,095)</u>	<u>(\$69,670)</u>
General Capital Reserve			
Transfers In			
From General Fund	\$70,000	\$0	\$300,000
	<u>\$70,000</u>	<u>\$0</u>	<u>\$300,000</u>
Transfers Out			
To General Fund	(\$71,866)	(\$52,059)	(\$88,696)
	<u>(\$71,866)</u>	<u>(\$52,059)</u>	<u>(\$88,696)</u>
General Fund			
Transfers In			
From Emergency Telephone System Fund	\$32,668	\$0	\$0
From General Capital Projects	1,034,000	184,095	69,670
From General Capital Reserve	71,866	52,059	88,696
From Schools' Capital Projects	237,000	0	0
From Schools' Construction	803,747	97,487	79,257
From Self Insurance Fund	27,529	0	0
From Water & Sewer Reserve	60,117	77,958	0
From Wireless Fund	32,668	0	0
	<u>\$2,299,595</u>	<u>\$411,599</u>	<u>\$237,623</u>

INTERFUND TRANSFERS

	Actual 2006/07	Approved 2007/08	Approved 2008/09
Transfers Out			
To Citizens' Alert System	\$0	\$0	(\$35,997)
To Emergency Telephone System Fund	(601)	0	0
To General Capital Projects Fund	(1,006,500)	(889,310)	(1,953,879)
To General Capital Reserve Fund	(70,000)	0	(300,000)
To Reappraisal Fund	(455,121)	(436,964)	(479,489)
To Rescue Squads Fund	(840,536)	(924,000)	(967,150)
To Schools' Capital Projects Fund	0	0	(400,000)
To Schools' Construction Fund	0	(199,000)	0
To Self Insurance Fund	(819,143)	(776,460)	(1,000,000)
To Solid Waste Management Fund	0	0	0
To Water and Sewer	0	0	(3,625,000)
To Water & Sewer Construction Fund	(1,950,000)	(2,100,000)	0
To Wireless 911 Fund	(150)	0	0
	<u>(\$5,142,051)</u>	<u>(\$5,325,734)</u>	<u>(\$8,725,518)</u>
Reappraisal			
Transfers In			
From General Fund	\$455,121	\$436,964	\$479,489
	<u>\$455,121</u>	<u>\$436,964</u>	<u>\$479,489</u>
Rescue Squads			
Transfers In			
From General Fund	\$840,536	\$924,000	\$967,150
	<u>\$840,536</u>	<u>\$924,000</u>	<u>\$967,150</u>
Schools' Capital Projects Fund			
Transfers In			
From General Fund	\$0	\$0	\$400,000
From Schools' Construction Fund	142,000	0	0
	<u>\$142,000</u>	<u>\$0</u>	<u>\$400,000</u>
Transfers Out			
To General Fund	(\$237,000)	\$0	\$0
	<u>(\$237,000)</u>	<u>\$0</u>	<u>\$0</u>
Schools' Construction Fund			
Transfers In			
From General Fund	\$0	\$199,000	\$0
	<u>\$0</u>	<u>\$199,000</u>	<u>\$0</u>

INTERFUND TRANSFERS

	Actual 2006/07	Approved 2007/08	Approved 2008/09
Transfers Out			
To General Fund	(\$803,747)	(\$97,487)	(\$79,257)
To Schools' Capital Projects Fund	(\$142,000)	\$0	\$0
	(\$945,747)	(\$97,487)	(\$79,257)
Self Insurance Fund			
Transfers In			
From General Fund	\$819,143	\$776,460	\$1,000,000
	\$819,143	\$776,460	\$1,000,000
Transfers Out			
To General Fund	(\$27,529)	\$0	\$0
	(\$27,529)	\$0	\$0
Solid Waste Management Fund			
Transfers In			
From General Fund	\$0	\$0	\$0
From Solid Waste Reserve Fund	458,851	0	0
	\$458,851	\$0	\$0
Solid Waste Reserve Fund			
Transfers Out			
To Solid Waste Management Fund	(\$458,851)	\$0	\$0
	(\$458,851)	\$0	\$0
Water & Sewer Construction Fund			
Transfers In			
From General Fund	\$1,950,000	\$2,100,000	\$0
From Water & Sewer Reserve Fund	4,810,172	0	0
	\$6,760,172	\$2,100,000	\$0
Water & Sewer Enterprise Fund			
Transfers In			
From General Fund	\$0	\$0	\$3,625,000
	\$0	\$0	\$3,625,000
Water & Sewer Reserve Fund			
Transfers Out			
To General Fund	(\$60,117)	(\$77,958)	\$0
To Water & Sewer Construction Fund	(4,810,172)	0	0
	(\$4,870,289)	(\$77,958)	\$0
Wireless 911 Fund			
Transfers In			
From General Fund	\$150	\$0	\$0
	\$150	\$0	\$0
Transfers Out			
To General Fund	(\$32,668)	\$0	\$0
	(\$32,668)	\$0	\$0
Budget excluding Transfers	188,056,694	245,058,211	209,865,151
Transfers In	12,852,669	6,237,333	9,220,768
Transfers Out	(12,852,669)	(6,237,333)	(9,220,768)

CATAWBA COUNTY, NORTH CAROLINA

Changes in Fund Balances, Governmental Funds

Last Ten Fiscal Years

(modified accrual basis of accounting)

	Fiscal Year			
	2006	2005	2004	2003
Revenues				
Ad valorem taxes	\$66,233,752	\$64,037,632	\$63,153,315	\$59,388,468
Other taxes	31,654,028	30,151,572	28,444,404	25,207,828
Unrestricted intergovernmental revenues	1,248,170	1,095,733	1,336,917	1,379,229
Restricted intergovernmental revenues	44,764,103	42,141,280	36,297,819	32,683,132
Licenses and permits	3,214,736	3,457,883	2,959,092	2,383,424
Sales and services	16,591,727	17,420,439	17,742,167	16,664,263
Investment earnings	3,912,728	2,773,588	642,651	2,107,354
Miscellaneous	3,725,976	3,803,472	4,614,575	2,997,207
Total revenues	\$171,345,220	\$164,881,599	\$155,190,940	\$142,810,905
Expenditures				
Current:				
General government	9,978,986	9,449,992	8,506,393	8,543,435
Public safety	21,209,400	20,032,107	19,088,555	17,156,936
Environmental protection	452,180	428,549	384,942	321,413
Economic and physical development	8,651,385	7,886,973	7,594,145	7,409,045
Human services	66,508,454	65,701,149	59,078,864	56,659,920
Culture and recreation	2,610,001	2,465,676	2,331,664	2,186,614
Education	32,544,711	30,410,166	30,048,641	27,437,466
Capital Outlay	42,549,957	33,473,868	18,690,079	7,859,145
Debt service:				
Principal	9,975,000	9,230,000	7,160,000	7,065,000
Interest	4,861,096	4,214,250	3,045,610	3,280,589
Lease purchase payments	0	70,760	221,803	433,113
Bond issuance costs	0	89,146	0	0
Total expenditures	\$199,341,170	\$183,452,636	\$156,150,696	\$138,352,676
Other Financing Sources (uses)				
Transfers from other funds	9,763,224	12,301,254	14,239,408	7,945,528
Transfers to other funds	(9,764,495)	(12,301,946)	(14,239,408)	(7,945,528)
Installment purchase obligations issued	9,200,000	0	9,900,000	0
Bond debt issued	0	0	0	58,252
Proceeds of capital lease	0	0	0	0
General obligation refunding bonds issued	0	16,035,000	0	0
Premium on general obligation refunding bonds	0	429,179	0	0
Payment to refunded bond escrow agent	0	(16,321,853)	0	0
Certificates of participation issued	0	55,255,000	0	0
Premium on certificates of participation	0	2,868,950	0	0
Sales of capital assets	392,000	1,750	24,500	4,000
Total other financing sources (uses)	\$9,590,729	\$58,267,334	\$9,924,500	\$62,252
Net change in fund balances	(\$18,405,221)	\$39,696,297	\$8,964,744	\$4,520,481
Debt service as a percentage of noncapital expenditures				
	9.5%	9.1%	7.6%	8.3%

Fiscal Year

<u>2002</u>	<u>2001</u>	<u>2000</u>	<u>1999</u>	<u>1998</u>	<u>1997</u>
\$57,268,329	\$55,112,257	\$53,313,472	\$44,738,308	\$43,563,118	\$39,243,950
23,023,315	23,470,898	23,136,615	21,392,472	20,206,753	18,496,322
4,021,740	4,466,558	4,455,262	4,473,707	4,468,639	4,477,652
36,382,864	39,579,663	33,650,901	27,585,577	27,065,539	25,014,450
2,211,753	2,104,748	2,063,027	1,740,558	1,531,438	1,320,465
15,121,137	13,122,659	12,042,526	12,398,709	12,189,055	11,637,616
2,720,791	5,300,521	4,255,233	3,640,529	3,915,990	3,143,100
2,544,061	2,612,919	2,302,141	1,991,501	3,635,472	2,008,421
<u>\$143,293,990</u>	<u>\$145,770,223</u>	<u>\$135,219,177</u>	<u>\$117,961,361</u>	<u>\$116,576,004</u>	<u>\$105,341,976</u>
7,569,288	7,466,659	8,728,954	8,058,798	7,913,031	7,548,796
16,313,961	15,025,312	15,094,171	12,693,838	11,940,204	11,551,999
388,926	505,205	430,994	423,155	413,193	363,110
7,518,580	6,735,065	4,871,841	4,199,148	3,374,628	3,522,497
55,721,269	53,307,727	48,907,143	47,155,262	45,268,605	42,007,839
2,234,409	2,292,733	2,274,479	2,265,773	2,024,044	2,090,741
28,202,411	27,566,111	25,871,097	24,172,744	23,114,413	21,752,846
13,181,244	25,702,494	30,993,580	30,977,070	16,924,978	11,585,893
6,800,000	6,835,000	6,380,000	5,450,000	4,010,000	4,025,000
3,756,560	4,087,385	3,916,052	3,416,496	3,135,777	2,730,756
430,757	558,770	558,770	478,487	536,858	536,460
0	0	0	0	0	0
<u>\$142,117,405</u>	<u>\$150,082,461</u>	<u>\$148,027,081</u>	<u>\$139,290,771</u>	<u>\$118,655,731</u>	<u>\$107,715,937</u>
4,144,646	9,007,001	12,754,973	7,188,587	11,803,044	8,123,567
(4,103,345)	(7,987,501)	(11,727,389)	(5,798,153)	(11,067,158)	(7,017,820)
0	0	0	0	0	0
0	0	8,955,000	24,196,277	26,663,596	0
400,000	0	350,000	0	199,860	0
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
<u>\$441,301</u>	<u>\$1,019,500</u>	<u>\$10,332,584</u>	<u>\$25,586,711</u>	<u>\$27,599,342</u>	<u>\$1,105,747</u>
<u>\$1,617,886</u>	<u>(\$3,292,738)</u>	<u>(\$2,475,320)</u>	<u>\$4,257,301</u>	<u>\$25,519,615</u>	<u>(\$1,268,214)</u>
8.5%	9.2%	9.3%	8.6%	7.6%	7.6%