

# CATAWBA COUNTY NORTH CAROLINA

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*Canola Crop at Eco Complex for Biodiesel*



*Snow Creek Elementary—NC's first  
LEED certified school*



*Hybrid Vehicle*



*Catawba County ranks 2nd in the  
State in recycling*



**FISCAL YEAR 2009/10**

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**CATAWBA COUNTY  
BOARD OF COMMISSIONERS**

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Lynn Mull Lail, Vice Chair

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Dan A. Hunsucker

**COUNTY MANAGER**

J. Thomas Lundy

## CATAWBA COUNTY GREEN INITIATIVES

This year's budget cover represents Catawba County's effort to become more green. Through daily practice, Catawba County promotes a culture among staff and the community of positively impacting our environment. Some of these activities are performed at an organizational level, while others are performed at an individual level. In many cases "going green" not only helps the environment but saves money.

Catawba County's EcoComplex is a Renewable Energy Industrial Park combining energy production, businesses and waste management systems that consist of a landfill, electrical generating plant, bio-energy plant, sludge management facility, lumber, wooden pallet, brick, and pottery manufacturing facilities, a 100-acre greenhouse compound, and University Research Facilities/Partnerships and incorporates synergetic and beneficial relationships between industry byproducts and required manufacturing resources. The EcoComplex's fundamental goal is to promote and employ Catawba County's municipal solid waste and construction and demolition landfills as resource recovery facilities by converting waste streams into commodities and creating green energy through a virtually closed system. The system is designed to recover and employ all usable energy from EcoComplex entities' byproducts and waste streams. Landfill and livestock and agricultural waste digester gases are employed to produce electrical and heat energy. A bio-energy plant employs the green and renewable energy resources generated from woody waste from EcoComplex entities to generate electricity, steam, heat, and CO<sub>2</sub>. The EcoComplex business system promotes economic development through byproduct/resource management and employing predominantly green and renewable energy.

The new Snow Creek Elementary School is designed to become the first LEED Silver Certified Elementary School in North Carolina. The LEED for Schools Rating System recognizes the unique nature of the design and construction of K-12 schools and addresses issues such as classroom acoustics, master planning, mold prevention, and environmental site assessment. Architects took a prototypical elementary school and converted the plan for LEED certification. After only minor architectural plan changes, site adjustments and some plumbing, mechanical and electrical engineering re-design, the new school appears to be set for Silver Certification. This would make Snow Creek the first elementary school to achieve this distinction in North Carolina under the new LEED for Schools guidelines. LEED for Schools is the recognized third-party standard for high-performance schools that are healthy for students, comfortable for teachers, and cost-effective. Construction is scheduled for completion in July of this year.

The Catawba County Recycling program includes curbside collection from Garbage Disposal Service, Inc. (GDS) through the County's franchise agreement. Garbage Disposal Service collects solid waste and recyclables from all areas of the county except the eight municipalities. Recycling 19% of its waste, Catawba County continues to be a leader in recycling, ranking 3rd in the state in 2008. The County recycled 686 pounds of material per person, six times the state average of 119.83 pounds. This is an increase of 34% in recycling pounds per person over the previous year.

Catawba County continues to purchase hybrid vehicles when feasible. The County's hybrid fleet has grown to 20 vehicles. These vehicles are being used in Social Services, Tax, Purchasing, and Building Services.



## CATAWBA COUNTY

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June 17, 2009

Dear Citizens of Catawba County:

I am pleased to present to you the Catawba County Fiscal Year 2009/10 budget. The budget maintains the County's 53.5 cent property tax rate. This was a difficult budget to prepare as the economic recession has brought new service demands at a time when sales tax revenues and state funding have decreased dramatically and property tax revenues have remained relatively flat. Catawba County's conservative budgeting practices and the innovation of staff have allowed us to hold the line on operational spending while addressing increased citizen needs. As departments tighten their belts, 16 positions are not funded, employees are reassigned to areas of increased demand, operating increases are held to a minimum and are reduced in areas of decreased service demand. Overall County operations cost decreased 4%. No cost of living or performance pay is included for County Employees.

While these are difficult times, certain needs must continue to be met. The budget makes investments in public safety personnel to maintain or decrease response times, and in public school and community college operations. Recent federal stimulus action giving tax incentives to banks issuing debt to local governments has also made this a good time for local governments that have planned for the future to invest in needed infrastructure. As such, the budget invests in school construction and renovation projects, water and sewer infrastructure, and public safety infrastructure. We hope continuing with these planned investments will provide a much needed boost to the local economy.

Education continues to represent the largest portion of our local budget with 48.6% of property and sales tax revenues dedicated to instructional and capital costs for our three school systems and Catawba Valley Community College. The budget includes a 1% increase to per pupil current expense funding for the each of the three school systems and a 6.25% increase to CVCC current expense funding in recognition of the increased enrollment demands created by the economy. The budget funds new classrooms and renovations to Arndt Middle School, planning funds for a new Newton-Conover Middle School, and renovations and campus-wide roofing to CVCC, plus over \$5 million dollars in annual capital needs for the three school systems and CVCC. Some of these projects remain subject to receipt of State average daily membership (ADM) funds. While we remain hopeful that the State will not pass down their financial problems to local governments we have identified projects that will not take place if the state eliminates ADM funding to schools.

The County currently has over \$100 million in water and sewer projects proposed or requested by citizens and municipalities. The budget funds the Highway 150 Sewer line serving 81 existing residences and 38 businesses, the Hickory-Catawba Wastewater Treatment Plant Upgrade increasing plant capacity from 225,000 gallons per day to 1.5 million, the Blackburn-Plateau Water Loop funded by a \$3 million federal stimulus grant/loan that will provide a necessary supply loop for



*"Keeping the Spirit Alive Since 1842!"*



future economic development, sewer for Blackburn Elementary School, and water for the Heatherbrook Subdivision off of Highway 10.

As we continue to grow, so do demands for County services, particularly public safety related services. The budget appropriates a U.S. Department of Justice, Justice Assistance Grant (JAG) to fund one new road patrol position in the Sheriff's Department to help us meet our 7-minute emergency response time goal, annualizes the cost of two EMTs added for half the year in Fiscal Year 2008/09 to maintain our 8-minute response time to emergency medical calls, and adds two new telecommunicators to maintain our 90-second dispatch time for all emergency calls. The budget also dedicates funds towards the expansion of the Justice Center to provide much needed court related space and technology enhancements and the building of a new Public Safety Center to house the 911 Emergency Communications Center, Emergency Operations Center, Newton EMS Base and EMS Administration, as promised with the quarter cent sales tax referendum. In Fiscal Year 2008/09, the Board approved a study of the existing animal shelter and how to best address identified needs. The adopted budget includes design funds to implement the study findings.

Three increases were approved for fire districts tax rates due to improved services provided to citizens in those districts. Sherrills Ford-Terrell Fire assumed responsibility for the former Denver Fire District and is building a fourth base; Hickory will begin providing rescue service in the rural district and in the city; St. Stephens is now providing medical first response and will be providing rescue. With this increase in service by Hickory and St. Stephens, the Hickory Rescue Squad will be able to focus its efforts on the southwest portion of the County and funds are included to build a new Rescue Squad base in this area. In order to further improve medical first response and rescue response, increased funding was provided to Rescue Squads to contractually increase the percentage of dispatched calls responded to from 90% to 95%.

Fiscal Year 2009/10 also marks the first full year of Medicaid relief as North Carolina joins every other state in the nation in not requiring counties to share in Medicaid costs. This relief did not come without a cost as the State took ½ cent of local sales tax revenue in exchange so the impact in the current year is negligible. The true benefit to the County comes from not having to continue to absorb expenses that have been growing 9% per year, and over which the County has had no control.

As promised, support of an increase in the Homestead Exclusion income exemption from \$25,600 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 that the House bill made it out of its first Committee. 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

*Katherine W. Barnes*

Katherine W. Barnes, Chair

*"Keeping the Spirit Alive Since 1842!"*



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**CATAWBA COUNTY, NORTH CAROLINA**  
**June 17, 2009**  
**Adopted Budget**

**CATAWBA COUNTY BOARD OF COMMISSIONERS**

Ladies and Gentlemen:

I am pleased to present the Adopted Fiscal Year 2009/10 annual budget for Catawba County, as approved by the Board of Commissioners on June 17, 2009. This document was prepared in compliance with the changes made to the County Manager's budget proposal by the Board of Commissioners at the June 15, 2009, wrap-up session.

On May 29, 2009, I presented my recommended budget. Budget hearings were held on June 15, 2009 with the wrap up session and public hearing that night. During deliberations, the Board made changes to the budget as follows:

- The Board appropriated \$108,000 in ABC Substance Abuse Funds. The revenues were included as part of the Mental Health Partners budget but the expense was not in the recommended budget. The effect of this change was to increase the general fund contribution to Mental Health Partners by \$108,000.
- Restored \$4,375 funding to the Convention and Visitors Bureau of the \$8,750 reduced in the recommended budget, making the total budgeted amount \$33,125.
- Restored \$8,500 funding to the Sex Offender Treatment Program contracted through Mental Health Partners under CVBH by reducing the contracted amount for Psychiatric Support and Transcription Services through CVBH by the same amount.

The Board further approved an allocation of \$104,459 in revenue and expense for pass through funds anticipated from the Criminal Justice Partnership Program (CJPP). The County has routinely received State dollars to fund the CJPP. These funds were previously accounted for in the Mental Health department budget, but with their transition to Mental Health Partners on July 1, 2008, those funds were not included in the recommended budget.

As a result of the above changes, the final budget is \$248,655,329 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 17, 2009. The County Manager's message, however, is included as it was originally presented.

Sincerely,



J. Thomas Lundy  
County Manager

**CATAWBA COUNTY, NORTH CAROLINA**  
**May 29, 2009**

**CATAWBA COUNTY BOARD OF COMMISSIONERS**

Ladies and Gentlemen:

I hereby submit my recommended Catawba County Fiscal Year 2009/10 budget in the amount of \$248,438,495, maintaining the current property tax rate of \$0.5350 per \$100 of valuation as promised with the passage of the ¼ cent sales tax. The budget is balanced and prepared in accordance with the Local Government Budget and Fiscal Control Act.

Statewide, local governments and their citizens have been hard hit by the economic recession. In Catawba County, sales tax and state revenues have decreased, while property tax collections are running almost even with last year. At the same time, the recession has brought about an increase in service demand. The budget recognizes these impacts through conservative revenue estimates and holding the line on spending. County departments have reduced spending, deleted positions, held positions vacant, reassigned staff to areas with the highest service demands, postponed equipment replacement, used technology to maximize available resources, and limited travel. The budget proposes no new programs. No cost of living or performance pay is included for employees for Fiscal Year 2009/10. The County's operating expenses are decreased 4%.

Recent Federal stimulus action makes this a good time to invest in infrastructure. Tax incentives available to banks make issuing debt to local governments more favorable, which enables us to borrow at lower rates. Continuing with planned infrastructure projects also provides a needed boost to the local economy through the creation of construction jobs. The recommended budget funds the design and beginning construction of a Newton-Conover Middle School, an expansion to Arndt Middle School, renovations to Catawba Valley Community College's East Campus and Arts Center as well as campus-wide roofing, needed water and sewer projects, expansion of the Justice Center to provide additional courtrooms and a Public Safety Center using funds as committed with the ¼ cent sales tax approved by the public. Public safety response times are maintained through one additional position in law enforcement and two in the E-911 Communications Center

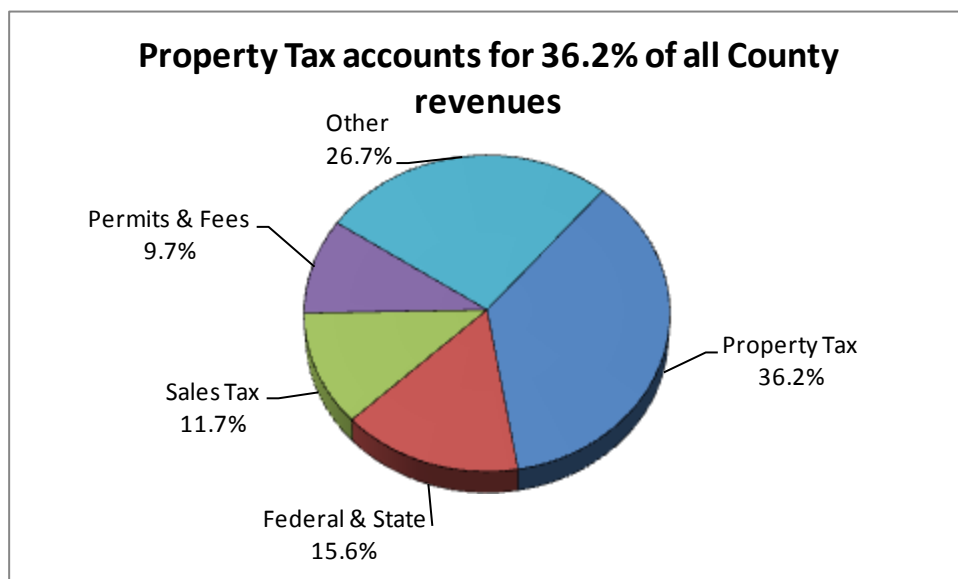
**REVENUE HIGHLIGHTS**

The projected tax base for Fiscal Year 2009/10 is \$15.04 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 6<sup>th</sup> lowest tax rate of the 23 urban counties -- those with a population over 100,000 -- and the 29<sup>th</sup> lowest of all 100 counties in North Carolina. Along with fees for services and the recently approved ¼ cent sales tax, 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.

The budget projects an overall decrease of 0.29% in property tax revenue for Fiscal Year 2009/10. Although the County has experienced a 34% reduction in public utility values, real property and business personal property are projected to grow by a combined 2.77%, largely as a result of economic

development projects that have added to the property tax base, such as:



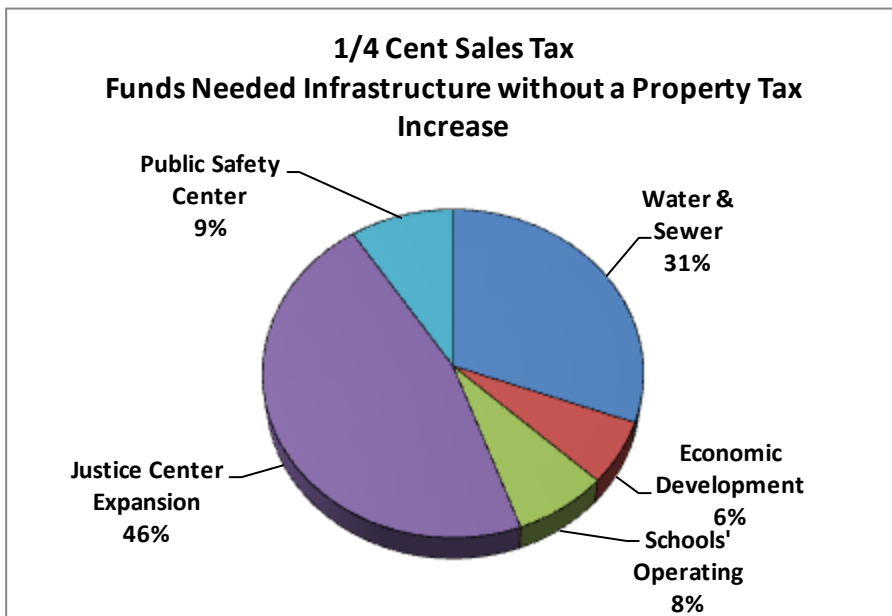
- Target Distribution Center – \$52 million real property and \$46 million in business personal property added in Fiscal Year 2009/10. This is in addition to \$4 million added in real property during Fiscal Year 2008/09.
- Covation – \$3 million in real property in Fiscal Year 2009/10 and another \$2 million in real property is planned for Fiscal Year 2010/11.
- Technibilt - \$4.7 million business personal property in Fiscal Year 2009/10.
- Poppelmann - \$815,500 in real property and \$9.47 million in business personal property in Fiscal Year 2009/10 and another \$1 million in real property is planned in Fiscal Year 2010/11.
- Fiberline - \$1.72 million in business personal property in Fiscal Year 2009/10.
- Convergys - \$800,000 in business personal property in Fiscal year 2009/10.
- Von Drehle - \$3.5 million in business personal property in Fiscal Year 2009/10.

Statewide, sales tax numbers have declined ,reflecting a reduction in retail sales. According to the North Carolina Association of County Commissioners, “State economists project recession-like conditions throughout 2009, with only sluggish economic recovery expected in early 2010.” Through March, Catawba County’s sales tax revenue was 6.3% below last year’s collections, and we project to end the year down as much as 10%. The recommended budget is even more conservative.

Effective July 1, 2009, North Carolina joins all other states in assuming full responsibility for Medicaid. Medicaid Relief did not come without a price, though. The State over three fiscal years is taking ½ cent of sales tax previously designated to local governments. Additionally, counties are required to hold municipalities harmless for lost sales tax receipts associated with the ½ cent since municipalities don’t share in the cost of Medicaid. In addition to economy

related sales tax reductions, the budget reflects a \$4.1 million decrease in sales tax revenue taken by the State. This loss is offset by a \$4.195 million expense reduction for Medicaid costs.

Thanks to Catawba County voters overwhelmingly voting “yes” by a three to one margin for the ¼ cent sales tax, Catawba County became one of six counties that approved the measure, allowing us to avoid a 3.6 cent property tax increase for necessary capital projects. Despite the recession and reductions seen in other sales tax revenues, proceeds from the ¼ cent sales tax remain strong. The roughly \$4.75 million in revenue is being used as promised to the public to fund economic development, water and sewer service, public school operations, needed additions at the Justice Center to provide more courtroom space, and a Public Safety Center that will include the 911 Center, Emergency Operations Center, and EMS space.



### Conservative Budgeting Maintains Service Levels While Revenues Decline

In order to mitigate lost sales tax revenue in Fiscal Year 2008/09, the County cut department funding by 2%, or \$1 million. Public schools and CVCC were not asked to revert any County funds since they had already been forced to revert significant money to the State. Targeted cuts affected 26 positions, capital and equipment purchases, travel and training.

*In order to mitigate lost sales tax revenue in Fiscal Year 2008/09, the County cut department funding by \$1 million.*

funding by 2%, or \$1 million. Public schools and CVCC were not asked to revert any County funds since they had already been forced to revert significant money to the State. Targeted cuts

While many local governments have had to make more drastic cuts to services and education as a result of declining revenues, Catawba County has been able to withstand some loss due to our conservative budgeting practices. Annually, we conservatively budget estimated revenues by not including the full amount of growth we anticipate. In effect, we reduce spending on the front end. This practice has worked well, particularly in a declining economy when projecting revenues is especially difficult.

Catawba County has also been very conservative in other areas which benefit us in an economic downturn. The County has only issued 10% of its debt capacity,

*Catawba County strategically issues debt to take advantage of the lowest rates possible. As a result, the County has the 6<sup>th</sup> lowest debt per capacity and has only borrowed 10% of its capacity. Debt issued in May 2009 at 3.72% will save taxpayers \$921,000 over the next 15 years.*

and has the 6<sup>th</sup> lowest per capita debt of urban counties. Debt is issued at fixed rather than variable rates and is strategically issued at times that take advantage of the lowest rates possible. Recently, the County saved over \$921,000 by timing the issuance of debt for previously approved school construction projects with the enactment of the American Recovery and Reinvestment Tax Act of 2009 that afforded the County a less expensive method of financing. This new Federal law increased the bank-qualified debt limit from \$10 million to \$30 million in 2009 and 2010, which gave the County a less expensive method of financing with a lower interest rate.

The County is also conservative by restricting the use of funds appropriated for capital and personnel expenses. Unspent funds in these areas fall to fund balance at year-end, instead of being spent. Catawba County strives to maintain a reasonable level of fund balance to ensure it is able to meet cash flow needs and have a limited amount of money to address unforeseen issues. Currently, fund balance is 16.6%, which covers two months of operations and is slightly above the Board of Commissioners' goal of 16%, available to insure critical services can continue.

### **County Departments and CVCC Experience Increased Service Demands**

As the economy has worsened, demand has increased for many County services, while revenue available to support them has decreased. Human services, public safety, libraries, and parks are all experiencing greater service demands by Catawba County citizens. Services related to monetary, food, and health assistance services continue to realize some of the most dramatic increases and have the clearest ties to the recession. Compared to this time last year:

*As the economy has worsened, demand has increased for many County services, while revenue available to support them has decreased.*

- Crisis assistance applications have increased 31%.
- Family Medicaid applications have increased 19%.
- Food Assistance applications have increased 25%.
- WIC vouchers have increased 5%.
- Child Health Medicaid clients have increased 100%.
- Dental Health Medicaid clients have increased 18%.
- Home Health nursing visits have increased 20%.
- Adult Protective Services reports have increased 93%.
- The number of children entering Foster Care has increased 13%.

Public Safety agencies are also seeing the apparent effects of the economy in their numbers:

- Medical First Response calls have increased 18%.
- Fire investigations have increased 10%.
- Law enforcement incident reports have increased by 64%.



- Community watch requests, domestic violence calls, and suicide attempts have also increased.

During this economic recession, people are increasingly turning to CVCC and the Hickory Metro Higher Education Center to become retrained for new jobs. Enrollment increased in CVCC's Continuing Education Center by 18% and at the Higher Education Center by 26% and will continue to grow as more people find themselves retraining in order to find employment. Graduation rates have increased 5% among GED recipients and 33% in Higher Education.

Finally, people appear to be increasingly turning to County services requiring little or no out-of-pocket costs to entertain their families and obtain needed information. Total circulation at County libraries has increased 2% and computer usage has increased 28%. For some citizens, the public libraries remain their only means of computer access, which is often critical for children completing homework and adults seeking employment. The libraries also offer a variety of free programming such as children's story time, visiting authors, computer classes, and other services. Park use has increased approximately 20%, the largest one-year jump in attendance since their opening.

### **State Funding Reductions and Seizures**

Despite growing service demands, public schools, the community college, and County departments have experienced state funding cuts during Fiscal Year 2008/09, with indications of additional cuts in Fiscal Year 2009/10.

*The State has cut a total of \$6.5 million in funding to schools and County departments.*

- Combined, our three public school systems have sustained just under \$1 million in reductions: Catawba County Schools \$695,017, Hickory Public Schools \$186,481, and Newton-Conover City Schools \$112,140.
- CVCC has reverted \$849,067 and has been placed on a cash management status which will likely result in a loss of over \$2 million by the end of the fiscal year.
- The Governor seized the scheduled distribution of average daily membership (ADM) (\$98,690) and lottery funds (\$547,889). These funds are used for school capital and construction projects.
- The Governor seized a \$2.6 million grant awarded through the Clean Water Management Trust Fund for the planned Mountain Creek Park in Southeast Catawba County. We are hopeful that this funding will be reinstated in Fiscal Year 2009/10.
- Social Services has sustained \$95,000 in reductions, including \$70,000 to Smart Start and \$25,000 to the Child Advocacy Center.
- Public Health has incurred just under \$100,000 in reductions, including \$70,000 to Medicaid, \$18,500 in bioterrorism funds, and \$18,732 in Smart Start funding.
- State aid to libraries was reduced \$17,310.

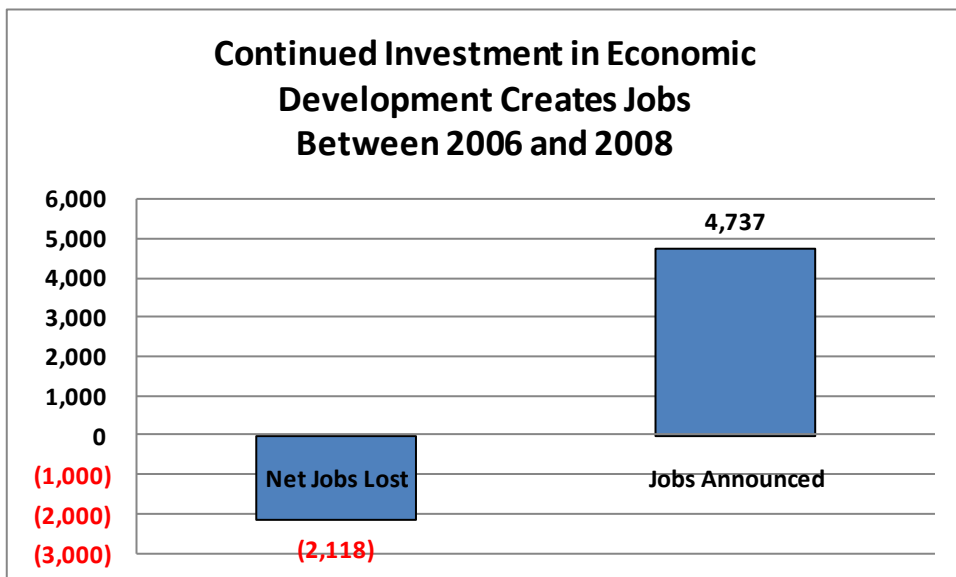
## Legislative Agenda

Moving forward to Fiscal Year 2009/10 there is still a lot of uncertainty at the state level. Catawba County remains active in pursuing its legislative agenda and vigilant in following legislative actions that could have both positive and negative impacts on local government budgets. The Board of Commissioners' main legislative priority remains an increase in the Homestead Exclusion income limit. This change would raise the income eligibility level for the elderly and/or disabled homestead property tax exclusion from \$25,600 to \$35,000. The change will provide much-needed property tax relief for the senior citizens of Catawba County, especially during these difficult economic times.

We continue to monitor State government actions to see if it will try to pass its fiscal problems to local governments. For example, a bill was introduced that would transfer secondary road responsibilities to counties which would cost the County upwards of \$5.8 million or a 4cent increase on the property tax. Catawba County opposes the State passing its responsibilities to county governments.

## Our local economy

The latest unemployment numbers rank the Hickory-Morganton-Lenoir Metropolitan Statistical Area (MSA) the highest in the state at 15.7%. Over the past 12 months, the unemployment rate in the MSA has risen 9.3 percentage points. It is estimated that 27,369 persons in the region's labor force are actively seeking work. While Catawba County's unemployment rate is slightly lower at 15%, it has lost the most jobs between the second quarter of 2007 and 2008 with 3,328 job losses. Although job losses occurred in most sectors, manufacturing with 1,827 jobs lost, administrative and waste services with 897 jobs lost, and construction with 202 jobs lost were particularly hard hit. Some sectors experienced increases, such as health care and social assistance with 405 workers and education with 140 workers.



## Investments in our local economy pay dividends

The County's investment in funding 51.5% of the Economic Development Corporation (EDC) continues to benefit our local economy. The EDC was actively involved in many significant projects during the past several years. Between 2006 and 2008, 4,737 new jobs were created or announced, and will be filled over the next five years, which should mitigate the jobs

lost. New investment generated by economic development projects during this same time totals \$766.3 million. Economic development projects were approved by the Board of Commissioners for Poppelmann in the first half of the fiscal year, resulting in a planned \$5 million expansion of this company. Alone, Williams Sonoma's plans for a potential \$22.5 million expansion to its national home furnishings company could create up to 820 jobs in the next five years. In addition, Target has invested \$56 million in real property and \$46 million in personal property with plans to create up to 500 jobs over the next five years. Other planned investment and job creation in 2008 included a \$4 million call center by Convergys creating 446 jobs, a \$6.2 million call center by Covation creating 913 jobs, a \$4.5 million expansion by Fiber-Line, and a \$3 million expansion by Technibilt creating 162 jobs.

*Between 2006 and 2008, 4,737 new jobs were created or announced. New investment generated by economic development projects during the same time totals \$766.3 million.*

The EDC continues to cultivate product development, advancing and coordinating a Multi-Jurisdictional Business Park, as well as commitments to build a speculative customer service center in Hickory and a speculative industrial building in Claremont to entice investors. Some of the proceeds from the ¼ cent sales tax (\$300,000) continue to be set aside annually in capital reserve to assist with these efforts. As a service to existing industries, the EDC has developed the Helpweb (<http://www.catawbaedc.org/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. Catawba County will host the North Carolina Association of County Commissioners' annual conference August 27-30, 2009. The conference's approximately 500 attendees will stay and shop in the area, so the conference is a perfect opportunity to show off the attributes of Catawba County while helping the local economy. In addition to the North Carolina Association of County Commissioners' annual conference, other statewide organizations are scheduled to have their conferences at the Hickory Metro Convention Center in the upcoming fiscal year -- the North Carolina state chapter of the National Association for the Advancement of Colored People with 500 attendees, North Carolina Septic Tank Association with 700 attendees, and the North Carolina Association of County Directors of Social Services with 800 attendees.

A bright spot for our local economy continues to be the amount of bank deposits. Economists view bank deposits as an indicator of a community's capacity to spur local investment, jobs, and wealth through business loans. Current figures from the Federal Deposit Insurance Corporation (FDIC), which maintains a database

*Catawba County has the 8<sup>th</sup> highest bank deposits (\$2.5 billion) of any county in North Carolina, an indicator of capacity to spur local investment and jobs.*

of bank deposits for each metro area in the United States, indicate that Catawba County has the 8<sup>th</sup> highest bank deposits (\$2.5 billion) of any county in North Carolina.

The rate of home foreclosures is a serious issue facing the national and local economy.

*In 2008, WPCOG staff helped 139 Catawba County property owners avoid foreclosure, and 75 homeowners have already received assistance in 2009. The program seems to be paying benefits as foreclosure starts are down almost 20%.*

Catawba County had 834 foreclosure starts in 2008, up 2% from the prior year. This was less than originally anticipated in

2008 and is believed to be due in part to the Presidential moratorium placed on foreclosures in November and December of 2008, and in part to the efforts of the Western Piedmont Council of Governments (WPCOG) Foreclosure Counseling Program. In 2008, WPCOG staff helped 139 Catawba County property owners avoid foreclosure, and 75 homeowners have already received assistance in 2009. The program appears to be paying benefits as foreclosure starts are down almost 20% while use of the program has increased.

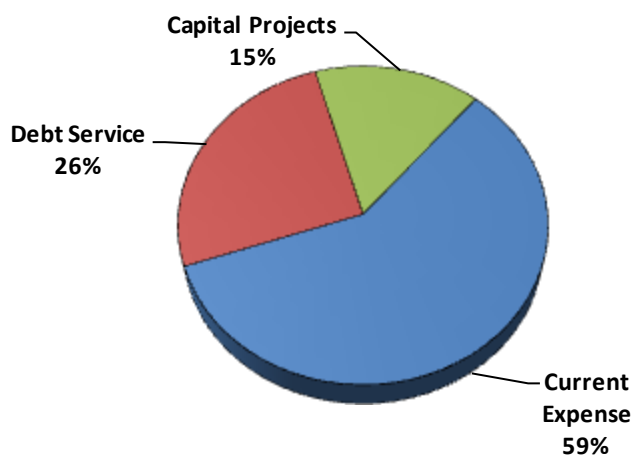
A positive sign for our local housing market is the sales to assessment ratio, which measures the tax value of residential property in comparison to its sale price. Last year, the ratio was 97.2%, meaning homes were selling slightly above the tax value. Since January 2009, this rate has improved to 96.7%, reflecting sales, on average, 3% above tax value.

## EXPENSE HIGHLIGHTS

### Education

Education continues to represent the largest portion of our local budget, with 48.6% of property and sales tax revenues pledged for the instructional costs and capital needs of our three school systems and CVCC. State certified enrollment numbers for the three school systems indicate that there will be a decrease in the number of students next year. This is primarily due to a change made by the State in the date by which children must be 5 years old in order to begin kindergarten, from October 15 to August 31. State certified student enrollment numbers for Catawba County Schools decreased by 362, Newton-Conover City Schools decreased by 17, and Hickory Public Schools decreased by 299, for a net reduction of 678 overall. The state projects there will be a total of 24,586 students

### Catawba County Invests \$67.7 Million in Education



next year. The following year, however, we anticipate an increase in local cost from this delayed student population.

Funding the cost of school operations is clearly the responsibility of the State, but the General Assembly does not adequately fund public schools. This problem has been compounded with the roughly \$1 million reduction made by the State to school funding during Fiscal Year 2008/09. To pay for local teaching positions, teacher supplements, utilities, and other operating expenses, the County provides supplemental dollars. The County is required by the State to fund each school system an equal amount per pupil. This budget funds each school system at the rate of \$1,427 per pupil. At a time when some counties are cutting funds to schools, this is a 1% increase over the Fiscal Year 2008/09 per pupil amount. Included in this amount are funds for programs jointly operated by the three school systems – the Adolescent and Children in Treatment (ACT) Program, Catawba Valley High School, the Conover School for exceptional children, Community Schools, the school bus garage, the early college program at CVCC, and Challenger High School. The budget also continues the equivalent of a penny of the property tax to fund much needed technology updates for all three school systems.

CVCC has been particularly hard hit by State funding reductions with an anticipated loss of almost \$2 million in Fiscal Year 2008/09. At the same time, enrollment continues to rise. In an effort to improve our County's ranking in community college funding, the budget includes a 6.25% current expense increase for CVCC, which will move us from 19<sup>th</sup> to 17<sup>th</sup> in funding out of 58 community colleges. Our goal is to be within the top 15 counties in providing support to our community college, which brings so much to the County in the way of academic improvement and workforce development.

Local dollars and state ADM (average daily membership) funds are used to pay for annual capital needs for the three school systems. We normally receive \$1.3 million annually in ADM funds but these funds are in jeopardy this year. As a precaution, and working with each superintendent, projects were identified as either locally funded or ADM funded. If ADM funds are not received, only the locally funded projects will be completed in Fiscal Year 2009/10. School capital projects in the annual capital outlay budget by funding source are as follows:

- Catawba County Schools:
  - Locally funded projects \$1,946,446: design funds for Arndt Middle School renovations; new buses; a storage building to replace storage area lost at the Annex for needed office space; roofing at Arndt Middle School and system-wide; a dump truck; and renovations to Sweetwater Elementary School for use as an early education services building.
  - Projects that will not be completed if the State eliminates ADM funding \$917,627: property for a new Foard area elementary school; HVAC system upgrades; relocation of the bus fueling station to improve safety; conversion from oil to gas heat at Sherrills Ford and Lyle Creek Elementary Schools; and an increase to the stacking area at Balls Creek Elementary.
- Hickory Public Schools:
  - Locally funded projects \$916,894: asbestos abatement at Hickory High School

- ADM funded projects: Only the asbestos project is included in the budget and phasing is not possible. If ADM funds are not received, the county will fully fund the asbestos project and reduce future year projects equivalent to the lost funding.
- Newton-Conover City Schools:
  - Locally funded projects \$710,347: roofing at the central office and Conover School cafeteria and upgrades to Newton-Conover Middle school to begin its transition to an elementary school. Of this funding, \$73,516 is a result of appropriating balances remaining from completed projects for the school system.
  - Projects that will not be completed if the State eliminates ADM funding \$149,703: gas pack units to operate the heating system at Newton-Conover High School; masonry repairs to the Newton-Conover Middle School gymnasium; and a portion of the funding to convert the middle school to an elementary.
- CVCC – East Campus and Arts Center renovations and campus-wide roofing.

The Capital Outlay Budget also includes \$50 per pupil, a total allocation of \$1,229,300, 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. Each school system has chosen to decrease differing portions of these funds to make up for the loss of ADM funding from the state budget. In addition, the County funds half of the cost of both a construction project manager for Catawba County Schools and a shared construction project manager for Hickory Public Schools, Newton-Conover City Schools, and CVCC. These positions provide critical support in monitoring current construction projects to keep them within budget, ensuring compliance with building code requirements, processing change orders, and working with the schools to ensure that the projects meet their needs. The Project Managers also assist the schools with developing annual capital and 8-year plan requests.

Capital projects for CVCC will help the college to deal with increasing enrollment. Projects include funding for general renovations, safety locks for classrooms, a cooling tower for the Engineering Building, a campus-wide alert system, lawn-mower, maintenance vehicle, and renovations to convert the area used by the old bookstore to classroom and office space.

The budget continues a 4-year school construction cycle as approved in Fiscal Year 2007/08 when the Board of Commissioners committed 2 cents of the property tax and up to \$1.5 million in lottery proceeds annually to pay the debt on \$85 million in projects for public schools and CVCC. This funding allows us to take advantage of lower construction bids and lower interest rates. Projects for Fiscal Year 2009/10 include:

- Catawba County Schools - Arndt Middle School– This 12 classroom addition, renovations, and new access off Sulphur Springs Road.
- Newton-Conover City Schools – planning funds for a new middle school
- CVCC – East Campus and Arts Center renovations and campus-wide roofing.



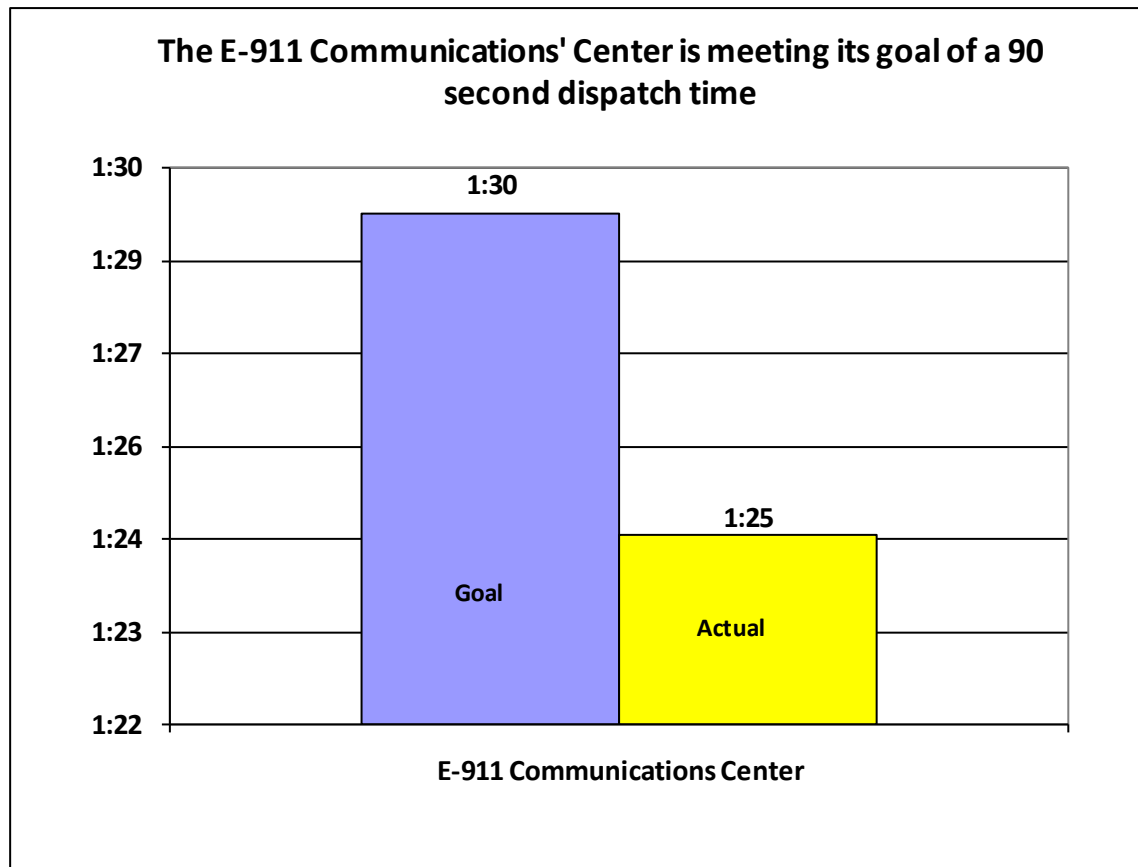
## PUBLIC SAFETY

Despite the recession, there are certain services that must be provided in order to ensure the safety and well-being of citizens. This proposed budget scales back the pace of planned investments in public safety and only adds 3 new positions, building projects, and equipment as follows:

### **Positions:**

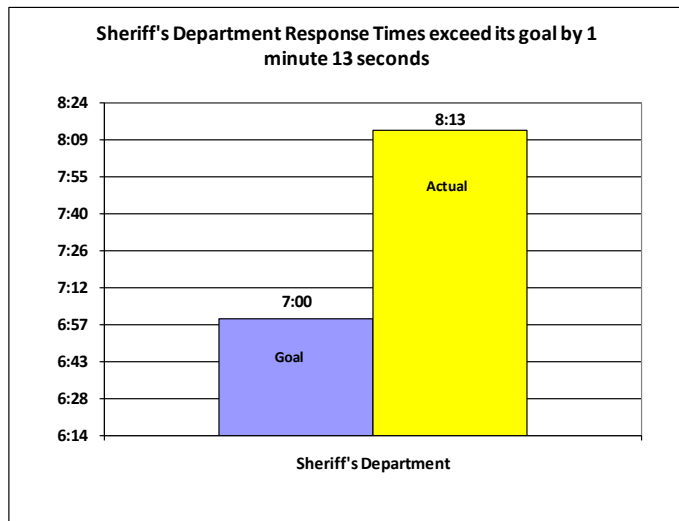
Catawba County remains committed to keeping citizens safe. Maintaining desired emergency response times is critical to achieving this goal.

- The Communications Center has an emergency dispatch goal of 90 seconds from the time a call is received. To continue to meet this goal, 2 additional radio telecommunicators for the 911 Emergency Communications Center are funded October 1. With an increase in call volume of more than 50%, or 1,322 calls per telecommunicator since



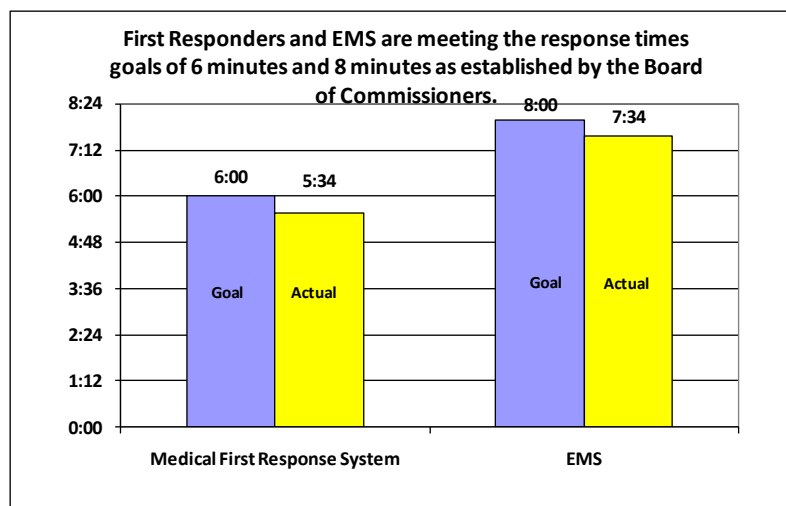
the 2000 Emergency Services Plan was completed, this goal is becoming increasingly difficult to meet. Based on the study recommendations from that plan and national data, the Communications Center developed a strategic plan which indicated the County was at least 5-6 telecommunicators understaffed considering call volume and calls per telecommunicator. Two telecommunicators were added in Fiscal Year 2008/09 with 2 additional planned per year until Fiscal Year 2011/12 to remedy this deficit. Dispatch times, call volume, and staffing levels will be reevaluated annually to determine needs.

- The Sheriff's Department has a 7-minute average response time goal from the time of dispatch to arrival on scene for emergency calls. A comparison of sworn staff per 1,000 persons served conducted last year showed Catawba County Sheriff's Department below the state average for sheriff's offices by roughly 19%. Our comparative understaffing appears to be impacting our response times as we are exceeding our 7-minute emergency goal overall by 1 minute 13 seconds. The proposed budget includes an additional road patrol deputy funded by a United States Department of Justice, Justice Assistance Grant (JAG); the position will need to be funded locally after the first year. The new road patrol deputy will be combined with an existing 3 person traffic unit that is being reassigned to road patrol, which will allow the department to add 1 deputy to each of the 4 road patrol shifts.



The Sheriff's Department has also applied for a U.S. Department of Justice, Community Oriented Policing Services (COPS) grant that would fund salary and benefits for 4 additional entry-level road patrol deputies and a sex offender registry deputy for 3 years. These additional road patrol deputies would further reduce response time. If awarded the County would be responsible for purchasing equipment and paying any operating costs associated with the position. The County would also have to commit to funding the deputies locally for a minimum of one fiscal year following the termination of the grant.

- Emergency Medical Services (EMS) has an 8-minute average response time mandate from the time of dispatch to arrival on scene for emergency medical calls. The Fiscal Year 2008/09 budget included 2 EMTs starting July 1, 2008, and 2 EMTs funded from January 1, 2009 subject to response times and call volume. Upon review, a



decision was made not to fill the positions authorized for January 2009 because the 8-minute response time was being met. Fiscal Year 2009/10 includes the annualized cost for these positions but they will remain vacant subject to continuing review of response times and call volume, enabling the County to react quickly if the response time is not met.

- Property tax increases are recommended for Sherrills Ford, Hickory Rural, and St. Stephens volunteer fire departments to provide increased service. Sherrills Ford assumed responsibility for the former Denver Fire District and is building a fourth base; Hickory will begin providing rescue service in both the city limits and rural district; St. Stephens is now providing medical first response and will be providing rescue.

### **Infrastructure:**

- A portion of the ¼ cent sales tax proceeds will fund Justice Center expansion and a new Public Safety Center:
  - 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. Technology improvements to the courtrooms are also planned.
  - Public Safety Center – The 911 Emergency Communications Center and Emergency Operations Center (EOC) are completely out of room and additional critical equipment cannot be added because of electrical limitations in the Justice Center. Newton EMS Base and EMS Administration is located in the Agricultural Resources Building which is extremely old and no longer meets their needs. A new facility will be built to house these critical public safety functions.
- Jail Expansion – With the recent Jail expansion, the County planned for future needs by building core infrastructure such as a kitchen, Sally port, and video visitation large enough to accommodate future bed expansions. Our investment at the Burke-Catawba District Confinement Facility (BCDCF) continues to pay dividends by enabling us to build and staff fewer beds at the Newton jail now. The inmate population continues to rise approximately 4% annually. As a result, it is anticipated we could again reach our capacity in the Catawba County Detention Center and the BCDCF 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 and reduce costs to taxpayers. To date \$350,000 has been reserved with another \$200,000 planned in Fiscal Year 2009/10. Efforts continue to

*Catawba County is renting beds to the Federal government and Burke County and banking the proceeds to help fund future expansion and reduce costs to taxpayers. To date, \$350,000 has been reserved, with another \$200,000 planned in Fiscal Year 2009/10.*

alleviate jail space needs. The budget continues funding for jail diversion efforts including Electronic House Arrest (EHA), Pretrial Services, and an expanded contract with Repay for Justice System coordination.

- EHA is primarily targeted at keeping individuals delinquent in child support payments out of jail, working, and paying child support but some criminal defendant are also being diverted by Judges. The EHA Deputy has the capacity to monitor up to 15 individuals per day.
  - Pretrial Services continues to work with the courts to ensure all warrants are served at the time of detention, identifying individuals interested in entering pleas, and assisting with bond modifications.
  - Repay will provide contracted services for justice system coordination, assisting the various entities operating within the court system with planning, organizing, and coordinating issues identified in the Justice System Review Report conducted by Tech Solve and accepted by the Board of Commissioners on October 6, 2008. Tech Solve identified numerous areas where the judicial process could be improved and more efficiently use available resources. This process will be overseen by the Court Improvement Board composed of the two Superior Court Judges, the Chief District Court Judge, District Attorney, Sheriff, Clerk of Court, County Manager and County Attorney.
- EMS Base Expansions/Realignments/Replacements - Call volume/demand is forecasted to increase by 55% in the next 8 years. In order to maintain an 8-minute average response time, EMS will have to increase EMS crews and base locations. In the last couple of years, the County has added service hours to its second EMS crew in Newton and added a new part-time crew in Conover, and it plans to add new EMS crews in the Bandys, Mountain View, and the Sherrills Ford areas over the next 8 years. Instead of building new bases, the County will look for opportunities to co-locate with other rescue and fire departments.
- An addition is planned for Bandys Fire Station 2. In a large portion of the Bandys area, EMS is unable to reach locations in 8 minutes while driving the speed limit from current base locations and emergency calls in the Bandys area have increased by 35% in 3 years. Also, the Western Piedmont Council of Governments has forecasted that the Bandys area will grow by 16% to 20% in the next 8 years. Emergency calls in the Bandys area have increased by 35% in 3 years.
- Because Hickory City Fire Department and St. Stephens Volunteer Fire Department provide medical first response and will assuming responsibility for rescue, the Hickory Rescue Squad district is now substantially the southwest portion of the County. In order to increase response times, a new rescue squad base will be constructed on County owned property in Mountain View and designed to add an EMS unit in the future. Additionally, land has been offered to Hickory City for a future fire station. These actions are in concert with the County's Emergency Services Strategic Plan.

- **Animal Shelter Renovations and Expansion** – The Catawba County Animal Shelter provides service for the County and its 8 municipalities. An expansion and renovation of the Animal Shelter is planned for Fiscal Year 2010/11. Planning and start up funds are included in the Fiscal Year 2009/10 budget. The current Animal Shelter is over 20 years old and is averaging 200 animals per day, while its capacity is 87. Due to its age the Animal Shelter has some design flaws. It was not designed to meet the current capacity of animals being housed or the newest treatment options. There is no separate entrance for animals that are surrendered by owners, 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 euthanize animals that would otherwise have been adoptable. The current facility lacks adequate office and storage space for perishable food items and other equipment necessary to operate. There is also no space for officers to meet with citizens in a private area. Because of inefficient design, the Shelter also requires constant cleaning with at least two staff members to meet State requirements. The constant moving of animals in the current Shelter puts staff at increased risk for bites.

***Equipment:***

Public Safety agencies use a variety of equipment that is critical to providing services to citizens. The budget includes 5 replacement ambulances, 17 replacement law enforcement vehicles, and a jail van. These units have all exceeded established replacement cycles and, if not replaced, may no longer be safe for daily emergency operations.

The budget also plans for new 800 MHz radios for public safety personnel. One of the major problems identified in the 9/11/2001 tragedy was the inability of public safety agencies to communicate with each other because radio systems weren't interoperable. Catawba County has been phasing in an interoperable 800 MHz public safety communications network for the last several years by capitalizing on partnerships with other local jurisdictions and the North Carolina State Highway Patrol (NCSHP) including actively pursuing State and Federal grant funds. The NCSHP VIPER network was built for public safety interoperability across the state. Catawba County has identified the need for 129 mobile and 179 portable 800 MHz radios to enable the Sheriff's Office, EMS, Emergency Management, Public Health, and Animal Services to begin using the VIPER infrastructure. Plans are to phase the purchase of these radios in over a 4 year period, targeting law enforcement and EMS first. To the extent possible, County funds will be used to provide matching money for grants enabling us to acquire 800 MHz radios sooner. As an example, the County worked with all Catawba County fire departments and rescue squads to submit a grant that would provide these agencies with the needed radios. EMS radios can also be funded by this grant but only due to the joint cooperation of the County and the fire and rescue departments in submitting the grant. The grant requires a 20% match, of which, the County will provide 15% and the other agencies will provide 5%. The 15% match the County will provide is less than the cost of supplying EMS completely with radios outside the grant, allowing more agencies to use the 800 MHz system sooner.

## TECHNOLOGY

The County continues to invest in technology designed to improve staff's ability to deliver service to the public and improve overall efficiency. The implementation of online payment for selected Catawba County departments will be completed by July 1, 2009, and the online permitting options will be completed by December 1, 2009. Property taxes are already being collected online, with over \$2 million collected to date.

The County strategically allows County employees to work away from an office environment, which keeps them in the field more hours, reduces office costs, and provides better service to the public. To date, funding mobile applications has produced the following benefits:

- Each EMS unit now has a GPS unit enabling the 911 Emergency Communications Center to dispatch the closest unit to a call rather than simply dispatching based on response areas. This technology, on average, has reduced response times around the country by six seconds.
- Sheriff's deputies use laptops with air cards in vehicles send incident, arrest, and supplemental reports. Officers can also receive email, fill out timesheets, and use the internet for crime data while in the field. This technology has increased patrol time by an estimated two hours per day per officer.
- Building Services uses laptops and air cards to perform building inspections, which has given the division the capacity to conduct a total of 22 more inspections per day.
- Public Health uses mobile technology for Environmental Health, School Nurses, and Home Health Nurses. This enables staff to stay in the field performing their jobs instead of in the office and reduces the demand for office space by allowing workers to more easily share smaller areas when they do have to come to the office.
- Maintenance employees now receive and update status on work orders using Blackberry phones in the field, instead of returning to the office.
- Fire/Rescue Services can access inspection history, permit information, and inspections forms from their vehicles.
- Social Services has 44 employees that telecommute in areas such as Family N.E.T., Adult Services, Children's Services, Family Support Services, and Child Support that work from home part of the week, reducing demand for new office space.
- The Mobile Command Post has proved invaluable when deployed by allowing public safety agencies to operate in the field as if in the office. Through the use of internet access, satellite phone and television capabilities, topographical plotting and printing capabilities it can even serve as a temporary remote 911 Emergency Communications Center.

Mobile technology expansions are planned in the areas of Tax Appraisal, Code Enforcement, and Social Services. In all three areas, some employees will be provided laptops and air cards so they can provide more service to the community without having to come back to the office constantly. For example, in the Social Services Department, selected child welfare workers, on call social workers, and community support workers will receive laptops and air cards, allowing them to reach more of the County's citizens who are in need of help.



## **WATER AND SEWER**

As the County continues to grow, so does the demand for clean drinking water and sewer services. The County currently has over \$100 million in water and sewer projects proposed or requested by citizens and municipalities. To help address these needs, 1.5 cent of the property tax rate and \$1.45 million of the ¼ cent sales tax are dedicated to funding strategic water and sewer needs in cooperation with municipalities. Water and sewer projects planned for Fiscal Year 2009/10 include:

- Highway 150 Sewer, estimated to cost \$9.66 million. This project will be connected to the South East Catawba County (SECC) Wastewater Collection System at Sherrills Ford Elementary School. It will consist of approximately 85,000 linear feet of varying sizes of sewer lines and pumping stations. This project will affect 81 existing residential units and 38 existing commercial/business entities. It will also provide sewer service to the new Highway 16/150 intersection.
- Hickory-Catawba Wastewater Treatment Plan Upgrade. The project is estimated to cost \$7.5 million, of which, 50% is Catawba County's cost. This project, in cooperation with the City of Hickory, will upgrade/expand the existing Hickory-Catawba Wastewater Treatment Plant from its current capacity of 225,000 gallons per day (gpd) to 1.5 million gpd. This project will eventually serve 1,500 homes in the Key Harbor Development, Sherrills Ford Elementary School, an existing business on Sherrills Ford Road, two existing residences on Sherrills Ford Road, the proposed Village Center development, and all of the residential and commercial/business entities listed with the Highway 150 Sewer Project.
- Blackburn-Plateau Water Loop. This project has an estimated cost of \$3.6 million and is funded by a \$3 million Federal stimulus grant/loan. The water loop will provide municipal water to the proposed Propst Cross Road Fire Department, municipal water along the western and southern boundaries of the Blackburn Landfill, municipal water and fire protection to a proposed economic development project, the expansion of Catawba Valley Mills Manufacturing Facility (Ashfar Enterprises, Inc.), and municipal water and fire protection to a proposed economic development project at the intersection of Startown Road and US Highway 321. The project also provides a necessary supply loop to future businesses and a secondary water supply loop to the Town of Maiden and the Southeast Catawba County Water Supply System, in the event of a problem with the City of Hickory water supply main on Startown Road.
- Blackburn Elementary School Sewer. This project has an estimated cost of \$580,000 and will provide municipal sewer service to Blackburn Elementary School and other properties along the route.
- Heatherbrook Subdivision Water. This project has an estimated cost of \$325,000 and will provide water to the Heatherbrook Subdivision off of NC Highway 10 West. This project was initiated by a petition from the residents of the subdivision and will provide water service to 44 residential lots.

## LIBRARIES AND PARKS

Despite the recession, the Southeastern Catawba County area is projected to grow by 32% over the next eight years and it is important to continue with planned investments. Fiscal Year 2009/10 will be the third of four years during which funds will be set aside for a new branch library facility in Sherrills Ford. Land for the project was negotiated as part of the Crescent Resources development agreement. Construction will be coordinated with the Village Center in order to reduce road and utility infrastructure costs. Friends of the Sherrills Ford Library are trying to raise funds to also provide community meeting space and a privately operated coffee shop.

*Despite the recession, the Southeastern Catawba County area is projected to grow 32% over the next eight years.*

The Board of Commissioners adopted a Parks Master Plan in December 2007 to expand passive recreation opportunities in the County. Future park expansions are planned at Mountain Creek and Bunker Hill Bridge. Plans are to pursue grant funds for both parks so grant availability will determine the timing for development of each site. A \$2.6 million Clean Water Management Trust Fund grant was approved by the Clean Water Trust Fund Board of Trustees in Fiscal Year 2008/09 for the acquisition of Mountain Creek Park in southeast Catawba County. The County is supposed to receive the grant in Fiscal Year 2009/10; however, the grant is subject to the approval of the Governor, and with the current fiscal problems at the State level, the funding could be diverted. Regardless of the grant approval, the County is to receive 300 acres of land for the park through a development agreement with Crescent Resources. The Fiscal Year 2008/09 budget included \$300,000 with an additional \$150,000 set aside in Fiscal Year 2009/10 to allow the County to capitalize on available grant opportunities.

## HUMAN SERVICES

During these turbulent economic times, an increasing number of citizens have found themselves in need of assistance, many for the first time in their lives. The budget maintains local investment in human service agencies even as some State revenues are reduced.

### ***Public Health***

Public Health's budget decreased 2% compared to the prior fiscal year. The economy has had a negative impact on Environmental Health revenues which are estimated to decrease almost 50% during Fiscal Year 2008/09. As a result of the housing slowdown, well and septic tank inspections revenues alone decreased 15%. The budget eliminates part-time wages for the Environmental Health as a result of these revenue losses.

State funding reductions are the primary reason for service changes. Personnel and operating costs were reduced or eliminated in various areas as a result of lost funding as follows:

- Due to State funding cuts, Catawba County Schools were forced to cut 2 nurse positions, which will not be funded in Fiscal Year 2009/10. In addition, School Nurse Initiative and

Department of Human Resource Teams and school nurse programs at Catawba Valley Medical Center, Catawba County Schools, Newton/Conover City Schools, and Hickory Public Schools have seen decreases in staff costs and subsequently operational costs because all area school nurses are slated to go from 100% work schedules to 90% schedules. Several years ago, a goal was established to provide 1 nurse per 1,000 students in our 3 school systems. We are doing better than this goal in the Hickory Public School (1:880) and Newton-Conover School (1:944) Systems, but the decision by Catawba County Schools to reduce contract funding means we will no longer meet the goal in this system (1:1157).

- Smart Start Dental Education Program – State Smart Start funding to Public Health has been decreased resulting in the elimination of the Smart Start Dental Education Program and a dental health educator position. The Early Childhood Support Team will assume the duties of the Smart Start Dental Education Program.
- Several positions will be unfunded in the upcoming fiscal year as a result of State funding reductions, including a child service coordinator nurse position; a charge nurse position in Adult Health; and a nurse practitioner position.

While the Public Health Department has seen decreases in funding from the State and less revenues from certain operational areas, it has witnessed an increase in demand in many service areas because of the economic downturn. The following are some of the increases:

- Child Health client accounts for Medicaid have increased by 100%.
- Home Health visits have increased by 20%.
- Dental client accounts have increased by 18%.
- The use of vouchers for the Women, Infants, and Children program has increased by 5%.

On a positive note, the cost of uncompensated care increased only \$53,022 in Fiscal Year 2007/08 to \$1,617,152, which is far less than the \$164,000 increase experienced the previous fiscal year. Among the reasons for the slowing increase in uncompensated care:

1. North Carolina eligibility guidelines changed with regard to verifying individuals' pay before rendering service. Prior to these changes Public Health had to take income declaration of how much money a person made. Potential patients must now bring a document confirming their income, so Public Health staff can determine if the individual qualifies for service and at what pay rate they will be charged.
2. Better collection practices, such as additional translator time was added to the clinics to assist with collection from Spanish speaking clients, have been put in place for reception area staff following a collections training the staff completed in the last year.
3. Prenatal eligibility has increased to 250% of the Federal poverty level. This change allows Public Health to see individuals with more resources and who are more apt to pay their bills.
- 4.

## ***Social Services***

Social Services' budget decreased 8% from last fiscal year due primarily to long awaited Medicaid relief for counties. In passing Medicaid relief, our State finally joined 49 others that do not require their counties to help fund Medicaid Services. In exchange, counties gave up ½ cent of sales tax revenue. This turned out to be a particularly good trade for counties since Medicaid expenses have been growing approximately 9% each year. With the current economic downturn, this percentage is probably higher.

*Through Medicaid relief, the State has assumed costs previously incurred by counties. In exchange, counties gave up ½ cent of sales tax revenue.*

Social Services' budget decrease is not all positive, as the Department will see reductions in State funding for programs such as Smart Start. At the same time, demand has increased in numerous areas without a commensurate funding increase. For example, Social Services has had to augment its budget for foster care in Fiscal Year 2009/10 because of a 13% increase in children entering the program. Food Assistance demand has grown by so much that Social Services has had to transfer three employees from other service areas to help with the increased need. The following areas have also seen service level growth in the last year:

- Adult protective services reports have increased 93%.
- Crisis assistance applications have increased 31%.
- Family Medicaid applications have increased 19%.
- Food assistance applications have increased 25%.

For Fiscal Year 2009/10, Social Services established 30 outcomes as part of the Department's performance based budgeting, which reflect continued efforts to work with citizens toward self-sufficiency while increasing the focus towards assisting Catawba County families with critical needs in these tough economic times. Social Services has a goal of assisting over 4,000 citizens with basic needs (rent, utilities, medications, medical supplies). In addition to providing crisis assistance, the Department will refer citizens to other appropriate resources in the area for help (e.g. food assistance, Medicaid, Catawba Cooperative Christian Ministries, Greater Hickory Cooperative Christian Ministries, and the Salvation Army).

Social Services continues to coordinate efforts to help Catawba County citizens struggling to cope with an uncertain economy. One such effort is distribution of the NACo (National

*Catawba County citizens have saved over \$1.6 million on prescription drug purchases since the inception of the NACo prescription drug card in Catawba County in 2006.*

Association of Counties) prescription drug card. This free discount card, available to every family residing in Catawba County, provides citizens with an average savings of 27% off regular retail prices for most prescription drugs. Catawba County

citizens have saved over \$1.6 million on prescription drug purchases since the program's inception in Catawba County in 2006. There is no cost to taxpayers for participation in this program and the County does not receive any revenue from its usage. Cards can be obtained at

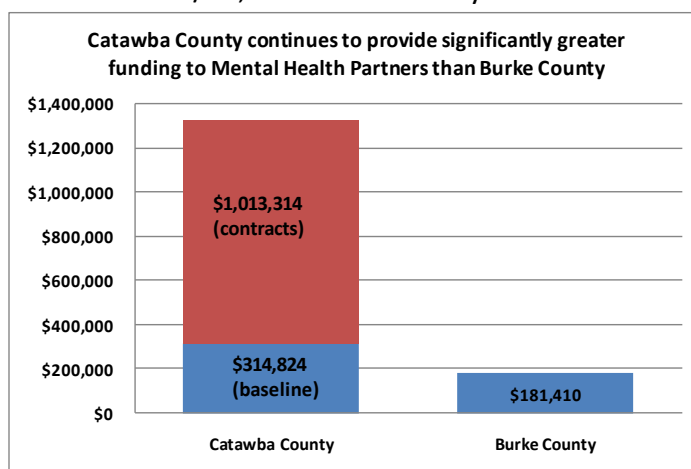
Socials Services, Public Health, all Catawba County and Hickory City Public Libraries, West Hickory Senior Citizens Center, Cooperative Christian Ministry of Hickory, Eastern Catawba County Cooperative Christian Ministry in Newton, the Salvation Army, Centro Latino, and many local pharmacies.

### ***Mental Health Partners***

Effective July 1, 2008, Mental Health Services of Catawba County and Burke County formally merged into a multi-county area authority called Mental Health Partners. This merger was a result of State mandated Mental Health Reform, which was phased in over four years.

Catawba County continues to provide funds to the authority that match Burke County's per capita contribution (\$2.027). For Fiscal Year 2009/10, Catawba County's baseline funding amount is \$314,824 and will be used for core Mental Health services such as guardianship, law enforcement overtime costs associated with involuntary commitments, client emergency assistance, and psychiatric support.

Services which exceed the baseline funds are subject to contract with Mental Health Partners on a year-to-year basis, based on need and performance. Contracted services for Fiscal Year 2009/10 total \$1,013,314 and will be split equally between Family N.E.T. and Catawba Valley Behavioral Healthcare (CVBH). This division of funding recognizes the new realities of mental health under the reformed system. Family N.E.T. is a County run program within Social Services. CVBH is an independent entity operating primarily with State, Federal, and private party fee for service revenues. The first priority for County dollars must remain in funding County programs. This funding distribution also recognizes rent reductions provided to both CVBH and LifeSkills which occupy County-owned buildings, saving these programs over \$323,000.



To assist with the mental health reform transition, Catawba County agreed almost 30 months ago to allow CVBH and LifeSkills to occupy their current facilities until June 30, 2009. The County is willing to make a long-term commitment to LifeSkills to enable it to occupy its current location indefinitely as the space was designed to meet the program's needs when it was built. CVBH has been notified of the County's intent to reuse the former Mental Health Building by January 1, 2010. The building will be used by Public Health for a Dental Clinic, allowing the department to provide the Women, Infants, and Children (W.I.C.) program much needed growth room in the main Public Health building, and to enable Social Services to locate all staff on the same campus, thereby reducing rental expenses for Family N.E.T.

## GREEN INITIATIVES

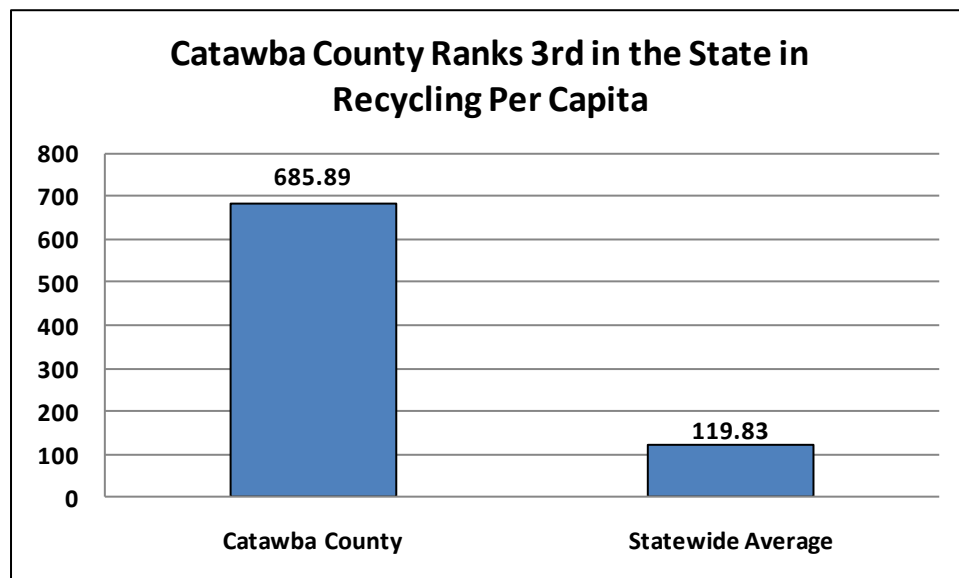
### ***Recycling efforts***

Recycling 19% of its waste, Catawba County continues to be a leader in recycling, ranking 3rd in the state in 2008. The County recycled 686 pounds of material per person, six times the state average of 119.83 pounds. This is an increase of 34% in recycling pounds per person over the previous year.

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. At the most recent event in May 2009, 675 vehicles representing 941 households dropped off 40,467 pounds of household hazardous waste and 39,620 pounds of electronic waste.

### ***EcoComplex***

The County continues efforts to expand the EcoComplex at the Blackburn Landfill, a public-private partnership to take advantage of cooperative relationships to the benefit of the environment and local economy. Private companies have been recruited to co-locate operations with the Landfill. Waste products from the businesses and the Landfill are converted into energy to operate the Landfill's methane-gas-to-energy operations, the businesses, and a proposed sludge maintenance facility.



Several companies are already operating at the Landfill and others are planned for the future. Gregory Wood Products has been operating since August 2005 and PalletOne became operational in 2007. Though the wood products industries are down, as a whole, due to the economy, both companies continue to have operations, albeit downsized, at the EcoComplex. It is expected that once the economy and wood products industries improve, operations will normalize at both PalletOne and Gregory Wood Products. The County is continuing negotiations with greenhouse companies interested in locating in the EcoComplex. Appalachian State University (ASU) has received a grant from the Golden LEAF Foundation for a biodiesel research facility to be located in the EcoComplex. This facility will use the electricity and heat created by the County's existing co-generation units. The Biodiesel Research and Production Facility's construction is set to begin during the summer of 2009. Catawba County has been awarded a grant from the North Carolina Biofuels Center in

the amount of \$150,000 to go towards construction and equipment for a Feedstock Crushing Facility. This facility is the beginning of the biodiesel process. As feedstock crops are harvested, this facility will prepare them for conversion to biodiesel.

County staff is currently reviewing responses to the RFQ/RFP for a bioenergy facility that will be located in the Eco Complex. This bioenergy facility will convert biomass (sawdust, wood and cellulosic waste) from Gregory Wood Products, PalletOne, and the Blackburn Landfill into useable “green” energy in the form of steam and heat. This energy will be used by Gregory Wood Products and Pallet One in their wood drying kilns and it will also be used by the County in the sludge management facility and to generate electricity. Private funds will be used to design, build, and operate the facility, and the County will take ownership of the facility over a period of time, which is anticipated to be 20 years.

In addition to these efforts, Catawba County continues to extract methane gas from buried Landfill refuse, which is then burned to generate electricity. The Blackburn Landfill Facility handles approximately 464 tons of waste per workday. The County’s Landfill Gas to Energy Facility has averaged almost 14,000 mega-watts of electricity over a ten-year production period with a credit of \$4,643,331. In the current fiscal year, the facility is on pace to produce 12,500 mega-watts with a credit of \$406,537. Despite selling the energy, the County retains the credit for producing clean energy. A Renewable Energy Attributes market is developing in the United States that involves the buying and selling of renewable energy ‘credits’ in intra- and inter-state transactions. Catawba County is in a position to financially benefit from this new market. As a result, the County also sells Green Credits through 3Degrees, a brokerage company that specializes in providing energy-trading services. Combined revenue from energy sales and green credit sales is in excess of \$450,000 annually. These innovations have also helped to keep tipping fees low.

Catawba County’s solid waste operations continue to function as an enterprise fund requiring no tax revenue. County residents and businesses pay the lowest fees in the area, and the County’s stewardship has resulted in extending the life of the Blackburn Landfill for at least 65 years.

*The County’s stewardship has resulted in extending the life of the Blackburn Landfill for at least 65 years.*

### **Going Green**

Through daily practice, Catawba County promotes a culture among staff and the community of positively impacting our environment. Some of these activities are performed at an organizational level, while others are performed at an individual level. In many cases “going green” not only helps the environment but saves money. Below are highlights of some of the efforts taking place:

- LEED is a third-party certification program and the nationally accepted benchmark for the design, construction, and operation of high performance green buildings. LEED is a third-party certification program and the nationally accepted benchmark for the design, construction, and operation of high performance green buildings. The new Snow Creek Elementary is LEED certified and plans are to obtain certification for Newton-Conover

Middle School, the Animal Shelter addition, Public Safety Center, and the Biofuels building at the Blackburn Landfill. While initial costs are slightly higher to construct LEED certified buildings, the increased building costs are usually recouped within 5-10 years from decreased operating costs money saved over the life of the structures.

- Existing building are being retrofitted with more energy efficient light fixtures, adding motion sensors to lights in public areas, installing water-saving plumbing fixtures, and upgrading HVAC systems.
- All departments are encouraged to purchase environmentally friendly products when possible. The County's Purchasing Division tracks the amount spent on "green" products. Halfway through Fiscal Year 2008/09, the County had spent \$136,652 on environmentally friendly and recycled products compared to \$33,426 from the same period in the previous year.
- County departments continue to reduce paper consumption by scanning documents for electronic rather than paper circulation; processing purchase orders, timesheets, expense reports, maintenance orders, vendor payments, benefits, and payroll electronically; and simply reminding employees to think before they print.
- The County's Hybrid Fleet has grown to 20 vehicles. These vehicles are being used in Social Services, Tax, Purchasing, and Building Services.
- Fleet Maintenance continues to purchase and employ B-10 biodiesel fuel.
- Facility maintenance staff place two workers per truck and receive work orders electronically, thereby limiting trips between job sites and the office.
- Rainwater is being captured for use in the County's outdoor landscaping.
- North Carolina Cooperative Extension has numerous programs involving green education. Examples include: conducting workshops on increasing knowledge and awareness of energy conservation and improving environmental stewardship; leading a water conservation program that resulted in a mailer being sent to 18,000 water consumers; and creating a Catawba County Green blog on the Catawba County Government website, which provides tips on home and workplace energy conversation.
- Keep Catawba County Beautiful (KCCB) was established to promote education and responsible behavior regarding littering, recycling, proper solid waste management, and beautification through positive individual and community involvement which will enhance the quality of life for all. KCCB is comprised of local business leaders and members of the community, as well as members of various local governments, to help educate and promote to the citizens of Catawba County the importance of being environmentally conscious.
- The Catawba County Board of Commissioners adopted a Voluntary Agricultural District (VAD) program during the last year fiscal year. The program allows Catawba County to adopt farmland preservation ordinances to establish local VADs; areas where commercial agriculture is encouraged and protected. They provide a series of benefits to farmers willing to restrict non-agricultural development for ten years. County commissioners appoint advisory boards to administer the districts. VADs can provide County officials with feedback on the impact of public policy on the loss of farmland.



- The County Libraries will serve as a community resource center for “green” practices by collecting and promoting information that encourages businesses and households to limit their negative impact on the environment.
- Building Services implemented a new Green Construction Permitting Incentive Plan, providing reduced permit fees of 25% or 50%, for building in accordance with LEED, Energy Star, and/or North Carolina Healthy Built Homes. The incentive based fee structure is intended to promote and increase renewable/sustainable energy technologies and green building certifications for homes and commercial buildings.

## **HUMAN RESOURCES**

This proposed budget includes an increase of three FTEs in public safety, two of which require County funds. These include two Radio telecommunicators in keeping with the Emergency Services Plan. The remaining position is a road patrol deputy which will be paid by a United States Department of Justice, Justice Assistance Grant (JAG), for one year.

Sixteen positions are not funded in Fiscal Year 2009/10 and one position is abolished:

- 6 Building Inspectors
- 2 Solid Waste positions
- 1 GIS Programmer Analyst
- 1 Deputy Register of Deeds
- 1 Criminal Justice Academy Officer
- 2 School Health Nurses
- 1 Child Service Coordinator Nurse
- 1 Adult Health Charge Nurse
- 1 Nurse Practitioner
- 1 Dental Health Educator - abolished

If service demands increase and funding is available, some unfunded positions could be filled.

The budget does not include a cost of living adjustment or performance pay for County employees. A limited amount of funding continues to be included to address pay inequities to keep us competitive with other jurisdictions through our annual reclassification study. Health insurance costs increased in Fiscal Year 2008/09 primarily due to one time large claims and funding to the self insurance fund was increased as a hedge against similar one time large claims next fiscal year. We have had a positive experience with our Wellness Program in helping to control our costs, and continue to require annual physicals and participation in the County’s health screening in order to catch potential problems early, thereby decreasing costs in the long run.

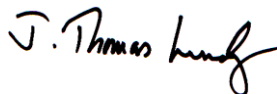
## CONCLUSION

Catawba County continues to be strategic, yet conservative, as it deals with the changing landscape in both the economic base and the growing and diverse population. This is a conservative budget that balances state and local revenue reductions while continuing to meet increasing citizen needs resulting from the current economy. It ensures that critical services continue to be delivered in a timely and effective manner, and keeps the County poised to attract new businesses and jobs. Accordingly, the budget makes modest investments in public safety, education, and economic development while maintaining the current property tax rate of \$0.5350 cents per \$100 of valuation.

The coming year will present continuing challenges for our citizens and County government as the economic recession continues. As we prepare to meet these challenges we will continue to be cautious to ensure the budget remains balanced and revenues are received before funds are spent. Targeted reductions to economically sensitive services where demand has decreased have been made. At the same time, we believe it is important to continue with planned investments that have low operating impacts. Governments in general, but particularly local governments, walk a thin line in that retrenchment of planned spending can actually worsen the economy rather than helping to stimulate it. The budget invests in public school, community college, public safety, and water and sewer infrastructure to bring construction business to the community and take advantage of low interest rates.

This budget message, as well as the complete budget document, may be accessed on the Internet at [www.catawbacountync.gov](http://www.catawbacountync.gov) or any of the public libraries in Catawba County.

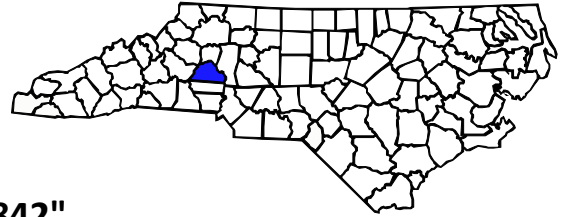
Respectfully Submitted,

A handwritten signature in black ink, appearing to read "J. Thomas Lundy". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

J. Thomas Lundy  
County Manager



# **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 10<sup>th</sup> 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 3<sup>rd</sup> 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 8<sup>th</sup> best city in the State for its quality of life. Catawba County was just listed by *Southern Development & Business*

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

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

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

Catawba County has 40 public schools with just under 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.

## Business and Economic Development

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

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

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

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

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

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

# **CATAWBA COUNTY, NORTH CAROLINA**

## **STATEMENT OF PHILOSOPHY**

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

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Catawba County  
North Carolina**

For the Fiscal Year Beginning

**July 1, 2008**

President

Executive Director

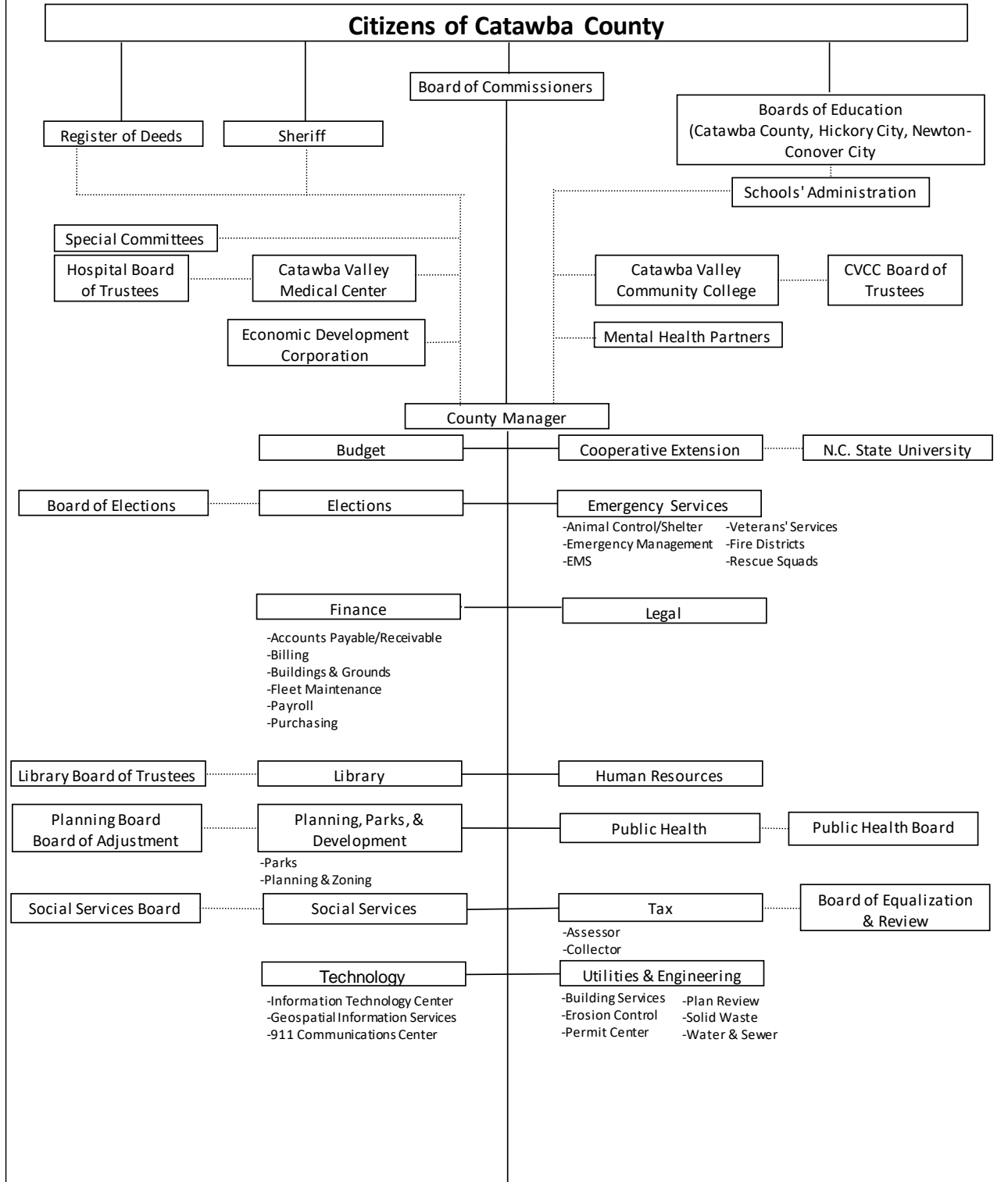
The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Preparation to Catawba County for its annual budget for the fiscal year beginning July 1, 2008.

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**

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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, 2009, and ending June 30, 2010. 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 30<sup>th</sup>.
- 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 15<sup>th</sup>.
- The recommended budget must be given to the Board of Commissioner no later than June 1<sup>st</sup>.

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

#### **FISCAL YEAR 2009/10 BUDGET CALENDAR**

**Friday, January 9, 2009**

Mid-year report on outcomes due from all departments

**Friday, January 23, 2009**

Fiscal Year 2009/10 outcomes due from all departments.

**Friday, February 13, 2009**

All budgets 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 16, 2009**

Recommended budget sent to County Manager

**Monday, March 23, 2009**

First round budget hearings with County Manager

**Tuesday, March 24, 2009**

First round budget hearings with County Manager

**Wednesday, March 25, 2009**

First round budget hearings with County Manager

**Monday, March 30, 2009**

Second round hearings with Manager as needed

**Friday, May 29, 2009**

County Manager's recommended budget sent to Board of Commissioners

**Monday, June 1, 2009**

Press Conference

**Monday, June 15, 2009**

Board of Commissioners' hearings with departments

**Monday, June 15, 2009**

Public Hearing and Wrap-up

**Wednesday, June 17, 2009**

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 1<sup>st</sup> 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 31<sup>st</sup> 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 30<sup>th</sup>, 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 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 2008 was \$35,804,493 or 20.2% of the General Fund expenditures for that fiscal year. The Fiscal Year 2009/10 budget appropriates \$3,024,897 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 ½% general fund fund balance.

<b>General Fund Types</b>	<b>6/30/2008</b>	<b>Est. 06/30/09</b>	<b>Appropriated</b>	
			<b>FY 2009/10</b>	<b>Est. 06/30/10</b>
General Fund (110)	33,860,413	35,240,000	2,899,897	36,135,000
Self Insurance (115)	1,889,006	1,200,000	333,950	1,300,000

### 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 2008 totaled \$10,935,843.

Special Revenue Fund Types	6/30/2008	Est. 06/30/09	Appropriated	
			FY 2009/10	Est. 06/30/10
Emergency Telephone (202)	1,340,676	1,600,000	0	1,800,000
Community Alert System (204)	0	50,000	26,577	75,000
Narcotics (205)	122,405	140,000	32,000	130,000
Reappraisal (210)	59,229	40,000	0	20,000
General Capital Reserve (225)	172,809	300,000	86,288	600,000
Water & Sewer Reserve (230)	1,780,894	2,200,000	0	2,500,000
Hospital Capital Reserve (235)	4,960,687	5,100,000	0	5,300,000
Rescue Squads (240)	107,216	100,000	67,098	50,000
Library Endowment (250)	240,662	250,000	0	260,000
Gretchen Peed Scholarship (260)	32,234	35,000	0	37,000
Parks Preservation (270)	109,648	125,000	0	150,000
Community Development (280)	(5,557)	5,000	0	10,000

### Capital Projects Funds

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

Capital Projects Fund Types	6/30/2008	Est. 06/30/09	Appropriated	
			FY 2009/10	Est. 06/30/10
General Capital Projects (410)	12,201,263	13,000,000	2,535,006	12,000,000
Water & Sewer Construction (415)	30,589,831	0	2,386,000	0
Schools' Capital Projects (420)	15,477,393	16,000,000	3,112,338	13,000,000
Schools' Construction (423)	19,669,388	12,000,000	600,000	8,000,000
School Bond Capital - 1997 Series (427)	88,503	30,000	0	0

### 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, 2008, the Solid Waste Management Fund had a fund equity of \$30,817,381.

Enterprise Fund Types	6/30/2008	Est. 06/30/09	Appropriated	Est. 06/30/10
			FY 2009/10	
Water & Sewer (515)	0	30,000,000	0	27,500,000

## REVENUES

Catawba County has nine revenues sources: Property Tax, Sales Tax, Other Taxes (Privilege Licenses, 911 Surcharge, Fire District Tax), Intergovernmental Revenues (funds received from the State and Federal government), Permits and Fees, Miscellaneous (ABC Profits, Cable TV Franchise, Donations), Fund Balance, Other Sources (Transfers, Special Contingency, Insurance Premiums), and Fines and Forfeitures (fees collected by the Courts and distributed entirely to schools). Property Tax is levied and collected by the County on all real estate and personal property (vehicles, machinery). The value of real property was set in 1990 and the projected for 2009/10 is based on average increases in new construction and renovations over the last five years.

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

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

Where possible, the County charges fees for services it provides and uses the revenue from these fees to offset the cost of providing the service. A good example of this is the fee charged for ambulance service. Revenues from these ambulance fees are estimated to be \$4,300,000 in Fiscal Year 2009/10. These revenues will help offset the \$7.6 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

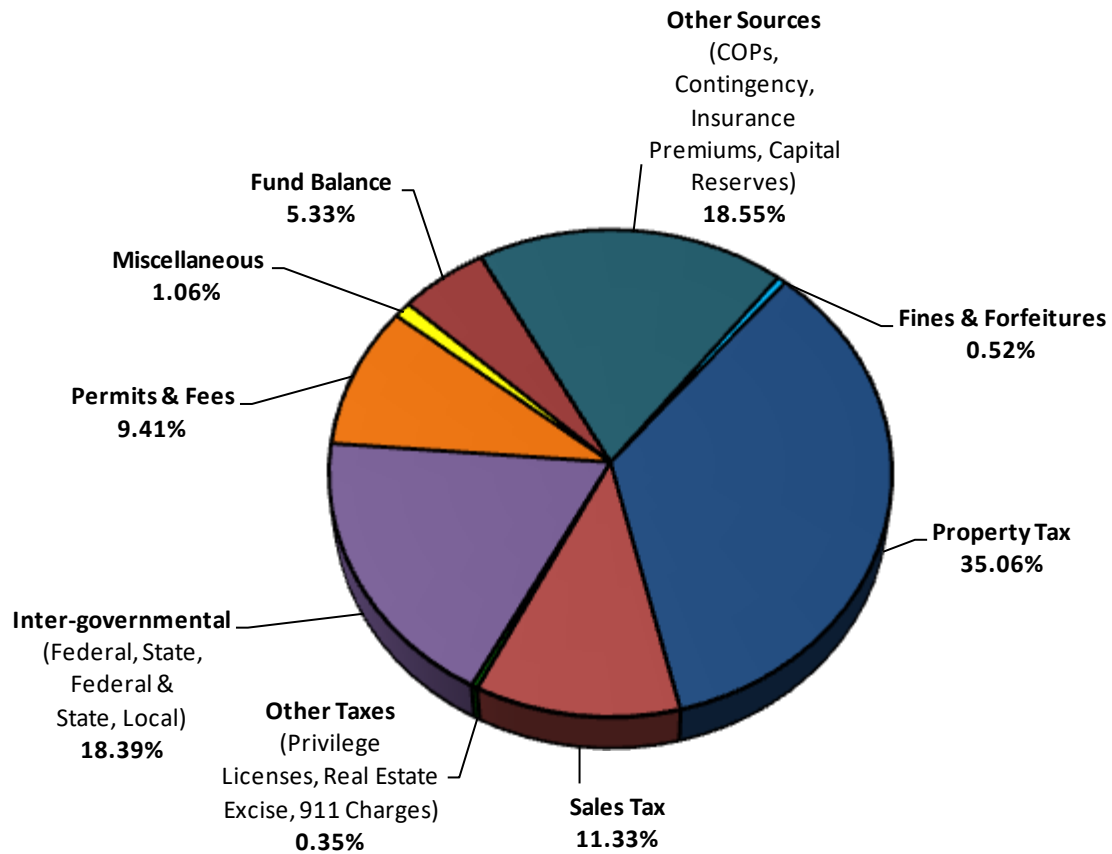
	Actual 2007/08	Current 2008/09	Approved 2009/10	% Change
Property Tax	\$78,004,908	\$78,712,663	\$79,475,931	0.97%
Fire District Taxes	3,620,312	3,582,588	4,309,900	20.30%
	\$81,625,220	\$82,295,251	\$83,785,831	1.81%
Sales Tax	\$34,266,559	\$34,844,146	\$27,074,470	-22.30%
Other Taxes	\$2,352,575	\$806,000	\$829,814	2.95%
Intergovernmental				
Federal	\$10,897,257	\$10,739,498	\$13,039,815	21.42%
State	27,484,028	10,333,619	11,664,039	12.87%
Federal & State	10,936,623	11,035,531	11,567,906	4.82%
Local	7,049,631	7,883,682	7,767,586	-1.47%
	\$56,367,539	\$39,992,330	\$44,039,346	10.12%
Permits & Fees	\$26,456,111	\$23,639,820	\$22,491,422	-4.86%
Miscellaneous	\$9,589,900	\$2,296,610	\$2,530,543	10.19%
Fund Balance				
General Fund	\$0	\$5,861,720	\$3,137,272	-46.48%
Other Funds	0	4,078,800	9,607,786	135.55%
	\$0	\$9,940,520	\$12,745,058	28.21%
Transfers to Other Funds	\$10,312,877	\$9,220,768	\$9,587,449	3.98%
Fines & Forfeitures	\$1,081,098	\$1,288,464	\$1,253,886	-2.68%
Other Sources	\$31,026,058	\$14,762,010	\$44,317,510	200.21%
<b>TOTAL:</b>	<b>\$253,077,937</b>	<b>\$219,085,919</b>	<b>\$248,655,329</b>	<b>13.50%</b>

Sales Tax Note: Effective July 1, 2009, North Carolina joins all other states in assuming full responsibility for Medicaid. In exchange, the State over three fiscal years is taking ½ cent of local sales tax and requiring counties to hold cities harmless for their loss, resulting in decreases of \$4.1 million in FY 2009/10 plus \$3.5 million already lost in FY 2008/09.

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

# 2009/10 Revenues

## Excluding Interfund Transfers

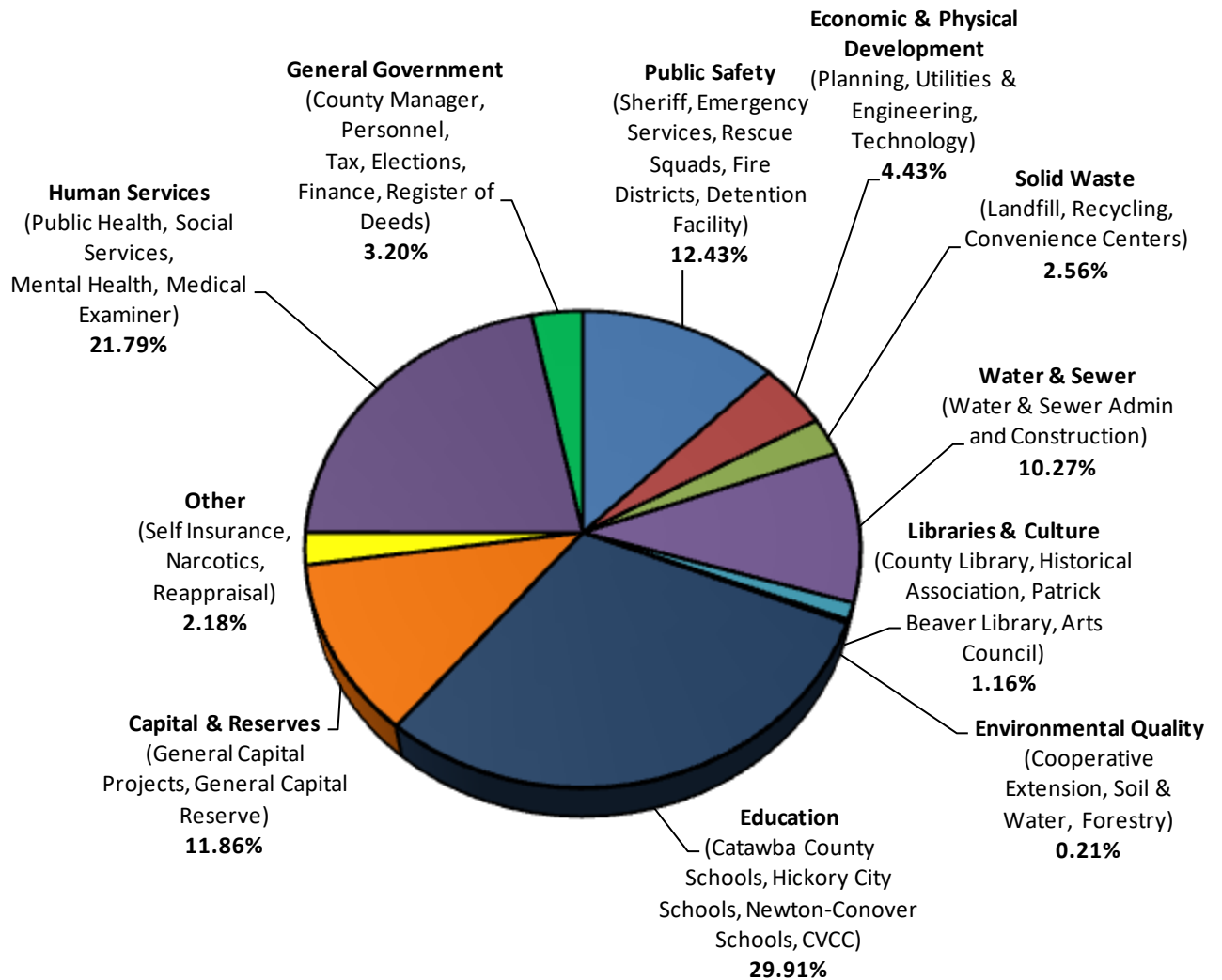


## EXPENDITURE SUMMARY

	Actual 2007/08	Current 2008/09	Approved 2009/10	% Change
<b>GENERAL FUND</b>				
General Government	6,800,698	7,394,782	7,724,551	4.46%
Transfers to Other Funds	6,084,586	8,838,270	6,976,530	-21.06%
Public Safety	21,489,798	23,770,547	24,432,352	2.78%
Environmental Quality	520,587	502,665	509,671	1.39%
Economic & Physical Development	10,923,759	11,081,325	10,697,038	-3.47%
Human Services	73,689,091	57,434,681	52,749,977	-8.16%
Schools Current Expense	38,014,454	40,165,301	39,738,108	-1.06%
Libraries & Culture	2,694,590	2,759,865	2,791,891	1.16%
Debt Service	14,853,145	20,768,030	20,430,260	-1.63%
	175,070,708	\$172,715,466	\$166,050,378	-3.86%
<b>OTHER GENERAL FUND TYPES</b>				
Self Insurance Fund	\$2,652,449	\$2,832,700	\$3,543,710	25.10%
Register of Deeds Automation & Preservation	84,478	89,791	68,860	-23.31%
	\$2,736,927	\$2,922,491	\$3,612,570	23.61%
<b>SPECIAL REVENUE FUNDS</b>				
Emergency Telephone System Fund	\$4,141,494	\$1,002,934	\$1,061,276	5.82%
Wireless 911 Fund	232,456	0	0	0.00%
Citizens' Alert System	0	93,961	56,005	-40.40%
Narcotics Seized Fund	9,393	34,000	42,000	23.53%
Reappraisal Fund	425,420	479,200	477,067	-0.45%
Capital Reserve Fund	52,059	388,696	386,288	-0.62%
Water & Sewer Reserve Fund	77,958	0	0	0.00%
Hospital Reserve Fund	0	0	0	0.00%
Rescue Squads Fund	1,037,511	982,782	1,101,460	12.08%
Library Endowment Fund	25,000	25,000	0	-100.00%
Gretchen Peed Scholarship Fund	1,729	10,000	10,000	0.00%
Parks/Historic Preservation Trust Fund	180,000	0	0	0.00%
Community Development Fund	133,300	0	0	0.00%
Fire District Funds	3,512,306	3,769,129	4,503,871	19.49%
	\$9,828,626	\$6,785,702	\$7,637,967	12.56%
<b>CAPITAL PROJECT FUNDS</b>				
General Capital Projects	\$2,297,855	\$10,456,533	\$25,283,970	141.80%
Water & Sewer Construction Fund	5,227,605	2,097,000	18,951,000	803.72%
Schools' Capital Fund	5,437,636	5,307,170	7,722,054	45.50%
Schools' Construction Fund	7,093,028	6,954,257	7,342,078	100.00%
School Bond Projects Fund	1,164	0	0	0.00%
Hospital Construction Fund	0	0	0	0.00%
	\$20,057,288	\$24,814,960	\$59,299,102	138.97%
<b>ENTERPRISE FUND</b>				
Solid Waste	\$8,172,432	\$6,885,100	\$6,190,893	-10.08%
Water and Sewer	0	4,954,700	5,864,419	100.00%
<b>TOTAL</b>	<b>\$215,865,981</b>	<b>\$219,078,419</b>	<b>\$248,655,329</b>	<b>13.50%</b>

# 2009/10 Expenditures

## Excluding Interfund Transfers



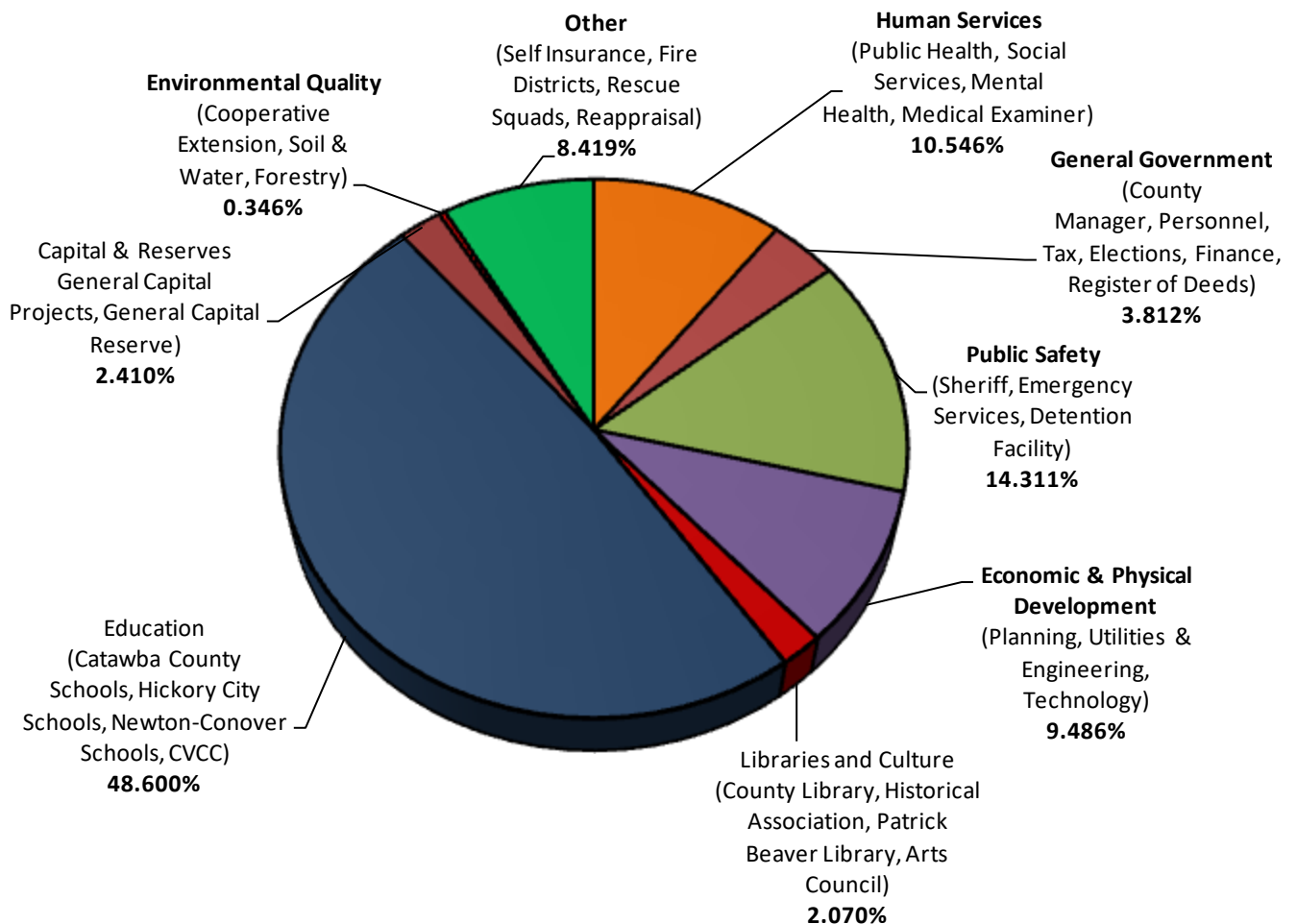


# 2009/10 Expenditures

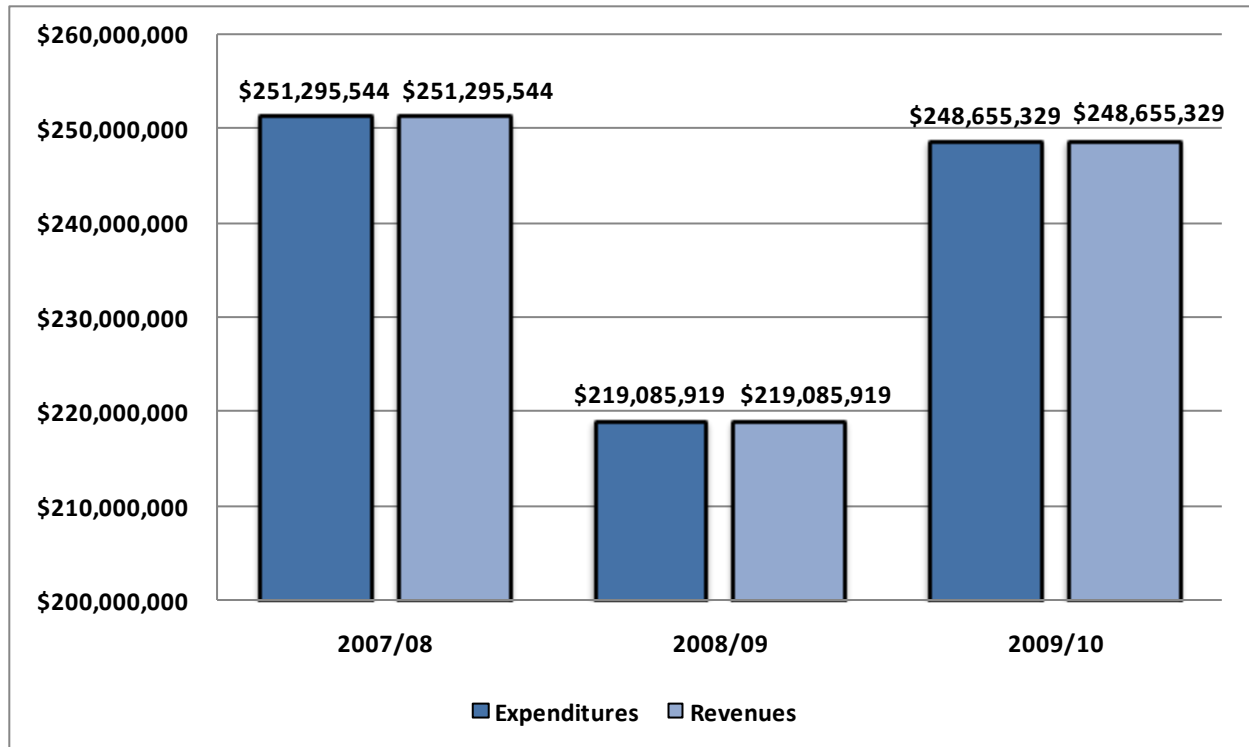
## Local Funds

(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.



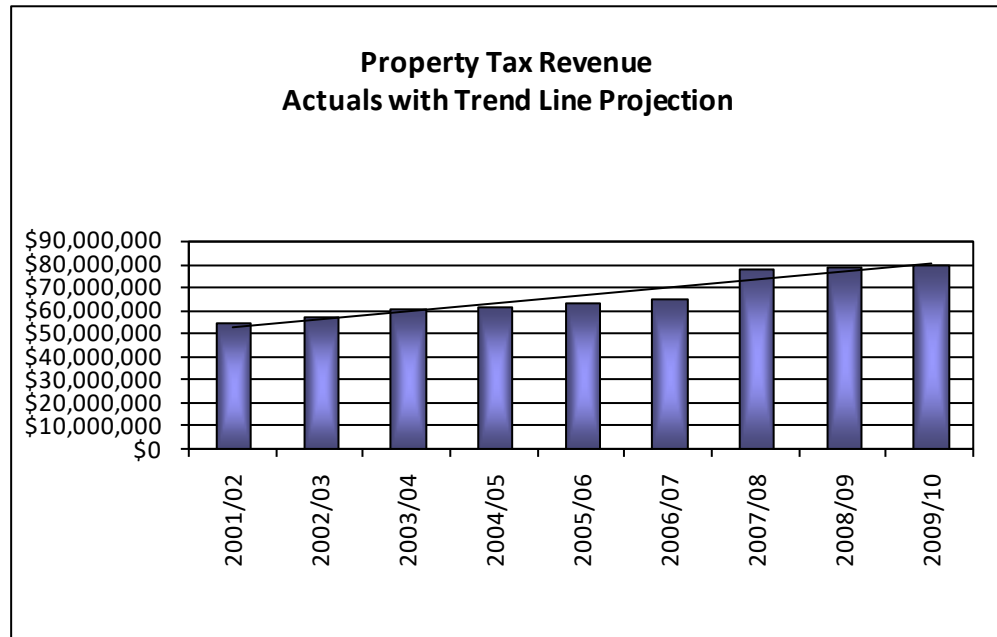
# Total Budgeted Revenues and Expenditures



## MAJOR REVENUE SOURCES Actuals and Trends

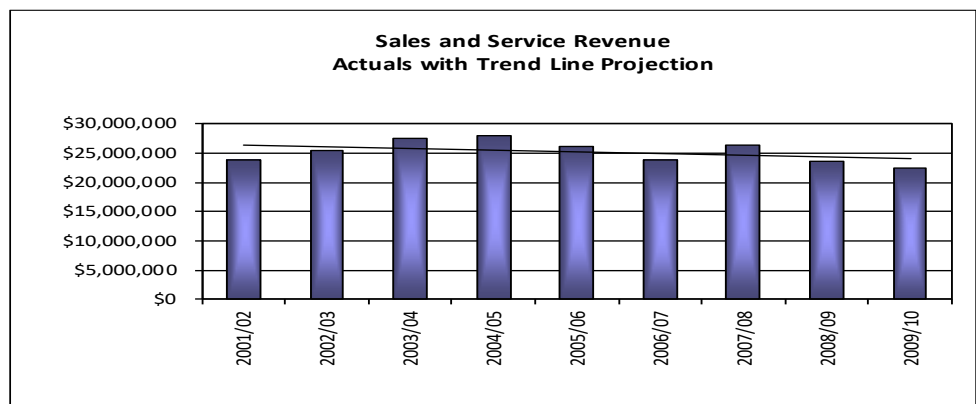
**Property Tax** – A tax levied by the Board of Commissioners against real and personal property. Once every four years, the County Tax Assessor must reevaluate the real property in the County. The County tax rate is \$0.535 per \$100 of valuation.

Property Tax estimates for Fiscal Year 2009/10 are based a decrease in values of 0.29%. Fiscal Year 2009/10 budgeted property tax is \$79,475,931.

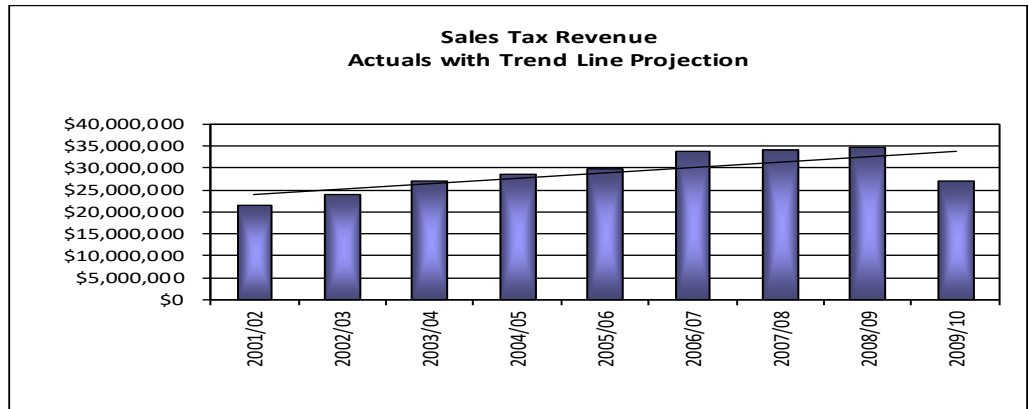


**Sales and Service** – Revenue from sales and service includes funds received from Medicaid reimbursement, user fees, and assessments to municipalities for items such as

Election, GIS, or Planning Studies. The largest revenues in this category include Building Permits (\$1,516,038), Recording of Legal Instruments (\$443,250), Environmental Health Fees (\$326,240), Ambulance Charges (\$4,304,000), Landfill Fees (\$5,783,629), and Home Health Fees (\$3,230,497).



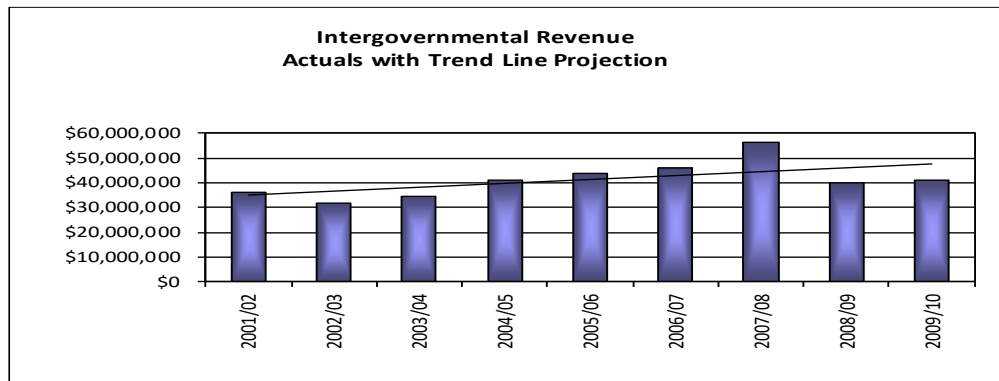
**Sales Tax** – The sales tax levied by the County, collected by the State, and then returned to the County. Sales Tax revenue is directly related to the growth or decline



in the economy. Sales Tax estimates for Fiscal Year 2009/10 are based on a 10% loss plus \$7.6 million lost to Medicaid Relief between Fiscal Year 2007/08 and Fiscal Year 2008/09.

### **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. The largest revenues in this category include Schools' Lottery Funds (\$1,500,000), Corporate Income Tax Funds for Schools' Capital (\$1,300,000), 911 Reimbursement (\$1,061,276), Cable TV Reimbursement (\$600,000), Beer & Wine Tax (\$325,000), Smart Start Funding (\$1,754,199), Work First Grant (\$1,130,148), IV-D Administration (\$1,093,104), Medicaid Administration (\$1,453,520).



## 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 2009/10 budget are as follows.

	<u>Total FTEs</u>	<u>Source of Funding</u>
<b>Communications Center</b>		
280100 Radio Telecommunicator	2.00	General Fund
<b>Sheriff's Department</b>		
210050 Deputy Sheriff	1.00	Grant
<b>TOTAL</b>	<b>3.00</b>	

<b>FTE Totals</b>				
	<b>Actual 2007/08</b>	<b>Current 2008/09</b>	<b>Requested 2009/10</b>	<b>Recommended 2009/10</b>
<b>GENERAL GOVERNMENT</b>				
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	3.50	3.50	3.50
Hourly	0.00	0.00	0.00	0.00
Budget & Management				
Permanent	3.00	3.00	3.00	3.00
Hourly	0.00	0.00	0.00	0.00
Board of Elections				
Permanent	4.50	4.50	4.50	4.50
Hourly	0.02	0.02	0.02	0.02
Tax Administration				
Permanent	25.00	26.00	26.00	26.00
Hourly	0.00	0.00	0.00	0.00
Human Resources				
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	11.00
Hourly	0.60	0.60	0.00	0.00
Finance				
Permanent	15.80	15.80	15.80	15.80
Hourly	0.15	0.15	0.25	0.25
<b>TOTAL GENERAL GOVERNMENT</b>				
Permanent	81.30	82.80	83.80	83.80
Hourly	1.02	1.02	0.52	0.52
<b>PUBLIC SAFETY</b>				
Sheriff's Department				
Permanent	171.50	178.00	182.00	180.00
Hourly	7.34	7.35	7.40	7.40
Emergency Services				
Permanent	97.00	102.00	104.00	102.00
Hourly	15.73	14.98	18.02	18.02
Communications Center				
Permanent	24.00	27.00	29.00	29.00
Hourly	2.30	2.37	2.37	2.37
<b>TOTAL PUBLIC SAFETY</b>				
Permanent	292.50	307.00	315.00	311.00
Hourly	23.07	22.33	27.79	27.79

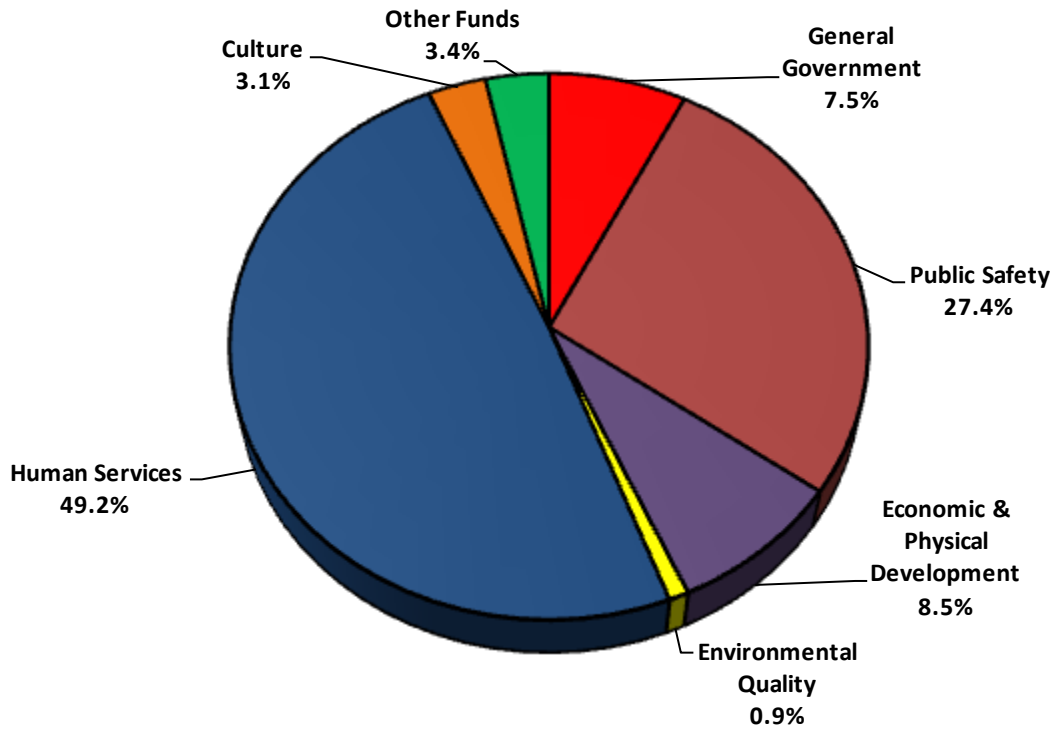
<b>FTE Totals</b>				
	<b>Actual 2007/08</b>	<b>Current 2008/09</b>	<b>Requested 2009/10</b>	<b>Recommended 2009/10</b>
<b><i>ENVIRONMENTAL QUALITY</i></b>				
Cooperative Extension				
Permanent	7.50	7.80	7.80	7.80
Hourly	0.50	0.50	0.00	0.00
Soil & Water Conservation				
Permanent	2.80	2.80	2.80	2.80
Hourly	0.00	0.00	0.00	0.00
<b><i>TOTAL ENVIRONMENTAL QUALITY</i></b>				
Permanent	10.30	10.60	10.60	10.60
Hourly	0.50	0.50	0.00	0.00
<b><i>ECONOMIC &amp; PHYSICAL DEVELOPMENT</i></b>				
Technology				
Permanent	27.45	29.45	29.45	29.45
Hourly	0.50	0.50	0.50	0.50
Planning, Parks, & Development				
Permanent	11.00	12.00	12.00	12.00
Hourly	1.00	1.00	2.40	2.40
Utilities & Engineering				
Permanent	38.20	37.70	37.70	37.70
Hourly	0.06	0.06	0.00	0.00
Facilities				
Permanent	15.00	16.00	16.00	16.00
Hourly	0.00	0.00	0.00	0.00
<b><i>TOTAL ECONOMIC &amp; PHYSICAL DEVELOPMENT</i></b>				
Permanent	91.65	95.15	95.15	95.15
Hourly	1.56	1.56	2.90	2.90
<b><i>HUMAN SERVICES</i></b>				
Mental Health				
Permanent	52.00	0.00	0.00	0.00
Hourly	1.00	0.00	0.00	0.00
Social Services				
Permanent	396.50	407.50	398.54	398.54
Hourly	3.73	6.26	4.20	4.20
Public Health				
Permanent	150.60	156.20	155.40	155.40
Hourly	9.37	8.27	26.70	2.67
<b><i>TOTAL HUMAN SERVICES</i></b>				
Permanent	599.10	563.70	553.94	553.94
Hourly	14.10	14.53	30.90	6.87



<b>FTE Totals</b>				
	<b>Actual 2007/08</b>	<b>Current 2008/09</b>	<b>Requested 2009/10</b>	<b>Recommended 2009/10</b>
<b><i>CULTURE</i></b>				
Library				
Permanent	35.90	35.30	35.30	35.30
Hourly	1.58	1.58	1.58	1.58
<b><i>TOTAL CULTURE</i></b>				
Permanent	35.90	35.30	35.30	35.30
Hourly	1.58	1.58	1.58	1.58
<b><i>OTHER FUNDS</i></b>				
Citizens' Alert System				
Permanent	0.00	0.50	0.50	0.50
Hourly	0.00	0.00	0.00	0.00
Emergency Telephone System Fund				
Permanent	1.50	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	0.63	0.63	0.66	0.66
Water & Sewer				
Permanent	0.00	0.50	0.50	0.50
Hourly	0.00	0.00	0.00	0.00
<b><i>TOTAL OTHER FUNDS</i></b>				
Permanent	37.30	38.15	38.15	38.65
Hourly	0.63	0.63	0.66	0.66
<b><i>GRAND TOTAL</i></b>				
Permanent	1,148.05	1,132.70	1,131.94	1,128.44
Hourly	42.46	42.15	64.35	40.32

# Percentage of FTEs by County Function

Fiscal Year 2009/10



## Performance Measurement Report



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

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

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

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

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

## **Performance Measurement for Reinventing Departments**

### **County Manager**

#### **Fiscal Year 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 affect 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 17<sup>th</sup> 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.

#### **Fiscal Year 2007/08 (14 outcomes, 14 achieved, 100% success rate)**

The County Manager's Office achieved 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 provide needed funds for debt service for a new Public Safety Center and expansion to the Justice Center for Courts and the District Attorney's Office, education current expense, water and sewer infrastructure and a multi-jurisdictional park. Legal Services achieved all of its outcomes for Fiscal Year 2007/08 and exceeded two. 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. The Budget Office met and exceeded its outcomes. . In response to a Commissioner goal that the County position itself to respond to anticipated growth, the Budget Office worked with departments to analyze needs and developed an 8-year Service and Capital Improvement Plan. This plan will be updated annually and will be used to guide the annual budget process.

## **Human Resources**

### **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.

### **Fiscal Year 2007/08 (10 outcomes, 9 achieved, 1 not achieved, 90% success rate)**

Human Resources had a 90% achievement rate for Fiscal Year 2007/08. The department continues to earn high marks from participants in the bi-weekly new employee orientations. Out of 188 responses on evaluations there was a satisfaction rating of 4.5 out of a possible 5, surpassing the 4% goal. In the area of organizational development, 191 supervisors completed at least one action that would help develop their supervisory skills. 138 supervisors completed the online Workplace Harassment training. Personnel staff also addressed 104 supervisors through monthly staff meetings on various topics. Workshops offered to enhance supervisory skills included the Supervisory Training course, County Minicourse, Spanish classes, Leadership/Mentoring program, Defensive Driving, Blood Borne Pathogens, Fire and Safety Training, and OSHA Training. Human Resources also began working with the IT Department on their web page on

### **Cooperative Extension Services**

#### **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.

#### **Fiscal Year 2007/08 (22 outcomes, 21 achieved, 1 partially achieved, 95.4% success rate)**

Annual outcomes for this department are developed around the agency's core purpose of providing citizens with scientifically based information and informal educational opportunities focused on local needs and issues. The focus remains on the four core areas of the program: agriculture and natural resources, family and consumer education, 4H and youth, and community and rural development (however, the following outcomes are placed in groups related to the responsibility area of their local agents). All of Cooperative Extension's outcomes were achieved except for one relating to field and forage crop growers.

The outcomes that were accomplished by the Cooperative Extension in the agriculture area involve issues that range from gaining knowledge of proper plant selection, plant management, and/or pest management practices in residential and community landscapes to the potential increase in profitability for dairy and other farmers through the implementation of one or more of the following farmer management practices: dairy herd management, animal waste and fertilizer management, farm management and marketing, commodity marketing, and price risk management.

## **Social Services**

### **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.

### **Fiscal Year 2007/08 (31 outcomes, 30 achieved, 1 not achieved, 96.7% success rate)**

Social Services achieved 30 of its 31 outcomes during Fiscal Year 2007/08. The report indicates that the agency was effectively administered, finances maximized, and productivity increased through the continued efficiency efforts of staff. Similarly, the consumer responded positively to outreach efforts and continued minimal wait times, as they realized an overall satisfaction rating of 98%. During a year in which the area's economy continued to struggle, 85 individuals receiving welfare became employed and independent. Children were supported by their parents at an unprecedented level, as child support collections exceeded \$14.5 million. Adults were able to remain in their homes and stay healthy, through a network of 1,333 volunteers delivering meals and companionship.

## **Library**

### **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.

### **Fiscal Year 2007/08 (34 outcomes, 33 achieved, 1 not achieved, 97% success rate)**

The Library and all 6 branch libraries have as part of their statement of Purpose to inspire the job of reading and life-long learning. Several outcomes address starting this at the preschool level. Outcome achievement for the main library and all 6 branches includes the presentation of 310 programs at the libraries during the year to over 3800 preschool aged children. In addition over 145 programs were presented to child care centers, reaching 2420 preschoolers. In measuring overall customer service satisfaction of library patrons the annual survey conducted during February 14<sup>th</sup> and March 14<sup>th</sup> indicated a 99.5% rating of excellent or good, surpassing the goal of maintaining a 95% rating. The Library continues to partner with the Hickory Public Library, CVCC, and Lenoir-Rhyne College by serving as the lead sponsor for the Big Read each year, a literacy project began in October 2007. This past year approximately 3,256 adults read the book and attended the supporting programs that were presented by the partners.



## **Performance Measurement for Non-Reinventing Departments**

### **Board of Elections**

#### **Fiscal Year 2005/06 (4 outcomes, 4 achieved, 100% success rate)**

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. The department phased in new voting equipment that appeared to be successful.

#### **Fiscal Year 2006/07 (4 outcomes, 4 achieved, 100% success rate)**

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.

#### **Fiscal Year 2007/08 (4 outcomes, 4 achieved, 100% success rate)**

The Board of Elections successfully completed its two outcomes for Fiscal Year 2007/2008. The following are the two outcomes successfully completed by the Board of Elections:

1. Prepare for and conduct the following scheduled elections:
  - a. The City of Hickory Primary Election – October 9, 2007 – The City of Hickory did not require a primary election because there were not more than two people filed for any one office. This was the first time in several years a primary was not required.
  - b. Municipal Elections for eight cities – November 6, 2007 – The municipal elections were conducted without any problems.
  - c. General Election Primary – May 6, 2008 – The Primary was conducted with a 32 percent voter turnout. This was the largest voter turnout for a primary election in Catawba County.
2. Increase the awareness of early voting locations and times with an emphasis on the new site in Sherrills Ford beginning with the May 2008 Primary Election.

## **E-911 Communications Center**

### **Fiscal Year 2005/06 (6 outcomes, 6 achieved, 100% success rate)**

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 art computerization along with radio/telephone technology to assure that saving lives and property can always be attained. During the first half of the fiscal year, the highest dispatch time was 82 seconds but during the second half the highest dispatch time had fallen to 77 seconds. Throughout the year, the Communications Center beat their performance outcome of having an average dispatch time of 90 seconds.

### **Fiscal Year 2006/07 (5 outcomes, 5 achieved, 100% success rate)**

The Communications Center continues to dispatch emergency medical calls within 90 seconds or less in an attempt to ensure citizens receive prompt medical care. Communications Center staff and County leadership continue to work with the State Highway Patrol to establish a cost effective solution to interoperable radio systems between agencies in Catawba County and the surrounding area.

### **Fiscal Year 2007/08 (9 outcomes, 9 achieved, 100% success rate)**

The Communications Center continued to meet its 90 second dispatch time for emergency and medical calls. 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. As a result, connectivity has been completed, tested and the 911 Center is connected to the other counties. Only 72.6 % of users surveyed agreed that the 911 Center responded to field units within 15 seconds, short of the 90% goal.

## **Emergency Services**

### **Fiscal Year 2005/06 (28 outcomes, 26 achieved, 2 partially achieved, 93% success rate)**

Management achieved a major outcome of upgrading the County Multi-Hazard Plan. Having an upgraded and updated plan allows staff to be better prepared in the event of an emergency. To continue to meet the commissioners' response time of eight minutes or less, EMS averaged a call time of 7:27 for Fiscal Year 2005/06. During this fiscal year, Veterans Services helped Catawba County's veterans receive and retain \$4,591,782 in compensation and pension benefits.

### **Fiscal Year 2006/07 (28 outcomes, 24 achieved, 3 partially achieved 86% success rate)**

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.

### **Fiscal Year 2007/08 (34 outcomes, 32 complete, 1 partially completed, 94% success rate)**

Outcomes for Fiscal Year 2007/08 were almost all achieved. During the year the Department focused 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 service is delivered. First, the Veterans' Service Division completed a customer service survey to make sure it is delivering above average service. After collecting all surveys, it was found the Veteran's Services Office received a 100% above average mark from its customers, which surpasses the 90% mark the division was trying to achieve. 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.

## **Finance/Facilities**

### **Fiscal Year 2005/06 (62 outcomes, 59 achieved, 95% success rate)**

The Finance Department oversees all financial operations of the county in accordance with all local, state, and federal laws. The outcomes focus on three areas, including, accounting, purchasing, and administration. Accounting is charged with the timely and accurate calculation and payment of wages to 1,100+ employees while administration is charged with the timely completion of the Comprehensive Annual Report. All outcomes for accounting and administration were met successfully. Purchasing was unable to meet two of its outcomes but not from an inability or lack of effort. There were simply no opportunities during the fiscal year for Purchasing to work with minority-focused and small business groups that support minority businesses and small business inclusion in the solicitation of bids.

### **Fiscal Year 2006/07 (58 outcomes, 58 achieved, 100% success rate)**

Finance Administration completed the CAFR and submitted it to the Board of Commissioners by December 31, 2006. The department processed all documentation received and generated vendor payments accurately 99% of the time. By August 31, 2006, all additions, deletions, and transfers were processed concerning fixed assets. All wage payments' documents were received, processed, and calculated accurately 99.5% of the time. The department 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. Purchasing processed 1,292 purchase orders last year, approving all within 1 working day. Purchasing also expedited the disposal of surplus property by selling 100% of surplus property via electronic auction. 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.

### **Fiscal Year 2007/08 (55 outcomes, 53 achieved, 96% success rate)**

The Finance Department achieved most of its stated outcomes within established timeframes during Fiscal Year 2007/08, including:

- CAFR was completed and submitted to the Board of Commissioners by its second meeting in December.
- Processed all documentation received and generating vendor payments accurately 99% of the time (Goal 99%) and processed all documentation received and calculating wage payments accurately 99.5% of the time (Goal 99.5%).
- Processed 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 (Goal 100%). Purchasing staff continued to work with the Waste Reduction Coordinator/Educator to promote the use of procuring recycled products as follows: \$190,399 was spent on green products; two "Buy Recycled" workshops were conducted and the Board of Commissioners approved a Buy recycled policy in October 2007.
- Electronic purchase orders were implemented in November 2007. All purchase orders are now dispatched electronically.
- 3,640 work orders, of which all but 34 were processed within target time frames. Overall, the department exceeded its goals for work order completion.

## **Planning**

### **Fiscal Year 2005/06 (47 outcomes, 34 achieved, 10 partially achieved, 72% success rate)**

The purpose of this department is to conduct a comprehensive planning program, which is designed to promote and maintain the orderly physical growth and development of Catawba County. Aside from this, the department also works to create small area plan studies, long-range plans, enforce zoning and subdivision ordinances, and operate and maintain Catawba County's parks system. During this Fiscal Year, the Parks Division had an outcome to provide educational programs to at least 500 park patrons. This outcome was far exceeded with 11,917 park patrons engaging in educational and interpretive programs.

### **Fiscal Year 2006/07 (46 outcomes, 33 achieved, 10 partially achieved, 72% success rate)**

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. Attendance at the parks rose 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.

### **Fiscal Year 2007/08 (25 outcomes, 17 achieved, 1 partially achieved, 68% success rate)**

The Planning, Parks, and Development Department continues to meet outcomes related to improved service in Fiscal Year 2007/2008, but during this fiscal year the Department also successfully achieved outcomes focusing on improving quality of life. The Parks Division hosted an educational/interpretive programs on the environment in which 4,879 individuals participated. In the Planning and Zoning Division, it increased affordable housing opportunities and ensured safe housing for low-to-moderate income persons by administering the following grants with the assistance of the Western Piedmont Council of Governments: Scattered Site CDBG, Urgent Repair CDBG, and Individual Development Account CDBG. The following are the results from the grants:

1. Scattered Site CDBG – Rehabbed one unit and one house and assisted in the emergency repair for 11 homeowners.

2. Urgent Repair CDBG – Assistance provided to seven housing units.
3. Individual Development Account CDBG – Financial assistance provided to 16 first-time homeowners.

It should be noted that outcomes dealing with the enforcement of the junk vehicle and zoning sections of the Unified Development Ordinance became a function of Utilities & Engineering but the outcomes were not yet removed. Therefore, six outcomes are listed as incomplete when in fact they are slated to be deleted.

## **Public Health**

### **Fiscal Year 2005/06 (118 outcomes, 112 achieved, 95% success rate)**

The purpose of the Public Health Department is to manage and administer quality, cost effective, and customer driven public health programs, and services to Catawba County residents. Environmental Health completed 97.1% of the required food services facility inspections, surpassing their goal of 95% and presented five food services educational programs to over 165 food services employees. In the area of prenatal care, the goal was met to improve pregnancy outcomes by early identification of substance abuse, high-risk conditions, psychosocial, and economic needs with 62% of those identified having received prenatal care in the first trimester. In Child Health, 310 children received comprehensive physical exams surpassing the goal of 225.

### **Fiscal Year 2006/07 (119 outcomes, 113 achieved, 95% success rate)**

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.

### **Fiscal Year 2007/08 (25 outcomes, 22 achieved, 88% success rate)**

During the year, the Public Health Department achieved many outcomes that were based on providing different levels of health care to the public. For instance, in a partnership with Catawba Pediatrics Associates, adolescents will receive comprehensive health services for health problems and health promotion/education. Public Health met this outcome by giving age appropriate immunizations at the time of a physical exam to a 100% of patients. In addition, Public Health is ensuring positive health outcomes for children in Catawba County through a comprehensive well child physical examination and wrap around services, so children can reach an optimal health status. To achieve this goal, Public Health's staff conducted 282 physical exams for children, which are 57 children over its goal.

## **Register of Deeds**

### **Fiscal Year 2005/06 (4 outcomes, 4 achieved, 100% success rate)**

The purpose of the Catawba County Register of Deeds is to be the custodian of and to file, index, record, preserve and maintain all records of real estate, vital records, military discharges and the certification of notary publics for the citizens of the County; to provide an expedient and public place with a department whose staff is friendly and courteous. During this fiscal year, the department made strides to better inform the public of its services by creating a new brochure and updating its website. Also, requests for marriage license, certified copies of marriage license, birth certificates, and death certificates were responded to 90% of the time within the same day.

### **Fiscal Year 2006/07 (11 outcomes, 11 achieved, 100% success rate)**

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.

### **Fiscal Year 2007/08 (11 outcomes, 11 achieved, 100% success rate)**

In an effort to continue to provide timely, courteous, and accurate service the Register of Deeds Office recorded real estate documents and other vital records on the same day they are received 99 to 100 percent of the time. Also, the Office provided real estate images through 1960, real estate indexing from 1975 to 1983, and real estate indexing for 1984 to 1992 online. Lastly, this year scanned uncertified copies of vital records (e.g. birth, marriage, and death certificates) back to 1995 were made available on the self-service in-office terminals.



## **Sheriff's Office**

### **Fiscal Year 2005/06 (35 outcomes, 35 achieved, 100% success rate)**

It is the goal of the Catawba County Sheriff's Office to provide the highest quality law enforcement service possible to the citizens of Catawba County in a fair and impartial manner. To ensure ongoing officer improvement, officers attended monthly in-service training classes focusing on cultural diversity, taser deployment, juvenile justice, and law enforcement ethics. Officers also participate in the county schools by administering the D.A.R.E program to 1,820 students in 91 classes and by making 59 drug arrests and 34 weapons arrests on school property.

### **Fiscal Year 2006/07 (49 outcomes, 45 achieved, 92% success rate)**

During this 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.

**Fiscal Year 2007/08 (53 outcomes, 50 achieved, 94% success rate)**

During this fiscal year, the Sheriff's Office achieved the following:

- 140 officers have received a total of 7204 hours of training since July, in the areas of Ethics, Dealing with Special Populations, Juvenile Minority Sensitivity, Legal update, Firearms, and Defensive driving.
- The K9 Officers conducted 66 searches. 15 searches and 7 demonstrations were conducted in the schools. They also logged 240 hours of training.
- Narcotics received 242 TIPs (turn in a pusher reports) of which 170 are pending, a total of 72 were acted upon by the Sheriff's Office, 22 were shared with the Patrol Division via mobile data terminals resulting in a faster response time to TIPs and a number of citations, and 12 were transferred to other agencies.
- The Catawba County Sheriff's Office Narcotics Division seized the following:
 

○ Cash	\$634,700.13
○ Crack Cocaine: 57.5 grams and 252 DU	State/Street Value: \$33,120.00
○ Cocaine: 54.11lbs	State/Street Value: \$6,060,320.00
○ Marijuana: 193.93	State/Street Value: \$465,432.00
○ Marijuana Plants: 48	State/Street Value: \$576,000.00
○ Meth: 300 Grams	State/Street Value: \$75,000.00
○ Pharmaceuticals: 143DU	State/value Value: \$1,430.00
- Dock Watch participation increased 18.8% from 154 to 183 participants.
- 97 senior citizens living alone are contacted daily through the Are You OK Program resulting in 10 seniors getting needed assistance for problems that occurred overnight that they may not have otherwise received.
- 5 Community Watch Programs were strengthened and 2 new programs were established.
- The Crime Prevention Division delivered the following programs: Kids Cyber Safety-2, Kids Safety-26, Kids fingerprinting-7, Crime Scene Investigation for teens-4, Project Lifesaver programs-7, Ladies Beware Class-2, Identity Theft-7, Walking Safety-1, Work Place Violence-5, Sherriff's Office tours-13, booth and festivals – 9, Babysitting Class -2, Bomb Threat Presentation – 1, County Wide Church Security Assessment Seminar -1, Individual Church Security Assessments-4 and Home Security Assessments-2.
- Presented 64 classes to middle school students on drug and gang prevention.
- SRO's have worked with 60 students in reference to bullying in the school and counseled 2,489 students on law enforcement related matters.

## **Tax Administration**

### **Fiscal Year 2005/06 (15 outcomes, 14 achieved, 1 partially achieved, 93% success rate)**

Tax Administration is charged with the task of levying a tax on all real, personal, and commercial property within the county and then collecting that tax to help fund county expenditures. During this fiscal year, the tax collector achieved a collection rate of 98.14%.

### **Fiscal Year 2006/07 (15 outcomes, 13 achieved, 1 partially achieved 87% success rate)**

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%.

### **Fiscal Year 2007/08 (15 outcomes, 15 achieved, 100% success rate)**

The Tax Department continues to maintain an excellent collection rate as evidenced by achievement of a year-end tax collection rate of 97.92. Prior 10 year delinquent accounts were reduced by 41.67%, exceeding the department's goal of 40% and up from the 35.72% achieved in Fiscal Year 2006/07.

## **Technology**

### **Fiscal Year 2005/06 (19 outcomes, 18 achieved, 1 partially achieved, 95% success rate)**

The Department strives to ensure Catawba County stays current with technology practices that can streamline work process and provide better services to County citizens. One way this is accomplished is through the upgrade of GIS software, hardware, and data. This information and technology benefit County employees and citizens alike. In June 2005, the most current release of the financial system went live with several classes offered to employees.

### **Fiscal Year 2006/07 (23 outcomes, 20 achieved, 3 partially achieved, 87% success rate)**

During Fiscal Year 2006/07, Technology achieved several notable accomplishments. The department implemented 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. Also, the department 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. Technology assisted with bringing phone, computer, security systems, and the video visitation system online in the new jail and the department developed a formal Disaster Recovery Plan for information systems used by County departments to conduct business and provide services to citizens.

### **Fiscal Year 2007/08 (31 outcomes, 30 achieved, 97% success rate)**

During Fiscal Year 2007/08, 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.
- A SAN and Virtual Server solution was deployed. This environment provides for redundancy in the system for disaster recovery.
- Wireless is complete in all major County buildings and all the branch libraries except Maiden and Claremont. Animal Services web site now offers and encourages volunteer, donation and safety related information and provides a method for the public to post and review “Lost and Found” pet information online.

## **Utilities & Engineering**

### **Fiscal Year 2005/06 (43 outcomes, 34 achieved, 7 partially achieved, 79% success rate)**

It is the mission of the department to 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. The department leads the way in “green” initiatives by providing two household hazardous waste events, generating renewable energy at the landfill’s methane-to-energy generation facility, and by further developing the Regional EcoComplex & Resource Recovery Facility.

### **Fiscal Year 2006/07 (43 outcomes, 32 achieved, 8 partially achieved, 74.4% success rate)**

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.

### **Fiscal Year 2007/08 (51 outcomes, 47 achieved, 92% success rate)**

During Fiscal Year 2007/08 the Utilities and Engineering Department accomplished the following:

- The Permit Center issued 11,104 permits, 8,112 in Newton and 2,992 in Hickory.
- 100% of survey respondents indicated they were satisfied or very satisfied with their experience with the Permit Center.
- Of the 1,031 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 2,552 Safety Inspections, 470 Rehab Inspections, 228 ABC, and 55 Special Event & Occupancy Inspections for a grand total of 3,305 inspections during this time period.
- Building Services conducted 99% of its 36,270 inspections the next day or on the contractors requested date surpassing the 90% goal. The remaining 1% was completed within two working days, thereby meeting the goal that 100% of inspections be completed within two working days.
- Building Services supervisory staff completed 507 quality control inspections of which 497, or 98%, were approved, thereby exceeding their 95% goal.
- Local Code Compliance staff reviewed and permitted all sedimentation and erosion control plans submitted for permitting within 4.66 working days, exceeding their goals of 10 days.

**Catawba County**  
**Fiscal Year 2009/10 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.

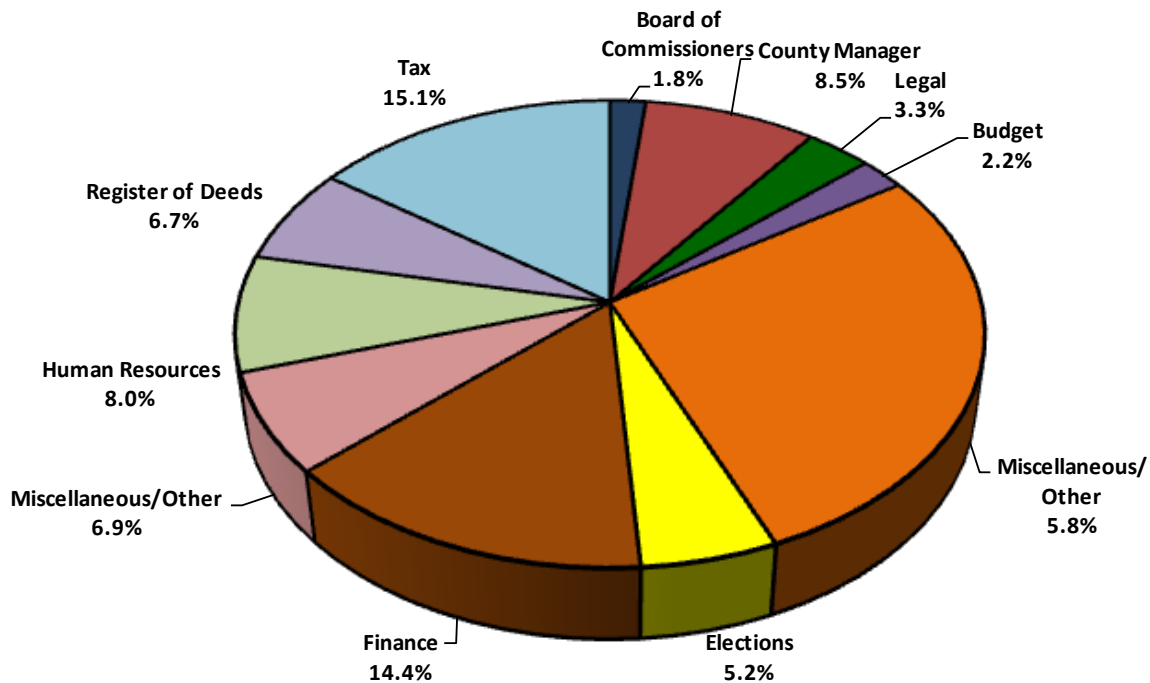


## GENERAL GOVERNMENT

The General Government function provides administrative support for County government. It includes the Board of Commissioners, County Manager, Human Resources, Tax Administration, Board of Elections, Register of Deeds, and Finance. The General Government function budget is \$10,707,421 or 4.4% 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**

1. Continue strategies to create jobs through educational opportunities to make sure the workforce is trained for tomorrow's jobs and invest in infrastructure and development of the county's quality of life. Remain aggressive in recruiting most favored businesses to the area, and developing a multi-jurisdictional business park. Continue implementation of FORESIGHT.
2. Prepare a Fiscal Year 2009/10 budget which maintains services and momentum as much as possible in light of economic uncertainty and with no Countywide property tax increase. Examine planned investments and expenditures in light of the fact that it might be a good time to build but not a good time to borrow funds for building and make sure we have the necessary funds to run required services such as health, safety, and education.
3. Continue customer service emphasis in all departments. Focus on communications efforts with citizens so citizens know what is going on in County government.
4. Begin implementation of Court/Judicial recommendations to improve the justice system and plan for needed additional space.
5. Promote the EcoComplex for environmental and economic development purposes with special emphasis on research potential, including alternative fuels. Develop a program to market the EcoComplex to the public and region—its purpose, value, etc.

# Board of Commissioners

Organization: 110050

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
General Fund	\$159,109	\$194,465	\$188,605	\$188,605	-3%
<b>Total</b>	<b>\$159,109</b>	<b>\$194,465</b>	<b>\$188,605</b>	<b>\$188,605</b>	<b>-3%</b>
<b>Expenses</b>					
Personal Services	\$4,803	\$4,280	\$4,605	\$4,605	8%
Supplies & Operations	154,306	190,185	184,000	184,000	-3%
Capital	0	0	0	0	0%
<b>Total</b>	<b>\$159,109</b>	<b>\$194,465</b>	<b>\$188,605</b>	<b>\$188,605</b>	<b>-3%</b>

## Budget Highlights

The Board of Commissioners budget decreased by 3%. Factors driving the decrease are as follows:

- An increased use of electronic communications for agendas, minutes, and public contact allowed us to decrease operating costs.
- North Carolina Association of County Commissioners dues decreased.
- Decreased costs for Legislative Lobbyist contract.

## **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 2009/10 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 2011.
7. Participate actively in local, State and national organizations such as the North Carolina Association of County Commissioners, National Association of Counties, International City/County Management Association, North Carolina City/County Management Association, and local managers groups to strengthen intergovernmental relationships and share ideas.
8. Monitor legislation proposed by the North Carolina General Assembly and, where applicable, propose legislation that would be beneficial to Catawba County.

**Outcome Performance Measures:**

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





# County Manager

## Reinventing Department

Organization: 120050

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
Cable TV Reimbursement	\$28,000	\$28,000	\$28,000	\$28,000	0%
Indirect Cost	0	0	56,227	56,227	0%
General Fund	707,259	779,608	824,786	852,786	9%
<b>Total</b>	<b>\$735,259</b>	<b>\$807,608</b>	<b>\$909,013</b>	<b>\$909,013</b>	<b>13%</b>
<b>Expenses</b>					
Personal Services	\$685,500	\$764,858	\$866,963	\$866,963	13%
Supplies & Operations	49,759	42,750	42,050	42,050	-2%
Capital	0	0	0	0	0%
<b>Total</b>	<b>\$735,259</b>	<b>\$807,608</b>	<b>\$909,013</b>	<b>\$909,013</b>	<b>13%</b>
<b>Employees</b>					
Permanent	8.00	8.00	8.00	8.00	0%
Hourly	0.00	0.00	0.00	0.00	0%
<b>Total</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>0%</b>

### Fiscal Year 2007/08 Outcome Achievements

Total Outcomes	Achieved	Partially Achieved	Not Achieved	Success Rate
15	15	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.

The budget includes a change in funding source for the International City/County Management Association (ICMA) Fellow program. For several years, Catawba County has participated in this fellowship program that gives future public managers the opportunity to shadow existing managers and gain hands-on experience performing various projects requiring research and evaluation that staff time otherwise would not have been available to complete. In past years, this position was funded through County Manager reinventing surplus which resulted in the full cost of the position not being reflected in the annual budget. Since County departments as a whole benefit from this position, a more appropriate funding source is indirect costs paid by non-internal service departments to help support these types of positions.

## ***Performance Measurement***

### ***Fiscal Year 2009/10***

Outcomes for Fiscal Year 2009/10 focus on providing excellent customer service and fiscally sound public policy, administration, and programs to the citizens of Catawba County. The emphasis of the County Manager's Office continues to be on providing customer service to internal and external customers, the Board of Commissioners 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 2008/09***

The County Manager's Office is on track to achieve all of its outcomes for the current fiscal year.

- Economic development incentives were approved by the Board for Poppelmann in the first half of the fiscal year, resulting in further growth of this company and job creation. In addition, seven industries, including Target, Williams-Sonoma, Convergys, Turbotec, Covation, Fiber-line, and FedEx Ground, are anticipated to create 2,100 new jobs 2008 and 2009 (1,406 of those coming in 2009).
- The County continues to support its three school systems with current and capital expense funding with one-half of its local revenues going to the schools. Teacher supplements are provided to recruit and retain the best teachers.
- In an effort to improve our County's ranking in community college funding, the budget included a 13% current expense increase for Catawba Valley Community College, which moved us to 19<sup>th</sup> 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.

### ***Fiscal Year 2007/08***

The County Manager's Office achieved all eight outcomes for Fiscal Year 2007/08. 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 provide needed funds for debt service for a new Public Safety Center and expansion to the Justice Center for Courts and the District Attorney's Office, education current expense, water and sewer infrastructure and a multi-jurisdictional park.

The County Manager's Office is partnering with the three school systems, Champions of Education, Catawba Valley Community College (CVCC), and the Hickory Metro Higher Ed Center (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 to 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.

The County continues to work to enhance economic development. The Fiscal Year 2007/08 budget contained funding for the Catawba County Economic Development Corporation, the Greater Hickory Metro Convention and Visitors Bureau, and the Catawba County Chamber of Commerce. In addition, the County supports the Hickory Metro Higher Education Center and the Center for Engineering Technologies. Catawba County and the City of Hickory agreed to provide incentives for 3 major economic development projects: ADEVCO, a call center which will create 400-600 jobs; Sutter Street Manufacturing, a furniture manufacturing company that will create 820 jobs over the next 5 years; and Convergys, a technical support and customer service center that will create 446 jobs and result in a \$4,000,000 renovation and equipment investment to the former Corporate Marketing Facility on 7<sup>th</sup> Street SE. The County also continued investments in the EcoComplex which will not only increase the County's tax base and create new jobs but will prolong the life of our Landfill. In addition, the County joined the counties of Alexander, Burke, and Caldwell, and the cities of Hickory, Newton, and Conover in forming the Western Piedmont Regional Transit Authority, which will provide community transportation in the four-county, three-city region.

Four pieces of legislation with positive impacts for Catawba County passed during the 2008 legislative session including: legislation for a one-time distribution of additional lottery funds to counties resulting in \$800,000 additional for our school systems; repeal of the unfunded mandate that counties pay for the implementation of Administrative Office of the Courts (AOC) phone system in courthouses which would have cost the County approximately \$100,000 annually; defeat of attempts to eliminate the prohibition on collective bargaining for public employees; and reestablishment of Juvenile Crime Prevention Council (JCPC) funding in the State's continuation budget. One of the Commissioner's top legislative priorities was to raise the homestead exclusion to \$35,000. A bill was introduced by our local delegation which did not pass but received positive comments about legislation being reintroduced during the 2009 Long Session.

## **LEGAL**

### **Statement of Purpose**

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

### **Outcomes**

1. Provide needed legal services to all county departments as issues arise in a timely, professional and ethical manner by:
  - a. Completing preparation or review of contracts within five working days of receipt at least 95% 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 EMS, Sheriff's Office, and Supervisors.
  - b. Providing all Public Safety employees with 24 hours per day, 7 days per week telephone access to an attorney.
3. Ensure that Board of Commissioners, Planning Board, Board of Adjustment, and Subdivision Review Board are able to address any legal issue whether arising during a meeting or anticipated in advance by assigning an attorney to both work with each respective board and be in attendance at each board meeting.
4. Maximize the collection of delinquent accounts, back taxes, and other monies owed to the County through active legal pursuit of collection. Success will be measured by an achievement of a 50% collection rate.

# Legal Services

## Reinventing Department

Organization: 120100

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenue</b>					
Federal & State	\$1,972	\$0	\$1,200	\$0	0%
Miscellaneous	2,383	0	0	0	0%
Indirect Cost	0	50,000	42,182	42,182	-16%
General Fund	261,102	286,615	305,036	306,236	7%
<b>Total</b>	<b>\$265,457</b>	<b>\$336,615</b>	<b>\$348,418</b>	<b>\$348,418</b>	<b>4%</b>
<b>Expenses</b>					
Personal Services	\$253,527	\$312,345	\$322,254	\$322,254	3%
Supplies & Operations	11,930	24,270	26,164	26,164	8%
Capital	0	0	0	0	0%
<b>Total</b>	<b>\$265,457</b>	<b>\$336,615</b>	<b>\$348,418</b>	<b>\$348,418</b>	<b>4%</b>
<b>Employees</b>					
Permanent	3.00	3.50	3.50	3.50	0%
Hourly	0.00	0.00	0.00	0.00	0%
<b>Total</b>	<b>3.00</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>0%</b>

### Fiscal Year 2007/08 Outcome Achievements

Total Outcomes	Achieved	Partially Achieved	Not Achieved	Success Rate
4	4	0	0	100%

## Budget Highlights

In Fiscal Year 2008/09, a half-time attorney position was added to the department primarily to help with legal issues associated with the new jail and the Sheriff's Department. Indirect cost revenues were used to fund this position. The budget continues this position.

## Performance Measurement

### Fiscal Year 2009/10

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

### Fiscal Year 2008/09

The Legal staff is on track to meet or exceed all of their outcomes in the current fiscal year. To date, 108 contracts have been received and all have been reviewed within 5 working days. In-service training has been provided for EMS, the Sheriff's Department, and supervisors. As of December 2008, \$112,761 has been turned over to Legal for collection, and \$69,441 has been collected, resulting in a 61.56% collection rate.

***Fiscal Year 2007/08***

Legal Services achieved all of its outcomes for Fiscal Year 2007/08 and exceeded 2. 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 5 days 95% of the time by reviewing all 551 contracts received during the year within 5 days. Legal action to collect delinquent accounts and other moneys owed to the County resulted in a 93% 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. Finally, legal staff delivered in-service training to the Sheriff's Department and Emergency Services and provided 24/7 on-call legal assistance to Public Safety agencies.





## **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 2009 that is based on the Fiscal Year 2009/10 annual budget and Capital Improvement Plan (CIP) which will give the County Manager, Board of Commissioners, and Department Heads the financial information they need to set priorities and goals in planning for the future needs of the County.
3. Work with Emergency Services to evaluate the new budget process that was implemented last fiscal year. During this fiscal year, fire chiefs, the County Budget Office, and Emergency Services Department will make suggestions on how to change the budget system. Any changes will be done to ensure the budget process is more time efficient for Catawba County fire departments and standardized for County staff, so County fire department budgets will be evaluated in an equal manner.
4. Monitor the Fiscal Year 2009/10 budget on an ongoing basis to ensure the budget remains balanced and recommend appropriate action is taken quickly if further revenue erosion occurs.

# Budget & Management

## Reinventing Department

Organization: 120150

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
Indirect Cost	\$84,177	\$86,182	\$77,931	\$77,931	-10%
General Fund	168,681	153,491	162,069	162,069	6%
<b>Total</b>	<b>\$252,858</b>	<b>\$239,673</b>	<b>\$240,000</b>	<b>\$240,000</b>	<b>0%</b>
<b>Expenses</b>					
Personal Services	\$240,768	\$227,698	\$215,356	\$215,356	-5%
Supplies & Operations	12,090	11,975	24,644	24,644	106%
Capital	0	0	0	0	0%
<b>Total</b>	<b>\$252,858</b>	<b>\$239,673</b>	<b>\$240,000</b>	<b>\$240,000</b>	<b>0%</b>
<b>Employees</b>					
Permanent	3.00	3.00	3.00	3.00	0%
Hourly	0.00	0.00	0.00	0.00	0%
<b>Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0%</b>

## Fiscal Year 2007/08 Outcome Achievements

Total Outcomes	Achieved	Partially Achieved	Not Achieved	Success Rate
2	2	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 2009/10

For Fiscal Year 2009/10, the Budget Office will continue its focus on accurate revenue and expenditure projections and preparing a balanced budget for adoption. Staff will also continue working with Emergency Services to evaluate the new budget process established for Fire Districts.

***Fiscal Year 2008/09***

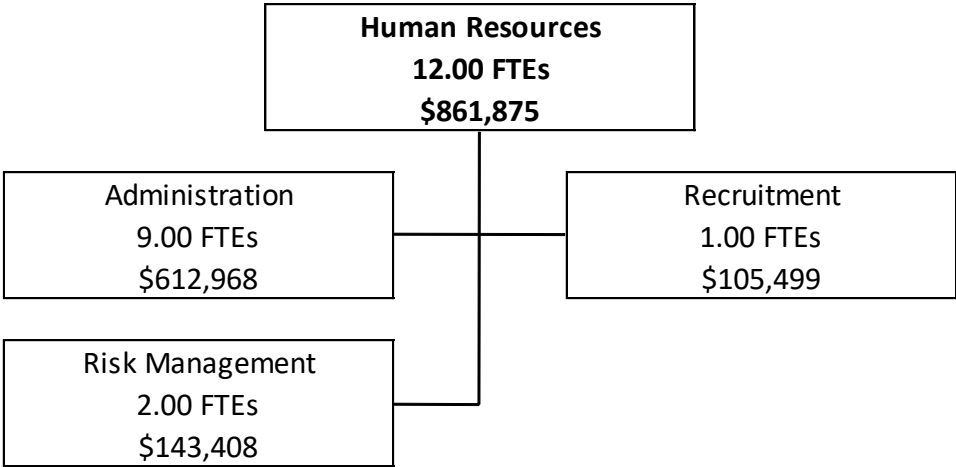
The Budget Office is on track to meet outcomes for Fiscal Year 2008/09. A Revenue, Expense, and Fund Balance forecast was prepared during the months of October and November and presented to Department Heads in December. The Fiscal Year 2008/09 Budget was adopted as scheduled.

***Fiscal Year 2007/08***

The Budget Office met and exceeded its outcomes. Achievements included receipt of a 100% satisfaction rating on the County Manager survey and a 96% 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 19<sup>th</sup> consecutive year. This award recognizes outstanding achievement in budget preparation and presentation and achieves a performance outcome established for the Budget Office. In response to a Commissioner goal that the County position itself to respond to anticipated growth, the Budget Office worked with departments to analyze needs and developed an 8-year Service and Capital Improvement Plan. This plan will be updated annually and will be used to guide the annual budget process.



**Catawba County Government**



# Human Resources

## *Reinventing Department*

					Summary
	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
Indirect Cost	\$92,002	\$95,806	\$96,552	\$96,552	1%
Local	6,000	0	0	0	0%
Mental Health Contracts	0	0	21,000	21,000	100%
General Fund	704,737	763,052	744,323	744,323	-2%
<b>Total</b>	<b>\$802,739</b>	<b>\$858,858</b>	<b>\$861,875</b>	<b>\$861,875</b>	<b>0%</b>
<b>Expenses</b>					
Personal Services	\$697,268	\$736,752	\$727,806	\$727,806	-1%
Supplies & Operations	105,471	122,106	134,069	134,069	10%
Capital	0	0	0	0	0%
<b>Total</b>	<b>\$802,739</b>	<b>\$858,858</b>	<b>\$861,875</b>	<b>\$861,875</b>	<b>0%</b>
<b>Expenses by Division</b>					
Administration	\$582,870	\$618,215	\$612,968	\$612,968	-1%
Recruitment	88,888	103,325	105,499	105,499	2%
Risk Management	130,981	137,318	143,408	143,408	4%
<b>Total</b>	<b>\$802,739</b>	<b>\$858,858</b>	<b>\$861,875</b>	<b>\$861,875</b>	<b>0%</b>
<b>Employees</b>					
Permanent	12.00	12.00	12.00	12.00	0%
Hourly	0.25	0.25	0.25	0.25	0%
<b>Total</b>	<b>12.25</b>	<b>12.25</b>	<b>12.25</b>	<b>12.25</b>	<b>0%</b>

### Fiscal Year 2007/08 Outcome Achievements

Total Outcomes	Achieved	Partially Achieved	Not Achieved	Success Rate
10	9	0	1	90.0%

## Budget Highlights

Human Resources 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.

## *Performance Measurement*

### *Fiscal Year 2009/10*

Outcomes for Fiscal Year 2009/10 continue to emphasize wellness, organizational development and customer service.

Under Administration, an outcome has been added to survey employees as to their satisfaction with both working conditions and benefits and to report back to Department Heads for discussion by October 31, 2009. Human Resources is working closely with the Diversity Committee and local minority groups to ensure a diverse workforce. By

March 31, 2010, at least two recommendations made by these groups will be implemented into the recruitment process. Wellness continues to be an important focus for Human Resources. Strategies to improve wellness were added including identifying and offering personal health planning sessions to employees from the health screening with the highest potential for health risks. Staff are also working to better evaluate the cost savings to our health plan of having the on-site employee health clinic.

#### ***Fiscal Year 2008/09***

Human Resources is on track to meet or exceed all their outcomes for Fiscal Year 2008/09. Outcomes for Fiscal Year 2008/09 emphasized 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 Human Resources. Twelve employees graduated from the annual Mini Course, 19 from Performance Appraisal Training, and 54 attended Diversity Awareness Training.

#### ***Fiscal Year 2007/08***

Human Resources had a 90% achievement rate for Fiscal Year 2007/08. The department continues to earn high marks from participants in the bi-weekly new employee orientations. Out of 188 responses on evaluations there was a satisfaction rating of 4.5 out of a possible 5, surpassing the 4.0 goal.

In the area of organizational development, 191 supervisors completed at least one action that would help develop their supervisory skills. 138 supervisors completed the online Workplace Harassment training. Human Resources staff also addressed 104 supervisors in monthly staff meetings on various topics. Workshops offered to enhance supervisory skills included the Supervisory Training course, County Minicourse, Spanish classes, Leadership/Mentoring program, Defensive Driving, Blood Borne Pathogens, Fire and Safety Training, and OSHA Training. Human Resources also began working with the Technology Department on their web page on the intranet to make information available to employees on training programs, and various personnel policies and procedures. This will assist in enhancing work skills and knowledge of Catawba County Government.

An outcome to promote preventative wellness among employees by encouraging completion of a physical and blood work annual screening fell short of the goal of a 95% employee participation rate. As of the November 30, 2007, deadline about 92.3% of employees had completed the requirements, leaving 82 employees incomplete. These 82 will be charged \$20 per pay period that will go toward the County's cost of employee health programs. Also in the area of employee health, 40 health-related programs were offered during the fiscal year that averaged 35 employees per event. This surpassed the goal of 24 events with an average

attendance rate of 30 employees per event. Wellness workshops addressed heat/circulatory issues, stress and anxiety, and weight management/physical activity.

Outcomes to promote Catawba County for recruitment purposes included enhancement to our on-line application system. Various job aids have been added or revised. Human Resources will continue to work with Information Technology to evaluate and develop the recruitment process and new tools as needed. They will also continue to revamp the website to attract more applicants, particularly minority applicants. Outcomes also met included participation in career fairs at three targeted minority colleges which took place between September, 2007, and February, 2008. Contacts were made before and after fairs with school career counselors and potential student applicants. In addition during the year all eight public high schools in Catawba County were visited. Contacts were made with school counselors and in some cases presentations were also given. Staff from Human Resources as well as Public Health, Utilities and Engineering, Social Services, and Emergency Services made presentations at several schools. Contact was also made with Centro Latino representatives to establish a relationship and opportunity for future involvement and expansion for recruitment.

In Risk Management, a goal to decrease reportable injuries by 5% was exceeded with a 6% decrease for Fiscal Year 2007/08. This was accomplished in part through the Accident Investigation Team's role in educating departments on accident prevention, timely reporting and adequate risk assessment.



## **HUMAN RESOURCES**

### **Administration**

#### **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.
2. By August 31, 2009, survey County employees via an emailed survey concerning their satisfaction with both their working conditions and benefits. Share the results of this survey with and make recommendations to Department Heads by October 31, 2009.

### **Organizational Development**

#### **Statement of Purpose**

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

#### **Outcomes**

3. To continue developing employee skills in a way that is convenient for the County workforce, Human Resources will offer at least two online training programs that show County compliance with State and/or Federal mandates by June 30, 2010.
4. In addition to the regular supervisory education series that is conducted annually, the Human Resources Department will offer at least one supervisory refresher program by June 30, 2010.

### **Self Insurance**

#### **Outcome**

5. 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. These quarterly reports will be shared with Budget, Finance, and the County Manager's Office.

## **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**

6. Promote preventive wellness among employees by encouraging completion of a physical and blood work screening annually. In addition, after each County sponsored health screening, the Employee Health Clinic (EHC) staff will offer personal evaluation and planning to employees with high health risk factors and will track on results of employee involvement with EHC staff by:
  - a. Identifying the top 10% of those screened who exhibit a high potential for health risks based upon the prostate screening and/or blood pressure, glucose, or cholesterol levels.
  - b. Contacting these employees and offering them the opportunity to schedule a session for personal planning to address the identified health risk(s).
  - c. Preparing a report by June 30, 2010, to track the number of employees identified with high health risk factors, the number of employees working with the Employee Health Clinic staff, and the cumulative changes in results for those employees participating.
7. Encourage healthy lifestyles for employees by offering at least one health related event monthly which will include two health/wellness screenings per year, various wellness workshops and, at least one online wellness training course. The goal is to impact our health claims by reaching a target audience and educating that audience about either a health risk or a beneficial health practice. By June 30, 2010, a report will be prepared on the number of employees participating in on-site events and online training, related costs savings by offering these programs in house, as well as data obtained from employees regarding their intent to implement changes for a healthier lifestyle due to participating in these wellness activities.
8. Measure the cost of 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 an average associated cost.
  - b. Savings from conducting in house Workers Compensation evaluations.

- c. Savings from performing all recruitment and retention related medical testing through our Clinic.

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

## **Recruitment**

### **Statement of Purpose**

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

### **Outcomes**

- 9. By March 31, 2010, implement at least two of the recommendations made by the Catawba County Diversity Committee and/or the local minority groups (NAACP, Centro Latino, Hmong Association) to support increasing retention and improvement of minority representation in hiring and promotions.
- 10. By March 31, 2010, conduct meetings between Human Resources, Department Heads, and the 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 Human Resources Department or other designated representative during the interview/hiring process.
- 11. By December 31, 2009, conduct at least one meeting with local minority groups (NAACP, Centro Latino and Hmong Association) to network and engage in an information exchange about recruitment, jobs and careers with Catawba County.
- 12. By December 31, 2009, at least one new strategy/change will be made to the Human Resources Web Page in order to continue to attract diverse applicants. This will be done through:
  - a. Quarterly reviews of our website
  - b. Continued research of current recruiting/marketing trends
  - c. Periodic research of other websites
  - d. Implementation of ideas made by diversity groups, applicants, and/or employees.

## **Risk Management**

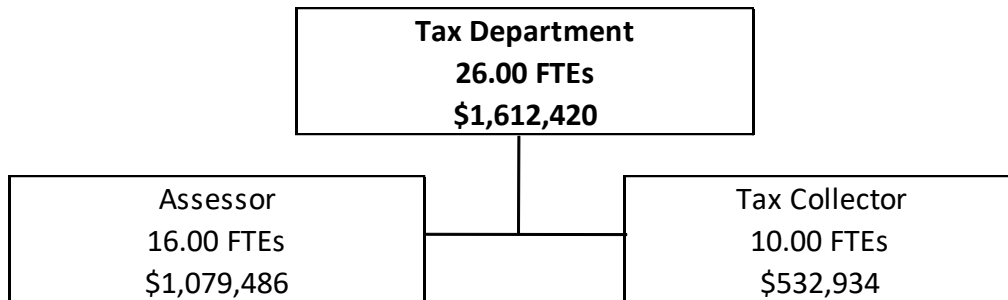
### **Statement of Purpose**

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

### **Outcomes**

14. 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 the NCDOL evaluation to address any cited hazard concerns.
15. Risk Management will offer at least four online programs to increase the safety, health, and security awareness of our County workforce. By June 30, 2010, an annual report will be provided to the Human Resources Director detailing how many employees participated in the training sessions and successfully completed the course.

## Catawba County Government



# Tax Department

					Summary
	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
Property Tax	78,030,033	78,738,663	80,888,050	79,499,931	1%
Charges & Fees	236,486	233,675	240,150	240,150	3%
Contribution to General Fund	(77,766,943)	(78,429,111)	(80,568,606)	(79,180,487)	1%
General Fund	1,008,343	1,060,943	1,052,826	1,052,826	-1%
<b>Total</b>	<b>\$1,507,919</b>	<b>\$1,604,170</b>	<b>\$1,612,420</b>	<b>\$1,612,420</b>	<b>1%</b>
<b>Expenses</b>					
Personal Services	\$1,195,249	\$1,248,030	\$1,237,740	\$1,237,740	-1%
Supplies & Operations	301,610	336,140	354,680	354,680	6%
Tax Refunds	11,060	20,000	20,000	20,000	0%
Capital	0	0	0	0	0%
<b>Total</b>	<b>\$1,507,919</b>	<b>\$1,604,170</b>	<b>\$1,612,420</b>	<b>\$1,612,420</b>	<b>1%</b>
<b>Expenses by Division</b>					
Assessor	\$1,018,263	\$1,087,768	\$1,079,486	\$1,079,486	-1%
Collections	489,656	516,402	532,934	532,934	3%
<b>Total</b>	<b>\$1,507,919</b>	<b>\$1,604,170</b>	<b>\$1,612,420</b>	<b>\$1,612,420</b>	<b>1%</b>
<b>Employees</b>					
Permanent	25.00	26.00	26.00	26.00	0%
Hourly	0.00	0.00	0.00	0.00	0%
<b>Total</b>	<b>25.00</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>	<b>0%</b>

## Budget Highlights

The Tax Office budget includes operating increases primarily for costs associated with mailing tax bills. An increase is anticipated in postage and per item costs associated with the mailing service used to process tax bills. Increased funds are also included for training.

## **ASSESSOR**

### **Statement of Purpose**

Ensure all real and personal property is listed annually to the owner of record as of January 1<sup>st</sup> 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 1<sup>st</sup>, the date in which they lawfully become due and payable.
  - b. Prepare and mail each month's motor vehicle tax bills at least 15 days prior to the first day of the month the bill is due.
2. Provide quality customer service by responding to all taxpayer inquiries within 24 hours of receipt and resolving outstanding issues within 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 5 business days of receipt from the Register of Deeds.
4. Ensure that all new construction is listed, appraised, and recorded in time for billing no later than September 1, 2009, by constant monitoring of outstanding new construction through building permits and field reviews.
5. To educate, assist, and enroll qualified county citizens in the following property tax relief programs by June 1, 2009: elderly or disabled exclusion, circuit breaker property tax deferment, and disabled veteran exclusion.

## **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, assign job responsibilities so that delinquent collection staff can maximize their time working delinquent accounts.
  - d. Working delinquent accounts under \$250 with a goal of collecting a minimum of 25% of these smaller accounts by June 30.
2. Collect 50% of prior 10 years delinquent taxes during Fiscal Year 2009/10. 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 5 business days as evidenced by call logs or other written documentation.
4. Cross-training of all collection counter staff, delinquent collectors, and personal property auditors to improve efficiency, flexibility, and continuity of entire collector's office.



## **BOARD OF ELECTIONS**

### **Statement of Purpose**

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

### **Outcomes**

1. Prepare for and conduct the following elections:
  - a. Primary Election for the City of Hickory – October 6, 2009.
  - b. Municipal Elections for the eight municipalities and the Hickory and Newton-Conover School Systems – November 3, 2009.
  - c. Primary Election – May 4, 2010.
  - d. Be prepared to conduct a second primary (if required) on June 1, 2010.
2. Apply, by the mandated dates, all laws passed by the 2009 Long Session of the General Assembly.
3. The State of North Carolina is participating in the 2010 Census Redistricting Data Program as required by Federal and State law.
  - a. The process requires each County Board of Election office to review their maps as to ensure the accuracy of precincts and voter tabulation district lines. The process will take several months to complete and at the end of the process we will make the required changes to precincts, voter tabulation districts, State house districts, State senate district, and any other district lines as required by this program. At the conclusion, we will make corrections to our voter registration records and give notice of these changes to the voters as required.
  - b. The office will work with the cities/towns and the school systems, which will also be redistricting under the Census Redistricting Program.
4. Ensure the yearly preventive maintenance on all voting equipment is completed. This maintenance is conducted each year by the manufacturer to ensure each unit is operating properly for the upcoming year's elections. We currently have 46 M-100s, 65 iVotronics, and 42 AutoMarks that need to have maintenance work completed in the next year.
5. Plan a method with the Emergency Services Director on how to utilize the Community Alert System (CAS) to notify Catawba County voters on the locations and operating dates and hours for the one-stop voting sites before municipal and Countywide elections.

# Board of Elections

Organization: 140050

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
Federal	\$44,645	\$0	\$0	\$0	0%
State	0	0	0	0	0%
Charges & Fees	76,956	200	127,795	127,795	63798%
General Fund	481,191	553,457	501,336	433,836	-22%
<b>Total</b>	<b>\$602,792</b>	<b>\$553,657</b>	<b>\$629,131</b>	<b>\$561,631</b>	<b>1%</b>
<b>Expenses</b>					
Personal Services	\$344,104	\$233,912	\$389,931	\$378,931	62%
Supplies & Operations	258,688	319,745	239,200	182,700	-43%
Capital	0	0	0	0	0%
<b>Total</b>	<b>\$602,792</b>	<b>\$553,657</b>	<b>\$629,131</b>	<b>\$561,631</b>	<b>1%</b>
<b>Employees</b>					
Permanent	4.50	4.50	4.50	4.50	0%
Hourly	0.02	0.02	0.02	0.02	0%
<b>Total</b>	<b>4.52</b>	<b>4.52</b>	<b>4.52</b>	<b>4.52</b>	<b>0%</b>

## Budget Highlights

The budget includes operating funds for three elections: a municipal primary election for the City of Hickory, a municipal general election for all the County's eight municipalities, and a Countywide primary mid-term election in May 2010. Municipalities reimburse the County for expenses related to municipal elections which increased revenue from charges and fees and decreased the General Fund contribution to the department.

## **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 more 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 2,375 microfilm cartridges for easier retrieval.
2. Improve customer service to the public by reducing the amount of in office research time required to obtain copies of needed records by implementing the following technologies by June 30, 2010:
  - a. Providing offline and online access to scanned images of the GRANTEE real estate indexing books for 1984 to 1988 since we already provide books 1992 to 1989 and 1983 to 1955.
  - b. Providing offline and online access to scanned images of the GRANTOR real estate indexing books for 1954 to 1842 since we already provide 1992 to 1955.
  - c. Providing offline and online access to scanned images of all deeds from book 609 to 1 since we already provide the same from book 899 to 610 and all real estate documents from the most recent recording back to book 900.
  - d. Providing offline and online access to scanned images of the real estate plats back to book 7 since we already provide from the most recent recording back to book 12.
  - e. Replace and preserve the original marriage license and binders from Volumes 28 to 20 since 19 to 1 has already been completed.
  - f. Will meet with Information Technology to update and upgrade our Website to be a more user friendly site.
  - g. To keep myself and staff educated with the laws that govern this office we will attend the two North Carolina Association of Register of Deeds (NCARD) Conferences and any workshops that might be offered as to make sure that all laws and regulations are followed.

2. The addition of a new staff member last December allows one staff member to be solely responsible for supervising the vital records area. The staff member's responsibilities will consist of the following:
  - a. Daily indexing and recordings which consist of working with Health Department and Funeral Homes.
  - b. Providing the indexing and scanned uncertified copies of birth records back to year 1938 on the self-service in-house terminals since we already provide the most recent filing to 1942.
  - c. Providing the indexing and scanned uncertified copies of death records back to 1990 on the self-service in-house terminals since we already provide the most recent filing to 1995.
  - d. Providing the indexing and scanned uncertified copies of marriage records back to 1990 on the self-service in-house terminals since we already provide the most recent filing to 1995.
  - e. Training and/or approval of Amendments, Legitimations, and Delayed certificates.
3. The declining economy has affected Catawba County's Register of Deeds Office with the decreasing number of Real Estate recordings. Due to the reduction in recordings projected in the next fiscal year, the Register of Deeds Office plans to put more of an emphasis on long-term projects that will convert paper files to an electronic format. The electronic format will allow for the files to be more accessible to the public and staff which will allow for better customer service. The following are the long-term projects the Register of Deeds Office will start this fiscal year:
  - a. Index and scan Vital Records (birth, marriage, and death) back to 1842.
  - b. Index and scan Notary Public records back five years, which will be assessable to staff only.
  - c. Index and scan Military DD214 records back to beginning, which will be assessable to staff only.
  - d. Index and scan Corporate records back to 1842.
  - e. Scan plats back to 1842.
  - f. Review 1984 – 1992 Grantee index books so there can be a standard and complete set of these years.
  - g. Index the monthly out of county deaths received from Office of Vital Statistics in Raleigh.
4. 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 Information Technology Department, Archives in Raleigh or Logan Systems.
- b. To keep the most updated recovery plan in Disaster Notebook and make sure all staff knows how to implement the plan in a time of need.
- c. To have quarterly drills for the staff to make sure they are aware of the Disaster Recovery Plan and how to address any alterations that need to be made to the plan.
- d. To include the public in at least two of the four drills we have throughout the year.

# Register of Deeds

Organization: 160050

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
Real Estate Excise	\$644,574	\$600,000	\$500,000	\$500,000	-17%
Charges & Fees	666,190	722,625	505,050	444,386	-39%
Miscellaneous	227,771	226,500	210,000	187,300	-17%
General Fund	(780,342)	(742,641)	(403,638)	(417,613)	-44%
<b>Total</b>	<b>\$758,193</b>	<b>\$806,484</b>	<b>\$811,412</b>	<b>\$714,073</b>	<b>-11%</b>
<b>Expenses</b>					
Personal Services	\$495,758	\$566,980	\$569,020	\$506,306	-11%
Supplies & Operations	218,919	239,504	242,392	207,767	-13%
Capital	43,516	0	0	0	0%
<b>Total</b>	<b>\$758,193</b>	<b>\$806,484</b>	<b>\$811,412</b>	<b>\$714,073</b>	<b>-11.5%</b>
<b>Employees</b>					
Permanent	10.00	10.00	11.00	11.00	10%
Hourly	0.60	0.60	0.00	0.00	0%
<b>Total</b>	<b>10.60</b>	<b>10.60</b>	<b>11.00</b>	<b>11.00</b>	<b>4%</b>

## Budget Highlights

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

Due to a projected lower than average amount of document recordings in the next fiscal year, the Register of Deeds Office unfunded one Deputy Register of Deeds position in Fiscal Year 2009/10 and plans to focus more efforts on long-term projects that will convert paper files to an electronic format, which will make the files more accessible to the public. The following are the long-term projects the Register of Deeds Office will start this fiscal year:

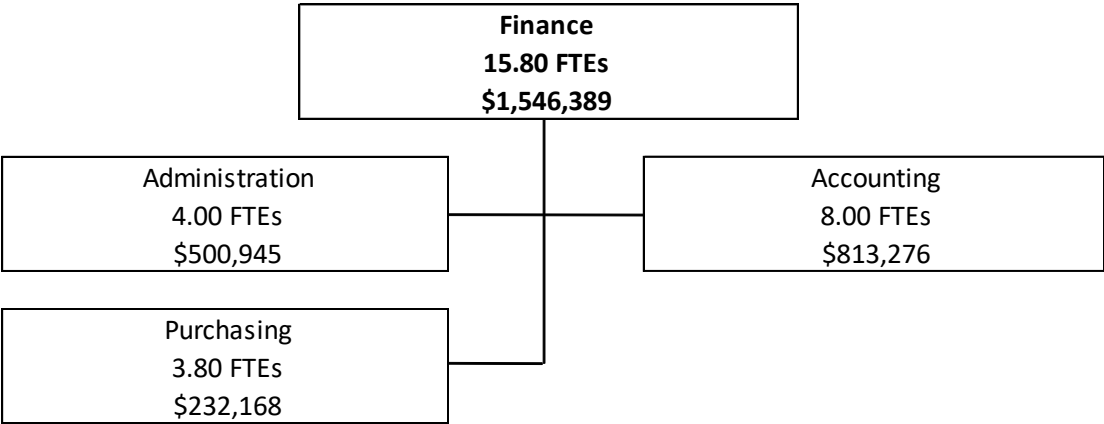
- Index and scan Vital Records (birth, marriage, and death) back to 1842
- Index and scan Notary Public records back five years, which will be assessable to staff only
- Index and scan Military DD214 records back to beginning, which will be assessable to staff only
- Index and scan Corporate records back to 1842
- Scan plats back to 1842
- Review 1984 – 1992 Grantee index books so there can be a standard and complete set of these years
- Index the monthly out of county deaths received from Office of Vital Statistics in Raleigh

Budget to budget, the department increased by 1 FTE. This is due to a Deputy Register of Deeds position added during Fiscal Year 2008/09 to allow the department to more quickly deal with projects above.





**Catawba County Government**



# Finance

	Summary				
	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
Investments Earnings	\$2,434,799	\$800,000	\$800,000	\$800,000	0%
Personnel Indirect Cost	31,830	32,944	32,944	32,944	0%
Mental Health Contracts	0	0	17,965	17,965	100%
Miscellaneous	0	0	0	0	0%
Charges & Fees	775	0	0	0	0%
General Fund	(980,746)	656,397	697,480	695,480	6%
<b>Total</b>	<b>\$1,486,658</b>	<b>\$1,489,341</b>	<b>\$1,548,389</b>	<b>\$1,546,389</b>	<b>4%</b>
<b>Expenses</b>					
Personal Services	\$900,402	\$936,256	\$928,088	\$928,088	-1%
Supplies & Operations	565,279	553,085	620,301	618,301	12%
Capital	20,977	0	0	0	0%
<b>Total</b>	<b>\$1,486,658</b>	<b>\$1,489,341</b>	<b>\$1,548,389</b>	<b>\$1,546,389</b>	<b>4%</b>
<b>Expenses by Division</b>					
Administration	\$477,847	\$489,775	\$500,945	\$500,945	2%
Accounting	759,220	774,352	813,276	813,276	5%
Purchasing	249,591	225,214	234,168	232,168	3%
<b>Total</b>	<b>\$1,486,658</b>	<b>\$1,489,341</b>	<b>\$1,548,389</b>	<b>\$1,546,389</b>	<b>4%</b>
<b>Employees</b>					
Permanent	15.80	15.80	15.80	15.80	0%
Hourly	0.15	0.20	0.25	0.25	25%
<b>Total</b>	<b>15.95</b>	<b>16.00</b>	<b>16.05</b>	<b>16.05</b>	<b>0%</b>

## 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.

## **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 2010/11 budget by providing the Budget Office with information on a timely basis, normally by October 31<sup>st</sup>, 2009, 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 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, 2010, to ensure the financial integrity of the County.
  - b. Completing the County's Comprehensive Annual Financial Report (CAFR) by October 31, 2009, and submitting to the Local Government Commission by December 1, 2009.
  - c. Submitting the CAFR to the Board of Commissioners by December 31, 2009.

- 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, 2009.
  - 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, 2009.
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.

### **Accounts Payable/Receivable**

#### **Outcomes**

1. Make accurate and timely payments (an average of 600+ checks and Electronic Funds Transfer (EFT) payments) to all vendors on a weekly basis by:
  - a. Processing all documentation received and generating vendor payments accurately 99% of the time as evidenced by corrected checks.
2. Compliance with all Federal, State, and local guidelines by:
  - a. Processing and distributing 100% of the 1099s (approximately 200) by January 31<sup>st</sup> for vendor tax records.
  - b. Processing State reports and, if applicable, accompanying payments by applicable due dates.
  - c. Making daily deposits of all revenue received 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 3 years or more) in order to produce documentation for the annual audit by processing additions, deletions, and transfers by August 31<sup>st</sup>.
4. Conduct departmental survey with a 90% satisfaction rate.

### **Payroll**

#### **Outcomes**

5. Make accurate and timely payment of wages to 1,100+ full-time and hourly employees on a bi-weekly basis, 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 payment.

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 31<sup>st</sup> for employees' tax records.
  - b. Reporting, processing and paying of Federal and State taxes and employee benefits when due 100% of the time, as evidenced by date of payment.
7. Conduct departmental survey with a 90% satisfaction rate.

## **Billing**

### **Outcomes**

8. As a measure of good customer service and vendor relations, the billing office has the following procedures in place:
  - a. Posting all payments within 5 working days 98% of the time
  - b. Process a monthly billing cycle by mailing bills within 5 working days of cutoff 98% of the time.
  - c. Processing refund requests within 10 working days 100% of the time.
  - d. Coordinate collection efforts with third party 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 cooperative purchasing alliances (U.S. Communities) and North Carolina State Contract.
  - b. Educating departments on what cooperative purchasing alliances and State Contract have to offer; utilize these services when it is cost and time effective.
  - c. Ensuring County formal projects and goods are obtained within the guidelines of General Statutes and County Code.
  - d. Reviewing formal bid requests (equipment and supplies totaling \$90,000 and over) establishing specifications, conducting formal bid openings and making recommendations to the Board of County Commissioners to the satisfaction of County departments.
  - e. Conducting departmental survey with a 90% satisfaction rate.
  - f. Assisting departments in obtaining informal quotes (for purchases of supplies and equipment less than \$90,000) are obtained effectively and at the best value.
  - g. Maintaining a list of vendors, review State Contract and cooperative purchasing contracts and solicit at least three quotes when feasible.
  - h. Maintaining a log of all informal quotes received, indicating the savings incurred.
2. Make County operations more environmentally friendly by encouraging County departments and contractors to purchase at least 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 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 known minority businesses and contractors for applicable projects and services.
  - b. Maintaining a log of all procurement of goods, services and construction contracting with minority vendors and contractors.
- 4. Provide daily courier service between all departments, agencies, and the U.S. Postal Service in a timely, 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

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
State	\$296,917	\$280,000	\$275,000	\$275,000	-2%
General Fund	(292,869)	(269,500)	(264,500)	(264,500)	-2%
<b>Total</b>	<b>\$4,048</b>	<b>\$10,500</b>	<b>\$10,500</b>	<b>\$10,500</b>	<b>0%</b>
<b>Expenses</b>					
Personal Services	\$0	\$0	\$0	\$0	0%
Supplies & Operations	4,048	10,500	10,500	10,500	0%
Capital	0	0	0	0	0%
<b>Total</b>	<b>\$4,048</b>	<b>\$10,500</b>	<b>\$10,500</b>	<b>\$10,500</b>	<b>0%</b>

## Other Government Costs

Organization: 190050

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
Local Sales Tax	\$25,028,568	\$21,773,354	\$17,436,612	\$15,199,626	-30%
Beer & Wine Tax	369,567	325,000	325,000	325,000	0%
State	72	0	0	0	0%
Cable TV Reimbursements	631,342	500,000	500,000	600,000	20%
JCPC Projects	147,778	88,881	0	96,083	8%
JCPC Planning	14,108	15,000	0	15,000	0%
Indirect Cost	1,017,109	634,224	524,156	507,656	-20%
CVBH Rent	0	0	0	0	0%
Charges & Fees	0	0	0	0	0%
Miscellaneous	1,732,319	707,474	907,474	908,650	28%
Fund Balance	0	5,861,720	14,552,609	2,899,897	-51%
DHR County Share	(18,526,004)	(15,498,721)	(11,414,379)	(11,426,406)	-26%
From E-911 Fund	732,033	0	0	0	0%
General Fund	(10,921,210)	(14,143,521)	(21,816,626)	(8,623,879)	-39%
<b>Total</b>	<b>\$225,682</b>	<b>\$263,411</b>	<b>\$1,014,846</b>	<b>\$501,627</b>	<b>90%</b>
<b>Expenses</b>					
Personal Services	\$19,838	\$117,000	\$839,219	\$331,000	183%
Other					
Cable TV Consultant	0	0	0	0	0%
COG - Future Forward	7,452	7,556	7,670	7,670	2%
Employee Customer Svc. Training	0	0	0	0	0%
Employee/Social Committee	16,106	17,100	16,500	16,500	-4%
Hickory Municipal Airport	10,374	10,374	10,374	10,374	0%
ICMA Peer Assistance Team	0	0	0	0	0%
Impact Fee Study	0	0	0	0	0%
JCPC Projects	147,778	88,881	96,083	96,083	8%
Joint JCPC Planning	14,062	15,000	15,000	15,000	0%
Little Leage SE Regional Headquarters	0	0	5,000	0	0%
NCACC Conference Planning	0	0	25,000	25,000	100%
NCCMA Civic Education Project	0	7,500	0	0	-100%
Parenting Network	10,000	0	0	0	0%
<b>Total</b>	<b>\$225,610</b>	<b>\$263,411</b>	<b>\$1,014,846</b>	<b>\$501,627</b>	<b>90%</b>

### Budget Highlights

The largest expense in this cost center is funding for the 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.

The overall increase is due to additional funds being included for pay inequities.

# Contingency

Organization: 190100

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
Special Contingency	\$0	\$20,000	\$20,000	\$20,000	0%
General Fund	0	210,000	210,000	210,000	0%
<b>Total</b>	<b>\$0</b>	<b>\$230,000</b>	<b>\$230,000</b>	<b>\$230,000</b>	<b>0%</b>
<b>Expenses</b>					
Contingency	\$0	\$210,000	\$210,000	\$210,000	0%
Special Contingency	0	20,000	20,000	20,000	0%
<b>Total</b>	<b>\$0</b>	<b>\$230,000</b>	<b>\$230,000</b>	<b>\$230,000</b>	<b>0%</b>

## 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

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
1st 1/2%	\$0	\$452,640	\$1,856,381	\$1,670,743	269%
2nd 1/2 %	0	1,840,673	0	0	-100%
Proceeds - G.O. Refunding Bond	0	0	0	0	0%
From General Capital Projects	184,095	69,670	0	0	-100%
From Schools' Capital	0	50,000	50,000	50,000	0%
From Schools' Construction	97,487	79,257	0	0	-100%
Installment Purchase - Proceeds (CVMC)	0	1,497,510	1,497,510	1,497,510	0%
Lottery Proceeds	1,702,248	1,450,000	1,500,000	1,500,000	3%
General Fund - 1/2 cent tax rate (jail - 07/08)	0	725,000	750,000	750,000	3%
General Fund - 1/2 cent tax rate (jail - 03/04)	0	725,000	750,000	750,000	3%
General Fund - 2 cents tax rate (schools - 03/04)	0	2,900,000	3,000,000	3,000,000	3%
General Fund - 2 cents tax rate (schools - 07/08)	0	2,900,000	3,000,000	3,000,000	3%
General Fund	12,869,315	8,078,280	8,026,369	8,212,007	2%
<b>Total</b>	<b>\$14,853,145</b>	<b>\$20,768,030</b>	<b>\$20,430,260</b>	<b>\$20,430,260</b>	<b>-2%</b>
<b>Expenses</b>					
School Bonds	\$7,365,319	\$7,155,955	\$6,984,845	\$6,984,845	-2%
Community College Bonds	504,550	482,595	463,660	463,660	-4%
Installment Purchase - Schools	1,896,176	1,846,415	5,682,165	5,682,165	208%
Installment Purchase - CVCC	0	0	861,085	861,085	100%
QZABs Financing	0	50,000	50,000	50,000	0%
To Schools' Construction - Future Debt	0	0	0	0	0%
COPs - CVMC	0	1,497,510	1,497,510	1,497,510	0%
Certificates of Participation - CVCC	660,530	1,226,700	637,070	637,070	-48%
Certificates of Participation - Schools	2,872,592	6,989,185	2,768,565	2,768,565	-60%
Certificates of Participation - Jail	1,553,978	1,519,670	1,485,360	1,485,360	-2%
<b>Total</b>	<b>\$14,853,145</b>	<b>\$20,768,030</b>	<b>\$20,430,260</b>	<b>\$20,430,260</b>	<b>-2%</b>

### 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.

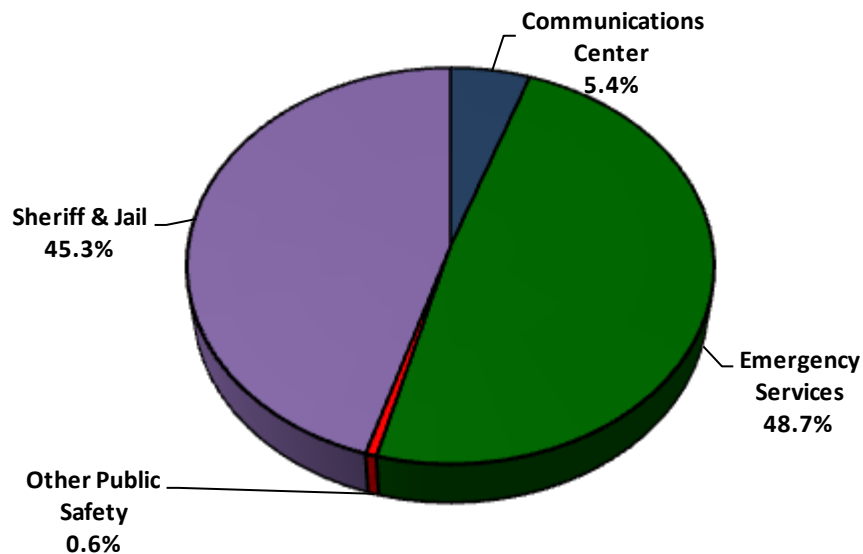
Certificates of Participation for Catawba Valley Medical Center (CVMC): In September 2005, the County borrowed \$5 million to purchase equipment for the Hospital allowing them to take advantage of the County's lower financing rates. The term is for 59 months and will be budgeted through Fiscal Year 2010/11. 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.



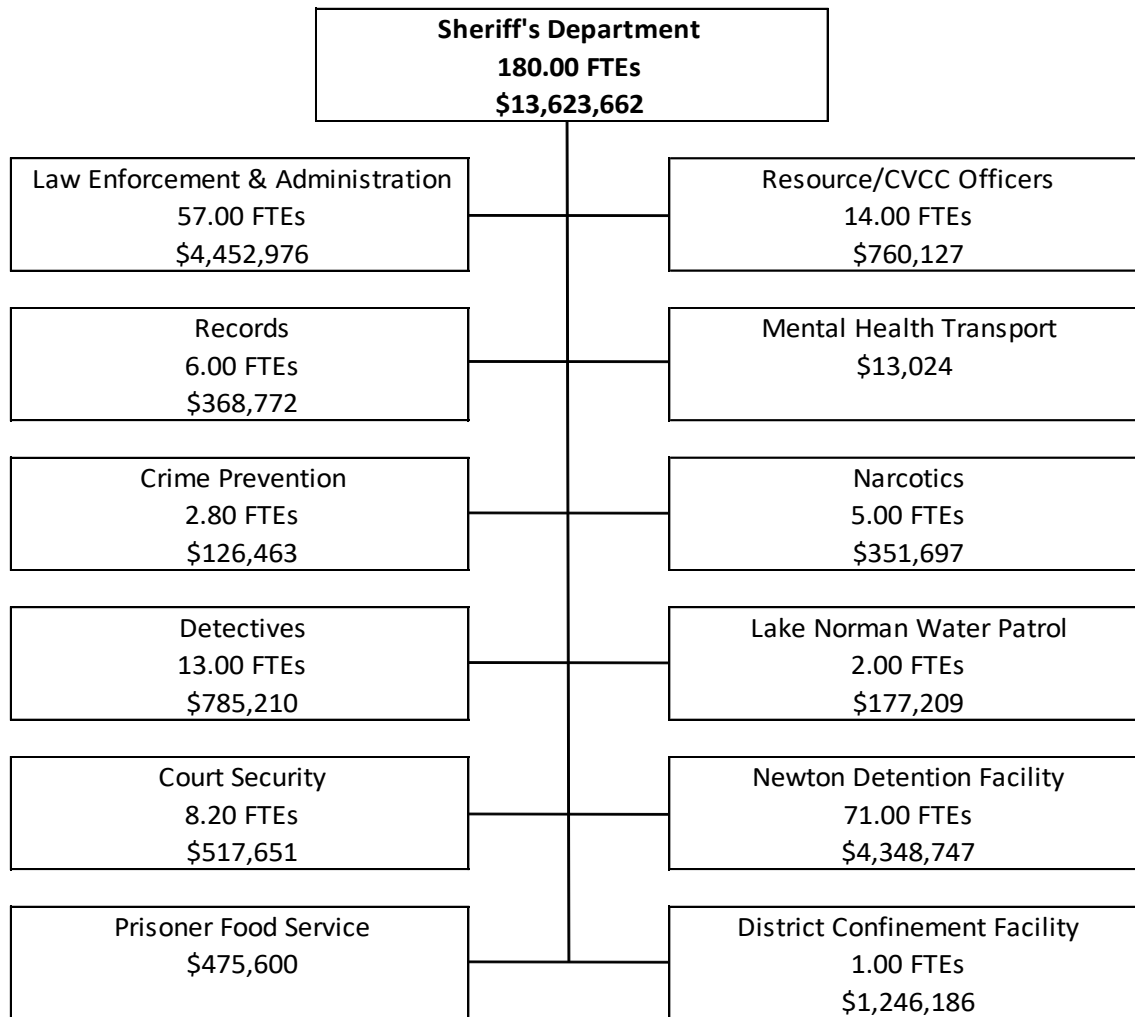
## PUBLIC SAFETY

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, Specialty Services, Fire Marshal, 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 \$30,093,688 representing 12.5% 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				
	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
Federal	\$40,600	\$85,500	\$89,000	\$213,828	150%
State	26,735	33,000	35,000	35,000	6%
Federal & State	69,875	79,364	74,966	74,966	-6%
Local	519,754	647,716	704,619	606,533	-6%
Charges & Fees	472,855	488,844	514,708	514,708	5%
Miscellaneous	133,743	97,000	86,500	86,500	-11%
From Narcotics Seized Fund	0	0	0	0	0%
From Self Insurance Fund	4,900	0	0	0	0%
General Fund	10,962,872	11,950,599	12,490,832	12,092,127	1%
<b>Total</b>	<b>\$12,231,334</b>	<b>\$13,382,023</b>	<b>\$13,995,625</b>	<b>\$13,623,662</b>	<b>2%</b>
<b>Expenses</b>					
Personal Services	\$8,572,986	\$9,449,840	\$9,687,643	\$9,532,962	1%
Supplies & Operations	3,202,536	3,547,790	3,809,622	3,712,700	5%
Capital	455,812	384,393	498,360	378,000	-2%
<b>Total</b>	<b>\$12,231,334</b>	<b>\$13,382,023</b>	<b>\$13,995,625</b>	<b>\$13,623,662</b>	<b>2%</b>
<b>Expenses by Division</b>					
Law Enforcement & Admin	\$4,135,390	\$4,476,295	\$4,653,579	\$4,452,976	-1%
CVCC Officer	93,919	100,450	147,627	147,627	47%
Resource Officers	563,259	605,947	611,431	612,500	1%
Records	299,147	325,223	420,931	368,772	13%
Mental Health Transport	9,348	13,023	13,024	13,024	0%
Crime Prevention	157,913	166,045	167,904	126,463	-24%
Narcotics	364,775	383,035	351,697	351,697	-8%
Detectives	607,673	774,678	840,664	785,210	1%
Lake Patrol	218,876	183,380	177,209	177,209	-3%
Court Security	487,085	493,064	538,725	517,651	5%
Newton Detention Facility	3,863,879	4,272,483	4,318,087	4,348,747	2%
Prisoner Food Service	288,467	370,600	517,400	475,600	28%
District Confinement Facility	1,141,603	1,217,800	1,237,347	1,246,186	2%
<b>Total</b>	<b>\$12,231,334</b>	<b>\$13,382,023</b>	<b>\$13,995,625</b>	<b>\$13,623,662</b>	<b>2%</b>
<b>Employees</b>					
Permanent	171.50	178.00	182.00	180.00	1%
Hourly	7.34	7.35	7.40	7.40	1%
<b>Total</b>	<b>178.84</b>	<b>185.35</b>	<b>189.40</b>	<b>187.40</b>	<b>1%</b>

## Budget Highlights

The budget includes one additional road patrol deputy. Based on the analysis conducted for the 8-Year Service Plan, additional road patrol deputies are the greatest need in the Sheriff's Department. The Sheriff plans to reassign the 3 person traffic unit back to road patrol which in combination with this new deputy will allow the department to add 1 deputy to each



of the 4 road patrol shifts. The 8-year service plan called for 2 road patrol deputies to be added in Fiscal Year 2009/10, plus 2 in each of the following 2 fiscal years. Given the recent revenue losses, only 1 deputy is included in the budget and will be funded for the first year by a Justice Assistance Grant (JAG). The position will need to be funded locally after that. A comparison of sworn staff per 1,000 persons served conducted last year showed Catawba County Sheriff's Department below the State average for Sheriff's Departments by approximately 20%. The Sheriff's Department also has a 7-minute or less response time goal for emergency calls. Our comparative understaffing appears to be impacting our response times as we are exceeding our emergency goal overall by 1 minute 13 seconds.

The budget includes 16 vehicles to replace vehicles that have mileage in excess of 100,000 miles, are older than 5 years, or are experiencing maintenance issues. Increased funding is also included for court security part-time assistance to staff new specialty courts and inmate food services due to an inflationary increase to the contract and higher inmate count.

Due to state reductions made to school systems, Catawba County Schools will not be able to fund the Criminal Justice Academy next fiscal year. Reductions were also made in jail part-time wages and juvenile housing based on trend to help fund the increases above.

Budget to budget reflects 2 FTE increases instead of the 1 added with the Fiscal Year 2009/10 budget. This is because a position was added during Fiscal Year 2008/09 for CVCC security.

## **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. Strive to achieve a 7-minute response time to emergency law enforcement calls from the time of dispatch to arrival on scene. Actual average emergency response time for Fiscal Year 2007/08 was 8 minutes, 13 seconds and Fiscal Year 2008/09 is averaging 7 minutes, 47 seconds.
2. 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.
3. 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 2 searches of each middle and high school of the Catawba County Public School System as well as be available for special requests by individual schools.
4. Improve highway safety in Catawba County by:
  - a. Aggressive enforcement of the North Carolina mandatory seat belt and child restraint laws.
  - b. Work with Catawba County Risk Management in offering drivers safety classes for Catawba County Employees.

## **SCHOOL RESOURCE OFFICERS**

### **Statement of Purpose**

The 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. This will be at least 110 presentations. We completed 137 in 2008.
2. Help provide faculty and parents with the knowledge they need to assist their students and 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 (total of 44 presentations). Areas of instruction could include personnel safety, drug abuse, alcohol abuse, and North Carolina Law.
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 the campuses, selecting days of search on a random basis, as well as, upon request from the principal of the school, when feasible. 11 K-9 visits resulted in 43 drug arrests in the schools in 2008.
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 7<sup>th</sup> grade students in the Catawba County Middle Schools in drug awareness and gang resistance. 64 classes on Drug and Gang prevention were presented in 2008
5. School Resource Officers will assist Guidance Counselors with students who have been identified for bullying and behavior problems. They will work with students as needed or suggested through the Guidance Office.

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.
7. SROs will get updated training at least once a year for a school crisis situation.
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.
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.
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.
11. School Resource Officers will assist at special events in the county where students from their perspective schools may be attending such as: County Fair, Harts Square, Murray's Mill and ECT.

## **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:
  - a. Continuing to work with the Piedmont Area Communications Council to implement its 11 county interoperability grant and to test 800 Mhz trunking systems to be used in conjunction with Voice Interoperable Plan for Emergency Responders (VIPER).
  - b. Continuing to test this new system to locate the coverage areas that need to be addressed for building out the entire system in the future
  - c. Continuing pursuit of any available grant funding to purchase 800 Mhz radios.
2. In cooperation with the Technology Department, continue to use mobile technology to improve Road Patrol efficiency and effectiveness by:
  - a. Maintaining Field Base Reporting (FBR), to eliminate redundancy in report entry.
  - b. Implementing Vision Mobile allowing officers and supervisors in the field to view computer aided dispatch (CAD) from patrol vehicles. This will assist communications and patrol supervisor to make priority dispatch decisions.
3. Records will continue to provide good customer service by maintaining a 5 day wait time for handgun purchase permits despite a 39% increase in handgun purchase permits from 2,290 in 2007 to 3,188 in 2008.

## **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.). 6 presentations reached 100 seniors in 2008.
  - b. Continuing to promote and expand the Adopt-A-Senior Program (program for any senior in Catawba County that has no family living in the County) by registering interested seniors with the Crime Prevention Office and working with the Patrol Division to assign a patrol deputy who will call or visit the senior each week. Officers will collect personal information from the senior that might be needed by Emergency Responders in the event of a call to the residence as well as providing them with an emergency beacon light to signal distress at the residence. This program gives seniors a sense of security and that someone locally does care about them and will help them with their problems or needs. 97 visits were made to 8 seniors in 2008.
  - 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. 97 participants were enrolled in 2008, with 10 direct assistance visits.
2. Improve the safety of senior citizens with Dementia or Alzheimer's and children with Down Syndrome or Autistic Personalities by recruiting 12 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. Added 20, removed 19, and maintained 18 at year end 2008.

3. Attempt to decrease the crime rate and make citizens more aware of potential crime in their neighborhoods by enhancing Catawba County Community Watch programs as follows:
  - a. Continuing to meet with 105 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. Approximately 50 community watch alerts were sent to an e-mail group of over 350 citizens and 1,200 on County e-mail in 2008.
  - d. Implementing Countywide meetings by bringing all existing community watches together at least once per year.
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. 102 programs were completed in 2008.
  - 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. Seven internships were completed in 2008.
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 Department on the County Safety Committee.
  - d. Sergeant will work with Risk Management on issues pertaining to safety at the Sheriff's Department 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.
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.



## **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**

4. Work with the District Attorney's Office to improve the successful prosecution of major drug offenders through monthly meetings 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.
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.

## 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. Improve services to victims of domestic violence and sexual assault by continuing a grant funded Domestic Violence Unit composed of an Investigator and a Deputy to:
  - a. Enhance the ability to serve Domestic Violence Orders (DVO),
  - b. Improve investigations through increased time devoted to these investigations and improved training of investigator,
  - c. Increase successful prosecution of domestic and sexual assault.Domestic Violence calls increased 42% in 2008 or 3,568 compared to 2521 in 2007.
2. Improve law enforcement service by implementing a progressive promotion plan to decrease employee turnover in the Investigations Division. Decreasing turnover will maintain education, experience, and training in the division and will provide consistency of service to the communities that officers are assigned. The national average is 3 years training to become an effective investigator. Success will be measured by comparing current and past data as follows:
  - a. Recovery of stolen property
  - b. Removal of criminal perpetrators (based on arrest data)
  - c. Presentation of testimony and evidence in court for successful resolution of criminal trials.
3. Improve reporting and documentation of interviews and interrogations through the establishment of a standard format, which should improve successful prosecution. Standardized reporting will be a coordinated effort with Records division.
4. Enhance officer safety and attempt to reduce recidivist behavior by working with the District Attorneys Office, Adult Probation and Parole, and local law enforcement agencies to catalogue, record, and target habitual offenders for prosecution. The "habitual felon" statute provides an opportunity to remove repeat felony offenders from the streets but these offenders must be tracked and identified in a cooperative effort with the above agencies. Criminal Investigations Division will create a database of these offenders in order to facilitate prosecution of these recidivist offenders.

## **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. Increase the public's awareness of State and local laws pertaining to the waters of Catawba county and safe boating practices by:
  - a. Updating Lake Patrol's web page to include state and local boating laws in printable format.
  - b. Updating Safety pamphlets and distributing them during public events such as boating shows and fairs.
2. Increasing boater safety inspections by 10% from 1697 to 186. Enhance the safety of Homeland Security related target areas/structures on Lake Norman by:
  - a. Performing daily patrols by water and/or land in search of suspicious or illegal activity
  - b. Participating in drills and maintaining training so that officers are prepared to assist in the of an evacuation of boaters and lake area residents within the 10-mile safety zone set forth by the Department of Energy and the Nuclear Regulatory Agency.
3. Aggressively enforce alcohol related offenses on of Lake Norman including Boating While Impaired and Underage consumption of Alcohol by:
  - a. Promoting education on alcohol laws that pertain to Catawba County waters.
  - b. Conducting vessel checks to identify alcohol related offenses.
  - c. Working 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.

## **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 2008, a total of 348,476 people were processed thru the Justice Center front door security station, and 104,404 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.
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.
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.
4. Protect the community and improve efficiencies by checking for local warrants as well as State and National wants 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.

## **PRISONER FOOD SERVICE**

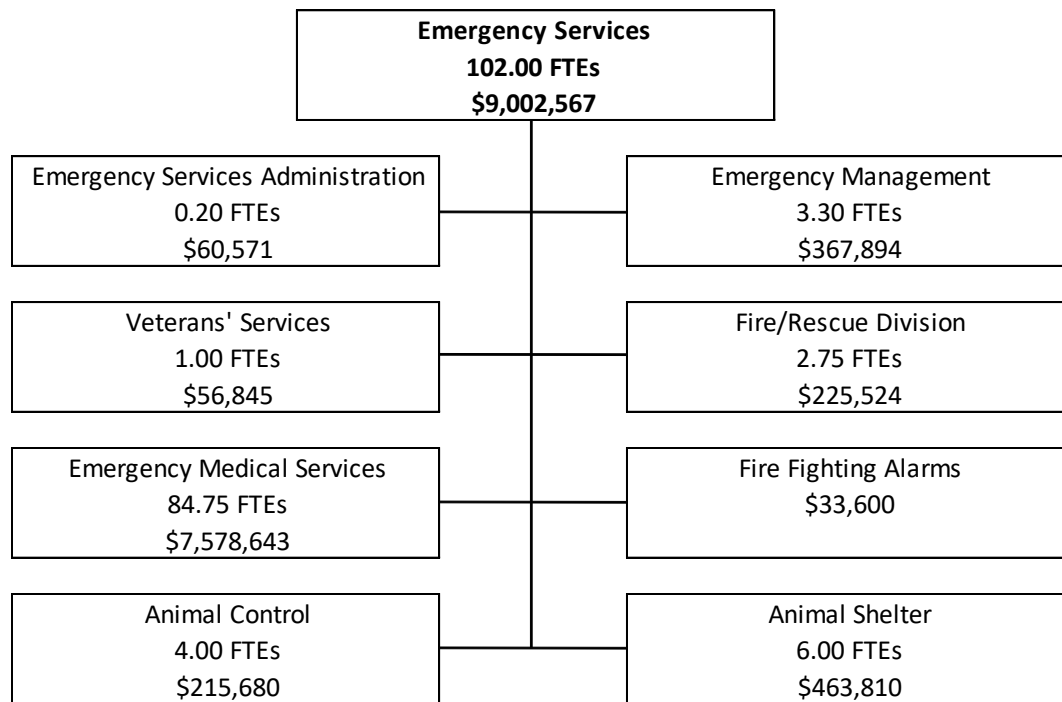
### **Statement of Purpose**

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

### **Outcomes**

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

## Catawba County Government



# Emergency Services

Summary

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
Federal	\$57,253	\$20,000	\$20,000	\$20,000	0%
State	2,000	2,000	2,000	2,000	0%
Federal & State	421,674	400,000	420,000	420,000	5%
Local	37,596	32,550	32,992	32,992	1%
Charges & Fees	4,753,308	4,354,194	4,731,390	4,931,390	13%
Miscellaneous	88,644	40,000	42,000	42,000	5%
General Fund	2,408,310	3,553,219	4,120,286	3,554,185	0.03%
<b>Total</b>	<b>\$7,768,785</b>	<b>\$8,401,963</b>	<b>\$9,368,668</b>	<b>\$9,002,567</b>	<b>7%</b>
<b>Expenses</b>					
Personal Services	\$5,880,382	\$6,437,711	\$6,758,005	\$6,574,779	2%
Supplies & Operations	1,271,668	1,506,752	1,649,163	1,626,538	8%
Capitalized Leases	0	0	0	0	0%
Capital	616,735	457,500	961,500	801,250	75%
<b>Total</b>	<b>\$7,768,785</b>	<b>\$8,401,963</b>	<b>\$9,368,668</b>	<b>\$9,002,567</b>	<b>7%</b>
<b>Expenses by Division</b>					
Administration	\$121,419	\$56,945	\$61,371	\$60,571	6%
Management	323,427	392,348	367,894	367,894	-6%
Veterans' Services	45,775	48,859	65,519	56,845	16%
Fire/Rescue Division	153,965	174,072	225,524	225,524	30%
Emergency Medical Services	6,507,119	7,031,627	7,944,019	7,578,643	8%
Fire Fighting Alarms	36,000	36,000	33,600	33,600	-7%
Animal Control	225,614	294,965	216,180	215,680	-27%
Animal Shelter	355,466	367,147	454,561	463,810	26%
	<b>\$7,768,785</b>	<b>\$8,401,963</b>	<b>\$9,368,668</b>	<b>\$9,002,567</b>	<b>7%</b>
<b>Employees</b>					
Permanent	97.00	102.00	104.00	102.00	0%
Hourly	15.73	14.98	18.02	18.02	20%
<b>Total</b>	<b>112.73</b>	<b>116.98</b>	<b>122.02</b>	<b>120.02</b>	<b>3%</b>

## Budget Highlights

The Emergency Services Department saw a large increase in demand in its services during Fiscal Year 2008/09: intake into the Animal Shelter rose by 53%, fire investigations increased by 10%, calls made by veterans rose by 10%, and veteran visits increased by 8%. These increases in demand along with ambulance mechanical issues drove the Fiscal Year 2009/10 budget.

The Emergency Services budget includes the replacement of 5 backup ambulances due to high mileage (each ambulance will be over 200,000 miles by or near the end of Fiscal Year 2008/09). These 5 ambulances have been used heavily in the last two years because a number of frontline Ford ambulances have had to be repaired for long periods of time due to engine problems. Not



replacing the 5 ambulances could jeopardize the Board of Commissioners 8 minute Countywide average response time because of the increased potential for ambulances to break down on emergency calls while having high mileage. The need for the ambulances is also crucial due to the continued increase in calls to the Division over the last 10 years. For example, in January of 2009, the Emergency Medical Services Division saw its largest one month call number in history with 1,999 calls.

In addition, this budget includes part-time funding for an office assistant to work in the Veterans' Services office so further outreach can be made to our veterans' community. The office is also in need of further help due to possible repercussions of the economic downturn that has increased veteran calls and visits over the last year.

## **EMERGENCY SERVICES ADMINISTRATION**

### **Statement of Purpose**

Responsible for the coordination and supervision of the activities of Emergency Management, Fire/Rescue Division, Emergency Medical Services (EMS), 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. Access the needs of the elderly population as it relates to the Emergency Services Department.
  - a. Emergency Services Director and EMS Manager will work closely with the Aging Leadership Planning Team.
  - b. Monitor EMS call types related to the elderly population and report information to the Aging Leadership Planning Team.
  - c. Will use EMS call information to develop educational programs and adjust operational plans to better meet the needs of the elderly population. The completion date for this plan will be no later than June 2010.
2. The Emergency Services Administration will oversee the following building projects, which will address increased demands for service so Catawba County citizens can continue to receive a high level of service from the Emergency Services Department.
  - a. Catawba County Animal Services is in need of additional space. The Division will address the space issues through overseeing the design and implementation of a renovation/addition project to the existing Animal Shelter Facility. By the end of the fiscal year, the renovation/addition plans will be presented to the Board of Commissioners for their approval.
  - b. Call volume data and the Emergency Services Strategic Plan support an addition to Bandys Fire Station #2. The addition will house an EMS crew that will assist in keeping the commissioner mandated 8 minute EMS response time. This will be accomplished by acquiring an architect, developing plans, and bidding the construction project by November 2009. The addition will be monitored with completion to occur before July 2010.
3. To assure Catawba County hazardous material response capabilities meet the needs of the County and assure the safety of the citizens, the following will be met:
  - a. The Division will work with a University of North Carolina Masters of Public Administration project team to study the existing hazardous materials

delivery system. They will compare and contrast the existing system to best practices utilized in North Carolina. Based on their findings, the project team will make recommendations to improve our current hazardous materials response system.

- b. Emergency Services with the help of the Local Emergency Planning Committee (LEPC), will conduct a hazard analysis and a risk assessment of Catawba County as it relates to hazardous material incidents. The assessment will be completed by October 2009.
- c. Utilizing the information gained from the above two actions, staff will make operational adjustments and update plans related to hazardous materials response. Updates will be completed prior to June 2010.
- d. To assure operational readiness in regards to hazardous materials responses, Catawba County will conduct an exercise that will be completed prior to June 2010.

## **EMERGENCY MANAGEMENT**

### **Statement of Purpose**

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

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

### **Outcomes**

1. Develop and implement a strategy and operating guidelines with a team of multi-agency stakeholders to address the provision of services for special needs populations (older adults and people with disabilities) during a disaster response and recovery operation. The following will be completed to assess the County's needs:
  - a. Identify team members and solicit endorsement of the project from their agency leaders.
  - b. Assess current capacity for special needs sheltering.
  - c. Develop Special Operations Group (SOG) for special needs operations.
  - d. Strengthen County Special Needs Registry and integrate it into the Community Alert System.
  - e. Identify shortfalls and areas for growth that are needed to increase our capacity in Catawba County for assisting persons with special needs during a disaster.

Completion Date: June 30, 2010.

2. Revise and strengthen the County government Continuity of Operations Plan and assess the need for scenario specific annexes.
  - a. Work with each department to participate in a planning process to gather department specific revisions to existing plan documents.
  - b. Revise the Continuity of Operations Plan to reflect the operating structure of County government when normal operations are disrupted. The existing plan does not accurately detail how the departments actually operate during a disaster.
  - c. Work with the County Risk Manager to develop a County Disaster Response Team.

Completion Date: June 30, 2010

3. Identify and implement an incident tracking system for hazardous material response operations. The purpose of the tracking system is to define types of incidents commonly happening in our jurisdiction (trends, repeat offenders, and educational opportunities) along with tracking material and personnel costs and response capability shortfalls.

Completion Date: December 31, 2009

## **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' dependent scholarships and assist in submitting eight scholarships to the North Carolina Division of Veteran Affairs (NCDVA). Due to the current economic situation, and the high unemployment rate, more veterans are in need of health care and Veteran Affairs benefits. It is imperative that the veterans are aware of their benefits so they can get the assistance they need. The scholarship season starts in January and all applications must be submitted by March. The following will be done to help complete this outcome:
  - a. Contact a local radio station and schedule sessions to promote the NCDVA scholarship. Sessions will be scheduled beginning in December of 2009 and following through February of 2010.
  - b. Scholarship packets will be distributed to all County high school guidance counselors by mail before December 31, 2009, and a follow up email will be sent by January 31, 2010.
  - c. Contact the local television station and tape a Public Service Announcement that will be aired from December of 2009 through February 2010 to publicize the NCDVA scholarships.
  - d. Utilize the Citizens Alert System to send out phone messages publicizing the availability of scholarships during the month of January 2010.
2. Assure that the veterans of Catawba County are aware of benefits they may be eligible for from the Department of Veteran Affairs by doing community outreach. The following will be done to complete this outcome:
  - a. Six skilled nursing homes and two assisted living facilities will be visited. We will provide them with information about veterans' services and also provide resource information. Veterans in nursing homes and assisted living facilities may be eligible for help with their special needs as well as supplemental income to help cover the costs of the facilities. Four facilities will be visited by December of 2009. The remaining four will be completed by June of 2010.
  - b. Visit the local organizations: American Legion, Marine Corp League, Disabled American Veterans, Rotary Clubs and other various organizations to publicize the available Veteran Affairs benefits. A part-time person will be utilized to help

distribute information and promote available resources. One organization per month will be contacted to offer presentations from July of 2009 to June of 2010.

3. In June 2008, the Veterans' Services Administration opened an outpatient clinic in Hickory. The location of the facility will be more conveniently located for the residents of Catawba County as well as residents of surrounding counties. The convenience of the clinic will attract Veterans that were not using Veteran Health Services in other areas. When a veteran is seen at the clinic and is diagnosed with a service connected condition they are referred to the County office to proceed with claims filing. It is anticipated that many of the patients being referred to our office from the clinic will be new to the system. To accommodate the new veterans and continue to meet the needs of our existing veterans, it is important to track the impact the Hickory Clinic will have on our office. This will be accomplished by the following:
  - a. Working with the Hickory Outpatient Clinic (OPC) and Dr. Kuch, develop a method to track all referrals from the Primary Care and the Mental Health Clinics. This will allow us to anticipate the number of new clients our office will see as a result of the new clinic. Contact will be made with the Hickory OPC and a plan developed by December of 2009.
  - b. Utilize the information on the number of new veterans being seen in the County to assure we have the adequate staff to continue to serve the veterans. If the information supports additional staffing needs, the needs will be addressed in the eight year service plan. Adjustments to the eight year service plan will be made on or before February 15, 2010.

## **FIRE/RESCUE DIVISION**

### **Statement of Purpose**

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

### **Outcomes**

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

The following number of occupancies 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 the following inspections for this fiscal year:

Brookford:	15
Catawba:	8
Claremont:	25
Maiden:	52
Long View:	70

2. Study a new fee philosophy that assures the cost of fire inspections is passed on to the customer when possible. Any new fee philosophy will be assessed and discussed with all stakeholders before it is implemented.
3. Working with fire chiefs and the County Budget Office to evaluate the new budget process that was implemented last fiscal year. During this fiscal year, fire chiefs, the



County Budget Office, and Emergency Services Department will make suggestions on how to change the budget system. Any changes will be done to ensure the budget process is more time efficient for Catawba County fire departments and standardized for County staff, so County fire department budgets will be evaluated in an equal manner.

4. Continue implementation of elements of the Emergency Services Plan:
  - a. Continue to evaluate the interest and ability of the County's municipalities to provide first response and basic rescue services, so Catawba County citizens receive a higher level of service.
  - b. Continue to monitor the realignment of Fire and Rescue Service District Boundaries to coordinate with other objectives in the plan and to ensure a six minute response time for Medical First Responder and Rescue Calls. The Communications Center will maintain a 90 second dispatch time average on all emergency calls throughout the County, bringing the total response time Medical First Responder and Rescue Calls to 7 ½ minutes.
  - c. Continue to evaluate the feasibility of merging some or all of the County's fire departments and rescue squads and implement as appropriate.
  - d. Increase efforts to recruit interested volunteers for fire departments and rescue squads, especially those that can respond to calls during business hours.

## 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

1. To ensure citizens receive prompt emergency and medical care, the EMS Division's ambulances will maintain an 8 minute average response time in reaching a call location. From the time of an emergency call to when an EMS ambulance arrives at a call location will average no more than 9 minutes and 30 seconds because of a 90 second dispatch time average for the Communication Center.

Given the current economic situation in our County, State, and country, it is anticipated that the EMS call volume will continue to grow at a rapid pace. Staff must remain vigilant in monitoring the response time and altering the system as necessary to make sure the Division stays under its 8 minute response time. If not, the increasing demand will adversely affect the speed and/or quality of the care provided.

2. Catawba County Emergency Medical Services System is one of thirteen Model Emergency Medical Services Systems in the State of North Carolina. We must renew our status prior to November 2009 and it is our desire to maintain this designation.

The State of North Carolina Office of Emergency Medical Services is currently revising the statutes, 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 statutes, 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.

3. Catawba County Emergency Medical Services has experienced a significant increase in call volume over the last eleven years. It has been determined that the aging of our citizens is a major factor in this increase.

- a. EMS will advise the Catawba County Aging Planning Leadership Team concerning the age related trends we have identified.
  - b. EMS will work with the Catawba County Aging Planning Leadership Team and its subcommittees to address preventable incidents that result in an EMS response (i.e., slips, trips, falls, accessibility to other services, etc.).
- 4. 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 bicycle rodeos throughout the year to teach bicycle safety.
  - b. Conduct a minimum of five child safety seat inspections throughout the year to ensure that child seats are properly fitted and installed.
  - c. Conduct a minimum of five presentations about Emergency Medical Services to various senior groups throughout the year.

## **ANIMAL SERVICES**

### **Statement of Purpose**

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

### **Outcomes**

1. Increase the number of animals adopted by 8%. This will be accomplished by the following:
  - a. Maintain relationships with the Humane Society, animal rescue groups, and Catawba County citizens in an effort to adopt or place more shelter animals in better homes. This is an ongoing process.
  - b. By October 2010, conduct a minimum of three adoption events in conjunction with our rabies clinics. These will be completed by October 2010.
  - c. Conduct at least three public service announcements regarding adoptions through the media.
2. Maintain the number of adopted or placed (meaning Humane Society or other approved rescue group) animals that are returned to the Shelter due to sickness and/or disease to less than 1%. The following methods will be used to complete the outcome:
  - a. Continue to provide immunization for each animal received at the Shelter.
  - b. Continue to evaluate each animal at the time they are received at the Shelter.
  - c. Reevaluate each animal daily for any signs of sickness or disease.
3. Decrease the number of animals that are euthanized because of sickness and/or disease by 5%. Due to the current state of the economy, the number of animals received at the Shelter has increased by at least 116%. With the increase in the number of animals at the Shelter, the staff will have to dramatically increase the amount of time it spends checking animals for illnesses and treating animals for illnesses to achieve this outcome. The following methods will help the Animals Services Division achieve this reduction:
  - a. Continue to evaluate each animal at the time they are received at the Shelter.
  - b. Continue to provide immunization for each adoptable animal received at the Shelter.
  - c. Reevaluate each animal daily for any signs of sickness or disease.
  - d. Continue to provide the kennel technicians the resources to properly clean and disinfect the required areas in the Shelter three times a day.

- e. Create a public awareness campaign on the vaccination of pets. The campaign will educate pet owners on the importance of vaccinations in an effort to control sickness and disease in the animal population.
4. Continue to encourage animal owners to spay/neuter their pets. To accomplish this goal Animal Services will do the following:
- a. Reach out to at least two local newspapers about writing a story on the benefits of spay/neutering for pets and the community.
  - b. Appear on at least one local radio shows to encourage animal owners to spay/neuter their pets.
  - c. Attend at least three public events (e.g. Hickory Oktoberfest) to meet with the public and distribute literature about the positive effects of spay/neutering pets.
  - d. Track the number of individuals who use low cost spay/neutering coupons from the Animal Shelter at area veterinarian offices and the Humane society. This will help the Shelter evaluate the need to alter its low cost spay/neutering coupon program.
5. Increase the number of animals returned to owners by 10%. To accomplish this goal Animal Services will do the following by October 2009:
- a. Create a micro-chip program and ensure all animals that are adopted from the shelter are micro-chipped and offer micro-chipping to owner that redeem their animals.
  - b. Create a public awareness program to notify the public of the program. This product will be presented to the Emergency Services Director before the October deadline.

## Other Public Safety Activities

Organization: 270050

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
State	\$0	\$0	\$0	\$0	0%
General Fund	139,148	335,306	189,705	189,705	-43%
<b>Total</b>	<b>\$139,148</b>	<b>\$335,306</b>	<b>\$189,705</b>	<b>\$189,705</b>	<b>-43%</b>
<b>Expenses</b>					
Civil Air Patrol	\$405	\$405	\$405	\$405	0%
Conflict Resolution Center	15,000	15,000	15,000	15,000	0%
Court Improvement Board	0	0	33,500	33,500	100%
Hickory/St. Stephens Start-up Costs	0	179,601	0	0	-100%
Lake Norman Marine Commission	29,083	25,000	25,500	25,500	2%
Pretrial Services	87,160	107,800	107,800	107,800	0%
Repay, Sentencing Service Program	7,500	7,500	7,500	7,500	0%
<b>Total</b>	<b>\$139,148</b>	<b>\$335,306</b>	<b>\$189,705</b>	<b>\$189,705</b>	<b>-43%</b>

### 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 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.

The budget includes up to \$33,500 to support the efforts of the Court Improvement Board (CIB) composed of the two Superior Court Judges, the Chief District Court Judge, District Attorney, Sheriff, Clerk of Court, County Manager and County Attorney. These funds will be used to contract with Repay to provide justice system coordination services to consist of assisting the various entities operating within the court system with planning, organizing, and coordinating issues identified in the Justice System Review Report conducted by Tech Solve and accepted by the Board of Commissioners on October 6, 2008. Tech Solve identified numerous inefficiencies in the system that inhibit the judicial process and inefficiently utilize available resources.

## **E-911 COMMUNICATIONS CENTER**

### **Statement of Purpose**

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

### **Outcomes**

1. To ensure citizens receive prompt emergency and medical care, the Communications Center will maintain a 90 second average dispatch time 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 7 minute average response time, which is an 8 ½ minute average total response.
2. Integrate an Automatic Vehicle Locator (AVL) system into operations which will provide mission-critical geographic information, such as aerial photos, shortest path routing, and building schematics for staff to most efficiently dispatch/route appropriate units.
3. 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 County agencies, Municipal agencies, and the State Highway Patrol to move to the 800 Mhz Viper system, by researching, planning, and coordinating the project.
  - 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 joint purchases and pursuing sharing microwave communications at State Highway Patrol sites.

4. 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 achieving an overall satisfaction rating of 90% or better from all public safety agencies.
5. Promote sound employee relations and morale by working with the Employee Relations Committee to secure feedback about the work environment, workload, schedules, and other factors affecting the workplace.



# Communications Center

Organization: 280100

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenue</b>					
Miscellaneous	\$18,586	\$19,096	\$19,669	\$19,669	3%
State	0	26,508	0	0	-100%
General Fund	1,261,667	1,566,790	1,605,871	1,596,749	2%
<b>Total</b>	<b>\$1,280,253</b>	<b>\$1,612,394</b>	<b>\$1,625,540</b>	<b>\$1,616,418</b>	<b>0%</b>
<b>Expenses</b>					
Personal Services	\$1,077,261	\$1,265,857	\$1,340,360	\$1,332,738	5%
Supplies & Operations	202,992	346,537	285,180	283,680	-18%
Capital	0	0	0	0	0%
<b>Total</b>	<b>\$1,280,253</b>	<b>\$1,612,394</b>	<b>\$1,625,540</b>	<b>\$1,616,418</b>	<b>0%</b>
<b>Employees</b>					
Permanent	24.00	27.00	29.00	29.00	7%
Hourly	3.00	2.37	2.37	2.37	0%
<b>Total</b>	<b>27.00</b>	<b>29.37</b>	<b>31.37</b>	<b>31.37</b>	<b>7%</b>

## Budget Highlights

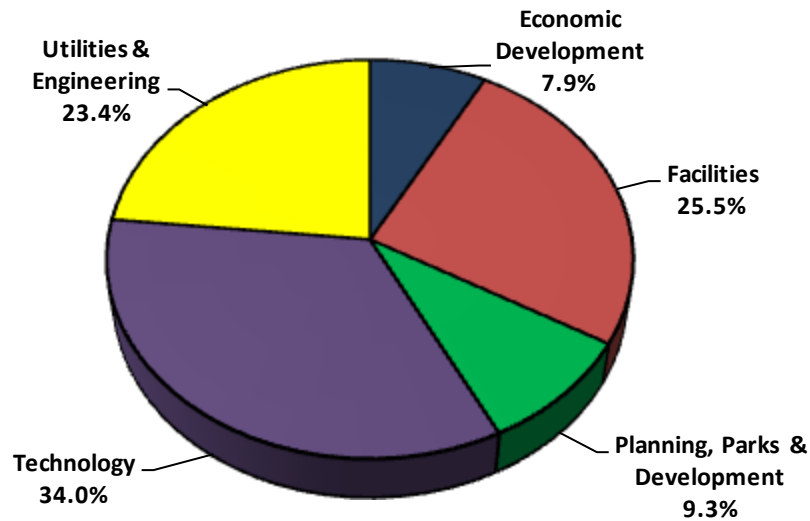
The budget includes 2 new Telecommunicators effective October 1, 2009. The delayed start will provide time to further assess the impact of the recession on available revenues. The positions will be filled subject to not only revenue constraints but call volume and dispatch times. Based on the study recommendations from the 2000 Emergency Services Plan and national data, the Communications Center developed a strategic plan which indicates we are currently at least 3-4 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.

State law changed with respect to the surcharges for 911 systems effective January 1, 2008. Some maintenance costs originally thought not to be fundable through the surcharge have been determined to be allowable and have been moved back to the Emergency Telephone fund accordingly. Catawba County actively continues to support expansion of the allowable uses of the 911 surcharge.

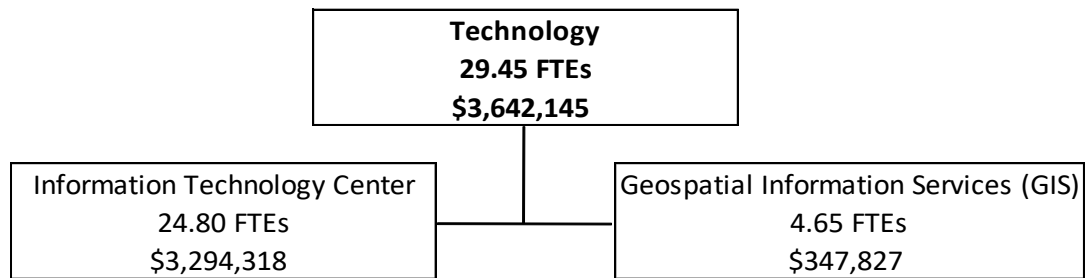
Outcomes for Fiscal Year 2009/10 continue to focus on maintaining a 90 second emergency medical dispatch response time, providing good customer service to public safety agencies dispatched, and expansion of interoperable communications systems. Communications Center staff will work with Technology and Public Safety agencies to integrate an Automatic Vehicle Locator (AVL) system into operations which will provide mission-critical geographic information, such as aerial photos, shortest path routing, and building schematics for staff to most efficiently dispatch/route appropriate units.

## ECONOMIC & PHYSICAL DEVELOPMENT

The Economic & Physical Development function includes the Technology Department, Planning, Parks, and Development, Utilities and Engineering, Other Economic Development (Chamber of Commerce, Western Piedmont Council of Government, Metro Planning Organization), and Facilities. Technology consists of Administration, the Information Technology Center, and Computerized Mapping. Utilities and Engineering includes Administration, Building Services, Permit Center, and Plan Review. This function's budget is \$10,697,038 or 4.4% of the total expenditures.



## Catawba County Government



# Technology Department

					Summary
	2007/08	2008/09	2009/10	2009/10	Percent
	Actual	Current	Requested	Approved	Change
<b>Revenues</b>					
Local	\$339,545	\$369,460	\$357,994	\$357,994	-3%
Charges & Fees	10,209	15,500	12,500	12,500	-19%
Miscellaneous	300	0	0	0	0%
Indirect Cost	378,796	439,720	445,316	445,316	1%
Mental Health Contracts	0	0	81,078	81,078	100%
From E-911	0	0	0	0	0%
From Wireless 911	0	0	0	0	0%
Proceeds - Installment Purchase	0	0	0	0	0%
From General Capital Projects	0	0	0	0	0%
General Fund	2,777,067	2,723,156	2,795,111	2,745,257	1%
<b>Total</b>	<b>\$3,505,917</b>	<b>\$3,547,836</b>	<b>\$3,691,999</b>	<b>\$3,642,145</b>	<b>3%</b>
<b>Expenses</b>					
Personal Services	\$1,709,302	\$1,888,206	\$1,968,204	\$1,919,350	2%
Supplies & Operations	1,495,656	1,650,130	1,723,795	1,722,795	4%
Capital	300,959	9,500	0	0	-100%
<b>Total</b>	<b>\$3,505,917</b>	<b>\$3,547,836</b>	<b>\$3,691,999</b>	<b>\$3,642,145</b>	<b>3%</b>
<b>Expenses by Division</b>					
Information Technology Center	\$3,201,722	\$3,198,691	\$3,294,318	\$3,294,318	3%
Geospatial Information Services	304,195	349,145	397,681	347,827	-0.4%
<b>Total</b>	<b>\$3,505,917</b>	<b>\$3,547,836</b>	<b>\$3,691,999</b>	<b>\$3,642,145</b>	<b>3%</b>
<b>Employees</b>					
Permanent	27.45	29.45	29.45	29.45	0%
Hourly	0.50	0.50	0.50	0.50	0%
<b>Total</b>	<b>27.95</b>	<b>29.95</b>	<b>29.95</b>	<b>29.95</b>	<b>0%</b>

## 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 increased costs for maintenance agreements for existing technologies including a virtual server system and mobile systems for public safety agencies. The virtual servers continue to save the County money by eliminating the need for individual servers for each function or software package, reducing utility costs due to the consolidation of servers and increased energy efficiency, and by providing the County with a redundancy system which protects systems critical to providing services to citizens. Mobile access for Public Safety

agencies keeps law enforcement and EMS units in the field serving citizens. This allows them to be more efficient and more effective in their operations, which relieves some of the pressure for increased manpower and other resources as call volume continues to grow. Within the past year automatic vehicle location (AVL) has been added to vehicles enabling telecommunicators to identify the closest unit to respond to emergency calls and hopefully improve response times.

A GIS Programmer Analyst position will remain unfunded in Fiscal Year 2009/10.

## 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.

### Outcomes

1. Improve current emergency vehicle response times by taking advantage of the efficiencies the new Automatic Vehicle Locator (AVL) and mobile online applications provide.
  - a. Complete the deployment of Mobile applications and AVL equipment in the remainder of the ambulances and key Sheriff vehicles.
  - b. Begin the collection of dispatch data to allow us in the future to make better decisions on the best locations of Emergency vehicles.
2. Maximize the use of new core technologies the County has purchased over the past year.
  - a. Continue to develop SharePoint sites for more efficient collaboration on projects and organizing documents within each department.
  - b. Continue to develop the SharePoint to improve efficiencies of how we search and organize the storage of shared documents.
  - c. Install an e-mail archive solution to provide a complete e-mail audit trail, to eliminate duplicate emails, and increase searching capabilities.
  - d. Provide classes to staff to increase the knowledge and abilities to take advantage of our current technologies.
3. Enhance department services and efficiency by providing and supporting applications specific to the needs of the department while maintaining an enterprise perspective.
  - a. Replace Permit Center Applications with applications that will allow for builders and the public to apply for building permits online and then to track the progress of the permit through the approval and building process. The comprehensive package will cover all aspects of the permitting process including, permit management, plan review, inspections, scheduling, and cashiering. The software will provide for integration with the GIS system, electronic plan review, and for access for all of the municipalities. Target date for completion of Phase I (system

in production for County and City of Hickory) is November 2009. Other municipalities will be added during 2010.

- b. Work with departments to analyze business processes and where feasible, work to improve these processes through the use of technology.
  - c. Maximize the investment in Peoplesoft where feasible.
  - d. 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 Web 2.0 services offered on the website.
5. Provide better services to our citizens with critical care and other special needs in times of emergency.
- a. Continue to expand a consolidated data repository for storing information and disseminating it to emergency management agencies.
  - b. Encourage 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 System, Geospatial Information Services (GIS), and Emergency Services.

## **GEOSPATIAL INFORMATION SERVICES (GIS)**

### **Statement of Purpose**

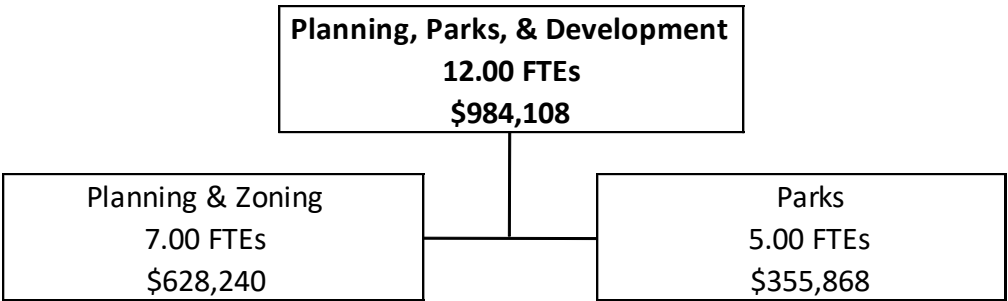
Geospatial Information Services (GIS) provides tools to the user community to enhance and improve the quality of geographically related services including but not limited to planning, building inspections, environmental health, emergency services, economic development, infrastructure, management, facilities'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

### **Outcomes**

1. Provide timely, reliable, valid, and useful geospatial information to our citizens, employees, and stakeholders.
  - a. Provide information via the GIS website. Investigate use of other resource data, example Google Maps, where applicable.
  - b. Maintain current baseline layers.
  - c. Support County departments with GIS data, analysis, and maps. Support the upgrade of the Permitting Software to integrate with GIS.
  - d. 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 municipalities through the GIS Consortium fostering cost sharing and savings on joint projects; and ensuring continuity of data for our citizens.
  - b. Work with State and local agencies to share data layers and processes.



**Catawba County Government**



## Planning, Parks, & Development

					Summary
	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
Charges & Fees	\$105,876	\$86,520	\$316,973	\$129,473	50%
State	0	0	5,750	5,750	100%
Miscellaneous	318	800	500	500	-38%
From Other Parks	0	0	0	0	0%
From Community Development	11,479	0	0	0	0%
General Fund	743,493	940,110	953,029	848,385	-10%
<b>Total</b>	<b>\$861,166</b>	<b>\$1,027,430</b>	<b>\$1,276,252</b>	<b>\$984,108</b>	<b>-4%</b>
<b>Expenses</b>					
Personal Services	\$657,872	\$771,290	\$796,409	\$769,497	-0.2%
Supplies & Operations	190,137	245,640	444,993	214,611	-13%
Capital	13,157	10,500	34,850	0	-100%
<b>Total</b>	<b>\$861,166</b>	<b>\$1,027,430</b>	<b>\$1,276,252</b>	<b>\$984,108</b>	<b>-4%</b>
<b>Expenses by Division</b>					
Planning & Zoning	\$613,244	\$679,056	\$881,902	\$628,240	-7%
Parks	247,922	348,374	394,350	355,868	2%
<b>Total</b>	<b>861,166</b>	<b>1,027,430</b>	<b>1,276,252</b>	<b>984,108</b>	<b>-4%</b>
<b>Employees</b>					
Permanent	11.00	12.00	12.00	12.00	0%
Hourly	1.00	4.40	2.40	2.40	-45%
<b>Total</b>	<b>12.00</b>	<b>16.40</b>	<b>14.40</b>	<b>14.40</b>	<b>-12%</b>

### Budget Highlights

The Planning, Parks, and Development budget includes County Planning and Zoning efforts and the operation of County Parks. Planning and Zoning saw large increases in demand in some program areas and decreases in others tied to the economy in Fiscal Year 2008/09. Inquiries regarding small business permits increased 166% due to citizens obtaining information on how to start a business on her/his own property while permit processing and approvals for rezoning, subdivision plats, variances, special use permits, and other general zoning authorization permits decreased roughly 55%. Due to the reduction in permit revenue received, part-time wages were eliminated from the budget.

The budget includes a reduction in the cell tower Co-Location/Modification Review fee from \$10,000 to \$2,500. In the past, a private consultant was contracted to inspect existing towers prior to the issuance of a co-location permit. Part of the inspection process is to ensure the tower's structural integrity. Existing towers have already been inspected and certified as structurally sound by professional engineers so this was seen as an unnecessary redundancy. Planning staff will now do any necessary field work to process the application. By enacting this change, it will lower costs for the cell tower operators and make the process a little more

efficient. The fee change is estimated to give the department an extra \$25,000 in revenue in the upcoming fiscal year because Planning will realize the entire \$2,500 fee for each co-location/modification review rather than splitting the higher fee with the consultant.

The Parks Division has had a busy year with Bakers Mountain Park and Riverbend Park now open six instead of four days a week and the opening of the St. Stephens Community Park four days a week. Park attendance has increased 19% from last year. As a result of the additional hours and the new park, the Parks Division has been given additional funds for part-time (\$9,408) and overtime (\$4,500) wages.

## **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 and provide economic development within the County. 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 completion of the following:
  - 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 10 working days by independently reviewing plans and serving as a member of a technical review team to comprehensively review non-residential site plans and coordinate comments.
  - c. Reviewing and approving of completed applications for residential zoning permits in coordination with the Permit Center for questionable situations (i.e. floodplain, topography, setback issues) within two working days.
  - d. Reviewing of special use, variance and nonconforming applications with submittal of staff reports to the Board of Adjustment within 45 days of receipt of complete application.
  - e. Reviewing of preliminary and final major subdivision plats and field checking final subdivisions for drainage, street layout, and other required improvements as specified in the Unified Development Ordinance within 10 working days of application date and providing reports to the Subdivision Review Board.
  - f. Reviewing of minor and family subdivision plans to ensure compliance with the Unified Development Ordinance within 10 working days.
2. Ensure management and elected officials have the necessary background, technical reports and staff recommendations to make informed decisions on planning matters by completing the following:

- a. Serving on boards established to improve transportation and transit in the County. Board membership includes: Metropolitan Planning Organization, Rural Planning Organization, Western Piedmont Regional Transit Authority (alternate), Transportation Advisory committee, the Comprehensive Transportation Plan Steering Committee, and the Lake Norman Regional Bicycle Plan Steering Committee.
  - b. Serving on boards and committees established to improve environmental quality and quality of life in the County in order to promote tourism and economic development. Board and committee 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/Subcommittees, Unifour Air Quality Committee, CONNECT Regional Environmental Cabinet, Green Initiatives.
  - c. Ensuring that appropriate agencies have current information on school capacity based on new subdivision lots approved through the submittal of annual reports to appropriate agencies and elected officials. This information is used in part to establish priorities for future school additions or new construction. In addition, planning information will be shared in order to provide a greater range of school expansion and siting decisions, such as a community-oriented school approach.
- 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 submitted to the North Carolina Division of Emergency Management (NCDEM) and Federal Emergency Management Agency (FEMA) for conditional approval, subject to final adoption by the Board of Commissioners, 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 6-9 substandard units owned by low/moderate income elderly homeowners through a \$400,000 grant.
  - b. Urgent Repair CDBG - provide minor repair for 16 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.
  - d. Community Stabilization Program – provide assistance to first-time homebuyers in purchasing foreclosed houses through a \$5 million grant to the County.

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 completing the following:
  - a. Coordinating with the Foothills and Catawba Lands Conservancies to identify potential preservation areas on the Jacobs Fork River, Catawba River and/or sites near the County's parks for consideration of acquisition or conservation easements through grants.
  - b. Pursuing funding for acquisition, design and construction of improvements to the Bunker Hill Covered Bridge site.
  - c. Monitoring the recreational offerings contained in Duke Energy's Comprehensive Relicensing Agreement to ensure that the terms of the agreement are completed in the time prescribed.
  - d. Coordinating with local conservancies and other organizations to identify grant sources to acquire/develop the recreational offerings contained in Duke Energy's Comprehensive Relicensing Agreement.
  - e. Implementing recommendations of the County's Parks Master Plan and the Greater Hickory Recreation/Tourism Plan.
  - f. Facilitating a public planning process for the location of the Carolina Thread Trail segment(s) within the County, which will result in the development of a final plan to be submitted for adoption by the Board of Commissioners by the 3<sup>rd</sup> quarter of Fiscal Year 2009/10.
  - g. Finalizing the acquisition of the 600-acre Mountain Creek tract on Lake Norman and conducting public meetings to obtain citizen input on the development of passive recreation opportunities at the new Mountain Creek Park.
6. Ensure that the Unified Development Ordinance (UDO) is a user-friendly document for the development community by completing the following:
  - a. Finalizing a landscape design manual and updating the design manual, which will assist developers in complying with the ordinance.
  - b. Conducting specialized workshops to educate design professionals on the requirements of the UDO.
7. Assist the U.S. Census Bureau in obtaining 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. The Planning Department will provide facilitation for a

Complete Count Committee which will promote the census and provide outreach to special population groups to encourage completion of the census forms.

8. Facilitate the improvement of traffic movement on NC Highway 150 by expediting the widening process through the implementation of the Highway 150 Corridor study recommendations, such as pursuing funding for a traffic forecasting study to identify long-range traffic improvements in the corridor. The traffic forecasting study will be complete by the 4<sup>th</sup> quarter of Fiscal Year 2009/10 if funding is available. The remaining implementation strategies will be a multi-year process.
9. Facilitate a planning process to identify additional economic opportunities which will provide additional jobs and tax revenue in the County by developing the following:
  - a. Highway 16 corridor from the new Highway 16 bypass to the existing Highway 16 up to Mt. Anderson.
  - b. A “green development corridor” around the County’s Eco-Complex and Rocky Ford Road/Highway 321 overpass.

The planning process will involve evaluating current land use plans and regulations which apply to these areas and identifying ways to provide for new economic development opportunities. Due to the economic downturn, this planning process will be completed by staff instead of hiring an outside consultant to facilitate and prepare the plans. Both studies will be complete by the 4<sup>th</sup> quarter of Fiscal Year 2009/10.

10. Provide educational outreach to property owners about farming activities in the County in order to reduce the impacts of conflicting uses through the implementation of the recently adopted Voluntary Agricultural District (VAD) program. Planning staff will provide support to the new Voluntary Agricultural Advisory Board who will review applications for individual farmers to participate in a voluntary agricultural district and identify long-range activities to further promote and preserve farmland in the County.
11. 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. Planning staff will coordinate with Utilities and Engineering on tracking the sewer payback schedule. Also, as developers begin to bring the projects on-line, staff will ensure that detailed site plans are prepared which comply with the terms of the development agreement.
12. Improve customer service by providing user-friendly, accurate information to the public regarding planning functions and activities through the maintenance of the Planning Department web site. The updated web site will provide information on new developments, links to application forms and basic information about permitting requirements and standards.

## **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 preformed 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, Catawba County Schools, and Lenoir Rhyne College.
2. Achieve 500 volunteer labor hours by completing a minimum of 4 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 staff will assist in the development of a grant application for the proposed Mountain Creek Park. Staff will begin making plans for the initial development of the site as prescribed by the Catawba County Parks Master Plan.



## Other Economic & Physical Development

Organization: 420050

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
State	\$0	\$0	\$0	\$0	0%
Local	39,046	55,957	72,869	72,869	30%
From General Capital Reserve	52,059	88,696	86,288	86,288	-3%
General Fund	1,019,960	695,699	702,676	685,301	-1%
<b>Total</b>	<b>\$1,111,065</b>	<b>\$840,352</b>	<b>\$861,833</b>	<b>\$844,458</b>	<b>0%</b>
<b>Expenses</b>					
Burke County	\$0	\$0	\$0	\$0	0%
Caldwell County	170,500	0	0	0	0%
Carolinas Innovation Group	1,500	1,500	1,500	1,500	0%
Chamber of Commerce - Tourism	2,132	2,500	2,500	2,500	0%
Convention & Visitors Bureau	37,500	37,500	37,500	33,125	-12%
Economic Development Commission	257,229	265,383	268,139	268,139	1%
EDC Baker	0	11,086	11,086	11,086	0%
EDC Centro	12,372	0	0	0	0%
EDC CommScope	0	50,000	19,761	19,761	-60%
EDC Convergys	0	0	10,600	10,600	100%
EDC Flowers	0	47,202	89,144	89,144	89%
EDC Getrag	200,000	200,000	200,000	200,000	0%
EDC Marketing	25,000	25,000	25,000	25,000	0%
NC Wildlife Commission	0	0	4,000	4,000	100%
Popplemann Rail	200,000	0	0	0	0%
Public Safety Complex Study	22,258	0	0	0	0%
Sister Cities	500	500	500	500	0%
TDA - City of Hickory	91,105	88,696	86,288	86,288	-3%
Water Transfer	50,000	50,000	50,000	50,000	0%
WPCOG - Air Quality	1,101	15,000	15,000	2,000	-87%
WPCOG - Dues	39,868	40,115	40,815	40,815	2%
WPCOG - Regional Marketing	0	5,870	0	0	-100%
<b>Total</b>	<b>\$1,111,065</b>	<b>\$840,352</b>	<b>\$861,833</b>	<b>\$844,458</b>	<b>0%</b>

### Budget Highlights

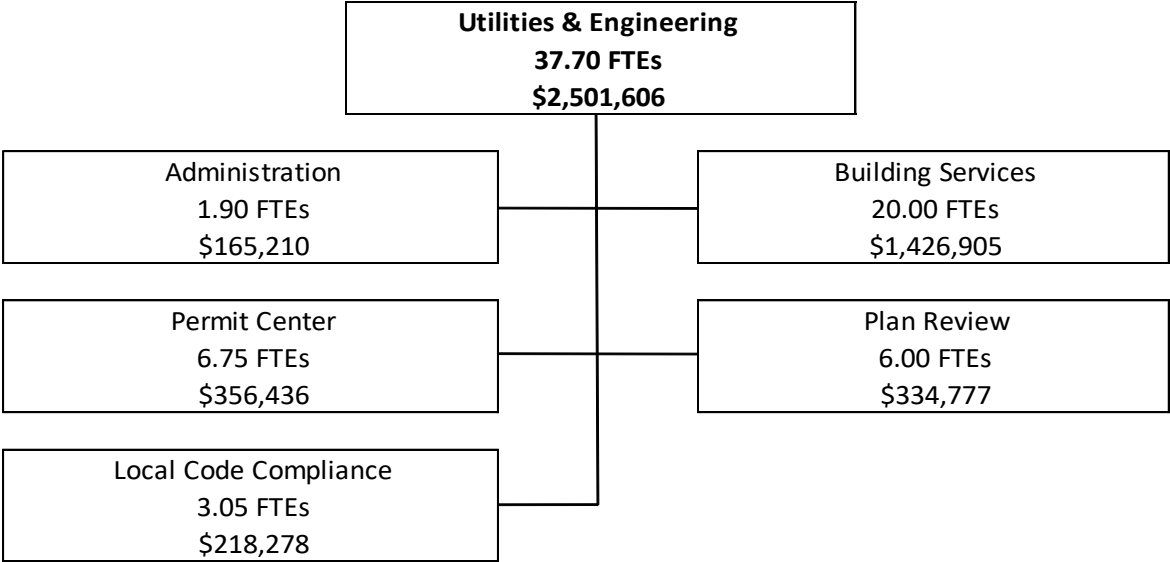
Funds are included for the County's share of an Air Quality position and for the Greater Hickory Golf Classic.

\$50,000 is included for the County's financial commitment to the Protect the Catawba Coalition's efforts in opposition to the Interbasin Transfer (IBT) of water from the Catawba River basin. On September 18, 2006, the Board approved a 5 year financial commitment to the Coalition's efforts. At its May 1, 2008 meeting, the Protect the Catawba Coalition determined that legislative activities needed to be monitored in order to protect the improved IBT law, in addition to the completion of the discovery process during the current appeal of the approved IBT. The consensus of coalition members was to request that

all jurisdictions individually extend their five-year financial commitments for an additional two years to fund the appeal to conclusion and fund possible lobbying expenses. This extension of the County's commitment is for an additional \$50,000 per year for Fiscal Years 2011 through 2013.

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. Incentives for Convergys are included for three years, beginning in Fiscal Year 2009/10.

**Catawba County Government**



# Utilities & Engineering

Summary

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
State	\$0	\$0	\$0	\$0	0%
Charges & Fees	2,655,507	2,236,817	1,560,818	1,560,818	-30%
Miscellaneous	208	0	0	0	0%
From Self Insurance Fund	0	0	0	0	0%
From W&S Reserve	77,958	0	0	0	0%
From W&S Construction	0	0	0	0	0%
General Fund	100,708	661,812	939,788	939,788	42%
<b>Total</b>	<b>\$2,834,381</b>	<b>\$2,898,629</b>	<b>\$2,500,606</b>	<b>\$2,500,606</b>	<b>-14%</b>
<b>Expenses</b>					
Personal Services	\$2,220,306	\$2,235,710	\$2,001,538	\$2,001,538	-10%
Supplies & Operations	558,349	606,919	499,068	499,068	-18%
Capitalized Leases	0	0	0	0	0%
Capital	55,726	56,000	0	0	-100%
<b>Total</b>	<b>\$2,834,381</b>	<b>\$2,898,629</b>	<b>\$2,500,606</b>	<b>\$2,500,606</b>	<b>-14%</b>
<b>Expenses by Division</b>					
Administration	\$185,038	\$163,832	\$165,210	\$165,210	1%
Building Services	1,726,900	1,826,499	1,426,905	1,426,905	-22%
Water & Sewer	100,677	0	0	0	0%
Permit Center	301,158	353,786	356,436	356,436	1%
Plan Review	320,872	340,878	334,777	334,777	-2%
Code Compliance	199,736	213,634	217,278	217,278	2%
	<b>\$2,834,381</b>	<b>\$2,898,629</b>	<b>\$2,500,606</b>	<b>\$2,500,606</b>	<b>-14%</b>
<b>Employees</b>					
Permanent	38.20	37.70	37.70	37.70	0%
Hourly	0.06	0.06	0.00	0.00	0%
<b>Total</b>	<b>38.26</b>	<b>37.76</b>	<b>37.70</b>	<b>37.70</b>	<b>0%</b>

## Budget Highlights

The Utilities & Engineering budget represents a 14% decrease from its Fiscal Year 2008/09 budget. This is due primarily to the housing sector and a reduction in permit applications. Because of this, 6 vacant building inspector positions are unfunded.

With the passage of the American Recovery and Reinvestment Act, the Federal government infused all states with money dedicated to water and wastewater projects. After the first round of funding, Utilities & Engineering administration staff was able to procure funds for the Blackburn-Plateau Water Loop. Staff continues to submit applications for subsequent rounds of stimulus funding.

## **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 2008. 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 eight 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**

1. 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.
2. 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 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 2 working days measured by inspection logs.
3. 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.

4. 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.
5. 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 eight 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.
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 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. Participating in eight 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**

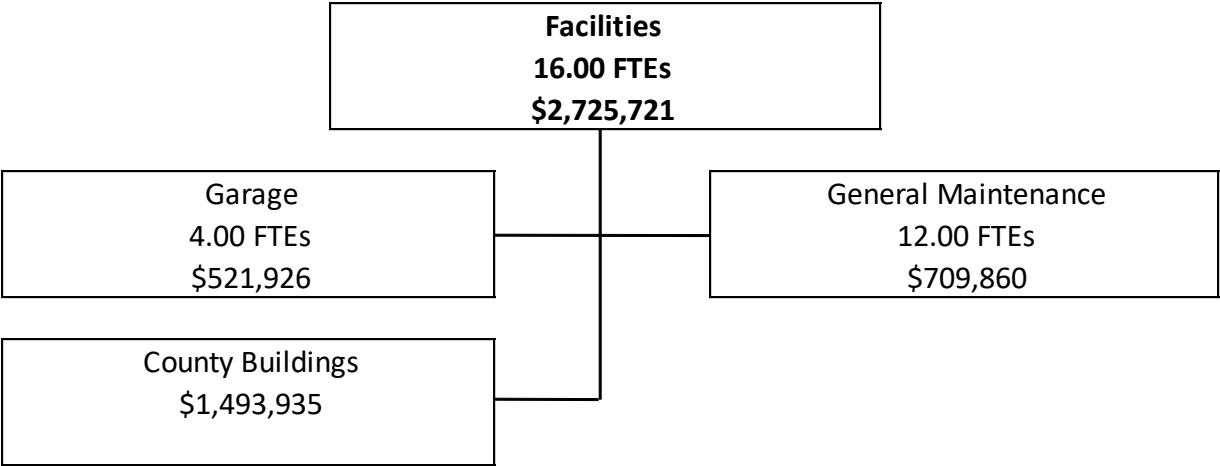
To protect regional water quality through the administration of a local soil sedimentation and erosion control program, providing timely permitting service to local contractors and developers. To protect the health, safety, and general welfare of the citizens of Catawba County through the implementation 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 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 eight hours of training in customer service-related issues such as communication, skill building and tact, diffusion of adversarial situations and problem resolution.
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

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
Charges & Fees	\$13,625	\$13,000	\$8,000	\$8,000	-38%
Miscellaneous	64,806	48,000	48,000	48,000	0%
Local	10,226	10,226	10,226	26,006	154%
General Fund	2,522,628	2,695,852	2,791,370	2,643,715	-2%
<b>Total</b>	<b>\$2,611,285</b>	<b>\$2,767,078</b>	<b>\$2,857,596</b>	<b>\$2,725,721</b>	<b>-1%</b>
<b>Expenses</b>					
Personal Services	\$688,849	\$754,841	\$761,416	\$764,781	1%
Supplies & Operations	1,855,560	1,984,237	2,044,180	1,960,940	-1%
Capital	66,876	28,000	52,000	0	-100%
<b>Total</b>	<b>\$2,611,285</b>	<b>\$2,767,078</b>	<b>\$2,857,596</b>	<b>\$2,725,721</b>	<b>-1%</b>
<b>Expenses by Division</b>					
Garage	\$548,248	\$467,287	\$545,926	\$521,926	12%
General Maintenance	645,215	685,709	721,495	709,860	4%
County Buildings	1,417,822	1,614,082	1,590,175	1,493,935	-7%
<b>Total</b>	<b>2,611,285</b>	<b>2,767,078</b>	<b>2,857,596</b>	<b>2,725,721</b>	<b>-1%</b>
<b>Employees</b>					
Permanent	15.00	16.00	16.00	16.00	0%
Hourly	0.00	0.00	0.00	0.00	0%
<b>Total</b>	<b>15.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>0%</b>

## **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 98% of all preventive maintenance services within three working days of the scheduled service, as evidenced by work orders.
  - b. Scheduling, diagnosing and affecting repairs on 97% of all County vehicles within two working days, as evidenced by work orders.
2. Provide roadside emergency service to County owned vehicles during normal working hours, (8:00 a.m. – 5:00 p.m., Monday – Friday), by:
  - a. Responding to and repairing or recovering 99% of in-County roadside emergencies within 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 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 2 hours of notification, as evidenced by work orders.
  - b. Responding to and repairing or recovering 98% of out-of-County roadside emergencies within 12 hours of notification, as evidenced by work orders.
4. Provide adequate tire, parts and fuel inventories by:
  - a. Maintaining and monitoring, 99% of the time, tire inventory to provide tires for the repair or replacement as needed within 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, 7 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 10 working days, as evidenced by departmental surveys.
- 6. 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**

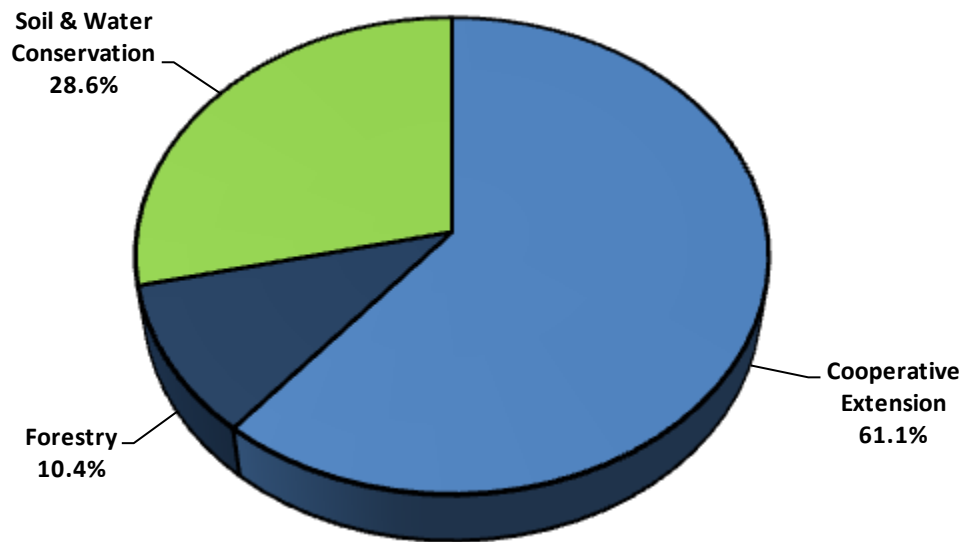
To maintain all of Catawba County facilities and grounds in an efficient and prompt manner in order to maximize their useful life and to provide a productive environment for employees and the public.

### **Outcomes**

1. Insure the proper care and maintenance of County facilities and grounds by:
  - a. Responding to 97% of the emergency situations within one 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 working days, as evidenced by completed work orders.
  - c. Troubleshooting and repairing 90% of all telephone problems within three working days after notification, as evidenced by work orders.
  - d. Responding to and correcting 92% of all electrical problems within three working days after notification, as evidenced by work orders.
  - e. Responding to and correcting 92% of all plumbing problems within three 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 97% of all road signs within 15 working days of notification.
  - b. Installing 95% of new road signs within 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 \$509,671 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. As a result of participation in the LifeSkills, 700 youth will learn about the dangers of alcohol, marijuana, and tobacco use and participate in lessons designed to help them build life skills associated with avoiding substance use. 75% of the student participating in LifeSkills will show improved knowledge and/or improved skills in decision making, communication, goal setting, or refusal skills based on pre and post tests and teacher evaluations. LifeSkills is a program offered in cooperation with Catawba County schools.

#### **K-12 Academic Achievement**

2. 700 elementary students will participate in Science, Technology, Engineering, and Math programs (STEM) offered in school classrooms and through out-of-school settings. As a result of their participation, 85% of the students participating in science programs will show increased interest and knowledge in science based on written evaluations from teachers, after-school, parents, and students. 4-H science programs are designed to correlate with North Carolina standard course of study and the National Science Standards Profitable and Sustainable Agriculture Systems.
3. One hundred and ten green industry professionals in the nursery, greenhouse, and landscape business will receive professional training through North Carolina Cooperative Extension 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. Practices related to IPM and BMPs will impact the amounts of pesticides applied to the environment in Catawba County, and will create an awareness among green industry professionals and employees on being better environmental stewards. Evaluations will be based on implementation of practices adopted and implemented, client reports, and participation in workshops.

4. Twenty farms and/or 2,000 acres of farmland will be enrolled in the Voluntary Agricultural District (VAD) Ordinance. In collaboration with the County Planning and Zoning Office, North Carolina Cooperative Extension will oversee the implementation of this ordinance by organizing the Catawba County Agricultural Advisory Board by providing the Board with record keeping, correspondence, application procedures, and offering other services needed by the Board to complete its duties.
5. Two-hundred and fifty livestock and forage producers will increase their knowledge and implement one or more management practices that will improve farm profitability in Fiscal Year 2009/10. Evaluation methods will include formal surveys of program participants, personal communications with clients to document savings or increased income from practice adoption, participation/attendance in educational programs and financial comparisons of various feeding/marketing methods to determine success.
  - a. Improved skills in evaluating feed ingredients with regard to price and quality that will result in lower feed expenses and/or higher production goals for the farm enterprise.
  - b. Improved marketing programs for feeder calves and replacement heifers that will result in increased returns over more traditional marketing methods.
  - c. Youth will improve their livestock management skills through participation in the 4-H livestock program to include livestock judging, skill-a-thon and live animal projects.
  - d. Forage producers will improve the production and utilization of forages on their farms through learning activities such as pasture walks, grazing schools, drill calibration workshops, weed control demonstrations, soil sample evaluations and improved fertility management.
6. Through the creation of a Hmong farmers' collaborative having strong ties to supporting agencies, such as Cooperative Extension and United States Department of Agriculture (USDA), 10 Hmong farmers will develop improved skills in the following:
  - a. Farm production methods
  - b. Pastured poultry production
  - c. Experience with growing new vegetable crops
  - d. Exposure to season extension techniques
  - e. Expansion into new markets

This will be accomplished through participation in field demonstrations, mentoring and technical assistance for individual farmers, and scheduling of pre-recorded educational segments on a local Hmong radio station. The measurement of success will include participant surveys, personal success stories, and one-on-one contact.

7. Twenty dairy and other farmers will potentially maximize farm profitability and demonstrate improved knowledge through implementation of one or more of the following farm management practices:

- 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.

8. Seventy-five individuals currently active or considering an agricultural enterprise will increase their comfort level in regards to evaluating new enterprise(s), and learning new production and marketing skills for pastured poultry, mushroom production, organic production, season extension, farm taxation and record keeping issues, pasture management, and etc. This will be a result of their attending one or more 'Ten Acre Tuesdays' workshops during Fiscal Year 2009/10. Evaluations will be based on pre and post surveys of conference participants, one-on-one contact, and participation in the Foothills Fresh local foods initiative.

9. Forty field and forage crops producers will learn about and adopt technology and management practices to improve farm profitability in one or more of the following areas:

- a. Efficient use of crop nutrients and soil fertility
- b. An increased understanding of and application of crop protection tools and improved marketing decisions
- c. Improved disease and insect control that will result in higher production goals and profitability
- d. Implementing sustainable production practices

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

10. Fifteen livestock producers will learn and implement rotational/intensive grazing systems through educational workshops and farm tours. They will increase their knowledge on design, management, and benefits of a rotational/intensive grazing system. North Carolina Cooperative Extension will assist producers as they incorporate this type of system into their current production. Evaluation will be based on participation in workshops, follow-up surveys and one-on-one contact.

## **Local Food Systems**

11. Five hundred citizens will receive information 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 achievement will be met through local marketing and advertising efforts for Foothills Fresh, weekly/monthly articles written for local news publications, workshops and meetings. Results will be measured by evaluation of data collected at these events.

## **Leadership Development**

12. By participating in the *C3 Leadership Institute* and *Catawba Youth Council*, 30 high school students will increase their understanding and interest in local government careers and issues. They will demonstrate understanding through successful completion of the Leadership Academy and service projects based on local needs and written evaluations.
13. Through training, support and programming by North Carolina Cooperative Extension 4-H staff, 75 youth and adults will volunteer a total of 750 hours. They will deliver a variety of educational programs, provide leadership for 4-H clubs and will work with youth to lead community service projects. Information will be gathered from 4-H clubs and volunteers throughout Fiscal Year 2009/10 regarding volunteer hours with 4-H and the impact of their volunteerism on the community.

## **Healthy Eating, Physical Activity and Chronic Disease Risk Reduction**

14. As a result of North Carolina Cooperative Extension programming with the collaboration of Catawba Valley Medical Center's Center for Diabetes Control, Catawba County Schools, Catawba County Wellness Committee, Catawba County Department of Social Services, Catawba County Health Department, Catawba County Health Partners, and others, 90% of a projected 250 adults and children will enhance their ability to make healthy food choices, increase physical activity and implement other strategies that will lower their risk for chronic disease. Achievement will be measured by client self-report, written evaluation tools, and other evidence of practice adoption.
15. One hundred participants representing various food service establishments will earn national food safety credentials by completing the *ServSafe* course with 100% indicating knowledge gained and more than 50% reporting their intention to improve one or more food safety practices. Pre- and post-surveys and national certification scores will measure results.

### **Parenting and Caregiver Skills**

16. Fifty parents and child care providers will increase their knowledge and skills in providing safer, more nurturing, appropriate environments for pre-school age children as a result of participation in educational opportunities offered by North Carolina Cooperative Extension (NCCE). Participants will be selected by Children's Resource Center, Parenting Network, child care centers, self-recommendations, and recommendation by other agencies. Evaluation will be based on the number of participants, number of credits awarded, and client reports of changes made as a result of NCCE programs or resources.
17. As a result of programming efforts, 90% of a projected 50 caregiver participants will increase awareness and knowledge, change attitudes, develop skills, and adopt practices and behaviors to provide better care giving. Results will be assessed by pre and post workshop surveys and client self-report.

### **Family Financial Management Skills**

18. One hundred limited resource individuals and families will participate in money management workshops. Sixty percent of the participants will increase awareness and knowledge while changing their attitudes about making and using money management plans. Change will be demonstrated by the adoption of decision-making practices that will help participants achieve family financial goals. Results will be assessed by the pre- and post-workshop surveys and the application of skills.

### **Natural Resources Conservation**

19. Two hundred and fifty 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 North Carolina 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.
20. Twenty-five Catawba County residents will adopt one or more new or improved waste management practices such as composting and recycling as a result of educational opportunities provided by North Carolina Cooperative Extension and other agencies concerned with proper solid waste management. 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 landscaping thereby saving money. Achievement will be tracked through

success stories reported by clients, written evaluation, and evidence of practice adoption.

21. The North Carolina Cooperative Extension, working in conjunction with Keep Catawba County Beautiful, will work with local municipalities to implement an Adopt-A-Street program for Catawba County municipalities. The new program will be similar to the Adopt-A-Highway program run by the North Carolina Department of Transportation. After introducing the program to four different city or town governments, these governments will present the program for adoption to their city councils. The Adopt-A-Street program is being implemented to help combat the increasing problem of litter in Catawba County. The implementation of this program will help to bring more attention to the County's litter problems by creating more civic engagement (local groups will adopt city and town streets) and publicity (each street adopted will receive two signs indicating the street's designation as an adopted street along with the name of the adopting group).
22. Cooperative Extension will organize representatives from all County Departments to create a Green Initiatives Team and help facilitate a cohesive plan for Countywide implementation of "green" ideals. Initial goals include working with Public Health to determine the carbon footprint of Catawba County Government and establishment of strategies to reduce County government's footprint. This team will also work with the County's Information Technology department to develop a central Green website, which will link all of the green themed activities engaged in throughout the County's departments.

### **Urban and Consumer Agriculture**

23. Two thousand five hundred citizens will show increased knowledge and awareness of proper plant selection, plant management and/or pest management practices in residential and community landscapes. This outcome will be met through plant clinics, workshops and individual consultations. Evaluation will be based on contact data, pre/post testing of workshop participants and follow-up surveys.
24. One hundred and fifty horse owners will increase their knowledge of horse management by participating in programs on weed control and pasture management on horse farms, farm management, disease control and prevention, horse evaluation/selection, hay and feed evaluation and horse waste management.
25. Twenty-five individuals will adopt one or more environmentally sensitive landscaping practices as a result of participating in North Carolina Cooperative Extension's educational programs. Landscaping practices directly affect soil and water quality and wildlife ecosystems. Educational programs may include proper watering and fertilizing methods, erosion control, or landscaping to encourage wildlife. Skills learned will help



reduce the negative impact of landscaping practices on the environment by minimizing soil and water contamination. Evaluation will be measured by success stories reported by clients, follow-up surveys, and evidence of practice adoption.

26. Fifty 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 North Carolina Cooperative Extension. Educational programming topics may include storm water management, rain gardens and other water conservation methods. Recent droughts have made water conservation important and have made it necessary to keep our available water supply clean. Progress will be measured by surveys of participant knowledge increase and intent to implement one of more practices.

#### **Administrative**

27. To ensure prompt, efficient, and courteous service is extended to our customers, North Carolina Cooperative Extension (NCCE) will realize a 98% customer satisfaction rating on a random sample survey administered to NCCE and Catawba County staff, external contractors, vendors and customers utilized by NCCE during Fiscal Year 2009/10. The Outcome will be measured based on surveys administered in February 2010.

# Cooperative Extension Services

## Reinventing Department

Organization: 310050

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
Federal	\$9,532	\$19,269	\$0	\$0	-100%
State	0	0	20,000	20,000	100%
Local	29,996	27,611	27,661	27,661	0%
Miscellaneous	0	0	5,150	5,150	100%
From Self Insurance	13,566	0	0	0	0%
General Fund	280,760	263,153	258,414	258,414	-2%
<b>Total</b>	<b>\$333,854</b>	<b>\$310,033</b>	<b>\$311,225</b>	<b>\$311,225</b>	<b>0%</b>
<b>Expenses</b>					
Personal Services	\$233,526	\$237,665	\$238,443	\$238,443	0%
Supplies & Operations	100,328	72,368	72,782	72,782	1%
Capital	0	0	0	0	0%
<b>Total</b>	<b>\$333,854</b>	<b>\$310,033</b>	<b>\$311,225</b>	<b>\$311,225</b>	<b>0%</b>
<b>Employees</b>					
Permanent	7.50	7.80	7.80	7.80	0%
Hourly	0.50	0.50	0.00	0.00	0%
<b>Total</b>	<b>8.00</b>	<b>8.30</b>	<b>7.80</b>	<b>7.80</b>	<b>-6%</b>

## Fiscal Year 2007/08 Outcome Achievements

Total Outcomes	Achieved	Partially Achieved	Not Achieved	Success Rate
22	21	1	0	95.4%

## Budget Highlights

The annual outcomes for Catawba County's Cooperative Extension Services are developed around core purposes of providing citizens with scientifically based information and informal educational operational focused on local needs and issues. Focus remains on the four core areas of the program: Agricultural and Natural Resources, Family and Consumer Education, 4-H and Youth, and Community and Rural Development.

The Catawba County Cooperative Extension Department is leading the County's Green Initiatives Team that is composed of representatives from each County Department. The Team has compiled a current list of activities or practices that each department is doing in order to be more "green" or energy efficient.

The Team has defined goals for the upcoming fiscal year. Each goal has a committee team appointed to work on it. The following are the goals for the Green Initiatives Team:

1. To establish a link on the front page of the Catawba County Green page website to link various green events and activities within County departments.
2. To work to determine the Carbon Footprint of Catawba County Government and establish a reasonable goal for its reduction.

### ***Performance Measurement***

#### ***Fiscal Year 2009/10***

In the upcoming fiscal year, Cooperative Extension has created 26 outcomes in 12 different categories (the same categories that were created in Fiscal Year 2007/08). The following are examples of the new outcomes that Cooperative Extension is going to work on to achieve in the upcoming fiscal year:

- Twenty farms and/or 2,000 acres of farmland will be enrolled in the Voluntary Agriculture District (VAD) Ordinance.
- The North Carolina Cooperative Extension, working in conjunction with Keep Catawba County Beautiful, will work with local municipalities to implement an Adopt-A-Street program for Catawba County municipalities. The new program will be similar to the Adopt-A-Highway program run by the North Carolina Department of Transportation. After the introducing the program to four different city or town governments, these governments will present the program for adoption to their city councils.
- To ensure prompt, efficient, and courteous service is extended to our customers, North Carolina Cooperative Extension (NCCE) will realize a 98%customer satisfaction rating on a random sample survey administered to NCCE and Catawba County staff, external contractors, vendors, and customers during Fiscal Year 2009/10. The survey will be administered in February 2010.

#### ***Fiscal Year 2008/09***

All of the 25 Cooperative Extension outcomes are either completed or are on schedule to be completed by the end of the fiscal year. However, the first outcome in the Local Food Systems area had its goal decreased from 100 to 50 due to a change in programming from the 'Putting Small Acreage to Work' conference with the 'Ten Acre Tuesdays' series of workshops that started in January 2009. The decrease is due to the smaller crowds and the more attention spent with individuals at the 'Ten Acre Tuesdays.'

As stated in last year's budget, Fiscal Year 2008/09 is the first year that the outcomes for Catawba County Cooperative Extension was changed due to a public scan and a change in the method in which the State of North Carolina categorizes the Cooperative Extension areas. The following are the new subcategories for Catawba County Cooperative Extension's outcomes:

- 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 Conversation
- Urban and Consumer Agriculture
- Administrative

### ***Fiscal Year 2007/08***

During Fiscal Year 2007/08, the Catawba County center of the North Carolina Cooperative Extension completed all of its 23 outcomes and one outcome was omitted due to the delay in hiring a new area crops specialist. The following are some of the achieved outcomes:

#### Agriculture

- Two hundred and seventy-one nurserymen, greenhouse growers, and landscape professionals showed increased knowledge of grounds management practices which aimed at reducing inputs such as pesticides, water, and fertilizer.
- One hundred and sixty-four dairy and other farmers increased farm profitability and knowledge through implementation of one or more farm management practices.
- Eight hundred and sixty-four beef and forage producers increased their knowledge and implementation of one or more management practices that will improve farm profitability.

#### Environment and Natural Resources

- Seven hundred and fifty-four citizens of Catawba County gained an increased awareness about litter issues and effective solutions to problems caused by solid waste management through educational programming offered by Extension staff in collaboration with Keep Catawba County Beautiful and organizations concerned with community beautification.
- Two hundred and eighty-five homeowners, business owners, or managers of public locations adopted new and/or improved waste management practices as a result of attending training, presentations, or receiving information offered by the Extension staff in collaboration with Keep Catawba County Beautiful and organizations concerned with proper solid waste management.

#### 4-H Youth Development

- One thousand, three hundred and sixty-five youth gained knowledge and skills to enable them to live a healthier lifestyle by participating in the programs offered by Cooperative

Extension like LifeSkills (substances abuse prevention program) and nutrition/health programs.

- One thousand, two hundred and forty-five youth increased their understanding of science and literacy by participating in school enrichment, after-school, and special interest programs that compliment the school curriculum.

#### Family and Consumer Sciences

- Nine hundred and fifty-seven residents of Catawba County increased healthy food choices and physical activity as a result of health and wellness education across the lifespan provided by Cooperative Extension in collaboration with Catawba County Health Partners and other agencies.
- One hundred and twenty-six Catawba County family members and caregivers of the aging population gained a better understanding of lifespan development, developed positive interpersonal relationships, and improved the quality of life for family members as a result of educational programs provided by Cooperative Extension.

# Soil & Water Conservation

Organization: 320050

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
State	\$31,024	\$29,265	\$29,835	\$29,835	2%
Miscellaneous	0	200	200	200	0%
General Fund	102,805	110,356	115,600	115,600	5%
<b>Total</b>	<b>\$133,829</b>	<b>\$139,821</b>	<b>\$145,635</b>	<b>\$145,635</b>	<b>4%</b>
<b>Expenses</b>					
Personal Services	\$119,753	\$124,871	\$130,685	\$130,685	5%
Supplies & Operations	14,076	14,950	14,950	14,950	0%
Capital	0	0	0	0	0%
<b>Total</b>	<b>\$133,829</b>	<b>\$139,821</b>	<b>\$145,635</b>	<b>\$145,635</b>	<b>5%</b>
<b>Employees</b>					
Permanent	2.80	2.80	2.80	2.80	0%
Hourly	0.00	0.00	0.00	0.00	0%
<b>Total</b>	<b>2.80</b>	<b>2.80</b>	<b>2.80</b>	<b>2.80</b>	<b>0%</b>

## Budget Highlights

Soil & Water's budget increase is due to a change in health care coverage for one employee. There has been no increase to the operating budget.

# Forestry

Organization: 330050

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
Miscellaneous	\$4,825	\$4,800	\$5,100	\$5,100	6%
General Fund	48,094	48,011	49,358	47,711	-1%
<b>Total</b>	<b>\$52,919</b>	<b>\$52,811</b>	<b>\$54,458</b>	<b>\$52,811</b>	<b>0%</b>
<b>Expenses</b>					
Personal Services	\$0	\$0	\$0	\$0	0%
Supplies & Operations	52,919	52,811	54,458	52,811	0%
Capital	0	0	0	0	0%
<b>Total</b>	<b>\$52,919</b>	<b>\$52,811</b>	<b>\$54,458</b>	<b>\$52,811</b>	<b>0%</b>

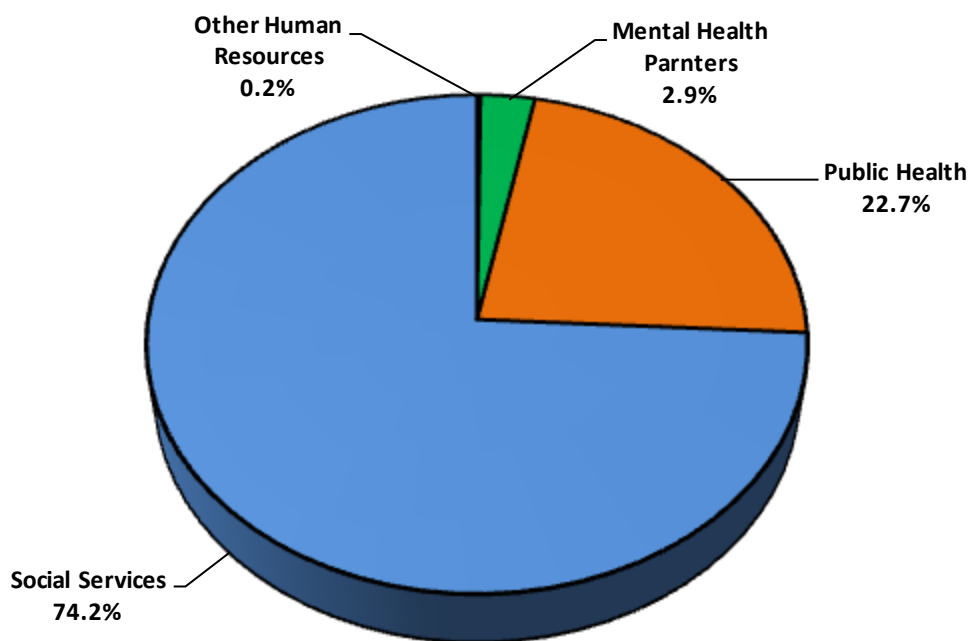
## Budget Highlights

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 SERVICES

The Human Resources' budget of \$52,749,977 is 21.8% 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 \$39,119,318 go to support the human needs, and the Public Health Department is projected to expend \$11,990,062 for the specialized public health services it offers. Other Human Resources include the Medical Examiner and is funded at \$100,000 this fiscal year. \$1,540,597 for Mental Health contracted services.

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





# Mental Health

	Summary				
	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
Federal	\$953,624	\$0	\$0	\$0	0%
Taxes	47,247	0	0	0	0%
State	14,419,362	0	0	0	0%
Local	147,000	0	0	0	0%
Charges & Fees	2,830,266	0	0	0	0%
Miscellaneous	78,402	0	0	0	0%
MH Fund Balance	0	0	0	0	0%
General Fund	1,088,991	0	0	0	0%
<b>Total</b>	<b>\$19,564,899</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Expenses</b>					
Personal Services	\$3,014,430	\$0	\$0	\$0	0%
Supplies & Operations	16,550,469	0	0	0	0%
Capital	0	0	0	0	0%
Interfund Transfers	0	0	0	0	0%
<b>Total</b>	<b>\$19,564,899</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Expenses by Division</b>					
Administration	\$2,765,930	\$0	\$0	\$0	0%
Service Management	1,279,018	0	0	0	0%
Customer Service	173,572	0	0	0	0%
Provider Relations	759,899	0	0	0	0%
Quality Management	0	0	0	0	0%
Direct Services	9,994,264	0	0	0	0%
Burke County Services	4,592,216	0	0	0	0%
	<b>\$19,564,899</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>

# Mental Health Partners

Organization: 530900

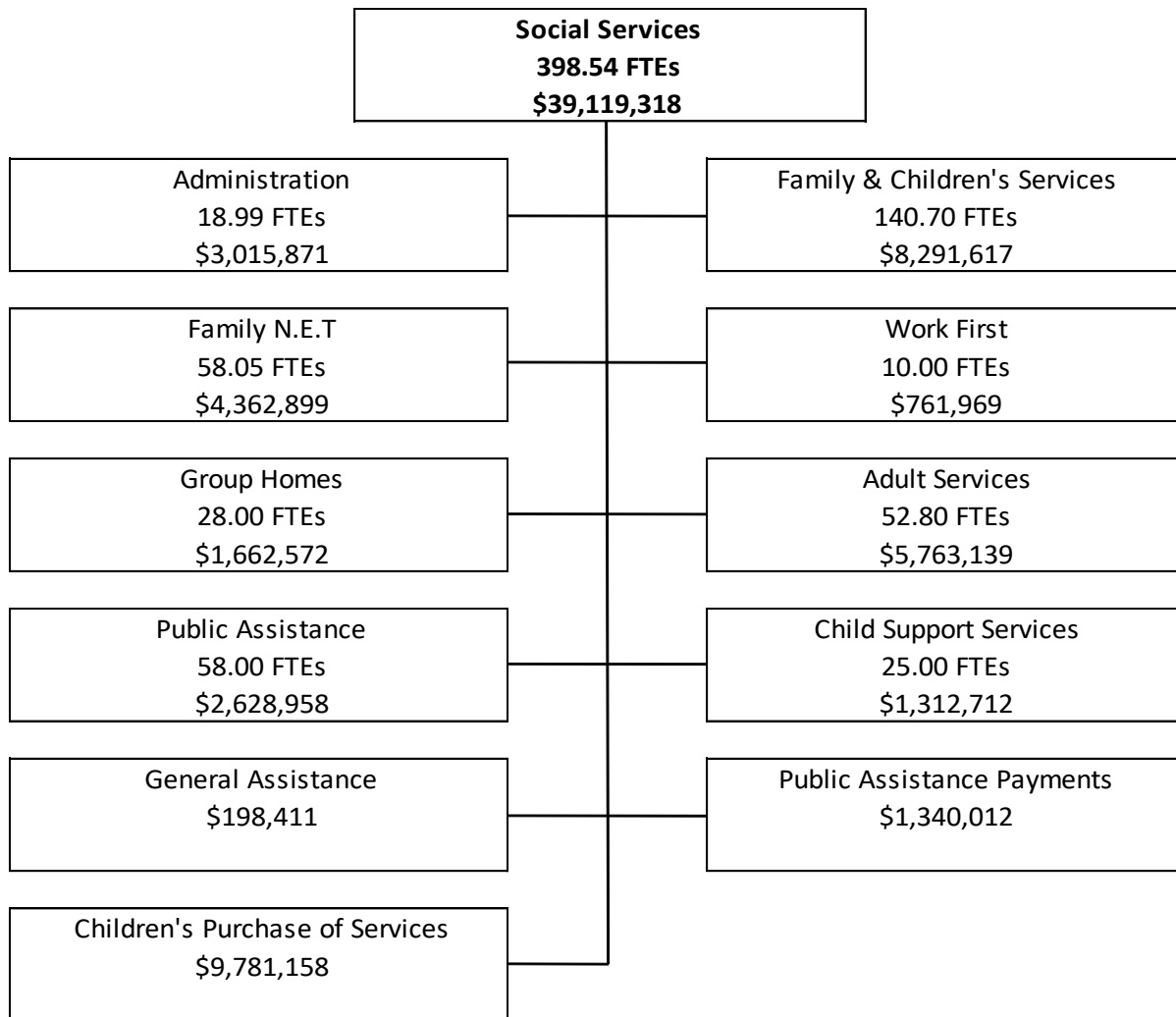
	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
ABC 5 Cents Per Bottle	\$0	\$45,000	\$45,000	\$45,000	0%
ABC Profits	0	63,000	63,000	63,000	0%
CJPP Grant	0	0	104,459	104,459	100%
General Fund	0	2,429,107	1,328,138	1,328,138	-45%
<b>Total</b>	<b>\$0</b>	<b>\$2,537,107</b>	<b>\$1,540,597</b>	<b>\$1,540,597</b>	<b>-39%</b>
<b>Expenses</b>					
Mental Health Fund Balance	0	1,046,000	0	0	-100%
Mental Health Base Allocation	0	257,889	343,888	314,824	22%
MHP - ABC Board Contract Expense	0	162,970	108,000	108,000	-34%
CJPP Grant	0	0	104,459	104,459	100%
Mental Health Contracted Services					
CVBH	0	561,072	674,273	506,657	-10%
Family N.E.T.	0	333,046	309,977	506,657	52%
Guardianship	0	98,880	0	0	-100%
Purchase of Services	0	77,250	0	0	-100%
<b>Total</b>	<b>\$0</b>	<b>\$2,537,107</b>	<b>\$1,540,597</b>	<b>\$1,540,597</b>	<b>-39%</b>

## Budget Highlights

Mental Health Partners (MHP) is a jointly funded mental health area program funded by Catawba and Burke Counties. The budget maintains Catawba County's current funding level of \$1,328,138 split between baseline (\$314,824) and contracted services (\$1,013,314). The funding agreement between Catawba County and MHP provides a baseline annual appropriation from the County that matches the amount that Burke County proposes to fund per capita in Fiscal Year 2009/10 (\$2.027 per capita). As Burke increases its funding per capita, Catawba County has agreed to adjust accordingly. Any services provided exceeding these funds will be subject to contract with MHP on a year to year basis. These will be for services that no other dollars will support. Family N.E.T. and Catawba Valley Behavioral Healthcare (CVBH) will remain the two primary services contracted for by Catawba County. In Fiscal Year 2009/10, each program will receive \$506,657.

The budget includes pass through funding for the Criminal Justice Partnership Program totaling \$104,459. ABC Substance Abuse funds also included totaling \$108,000. These funds are statutorily required to be spent for substance abuse services.

## Catawba County Government



# Social Services

## Reinventing Department

					Summary
	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
Federal	\$9,519,622	\$10,392,424	\$9,651,974	\$9,651,974	-7%
State	3,860,543	3,732,854	4,072,107	4,072,107	9%
Federal & State	9,870,815	9,951,241	10,412,927	10,412,927	5%
Local	3,167,803	3,630,681	4,095,659	4,095,659	13%
Charges & Fees	451,722	424,449	399,274	399,274	-6%
Miscellaneous	184,790	148,570	186,238	186,238	25%
Contingency	0	750,000	750,000	750,000	0%
General Fund	15,412,481	13,633,390	9,551,139	9,551,139	-30%
<b>Total</b>	<b>\$42,518,167</b>	<b>\$42,663,609</b>	<b>\$39,119,318</b>	<b>\$39,119,318</b>	<b>-8%</b>
<b>Expenses</b>					
Personal Services	\$19,596,748	\$19,756,327	\$20,242,132	\$20,242,132	2%
Supplies & Operations	22,799,318	22,019,328	17,986,026	17,986,026	-18%
Capital	122,101	137,954	141,160	141,160	2%
Special Contingency	0	750,000	750,000	750,000	0%
<b>Total</b>	<b>\$42,518,167</b>	<b>\$42,663,609</b>	<b>\$39,119,318</b>	<b>\$39,119,318</b>	<b>-8%</b>
<b>Expenses by Division</b>					
Administration	\$2,494,432	\$3,304,246	\$3,015,871	\$3,015,871	-9%
Family & Childrens Services	8,271,391	7,123,264	8,291,617	8,291,617	16%
Family Net	4,124,372	5,097,983	4,362,899	4,362,899	-14%
Work First	878,239	995,448	761,969	761,969	-23%
Group Homes	1,602,648	1,693,151	1,662,572	1,662,572	-2%
Adult Services	5,631,237	5,735,618	5,763,139	5,763,139	0.5%
Public Assistance	2,268,003	2,438,541	2,628,958	2,628,958	8%
Child Support	1,290,151	1,351,895	1,312,712	1,312,712	-3%
General Assistance	236,254	197,525	198,411	198,411	0.4%
Public Assistance Payments	6,964,434	5,665,012	1,340,012	1,340,012	-76%
Children's Purchase of Service	8,757,006	9,060,926	9,781,158	9,781,158	8%
<b>Total</b>	<b>\$42,518,167</b>	<b>\$42,663,609</b>	<b>\$39,119,318</b>	<b>\$39,119,318</b>	<b>-8%</b>
<b>Employees</b>					
Permanent	396.50	407.50	398.54	398.54	-2%
Hourly	3.73	6.26	4.20	4.20	-33%
<b>Total</b>	<b>400.23</b>	<b>413.76</b>	<b>402.74</b>	<b>402.74</b>	<b>-3%</b>

### Fiscal Year 2007/08 Outcome Achievements

Total Outcomes	Achieved	Partially Achieved	Not Achieved	Success Rate
31	30	0	1	96.7%

## Budget Highlights

As a Reinventing Department, Social Services is able to respond quickly to changing service demands. During Fiscal Year 2008/09, Social Services adjusted the budget by 13.6 FTEs - due to budgetary concerns and programmatic shifts as follows:

*Family N.E.T. (10.6 FTE Reductions)*

1 - Physician - Decided not to hire a physician after a change in the service delivery definition from the State and moving current contractual obligations with MDs to a performance basis.

1 - Acct. Spec III- With the implementation of Alpha CM software, billing and accounts receivable processes were streamlined to realize a reduction in needed staff.

1 - Program Manager - Due to budget constraints, Social Services decided to increase the supervisory oversight within the unit and with a retirement decided to abolish the position.

6.6 - Outpatient Therapists (OPT) - OPT is the most costly service and thus with the continuous reductions in reimbursements adjustments had to be made. Additionally, there were major changes in the service array from the State that helped to refocus consumers to other services. Staff were redistributed to vacant positions to serve adult populations.

1 - Qualified Professional - reduction due to reformulated reimbursement and service definition. We were able to shift the work to part time staff and reduce costs while meeting the need.

*Work First (1 FTE Reduction)*

1 - Human Services Coordinator – Continued flexibility as an electing county (create your own work first plan) has proven very beneficial. Caseloads have continued to decrease and are now rather stable even with the poor economy. For this reason, resources continue to be adjusted in this service area.

*Adult Services (1 FTE Reduction)*

1 - Social Worker II - Reduction of CAP SW to better align work with resources.

*Transportation (1.5 FTE Reduction)*

1.5 - Human Resource Aides - due to the implementation of an automated scheduling and tracking system along with a shift to more cost effective part time and hourly staff, we were able to adjust resources within the department.

***Performance Measurement***

***Fiscal Year 2009/10***

Social Services has created 29 outcomes for Fiscal Year 2009/10 that reflect a continued effort to work with citizens toward self-sufficiency, an investment that has shown remarkable returns over the years. Many of Social Services outcomes are benchmarks which are compared to Social Services Departments in other jurisdictions as well as state and federal benchmarks. These benchmarks indicate Catawba County is exceeding standards in almost every area.

The following is a sampling of their outcomes for Fiscal Year 2009/10:

- 89% of families receiving Family Preservation services will not have their children enter care.
- 90% of children receiving Early Childhood Development services will be ready to enter kindergarten.
- 75% of children receiving Day Treatment services will return to a normal school setting.
- 97% of adopted children will not disrupt from their adoptive placement
- 50 Work First participants will become employed.
- 91% of children needing child support will receive it.
- Support employment through quality Day Care for 1825 (monthly average) citizens.
- Ensure 100% of disabled or vulnerable adults are protected from abuse and/or neglect.

### ***Fiscal Year 2008/09***

Social Services is on track to achieve all of its 31 outcomes for Fiscal Year 2008/09. 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 savings plans. The following are examples of how reinventing status has allowed Social Services to create programs, improve services, and save funding:

#### Creativity

1. Created the first known Child Protective Services integration team – using therapist and social workers to jointly address family needs.
2. The Heart resource center is assisting children and parents by promoting academic excellence through tutoring and after school assistance.
3. The Prevention unit has created a fatherhood initiative that teaches incarcerated fathers how to have a positive relationship/impact on their children.

#### Improved Services

1. 86% of children and 76% of adults who were uninsured are now being served (as opposed to 79% and 72% for the State) through Medicaid or North Carolina Health Choice (also a countywide cost savings for Public Health and hospitals).
2. The Casey Foundation project is helping the Department insure foster children attain better results in the school and promote the importance of education throughout the system.
3. 96% of families receiving Family Preservation services have remained intact and have not entered care.

#### Cost Savings

1. Social Services continuous reengineering/process improvement program has realized an average processing savings of over 30 percent and almost \$3,500 in reduced costs.
2. Teen-up continues to prevent pregnancies with 100 percent of the participants not causing or becoming pregnant.

3. Electing county status has enabled Social Services to be more effective with the use of its resources by allowing it to shift \$185,000 to other growing areas of the agency.

### ***Fiscal Year 2007/08***

Social Services achieved 30 of 31 outcomes for Fiscal Year 2007/08. During this year, Social Services was effectively administered, finances maximized, and productivity increased through the continued efficiency efforts of staff. Similarly, consumers responded positively to the Department's outreach efforts as was reflected in an overall satisfaction rating of 98%. In addition to internal measures, Social Services was successful in bringing positive outcomes into citizens' lives. During Fiscal Year 2007/08, prevention activities assisted children in maintaining active participation in school and not becoming pregnant or causing pregnancies. Families were strengthened through a multitude of prevention and treatment programs. Staff continued to insure children were maintained in a safe and loving home within their kinship network or matched with a deserving family, as Family Builder's helped 80 children realize permanent placements through adoption.

However, Social Services was unable to achieve one of its outcomes for the fiscal year. The outcome dealt with court-involved youth who receive outpatient treatment services with the goal of 80% not having new juvenile legal charges that resulted in jail reentry while in the Family NET treatment program. At fiscal year end, only 75% met this goal.

The following are a few examples of outcomes successfully completed by Social Services:

- Helped citizens become productive and avoid welfare, assisting 80 Work First participants find employment during Fiscal Year 2007/08 (versus the State's benchmark of 41).
- Ensured medical access to 66.5% (approximately 13,173) of Catawba County Medicaid customers (compared to 65.4% in comparable counties) by maintaining an 80% physician participation rate during Fiscal Year 2007/08.
- Assisted Medicaid eligible citizens in accessing medical services by arranging and/or providing transportation to 14,750 individuals consisting of 22,900 trips (versus an average of 14,300 trips in similar counties) during Fiscal Year 2007/08.

## **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 Agency efficiency by demonstrating an average of 25% operational and/or a 10% financial savings by implementing improvements utilizing technology, enhanced work procedures, or identified cost savings by June 30, 2010.



## **FAMILY AND CHILDRENS' SERVICES**

### **Child Protective Services / Family Preservations**

#### **Statement of Purpose**

Vulnerable children in Catawba County will experience safe, permanent, and nurturing families that will encourage them to reach their full potential.

#### **Outcomes**

1. 95% or more of children (46 of 50) will not experience two episodes of either sexual or physical abuse within a twelve month period during Fiscal Year 2009/10.
2. To ensure a safe and nurturing environment for maltreated children, 89% (projected 40 of 45) of families completing Family Preservation Services (includes family preservation, intensive and reunification services) during Fiscal Year 2009/10 will not have their children enter or re-enter the foster care system within 6 months of completing services. This compares to a study by HomeBuilders - a foster care placement prevention program developed in 1974 in Tacoma, Washington and is the prototype program for the crisis intervention model - 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.

#### **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. In order to delay the initiation or decrease frequency of risky behaviors, 99% (approx. 446 of 450) of Teen Up/Upward Connection participants (high risk youths ages 10-17) will not become or cause a pregnancy during Fiscal Year 2009/10 compared to 98% of Catawba County's 2007 population of 10-17 year olds
4. In order to improve future opportunities for high risk students, 95% of the students receiving Department of Human Resources' social work services for at least two grading periods will demonstrate academic growth - as measured by eligibility for promotion to the next grade level during Fiscal Year 2009/10.

## **Early Childhood Support/Development Team (ECST)**

### **Statement of Purpose**

Provides support services to children ages birth to 5, their families, and childcare providers in Catawba County so that all children can be ready to enter kindergarten.

### **Outcomes**

5. To promote successful social adjustment, 90% (approximately 21 of 24) of children who complete services with the Clinical Specialists in Fiscal Year 2009/10 will demonstrate an increased ability to express feelings with appropriate words and actions as well as show stronger relationships with significant adults as measured by the Devereux Early Childhood Assessment - a continuum of strength-based assessments and planning systems designed to promote resilience in young children.

## **Permanency Planning**

### **Foster Care /Family Builders of Catawba Valley**

### **Statement of Purpose**

Ensure safe, permanent, nurturing families that provide strong futures for Catawba County children.

### **Outcomes**

6. To focus on sustaining families, 65% (approximately 42 of 65) of foster and therapeutic foster children reunified with either or both parents during Fiscal Year 2009/10 will do so within 12 months as compared to the State's average of 54%, the Federal expectation of 76.2%, and our most recent internal measurement in Fiscal Year 2007/08 of 67.11%.  
Note: Our most recent internal measurement included a few children on trial home placements where the case had not yet been closed. In Fiscal Year 2009/10, we will not include those in order to be fully aligned with the federal definition of reunification. Supervisors reduced the percentage to 65% to assure we will at least meet this Board outcome compared to last year's 67% that included the trial home placements.
7. To promote stability of children entering foster care or therapeutic foster care, the average number of children experiencing two or fewer placements during their first year of placement will be at least 88% as compared to the federal standard of 86.7% and the Fiscal Year 2007/08 State average of 87.9%.

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

### **Statement of Purpose**

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

### **Administrative Office Support**

#### **Statement of Purpose**

To exceed the customer's expectations through prompt, courteous customer service that assists the organization in realizing fiscal sustainability.

#### **Outcomes**

1. In order to achieve fiscal sustainability, 85% of all units within Family NET (seven out of nine) will meet or exceed their annual target for services billed. Billing targets for each unit will be based on a 65% or better productivity level (outpatient and community support), or an 85% capacity level (day treatment and other enhanced benefit services).

### **ACT Program**

#### **Statement of Purpose**

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

#### **Outcomes**

2. To show that a child can be successful in a regular school setting, 75% of children who do not have a developmental disability who are referred to the ACT Program (15 out of 20) will be successfully discharged from the Program within eighteen months of their date of admission during Fiscal Year 2009/10.

### **Outpatient Services - Children and Adolescents**

#### **Statement of Purpose**

Provide youths and families emotional, behavioral, and interpersonal skills which will assist them in improving their social well being.

## **Outcomes**

3. To improve family functioning, 87% (390 of approximately 450) of children and adolescents served will demonstrate significant improvement (at least a 10 point decrease in total score) in role performance, behavior towards others, moods/self-harm, substance use, and thinking on the Child and Adolescent Functional Assessment Scale (CAFAS) after 6 months or upon completion of all outpatient treatment services - during Fiscal Year 2009/10.

## **Post Adoption Services**

### **Statement of Purpose**

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

## **Outcomes**

4. In order to ensure that a child has a permanent placement, 97% (as compared to the national average of 95%) of adoptive children (92 of 95) and their families actively involved with services will not experience a disruption during Fiscal Year 2009/10.

## **Specialized Adolescent Services**

### **Statement of Purpose**

Enhance the emotional, behavioral, and interpersonal functioning of high risk adolescents and their families.

## **DJJDP Outpatient Services**

## **Outcomes**

5. To help reduce the repeat occurrence of juvenile delinquency, 75% (approximately 45 of 60) of Department of Juvenile Justice and Delinquency Prevention (DJJDP)-involved youth who complete outpatient treatment or receive at least 10 outpatient treatment sessions, will have no new juvenile legal charges during Fiscal Year 2009/10. National studies indicate the best treatment programs reduce recidivism of court-involved youths by 25-75%.

## **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. In order to maintain family functioning, 80% (approximately 28 of 36) of the children served by Intensive In-Home Services (IIHS) teams will remain in the home 6 months following completion of services during Fiscal Year 2009/10. As a comparison, a 2002 study by Blythe and Jayanarte showed that only 17% of non-IIHS involved families remained intact.

## **WORK FIRST – ECONOMIC SERVICES**

### **Statement of Purpose**

Promote self sufficiency, family responsibility, and prevent reliance on public assistance by linking needy citizens with resources and skills.

### **Outcomes**

1. To help citizens become productive and avoid welfare, we will assist 50 Work First participants in obtaining or maintaining employment during Fiscal Year 2009/10. This is a 50% reduction from Fiscal Year 2008/09 due the success of our participants and the slowing economy.
2. To help citizens avoid welfare dependency, 25% (225 of 900) of Work First applications will be diverted by crisis/benefit diversion during Fiscal Year 2009/10.
3. To assure that the growing number of families facing economic hardships due to the nationwide recession will be able to meet their basic needs (rent, utilities, medications, medical supplies), the Agency will assist more than 4,000 citizens with their presenting crisis in Fiscal Year 2009/2010. The Agency will provide crisis assistance or refer them to other appropriate resources including Food Assistance, Medicaid, Catawba Cooperative Christian Ministries, Greater Hickory Cooperative Christian Ministries and Salvation Army. No additional staff have been allocated to meet the demands of this growing population.

## **RESIDENTIAL SERVICES**

### **Statement of Purpose**

To provide a safe and nurturing environment where positive long term family functioning is taught and encouraged.

### **Outcomes**

In order to promote permanence for youth served, 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). The CBCL measures youth competencies in the areas of social problems, thought problems, attention problems, and rule breaking.

## **ADULT SERVICES**

### **Statement of Purpose**

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

### **Outcomes**

1. Prevent abuse, neglect and exploitation by enabling 90% (150) of screened out Adult Protective Service reports to access services during Fiscal Year 2009/10 as compared to the State average for Outreach /Information and Referral of 64%.

### **Nutrition Services**

#### **Statement of Purpose**

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

#### **Outcomes**

2. 5.71% of the 60 and older Catawba County population (1,407) will receive nutrition services and experience health/nutrition awareness, reduced isolation and increased independence by June 30, 2010. (Benchmark: 2.2% is the average percentage of the 60 or older population receiving the same services in comparable counties.)

### **Adult Assistance**

#### **Statement of Purpose**

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

#### **Outcomes**

3. Assist the senior and disabled Catawba County population in gaining access to medical care by identifying and serving 78% (6,940 of 8,897) of potentially eligible citizens with Medicaid benefits by June 30, 2010, compared to the County's current participation rate of 70.9% and the State's benchmark of 70.4%.



## **Carolina ACCESS**

### **Statement of Purpose**

To provide Medicaid citizens with ongoing access to quality medical care.

### **Outcomes**

4. Ensure a primary care provider to 83% (approximately 15,272) of the Medicaid managed care individuals in Catawba County compared to the Statewide average of 80% by maintaining a physician participation rate of 80% during Fiscal Year 2009/10.

## **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 27,000 trips during Fiscal Year 2009/10.

## **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 will continue to receive the financial support of their parents in spite of the downturn in the national economy, the Child Support program will realize a collection rate of 72% by June 30, 2010. No additional staff has been added to this unit in spite of the increasing workload. (Benchmark: This compares to the current Statewide average of 66.7 %.)
2. To assure that children are financially supported by both parents, 91% of the children who need a Child Support order for financial or medical support will obtain it during Fiscal Year 2009/10 as compared to 82.4% Statewide.

### **Family Medicaid / Health Choice**

#### **Statement of Purpose**

Assist families and children in obtaining access to medical services by quickly and accurately determining their eligibility for Medicaid/North Carolina Health Choice for Children.

#### **Outcomes**

3. To identify and serve 83% of Catawba County's uninsured/potentially eligible children with Medicaid or North Carolina Health Choice by June 30, 2010, (13,252 of 15,966 children) compared to the County's current participation rate of 80% and the State's rate of 80%.

### **Food Assistance / Program Integrity**

#### **Statement of Purpose**

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

#### **Outcomes**

4. To assure that correct benefits are given to the increasing number of families who are desperately turning to Food Assistance to make up the income shortfalls resulting from

unemployment/underemployment, the Food Assistance staff will maintain an accuracy rating of 96% as evaluated by the State and local resource management during Fiscal Year 2009/10. (The Federal goal is currently 94.36%).

## **GENERAL ASSISTANCE**

### **Statement of Purpose**

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

### **Outcomes**

1. To assure that citizens in crisis can meet their basic needs (rent, utilities, medications, medical supplies), the Agency will assist more than 4,000 citizens with their presenting crisis in Fiscal Year 2009/10 with emergency funds or by referring, coordinating, cooperating, and collaborating with Eastern Catawba Cooperative Christian Ministries, Greater Hickory Cooperative Christian Ministries, and Salvation Army.

## **PUBLIC ASSISTANCE**

### **Statement of Purpose**

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

### **Outcomes**

1. Provide opportunities and services for senior and disabled citizens to remain in their own homes through the Community Alternatives Program in lieu of nursing home placement. This will result in the avoidance of \$4,500,000 (increase of 26.64% from Fiscal Year 2007/08) of Medicaid expenditures (\$4,257,450 Federal and State, \$242,550 County Share) during Fiscal Year 2009/10).

## **CHILDREN'S PURCHASE OF SERVICES**

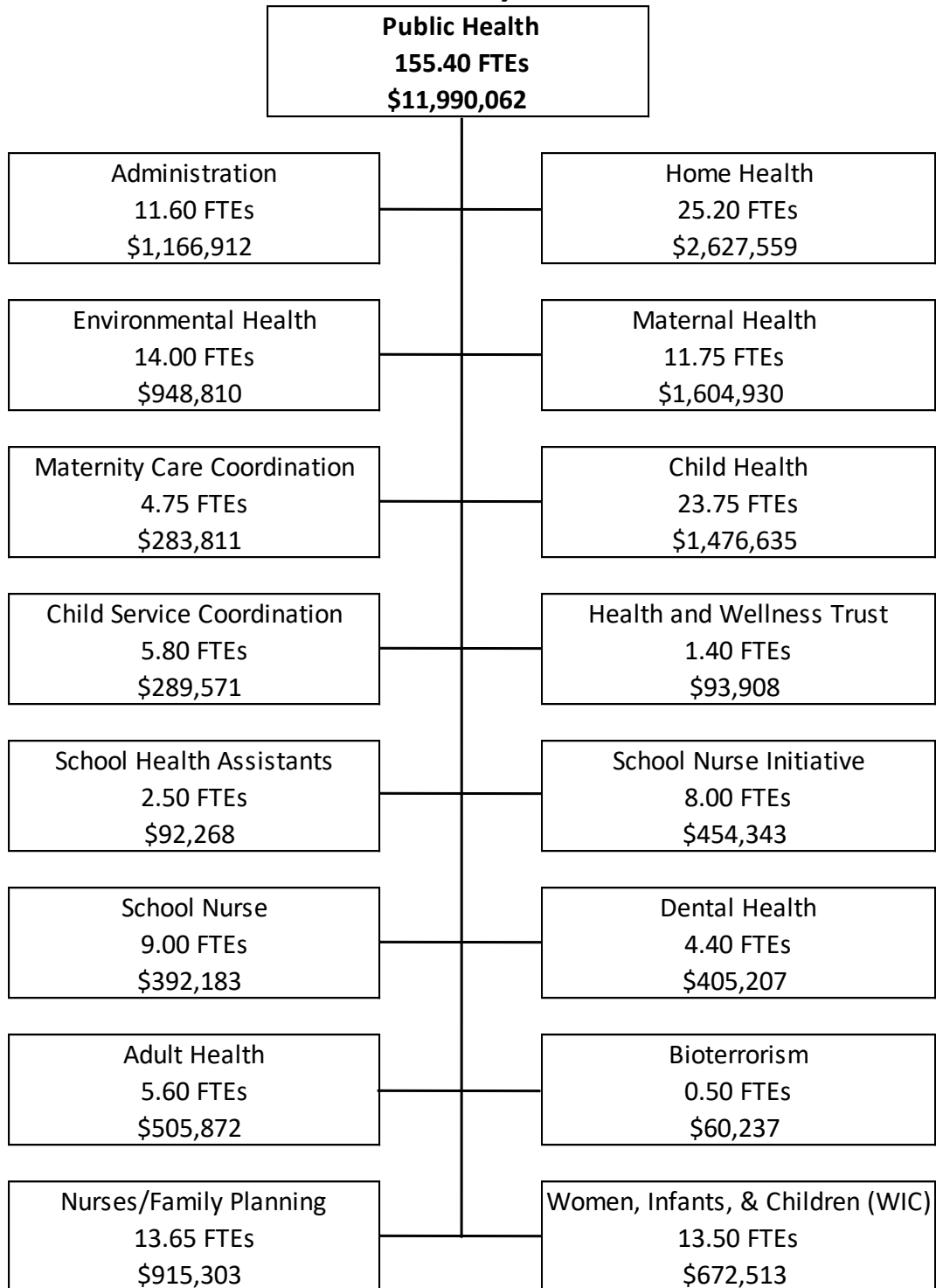
### **Statement of Purpose**

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

### **Outcomes**

1. To support the economic independence of Catawba County parents/caretakers, an average of 1,825 children (27.4% of potentially eligible children) will be assisted monthly by day care scholarships. This compares to 23.7% of potentially eligible children currently served Statewide. (Conditioned on the availability of State and Federal funds.)

## Catawba County Government



# Public Health

					Summary
	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
Federal	\$77,527	\$72,405	\$54,013	\$54,013	-25%
State	1,383,666	1,370,513	1,215,204	1,182,807	-14%
Federal & State	572,294	604,926	660,013	660,013	9%
Local	529,104	961,396	871,874	776,447	-19%
Charges & Fees	6,537,025	7,053,785	7,187,220	7,094,379	1%
Miscellaneous	361,708	93,890	72,136	72,136	-23%
Special Contingency	0	275,000	275,000	275,000	0%
General Fund	2,024,534	1,864,860	1,829,157	1,875,267	1%
<b>Total</b>	<b>\$11,486,017</b>	<b>\$12,296,775</b>	<b>\$12,164,617</b>	<b>\$11,990,062</b>	<b>-2%</b>
<b>Expenses</b>					
Personal Services	\$7,692,711	\$8,410,331	\$8,378,924	\$8,262,824	-2%
Supplies & Operations	\$3,793,306	\$3,611,604	\$3,510,693	\$3,452,238	-4%
Capital	0	0	0	0	0%
Special Contingency	0	275,000	275,000	275,000	0%
<b>Total</b>	<b>\$11,486,017</b>	<b>\$12,296,935</b>	<b>\$12,164,617</b>	<b>\$11,990,062</b>	<b>-2%</b>
<b>Expenses by Division</b>					
Administration	\$847,732	\$1,171,102	\$1,174,875	\$1,166,912	-0.4%
Home Health	2,448,983	2,380,333	2,627,559	2,627,559	10%
Environmental Health	896,058	974,471	948,810	948,810	-3%
Maternal Health	1,874,958	1,960,897	1,888,741	1,888,741	-4%
Child Health	1,259,893	1,277,948	1,266,403	1,266,403	-1%
Adolescent Health	177,715	216,614	210,232	210,232	-3%
Child Service Coordination	270,034	354,226	350,214	289,571	-18%
Health & Wellness Trust	69,711	99,653	93,908	93,908	-6%
School Health Assistants	83,550	88,296	92,268	92,268	4%
School Nurse Fund Initiative	126,933	177,976	158,712	158,712	-11%
School Nurse	752,594	853,767	687,431	687,814	-19%
Dental Health	422,807	434,788	467,522	405,207	-7%
Adult Health	608,153	609,654	546,872	505,872	-17%
Bioterrorism	71,583	72,373	60,237	60,237	-17%
NAP-SACC Smart Start	13,095	38,050	0	0	-100%
Nurse/Family Planning	987,542	969,472	918,320	915,303	-6%
WIC	574,676	617,315	672,513	672,513	9%
<b>Total</b>	<b>\$11,486,017</b>	<b>\$12,296,935</b>	<b>\$12,164,617</b>	<b>\$11,990,062</b>	<b>-2%</b>
<b>Employees</b>					
Permanent	150.60	156.20	155.40	155.40	-1%
Hourly	9.37	8.27	2.67	2.67	-68%
<b>Total</b>	<b>159.97</b>	<b>164.47</b>	<b>158.07</b>	<b>158.07</b>	<b>-4%</b>

## Budget Highlights



The Public Health Department's budget has decreased compared to its approved budget for Fiscal Year 2008/09. This decrease was partially due to State cuts to the Catawba County Public Health Department. In addition to State cuts, Public Health has seen a drop in its revenues in certain operational areas. For example, in the last fiscal year, the Environmental Health area only collected 51% of its budgeted fees. This reduction was partly caused by a 15% decrease in well and septic tank inspections because of a slowdown in construction last year.

The following are the primary cuts within the Public Health Department budget:

- Smart Start – Dental Education Program – Due to the Public Health Department receiving less Smart Start funding, it has eliminated its Smart Start Dental Education Program along with its dental health educator position. The Early Childhood Support Team will pick up the duties of the Smart Start Dental Education Program.
- School Nurse Initiative and Department of Human Resource Teams and school nurse programs at Catawba Valley Medical Center, Catawba County Schools, Newton/Conover City Schools, and Hickory Public Schools have seen decreases in staff costs and subsequently operational costs because all area school nurses are slated to go from 100% work schedules to 90% schedules. In addition, due to funding cuts from Catawba County Schools, two nurse positions will be cut.
- Child service coordinator nurse position will be unfunded and will not be filled in the upcoming fiscal year
- Nurse position will not be funded and will not be filled in the upcoming fiscal year
- Nurse practitioner position will not be funded and will not be filled in the upcoming fiscal year
- The elimination of part-time funds for the Environmental Health area
- Reductions in the Nutrition and Physical Activity Self-Assessment for Child Care grant

While the Public Health Department has seen decreases in funding from the State and less revenues from certain operational areas, it has witnessed an increase in demand in many service areas because of the economic downturn. The following are some of the increases:

- Child Health client accounts for Medicaid have increased by 100%
- Home Health visits have increased by 20%
- Dental client accounts are up 18%
- The use of vouchers for the Women, Infants, and Children program are up 5%

## **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. Measurement Tool: Documented and periodical review of procedures related to Health Insurance Portability and Accountability (HIPAA), Limited English Proficiency (LEP), confidentiality, finance, program eligibility, fees, etc.
  - b. All service areas will have a quality assurance (QA) program and maintain an achievement rating above minimum standard. Measurement Tool: QA procedures and evidence of achievement ratings above minimum standards per individual program.
  - c. CCPH will develop systems and methods to remain compliant with State Accreditation standards in preparation for re-accreditation in 2012. Measurement Tool: Evidence of systems and tools to monitor compliance with Accreditation activities and evidence of periodic monitoring indicating compliance.
  - d. CCPH will utilize best or model practice methods, whenever possible, to deliver public health programs and services. Utilizing best/model practices allows organizations to benefit from the experiences of others, to learn what works, and to ensure that resources are used wisely on effective programs that have been implemented with good results. Measurement Tool: Summary of best practices utilized.
  - e. CCPH will be fiscally responsible by maximizing revenues, efficiently utilizing resources, and negotiating favorable contracts. Measurement Tool: Finance reports and examples of maximizing and efficiently utilizing resources as well as favorable contracts, as applicable.
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 95% Satisfied/Highly Satisfied. Staff is expected to maintain the highest possible customer services level despite decreases in patient resources. Measurement Tool: Annual survey results summary.

- b. Less than an average score of 95% will result in an action plan to improve service exceptions. Measurement Tool: 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. The annual marketing plan will include, at a minimum, two monthly education and marketing strategies (such as PSA, presentations, etc.). Strategies to inform the public about available services will be emphasized to ensure people needing services know how to access Public Health services. Measurement Tool: Documentation and evidence of educational and marketing strategies and number of people impacted.
  - b. CCPH State of the County Health Report (SOTCH) will be developed annually with community distribution. Measurement Tool: Documentation and evidence of distribution of report card to partners and community.
  - c. Health care providers will be kept informed of emerging public health issues via communication network (mailings, emails, blast faxes, etc.). Measurement Tool: Documentation and evidence of communication with health care providers.
  - d. A community health assessment (CHA) will be conducted every 4 years and the results will be distributed to the community (2007, 2011, 2015, etc). Measurement Tool: Documentation and evidence of CHA assessment and documented distribution of assessment to partners and community.
  - e. CCPH Annual Report will be completed and distributed each year. Measurement Tool: Documentation and evidence of distribution of annual report to partners and community.

## **HOME HEALTH**

### **Statement of Purpose**

Catawba County Home Health Agency (HHA) is a community based non-profit agency serving residents in Catawba and surrounding counties. 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 homes.

### **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. Home Health Outcome measures will consistently rank above the State average for improvement performance factors such as Home Health Quality Initiatives (HHQI), and Home Health Compare Outcome Measures (HHCOM) Reports from the Medicare website. Measurement Tool: Review HHQI and HHCOM reports bi-annually.
  - b. Referrals will increase by 5% annually. Referrals from July 2008 through December 2008 (634) were 15% above the preceding 6 months (538 for January 2008 through June 2008). A part-time staff position dedicated to marketing HHA services was added in March 2009. Measurement Tool: Compare year-to-year referral totals.
  - c. HHA will maintain or exceed 25% of the market share in Catawba County. In Fiscal Year 2007/008, HHA had a 26.4% market share among the 12 home health agencies servicing Catawba County. Due to the current economic situation, the number of self-pay and indigent care patients is increasing. For example, from July through December 2008 there were 207 self-pay and indigent patients while in January and February 2009 there have already been 109. Measurement Tool: 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 100% of all food service establishments. State law requires a 100% inspection rate on food service establishments. Measurement Tool: Inspection rate.
  - b. Provide a minimum of four food service education and training workshops in proper food handling and sanitation. Measurement Tool: 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, as required by North Carolina Accreditation through local Environmental Health procedures. Measurement Tool: Documentation of complaints received, investigation, and resolution.
3. To help ensure that the public's health is protected, inspections of subsurface wastewater disposal systems will be performed as governed by 15A NCAC 18A, .1961(j).
  - a. Achieving a 90% inspection rate for Public Management Entity (PME) systems placed into the inspection queue, where systems inspected in a month of a calendar year are selected by the month and year of their installation as required by the inspection frequencies defined in 15A NCAC 18A, .1961(j). Measurement Tool: Monthly compliance rate and quarterly review.

## **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).

### **Outcomes**

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 prenatal 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. Appointments continue to be available within seven (7) days of request. Measurement Tool: HSIS State Reporting System and quarterly record audits.
  - 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 of low birth weight babies. For Fiscal Year 2006/07, the State average was 9.2% while Catawba County was at 9.0%. For Fiscal Year 2007/08, the State average was 9.1% while Catawba County was at 8.9%. Measurement Tool: Catawba Valley Medical Center delivery report and North Carolina Center for State Health Statistics.
  - c. The infant mortality rate (deaths under 1 year of age, per 1,000 live births) for Catawba County will be less than or equal to the North Carolina State infant mortality rate. The infant mortality rate is determined annually. The 2008 State of the County Health (SOTCH) Report noted the infant mortality rate, for the time period 2003-2007, for Catawba County as 6.9 and 8.4 for North Carolina. Measurement Tool: Annual SOTCH Report.
  - d. 80% of Public Health prenatal patients on Medicaid, which have identified risk factors, will receive case management services through the Maternity Care Coordination Program. Measurement Tool: Prenatal Intake Log.

## **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 eligible for CCPH child and adolescent services through the provision of well child screenings.
  - a. 175 children will receive comprehensive physical exams in CCPH Child Health Clinic. CCPH anticipates exceeding this outcome as 135 exams were done at mid-year for Fiscal Year 2008/09, in part as a result of the current economic situation. Measurement Tool: Monthly Activity Report.
  - b. 90% 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 diphtheria, tetanus, and pertussis (DTP), 3 Polio, 1 measles, mumps and rubella (MMR), 3 Haemophilus influenzae type b (Hib), 1 Varicella, and 3 Hepatitis B shots by 24 months. State Agreement Addenda requires 90%; Catawba County achieved 95% for Fiscal Year 2007/08. Measurement Tool: State Annual Age Appropriate Immunization Rate Assessment.
  - c. 90% of child health and adolescent health clinics upcoming appointment lists will be reviewed weekly by a Health Check Coordinator for the following: Medicaid status, last health screening date, 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 Tool: Health Check Monthly Activity Report.

### **Early Childhood Support Team**

#### **Statement of Purpose**

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

## **Outcomes**

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 the Early Childhood Support Team (ECST) nursing staff during Immunization Audit Week. Measurement Tool: Monthly Activity Report and Immunization Audit Report.
  - 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 an increase in the number of health-focused contact training hours for staff. Measurement Tool: Monthly Activity Report.
  - c. 90% of centers that hold the Catawba County Child Care Health and Safety Credential will have successfully implemented an Emergency Preparedness Policy. Measurement Tool: Monthly Activity Report.
  - d. All child care centers will be offered Dental Education and screening for children in child care. Due to Smart Start funding reduction, Dental Health Educator position was abolished; therefore, ECST nurses will work to maintain dental services to child care centers. Measurement Tool: Monthly Activity 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 students to promote maximum physical, social, emotional, and educational growth of children.

## **Outcomes**

3. Public schools in Catawba County will support a culture that promotes the health and well-being of the students and its workforce.
  - a. 90% of schools will achieve one or more of the Coordinated School Health Program (CSHP) priority goals.
  - b. Established CSHP committees will establish annual priorities, develop goals, and implement strategies to achieve health improvements and/or assure a healthy school environment. Measurement Tools: School Health Index tool, annual goals/objectives for each school, and report of the activities/strategies being implemented and achieved.



4. 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, 2010.
  - 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, 2010. Measurement Tools: School Health Activity Report, school based case management tools, and quarterly audits.
  - b. 50% of students identified at risk for not achieving success on the End of Grade (EOG) and who receive school nurse intervention will score at or above grade level on the EOG by June 30, 2010. Measurement Tools: School Health Activity Report, school based case management tools, and quarterly audits.
  - c. Five students at each school, who meet program criteria for School Based Case Management (best practice program recommended by State Leaders that encompasses communications and facilitates care along a continuum, through effective resource collaboration and networking in the educational setting and the community. It is a collaborative practice which can include the student, parents, teachers, support staff, school psychologist, physician and other practitioners, and the community. Case management serves to improve attendance, behavior, educational outcomes, health outcomes and quality of life), will be case managed by her/his school nurse and will have documented improvement in individual goals developed through the Case Management program. Measurement Tools: School Health Activity Report, school based case management tools, and quarterly audits.
5. 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, and follow-up by June 30, 2010.
  - a. 75% of all 5<sup>th</sup> graders will be screened for height, weight, and Body Mass Index (BMI) with 100% of students, whose BMI (BMI scores > the 85<sup>th</sup> percentile and < the 5<sup>th</sup> percentile) exceeds normal medical standards, referred for evaluation by June 30, 2010. Measurement Tools: School Health Activity Report and documentation on Student Health Card.
  - b. 90% of students identified for vision problems will receive appropriate vision care by June 30, 2010. Measurement Tools: School Health Activity Report and documentation on Student Health Card.
  - c. 98% of elementary students will be in compliance with state immunization requirements by June 30, 2010. Measurement Tools: Immunization Record review, School Health Activity Report, and documentation on Student Health Card.

- d. 75% of kindergartners will receive a dental screening by the State Dental Hygienist with 100 % of students who meet State referral criteria being referred for dental care by June 30, 2010. Measurement Tools: School Health Activity Report 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). Measurement Tool: Quarterly Medical Report Audit, number of patient physical exams completed with comprehensive components, and number of patients receiving physical exams.
  - b. 80% of patients will be immunized, per Advisory on Immunization Practices (ACIP) guidelines, at the time of receiving a complete physical exam (school-linked health center site). Measurement Tool: quarterly record audits for immunization status, number of patient records compliant, and number of patient records audited.
  - c. Enrolled students with Body Mass Index (BMI)  $\geq$  95<sup>th</sup> percentile will have documentation of a plan of treatment in their medical record and documentation that the patient participated in two or more nutritional counseling sessions. Measurement Tool: Documentation of plan of treatment and nutritional 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 have the opportunity and capability to reach their optimal level of achievement by being linked to and having access to community resources that meet their health, social, and developmental needs.
  - a. 90% of CSC clients between the ages of 12-15 months will have developmental screening performed, evaluated, and appropriate referrals made by the CSC in an effort to assure early identification and follow up of developmental delays. Measurement Tool: Monthly Activity Report.
  - 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 of case management initiation. Measurement Tools: Monthly activity report and quarterly audit recorded on monthly activity sheet.
  - c. 25% of first time 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 preventive, diagnostic, and operative dental services will be performed to income eligible children ages 4 – 18 years. Measurement Tool: Computer report documenting dental services.
  - b. 2,000 preventive treatment modality sealants will be placed by Dental Practice staff to reduce the incidence of cavities in the permanent teeth of children. Measurement Tool: Number of patients and/or teeth on which sealants are placed.
  - c. Explore and develop a plan for increasing capacity of CCPH Dental Practice to provide dental services to children. Measurement Tool: Completed plan to expand CCPH Dental Practice capacity by September 2009.

## COMMUNITY AND ADULT 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. All patients will have access to Adult Health Services within two business days of a request to ensure patients receive relevant health information as well as preventive and treatment appointments when they are ready for and need the services. To insure appointment availability and in anticipation of increased demand due to current economic situation, additional contracts with medical providers has been established. Measurement Tool: Monthly Appointment Data and CMHC reports.
  - b. 90% of patients attending the Adult Health Clinic will receive health education on topics such as pre-conception health, smoking cessation, contraception, STD prevention, weight reduction, and nutrition. Measurement Tool: Quarterly record audits.
  - c. All women screened for breast and cervical cancer will be referred for treatment if they are found to have abnormal findings. *Susan G. Komen* and *Through Healing Eyes* grant funding is available to assist with referral services for eligible patients. Measurement Tools: Quarterly record audits and Adult Health Intake Log of abnormal results and referrals.
  - d. 75% of patients diagnosed with a sexually transmitted disease will receive treatment. Approximately 25% of patients do not receive treatment because treatment is refused by, patients do not return for treatment, or cannot be located. Appointments are available and will continue to be available daily despite the reduction of staff time that has occurred. Measurement Tools: 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, 2009. Areas of focus include physical activity and nutrition.

- a. By June 30, 2010, two schools will adopt a healthy fundraising policy. This policy will promote and prescribe healthy alternatives for school fundraisers. Measurement Tool: Quarterly CAP progress report.
  - b. By June 30, 2010, two classes from two schools will adopt a healthy rewards, incentives, and school celebrations policy. This policy will educate, promote, and prescribe healthy alternatives for classroom rewards, incentives, and celebrations. Measurement Tool: Quarterly CAP progress report.
  - c. By June 30, 2010, three child care centers will adopt an Eat Smart Move More (ESMM) policy, which is based on a Statewide movement that promotes increased opportunities for healthy eating and physical activity, would be developed based on childcare center or church needs and priorities. Measurement Tool: Quarterly CAP progress report.
  - d. By June 30, 2010, three African-American churches will adopt an ESMM policy. Measurement Tool: 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 - 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 30%.
  - b. Childhood Obesity - By 2010, decrease the number of overweight or obese children ages 2-18 by 10%.
  - c. Substance Abuse - Reduce the non-compliance rate of merchants selling alcohol to youth from 20% to 15% by 2011 as measured by North Carolina Alcohol Law Enforcement (ALE) compliance checks.
  - d. By 2012 reduce the percentage of students that report getting alcohol from siblings and/or friends from 24% to 19% as measured by the Pride Survey.
  - e. Cancer Task Force - Reduce prostate cancer among minority men over 40 and colorectal cancer for all populations over 50 by 10%.

Measurement Tool: Routine Action Plan progress reports.
- 4. CCPH will increase the access of low-income adults to dental care and physician prescribed pharmaceuticals through a partnership with the Greater Hickory Cooperative Christian Ministries (GHCCM).
  - a. 200 dental services will be provided to adults at GHCCM. Measurement Tool: Summary of invoices.
  - b. 135 prescription services will be provided at GHCCM to adults referred from CCPH. Measurement Tool: 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 1 week of request. Staff reductions have resulted in a decrease in availability of vaccinations from 5 days per week to 2 days per week. Measurement Tool: Foreign Travel Log.
  - 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, not return for treatment, or cannot be located. Measurement Tool: Communicable Disease Log.
  - c. An investigation will be initiated on 100% of suspected TB cases within 24 hours after the Health Department is notified. State Agreement Addenda requires 100%. Measurement Tool: 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 Public Health threats.
  - a. CCPH staff and Epidemiology Team (Epi Team) will participate in at least one preparedness exercise annually. Measurement Tool: Workforce Development logs/spreadsheets.
  - b. 96% of CCPH staff will complete required preparedness training. The State required 75% staff compliance. Measurement Tool: Workforce Development logs/spreadsheets.
  - c. CCPH staff will have access to workforce development opportunities beyond the required preparedness training, including topics such as cultural diversity, carbon footprint, foodborne illnesses, and preparedness. More local qualified presenters and online trainings are being encouraged and utilized to meet this outcome due to State and local travel constraints. Measurement Tool: Workforce Development calendar.
2. The community will understand how to prepare, what actions to take, and how to access CCPH as a resource during a disaster or Public Health event.
  - a. Create and distribute public messages to the community (presentations, web pages, print ads, etc.) through news outlets, website, Community Alert System (CAS), etc. Measurement Tool: Documentation of messages and methods of distribution.
  - b. Create a common message in cooperation with Emergency Services Communications Committee and/or the Local Health Information Team (LHIT). LHIT includes representation from Healthy Carolinians, counties, and municipalities that work together to provide messages related to health emergencies and events. Working together decreases duplication and encourages sharing resources. Measurement Tool: Documentation of messages and methods of distribution.
3. Key community partners will engage with CCPH to plan for biological or public health related threats, develop preparedness plans, and respond to Public Health emergencies.

- a. Ensure community input into all preparedness plans by facilitating active multi-hazard/Strategic National Stockpile (SNS) teams and subcommittees. Measurement Tool: Evidence of committee input and planning.
- b. All State required public health preparedness plans completed on or before deadline. Measurement Tool: Existence of approved preparedness plans within required timeframe.
- c. Lead the development of a Special Medical Needs Sheltering seamless plan and strategies. Measurement Tool: Development of special medical needs shelter plan.

## **WOMEN, INFANTS, AND CHILDREN (WIC)**

### **Statement of Purpose**

To provide nutrition education and supplemental foods to eligible women, infants, and children (WIC) 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. Improve pregnancy outcomes by reducing 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. Base caseload, the State required patient count per month, is determined by a formula based on active participation and projected growth in participants. Fiscal Year 2006/07 State mandated caseload was 3,489; Catawba County had an active participation averaging 3,727. Fiscal Year 2007/08 State mandated caseload was 3,704; Catawba County had an active participation averaging 4,023. Catawba County WIC Program continues to exceed State mandated caseload numbers and anticipates continuing to serve an even greater number of participants due to the current economic situation. Measurement Tools: State WIC Report #NA515-1, Vendor Report, State WIC Report #NAA483-4, and Agreement Addenda.
  - b. Audit WIC approved food vendors in Catawba County annually, per State requirements, to ensure that nutritious foods/nutritional products are readily available and appropriate food vendors are approved for Catawba County. Catawba County currently has 30 approved WIC vendors. Base caseload has been increased by the State WIC program three times between July 2008 and December 2008, indicating substantial growth in WIC participants. Staff time for vendor audits is limited; however, staff will attempt to meet this outcome by making some audit visits in the evenings and over weekends. Measurement Tools: State WIC Report #NA515-1, Vendor Report, State WIC Report #NAA483-4, and Agreement Addenda.
  - c. Steadily increase the percentage of women enrolled in WIC who initiate breastfeeding to achieve the State goal of 75%. In December 2008, 55.3% of WIC women initiated breastfeeding; the Statewide average was 52.3%. Measurement Tools: State WIC Report #NA515-1, Vendor Report, State WIC Report #NAA483-4, and Agreement Addenda.

- d. Increase percentage of pregnant women served by Catawba County Public Health (CCPH) WIC who received program services during the first trimester of pregnancy to equal or exceed the State percentage. (The 2007 percentage of CCPH WIC program was 23.5% and for North Carolina it was 28.7 %.)  
Measurement Tools: State WIC Report #NA515-1, Vendor Report, State WIC Report #NAA483-4, and Agreement Addenda.

## Other Human Services

Organization: 510050

		2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>						
General Fund		\$120,400	\$100,000	\$100,000	\$100,000	0%
	<b>Total</b>	<b>\$120,400</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>0%</b>
<b>Expenses</b>						
Medical Examiner		\$120,400	\$100,000	\$100,000	\$100,000	0%
	<b>Total</b>	<b>\$120,400</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>0%</b>

### Budget Highlights

Medical Examiner fees cover the State mandated costs for autopsies.

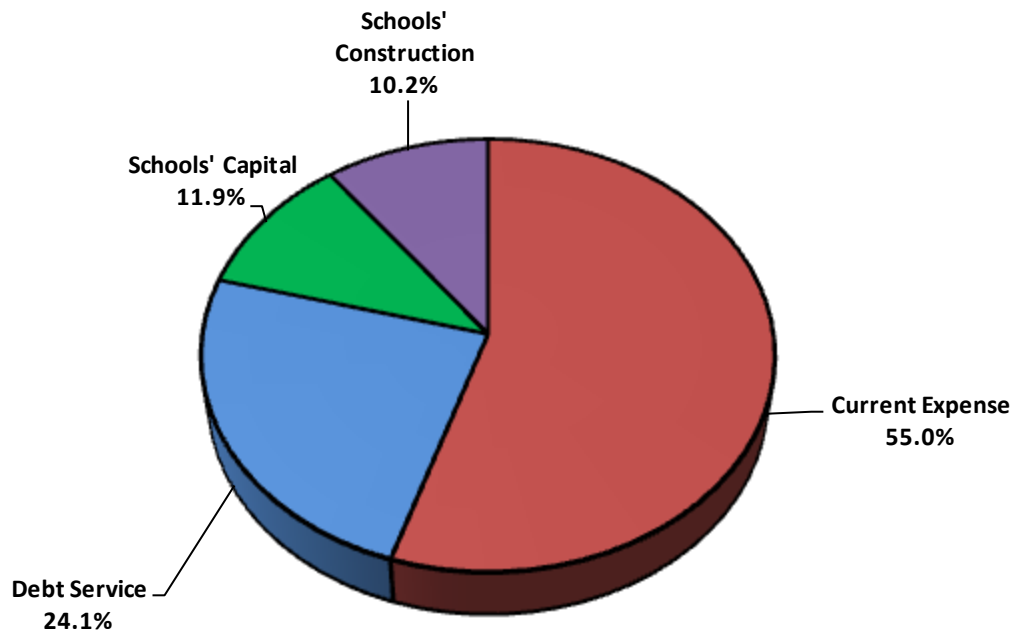
Per North Carolina General Statutes, fees for the Medical Examiner are as follows:

- 130A-387 - For each investigation and prompt filing of the required report, the medical examiner shall receive a fee paid by the State. However, if the deceased is a resident of the county in which the death or fatal injury occurred, that county shall pay the fee. The fee shall be \$100.00.
- 130A-389 - A fee for the autopsy or other study shall be paid by the State. However, if the deceased is a resident of the county in which the death or fatal injury occurred, that county shall pay the fee. The fee shall be \$1,000.

## EDUCATION

The County has budgeted \$72,249,630 or 29.9% of the total budget for education expense. This includes \$39,738,108 for current expenses for the three school districts and Catawba Valley Community College (CVCC) and capital expenses total \$15,064,132. The Debt Service amount for education is \$17,447,390.

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

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
1st 1/2% Sales Tax	\$4,511,623	\$4,657,405	\$4,331,557	\$3,898,401	-16.30%
1/4 Cent Sales Tax	0	362,500	362,500	362,500	0.00%
Fines & Forfeitures	1,081,100	1,288,464	1,133,144	1,253,886	-2.68%
General Fund	32,421,735	33,856,932	36,028,737	34,223,321	1.08%
<b>Total</b>	<b>\$38,014,458</b>	<b>\$40,165,301</b>	<b>\$41,855,938</b>	<b>\$39,738,108</b>	<b>-1.06%</b>
<b>Expenses</b>					
<b>Catawba County</b>					
Base Budget	\$24,050,502	\$25,031,295	\$25,361,600	\$24,762,731	-1.07%
Fines & Forfeitures	766,214	903,465	800,000	885,003	-2.04%
<b>Subtotal</b>	<b>\$24,816,716</b>	<b>\$25,934,760</b>	<b>\$26,161,600</b>	<b>\$25,647,734</b>	<b>-1.11%</b>
<b>Hickory City</b>					
Base Budget	\$6,044,374	\$6,621,318	\$7,622,000	\$6,281,654	-5.13%
Fines & Forfeitures	193,253	239,751	213,144	224,502	-6.36%
<b>Subtotal</b>	<b>\$6,237,627</b>	<b>\$6,861,069</b>	<b>\$7,835,144</b>	<b>\$6,506,156</b>	<b>-5.17%</b>
<b>Newton-Conover</b>					
Base Budget	\$4,011,119	\$4,024,224	\$4,210,160	\$4,039,837	0.39%
Fines & Forfeitures	127,470	145,248	120,000	144,381	-0.60%
<b>Subtotal</b>	<b>\$4,138,589</b>	<b>\$4,169,472</b>	<b>\$4,330,160</b>	<b>\$4,184,218</b>	<b>0.35%</b>
<b>Catawba Valley Community College</b>	<b>\$2,821,526</b>	<b>\$3,200,000</b>	<b>\$3,529,034</b>	<b>\$3,400,000</b>	<b>6.25%</b>
<b>Grand Total</b>	<b>\$38,014,458</b>	<b>\$40,165,301</b>	<b>\$41,855,938</b>	<b>\$39,738,108</b>	<b>-1.06%</b>

### Pupil Allocation 2009/10

	Catawba	Hickory	Newton-Conover	Total
<b>Per Pupil</b>				
Average Attendance	17,353	4,402	2,831	24,586
2008/09 County Base	\$1,264.00	\$1,264.00	\$1,264.00	\$1,264.00
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
<b>Total</b>	<b>\$1,485.00</b>	<b>\$1,485.00</b>	<b>\$1,485.00</b>	<b>\$1,485.00</b>
<b>System Total</b>				
2008/09 County Base	\$21,934,192	\$5,564,128	\$3,578,384	\$31,076,704
Joint School Programs	902,356	228,904	147,212	1,278,472
2% Teacher Supplement	798,238	202,492	130,226	1,130,956
Technology	1,127,945	286,130	184,015	1,598,090
Fines & Forfeitures	885,003	224,502	144,381	1,253,886
School Fund Balance	121,471	30,814	19,817	172,102
<b>Total</b>	<b>\$25,769,205</b>	<b>\$6,536,970</b>	<b>\$4,204,035</b>	<b>\$36,510,210</b>

### 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 budget includes a 1% increase over Fiscal Year 2008/09 in per pupil funding, from \$1,413 to \$1,427.

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 Adolescent and Children in Treatment (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 enrollment numbers for the three school systems indicate that there will be a decrease in the number of students next year. This is primarily due to a change the state made in the date children have to turn 5 years old in order to begin kindergarten from October 15 to August 31. Catawba County Schools student numbers decreased by 362, Newton-Conover City

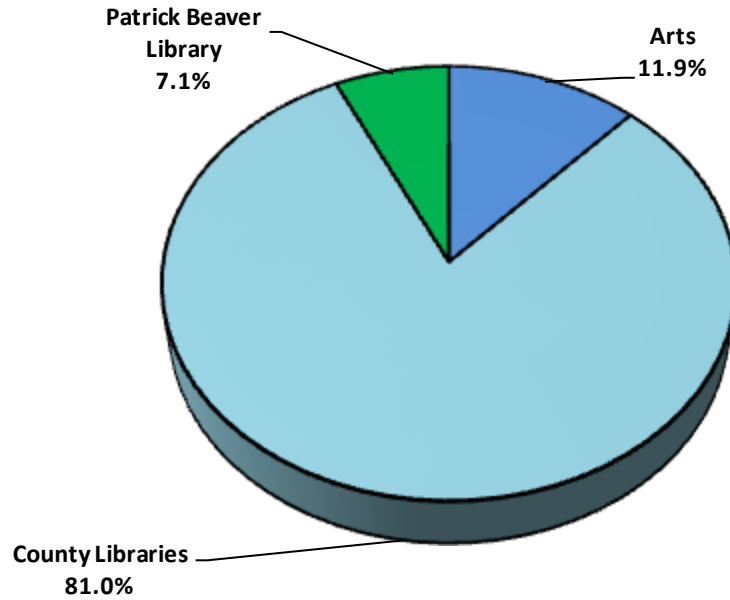


Schools decreased by 17, and Hickory Public Schools decreased by 299 for a net loss of 678 overall, or a total of 24,586 students. The change in the State certified numbers results in a funding decrease of 1.11% for Catawba County Schools, a 5.17% decrease for Hickory Public Schools, and a .35% increase for Newton-Conover Schools. Overall, total funding to the 3 school systems decreased by \$627,193 or .1.06% due to the reduced number of students.

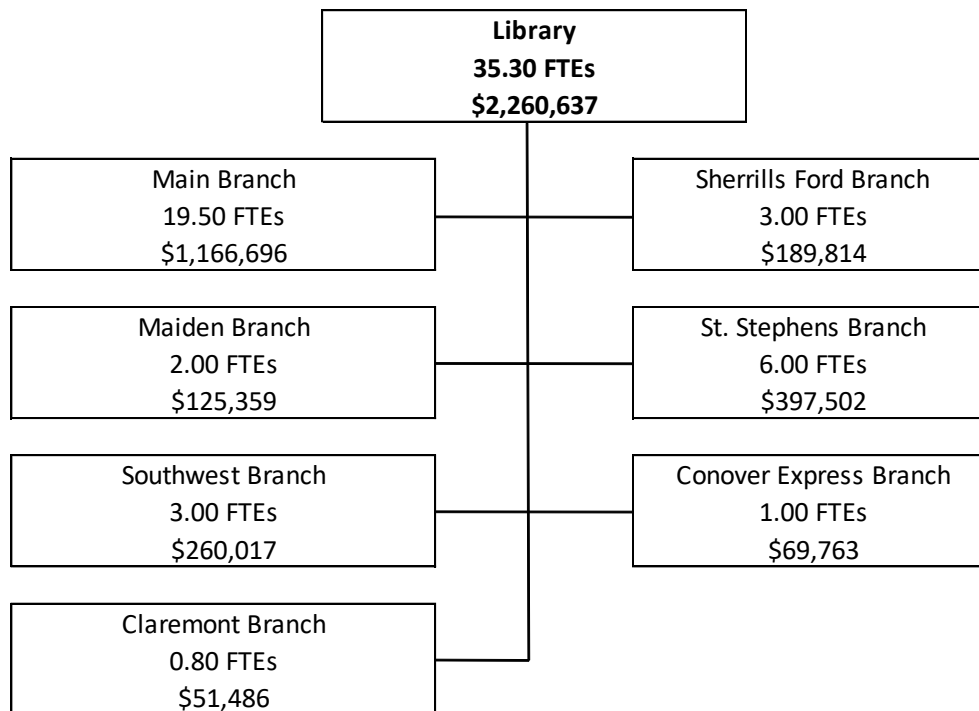
The budget continues a commitment made to Catawba Valley Community College (CVCC) to improve our County's ranking in community college funding. A \$200,000 or 6.25% increase in current expense funding is therefore included. This should move us to from 19<sup>th</sup> to 17<sup>th</sup> in funding out of 58 community colleges, helping us to achieve our goal of being within the top 15 counties in providing support to our community college, which brings so much to the County in the way of academic improvement and workforce development. This will provide much needed funds at a time when enrollment is increasing due to the economy. Enrollment for the spring semester increased 3.79% and is anticipated to increase another 4% in the fall.

## 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 \$2,791,891 in support of the library system, culture, and the arts.



## Catawba County Government



# County Library

## Reinventing Department

					Summary
	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
State	\$218,377	\$165,664	\$151,186	\$151,186	-9%
Local	65,059	65,599	66,164	66,164	1%
Charges & Fees	62,138	52,100	51,150	51,150	-2%
Miscellaneous	4,173	300	0	0	-100%
General Fund	1,861,191	1,965,003	1,992,137	1,992,137	1%
<b>Total</b>	<b>\$2,210,938</b>	<b>\$2,248,666</b>	<b>\$2,260,637</b>	<b>\$2,260,637</b>	<b>1%</b>
<b>Expenses</b>					
Personal Services	\$1,514,431	\$1,654,200	\$1,625,628	\$1,625,628	-2%
Supplies & Operations	696,507	594,466	635,009	635,009	7%
Capital	0	0	0	0	0%
<b>Total</b>	<b>\$2,210,938</b>	<b>\$2,248,666</b>	<b>\$2,260,637</b>	<b>\$2,260,637</b>	<b>1%</b>
<b>Expenses by Division</b>					
Main	\$1,213,147	\$1,238,612	\$1,166,696	\$1,166,696	-6%
Sherrills Ford	118,976	126,275	189,814	189,814	50%
Maiden	119,006	127,711	125,359	125,359	-2%
St. Stephens	381,874	394,107	397,502	397,502	1%
Southwest	270,365	250,241	260,017	260,017	4%
Conover	58,886	61,332	69,763	69,763	14%
Claremont	48,684	50,388	51,486	51,486	2%
	<b>\$2,210,938</b>	<b>\$2,248,666</b>	<b>\$2,260,637</b>	<b>\$2,260,637</b>	<b>1%</b>
<b>Employees</b>					
Permanent	35.90	35.30	35.30	35.30	0%
Hourly	1.58	1.58	1.58	1.58	0%
<b>Total</b>	<b>37.48</b>	<b>36.88</b>	<b>36.88</b>	<b>36.88</b>	<b>0%</b>

### Fiscal Year 2007/08 Outcome Achievements

Total Outcomes	Achieved	Partially Achieved	Not Achieved	Success Rate
34	33	0	1	97%

## Budget Highlights

Outcomes for the Library continue to focus on inspiring the joy of reading, creative thinking, and lifelong learning by making sure the public has access to comprehensive resources, innovative technologies, and quality programs.

## ***Performance Measurement***

### ***Fiscal Year 2009/10***

Outcomes for the Library continue to emphasize youth services, ensuring that children from preschool through high school are exposed to Library services and materials and have reading enrichment opportunities. Sherrills Ford is adding an additional 25 enrichment reading programs to local daycare centers to promote literacy and Library services. For older children, the annual summer reading program continues to be successful.

The downturn in the economy has spurred more citizens into utilizing the Library's technology services. With this increase in service demand, the Library is continuing to work with the Information Technology Center (ITC) to maintain the computers to provide this service. The Main Library, as well as several of the branches, is continuing to provide adult computer literacy programs. Again, these services are seeing a rise in patrons as the economy continues to slide.

Library staff continues to work on receiving a Library Services and Technology Act (LSTA) grant. This is being pursued as a joint project with the Hickory Public Library to digitize local history collections. If the grant is not received then the digitization project will not continue. In other genealogy news, staff continues to compile and prepare obituaries from the *Hickory Daily Record* and *Observer News-Enterprise* for addition to the Rhodes Room website's obituary index.

Catawba County Library staff persists in their endeavor to deliver services at a high customer satisfaction rate. Staff continues to produce a monthly newsletter, weekly newspaper column, and webpage updates that promote the valuable benefits of Library services in Catawba County. Courier service has been expanded to five times per week to deliver more materials to the branches and once per week to the Patrick Beaver Library to meet increased demand. Continuing to partner with the Hickory Public Library, Catawba Valley Community College, and Lenoir-Rhyne University to sponsor the Big Read 2010 so that citizens can have a "one book, one county" reading opportunity.

### ***Fiscal Year 2008/09***

At midyear, all outcomes have either 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. In its third year, the Teen Advisory Board has met seven times, surpassing the goal of having four meetings during the fiscal year.

The total collection count for the Library is 244,202. On the surface it appears as though the Library is shrinking. The decrease from 255,444 print and non-print resources is due to the deletion of the North Carolina State Documents collection, which numbered over 10,000 pieces. These outdated microfiche are being removed from the collection as State documents are now available electronically on NCLIVE. During the first half of Fiscal Year 2008/09, Library patrons have accessed NCLIVE 3,372 times. Two educational classes on the benefits of NCLIVE are planned and 3 press releases have been issued.

Staff continues to work with the Technology Department to maintain 21 computers in the Main Library to be used by Library customers. The computers were used for 27,435 sessions during the first 6 months of the fiscal year, compared to 19,021 sessions over the same period in Fiscal Year 2007/08. With the downturn in the economy, the Library has tried to focus on job skill improvement with additional computer-skills workshops being offered.

In the area of Genealogy, the plan to compile and prepare the 2006 *Hickory Daily Record* and *Observer News-Enterprise* obituaries for additions to the Rhodes Room website's obituary index has been partially achieved. The obituaries have been compiled and proof reading has been scheduled for January through April. Staff is also preparing an LSTA grant proposal, due February 19, 2009, to plan a joint project with the Hickory Public Library to digitize local history collections.

Library staff met with the Big Read 2009 partners to plan the April 2009 visit by Geraldine Brooks, author of *March*, the Big Read selection. Ms. Brooks will sign books at the Main Library during her visit and other supporting programs are being planned. Related programs featuring local artist/author Sigrid Hice are scheduled throughout the Library system in January and February 2009.

All six branch libraries are on track to meet their established outcomes for Fiscal Year 2008/09 in the areas of Youth Services, Technology, Customer Service, and Knowledge Services.

### ***Fiscal Year 2007/08***

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. Youth Services surpassed their goal of providing 288 reading programs to preschool and school aged children by actually providing 570 reading programs in hopes of encouraging a love of reading and learning at a young age. This is a breakdown of 480 programs presented to 6,924 preschoolers (surpassing the goal of 244 programs) and 90 programs presented to 3,036 elementary school children (surpassing the goal of 44 programs). Library staff met the goal of promoting the Library to children and their teachers by distributing 1,900 Library card applications to elementary school children. This resulted in the issuance of 620 new Library cards.

To ensure that teenagers have access to Library resources and services, the previous year saw the formation of a Teen Advisory Board to improve Library services to teens. The Teen Advisory Board met six times during the year, surpassing the four needed to meet the outcome. In October 2007, the Board administered a survey during Teen Read Week.

Many citizens continue to depend on the Library for access to technology. During the fiscal year, the 78 public computers provided by the Main Library and 6 branches were used by citizens in 93,470 sessions, compared to 81,543 the previous year. To help promote digital literacy, Library had an outcome to provide 60 computer training classes with 67 actually being conducted.

To measure customer service satisfaction an annual survey was completed between February 14, 2008, and March 14, 2008. Staff received an average rating of 99% of service as “excellent” or “good”, thereby surpassing the goal of 95%.

All six 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 the Teen Advisory Board met to ensure that Catawba County Libraries are meeting the needs of this age group.

## **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 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 100 preschool story programs during the school year (September – May) 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, Newton-Conover City Schools, and private schools within Library service areas by September 30, 2009.
  - b.     Providing 10 literacy enrichment activities for elementary school-aged children that focus on reading materials, technology resources, and how to use the Library for school assignments and leisure reading.
  - c.     Continuing the Teen Advisory Board meetings 6 times during the year with programs that encourage teens to use the Library for school assignments and as a resource for their reading and leisure activities.



### **Knowledge Services**

3. The community will have access to library resources that support educational endeavors, increase personal and professional knowledge, promote economic development, and encourage reading as a pleasurable activity. This will be measured by:
  - a. Evaluating and updating the Library system collection of 244,200 print and non-print resources according to the detailed collection development plan. This plan can be viewed at [www.catawbacountync.gov/Library](http://www.catawbacountync.gov/Library).
  - b. Ensuring that materials purchased are cataloged with complete and accurate bibliographic information and that priority materials are processed and loaded into the Library catalog within two 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 four programs during the year that contribute to the education or personal enrichment of adults in Catawba County.

### **Technology Services**

4. The Library will contribute to the digital literacy skills of the community by providing technology resources and knowledgeable staff that help to bridge the “digital divide.” This will be measured by:
  - a. Continuing to maintain 21 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 Library media releases.
  - c. Providing 24 sessions for adults that teach basic digital literacy skills.

### **Customer Services**

5. 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’s annual customer service survey.
  - b. Continuing to produce a monthly newsletter, a weekly newspaper column, and webpage updates that promote the valuable benefits of Library services in Catawba County.

- c. Expanding the courier service that transports Library materials across the system to five times per week to Library branches and once per week to the Patrick Beaver Library to meet the increased demand for library materials.
- d. Continuing to assist the Friends of Catawba County Library in offering two 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 University to sponsor the Big Read 2010 so that Catawba County citizens have a “one book, one county” reading opportunity.

### **Genealogy Services**

- 6. 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 2007 *Hickory Daily Record* and *Observer News-Enterprise* obituaries for addition to the Rhodes Room website’s obituary index.
  - b. Submitting a Library Services and Technology Act (LSTA) grant proposal to execute a joint project with the Hickory Public Library to digitize local history collections. This will be contingent upon the receipt of an LSTA planning grant.

## **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.     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 50 preschool story programs to 500 children to encourage development of pre-reading skills and a love for books.
  - b.     Presenting 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 1,500 books for 3 day care centers during the school year for 56 preschool children.
  - d.     Providing 25 reading enrichment programs to local day care centers to promote literacy and library services.
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.     Providing five reading enrichment Library programs reaching 120 elementary school children during the fiscal year.
  - b.     With the aid of a partnership with the Sherrills Ford Friends of the Library, continue to support literacy in the community by offering a literacy program at two local elementary schools.

#### **Knowledge Services**

3.     The community will have access to library resources that support educational endeavors, increase personal and professional knowledge, promote economic development, and encourage reading as a pleasurable activity. This will be measured by:
  - a.     Maintaining a collection turnover rate of 2.5 during Fiscal Year 2009/10. This exceeds the State average of 2.35.

- b. Continue to partner with the Sherrills Ford Friends of the Library to offer two adult programs to meet the needs of the community

### **Technology Services**

- 4. The Library will contribute to the digital literacy skills of the community by providing technology resources and knowledgeable staff that help to bridge the “digital divide.” This will be measured by:
  - a. Continuing to offer public access on 6 computers and 2,500 sessions to provide access to the Library system’s Internet and online reference services.
  - b. Provide six basic computer workshops for Library patrons during the year.

### **Customer Services**

- 5. 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.

## **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.     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 50 preschool reading programs to encourage development of pre-reading skills and a love for books.
  - b.     Selecting and preparing 700 books for 2 day care centers during the school year for preschool children.
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.     Providing 5 reading enrichment Library programs for 100 elementary school children during the year.
  - b.     Providing 3 programs for teens (ages 13-17) during the year.

#### **Knowledge Services**

3.     The community will have access to library resources that support educational endeavors, increase personal and professional knowledge, promote economic development, and encourage reading as a pleasurable activity. This will be measured by:
  - a.     Maintaining a collection turnover rate of 2.5. This exceeds the State average of 2.35.
  - b.     Providing two programs during the year that contribute to the education of adults in Catawba County or topics of relevance to the community.

## **Technology Services**

4. The Library will contribute to the digital literacy skills of the community by providing technology resources and knowledgeable staff that help to bridge the “digital divide.” This will be measured by:
  - a. Continuing to maintain 4 public access computers and providing access to the Internet and online reference services for 3,000 sessions.
  - b. Providing 6 basic computer classes for Library patrons during the year.

## **Customer Services**

5. 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 and distributing copies of the monthly newsletter to Library patrons.

## **ST. STEPHENS BRANCH LIBRARY**

### **Statement of Purpose**

Catawba County Libraries inspire the joy of reading, life-long learning, cultural appreciation, 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. 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 50 preschool story programs that incorporate “Every Child Ready to Read” concepts and teach caregivers to continue the development of early literacy learning skills.
  - b. Selecting and preparing 4,290 books for day care centers in the St. Stephens Community.
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. Presenting 6 Library tours or programs for visiting classes during the year.
  - b. Providing 5 reading enrichment Library programs during the summer months when school is not in session for elementary school-age children.
  - c. Providing three programs for teens (ages 13-17) during the year.

#### **Knowledge Services**

3. The community will have access to Library resources that support educational endeavors, increase personal and professional knowledge, promote economic development, and encourage reading as a pleasurable activity. This will be measured by:
  - a. Providing four programs during the year that contribute to the education of adults in Catawba County or topics of relevance to the community.
  - b. Maintaining a collection turnover ratio of 2.5. This exceeds the State average of 2.35.

## **Technology Services**

4. The Library will contribute to the digital literacy skills of the community by providing technology resources and knowledgeable staff that help to bridge the “digital divide.” This will be measured by:
  - a. Providing 12 structured computer classes on various subjects annually by utilizing staff trained to teach adult technology classes.
  - b. Maintaining 11 public access computers and providing access to the Internet, online reference sources, and selected software applications for 10,900 sessions.
  - c. Providing 12 weekly sessions that teach introductory computer skills by utilizing staff trained to teach adult technology classes.

## **Customer Services**

5. 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 nonfiction titles.
  - d. Providing publicity each month for the Library newsletter that will be distributed at each branch and available on the Library webpage.



## **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.     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 50 preschool story programs to encourage development of pre-reading skills and a love for books.
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.     Providing 10 reading enrichment Library programs for elementary school children during the year.
  - b.     Offering two in-house programs or Library tours for visiting classes or providing two outreach programs at local schools.

#### **Knowledge Services**

3.     The community will have access to library resources that support educational endeavors, increase personal and professional knowledge, promote economic development, and encourage reading as a pleasurable activity. This will be measured by:
  - a.     Maintaining a collection turnover rate of 2.5 during Fiscal Year 2009/10. This exceeds the State average of 2.35.
  - b.     Sponsoring six opportunities for adults to participate in activities that directly relate to reading and literature, continuing education, professional development, or personal enrichment.

## **Technology Services**

4. The Library will contribute to the digital literacy skills of the community by providing technology resources and knowledgeable staff that help to bridge the “digital divide.” This will be measured by:
  - a. Providing 12 computer classes for Library patrons at the Southwest Branch Library during the year.
  - b. Increasing the use of nine public access computers by 2% to 7.374 sessions to provide access to the Library system’s Internet and online reference services and selected software applications.

## **Customer Services**

5. 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.

## **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.     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.     Selecting and preparing 700 books for 2day care centers during the school year for 70 preschool children.
  - b.     Presenting 12 pre-school story programs to encourage development of pre-reading skills and a love for books.
  - c.     Providing 5 reading enrichment library programs for elementary school children.

#### **Knowledge Services**

2.     The community will have access to Library resources that support educational endeavors, increase personal and professional knowledge, promote economic development, and encourage reading as a pleasurable activity. This will be measured by:
  - a.     Maintaining a collection turnover rate of 2.5 during Fiscal Year 2009/10. This exceeds the State average of 2.35.

#### **Technology Services**

3.     The Library will contribute to the digital literacy skills of the community by providing technology resources and knowledgeable staff that help to bridge the “digital divide.” This will be measured by:
  - a.     Continuing to offer public access on 12 computers and 7,500 sessions to provide access to the Library system’s Internet and online reference services.
  - b.     Providing 6 computer classes annually by utilizing staff trained to teach adult technology classes.

## **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 and distributing copies of the monthly newsletter to Library patrons.
  - c. Fostering community interaction by hosting one library open-house event or participating in one Conover community event by June 2010.

## **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.     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.     Providing four reading enrichment Library programs for elementary school children.
  - b.     Providing four educational Library programs for pre-school-aged children during the year.

#### **Knowledge Services**

2.     The community will have access to Library resources that support educational endeavors, increase personal and professional knowledge, promote economic development, and encourage reading as a pleasurable activity. This will be measured by:
  - a.     Maintaining a collection turnover rate of 2.35 during Fiscal Year 2009/10. This meets the State average of 2.35.

#### **Technology Services**

3.     The Library will contribute to the digital literacy skills of the community by providing technology resources and knowledgeable staff that help to bridge the “digital divide.” This will be measured by:
  - a.     Continuing to offer public access on 6 computers and 3,500 sessions to provide access to the Library system’s Internet and online reference services.
  - b.     Providing 6 computer classes for adult patrons per year.

## **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. 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.
  - d. Partnering with the Claremont Friends of the Library organization in offering two events which promote reading, literature and personal development.

## Other Cultural Activities

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
Miscellaneous	\$0	\$0	\$0	\$0	0%
General Fund	483,713	511,199	646,584	531,254	4%
<b>Total</b>	<b>\$483,713</b>	<b>\$511,199</b>	<b>\$646,584</b>	<b>\$531,254</b>	<b>4%</b>
<b>Expenses</b>					
Green Room Community Theatre	\$0	\$0	\$50,000	\$0	0%
Historical Museum	70,000	72,100	74,300	72,821	1%
National Register	5,000	5,000	5,000	5,000	0%
Newton-Conover Auditorium	10,871	23,547	12,000	12,000	-49%
Patrick Beaver Library	190,342	196,052	201,880	198,013	1%
Salt Block Foundation	72,500	72,500	150,000	100,000	38%
United Arts Council	135,000	142,000	153,404	143,420	1%
<b>Total</b>	<b>\$483,713</b>	<b>\$511,199</b>	<b>\$646,584</b>	<b>\$531,254</b>	<b>4%</b>

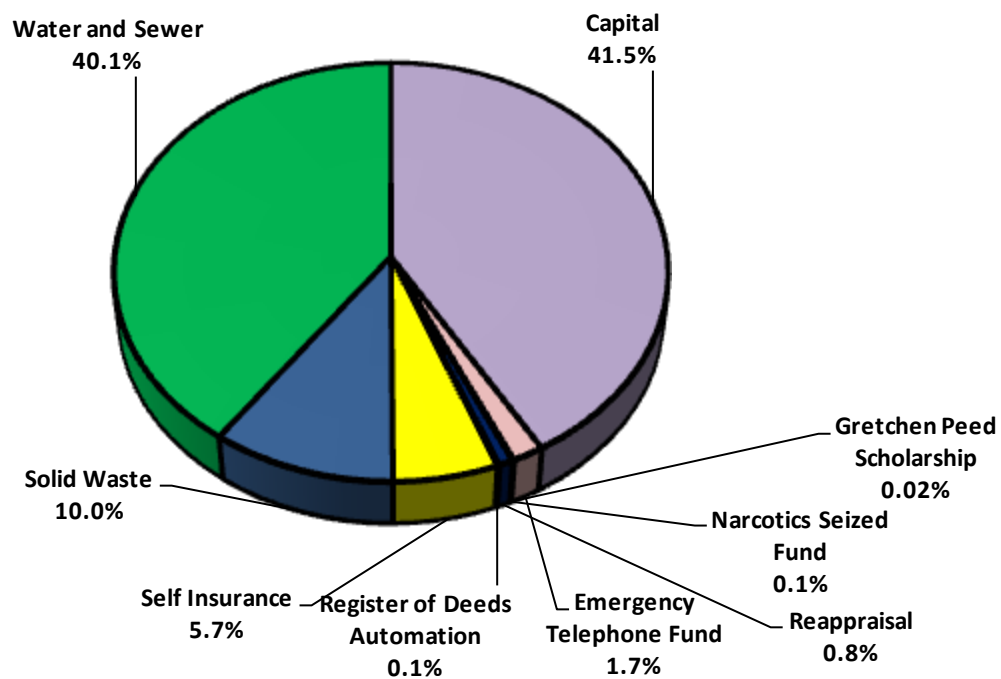
### Budget Highlights

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 \$61,879,483. These expenditures include capital projects for County buildings, Reappraisal activities, Solid Waste Management, and Self Insurance.





# Transfers From the General Fund

Organization: 190900

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
From General Capital Projects	\$31,900	\$0	\$0	\$0	0%
From Schools' Capital Projects	0	0	0	2,474,631	100%
General Fund	6,052,686	8,838,270	14,126,927	4,501,899	-49%
<b>Total</b>	<b>\$6,084,586</b>	<b>\$8,838,270</b>	<b>\$14,126,927</b>	<b>\$6,976,530</b>	<b>-21%</b>
<b>Expenses</b>					
Citizens' Alert System	\$0	\$38,834	\$36,378	\$10,341	-73%
Emergency Telephone System	0	0	0	0	0%
General Capital Projects	897,310	1,953,879	1,175,000	0	-100%
General Capital Reserve	0	300,000	300,000	300,000	0%
Parks Fund	0	0	0	0	0%
Reappraisal Fund	437,123	479,200	468,956	477,067	0%
Rescue Squads Fund	588,750	628,548	661,898	661,898	5%
Rescue Squads - Medical 1st Response	335,250	338,602	338,602	338,602	0%
Rescue Squads - FTE	0	0	33,862	33,862	100%
Schools' Capital Projects	747,943	336,835	5,957,471	0	-100%
Schools' Construction	199,000	0	0	0	0%
Self Insurance Fund	776,460	1,137,372	1,454,760	1,454,760	28%
Solid Waste	2,750	0	0	0	0%
Water & Sewer Fund	2,100,000	3,625,000	3,700,000	3,700,000	2%
Wireless 911	0	0	0	0	0%
<b>Total</b>	<b>\$6,084,586</b>	<b>\$8,838,270</b>	<b>\$14,126,927</b>	<b>\$6,976,530</b>	<b>-21%</b>

## 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

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
Charges & Fees	\$4,258	\$3,500	\$4,000	\$4,000	14%
Employee Dental Contribution	198,223	200,000	200,000	200,000	0%
Emp/Retiree Health Contribution	1,413,477	1,400,000	1,400,000	1,400,000	0%
Indirect Cost	11,000	11,000	11,000	11,000	0%
Miscellaneous	338,104	0	0	0	0%
Fund Balance	(972,884)	21,956	633,950	333,950	1421%
S/T Disability Premiums	80,367	80,000	80,000	80,000	0%
Group Health/Dental Premiums	0	0	0	0	0%
Special Contingency	0	60,000	30,000	30,000	-50%
Health Co-Pay	26,994	22,000	30,000	30,000	36%
General Fund	1,552,920	1,034,244	1,454,760	1,454,760	41%
<b>Total</b>	<b>\$2,652,459</b>	<b>\$2,832,700</b>	<b>\$3,843,710</b>	<b>\$3,543,710</b>	<b>25%</b>
<b>Expenses</b>					
Capital	\$0	\$8,000	\$9,000	\$9,000	13%
Contractual Services	205,527	223,000	98,510	98,510	-56%
County EAP	25,300	30,000	30,000	30,000	0%
Employee Dental Claims	182,209	180,000	200,000	200,000	11%
Employee Incentive Program	2,672	37,000	0	0	-100%
Employee/Retiree Health Claims	710,896	900,000	1,600,000	1,400,000	56%
IBNR	157,069	0	200,000	100,000	100%
Property & General Liability Claims	20,464	150,000	150,000	150,000	0%
Property & General Liability Premiums	411,603	450,000	495,000	495,000	10%
Retiree Group Health	112,894	135,000	135,000	135,000	0%
Security/Safety Supplies	0	12,000	16,500	16,500	38%
Self Ins. Collision	0	7,500	7,500	7,500	0%
Self Ins. Comprehensive	395	10,000	10,000	10,000	0%
Special Contingency	0	30,000	30,000	30,000	0%
S/T Disability Payments	48,056	40,000	40,000	40,000	0%
Supplies & Operations	32,802	38,200	217,200	217,200	469%
To General Fund	18,466	0	0	0	0%
Unemployment Insurance	43,344	60,000	80,000	80,000	33%
Wellness Expenses	22,580	22,000	0	0	-100%
Workers Compensation Claims	520,485	350,000	367,500	367,500	5%
Workers Compensation Premiums	137,697	150,000	157,500	157,500	5%
<b>Total</b>	<b>\$2,652,459</b>	<b>\$2,832,700</b>	<b>\$3,843,710</b>	<b>\$3,543,710</b>	<b>25%</b>
<b>Expenses by Division</b>					
Wellness	\$32,802	\$38,200	\$217,200	\$217,200	469%
Employee Insurance	1,461,089	1,554,000	2,290,000	1,990,000	28%
Liability	1,158,568	1,240,500	807,880	807,880	-35%
Workers Compensation	0	0	528,630	528,630	0%
<b>Total</b>	<b>\$2,652,459</b>	<b>\$2,832,700</b>	<b>\$3,843,710</b>	<b>\$3,543,710</b>	<b>25%</b>

## 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. The budget

includes an increase in the transfer from the General Fund to the Self Insurance Fund for Property and Liability (P&L) and Workers' Compensation. In the past, all types of insurance in the self insurance fund drew from the same fund balance with no differentiation for which insurance program generated the fund balance. Health insurance in most years was covering losses in P&L and Workers' Compensation. In order to better reflect actual expenses, these functions were split into different cost centers in the current year and fund balances were separated.

# Register of Deeds Automation & Preservation

Fund 160

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
Charges & Fees	\$72,825	\$69,011	\$49,748	\$48,960	-29%
Miscellaneous	25,567	20,780	19,900	19,900	-4%
Fund Balance Applied	(13,912)	0	0	0	0%
<b>Total</b>	<b>\$84,480</b>	<b>\$89,791</b>	<b>\$69,648</b>	<b>\$68,860</b>	<b>-23%</b>
<b>Expenses</b>					
Contractual Services	\$84,480	\$89,791	\$69,648	\$68,860	-23%
Supplies & Operations	0	0	0	0	0%
<b>Total</b>	<b>\$84,480</b>	<b>\$89,791</b>	<b>\$69,648</b>	<b>\$68,860</b>	<b>-23%</b>

## 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

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenue</b>					
911 Charges	\$374,345	\$0	\$0	\$0	0%
Miscellaneous	121,920	0	0	0	0%
911 Reimbursement	385,663	1,002,934	1,061,276	1,061,276	6%
911 Fund	3,259,575	0	0	0	0%
<b>Total</b>	<b>\$4,141,503</b>	<b>\$1,002,934</b>	<b>\$1,061,276</b>	<b>\$1,061,276</b>	<b>6%</b>
<b>Expenses</b>					
Personal Services	\$55,411	\$80,869	\$87,150	\$87,150	8%
Supplies & Operations	358,529	377,687	285,925	285,925	-24%
Capital	212,778	0	0	0	0%
To General Fund	732,033	0	0	0	0%
To General Capital Projects	2,782,752	94,875	0	0	0%
911 Fund	0	449,503	688,201	688,201	53%
<b>Total</b>	<b>\$4,141,503</b>	<b>\$1,002,934</b>	<b>\$1,061,276</b>	<b>\$1,061,276</b>	<b>6%</b>
<b>Expenses by Division</b>					
Emergency Telephone System	\$4,082,181	\$922,065	\$974,126	\$974,126	6%
Wireless 911 Charges	0	19,500	20,935	20,935	7%
911 Addressing	59,322	61,369	66,215	66,215	8%
	<b>\$4,141,503</b>	<b>\$1,002,934</b>	<b>\$1,061,276</b>	<b>\$1,061,276</b>	<b>6%</b>
<b>Employees</b>					
Permanent	1.50	1.85	1.85	1.85	0%
Hourly	0.00	0.00	0.00	0.00	0%
<b>Total</b>	<b>1.50</b>	<b>1.85</b>	<b>1.85</b>	<b>1.85</b>	<b>0%</b>

## Budget Highlights

The 911 budget reflects a 5% increase, primarily as a result of increased revenue budgeted. State law changed with respect to the surcharge for 911 systems effective January 1, 2008. The new law standardized the surcharge to \$0.70 per phone line regardless of whether it is wireline, wireless, or Voice over Internet Protocol (VOIP). These funds are remitted to the NC 911 Board for distribution to counties on the basis of the total revenue they received in Fiscal Year 2006/07 for wireline and wireless surcharges. Last year's budget did not include the full amount of revenue the County is eligible to receive based on the Fiscal Year 2006/07 receipts. This is corrected in the Fiscal Year 2009/10 budget.

Also in compliance with the new law, the Fiscal year 2008/09 budget combined the Emergency Telephone Fund and Wireless 911 Fund and transferred \$150,000 in costs from the Emergency Telephone Fund to the General Fund that were deemed unallowable expenses. Computer Aided Dispatch (CAD) maintenance costs (\$31,462) originally thought to be unallowable have

been determined to be allowable and have been moved back to the Emergency Telephone fund accordingly.

Current state law strictly ties the use of 911 surcharge funds to only those functions related to the call taking process. Catawba County actively continues to support expansion of the allowable uses of the 911 surcharge.

# Wireless 911 Fund

Fund 203

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
Wireless 911 Reimbursements	\$206,536	\$0	\$0	\$0	0%
Interest on Investments	74,550	0	0	0	0%
Fund Balance	(198,305)	0	0	0	0%
<b>Total</b>	<b>\$82,781</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Expenses</b>					
Personal Services	\$19,199	\$0	\$0	\$0	0%
Supplies & Operations	30,914	0	0	0	0%
Wireless 911 Fund	0	0	0	0	0%
Transfer to General Fund	32,668	0	0	0	0%
Capital	0	0	0	0	0%
<b>Total</b>	<b>\$82,781</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Employees</b>					
Permanent	0.35	0.00	0.00	0.00	0%
Hourly	0.00	0.00	0.00	0.00	0%
<b>Total</b>	<b>0.35</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0%</b>

## Budget Highlights

Since Fiscal Year 2008/09, expenses previously budgeted in the cost center are now part of the Emergency Telephone System Fund as a result of a law change that combined the wireline and wireless 911 surcharges.

# Citizens' Alert System

Fund 204

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
Local	\$44,502	\$55,127	\$52,627	\$19,087	-65%
State	145,110	0	0	0	0%
Fund Balance	0	0	0	26,577	100%
From General Fund	(110,546)	38,834	36,378	10,341	-73%
<b>Total</b>	<b>\$79,066</b>	<b>\$93,961</b>	<b>\$89,005</b>	<b>\$56,005</b>	<b>-40%</b>
<b>Expenses</b>					
Personal Services	\$27,364	\$21,979	\$18,505	\$18,505	-16%
Supplies & Operations	51,702	71,982	70,500	37,500	-48%
Capital	0	0	0	0	0%
Future Expenditures	0	0	0	0	0%
<b>Total</b>	<b>\$79,066</b>	<b>\$93,961</b>	<b>\$89,005</b>	<b>\$56,005</b>	<b>-40%</b>
<b>Employees</b>					
Permanent	0.00	0.50	0.50	0.50	0%
Hourly	0.00	0.00	0.00	0.00	0%
<b>Total</b>	<b>0.00</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0%</b>

## Budget Highlights

The Emergency Services Department, as of July 1<sup>st</sup>, will begin contracting for a hosted system for reverse 911. The County will stop using the Dialogics System because it no longer met the needs of its users (e.g. system could not make large volume calls), its technology was out-of-date, and other systems on the market now are cheaper to use with more functionality.



# Federally Seized Funds

Fund 205

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
Interest on Investments	\$5,707	\$0	\$0	\$0	0%
Sale of Properties	80	2,000	2,000	2,000	0%
Drug Reimbursement	24,296	8,000	8,000	8,000	0%
Fund Balance	(20,690)	24,000	32,000	32,000	33%
<b>Total</b>	<b>\$9,393</b>	<b>\$34,000</b>	<b>\$42,000</b>	<b>\$42,000</b>	<b>24%</b>
<b>Expenses</b>					
Personal Services	\$0	\$0	\$0	\$0	0%
Supplies & Operations	9,393	24,000	42,000	42,000	75%
Capital	0	0	0	0	0%
To General Fund	0	0	0	0	0%
Drug Prevention Contingency	0	10,000	0	0	-100%
<b>Total</b>	<b>\$9,393</b>	<b>\$34,000</b>	<b>\$42,000</b>	<b>\$42,000</b>	<b>24%</b>

## 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.



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## **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 1<sup>st</sup> 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 valid open market transactions, we are able to maintain a file of valid sales to be used in our Comparative Sales (Market) approach to determine value.
  - b. Complete 100% of all land pricing for the 2011 Revaluation by September 1, 2009, per the Revaluation Planning Calendar.
  - c. Work with outside vendor to establish market modeling co-efficients used in determining Residential Market Values by November 1, 2009.
  - d. Initiate the Final Review Phase for the 2011 Revaluation by November 1, 2009, per the Revaluation Planning Calendar.
  - e. Issue press releases, etc. at appropriate times to inform and educate the public regarding Land Pricing Phase and Final Review Phases of the 2011 Revaluation; scheduled to be in process during Fiscal Year 2009/10.
2. Provide quality customer service by responding to all taxpayer inquiries within 24 hours of receipt and resolving outstanding issues within 5 business days as evidenced by call logs or other written documentation.
3. Promote cross-training of revaluation staff where practicable to ensure efficiency, flexibility, and continuity during exceptionally busy or short-staffed times.

# Reappraisal Fund

Fund 210

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
Investment Earnings	\$13,326	\$0	\$0	\$0	0%
Fund Balance	0	0	0	0	0%
General Fund	412,097	479,200	477,067	477,067	0%
<b>Total</b>	<b>\$425,423</b>	<b>\$479,200</b>	<b>\$477,067</b>	<b>\$477,067</b>	<b>0%</b>
<b>Expenses</b>					
Personal Services	\$389,240	\$405,980	\$387,412	\$387,412	-5%
Supplies & Operations	36,183	73,220	89,655	89,655	22%
Capital	0	0	0	0	0%
<b>Total</b>	<b>\$425,423</b>	<b>\$479,200</b>	<b>\$477,067</b>	<b>\$477,067</b>	<b>0%</b>
<b>Employees</b>					
Permanent	8.00	8.00	8.00	8.00	0%
Hourly	0.00	0.00	0.00	0.00	0%
<b>Total</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>0%</b>

## Budget Highlights

The budget includes increased costs associated with activities required in advance of the 2011 revaluation. Funds are included for contract assistance in the valuation support/market modeling used in valuing residential properties. Increased training funds are also included to allow staff to obtain trainings required to maintain certification in advance of the busy revaluation year.

# General Capital Projects Reserve

Fund 225

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
Investment Earnings	\$8,310	\$0	\$0	\$0	0%
Fund Balance	43,749	88,696	86,288	86,288	-3%
General Fund	0	300,000	300,000	300,000	0%
<b>Total</b>	<b>\$52,059</b>	<b>\$388,696</b>	<b>\$386,288</b>	<b>\$386,288</b>	<b>-1%</b>
<b>Expenses</b>					
To General Fund	\$52,059	\$88,696	\$86,288	\$86,288	-3%
Future Economic Development	0	300,000	300,000	300,000	0%
<b>Total</b>	<b>\$52,059</b>	<b>\$388,696</b>	<b>\$386,288</b>	<b>\$386,288</b>	<b>-1%</b>

## 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

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
Charges & Fees	\$724,767	\$0	\$0	\$0	0%
Miscellaneous	30,039	0	0	0	0%
W & S Fund Balance	0	0	0	0	0%
From General Fund	0	0	0	0	0%
From W & S Construction	(676,848)	0	0	0	0%
<b>Total</b>	<b>\$77,958</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Expenses</b>					
To General Fund	\$77,958	\$0	\$0	\$0	0%
Future Projects	0	0	0	0	0%
To W & S Construction Fund	0	0	0	0	0%
<b>Total</b>	<b>\$77,958</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>

## 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. The Local Government Commission (LGC) directed us to start a Water & Sewer Enterprise Fund which was established in Fiscal Year 2008/09. As a result, the Water & Sewer Reserve Fund will no longer be needed.

# Hospital Reserve Fund

Fund 235

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
Investment Earnings	\$239,790	\$0	\$0	\$0	0%
Fund Balance Applied	(239,790)	0	0	0	0%
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Expenses</b>					
Transfer to Hospital Capital	\$0	\$0	\$0	\$0	0%
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>

## 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

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
Interest on Investments	\$20,409	\$0	\$0	\$0	0%
Fund Balance	93,101	15,632	67,098	67,098	329%
From Gen Fund - 1st Responder Program	335,250	338,602	338,602	338,602	0%
From General Fund - FTE	0	0	33,862	33,862	100%
From General Fund	588,750	628,548	661,898	661,898	5%
<b>Total</b>	<b>\$1,037,510</b>	<b>\$982,782</b>	<b>\$1,101,460</b>	<b>\$1,101,460</b>	<b>12%</b>
<b>Expenses</b>					
Property & General Liability	\$72,786	\$84,693	\$88,021	\$88,021	4%
Accounting Services	12,600	12,600	13,300	13,300	6%
Medical 1st Response	335,250	338,602	372,464	372,464	10%
Rescue Squads Equipment Reserve	0	112,400	159,629	159,629	42%
Catawba	168,636	57,096	63,946	63,946	12%
Claremont	94,700	67,288	72,961	72,961	8%
Hickory	146,675	124,868	130,784	130,784	5%
Maiden	56,900	58,800	62,800	62,800	7%
Newton-Conover	57,460	59,935	66,635	66,635	11%
Sherrills Ford	92,503	66,500	70,920	70,920	7%
<b>Total</b>	<b>\$1,037,510</b>	<b>\$982,782</b>	<b>\$1,101,460</b>	<b>\$1,101,460</b>	<b>12%</b>

## Budget Highlights

The budget provides funding for the six Rescue Squads in the County and the First Responder Program. In an effort to maintain the level of service to Catawba County citizens, the County gave the rescue squads funding to contractually increase the percent of dispatched calls they must respond to from 90 to 95% starting on July 1, 2009.



# Library Endowment Fund

Fund 250

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
Investment Earnings	\$11,588	\$0	\$0	\$0	0%
Fund Balance	13,414	25,000	0	0	-100%
<b>Total</b>	<b>\$25,002</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Expenses</b>					
Supplies & Operations	\$25,002	\$25,000	\$0	\$0	0%
<b>Total</b>	<b>\$25,002</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>

## 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

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
Donations	\$2,750	\$10,000	\$10,000	\$10,000	0%
Interest Earnings	1,541	0	0	0	0%
Fund Balance Applied	(2,562)	0	0	0	0%
<b>Total</b>	<b>\$1,729</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>0%</b>
<b>Expenses</b>					
Donations	\$1,729	\$10,000	\$10,000	\$10,000	0%
<b>Total</b>	<b>\$1,729</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>0%</b>

## 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

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
Miscellaneous	\$9,270	\$0	\$0	\$0	0%
Charges & Fees	33,797	0	0	0	0%
Fund Balance	136,933	0	0	0	0%
<b>Total</b>	<b>\$180,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Expenses</b>					
Supplies & Operations	\$0	\$0	\$0	\$0	0%
Capital	0	0	0	0	0%
To General Capital	180,000	0	0	0	0%
<b>Total</b>	<b>\$180,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>

# Community Development Fund

Fund 280

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
Federal	\$140,433	\$0	\$0	\$0	0%
Interest on Investments	1,386	0	0	0	0%
Fund Balance	(8,519)	0	0	0	0%
<b>Total</b>	<b>\$133,300</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Expenses</b>					
Supplies & Operations	\$133,300	\$0	\$0	\$0	0%
Capital	0	0	0	0	0%
<b>Total</b>	<b>\$133,300</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>

## Volunteer Fire Districts

		2008/09 Tax Rate	2008/09 Revenue	2008/09 Budget	2009/10 Tax Rate	2009/10 Revenue	2009/10 Budget	Percent Change
Mountain View Operating	Fund 352	0.0493	329,453	349,843	0.0493	334,238	350,883	0.3%
Propst Operating	Fund 353	0.0615	197,302	197,302	0.0615	197,989	227,704	15%
St. Stephens Operating	Fund 354	0.0500	426,402	446,324	0.0700	588,011	438,011	32%
St. Stephens Capital	Fund 354						150,000	
Conover Rural Operating	Fund 355	0.0700	80,128	80,128	0.0700	79,648	0	-1%
Conover Rural Capital	Fund 354						79,648	
Oxford Operating	Fund 356	0.0558	253,124	253,124	0.0558	251,504	251,504	-1%
Sherrills Ford Operating	Fund 357	0.0500	901,388	1,018,498	0.0700	1,286,687	1,341,766	32%
Bandys Operating	Fund 358	0.0600	352,547	352,547	0.0600	357,842	231,304	17%
Bandys Capital	Fund 358						180,000	
Maiden Rural Operating	Fund 359	0.0500	137,838	137,838	0.0500	137,261	84,845	-0.4%
Maiden Rural Capital	Fund 359						52,416	
Claremont Rural	Fund 360	0.0700	220,808	224,808	0.0700	221,814	235,064	5%
Catawba Rural Operating	Fund 361	0.0700	126,285	126,285	0.0700	127,166	122,758	1%
Catawba Rural Capital	Fund 361						4,408	
Long View	Fund 362	0.0546	22,392	22,392	0.0546	21,687	21,687	-3%
Newton	Fund 363	0.0700	333,943	354,549	0.0700	334,322	353,072	-0.4%
Cooksville	Fund 365	0.0517	72,701	72,701	0.0517	72,325	72,325	-1%
Hickory Rural Operating	Fund 369	0.0325	128,277	132,790	0.0700	299,406	116,476	131%
Hickory Rural Capital	Fund 369						190,000	
		<b>0.0568</b>	<b>\$3,582,588</b>	<b>\$3,769,129</b>	<b>0.0624</b>	<b>\$4,309,900</b>	<b>\$4,503,871</b>	

### 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.

# General Capital Projects

Fund 410

	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>			
Federal	\$100,000	\$100,000	0%
Sales Tax	2,637,500	2,637,500	0%
State	0	0	0%
CVBH Rent	210,000	0	-100%
Local	100,000	242,464	0%
COPs Financing	20,400,000	20,000,000	-2%
From E-911 Fund	0	0	0%
Fund Balance	1,062,506	2,304,006	117%
From General Fund	1,113,964	0	-100%
<b>Total</b>	<b>\$25,623,970</b>	<b>\$25,283,970</b>	<b>0%</b>
<b>Expenses</b>			
800 MHz Comm Center	\$175,000	\$220,000	26%
Animal Shelter Renovations	379,000	379,000	0%
Bandys Addition - EMS	237,506	237,506	0%
Contingency	50,000	50,000	0%
Hickory Rescue	580,000	580,000	0%
Jail Addition	200,000	200,000	0%
Justice Center/Court Expansion	22,200,000	22,200,000	0%
LifeSkills Maintenance	59,964	59,964	0%
Microsoft Licensing	125,000	125,000	0%
Mobile Workforce	185,000	50,000	-73%
Park	150,000	150,000	0%
Permitting/Inspections System	75,000	0	-100%
Public Safety Complex	437,500	437,500	0%
SAN Virtual Server	100,000	0	-100%
Sherrills Ford Library Expansion	375,000	375,000	0%
Tax Software	20,000	20,000	0%
Technology Infrastructure Upgrade	275,000	200,000	-27%
<b>Total</b>	<b>\$25,623,970</b>	<b>\$25,283,970</b>	<b>0%</b>

# Water & Sewer Projects

Fund 415

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
Federal	\$0	\$0	\$0	\$3,000,000	100%
State	321,234	0	0	0	0%
Local	1,290	0	0	0	0%
Domestic Haulers	66,377	0	0	0	0%
Domestic Haulers - Claremont	20,759	0	0	0	0%
Domestic Haulers - Maiden	38,281	0	0	0	0%
Capital & Engineering Fees	65,000	0	0	0	0%
Sewer Capital Fee	0	0	0	0	0%
Miscellaneous	1,267,132	0	0	0	0%
Proceeds - Installment Purchase	7,000,000	0	12,950,000	13,660,000	100%
Fund Balance	(5,652,464)	2,097,000	2,601,000	2,291,000	9%
From Water & Sewer Reserve	0	0	0	0	0%
From General Fund	2,100,000	0	0	0	0%
<b>Total</b>	<b>\$5,227,609</b>	<b>\$2,097,000</b>	<b>\$15,551,000</b>	<b>\$18,951,000</b>	<b>804%</b>
<b>Expenses</b>					
Advent Crossroads Waterline	\$61,500	\$0	\$0	\$0	0%
Blackburn-Plateau Water Loop	0	0	0	3,600,000	100%
Blackburn Elementary Sewer Extension	0	0	0	580,000	100%
CDBG Infrastructure Water Hookup	7,200	0	0	0	0%
Community Road Water	0	300,000	0	0	-100%
CWB Bunker Hill Sewer	73,041	0	0	0	0%
Eco Complex and Resource Recovery Facility	408,942	300,000	300,000	300,000	0%
EPA Stormwater Phase II	0	25,000	25,000	25,000	0%
Feasibility Study	5,670	12,000	12,000	12,000	0%
Heatherbrook Subdivision Water	0	0	0	325,000	100%
Hickory Catawba WWTP Expansion	0	0	3,750,000	4,000,000	100%
Molly's Backbone/Mombo/Long Island	0	0	1,600,000	0	0%
Mt. View Elementary Sewer	0	30,000	0	0	-100%
Rocky Ford Rd./Startown Rd. Water	0	1,080,000	0	0	-100%
SECC Wastewater Improvements	1,177,435	0	9,200,000	9,660,000	100%
SECC Water Improvements	0	0	200,000	0	0%
SECC Water Supply Loop	3,210,427	0	0	0	0%
Sludge Composting Project	283,394	350,000	350,000	350,000	0%
Stormwater Layers - Flyover	0	0	114,000	99,000	100%
<b>Total</b>	<b>\$5,227,609</b>	<b>\$2,097,000</b>	<b>\$15,551,000</b>	<b>\$18,951,000</b>	<b>804%</b>

## Budget Highlights

With the passage of the American Recovery and Reinvestment Act, the Federal government infused all states with money dedicated to water and wastewater projects. After the first round of funding, U&E administration staff was able to procure funds for the Blackburn-Plateau Water Loop. Staff continues to submit applications for subsequent rounds of stimulus funding.



SM



# Schools' Capital Projects

Fund 420

			(W/O ADM)	
	2009/10 Requested	2009/10 Approved	2009/10 Approved	Percent Change
<b>Revenues</b>				
Sales Tax	\$3,673,000	\$3,305,700	\$3,305,700	-10%
State ADM	1,300,000	1,080,536	0	-17%
Partnership for Children	0	30,000	30,000	0%
Fund Balance Applied	0	3,305,818	3,305,818	0%
From School Bond Fund	0	0	0	0%
From General Fund	6,116,471	0	0	0%
<b>Total</b>	<b>\$11,089,471</b>	<b>\$7,722,054</b>	<b>\$6,641,518</b>	<b>-30%</b>
<b>Expenses</b>				
<b>Catawba County (in priority order)</b>				
H.M. Arndt Middle School Design	\$200,000	\$200,000	\$200,000	0%
Purchase Property - Foard Area Elementary School	400,000	400,000	0	0%
3 Buses	234,423	234,423	234,423	0%
Storage Facility - Maintenance	180,000	180,000	180,000	0%
Roofing - Arndt Middle School	180,000	180,000	180,000	0%
Roofing - Systemwide	50,000	50,000	39,432	0%
Voice Over IP - Central Office Complex	215,000	0	0	-100%
Dump Truck - Maintenance	50,000	50,000	50,000	0%
HVAC Controls System Upgrades	275,000	275,000	0	0%
Cameras for Buses	142,500	PER CAPITA	PER CAPITA	0%
Sweetwater Early Childhood Center	159,000	159,000	159,000	0%
Bus Garage - Relocate Fueling Station	100,000	100,000	0	0%
Convert Heat from Oil to Gas - Sherrills Ford; Lyle Creek	80,000	80,000	0	0%
Window Replacement - Startown Elementary	38,000	38,000	38,000	0%
Bunker Hill - Convert Classroom to Guidance Suite	55,000	0	0	-100%
Central Freezer - Child Nutrition	150,000	0	0	-100%
Increase Stacking Area - Balls Creek	50,000	50,000	0	0%
Athletic Field Upgrade - Jacobs Fork Middle	280,000	0	0	-100%
Schools' Project Manager	33,092	33,092	33,092	0%
Per Capita 17,353 @ \$50.00	880,000	867,650	865,591	-1%
<b>Total</b>	<b>\$3,752,015</b>	<b>\$2,897,165</b>	<b>\$1,979,538</b>	<b>-23%</b>
<b>Hickory City (in priority order)</b>				
Roofing - Catawba Valley High School	\$425,000	\$0	\$0	-100%
Roofing - Longview Elementary	134,000	0	0	-100%
Asbestos Abatement - Hickory High	710,000	710,000	710,000	0%
Per Capita 4,402 @ \$50.00 less \$50,000 QZAB payment	173,450	170,100	156,894	-2%
<b>Total</b>	<b>\$1,442,450</b>	<b>\$880,100</b>	<b>\$866,894</b>	<b>-39%</b>

# Schools' Capital Projects

Fund 420

			(W/O ADM)	
	2009/10 Requested	2009/10 Approved	2009/10 Approved	Percent Change
<b>Newton-Conover (in priority order)</b>				
Roofing - Central Office; Conover Cafeteria	\$350,000	\$350,000	\$350,000	0%
Upgrade Middle School to Elementary School	296,000	273,516	226,806	-8%
Gas Pack Units - Newton-Conover High	36,000	36,000	0	0%
Masonry Repairs - Newton-Conover Middle Gym	58,500	58,500	0	0%
Upgrade Media Center - Newton-Conover High; Shuford Elementary	40,000	0	0	-100%
New Exterior Door Locks - Thornton Elementary; South Newton Elementary	15,000	0	0	-100%
Lighting and Resurfacing Tennis Courts - Newton-Conover High	80,000	0	0	-100%
Schools' Project Manager	33,092	33,092	33,092	0%
Per Capita 2,831 @ \$50.00	153,414	141,550	133,057	-8%
<b>Total</b>	<b>\$1,062,006</b>	<b>\$892,658</b>	<b>\$742,955</b>	<b>-16%</b>
<b>Catawba Valley Community College (in priority order)</b>				
General Renovations	\$200,000	\$150,000	\$150,000	-25%
Safety Locks	50,000	50,000	50,000	0%
Cooling Tower - Engineering Building	35,000	35,000	35,000	0%
Alert System	130,000	100,000	100,000	-23%
Phone System - Simulated Hospital	100,000	0	0	-100%
Lawn Mower	23,000	20,000	20,000	-13%
Maintenance Van	22,500	22,500	22,500	0%
Maintenance Truck	22,500	0	0	-100%
Bookstore Renovations	150,000	150,000	150,000	0%
1-Ton Truck	30,000	0	0	-100%
Energy Management Upgrade	140,000	0	0	-100%
Bathroom Renovations - Administrative Buildings and West Wing	250,000	0	0	-100%
Paving - East Campus	200,000	0	0	-100%
Energy Efficient Lighting	330,000	0	0	-100%
Boiler	150,000	0	0	-100%
Main Entrance Renovations	950,000	0	0	-100%
Courtyard Renovations	150,000	0	0	-100%
Center for Emerging Manufacturing Solutions	750,000	0	0	-100%
Simulated Hospital	1,100,000	0	0	-100%
<b>Total</b>	<b>\$4,783,000</b>	<b>\$527,500</b>	<b>\$527,500</b>	<b>-89%</b>
<b>To Debt Service (QZABs payment)</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>0%</b>
<b>To General Fund</b>	<b>\$0</b>	<b>\$2,474,631</b>	<b>\$2,474,631</b>	<b>100%</b>
<b>GRAND TOTAL</b>	<b>\$11,089,471</b>	<b>\$7,722,054</b>	<b>\$6,641,518</b>	<b>-30%</b>

## 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.

The Schools' Capital Projects Fund includes non-debt related annual capital projects for Catawba County Schools', Hickory Public Schools', Newton-Conover City Schools, and Catawba Valley Community College. A portion of the sales tax dollars received by counties is restricted for use on schools' capital and construction projects. The Fiscal Year 2007/08 budget appropriated \$2.47 million of these restricted sales tax funds for debt service on school construction projects. When the sales tax revenues were received, these revenues were mistakenly credited to the Schools' Capital Projects Fund instead of in the General Fund for debt. The Fiscal Year 2009/10 budget transfers these dollars back to the General Fund.

Local dollars and state ADM (average daily membership) funds are used to pay for annual capital needs for the three school systems. The budget includes a little over \$1 million in ADM funds based on the amount of funding we normally receive. These funds are in jeopardy this year. As a precaution, projects were identified as either locally funded or ADM funded with each Superintendent. ADM funded projects are included in the adopted budget but will not take place in Fiscal Year 2009/10 unless ADM funds are received. The column labeled W/O ADM funds reflects the projects and per capita funding levels that will be allowed for each school if ADM funds are not received.

# Schools' Construction Fund

Fund 423

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
Miscellaneous	\$120,954	\$0	\$0	\$0	0%
COPs Financing	0	6,875,000	0	0	-100%
Lottery	1,057,266	0	0	0	0%
Proceeds - Installment Purchase	21,607,000	0	6,375,000	6,375,000	100%
From General Fund	199,000	0	0	0	0%
From Schools' Capital Projects	60,062	0	0	0	0%
Fund Balance	(15,951,248)	79,257	967,078	967,078	1120%
<b>Total</b>	<b>\$7,093,034</b>	<b>\$6,954,257</b>	<b>\$7,342,078</b>	<b>\$7,342,078</b>	<b>6%</b>
<b>Expenses</b>					
Arndt Middle School	\$0	\$0	\$4,250,000	\$4,250,000	100%
Bandys High School	1,471,918	0	0	0	0%
Bunker Hill High School	471,435	0	0	0	0%
Catawba Elementary Construction	1,156,464	0	0	0	0%
County Home Middle	0	0	600,000	600,000	100%
CVCC East Campus Renovations	0	0	2,125,000	2,125,000	100%
CVCC Paving	76,584	0	367,078	367,078	100%
CVCC Student Ctr, Bookstore, Student Svcs	1,096	0	0	0	0%
Fred T. Foard High	79,838	3,300,000	0	0	-100%
Hickory High - Phase 1	480,969	0	0	0	0%
Multi-Use Driver Training Facility	7,922	0	0	0	0%
New Middle School	20,047	0	0	0	0%
Newton-Conover High Renovations	132,866	0	0	0	0%
Snow Creek Elementary	2,948,439	0	0	0	0%
St. Stephens High Renovations	0	550,000	0	0	-100%
To General Fund - Debt Service	97,487	79,257	0	0	-100%
Webb Murray Elementary	147,969	3,025,000	0	0	-100%
<b>Total</b>	<b>\$7,093,034</b>	<b>\$6,954,257</b>	<b>\$7,342,078</b>	<b>\$7,342,078</b>	<b>6%</b>

## Budget Highlights

These projects will be funded through Installment Purchase financing. 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

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
Investment Earnings	\$3,245	\$0	\$0	\$0	0%
Sale of Bonds	0	0	0	0	0%
From Schools' Capital Projects	0	0	0	0	0%
Fund Balance	(2,081)	0	0	0	0%
General Fund	0	0	0	0	0%
<b>Total</b>	<b>\$1,164</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Expenses</b>					
<i>Hickory City</i>					
College Park Renovations	0	0	0	0	0%
Renovate Auto Mechanics Classroom	0	0	0	0	0%
Technology	1,164	0	0	0	0%
<b>Total</b>	<b>\$1,164</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
To Schools' Capital Projects	\$0	\$0	\$0	\$0	0%
<b>Grand Total</b>	<b>\$1,164</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>

# Hospital Construction Fund

Fund 430

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
Interest on Investments	\$1,052	\$0	\$0	\$0	0%
From Hospital Reserve	0	0	0	0	0%
Fund Balance Applied	(1,052)	0	0	0	0%
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Expenses</b>					
Hospital Construction	\$0	\$0	\$0	\$0	0%
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>

## 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. 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.
2. 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 completion of the Bunker Hill, Riverbend, and Oxford Schools wastewater project.
  - c. The development, design, and construction of the Southeastern Catawba County (SECC) Wastewater project.
  - d. The design and construction of the Propst Crossroads area water service project.

# Water and Sewer Fund

Fund: 515

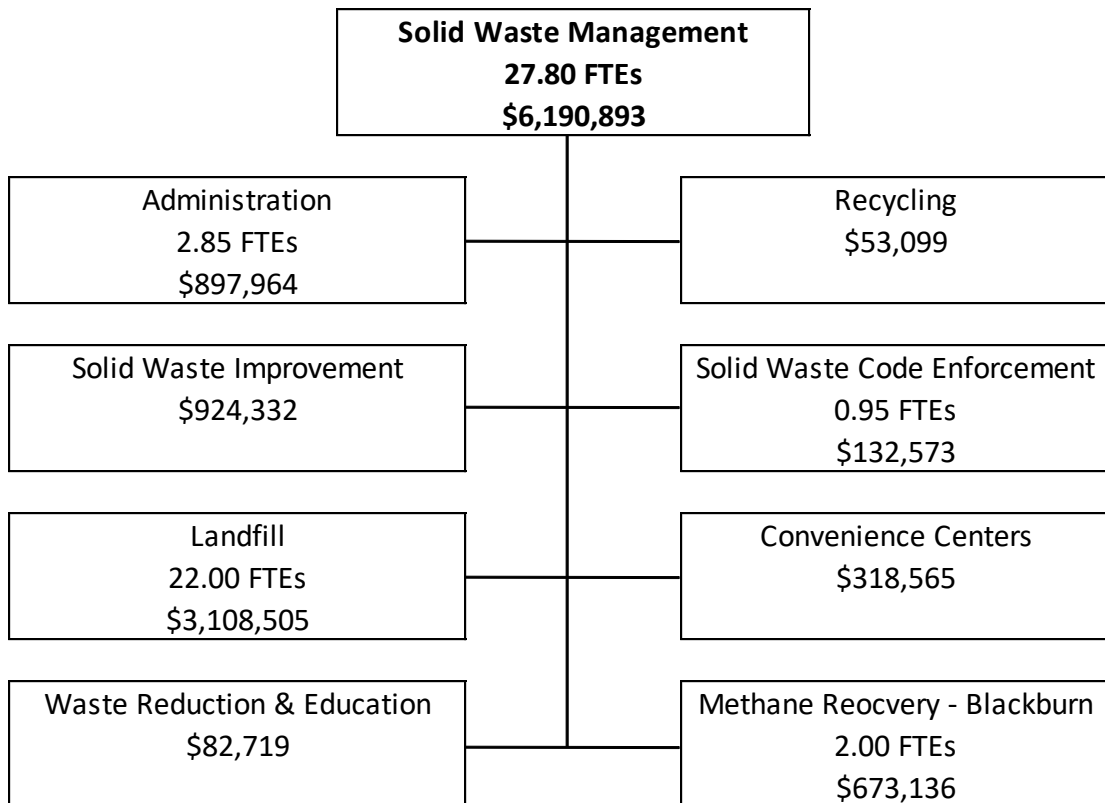
	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
State	\$0	\$0	\$1,000,000	\$1,000,000	100%
Local	0	0	27,474	23,859	100%
Charges & Fees	0	1,329,700	1,140,560	1,140,560	-14%
From General Fund	0	3,625,000	3,700,000	3,700,000	2%
<b>Total</b>	<b>\$0</b>	<b>\$4,954,700</b>	<b>\$5,868,034</b>	<b>\$5,864,419</b>	<b>18%</b>
<b>Expenses</b>					
Personal Services	\$0	\$48,609	\$47,964	\$47,964	-1%
Supplies & Operations	0	1,069,001	589,731	589,731	-45%
Future Projects	0	3,837,090	5,230,339	5,226,724	36%
<b>Total</b>	<b>\$0</b>	<b>\$4,954,700</b>	<b>\$5,868,034</b>	<b>\$5,864,419</b>	<b>18%</b>
<b>Employees</b>					
Permanent	0.00	0.50	0.50	0.50	0%
Hourly	0.00	0.00	0.00	0.00	0%
<b>Total</b>	<b>0.00</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0%</b>

## Budget Highlights

As the County continues to grow, so does the demand for clean drinking water and sewer. The County currently has over \$45 million in water and sewer projects proposed or requested by citizens and municipalities. To help address these needs, \$1.45 million of the ¼ cent sales tax is dedicated to funding countywide water and wastewater needs. The budget also continues to dedicate 1.5 cents on the tax rate to meeting these needs.



## Catawba County Government



# Solid Waste Management

Summary

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
<b>Revenues</b>					
State	\$189,797	\$80,000	\$80,000	\$80,000	0%
Taxes	228,024	80,000	260,814	260,814	226%
Interest on Investments	861,350	0	0	0	0%
Charges & Fees	6,557,289	6,555,900	6,257,240	5,783,879	-12%
Miscellaneous	68,949	69,200	66,200	66,200	-4%
From General Fund	2,700	0	0	0	0%
Fund Balance	0	0	0	0	0%
Solid Waste Fund	(513,244)	100,010	639	0	-100%
<b>Total</b>	<b>\$7,394,865</b>	<b>\$6,885,110</b>	<b>\$6,664,893</b>	<b>\$6,190,893</b>	<b>-10%</b>
<b>Expenses</b>					
Personal Services	\$1,476,346	\$1,572,571	\$1,484,851	\$1,484,851	-6%
Supplies & Operations	3,757,298	3,473,761	3,330,685	3,306,685	-5%
Methane Reserve	0	0	0	0	0%
Closure/Post Closure Reserve	(2,355,062)	300,000	300,000	300,000	0%
Other Structures/Improvements	3,420,832	1,059,000	370,000	370,000	-65%
Capital	1,095,451	298,000	750,000	300,000	1%
Solid Waste Fund	0	181,778	429,357	429,357	136%
<b>Total</b>	<b>\$7,394,865</b>	<b>\$6,885,110</b>	<b>\$6,664,893</b>	<b>\$6,190,893</b>	<b>-10%</b>
<b>Expenses by Division</b>					
Administration	\$449,621	\$635,184	\$897,964	\$897,964	41%
Recycling	46,854	52,965	53,099	53,099	0.3%
Solid Waste Improvement	1,668,484	1,663,332	924,332	924,332	-44%
Code Enforcement	111,888	132,656	132,573	132,573	-0.1%
Landfill	4,151,873	3,310,718	3,558,505	3,108,505	-6%
Convenience Centers	336,330	337,444	342,565	318,565	-6%
Waste Reduction & Education	70,966	83,060	82,719	82,719	-0.4%
Methane Recovery	558,849	669,751	673,136	673,136	1%
<b>Total</b>	<b>\$7,394,865</b>	<b>\$6,885,110</b>	<b>\$6,664,893</b>	<b>\$6,190,893</b>	<b>-10%</b>
<b>Employees</b>					
Permanent	27.80	27.80	27.80	27.80	0%
Hourly	0.66	0.63	0.66	0.66	5%
<b>Total</b>	<b>28.46</b>	<b>28.43</b>	<b>28.46</b>	<b>28.46</b>	<b>0%</b>

## Budget Highlights

At the Blackburn Landfill, the installation of new methane gas collection lines is scheduled for Fiscal Year 2009/10. These lines are needed to collect gas from future landfill cells as new gas wells are installed.

## **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. Promote and offer Household Hazardous Waste (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 Waste (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. Support litter clean-up programs through educational efforts and being a pick-up location for materials as directed by management and 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 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.
3. Participate in eight hours of training in customer service-related issues such as communication, skill building and tact, diffusion of adversarial situations and problem resolution.
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 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 now are required to include Construction and Demolition Landfill. Blackburn Landfill estimated closure/post closure cost is \$13,892,465 and Construction & Demolition Landfill is \$2,174,388, totaling \$16,066,853.

# 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.

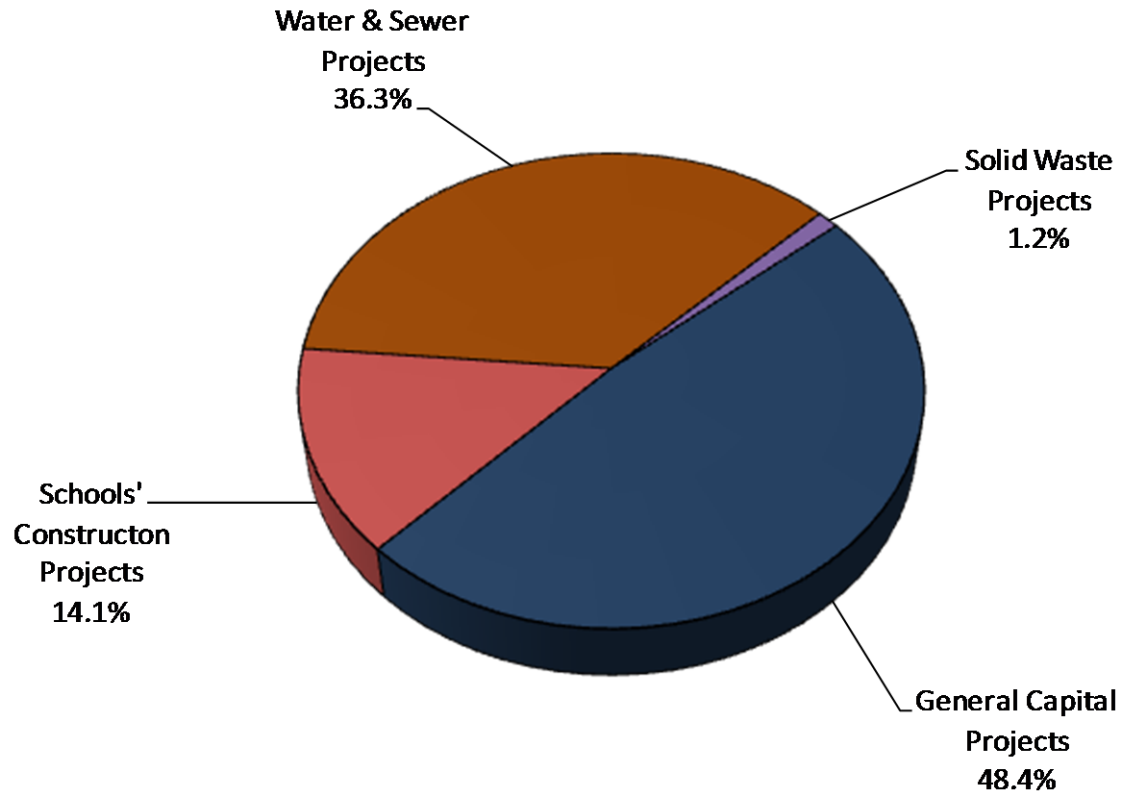
Capital Projects Fund accounts for financial resources to be used for the acquisition or construction of major capital facilities and include the following:

**General Capital Projects Fund** - to account for the financing and construction of all major general government capital projects.

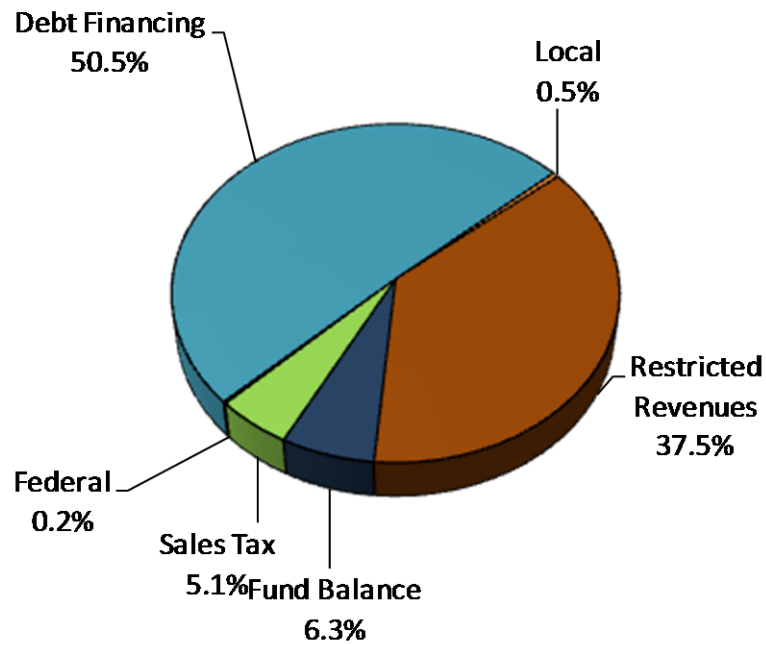
**Water & Sewer Construction Fund** - to account for the financing and construction of all major water and sewer capital projects in the unincorporated sections of the County.

**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 2009/10**



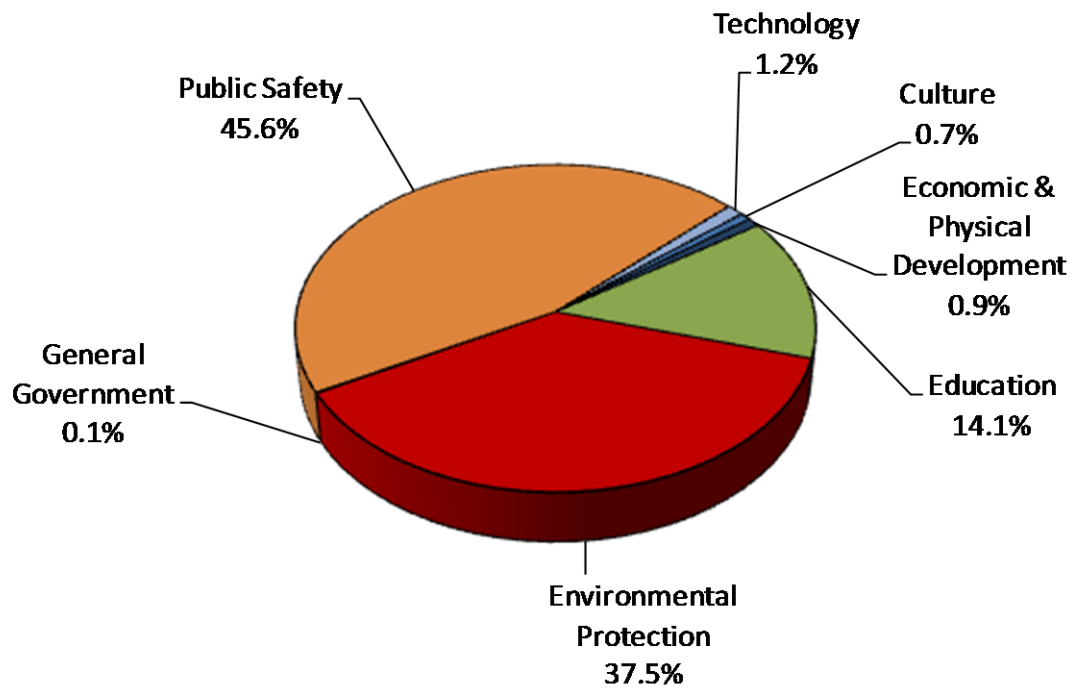
## Capital Projects' Funding Summary Fiscal Year 2009/10





## **Expenditure by Service Area**

### **Fiscal Year 2009/10**



**CATAWBA COUNTY, NORTH CAROLINA**  
**General Long-Term Debt Requirements and Maturity Schedule**  
**For the Year Ended June 30, 2008**

scal Year Ended June 30	Existing Debt		
	Principal	Interest	Total
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	4,390,000	344,006	4,734,006
2014-2015	3,325,000	166,606	3,491,606
	<b>\$30,160,000</b>	<b>\$4,000,525</b>	<b>\$34,160,525</b>

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**  
**Fiscal Years 2009/10 through 2016/17**

<b>Project Budget</b>	<b>Prior Funding</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
<b>Appropriations</b>										
<i>Facilities</i>										
Animal Shelter - Renovations	21,000	379,000	3,750,000	0	0	0	0	0	0	<b>4,150,000</b>
Conover Fire Station # 2 Addition for EMS	0	0	0	0	104,000	0	0	0	0	<b>104,000</b>
Hickory EMS Base	0	0	0	0	0	450,000	0	0	0	<b>450,000</b>
Hickory Rescue Base 2 Addition for EMS	0	0	0	185,627	0	0	0	0	0	<b>185,627</b>
Hickory Rescue Squad Project	720,000	580,000	0	0	0	0	0	0	0	<b>1,300,000</b>
Jail Addition	350,000	200,000	200,000	200,000	200,000	200,000	4,850,000	0	0	<b>6,200,000</b>
Justice Center/Court Expansion	2,864,310	22,200,000	0	0	0	0	0	0	0	<b>25,064,310</b>
LifeSkills Maintenance	0	59,964	59,964	59,964	59,964	0	0	0	0	<b>239,856</b>
Bandy's Area Facility Addition for EMS	0	237,506	0	0	0	0	0	0	0	<b>237,506</b>
Parks	405,000	150,000	0	350,000	150,000	0	450,000	250,000	0	<b>1,755,000</b>
Public Safety Center	6,670,000	437,500	0	0	0	0	0	0	0	<b>7,107,500</b>
Sherrills Ford Library	750,000	375,000	375,000	0	0	0	0	0	0	<b>1,500,000</b>
Sherrills Ford Fire Department Renovations for EMS	0	0	0	0	0	0	0	275,400	0	<b>275,400</b>
Zion Church Road Facility Addition for EMS	0	0	0	700,000	0	0	0	0	0	<b>700,000</b>
<i>General</i>										
Contingency	Ongoing	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	<b>400,000</b>
<i>Technology</i>										
E-911 Telephone Upgrade	0	0	0	0	700,000	0	0	0	0	<b>700,000</b>
Microsoft Licensing (set aside)	Ongoing	125,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	<b>1,525,000</b>
Mobile Workforce	Ongoing	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	<b>400,000</b>
Orthophoto Upgrade	0	0	0	0	135,000	0	0	0	145,000	<b>280,000</b>
PeopleSoft Replacement	0	0	0	350,000	350,000	350,000	50,000	50,000	0	<b>1,150,000</b>
Permitting Software/Hardware	Ongoing	0	0	75,000	75,000	75,000	75,000	75,000	75,000	<b>450,000</b>
Pictometry Photos	0	0	0	0	105,000	0	0	0	115,000	<b>220,000</b>
Quantar Base Station Upgrade	0	0	150,000	0	0	0	0	0	0	<b>150,000</b>
SAN Virtual Server (set aside)	Ongoing	0	0	125,000	125,000	125,000	125,000	125,000	125,000	<b>750,000</b>
Tax System	195,000	20,000	175,000	0	0	0	0	0	0	<b>390,000</b>
Technology Infrastructure Upgrades (set aside)	Ongoing	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	<b>1,600,000</b>
800 Mhz Radios	282,752	220,000	220,000	220,000	220,000	0	0	0	0	<b>1,162,752</b>
	<b>12,258,062</b>	<b>25,283,970</b>	<b>5,429,964</b>	<b>2,765,591</b>	<b>2,723,964</b>	<b>1,700,000</b>	<b>6,050,000</b>	<b>1,275,400</b>	<b>960,000</b>	<b>58,446,951</b>
<b>Revenue/Funding Source</b>										
CVBH Rent	373,674	82,500	0	0	0	0	0	0	0	<b>456,174</b>
Debt Financing	3,612,500	20,000,000	3,750,000	1,235,627	150,000	200,000	5,300,000	525,400	0	<b>34,773,527</b>
E-911 Fund	2,282,752	0	0	0	802,465	0	0	0	108,750	<b>3,193,967</b>
Federal Bed Rental	150,000	100,000	100,000	100,000	100,000	100,000	0	0	0	<b>650,000</b>
General Capital Fund Balance	1,097,752	2,304,006	1,420,000	270,000	270,000	50,000	50,000	50,000	50,000	<b>5,561,758</b>
General Fund	1,628,879	0	0	1,000,000	1,182,750	1,000,000	700,000	700,000	736,250	<b>6,947,879</b>
General Fund (Mental Health Indirect Cost)	195,000	0	0	0	0	0	0	0	0	<b>195,000</b>
Historical Association	25,000	0	0	0	0	0	0	0	0	<b>25,000</b>
LifeSkills Rent	0	59,964	59,964	59,964	59,964	0	0	0	0	<b>239,856</b>
Local Bed Rental	175,006	100,000	100,000	100,000	100,000	100,000	0	0	0	<b>675,006</b>
Municipalities	0	0	0	0	58,785	0	0	0	65,000	<b>123,785</b>
North Carolina DOT Grant	80,000	0	0	0	0	0	0	0	0	<b>80,000</b>
Proceeds from 1/4 cent sales tax	2,637,500	2,637,500	0	0	0	0	0	0	0	<b>5,275,000</b>
Sale of Base	0	0	0	0	0	250,000	0	0	0	<b>250,000</b>
	<b>12,258,062</b>	<b>25,283,970</b>	<b>5,429,964</b>	<b>2,765,591</b>	<b>2,723,964</b>	<b>1,700,000</b>	<b>6,050,000</b>	<b>1,275,400</b>	<b>960,000</b>	<b>58,446,951</b>

**CAPITAL IMPROVEMENT PLAN**  
**General Capital Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** 800 MHz Radios (12028)  
**Project Service Area** Public Safety  
**Project Department** Communications Center

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	220,000	220,000	220,000	220,000	0	0	0	0	<b>880,000</b>
	<b>220,000</b>	<b>220,000</b>	<b>220,000</b>	<b>220,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>880,000</b>
Revenue/Funding Source									
CVBH Rent	82,500	0	0	0	0	0	0	0	<b>82,500</b>
General Capital Fund Balance	137,500	220,000	220,000	220,000	0	0	0	0	<b>797,500</b>
	<b>220,000</b>	<b>220,000</b>	<b>220,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>880,000</b>

**Project Description/Justification**

Catawba County is phasing in an interoperable 800 MHz public safety communications network by capitalizing on partnerships with other local jurisdictions and the North Carolina State Highway Patrol (NCSHP) including actively pursuing State and Federal grant funds. The NCSHP VIPER network was built for public safety interoperability across the State. It works off of an 800 MHz trunked system. Implementation of an 800 MHz radio system will allow Catawba County public safety agencies to seamlessly communicate with each other as well as other public safety agencies in the region and across the State greatly enhancing their ability to work together to respond to emergency situations. Current coverage in the Catawba County area is good and will provide even more coverage with the addition or upgrade of several tower sites.

Catawba County has identified needs of 174 portable 800 MHz radios. These radios coupled with an increase in 800 MHz talk groups in the Communications Center that took place in Fiscal Year 2008/09 will enable the Sheriff's Office, EMS, Emergency Management, Public Health, and Animal Services to begin using the VIPER infrastructure. Plans are to phase the purchase of these radios in over a 3 year period targeting law enforcement and EMS first and to the extent possible use county funds to provide matching money for grants. Other agencies will continue using the current VHF system. The two systems will be connected in the Communications Center. At the same time, Catawba County will work with the NCSHP to complete the construction of the Riverbend Tower and upgrade the NCSHP tower on Baker's Mountain. Once all agencies are converted to 800 MHz, the existing VHF network will remain in place as a backup for the 800 system.

**CAPITAL IMPROVEMENT PLAN**  
**General Capital Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Animal Shelter - Renovations & Additions (12022)  
**Project Service Area** Public Safety  
**Project Department** Emergency Services

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	379,000	3,750,000	0	0	0	0	0	0	4,129,000
	<b>379,000</b>	<b>3,750,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,129,000</b>
Revenue/Funding Source									
General Fund	0	0	0	0	0	0	0	0	0
General Capital Fund Balance	379,000	0	0	0	0	0	0	0	379,000
Debt Financing	0	3,750,000	0	0	0	0	0	0	3,750,000
	<b>379,000</b>	<b>3,750,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,129,000</b>

**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.

Building operating costs are anticipated to increase as a result of the expanded facility but will be determined by the architect plans being developed in Fiscal Year 2009/10 and are therefore not projected here.

**CAPITAL IMPROVEMENT PLAN**  
**General Capital Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Bandys Facility Addition for EMS (12032)  
**Project Service Area** Public Safety  
**Project Department** Emergency Services

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	237,506	0	0	0	0	0	0	0	237,506
	<b>237,506</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>237,506</b>
Revenue/Funding Source									
General Capital Fund Balance	237,506	0	0	0	0	0	0	0	237,506
	<b>237,506</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>237,506</b>

**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.

Building operating costs for the facility are anticipated to be roughly \$7,500 beginning in Fiscal Year 2010/11.

**CAPITAL IMPROVEMENT PLAN**  
**General Capital Projects**  
**Fiscal Years 2009/10 through 2016/17**

<b>Project Name</b>	Conover Fire Station #2 Renovations for EMS
<b>Project Service Area</b>	Public Safety
<b>Project Department</b>	Emergency Services

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	0	104,000	0	0	0	0	104,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>104,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>104,000</b>
Revenue/Funding Source									
General Fund	0	0	0	104,000	0	0	0	0	104,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>104,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>104,000</b>

**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 #2 to enable a new EMS crew to be located in that area.

Building operating costs are anticipated to be roughly \$7,000 beginning in Fiscal Year 2013/14.

**CAPITAL IMPROVEMENT PLAN**  
**General Capital Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Contingency (11000)  
**Project Service Area** General Capital Projects  
**Project Department** General Capital Projects

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	350,000
	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>350,000</b>
Revenue/Funding Source									
General Capital Fund Balance	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	350,000
	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>350,000</b>

**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 2009/10 through 2016/17**

**Project Name** E-911 Telephone Upgrade  
**Project Service Area** Economic & Physical Development  
**Project Department** Communications Center

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	0	700,000	0	0	0	0	700,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>700,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700,000</b>
Revenue/Funding Source									
E-911 Fund	0	0	0	700,000	0	0	0	0	700,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>700,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700,000</b>

**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.

Annual maintenance costs for the existing phone system are currently budgeted in the Emergency Telephone Fund and are anticipated to be sufficient to cover any reoccurring operating associated with the upgrade.

**CAPITAL IMPROVEMENT PLAN**  
**General Capital Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Hickory EMS Base Relocation  
**Project Service Area** Public Safety  
**Project Department** Emergency Services

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	0	0	450,000	0	0	0	450,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>450,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>450,000</b>
Revenue/Funding Source									
Debt Financing	0	0	0	0	200,000	0	0	0	200,000
Sale of Base	0	0	0	0	250,000	0	0	0	250,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>450,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>450,000</b>

**Project Description/Justification**

The current Hickory base at Lenior-Rhyne Blvd. will be closed and the two EMS crews stationed at the base will be moved to Hickory Fire Station #5 (located at 1425 21 St. Dr. SE) and the other to Hickory Fire Station #3 (located at 135 11th Street, NW). In Fiscal Year 2013/2014, Hickory Fire Station #3 will require renovations to continue to house an EMS crew. The renovations to Station #3 will include a bay, dayroom, office space, and reporting room.

Due to the growth and access problems at the current base, on Lenior-Rhyne Blvd., it has become more difficult to successfully operate. The area also has had an increase in foot traffic, which is causing security issues. In addition to the area, the current building has sewage and drainage issues and is also too small to house the current staff.

This is a move of an existing base and is not anticipated to result in operating cost changes.

**CAPITAL IMPROVEMENT PLAN**  
**General Capital Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Hickory Rescue Base 2 Addition for EMS  
**Project Service Area** Public Safety  
**Project Department** Emergency Services

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	185,627	0	0	0	0	0	185,627
	<b>0</b>	<b>0</b>	<b>185,627</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>185,627</b>
Revenue/Funding Source									
Debt Financing	0	0	185,627	0	0	0	0	0	185,627
	<b>0</b>	<b>0</b>	<b>185,627</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>185,627</b>
<b>Project Description/Justification</b>									0
									<b>0</b>

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 of the Mountain View crew will allow the EMS crew stationed at Prost to move further south so it can cover more area in the County it currently has difficulties getting to in less than 8 minutes. 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.

Building operating costs are anticipated to be roughly \$7,000 beginning in Fiscal Year 2012/13.

**CAPITAL IMPROVEMENT PLAN**  
**General Capital Projects**  
**Fiscal Years 2009/10 through 2016/17**

<b>Project Name</b>	Hickory Rescue Squad Project (12024)
<b>Project Service Area</b>	Public Safety
<b>Project Department</b>	Emergency Services

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Total</b>
Appropriation	580,000	0	0	0	0	0	0	580,000
	<b>580,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>580,000</b>
Revenue/Funding Source								
General Capital Fund Balance	580,000	0	0	0	0	0	0	580,000
	<b>580,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>580,000</b>

**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. \$387,447 was budgeted in Fiscal Year 2007/08 from the closed Oxford EMS Base project and \$332,553 was budgeted from the general fund in Fiscal Year 2008/09.

The Hickory Rescue Squad is responsible for the building operating costs.

**CAPITAL IMPROVEMENT PLAN**  
**General Capital Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Jail Addition (adds 128 beds) (12002)  
**Project Service Area** Public Safety  
**Project Department** Sheriff

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	200,000	200,000	200,000	200,000	200,000	4,850,000	0	0	5,850,000
	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>4,850,000</b>	<b>0</b>	<b>0</b>	<b>5,850,000</b>
Revenue/Funding Source									
Debt Financing	0	0	0	0	0	4,850,000	0	0	4,850,000
Federal Bed Rental	100,000	100,000	100,000	100,000	100,000	0	0	0	500,000
Local Bed Rental	100,000	100,000	100,000	100,000	100,000	0	0	0	500,000
	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>4,850,000</b>	<b>0</b>	<b>0</b>	<b>5,850,000</b>

**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 2009/10 through 2016/17**

**Project Name** Justice Center/Court Expansion (12001)  
**Project Service Area** Public Safety  
**Project Department** Public Safety

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	22,200,000	0	0	0	0	0	0	0	22,200,000
	<b>22,200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22,200,000</b>
Revenue/Funding Source									
1/4 cent sales tax	2,200,000	0	0	0	0	0	0	0	2,200,000
Debt Financing	20,000,000	0	0	0	0	0	0	0	20,000,000
General Capital Fund Balance	0	0	0	0	0	0	0	0	0
	<b>22,200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22,200,000</b>

**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. The project will also fund technology for new and existing courtrooms. 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 Fiscal Year 2009/10 in the amount of \$20,000,000 for a total project cost of \$22,864,310. Since a debt payment will not be necessary in Fiscal Year 2009/10, funds from the 1/4 cent sales are reserved in the project for future debt payments and unanticipated costs.

Building operating costs are anticipated to increase as a result of the expanded facility but will be determined by the architect plans being developed in Fiscal Year 2009/10 and are therefore not projected here.

**CAPITAL IMPROVEMENT PLAN**  
**General Capital Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** LifeSkills Maintenance (GC3)  
**Project Service Area** General Capital  
**Project Department** General Capital

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	59,964	59,964	59,964	59,964	0	0	0	0	239,856
	<b>59,964</b>	<b>59,964</b>	<b>59,964</b>	<b>59,964</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>239,856</b>
Revenue/Funding Source									
LifeSkills Rent	59,964	59,964	59,964	59,964	0	0	0	0	239,856
	<b>59,964</b>	<b>59,964</b>	<b>59,964</b>	<b>59,964</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>239,856</b>

**Project Description/Justification**

A portion of the rent received for the LifeSkills building is reserved for future maintenance needs at the building.

**CAPITAL IMPROVEMENT PLAN**  
**General Capital Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Microsoft Licensing (11022)  
**Project Service Area** Economic & Physical Development  
**Project Department** Technology

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	125,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,525,000
	<b>125,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>1,525,000</b>
Revenue/Funding Source									
General Fund	0	0	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
General Capital Fund Balance	125,000	200,000	0	0	0	0	0	0	325,000
	<b>125,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>1,525,000</b>

**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. For 2009/10, it is being funded through general capital fund balance.

The annual licensing agreement covers maintenance as a part of the costs budgeted here.



**CAPITAL IMPROVEMENT PLAN**  
**General Capital Projects**  
**Fiscal Years 2009/10 through 2016/17**

<b>Project Name</b>	Mobile Workforce (11027)
<b>Project Service Area</b>	Economic & Physical Development
<b>Project Department</b>	Technology

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	400,000
	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>400,000</b>
Revenue/Funding Source									
General Fund	0	0	50,000	50,000	50,000	50,000	50,000	50,000	300,000
General Capital Fund Balance	50,000	50,000	0	0	0	0	0	0	100,000
	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>300,000</b>

**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 Marshal. 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.

Maintenance costs and replacement equipment related to the Mobile Workforce project are included in the Technology Department's operating budget each year.

**CAPITAL IMPROVEMENT PLAN**  
**General Capital Projects**  
**Fiscal Years 2009/10 through 2016/17**

<b>Project Name</b>	Orthophoto Upgrade
<b>Project Service Area</b>	Economic & Physical Development
<b>Project Department</b>	Technology

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	0	135,000	0	0	0	145,000	280,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>135,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>145,000</b>	<b>280,000</b>
Revenue/Funding Source									
E-911 Fund	0	0	0	102,465	0	0	0	108,750	211,215
Municipalities	0	0	0	32,535	0	0	0	36,250	68,785
	<b>0</b>	<b>0</b>	<b>0</b>	<b>135,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>145,000</b>	<b>280,000</b>

**Project Description/Justification**

In Fiscal Year 2012/13, 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 2013 and then again in spring 2017. A total of \$135,000 is budgeted in Fiscal Year 2012/13. The County will fund the project as follows: \$32,535 from municipalities and \$102,465 from the Emergency Telephone Fund. In Fiscal Year 2016/17 the flyover is projected to cost \$145,000 funded as follows: \$36,250 from municipalities and \$108,750 from the Emergency Telephone Fund.

**CAPITAL IMPROVEMENT PLAN**  
**General Capital Projects**  
**Fiscal Years 2009/10 through 2016/17**

<b>Project Name</b>	Parks (18020)
<b>Project Service Area</b>	Economic & Physical Development
<b>Project Department</b>	Planning, Parks, & Development

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	150,000	0	350,000	150,000	0	450,000	250,000	0	1,350,000
	<b>150,000</b>	<b>0</b>	<b>350,000</b>	<b>150,000</b>	<b>0</b>	<b>450,000</b>	<b>250,000</b>	<b>0</b>	<b>1,350,000</b>
Revenue/Funding Source									
Debt Financing	0	0	350,000	150,000	0	450,000	250,000	0	1,200,000
General Fund	0	0	0	0	0	0	0	0	0
General Capital Fund Balance	150,000	0	0	0	0	0	0	0	150,000
DOT Grant	0	0	0	0	0	0	0	0	0
Historical Association	0	0	0	0	0	0	0	0	0
	<b>150,000</b>	<b>0</b>	<b>350,000</b>	<b>150,000</b>	<b>0</b>	<b>450,000</b>	<b>250,000</b>	<b>0</b>	<b>1,350,000</b>

**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.

Actual opening of any new park is uncertain at the moment dependent upon grant opportunities to fund the actual development. The size and operational needs of the parks are also dependent upon grant availability and timing.

**CAPITAL IMPROVEMENT PLAN**  
**General Capital Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** PeopleSoft Replacement  
**Project Service Area** Economic & Physical Development  
**Project Department** Technology

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	350,000	350,000	350,000	50,000	50,000	0	1,150,000
	<b>0</b>	<b>0</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>50,000</b>	<b>50,000</b>	<b>0</b>	<b>1,150,000</b>
Revenue/Funding Source									
General Fund	0	0	350,000	350,000	350,000	50,000	50,000	0	1,150,000
	<b>0</b>	<b>0</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>50,000</b>	<b>50,000</b>	<b>0</b>	<b>1,150,000</b>

**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.

Maintenance costs are part of the Technology Department's budget and current annual allocations are anticipated to be sufficient to cover future costs.

**CAPITAL IMPROVEMENT PLAN**  
**General Capital Projects**  
**Fiscal Years 2009/10 through 2016/17**

<b>Project Name</b>	Permitting Software/Hardware (14014)
<b>Project Service Area</b>	Economic & Physical Development
<b>Project Department</b>	Technology

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	75,000	75,000	75,000	75,000	75,000	75,000	450,000
	<b>0</b>	<b>0</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>450,000</b>
Revenue/Funding Source									
General Fund	0	0	75,000	75,000	75,000	75,000	75,000	75,000	450,000
General Fund (Mental Health Indirect Cost)	0	0	0	0	0	0	0	0	0
	<b>0</b>	<b>0</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>450,000</b>

**Project Description/Justification**

The County is in the process of replacing the Permitting and Inspections system currently used 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 included \$700,000 for the project. 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 \$75,000 annually for future upgrades in Fiscal Year 2011/12. Money will not be set aside in Fiscal Year 2009/10 for two reasons. The first reason is the loss in sales tax revenue and property tax revenue. The second is because the current system is being upgraded now and just started its 8-10 year life cycle.

Maintenance costs are part of the Technology Department's budget and current annual allocations are anticipated to be sufficient to cover future costs.

**CAPITAL IMPROVEMENT PLAN**  
**General Capital Projects**  
**Fiscal Years 2009/10 through 2016/17**

<b>Project Name</b>	Pictometry Photos
<b>Project Service Area</b>	Economic & Physical Development
<b>Project Department</b>	Technology

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	0	105,000	0	0	0	115,000	220,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>105,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>115,000</b>	<b>220,000</b>
Revenue/Funding Source									
Municipalities	0	0	0	26,250	0	0	0	28,750	55,000
General Fund	0	0	0	78,750	0	0	0	86,250	55,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>105,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>115,000</b>	<b>110,000</b>

**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 the general fund.

**CAPITAL IMPROVEMENT PLAN**  
**General Capital Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Public Safety Center (includes Newton EMS) (12029)  
**Project Service Area** Public Safety  
**Project Department** Public Safety

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	437,500	0	0	0	0	0	0	0	437,500
	<b>437,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>437,500</b>
Revenue/Funding Source									
1/4 cent sales tax	437,500	0	0	0	0	0	0	0	437,500
Debt Financing	0	0	0	0	0	0	0	0	0
General Capital Fund Balance	0	0	0	0	0	0	0	0	0
	<b>437,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>437,500</b>

**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.

Building operating costs are anticipated to increase for utilities as a result of the expanded facility but will be determined by the architect plans being developed in Fiscal Year 2009/10 and are therefore not projected here.

**CAPITAL IMPROVEMENT PLAN**  
**General Capital Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Quantar Base Station Upgrade  
**Project Service Area** Economic & Physical Development  
**Project Department** Emergency Services

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Total</b>
Appropriation	0	150,000	0	0	0	0	0	150,000
	<b>0</b>	<b>150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150,000</b>
Revenue/Funding Source								
General Capital Fund Balance	0	150,000	0	0	0	0	0	150,000
	<b>0</b>	<b>150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150,000</b>

**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 2009/10 through 2016/17**

<b>Project Name</b>	SAN Virtual Server
<b>Project Service Area</b>	Economic & Physical Development
<b>Project Department</b>	Technology

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	125,000	125,000	125,000	125,000	125,000	125,000	750,000
	<b>0</b>	<b>0</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>750,000</b>
Revenue/Funding Source									
General Fund	0	0	125,000	125,000	125,000	125,000	125,000	125,000	750,000
	<b>0</b>	<b>0</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>750,000</b>

**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.

County had planned to begin setting aside funds in Fiscal Year 2009/10 for future SAN replacement. This is not critical at this point. The current SAN is funded by debt which is built into the Technology Department base budget. The SAN upgrade could be financed, when it becomes necessary, with these ongoing debt funds. Ongoing maintenance funds are part of the Technology Department's budget.

**CAPITAL IMPROVEMENT PLAN**  
**General Capital Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Sherrills Ford Library (18018)  
**Project Service Area** Culture  
**Project Department** Library

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	375,000	375,000	0	0	0	0	0	0	750,000
	<b>375,000</b>	<b>375,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>750,000</b>
Revenue/Funding Source									
General Fund	0	0	0	0	0	0	0	0	0
General Capital Fund Balance	375,000	375,000	0	0	0	0	0	0	750,000
	<b>375,000</b>	<b>375,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>750,000</b>

**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 with land donated as part of the Crescent Development agreement. These funds would come from the General Fund and Library reinventing funds.

This is a relocation of an existing branch to an expanded facility. The exact size and timing of the facility is uncertain at the moment as Friends of the Sherrills Ford Library are trying to raise funds to also provide community meeting space and a privately operated coffee shop. Construction will also be timed with development of the Village Center in order to reduce road and utility infrastructure costs. For these reasons operating costs are not projected here.

**CAPITAL IMPROVEMENT PLAN**  
**General Capital Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Tax System (11021)  
**Project Service Area** Economic & Physical Development  
**Project Department** Technology

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	20,000	175,000	0	0	0	0	0	0	195,000
	<b>20,000</b>	<b>175,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>195,000</b>
Revenue/Funding Source									
General Capital Fund Balance	20,000	175,000	0	0	0	0	0	0	195,000
General Fund (MH Indirect Cost)	0	0	0	0	0	0	0	0	0
	<b>20,000</b>	<b>175,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>195,000</b>

**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.

Maintenance costs are part of the Technology Department's budget and current annual allocations are anticipated to be sufficient to cover future costs.

**CAPITAL IMPROVEMENT PLAN**  
**General Capital Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Sherrills Ford Fire Department Addition for EMS  
**Project Service Area** Public Safety  
**Project Department** Emergency Services

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	0	0	0	0	275,400	0	275,400
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>275,400</b>	<b>0</b>	<b>275,400</b>
Revenue/Funding Source									
Debt Financing	0	0	0	0	0	0	275,400	0	275,400
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>275,400</b>	<b>0</b>	<b>275,400</b>

**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.

Building operating costs for the facility are anticipated to be roughly \$7,500 beginning in Fiscal Year 2015/16.

**CAPITAL IMPROVEMENT PLAN**  
**General Capital Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Technology Infrastructure Upgrades (11202)  
**Project Service Area** Economic & Physical Development  
**Project Department** Technology

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,600,000
	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>1,600,000</b>
Revenue/Funding Source									
General Fund	0	0	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
General Capital Fund Balance	200,000	200,000	0	0	0	0	0	0	400,000
	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>1,600,000</b>

**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 2009/10 through 2016/17**

<b>Project Name</b>	Zion Church Road Facility Addition for EMS
<b>Project Service Area</b>	Public Safety
<b>Project Department</b>	Emergency Services

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Total</b>
Appropriation	0	0	700,000	0	0	0	0	700,000
	<b>0</b>	<b>0</b>	<b>700,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700,000</b>
Revenue/Funding Source								
Debt Financing	0	0	700,000	0	0	0	0	700,000
	<b>0</b>	<b>0</b>	<b>700,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700,000</b>

**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.

Building operating costs are anticipated to be roughly \$10,000 beginning in Fiscal Year 2012/13.

**CAPITAL IMPROVEMENT PLAN**  
**Schools' Construction Projects - SUMMARY**  
**Fiscal Years 2009/10 through 2016/17**

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
<b>Appropriations</b>									
<b>Catawba County</b>									
Arndt Middle School Classrooms/Admin	4,250,000	0	0	0	0	0	0	0	4,250,000
Bandys High School Gymtoriam	0	0	0	0	0	4,000,000	0	0	4,000,000
Banoak Elementary Kitchen/Cafeteria/Admin/Classrooms	0	0	0	0	3,800,000	0	0	0	3,800,000
Bunker Hill High School Gymtoriam	0	0	0	0	0	0	4,200,000	0	4,200,000
Campbell Elementary School Cafeteria/Classrooms/Resource	0	0	0	2,100,000	0	0	0	0	2,100,000
Claremont Elementary School Cafeteria/Classrooms/Resource	0	0	0	0	2,100,000	0	0	0	2,100,000
East Catawba High School or Middle School Planning Funds	0	0	0	0	0	0	2,000,000	0	2,000,000
Foard Area Elementary	0	0	14,750,000	0	0	0	0	0	14,750,000
Fred T. Foard High School Gymtoriam	0	0	0	0	4,800,000	0	0	0	4,800,000
St. Stephens High School Kitchen/Cafeteria	0	0	0	3,500,000	0	0	0	0	3,500,000
Sherrill's Ford Elementary School Classroom Addition	0	0	0	2,500,000	0	0	0	0	2,500,000
Webb Murray Elementary School Addition/Media Retrieval	0	0	5,500,000	0	0	0	0	0	5,500,000
<b>Hickory Public Schools</b>									
Hickory High School Renovations	0	0	0	0	2,500,000	0	0	0	2,500,000
Jenkins, Viewmont, and Oakwood Elementary Renovations	0	0	0	0	0	2,000,000	2,500,000	0	4,500,000
Hickory New Elementary School	0	0	0	1,000,000	14,800,000	0	0	0	15,800,000
<b>Newton-Conover City Schools</b>									
Conover School Classrooms/Kitchen/Dining Area	0	0	0	0	0	3,660,800	0	0	3,660,800
Health Science High School	0	0	0	0	500,000	0	0	0	500,000
Newton-Conover Middle School New School	600,000	20,400,000	0	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
Pre-School Consolidation	0	0	0	0	500,000	0	0	0	500,000
South Newton, Shuford, Thornton Boiler Replacements	0	0	0	0	600,000	0	0	0	600,000
South Newton Elementary School Classrooms/Gym/Cafeteria	0	0	0	8,286,083	0	0	0	0	8,286,083
Newton-Conover High School Cafeteria/Kitchen/Renovations	0	0	0	0	0	0	2,529,000	0	2,529,000
Newton-Conover High School Auditorium & Fine Arts	0	0	0	0	0	0	0	4,000,000	4,000,000
<b>Catawba Valley Community College</b>									
Academic/General Classroom Building	0	0	0	0	0	15,300,000	0	0	15,300,000
Cultural Arts Center	0	0	0	0	0	0	0	25,000,000	25,000,000
East Campus/Art Center Renovations/Roofing	2,125,000	0	0	0	0	0	0	0	2,125,000
Paving	367,078	0	0	0	0	0	0	0	367,078
Upgrade HVAC/Electrical	0	0	0	1,000,000	0	0	0	0	1,000,000
Vocational Building	0	0	0	8,050,000	0	0	0	0	8,050,000
	<b>7,342,078</b>	<b>20,400,000</b>	<b>20,250,000</b>	<b>27,436,083</b>	<b>29,600,000</b>	<b>24,960,800</b>	<b>11,229,000</b>	<b>29,000,000</b>	<b>170,217,961</b>
<b>Revenue/Funding Source</b>									
Debt Financing	6,375,000	4,250,000	4,250,000	36,316,083	29,050,000	25,210,800	8,750,000	33,250,000	147,451,883
Schools' Construction Fund Balance	967,078	0	0	0	0	0	0	0	967,078
	<b>7,342,078</b>	<b>4,250,000</b>	<b>4,250,000</b>	<b>36,316,083</b>	<b>29,050,000</b>	<b>25,210,800</b>	<b>8,750,000</b>	<b>33,250,000</b>	<b>148,418,961</b>

**CAPITAL IMPROVEMENT PLAN**  
**Schools' Construction Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Arndt Middle School Classrooms/Admin  
**Project Service Area** Catawba County Schools  
**Project Department** Schools' Construction

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	4,250,000	0	0	0	0	0	0	0	4,250,000
	<b>4,250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,250,000</b>
Revenue/Funding Source									
Debt Financing	4,250,000	0	0	0	0	0	0	0	4,250,000
	<b>4,250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,250,000</b>

**Project Description/Justification**

This project will fund a 12 classroom addition, administrative area addition, renovate existing classrooms, and create a new access off Sulphur Springs Road.



**CAPITAL IMPROVEMENT PLAN**  
**Schools' Construction Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Bandys High School Gymtoriam  
**Project Service Area** Catawba County Schools  
**Project Department** Schools' Construction

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	0	0	0	4,000,000	0	0	4,000,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,000,000</b>	<b>0</b>	<b>0</b>	<b>4,000,000</b>
Revenue/Funding Source									
Debt Financing	0	0	0	0	0	4,000,000	0	0	4,000,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,000,000</b>	<b>0</b>	<b>0</b>	<b>4,000,000</b>

**Project Description/Justification**

This project will fund a new gymtoriam.

**CAPITAL IMPROVEMENT PLAN**  
**Schools' Construction Projects**  
**Fiscal Years 2009/10 through 2016/17**

<b>Project Name</b>	Banoak Elementary Kitchen/Cafeteria/Admin/Classrooms
<b>Project Service Area</b>	Catawba County Schools
<b>Project Department</b>	Schools' Construction

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	0	0	3,800,000	0	0	0	3,800,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,800,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,800,000</b>
Revenue/Funding Source									
Debt Financing	0	0	0	0	3,800,000	0	0	0	3,800,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,800,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,800,000</b>

**Project Description/Justification**

Funds are included to renovate the kitchen, cafeteria, administrative offices, 6 additional classrooms, and property acquisition.

**CAPITAL IMPROVEMENT PLAN**  
**Schools' Construction Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Bunker Hill High School Gymtoriam  
**Project Service Area** Catawba County Schools  
**Project Department** Schools' Construction

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0		0	0	0	0	4,200,000	0	4,200,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,200,000</b>	<b>0</b>	<b>4,200,000</b>
Revenue/Funding Source									
Debt Financing	0	0	0	0	0	0	4,200,000	0	4,200,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,200,000</b>	<b>0</b>	<b>4,200,000</b>

**Project Description/Justification**

This project is for a new gymtoriam and land acquisition.

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**CAPITAL IMPROVEMENT PLAN**  
**Schools' Construction Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Campbell Elementary School Cafeteria/Classrooms/Resource  
**Project Service Area** Catawba County Schools  
**Project Department** Schools' Construction

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	0	0	2,100,000	0	0	0	<b>2,100,000</b>
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,100,000</b>
Revenue/Funding Source									
Debt Financing	0	0	0	0	2,100,000	0	0	0	<b>2,100,000</b>
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,100,000</b>

**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' Construction Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Claremont Elementary School Cafeteria/Classrooms/Resource  
**Project Service Area** Catawba County Schools  
**Project Department** Schools' Construction

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	0	0	2,100,000	0	0	0	<b>2,100,000</b>
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,100,000</b>
Revenue/Funding Source									
Debt Financing	0	0	0	0	2,100,000	0	0	0	<b>2,100,000</b>
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,100,000</b>

**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' Construction Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** East Catawba High School or Middle School Planning Funds  
**Project Service Area** Catawba County Schools  
**Project Department** Schools' Construction

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	0	0	0	0	2,000,000	0	<b>2,000,000</b>
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000,000</b>	<b>0</b>	<b>2,000,000</b>
Revenue/Funding Source									
Debt Financing	0	0	0	0	0	0	2,000,000	0	<b>2,000,000</b>
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000,000</b>	<b>0</b>	<b>2,000,000</b>

**Project Description/Justification**

Provides planning funds for a new high school or middle school depending on needs at the time.

**CAPITAL IMPROVEMENT PLAN**  
**Schools' Construction Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Fred T. Foard High School Gymtoriam  
**Project Service Area** Catawba County Schools  
**Project Department** Schools' Capital

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	0	0	4,800,000	0	0	0	<b>4,800,000</b>
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,800,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,800,000</b>
Revenue/Funding Source									
Debt Financing	0	0	0	0	4,800,000	0	0	0	<b>4,800,000</b>
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,800,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,800,000</b>

**Project Description/Justification**

This project is to construct a new cafeteria and construct 6 additional classrooms.

**CAPITAL IMPROVEMENT PLAN**  
**Schools' Construction Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Foard Area Elementary  
**Project Service Area** Catawba County Schools  
**Project Department** Schools' Capital

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	14,750,000	0	0	0	0	0		<b>14,750,000</b>
	<b>0</b>	<b>0</b>	<b>14,750,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>14,750,000</b>
Revenue/Funding Source										
Debt Financing	0	0	14,750,000	0	0	0	0	0		<b>14,750,000</b>
	<b>0</b>	<b>0</b>	<b>14,750,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>14,750,000</b>

**Project Description/Justification**

This project is to construct a prototype elementary school.



**CAPITAL IMPROVEMENT PLAN**  
**Schools' Construction Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Mountain Creek  
**Project Service Area** Catawba County Schools  
**Project Department** Schools' Capital

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0		13,730,000	0	0	0	0	13,730,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,730,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,730,000</b>
Revenue/Funding Source									
Debt Financing	0	0	0	13,730,000	0	0	0	0	13,730,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,730,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,730,000</b>

**Project Description/Justification**

This project funds a new school in the Bandys district.

**CAPITAL IMPROVEMENT PLAN**  
**Schools' Construction Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** St. Stephens High School Kitchen/Cafeteria  
**Project Service Area** Catawba County Schools  
**Project Department** Schools' Capital

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0		0	3,500,000	0	0	0	0	3,500,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,500,000</b>
Revenue/Funding Source									
Debt Financing	0	0	0	3,500,000	0	0	0	0	3,500,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,500,000</b>

**Project Description/Justification**

Funds are included in this project for a new kitchen and cafeteria.

**CAPITAL IMPROVEMENT PLAN**  
**Schools' Construction Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Sherrill's Ford Elementary School Classroom Addition  
**Project Service Area** Catawba County Schools  
**Project Department** Schools' Construction

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Total</b>
Appropriation	0	0	0	2,500,000	0	0	0	2,500,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,500,000</b>
Revenue/Funding Source								
Debt Financing	0	0	0	2,500,000	0	0	0	2,500,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,500,000</b>

**Project Description/Justification**

Funds are sought by school system to add an 8 classroom addition.

**CAPITAL IMPROVEMENT PLAN**  
**Schools' Construction Projects**  
**Fiscal Years 2009/10 through 2016/17**

<b>Project Name</b>	Webb Murray Elementary School Addition/Media Retrieval
<b>Project Service Area</b>	Catawba County Schools
<b>Project Department</b>	Schools' Capital

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0		5,500,000	0	0	0	0	0	5,500,000
	<b>0</b>	<b>0</b>	<b>5,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,500,000</b>
Revenue/Funding Source									
Debt Financing	0	0	5,500,000	0	0	0	0	0	5,500,000
	<b>0</b>	<b>0</b>	<b>5,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,500,000</b>

**Project Description/Justification**

This project includes funds for an addition and renovations as well as media retrieval.

**CAPITAL IMPROVEMENT PLAN**  
**Schools' Construction Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name**                   Hickory High School Renovations  
**Project Service Area**       Hickory Public Schools  
**Project Department**       Schools' Capital

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	0	0	2,500,000	0	0	0	2,500,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,500,000</b>
Revenue/Funding Source									
Debt Financing	0	0	0	0	2,500,000	0	0	0	2,500,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,500,000</b>

**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' Construction Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Hickory New Elementary School  
**Project Service Area** Hickory Public Schools  
**Project Department** Schools' Capital

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0		0	1,000,000	14,800,000	0	0	0	15,800,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>	<b>14,800,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,800,000</b>
Revenue/Funding Source									
Debt Financing	0	0	0	1,000,000	14,800,000	0	0	0	15,800,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>	<b>14,800,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,800,000</b>

**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' Construction Projects**  
**Fiscal Years 2009/10 through 2016/17**

<b>Project Name</b>	Jenkins, Viewmont, and Oakwood Elementary Renovations
<b>Project Service Area</b>	Hickory Public Schools
<b>Project Department</b>	Schools' Capital

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0		0	0	0	2,000,000	2,500,000	0	4,500,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000,000</b>	<b>2,500,000</b>	<b>0</b>	<b>4,500,000</b>
Revenue/Funding Source									
Debt Financing	0	0	0	0	0	2,000,000	2,500,000	0	4,500,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000,000</b>	<b>2,500,000</b>	<b>0</b>	<b>4,500,000</b>

**Project Description/Justification**

This project funds general renovations to update Jenkins, Viewmont, and Oakwood Elementary School renovations.

**CAPITAL IMPROVEMENT PLAN**  
**Schools' Construction Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Conover School Classrooms/Kitchen/Dining Area  
**Project Service Area** Newton-Conover City Schools  
**Project Department** Schools' Capital

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0		0	0	0	3,660,800	0	0	3,660,800
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,660,800</b>	<b>0</b>	<b>0</b>	<b>3,660,800</b>
Revenue/Funding Source									
Debt Financing	0	0	0	0	0	3,660,800	0	0	3,660,800
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,660,800</b>	<b>0</b>	<b>0</b>	<b>3,660,800</b>

**Project Description/Justification**

This project is for a new gym, cafeteria, and kitchen, conversion of current dining and gym to classrooms at Conover School.



**CAPITAL IMPROVEMENT PLAN**  
**Schools' Construction Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Health Science HS  
**Project Service Area** Newton-Conover City Schools  
**Project Department** Schools' Capital

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0		0	0	500,000	0	0	0	500,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500,000</b>
Revenue/Funding Source									
Debt Financing	0	0	0	0	500,000	0	0	0	500,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500,000</b>

**Project Description/Justification**

Funds are to move the Health Science High School to the Old Thornton Elementary.

**CAPITAL IMPROVEMENT PLAN**  
**Schools' Construction Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Newton-Conover High School Auditorium and Fine Arts Center  
**Project Service Area** Newton-Conover City Schools  
**Project Department** Schools' Capital

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0		0	0	0	0	0	4,000,000	4,000,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,000,000</b>	<b>4,000,000</b>
Revenue/Funding Source									
Debt Financing	0	0	0	0	0	0	0	4,000,000	4,000,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,000,000</b>	<b>4,000,000</b>

**Project Description/Justification**

This project establishes an auditorium and fine arts center and Newton-Conover High School.

**CAPITAL IMPROVEMENT PLAN**  
**Schools' Construction Projects**  
**Fiscal Years 2009/10 through 2016/17**

<b>Project Name</b>	Newton-Conover High School Cafeteria/Kitchen/Renovations
<b>Project Service Area</b>	Newton-Conover City Schools
<b>Project Department</b>	Schools' Capital

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0		0	0	0	0	2,529,000	0	2,529,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,529,000</b>	<b>0</b>	<b>2,529,000</b>
Revenue/Funding Source									
Debt Financing	0	0	0	0	0	0	2,529,000	0	2,529,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,529,000</b>	<b>0</b>	<b>2,529,000</b>

**Project Description/Justification**

This project will provide cafeteria and kitchen renovations at Newton-Conover High School.

**CAPITAL IMPROVEMENT PLAN**  
**Schools' Construction Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Newton-Conover Middle School - New School (33109-2-01)  
**Project Service Area** Newton-Conover City Schools  
**Project Department** Schools' Capital

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	600,000	20,400,000	0	0	0	0	0	0	21,000,000
	<b>600,000</b>	<b>20,400,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21,000,000</b>
Revenue/Funding Source									
Schools Construction Fund Balan	600,000	0	0	0	0	0	0	0	600,000
Debt Financing	0	20,400,000	0	0	0	0	0	0	20,400,000
	<b>600,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>600,000</b>

**Project Description/Justification**

Funds are included in Fiscal Year 2009/10 for the construction of a new middle school as this project is part of the current tax rate and cash flow. The current middle school will replace Thornton Elementary School. The \$600,000 in FY 09/10 is for planning and beginning construction funds with \$20,400,000 planned in FY 2010/11.

**CAPITAL IMPROVEMENT PLAN**  
**Schools' Construction Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Newton-Conover Middle School Renovate Middle to Elementary  
**Project Service Area** Newton-Conover City Schools  
**Project Department** Schools' Capital

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0		0	1,000,000	0	0	0	0	1,000,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>
Revenue/Funding Source									
Debt Financing	0	0	0	1,000,000	0	0	0	0	1,000,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>

**Project Description/Justification**

Renovate Newton-Conover Middle School to turn into an Elementary that will replace Thornton Elementary School.

**CAPITAL IMPROVEMENT PLAN**  
**Schools' Construction Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Pre-school Consolidation  
**Project Service Area** Newton-Conover City Schools  
**Project Department** Schools' Capital

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0		0	0	500,000	0	0	0	500,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500,000</b>
Revenue/Funding Source									
Debt Financing	0	0	0	0	500,000	0	0	0	500,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500,000</b>

**Project Description/Justification**

This project is to consolidate preschool classes.

**CAPITAL IMPROVEMENT PLAN**  
**Schools' Construction Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** South Newton Elementary School Classrooms/Gym/Cafeteria  
**Project Service Area** Newton-Conover City Schools  
**Project Department** Schools' Capital

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0		0	8,286,083	0	0	0	0	8,286,083
	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,286,083</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,286,083</b>
Revenue/Funding Source									
Debt Financing	0	0	0	8,286,083	0	0	0	0	8,286,083
	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,286,083</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,286,083</b>

**Project Description/Justification**

Demolish 1950 building and construct 12 new classrooms, gymnasium, and cafeteria/kitchen.

**CAPITAL IMPROVEMENT PLAN**  
**Schools' Construction Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** South Newton, Shuford, Thornton Boiler Replacements  
**Project Service Area** Newton-Conover City Schools  
**Project Department** Schools' Capital

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0		0	0	600,000	0	0	0	600,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>600,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>600,000</b>
Revenue/Funding Source									
Debt Financing	0	0	0	0	600,000	0	0	0	600,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>600,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>600,000</b>

**Project Description/Justification**

This project is for boiler replacements at South Newton Elementary, Shurford Elementary, and Thornton Elementary.



**CAPITAL IMPROVEMENT PLAN**  
**Schools' Construction Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Academic/General Classroom Building  
**Project Service Area** Catawba Valley Community College  
**Project Department** Schools' Capital

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0		0	0	0	15,300,000	0	0	15,300,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,300,000</b>	<b>0</b>	<b>0</b>	<b>15,300,000</b>
Revenue/Funding Source									
Debt Financing	0	0	0	0	0	15,300,000	0	0	15,300,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,300,000</b>	<b>0</b>	<b>0</b>	<b>15,300,000</b>

**Project Description/Justification**

This project funds a new building for academic and general classrooms to accommodate growth.

**CAPITAL IMPROVEMENT PLAN**  
**Schools' Construction Projects**  
**Fiscal Years 2009/10 through 2016/17**

<b>Project Name</b>	Cultural Arts Center
<b>Project Service Area</b>	Catawba Valley Community College
<b>Project Department</b>	Schools' Capital

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0		0	0	0	0	0	25,000,000	25,000,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25,000,000</b>	<b>25,000,000</b>
Revenue/Funding Source									
Debt Financing	0	0	0	0	0	0	0	25,000,000	25,000,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25,000,000</b>	<b>25,000,000</b>

**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' Construction Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** East Campus/Art Center Renovations/Roofing (34100-2-06)  
**Project Service Area** Catawba Valley Community College  
**Project Department** Schools' Capital

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	2,125,000	0		0	0	0	0	0	2,125,000
	<b>2,125,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,125,000</b>
Revenue/Funding Source									
Debt Financing	2,125,000	0	0	0	0	0	0	0	2,125,000
	<b>2,125,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,125,000</b>

**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. Fund are also included for roofing for Papp Building, Engineering Building, East Campus, and Enviornmental Life Sciences.

**CAPITAL IMPROVEMENT PLAN**  
**Schools' Construction Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Paving (34100-3-18)  
**Project Service Area** Catawba Valley Community College  
**Project Department** Schools' Capital

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	367,078	0	0	0	0	0	0	0	367,078
	<b>367,078</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>367,078</b>
Revenue/Funding Source									
Schools Construction Fund Balance	367,078	0	0	0	0	0	0	0	367,078
	<b>367,078</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>367,078</b>

**Project Description/Justification**

Funds are appropriated to an existing paving project from a schools construction fund balance using the remaining funds in a closed roofing project for the Administrative Building. These funds will be used for additional lighting that is needed for security purposes, replacement of cracked curb and guttering and the possibility of additional parking that is needed to accommodate our enrollment growth.

**CAPITAL IMPROVEMENT PLAN**  
**Schools' Construction Projects**  
**Fiscal Years 2009/10 through 2016/17**

<b>Project Name</b>	Upgrade HVAC/Electrical
<b>Project Service Area</b>	Catawba Valley Community College
<b>Project Department</b>	Schools' Capital

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	0	1,000,000	0	0	0	0	1,000,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>
Revenue/Funding Source									
Debt Financing	0	0	0	1,000,000	0	0	0	0	1,000,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>

**Project Description/Justification**

This project will renovate and upgrade campus wide HVAC and electrical systems.

**CAPITAL IMPROVEMENT PLAN**  
**Schools' Construction Projects**  
**Fiscal Years 2009/10 through 2016/17**

<b>Project Name</b>	Vocational Building
<b>Project Service Area</b>	Catawba Valley Community College
<b>Project Department</b>	Schools' Capital

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	0	8,050,000	0	0	0	0	8,050,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,050,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,050,000</b>
Revenue/Funding Source									
Debt Financing	0	0	0	8,050,000	0	0	0	0	8,050,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,050,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,050,000</b>

**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 2009/10 through 2016/17**

<b>Project Budget</b>	<b>Prior Funding</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriations										
Molly's Backbone/Monbo Road/Long Island Roads Water	0	0	695,000	0	1,600,000	0	0	1,600,000	0	3,895,000
Southeastern Catawba County (SECC) Water Improvements	251,435	0	0	0	0	0	0	0	1,300,000	1,551,435
Hickory-Catawba Wastewater Treatment Plant Expansion	0	4,000,000	0	0	0	0	0	0	0	4,000,000
Southeastern Catawba County (SECC) Wastewater Service	304,498	0	0	0	0	0	0	0	0	304,498
Highway 150 Sewer		9,660,000	0	0	0	0	0	0	0	9,660,000
Stormwater Layers - Flyover	930	99,000	0	0	0	0	0	0	0	99,930
Blackburn Elementary Sewer Extension	0	580,000	0	0	0	0	0	0	0	580,000
Heatherbrook Subdivision Water	0	325,000	0	0	0	0	0	0	0	325,000
Highway 16 North Water	0	0	0	370,000	0	0	0	0	0	370,000
Riverbend Road Water Phase I, II & III	0	0	657,000	0	0	0	0	840,000	730,000	2,227,000
Rock Barn Road/Oxford School Road Water Loop	0	0	0	445,000	0	0	0	0	0	445,000
Smyre Farm Road Water	0	0	0	0	0	0	0	0	1,700,000	1,700,000
Bandys/Mill Creek Sewer	0	0	0	0	300,000	300,000	4,000,000	0	0	4,600,000
Blackburn-Plateau Water Loop	0	3,600,000	0	0	0	0	0	0	0	3,600,000
Farmfield Acres Water	0	0	0	0	230,000	0	0	0	0	230,000
Mt. View Elementary Sewer I & II	0	0	0	0	3,000,000	3,000,000	0	0	0	6,000,000
Oxford Park/Rockett Terrace Water	0	0	0	0	465,000	0	0	0	0	465,000
Springs Road Water	0	0	0	0	0	470,000	0	0	0	470,000
Biosolids Management Facility	516,389	0	0	0	275,000	275,000	275,000	275,000	275,000	1,891,389
Eco Complex and Resource Recovery Facility	0	300,000	300,000	300,000	0	0	0	0	0	900,000
EPA Stormwater Phase II	100,000	25,000	25,000	25,000	0	0	0	0	0	175,000
National Pollutant Discharge Elimination System (NPDES) Testing	0	12,000	12,000	12,000	13,000	13,000	13,000	14,000	14,000	103,000
Sludge Compost Facility	682,707	350,000	350,000	350,000	350,000	0	0	0	0	2,082,707
	<b>1,855,959</b>	<b>18,951,000</b>	<b>2,039,000</b>	<b>1,502,000</b>	<b>6,233,000</b>	<b>4,058,000</b>	<b>4,288,000</b>	<b>2,729,000</b>	<b>4,019,000</b>	<b>45,674,959</b>
Revenue/Funding Source										
Water & Sewer Fund	1,855,959	18,951,000	2,039,000	1,502,000	6,233,000	4,058,000	4,288,000	2,729,000	4,019,000	45,674,959
	<b>1,855,959</b>	<b>18,951,000</b>	<b>2,039,000</b>	<b>1,502,000</b>	<b>6,233,000</b>	<b>4,058,000</b>	<b>4,288,000</b>	<b>2,729,000</b>	<b>4,019,000</b>	<b>45,674,959</b>

**CAPITAL IMPROVEMENT PLAN**  
**Water & Sewer Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Molly's Backbone/Monbo/Long Island Roads Water (21027)  
**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.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	695,000	0	1,600,000	0	0	1,600,000	0	3,895,000
	<b>0</b>	<b>695,000</b>	<b>0</b>	<b>1,600,000</b>	<b>0</b>	<b>0</b>	<b>1,600,000</b>	<b>0</b>	<b>3,895,000</b>
Revenue/Funding Source									
Water & Sewer Fund	0	695,000	0	1,600,000	0	0	1,600,000	0	3,895,000
	<b>0</b>	<b>695,000</b>	<b>0</b>	<b>1,600,000</b>	<b>0</b>	<b>0</b>	<b>1,600,000</b>	<b>0</b>	<b>3,895,000</b>

Financing for this project will be derived primarily from ad valorem and sales tax dollars dedicated to the Water & Sewer Fund as well as any capital fees associated with customers tapping into the line.



**CAPITAL IMPROVEMENT PLAN**  
**Water & Sewer Projects**  
**Fiscal Years 2009/10 through 2016/17**

<b>Project Name</b>	Southeastern Catawba County (SECC) Water Improvements (20101)
<b>Project Service Area</b>	Southeastern Catawba County
<b>Project Department</b>	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.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	0	0	0	0	0	1,300,000	1,300,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,300,000</b>	<b>1,300,000</b>
Revenue/Funding Source									
Water & Sewer Fund	0	0	0	0	0	0	0	1,300,000	1,300,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,300,000</b>	<b>1,300,000</b>

Financing for this project will be derived primarily from ad valorem and sales tax dollars dedicated to the Water & Sewer Fund .

**CAPITAL IMPROVEMENT PLAN**  
**Water & Sewer Projects**  
**Fiscal Years 2009/10 through 2016/17**

<b>Project Name</b>	Hickory-Catawba Wastewater Treatment Plant Expansion (21028)
<b>Project Service Area</b>	Southeastern and Northern Catawba County
<b>Project Department</b>	Water & Sewer Fund

**Project Description/Justification**

The County's portion of this expansion is estimated to cost \$4 million. Funding will be determined later through interlocal agreement.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	4,000,000	0	0	0	0	0	0	0	4,000,000
	<b>4,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,000,000</b>
Revenue/Funding Source									
Water & Sewer Fund	4,000,000	0	0	0	0	0	0	0	4,000,000
	<b>4,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,000,000</b>

**Water & Sewer Projects**  
**Fiscal Years 2009/10 through 2016/17**

<b>Project Name</b>	Southeastern Catawba County (SECC) Wastewater Collecton System (21023)
<b>Project Service Area</b>	Southeastern Catawba County
<b>Project Department</b>	Water & Sewer Fund

**Project Description/Justification**

The SECC Wastewater Collection System project will provide a safe and economical means of wastewater disposal and treatment for Sherrills Ford Elementary School, area property owners, and future economic development. This project benefits all citizens of Catawba County. It is being developed in two sections: northern and southern. The northern section begins at Sherrills Ford Elementary School on Sherrills Ford Rd and extends northerly to the existing Hickory-Catawba Wastewater Treatment Plant. \$7 million was borrowed for the northern section. Debt service payments are \$520,415 annually. The southern section begins at Sherrills Ford Elementary School and extends southerly to Highway 150, then westerly along Highway 150 to the new Highway 16 and 150 interchange. The southern section is estimated at \$9.2 million, which will be borrowed.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	0	0	0	0	0	0	0
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Revenue/Funding Source									
Water & Sewer Fund	0	0	0	0	0	0	0	0	0
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Financing for this project will be derived primarily from ad valorem and sales tax dollars dedicated to the Water & Sewer Fund as well as any capital fees associated with customers tapping into the line. Debt services payments will be made from the tax dollars entering the Fund.

**CAPITAL IMPROVEMENT PLAN**  
**Water & Sewer Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Highway 150 Sewer (SECC WW Southern Section) (21031)  
**Project Service Area** Southeastern Catawba County  
**Project Department** Water & Sewer Fund

**Project Description/Justification**

The SECC Wastewater Collection System project will provide a safe and economical means of wastewater disposal and treatment for Sherrills Ford Elementary School, area property owners, and future economic development. This project benefits all citizens of Catawba County. It is being developed in two sections: northern and southern. The northern section begins at Sherrills Ford Elementary School on Sherrills Ford Rd and extends northerly to the existing Hickory-Catawba Wastewater Treatment Plant. \$7 million was borrowed for the northern section. Debt service payments are \$520,415 annually. The southern section begins at Sherrills Ford Elementary School and extends southerly to Highway 150, then westerly along Highway 150 to the new Highway 16 and 150 interchange. The southern section is estimated at \$9.66 million, which will be borrowed.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	9,660,000	0	0	0	0	0	0	0	9,660,000
	<b>9,660,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,660,000</b>
Revenue/Funding Source									
Water & Sewer Fund	9,660,000	0	0	0	0	0	0	0	9,660,000
	<b>9,660,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,660,000</b>

Financing for this project will be derived primarily from ad valorem and sales tax dollars dedicated to the Water & Sewer Fund as well as any capital fees associated with customers tapping into the line. Debt services payments will be made from the tax dollars entering the Fund.

**CAPITAL IMPROVEMENT PLAN**  
**Water & Sewer Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Blackburn Elementary School Sewer Extension (22015)  
**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 intersection of Highway 10 and Hickory-Lincolnton Highway. It will serve Blackburn Elementary School and other properties along the route.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	580,000	0	0	0	0	0	0	0	580,000
	<b>580,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>580,000</b>
Revenue/Funding Source									
Water & Sewer Fund	580,000	0	0	0	0	0	0	0	580,000
	<b>580,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>580,000</b>

Financing for this project will be derived primarily from ad valorem and sales tax dollars dedicated to the Water & Sewer Fund as well as any capital fees associated with customers tapping into the line.

**CAPITAL IMPROVEMENT PLAN**  
**Water & Sewer Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Heatherbrook Subdivision Water (21030)  
**Project Service Area** Highway 10 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.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	325,000	0	0	0	0	0	0	0	325,000
	<b>325,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>325,000</b>
Revenue/Funding Source									
Water & Sewer Fund	325,000	0	0	0	0	0	0	0	325,000
	<b>325,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>325,000</b>

Financing for this project will be derived primarily from ad valorem and sales tax dollars dedicated to the Water & Sewer Fund as well as any capital fees associated with customers tapping into the line.

**CAPITAL IMPROVEMENT PLAN**  
**Water & Sewer Projects**  
**Fiscal Years 2009/10 through 2016/17**

**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.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	370,000	0	0	0	0	0	370,000
	<b>0</b>	<b>0</b>	<b>370,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>370,000</b>
Revenue/Funding Source									
Water & Sewer Fund	0	0	370,000	0	0	0	0	0	370,000
	<b>0</b>	<b>0</b>	<b>370,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>370,000</b>

Financing for this project will be derived primarily from ad valorem and sales tax dollars dedicated to the Water & Sewer Fund as well as any capital fees associated with customers tapping into the line.

**CAPITAL IMPROVEMENT PLAN**  
**Water & Sewer Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Riverbend Road Water I, II & 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.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	657,000	0	0	0	0	840,000	730,000	2,227,000
	<b>0</b>	<b>657,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>840,000</b>	<b>730,000</b>	<b>2,227,000</b>
Revenue/Funding Source									
Water & Sewer Fund	0	657,000	0	0	0	0	840,000	730,000	2,227,000
	<b>0</b>	<b>657,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>840,000</b>	<b>730,000</b>	<b>2,227,000</b>

Financing for this project will be derived primarily from ad valorem and sales tax dollars dedicated to the Water & Sewer Fund as well as any capital fees associated with customers tapping into the line.



**CAPITAL IMPROVEMENT PLAN**  
**Water & Sewer Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Rock Barn Road/Oxford School Road Water Loop (26001)  
**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.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation		0	445,000	0	0	0	0	0	445,000
	<b>0</b>	<b>0</b>	<b>445,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>445,000</b>
Revenue/Funding Source									
Water & Sewer Fund		0	445,000	0	0	0	0	0	445,000
	<b>0</b>	<b>0</b>	<b>445,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>445,000</b>

Financing for this project will be derived primarily from ad valorem and sales tax dollars dedicated to the Water & Sewer Fund as well as any capital fees associated with customers tapping into the line.

**CAPITAL IMPROVEMENT PLAN**  
**Water & Sewer Projects**  
**Fiscal Years 2009/10 through 2016/17**

**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 order to provide a looped system serving portions of NC Highway 16 south of Newton.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	0	0	0	0	0	1,700,000	1,700,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,700,000</b>	<b>1,700,000</b>
Revenue/Funding Source									
Water & Sewer Fund	0	0	0	0	0	0	0	1,700,000	1,700,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,700,000</b>	<b>1,700,000</b>

Financing for this project will be derived primarily from ad valorem and sales tax dollars dedicated to the Water & Sewer Fund as well as any capital fees associated with customers tapping into the line.

**CAPITAL IMPROVEMENT PLAN**  
**Water & Sewer Projects**  
**Fiscal Years 2009/10 through 2016/17**

**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.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	0	300,000	300,000	4,000,000	0	0	4,600,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>300,000</b>	<b>300,000</b>	<b>4,000,000</b>	<b>0</b>	<b>0</b>	<b>4,600,000</b>
Revenue/Funding Source									
Water & Sewer Fund	0	0	0	300,000	300,000	4,000,000	0	0	4,600,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>300,000</b>	<b>300,000</b>	<b>4,000,000</b>	<b>0</b>	<b>0</b>	<b>4,600,000</b>

Financing for this project will be derived primarily from ad valorem and sales tax dollars dedicated to the Water & Sewer Fund.

**CAPITAL IMPROVEMENT PLAN**  
**Water & Sewer Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Blackburn-Plateau Water Supply Loop  
**Project Service Area** Southwestern Catawba County  
**Project Department** Water & Sewer Fund

**Project Description/Justification**

This project was separated into two phases in the Capital Improvement Plan; a Blackburn Bridge Road project and a Wilfong Road project, scheduled for 2012 and 2013, respectively. This combined project will provide municipal water to the proposed Propst Cross Road Fire Department, municipal water along the western and southern boundaries of the Blackburn Landfill, municipal water and fire protection to a proposed economic development project, the expansion of Catawba Valley Mills Manufacturing Facility (Ashfar Enterprises, Inc.), and municipal water and fire protection to a proposed economic development project at the intersection of Startown Road and US Highway 321. The project will also provide a necessary supply loop to future businesses, and a secondary water supply loop to the Town of Maiden and the Southeast Catawba County Water Supply System, in the event of a problem with the City of Hickory water supply main on Startown Road. \$180,600 was expended during FY2008/09 for the design of the project. Staff is accelerating the design of this project to be fully prepared for an expected Federal stimulus package. Based on the stimulus package requirements, this project represents the ideal infrastructure project due to its blend of economic development, job creation, environmental improvements, and drinking water provisions and fire protection.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	3,600,000	0	0	0	0	0	0	0	3,600,000
	<b>3,600,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,600,000</b>
Revenue/Funding Source									
Water & Sewer Fund	3,600,000	0	0	0	0	0	0	0	3,600,000
	<b>3,600,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,600,000</b>

This project is financed primarily through Federal stimulus money. \$1,500,000 is in the form of a grant and another \$1,500,000 is in the form of a 0% loan with a repayment schedule of 20 years. The debt service payments and remaining cost of construction will be paid for from ad valorem and sales dollars dedicated to the Water & Sewer Fund as well as any capital fees associated with residents or business tapping into the service line.

**CAPITAL IMPROVEMENT PLAN**  
**Water & Sewer Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Farmfield Acres Water  
**Project Service Area** Northern Catawba County  
**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.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	0	230,000	0	0	0	0	230,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>230,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>230,000</b>
Revenue/Funding Source									
Water & Sewer Fund	0	0	0	230,000	0	0	0	0	230,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>230,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>230,000</b>

Financing for this project will be derived primarily from ad valorem and sales tax dollars dedicated to the Water & Sewer Fund as well as any capital fees associated with customers tapping into the line.

**CAPITAL IMPROVEMENT PLAN**  
**Water & Sewer Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Mt View Elementary School 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. The Preliminary Engineering Report (PER) is being performed in Spring 2009.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0		3,000,000	3,000,000	0	0	0	6,000,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,000,000</b>
Revenue/Funding Source									
Water & Sewer Fund	0	0		3,000,000	3,000,000	0	0	0	6,000,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,000,000</b>

Financing for this project will be derived primarily from ad valorem and sales tax dollars dedicated to the Water & Sewer Fund as well as any capital fees associated with customers tapping into the line.

**CAPITAL IMPROVEMENT PLAN**  
**Water & Sewer Projects**  
**Fiscal Years 2009/10 through 2016/17**

**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.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	0	465,000	0	0	0	0	465,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>465,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>465,000</b>
Revenue/Funding Source									
Water & Sewer Fund	0	0	0	465,000	0	0	0	0	465,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>465,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>465,000</b>

Financing for this project will be derived primarily from ad valorem and sales tax dollars dedicated to the Water & Sewer Fund as well as any capital fees associated with customers tapping into the line.

**CAPITAL IMPROVEMENT PLAN**  
**Water & Sewer Projects**  
**Fiscal Years 2009/10 through 2016/17**

**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.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	0	0	470,000	0	0	0	470,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>470,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>470,000</b>
Revenue/Funding Source									
Water & Sewer Fund	0	0	0	0	470,000	0	0	0	470,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>470,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>470,000</b>

Financing for this project will be derived primarily from ad valorem and sales tax dollars dedicated to the Water & Sewer Fund as well as any capital fees associated with customers tapping into the line.



**CAPITAL IMPROVEMENT PLAN**  
**Water & Sewer Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Biosolids Management Facility  
**Project Service Area** Catawba County  
**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.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	0	275,000	275,000	275,000	275,000	275,000	1,375,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>275,000</b>	<b>275,000</b>	<b>275,000</b>	<b>275,000</b>	<b>275,000</b>	<b>1,375,000</b>
Revenue/Funding Source									
Water & Sewer Fund	0	0	0	275,000	275,000	275,000	275,000	275,000	1,375,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>275,000</b>	<b>275,000</b>	<b>275,000</b>	<b>275,000</b>	<b>275,000</b>	<b>1,375,000</b>

Financing for this project will be derived primarily from ad valorem and sales tax dollars dedicated to the Water & Sewer Fund as well as any domestic hauler fees.

**CAPITAL IMPROVEMENT PLAN**  
**Water & Sewer Projects**  
**Fiscal Years 2009/10 through 2016/17**

<b>Project Name</b>	EcoComplex and Resource Recovery Facility (20104)
<b>Project Service Area</b>	Catawba County
<b>Project Department</b>	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.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	300,000	300,000	300,000	0	0	0	0	0	900,000
	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>900,000</b>
Revenue/Funding Source									
Water & Sewer Fund	300,000	300,000	300,000	0	0	0	0	0	900,000
	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>900,000</b>

**CAPITAL IMPROVEMENT PLAN**  
**Water & Sewer Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** EPA Stormwater Phase II (20017)  
**Project Service Area** Catawba County  
**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.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	25,000	25,000	25,000	0	0	0	0	0	75,000
	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>75,000</b>
Revenue/Funding Source									
Water & Sewer Fund	25,000	25,000	25,000	0	0	0	0	0	75,000
	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>75,000</b>

Financing for this project will be derived primarily from ad valorem and sales tax dollars dedicated to the Water & Sewer Fund.

**CAPITAL IMPROVEMENT PLAN**  
**Water & Sewer Projects**  
**Fiscal Years 2009/10 through 2016/17**

<b>Project Name</b>	National Pollutant Discharge Elimination System(NPDES) Testing (20003)
<b>Project Service Area</b>	Catawba County
<b>Project Department</b>	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.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	12,000	12,000	12,000	13,000	13,000	13,000	14,000	14,000	103,000
	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>13,000</b>	<b>13,000</b>	<b>13,000</b>	<b>14,000</b>	<b>14,000</b>	<b>103,000</b>
Revenue/Funding Source									
Water & Sewer Fund	12,000	12,000	12,000	13,000	13,000	13,000	14,000	14,000	103,000
	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>13,000</b>	<b>13,000</b>	<b>13,000</b>	<b>14,000</b>	<b>14,000</b>	<b>103,000</b>

Financing for this project will be derived primarily from ad valorem and sales tax dollars dedicated to the Water & Sewer Fund.

**CAPITAL IMPROVEMENT PLAN**  
**Water & Sewer Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name**                      Sludge Composting Facility (20002)  
**Project Service Area**            Catawba County  
**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.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	350,000	350,000	350,000	350,000	0	0	0	0	1,400,000
	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,400,000</b>
Revenue/Funding Source									
Water & Sewer Fund	350,000	350,000	350,000	350,000	0	0	0	0	1,400,000
	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,400,000</b>

Financing for this project will be derived primarily from ad valorem and sales tax dollars dedicated to the Water & Sewer Fund as well as any domestic hauler fees.

**CAPITAL IMPROVEMENT PLAN**  
**Water & Sewer Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Stormwater Layers - Flyover (20103)  
**Project Service Area** Catawba County  
**Project Department** Water & Sewer Fund

**Project Description/Justification**

Flyover County for Layers Captured on Orthophoto, Transportation and Impervious Surfaces.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	99,000	0	0	0	0	0	0	0	99,000
	<b>99,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>99,000</b>
Revenue/Funding Source									
Water & Sewer Fund	99,000	0	0	0	0	0	0	0	99,000
	<b>99,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>99,000</b>

**CAPITAL IMPROVEMENT PLAN**  
**Solid Waste Projects - SUMMARY**  
**Fiscal Years 2009/10 through 2016/17**

<b>Project Budget</b>	<b>Prior Funding</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriations										
Bulldozer	0	0	0	0	300,000	300,000	0	0	0	600,000
Caterpillar Loader	0	0	0	0	150,000	0	0	160,000	0	310,000
Compactor	0	0	0	625,000	0	0	0	0	625,000	1,250,000
Dump Truck	0	0	0	0	0	100,000	0	0	0	100,000
EcoComplex & Regional Biosolids Processing Facility	0	300,000	0	0	0	0	0	0	0	300,000
Excavator Cat	0	0	275,000	0	0	0	0	300,000	0	575,000
GPS Elevations/Grade Control System	0	0	0	100,000	50,000	0	0	0	0	150,000
Intermediate and Final Closure Costs	0	0	0	0	2,400,000	2,400,000	2,800,000	0	0	7,600,000
Mechanic Truck	0	0	110,000	0	0	0	0	0	0	110,000
Methane Gas Perimeter Infrastructure	0	350,000	0	0	100,000	0	0	0	0	450,000
Off Road Dump Truck	0	0	0	0	0	0	450,000	450,000	0	900,000
Rubber Tire Loader	0	0	0	0	150,000	0	0	0	0	150,000
Sherrills Ford Convenience Center	0	0	0	0	0	0	0	0	0	0
Subtitle D, Unit 3, Phase 2	0	0	150,000	1,200,000	1,350,000	620,000	3,760,000	75,000	0	7,155,000
Tub Grinder	0	0	0	0	0	0	0	650,000	0	650,000
Wilfong Pond Mitigation	0	0	500,000	150,000	0	0	0	0	0	650,000
	<b>0</b>	<b>650,000</b>	<b>1,035,000</b>	<b>2,075,000</b>	<b>4,500,000</b>	<b>3,420,000</b>	<b>7,010,000</b>	<b>1,635,000</b>	<b>625,000</b>	<b>20,950,000</b>
Revenue/Funding Source										
Solid Waste Fund	0	650,000	1,035,000	2,075,000	4,500,000	3,420,000	7,010,000	1,635,000	625,000	20,950,000
	<b>0</b>	<b>650,000</b>	<b>1,035,000</b>	<b>2,075,000</b>	<b>4,500,000</b>	<b>3,420,000</b>	<b>7,010,000</b>	<b>1,635,000</b>	<b>625,000</b>	<b>20,950,000</b>

**Solid Waste Projects**  
**Fiscal Years 2009/10 through 2016/17**

**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.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	0	300,000	300,000	0	0	0	<b>600,000</b>
	<b>0</b>	<b>0</b>	<b>0</b>	<b>300,000</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>600,000</b>
Revenue/Funding Source									
Solid Waste Fund	0	0	0	300,000	300,000	0	0	0	<b>600,000</b>
	<b>0</b>	<b>0</b>	<b>0</b>	<b>300,000</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>600,000</b>



**CAPITAL IMPROVEMENT PLAN**  
**Solid Waste Projects**  
**Fiscal Years 2009/10 through 2016/17**

<b>Project Name</b>	Caterpillar Loader
<b>Project Service Area</b>	Blackburn Landfill
<b>Project Department</b>	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.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	0	150,000	0	0	160,000	0	310,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>150,000</b>	<b>0</b>	<b>0</b>	<b>160,000</b>	<b>0</b>	<b>310,000</b>
Revenue/Funding Source									
Solid Waste Fund	0	0	0	150,000	0	0	160,000	0	310,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>150,000</b>	<b>0</b>	<b>0</b>	<b>160,000</b>	<b>0</b>	<b>310,000</b>

**CAPITAL IMPROVEMENT PLAN**  
**Solid Waste Projects**  
**Fiscal Years 2009/10 through 2016/17**

**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.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	625,000	0	0	0	0	625,000	1,250,000
	<b>0</b>	<b>0</b>	<b>625,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>625,000</b>	<b>1,250,000</b>
Revenue/Funding Source									
Solid Waste Fund	0	0	625,000	0	0	0	0	625,000	1,250,000
	<b>0</b>	<b>0</b>	<b>625,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>625,000</b>	<b>1,250,000</b>

**Solid Waste Projects**  
**Fiscal Years 2009/10 through 2016/17**

<b>Project Name</b>	EcoComplex and Resource Recovery
<b>Project Service Area</b>	Blackburn Landfill
<b>Project Department</b>	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.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	300,000	0	0	0		0	0	0	300,000
	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300,000</b>
Revenue/Funding Source									
Solid Waste Fund	300,000	0	0	0		0	0	0	300,000
	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300,000</b>

**CAPITAL IMPROVEMENT PLAN**  
**Solid Waste Projects**  
**Fiscal Years 2009/10 through 2016/17**

**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.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	275,000	0	0	0	0	300,000	0	575,000
	<b>0</b>	<b>275,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300,000</b>	<b>0</b>	<b>575,000</b>
Revenue/Funding Source									
Solid Waste Fund	0	275,000	0	0	0	0	300,000	0	575,000
	<b>0</b>	<b>275,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300,000</b>	<b>0</b>	<b>575,000</b>

**CAPITAL IMPROVEMENT PLAN**  
**Solid Waste Projects**  
**Fiscal Years 2009/10 through 2016/17**

<b>Project Name</b>	GPS Elevation/Grade System
<b>Project Service Area</b>	Blackburn Landfill
<b>Project Department</b>	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.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	100,000	50,000	0	0	0	0	150,000
	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150,000</b>
Revenue/Funding Source									
Solid Waste Fund	0	0	100,000	50,000	0	0	0	0	150,000
	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150,000</b>

**CAPITAL IMPROVEMENT PLAN**  
**Solid Waste Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Intermediate 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.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	0	2,400,000	2,400,000	2,800,000	0	0	7,600,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,400,000</b>	<b>2,400,000</b>	<b>2,800,000</b>	<b>0</b>	<b>0</b>	<b>7,600,000</b>
Revenue/Funding Source									
Solid Waste Fund	0	0	0	2,400,000	2,400,000	2,800,000	0	0	7,600,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,400,000</b>	<b>2,400,000</b>	<b>2,800,000</b>	<b>0</b>	<b>0</b>	<b>7,600,000</b>

**CAPITAL IMPROVEMENT PLAN**  
**Solid Waste Projects**  
**Fiscal Years 2009/10 through 2016/17**

<b>Project Name</b>	Mechanic Truck
<b>Project Service Area</b>	Blackburn Landfill
<b>Project Department</b>	Solid Waste Fund

**Project Description/Justification**

Replacement mechanics trucks are scheduled according to Solid Waste financial analysis and planning.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	110,000	0	0	0	0	0	0	110,000
	<b>0</b>	<b>110,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>110,000</b>
Revenue/Funding Source									
Solid Waste Fund	0	110,000	0	0	0	0	0	0	110,000
	<b>0</b>	<b>110,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>110,000</b>

**CAPITAL IMPROVEMENT PLAN**  
**Solid Waste Projects**  
**Fiscal Years 2009/10 through 2016/17**

<b>Project Name</b>	Methane Gas Perimeter Wells and Lines
<b>Project Service Area</b>	Blackburn Landfill
<b>Project Department</b>	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.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	350,000	0	0	100,000	0	0	0	0	450,000
	<b>350,000</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>450,000</b>
Revenue/Funding Source									
Solid Waste Fund	350,000	0	0	100,000	0	0	0	0	450,000
	<b>350,000</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>450,000</b>



**CAPITAL IMPROVEMENT PLAN**  
**Solid Waste Projects**  
**Fiscal Years 2009/10 through 2016/17**

**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.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	0	0	0	450,000	450,000	0	900,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>450,000</b>	<b>450,000</b>	<b>0</b>	<b>900,000</b>
Revenue/Funding Source									
Solid Waste Fund	0	0	0	0	0	450,000	450,000	0	900,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>450,000</b>	<b>450,000</b>	<b>0</b>	<b>900,000</b>

**CAPITAL IMPROVEMENT PLAN**  
**Solid Waste Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Rubber Tire Loader  
**Project Service Area** Blackburn Landfill  
**Project Department** Solid Waste Fund

**Project Description/Justification**

Replace existing loader, 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.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	0	150,000	0	0	0	0	150,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150,000</b>
Revenue/Funding Source									
Solid Waste Fund	0	0	0	150,000	0	0	0	0	150,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150,000</b>

**CAPITAL IMPROVEMENT PLAN**  
**Solid Waste Projects**  
**Fiscal Years 2009/10 through 2016/17**

<b>Project Name</b>	Sherrills Ford Convenience Center
<b>Project Service Area</b>	Blackburn Landfill
<b>Project Department</b>	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.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	0	0	0	0	0	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	0	0	0	0	0	0	0

**CAPITAL IMPROVEMENT PLAN**  
**Solid Waste Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Subtitle D Cell Construction  
**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.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	150,000	1,200,000	1,350,000	620,000	3,760,000	75,000	0	7,155,000
	<b>0</b>	<b>150,000</b>	<b>1,200,000</b>	<b>1,350,000</b>	<b>620,000</b>	<b>3,760,000</b>	<b>75,000</b>	<b>0</b>	<b>7,155,000</b>
Revenue/Funding Source									
Solid Waste Fund	0	150,000	1,200,000	1,350,000	620,000	3,760,000	75,000	0	7,155,000
	<b>0</b>	<b>150,000</b>	<b>1,200,000</b>	<b>1,350,000</b>	<b>620,000</b>	<b>3,760,000</b>	<b>75,000</b>	<b>0</b>	<b>7,155,000</b>

**CAPITAL IMPROVEMENT PLAN**  
**Solid Waste Projects**  
**Fiscal Years 2009/10 through 2016/17**

**Project Name** Dump Truck-OnRoad  
**Project Service Area** Blackburn Landfill  
**Project Department** Solid Waste Fund

**Project Description/Justification**

Replace existing on-road dump truck.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	0	0	100,000	0	0		100,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>0</b>	<b>0</b>		<b>100,000</b>
Revenue/Funding Source									
Solid Waste Fund	0	0	0	0	100,000	0	0		100,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>0</b>	<b>0</b>		<b>100,000</b>

**CAPITAL IMPROVEMENT PLAN**  
**Solid Waste Projects**  
**Fiscal Years 2009/10 through 2016/17**

<b>Project Name</b>	Tub Grinder
<b>Project Service Area</b>	Blackburn Landfill
<b>Project Department</b>	Solid Waste Fund

**Project Description/Justification**

Replace tub grinder in C&D Landfill area in accordance with Solid Waste Financial Plan.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	0	0	0	0	0	650,000	0	650,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>650,000</b>	<b>0</b>	<b>650,000</b>
Revenue/Funding Source									
Solid Waste Fund	0	0	0	0	0	0	650,000	0	650,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>650,000</b>	<b>0</b>	<b>650,000</b>

**CAPITAL IMPROVEMENT PLAN**  
**Solid Waste Projects**  
**Fiscal Years 2009/10 through 2016/17**

<b>Project Name</b>	Wilfond Pond/Stream Mitigation
<b>Project Service Area</b>	Blackburn Landfill
<b>Project Department</b>	Solid Waste Fund

**Project Description/Justification**

Completion of NCDENR and US Corp of Engineers 401/404 permitting for the abandonment of Wilfond Pond and associated creek. By abandoning the pond and creek, will allow County to bury solid waste in this area in the future. Wilfond Pond needs to be removed prior to the next landfill cell (Unit 3, Phase 2) being constructed due to the Wilfond access road alignment.

<b>Project Budget</b>	<b>Fiscal Year 2009/10</b>	<b>Fiscal Year 2010/11</b>	<b>Fiscal Year 2011/12</b>	<b>Fiscal Year 2012/13</b>	<b>Fiscal Year 2013/14</b>	<b>Fiscal Year 2014/15</b>	<b>Fiscal Year 2015/16</b>	<b>Fiscal Year 2016/17</b>	<b>Total</b>
Appropriation	0	500,000	150,000	0	0	0	0	0	650,000
	<b>0</b>	<b>500,000</b>	<b>150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>650,000</b>
Revenue/Funding Source									
Solid Waste Fund	0	500,000	150,000	0	0	0	0	0	650,000
	<b>0</b>	<b>500,000</b>	<b>150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>650,000</b>

## GLOSSARY

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**Ad Valorem Tax:** A tax levied in proportion to the value of a property.

**Activity:** Departmental efforts which contribute to the achievement of a specific set of program outcomes; the smallest unit of the program budget.

**Allocate:** To set apart portions of budgeted expenditures which are specifically designated to organizations for special activities or purposes (i.e., various rescue squads).

**Annual Budget:** A budget covering a single fiscal year.

**Appropriation:** An authorization granted by the Board of Commissioners to make budgeted expenditures and to incur obligations for purposes specified in the budget ordinance.

**Approved Budget:** The budget as formally adopted by the Board of Commissioners for the upcoming fiscal year.

**Assessed Value:** The value of real estate or personal property as determined by tax assessors and used as a basis for levying taxes.

**Assessment:** The process for determining values of real and personal property for taxation purposes.

**Authorized Bond:** Bonds which have been legally approved but may or may not have been sold.

**Balanced Budget:** Occurs when planned expenditures equal anticipated revenues. In North Carolina it is required that the budget submitted to the Board of Commissioners be balanced.

**Board of County Commissioners:** Five member Board elected at large by the voters of the County for four year terms.

**Bond:** A written promise to pay a specific amount of money with interest within a specific time period, usually long-term.

**Bond Issued:** Bonds that are sold.

**Bond Rating:** A grade indicating a governmental unit's investment qualities. Generally speaking, the higher bond rating, the more favorable the interest rate and the lower the cost of financing capital projects funded by bonds. A high rating is indicative of the Government's strong financial position. Ratings range from AAA (highest) to D (lowest).



**Budget Document:** A formal document presented to the Board of Commissioners containing the County's financial plan for a fiscal year.

**Budget Message:** A written overview of the proposed budget from the County Manager to the Board of Commissioners which discusses the major budget items and the County's present and future financial condition.

**Capital Improvement Plan:** A long term plan of proposed capital improvement projects which includes estimated project costs and funding sources that the County expects to undertake within a five year period. The plan is updated annually to reassess capital needs.

**Capital Outlay:** An expenditure expected to have a useful life greater than three years or an estimated total cost of \$5,000 or more. Capital outlay expenditures include such purchases as a 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, 2008**

**CATAWBA COUNTY, NORTH CAROLINA**  
**Schedule of General Governmental Expenditures by Function<sup>1</sup>**  
**Last Ten Fiscal Years**

<b>Fiscal Year Ended June 30</b>	<b>General Government</b>	<b>Public Safety</b>	<b>Environmental Protection</b>	<b>Economic &amp; Physical Development</b>
<b><i>Modified Accrual Basis of Accounting</i></b>				
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
2007	9,613,213	23,021,049	475,667	10,889,872
2008	9,944,571	26,916,838	520,587	10,682,552

**Note:**

<sup>1</sup>Includes General, Special Revenue, and Capital Projects Funds.

<b>Human Services</b>	<b>Culture and Recreation</b>	<b>Education</b>	<b>Capital Projects</b>	<b>Debt Service</b>	<b>Total</b>
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
65,236,455	2,695,423	34,222,295	28,338,920	15,152,476	189,645,370
73,960,327	2,719,466	38,014,454	19,683,740	15,213,857	197,656,392



**CATAWBA COUNTY, NORTH CAROLINA**  
**Schedule of General Governmental Revenues by Source<sup>1</sup>**  
**Last Ten Fiscal Years**

<b>Fiscal Year Ended June 30</b>	<b>Ad Valorem Taxes</b>	<b>Other Taxes</b>	<b>Unrestricted Intergovernmental Revenues</b>
<b><i>Modified Accrual Basis of Accounting</i></b>			
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
2007	68,270,907	35,415,288	1,235,023
2008	81,625,223	36,391,110	1,970,909

**Note:**

<sup>1</sup>Includes General, Special Revenue, and Capital Projects Funds.

<b>Restricted Intergovernmental Revenues</b>	<b>Licenses and Permits</b>	<b>Sales and Service</b>	<b>Investment Earnings</b>	<b>Miscellaneous</b>	<b>Total</b>
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
46,532,532	3,773,033	12,849,786	5,883,078	3,998,845	177,958,492
56,482,993	4,101,574	15,071,656	5,600,327	4,309,242	205,553,034

**CATAWBA COUNTY, NORTH CAROLINA**  
**Assessed Valuation and Actual Value of Taxable Property**  
**Last Ten Fiscal Years**

<b>Fiscal Year</b>	<b>Real Property</b>	<b>Personal Property</b>	<b>Public Utilities</b>
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
2007	10,174,785,855	2,614,088,394	570,452,150
2008	11,444,764,023	2,606,879,334	603,786,566

<b>Total Assessed Value</b>	<b>Total Direct Tax Rate</b>	<b>Estimated Real Market Value</b>
7,942,520,617	0.550	10,153,724,017
10,242,235,513	0.550	11,123,978,455
10,775,447,800	0.495	10,331,082,825
11,176,676,254	0.495	11,493,810,987
11,568,969,626	0.495	12,119,579,542
12,671,384,340	0.495	12,965,336,351
12,942,756,938	0.480	12,715,889,955
13,023,274,801	0.480	13,033,994,902
13,359,326,399	0.490	13,499,818,390
14,655,429,923	0.535	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>				
	<b>2008</b>	<b>2007</b>	<b>2006</b>	<b>2005</b>	<b>2004</b>
<b>Catawba County</b>	0.5350	0.4900	0.4900	0.4800	0.4800
<b>Fire Districts</b>					
Bandys	0.0600	0.0600	0.0500	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	0.0700	0.0700	0.0500	0.0500	0.0350
Cooksville	0.0517	0.0550	0.0550	0.0550	0.0550
Denver	0.0389	0.0500	0.0500	0.0450	0.0293
Fairbrook	0.0000	0.0325	0.0325	0.0257	0.0257
Icard - Long View	0.0000	0.0000	0.0000	0.0000	0.0000
Icard - Mountain View	0.0000	0.0000	0.0000	0.0000	0.0000
Long View	0.0546	0.0568	0.0568	0.0568	0.0568
Maiden	0.0500	0.0500	0.0312	0.0312	0.0312
Mountain View	0.0493	0.0525	0.0425	0.0425	0.0425
Newton	0.0700	0.0700	0.0700	0.0513	0.0513
Oxford	0.0558	0.0600	0.0600	0.0600	0.0600
Propst	0.0615	0.0650	0.0650	0.0650	0.0650
Sherrills Ford	0.0500	0.0500	0.0500	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	0.0000	0.0325	0.0325	0.0248	0.0248
<b>Municipalities:</b>					
Town of Brookford	0.5200	0.5200	0.5200	0.5200	0.5200
Town of Catawba	0.4800	0.4800	0.4800	0.4800	0.4800
City of Claremont	0.4600	0.4500	0.4500	0.4500	0.4500
City of Conover	0.4000	0.4000	0.3800	0.3800	0.3600
City of Hickory	0.5000	0.5000	0.5000	0.5000	0.5000
Town of Long View	0.4000	0.4000	0.4000	0.4000	0.4000
Town of Maiden	0.4000	0.4000	0.4000	0.3800	0.3800
City of Newton	0.4600	0.4600	0.4400	0.4400	0.4400
Total Maximum Rate - Fire District	0.6050	0.5600	0.5600	0.5500	0.5500
Total Maximum Rate - Municipalities	1.0550	1.0100	1.0100	1.0000	1.0000

**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>				
<b>2003</b>	<b>2002</b>	<b>2001</b>	<b>2000</b>	<b>1999</b>
0.4950	0.4950	0.4950	0.4950	0.5500
0.0390	0.0390	0.0390	0.0390	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	0.3200	0.0320	0.0320	0.0400
0.0280	0.2800	0.0280	0.0280	0.0400
0.0440	0.4400	0.0440	0.0440	0.0500
0.0400	0.4000	0.0400	0.0400	0.0500
0.0620	0.6200	0.0620	0.0620	0.0760
0.0340	0.0340	0.0340	0.0340	0.0425
0.0450	0.0450	0.0450	0.0410	0.0475
0.0560	0.0560	0.0600	0.0500	0.0500
0.0600	0.0600	0.0600	0.0600	0.0600
0.0650	0.0650	0.0650	0.0650	0.0650
0.0400	0.0400	0.0400	0.0320	0.0420
0.0000	0.0000	0.0500	0.0500	0.0500
0.0500	0.0500	0.0500	0.0500	0.0500
0.0270	0.0270	0.0270	0.0270	0.0325
0.5200	0.5200	0.5200	0.5200	0.5200
0.4800	0.4800	0.4800	0.4800	0.4900
0.4500	0.4500	0.4500	0.4500	0.4700
0.3800	0.3600	0.3600	0.3600	0.3800
0.5500	0.5500	0.5500	0.5500	0.5900
0.4000	0.4000	0.4000	0.4000	0.4000
0.4000	0.4000	0.3700	0.3700	0.4000
0.4700	0.4700	0.4700	0.4700	0.5400
0.5650	0.5650	0.5650	0.565	0.6260
1.0450	1.0450	1.0450	1.045	1.1400

**CATAWBA COUNTY, NORTH CAROLINA**  
**Ratios of General Bonded Debt Outstanding**  
**Last Ten Fiscal Year**

<b>Fiscal Year Ended June 30</b>	<b>General Obligation Bonds</b>	<b>Total Taxable Assessed Value</b>	<b>Percentage of Actual Taxable Value of Property</b>	<b>Per Capita</b>
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
2007	36,540,000	13,359,326,399	0.27	238
2008	30,160,000	14,655,429,923	0.21	194

**Demographic and Economic Statistics**  
**Last Ten Fiscal Years**

<b>Fiscal Year</b>	<b>Population Estimate</b>	<b>Personal Income</b>	<b>Per Capita Income</b>	<b>Median Age</b>	<b>School Enrollment</b>	<b>Unemployment Rate</b>
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	4,255,296,606	28,598	36.6	24,243	6.6%
2006	149,416	4,493,536,784	30,074	36.7	24,455	5.4%
2007	153,784	N/A	N/A	37.0	24,766	5.9%
2008	155,452	N/A	N/A	36.9	25,305	7.2%

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, 2008**

<b>Taxpayer</b>	<b>Type of Business</b>	<b>Taxable Assessed Value</b>	<b>% of Total Assessed Value</b>
Duke Energy Corporation	Electric Utility	\$441,291,099	3.01%
CommScope, Inc.	Cable Manufacturer	\$130,945,400	0.89%
Getrag Gears of North America, Inc.	Gear Manufacturer	110,782,923	0.76%
Frye Regional Medical Center	Medical Care	84,300,036	0.58%
Corning Cable Systems	Cable Manufacturer	80,921,214	0.55%
Hickory Springs Mfg. Co., Inc.	Furniture Supplies	63,440,134	0.43%
Draka Comteq Americas, Inc.	Cable Manufacturer	55,223,301	0.38%
Valley Hills Mall, LLC	Retail	50,132,882	0.34%
Shuford Mills, Inc/Shuford Development	Textiles & Tape	44,173,247	0.30%
Central Telephone Company	Telephone	42,740,159	0.29%
		<u>\$1,103,950,395</u>	<u>7.53%</u>
Total Assessed Valuation		<u>\$14,655,429,923</u>	

Source: Catawba County Tax Collector

**CATAWBA COUNTY, NORTH CAROLINA**  
**Schedule of Principal Employers**  
**Current Year**

<b>Employer</b>	<b>Number of Employees</b>	<b>Percentage of Estimated Total County Employment</b>
Catawba County School System	2,100	2.99%
CommScope, Inc.	2,050	2.92%
Frye Regional Medical Center	1,720	2.45%
Catawba Valley Medical Center	1,288	1.83%
Catawba County Government	1,193	1.70%
Hickory Springs Manufacturing	1,100	1.57%
CV Industries, Inc.	1,035	1.47%
Sherrill Furniture Company	1,012	1.44%
Corning Cable Systems	1,000	1.42%
Hdm Furniture Industries	929	1.32%
	13,427	19.11%

**CATAWBA COUNTY, NORTH CAROLINA**  
**Legal Debt Margin Information**  
**Last Ten Fiscal Years**

	2008	2007	2006	2005	2004
Assessed Value					
(after exemptions)	\$14,655,429,923	\$13,359,326,399	\$13,023,274,801	\$12,942,756,938	\$12,671,384,340
Debt Limit Rate	8%	8%	8%	8%	8%
Debt Limit	1,172,434,391	1,068,746,112	1,041,861,984	1,035,420,555	1,013,710,747
Less total net debt applicable to limit	121,303,793	102,721,667	111,610,000	112,385,000	69,575,814
Legal Debt Margin	1,051,130,598	966,024,445	930,251,984	923,035,555	944,134,933

Total net debt applicable to the limit as a percentage of legal debt limit	10%	10%	11%	11%	7%
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**Legal Debt Margin Calculation for Fiscal Year 2008**

Assessed Value (after exemptions)	\$14,655,429,923
Debt limit (8% of assessed value)	1,172,434,394
Debt applicable to limit	
Outstanding general obligation debt	30,160,000
Authorized and unissued general obligation debt	6,970,000
Certificates of participation	45,435,000
Installment purchase	45,008,793
Qualified Zone Academy Bonds	700,000
Less statutory deductions	
Unissued refunding bonds	(6,970,000)
Total net debt applicable to limit	121,303,793
Legal debt margin	1,051,130,601

	2002	2001	2000	1999
Assessed Value				
(after exemptions	\$11,176,676,254	\$10,775,447,800	\$10,242,235,513	\$7,942,520,617
Debt Limit Rate	8%	8%	8%	8%
Debt Limit	894,134,100	862,035,824	819,378,841	635,401,649
Less total net debt				
applicable to limit	73,775,188	80,653,877	87,648,423	84,777,641
Legal Debt Margin	820,358,912	781,381,947	731,730,418	550,624,008

Total net debt applicable to the limit as a percentage of debt limit	8%	9%	11%	13%
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**CATAWBA COUNTY, NORTH CAROLINA**  
**Notes to the General Purpose Financial Statements**  
**Year ended June 30, 2008**

**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, 2008, are comprised of the following individual services.

Serviced by the County's General Fund:

\$9,8000,000 1998 School Facility Series Bond due in varying annual installments from \$550,000 - \$800,000 through June 1, 2013; interest at 4.3 – 4.4%	\$3,850,000
\$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%.	\$7,650,000
\$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.	\$1,225,000
\$14,495,000 2002 School Facility and Community College Refunding Bonds due in varying annual installments from \$420,000, - \$2,070,000 Through June 1, 2014; interest at 2.0 – 4.0%	
Schools	\$4,624,000
Community College	\$1,156,000
\$16,035,000 2005 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%.	
Schools	\$11,193,462
Community College	\$ 461,538
Total	\$30,160,000

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>
2009	\$6,395,000	\$1,243,544
2010	\$6,455,000	\$ 993,494
2011	\$5,200,000	\$ 729,769
2012	\$4,395,000	\$ 523,106
2013	\$4,390,000	\$ 344,006
2014 – 2015	<u>\$3,325,000</u>	<u>\$ 166,606</u>
Total	\$30,160,000	\$4,000,525

At June 30, 2008, Catawba County had \$6,970,000 of authorized but unissued bonds and had a legal debt margin of \$1,051,130,601.

#### **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. These bonds were called 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, 2008, were \$3,680,000.

#### **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 North Carolina Recreational Facilities Lease Revenue Bonds outstanding at June 30, 2008, were \$2.2 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 costs 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, 2008, were \$16.8 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, 2008:

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 \$2,604,861 for governmental activities and \$59,840 for business-type activities.

	Balance June 30, 2007	Increases	Decreases	Balance June 30, 2008	Current Portion of Balance
<b>Governmental Activities</b>					
General obligation debt	\$36,540,000	\$0	(\$6,380,000)	\$30,160,000	\$6,395,000
Certificates of Participation	48,225,000	0	(2,790,000)	45,435,000	2,790,000
Installment purchases	17,956,667	28,607,000	(1,554,874)	45,008,793	2,897,946
Qualified Zone Academy Bond	0	700,000	0	700,000	50,000
Compensated absences	3,693,594	2,867,722	(2,604,861)	3,956,455	2,604,861
Net pension obligation	509,278	115,452	(96,631)	528,099	0
Net OPEB obligation	0	1,845,184	0	1,845,184	0
<b>Total</b>	<b>\$106,924,539</b>	<b>\$34,135,358</b>	<b>(\$13,426,366)</b>	<b>\$127,633,531</b>	<b>\$14,737,807</b>
<b>Business-type Activities</b>					
Accrued landfill closure and post-closure care costs	\$4,127,398	\$2,661,686	\$0	\$6,789,084	\$194,879
Compensated absences	94,674	67,869	(59,840)	102,703	59,840
Net OPEB obligation	0	37,657	0	37,657	0
<b>Total</b>	<b>\$4,222,072</b>	<b>\$2,767,212</b>	<b>(\$59,840)</b>	<b>\$6,929,444</b>	<b>\$254,719</b>



## INTERFUND TRANSFERS

	Actual 2007/08	Approved 2008/09	Approved 2009/10
<b>Citizens' Alert System</b>			
Transfers In			
From General Fund	\$0	\$38,834	\$10,341
	<u>\$0</u>	<u>\$38,834</u>	<u>\$10,341</u>
<b>Community Development Fund</b>			
Transfers Out			
To General Fund	(\$11,479)	\$0	\$0
	<u>(\$11,479)</u>	<u>\$0</u>	<u>\$0</u>
<b>Emergency Telephone System Fund</b>			
Transfers In			
From General Fund	\$0	\$0	\$0
	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Transfers Out			
To General Capital Projects Fund	(\$2,782,752)	(\$94,875)	\$0
To General Fund	(732,033)	0	0
	<u>(\$3,514,785)</u>	<u>(\$94,875)</u>	<u>\$0</u>
<b>General Capital Projects</b>			
Transfers In			
From General Fund	\$897,310	\$1,953,879	\$0
From Emergency Telephone System Fund	2,782,752	94,875	0
From Parks Preservation Trust Fund	180,000	0	0
	<u>\$3,860,062</u>	<u>\$2,048,754</u>	<u>\$0</u>
Transfers Out			
To General Fund	(\$215,995)	(\$69,670)	\$0
	<u>(\$215,995)</u>	<u>(\$69,670)</u>	<u>\$0</u>
<b>General Capital Reserve</b>			
Transfers In			
From General Fund	\$0	\$300,000	\$300,000
	<u>\$0</u>	<u>\$300,000</u>	<u>\$300,000</u>
Transfers Out			
To General Fund	(\$52,059)	(\$88,696)	(\$86,288)
	<u>(\$52,059)</u>	<u>(\$88,696)</u>	<u>(\$86,288)</u>
<b>General Fund</b>			
Transfers In			
From Community Development Fund	\$11,479	\$0	\$0
From Emergency Telephone System Fund	732,033	0	0
From General Capital Projects	215,995	69,670	0
From General Capital Reserve	52,059	88,696	86,288
From Schools' Capital Projects	0	50,000	2,524,631
From Schools' Construction	97,487	79,257	0
From Self Insurance Fund	18,466	0	0

From Water & Sewer Reserve	77,958	0	0
	<u>\$1,205,477</u>	<u>\$287,623</u>	<u>\$2,610,919</u>
<b>Transfers Out</b>			
To Citizens' Alert System	\$0	(\$38,834)	(\$10,341)
To General Capital Projects Fund	(897,310)	(1,953,879)	0
To General Capital Reserve Fund	0	(300,000)	(300,000)
To Reappraisal Fund	(437,123)	(479,200)	(477,067)
To Rescue Squads Fund	(924,000)	(967,150)	(1,034,362)
To Schools' Capital Projects Fund	(747,943)	(336,835)	0
To Schools' Construction Fund	(199,000)	0	0
To Self Insurance Fund	(776,460)	(1,137,372)	(1,454,760)
To Solid Waste Management Fund	(2,750)	0	0
To Water and Sewer	0	(3,625,000)	(3,700,000)
To Water & Sewer Construction Fund	(2,100,000)	0	0
	<u>(\$6,084,586)</u>	<u>(\$8,838,270)</u>	<u>(\$6,976,530)</u>
<b>Parks Fund</b>			
Transfers Out			
To General Capital Projects Fund	(\$180,000)	\$0	\$0
	<u>(\$180,000)</u>	<u>\$0</u>	<u>\$0</u>
<b>Reappraisal</b>			
Transfers In			
From General Fund	\$437,123	\$479,200	\$477,067
	<u>\$437,123</u>	<u>\$479,200</u>	<u>\$477,067</u>
<b>Rescue Squads</b>			
Transfers In			
From General Fund	\$924,000	\$967,150	\$1,034,362
	<u>\$924,000</u>	<u>\$967,150</u>	<u>\$1,034,362</u>
<b>Schools' Capital Projects Fund</b>			
Transfers In			
From General Fund	\$747,943	\$336,835	\$0
From Schools' Construction Fund	0	0	0
	<u>\$747,943</u>	<u>\$336,835</u>	<u>\$0</u>
Transfers Out			
To General Fund	\$0	(\$50,000)	(\$2,524,631)
To Schools' Construction Fund	(60,062)	0	0
	<u>(\$60,062)</u>	<u>(\$50,000)</u>	<u>(\$2,524,631)</u>
<b>Schools' Construction Fund</b>			
Transfers In			
From General Fund	\$199,000	\$0	\$0
From Schools' Capital Fund	60,062	0	0
	<u>\$259,062</u>	<u>\$0</u>	<u>\$0</u>
Transfers Out			
To General Fund	(\$97,487)	(\$79,257)	\$0
To Schools' Capital Projects Fund	\$0	\$0	\$0
	<u>(\$97,487)</u>	<u>(\$79,257)</u>	<u>\$0</u>

<b>Self Insurance Fund</b>			
Transfers In			
From General Fund	\$776,460	\$1,137,372	\$1,454,760
	<u>\$776,460</u>	<u>\$1,137,372</u>	<u>\$1,454,760</u>
Transfers Out			
To General Fund	(\$18,466)	\$0	\$0
	<u>(\$18,466)</u>	<u>\$0</u>	<u>\$0</u>
<b>Solid Waste Management Fund</b>			
Transfers In			
From General Fund	\$2,700	\$0	\$0
From Solid Waste Reserve Fund	0	0	0
	<u>\$2,700</u>	<u>\$0</u>	<u>\$0</u>
<b>Solid Waste Reserve Fund</b>			
Transfers Out			
To Solid Waste Management Fund	\$0	\$0	\$0
	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<b>Water &amp; Sewer Construction Fund</b>			
Transfers In			
From General Fund	\$2,100,000	\$0	\$0
From Water & Sewer Reserve Fund	0	0	0
	<u>\$2,100,000</u>	<u>\$0</u>	<u>\$0</u>
<b>Water &amp; Sewer Enterprise Fund</b>			
Transfers In			
From General Fund	\$0	\$3,625,000	\$3,700,000
	<u>\$0</u>	<u>\$3,625,000</u>	<u>\$3,700,000</u>
<b>Water &amp; Sewer Reserve Fund</b>			
Transfers Out			
To General Fund	(\$77,958)	\$0	\$0
To Water & Sewer Construction Fund	0	0	0
	<u>(\$77,958)</u>	<u>\$0</u>	<u>\$0</u>
<b>Wireless 911 Fund</b>			
Transfers In			
From General Fund	\$0	\$0	\$0
	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Transfers Out			
To General Fund	\$0	\$0	\$0
	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Budget excluding Transfers	240,982,717	209,865,151	242,300,504
Transfers In	10,312,827	9,220,768	9,587,449
Transfers Out	(10,312,877)	(9,220,768)	(9,587,449)