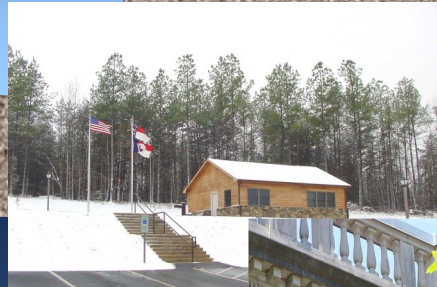


Catawba County

Fiscal Year 2010/11 Budget



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County



Catawba County
North Carolina



**CATAWBA COUNTY
BOARD OF COMMISSIONERS**

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COUNTY MANAGER

J. Thomas Lundy



CATAWBA COUNTY

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June 7, 2010

Dear Citizens of Catawba County:

I am pleased to present to you the Catawba County Fiscal Year 2010/11 budget. The budget maintains the County's 53.5 cent property tax rate. This was a difficult budget to prepare as the economic downturn continues to bring new service demands at a time when sales tax revenues and state funding have decreased and property tax revenues have remained relatively flat. Catawba County's conservative budgeting practices and innovative staff have allowed us to hold the line on operational spending while addressing increased citizen needs. As departments tighten their belts, 37 positions are eliminated, targeted reductions to services are occurring, and operating increases are held to a minimum. Overall, County operations cost increased 1.24 percent and the total budget decreased by 18.56 percent as a result of reduced capital projects. 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 continues investments in public school and community college operations, with 49 cents of every local dollar dedicated to instructional and capital costs for our three school systems and Catawba Valley Community College (CVCC). However, the County Manager's recommended budget included reductions to specific services, including sizeable decreases to the County's libraries and parks. After carefully balancing the need for reducing expenditures with maintaining valuable services to citizens, the Board of Commissioners decided to add services back to the library and parks systems as demand continues to rise in those areas during the economic downturn.

Current lending rates continue to make 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 capital and renovation projects, water and sewer infrastructure and public safety infrastructure, all of which should help provide a much needed boost to our local economy. The budget funds several roofing and general maintenance projects within the three school districts, and necessary upgrades to CVCC. The County currently has over \$50 million in water and sewer projects proposed or requested by citizens and municipalities. The budget funds sewer along Highway 150, which will eventually serve over 750 residences and more than 100 businesses over the next twenty years. The budget funds a water project on Highway 16 North, which will be the first phase of a River Bend Road water loop that will provide much needed potable drinking water and enhanced fire protection to the northeastern portion of the County. Funds continue to be dedicated towards the expansion of the Justice Center and Public Safety Center to provide much needed court related space, technology enhancements and the housing of the 911

"Keeping the Spirit Alive Since 1842!"



Emergency Communications Center, Emergency Operations Center, Newton EMS Base and EMS Administration, as promised with the quarter cent sales tax referendum. The Board of Commissioners is also examining options to address overcrowding at the Animal Shelter.

Three fire departments will increase the well-being of citizens by providing new services. The Bandys, Mountain View, and Maiden districts will now provide medical first response services in addition to their current fire protection services. While increases were approved for the Mountain View and Maiden districts' tax rates, the tax rates in these districts are still below the county-wide fire district average. County funding to Rescue Squads was not reduced in order to maintain medical first response and rescue response times throughout the County.

As we continue to grow so do demands for County services, particularly in Public Health and Social Services. Public Health has experienced significant caseload growth in child health, the Women, Infants, and Children (WIC) Program, and Home Health services, with the latter witnessing a 22 percent increase in caseload over the past two years. In order to effectively manage these increases, the budget includes 4.5 new positions in Public Health. The Department of Social Services is confronting significant budgetary challenges as state revenue falls and service demands continue to dramatically increase in areas such as crisis assistance, food assistance, and adult protective services.

Fiscal Year 2010/11 also reflects the final loss of ½ cent sales tax to the State as part of a three year phase in of Medicaid relief. This transition allows North Carolina to join every other state in the nation in not requiring counties to share in Medicaid costs. This relief came at a particularly good time as the economy has weakened, which has driven down sales tax revenue and increased Medicaid costs. Overall, this change has saved the County a projected \$3 million to date.

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 introduced bills in both houses during last year's Long Session of the General Assembly to address this change, and that the House bill made it out of its first Committee. These bills are still eligible for consideration during the Short Session of the General Assembly.

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

Sincerely,

CATAWBA COUNTY BOARD OF COMMISSIONERS



Katherine W. Barnes, Chair

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CATAWBA COUNTY, NORTH CAROLINA
June 7, 2010
Adopted Budget

CATAWBA COUNTY BOARD OF COMMISSIONERS

Ladies and Gentlemen:

I am pleased to present the Adopted Fiscal Year 2010/11 annual budget for Catawba County, as approved by the Board of Commissioners on June 7, 2010. This document was prepared in compliance with the changes made to the County Manager's recommended budget by the Board of Commissioners at its June 3, 2010, wrap-up session.

On May 17, 2010, I presented my recommended budget. Budget hearings were held on June 1, 2010 with the wrap up session and public hearing on June 3, 2010. During deliberations, the Board made changes to the budget as follows:

- Reduced the appropriation of ABC Substance Abuse fund by \$14,789 to match revenue. The County has historically received funds from the Alcoholic Beverage Control (ABC) Board from a 5 cent bottle tax and 7% of gross receipts on the sale of alcoholic beverages. These funds are spent through Mental Health Partners (MHP) for substance abuse services in accordance with the statute. The recommended budget overstated the projected expenses as compared to the revenues.
- Appropriated \$35,000 of Bandys Fire District fund balance to purchase rescue equipment. Bandys Fire Department, Catawba Rescue Squad, Maiden Rescue Squad and Sherrills Ford Fire/Rescue Department have come to an agreement for Bandys to begin providing medical first response services in its fire district. Bandys will also be providing rescue services in the Maiden Rescue Squad and Sherrills Ford Rescue portions of the Bandys fire district.
- Appropriated \$14,555 in revenue and expense for a Justice Assistance Grant (JAG) that the Sheriff's Department is applying for from the US Department of Justice, Bureau of Justice Assistance. Funds will be used to purchase a forensic digital video/image clarification solution. This is a formula based grant with no local match. The department will only be allowed to spend the money when the formal grant award is received.
- Reduced Cooperative Extension's budget by \$6,014. The Manager's recommended budget reflected Cooperative Extension being removed from Reinventing status as a result of the transition to being a send-in agency for payroll purposes with the State in January 2011. As a result, funds were added to the budget to cover items that the department would normally fund through its Reinventing surplus. After further review, staff recommended that Cooperative Extension remain a Reinventing Department and the \$6,014 be removed from the budget.
- Restored 6 hours at Riverbend and Bakers Mountain Parks at a cost of \$21,000 so that both parks will operate 4 days a week under the current seasonal schedule averaging 11.5 hours and allow both parks to be open an average of 46 hours per week.

- Appropriated an additional \$108,124 (of which, \$98,733 is County funded and \$9,391 is State funded) to maintain all current hours at Main and St. Stephens with the exception of Sunday, which allows for the continued delivery of the following services: 6 literacy enrichment activities at Main; 24 digital literacy skills workshops for adults at Main; 6 library tours for school groups at St. Stephens; 4 programs for teens at St. Stephens; and 45 toddler music programs at Sherrills Ford. Customer service levels would be maintained at current levels as the part-time workers provide assistance in circulation and shelving and allow for full-time workers to provide direct customer assistance and programming. This restores two full-time and 1.58 FTE part-time hourly positions but still deletes two full-time and two half-time positions.
- Appropriated an additional \$117,068 for Catawba Valley Community College (CVCC) current expense funding in recognition of the high enrollment at this time.

As a result of the above changes, the final budget is \$202,509,703 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 7, 2010. The County Manager's message, however, is included as it was originally presented.

Sincerely,

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

J. Thomas Lundy
County Manager

CATAWBA COUNTY, NORTH CAROLINA
May 17, 2010

Ladies and Gentlemen:

I hereby submit my recommended Catawba County Fiscal Year 2010/11 budget in the amount of **\$202,234,759**, maintaining the current property tax rate of \$0.5350 per \$100 of valuation. This will be the fourth year without a property tax increase, 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, and 18.7 percent less than the current year budget.

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 and motor vehicle values are down substantially. The budget addresses these impacts through conservative revenue estimates and holding the line on spending.

Over the past two years, the County has proactively managed its resources in order to live within its means and ensure that impacts to citizens are minimized.

- Two fiscal years ago, County departments reverted 2 percent of their total budgets--\$1 million--and targeted reductions were made to Building Services, Social Services, and Public Health in response to lost revenue. The public schools and community college were held harmless and not reduced.
- One year ago, the approved budget decreased County operations 4 percent.
- The State budget was not adopted until August 2009 and required additional targeted reductions to Social Services and Public Health last fall.
- Cumulatively, during the past two years, budget reductions of \$6.5 million have been made, impacting 72 positions.
- Starting in December 2009, departments, outside agencies, and schools were asked to hold 2 percent in response to sales tax losses that appeared to be exceeding our planned loss, and the County is now claiming this 2 percent, or \$1.8 million.

During the past two years, budget reductions of \$6.5 million have been made, impacting 72 positions.

Unfortunately, Fiscal Year 2010/11 does not bring budgetary relief, causing the County to not only continue previous reductions, but to look for further cutbacks. Overall County operations only increase 1 percent. The total budget decreased by \$46.5 million as a result of reduced capital projects. The recommended budget meets the Board of Commissioners' goal of

maintaining services and momentum as much as possible without a property tax increase. This is accomplished through the following actions:

- County departments cut 2 percent or \$1 million from their base budgets.
- Additional targeted reductions:
 - Building Services abolished a Permit Center Specialist and another building inspector saving roughly \$57,000; this brings the total to eight positions reduced over the past two years.
 - Libraries hours are reduced by 22 system-wide, for a reduction of \$216,000.
 - Parks hours are reduced from 6 days per week to 4 days per week, saving roughly \$74,000.
- Funding for 39 positions is eliminated from the budget.
- Investments in technology have enabled us to save money on office space and to increase productivity.
- No new County programs are recommended.
- No cost of living or performance pay increase for the second year in a row for County employees.

OUR LOCAL ECONOMY

The latest unemployment numbers indicate Catawba County's unemployment rate is 14.0 percent with 10,443 people seeking employment. This rate is down from a high of 15.3 percent in February 2010. Hopefully this 1.3 percent reduction in the unemployment rate is a positive sign for the local economy as economists note that unemployment numbers typically spike just prior to economic recovery, due to discouraged workers re-entering the job market.

Investments in our local economy pay dividends

The County's investment in funding 51.5 percent of the Economic Development Corporation (EDC) continues to benefit our local economy. The EDC was actively involved in several significant projects during the past several years. Between 2007 and 2009, 3,378 new jobs were created or announced, and will be filled over the next five years, which should help mitigate jobs lost during the recession.

Between 2007 and 2009, 3,378 new jobs were created or announced, and will be filled over the next five years.

Economic development projects during this same time resulted in the announcement of \$1.11 billion of new investment. Some highlights of these investments include:

- Apple committed to spend \$1 billion or more within 10 years, and create and maintain 50 direct jobs and approximately 250 indirect jobs.
- Ethan Allen Interiors agreed to invest \$1.5 million in new personal property and \$750,000 in real property investment at the Maiden facility. The expansion project includes the consolidation of several domestic and foreign facilities into Ethan Allen's

manufacturing facility in Maiden. This will result in at least 152 net new jobs and reinstatement of 150 positions from which employees had been laid off over the last year.

- Fiserv committed to a \$4.9 million project that will create 419 customer service jobs supporting the financial services industry over the next 3 years.
- Turbotec Products committed to purchase a 100,000 square foot manufacturing facility in the Fairgrove Business Park to expand the company's Hickory facility, resulting in a \$3.5 million investment over the next 2 years. In addition to the 16 people currently employed at its existing Hickory location, Turbotec plans to create 73 new jobs.
- Pierre Foods received \$19 million in Recovery Zone Facility Bonds for an expansion project to the company's existing Claremont facility. The project retains Pierre's current employment of 717 and creates 500 new jobs. At 1,217 employees, Pierre Foods would be one of the top five private employers in the county.

27% of the total 2009 investment announced in the State of North Carolina was in Catawba County.

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 sixth year of the Greater Hickory Golf Classic, which has an economic impact of about \$35 million annually in our county. Funds 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. The budget also continues to reserve a portion of the ¼ cent sales tax revenue toward economic development including support for a multi-jurisdictional park. All of these investments help to meet the Board of Commissioners' goal of remaining aggressive in recruiting most favored industries to the area.

REVENUE HIGHLIGHTS

Property Tax

The projected tax base for Fiscal Year 2010/11 is \$15.16 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 8th lowest tax rate of the 25 urban counties -- those with a population over 100,000 -- and the 31st lowest of all 100 counties in North Carolina. With the exception of 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 County's property tax rate is one-third of the amount allowed by the North Carolina Constitution.

The budget projects property tax to be essentially flat for Fiscal Year 2010/11. While real property, business personal property, and public utilities values are projected to grow by a

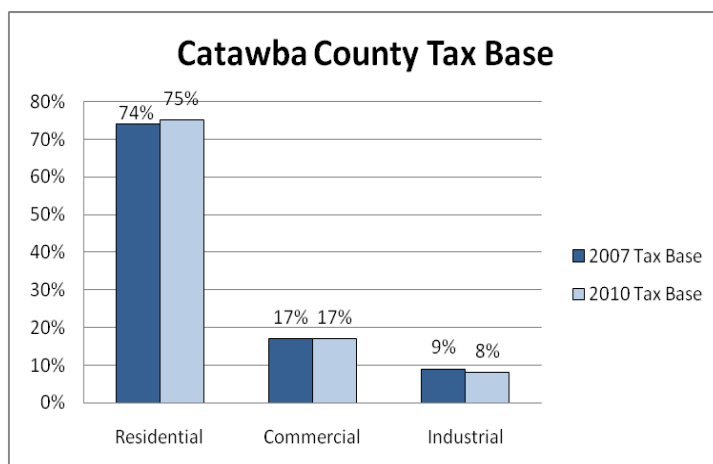
combined .66 percent, the County has lost approximately 4 percent in its motor vehicle tax base. This reduction appears to be caused by people holding onto older vehicles longer and disposing of some older second vehicles. Although the real property collection rate has fallen over the last several years, collections in the current fiscal year have tracked closely to last fiscal year, and prior year collections are up significantly thanks in large part to concerted efforts by the Tax Department. Through April, we had collected 98.7 percent of the Fiscal Year 2008/09 levy and 99.44 percent of the Fiscal Year 2007/08 levy. Motor Vehicle collections are lagging behind last fiscal year by 1 percent.

The County is in the final year of analyzing the market to set new property values effective January 1, 2011. State law mandates that local governments revalue property at least every eight years. Catawba County decided years ago to reappraise every four years, in order to lessen the potential impact of dramatic value changes and avoid the loss of revenue from public utility appeals allowed under State law. Unlike many local governments that have decided to postpone revaluations due to the economy, we have decided to proceed with our normal schedule of reappraisal, even if it means lower values and less revenue for the County.

The County's property tax base is approximately 75 percent residential, 17 percent commercial, and 8 percent industrial. Overall, the Catawba County real estate market has experienced a relatively flat appreciation rate when compared with current tax values established in 2007. Early 2011 projections indicate the following change in property tax values compared to 2007 values:

- Residential is averaging 2 percent more than 2007 values;
- Commercial property is averaging 5 percent less than 2007 values; and
- Industrial property is averaging 13 percent less than 2007 values.

At this point, the net overall anticipated increase in property valuations for Catawba County should be an approximate one-half of one percent. However, final values will not be established until later this year.



The 2009 Sales Assessment Ratio study conducted and reported by the North Carolina Department of Revenue shows a ratio of 97.85 percent for Catawba County based on a random sampling of all property sales. The ratio in 2008 was 97.41 percent. This 0.44 percent increase in ratio reflects a continued slight decline in sales prices as compared to the year prior. Although the ratio has increased, it still indicates that property in the County is selling on

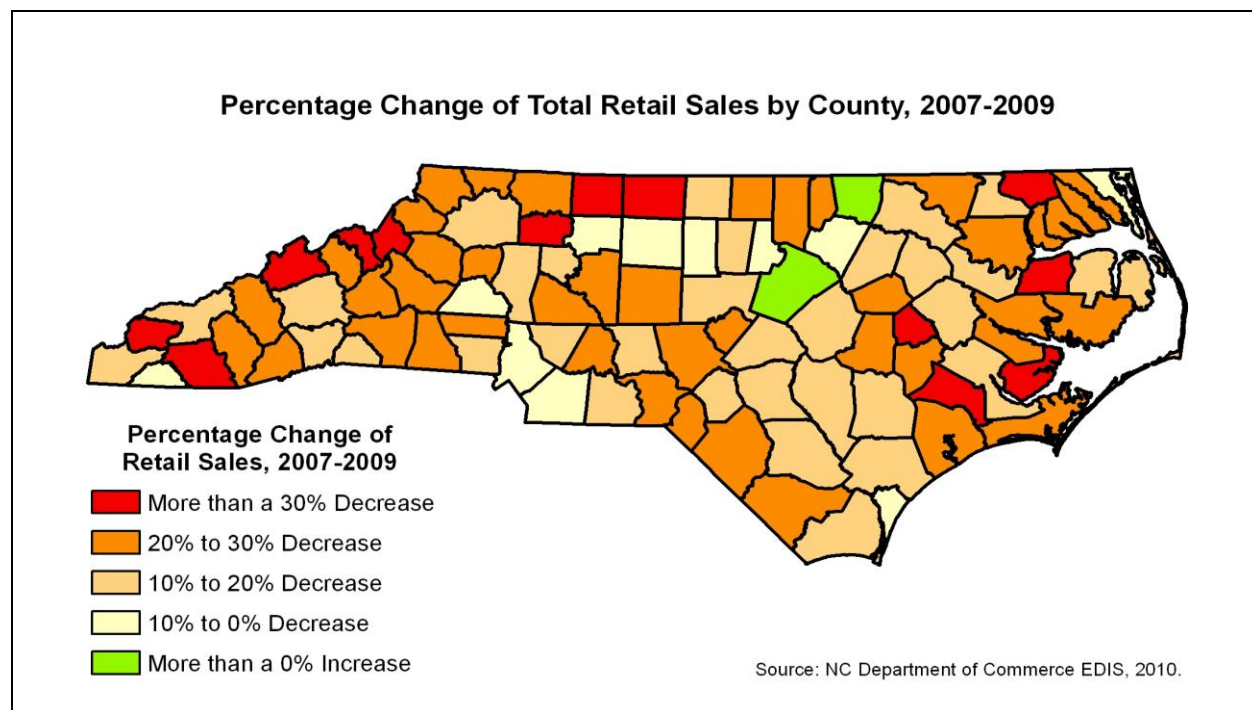
average 2.15 percent above 2007 tax values and is in line with the early revaluation findings of minimal average change.

Sales Tax

Catawba County receives 2 ¼ cents of the total sales tax rate of 8 cents. The County is required to share proceeds from the first two cents with the municipalities on a per capita basis. The remaining ¼ cent, approved by voters in a November 2007 referendum, is dedicated to a Justice Center expansion/new Public Safety Center, water and sewer infrastructure, schools current expense, and economic development.

Catawba County receives only 2 ¼ cents of the total sales tax rate of 8 cents.

Statewide, sales tax revenues have declined, reflecting a reduction in retail sales. Fortunately, Catawba County has experienced a smaller decline than many other local governments throughout the state. With our loss of 9.4 percent between 2007 and 2009, we are 1 of only 11 counties in the state to experience less than a 10 percent loss in retail sales during this time period. Comparatively, the other counties in the Hickory Metropolitan Statistical Area (MSA) did not fair nearly as well, with losses in excess of 20 percent (Alexander 26.9 percent, Burke 28.8 percent, and Caldwell 22.5 percent). Catawba County sales make up over roughly 63 percent of the total \$3.7 billion retail sales in the MSA.



It appears we are beginning to see signs of recovery in retail sales. Nationally sales are up 5.7 percent for the year. North Carolina appears to be following suit with this trend, although slowly. We planned for sales tax losses of up to 10 percent with the Fiscal Year 2009/10 budget

and to date we are only down 5.5 percent. The North Carolina Association of County Commissioners (NCACC) is advising counties to plan for 1-2 percent growth, and the Governor is projecting 1.5 percent sales tax growth in her proposed budget. Based on our experience this year, we are again choosing to budget very conservatively for only 1 percent growth.

The budget also reflects the final loss of ½ cent sales tax to the State as part of a three-year phase in of Medicaid Relief. Counties also have to hold cities harmless for losing the ½ cent since they had no responsibility for Medicaid costs. This came at an extremely good time as the economy has weakened sales tax revenues while driving Medicaid costs to an all time high. Overall this swap has saved the County a projected \$3 million to date.

State Revenue Losses

The State of North Carolina biennium budget approved in August 2009 cost the County over \$2.5 million:

- State corporate income tax distributions to counties (referred to as average daily membership (ADM) funds) to help fund school capital needs were suspended for two years, costing the County \$1.3 million.
- Social Services was particularly hard hit with roughly \$500,000 in reductions, affecting programs such as Family N.E.T., Smart Start, social workers in schools, group homes, and direct aid, at a time when service demands for the agency are increasing.
- Public Health sustained losses of just under \$300,000 to programs such as school nurses and school health assistants, dental education, and Health Check.
- Beer and wine tax revenue totaling \$245,000, or 2/3rd of the local distribution, was diverted to the state.
- Local jail misdemeanor reimbursements of \$18 per day, or \$185,000 per year, for inmates serving local sentences up to 90 days were eliminated.
- Court facility fees were taken, totaling 10 percent, or \$25,000.

The State is just beginning to work on its budget this year and, unlike local governments, frequently does not have an adopted budget by July 1, making it difficult to know the potential impact on local budgets. Several proposals, which would either decrease revenues further or shift the cost burden to local governments, have already surfaced, as follows:

- Requiring counties to pay for state required jail inspections, estimated at \$8,000.
- Increasing the number of days an inmate can serve locally from 90 days to 180 days, estimated to cost \$500,000.
- Eliminating local reimbursements for state prisoners held awaiting transfer to a state facility, an estimated loss of \$90,000.
- Diverting local lottery funds from schools construction to replace state reductions in annual operating budgets, a loss of \$1.5 million annually.
- Reducing funding to Public Health for Environmental Health and Adolescent Health, costing \$18,000.

- Reducing funding to Social Services including Adult Services, Children's Services, Medicaid reimbursement, Child Care, and Child Support costing \$200,000.
- Changes are also being considered to the ABC system which could reduce our local revenue. We currently receive \$1 million.

We urge the State of North Carolina to leave County revenues alone, and not pass any additional mandates without the resources necessary.

Other Revenues

Building permits have declined substantially. Since 2007, the total value of single family construction in the Hickory MSA declined 67 percent from \$329 million to \$107 million in 2009. Catawba County has been hit particularly hard during this period with a 74.9 percent reduction, falling from a high of \$179 million to \$44.9 million. Total building permit revenue declined \$1.4 million during Fiscal Year 2008/09.

Projected revenue for Fiscal Year 2009/10 is expected to improve \$500,000 from the prior year thanks in large part to construction of Apple, Inc.

Projected revenue for Fiscal Year 2009/10 is expected to improve \$500,000 from the prior year thanks in large part to construction of Apple, Inc. in Maiden. Next year building permit revenue is projected to remain relatively flat. The County's policy for Building Services is that it will pay for itself through permit revenue. Accordingly, 7 Building Inspector positions and 1 Permit Center position have been reduced over the past two years.

Real estate excise tax revenue has decreased 37 percent over the past two years as a result of the economy. This revenue is budgeted to remain flat next fiscal year.

Ambulance revenues continue to increase at an average growth rate of 7 percent over the past 2 years. This growth is driven by calls for service which have increased 4.5 percent.

With local revenues lagging, Catawba County has been aggressive and very successful in obtaining grant funds over the years. During the current year, the County has received almost \$13 million in grant funds, of which \$3.5 million was American Recovery and Reinvestment Act (ARRA) funding. These funds have enabled the County to save local tax dollars in some cases, such as water and sewer, and expand services in others, such as the addition of an investigator to the Sheriff's Department Domestic Violence Unit, or 800 megahertz radios for public safety personnel.

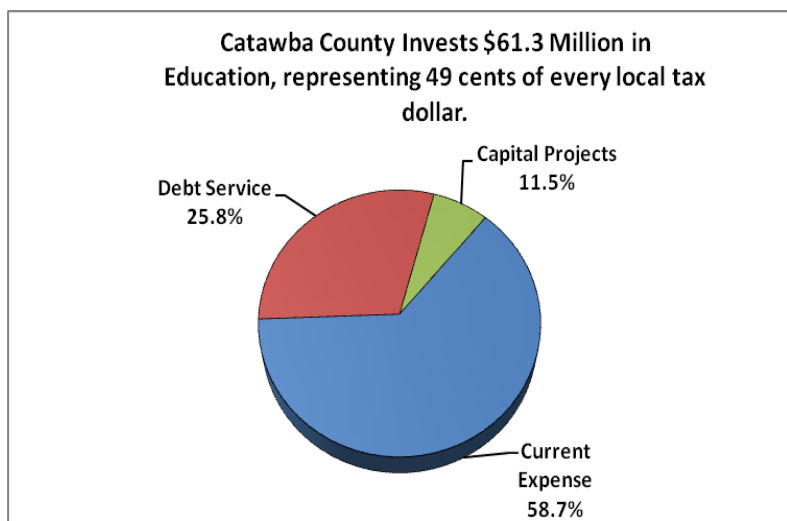
EXPENSE HIGHLIGHTS

County operations increase by only 1 percent, following a 4 percent reduction one year ago and reductions during the past year. The total budget decreased by \$46.5 million as a result of reduced school and County capital projects financed this past year.

Education

Education continues to represent the largest portion of our local budget, with 49 cents of every dollar 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 project a total student population of 24,554, which is an overall decrease of 32 students next year. State certified student enrollment numbers for Catawba County Schools decreased by 103, Newton-Conover City Schools increased by 80, and Hickory Public Schools decreased by 9.

Funding the cost of school operations is clearly the responsibility of the State, but the General Assembly does not adequately fund public schools. To pay for local teaching positions, teacher supplements, utilities, and other operating expenses, the County provides supplemental funds which now exceed \$35.1 million. 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 \$1,433 per pupil. 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 Catawba Valley Community College (CVCC), and Challenger High School. The budget also continues the equivalent of a penny of the property tax – \$1.5 million – to fund technology for all three school systems.



The budget also continues to provide current expense funding to CVCC with \$3,500,000 next year. Our goal is to improve the County's ranking in community college funding to within the top 15 counties in the state. In Fiscal Year 2009/10, we increased funding by \$200,000 which moved us from 19th to 18th in funding out of 58 community colleges. Barring any major changes in funding for other community colleges, next year's funding should improve this ranking to 17th.

Local dollars are also used to pay for annual capital needs for the three school systems and CVCC. Projects are largely focused on energy saving improvements and roofing. School capital projects in the annual capital outlay budget total \$3,235,592 as follows:

Catawba County Schools

- Purchase Property for Foard Area Elementary School (\$500,000) – This project funds land for a new elementary in the future to address growth.
- Roofing (\$140,000) – The 1973 addition to Bunker Hill High School needs a new roof (\$50,000). The gym lobby area roof at Bandys High School needs to be replaced (\$40,000). Various system-wide roofing needs will also be addressed (\$50,000).
- HVAC Control System Upgrades (\$275,000) – Funds are included to upgrade the HVAC systems at Mt. View, Claremont, and Maiden Elementary Schools plus Bunker Hill and Bandys High Schools. The upgrades will improve energy efficiency.
- Chiller Replacement Maiden Middle School (\$100,000) – The existing chiller is over 35 years old and in need of repair almost annually. This project would save repair expenses and improve energy efficiency.
- Window Replacement Startown Elementary School (\$20,000) – This project would improve energy efficiency with an anticipated payback of 5 years.
- Convert Heat from Oil to Gas at Sherrills Ford & Lyle Creek Elementary Schools (\$80,000) – This project would improve energy efficiency with an anticipated payback of 5 years and is primarily funded by closing a variety of smaller projects for which work is complete.
- Convert electric boiler to oil at Catawba Elementary School (\$100,000) – This project would improve energy efficiency with a payback of less than 5 years.
- Increase Stacking Area – Banoak Elementary & Balls Creek Elementary Schools (\$50,000 each) – Traffic is backing up into the highway at both of these schools when parents are coming to drop off and pick up students.

Hickory Public Schools

- Roofing (\$614,000) – The Catawba Valley High School roof is almost 30 years old and has already been patched several times already (\$430,000). The Longview Elementary School roof is over 28 years old and has been patched several times (\$134,000). Repairs are needed to the roof of Oakwood Elementary (\$50,000).
- Replace carpet with tile in elementary classrooms (\$106,325) – Viewmont, Oakwood, Southwest, and Longview have ripped carpet in the classroom that is considered a safety hazard. The carpet has been stretched multiple times already.

Hickory Public Schools benefited in the current year from additional County funds to complete the asbestos removal project at Hickory High School.

Newton-Conover City Schools

- Roofing (\$320,000) – This is the 3rd year of a three year plan to address roofing needs for the system, including the high school office, warehouse, and system-wide. This project is partially funded by a completed renovation project at Newton Conover High School.
- Upgrade Middle School to Elementary School (\$300,000) – Funds from annual capital have been phased in over a 3-year period to convert the current middle school to an elementary school once the new Newton-Conover Middle School is occupied.
- Title IX Softball Field Improvements at Newton Conover High School (\$24,267) – Based on findings of a civil rights audit under Title IX, the system is being required to build a press box, add irrigation, batting, cages, and bleachers for 300 spectators to the softball field. This project is funded by other closed projects.
- Gas Pack Units Newton-Conover High School (\$36,000) – Funds will be used to purchase 2-10 ton units for the math wing needed to operate the heating system at the high school.

The Capital Outlay Budget also includes \$50 per pupil, a total allocation of \$1,277,700, for small capital and repair needs costing less than \$12,500. The individual school systems decide how these funds will be spent throughout the year. In addition, the County funds half of the cost of 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 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 totaling \$500,000 are included for CVCC to help the college make needed upgrades to its campus. Projects include funding for general renovations; boiler, cooling tower, and HVAC replacements for the Administrative Building.

The budget continues debt commitments for school construction with over \$18 million budgeted in Fiscal Year 2010/11. No new construction projects are planned next year. As debt is retired the dollars committed to school debt are reserved for future school building projects. It is anticipated that roughly \$50 million in new projects can be funded without a tax increase over the 2012 to 2016 period, assuming the State doesn't take local lottery proceeds or other local revenues.

PUBLIC SAFETY

Infrastructure:

- Justice Center/Public Safety Center – A portion of the ¼ cent sales tax proceeds will fund a Justice Center expansion and a new Public Safety Center, and the budget continues to reserve funds for future debt payments. The Justice Center expansion would add more space for courts and court related functions, the first expansion in over 30 years.

Technology improvements to the courtrooms are also planned. Plans for the Public Safety Center include a new 911 Emergency Communications Center and Emergency Operations Center (EOC) and relocation of the Newton EMS Base and EMS Administration. Programming has started, and the County is retaining an architect to evaluate whether there should be two facilities or a single expansion of the Justice Center.

- Jail Expansion – With the 2007 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 3 percent 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 at the County's Detention Facility, 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 \$550,000 has been accumulated with another \$250,000 planned in Fiscal Year 2010/11.
- Jail Diversion - To alleviate jail space needs, the budget continues funding for jail diversion efforts including Electronic House Arrest (EHA), Pretrial Services, and a contract with Repay for justice system coordination. During the current fiscal year, justice system coordination services produced the following improvements in the courts:
 - Made technology available in the courtroom.
 - Helped move 17 individuals through the system that had been incarcerated for at least 6 months.
 - Identified 12 individuals being held under bond for cases that had been dismissed.
 - Facilitated dismissals of 26 cases that were old and had little or no contact information in order to proceed with prosecuting.
 - Speeded adjudication by assisting 89 inmates in getting court appointed counsel sooner.
 - Located and served 118 warrants.
 - Connected 3 inmates who had severe mental health issues with further assistance.
- Bandys Fire Station 2 – The County continues to implement the Emergency Services Plan to develop cooperative arrangements to best meet the needs of citizens. Funds were set aside in the current year and this budget to build an addition to the Bandys Fire Station 2 for an ambulance bay. This addition builds on the successful models already implemented in Sherrills Ford and Oxford. Emergency calls in the Bandys area have increased by 35 percent in 3 years, and Bandys is the largest area of the County that an EMS unit cannot get to an emergency from existing bases within an average of 8

minutes. The Western Piedmont Council of Governments has forecast that the Bandys area will grow by 16 to 20 percent in the next 8 years.

- Animal Shelter Renovations and Expansion – The Catawba County Animal Shelter provides service for the County and its 8 municipalities. The current Animal Shelter is over 20 years old and is averaging 200 animals per day or 2 ½ times its capacity of 78. It was not designed to meet the current capacity of animals being housed or the newest treatment options, resulting in the need to euthanize an increasing number of animals, now averaging 20 per day. There is no separate entrance for animals that are surrendered by owners, so the public and animals use the same entrance. Both of these factors increase the chance of transmitting diseases within the general animal population and lead to the need to euthanize animals that might 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 requires constant cleaning with at least two staff members to meet State requirements, and the constant moving of animals in the current Shelter puts staff at increased risk for bites. The Board of Commissioners has authorized the design of additions and renovations to the Animal Shelter. The design will be done in a way to ensure that the new construction and renovations could be accomplished in a phased manner over the next 20 years if needed.

The current Animal Shelter is over 20 years old and is averaging 200 animals per day or 2 ½ times its capacity of 78.

Equipment:

Public Safety agencies use a variety of equipment that is critical to providing services to citizens. The budget includes 4 replacement ambulances, 17 replacement law enforcement vehicles, and a jail van. These units all have high mileage which creates concerns over their reliability and safety for use in emergency operations.

The budget provides 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 were not 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. In Fiscal Year 2009/10, we were successful in helping the rural fire departments obtain an Assistance of Firefighters grant that will equip fire, rescue, and EMS with needed radios. The grant requires a 20 percent match, of which, the County will provide 15 percent and the other agencies will provide 5 percent. The 15 percent match the County will provide is less than the cost of completely supplying EMS with radios outside the grant, allowing more agencies to use the 800 MHz system sooner. The Sheriff's Office has also received approval for a grant from the North Carolina Governor's Crime Commission to purchase 94 portable radios through a 50/50

matching grant, saving the County \$121,624. These funds will complete the purchase of portable radios which will allow all public safety agencies access to the 800 MHz system. Portable radios will be used to test coverage and functionality so targeted purchases of mobile radios, which are more expensive, can be made.

Targeted Reductions: Building Services, Libraries, and Parks The budget targets deeper reductions in order to maintain education and public safety services.

Building Services

Building Services workload continues to decrease. The following table compares the primary activities performed by the division from Fiscal Year 2007/08 to Fiscal Year 2008/09 and through the second quarter in Fiscal Year 2009/10. Permits, Inspections, and Plan Review activities have all experienced declines.

Building Services	2007/08	2008/09	Increase/ Decrease	First 2 Quarters 2008/09	First 2 Quarters 2009/10	Increase/ Decrease
Total Number of Permit Issued	9,500	7,431	-21.8%	3,983	3,537	-11.2%
Building Permits Issued	2,468	1,827	-26.0%	944	906	-4.0%
Inspections Made	41,975	30,307	-27.8%	18,791	14,264	-24.1%
Plans Reviewed	1,031	699	-32.2%	434	390	-10.1%

In order to remain self-funded, the Utilities & Engineering Department reduced six positions over the past two years. The budget cuts over \$57,000 more within Building Services, which is a 4 percent reduction. The majority of these decreases were related to two additional personnel cuts. Overall, there will be 5 abolished positions and 3 unfunded positions in Fiscal Year 2010/11. The remaining inspectors are averaging 11.69 inspections per day, so we are at the high end of productivity. The North Carolina Department of Insurance recommends that building inspectors perform between 8 and 12 inspections per day. Thanks to implementation of mobile technology, our inspectors are able to carry a workload range between 10 and 14 inspections per day. Staffing will not be added back until the number of inspections per day is consistently at or above 14 and revenue is available.

Library

Library usage was reviewed in order to strategically reduce hours while limiting the impact on services to citizens and generating significant cost-savings for the County. Library programs are reduced system-wide by 22 hours at Main, St. Stephens, and Southwest branches. The reduction in hours will eliminate Sunday hours previously provided at these three branches from 2:00 – 6:00 pm during the months of September thru April. Programs and other hours impacted by branch include:

- Main: Eliminates 6 literacy enrichment activities for teens, the updating of digital copies of family files, and reduces workshops teaching digital literacy skills from 24 to 12. This branch will open 2 hours later on Mondays and Thursdays and close 2 hours earlier on Tuesdays and Wednesdays
- St. Stephens: Eliminates 6 Library tours/programs for school groups, eliminates 4 education programs for teens, and reduces books to day care centers from 4,300 to 2,000. This branch will open 1 hour earlier on Mondays and Tuesdays and close 4 hours earlier on Saturday.
- Southwest: Reduces reading enrichment programs from 5 to 3. This branch will open 1 hour earlier on Mondays and Tuesdays and close 4 hours earlier on Saturdays
- Sherrills Ford: Eliminates toddler music play programs and reduces reading enrichment programs from 5 to 3. Hours are unchanged at this branch
- Maiden: Reduces reading enrichment programs from 5 to 3 and reduces educational programs for teens from 4 to 3. Hours are unchanged at this branch.

The reduced hours resulted in a 10 percent decrease in funding for Fiscal Year 2010/11, or roughly \$216,000, eliminating 5 positions and also ending the use of part-time staffing.

Parks

Bakers Mountain and Riverbend Parks are decreased from 6 days per week operation to 4 days per week. These two parks plus St. Stephens Park will now be open Friday thru Monday from 9 am to 5 pm October thru February, and 9 am to 6 pm March thru September. While this will limit access to the County's parks for some patrons, the County remains committed to serving school groups at the same level as previous years, and staff will work with schools to make arrangements for special programs on non-operating days. The reduction in hours will result in the elimination of a vacant full-time position and six part-time employees. As a result of the proposed budget cuts, staff will operate the three parks on a 40-hour per week average schedule. Overall, the Parks budget is decreased \$74,000, or 21 percent, from Fiscal Year 2009/10.

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 payments as well as in-person debit and credit card payments for selected Catawba County departments was completed in July 2009, and online permitting options were completed in December 2009. Property taxes have been collected by debit/credit online or in-person since June 2008, with over \$3 million collected to date and over \$1.5 million in online checks.

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

- Each front-line EMS unit now has a GPS unit, and second line vehicles are being equipped. Once all vehicles have this technology, the 911 Emergency Communications Center will be able to dispatch the unit closest to a call rather than simply dispatching based on pre-established response zones. This technology, on average, has reduced response times around the country by six seconds.
- Sheriff's deputies use laptops with air cards in vehicles to 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 can now receive and update status of work orders using Blackberry phones in the field, instead of returning to the office. This technology is saving each worker roughly an hour per day and has allowed the department to become virtually paperless.
- Fire/Rescue Services can access inspection history, permit information, and complete inspections forms from their vehicles. Fire software was upgraded to a product that will better integrate electronically with products used by the cities and volunteer fire departments saving man hours in combining data.
- Social Services has 36 employees in areas such as Family N.E.T., Adult Services, Children's Services, Family Support Services, and Child Support that work from home part of the week, reducing demand for office space.
- The Mobile Command Post has proved valuable 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.

The County's Technology Department is in the process of purchasing a new version of mobile software that will be more efficient and expand functionality by providing us with Virtual Desktop Infrastructure (VDI). The initial goal is to provide a mobile solution to the 911 Communications Center that will allow telecommunicators to operate the 911 Center in the case of disaster anywhere they have an internet connection and a computer.

HUMAN SERVICES

Public Health

The Public Health Department's Fiscal Year 2010/11 budget reflects a 6.5 percent increase over Fiscal Year 2009/10. This increase was driven by new staffing funded through additional federal

and state revenue. The increased funding and staffing levels were necessary because Public Health has experienced increased demand over the past two years, as follows:

- Child Health/Immunization caseload has increased 82 percent.
- Dental client caseload has increased by 29 percent.
- Women Infants and Children (WIC) caseload has increased by 3.5 percent.
- Home Health nursing caseloads have increased by 22 percent.

Home Health services are driving the majority of the budget increase in Fiscal Year 2010/11. Home Health nursing caseloads have increased by 11 percent in just the past year, which is on top of an 11 percent increase in nursing caseload during Fiscal Year 2008/09. In order to keep up with rising demand, Home Health filled two vacant nurse positions during Fiscal Year 2009/10 and funds were also added to purchase additional medical supplies. The recommended budget includes one additional Home Health nurse position as well as a clerical staff member. In total, Home Health's recommended budget is approximately \$500,000 more than the approved Fiscal Year 2009/10 budget, but all expenses are offset by collected revenues.

Public Health has experienced reductions in Medicaid rates, including a 19.4 percent targeted reduction in the area of case management. Due to State funding reductions, Hickory Public Schools ended the School Health Assistants contract and Catawba County Schools was forced to eliminate two nurse positions in Fiscal Year 2009/10. Moreover, additional changes are planned in the area of Child and Adolescent Health as Public Health seeks to partner with a private producer to enhance services in the community. Despite reductions in the School Nurse Program, the County is close to meeting the FORESIGHT goal of having a nurse for every 1,000 students. The combined ratio for Fiscal Year 2010/11 is projected to be 1:1,068 with individual school systems as follows: Catawba County Schools 1:1,150; Hickory Public Schools 1:879; and Newton-Conover City Schools 1:970.

Despite reductions in the School Nurse Program, the County is close to meeting the FORESIGHT goal of having a nurse for every 1,000 students.

Social Services

During Fiscal Year 2009/10, the Department of Social Services met unprecedented challenges, which resulted in mid-year budget reductions of roughly \$1 million, half of which were due to State revenue reductions. ARRA funding has provided some relief, though only temporary. At the same time, Social Services has been faced with unprecedented service demands. Over the past two years service demand has increased as follows:

- Crisis Assistance applications increased 103 percent.
- Food assistance applications increased 32 percent.
- Family Medical applications increased 31 percent.
- Adult protective services reports increased 60 percent.

Social Services' Fiscal Year 2010/11 budget decreased approximately 2 percent from the current fiscal year. As of October 1, 2010, the stimulus funding received for Day Care Subsidy, Food and Nutrition administrative support, and prevention efforts will be eliminated, unless there is an unexpected extension or reauthorization of funding. The Department expects to lose an additional 3-5 percent of funding from the State at minimum in Fiscal Year 2010/11, and will use reinventing surplus to maintain service levels.

Social Services continues to coordinate efforts to help Catawba County citizens become self-sufficient, even during a struggling economy.

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This is being done by providing assistance in various areas including day care, transportation, nutrition, counseling, child support, medical coverage, and linking people with training through CVCC and Vocational Rehabilitation. Additionally, the subsidized employment program (which began in March) will continue through at least September. This program enables Social Services to find work for citizens under 200 percent of poverty by subsidizing the cost with ARRA funds. Currently there are 12 people employed throughout the County Government - saving the County money and providing a valuable work experience for these citizens.

Social Services continues to be an advocate for the needy population in the community leading two new initiatives: The Children's Strategic Alliance and the Aging Leadership Planning Team. The former seeks to improve health and wellbeing for children in our community. The latter's objective is to promote a more livable senior community through community leadership and collaboration.

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. At the time of the merger, Catawba County was funding mental health services at over \$8 per capita compared to Burke's funding of \$1.69. In order to recognize these differences and ensure Catawba County funds were used to benefit our citizens, funding was separated into two parts--baseline and contract funding. Baseline funding annually matches that of Burke County on a per capita basis. Contract funding is over and above that contributed by Burke County for specific services to Catawba County citizens, and is subject to annual review based on needs.

For Fiscal Year 2010/11, Catawba County's baseline funding amount is \$262,482, or \$1.69 per capita, and will be used for core Mental Health services such as guardianship, law enforcement overtime costs associated with commitments, client emergency assistance, mental health services in the jail, sex offender therapy, gun permit evaluations, 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 2010/11 total \$1,033,686 and will be split between Family N.E.T. (\$573,763) and Catawba Valley Behavioral Healthcare (CVBH) (\$459,923). Family N.E.T. specializes in children and family psychiatric services, while CVBH primarily serves the adult population.

A new State requirement for each service agency to become a Critical Access Behavioral Healthcare Agency (CABHA) as a result of Mental Health Reform will increase costs to Family N.E.T. and CVBH as a result of increased requirements and non-reimbursable services. The CABHA will require each agency to hire a Medical Director to oversee services, mandated trainings, and additional in-home service requirements that are non-reimbursable.

The budget also includes Catawba County's share of matching funds for a two-year grant for Burke County and Catawba County from the US Department of Justice Bureau of Justice Assistance to provide services to individuals in local jails struggling with mental illness. The purpose of the grant is to increase public safety through innovative cross-system collaboration for individuals with mental illness who come into contact with the criminal justice system. This is a combination planning and implementation grant, allowing first for the development of a community plan, followed by implementation.

WATER AND SEWER

As the County's population continues to grow, so does the demand for clean drinking water and sewer. The County currently has approximately \$50 million in water and sewer projects proposed or requested by citizens and cities. To help address these needs, 1.5 cent of the property tax rate and \$1.3 million of the ¼ cent sales tax continue to be dedicated to funding strategic water and sewer needs in cooperation with municipalities. Water and sewer projects planned for Fiscal Year 2010/11 include:

- Highway 150 Sewer Phase II – \$1,205,000: Phase II of this project will provide gravity sewer service from Terrell to Marshall Steam Station along Highway 150. Phase III of this project, planned for Fiscal Year 2011/12, will provide sewer service from Marshall Steam Station east along Highway 150 to the Catawba River. Over the next 20 years, this project is expected to serve over 750 residences and over 100 businesses.
- Highway 16 North Water – \$370,000: This project will be constructed in cooperation with the Cities of Conover and Hickory. It will be the first phase of the River Bend Road water loop that will provide much needed potable drinking water, enhanced fire protection, and supply redundancy in the northeastern portion of the County. This phase will provide water service north along Highway 16 from Shell Hollar Road to St. Peters Church Road and will also provide a much needed inter-connect between the Hickory and Conover water systems to help maintain water quality and provide a potential back-up to both cities.
- EPA Stormwater Phase II - \$25,000: The State approved Stormwater Phase II regulations which took effect July 1, 2007. Catawba County is responsible for administering the State Watershed regulations, which are considered a stormwater rule by the State.

ECOCOMPLEX

The EcoComplex is a mix of public and private endeavors working in partnership to take advantage of the benefits provided through applied Industrial Ecology. Private companies have been recruited to locate within the EcoComplex provided they furnish economic and environmental benefits to the County. The overarching objective is to achieve zero-waste through the application of Industrial Ecology which continues to be a goal of the Board of Commissioners.

Construction on a Biodiesel Research and Production Facility began in the fall of 2009 and is expected to be completed in early fall of 2010. This facility will use the heat and electricity created by the County's existing co-generation units to heat and power the building. The County was also awarded a grant from the North Carolina Biofuels Center in the amount of \$150,000 to construct and equip a Feedstock Crushing Facility, which will employ a biodiesel process using crops grown and harvested around the landfill. Construction of the Feedstock Crushing Facility is scheduled for the summer of 2010.

County staff is currently working with GE-Energy and Nexterra Systems Corporation to develop a biomass energy facility that will use an innovative design to bring a Combined Heat and Power system capable of producing over two mega-watts of electricity from wood waste. Staff plans to bring this project before the Board of Commissioners for approval in Fiscal Year 2010/11.

In addition to these efforts, Catawba County continues to extract methane gas generated by buried Landfill refuse, which is then burned to generate electricity. In Fiscal Year 2009/10, the County's Landfill Gas to Energy Facility produced 14,797.2 megawatts of electricity that generated revenue of \$499,171. While selling the energy, the County retains the credit for producing clean energy. A Renewable Energy market is developing in the United States that involves the buying and selling of renewable energy 'credits'. 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 \$518,000 annually. These innovations have helped to keep landfill tipping fees low.

Fiscal Year 2009/10, the County's Landfill Gas to Energy Facility produced 14,797.2 megawatts of electricity that generated revenue of \$499,171.

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.

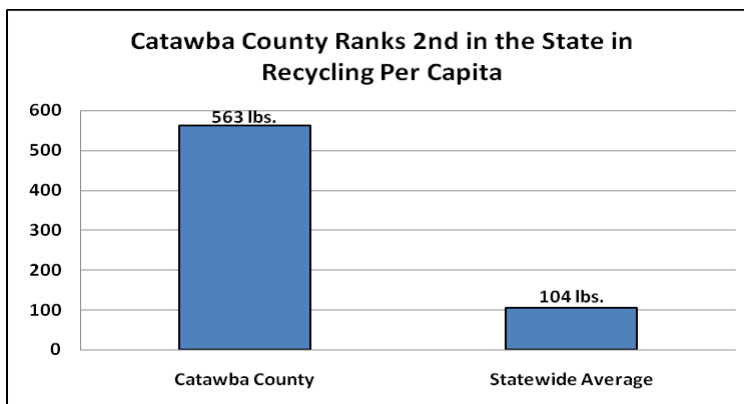
Below are the investments in the EcoComplex in the budget:

- Resource Recovery Facility – \$300,000: These funds are for the BioSolids Facility development and implementation and utility provision for economic development projects within the Eco Complex.
- EcoComplex Utilities – \$75,000: This project will provide analysis of the water and sewer utilities including wastewater discharge reuse that will serve the EcoComplex and its components for a 30-year period. Capacity and costs will be examined to determine which municipality (Maiden, Hickory, or Newton) will best meet the long-term utility needs of the Ecomplex.
- Sludge Compost Facility – \$350,000: Catawba County owns 18.5 percent of the existing 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 comes online in 2013/14 and replaces the Sludge Compost Facility.

RECYCLING EFFORTS

Catawba County continues to be a leader in recycling, ranking 2nd in the state in 2009. The County recycled 563 pounds of material per person, nearly 5.5 times the state average of 104 pounds.

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



The event held in November 2009 had a total of 723 vehicles representing 1,059 households and over 90,000 pounds of hazardous waste was collected. At the most recently completed event in May 2010, 793 vehicles representing 1,081 households dropped off waste resulting in the collection of 41,362 pounds of electronic waste and 50,319 pounds of general household hazardous waste.

HUMAN RESOURCES

Positions

Thirty-nine positions are eliminated from the Fiscal Year 2010/11 budget:

- 7 Building Inspectors (4 abolished, 3 unfunded)
- 1 Permit Center Specialist (abolished)
- 1 Park Ranger (abolished)
- 6 Library positions (abolished)
- 1 GIS Programmer Analyst (abolished)
- 1 Technology Program Manager (abolished)
- 1 Office Support Specialist County Manager's Office (abolished)
- 1 Office Support Specialist Reappraisal Office (abolished)
- 1 Criminal Justice Academy Officer (abolished)
- 1 Cooperative Extension Agent (abolished)
- 3 Detention Officers (1 abolished, 2 unfunded)
- 2 School Health Nurses (abolished)
- 2 Half-time Medical Office Assistants (abolished)
- 2 Public Health Nurses (unfunded)
- 1 Public Health Educator (unfunded)
- 7 Social Services Positions (unfunded)
- 1 Solid Waste position (unfunded)

If service demands increase and funding is available, some unfunded positions could be filled. Abolished positions cannot be reinstated without approval of the Board of Commissioners.

The budget recommends 4.0 FTEs, 3.5 of which are supported by non-County funds:

- Home Health: 1 Home Health Nurse and 1 clerical position funded by fees for service due to an increase in demand for these services to help elderly citizens with medical needs to stay in their homes.
- WIC: 1.5 office support positions funded through an increase in Federal funds.
- Environmental Health: Conversion of an hourly position to permanent half-time status.

Salary and Benefits

The budget does not include a cost of living adjustment or performance pay for County employees for the second year in a row. 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.

For several years, the County was able to offer high-quality health insurance while keeping costs relatively low. Our claims experience was less than projected, which helped build funds to deal with expenses in future years. A comparison of Catawba County to other North Carolina counties showed that we were able to offer lower deductibles, co-pays, and out-of-pocket

maximums than the benchmark average, while also keeping premiums lower than average, a benefit to both the County and employees. Unfortunately, this began to change in Fiscal Year 2008/09 and continued in the current year with a two-year increase of 42 percent in health claims and because of the rising cost of health care. In order to address these increased costs, employees will now have three plans to choose from for their health care needs instead of one, with varying levels of employee participation and risk. Two options are more traditional health insurance plans and the third is a Health Savings Account (HSA). All of the new coverage options have higher premiums than previous plans and the increased costs will be shared by both the County and employees, and a one-time lump sum contribution to either a flexible spending account or health savings account for employees will be provided.

The County's Wellness efforts continue to promote health and increase employee productivity. In order to identify health conditions at earlier stages when they are more easily treated and less costly, all adults on our health plan continue to be required to have annual blood screenings and a physical that meets guidelines of the American Medical Association (AMA) for their age group. The Employee Health Connection (EHC) saved about 630 hours in sick leave that would have been necessary for doctor's visits last year. Not only does this allow employees to use their time more efficiently, it also saves the County nearly \$13,000 in sick leave payments. Furthermore, with the ability to perform initial workers' compensation evaluations and also pre-hiring procedures such as drug screenings onsite, the County was able to save an additional \$13,000. Health is also promoted by offering programs and providing education on various health topics throughout the year during employee's lunch hours and after work, and cover topics such as healthy eating and handling stress.

CONCLUSION

Catawba County continues to be strategic, yet very conservative, as it deals with the changing landscape in both the economic base and the growing population. This is a conservative budget that balances known 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, and keeps the County poised to attract new businesses and jobs.

While the recession appears to be ending, it will take some time for the economy to recover, creating continuing challenges for our citizens and County government. 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, as well as to non-essential services such as parks and libraries to ensure that education and public safety do not suffer. At the same time, we believe it is important to continue with planned investments that have low operating impacts. Low interest rates make this a good time to invest in needed infrastructure at lower long-term cost to the citizens and helps bring construction business to the community. Accordingly, the budget invests in public safety and water and sewer infrastructure.

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

Respectfully Submitted,

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

J. Thomas Lundy
County Manager



BUDGET ORDINANCE

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

SECTION I

Budget Adoption, 2010/11

The following budget with anticipated fund revenues of \$202,509,703 and departmental expenditures of \$202,509,703 (see pages 18 through 23 of the budget document for breakdown) is hereby adopted in accordance with G.S. 159 by the County of Catawba for the fiscal year beginning July 1st, 2010, and ending June 30th, 2011, and the same is adopted by fund and department.

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

- A. **Transfers Between Funds:** Transfers of appropriations between funds may be made only by the Board of Commissioners with the exception of merit, reclassification funds, and contingency which the County Manager has the authority to transfer.
- B. **Transfers Between Departments:** Transfers of appropriations between departments in a fund and from contingency shall be approved by the Board of Commissioners or may be approved by the County Manager in conformance with the following guidelines:
 - 1. The County Manager finds that they are consistent with operational needs and any Board approved goals.
 - 2. Inter-department transfers do not exceed \$50,000 in total.
 - 3. Transfers from Contingency appropriations do not exceed \$50,000 each unless the County Manager finds an emergency exists.
 - 4. All transfers between departments and funds are reported to the Board of Commissioners no later than its next regular meeting following the date of the transfer.
- C. **Transfers within Departments and Activities:** Department Heads may transfer line item appropriations between activities within the departments under their jurisdiction with the approval of the Budget Manager.
- D. **Transfers within Activities in a Department:** Department Heads are hereby authorized to transfer line item appropriations within activities under their jurisdiction with the approval of the Budget Manager.

- E. **Transfers of Appropriations from Contingency or Departments for Real Estate Transactions:** Transfers of appropriations from Contingency or departments may be made by the County Manager in order to secure options, pay deposits, or pay other necessary expenses related to real estate transactions approved by the Board of Commissioners.
- F. **Transfers of Capital Projects Appropriations:** Transfers of appropriations up to \$50,000 between projects within a capital project fund shall be approved by the County Manager. All manager approved transfers shall be reported to the Board of Commissioners no later than its next regular meeting.
- G. **Transfers of Appropriations from Special Departmental Expense and Revenue Contingencies:** Transfers of appropriations may be made by the Budget Manager from special departmental expense and revenue contingency accounts that have been set aside to accommodate mid-year adjustments for allocations from outside agencies. The budget for such special departmental contingency expenditures will not be used until revenues are received and the related funds are transferred out of the contingency accounts to an appropriate line item.

SECTION II

Amendment to Procedures, Controls, and Authorities for Reinventing Departments

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

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

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

SECTION III

Tax Levy Rate

A tax rate of \$0.535 per \$100 of assessed valuation is hereby levied for Fiscal Year 2009/10, all of which is levied in the General Fund. No discounts will be allowed for early payment of taxes.

The following rates are levied for volunteer fire districts:

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

SECTION IV

Hospital Fund

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

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

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

SECTION V

Schools' Current Expense

The allocation of general revenues for the schools' current expense is \$1,481 per pupil based on the average daily membership of K-12. This amount includes \$52 per pupil to operate the following inter-school system programs--Catawba County Bus Garage, Catawba Valley High School, Conover School for Exceptional Children, the Newton-Conover ACT Program, and the Community Schools Program.

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

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

SECTION VI

Capital Projects and Grants

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

agencies, all projects must conform to the Catawba County Design and Construction Specifications.

In accordance with the School Budget and Fiscal Control Act each school system will submit to the County Budget Manager detailed project sheets for each capital project included in this budget on sheets as specified in the "Uniform Budget" format, by January 1, 2010.

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

Any grant or capital project budget previously adopted, the balance of any anticipated, but not received, revenues and any unexpended appropriations remaining on June 30th, 2010, shall be reauthorized in the 2010/11 budget unless a specific new budget has been prepared.

SECTION VII

Emergency Approvals, Schools

Emergency transfers to and from the School Capital Outlay Fund shall be in accordance with the School Budget and Fiscal Control Act.

SECTION VII

Annual Financial Reports

All agencies receiving County funding are required to submit an audit report by December 31st, 2010. Approved payments may be delayed pending receipt of this financial information.

SECTION IX

Fees and Licenses

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

SECTION X

Per Diem Pay

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

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

SECTION XI

Personnel

- A. Salaries - Salaries for Fiscal Year 2010/11 are based on the Fiscal Year 2010/11 pay plan for Catawba County that is adopted as a part of this budget and is effective July 1st, 2010.
- B. Merit Payments - Funds are allocated in the budget to provide merit payments. The County Manager is instructed to prepare a plan for the administration of merit payments for exceptional performance to be effective during the Fiscal Year 2010/11 and to communicate said policy to all department directors and administer the plan.
- C. Travel Allowance - The travel allowance rate will be according to the IRS reimbursement rate.
- D. Special Payment - Positions that require specialized skills may be compensated by a special payment. This payment will only occur while the employee is serving in that capacity. This special payment is not considered a part of the annual base pay for classification. The amount of special payment is to be approved by the County Manager upon a recommendation by the Personnel Director.

SECTION XII

Budget Policy for State and Federal Fund Decreases

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

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

SECTION XIII

Reappraisal Fund

In accordance with the provisions of G.S. 153A-150, an appropriation of \$397,685 will be made from the General Fund to the Reappraisal Fund for the purpose of providing funds for the next reappraisal.

SECTION XIV

Fiscal Control Act

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

- A. As provided by G.S. 159-25 (b), the Board has authorized dual signatures for each check or draft that is made on County funds. The signatures of the County Manager, Finance Director, Assistant County Manager, and Assistant Finance Director shall be authorized signatures of the County.
- B. Operating funds encumbered on the financial records of the County as of June 30th, 2010, are hereby reappropriated to this budget.
- C. The Board authorizes the appropriation of all Fund Balances earned by the Reinventing Departments as determined by the County Manager and as a result of the County's annual audit of June 30th, 2010.
- D. The Board also authorizes (as is the practice) one principal account as depository for all funds received by the Finance Director from any source. Current accounting techniques shall be used to assure that all funds will be properly accounted for in the financial records of the County.

SECTION XV

Authorization to Contract

The County Manager or his designee are hereby authorized to execute agreements, within funds included in the Budget Ordinance or other actions by the Board of Commissioners, for the following purposes: 1) Form grant agreements to public and non-profit organizations; 2) Leases

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

SECTION XVI

Authorization to Award and Reject Bids

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

This ordinance is adopted this 7th day of June 2010.

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

Katherine W. Barnes, Chair

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

J. Thomas Lundy, County Manager

SCHEDULE A

Below are the fee changes that have been adopted as a part of this budget. All fees are effective July 1st, 2010, unless otherwise noted.

EMERGENCY SERVICES

Ambulance Services

EMS Standby Fee (ALS Unit and two personnel) \$50.00 per hour

Hazardous Materials Emergencies

Haz-Mat Response Personnel\$25.00 per person per hour

Emergency Response Vehicle (Haz-Mat Truck, Mobile Command Post) \$150.00 per hour

Support Vehicle \$25.00 per hour

Support Trailer (Decon, Air Unit, Light Tower, etc.) \$25.00 per hour

EMS Unit (medical stand-by for Haz Mat Team) \$50.00 per hour

Local Fire Department Emergency Response (reimbursed to Fire Department)

Marine Unit \$50.00 per hour

HUMAN RESOURCES

Heart Check Profile \$15.00

Quick Strep Kit (dependents) \$8.00

Urine Dips (for dependents) \$3.00

Fire and Emergency Action Training (for non-County employees) \$15.00

PUBLIC HEALTH

Clinic Services

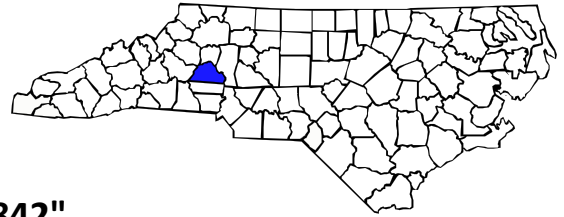
Tests

Pregnancy Test \$10.00



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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 157,034. The average temperature is 69 degrees Fahrenheit with an average high of 51 degrees in January and 85 degrees in June. On average, the County receives about fifty inches of rainfall and seven inches of snowfall per year. The average elevation in Catawba County is 1,165 feet.

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

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

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

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

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

Catawba County has 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 **20th top mid-market in the South** in their list of the "Top 250 Best Places in the South to Locate Your Company." *Forbe's Magazine* rated the Hickory Metro area **3rd in the nation for lowest business costs**. Just some of the diversified manufacturing sectors that call Catawba County home include machining and metal working, plastics, cable and furniture.

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

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

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

CATAWBA COUNTY, NORTH CAROLINA

STATEMENT OF PHILOSOPHY

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

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Catawba County
North Carolina**

For the Fiscal Year Beginning

July 1, 2009

President

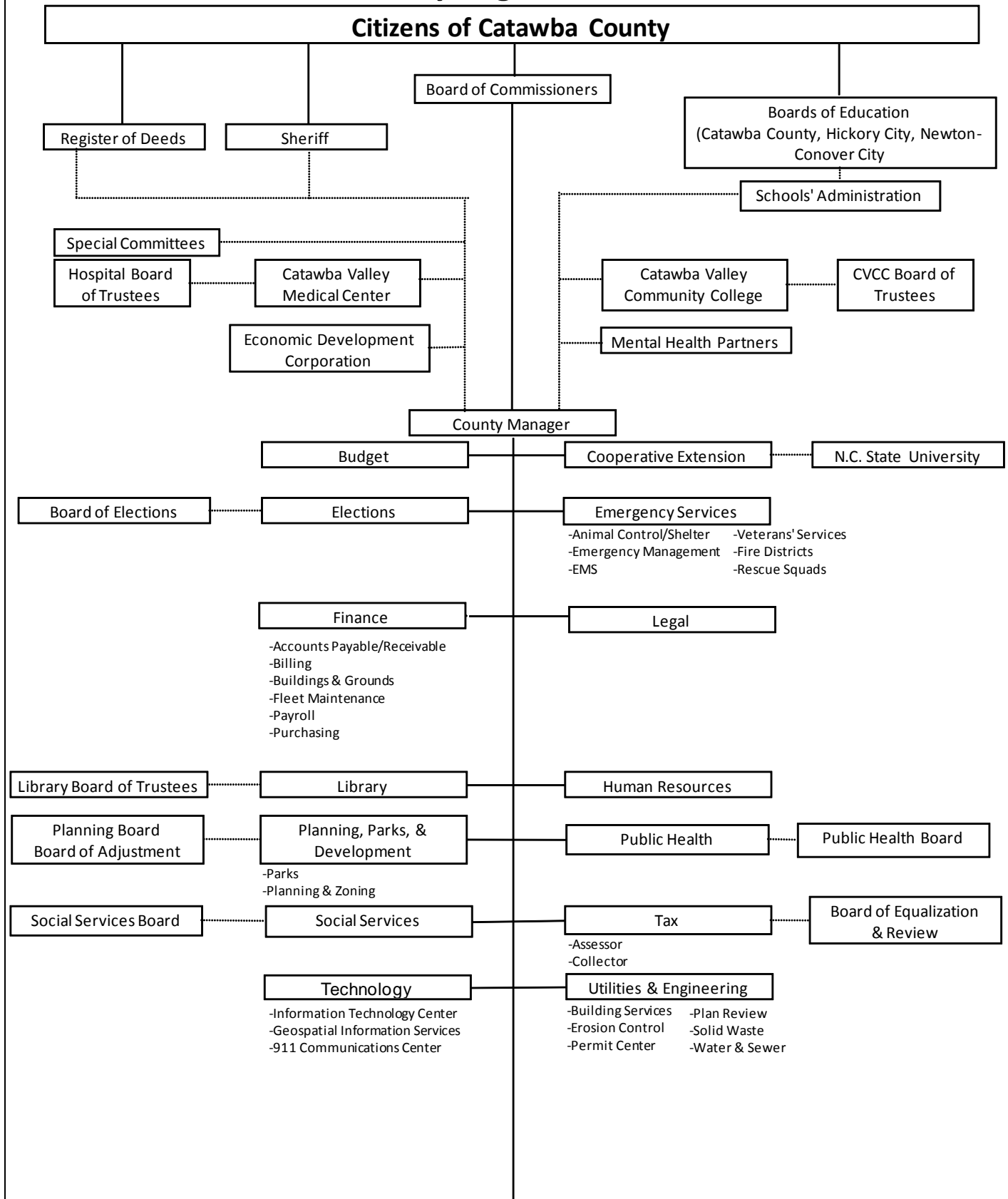
Executive Director

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, 2009.

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

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

Catawba County Organizational Structure



READERS' GUIDE

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

FINANCIAL DOCUMENTS

The budget is the financial plan for County operations for the fiscal year beginning July 1, 2010, and ending June 30, 2011. The budget shows the source of revenue and how these sources will be spent. It also contains outcomes, goals, and objectives the County departments have set for the year. The budget and the audit are the key financial documents that the County uses to illustrate its financial plans and status. The budget looks ahead to the coming year and shows how funds plan to be spent, while the audit shows the County's year-end financial condition. The audit document is produced annually a few months after the end of each fiscal year (October or November) while the budget is produced annually at the beginning of each fiscal year (final copies are usually made available to the public in mid-July).

SUMMARY OF LEGAL BUDGET REQUIREMENTS

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

Budget Forms and Procedures

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

Departmental Requests

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

Budget Preparation Calendar

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

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

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

FISCAL YEAR 2010/11 BUDGET CALENDAR

Friday, January 8, 2010

Mid-year report on outcomes due from all departments

Friday, January 22, 2010

Fiscal Year 2010/11 outcomes due from all departments.

Friday, February 12, 2010

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 15, 2010

Recommended budget sent to County Manager

Monday, March 22, 2010

First round budget hearings with County Manager

Tuesday, March 23, 2010

First round budget hearings with County Manager

Wednesday, March 24, 2010

First round budget hearings with County Manager

Monday, March 29, 2010

Second round hearings with Manager as needed

Monday, May 17, 2010

County Manager's recommended budget sent to Board of Commissioners

Tuesday, May 18, 2010

Press Conference

Tuesday, June 1, 2010 (8:00 a.m. – 5:00 p.m.)

Board of Commissioners' hearings with departments

Thursday, June 3, 2010

Public Hearing and Wrap-up

Monday, June 7, 2010

Budget Adoption

Recommended Budget

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

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

Board Review

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

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

Adoption of the Budget Ordinance

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

BUDGET PROCESS

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

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

The County follows these procedures in establishing a budget:

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

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

ACCOUNTING STRUCTURE AND SYSTEMS

As a means of tracking and accounting for money, the operations of the County are divided into Funds. The easiest way for most people to think about funds is to compare them to bank accounts. Money comes into a fund from a variety of sources and is then used to provide services to the public. As with a personal bank account, funds have to take in at least as much money as they spend, and by law, budgets for funds must be balanced. What this means is a governmental unit cannot plan to spend more than it will take in. Catawba County has 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 2009 was \$36,617,111 or 21.12 percent of the General Fund expenditures for that fiscal year. The Fiscal Year 2010/11 budget appropriates \$8,004,740 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 percent general fund fund balance.

General Fund Types	6/30/2009	Est. 06/30/10	Appropriated	
			FY 2010/11	Est. 06/30/11
General Fund (110)	35,830,874	35,000,000	8,199,081	36,000,000
Self Insurance (115)	787,609	0	0	500,000
Register of Deeds Automation (160)	44,238	45,000	0	50,000
Total	36,662,721	35,045,000	8,199,081	36,550,000

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 2009 totaled \$8,788,026.

Special Revenue Fund Types	6/30/2009	Est. 06/30/10	Appropriated	
			FY 2010/11	Est. 06/30/11
Emergency Telephone (202)	2,221,700	2,000,000	0	1,800,000
Community Alert System (204)	15,791	10,000	0	10,000
Narcotics (205)	208,484	215,000	40,000	210,000
Reappraisal (210)	148,789	130,000	77,100	50,000
General Capital Reserve (225)	445,675	500,000	83,879	550,000
Water & Sewer Reserve (230)	0	0	0	0
Hospital Capital Reserve (235)	5,165,627	5,200,000	0	5,250,000
Rescue Squads (240)	175,418	150,000	93,101	150,000
Library Endowment (250)	225,041	230,000	0	240,000
Gretchen Peed Scholarship (260)	35,433	40,000	0	45,000
Parks Preservation (270)	133,513	135,000	0	140,000
Community Development (280)	0	0	0	0
Fire Districts (352-369)	627,756	600,000	170,535	650,000
Total	9,403,227	9,210,000	464,615	9,095,000

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	6/30/2009	Est. 06/30/10	Appropriated	
			FY 2010/11	Est. 06/30/11
General Capital Projects (410)	16,660,039	17,500,000	1,184,014	19,000,000
Water & Sewer Construction (415)	21,532,016	0	0	0
Schools' Capital Projects (420)	13,696,590	12,000,000	853,454	11,000,000
Schools' Construction (423)	15,714,232	16,000,000	0	14,000,000
School Bond Capital - 1997 Series (427)	66,773	50,000	0	25,000
Hospital Construction (430)	22,809	23,000	0	24,000
Total	67,692,459	45,573,000	2,037,468	44,049,000

Enterprise Fund

Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing service to the general public on a continuing basis be financed or recovered primarily through user charges. The County has two

enterprise funds, the Solid Waste Management Fund and the Water and Sewer Fund. The Water and Sewer Fund was established with the Fiscal Year 2008/09 Budget. As of June 30, 2009, the Solid Waste Management Fund had a fund equity of \$32,145,738.

Enterprise Fund Types	6/30/2009	Est. 06/30/10	Appropriated	
			FY 2010/11	Est. 06/30/11
Water & Sewer (515)	23,889,341	32,000,000	0	35,000,000
Solid Waste (525)	8,184,134	8,000,000	0	8,000,000
Total	32,073,475	40,000,000	0	43,000,000

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 2010/11 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 \$4,800,000 in Fiscal Year 2010/11. These revenues will help offset the \$7.5 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 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 2008/09	Current 2009/10	Approved 2010/11	% Change
Property Tax	\$80,440,854	\$79,475,931	\$79,853,682	0.48%
Fire District Taxes	364,693	4,309,900	4,452,014	3.30%
	\$80,805,547	\$83,785,831	\$84,305,696	0.62%
Sales Tax	\$27,260,062	\$27,074,470	\$25,638,614	-5.30%
Other Taxes	\$9,111,905	\$829,814	\$729,814	-12.05%
Intergovernmental				
Federal	\$10,942,836	\$10,039,815	\$10,684,421	6.42%
State	12,857,033	14,664,039	9,301,305	-36.57%
Federal & State	11,524,612	11,567,906	11,756,036	1.63%
Local	7,608,232	7,767,586	7,585,902	-2.34%
	\$42,932,713	\$44,039,346	\$39,327,664	-10.70%
Permits & Fees	\$22,588,282	\$22,491,422	\$22,388,360	-0.46%
Miscellaneous	\$7,695,487	\$2,530,543	\$2,633,834	4.08%
Fund Balance				
General Fund	\$0	\$3,137,272	\$8,199,081	161.34%
Other Funds	0	9,607,786	2,502,083	-73.96%
	\$0	\$12,745,058	\$10,701,164	-16.04%
Transfers to Other Funds	\$17,380,430	\$9,587,449	\$7,544,539	-21.31%
Fines & Forfeitures	\$994,015	\$1,253,886	\$1,006,755	-19.71%
Other Sources	\$23,473,958	\$44,317,510	\$8,233,263	-81.42%
TOTAL:	\$232,242,399	\$248,655,329	\$202,509,703	-18.56%

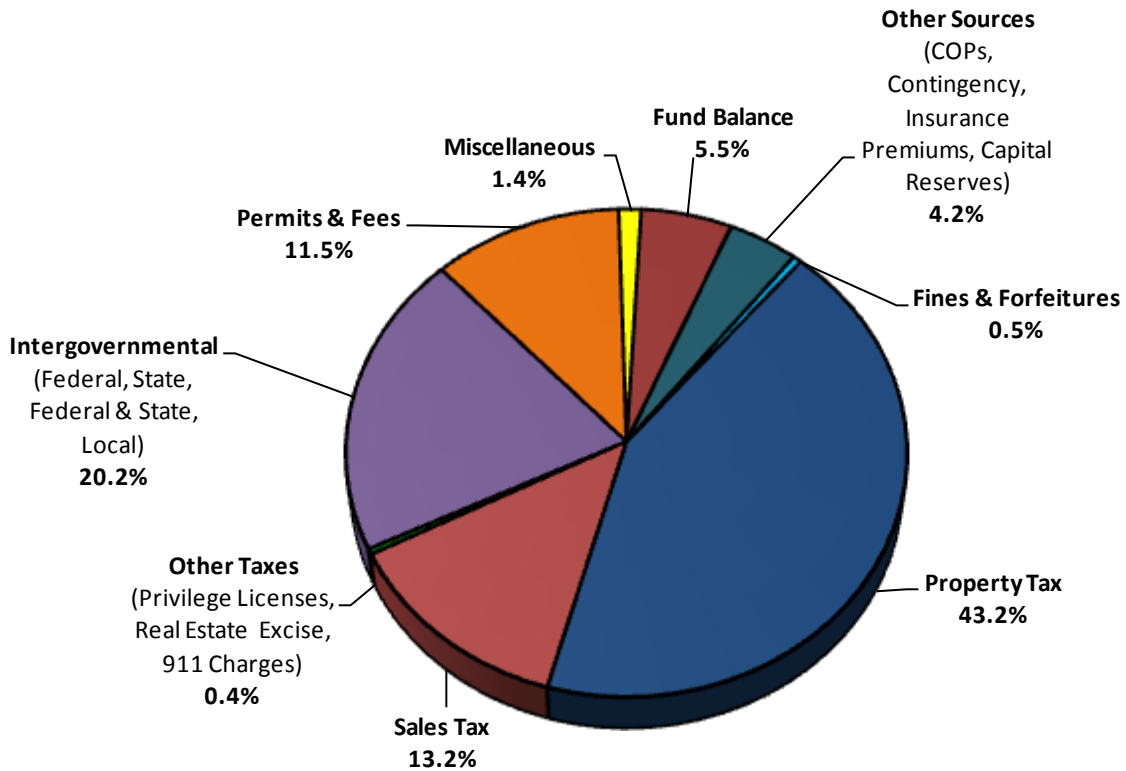
Sales Tax Note: Effective July 1, 2009, North Carolina joins all other states in assuming full responsibility for Medicaid. In exchange, the State over three fiscal years is taking ½ cent of local sales tax and requiring counties to hold cities harmless for their loss, resulting in decreases of \$4.1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

2010/11 Revenues

Excluding Interfund Transfers

(Amounts are rounded to the nearest decimal point)



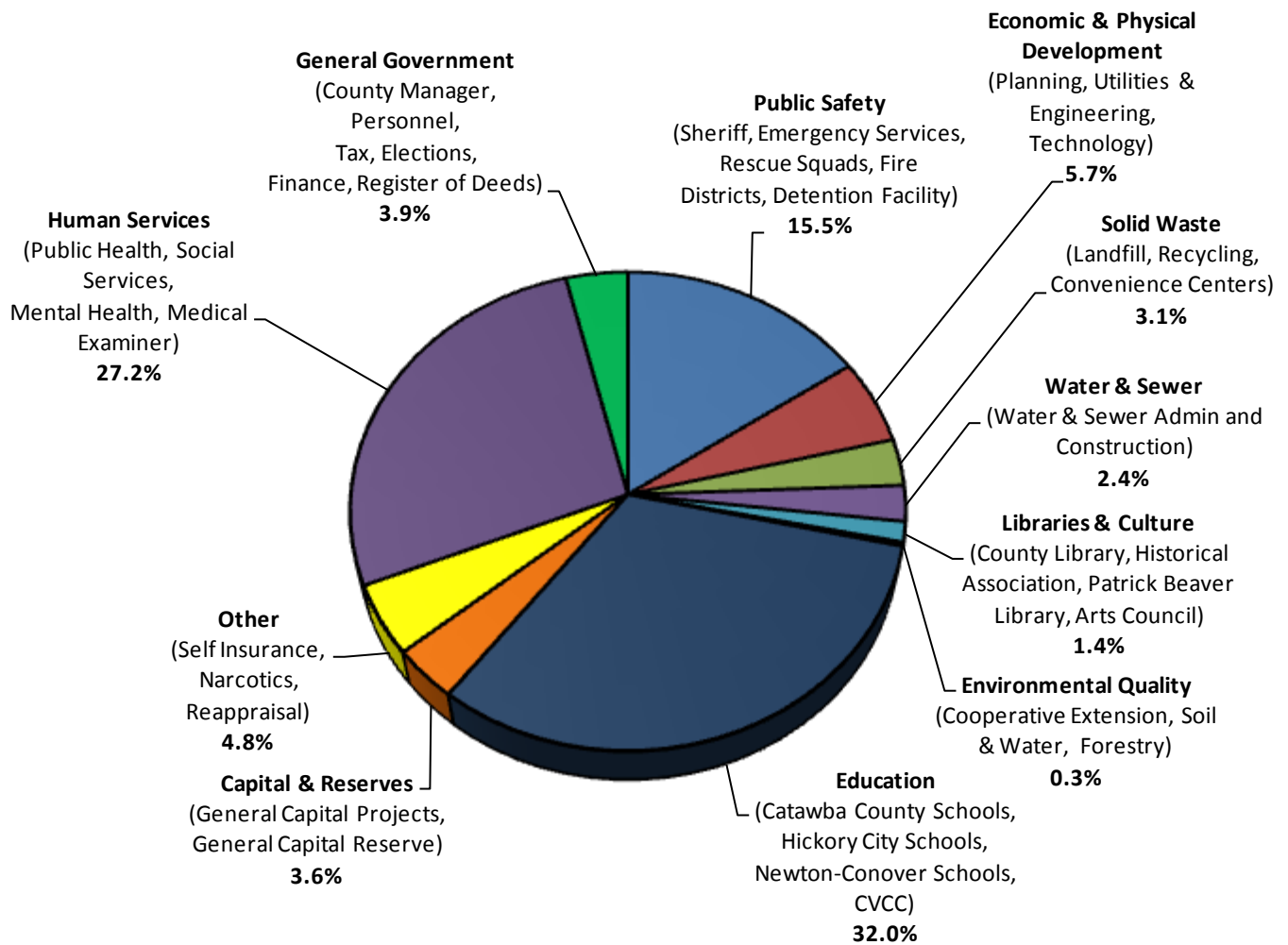
EXPENDITURE SUMMARY

	Actual 2008/09	Current 2009/10	Approved 2010/11	% Change
GENERAL FUND				
General Government	11,884,798	7,724,551	7,556,222	-2.18%
Transfers to Other Funds	8,838,963	6,976,530	7,000,386	0.34%
Public Safety	23,218,291	24,432,352	24,623,303	0.78%
Environmental Quality	512,884	509,671	505,841	-0.75%
Economic & Physical Development	10,789,811	10,697,038	11,140,492	4.15%
Human Services	55,113,350	52,749,977	53,206,759	0.87%
Schools Current Expense	39,948,749	39,738,108	39,809,664	0.18%
Libraries & Culture	2,734,105	2,791,891	2,693,388	-3.53%
Debt Service	16,774,622	20,430,260	21,565,176	5.56%
	169,815,573	\$166,050,378	\$168,101,231	1.24%
OTHER GENERAL FUND TYPES				
Self Insurance Fund	\$4,174,096	\$3,543,710	\$4,479,800	26.42%
Register of Deeds Automation & Preservation	89,791	68,860	73,751	7.10%
	\$4,263,887	\$3,612,570	\$4,553,551	26.05%
SPECIAL REVENUE FUNDS				
Emergency Telephone System Fund	\$497,948	\$1,061,276	\$1,056,800	-0.42%
Citizens' Alert System	86,851	56,005	56,806	1.43%
Narcotics Seized Fund	10,507	42,000	56,000	33.33%
Reappraisal Fund	403,134	477,067	474,785	-0.48%
Capital Reserve Fund	108,646	386,288	155,322	-59.79%
Hospital Reserve Fund	0	0	0	0.00%
Rescue Squads Fund	919,275	1,101,460	1,093,601	-0.71%
Library Endowment Fund	25,000	0	0	0.00%
Gretchen Peed Scholarship Fund	1,000	10,000	7,500	-25.00%
Parks/Historic Preservation Trust Fund	30,000	0	0	0.00%
Community Development Fund	278,002	0	0	0.00%
Fire District Funds	3,875,214	4,503,871	4,622,549	2.64%
	\$6,235,577	\$7,637,967	\$7,523,363	-1.50%
CAPITAL PROJECT FUNDS				
General Capital Projects	\$2,499,559	\$25,283,970	\$6,952,036	-72.50%
Water & Sewer Construction Fund	9,844,317	18,951,000	0	-100.00%
Schools' Capital Fund	7,961,660	7,722,054	4,529,476	-41.34%
Schools' Construction Fund	32,715,402	7,342,078	0	100.00%
School Bond Projects Fund	25,285	0	0	0.00%
Hospital Construction Fund	0	0	0	0.00%
	\$53,046,223	\$59,299,102	\$11,481,512	-80.64%
ENTERPRISE FUND				
Solid Waste	\$5,526,845	\$6,190,893	\$6,109,221	-1.32%
Water and Sewer	798,472	5,864,419	4,740,825	100.00%
TOTAL	\$239,686,577	\$248,655,329	\$202,509,703	-18.56%

2010/11 Expenditures

Excluding Interfund Transfers

(Amounts are rounded to the nearest decimal point)

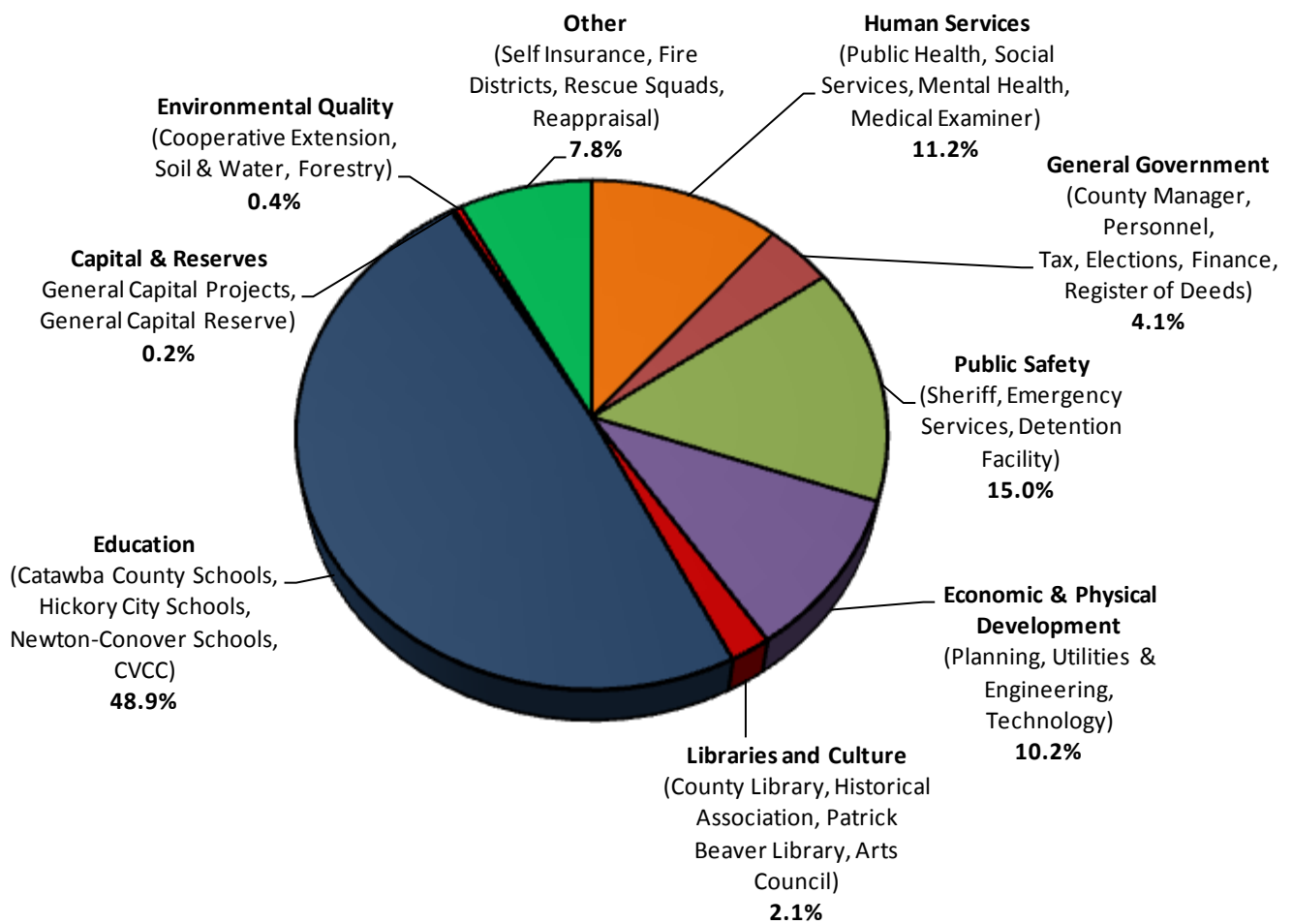


2010/11 Expenditures

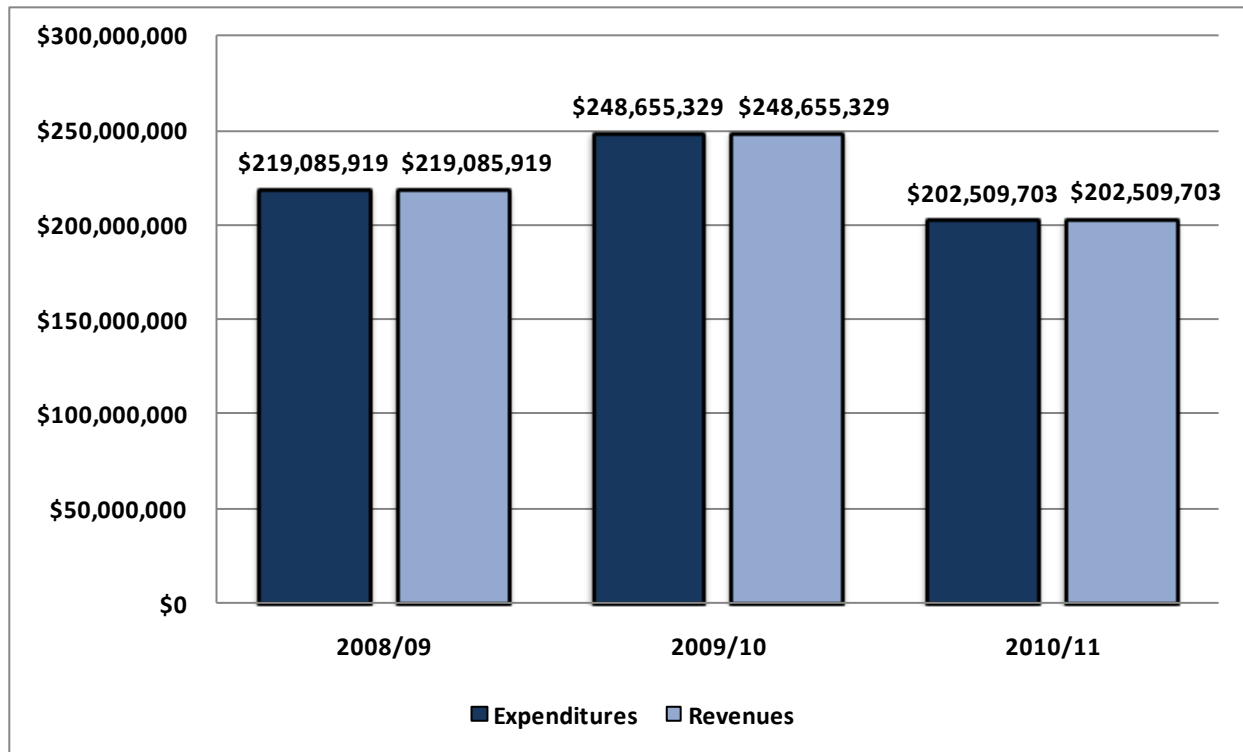
Local Funds

(Property Tax, Sales Tax - Amounts are rounded to the nearest decimal point)

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

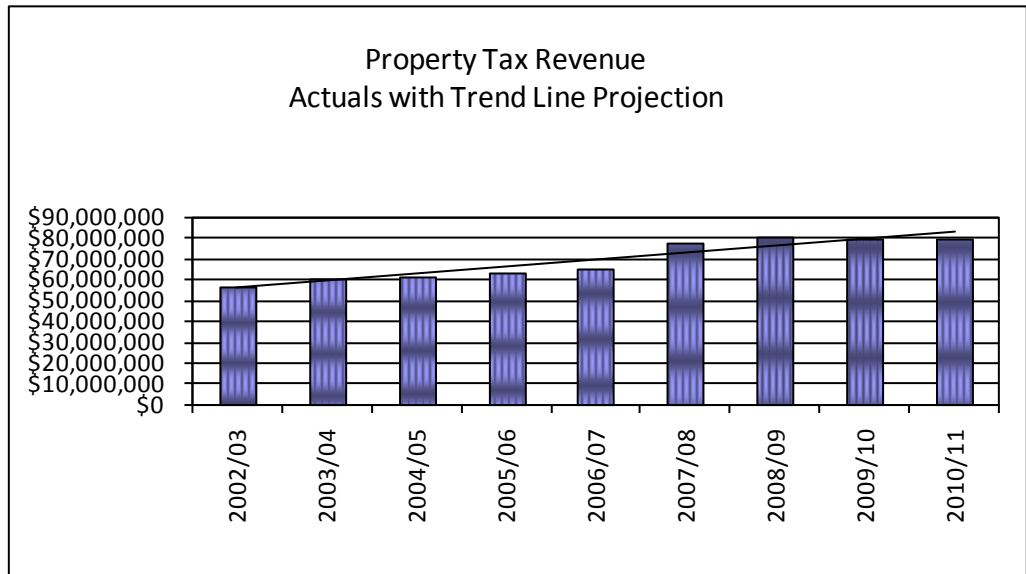


Total Budgeted Revenues and Expenditures



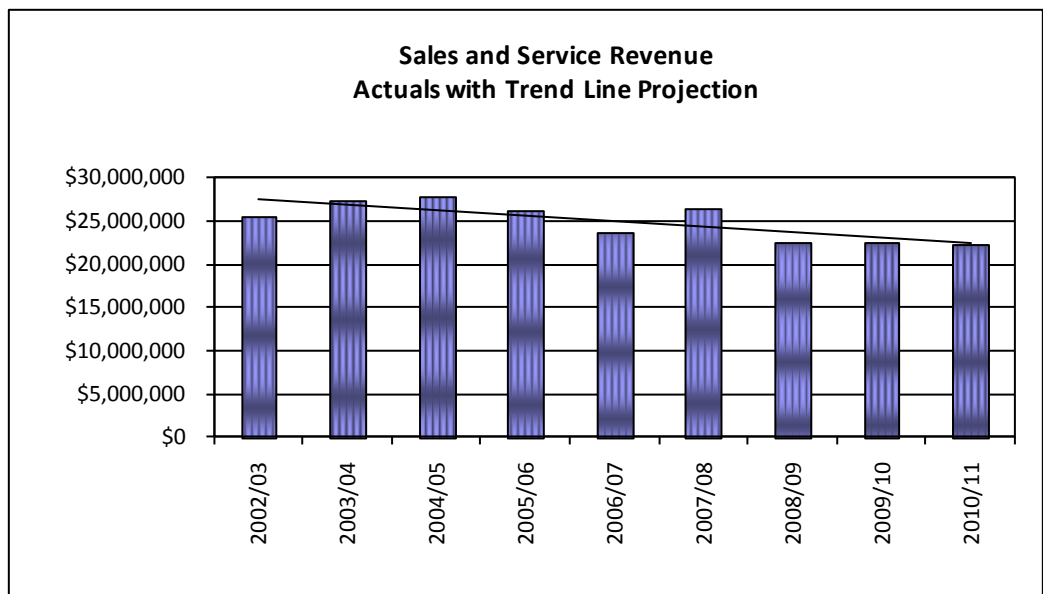
MAJOR REVENUE SOURCES Actuals and Trends

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



valuation. Property Tax estimates for Fiscal Year 2010/11 are based on an increase in values of 0.88%. Fiscal Year 2010/11 budgeted property tax is \$80,147,888.

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



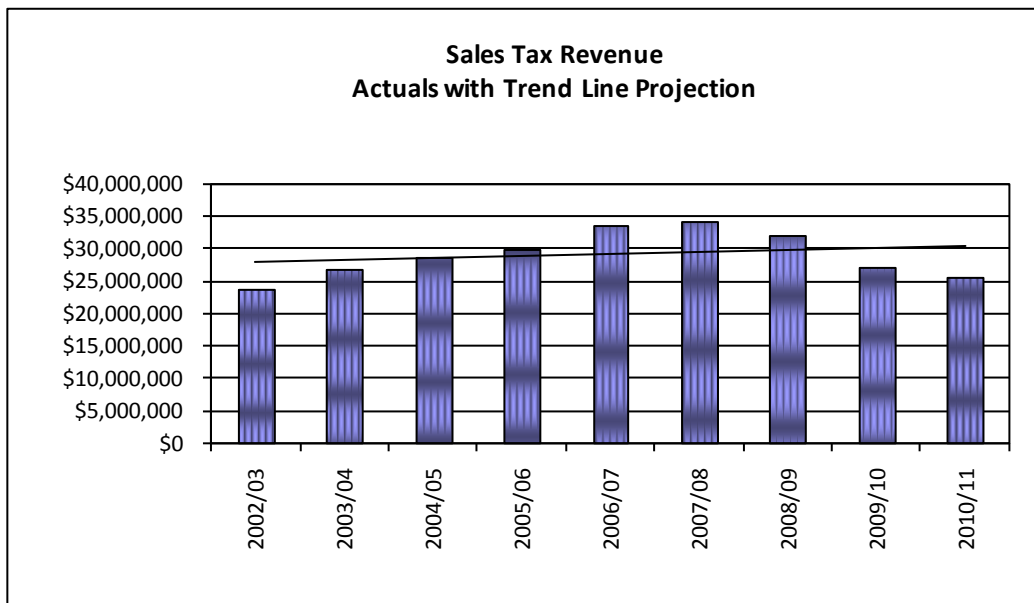
revenues in this category include Building Permits (\$1,610,818), Recording of Legal Instruments (\$483,000), Environmental Health Fees (\$333,596), Ambulance Charges (\$4,700,000), Landfill Fees (\$5,663,507), and Home Health Fees (\$3,797,784).

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

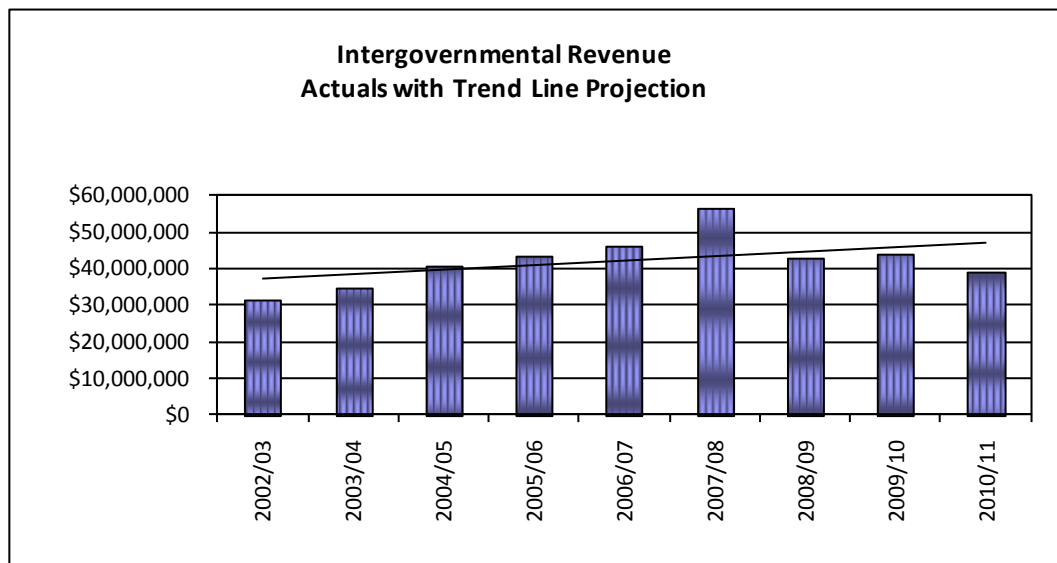
estimates for Fiscal Year 2010/11 are projected to remain flat or decrease.



Inter-governmental

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

implement, such as human service programs. The largest revenues in this category include Schools' Lottery Funds (\$1,500,000), 911 Reimbursement (\$1,056,800), Cable TV Reimbursement (\$600,000), Beer & Wine Tax (\$107,250), Smart Start Funding (\$2,069,360), Work First Grant (\$1,934,739), IV-D Administration (\$1,150,353), Medicaid Administration (\$1,512,702).





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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>
Public Health		
580150 Home Health Nurse	1.00	Home Health Fees
580150 Administrative Assistant II	1.00	Home Health Fees
580200 Administrative Assistant I	0.50	General Fund
580550 Office Support Specialist II	1.00	Federal
580550 Office Support Specialist II	0.50	Federal
TOTAL	4.00	

FTE Totals				
	Actual 2008/09	Current 2009/10	Requested 2010/11	Recommended 2010/11
GENERAL GOVERNMENT				
County Manager				
Permanent	8.00	8.00	8.00	7.00
Hourly	0.00	0.00	0.00	0.00
Legal Services				
Permanent	3.50	3.50	3.50	3.50
Hourly	0.00	0.00	0.00	0.00
Budget & Management				
Permanent	3.00	3.00	3.00	3.00
Hourly	0.00	0.00	0.00	0.00
Board of Elections				
Permanent	4.50	4.50	4.50	4.50
Hourly	0.02	0.02	0.02	0.02
Tax Administration				
Permanent	26.00	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	0.50	0.50
Register of Deeds				
Permanent	10.00	11.00	11.00	11.00
Hourly	0.60	0.00	0.00	0.00
Finance				
Permanent	15.80	15.80	15.80	15.80
Hourly	0.15	0.25	0.30	0.30
TOTAL GENERAL GOVERNMENT				
Permanent	82.80	83.80	83.80	82.80
Hourly	1.02	0.52	0.82	0.82
PUBLIC SAFETY				
Sheriff's Department				
Permanent	178.00	182.00	180.00	179.00
Hourly	7.35	7.40	11.01	11.01
Emergency Services				
Permanent	102.00	104.00	102.00	102.00
Hourly	14.98	18.02	14.48	14.48
Communications Center				
Permanent	27.00	29.00	29.00	29.00
Hourly	2.37	2.37	2.24	2.24
TOTAL PUBLIC SAFETY				
Permanent	307.00	315.00	311.00	310.00
Hourly	22.33	27.79	27.73	27.73

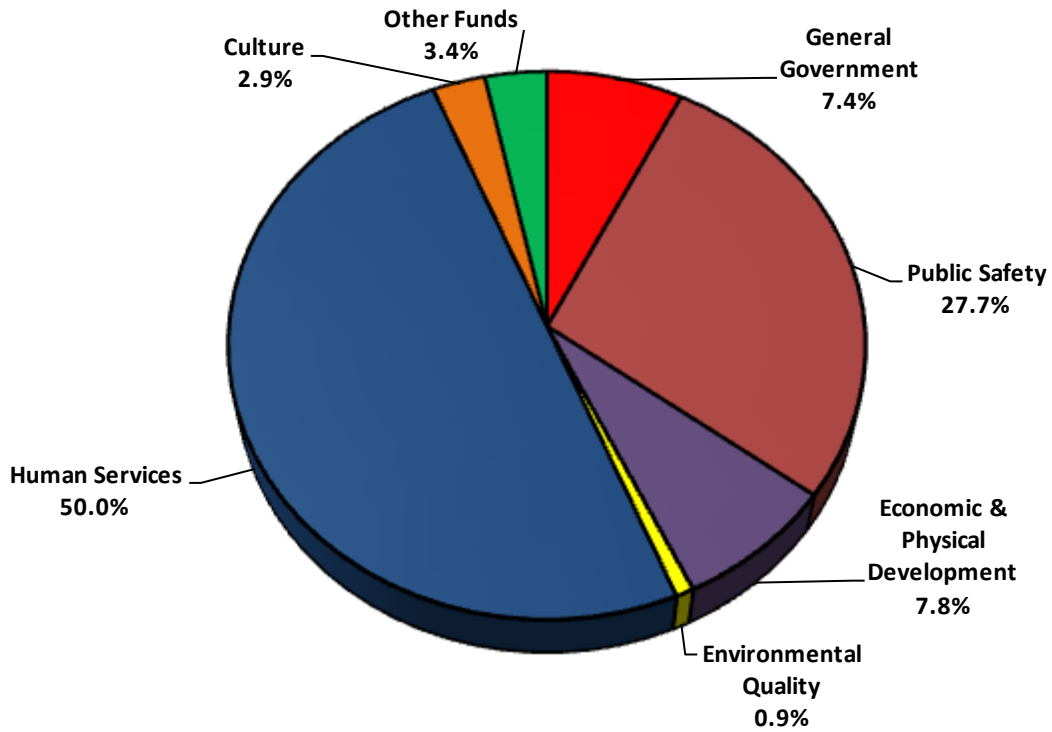
FTE Totals				
	Actual 2008/09	Current 2009/10	Requested 2010/11	Recommended 2010/11
<i>ENVIRONMENTAL QUALITY</i>				
Cooperative Extension				
Permanent	7.80	7.80	6.80	6.80
Hourly	0.50	0.00	0.00	0.00
Soil & Water Conservation				
Permanent	2.80	2.80	2.80	2.80
Hourly	0.00	0.00	0.00	0.00
<i>TOTAL ENVIRONMENTAL QUALITY</i>				
Permanent	10.60	10.60	9.60	9.60
Hourly	0.50	0.00	0.00	0.00
<i>ECONOMIC & PHYSICAL DEVELOPMENT</i>				
Technology				
Permanent	29.45	29.45	29.45	27.45
Hourly	0.50	0.50	0.50	0.50
Planning, Parks, & Development				
Permanent	12.00	12.00	12.00	11.00
Hourly	1.00	2.40	2.40	2.40
Utilities & Engineering				
Permanent	37.70	37.70	37.70	32.70
Hourly	0.06	0.00	0.30	0.30
Facilities				
Permanent	16.00	16.00	16.00	16.00
Hourly	0.00	0.00	0.00	0.00
<i>TOTAL ECONOMIC & PHYSICAL DEVELOPMENT</i>				
Permanent	95.15	95.15	95.15	87.15
Hourly	1.56	2.90	3.20	3.20
<i>HUMAN SERVICES</i>				
Social Services				
Permanent	407.50	398.54	397.08	402.08
Hourly	6.26	4.20	5.26	5.26
Public Health				
Permanent	156.20	155.40	161.10	157.10
Hourly	8.27	2.67	8.00	8.00
<i>TOTAL HUMAN SERVICES</i>				
Permanent	563.70	553.94	558.18	559.18
Hourly	14.53	6.87	13.26	13.26

FTE Totals				
	Actual 2008/09	Current 2009/10	Requested 2010/11	Recommended 2010/11
<i>CULTURE</i>				
Library				
Permanent	35.30	35.30	35.10	32.10
Hourly	1.58	1.58	1.58	1.58
<i>TOTAL CULTURE</i>				
Permanent	35.30	35.30	35.10	32.10
Hourly	1.58	1.58	1.58	1.58
<i>OTHER FUNDS</i>				
Citizens' Alert System				
Permanent	0.50	0.50	0.50	0.50
Hourly	0.00	0.00	0.00	0.00
Emergency Telephone System Fund				
Permanent	1.85	1.85	1.85	1.85
Hourly	0.00	0.00	0.00	0.00
Reappraisal Fund				
Permanent	8.00	8.00	8.00	7.00
Hourly	0.00	0.00	0.00	0.00
Solid Waste Management				
Permanent	27.80	27.80	27.30	27.30
Hourly	0.63	0.66	0.63	0.63
Water & Sewer				
Permanent	0.50	0.50	1.00	1.00
Hourly	0.00	0.00	0.00	0.00
<i>TOTAL OTHER FUNDS</i>				
Permanent	38.15	38.15	38.65	37.65
Hourly	0.63	0.66	0.63	0.63
<i>GRAND TOTAL</i>				
Permanent	1,132.70	1,131.94	1,131.48	1,118.48
Hourly	42.15	40.32	47.22	47.22

Percentage of FTEs by County Function

Fiscal Year 2010/11

(Amounts are rounded to the nearest decimal point)



Performance Measurement Report



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

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

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

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

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

Performance Measurement for Reinventing Departments

County Manager

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

The County Manager's Office achieved all 16 stated outcomes (eight for County Manager, five for Legal, and three for 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. For Fiscal Year 2006/07, 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 percent satisfaction rating on the County Manager survey and a 96.81 percent satisfaction rating on the departmental survey in excess of the goals 95 percent and 90 percent respectively. The Budget Office received the Government Finance Officers Distinguished Budget Award for the 17th consecutive year. This award recognizes outstanding achievement in budget preparation and presentation and achieves a performance outcome established for the Budget Office. Legal Services achieved all of its outcomes for Fiscal Year 2006/07 and exceeded three. The department earned a 100 percent client satisfaction rating which was well above its goal of 95 percent 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 eight 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. Legal Services achieved all of its outcomes for Fiscal Year 2007/08 and exceeded two. The department earned a 100 percent client satisfaction rating which was well above its goal of 95 percent approval to determine the success of legal services offered. The Budget Office met and exceeded its outcomes.

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

The County Manager's Office achieved all 15 stated outcomes (eight for County Manager, four for Legal, and three for Budget). County Manager outcomes are based upon the extent to which this department oversees the implementation and achievement of the goals established by the Board of Commissioners. The Board continues their efforts to develop strategies to create jobs. In a cooperative effort with Catawba Valley Community College (CVCC), an action plan is recommended that includes the development of a graduate guarantee to potential employers of appropriate skills competencies; skills assessments in both public school and higher education institutions; a collaborative marketing campaign by all County education systems to better inform business and industry of the educational opportunities available in the County; and, cultivation of employer involvement in the County's educational systems. Legal Services achieved all of its outcomes for Fiscal Year 2008/09 and exceeded two. The department earned a 99 percent client satisfaction rating which was well above its goal of 95 percent approval to determine the success of legal services offered. The Budget Office met and exceeded its outcomes including a 100 percent satisfaction rating on the County Manager survey and a

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

Human Resources

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

The Human Resources 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 percent, surpassing the goal of 90 percent. 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. Human Resources 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 percent 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 percent 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 in the average claims reporting time from 11 days to 4.7 days.

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

Human Resources had a 90 percent 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 percent 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

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

The Human Resources department continues to earn high marks from participants in the bi-weekly new employee orientations. Out of 155 evaluations, the overall score was 4.6 out of a possible 5. In the area of organizational development, an online training program was offered through Business & Legal Reports, Inc. entitled, "ADA-What Supervisors Need to Know." The program was sent out to all County managers and supervisors on February 17, 2009, with a request for completion by April 30, 2009. To date, 98 supervisors have successfully completed this program. In order to promote preventive wellness among employees, Human Resources encouraged completion of a physical and blood work screening annually. For Fiscal Year 2008/09, a 3 percent increase in completions was experienced.

Cooperative Extension Services

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.

Fiscal Year 2008/09 (25 outcomes, 25 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. The focus remains on the four core areas of the program: agriculture and natural resources, family and consumer education, 4H and youth, and community and rural development.

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

display focused specifically on littering of plastic bags and offered helpful solutions to control littering.

Social Services

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 six months of an initial incident. Social Services target was that 94 percent of these families would not experience a new incident as compared to the Federal benchmark of 91 percent. As of the end of the year achievement was 84.7 percent. 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 percent. 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 percent. 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.

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

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

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

Prevention activities assisted children in maintaining active participation in school and not becoming pregnant or causing a pregnancy. Staff continued to insure children were maintained

in a safe, loving home whether within their kinship network or matched with a deserving family, as Family Builder's helped 58 children realize permanent placements through adoption.

Library

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 six branch libraries achieved 100 percent 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 six 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 six branches includes the presentation of 310 programs at the libraries during the year to over 3,800 preschool aged children. In addition over 145 programs were presented to child care centers, reaching 2m420 preschoolers. In measuring overall customer service satisfaction of library patrons the annual survey conducted during February 14th and March 14th indicated a 99.5 percent rating of excellent or good, surpassing the goal of maintaining a 95 percent rating. The Library continues to partner with the Hickory Public Library, Catawba Valley Community College, 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.

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

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

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

Performance Measurement for Non-Reinventing Departments

Board of Elections

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 2007/08. 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.

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

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

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

Emergency Services

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)

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 percent above average mark from its customers, which surpasses the 90 percent 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.

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

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

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

Finance/Facilities

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

Finance Administration completed the Comprehensive Annual Financial Report (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 percent 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 percent 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 percent of the time. Purchasing processed 1,292 purchase orders last year, approving all within one working day. Purchasing also expedited the disposal of surplus property by selling 100 percent of surplus property via electronic auction.

During Fiscal Year 2006/07, Facilities processed 3,868 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 completion of the CAFR and submission to the Board of Commissioners by its second meeting in December. Purchasing staff continued to work with the Waste Reduction Coordinator/Educator to promote the use of procuring recycled products as follows: during Fiscal Year 2007/08, \$190,399 was spent on green products, and 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.

During Fiscal Year 2007/08, Facilities processed 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.

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

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

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

- The CAFR was submitted to the Local Government Commission and to the Board of Commissioners according to the stated deadline.
- The CAFR has been mailed to the appropriate agencies and posted on the County's website.

- Purchasing continues to work with Waste Reduction Coordinator/Educator to promote the use of and procuring recycled products.

Planning

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

Staff reviewed and made appropriate recommendations within established timeframes. 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 percent to 67,030 patrons, in excess of their 8 percent 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 2007/08, 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. 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.

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

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

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

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

Public Health

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

Environmental Health completed 99.6 percent 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. One hundred percent 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 percent 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.

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

During the fiscal year, Public Health achieved the following:

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

Register of Deeds

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 percent of the time were met and exceeded by an achievement rate of 99 percent. 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.

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

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

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

Sheriff's Office

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 percent of Domestic Violence Orders were served within three 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; 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 or officer arrival and the other being found as officers were arriving on scene; and 1,475 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; K9 Officers conducted 66 searches, 15 searches and seven demonstrations were conducted in the schools, and 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; 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; and SROs have worked with 60 students in reference to bullying in the school and counseled 2,489 students on law enforcement related matters.

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

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

Tax Administration

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 percent for real and personal property and a 95.83 percent collection rate on Motor Vehicle taxes. Prior 10 year delinquent account collections were reduced by 35.72 percent, far exceeding the department's goal of 25 percent.

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 percent. Prior 10 year delinquent accounts were reduced by 41.67 percent, exceeding the department's goal of 40 percent and up from the 35.72 percent achieved in Fiscal Year 2006/07.

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

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

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

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

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

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

Technology

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; added features to allow promoting and tracking of “green” purchases for all departments; continued to respond to more than 95 percent of all mapping and data requests from the public within 24 hours of receiving the request; and 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.

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

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

Utilities & Engineering

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 percent were reviewed and had results communicated to applicants within 10 working days, exceeding their goal of 97 percent. 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 percent of its 42,483 inspections within two working days of the requested service. Ninety-six percent or 40,954 of all requested inspections were completed the next day or on the contractors requested inspection date, exceeding their 90 percent goal. Building Services supervisory staff performed 457 quality control inspections of which 449 or 98 percent were approved, exceeding their 95 percent 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 percent 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 percent were reviewed and had results communicated to applicants within 10 working days, exceeding their goal of 97 percent; 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 percent of its 36,270 inspections the next day or on the contractors requested date surpassing the 90 percent goal. The remaining 1 percent was completed within two working days, thereby meeting the goal that 100 percent of inspections be completed within two working days; Building Services supervisory staff completed 507 quality control inspections of which 497, or 98 percent, were approved, thereby exceeding their 95 percent goal; and 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.

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

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

requested inspection date. During this fiscal year, 99 percent or 30,307 inspections we performed by the next day or by the contractors requested inspection date.

Catawba County
Fiscal Year 2010/11 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.

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.

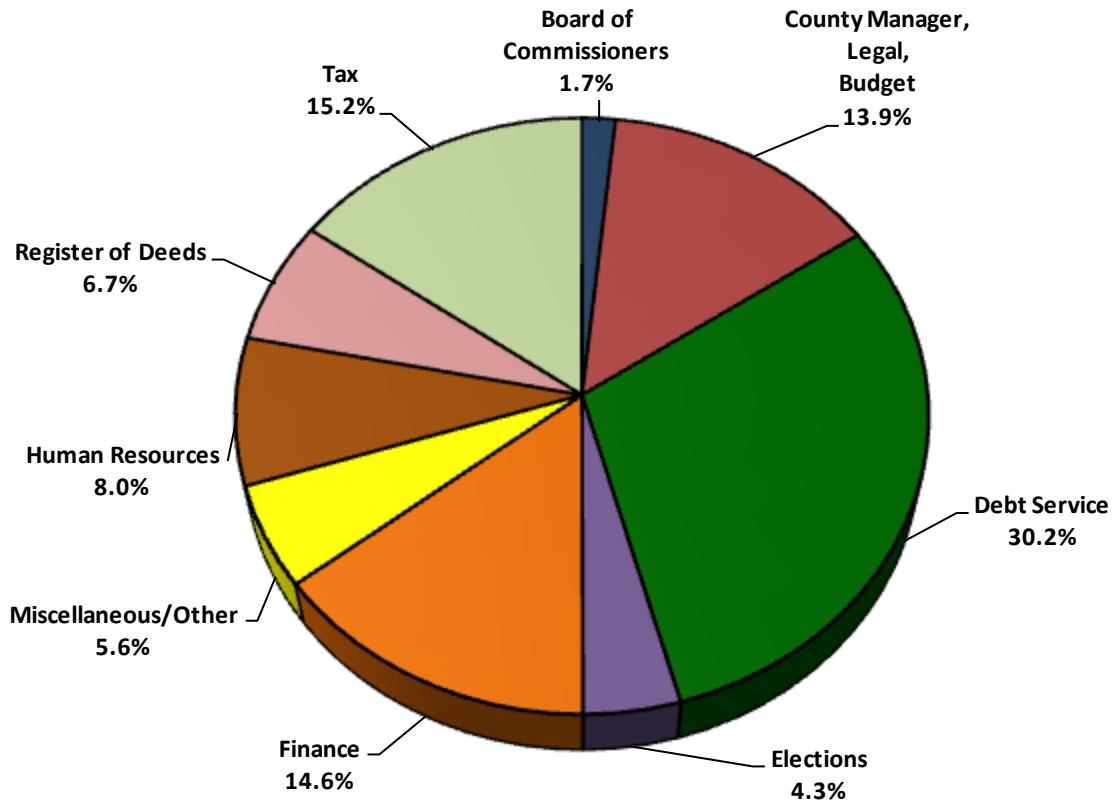


GENERAL GOVERNMENT

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 \$10,819,788 or 5.53 percent of total expenditures for the fiscal year.

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

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



BOARD OF COMMISSIONERS GOALS
Adopted November 16, 2009

1. Prepare a Fiscal Year 2010/11 budget which maintains services and momentum as much as possible in light of economic uncertainty and no property tax increase. Examine planned investments and expenditures to ensure it is both a good time to build and 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. Plan for flat growth in tax revenues. Look at ways to be more efficient and see if the County could perform some services for the smaller municipalities in payroll, purchasing, etc., which could generate some revenue for the County and save money for the smaller municipalities. Continue to examine ways to reduce expenses in each department and ways to conserve energy where possible.
2. 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 industries to the area, and add an additional multi-jurisdictional business park. Look for out of the box ideas that others are not doing. Recruit industries that are related to existing industries.
3. Continue to develop and build the EcoComplex at the Landfill and promote the EcoComplex for environmental and economic development purposes.
4. Continue customer service emphasis in all departments. Focus on communications efforts with citizens so citizens know what is going on in County government.
5. Continue strategies to protect our environmental resources through active involvement in the Inter Basin Transfer (IBT) litigation/resolution and as members on air quality boards and commissions.

Board of Commissioners

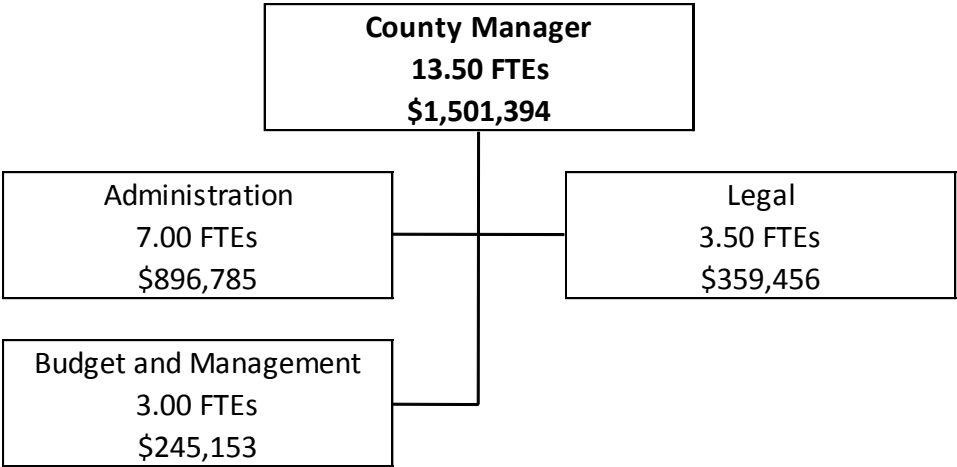
Organization: 110050

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
General Fund	\$162,987	\$188,605	\$178,860	\$179,888	-5%
Total	\$162,987	\$188,605	\$178,860	\$179,888	-5%
Expenses					
Personal Services	\$4,680	\$4,605	\$5,660	\$5,660	23%
Supplies & Operations	158,307	184,000	173,200	174,228	-5%
Capital	0	0	0	0	0%
Total	\$162,987	\$188,605	\$178,860	\$179,888	-5%

Budget Highlights

The Board of Commissioners' budget decreased 5 percent compared to Fiscal Year 2009/10. This decrease was the result of negotiating a more favorable contract with the County's legislative lobbyist, and reductions in travel, dues and subscriptions, and some miscellaneous expenses.

Catawba County Government



County Manager

Reinventing Department

Organization: 120050

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Cable TV Reimbursement	\$28,000	\$28,000	\$28,000	\$28,000	0%
Federal & State	4,949	0	0	0	0%
Miscellaneous	1,504	0	0	0	0%
Indirect Cost	136,182	176,340	174,345	174,345	-1%
General Fund	1,250,597	1,293,091	1,294,647	1,299,049	0%
Total	\$1,421,232	\$1,497,431	\$1,496,992	\$1,501,394	0%
Expenses					
Personal Services	\$1,339,254	\$1,404,573	\$1,420,098	\$1,420,898	1%
Supplies & Operations	81,978	92,858	80,496	80,496	-13%
Capital	0	0	0	0	0%
Total	\$1,421,232	\$1,497,431	\$1,500,594	\$1,501,394	0%
Expenses by Division					
County Manager	\$873,484	\$909,013	\$896,785	\$896,785	-1%
Legal	324,547	348,418	359,456	359,456	3%
Budget & Management	223,201	240,000	244,353	245,153	2%
Total	\$1,421,232	\$1,497,431	\$1,500,594	\$1,501,394	0%
Employees					
Permanent	14.50	14.50	14.50	13.50	-7%
Hourly	0.00	0.00	0.00	0.00	0%
Total	14.50	14.50	14.50	13.50	-7%

Fiscal Year 2008/09 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 department also includes Legal Services and Budget and Management. The recommended County Manager's budget is a 0.1 percent decrease from Fiscal Year 2009/10. The decrease in funding is associated with the elimination an office support specialist position within the department. As a result of losing this position, workload for County Manager's staff has increased as the position's responsibilities have been re-distributed among staff.

Legal Services provides quality legal counseling and representation to the Board of Commissioners, managers, and employees of Catawba County on all issues related to County government.

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 2010/11

Outcomes for Fiscal Year 2010/11 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.

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.

For Fiscal Year 2010/11, the Budget Office will continue its focus on accurate revenue and expenditure projections and preparation of a balanced budget for adoption. The Budget Office will pay particularly close attention and monitor the Fiscal Year 2010/11 budget on an ongoing basis to ensure it remains balanced and recommend appropriate action be taken quickly if further revenue erosion occurs. Additionally, staff will enhance benchmark data available to aid in management decisions by working with departments to improve outcomes and pursuing benchmarking opportunities with other counties.

Fiscal Year 2009/10

The County Manager's Office is on track to achieve all of its outcomes for the current fiscal year. The department's achievements involve promoting economic development and prudent fiscal management during challenging economic times, which includes:

- Reaching an economic development incentive agreement with Apple Inc. in exchange for Apple's commitment to spend \$1.0 billion or more within 10 years and create and maintain 50 direct jobs within 24 months and approximately 250 indirect jobs. The Board also approved an economic grant for Ethan Allen Interiors, Inc. for an expansion project that included the consolidation of several domestic and foreign facilities into Ethan Allen's manufacturing facility in Maiden.

- Preparing a responsible Fiscal Year 2009/10 budget with no Countywide property tax increase. Despite an increase in service demands brought on by the recession, the County decreased operating expenses by 4 percent while maintaining its service levels. The budget invests in public schools, community college, public safety, and water and sewer infrastructure.
- Holding back an additional 2 percent of department's budgets during the fiscal year to ensure that future budget challenges can be handled more effectively.
- Facilitating the necessary resolutions to enable each of the County's three public school systems to take advantage of zero-interest funds available through Federal stimulus legislation for school construction projects.

Legal Services is on track to or believes it will meet or exceed all of their outcomes in the current fiscal year. To date, 176 contracts have been received and all have been reviewed within five working days. In-service training has been provided for EMS, the Sheriff's Office, and supervisors. As of December 2009, \$131,207 has been turned over to Legal for collection, and \$47,576 has been collected, resulting in a 36 percent collection rate. While this is below the goal of a 50 percent collection rate, there is the expectation that the target will be met with pending tax foreclosure dates in January and May 2010.

The Budget Office is on track to meet outcomes for Fiscal Year 2009/10. 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 2009/10 budget was adopted as scheduled.

Fiscal Year 2008/09

All stated outcomes were achieved in Fiscal Year 2008/09. As in previous years most of the outcomes for this department focused on providing customer service to internal and external customers, the Board of Commissioners, County Departments and the general public.

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

The Board continued to support Catawba County Economic Development Corporation's efforts to coordinate a Multi-Jurisdictional Business Park which would be a joint effort among interested municipalities and the County. Economic development incentives were also approved by the Board for Poppelmann, 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, created new jobs within County.

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. In an effort to improve the County's ranking in community college funding, the Fiscal Year 2008/09 budget included a 13 percent current expense increase for Catawba Valley Community College, which moved CVCC to 16th in funding out of 58 community colleges. The goal is to eventually be within the top ten to fifteen counties in providing support to the community college which brings so much to the County in the way of academic improvement and workforce development. The Board also entered into a partnership with Appalachian State University on the Biodiesel research facility and this joint effort will bring interest and support for the facility and national recognition for both the University and the County.

The County's third passive park opened in December 2008 at the location of the St. Stephen's Park, formerly part of the City of Hickory's park system. Amenities include a one-acre dog park, walking trail, playground, horseshoe pits, bird feeding station, picnic shelter, and meeting room. The park was funded through appropriations from the County's Parks Trust Fund, which was established in 1997.

Lastly, in an effort to continue investment in the County's quality of life, a new Sherrills Ford-Terrell Fire Rescue location assumed responsibility for what had previously been known as the Denver Fire District, thus improving the fire protection in that area of the County and decreasing fire insurance rates for homeowners and potential homeowners.

Legal Services achieved all of its outcomes for Fiscal Year 2008/09. The department earned a 99 percent client satisfaction rating which was well above its goal of 95 percent approval to determine the success of legal services offered. Legal exceeded its standard of completing preparation and review of requested contracts within five days 95 percent of the time by reviewing all 390 contracts received during the year within five days. Legal's action to collect delinquent accounts and other moneys owed to the County resulted in a 75 percent collection rate in excess of the 50 percent 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, staff delivered in-service training to the Sheriff's Office and Emergency Services and provided 24/7 on-call legal assistance to Public Safety agencies.

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

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 2010/11 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 2012.
7. Participate actively in local, State, and national organizations such as the North Carolina Association of County Commissioners, National Association of Counties, International City/County Management Association, North Carolina City/County Management Association, and local managers groups to strengthen intergovernmental relationships and share ideas.
8. Monitor legislation proposed by the North Carolina General Assembly and, where applicable, propose legislation that would be beneficial to Catawba County.

Outcome Performance Measures:

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

LEGAL

Statement of Purpose

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

Outcomes

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

BUDGET AND MANAGEMENT

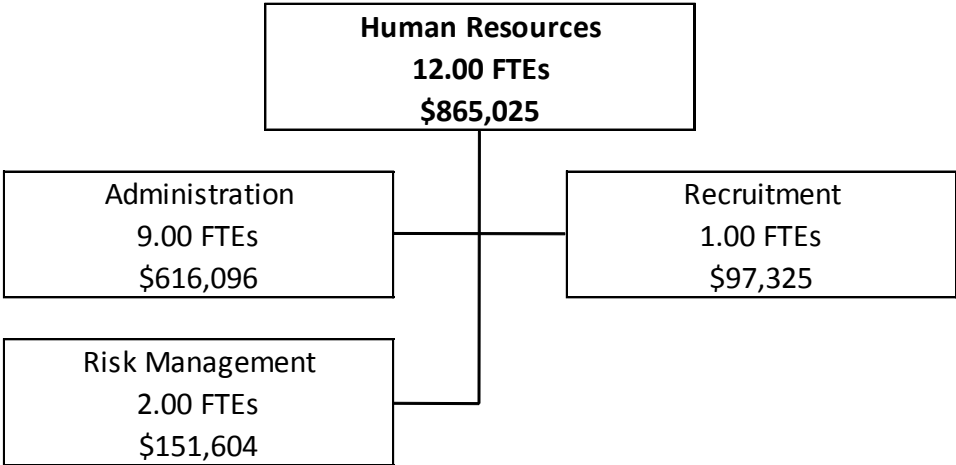
Statement of Purpose

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

Outcomes

1. Prepare a balanced budget for adoption by June 30, 2011, which:
 - a. Receives a satisfaction rating of at least 95 percent on the Manager's budget survey to be completed in July 2011 focusing on the responsiveness and the quality of analysis completed by the budget staff on departmental outcomes. This will include the budget staffs' ability to monitor and report departments' progress and commitment to outcomes and to recommend changes to improve efficiency or compliance.
 - b. Receives a satisfaction rating of at least 90 percent from department heads on a survey to be completed in July 2011, 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 2010 Government Finance Officers Association (GFOA) Distinguished Budget Award.
2. Prepare a Revenue, Expense, and Fund Balance forecast in October 2010 that is based on the Fiscal Year 2010/11 annual budget and Capital Improvement Plan (CIP) which will give the County Manager, Board of Commissioners, and Department Heads the financial information they need to set priorities and goals in planning for the future needs of the County.
3. Monitor the Fiscal Year 2010/11 budget on an ongoing basis to ensure the budget remains balanced and recommend appropriate action be taken quickly if further revenue erosion occurs.
4. Enhance benchmark data available to aid in management decisions by working with departments to improve outcomes and participating in the UNC School of Government County Benchmarking Project.

Catawba County Government



Human Resources

Reinventing Department

					Summary
	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Indirect Cost	\$95,806	\$96,552	\$102,998	\$102,998	7%
Local	6,000	0	0	0	0%
Mental Health Contracts	20,332	21,000	21,000	17,706	-16%
General Fund	672,673	744,323	734,563	744,321	0%
Total	\$794,811	\$861,875	\$858,561	\$865,025	0%
Expenses					
Personal Services	\$703,486	\$727,806	\$729,371	\$735,373	1%
Supplies & Operations	91,325	134,069	129,190	129,652	-3%
Capital	0	0	0	0	0%
Total	\$794,811	\$861,875	\$858,561	\$865,025	0%
Expenses by Division					
Administration	\$581,609	\$612,968	\$610,720	\$616,096	1%
Recruitment	77,773	105,499	96,608	97,325	-8%
Risk Management	135,429	143,408	151,233	151,604	6%
Total	\$794,811	\$861,875	\$858,561	\$865,025	0%
Employees					
Permanent	12.00	12.00	12.00	12.00	0%
Hourly	0.25	0.25	0.25	0.50	100%
Total	12.25	12.25	12.25	12.50	2%

Fiscal Year 2008/09 Outcome Achievements

Total Outcomes	Achieved	Partially Achieved	Not Achieved	Success Rate
13	13	0	0	100.0%

Budget Highlights

Human Resources is a reinventing department and continues to focus on providing a quality workforce for the County while adhering to all applicable Federal and State employment guidelines. The Human Resources' budget increased 0.4 percent compared to Fiscal Year 2009/10 but experienced several reductions, including \$7,000 in advertising and \$3,000 for drug testing. Both of these reductions were driven largely by fewer hiring needs within the County during the economic downturn and because the County is receiving adequate amounts of qualified candidates through the Catawba County website. A reduction of \$4,000 in travel and training was also made, which will limit the ability of staff to obtain greater skill and knowledge through educational opportunities.

Performance Measurement

Fiscal Year 2010/11

Outcomes for Fiscal Year 2009/10 continue to emphasize wellness, organizational development and customer service. New outcomes were added to better quantify results through tracking the satisfaction and the impact of services. Specifically, the department incorporated new measures to document the following:

- Impact of wellness workshops on the health of employees;
- Participation of County employees in wellness activities;
- Quality of the recruitment process;
- Timeliness of recruitment services; and
- Number of recordable injuries occurring within the County.

Fiscal Year 2009/10

The Human Resources Department is on track to meet or exceed all its outcomes for Fiscal Year 2009/10. Outcomes for Fiscal Year 2009/10 emphasize wellness, organizational development, enhanced recruitment efforts, and customer service.

The department continues to receive high marks for conducting new employee orientation sessions, averaging an overall score of 4.5 out of 5, and developing employees through successful delivery of online training programs. Additionally, wellness initiatives have helped employees identify risk areas associated with their health through screenings and targeted follow-ups. More than 10 percent of the employees whose initial screening results placed them in high risk categories participated in post-screening wellness consultations. Although there were improvements noted in areas such as fasting blood sugar and bad cholesterol levels, high body mass index figures remain an on-going health concern.

Fiscal Year 2008/09

The Human Resources department continued to earn high marks from participants in the bi-weekly new employee orientations. Out of 155 evaluations, the overall score was 4.6 out of a possible 5. In the area of organizational development, an online training program was offered entitled “ADA-What Supervisors Need to Know”, and nearly 100 supervisors successfully completed this program.

To ensure adequate funding of the Self Insurance Fund (and pricing of insurance programs), Human Resources continually reviewed the status of our Self Insurance Fund especially in the Health and Dental areas because the County experienced a 25-30 percent increase in health claims. For the year ended June 30, 2009, reporting indicated a surplus in revenues of approximately \$154,000 and a deficit of approximately \$1.1 million in expenditures. This primarily is in the County’s health area with an expected deficit of \$1.3 million over what was initially budgeted for this year.

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

Catawba County continued to provide a qualified and diverse workforce by promoting Catawba County as a progressive and competitive employer. A Diversity Committee was formed and met for the first time in February 2009 and made recommendations to better market Catawba County as “a great place to live and work!”

HUMAN RESOURCES

Administration

Statement of Purpose

Provide a quality and comprehensive benefits plan to County employees.

Outcomes

1. Educate 100 percent of new permanent employees on what the County benefits are, how to utilize them, and employee expectations by conducting bi-weekly orientations. Success will be measured by achieving a score of 4.0 or higher on 90 percent of the evaluations given at orientation as to the usefulness of the information and overall delivery.
2. By October 31, 2010, 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 November 30, 2010. Human Resources plans to continue offering this survey every other year to obtain employee feedback and address concerns when feasible.

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 to ensure best practices and/or legal compliance by June 30, 2011. A schedule with proposed training for each fiscal year is presented to Department Heads for approval prior to implementation.
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, 2011.

Self Insurance

Outcomes

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. The quarterly reports will include a financial overview of the Self Insurance Fund, spreadsheets of associated health and dental costs including claims and any administrative fees, reports on workers compensation and property and liability claims, and reports on short-term and long-term disability payments.

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 employees 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, 2011, 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.
 - d. By June 30, 2011, give a year to year comparison of participation in the wellness screenings and overall changes in Body Mass Index (BMI), Blood Pressure, Blood Glucose, and Cholesterol.
7. Ensure high-quality and relevant presentations to County employees to help improve their overall health. Success will be measured by having 85 percent of employees that attended wellness workshops state they "strongly agree" or "agree" that the

presentation's content will help them positively impact their health or the health of a family member.

8. Ensure that a significant number of County employees participate in at least one wellness offering during the year to encourage healthy lifestyles. Specifically, at least 50 percent of County employees will participate in a minimum of one wellness activity (including, but not limited to, Lunch and Learns, yoga offerings, and the Wellness Challenge). The goal is to promote employee health and reduce health claims by reaching a target audience and educating that audience about health risks and beneficial health practices. By June 30, 2011, a report will be prepared on the number of employees participating in on-site events and online training.
9. 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. An additional quarterly report on the number of visits to the Employee Health Connection, procedures completed and associated costs and savings will also be given.

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

10. By June 30, 2011, implement at least two of the recommendations made by the Catawba County Diversity Committee and/or the local minority groups (NAACP, Centro Latino, and Hmong Association) to support increasing retention and improvement of minority representation in hiring and promotions. The Human Resources Analyst will attend monthly meetings with the Catawba County Diversity Committee, discussing/obtaining information regarding these recommendations at a minimum of twice per year. The Human Resources Analyst will hold a minimum of one meeting per year with the local minority groups for the same purposes.

11. By March 31, 2011, conduct meetings between Human Resources, department heads, and County Manager's Office to review department statistics, set expectations, and share current recruitment and retention goals and ideas.
12. Ensure a quality recruitment process to facilitate the efficient and effective hiring of County employees. Success will be measured by having 85 percent of hiring managers indicate that they are "highly satisfied" or "satisfied" with the recruitment process managed by the Human Resources Department.
13. In order to facilitate the efficient hiring of qualified staff, recruitment processing will be done in a timely manner. Specifically, 90 percent of all applications will have all initial qualification screening completed within three working days of the position's closing date.

Risk Management

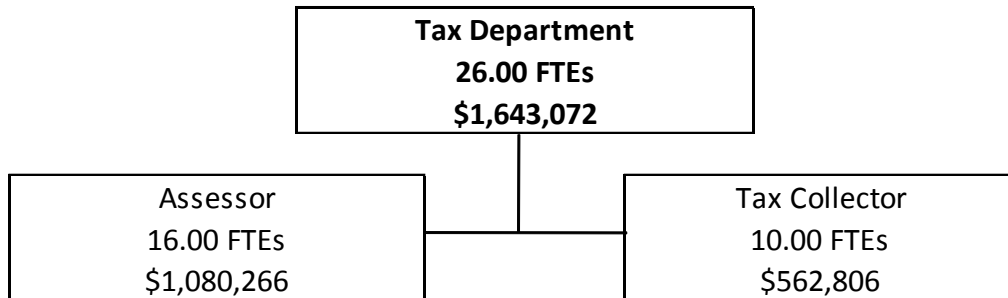
Statement of Purpose

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 evaluate the application of recognition programs at the Federal and/or State level.
15. Limit OSHA recordable injuries to less than eight per 100 FTEs. To achieve this outcome, Risk Management will offer at least two online programs to increase the safety, health, and security awareness of our County workforce. By June 30, 2011, 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				
	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Property Tax	80,466,707	79,499,931	79,912,051	79,877,682	0%
Charges & Fees	266,767	240,150	233,820	233,820	-3%
Contribution to General Fund	(80,197,445)	(79,180,487)	(79,579,197)	(79,535,286)	0%
General Fund	1,016,086	1,052,826	1,047,247	1,066,856	1%
Total	\$1,552,115	\$1,612,420	\$1,613,921	\$1,643,072	2%
Expenses					
Personal Services	\$1,230,123	\$1,237,740	\$1,281,958	\$1,304,893	5%
Supplies & Operations	321,992	354,680	316,963	323,179	-9%
Tax Refunds	0	20,000	15,000	15,000	-25%
Capital	0	0	0	0	0%
Total	\$1,552,115	\$1,612,420	\$1,613,921	\$1,643,072	2%
Expenses by Division					
Assessor	\$1,054,754	\$1,079,486	\$1,060,657	\$1,080,266	0%
Collections	497,361	532,934	553,264	562,806	6%
Total	\$1,552,115	\$1,612,420	\$1,613,921	\$1,643,072	2%
Employees					
Permanent	26.00	26.00	26.00	26.00	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	26.00	26.00	26.00	26.00	0%

Budget Highlights

The Fiscal Year 2010/11 budget includes reductions in the Collector's Office and Assessor's Office in the following accounts: Travel and Transportation, Repairs and Maintenance, and Minor IT Equipment. The budget assumes a property tax collection rate of 97.1%. Due to lagging collections for motor vehicles it is anticipated that the County will receive 1% fewer collections (83.16%) and \$50 million less in value in Fiscal Year 2010/11 than in Fiscal Year 2009/10.

Performance Measurement Fiscal Year 2010/11

The Tax Department strives to accomplish a high level of customer service while successfully collecting all tax revenues in the upcoming fiscal year. Inspection of past collection rates led the Department to modify a regularly used past outcome. The department strives to improve year-end tax collection rate ranking by five positions as compared to all counties in North Carolina, rather than attempt to maintain a tax collection rate that is among the top

10 percent of all counties, as in past years. Other outcomes focus on the successful completion of Revaluation in 2011.

Fiscal Year 2009/10

At mid-year, the Assessor Office of the Tax Department had achieved all outcomes focusing on customer service and communication with the public. Additionally, the Department attempted to provide most current ownership of real property to citizens by processing 90 percent of deed transfers within five business days of receipt from the Register of Deeds. Data tracked from August 2009 to mid-year show that 87.3 percent of deed transfers were processed at an average of 9.43 business days, falling short of this particular goal.

The results of outcomes that focus on current year taxes and those that focus on delinquent taxes will not be known until the end of the fiscal year. The Tax Collector Office notes that a position which remained vacant for three months may affect the collection rate. The Office has been successful in accomplishing outcomes related to customer service and cross-training.

The Reappraisal Office has successfully accomplished most outcomes in Fiscal Year 2009/10. These outcomes highlighted record maintenance and completing tasks necessary for Revaluation in Fiscal Year 2010/11. The Office decided to forego press releases regarding land pricing and the 2011 Revaluation, which was originally an outcome for Fiscal Year 2009/10.

Fiscal Year 2008/09

The Tax Department was successful in achieving outcomes related to record maintenance and sustaining a high level of customer service to Catawba County tax payers. However, collection rates for Fiscal Year 2008/09 will not be finalized until May 10, 2010, by the North Carolina State Treasurer's Office (Catawba County ranked 37th out of 100 counties in Fiscal Year 2007/08). Over 65 percent of the 2008 delinquent collections under \$250 were successfully collected. Although the Department did not complete their outcome regarding delinquent taxes from the past 10 years, these taxes were reduced by 42.69 percent, which is a 1.02 percent improvement over the previous year reduction.

ASSESSOR

Statement of Purpose

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

Outcomes

1. To ensure citizens receive prompt notification of taxes owed:
 - a. Prepare and mail all real and personal property tax bills no later than September 1st, the date in which they lawfully become due and payable.
 - b. Prepare and mail each month's motor vehicle tax bills at least 15 days prior to the first day of the month the bill is due.
2. Provide quality customer service by responding to all taxpayer inquiries within 24 hours of receipt and resolving outstanding issues within five working days as evidenced by call logs or other written documentation.
3. Provide most current ownership information of real property to citizens by processing 85 percent of deed transfers within 10 business days of receipt from the Register of Deeds.
4. Ensure that all new construction is listed, appraised, and recorded in time for billing no later than September 1, 2010, 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, 2011: elderly or disabled exclusion, circuit breaker property tax deferment, builder's inventory 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. Improve year-end tax collection rate ranking by five positions as compared to all counties in North Carolina as evidenced by yearly statistics issued by the North Carolina Department of State Treasurer. To accomplish this goal, staff will:
 - a. Utilize all lawful measures to collect delinquent taxes, including attachments, garnishments, foreclosure, etc.
 - b. Prepare weekly 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 percent of these smaller accounts by June 30, 2011.
2. Collect 50 percent of prior 10 years delinquent taxes during Fiscal Year 2010/11. Statutorily, we may only collect taxes that are 10 years or less delinquent, so it is important to continue all lawful measures to collect these accounts before that time expires.
3. Provide quality customer service by responding to all taxpayer inquiries within 24 hours of receipt and resolving outstanding issues within five 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 General Election on November 2nd as required by Federal and State law.
2. Apply, by the mandated dates, all laws passed by the 2010 General Assembly.
3. The State of North Carolina will be in the third year participating in the 2010 Census Redistricting Data Program as required by Federal and State law. We will continue implementing any requirements by the mandated dates.
4. Ensure the required 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.
5. Complete "List Maintenance" that is required every two years. This procedure is designed to maintain only active voters in the registration files and remove the voters that have moved out of the county, died, or have not voted in the last two Federal elections. The date of this requirement will be set by the State Board of Elections.
6. Maintain a satisfaction rating of 90 percent or higher on 85 percent of all Customer Satisfaction Surveys, distributed to each person who files for office with the Catawba County Board of Elections.

Board of Elections

Organization: 140050

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Federal	\$21,700	\$0	\$0	\$0	0%
State	0	0	0	0	0%
Charges & Fees	473	127,795	200	200	-100%
General Fund	426,192	433,836	468,399	460,112	6%
Total	\$448,365	\$561,631	\$468,599	\$460,312	-18%
Expenses					
Personal Services	\$349,922	\$378,931	\$301,399	\$287,612	-24%
Supplies & Operations	98,443	182,700	167,200	172,700	-5%
Capital	0	0	0	0	0%
Total	\$448,365	\$561,631	\$468,599	\$460,312	-18%
Employees					
Permanent	4.50	4.50	4.50	4.50	0%
Hourly	0.02	0.02	0.02	0.02	0%
Total	4.52	4.52	4.52	4.52	0%

Budget Highlights

The Fiscal Year 2010/11 budget includes funding for one Countywide election. Due to budgetary constraints the Department has reduced funding for one-stop voting sites. The budget includes funding for one one-stop voting site as required by State law. The budget also includes an increase in Other Contractual Services due to a shift in responsibility of voting equipment maintenance from the State to counties.

Performance Measurement

Fiscal Year 2010/11

In Fiscal Year 2010/11 the Board of Elections' outcomes emphasize one Countywide election, executing all mandates required by the General Assembly and the 2010 Census, and conducting the biannual list maintenance process. New to their outcomes this year, the Board of Elections will survey all those who file for office and strive to maintain a 90 percent customer satisfaction rating from those who are surveyed. The Department anticipates this survey being a gauge of their quality of service and a communication tool for those served.

Fiscal Year 2009/10

During the first half of Fiscal Year 2009/10, the Board of Elections had either completed or was on track to achieve all outcomes. Two out of three elections were executed successfully: the City of Hickory Primary, as well as the Municipal Elections for all eight municipalities and the Newton-Conover School Systems. The Board of Elections is currently preparing for the

May 2010 Primary and is prepared to conduct a second primary if required. The Board of Elections is currently implementing all law changes and passed by the General Assembly during the 2009 Long Session as they become effective. In addition, the Department is participating in the 2010 Census Redistricting Data Program by working with Geospatial Information Services (GIS) to inform the General Assembly Census Office of the precinct lines currently used within the County. The Department plans to conduct preventative maintenance on voting equipment in the second half of the year, as well as utilize the Community Alert System (CAS) to improve communication with voters.

Fiscal Year 2008/09

The Board of Elections successfully completed their four outcomes for Fiscal Year 2008/09. This included the following:

1. Prepare for and conduct the General Election on November 4th. Catawba County had a turnout of 67.48 percent of voters (70,544 voters) and mailed 3,882 ballots to those who could not vote in person.
2. Increase awareness of the early voting sites in the County. The objective was to increase voter turnout at the one-stop sites, thus decreasing lines on Election Day. The Department experienced an unprecedented turnout of voters, 66 percent of which voted at one of four one-stop sites. The utilization of one-stop voting sites alleviated the impact on precincts and made the record turnout manageable.
3. Complete 'List Maintenance' that is required every two years. Over 14,000 voter cards were mailed to those who had not voted or had no contact with the Board of Elections office in the last four years. This process resulted in the removal of 2,843 voters.
4. Begin preparation for the electronic poll books. This began in January 2009 with the State Board of Elections certifying electronic poll books. Software for the electronic poll books were released to counties in July and the remaining portion of the implementation was released later in the year.



REGISTER OF DEEDS

Statement of Purpose

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

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

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

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

Outcomes

1. Provide more timely, courteous, and accurate services to the public by:
 - a. Recording 100 percent of real estate documents the same day received.
 - b. Recording 99 percent of vital records the same day they are received, given there are no problems with the records.
 - c. Responding to 99 percent of all vital records requests (marriage license, birth, and death certificates) received by mail and in person within the same day, given there are not problems with the request.
 - d. To return real estate documents within two days after they have fully been indexed.
 - e. To educate couples of the requirements for marriage license by instructing them of the appropriate documentation accepted within the North Carolina laws.
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, 2011:

- a. Providing offline and online access to scanned images of the GRANTEE real estate indexing books for 1984 to 1988 and 1842 – 1954 since we already provide books 1992 to 1989 and 1983 to 1955.
 - b. Providing offline and online access to scanned images of the real estate plats back to book five since we already provide from the most recent recording back to book 10.
 - c. Replace and preserve the original marriage license and binders from Volumes 29 to 35 since 28 to one have already been completed. The Register of Deeds' Office holds the original license since we issue them unlike the birth and death records.
 - d. Work with Information Technology to keep Website updated, user friendly, and available 24 hours per day, seven days per week.
 - e. 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.
 - f. In order to meet the demands of our customers and to index recorded documents to meet the statutory requirements, it is imperative that our software and hardware works as efficiently as possible and the office has adequate staff to push documents rapidly through the workflow. The Register of Deeds relies on the Catawba County Information Technology Department and Logan Systems to provide assistance with maintenance and support of our servers, upgrades and support for our imaging system, network, hardware, and web application. We have worked steadily to implement computerized processes to meet the increasing demands of the general public for faster and more efficient recording processes. Our customers have come to expect a level of service that becomes increasingly difficult to maintain as workload increases. In order to meet customer expectations in the future, it will be necessary to continually upgrade our applications and hardware as new technology becomes available.
3. To reinstate the already approved position of a staff member that will allow the continuance of one staff member to be solely responsible for supervising the vital records area. The vital records request has increased due to the identity protections laws. Our office expects a continuous increased of request in this department. 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 1940.

- c. Providing the indexing and scanned uncertified copies of death records back to 1985 on the self-service in-house terminals since we already provide the most recent filing to 1990.
 - d. Providing the indexing and scanned uncertified copies of marriage records back to 1985 on the self-service in-house terminals since we already provide the most recent filing to 1990.
 - e. Training and/or approval of Amendments, Legitimations, and Delayed Certificates through North Carolina State Vital Records and the North Carolina Association of Register of Deeds.
4. To ensure an indexing error rate of less than 1 percent, the Catawba Register is using a blind double-key indexing method for all recorded documents. This new procedure will require the original indexer to enter the indexing data. The data is keyed in again by an indexing verifier. The results are compared and any discrepancies are resolved by the verifier. The department will implement cross-training which will allow for additional indexers to enable the indexing of all documents within the mandated 24-hour period. Current position allocations are necessary to provide this level of service reliability.
5. The changes in the economy affects the real estate area of the Register of Deeds. The national economy began a major recession in early 2008 impacting the number of home purchases in Catawba County. 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 give us a disaster recovery plan should a minor or major disaster take place on the documentation of the County's history. This also allows the files to be more accessible to the public and staff which will permit us to be able to provide 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 Military DD214 records back to beginning, which will be assessable to staff only.
 - c. Index and scan corporate records back to 1980.
 - d. Scan plats back to 1842.
 - e. Review 1984 – 1992 Grantee index books so there can be a standard and complete set of these years for scanning.
 - f. Index the monthly out of County deaths received from Office of Vital Statistics in Raleigh.
6. Minimize loss and maximize the ability to retrieve all records in the Register of Deed's Office records in the event of a disaster by ensuring that a Disaster Recovery Plan is intact and operational.

- a. Backup digitalized real estate records, vital records, military discharges, and notary public certifications either through the Catawba County Information Technology Department, Archives in Raleigh, or Logan Systems.
- b. To keep the most updated recovery plan in Disaster Notebook and make sure all staff knows how to implement the plan in a time of need.
- c. To have quarterly drills for the staff to 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

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Real Estate Excise	\$449,890	\$500,000	\$400,000	\$400,000	-20%
Charges & Fees	527,973	444,386	481,990	481,990	8%
Miscellaneous	211,089	187,300	193,500	193,500	3%
General Fund	(413,550)	(417,613)	(366,509)	(351,720)	-16%
Total	\$775,402	\$714,073	\$708,981	\$723,770	1%
Expenses					
Personal Services	\$576,359	\$506,306	\$538,984	\$553,773	9%
Supplies & Operations	199,043	207,767	169,997	169,997	-18%
Capital	0	0	0	0	0%
Total	\$775,402	\$714,073	\$708,981	\$723,770	1.4%
Employees					
Permanent	10.00	11.00	11.00	11.00	0%
Hourly	0.60	0.00	0.00	0.00	0%
Total	10.60	11.00	11.00	11.00	0%

Budget Highlights

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

The Fiscal Year 2010/11 budget for the Register of Deeds Office is a 2 percent increase from Fiscal Year 2009/10. Compared to the budget from Fiscal Year 2008/09, this budget has decreased by 10 percent. This level of reduction was due to holding back funding for a vacant position and scaling back on the contract for back scanning and indexing. The Fiscal Year 2010/11 budget further reduces the contract for back scanning and indexing as part of the department's reduction plan but reinstates the position to assist in this work, which will allow the County to save money as it relies on in-house employees to preserve records.

Performance Measurement

Fiscal Year 2010/11

Outcomes for Fiscal Year 2010/11 continue to focus on ensuring the accuracy of records and the improved availability to the public through the use of technology. All recording of real estate documents and vital records will take place the same day they are received and as well as requests for vital records (marriage license, birth and death certificates). Online access will be available for real estate transactions from 1984 to 1988 and 1842 - 1954. Through self-service in-house terminals the public will have access to birth records back to 1938,

marriage records back to 1985 and death records back to 1985. Scanning and indexing of back records continues.

Fiscal Year 2009/10

The mid-year report for Fiscal Year 2009/10 indicates that all outcomes associated with providing timely, courteous, and accurate services to the public are being met. However, outcomes associated with reducing the amount of in-office research time required to obtain copies of needed records and allowing one staff member to be solely responsible for supervising the vital records area are not on track due to shifting priorities and staffing changes. Specifically, providing offline and online access to scanned images of the GRANTEE real estate indexing books for 1984 to 1988 has not been met due to other indexing priorities. Also, the Register of Deeds lost two staff members due to retirement so meeting established goals in the vital records area are in jeopardy.

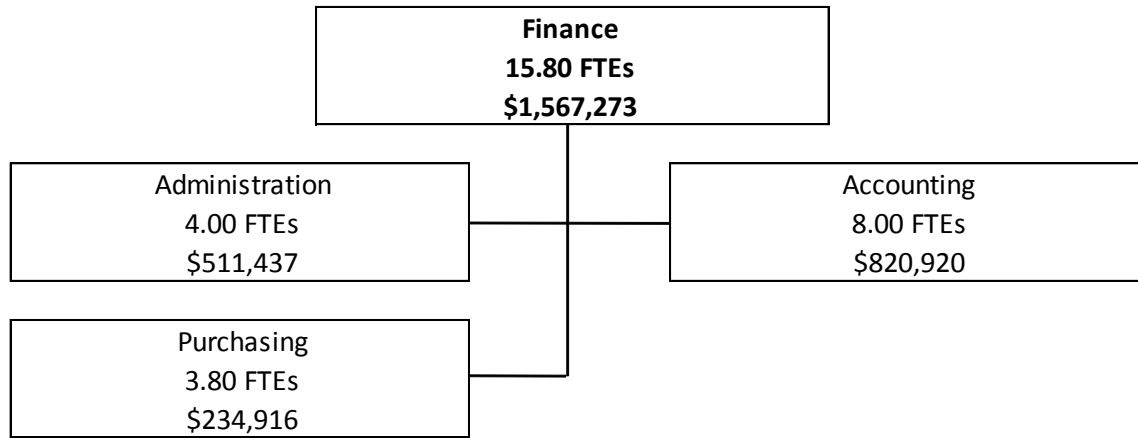
Fiscal Year 2008/09

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

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



Catawba County Government



Finance

	Summary				
	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Investments Earnings	\$1,950,728	\$800,000	\$800,000	\$800,000	0%
Personnel Indirect Cost	32,944	32,944	32,944	32,944	0%
Mental Health Contracts	16,378	17,965	6,239	7,239	-60%
Miscellaneous	3,150	0	1,500	1,500	0%
Charges & Fees	710	0	0	0	0%
General Fund	(512,397)	695,480	709,686	735,467	6%
Total	\$1,491,513	\$1,546,389	\$1,550,369	\$1,577,150	2%
Expenses					
Personal Services	\$910,327	\$928,088	\$932,568	\$956,182	3%
Supplies & Operations	581,186	618,301	617,801	620,968	0%
Capital	0	0	0	0	0%
Total	\$1,491,513	\$1,546,389	\$1,550,369	\$1,577,150	2%
Expenses by Division					
Administration	\$455,565	\$500,945	\$503,989	\$513,844	3%
Accounting	816,665	813,276	817,720	826,270	2%
Purchasing	219,283	232,168	228,660	237,036	2%
Total	\$1,491,513	\$1,546,389	\$1,550,369	\$1,577,150	2%
Employees					
Permanent	15.80	15.80	15.80	15.80	0%
Hourly	0.20	0.25	0.30	0.30	20%
Total	16.00	16.05	16.10	16.10	0%

Budget Highlights

Functions included within the Finance Department are administration, accounting, and purchasing. Administration manages the department's operations; accounting encompasses receivables, payables, billing and payroll; and purchasing assists all County departments with purchasing goods and services and provides mail courier and copying services.

The Finance budget is a 1 percent increase over Fiscal Year 2009/10. This increase is partly a result of additional funds for ambulance billing. The County continues to contract for ambulance billing at a cost of 8 percent of revenue and since ambulance revenue continues to increase, there is a corresponding increase in funds for ambulance billing. Contracting for this service allows the County to capitalize on economies presented by billing for multiple counties and to take advantage of the expertise the contractor has in filing reimbursements under complicated Medicare, Medicaid, and overall insurance policy regulations.

The department also reduced funding in several areas across its three divisions. Savings were realized through proactive management decisions such as reducing the number of printed

Comprehensive Annual Financial Reports and Popular Annual Financial Reports and renegotiating banking services. Both of these reductions will not impact services and will save about \$2,700 per year. The recommended budget also includes reducing part-time wages in Purchasing. This part-time position is used to cover the office for vacation and health related absences and also assists the purchasing staff with special projects. The reduction will limit the available hours of this part-time position resulting in an increased workload for the existing purchasing staff.

Performance Measurement

Fiscal Year 2010/11

Outcomes continue to focus on the timely processing of financial responsibilities such as completion of the County's Comprehensive Annual Financial Report (CAFR); providing the Budget Office with information to complete the annual budget; monitoring financial transactions; processing receivables, payables, and payroll; and assisting departments to purchase goods and services as economically and timely as possible. The department has a goal of performing all functions with 90 percent or better approval rating.

Fiscal Year 2009/10

At midyear, all outcomes for the Finance Department have been achieved or are being achieved on an ongoing basis including:

- Providing the Budget Office with needed information on fund balances, revenue projections, and debt by October 31, 2009.
- Completing the CAFR and submitting it to the Board of Commissioners by December 31, 2009.
- Purchasing staff continuing to work with the Waste Reduction Coordinator/Educator to promote the use of procuring recycled products. For the first half of Fiscal Year 2009/10 \$57,873 has been spent on recycled or environmentally friendly products.
- Processing all documentation received and calculating wage payments accurately 99.5 percent of the time.

Fiscal Year 2008/09

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

- The Comprehensive Annual Financial Report (CAFR) was submitted to the Local Government Commission and to the Board of Commissioners according to the stated deadline.
- The CAFR has been mailed to the appropriate agencies and posted on the County's website.
- Finance Administration customer service survey surpassed their goal of a 90 percent satisfaction rate by scoring an overall rate of 93 percent.
- Processed all documentation received and generated vendor payments accurately 99 percent of the time.
- Billing processed completed on a timely basis.

- Partially achieved the goal of a 78 percent collected rate on ambulance bills (collection percentage is approximately 76 percent).
- Purchasing continues to work with Waste Reduction Coordinator/Educator to promote the use of and procuring recycled products.
- Purchasing continues to maintain a list of minority vendor and contractors and also uses databases provided by the Office of Historically Under-Utilized Business. For formal building construction projects, an advertisement is published in a minority newspaper.

FINANCE ADMINISTRATION

Statement of Purpose

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

Outcomes

1. The Finance Department assists with the development of the Fiscal Year 2011/12 budget by providing the Budget Office with information on a timely basis, normally by October 31, 2010, that includes the following:
 - a. Revenue projections for major revenue sources (property taxes, sales tax, ABC profits and investment earnings).
 - b. Assessment of the County's level of Fund Balances and recommendations on the amount of Fund Balance that can be appropriated.
 - c. Debt service requirements.
2. The County follows the requirements of the Local Government Budget and Fiscal Control Act. The Finance Department ensures that transactions comply with these requirements by:
 - a. Monitoring all financial transactions in accordance with the annually adopted Budget Ordinance.
 - b. Accurately recording all amendments to the County's Budget Ordinance within five working days from receipt.
3. Timely and accurate financial information is important to the County's association with various funding and oversight agencies. These may include bond ratings agencies for future debt issuance, Federal, State, and local granting agencies the Local Government Commission, and others. The Finance Department provides financial information in an accurate, efficient and timely manner by:
 - a. Review of internal controls and testing of transactions for selected departments before June 30, 2011, to ensure the financial integrity of the County.
 - b. Completing the County's Comprehensive Annual Financial Report (CAFR) by October 31, 2010, and submitting to the Local Government Commission by December 1, 2010.
 - c. Submitting the CAFR to the Board of Commissioners by December 31, 2010.

- 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, 2010.
 - 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, 2010.
- 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 percent satisfaction rate.

ACCOUNTING

Statement of Purpose

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

Accounts Payable/Receivable

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 percent of the time as evidenced by corrected checks.
2. Compliance with all Federal, State, and local guidelines by:
 - a. Processing and distributing 100 percent of the 1099s (approximately 200) by January 31st for vendor tax records.
 - b. Processing State reports and, if applicable, accompanying payments by applicable due dates.
 - c. Making daily deposits of all revenue received 100 percent of the time, as evidenced by deposit ticket dates.
3. Maintain an accurate and thorough inventory of all County fixed assets (items costing \$5,000 or more with a useful life of three years or more) in order to produce documentation for the annual audit by processing additions, deletions, and transfers by August 31st.
4. Conduct departmental survey with a 90 percent satisfaction rate.

Payroll

5. Make accurate and timely payment of wages to 1,100+ full-time and hourly employees on a bi-weekly basis, with a gross payroll and benefits in excess of \$2.4 million:
 - a. Processing all documentation received and calculating wage payments accurately 99.5 percent 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 percent of Form W-2s (approximately 1,600) by January 31st for employees' tax records.
 - b. Reporting, processing and paying of Federal and State taxes and employee benefits when due 100 percent of the time, as evidenced by date of payment.
7. Conduct departmental survey with a 90 percent satisfaction rate.

Billing

8. As a measure of good customer service and vendor relations, the billing office has the following procedures in place:
 - a. Posting all payments within five working days 98 percent of the time.
 - b. Process a monthly billing cycle by mailing bills within five working days of cutoff 98 percent of the time.
 - c. Processing refund requests within 10 working days 100 percent of the time.
 - d. Coordinate collection efforts with third party ambulance billing service company to ensure a 78 percent collection rate on ambulance bills.
9. Conduct departmental survey with a 90 percent satisfaction rate.

PURCHASING/SERVICE CENTER

Statement of Purpose

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

Outcomes

1. Expedite the procurement of County goods and services and respond to departmental needs as economically and timely as possible by:
 - a. Continuing participation in cooperative purchasing alliances (US Communities) and North Carolina State Contract.
 - b. Educate departments on what cooperative purchasing alliances and State Contract have to offer; use these services when it is cost and time effective.
 - c. Ensuring County formal projects and goods are obtained within the guidelines of General Statute and County Code.
 - d. Reviewing formal bid requests (equipment and supplies totaling \$90,000 and over) establishing specifications, conducting formal bid openings and making recommendations to the Board of County Commissioners to the satisfaction of County departments.
 - e. Conducting departmental survey with a 90 percent satisfaction rate.
 - f. Assisting departments in obtaining informal quotes (for purchases of supplies and equipment less than \$90,000) are obtained effectively and at the best value.
 - g. Maintaining a list of vendors, review State Contract and cooperative purchasing contracts and solicit at least three quotes when feasible.
 - h. Maintaining a log of all informal quotes received, indicating the savings incurred.
2. Make County operations more environmentally friendly by encouraging County departments and contractors to purchase at least 10 percent recycled and other environmentally preferable products by:
 - a. Continuing to work with the Waste Reduction Coordinator/Educator to promote the use of procuring recycled products; continue to encourage and promote procurement of recycled products.
 - b. Maintaining a log of all procurement of recycled products.
3. In order for our vendor base to better reflect the diversity of our County; strive to reach the County's Minority Outreach goal of 5 percent for informal and formal building construction projects by:

- a. Conducting a pre-bid conference for each formal construction bid and educating contractors. Work with minority-focused and small business groups that support minority business and small business inclusion in the solicitation of bids. Solicit bids from known minority businesses and contractors for applicable projects and services.
 - b. Maintaining a log of all procurement of goods, services and construction contracting with minority vendors and contractors.
- 4. Provide daily courier service between all departments, agencies, and the U.S. Postal Service in a timely manner, accurate and courteous manner by:
 - a. Ensuring 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. Conduct departmental survey with a 90 percent satisfaction rate.

Government Agencies - Justice Center

Organization: 180050

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
State	\$265,460	\$275,000	\$229,000	\$229,000	-17%
General Fund	(232,191)	(264,500)	(218,500)	(218,500)	-17%
Total	\$33,269	\$10,500	\$10,500	\$10,500	0%
Expenses					
Personal Services	\$0	\$0	\$0	\$0	0%
Supplies & Operations	33,269	10,500	10,500	10,500	0%
Capital	0	0	0	0	0%
Total	\$33,269	\$10,500	\$10,500	\$10,500	0%

Other Government Costs

Organization: 190050

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Local Sales Tax	\$19,828,407	\$15,199,626	\$13,685,904	\$14,012,670	-8%
Beer & Wine Tax	366,585	325,000	107,250	107,250	-67%
State	0	0	0	0	0%
Cable TV Reimbursements	687,496	600,000	600,000	600,000	0%
JCPC Projects	92,955	96,083	96,083	96,083	0%
JCPC Planning	14,387	15,000	15,000	15,000	0%
Indirect Cost	615,915	507,656	537,361	419,361	-17%
CVBH Rent	0	0	0	0	0%
Charges & Fees	25	0	0	0	0%
Miscellaneous	1,203,569	908,650	1,008,650	1,008,650	11%
Fund Balance	0	3,137,272	18,332,053	8,199,081	161%
DHR County Share	(15,658,890)	(11,426,406)	(11,500,110)	(11,551,046)	1%
From General Capital Projects	203,300	0	0	0	0%
General Fund	(7,103,349)	(8,861,254)	(22,478,766)	(12,571,938)	42%
Total	\$250,400	\$501,627	\$403,425	\$335,111	-33%
Expenses					
Personal Services	\$32,631	\$331,000	\$331,000	\$157,177	-53%
Other					
Adult Probation Lease	0	0	38,004	38,004	0%
Cable TV Consultant	0	0	0	0	0%
Employee Customer Svc. Training	0	0	0	0	0%
Employee/Social Committee	13,554	16,500	16,300	15,100	-8%
Hickory Airport Tower	10,374	10,374	10,374	6,000	-42%
JCPC Projects	92,955	96,083	0	96,083	0%
Joint JCPC Planning	14,263	15,000	0	15,000	0%
NCACC Conference Planning	2,201	25,000	0	0	0%
NCCMA Civic Education Project	7,500	0	0	0	0%
Social Services/Sheriff - Sexual Abuse	15,000	0	0	0	0%
Tech Solve	49,891	0	0	0	0%
UNC-Charlotte Research Corporation	4,475	0	0	0	0%
WPCOG - Future Forward	7,556	7,670	7,747	7,747	1%
Total	\$250,400	\$501,627	\$403,425	\$335,111	-33%

Budget Highlights

This cost center includes 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 an unfunded mandate by the State for counties to cover the cost of housing Adult Probation.

Contingency

Organization: 190100

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Special Contingency	\$0	\$20,000	\$50,000	\$50,000	150%
General Fund	0	210,000	210,000	210,000	0%
Total	\$0	\$230,000	\$260,000	\$260,000	13%
Expenses					
Contingency	\$0	\$210,000	\$210,000	\$210,000	0%
Special Contingency	0	20,000	50,000	50,000	150%
Total	\$0	\$230,000	\$260,000	\$260,000	13%

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. The increase in Special Contingency is to provide a means of returning funds to Emergency Services for reimbursed HazMat expenses.

Transfers From the General Fund

Organization: 190900

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
From General Capital Projects	\$539,353	\$0	\$0	\$0	0%
From Schools' Capital Projects	0	2,474,631	0	0	0%
General Fund	13,254,314	4,501,899	12,931,144	7,000,386	55%
Total	\$13,793,667	\$6,976,530	\$12,931,144	\$7,000,386	0%
Expenses					
Citizens' Alert System	\$38,834	\$10,341	\$29,765	\$15,285	48%
Emergency Telephone System	454	0	0	0	0%
General Capital Projects	2,527,335	0	0	200,000	0%
General Capital Reserve	365,095	300,000	289,686	71,443	-76%
Reappraisal Fund	479,200	477,067	471,067	397,685	-17%
Rescue Squads Fund	628,548	661,898	631,883	338,602	-49%
Rescue Squads - Medical 1st Response	338,602	338,602	338,602	661,898	95%
Rescue Squads - FTE	0	33,862	0	0	0%
Schools' Capital Projects	336,835	0	6,065,234	0	0%
Schools' Construction	4,001,010	0	0	0	0%
Self Insurance Fund	1,137,372	1,454,760	1,454,760	1,753,500	21%
Solid Waste	239	0	0	0	0%
Water & Sewer Fund	3,940,143	3,700,000	3,650,147	3,561,973	-4%
Total	\$13,793,667	\$6,976,530	\$12,931,144	\$7,000,386	0%

Debt Service

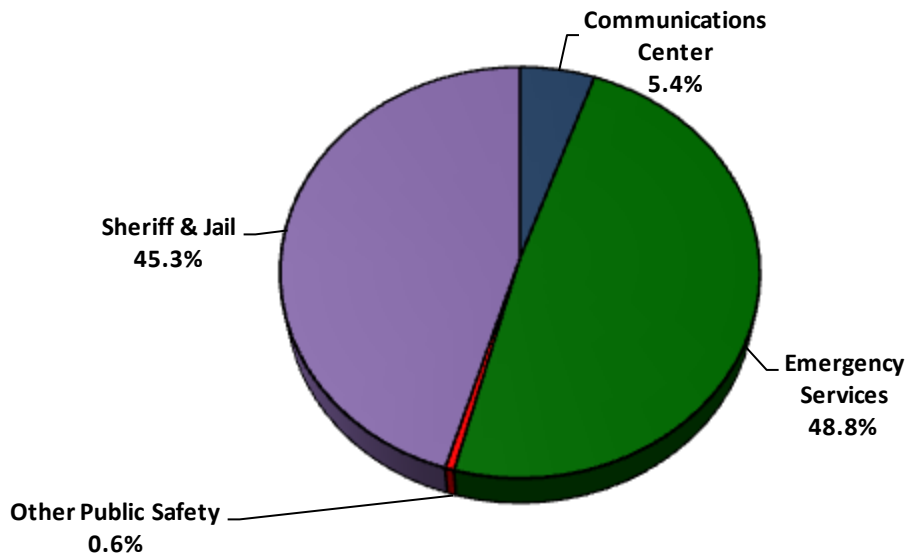
Organization: 910050

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
1st 1/2%	\$413,588	\$1,670,743	\$1,620,753	\$1,595,745	-4%
2nd 1/2 %	1,725,576	0	0	0	0%
Proceeds - G.O. Refunding Bond	0	0	0	0	0%
From General Capital Projects	69,670	0	0	0	0%
From Schools' Capital	50,000	50,000	50,000	50,000	0%
From Schools' Construction	79,257	0	322,792	322,792	0%
Installment Purchase - Proceeds (CVMC)	0	1,497,510	1,820,791	1,820,791	22%
Lottery Proceeds	1,450,000	1,500,000	1,500,000	1,500,000	0%
General Fund - 1/2 cent tax rate (jail - 07/08)	725,000	750,000	750,000	750,000	0%
General Fund - 1/2 cent tax rate (jail - 03/04)	725,000	750,000	750,000	750,000	0%
General Fund - 2 cents tax rate (schools - 03/04)	2,900,000	3,000,000	3,000,000	3,000,000	0%
General Fund - 2 cents tax rate (schools - 07/08)	2,900,000	3,000,000	3,000,000	3,000,000	0%
General Fund	8,686,531	8,215,007	8,750,840	8,775,848	7%
Total	\$19,311,034	\$20,433,260	\$21,565,176	\$21,565,176	6%
Expenses					
School Bonds	\$7,155,952	\$6,984,845	\$5,602,380	\$5,602,380	-20%
Community College Bonds	482,592	463,660	327,400	327,400	-29%
Installment Purchase - Schools	3,991,884	5,685,165	8,359,400	8,359,400	47%
Installment Purchase - CVCC	100,644	861,085	646,945	646,945	-25%
QZABs Financing	50,000	50,000	50,000	50,000	0%
To Schools' Construction - Future Debt	0	0	0	0	0%
Certificates of Participation - CVMC	0	1,497,510	1,820,791	1,820,791	22%
Certificates of Participation - CVCC	649,700	637,070	620,300	620,300	-3%
Certificates of Participation - Schools	2,824,184	2,768,565	2,695,185	2,695,185	-3%
Certificates of Participation - Jail	1,519,666	1,485,360	1,442,775	1,442,775	-3%
Total	\$16,774,622	\$20,433,260	\$21,565,176	\$21,565,176	6%

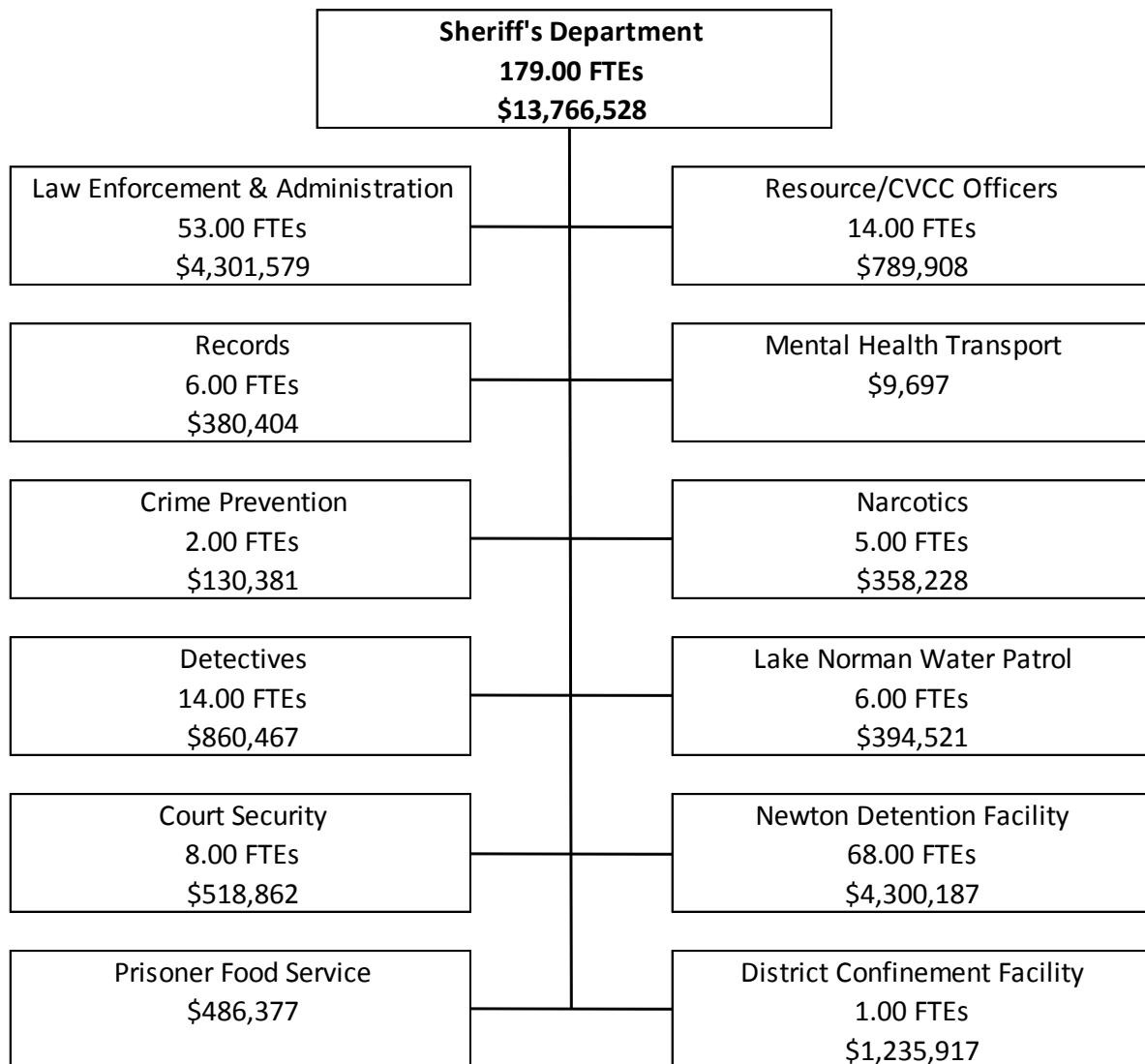
PUBLIC SAFETY

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, and Repay Mediation and Restitution). 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 Emergency Management, Veterans' Services, Emergency Medical Services, Fire/Rescue Division, Fire Fighting Alarms, Animal Control, and the Animal Shelter. The Emergency Services division is also responsible for Rescue Squads and Volunteer Fire Departments. The E-911 Communications Center provides emergency and administrative communications for the citizens of Catawba County by placing them in touch with public safety and related government services agencies.

The Public Safety function budget is \$30,396,259 representing 15.5 percent 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

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Federal	\$185,401	\$213,828	\$71,143	\$208,698	-2%
State	45,333	35,000	35,000	35,000	0%
Federal & State	74,056	74,966	81,402	81,402	9%
Local	847,910	606,533	865,827	905,827	49%
Charges & Fees	580,747	514,708	348,214	347,150	-33%
Miscellaneous	82,339	86,500	72,650	82,650	-4%
From Narcotics Seized Fund	0	0	0	0	0%
From Self Insurance Fund	40,346	0	0	0	0%
General Fund	11,229,478	12,092,127	12,184,800	12,105,801	0%
Total	\$13,085,610	\$13,623,662	\$13,659,036	\$13,766,528	1%
Expenses					
Personal Services	\$9,089,924	\$9,532,962	\$9,613,293	\$9,705,037	2%
Supplies & Operations	3,500,748	3,712,700	3,643,643	3,644,836	-2%
Capital	494,938	378,000	402,100	416,655	10%
Total	\$13,085,610	\$13,623,662	\$13,659,036	\$13,766,528	1%
Expenses by Division					
Law Enforcement & Admin	\$4,572,798	\$4,452,976	\$4,251,113	\$4,301,579	-3%
CVCC Officer	141,228	147,627	152,613	154,742	5%
Resource Officers	600,180	612,500	630,689	635,166	4%
Records	339,994	368,772	377,541	380,404	3%
Mental Health Transport	13,986	13,024	9,697	9,697	-26%
Crime Prevention	169,794	126,463	129,581	130,381	3%
Narcotics	352,764	351,697	357,082	358,228	2%
Detectives	767,430	785,210	846,753	860,467	10%
Lake Patrol	150,459	177,209	392,121	394,521	123%
Court Security	468,413	517,651	515,172	518,862	0%
Newton Detention Facility	3,955,540	4,348,747	4,269,673	4,300,187	-1%
Prisoner Food Service	438,351	475,600	486,377	486,377	2%
District Confinement Facility	1,114,673	1,246,186	1,240,624	1,235,917	-1%
Total	\$13,085,610	\$13,623,662	\$13,659,036	\$13,766,528	1%
Employees					
Permanent	178.00	180.00	180.00	179.00	-1%
Hourly	7.35	7.40	11.01	11.01	49%
Total	185.35	187.40	191.01	190.01	1%

Budget Highlights

The Sheriff's Department budget is a 1 percent increase compared to the Fiscal Year 2009/10. Despite this slight increase, the department made reductions totaling over \$270,000. The majority of these cutbacks were personnel related as three vacant detention officer positions are eliminated from the budget (one is abolished and two are unfunded) and reductions were

made in overtime and part-time wages. The budget also abolishes a Criminal Justice Academy position that was unfunded in the current year. The department reduced training, supplies, and several other areas to generate greater cost-savings. For example, the department anticipates saving \$15,000 by having inmates wash law enforcement vehicles.

In the past, the County received misdemeanor revenue from the State, which reimbursed counties \$18 per day for housing inmates serving local sentences up to 90 days. The State took action with its Fiscal Year 2009/10 budget to eliminate misdemeanor reimbursements. This action cost the County \$185,000 annually in revenue that was used to help support the Sheriff's Department. Revenue earned from renting beds to Burke County at the Burke Catawba District Confinement Facility will now be budgeted in the general fund instead of being reserved for future jail expansion to replace this loss.

The budget also reflects a 123 percent increase in the Lake Norman Regional Patrol. This is due to the transfer of four officers from Law Enforcement and Administration to the Lake Patrol Division during Fiscal Year 2009/10. The crime patterns in the County drove the transfer and reclassification of these positions. The Sherrills Ford and Terrell area located in Zone 4 has had over three times more cases requiring investigation than the other three zones.

Performance Measurement

Fiscal Year 2010/11

The Sheriff's Department made several changes and improvements to outcomes this year as follows:

- The call response time goal was increased from seven minutes to eight minutes to be more realistic. There are parts of the County within patrol zones that are impossible to reach in less than eight minutes.
- An outcome was added focused on quality of service and preventing the use of unnecessary force by maintaining complaint rates below the national average.
- An outcome was added to Detectives and Lake Patrol to maintain an average clearance rate above the State's clearance rates for different types of crimes.
- School Resource Officers will begin surveying the faculty and staff of the schools they serve as to customer satisfaction with a target of 90 percent or higher satisfaction rating.

Fiscal Year 2009/10

During the first half of Fiscal Year 2009/10, the Sheriff's Department achieved the following:

- One hundred sixty-five officers have received 3,279 hours of training. All Officers met the 2009 North Carolina Sheriff's Training Standards' mandates.
- The Records Division was able maintain a five days or less wait time for handgun purchase permits.
- Crime Prevention spoke to 325 seniors about their safety at home, in their car, on the Internet, and various scams happening in North Carolina.

- To improve the safety of senior citizens with dementia or Alzheimer's, 10 presentations were given on Project Lifesaver, and six new clients were added bringing the total monitored to 23.
- The SROs did 77 class presentations in areas of safety, drug/alcohol abuse and North Carolina laws. They counseled with 746 students, 212 parents, and 70 staff members.
- Crime Prevention monitored 78 participants in the Are You OK program who are electronically called each day Monday thru Friday and expanded some individuals to weekend calls. This program has resulted in 462 alerts for participants not answering needing follow-up by the department of which five ambulance calls were necessary for participants who were sick or who had fallen and 24 law enforcement officers were dispatched.
- A second domestic violence court date each week has been added in coordination with the District Attorney's Office and the Office of the Courts. Two investigators follow their cases through the court process providing continued assistance for the victims. Referral of cases to prosecutor has increased from 97 to 148 in this period.

Fiscal Year 2008/09

During the fiscal year, the Sheriff's Department achieved the following:

- One hundred fifty-three officers received 6,963 man hours of certified training.
- The Records Division was able to eliminate the backlog of reports with the new Field Base Reporting (FBR) software in place and additional personnel
- Crime Prevention spoke to 342 seniors about their safety at home, in their car, on the Internet, and various scams happening in North Carolina.
- To improve the safety of senior citizens with dementia or Alzheimer's, 20 presentations were given on Project Lifesaver.
- Middle School Resource Officers were able to reach approximately 600 students with drug and gang classes.
- Crime Preventions monitored 82 participants in the Are You OK program who are electronically called each day Monday through Friday resulting in eight ambulance calls for participants who were sick or who had fallen and 250 alerts for participants not answering resulting in follow-up by the department.
- The amount of time devoted to domestic violence investigations doubled as a result of the establishment of the Special Victims Unit with a Domestic Violence Investigator and Deputy, greatly increasing the ability of the unit to serve domestic violence orders and assist the victims of these cases.
- Lake Patrol Officers increased boater safety inspections by 45 percent from 1,543 inspections in Fiscal Year 2007/08 to 2,240 inspections in Fiscal Year 2008/09. This is a direct result of the addition of a second patrol boat.

LAW ENFORCEMENT AND ADMINISTRATION

Statement of Purpose

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

Outcomes

1. Strive to achieve an eight-minute response time to priority one emergency law enforcement calls from the time of dispatch to arrival on scene. Actual emergency response time for Fiscal Year 2008/09 was seven minutes, eight seconds, and Fiscal Year 2009/10 is averaging 10 minutes, 12 seconds (due to average of over 300 more calls per month).
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. In-service is 24 hours sworn, and 16 hours for non-sworn justice officers (estimated annual 2,400 plus jail staff 1,952 hours).
3. Serve and protect people in Catawba County without the use of excessive force by law enforcement officers as evidenced by maintaining a complaint rate well below the national average for Sheriff's Offices. Bureau of Justice Statistics reports that Sheriffs' offices received complaint rates of 3.4 per 100 fulltime sworn officers and 7.1 per 100 officers responding to calls for service.

SCHOOL RESOURCE OFFICERS

Statement of Purpose

School Resource Officers (SROs) work in the Catawba County High Schools and Middle Schools as peace officers to maintain order by enforcing the laws and local ordinances. They will 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 for referral to collaborating agencies.

Outcomes

1. Reduce victimization and improve students' perception of personal safety by giving 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.
2. Improve safety in the school environment by:
 - a. Providing faculty and parents with the knowledge they need to assist their students and children to grow up safe and drug free by providing at least two educational presentations, per semester to the faculty and parents in our area middle and high schools.
 - b. Participating in School Safety Committee and other committees as requested by the principal at their respective school assisting the committees in safety procedures for the school.
 - c. Assisting with updates to the school's crisis plan, and attending training at least once a year for school crisis situations.
 - d. Raising awareness on drinking and driving through programs to students that will be attending the prom in the spring to make sure we have a safe prom night.
3. Decrease fights, weapons, and illegal substances by:
 - a. Deterring the possession and use of unlawful weapons and drugs on the campuses of the schools in the Catawba County School System 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.

- b. Assisting Guidance Counselors with students who have been identified for bullying and behavior problems. They will work with students as needed or suggested through the Guidance Office.
- 4. Enhance security measures by:
 - a. Providing security service during extracurricular activities to ensure students' safety. SROs will coordinate 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.
 - b. Accompanying 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.
- 5. Each School Resource Officer will achieve a satisfaction rating of 90 percent or better from faculty and staff at their respective schools based on the Department of Justice's indicators of school crime and safety.

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 with several other vendors' 800 Mhz portable radios to insure compatibility of equipment with the current VIPER system. Continue testing this system to locate any 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. Work closely with all Sheriff's Office divisions after the scheduled upgrade of the Records Management System (RMS) to build reports that will provide statistical information that may be helpful in these areas:
 - a. Reports that will provide statistical information to warrant, child support, detention, civil and investigations divisions.
 - b. Reports to provide information for budget process and public information.
3. Improve customer service by working with Information Technology to provide online RMS/police reports, online incident reporting for selected crimes such as lost or stolen cellular phones, and application for handgun purchase permits.
4. Provide RMS/police reports as requested within 24 hours of the incident.

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, Sheriffs, and Chiefs of Police, working together in areas of importance to seniors, such as telemarketing fraud, flimflams schemes, etc.).
 - b. Continuing to promote and expand the Adopt-A-Senior Program (program for any senior in Catawba County that has no family living in the County) by registering interested seniors with the Crime Prevention Office and working with the Patrol Division to assign a patrol deputy who will call or visit the senior each week. Officers will collect personal information from the senior that might be needed by Emergency Responders in the event of a call to the residence as well as providing them with an emergency beacon light to signal distress at the residence. This program gives seniors a sense of security and that someone locally does care about them and will help them with their problems or needs.
 - c. Continuing to promote and expand the Are You OK Program. This program calls seniors or individuals with disabilities each morning Monday through Friday from 7:00 a.m. to 11:00 a.m. to make sure they are OK.
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. This program prevents injury and saves lives by placing a locator bracelet on participants so they can be found quickly 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.

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.
 - 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.
 - 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.
5. Provide Security and Safety for the employees and visitors to the Catawba County Justice Center by active participation with the safety committee. Two annual Fire drills, tornado drills, and a lock down drills will be performed and evaluated for improvement. Security access will be maintained for Sheriff's Office and all Justice Center employees, including Repay, Clerk of Courts, Vital Records, judges, and lawyers.
6. Provide law enforcement representation on the Catawba County Drug Treatment Court Council by attending staffing meetings, overseeing the Drug Court security, and running criminal histories for program applicants. Will assist the Coordinator and Probation Officer when requested in arresting a client.

NARCOTICS / VICE DIVISION

Statement of Purpose

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

Outcomes

1. Work with the District Attorney's Office to improve the successful prosecution of major 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. Improve criminal investigation communication and information sharing between divisions of Sheriff's Office and other law enforcement agencies by receiving and dissemination of TIP information.
3. 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. Maintaining an average clearance rate above the State's clearance rates, which are 54.5 percent on violent crimes (murder, rape, robbery, assault), and 23.3 percent on property crime (burglary, larceny, vehicle theft).
2. Domestic Violence Unit will provide more comprehensive services to victims of domestic violence, dating violence, sexual assault, and stalking by:
 - a. Improving collaboration with community by providing proactive victim referrals including; written service providers' materials; Crisis Line number to First Step; and Lead Court Advocates contact information. Unit will assist an average of 60 victims per month, an increase of 10 percent from previous year.
 - b. Working closely with victims and District Attorney's Office to increase the prosecution rate of cases. Unit will average 23 referrals of cases to prosecutor per month, an increase of 20 percent from previous year.
 - c. Focusing on "evidence based prosecution" which relies on physical and circumstantial evidence in lieu of victim testimony.
3. Crime Scene and Evidence Management section will continue to improve the forensic crime scene investigations. An Evidence Technician Deputy was added last year to allow more investigation time, which resulted in 49 major case forensic crime scene investigations in 2009 (up 13 percent from 2008). Multiple cases were solved by forensic identifications of DNA, fingerprints, footwear, etc. This section will strive to continually improve forensic evidence collection through specialized training and the procurement of advanced equipment.

LAKE NORMAN REGIONAL PATROL

Statement of Purpose

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

Outcomes

1. Increase the public's awareness of State and local laws pertaining to the waters of Catawba county and safe boating practices by:
 - a. Hosting boater safety classes sponsored by the North Carolina Wildlife Resource Commission. As of May 1st, 2010, State mandates attendance of a boater's safety class to obtain a certificate to operate a vessel with a motor of 10 horsepower or greater on the waterways of North Carolina. G.S. 75A-16.2.
 - b. Increasing boater safety inspections from 1,867 by 10 percent to 2,054. Lake officers will maintain statistics on vessel stops and enforcement.
 - c. Enhance the safety of Homeland Security related target areas/structures on Lake Norman through daily patrol by land, water, or both, of Marshall Steam Station, as this facility is defined by the Department of Homeland Security as a potential target.
2. Improve community policing in Sherrill's Ford/Terrell area by continuing to enforce State and local laws, respond to calls for service, assist victims, investigate crimes and deter crime by being highly visible. Officers will:
 - a. Reach the public sector by attending homeowner's association meetings in assigned work areas.
 - b. Reach the private sector by working with area business to deter property crimes, and work on crime prevention efforts.
3. Maintain an average clearance rate above the State's clearance rates, which are 54.5 percent on violent crimes (murder, rape, robbery, assault), and 23.3 percent on property crime (burglary, larceny, vehicle theft).

COURT SECURITY

Statement of Purpose

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

Outcomes

1. Ensure the courts operate without incident by applying an integrated approach that ensures the safety of the court system and its participants by:
 - a. Effectively evaluating, planning, and pro-actively managing threats and potential threats directed toward the court system, implementing steps to correct the threats or developing plans for future security improvements.
 - b. Continuing to seek improvements to ensure the safety of people coming into both the Justice Center and Hickory Courthouse. During the calendar year 2009, a total of 348,261 people were processed thru the Justice Center front door security station, and 116,625 people through the Hickory Courthouse.
 - c. Working closely with the Officers to evaluate personnel and/or equipment needs to minimize wait time at entrance, and facilitate staffing to courtrooms. Will continue to use part time officers until planned courtrooms expansion.

NEWTON DETENTION FACILITY

Statement of Purpose

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

Outcomes

1. Continue to ensure safe and efficient operation of the Jail facility by addressing operational procedures, regulations, and manpower. Work with jail supervisors to ensure the manpower requirements are met, which includes over 30 days of mandatory training. Work with vendors and maintenance to ensure upkeep and safety. Teams will work on ways to prevent damages to Jail property by inmates, such as tampering with sprinkler system, graffiti, and any destruction to Jail property.
2. Continue to train staff and meet or exceed North Carolina Sheriff's Training Standards. Detention Field Officer Training program ensures that all new employees receive the proper training to work in the facility. In-service is 40 hours sworn, and 16 hours for non-sworn Detention Officers (estimated annual 1,952 hours).
3. Work closely with the contracted Jail medical staff to identify ways to save money on inmate medical costs, while maintaining essential medical health care standards. Medical staff will provide after hours care for our inmates' mental and physical health. Other avenues include identifying less expensive drugs, and obtaining discounted rates for medical services. Staff will also follow protocol for Jail Physician's approval on all non-emergency referrals requiring outside physician and Jail transportation.
4. Protect the community and improve efficiencies by checking for local warrants as well as State and National wants on all inmates as soon as possible after incarceration, and before release in an attempt to make sure all charges are settled at time of release. This will avoid the need for re-arrest on pre-existing charges, and save time and money due to less processing time of inmates.

PRISONER FOOD SERVICE

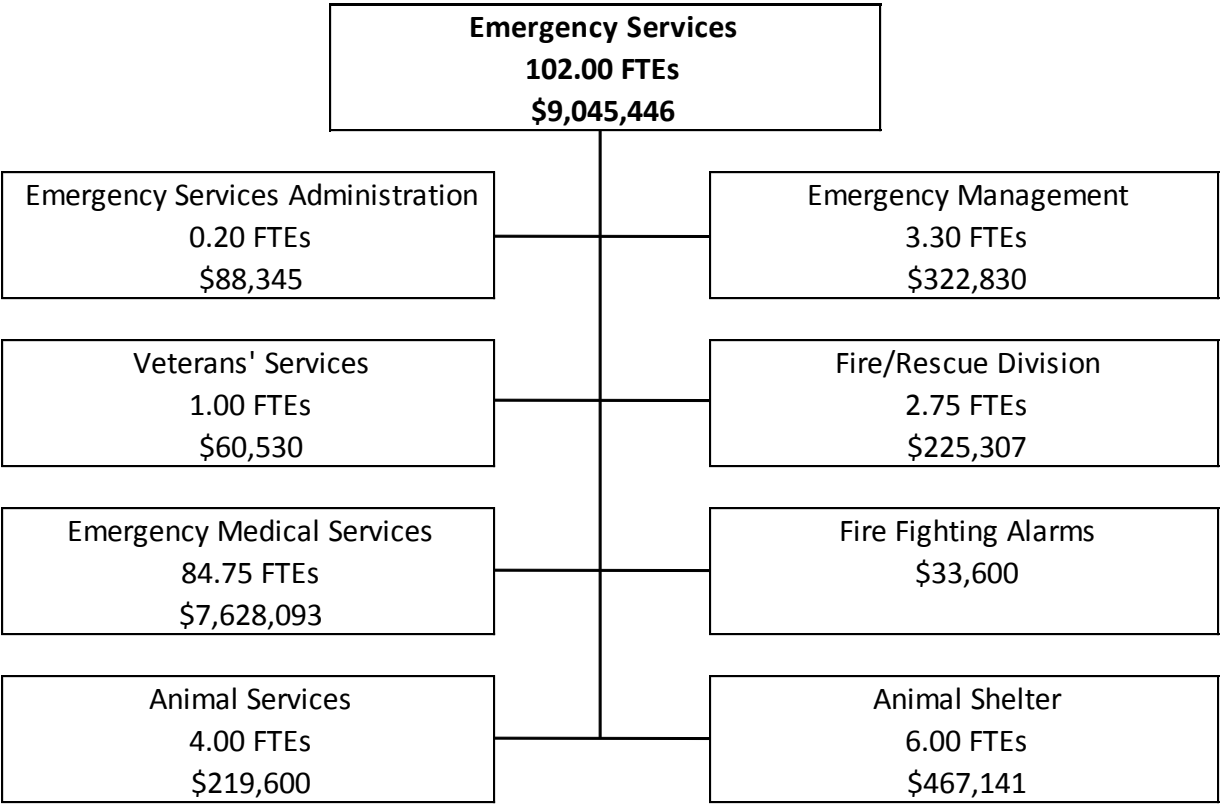
Statement of Purpose

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

Outcomes

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

Catawba County Government



Emergency Services

Summary

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Federal	\$85,744	\$20,000	\$20,000	\$20,000	0%
State	216,995	2,000	2,000	2,000	0%
Federal & State	516,076	420,000	420,000	420,000	0%
Local	73,627	32,992	62,992	62,992	91%
Charges & Fees	5,216,680	4,931,390	5,022,143	5,022,143	2%
Miscellaneous	36,750	42,000	41,000	41,000	-2%
General Fund	2,226,023	3,554,185	3,416,042	3,477,311	-2%
Total	\$8,371,895	\$9,002,567	\$8,984,177	\$9,045,446	0%
Expenses					
Personal Services	\$6,202,562	\$6,574,779	\$6,818,068	\$6,873,087	5%
Supplies & Operations	1,578,449	1,626,538	1,484,365	1,520,615	-7%
Capital	590,884	801,250	681,744	651,744	-19%
Total	\$8,371,895	\$9,002,567	\$8,984,177	\$9,045,446	0%
Expenses by Division					
Administration	\$48,227	\$60,571	\$89,074	\$88,345	46%
Management	641,689	367,894	348,351	322,830	-12%
Veterans' Services	48,551	56,845	58,722	60,530	6%
Fire/Rescue Division	168,733	225,524	224,507	225,307	0%
Emergency Medical Services	6,758,483	7,578,643	7,548,008	7,628,093	1%
Fire Fighting Alarms	33,600	33,600	33,600	33,600	0%
Animal Control	269,318	215,680	218,000	219,600	2%
Animal Shelter	403,294	463,810	463,915	467,141	1%
	\$8,371,895	\$9,002,567	\$8,984,177	\$9,045,446	0%
Employees					
Permanent	102.75	102.00	102.00	102.00	0%
Hourly	14.78	18.22	14.48	14.48	-21%
Total	117.53	120.22	116.48	116.48	-3%

Budget Highlights

The budget for the Emergency Services Department was essentially flat compared with Fiscal Year 2009/10, increasing by approximately \$1,000. Despite the overall even funding, the department will experience reductions in several areas across its divisions. Some of the larger reductions include motor fuels (\$37,085), EMS uniforms (\$15,628), EMS small tools and equipment (\$15,000), EMS training (\$12,500), EMS minor IT (\$19,000), Hazardous Materials Technician Team (\$20,000), and Fire Marshal part-time wages (\$5,000). The recommended budget also includes a reduction of nearly \$17,000 for cardiac monitors. While this reduction will limit the number of monitors to be purchased in Fiscal Year 2010/11, it will still allow EMS to purchase equipment during the fiscal year and should not impact services.

The Emergency Services budget includes the replacement of four backup ambulances due to high mileage. Not replacing the four ambulances could jeopardize the Board of Commissioners eight minute County-wide average response time because of the increased potential for ambulances to break down on emergency calls due to high mileage. The need for the ambulances is also crucial due to the continued increase in calls over the last 10 years.

The budget also includes \$30,000 to fund an Automated External Defibrillator (AED) Initiative that will provide an AED to public safety agencies that are willing to respond to ECHO level responses (presumed pulse-less and non-breathing patient) in a designated response area. In order to receive an AED, public safety agencies will have to go through an application process. Recipients will be determined based on the geographic location of the response agency, average response time of the response agency, number of personnel available to respond, the number of AEDs already available to the response agency, other agencies that respond to the same area with AEDs, EMS' average response time to the area, and medical first response average response time to the area. The goal of the application process is to ensure that the AEDs are placed with response agencies that can reach the victims of sudden cardiac arrest quickly and in areas that currently lack adequate access to this life-saving service. Initial funding would be for new equipment.

Performance Measurement

Fiscal Year 2010/11

While the outcomes continue to focus on service to the public, several outcomes for Fiscal Year 2010/11 have changed to better demonstrate the results achieved by the Emergency Services department. Some of the new outcomes include the following:

- Veterans' Services will achieve target turnaround times and accuracy rates for processing claims.
- Animal Services will keep "a healthy and safe environment" for shelter staff by limiting bite incidences to a minimal rate. Animal services will also demonstrate how well it is able to humanely capture and quarantine animals in bite-related complaints.
- EMS will achieve a target compliance rate when it has to use high risk procedures.
- Fire and Rescue Division will erase the current backlog of fire investigations and will ensure that 100 percent of inspections will be conducted by inspectors with all the necessary certifications for their assignment.

Fiscal Year 2009/10

The Emergency Services Department has achieved or is in the process of achieving most of its outcomes for Fiscal Year 2009/10. Outcomes for Fiscal Year 2009/10 emphasize service to the public, studying future community service needs, reevaluating department programs, and community education. One important public service measure is response times for Emergency Medical Services. EMS was able to maintain an average response time to less than eight minutes in each month of the first half of the fiscal year, which was a challenging task due to the inclement weather and high call volume of December 2009. Even with these conditions, EMS maintained an average response time of 7:52 during that month.

Animal Services has experienced a 16 percent increase in the number of animal received as the shelter. Staff has been able to increase adoptions over 30 percent, which is far above the targeted increase of 8 percent. However, the overcrowded conditions at the shelter have caused greater sickness and disease among the animals, which has led to a 4.7 percent of all adopted animals being returned to the shelter due to sickness and/or disease. This exceeds the target of less than 1 percent.

The Veterans' Services Office is attempting greater outreach to attract individuals to apply for the veterans' dependent scholarships offered through the North Carolina Division of Veteran Affairs. Due to increase veterans utilizing the office, however, staff has not been able to conduct as much outreach as desired to promote this scholarship.

Fiscal Year 2008/09

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

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

The Fire/Rescue Division completed all scheduled inspections for contracted municipal inspections.

For Fiscal Year 2008/09, EMS achieved or exceeded the eight minute average response time.

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 mass feeding of the affected population and emergency response workers during a disaster response and recovery operation.
 - a. Identify team members and solicit endorsement of the project from their agency leaders.
 - b. Assess current capacity for mass feeding during disaster.
 - c. Develop Standard Operating Guidelines for mass feeding operations.
 - d. Identify shortfalls and areas for growth in mass feeding capacity.
 - e. Develop mass feeding Memorandums of Understanding with agencies and vendors for mass feeding during disaster.
2. Revise and strengthen Emergency Operations Center (EOC) Standard Operating Guidelines (SOG) to ensure EOC readiness.
 - a. Develop activation levels with corresponding staffing requirements.

- b. Revise current SOG's to reflect new activation levels.
 - c. Develop checklists and corresponding tasks for planning, operations, logistics and public information.
 - d. Provide at least one staff training on EOC software (for example WebEOC or E-Team).
 - e. Provide at least one exercise (or real event) opportunity that requires staff to utilize checklists and EOC software.
- 3. Strengthen emergency response training and exercise activities coordinated by Emergency Management.
 - a. Conduct and participate in a Training and Exercise Planning Workshop (TEPW) to determine the types of training needed to further develop and maintain emergency response capacity in Catawba County.
 - b. At least one Emergency Management staff member will attend training on utilizing Homeland Security Exercise and Evaluation Program (HSEEP) in planning and conducting local or multi-agency exercises.
- 4. Plan for and participate in a minimum of two all-hazards exercises to test multi-agency response guidelines and standard operating procedures, as well as provide opportunities for first responders to practice their skills and identify gaps in capacity.
 - a. Exercises should include multiple local agencies and/or State agencies.
 - b. Exercises will be table-top, functional or full scale.
 - c. Exercise will include activation and testing of the Incident Command System.

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. Filing claims efficiently and accurately is a major goal of the Veterans' Service Office. In order to provide excellent service to Veterans, Veterans' Services will ensure that 95 percent of all claims are submitted the same day as filed and 95 percent of claims will be error-free. (Errors may include, but are not limited to, improper documentation, lack of signatures on all pages, and appropriate forms not being used.)
2. The North Carolina Division of Veterans Affairs awards scholarships annually to children of disabled veterans. Every year a scholarship information packet is sent to each high school in Catawba County. Follow up phone calls are also made to high school guidance counselors. This year a total the Veterans Service Office will submit eight scholarships to the North Carolina Division of Veterans Affairs. The office will continually strive to increase the number of scholarship applications submitted in an effort to assist more students in their college education. The following actions will be taken to help us achieve this goal.
 - a. The Citizen Alert System (CAS) will be utilized by making call outs to our database of veterans to inform them of the scholarship and deadlines for the scholarship. There will be two callouts; one in December and then a reminder call out in February.
 - b. Radio Stations will be contacted and scholarship information will be promoted during the months of November through February. The Service Officer will also conduct radio interviews to also promote the scholarship.
 - c. A press release will be given to all local newspapers to advertise for the months of the scholarship season. Along with the press releases, information will also be posted on the County Facebook page as well as the County Twitter page and other county citizen resources such as the Catawba County E Newsletter.

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 is projected to be inspected during the next three year cycle in each municipality:

Brookford	37
Catawba	41
Claremont	97
Maiden	199
Long View	224

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

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

2. By January 2011, eliminate the current backlog of fire inspections that has developed over the past several years. This will be high priority for the division in order to ensure the safety of citizens and to mitigate the risk of fire within the County.

3. Limit the percent of fires in properties subject to inspection that were not listed in inspection files to 3 percent or less. This will help ensure that occupancies eligible for inspection are identified and an inspection is conducted.
4. Ensure that 100 percent of inspections are conducted by inspectors with all necessary certifications for their assignment.
5. Continue implementation of elements of the Emergency Services Plan:
 - a. Continue to evaluate the interest and ability of the municipalities to provide first response and basic rescue services.
 - 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 for medical first responder and rescue calls to 7 ½ minutes.
 - c. Continue to evaluate the feasibility of merging some or all of the fire departments and rescue squads and implement as appropriate.
 - d. Continue 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 eight 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 nine minutes and 30 seconds because of a 90 second dispatch time average for the Communication Center.
2. Ensure customers receive the highest quality prehospital care available by utilizing a comprehensive Quality Management Program. EMS will perform protocol compliance evaluations on 100 percent of incidents and achieve a 90 percent compliance rate in which the following high risk patients are encountered or high risk procedures are utilized:
 - a. Drug Assisted Intubation
 - b. Assisted Ventilation or Invasive Airway Use
 - c. Controlled Substance Administration
 - d. Triage and Destination Plan Compliance (STEMI, Pediatric, and Trauma patients)
3. 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 10 presentations about Emergency Medical Services to various citizen groups throughout the year.
 - d. Conduct a minimum of 10 presentations about Emergency Medical Services and what to do in case of an emergency to various school groups/classes throughout the school year.

ANIMAL SERVICES

Statement of Purpose

The Catawba County Animal Shelter 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. Maximize the number of animals that are adopted and placed in stable, permanent, and caring environments. To accomplish this goal, Animal Services will do the following:
 - a. Increase the percent of animals adopted from the Shelter that are spayed or neutered from a current 40 percent to 80 percent and continue to encourage animal owners to spay/neuter their pets.
 - b. Increase the number of animals placed in foster homes by 50 percent. In 2008, 17 animals were fostered. In 2009, 40 animals were fostered. Staff has prepared a foster agreement so the Humane Society, rescue groups, and citizens can foster animals from the Shelter.
 - c. Limit the percentage 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 8 percent.
 - d. Maintain the number of animals returned to owners at the Fiscal Year 2009/10 level.
2. In order to create a safe environment for Catawba County citizens and animals, Animal Services will maintain compliance with State regulations that govern the maximum capacity at the County's Animal Shelter. The current Animal Shelter has a maximum capacity of 78 animals; however, the Shelter currently houses an average of 150 animals per day. This is a result of the required hold time for various animals and efforts to adopt as many animals as possible. In order to meet this outcome, the Animal Shelter will have to euthanize an average of 20 animals per day.
3. Maintain a healthy and safe environment for the Shelter staff and Animal Control Officers assigned to and using the Shelter by limiting the number of bites incidences and staff injuries to 12 incidences or fewer. During 2009, 12 staff members were bitten or injured mainly due to overcrowding. With a total of 9,120 intakes during 2009, the incident rate was far below 1 percent. The following will be done to achieve this outcome:
 - a. Continue to work closely with architects on plans for a new Shelter and/or renovations of existing Shelter.

- b. Provide training for Shelter staff to reduce animal bites and injuries at the Shelter.
 - c. Provide training to Animal Control Officers to include Newton, Hickory, and other officers.
- 4. Increase the amount of revenue generated by the Animal Shelter. Between 2007 and 2009, the average animal services revenue compared to total budget was 36.2 percent. In order to increase revenue, the Shelter plans to increase the amount of rabies vaccinations provided by 20 percent over the 2009 total of 1,414 (405 vaccinations were provided in 2008). In addition, achieving this outcome will be accomplished with the Board of Commissioners' approval of the following:
 - a. Offer Micro chip to the general public at a price of \$15 per chip.
 - b. Offer a heart worm test to the general public at a price of \$15. The average cost at a veterinarian hospital is \$35.
 - c. Charge an adoption fee for livestock and other animals.
- 5. Increase donations funds for the new Shelter building and/or renovation of existing building from \$1,700 raised from September 1, 2009, through January 4, 2010, to \$5,000. The following items will help Animals Services achieve this increase.
 - a. The Shelter has created a new website that allows individual to donate on the web.
 - b. Allow individuals and companies to purchase engraved bricks, kennels, and suites in the new Shelter, prices to be determined at a later date.
- 6. Animal Control will continue to humanely capture and quarantine at least 92 percent of animals involved in a bite-related complaint. During 2009, 238 citizens were bitten and of these 221 were quarantined, seven were wild animals unable to locate, and 10 were domesticated animals that were unable to locate or the victim was unable to identify. In order to help achieve this outcome, the following will be done:
 - a. Create a flyer describing the action steps to take if you are bitten by an animal.
 - b. Distribute bite flyer at schools, fair, and other events.



Other Public Safety Activities

Organization: 270050

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
State	\$0	\$0	\$0	\$0	0%
General Fund	239,430	189,705	180,993	175,105	-8%
Total	\$239,430	\$189,705	\$180,993	\$175,105	-8%
Expenses					
Civil Air Patrol	\$405	\$405	\$405	\$405	0%
Conflict Resolution Center	15,000	15,000	15,000	13,750	-8%
Court Improvement Board	4,536	33,500	25,500	25,142	-25%
Hickory Fire Department	3,385	0	0	0	0%
Lake Norman Marine Commission	25,500	25,500	25,500	24,735	-3%
Pretrial Services	107,800	107,800	107,088	103,798	-4%
Repay, Sentencing Service Program	7,500	7,500	7,500	7,275	-3%
St. Stephens Fire Department	75,304	0	0	0	0%
Total	\$239,430	\$189,705	\$180,993	\$175,105	-8%

Budget Highlights

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

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

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

E-911 COMMUNICATIONS CENTER

Statement of Purpose

The Catawba County E-911 Communications Center provides emergency and administrative communications for the citizens of Catawba County by placing them in touch with public safety and related government service agencies. 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:
 - a. Answer 98 percent of all calls within 10 seconds. (Calendar Year 2009 – 99 percent within 10 seconds.)
 - b. Maintain a 90 second average dispatch time on all emergency calls throughout the County. (Fiscal Year 2008/09 Dispatch time - 54 seconds.)
2. Ensure public safety agencies in Catawba County are able to communicate via radio with each other 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. Implement 800 MHz Assistance to Firefighters Grant.
 - 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.
3. Ensure Catawba County emergency calls can be answered in the event of a disaster or other event that could incapacitate the E-911 Communications Center.
 - a. Work with the Urban Area Security Initiative (USAI) for securing a radio network, and virtualize our CAD system so we can bring our equipment up at any location.
 - b. Research and possibly implement an upgrade to the 911 phone system to allow us to bring up our system at any location with Internet connectivity.
 - c. Move to an IP based solution in all areas to facilitate the relocation of the center in the event of disaster.
 - d. Research with surrounding UASI counties in ways we can back each other up in the event of a disaster.

Communications Center

Organization: 280100

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenue					
State	\$35,634	\$0	\$0	\$0	0%
Federal & State	955	0	0	0	0%
Miscellaneous	19,144	19,669	20,259	20,259	3%
General Fund	1,465,623	1,596,749	1,603,496	1,615,965	1%
Total	\$1,521,356	\$1,616,418	\$1,623,755	\$1,636,224	1%
Expenses					
Personal Services	\$1,241,456	\$1,332,738	\$1,354,985	\$1,356,454	2%
Supplies & Operations	279,900	283,680	268,770	279,770	-1%
Capital	0	0	0	0	0%
Total	\$1,521,356	\$1,616,418	\$1,623,755	\$1,636,224	1%
Employees					
Permanent	27.00	29.00	29.00	29.00	0%
Hourly	2.37	2.37	2.24	2.24	-5%
Total	29.37	31.37	31.24	31.24	0%

Budget Highlights

The Fiscal Year 2010/11 budget for the Communications Center reflects a 1 percent increase primarily as a result of increased health care premiums and the cost of annualizing two positions added in October 2009 as part of the 8-year service plan. The department made reductions totaling approximately \$50,000, which included cuts to overtime and part-time wages, travel and transportation, and other operating expenses.

Performance Measurement

Fiscal Year 2010/11

The Communications Center can now track the amount of time it takes to answer 911 calls. Accordingly a call answering goal of 10 seconds 98 percent of the time was added to their first outcome to ensure citizens receive prompt emergency and medical response to 911 calls.

Fiscal Year 2009/10

At mid-year, the Communication Center was continuing to dispatch emergency medical calls within 90 seconds (actual average dispatch time was 46.52 seconds).



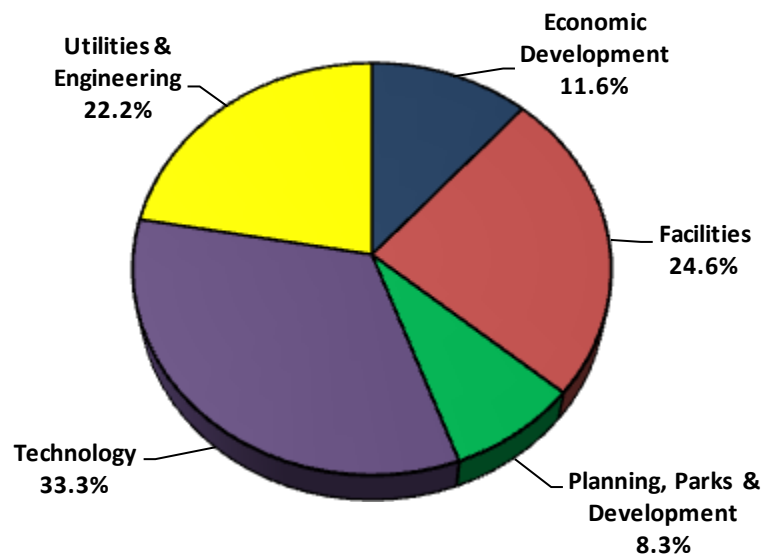
Staff worked with Technology and response units to integrate an Automatic Vehicle Locator (AVL) system into operations which will provide mission-critical geographic information, such as aerial photos, shortest path routing, and building schematics for staff to most efficiently dispatch/route appropriate units. It is too early to know the impact of this new technology. Staff also continues to 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. A project was finished to provide a VHF/800 patch for Law Enforcement, Fire, EMS, Rescue, Hickory Fire, and Conover Police. This allows these agencies to start the process of migrating to viper as their budgets allow without interference from their current system.

Fiscal Year 2008/09

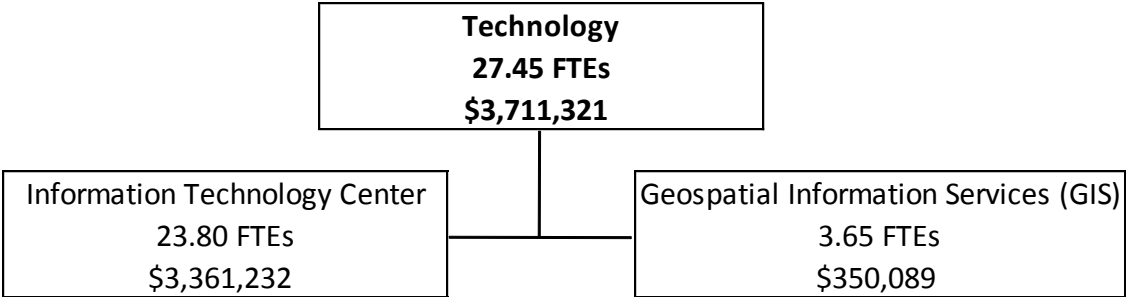
The Communications Center continues to dispatch emergency medical calls within 90 seconds or less in an attempt to ensure citizens receive prompt emergency and medical care. Last year they achieved a dispatch time of 54 seconds. Staff continued to engage in meetings on a regular basis with 911 Centers in surrounding counties to help facilitate combined purchases and services in the future.

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 \$11,140,492 or 5.7 percent of the total expenditures.



Catawba County Government



Technology Department

	Summary				
	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Local	\$363,036	\$357,994	\$307,438	\$307,438	-14%
Charges & Fees	6,521	12,500	8,500	8,500	-32%
Miscellaneous	74	0	0	0	0%
Indirect Cost	439,720	445,316	456,591	456,591	3%
Mental Health Contracts	93,083	81,078	81,078	88,162	9%
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	2,609,452	2,745,257	2,802,714	2,850,630	4%
Total	\$3,511,886	\$3,642,145	\$3,656,321	\$3,711,321	2%
Expenses					
Personal Services	\$1,882,015	\$1,919,350	\$1,960,110	\$1,978,630	3%
Supplies & Operations	1,594,392	1,722,795	1,696,211	1,732,691	1%
Capital	35,479	0	0	0	0%
Total	\$3,511,886	\$3,642,145	\$3,656,321	\$3,711,321	2%
Expenses by Division					
Information Technology Center	\$3,183,626	\$3,294,318	\$3,313,504	\$3,361,232	2%
Geospatial Information Services	328,260	347,827	342,817	350,089	1%
Total	\$3,511,886	\$3,642,145	\$3,656,321	\$3,711,321	2%
Employees					
Permanent	29.45	29.45	29.45	27.45	-7%
Hourly	0.50	0.50	0.50	0.50	0%
Total	29.95	29.95	29.95	27.95	-7%

Budget Highlights

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

The Fiscal Year 2010/11 budget the ITC and GIS is a 2 percent increase over Fiscal Year 2009/10. As part of the Countywide reductions, the department decreased expenses in several areas totaling over \$70,000 in cutbacks. The reductions affected repair and maintenance expenses, contractual services, as well as supplies for the department. Over \$40,000 in savings was achieved by negotiating a more favorable deal with Dell for computers. Despite these reductions, the department will incur increased maintenance costs totaling over \$80,000 in Fiscal Year 2010/11 associated with purchased software packages.

In Fiscal Year 2010/11, an IT Project Leader and a GIS Programmer Analyst that were previously unfunded will be abolished.

Performance Measurement

Fiscal Year 2010/11

Technology made several improvements to their outcomes for Fiscal Year 2010/11 including the following:

- The department has had an ongoing outcome to maximize the technologies purchased but there hasn't been a lot in the outcome to state the impact of these efforts. They added an objective to decrease data duplication by 33 percent through use of data de-duplication and to block 99 percent of all security risks.
- An objective to maintain a 99.9 percent uptime of enterprise services was added.
- Their third outcome is to provide timely, accurate information and services to citizens, employees, and stakeholders in a variety of methods via the County's Internet and Intranet services. Under this outcome objectives were added to increase online payments by 5 percent, maintain an uptime of 99.9 percent for web services and online transactions, and to maintain an internal customer service satisfaction rating of 90 percent.

GIS also made outcome improvements as follows:

- An objective to maintain an uptime of 99 percent or better for website services and 98 percent or better for County applications was added.
- An objective to maintain a 95 percent or greater satisfaction rating from departments receiving GIS services.

Fiscal Year 2009/10

During the first half of Fiscal Year 2009/10, Technology achieved the following:

- Deployment of mobile applications and automatic vehicle location (AVL) equipment in remaining ambulances and key Sheriff vehicles was completed and dispatch data is being collected to assist with future decisions on the location of EMS bases.
- The department is maximizing the use of core technologies in several ways as follows:
 - The Intranet is hosted via SharePoint and many sites have been added for projects, committees, and departmental use.
 - Search features of SharePoint have been fully implemented and work based upon access rights per user and alert features and document storage/management techniques have been improved for consistency.
 - An email archive solution has been installed.
 - A variety of Microsoft Office classes have been offered to County employees to increase knowledge and efficiencies. Classes have been added for SharePoint and Video Production and classes for PeopleSoft processes continue.
- The County and the City of Hickory began using the new Permitting and Inspections system in October 2009. Phase I of the project is complete and Phase II, plan review, is underway.

- Several improvements were made in the PeopleSoft system. Paperless/electronic expense reporting has been implemented for all departments to reduce paper copies and allow online approval and access to the information. The longevity payment process was automated to calculate and load automatically to eliminate manual calculations and data entry. The eLearning module was enhanced to allow automatic loading of completed course information so it does not have to be re-keyed. The Human Resources recruitment system was analyzed and improved for more efficient applicant screening and tracking.
- As requested by Planning, Parks, and Development, GIS created a layer of Agricultural Districts and made it available on the website in late October.
- The new aerial photography, captured in the spring, became available on the website in early December. Distribution of the oblique photography to various departments began in August and this data is being heavily used by public safety, tax, and code enforcement personnel.
- GIS continued to respond to more than 95 percent of all mapping and data requests from the public within 24 hours of receiving the request and completed requests from departments within agreed upon timelines.
- GIS is cooperating with the State's GIS Office in their development of a Master Address Database for the entire state. They've requested several data layers and information. We will support the advancement of this product.

Fiscal Year 2008/09

During Fiscal Year 2008/09, Technology achieved the following:

- Online archive software was installed to lower operational costs and facilitate retrieval of valuable information.
- SharePoint was implemented as a centralized location for collaboration, project management, and document storage and sharing.
- An online lost and found reporting system was implemented to allow the public to report lost and found pets via the Animal Services web site. From July 10, 2008, to the end of the fiscal year, approximately 700 animals were posted on the system.
- Many new features were added to the County's website such as County video, Facebook, Twitter, and Ideas and Comment section.
- The County now has a dedicated YouTube channel for using videos as a marketing/educational medium and a Flickr site to share photos and encourage citizen engagement.
- The GIS website is heavily relied upon by the public and continually updated in a timely manner. GIS continues to respond to more than 95 percent of all mapping and data requests from the public within 24 hours of receiving the request.

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. Maximize the use of new core technologies the County has purchased over the past few years.
 - a. Continue to develop SharePoint sites for more efficient collaboration on projects and organizing documents within each department. 100 percent of projects involving technology will be documented on SharePoint.
 - b. Continue to develop SharePoint to improve efficiencies of how we search and organize the storage of shared documents.
 - c. Implement a de-duplication backup to disk solution that will take advantage of the SAN/Virtual Server technologies we currently own and delay major upgrades due to performance issues. The amount of data backed up each night will be less than 20 percent of the current amount. Servers will no longer have to backup during peak usage hours of 8:00 am and 5:00 pm reducing the backup time by more than 33 percent. It will also improve the speed and reliability of our SAN by giving us much faster restore capabilities.
 - d. Provide classes to staff to increase the knowledge and abilities to take advantage of our current technologies.
 - e. Block 99 percent of the security risks at the perimeter of the network. The Information Technology Center will successfully identify and repair all security events.
2. Enhance department services and efficiency by providing and supporting applications specific to the needs of the department while maintaining an enterprise perspective.
 - a. Expand Permit Center Applications to include Zoning Permit functions for eight municipalities and the ability to offer electronic plan review services at County and Municipal offices. Target date for completion of municipal Zoning Permits is December 2010; Electronic plan review for Catawba County and municipalities target date is March 2011.
 - b. Work with departments to analyze business processes and where feasible, work to improve these processes through the use of technology.

- c. Use analysis from helpdesk calls and new products to determine types of training offered then focus computer related training provided to County employees in these areas. Increase training by 5 percent.
 - d. All enterprise services will maintain an uptime of at least 99.9 percent.
- 3. 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 online. Continually explore and implement services that allow citizens to conduct business anytime and anyplace with the County via the Internet.
 - b. Increase the number of online payments 5 percent (from 13,000 to 13,650)
 - c. Web services and online transactions will maintain an uptime of at least 99.9 percent.
 - d. Maintain a 90 percent customer satisfaction rating with internal customers.

GEOSPATIAL INFORMATION SERVICES (GIS)

Statement of Purpose

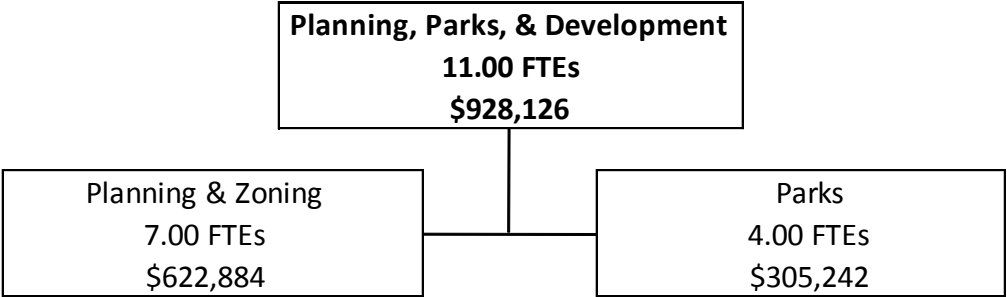
Geospatial Information Services (GIS) provides tools to the user community to enhance and improve the quality of geographically related services including but not limited to planning, building inspections, environmental health, emergency services, economic development, infrastructure, management, facilities' 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 with 1 percent or less of downtime.
 - b. Support County applications with current GIS data and maintain 2 percent or less downtime.
 - c. Integrate GIS into new applications for County departments supporting enterprise GIS and capitalizing on the County's investment.
2. Provide a timely response to citizens and departments.
 - a. Respond to and complete 95 percent of map and data requests from the public within 24 hours of receiving the request.
 - b. Maintain a 95 percent or higher satisfaction rate with departments supported by GIS.
3. Partner with other GIS agencies to ensure continuity of data.
 - a. Partner with municipalities through the GIS Consortium to complete the Countywide Address Points Layer, to serve as a master address list for all agencies; and the updates to the Transportation and Impervious Surface layers, to be used to enforce Stormwater Regulations.



Catawba County Government



Planning, Parks, & Development

Summary

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Charges & Fees	\$90,635	\$205,538	\$74,579	\$74,579	-64%
Local	2,750	0	0	0	0%
State	0	5,750	6,770	6,770	18%
Miscellaneous	21	500	500	500	0%
From Other Parks	0	0	0	0	0%
From Community Development	0	0	0	0	0%
General Fund	922,005	772,320	922,093	846,277	10%
Total	\$1,015,411	\$984,108	\$1,003,942	\$928,126	-6%
Expenses					
Personal Services	\$746,773	\$769,497	\$802,788	\$742,595	-3%
Supplies & Operations	266,648	214,611	193,654	178,031	-17%
Capital	1,990	0	7,500	7,500	0%
Total	\$1,015,411	\$984,108	\$1,003,942	\$928,126	-6%
Expenses by Division					
Planning & Zoning	\$712,098	\$628,240	\$630,200	\$622,884	-1%
Parks	303,313	355,868	373,742	305,242	-14%
Total	1,015,411	984,108	1,003,942	928,126	-6%
Employees					
Permanent	12.00	12.00	12.00	11.00	-8%
Hourly	1.00	2.40	2.40	2.40	0%
Total	13.00	14.40	14.40	13.40	-7%

Budget Highlights

The Planning, Parks, and Development budget includes the County's planning and zoning efforts and the operation of County parks. The department's overall budget is an 8 percent decrease from Fiscal Year 2009/10, which includes a targeted cut to park and operations. The Parks' budget was reduced by \$73,889, which is a 21 percent decrease.

With reduced funding, the Parks Division eliminated a vacant full-time position and six part-time employees associated with the Parks. As a result of the changes in funding, staff will operate the County's three parks on a 40-hour per week average schedule. This reduces Bakers Mountain and Riverbend Parks from a six-day per week schedule to a four-day per week schedule. The St. Stephens Park will remain on a four-day per week schedule. Despite fewer operational hours, Park staff has made a commitment to achieve 500 volunteer hours and provide educational programs for no less than 800 patrons.

In addition to decreases in the Parks Division, the budget reduces the Planning and Zoning budget in several areas. These cutbacks include, but are not limited to, limiting travel and transportation (\$3,700), reducing advertising (\$2,500), and decreasing per diem payments (\$4,410) by reducing the meetings for the Planning Board, Board of Adjustment and Subdivision Review Board to six per year instead of monthly.

Performance Measurement

Fiscal Year 2010/11

The Planning and Zoning Department's outcomes for Fiscal Year 2010/11 focus on providing quality customer service, leading and assisting in grant development, providing recreational opportunities for citizens through the County's three passive parks, and serving as change agents within the community by improving the County in terms of the environment, open space and mobility. During the fiscal year, the department will also conduct a Historical Inventory Survey, documenting historic structures located within the County, to help preserve the County's historical heritage. In addition, the department will be facilitating a planning process to identify additional economic opportunities by developing the following:

1. Highway 16 corridor from the new Highway 16 bypass to the existing Highway 16 up to Mt. Anderson.
2. A "green development corridor" around the County's Eco-Complex and the Rocky Ford Road/Highway 321 overpass.

Fiscal Year 2009/10

The mid-year report for Fiscal Year 2009/10 indicates that all of the department's outcomes, except one, have been achieved or partially achieved. Planning and Development has met all its outcomes that revolved around expeditiously and accurately reviewing development-related requests and projects. Parks is experiencing high attendance growth, with 74,382 visitors in the first half of the fiscal year. This is a 48 percent increase above last year's attendance of 50,298 for the same time period. Additionally, Parks continues to enjoy high volunteer numbers, recording 1,049.5 hours of volunteer service during the first six months of the fiscal year.

To date, the department has not been able to expedite the widening process on North Carolina Highway 150. Staff has worked with staff from the Western Piedmont Council of Governments and a consultant to develop a Transportation, Community, and System Preservation (TCSP) grant application; however, Fiscal Year 2009/10 federal funding for this grant was limited to congressional appropriated funds. Staff will continue to evaluate grant funding sources for a traffic-forecasting study.

Fiscal Year 2008/09

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

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

The Parks division continued to see an increase in attendance – 60 percent above last year for the same period. Parks staff was instrumental in the opening of St. Stephens Park. Staff saved the project approximately \$35,000 by in-house design, grading, landscaping, and other construction duties.

PLANNING & ZONING

Statement of Purpose

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

Outcomes

1. Provide quality customer service by expeditiously and accurately reviewing development-related requests/projects through the completion of the following:
 - a. Processing of all rezoning requests and preparation of report(s) and recommendation(s) for submittal to the Planning Board seven to 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. Improve the quality of life for the citizens of the County in terms of the environment, open space and mobility by serving as change agents whereby planning staff actively shapes and molds the results of planning projects of a local or regional nature. Examples of such projects include the Metropolitan Planning Organization, Catawba River Study Committee, Unifour Recreation and Open Space Task Force, Air Quality Committee, and Clarks Creek watershed committee.

3. 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 – administer the third allocation of the \$400,000 grant to rehabilitate five substandard units owned by low/moderate income elderly homeowners, provide emergency repairs to a minimum of 10 homes and relocate one homeowner.
 - 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 30 first-time homeowners through a \$70,000 grant for the Unifour.
4. 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 conducting 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. Also work with the Conservancies to promote agricultural preservation strategies for landowners in the County. This will be ongoing throughout the fiscal year.
 - b. 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 third quarter of Fiscal Year 2010/11.
 - c. Finalizing the acquisition of the 600-acre Mountain Creek tract on Lake Norman to be completed by the end of the second quarter of Fiscal Year 2010/11.
5. Ensure that the Unified Development Ordinance (UDO) is a user-friendly document for the development community by completing the following:
 - a. Updating the design manual, which will assist developers in complying with the ordinance.
 - b. Evaluating the UDO on an annual basis to determine any recommended amendments to be presented for consideration by the Board of Commissioners.
6. 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. The corridor studies will be complete by the fourth quarter of Fiscal Year 2010/11.

7. 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 Agricultural Advisory Board and identify long-range activities, including grant administration, to further promote and preserve farmland in the County.
8. Conduct a Historical Inventory Survey, documenting historic structures located within the County, to help preserve the County’s historical heritage. Facilitating a survey and exploring the formation of a Historic District ordinance has been requested by several citizens and will incorporate information from local and state records.

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. Maintain the Parks Division annual attendance at a minimum of 81,000 patrons as evidenced by traffic counter statistics/sign-in sheets and the quarterly Parks Division report. Particular effort will be placed on volunteerism and service to educational institutions.
2. Achieve 500 volunteer labor hours in order to complete park improvement projects, promote environmental stewardship education, reduce operating costs, and increase community involvement. In an effort to involve youth, these projects will include school and scouting groups when possible. This will be completed as evidenced by the volunteer/project log, sign-in sheets, and the quarterly Parks Division report.
3. Host educational/interpretive 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. Increase knowledge about visitors' satisfaction with the County parks by piloting a customer satisfaction survey. Park staff will develop a survey, make the survey available at the parks and online, and collect preliminary data to determine how satisfied visitors are with the County's parks and to identify areas of improvement. It is the goal of the Parks Division to review the survey process in order to identify and resolve any significant issues and to incorporate a customer satisfaction outcome in Fiscal Year 2011/12.



Other Economic & Physical Development

Organization: 420050

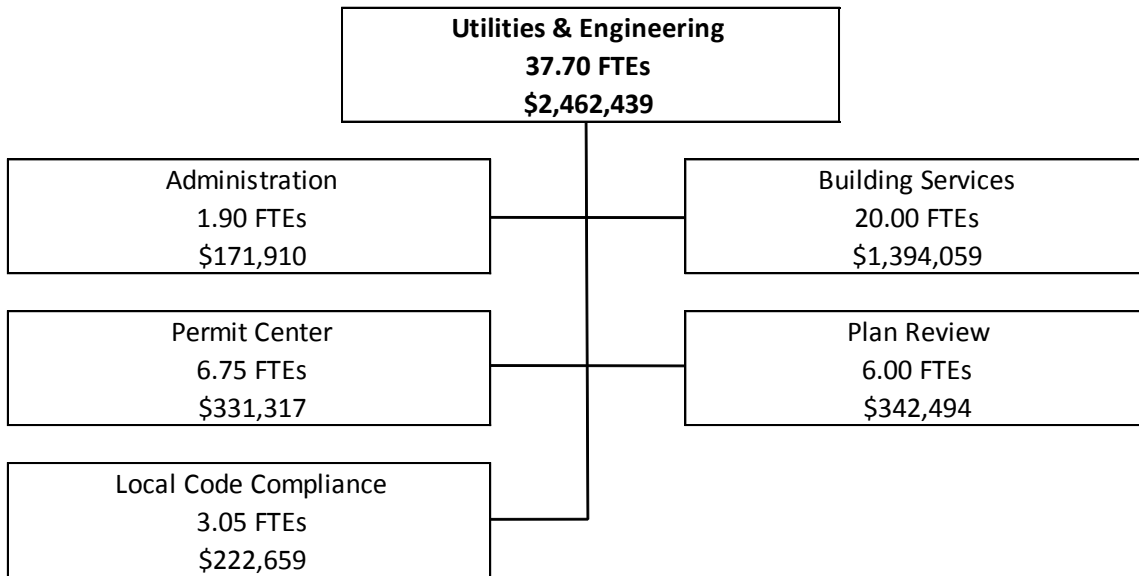
	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
State	\$0	\$0	\$0	\$0	0%
Local	55,957	72,869	89,780	89,780	23%
From General Capital Reserve	88,696	86,288	83,879	83,879	-3%
General Fund	610,505	685,301	1,149,255	1,113,130	62%
Total	\$755,158	\$844,458	\$1,322,914	\$1,286,789	52%
Expenses					
Chamber of Commerce - Tourism	\$2,132	\$2,500	\$2,500	\$2,500	0%
Convention & Visitors Bureau	37,500	33,125	33,125	20,000	-40%
Economic Development Commission	265,383	268,139	268,139	268,139	0%
EDC Baker	9,820	11,086	11,086	11,086	0%
EDC Centro	5,082	0	0	0	0%
EDC CommScope	95,162	19,761	68,209	68,209	245%
EDC Convergys	0	10,600	10,600	10,600	0%
EDC Fiserv	0	0	19,765	19,765	0%
EDC Flowers	121,925	89,144	62,025	62,025	-30%
EDC Getrag	0	200,000	200,000	200,000	0%
EDC Marketing	25,000	25,000	75,000	50,000	100%
EDC Popplemann Rail	0	0	24,075	24,075	0%
EDC Target	0	0	417,188	417,188	0%
NC Wildlife Commission - Beaver Mgmt.	4,000	4,000	4,000	4,000	0%
Public Safety Complex Study	2,473	0	0	0	0%
TDA - City of Hickory	88,696	86,288	83,879	83,879	-3%
Water Transfer	50,000	50,000	0	0	0%
WPCOG - Air Quality	0	2,000	0	2,000	0%
WPCOG - Carolinas Innovation Group	1,500	1,500	1,500	1,500	0%
WPCOG - Dues	40,115	40,815	41,323	41,323	1%
WPCOG - Regional Marketing	5,870	0	0	0	0%
WPCOG - Sister Cities	500	500	500	500	0%
Total	\$755,158	\$844,458	\$1,322,914	\$1,286,789	52%

Budget Highlights

New incentives are included for Target, Popplemann Rail, and Fiserv. The terms are as follows:

- Target – ends in Fiscal Year 2014/15
- Popplemann – ends in Fiscal Year 2014/15
- Fiserv – ends in Fiscal Year 2016/17

Catawba County Government



Utilities & Engineering

	Summary				
	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
State	\$0	\$0	\$0	\$0	0%
Charges & Fees	1,209,203	1,560,818	1,650,818	1,650,818	6%
Miscellaneous	273	0	0	0	0%
From Self Insurance Fund	0	0	0	0	0%
From W&S Construction	0	0	0	0	0%
General Fund	1,446,834	939,788	799,991	825,366	-12%
Total	\$2,656,310	\$2,500,606	\$2,450,809	\$2,476,184	-1%
Expenses					
Personal Services	\$2,059,993	\$2,001,538	\$1,966,409	\$1,992,034	0%
Supplies & Operations	513,972	499,068	484,400	484,150	-3%
Capital	82,345	0	0	0	0%
Total	\$2,656,310	\$2,500,606	\$2,450,809	\$2,476,184	-1%
Expenses by Division					
Administration	\$159,070	\$165,210	\$171,550	\$172,988	5%
Building Services	1,700,574	1,426,905	1,388,709	1,401,749	-2%
Permit Center	339,259	356,436	329,017	332,739	-7%
Plan Review	268,989	334,777	340,094	345,322	3%
Code Compliance	188,418	217,278	221,439	223,386	3%
	\$2,656,310	\$2,500,606	\$2,450,809	\$2,476,184	-1%
Employees					
Permanent	37.70	37.70	37.70	32.70	-13%
Hourly	0.00	0.00	0.30	0.30	0%
Total	37.70	37.70	38.00	33.00	-12%

Budget Highlights

The Utilities and Engineering Department includes Building Services, Plan Review, Permit Center, Erosion Control, and Local Code Compliance. The Utilities and Engineering Department's budget which is a 2 percent reduction compared with the Fiscal Year 2009/10. The department's budget continued to reduce funding to Building Services and the Permit Center, which have experienced decreases in workload. Since Fiscal Year 2007/08, the total number of permits issued, inspections made, and plans reviewed all decreased by over 20 percent. These declines have prompted the budget reductions of approximately \$58,000 for Fiscal Year 2010/11 budget. Overall, there will be five abolished positions and three unfunded positions in Building Services in Fiscal Year 2010/11.

Performance Measurement

Fiscal Year 2010/11

Outcomes for Fiscal Year 2010/11 continue to focus on providing services in an efficient manner while ensuring the safety of citizens through enforcement of State and local code requirements and education of the public on those requirements. Staff will continue to provide these services while maintaining a high level of customer service.

Fiscal Year 2009/10

All of the Utilities and Engineering Department's outcomes are on schedule to be achieved by the end of the fiscal year with the exception of two that are partially achieved. The partially achieved outcomes are both associated with wastewater projects and involve acquiring easements. Staff is working to acquire all easements and complete the projects.

Overall, the Utilities and Engineering Department accomplished the following during the first half of the fiscal year:

- The Permit Center issued 3,537 permits with no customer service complaints.
- Of the 390 plans reviewed by the Plan Review Section for code compliance, 99 percent were reviewed with results communicated to applicants within 10 working days, exceeding their goal of 97 percent.
- Building Services conducted 100 percent of its 11,569 inspections within two working days of the requested service. One hundred percent of all requested inspections were completed the next day or on the contractors requested inspection date, exceeding their 90 percent goal.
- Local Code Compliance staff reviewed and permitted all sedimentation and erosion control plans submitted for permitting within 3.43 days working days, exceeding their goal of 10 days.
- Building Services supervisory staff performed 244 quality control inspections of which 237, or 97 percent, were approved, exceeding their goal of 95 percent.

Fiscal Year 2008/09

A total of 9,130 permits were issued by the Permit Center, with 6,542 permits issued in Newton and 2,588 issued in Hickory. This was accomplished with a high level of customer satisfaction, which was demonstrated by having all customers who completed a survey indicate that were very satisfied or satisfied with results.

As established by the Board of Commissioners goals for Fiscal Year 2008/09, Utilities and Engineering continued to develop the EcoComplex project, which will increase Catawba County's tax base and create jobs. A new partnership was initiated with the University of North Carolina at Charlotte for future research on algae, biomass ethanol from wood waste, and syngas research.

In an effort to increase citizen awareness, staff provided education and awareness about the functions of Utilities and Engineering to 1,369 people through landfill tours and presentations. An additional 4,729 people were reached through educational public relations such as

Claremont Day, Riverfest, Catawba County Family Day, Earth Day/Arbor Day Event, Earth Day Banquet for the schools, conferences, and the Bi-Annual Household Hazardous Waste and Electronics collection days.

Building Services strove to conduct 90 percent of all requested inspections the next day or on the contractors requested inspection date. During this Fiscal Year 2008/09, 99 percent, or 30,307, inspections were performed by the next day or by the contractors requested inspection date.

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 percent or above as evidenced by customer survey reports.
 - b. Resolving 98 percent of all customer service complaints within 24 hours as measured by recorded complaints and follow up actions.
 - c. Participating in six hours of training in customer service-related issues such as communication, skill building and tact, diffusion of adversarial situations, and problem resolution. The objective is to perform duties with exceptional customer service skills as measured by customer survey reports.
3. To increase citizen awareness provide education and awareness about the functions of Utilities and Engineering to citizens, employees, and other interested parties through the continued efforts of the Departments' Informational Officer as measured by educational tracking logs.

BUILDING SERVICES

Statement of Purpose

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

Outcomes

2. Provide for the continued safety and health of the citizens of Catawba County by ensuring that all construction meets the North Carolina state building codes through a 95 percent accuracy rate in inspections. This accuracy will be monitored and quantified by performing a minimum of two quality control inspections per Building Official per month.
3. Ensure citizens receive quality customer service from Building Services Officials by:
 - a. Maintaining a customer service satisfaction rating of 95 percent or above as evidenced by customer survey reports.
 - b. Resolving 98 percent of all customer service complaints within 24 hours as measured by recorded complaints and follow up actions.
 - c. Participating in six 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 percent of all requested inspections the next day or on the contractors requested inspection date as measured by inspection logs.
 - e. Fulfilling 100 percent of requests for inspection services within two working days measured by inspection logs.
4. Provide a higher degree of efficiency, to the citizens of Catawba County, within the Building Services Division through the full implementation of Mobile Field Program, Mobilegov. Increased inspection hours for Building Services Officials by four hours weekly per official, thus increasing the inspection rate to between 10 and 14 inspections per day per official. An increase in staffing levels will be recommended before the inspection rate consistently reaches 16 inspections per day per official.

5. Assist in maintaining an accurate structures layer in the Catawba County Geospatial Information Services (GIS) system in order to provide accurate data to the citizens of Catawba County. By capturing 100 percent of required structures through the use of Global Positioning System (GPS) equipment and working with the Catawba County GIS Department to maintain structure layers.
6. Control the cost of training and education by providing certification training and education for inspectors locally in Catawba County when cost effective with the goal of providing a minimum of 60 percent 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 percent or above as evidenced by customer survey reports.
 - b. Resolving 98 percent of all customer service complaints within 24 hours as measured by recorded complaints and follow up actions.
 - c. Participating in six 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 percent 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 percent or above as evidenced by customer survey reports.
 - b. Resolving 98 percent of all customer service complaints within 24 hours as measured by recorded complaints and follow up actions.
 - c. Participating in six 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

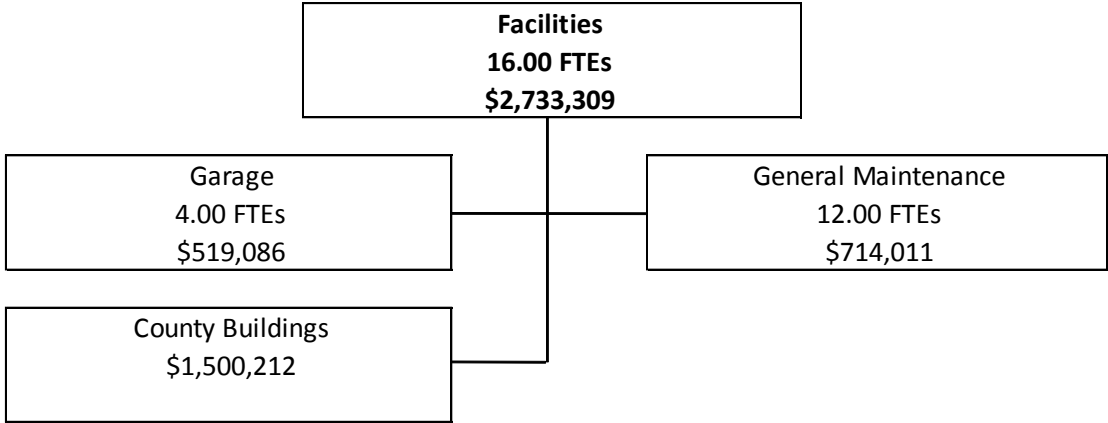
To protect regional water quality through the administration of a local soil sedimentation and erosion control program, providing timely permitting service to local contractors and developers. To protect the health, safety, and general welfare of the citizens of Catawba County through the implementation 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 percent of all sedimentation and erosion control plans submitted for code compliance and permitting within 10 working days. Meeting this outcome will expedite the plan review and permitting process allowing grading to begin much sooner, thus, promoting Catawba County's economic development as measured by monthly reporting.
2. Ensure citizens receive quality customer service from Erosion Control and Local Code Compliance Staff by:
 - a. Maintaining a customer service satisfaction rating of 95 percent or above as evidenced by customer survey reports.
 - b. Resolving 98 percent of all customer service complaints within 24 hours as measured by recorded complaints and follow up actions.
 - c. Participating in six hours of training in customer service-related issues such as communication, skill building and tact, diffusion of adversarial situations, and problem resolution.
3. Train Code Compliance Technicians to perform residential Building Level I footing inspections, which consist of one-story dwellings up to 7,500 square feet. Meeting this outcome will allow footing inspections by Code Compliance Technicians while already on the jobsite inspecting erosion and soil sedimentation control measures.
4. Provide public and employee education regarding Soil Sedimentation, Erosion Control, and Stormwater awareness in cooperation with the North Carolina Department of Natural Resources (NC DENR), the County's Waste Reduction Coordinator/Educator, municipalities and other sources made available as measured by tracking logs.



Catawba County Government



Facilities

					Summary
	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Charges & Fees	\$7,115	\$8,000	\$7,000	\$7,000	-13%
Miscellaneous	35,082	48,000	40,000	40,000	-17%
Local	10,226	10,226	26,006	26,006	154%
General Fund	2,798,623	2,659,495	2,653,903	2,665,066	0%
Total	\$2,851,046	\$2,725,721	\$2,726,909	\$2,738,072	0%
Expenses					
Personal Services	\$756,103	\$764,781	\$786,842	\$798,005	4%
Supplies & Operations	2,068,471	1,960,940	1,940,067	1,940,067	-1%
Capital	26,472	0	0	0	0%
Total	\$2,851,046	\$2,725,721	\$2,726,909	\$2,738,072	0%
Expenses by Division					
Garage	\$517,707	\$521,926	\$517,486	\$521,328	0%
General Maintenance	671,090	709,860	710,211	716,532	1%
County Buildings	1,662,249	1,493,935	1,499,212	1,500,212	0%
Total	2,851,046	2,725,721	2,726,909	2,738,072	0%
Employees					
Permanent	16.00	16.00	16.00	16.00	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	16.00	16.00	16.00	16.00	0%

Budget Highlights

The Fiscal Year 2010/11 budget for Facilities and Fleet Maintenance is an increase of approximately \$7,500 over Fiscal Year 2009/10. Funds were added to the division's budget to cover expenses associated the Catawba County Social Services' move into the Catawba Valley Behavioral Health Building (CVBH) in July 2010 and the new rental building for the Adult Probation Center. The move into the CVBH building prompted an increase in repair and maintenance costs of \$14,000. Increases associated with the new rental building for the Adult Probation Center in Hickory include \$8,000 in electricity, \$7,200 in natural gas, and \$3,000 in water and sewer. Facilities and Fleet Maintenance also reduced its budget in several areas, including cuts in automotive parts (\$4,000), general renovations (\$13,000), repair and maintenance (\$18,000), natural gas (\$14,000), maintenance of group homes (\$22,413), and supplies throughout the division.

Performance Measurement

Fiscal Year 2010/11

Outcomes for Fiscal Year 2010/11 continue to focus on the efficiency of the Facilities Department in responding to and completing needed repairs to County buildings, vehicles, and equipment.

Fiscal Year 2009/10

Overall, the department is on track to achieve its goals for work order completion including:

- Responding to emergency situations within one hour (planned 97 percent achieved 100 percent).
- Responding to and correcting 92 percent of all routine maintenance and repair within five working days (achieved 98.6 percent).
- Installing and maintaining all road signs for County named streets and roads within 15 working days (maintaining and repairing existing: planned 90 percent, achieved 96.1 percent; new: planned 95 percent, achieved 100 percent).
- Scheduling and completing preventative maintenance services within three working days of the scheduled service (planned 98 percent, achieved 99 percent).
- Scheduling, diagnosing and affecting repairs on County vehicles within two working days (planned 97 percent, achieved 98 percent).
- Responding to and repairing or recovering roadside emergencies within two hours in-County and 12 hours out-of-County (in-County: planned 99 percent, achieved 100 percent; out-of-County: planned 98 percent, achieved 100 percent).

Fiscal Year 2008/09

Facilities achieved all outcomes with the exception of one. Typically, Facilities responds to at least 95 percent of emergency situations with one hour after notification; however, a fuel tank had to be repaired and the company's schedule put them behind with an achievement rate of 91.7 percent. Facilities is far exceeding their outcomes on all other maintenance and fleet requests.

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 percent 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 percent of all County vehicles within two working days, as evidenced by work orders.
2. Provide quality care and maintenance of vehicles by limiting the percentage of vehicles returned for the same problem within three months to less than 10 percent.
3. Ninety percent of customers surveyed will rate fleet maintenance services are “excellent” or “good.”
4. Provide roadside emergency service to County owned vehicles during normal working hours, (8:00 a.m. – 5:00 p.m., Monday – Friday), by:
 - a. Responding to and repairing or recovering 99 percent of in-County roadside emergencies within two hours of notification, if parts are available and contracted towing service is responsive, as evidenced by work orders.
 - b. Responding to and repairing or recovering 98 percent of out-of-County roadside emergencies within twelve hours of notification, if parts are available and contracted towing service is responsive, as evidenced by work orders.
5. Provide 24 hour, 365 days a year, on call roadside emergency service to County owned vehicles after normal working hours, by:
 - a. Responding to and repairing or recovering 98 percent of in-County roadside emergencies within two hours of notification, as evidenced by work orders.
 - b. Responding to and repairing or recovering 98 percent of out-of-County roadside emergencies within twelve hours of notification, as evidenced by work orders.
6. In order to maximize the amount of time County vehicles are available for service and minimize the time spent in maintenance, adequate tire, parts and fuel inventories will be provided by:

- a. Maintaining and monitoring, 99 percent of the time, tire inventory to provide tires for the repair or replacement as needed within two hours of the scheduled service, by spot checking inventory monthly.
 - b. Maintaining and monitoring, 100 percent of the time, fuel inventory to assure fuel is available for all County owned/contracted vehicles, seven days a week, 365 days a year, as evidenced by departmental surveys.
 - c. Maintaining and monitoring, 98 percent of the time, parts inventory to assure that necessary parts are available for the repair and maintenance of County owned/contracted vehicles, by spot checking inventory monthly.
- 7. Advise and assist, when requested, with vehicle replacement schedules and specification documentation for new vehicle procurement by:
 - a. Responding to 100 percent of all departments requests and completing written specifications of new vehicles within 10 working days, as evidenced by departmental surveys.
- 8. Advise and assist all departments with vehicle and driver management by advising, 100 percent of the time, on a quarterly basis, each department of vehicle neglect or abuse.

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.

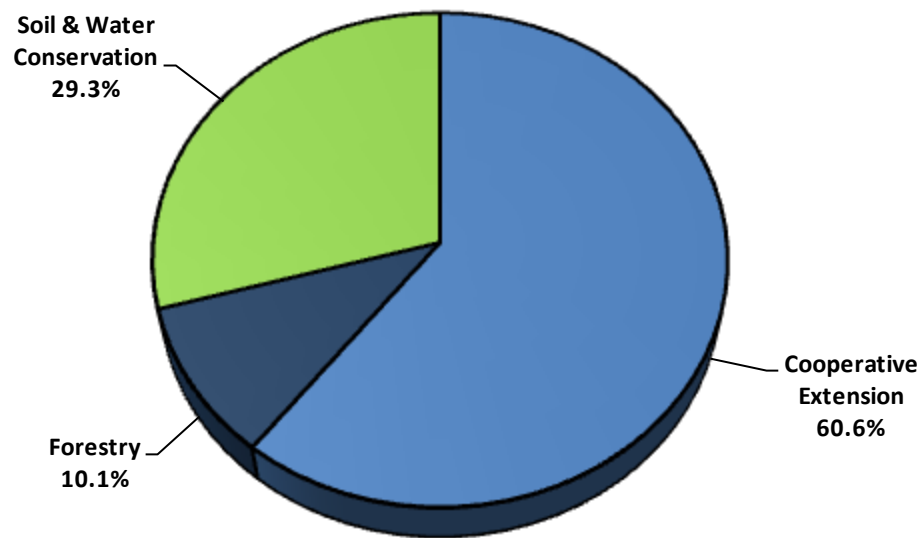
Outcomes

1. Insure the proper care and maintenance of County facilities and grounds by:
 - a. Responding to 98 percent 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 93 percent of all routine maintenance and repair within five working days, as evidenced by completed work orders.
 - c. Troubleshooting and repairing 93 percent of all telephone problems within three working days after notification, as evidenced by work orders.
 - d. Responding to and correcting 94 percent of all electrical problems within three working days after notification, as evidenced by work orders.
 - e. Responding to and correcting 93 percent 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 98 percent of all road signs within 10 working days of notification.
 - b. Installing 96 percent 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 \$505,841 or 0.26 percent of the total expenditures for the fiscal year. This function is funded by the County, as well as State and Federal governments, and provides technical and advisory services to the agricultural community.



COOPERATIVE EXTENSION 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. Two-hundred fifty youth participating in volunteer-led 4-H clubs will improve their life skills in oral and written communication, citizenship, and leadership as a result of their participation in life skill building programs offered through North Carolina and Catawba County 4-H programs. Completion of project work, presentations, and service in leadership capacities will be used to measure growth using a written survey distributed to 4-H families and leaders.

K-12 Academic Achievement

2. One-thousand youth will increase their understanding of science and improve critical thinking and analytical skills as a result of participating in 4-H Science, Technology, Engineering and Math (STEM) programs offered through school enrichment, during the after-school setting, or as part of summer programs. Fifty educators will utilize science programming, resources, and training available through North Carolina Cooperative Extension. Programs will be designed to complement the North Carolina science curriculum competencies. Improvement in skills and knowledge will be measured by evaluations provided to parents and school-age child care providers.

Profitable and Sustainable Agriculture Systems

3. One hundred and twenty-five green industry professionals in the nursery, greenhouse and landscape business will receive professional training from North Carolina Cooperative Extension (NCCE) throughout the year and be encouraged to adopt and use practices associated with Best Management Practices (BMP), ornamental plant selection, innovative production practices, Integrated Pest Management (IPM), alternatives to conventional practices, and environmentally sound practices related to protection of water quality. Those practices related to IPM and BMPs will impact the amounts of pesticides applied to the environment in Catawba County, and will create an

awareness among green industry professionals and employees on being better environmental stewards. Evaluations will be based on implementation of practices adopted and implemented, client self-report and participation in workshops.

4. Twenty additional tracts and/or 1,000 acres of farmland will be enrolled in the Voluntary Agricultural District (VAD) Ordinance. Grant funding will be sought to offer assistance to municipalities in developing a Voluntary Agricultural District ordinance for their extraterritorial jurisdiction. If funding is secured an educational workshop and follow-up assistance will be given to town officials in developing an ordinance that will allow interested landowners (with parcels located inside the ETJ) to participate in a VAD program similar to the one adopted by Catawba County.
5. Two-hundred livestock and forage producers will increase their knowledge and implement one or more management practices that will improve farm profitability during Fiscal Year 2010/11. 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. Based on recommendations presented by the Livestock Advisory Committee North Carolina Cooperative Extension will provide educational programming as listed below.
 - 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. The opportunities to market calves through state sponsored graded sales, direct on-farm tele-auction and private treaty will be emphasized this year.
 - 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. Forage management was identified as one of the most likely areas for education and practice adoption by owners of grazing livestock operations.

6. Through the creation of a Hmong farmers' collaborative having strong ties to supporting agencies, such as Cooperative Extension, Natural Resource Conservation Service (NRCS), and United States Department of Agriculture (USDA), 20 Hmong farmers will develop improved skills in the following:

- a. Pricing strategies
- b. Designing & developing farm signs
- c. Marketing & selling with new direct markets
- d. Small livestock production
- e. Post-Harvest, handling, grading, packaging, and food safety security
- f. Composting
- g. Organic production
- h. Fruit tree production
- i. Small fruit production
- j. Pesticide/Insecticide training

This will be accomplished through participation in ten-week growers' school, field demonstrations, mentoring and technical assistance for individual farmers. 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. Fifty individuals currently active or considering an agricultural enterprise will increase their comfort level in regards to evaluating new enterprise(s), and learning new production and marketing skills. North Carolina Cooperative Extension will hold a series of *"Ten Acre Tuesday"* workshops during the Fiscal Year 2010/11 aimed at supporting part-time, limited resource farmers. Evaluations will be based on pre and post surveys of workshop participants, one-on-one contact, and participation in the Foothills Fresh local foods initiative.

Local Food Systems

9. Five hundred citizens and fifty food service establishments will receive information on the availability of locally produced foods, the nutritional value of eating locally grown produce, meats and eggs, the ease of procurement, and the economic benefits of purchasing direct from the farmer. Achievement will be met through local marketing and advertising efforts for Foothills Fresh, weekly/monthly articles written for local news publications, workshops and meetings. Surveys will be distributed to 550 food service establishments to determine their interest in using local produce. Meetings will be held with interested establishments to connect appropriate producers and consumers. Six week follow-up surveys will determine the number of food service establishments who incorporate the use of locally produced foods into their menus.
10. Sixty field and forage crops producers will learn about 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 decision
 - c. Improved disease and insect control that will results in higher production goals and profitability
 - d. Implementing sustainable production practices

Producers will learn this through production meetings, newsletters and workshops. Twenty producers will implement one or more of these practices to improve farm profitability. Evaluation will be based on participation in meetings/workshops, follow-up surveys and one-on-one contact.

11. Thirty livestock producers will learn about 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. Ten livestock producers will begin to implement a rotational/intensive grazing system to improve profitability and sustainability. North Carolina Cooperative Extension will assist producers as they incorporate this type of system into their current production. Evaluation will be based on participations in workshops, follow-up surveys and one-on-one contact.

Leadership Development

12. Thirty Catawba County youth will develop an improved sense of responsibility and self-worth by participating in a week-long residential summer camp offered through North Carolina 4-H. North Carolina Cooperative Extension staff will work with local civic organizations to recruit identified youth and award camp scholarships to enable low

income youth to participate. Growth will be measured using parent surveys, testimonies from parents, and observations by camp staff.

13. Thirty high school students reflecting various socio-economic, racial, and ethnic backgrounds will improve their skills and gain knowledge to address social problems, issues, and challenges through leadership and volunteerism as a result of their participation in the Catawba County Youth Council. Program progress will be measured through successful completion of local citizenship and community service programs and evaluations completed by students.

Healthy Eating, Physical Activity and Chronic Disease Risk Reduction

14. As a result of North Carolina Cooperative Extension programming and with the collaboration of Catawba Valley Medical Center's Center for Diabetes Control, Catawba County Schools, Hickory City Schools, Newton-Conover Schools, Catawba County Wellness Committee, Catawba County Department of Social Services, Catawba County Health Department, Catawba County Health Partners, and others, 90 percent 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 food service managers, directors, and owners/operators representing various food service establishments will earn national food safety credentials by completing the *ServSafe* course with 100 percent indicating knowledge gained and more than 50 percent reporting their intention to improve one or more food safety practices. Pre and post-tests 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. Participants will be selected by Children's Resource Center, Parenting Network, HealthFirst Center, 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 North Carolina Cooperative Extension's programs or resources.
17. As a result of programming efforts, 80 percent 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 Catawba County youth and adults 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 assist participants to 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 caused by improper solid waste management through educational programming, workshops and events offered by North Carolina Cooperative Extension and other relevant agencies including *Keep Catawba County Beautiful (KCCB)*. A major component of roadside litter in Catawba County is plastic shopping bags. KCCB will promote proper disposal of plastic shopping bags and the use of alternative reusable bags. Evaluation will be based on evidence gathered from Litter Index surveys and Litter Sweeps that show a decrease in the number of plastic bags observed as litter. KCCB volunteers will visit 30 local stores and determine the number of stores that currently offer recycling of plastic bags and encourage the use of reusable bags. Stores that currently recycle will receive a letter thanking them for recycling and a sticker to display on their door that says that they recycle plastic bags. Additionally North Carolina Cooperative Extension (NCCE) and KCCB will engage in research on current trends of municipalities and states banning the use of plastic bags. This data will be beneficial in exploring avenues to ban plastic bags here in Catawba County and North Carolina.
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. Achievement will be tracked through success stories reported by clients, written evaluation, and evidence of practice adoption.
21. North Carolina Cooperative Extension in conjunction with *Keep Catawba County Beautiful* will complete two community beautification projects. Projects will involve participation by communities and will strengthen and improve community responsibility. Projects will encourage ownership of the community by the residents which is a very effective way to reduce litter in the community. Documentation of pre and post beautification litter amounts will be used to measure the impact the two projects made in reducing litter for the communities.

Urban and Consumer Agriculture

22. Five hundred citizens will show increased knowledge and awareness of proper plant selection, plant management and/or pest management practices in residential and community landscapes. This outcome will be met through plant clinics, workshops and individual consultations. Evaluation will be based on contact data, success stories presented by clients and written evaluation.
23. One hundred 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.
24. 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. Programming will include proper watering and fertilizing methods, erosion control, and landscaping to encourage wildlife. Skills learned will 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.
25. 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. Topics include storm water management, rain gardens and other water conservation methods. Progress will be measured by surveys of participant knowledge increase and intent to implement one of more practices.

Cooperative Extension Services

Reinventing Department

Organization: 310050

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Federal	\$15,957	\$0	\$0	\$0	0%
State	0	20,000	0	0	0%
Local	27,606	27,661	15,626	15,626	-44%
Miscellaneous	5,150	5,150	0	0	0%
From Self Insurance	0	0	0	0	0%
General Fund	277,556	258,414	293,952	290,881	13%
Total	\$326,269	\$311,225	\$309,578	\$306,507	-2%
Expenses					
Personal Services	\$230,937	\$238,443	\$208,919	\$104,326	-56%
Supplies & Operations	95,332	72,782	100,659	202,181	178%
Capital	0	0	0	0	0%
Total	\$326,269	\$311,225	\$309,578	\$306,507	-2%
Employees					
Permanent	7.80	7.80	6.80	6.80	-13%
Hourly	0.00	0.00	0.00	0.00	0%
Total	7.80	7.80	6.80	6.80	-13%

Fiscal Year 2008/09 Outcome Achievements

Total Outcomes	Achieved	Partially Achieved	Not Achieved	Success Rate
25	25	0	0	100.0%

Budget Highlights

The Fiscal Year 2010/11 budget for Cooperative Extension is a slight increase compared with Fiscal Year 2009/10. Despite this increase, the department ended the Life Skills I and II programs, which lost state funding. As a consequence, the county match to this funding ended, resulting in the elimination of one position.

The budget also reflects a change in the payment process for Cooperative Extension employees. Currently, Cooperative Extension operates under a cost sharing agreement in which the County pays a portion of most employees' salaries and benefits and the State also pays a portion. Beginning January 1, 2010, all Catawba County Cooperative Extension employees will receive paychecks and benefits through the State of North Carolina. As a result, Catawba County will be required to send funds to the State monthly to cover its portion of the salary and benefit costs.

Performance Measurement

Fiscal Year 2010/11

Outcomes for this department continue to champion the agency's core purpose of providing citizens with scientifically-based information and informal educational opportunities focused on local needs and issues. The focus remained on the four core areas of the program: agriculture and natural resources, family and consumer education, 4H and youth, and community and rural development.

Fiscal Year 2009/10

All the outcomes for Cooperative Extension have been achieved or are being achieved on an ongoing basis, including:

- Accepting applications from 39 landowners to enroll 5,000 acres in the Voluntary Agricultural District Program as of December 2009.
- Increasing the knowledge of 123 livestock and forage producers and having them implement better management practices to improve farm profitability. This has resulted in improved profits in the amount of \$52,800 over the last six months of 2009.
- Increasing the understanding of local government and local issues for thirty-two high school students as a result of participating in the C3 Civics Leadership program and Catawba County Youth Council. All participants reported an increase in knowledge about services provided by local government and 90 percent reported learning more about local issues/trends and careers in government.
- Ensuring prompt, efficient, and courteous service is extended to customers by achieving a 98 percent customer satisfaction rating on a random sample survey administered to North Carolina Cooperative Extension (NCCE) and Catawba County staff, external contractors, vendors and customers utilized by NCCE. A survey will be administered in February 2010.

Fiscal Year 2008/09

All of the 25 Cooperative Extension outcomes were achieved. Annual outcomes for this department were developed around the agency's core purpose of providing citizens with scientifically-based information and informal educational opportunities focused on local needs and issues.

A public concern with regard to the landscape industry is the offsite movement of sediment, fertilizers, and pesticides. To address this concern, a series of workshops on landscape IPM and Best Management Practices was held for 75 landscapers and their employees. Ninety-seven percent of surveyed participants increased their knowledge on the prevention and management of pest problems through non-chemical methods. To date, 88 percent of surveyed participants have implemented one or more of the recommended practices resulting in a savings of \$28,010 in chemical and labor costs and resulted in less pesticides being applied to the environment.

Cooperative Extension continues to provide local youth with high quality learning experiences in the 4-H livestock program. During the fall of 2008, 16 local youth participated in livestock

judging and skill-a-thon competitions in North Carolina as well as regional and national competitions. Three Catawba County youth participated on a five member state livestock judging team that finished 11th nationally with one local youth recognized as 15th high scoring individual in the nation.

Forty-three third grade students and their parents and/or guardians participated in North Carolina Cooperative Extension's Food Stamp Nutrition Education Program *Family and Consumer Sciences: Promoting Healthy Eating Across North Carolina* that targeted nutrition, food safety, physical activity, and food budgeting. Outcomes based on pre/post tests results indicate that 60 percent of students improved their overall knowledge of nutrition, and 89 percent made positive behavior change related to nutrition and eating habits. One hundred percent of parent feedback forms indicated that parents thought the program was beneficial for their child, and 100 percent of teachers thought the program was beneficial for the students.

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

Soil & Water Conservation

Organization: 320050

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
State	\$32,795	\$29,835	\$29,250	\$29,250	-2%
Miscellaneous	1,600	200	0	0	0%
General Fund	104,272	115,600	117,254	118,857	3%
Total	\$138,667	\$145,635	\$146,504	\$148,107	2%
Expenses					
Personal Services	\$125,856	\$130,685	\$135,886	\$137,489	5%
Supplies & Operations	12,811	14,950	10,618	10,618	-29%
Capital	0	0	0	0	0%
Total	\$138,667	\$145,635	\$146,504	\$148,107	2%
Employees					
Permanent	2.80	2.80	2.80	2.80	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	2.80	2.80	2.80	2.80	0%

Forestry

Organization: 330050

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Miscellaneous	\$5,125	\$5,100	\$5,100	\$5,100	0%
General Fund	42,823	47,711	52,440	46,127	-3%
Total	\$47,948	\$52,811	\$57,540	\$51,227	-3%
Expenses					
Personal Services	\$0	\$0	\$0	\$0	0%
Supplies & Operations	47,948	52,811	57,540	51,227	-3%
Capital	0	0	0	0	0%
Total	\$47,948	\$52,811	\$57,540	\$51,227	-3%

Budget Highlights

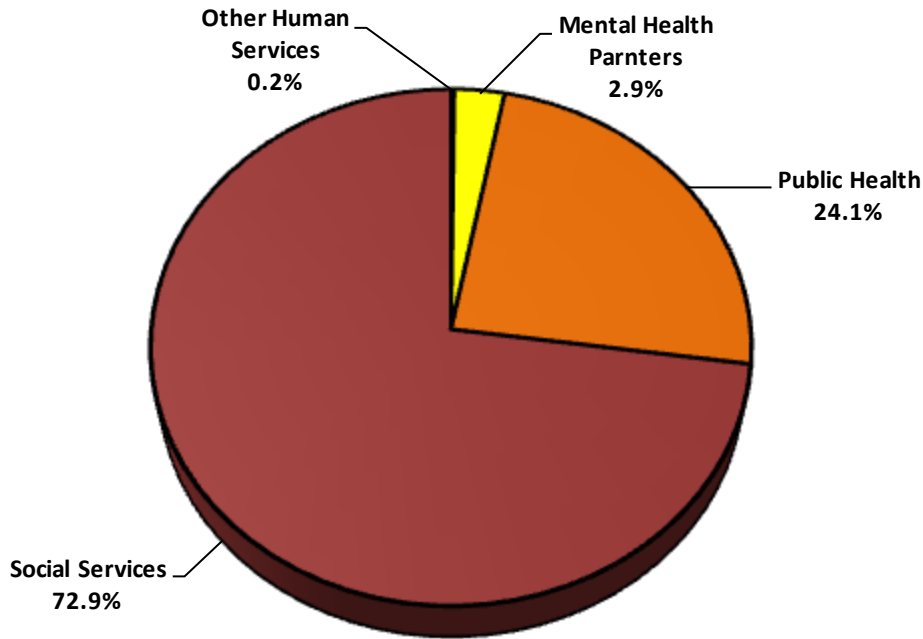
Contractually, Catawba County funds 40 percent of the total budget for Forestry with the State of North Carolina funding the remaining 60 percent. The North Carolina Division of Forest Resources mandate is to protect, manage, and sustain North Carolina Forest Resources. The Forest Service's primary purpose is to ensure adequate and quality forest resources for the County to meet present and future needs. The budget reflects a 3 percent decrease in funding.



HUMAN SERVICES

The Human Resources' budget of \$53,206,759 is 27.21 percent 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 \$38,764,395 go to support the human needs, and the Public Health Department is projected to expend \$12,805,905 for the specialized public health services it offers. Other Human Resources include the Medical Examiner and is funded at \$100,000 this fiscal year. \$1,535,207 is 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.





SM

Mental Health Partners

Organization: 530900

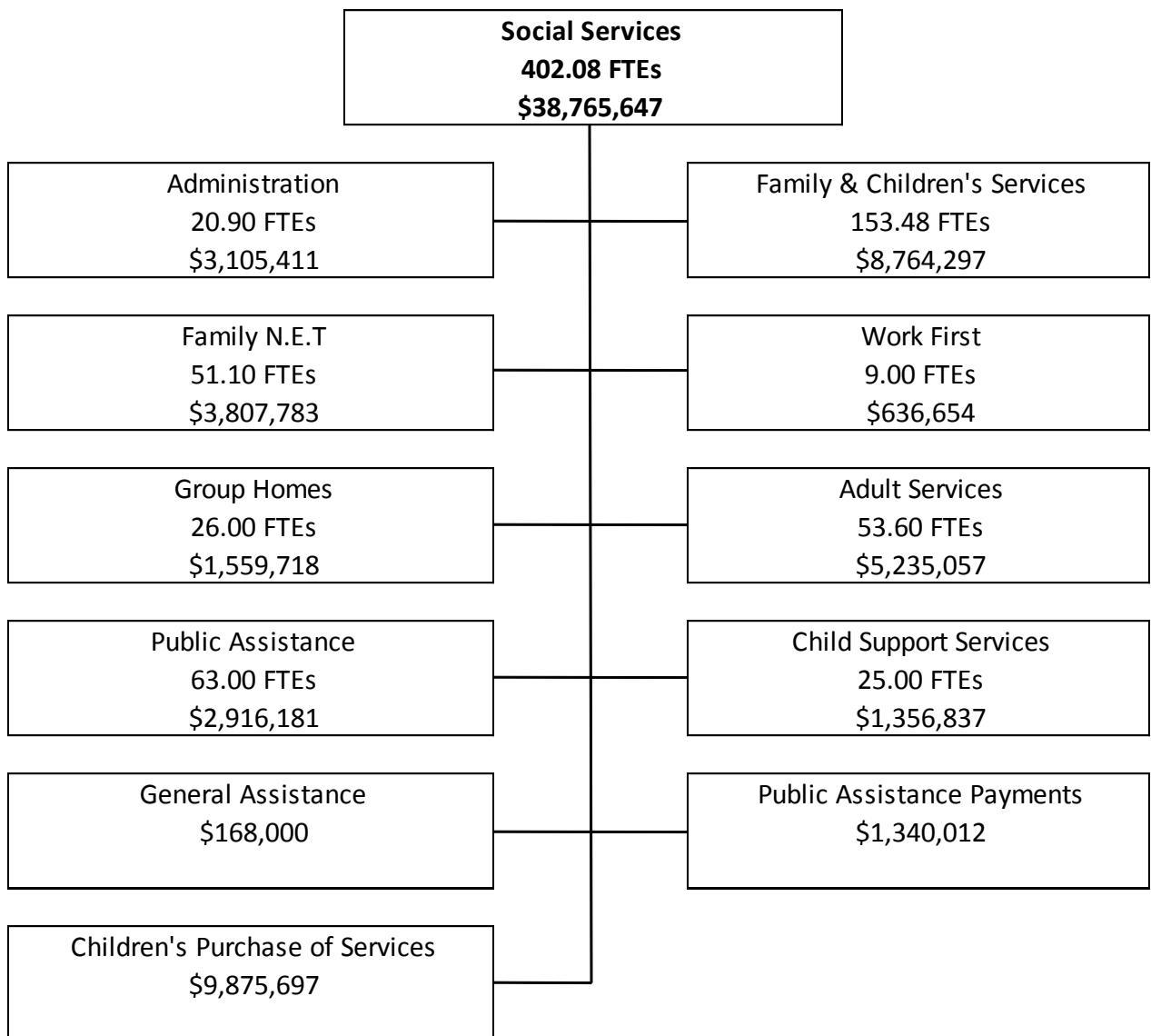
	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
ABC 5 Cents Per Bottle	\$47,713	\$45,000	\$45,000	\$45,000	0%
ABC Profits	70,000	63,000	63,000	63,000	0%
CJPP Grant	119,160	104,459	104,459	122,789	18%
General Fund	3,065,995	1,328,138	1,364,647	1,304,418	-2%
Total	\$3,302,868	\$1,540,597	\$1,577,106	\$1,535,207	0%
Expenses					
Mental Health Fund Balance	1,682,888	0	0	0	0%
Mental Health Base Allocation	257,889	314,824	479,923	262,482	-17%
Mental Health Contracted Services					
CVBH	561,072	506,657	433,197	573,763	13%
Family N.E.T.	333,046	506,657	433,197	459,923	-9%
Guardianship	98,880	0	0	0	0%
Purchase of Services	77,250	0	0	0	0%
Criminal Justice Grant	0	0	0	8,250	0%
Mental Health ABC Board Contract	172,683	108,000	108,000	108,000	0%
CJPP	119,160	104,459	122,789	122,789	18%
Total	\$3,302,868	\$1,540,597	\$1,577,106	\$1,535,207	0%

Budget Highlights

Mental Health Partners (MHP) is a jointly funded mental health area program funded by Catawba and Burke Counties. Fiscal Year 2010/11 funding is split between baseline (\$262,482) and contracted services (\$1,033,686). The funding agreement between Catawba County and MHP provides a baseline annual appropriation that matches the amount that Burke County proposes to fund per capita in Fiscal Year 2010/11 (\$1.69 per capita). Catawba County provides additional contract funds which are subject to review each year. Overall the Fiscal Year 2010/11 budget is \$1,296,168, which was determined by taking current year funding, allocating baseline funds, then deducting 3 percent from contracted funds. Contract funds are used to fund programs at Catawba Valley Behavioral Healthcare (CVBH) totaling \$573,763 and Family N.E.T. totaling \$459,923.

The budget includes pass through funding for the Criminal Justice Partnership Program totaling \$122,789. ABC Substance Abuse funds are included totaling \$108,000. These funds are statutorily required to be spent for substance abuse services. Also included is \$8,250 for Catawba County's portion of matching funds for a two-year \$250,000 U.S. Department of Justice, Bureau of Justice Assistance grant to provide services to individuals in local jails with mental illness.

Catawba County Government



Social Services

Reinventing Department

					Summary
	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Federal	\$10,020,216	\$9,578,294	\$9,842,517	\$10,039,936	5%
State	3,909,773	4,072,107	3,443,304	3,443,304	-15%
Federal & State	10,491,007	10,412,927	10,436,674	10,436,674	0%
Local	3,172,302	4,095,659	3,905,031	3,905,031	-5%
Charges & Fees	314,333	399,274	373,488	373,488	-6%
Miscellaneous	173,036	186,238	146,875	146,875	-21%
Contingency	0	750,000	750,000	750,000	0%
General Fund	13,580,070	9,624,819	9,630,583	9,670,339	0%
Total	\$39,990,392	\$39,119,318	\$38,528,472	\$38,765,647	-1%
Expenses					
Personal Services	\$19,724,431	\$20,242,132	\$20,528,198	\$20,769,336	3%
Supplies & Operations	20,192,443	17,986,026	17,086,274	17,082,311	-5%
Capital	73,518	141,160	164,000	164,000	16%
Special Contingency	0	750,000	750,000	750,000	0%
Total	\$39,990,392	\$39,119,318	\$38,528,472	\$38,765,647	-1%
Expenses by Division					
Administration	\$2,227,852	\$3,015,871	\$3,065,655	\$3,105,411	3%
Family & Childrens Services	8,641,882	8,291,617	8,764,297	8,764,297	6%
Family Net	3,668,742	4,362,899	3,807,783	3,807,783	-13%
Work First	654,859	761,969	636,654	636,654	-16%
Group Homes	1,538,870	1,662,572	1,559,718	1,559,718	-6%
Adult Services	5,849,036	5,763,139	5,235,057	5,235,057	-9%
Public Assistance	2,392,056	2,628,958	2,718,762	2,916,181	11%
Child Support	1,284,300	1,312,712	1,356,837	1,356,837	3%
General Assistance	183,905	198,411	168,000	168,000	-15%
Public Assistance Payments	4,123,358	1,340,012	1,340,012	1,340,012	0%
Children's Purchase of Service	9,425,532	9,781,158	9,875,697	9,875,697	1%
Total	\$39,990,392	\$39,119,318	\$38,528,472	\$38,765,647	-1%
Employees					
Permanent	406.50	390.54	402.08	402.08	3%
Hourly	5.26	4.20	5.26	5.26	25%
Total	411.76	394.74	407.34	407.34	3%

Fiscal Year 2008/09 Outcome Achievements

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

Budget Highlights

The Fiscal Year 2010/11 budget includes funding for mandated services that are projected by the Department to increase by 2.88%, an additional \$83,900, over Fiscal Year 2009/10. This increase in costs is due to a projected increase in Foster Care, based on the number of children in paid care in the first half of Fiscal Year 2009/10. In addition, the County's share of Adoption costs is projected to increase in Fiscal Year 2010/11. Catawba County is one of the leading counties in successfully moving children to permanent living arrangements. Although there is an initial upfront cost to provide this level of service, this cost is a fraction of what it costs to keep children in Foster Care.

The Department made significant reductions to their budget in Fiscal Year 2010/11 through increased capacity of technology staff, reducing dependency on contractual services; increased efficiency, due to more reliance on electronic records and a reduction in paper use; and sustaining unfilled positions.

Personnel Changes

The Social Services Department continues to meet the challenges of State and Federal shifting in serving demands in its status as a Reinventing Department. During Fiscal Year 2009/10, Social Services adjusted the budget to add 11 FTEs and one hourly position. Additions are highlighted below:

Family N.E.T. (4.5 FTEs and one hourly addition)

1 – Medical Director – Added due to implementation of the Critical Access Behavioral Health Agency (CABHA) and continued changes in staffing and operational requirements for service provisions. This was a mandated addition to meet CABHA requirements.

3.5 – Clinical support in Day Treatment and Intensive In-Home Programs – Also added to meet CABHA requirements which have changed how services are provided.

1 – Hourly Position – Created to provide greater flexibility and long-term cost savings as the Department makes adjustments for the various State staffing CABHA requirements.

Food Stamps (6 FTEs)

5 – Eligibility Workers – Added due to federal changes in Supplemental Nutrition Assistance Program (SNAP), which was formerly known as Food Stamps. These changes to eligibility are to occur on July 1, 2010 and are expected to result in a large influx of program consumers. To help assist counties with this influx Department of Defense legislations has provided funding for five eligibility workers.

1.5 – Administrative Staff – Added due to increased support needs because of anticipated double-digit growth in this area. The position was funded through American Recovery & Reinvestment Act funding, specifically for this purpose.

Transportation (0.5 FTEs)

1 – Driver – Added due to the continued increase in service demand and the difficulty in scheduling part-time drivers. The Department is shifting toward using full-time permanent staff.

Performance Measurement

Fiscal Year 2010/11

The 29 outcomes created by the Social Services Department for Fiscal Year 2010/11 reflect the agency's commitment to their core values and goals and their pursuit to remain proactive in an ever-changing environment. The department strives to benchmark themselves against other communities and standards set by the State, when these benchmarks are available. This benchmarking consistently shows that Catawba County Social Services provides an exemplary level of service to County residents. A sample of these outcomes is listed below.

- Ninety-nine percent of Teen UP participants will not become nor cause a pregnancy.
- Ninety-five percent of children receiving DHR services will be promoted to the next grade.
- Eighty percent of Foster Children will have two or fewer school placements.
- As compared to an average of 50 percent nationwide, 75 percent of court involved youth receiving therapeutic services will not have a new legal charge.
- Meet the basic needs of over 3,500 citizens through crisis assistance.
- Maintain 98 percent accuracy in Food and Nutrition benefits.
- Support employment through quality Day Care for 1,871 (monthly average) children.
- Ninety-eight percent of Adult Protective Services cases will not experience a report incident of abuse, neglect or exploitation.
- Support more than twice the State average of elderly and disabled adults through nutrition services.

Fiscal Year 2009/10

The Social Services Department is on track to achieve 26 of their 29 total outcomes for Fiscal Year 2009/10. Achievement is uncertain for three outcomes related to the reunion of foster children with their parents, targets for services billed in Family NET, and successful discharge of children from the ACT Program. However, the Social Services Department continues to be successful in most areas, continually striving to meet the needs of the community and clients through creativity, improved services, and cost savings, which is further enhanced by the Department's status as a reinventing department. Some of their recent accomplishments are listed below.

Creativity

1. The fatherhood initiative in prevention continues to help teach incarcerated fathers how to deal with and have a positive impact on their children.

2. Shift to child welfare blended teams has created a better sense of teamwork and efficiency, reducing the number of children in care while providing better services for families.
3. Shift in meal program service mix (between hot/frozen meals) ensured continued services five days a week while minimizing costs.
4. Centralized Medicaid gas voucher system (and subsequent automation of task) resulted in greater efficiency for all function areas while insuring customer service.

Improved Services

1. One hundred percent of “at risk” adults realized maximum independence through the use of in-home services.
2. Even with an 18 percent increase in demand year after year, Food Assistance has maintained 98 percent accuracy, all while being twice as prompt as the average county in the State.
3. Ninety-two percent of court involved youth being serviced through Family NET have not had a new legal charge to-date, compared with the best programs in the State realizing only 75 percent.
4. Eighty-three percent of youth receiving Substance Abuse Out-Patient services have remained drug free as opposed to national averages of 30-40 percent.
5. Ninety-five percent of youth receiving Social Work services at Catawba Valley High School remained in school as compared to only 28 percent of the general school population.

Cost Savings

1. The Community Alternatives program has saved in excess of \$2.4 million to-date by allowing elderly and disabled citizens to remain in their home.
2. The Mapping Team, internal programmers, and associated personnel have decreased external computer development costs by effectively and efficiently internalizing system development, which resulted in cost savings estimated to be over \$500,000.
3. Electing county status, as well as creative use of available funding, has enabled the Department to redistribute \$285,000 to other growing areas of the agency.

Fiscal Year 2008/09

The Social Services Department successfully completed 30 out of 31 outcomes in Fiscal Year 2008/09. Throughout the year, the Department operated effectively and efficiently, making the most of their resources and maintaining a customer satisfaction rating of 98 percent, as a result of outreach efforts and minimal wait times. The Department generated cost savings through internal efficiency improvements and expansion of their technology use. In addition, the Department created and maintained safety for the children they served, promoted educational achievement in youth, supported permanence and stability in families, and assisted adults in becoming gainfully employed.

Although successful in almost all outcomes, the Social Services Department did not achieve their goal to increase the annual child support collection rate by 1 percent during Fiscal Year 2008/09. The final collection rate for the fiscal year was 72.7 percent (target was 75

percent), most likely due to the onset of the economic recession. It should be noted that the Statewide average benchmark was 66 percent at the time.

Several outcomes successfully completed are highlighted below.

- Provided opportunities and services for senior and disabled citizens to remain in their own homes with the provision of Community Alternatives Program services, in lieu of nursing home placement, resulting in the avoidance of \$3,439,091 in Medicaid expenditures.
- Ninety-one percent of families served did not experience a new incident of child maltreatment within 12 months of a previous incident.
- Improved future opportunities for academically vulnerable students so that 99 percent of students receiving ongoing DHR services for at least two grading periods were promoted to the next grade, according to their report cards in the 2008/09 school year.
- Helped citizens become productive and avoid welfare by assisting 98 participants in becoming employed or maintaining employment due to Work First assistance.

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 realizing an average of 25 percent operational and/or a 10 percent financial savings by implementing improvements utilizing technology or enhanced work procedures by June 30, 2011.

FAMILY AND CHILD 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. In order to improve positive working relations, enhance service provision, and build support networks for families involved in child welfare services, in at least 50 percent (180 of 450) of situations (compared to current rate of 35 percent) a parent will demonstrate engagement by participating in Child and Family Team meetings at the time of case transition during Fiscal Year 2010/11.
2. To focus on expediting permanence and sustaining families, 50 percent of foster and therapeutic foster children will be reunified during Fiscal Year 2010/11 within 12 months as compared to the North Carolina large county average of reunification of 47.47 percent and the State average of 52.28 percent during Fiscal Year 2010/11.

Prevention

Teen Up/Upward Connection

Statement of Purpose

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

Outcomes

3. In order to delay the initiation or decrease the frequency of risky behavior, 99 percent [approximately 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 2010/11 compared to 98 percent of Catawba County's 2009 population of 10-17 year olds.

DHR

Statement of Purpose

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

Outcomes

4. In order to improve future opportunities for academically vulnerable students, 95 percent of students [113 of 125 approximately] that received Department of Human Resources (DHR) social work services for at least 90 days will demonstrate academic growth based upon eligibility for promotion to the next grade level during Fiscal Year 2010/11.

Duke Wellbeing

Statement of Purpose

To ensure that vulnerable children in Catawba County who leave foster care experience safe and permanent homes where their wellbeing is nurtured

Outcomes

5. To promote educational well-being by ensuring school stability and educational continuity for school-age children in foster care in Fiscal Year 2010/11, the percentage of children receiving foster care services during the school year who experience fewer than two school placements since date of care will be at least 80 percent.

Early Childhood Support/Development Team (ECST)

Statement of Purpose

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

Outcomes

6. To promote social successful adjustment of children, 90 percent of children (approximately 21 of 24) who complete services with the Clinical Specialists in Fiscal Year 2010/11 will demonstrate an increased ability to meet his/her needs, increased ability to express feelings with appropriate words and actions, and stronger relationships with significant adults as measured by the Devereux Early Childhood Assessment.

Permanency Planning

Foster Care /Family Builders of Catawba Valley

Statement of Purpose

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

Outcomes

7. To promote the stability of children entering regular or therapeutic foster care during Fiscal Year 2010/11, the percentage of children experiencing two or fewer placement settings for children in care less than 12 months will be at least 87 percent as compared to the Federal standard of 86.7 percent, the Fiscal Year 2008/09 Statewide percentage of 89.47 percent, and the large county percentage of 89.29 percent. Catawba County's percentage for Fiscal Year 2008/09 was 82.74 percent.

Residential Services

Statement of Purpose

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

Outcomes

8. In order to promote permanence for youth served, 85 percent (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) during Fiscal Year 2010/11.

The CBCL is a standardized tool which measures youth competencies in the areas of social, thought, and attention problems and rule breaking. Review of research on outcomes of youth in residential treatment suggests that 60 percent to 80 percent of adolescents improve during residential treatment (Curry, 1991; Curtis et al., 2001; Epstein, 2004; Hair, 2005; Wells, 1991).

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

9. In order to achieve fiscal sustainability, 85 percent of all units within Family NET (6 out of 7) will meet or exceed their annual productivity target for services billed (65 percent or better productivity level for periodic services or an 85 percent capacity level for enhanced benefit services) during Fiscal Year 2010/11.

Day Treatment

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

10. To insure that students receive a high school education, 80 percent (24 of 30) of adolescents attending day treatment at the CREC site will continue their education and not drop out while enrolled in the treatment program during Fiscal Year 2010/11.

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

11. To improve family functioning, 87 percent (390 of approximately 450) of children and adolescents served will demonstrate significant improvement (at least a 10 point decrease in total score) in at least one domain (Role Performance, Behavior Towards Others, Moods/Self-Harm, Substance Use, Thinking) on the Child and Adolescent Functional Assessment Scale (CAFAS) after six months or upon completion of all outpatient treatment services during Fiscal Year 2010/11.

Foster and Adoptive Clinical and Educational Services (FACES)

Statement of Purpose

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

Outcomes

12. In order to ensure that a child maintains a permanent placement, 97 percent (92 of 95, as compared to the national average of 95 percent) of adopted children and their families actively involved with services will not experience a legal dissolution of adoption during Fiscal Year 2010/11.

Adolescent and Substance Abuse Services

Statement of Purpose

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

Adolescent Substance Abuse Intensive Outpatient Services

Outcomes

13. To reduce the social and financial cost on the community, 75 percent of court-involved youth (approximately 45 of 60) who receive outpatient treatment services (individual,

family, and/or group therapy), for at least 10 sessions beyond the initial evaluation, or who complete their recommended treatment prior to 10 sessions, will have no new juvenile legal charges while in the Family NET treatment program, within the Fiscal Year 2010/11. National studies indicate the best treatment programs reduce recidivism of court-involved youths by 25-75 percent.

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

14. In order to enhance and maintain family functioning, 85 percent of the children served during Fiscal Year 2010/11 by Intensive In-Home Services (IIHS) teams (approximately 31 of 36) will remain in the home six months following completion of services as compared to the 2002 study by Blythe and Jayanarte showing that 17 percent of non-IIHS involved families remain intact.

WORK FIRST – ECONOMIC SERVICES

Work First Unit

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 enable parents to generate the financial resources to meet their children's basic needs, 40 Work First participants will obtain or maintain employment during Fiscal Year 2010/11.

General Assistance

Statement of Purpose

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

Outcomes

2. To assure that citizens in crisis can meet their basic needs (rent, utilities, medications) during Fiscal Year 2010/11, the agency will assist 3,500+ citizens with their presenting crisis with emergency funds or by referring, coordinating, cooperating, and collaborating with Eastern Catawba Cooperative Christian Ministries, Greater Hickory Cooperative Christian Ministries, and Salvation Army.

ADULT SERVICES

Adult Protective Services/SA In-Home

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. Ninety-eight percent of Adult Protective Service cases with mobilized services will not experience a repeat incident of abuse, neglect or exploitation in Fiscal Year 2010/11.

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. Increase independence, reduce isolation, and provide health and wellness awareness to 4.3 percent of the 60+ population through nutrition services during Fiscal Year 2010/11. (Benchmark 2.2 percent is the average percentage of the 60+ 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 elderly and disabled Catawba County population in gaining access to medical care by identifying and serving 77 percent (7,095 of 9,215) of eligible citizens with Medicaid benefits by June 30, 2011, compared to the County's current participation rate of 69.4 percent and the State's participation rate of 61.4 percent.

Carolina ACCESS

Statement of Purpose

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

Outcomes

4. Ensure medical home to 82 percent (approximately 17,158) of the Medicaid managed care eligible's in Catawba County compared to the Statewide average of 79 percent, by maintaining a physician participation rate of 82 percent during Fiscal Year 2010/11.

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 17,500 individuals consisting of 27,000 trips during Fiscal Year 2010/11.

FAMILY SUPPORT

Child Support

Statement of Purpose

To ensure that non-custodial parents acknowledge and provide support for their children.

Outcomes

1. To assure that children receive the financial support of their parents, the Child Support program will maintain a collection rate of 72 percent for child support payments during Fiscal Year 2010/11, as compared to the 65.8 percent Statewide average.
2. To assure that children are financially supported by both parents, 90 percent of the children who need a child support order for support will have one during Fiscal Year 2010/11 as compared to the 83.4 percent Statewide average.

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/NC Health Choice for Children.

Outcomes

3. To identify and serve 85 percent (14,295 of 16,817 children, based on the Kaiser Foundation statistics) of Catawba County's uninsured/potentially eligible children with Medicaid or North Carolina Health Choice by June 30, 2011, compared to the County's current participation rate of 83.5 percent and the State's rate of 83 percent.

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 tax dollars are used appropriately and that families receive the correct benefits, the Food Assistance staff will maintain an accuracy rating of 98 percent as evaluated by State quality control monitors and local resource management review during Fiscal Year 2010/11 as compared to the Federal goal of 94.99 percent accuracy and the State's current average of 97.40 percent.

5. To assure that the needs of citizens are met promptly, 98 percent of all Food Assistance applicants will have their applications processed within an average of nine days or less during Fiscal Year 2010/11 as compared to the Federal goal of 100 percent within 30 days and the current Statewide average 98.7 percent in an average of 12 days.

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

6. Provide opportunities and services for senior and disabled citizens to remain in their own homes with the provision of Community Alternatives Program services in lieu of nursing home placement which will result in the avoidance of \$4,500,000 of Medicaid expenditures during Fiscal Year 2010/11.

CHILDREN'S PURCHASE OF SERVICES

Statement of Purpose

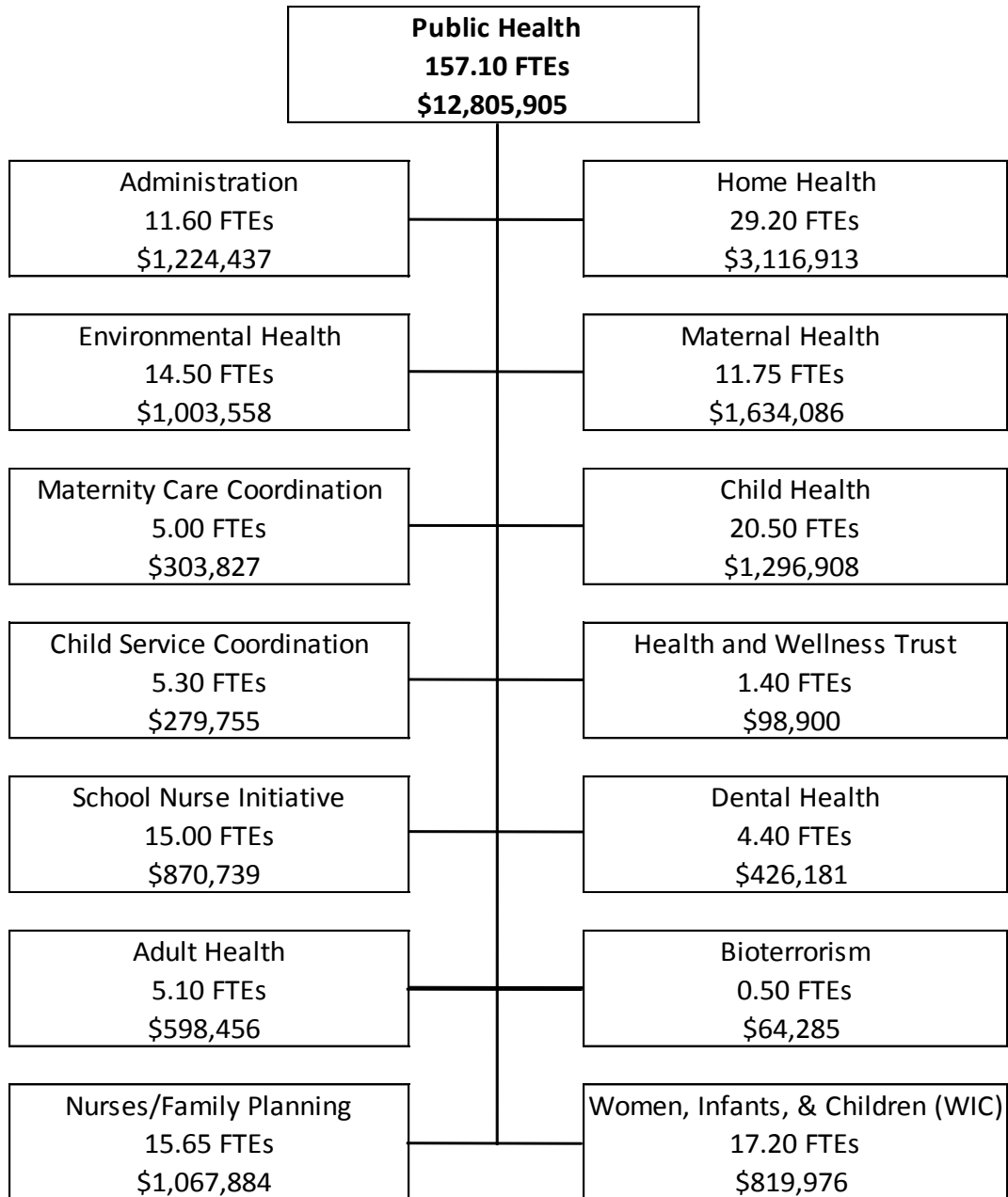
Support the independence and basic needs of Catawba County families by ensuring access to safe, quality, affordable child care, allowing responsible adults to secure and maintain employment.

Outcomes

1. To support the economic independence of Catawba County parents/caretakers, an average of 1,871 children (28.6 percent of potentially eligible children as determined by the North Carolina Division of Child Development) will be assisted monthly by day care scholarships, as compared to 22.2 percent of potentially eligible children currently served Statewide. (Conditioned on the availability of State and Federal funds.)



Catawba County Government



Public Health

Summary

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Federal	\$41,279	\$54,013	\$64,163	\$64,163	19%
State	1,417,606	1,182,807	1,167,749	1,188,234	0%
Federal & State	629,216	660,013	817,960	817,960	24%
Local	887,300	776,447	712,779	712,779	-8%
Charges & Fees	6,817,372	7,094,379	7,860,230	7,795,162	10%
Miscellaneous	92,177	72,136	71,900	71,900	0%
Special Contingency	0	275,000	275,000	275,000	0%
General Fund	2,024,534	1,875,267	1,869,527	1,880,707	0%
Total	\$11,730,294	\$11,990,062	\$12,839,308	\$12,805,905	7%
Expenses					
Personal Services	\$8,068,530	\$8,242,115	\$8,879,619	\$8,802,737	7%
Supplies & Operations	\$3,653,664	\$3,472,947	\$3,684,689	\$3,708,785	7%
Capital	\$8,100	\$0	\$0	\$19,383	0%
Special Contingency	0	275,000	275,000	275,000	0%
Total	\$11,730,294	\$11,990,062	\$12,839,308	\$12,805,905	7%
Expenses by Division					
Administration	\$908,933	\$1,166,912	\$1,196,771	\$1,224,437	5%
Home Health	2,547,929	2,627,559	3,179,227	3,116,913	19%
Environmental Health	933,075	948,810	1,005,558	1,003,558	6%
Maternal Health	1,816,550	1,888,741	1,925,596	1,937,913	3%
Child Health	1,262,866	1,266,403	1,319,749	1,296,908	2%
Adolescent Health	157,097	210,232	0	0	0%
Child Service Coordination	301,741	289,571	279,755	279,755	-3%
Health & Wellness Trust	84,478	93,908	98,900	98,900	5%
School Health Assistants	81,907	92,268	0	0	0%
School Nurse Fund Initiative	150,240	158,712	164,721	164,721	4%
School Nurse	812,940	687,814	706,018	706,018	3%
Dental Health	481,073	405,207	426,181	426,181	5%
Adult Health	547,069	505,872	580,704	598,456	18%
Bioterrorism	19,268	60,237	64,285	64,285	7%
NAP-SACC Smart Start	37,628	0	0	0	0%
Nurse/Family Planning	924,518	915,303	1,071,867	1,067,884	17%
WIC	662,982	672,513	819,976	819,976	22%
Total	\$11,730,294	\$11,990,062	\$12,839,308	\$12,805,905	7%
Employees					
Permanent	156.00	155.40	161.10	157.10	1%
Hourly	8.27	2.67	8.00	8.00	200%
Total	164.27	158.07	169.10	165.10	4%

Budget Highlights

The Public Health Department's Fiscal Year 2010/11 budget is a 7 percent increase over Fiscal Year 2009/10. The increase is driven by greater workload volumes and is funded through

greater Federal/State funding and expanded revenues. The following are the primary increases with the Public Health Department's budget:

- Home Health: This program has experienced an 11 percent increase in caseload in Fiscal Year 2009/10, which is on top of an increase of 11 percent the previous year. These increases have resulted in greater revenue but have also required more staff and resources to keep pace with demand. One additional Home Health nurse is included in the Fiscal Year 2010/11 budget as well as the addition of a clerical staff member who will supervise clerical staff and provide support to the Home Health Director and other Home Health managers. Funding for additional medical supplies was also included.
- Environmental Health: This program is receiving additional funding to cover greater expenses associated with water sampling. Also, a current hourly clerical staff employee will be moved to part-time permanent status. This is a position currently works approximately 20 hours per week and granting permanent status will allow for better continuity of service and be consistent with County practices of giving benefits to employees who regularly work at least half time. This position will also be crossed-trained to assist staff in the Permit Center as workload volumes rise.
- Adult Health: This program's revenues increased due to a higher number of flu vaccines and corresponding reimbursement and increases in grant funding. Funding is also included for the purchase of a hematology analyzer to replace the current instrument that has had ongoing technical issues.
- Women, Infants, and Children (WIC): This program's revenues increased due to an increase in Federal funds. This revenue will be used to fund office support staff that will provide clerical support and hospital liaison services.
- Women's Preventive Health: This program's revenues have increased in terms of Medicaid earned due to the hiring of a full-time a vacant Nurse Practitioner and adding additional time for clinical assistance.

While the Public Health Department has experienced increases in funding in certain operational areas, it has also endured the loss of programs and funding. These reductions including the following:

- Health Check: This program is being eliminated by the State of North Carolina and the services will now be provided by private providers. An agreement addendum requires that the County assures these services are being provided and the Public Health Department will work with a private provider to fulfill this agreement.
- School Health Assistants: This program was discontinued by Hickory Public Schools.
- Child Service Coordination: This program continues to experience revenue decline based on State rate reductions.
- Child Health and Maternal Health: These services will be re-organized, which allows for cost savings. The clinic changes will reduce four hourly staff but still provide the same level of service, and will increase face-to-face time for positive pregnancies tests and marketing efforts.

Performance Measurement

Fiscal Year 2010/11

The outcomes established for Fiscal Year 2010/11 continue to focus on providing County residents high quality public health programs and services. For example, Public Health will continue to work to eliminate chronic health conditions as a barrier to achieving school success. Public Health will also ensure that eligible patients will have access to and receive services that help them make informed decisions that will prevent unintended pregnancies and allow patients to find correct treatment for abnormal findings. Additionally, the department will continue to ensure access to prenatal care for women with lower income to promote healthy pregnancy and healthy babies.

Fiscal Year 2009/10

At the mid-year point, the Public Health Department is on track to achieve nearly all of its outcomes. There are 25 total outcomes identified and 77 bullets associated with these outcomes. Of these 77 bullets, 76 are on track to be achieved. Many of the outcomes that the Public Health Department is on track to achieve coincide with educating the public. For example, the Department is helping women with lower incomes through a multidisciplinary team in order to promote healthy pregnancies and healthy babies. Currently, Public Health is meeting this outcome by having 61 percent of prenatal patients who entered into prenatal care do so during the first trimester of pregnancy. Also, Public Health is ensuring families are linked to and access community resources to their health and social needs. This outcome is being achieved by having 100 percent of Child Services Coordination kids identified as out of compliance with the State immunization schedule up-to-day within three months after Child Service Coordination's intervention.

The only area where Public Health is not achieving its target is within Home Health and relates to patient improvement goals. According to the Center for Medicare and Medicaid statistics from October 2009, Public Health has not met its goal to consistently rank above the State average for patient outcome measures. Out of 12 outcomes, Public Health was above State average in two measures, below in nine measures, and equal in one measure.

Fiscal Year 2008/09

During the fiscal year, Public Health achieved the following:

- 207 patients received dental services through Greater Hickory Cooperative Christian Ministries.
- Environmental Health completed 2,570 inspections at permitted establishments.
- Ninety-two percent of children received health care services at Public Health have been age appropriately immunized by 24 months of age.
- School Nurses have identified and are following 57 pregnant and 24 parenting teens in school.
- 10,467 services were performed by Dental Practice staff.

- Multiple messages to the community regarding the flu vaccine, Domino's Pizza incident, H1N1 flu, etc. have been communicated through a variety of methods such as website, local television, newspapers, and flyers, etc.
- Public Health became an accredited health department via the North Carolina Department of Public Health.

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 percent 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 percent 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 Public Service Announcements, 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 four 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 below the State average for patients needing unplanned medical care and above the State average for patients who remain at home after a home health episode. Measurement Tool: Bi-annual reports.
 - b. Referrals will increase by 5 percent annually. Referrals from July 2008 through December 2008 (634) were 15 percent above the preceding six 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 percent of the market share in Catawba County. In Fiscal Year 2007/08, HHA had a 26.4 percent 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

For the purpose of assuring a safe and healthful environment for the citizens of Catawba County with respect to permitted establishments, subsurface waste disposal, private well construction and protection, and North Carolina Smokefree laws, in compliance with State requirements, the Environmental Health Department shall:

Outcomes

1. Conduct inspections of and provide foodservice education for permitted foodservice establishments.
 - a. Inspect permitted food service establishments according to the requirements in 10A NCAC 46 .0213. Measurement Tool: NC DENR Fees and Statistics report.
 - b. Provide a minimum of four food service education and training workshops in proper food handling and sanitation. Measurement Tool: Educational log.
2. Provide technical assistance, consultation, and remediation through enforcement of statutes and rules to resolve violations identified through environmental health complaints registered with our department.
 - a. Make an initial response to 90 percent of complaints received within 48 hours after receiving the complaint, as required by departmental procedures, and as approved by the North Carolina Local Health Department Accreditation Program. Measurement Tool: Documentation of complaints received, investigation, and resolution.
3. Perform inspections of subsurface wastewater disposal systems as required in by 15A NCAC 18A, .1961(j).
 - a. Inspect a minimum of 90 percent Public Management Entity (PME) systems placed into the inspection queue, where systems inspected in the fiscal year are selected by year of their installation as required by the inspection frequencies defined in 15A NCAC 18A, .1961(j). Measurement Tool: Yearly compliance rate, with a quarterly review.
4. Conduct smoking ban compliance inspections pursuant to 130A-22(h1) to enforce the requirements in 130A-496.
 - a. Conduct compliance inspections, upon complaint received , to ensure that establishments are in compliance with NCGS §130A-497 (by posting conspicuous signs, removing all indoor ashtrays and other smoking receptacles, and directing

persons smoking in the establishment to extinguish the lighted tobacco product). Report results of visit to Health Director. Measurement tool: Complaint record and summary report.

- b. Report compliance inspections confirming violations NCGS §130A-497 of to the Tobacco Prevention and Control Branch. Measurement tool: Documentation of referral in complaint record and summary report.

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 to implement strategies that promote healthy pregnancies and healthy babies.
 - a. Sixty percent 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. Measurement Tool: HSIS State Reporting System and Monthly Data Report.
 - b. The number of low birth weight babies (low birth weight is less than two thousand five hundred grams or five pounds, eight ounces) born to CCPH patients will be at or below the State average of low birth weight babies. For 2008, the State average was 9.1 percent while Catawba County was at 8.9 percent. Measurement Tool: Catawba Valley Medical Center delivery report and North Carolina Center for State Health Statistics.
 - c. The infant mortality rate (deaths under one year of age, per 1,000 live births) for Catawba County prenatal patients will be less than or equal to the North Carolina State infant mortality rate. The 2008 State of the County Health (SOTCH) Report noted the infant mortality rate for Catawba County as 6.9 and 8.4 for North Carolina. Measurement Tool: Annual State of the County Health (SOTCH) Report and North Carolina State Infant Mortality Statistics.
 - d. Twenty-five percent of MCC prenatal clients identified as smokers upon entry to care will begin smoking cessation education with their MCC worker and will remain smoke free for two months postpartum. Measurement Tool: MCC Monthly Activity Log.

CHILD AND SCHOOL HEALTH

Statement of Purpose

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

Outcomes

1. Ensure positive health outcomes for children eligible for CCPH child and adolescents through the assurance of timely preventive and acute health care services through community partnerships and direct service.
 - a. Increase access to medical home by 3 percent (baseline 75.8 percent) for Medicaid recipients ages 0-18 by June 2012. Measurement Tool: Social Services Medicaid Recipient Report.
 - b. Ninety percent 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 four diphtheria, tetanus, and pertussis (DTP), three Polio, one measles, mumps and rubella (MMR), three Haemophilus influenzae type b (Hib), one Varicella, and three Hepatitis B shots by 24 months. State Agreement Addenda requires 90 percent; Catawba County achieved 92 percent for Fiscal Year 2008/09. Measurement Tool: State Annual Age Appropriate Immunization Rate Assessment.

Early Childhood Support Team

Statement of Purpose

The Early Childhood Support Team (ECST) nurse provides health promotion/health prevention to identified ECST Child Care Centers, the children enrolled, and their families as a member of a multi-agency, multi-disciplinary team, including health education for children, center staff, and families, health consultation and staff development, dental screenings, assistance to families in locating and obtaining health resources, 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. Seventy-five percent of all children with identified chronic medical conditions will have a care plan in place and reviewed between ECST nurse and elementary school health nurse before child transitions from daycare to kindergarten. Measurement Tool: Monthly Activity Report.
- b. Seventy-five percent of all Medicaid eligible children in daycare with identified dental needs will be referred to Catawba County Public Health Dental clinic within 30 days of dental screening in an effort to increase preventive dental health. 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. Ninety percent 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.
 - c. Work with the three school districts to write and seek Board of Education approval for two School Health policies as a way to achieve consistent and safe health care delivery within the school setting. Measurement Tool: School Health Activity Report
- * Examples of Coordinated School Health Priority goals include implementing healthy snack policies, establishing an asthma education program, establishing staff walking clubs, improving staff emergency response protocols.
- 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, 2011.

- a. One hundred percent of all children with identified chronic health problems will have an Emergency Action Plan (EAP) developed, so the school staff can appropriately manage the child's medical condition safely at school by June 30, 2011. Measurement Tools: School Health Activity Report
 - b. Ninety percent of students identified as not achieving educational success on standardized testing and enrolled in the Response to Intervention Program (grades K-2) or having a Personal Education Plan (grades 3-8) will receive a vision and hearing screening and health assessment with appropriate interventions taken. Measurement Tools: School Health Activity Report
 - c. Three students per school nurse, 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, 2011.
 - a. Seventy-five percent of all 5th graders will be screened for height, weight, and Body Mass Index (BMI) with 100 percent of students, whose BMI (BMI scores > the 85th percentile and < the 5th percentile) exceeds normal medical standards, referred for evaluation by June 30, 2011. Measurement Tools: School Health Activity Report and documentation on Student Health Card.
 - b. Ninety percent of students identified for vision problems will receive appropriate vision care by June 30, 2011. Measurement Tools: School Health Activity Report and documentation on Student Health Card.
 - c. Ninety-eight percent of elementary students will be in compliance with state immunization requirements by June 30, 2011. Measurement Tools: Immunization Record review, School Health Activity Report, and documentation on Student Health Card.
 - d. Seventy-five percent of kindergartners will receive a dental screening by the State Dental Hygienist with 100 percent of students who meet State referral criteria being referred for dental care by June 30, 2011. Measurement Tools: School Health Activity Report and documentation on Student Health Card.

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. Ninety percent of CSC clients between the ages of 12 and 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. Ninety percent of all CSC enrolled children that are identified as out of compliance with the State immunization schedule will be up-to-date within three months of case management initiation. Measurement Tools: Monthly activity report and quarterly audit recorded on monthly activity sheet.
 - c. Twenty-five percent 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. Eleven thousand 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. One thousand six hundred 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. Development and implementation of the Dental Practice Marketing and Outreach Plan will result in a 10 percent increase in new patients. Measurement Tool: Monthly Vital Statistics Report

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 unintended pregnancy and the prevention, diagnosis, and/or treatment of abnormal findings.
 - 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. Measurement Tool: Monthly Appointment Data and CMHC reports.
 - b. In an effort to reduce the number of unplanned pregnancies to teens, the Women's Preventive Health (WPH) Clinic will increase the number of teenagers 13-19 years of age that access services by 5 percent. According to 2008 data, the percentage of teen births in Catawba County was 14 percent as compared to the North Carolina Statewide percentage which was 12 percent. The percentage of teens accessing services in WPH Clinic was 18.29 percent in Fiscal Year 2008/09. Measurement Tool: CMHC report, NC State Center for Health Statistics
 - c. One hundred percent of women screened for breast and cervical cancer will be referred to outside agencies/providers for evaluation and/or treatment of abnormal clinical or diagnostic findings. Measurement Tools: Adult Health Intake Log of abnormal results and referrals.
 - d. Ninety percent of Adult Health Clinic patients diagnosed with a sexually transmitted disease will receive treatment within two weeks of diagnosis. 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, 2011. Areas of focus include physical activity and nutrition. The CAP is currently in development and will be approved by the State Health Promotion Program by June 2010 and thereafter added to this outcome for the Fiscal Year 2010/11.
3. Ninety percent 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 four health priorities are access to care, childhood obesity, substance abuse – underage drinking, and cancer – prostate and colon. Goals and objectives for each health priority are currently being developed by CCHP committees and will be attached to this outcome for Fiscal Year 2010/11.

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. Two hundred dental services will be provided to adults at GHCCM. Measurement Tool: Summary of invoices.
 - b. One hundred thirty-five 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. Eighty-five percent of high priority (close) tuberculosis (TB) contacts identified will receive a TB skin test (TST) within seven days of notification based on State Agreement Addenda requirement. Measurement Tool: TB Log and North Carolina Electronic Disease Surveillance System (NCEDSS) TB Module.
 - b. Sixty-five percent of all persons (non-contacts) who begin treatment for latent TB infection will complete treatment based on State Agreement Addenda requirement. Measurement Tool: Latent TB Medication Log and NCEDSS TB Module Medication entry.

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: Documentation of Public Health safety drills and other preparedness related exercises.
 - b. Ninety-six percent of CCPH staff will complete required preparedness training. The State requires 75 percent staff compliance. Measurement Tool: Training logs.
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 percent to 66 percent among Medicaid beneficiaries who participated in WIC as compared to Medicaid beneficiaries who did not participate in WIC and saves public health dollars in North Carolina (every WIC dollar spent on a pregnant woman saves \$3.13 in Medicaid cost during the first 60 days of an infant's life).

Outcomes

1. 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 percent 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. Catawba County WIC Program continues to exceed State mandated caseload numbers and anticipates continuing to serve an even great number of participants due to the current economic situation. Fiscal Year 2008/09 State mandated caseload was 4,277; Catawba County had an active participation averaging 4,115 participants per month. The caseload increased three times in Fiscal Year 2008/09. For Fiscal Year 2009/10, the State mandated caseload is 4,277. 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 31 approved WIC vendors. Base caseload has been increased by the State WIC program three times between July 2008 and December 2009, 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. Increase the percentage of women, enrolled in WIC who initiate breastfeeding, by 2 percent to work towards achieving the State goal of 75 percent. (2007 data indicates Catawba County at 54.6 percent and State of North Carolina at 54.6 percent. Data is two years old when received on Agreement Addenda Data.) 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 WIC, who received program services during the first trimester of pregnancy, by 2 percent (2007 data indicates Catawba County at 22.2 percent and State of North Carolina at 29.8 percent. Data is two years old when we receive it on Agreement Addenda Data). Measurement Tools: State WIC Report #NA515-1, Vendor Report, State WIC Report #NAA483-4, and Agreement Addenda.

Other Human Services

Organization: 510050

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
General Fund	\$85,200	\$100,000	\$100,000	\$100,000	0%
Total	\$85,200	\$100,000	\$100,000	\$100,000	0%
Expenses					
Medical Examiner	\$85,200	\$100,000	\$100,000	\$100,000	0%
Total	\$85,200	\$100,000	\$100,000	\$100,000	0%

Budget Highlights

Medical Examiner fees cover the State mandated costs for autopsies.

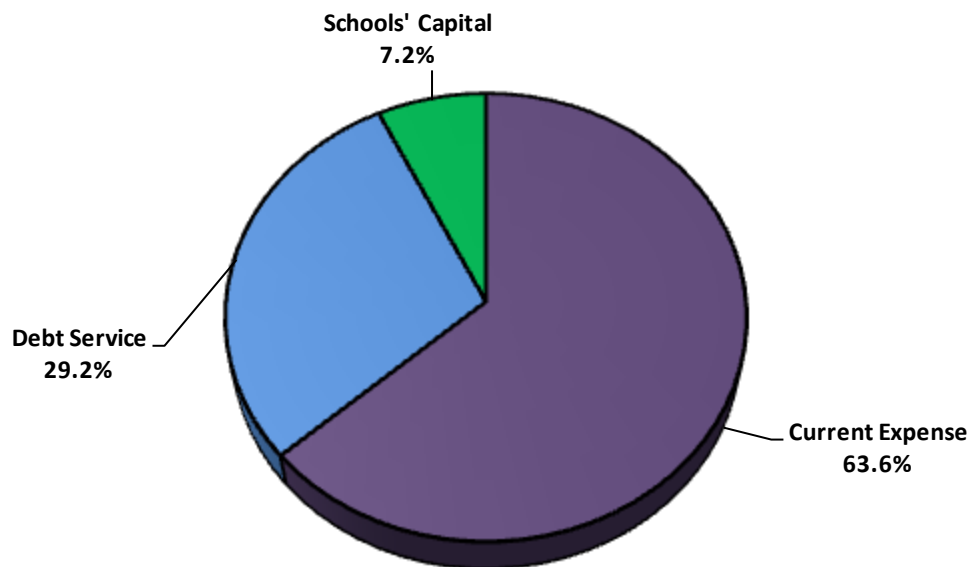
Per North Carolina General Statutes, fees for the Medical Examiner are as follows:

- 130A-387 - For each investigation and prompt filing of the required report, the medical examiner shall receive a fee paid by the State. However, if the deceased is a resident of the county in which the death or fatal injury occurred, that county shall pay the fee. The fee shall be \$100.00.
- 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 \$62,640,750 or 32.04 percent of the total budget for education expense. This includes \$39,809,664 for current expenses for the three school districts and Catawba Valley Community College (CVCC) and capital expenses total \$4,529,476. The Debt Service amount for education is \$18,301,610.

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

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
1st 1/2% Sales Tax	\$3,914,523	\$3,898,401	\$3,781,757	\$3,723,404	-4.49%
1/4 Cent Sales Tax	385,979	362,500	350,037	327,993	-9.52%
Fines & Forfeitures	994,015	1,253,886	1,009,707	1,006,755	-19.71%
General Fund	34,654,232	34,223,321	35,109,678	34,751,512	1.54%
Total	\$39,948,749	\$39,738,108	\$40,251,179	\$39,809,664	0.18%
Expenses					
Catawba County					
Base Budget	\$25,087,083	\$24,762,731	\$23,977,800	\$24,719,250	-0.18%
Fines & Forfeitures	697,003	885,003	710,325	707,250	-20.09%
Subtotal	\$25,784,086	\$25,647,734	\$24,688,125	\$25,426,500	-0.86%
Hickory City					
Base Budget	\$6,636,124	\$6,281,654	\$7,451,179	\$6,295,169	0.22%
Fines & Forfeitures	183,950	224,502	180,400	180,113	-19.77%
Subtotal	\$6,820,074	\$6,506,156	\$7,631,579	\$6,475,282	-0.47%
Newton-Conover					
Base Budget	\$4,033,191	\$4,039,837	\$4,016,919	\$4,171,463	3.26%
Fines & Forfeitures	111,398	144,381	118,982	119,351	-17.34%
Subtotal	\$4,144,589	\$4,184,218	\$4,135,901	\$4,290,814	2.55%
Catawba Valley Community College	\$3,200,000	\$3,400,000	\$3,795,574	\$3,617,068	6.38%
Grand Total	\$39,948,749	\$39,738,108	\$40,251,179	\$39,809,664	0.18%

Pupil Allocation 2010/11

	Catawba	Hickory	Newton-Conover	Total
Per Pupil				
Average Attendance	17,250	4,393	2,911	24,554
2010/11 County Base	\$1,270.00	\$1,270.00	\$1,270.00	\$1,270.00
Joint School Programs	52.00	52.00	52.00	52.00
2% Teacher Supplement	46.00	46.00	46.00	46.00
Technology	65.00	65.00	65.00	65.00
County Per Pupil Total	1,433.00	1,433.00	1,433.00	1,433.00
Fines & Forfeitures	41.00	41.00	41.00	41.00
School Fund Balance	7.00	7.00	7.00	7.00
Total Per Pupil	\$1,481.00	\$1,481.00	\$1,481.00	\$1,481.00
System Total				
2010/11 County Base	\$21,907,500	\$5,579,110	\$3,696,970	\$31,183,580
Joint School Programs	897,000	228,436	151,372	1,276,808
2% Teacher Supplement	793,500	202,078	133,906	1,129,484
Technology	1,121,250	285,545	189,215	1,596,010
Fines & Forfeitures	707,250	180,113	119,351	1,006,714
School Fund Balance	120,750	30,751	20,377	171,878
Total	\$25,547,250	\$6,506,033	\$4,311,191	\$36,364,474

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 County per pupil funding of \$1,433.

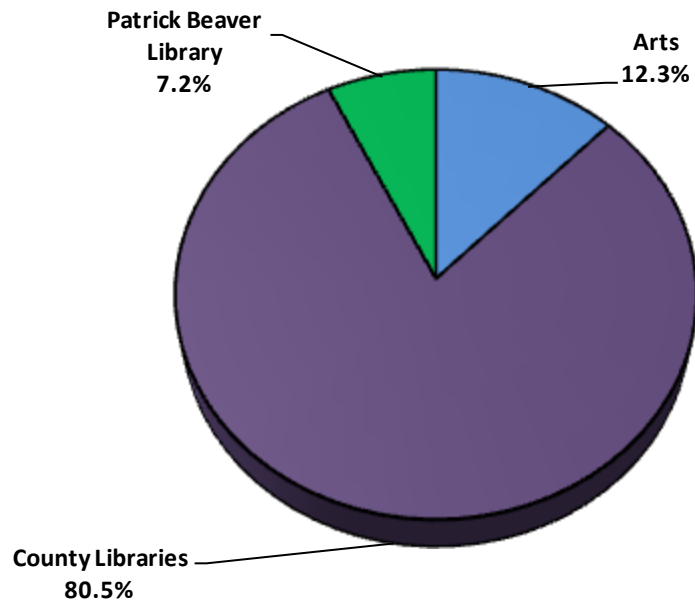
The base budget for each school includes funds for jointly operated school programs. These include Challenger High School, Conover School for Exceptional Children, the Adolescent and Children in Treatment (ACT) Program, Community Schools, Catawba Valley High School, and the bus garage. Since the funding 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 project a total student population of 24,554, which is an overall decrease of 32 students next year. State certified student enrollment numbers for Catawba County Schools decreased by 103, Newton-Conover City Schools increased by 80, and Hickory Public Schools decreased by 9.

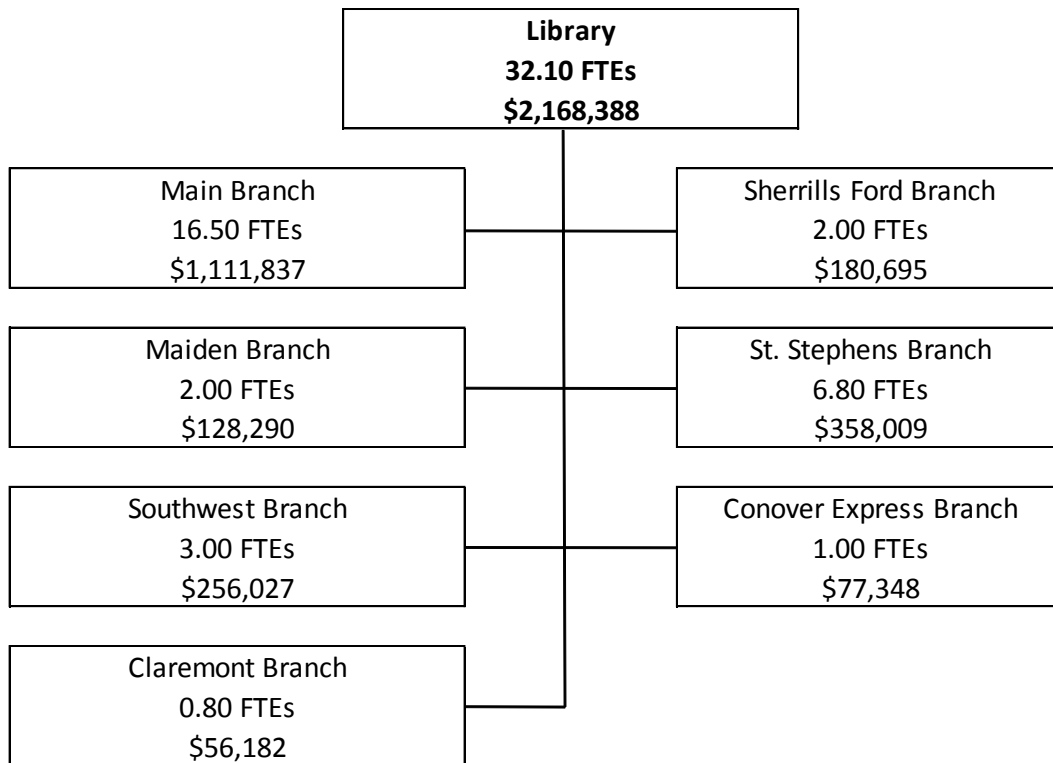
The budget also continues to provide current expense funding to CVCC with \$3,617,068 next year in recognition of the increased enrollment the college is facing at this time. Our goal is to improve the County's ranking in community college funding to within the top 15 counties in the state. In Fiscal Year 2009/10, funding was increased by \$200,000 which moved CVCC from 19th to 18th in funding out of 58 community colleges. Barring any major changes in funding for other community colleges, this funding is expected to improve our ranking to 14th.

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 \$2,693,388 in support of the library system, culture, and the arts.



Catawba County Government



County Library

Reinventing Department

					Summary
	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
State	\$157,294	\$151,186	\$166,521	\$161,825	7%
Local	65,149	66,164	65,661	60,592	-8%
Charges & Fees	62,299	51,150	51,900	51,900	1%
Miscellaneous	19,006	0	0	0	0%
General Fund	1,919,158	1,992,137	1,975,533	1,894,071	-5%
Total	\$2,222,906	\$2,260,637	\$2,259,615	\$2,168,388	-4%
Expenses					
Personal Services	\$1,577,232	\$1,625,628	\$1,653,085	\$1,567,489	-4%
Supplies & Operations	645,674	635,009	606,530	600,899	-5%
Capital	0	0	0	0	0%
Total	\$2,222,906	\$2,260,637	\$2,259,615	\$2,168,388	-4%
Expenses by Division					
Main	\$1,216,228	\$1,166,696	\$1,174,585	\$1,111,837	-5%
Sherrills Ford	126,918	189,814	179,016	180,695	-5%
Maiden	128,344	125,359	126,537	128,290	2%
St. Stephens	383,267	397,502	393,555	358,009	-10%
Southwest	249,719	260,017	253,112	256,027	-2%
Conover	68,947	69,763	76,948	77,348	11%
Claremont	49,483	51,486	55,862	56,182	9%
	\$2,222,906	\$2,260,637	\$2,259,615	\$2,168,388	-4%
Employees					
Permanent	36.30	35.30	35.10	32.10	-9%
Hourly	1.58	1.58	1.58	1.58	0%
Total	37.88	36.88	36.68	33.68	-9%

Fiscal Year 2008/09 Outcome Achievements

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

Budget Highlights

The Library's budget is a 10% decrease from Fiscal Year 2009/10, which is a reduction of approximately \$216,000. The Library submitted a new service plan that was strategically designed to limit the impact on citizens while generating significant cost-savings for the County. The plan eliminates six positions and also ends the use of part-time staffing within Library branches. Overall, the plan will reduce library operations by 22 hours but this will not have any changes on the following branches: Sherrills Ford, Maiden, Conover, and Claremont. This will, however, reduce hours at Main by twelve, at St. Stephens by six, and at Southwest by four. The

new service model will also end Sunday hours at all branches. Currently, Main, St. Stephens, and Southwest are open on Sundays from 2:00 to 6:00 between September and April. Despite these reductions, the Library remains committed to inspiring the joy of reading, creative thinking, and lifelong learning within the community and will strive to deliver quality services and programming to Catawba County citizens.

Performance Measurement

Fiscal Year 2010/11

Outcomes for the Library continue to emphasize delivering valuable services to citizens with a high degree of satisfaction. The branches will continue to ensure that 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. The Library will also contribute to the digital literacy skills of the community by providing technology resources and conducting workshops for adults to teach basic digital literacy skills. In terms of customer service, the Library will also keep its goal of maintaining a 95 percent or better rating of staff as “excellent” or “good” at all branches.

Fiscal Year 2009/10

At midyear, all outcomes have either been achieved or partially achieved. In many areas, such as preschool reading programs and literary enrichment activities, it appears that goals will be surpassed.

The total collection count for the Library is 247,540. This is an increase from over the 244,200 print and non-print items held by the system at the end of the last fiscal year. New additions to the system include 413 downloadable audio books, 483 outsourced DVDs, and 33 outsourced music discs. During the first half of the year, the Main Library had print circulation per capita rate of target of 2.8, below the target of 3.5. The Main Library’s non-print circulation rate is on target, equaling its per capita circulation rate of 2.5.

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 30,764 sessions during the first six months of the fiscal year, compared to 27,435 sessions over the same period in Fiscal Year 2008/09, which is a 12 percent increase. 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 2007 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 were also awarded a Library Service and Technology Act planning grant and consultants from LYRASIS made a site visit during September 2009. The consultants recommended library staff to pursue a small-scale digitization pilot project with the Hickory Public Library. The Letter of Intent for an LSTA NC ECHO Digitization

Grant was submitted and the County Library System was approved to submit a full application for a 2010/11 LSTA NC ECHO digitization grant.

All six branch libraries are on track to meet their established outcomes for the 2009/10 fiscal year in the areas of Youth Services, Technology, Customer Service, and Knowledge Services.

Fiscal Year 2008/09

The Library and all six branch libraries strive to inspire the love of reading and life-long learning. Several outcomes address starting this at the preschool level. Library card applications were sent home with all kindergartners in the Catawba County and Newton-Conover City school systems. New cards were issued to 453 kindergarten children as a result of this project. For these children and their families, owning a library card could be an added incentive to use the services of the public library, creating new users who value reading and learning.

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

Main Library print circulation for the year totaled 130,541. The Library's service population (a four mile radius around the Library) is estimated by the Western Piedmont Council of Governments to be 26,635. This equals a print circulation per capita rate of 4.9, exceeding the goal of 3.5 per capita.

During the year, 40 computer classes, six programs for small business owners, and 10 literary and personal enrichment programs were offered for adults. The computer classes included a new series of sessions for "intermediate" beginners. Staff used the Microsoft "Digital Literacy" curriculum, a self-paced online tool for learning basic computer skills. Participants earn a certificate from Microsoft when they successfully complete the online training and pass a competency test. A series of seminars for small business owners was held at the library during March and 33 people learned about business services, marketing, cash flow strategies, and efficient operations during tough economic times.

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

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 early literacy concepts and teach caregivers how to continue the development of these skills at home.
 - b. Selecting and preparing 1,080 books in bookbags during the school year for pickup by day care centers.
2. The Catawba County Library will serve as a partner in the educational process of school-aged children in local schools by collecting materials that support their school curricula and by providing reading enrichment activities. This will be measured by:
 - a. Promoting the Catawba County 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, 2010.
 - b. Providing at least six literacy enrichment activities for elementary and teen-aged children that focus on reading materials, technology resources, and how to use the Catawba County Library.

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 Catawba County Library System collection of 247,000 print and non-print resources according to the collection development plan which can be viewed online at 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 online catalog within three 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 six programs during the year that contribute to the education or personal enrichment of adults in Catawba County.
- f. Developing an adult reading group at the Main Library that meets at least six times during the year to discuss books.

Technology Services

- 4. The Catawba County 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, selective online information resources such as NC Live, and standard software applications.
 - b. Providing 12 workshops for adults that teach basic digital literacy skills.
 - c. Documenting the individual skill-building sessions that staff provide daily for computer users through the use of a small survey card that will help to create a benchmark for this valuable service.

Customer Services

- 5. Catawba County citizens will experience excellent customer service through facilities and communication tools that are convenient, accurate and meet community needs. This will be measured by:
 - a. Maintaining a 95 percent or better rating of staff service as “excellent” or “good” on the Catawba County Library System’s annual customer service survey.
 - b. Communicating with a widespread audience by producing a monthly newsletter, a weekly newspaper column, webpage updates, and posts to social networking tools that promote the valuable benefits of library service in Catawba County.
 - c. Continuing library courier service five times per week to the branches and once per week to the Patrick Beaver Library so that customers have quick and convenient access to all the resources of the County’s libraries.
 - d. Continuing to provide responsive customer service by modifying the Main Library facility hours as listed below to reflect the increased use of Library resources and a decrease in budget resources, and to maintain standards in public library service that recommend a 60 hour-per-week public service schedule for Library system headquarters.

Current Hours of Operation

Monday – 9 – 8
Tuesday – 9 – 8
Wednesday – 9 – 8
Thursday – 9 – 8
Friday – 9 – 6
Saturday – 9 – 6
Sunday – 2 – 6 (September – April)

Hours of Operation effective July 1

Monday – 9 – 8
Tuesday – 9 – 8
Wednesday – 9 – 8
Thursday – 9 – 8
Friday – 9 – 6
Saturday – 9 – 6
Sunday – Closed

Genealogy Services

6. Citizens interested in genealogy and local history will have access to Catawba County Library resources that help them to research their family histories and Catawba County history. This will be measured by:
 - a. Compiling and preparing the 2008 Hickory Daily Record and Observer News-Enterprise obituaries for addition to the Rhodes Room website's obituary index.

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 encourage development of pre-reading skills and a love for books.
 - b. Selecting and preparing 1,500 books for day care centers during the school year.
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 three reading enrichment Library programs for elementary school children during the fiscal year.
 - b. Providing three reading enrichment Library programs for teens during the fiscal 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 2.6 during Fiscal Year 2010/11. This exceeds the State average of 2.53.
 - b. Offer three adult reading enrichment programs to meet the needs of the community during the fiscal year.

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 five computers to provide access to the Library system’s Internet and online reference services.
 - b. Documenting the individual skill-building sessions that staff provide daily for computer users through the use of a small survey card that will help to create a benchmark for this valuable service.

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 percent 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.
 - c. Providing the best possible service to the Sherrills Ford community by opening hours the Library is used most often and utilizing staff during those hours to provide the best comprehensive service. Suggested change in hours:

Current Hours of Operation

Monday – Closed
Tuesday – 12 – 8
Wednesday – 9 – 6
Thursday – 9 – 6
Friday – 9 – 6
Saturday – 9 – 2
Sunday – Closed

Hours of Operation effective July 1

Monday – Closed
Tuesday – 12 – 8
Wednesday – 9 – 6
Thursday – 9 – 6
Friday – 9 – 6
Saturday – 9 – 2
Sunday – Closed

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 local 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 three reading enrichment Library programs for elementary school children during the year.
 - b. 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. Maintaining a collection turnover rate of 2.6. This exceeds the State average of 2.53.
 - b. Providing four 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 offer public access on three computers to provide access to the Library system’s Internet and online reference services.
 - b. Documenting the individual skill-building sessions that staff provide daily for computer users through the use of a small survey card that will help to create a benchmark for this valuable service.

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 percent 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. Providing the best possible service to the Maiden Community by opening hours the library is used most often and utilizing staff during those hours to provide the best most comprehensive service.

Current Hours of Operation

Monday – Closed
Tuesday – 12 – 8
Wednesday – 9 – 6
Thursday – 9 – 6
Friday – 9 – 6
Saturday – 9 – 2
Sunday – Closed

Hours of Operation effective July 1

Monday – Closed
Tuesday – 12 - 8
Wednesday – 9 – 6
Thursday – 9 – 6
Friday – 9 – 6
Saturday – 9 – 2
Sunday – Closed

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 early literacy skills in each of the programs.
 - b. Selecting and preparing 2,000 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. Providing five reading enrichment Library programs during the summer months when school is not in session for elementary school-age children.

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 five 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 2.6. This exceeds the State average of 2.53.

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 workshops on various subjects annually by utilizing staff trained to teach adult technology classes.
 - b. Documenting the individual skill-building sessions that staff provide daily for computer users through the use of a small survey card that will help to create a benchmark for this valuable service.

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 percent 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.
 - e. Providing the best possible service to the St. Stephens community by opening hours the library is used most often and utilizing staff during those hours to provide the best most comprehensive service.

Current Hours of Operation

Monday – 12 – 8
Tuesday – 12 – 8
Wednesday – 9 – 6
Thursday – 9 – 8
Friday – 9 – 6
Saturday – 9 – 6
Sunday – 2 – 6 (September – April)

Hours of Operation effective July 1

Monday – 12 – 8
Tuesday – 12 – 8
Wednesday – 9 – 6
Thursday – 9 – 6
Friday – 9 – 6
Saturday – 9 – 6
Sunday – Closed

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 three reading enrichment Library programs for elementary school children during the fiscal year.
 - b. Providing three reading enrichment library programs for teens during the fiscal 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 2.6 during Fiscal Year 2010/11. This exceeds the State average of 2.53.
 - 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. Continuing to maintain nine public computers and providing access to the online catalog, the internet, selective online information resources such as NC Live, and standard software applications.
 - c. Documenting the individual skill-building sessions that staff provide daily for computer users through the use of a small survey card that will help to create a benchmark for this valuable service.

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 percent 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.
 - c. Providing the best possible service to the Southwest branch community by opening hours the Library is used most often and utilizing staff during those hours to provide the best most comprehensive service.

Current Hours of Operation

Monday – 12 – 8
Tuesday – 12 – 8
Wednesday – 9 – 6
Thursday – 9 – 8
Friday – 9 – 6
Saturday – 9 – 2
Sunday – 2 – 6 (September – April)

Hours of Operation effective July 1

Monday – 12 – 8
Tuesday – 12 – 8
Wednesday – 9 – 6
Thursday – 9 – 6
Friday – 9 – 6
Saturday – 9 – 2
Sunday – Closed

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 950 books for two day care centers during the school year for 70 preschool children.
 - b. Presenting four story programs for children to help develop reading skills and a love for books.
 - c. Registering 50 children to participate in the summer reading enrichment program.

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 2.6 during Fiscal Year 2010/11. This exceeds the State average of 2.53.

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 16 computers and 10,500 sessions to provide access to the Library system’s Internet and online reference services.
 - b. Providing 100 individual technology skill building sessions to meet immediate needs of job seekers and other computer users.

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 percent 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.

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 one Library program per quarter that will encourage an interest in reading and learning in young patrons.
 - b. Registering at least 60 children for the Library's annual summer reading program.

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 2.6 during Fiscal Year 2010/11. This exceeds the State average of 2.53.

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 five desktop computers and two laptop computers, providing at least 4,000 sessions to the Library system's Internet and online reference services.
 - b. Providing at least 100 individual technology skill-building sessions for Library patrons during the year. Such sessions will address a variety of computer related topics, including but not limited to, how to navigate the Internet, how to find job opportunities and fill out employment applications, how to setup and use an email account, and how to utilize Library services online.

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 percent 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.

Other Cultural Activities

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Miscellaneous	\$0	\$0	\$0	\$0	0%
General Fund	511,199	531,254	642,942	525,000	-1%
Total	\$511,199	\$531,254	\$642,942	\$525,000	-1%
Expenses					
Historical Museum	\$72,100	\$72,821	\$74,300	\$71,000	-3%
National Register	5,000	5,000	5,000	4,000	-20%
Newton-Conover Auditorium	23,547	12,000	27,000	12,000	0%
Patrick Beaver Library	196,052	198,013	293,222	195,000	-2%
Salt Block Foundation	72,500	100,000	100,000	100,000	0%
United Arts Council	142,000	143,420	143,420	143,000	0%
Total	\$511,199	\$531,254	\$642,942	\$525,000	-1%

Budget Highlights

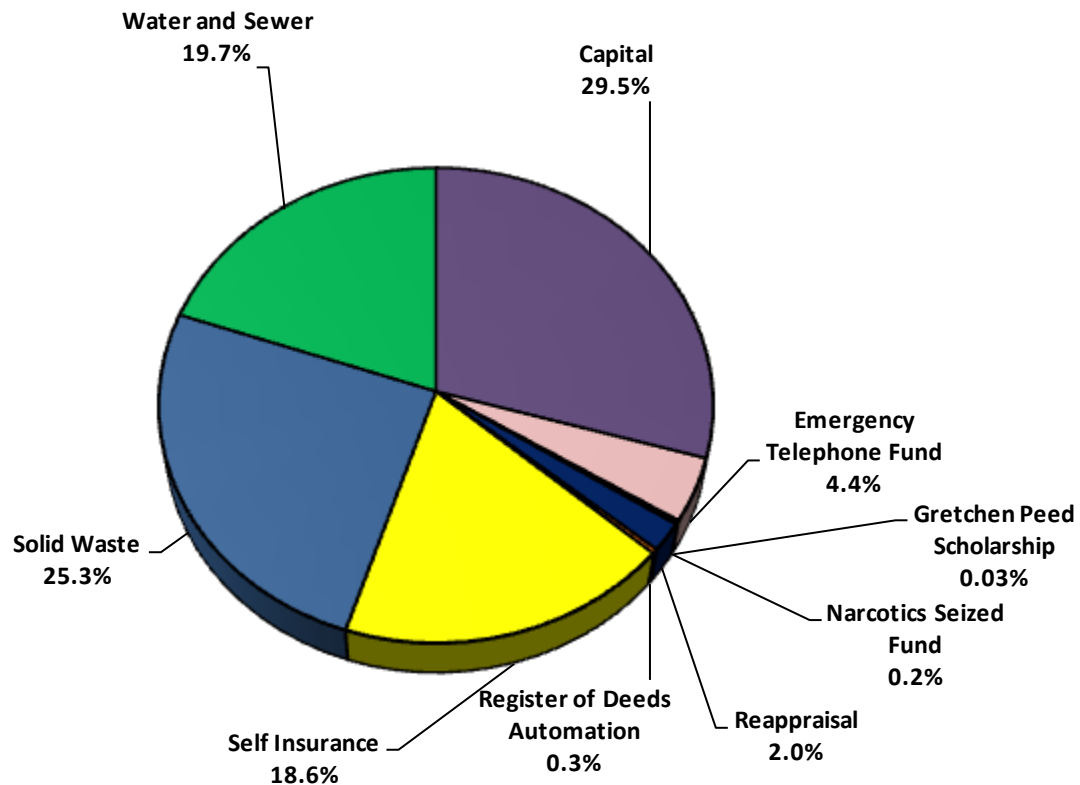
The County provides annual funding to the United Arts Council, the designated County partner appointed by the North Carolina State Legislature to receive State funds, match them with local government funds and sub grant them for cultural projects in Catawba County. Catawba County Funds are used to match 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 \$24,106,040. These expenditures include capital projects for County buildings, Reappraisal activities, Solid Waste Management, and Self Insurance.





Self Insurance Fund

Fund 115

	2008/09	2009/10	2010/11	2010/11	Percent
	Actual	Current	Requested	Approved	Change
Revenues					
Charges & Fees	\$4,040	\$4,000	\$6,000	\$6,000	50%
Employee Dental Contribution	232,649	200,000	200,000	200,000	0%
Emp/Retiree Health Contribution	1,466,719	1,400,000	1,400,000	2,185,000	56%
Indirect Cost	11,000	11,000	11,000	129,000	1073%
Miscellaneous	116,127	0	0	0	0%
Fund Balance	1,264,125	333,950	403,540	(5,000)	-101%
S/T Disability Premiums	82,600	80,000	80,000	80,000	0%
Group Health/Dental Premiums	0	0	0	0	0%
Special Contingency	0	30,000	30,000	100,000	233%
Health Co-Pay	35,990	30,000	30,000	26,300	-12%
General Fund	960,846	1,454,760	1,454,760	1,758,500	21%
Total	\$4,174,096	\$3,543,710	\$3,615,300	\$4,479,800	26%
Expenses					
Capital	\$7,775	\$9,000	\$9,000	\$0	0%
Contractual Services	85,653	98,510	98,000	110,750	12%
County EAP	27,278	30,000	30,000	30,000	0%
Employee Dental Claims	215,522	200,000	220,000	317,250	59%
Employee Incentive Program	0	0	0	0	0%
Employee/Retiree Health Claims	2,314,736	1,400,000	1,400,000	2,206,000	58%
IBNR	100,000	100,000	100,000	0	0%
Property & General Liability Claims	108,569	150,000	150,000	150,000	0%
Property & General Liability Premiums	420,167	495,000	500,000	500,000	1%
Retiree Group Health	127,171	135,000	140,000	192,000	42%
Security/Safety Supplies	12,162	16,500	8,500	5,000	-70%
Self Ins. Collision	211	7,500	7,500	7,500	0%
Self Ins. Comprehensive	0	10,000	10,000	10,000	0%
Special Contingency	0	30,000	30,000	100,000	233%
S/T Disability Payments	26,317	40,000	50,000	50,000	25%
Supplies & Operations	167,045	217,200	217,300	156,300	-28%
To General Fund	40,346	0	0	0	0%
Unemployment Insurance	39,071	80,000	80,000	80,000	0%
Workers Compensation Claims	339,837	367,500	400,000	400,000	9%
Workers Compensation Premiums	142,236	157,500	165,000	165,000	5%
Total	\$4,174,096	\$3,543,710	\$3,615,300	\$4,479,800	26%
Expenses by Division					
Wellness	\$167,045	\$217,200	\$217,300	\$156,300	-28%
Employee Insurance	2,883,377	1,990,000	2,025,000	2,885,250	45%
Liability	643,251	807,880	804,500	865,750	7%
Workers Compensation	480,423	528,630	568,500	572,500	8%
Total	\$4,174,096	\$3,543,710	\$3,615,300	\$4,479,800	26%

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. For several years, the County was able to offer high-quality health insurance while keeping costs relatively low. Claims experience was less than projected, which helped build funds to deal with expenses in future years. A comparison of Catawba County to other North Carolina counties showed that the County was able to offer lower deductibles, co-pays, and out-of-pocket maximums than the benchmark average while also keeping premiums lower than average, a benefit to both the County and employees. Unfortunately this began to change in Fiscal Year 2008/09 and continued in Fiscal Year 2009/10 with a two-year increase of 42 percent in health claims. In order to address these increased costs, employees will now have three plans to choose from for their health care needs instead of one, with varying levels of employee participation and risk. Two options are more traditional health insurance plans and the third is a Health Savings Account (HSA). All of the new coverage options have higher premiums than previous plans and the increased costs will be shared by both the County and employees.

Register of Deeds Automation & Preservation

Fund 160

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Charges & Fees	\$55,877	\$48,960	\$53,251	\$53,251	9%
Miscellaneous	23,078	19,900	20,500	20,500	3%
Fund Balance Applied	10,836	0	0	0	0%
Total	\$89,791	\$68,860	\$73,751	\$73,751	7%
Expenses					
Contractual Services	\$89,791	\$68,860	\$73,751	\$73,751	7%
Supplies & Operations	0	0	0	0	0%
Total	\$89,791	\$68,860	\$73,751	\$73,751	7%

Budget Highlights

In 2002, new legislation created an Automation Enhancement and Preservation Fund and expanded the uniform fees for services charged by the Register of Deeds. This increase in fees is to be used to enhance the standards for instruments to be registered in the Office of the Register of Deeds. Revenues in this fund are to be spent on computer and imaging technology enhancements in the Register of Deeds Office.

Revenues are based on 10 percent of the total for Marriage Licenses, Recording of Legal Instruments, UCC Filing Fees, and Miscellaneous Revenues. The remaining 90 percent of these revenues are recorded in the Register of Deeds cost center in the General Fund.

Emergency Telephone System Fund

Summary

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenue					
911 Charges	\$0	\$0	\$0	\$0	0%
Miscellaneous	73,335	0	0	0	0%
911 Reimbursement	1,268,696	1,061,276	1,056,800	1,056,800	0%
From General Fund	454	0	0	0	0%
911 Fund	(844,537)	0	0	0	0%
Total	\$497,948	\$1,061,276	\$1,056,800	\$1,056,800	0%
Expenses					
Personal Services	\$80,648	\$87,150	\$84,353	\$88,247	1%
Supplies & Operations	322,425	285,925	473,325	473,325	66%
Capital	0	0	0	0	0%
To General Fund	0				
To General Capital Projects	94,875	0	0	0	0%
911 Fund	0	688,201	499,122	495,228	-28%
Total	\$497,948	\$1,061,276	\$1,056,800	\$1,056,800	0%
Expenses by Division					
Emergency Telephone System	\$417,300	\$974,126	\$972,447	\$968,553	-1%
Wireless 911 Charges	19,374	20,935	20,310	21,314	2%
911 Addressing	61,274	66,215	64,043	66,933	1%
	\$497,948	\$1,061,276	\$1,056,800	\$1,056,800	0%
Employees					
Permanent	1.85	1.85	1.85	1.85	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	1.85	1.85	1.85	1.85	0%

Budget Highlights

The budget decreased by \$4,471 compared to Fiscal Year 2009/10; however, this is misleading as the County normally spends less than half of the funds received in a given year. Actual planned expenses will increase in Fiscal Year 2010/11 by \$189,079 as follows:

- \$100,000 is included for an upgrade to the 911 phone system that will enhance back-up capability in the event of a disaster by allowing the system to be operated anywhere there is an internet connection.
- \$12,850 is included for a normal upgrade to the recording system.
- \$69,500 increase to telephone service.

The County continues to engage in a 911 Study Commission that could expand the usage of 911 funds. Through this commission, it is possible that more operating expenses will become eligible for 911 funding. Some possible items include: purchase and maintenance of radio equipment in the Center and on towers necessary to dispatch 911 calls, chairs and other furniture for which only a portion is allowed now, and expanded training.

Citizens' Alert System

Fund 204

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Local	\$37,322	\$19,087	\$16,587	\$11,521	-40%
State	0	0	0	0	0%
Federal	26,577	0	0	20,000	0%
Miscellaneous	738	0	10,000	10,000	0%
Fund Balance	0	26,577	0	0	0%
From General Fund	22,214	10,341	29,765	15,285	48%
Total	\$86,851	\$56,005	\$56,352	\$56,806	1%
Expenses					
Personal Services	\$25,840	\$18,505	\$18,852	\$19,306	4%
Supplies & Operations	61,011	37,500	37,500	37,500	0%
Capital	0	0	0	0	0%
Future Expenditures	0	0	0	0	0%
Total	\$86,851	\$56,005	\$56,352	\$56,806	1%
Employees					
Permanent	0.50	0.50	0.50	0.50	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	0.50	0.50	0.50	0.50	0%

Budget Highlights

Catawba County provides an alert system to allow the public to be contacted by phone, text, and e-mail in case of a large-scale emergency. For Fiscal Year 2010/11, a new funding formula was developed that is centered on having a fair distribution of funding based on the size of the jurisdictions benefiting from the Citizens' Alert System. Specifically, the funding applies \$20,000 in Emergency Management Performance Grant funds and \$10,000 from Duke Energy (associated with the McGuire Nuclear Station) toward the cost of the Citizens' Alert System. The remaining \$26,352 is funded in part by municipalities and in part by the County. The following municipalities contribute to funding the Citizens' Alert System: Hickory, Newton, Catawba, Claremont, and Conover. All municipalities contribute funding based on their proportional population size within the County. The total contributed by all municipalities is \$11,521. Support for the non-municipal share comes from the County, which is equal to \$14,831.

Federally Seized Funds

Fund 205

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Interest on Investments	\$8,024	\$0	\$0	\$0	0%
Sale of Properties	0	2,000	2,000	2,000	0%
Drug Reimbursement	97,128	8,000	14,000	14,000	75%
Fund Balance	(94,645)	32,000	40,000	40,000	25%
Total	\$10,507	\$42,000	\$56,000	\$56,000	33%
Expenses					
Personal Services	\$0	\$0	\$0	\$0	0%
Supplies & Operations	10,507	22,000	26,000	26,000	18%
Capital	0	0	0	0	0%
To General Fund	0	0	0	0	0%
Drug Prevention Contingency	0	20,000	30,000	30,000	50%
Total	\$10,507	\$42,000	\$56,000	\$56,000	33%

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.



REAPPRAISAL

Statement of Purpose

As required by North Carolina General Statute 105-286, Catawba County must conduct a reappraisal of all real property in accordance with the provisions of General Statutes 105-283 and 105-317. This must be completed by January 1st of the prescribed year and at least every eighth year thereafter.

Outcomes

1. Complete 100 percent of all final activities for the 2011 Countywide Revaluation per the Revaluation Planning Calendar. This will include:
 - a. Completion of final residential and commercial/industrial review by October 1, 2010.
 - b. Finalize Schedule of Values by July 2010.
 - c. Mail new valuation notices to property owners by November 19, 2010.
 - d. Hold informal hearings by property owners before staff appraisers from late November 2010 through January 2011.
 - e. Conduct Board of Equalization and Review hearings from April 2011 through June 2011.
2. Meet approved timeline for adoption of the 2011 Schedule of Values. This will include:
 - a. Formal presentation to Commissioners of 2011 Schedule of Values by September 7, 2010.
 - b. Hold public hearing of Schedule of Values by September 20, 2010.
 - c. Formal adoption by Commissioners by October 4, 2010.
3. Provide quality customer service by responding to all taxpayer inquiries within 24 hours of receipt and resolving outstanding issues within five business days as evidenced by call logs or other written documentation.
4. Promote cross-training of Revaluation staff where practicable to ensure efficiency, flexibility, and continuity during exceptionally busy or short-staffed times.
5. Issue Press Releases, etc. at appropriate times to inform and educate the public regarding the remaining phases of the 2011 Revaluation, to include the presentation, inspection, and adoption of the Schedule of Values, and the appeal process.

Reappraisal Fund

Fund 210

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Investment Earnings	\$14,134	\$0	\$0	\$0	0%
Fund Balance	0	0	0	77,100	0%
General Fund	389,000	477,067	471,067	397,685	-17%
Total	\$403,134	\$477,067	\$471,067	\$474,785	0%
Expenses					
Personal Services	\$340,240	\$387,412	\$351,322	\$355,040	-8%
Supplies & Operations	62,894	89,655	91,245	91,245	2%
Capital	0	0	28,500	28,500	0%
Total	\$403,134	\$477,067	\$471,067	\$474,785	0%
Employees					
Permanent	8.00	8.00	8.00	7.00	-13%
Hourly	0.00	0.00	0.00	0.00	0%
Total	8.00	8.00	8.00	7.00	-13%

Budget Highlights

The Fiscal Year 2010/11 budget includes cyclical increases due to the conclusion of the four-year revaluation in Postage, as well as Printing and Binding. Reductions include decreases in Personnel, due to sustaining a vacant office support position, and decreases in Minor IT Equipment by delaying purchase of a scanner.

General Capital Projects Reserve

Fund 225

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Investment Earnings	\$17,869	\$0	\$0	\$0	0%
Fund Balance	(274,318)	88,696	83,879	83,879	-5%
General Fund	365,095	297,592	71,443	71,443	-76%
Total	\$108,646	\$386,288	\$155,322	\$155,322	-60%
Expenses					
To General Fund	\$88,696	\$86,288	\$83,879	\$83,879	-3%
EDC Multi-Jurisdictional Park	19,950	300,000	71,443	71,443	-76%
Total	\$108,646	\$386,288	\$155,322	\$155,322	-60%

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 percent of the debt on this expansion.

Hospital Reserve Fund

Fund 235

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
Revenues					
Investment Earnings	\$204,470	\$0	\$0	\$0	0%
Fund Balance Applied	(204,470)	0	0	0	0%
Total	\$0	\$0	\$0	\$0	0%
Expenses					
Transfer to Hospital Capital	\$0	\$0	\$0	\$0	0%
Total	\$0	\$0	\$0	\$0	0%

Budget Highlights

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

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

Rescue Squads Fund

Fund 240

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Interest on Investments	\$20,317	\$0	\$0	\$0	0%
Miscellaneous	346	0	0	0	0%
Fund Balance	(68,538)	67,098	93,101	93,101	39%
From Gen Fund - 1st Responder Program	338,602	338,602	338,602	338,602	0%
From General Fund - FTE	0	33,862	0	0	0%
From General Fund	628,548	661,898	631,883	661,898	0%
Total	\$919,275	\$1,101,460	\$1,063,586	\$1,093,601	-1%
Expenses					
Property & General Liability	\$74,500	\$88,021	\$88,021	\$88,021	0%
Accounting Services	13,300	13,000	13,300	13,300	2%
Medical 1st Response	338,600	372,464	338,602	338,602	-9%
Rescue Squads Equipment Reserve	5,667	159,629	170,740	173,141	8%
Catawba	57,096	63,946	63,028	67,208	5%
Claremont	67,288	72,961	70,772	75,223	3%
Hickory Capital	39,635	0	0	0	0%
Hickory Operating	124,868	130,784	119,529	125,715	-4%
Maiden	58,800	62,800	60,916	65,062	4%
Newton-Conover Capital	13,086	0	0	0	0%
Newton-Conover Operating	59,935	66,635	69,886	74,147	11%
Sherrills Ford	66,500	70,920	68,792	73,182	3%
Total	\$919,275	\$1,101,160	\$1,063,586	\$1,093,601	-1%

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 services to Catawba County citizens, the County did not reduce funding to the rescue squads in Fiscal Year 2010/11.

Library Endowment Fund

Fund 250

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Investment Earnings	\$9,265	\$0	\$0	\$0	0%
Fund Balance	15,735	0	0	0	0%
Total	\$25,000	\$0	\$0	\$0	0%
Expenses					
Supplies & Operations	\$25,000	\$0	\$0	\$0	0%
Total	\$25,000	\$0	\$0	\$0	0%

Budget Highlights

This fund was established in 1987 by Miss Frances E. Setzer. Upon her death, money was donated to the Library to be used specifically for books.

Gretchen Peed Scholarship Fund

Fund 260

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Donations	\$2,750	\$10,000	\$7,500	\$7,500	-25%
Interest Earnings	1,393	0	0	0	0%
Fund Balance Applied	(3,143)	0	0	0	0%
Total	\$1,000	\$10,000	\$7,500	\$7,500	-25%
Expenses					
Donations	\$1,000	\$10,000	\$7,500	\$7,500	-25%
Total	\$1,000	\$10,000	\$7,500	\$7,500	-25%

Budget Highlights

This scholarship was established in November 1996 by the Catawba County Board of Commissioners and Board of Social Services to honor former Commissioner Gretchen Peed. It is intended for any post-high school education program and will be available to any child who is or has been in the legal custody of Catawba County Social Services. This shall be a perpetual fund, and scholarships shall be generated from interest accrued from the donated principle. The principle shall not be accessed.

Social Services has made a concerted effort to encourage secondary education. To help insure better connectivity and opportunities for these children's education, Social Services will continue this emphasis and believes the use will be greater in years to come.

Parks/Historic Preservation Trust Fund

Fund 270

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Miscellaneous	\$7,037	\$0	\$0	\$0	0%
Charges & Fees	46,927	0	0	0	0%
Fund Balance	(23,964)	0	0	0	0%
Total	\$30,000	\$0	\$0	\$0	0%
Expenses					
Supplies & Operations	\$0	\$0	\$0	\$0	0%
Capital	0	0	0	0	0%
To General Capital	30,000	0	0	0	0%
Total	\$30,000	\$0	\$0	\$0	0%

Community Development Fund

Fund 280

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Federal	\$247,762	\$0	\$0	\$0	0%
Interest on Investments	153	0	0	0	0%
State	19,994	0	0	0	0%
Local	15,650	0	0	0	0%
Fund Balance	(5,557)	0	0	0	0%
Total	\$278,002	\$0	\$0	\$0	0%
Expenses					
Supplies & Operations	\$278,002	\$0	\$0	\$0	0%
Capital	0	0	0	0	0%
Total	\$278,002	\$0	\$0	\$0	0%



Mountain View Fire District

Fund 352

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Tax Rate	0.0493	0.0493	0.0600	0.0600	22%
Property Tax	\$343,467	\$334,238	\$411,496	\$411,496	23%
Interest on Investments	1,789	0	0	0	0%
Fund Balance	4,587	16,645	18,038	18,038	8%
Total	\$349,843	\$350,883	\$429,534	\$429,534	22%
Expenses					
Fire Protection	\$349,843	\$350,883	\$429,534	\$429,534	22%
Total	\$349,843	\$350,883	\$429,534	\$429,534	22%

Propst Fire District

Fund 353

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Tax Rate	0.0615	0.0615	0.0615	0.0615	0%
Property Tax	\$193,241	\$197,989	\$192,066	\$192,066	-3%
Interest on Investments	1,858	0	0	0	0%
Fund Balance	(939)	29,715	0	0	0%
Total	\$194,160	\$227,704	\$192,066	\$192,066	-16%
Expenses					
Fire Protection	\$194,160	\$227,704	\$192,066	\$192,066	-16%
Total	\$194,160	\$227,704	\$192,066	\$192,066	-16%

St. Stephens Fire District

Fund 354

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Tax Rate	0.0500	0.0700	0.0700	0.0700	0%
Property Tax	\$434,701	\$588,011	\$591,139	\$591,139	1%
Interest on Investments	1,823	0	0	0	0%
Fund Balance	9,800	0	26,227	26,227	0%
Total	\$446,324	\$588,011	\$617,366	\$617,366	5%
Expenses					
Fire Protection	\$446,324	\$438,011	\$617,366	\$617,366	41%
Capital	0	150,000	0	0	0%
Total	\$446,324	\$588,011	\$617,366	\$617,366	5%

Conover Rural Fire District

Fund 355

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0700	0.0700	0.0700	0%
Property Tax	\$81,593	\$79,648	\$78,087	\$78,087	-2%
Interest on Investments	772	0	0	0	0%
Fund Balance	(2,237)	0	0	0	0%
Total	\$80,128	\$79,648	\$78,087	\$78,087	-2%
Expenses					
Fire Protection	\$80,128	\$0	\$0	\$0	0%
Capital	0	79,648	0	0	0%
Apparatus Replacement	0	0	78,087	78,087	0%
Total	\$80,128	\$79,648	\$78,087	\$78,087	-2%

Oxford Fire District

Fund 356

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Tax Rate	0.0558	0.0558	0.0558	0.0558	0%
Property Tax	\$258,556	\$251,504	\$256,949	\$256,949	2%
Interest on Investments	2,797	0	0	0	0%
Fund Balance	74,540	0	0	0	0%
Total	\$335,893	\$251,504	\$256,949	\$256,949	2%
Expenses					
Fire Protection	\$335,893	\$251,504	\$256,949	\$256,949	2%
Total	\$335,893	\$251,504	\$256,949	\$256,949	2%

Sherrills Ford Fire District

Fund 357

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0700	0.0700	0.0700	0%
Property Tax	\$931,914	\$1,286,687	\$1,324,958	\$1,324,958	3%
Interest on Investments	4,394	0	0	0	0%
Fund Balance	82,190	55,079	41,261	41,261	-25%
Total	\$1,018,498	\$1,341,766	\$1,366,219	\$1,366,219	2%
Expenses					
Fire Protection	\$1,018,498	\$1,341,766	\$1,366,219	\$1,366,219	2%
Total	\$1,018,498	\$1,341,766	\$1,366,219	\$1,366,219	2%

Bandys Fire District

Fund 358

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Tax Rate	0.0600	0.0600	0.0600	0.0600	0%
Property Tax	\$366,400	\$357,842	\$364,230	\$364,230	2%
Interest on Investments	5,434	0	0	0	0%
Fund Balance	(19,287)	53,462	0	35,000	-35%
Total	\$352,547	\$411,304	\$364,230	\$399,230	-3%
Expenses					
Fire Protection	\$352,547	\$231,304	\$264,230	\$299,230	29%
Capital	0	180,000	0	0	0%
Bandys Station #1	0	0	50,000	50,000	0%
Bandys Station #3	0	0	50,000	50,000	0%
Total	\$352,547	\$411,304	\$364,230	\$399,230	-3%

Maiden Fire District

Fund 359

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Tax Rate	0.0500	0.0500	0.0700	0.0600	20%
Property Tax	\$139,767	\$137,261	\$186,925	\$160,395	17%
Interest on Investments	2,926	0	0	0	0%
Fund Balance	(4,855)	0	0	0	0%
Total	\$137,838	\$137,261	\$186,925	\$160,395	17%
Expenses					
Fire Protection	\$137,838	\$84,845	\$186,925	\$160,395	89%
Capital	0	52,416	0	0	0%
Total	\$137,838	\$137,261	\$186,925	\$160,395	17%

Claremont Fire District

Fund 360

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0700	0.0700	0.0700	0%
Property Tax	\$222,577	\$221,814	\$218,656	\$218,656	-1%
Interest on Investments	1,224	0	0	0	0%
Fund Balance	1,007	13,250	0	0	0%
Total	\$224,808	\$235,064	\$218,656	\$218,656	-7%
Expenses					
Fire Protection	\$224,808	\$235,064	\$218,656	\$218,656	-7%
Total	\$224,808	\$235,064	\$218,656	\$218,656	-7%

Catawba Fire District

Fund 359

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0700	0.0700	0.0700	0%
Property Tax	\$129,599	\$127,166	\$125,616	\$125,616	-1%
Interest on Investments	3,285	0	0	0	0%
Fund Balance	(6,599)	0	37,909	37,909	0%
Total	\$126,285	\$127,166	\$163,525	\$163,525	29%
Expenses					
Fire Protection	\$126,285	\$122,758	\$163,525	\$163,525	33%
Capital	0	4,408	0	0	0%
Total	\$126,285	\$127,166	\$163,525	\$163,525	29%

Longview Fire District

Fund 362

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Tax Rate	0.0546	0.0546	0.0546	0.0546	0%
Property Tax	\$22,460	\$21,687	\$21,693	\$21,693	0%
Interest on Investments	540	0	0	0	0%
Fund Balance	(608)	0	0	0	0%
Total	\$22,392	\$21,687	\$21,693	\$21,693	0%
Expenses					
Fire Protection	\$22,392	\$21,687	\$21,693	\$21,693	0%
Total	\$22,392	\$21,687	\$21,693	\$21,693	0%

Newton Fire District

Fund 363

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0700	0.0900	0.0700	0%
Property Tax	\$345,875	\$334,322	\$430,708	\$335,674	0%
Interest on Investments	1,688	0	0	0	0%
Fund Balance	6,986	18,750	0	0	0%
Total	\$354,549	\$353,072	\$430,708	\$335,674	-5%
Expenses					
Fire Protection	\$354,549	\$353,072	\$430,708	\$335,674	-5%
Total	\$354,549	\$353,072	\$430,708	\$335,674	-5%

Cooksville Fire District

Fund 365

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Tax Rate	0.0517	0.0517	0.0517	0.0517	0%
Property Tax	\$74,394	\$72,325	\$72,697	\$72,697	1%
Interest on Investments	1,368	0	0	0	0%
Fund Balance	(3,061)	0	0	0	0%
Total	\$72,701	\$72,325	\$72,697	\$72,697	1%
Expenses					
Fire Protection	\$72,701	\$72,325	\$72,697	\$72,697	1%
Total	\$72,701	\$72,325	\$72,697	\$72,697	1%

Hickory Rural Fire District

Fund 369

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Tax Rate	0.0325	0.0700	0.0700	0.0700	0%
Property Tax	\$140,149	\$299,406	\$298,358	\$298,358	0%
Interest on Investments	825	0	0	0	0%
Fund Balance	(8,184)	7,070	12,100	12,100	71%
Total	\$132,790	\$306,476	\$310,458	\$310,458	1%
Expenses					
Fire Protection	\$132,790	\$116,476	\$310,458	\$310,458	167%
Capital	0	190,000	0	0	0%
Total	\$132,790	\$306,476	\$310,458	\$310,458	1%

All Districts

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Average Tax Rate	0.0582	0.0624	0.0660	0.0638	2%
Property Tax	\$3,684,693	\$4,309,900	\$4,573,578	\$4,452,014	3%
Interest on Investments	\$30,723	\$0	\$0	\$0	0%
Fund Balance	\$133,340	\$193,971	\$135,535	\$170,535	-12%
Total	\$3,848,756	\$4,503,871	\$4,709,113	\$4,622,549	3%
Expenses					
Fire Protection	\$3,848,756	\$3,847,399	\$4,531,026	\$4,444,462	16%
Capital	0	656,472	178,087	178,087	-73%
Total	\$3,848,756	\$4,503,871	\$4,709,113	\$4,622,549	3%

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 changes 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

	2010/11 Requested	2010/11 Approved	Percent Change
Revenues			
Federal	\$371,624	\$371,624	0%
Sales Tax	2,546,819	2,386,434	0%
State	0	0	0%
CVBH Rent	0	0	0%
Local	59,964	59,964	0%
COPs Financing	2,750,000	2,750,000	0%
From E-911 Fund	0	0	0%
Fund Balance	1,184,014	1,184,014	0%
From General Fund	100,000	200,000	0%
Total	\$7,012,421	\$6,952,036	0%
Expenses			
800 MHz Comm Center	\$165,000	\$165,000	0%
800 MHz Radios	121,624	121,624	0%
Animal Shelter Renovations	2,750,000	2,750,000	0%
Bandys Addition - EMS	84,014	84,014	0%
Jail Addition	150,000	250,000	0%
Justice Center/Court Expansion	2,124,361	1,990,580	0%
LifeSkills Maintenance	59,964	59,964	0%
Microsoft Licensing	200,000	200,000	0%
Mobile Workforce	50,000	50,000	0%
Multi-Jurisdictional Park	200,000	200,000	0%
PeopleSoft Replacement	50,000	50,000	0%
Public Health Billing Software	110,000	110,000	0%
Public Safety Complex	422,458	395,854	0%
Sherrills Ford Library Expansion	375,000	375,000	0%
Technology Infrastructure Upgrade	150,000	150,000	0%
Total	\$7,012,421	\$6,952,036	0%

Water & Sewer Projects

Fund 415

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Federal	\$0	\$0	\$0	\$0	0%
State	0	3,000,000	0	0	0%
Local	0	0	0	0	0%
Domestic Haulers	0	0	0	0	0%
Domestic Haulers - Claremont	0	0	0	0	0%
Domestic Haulers - Maiden	0	0	0	0	0%
Capital & Engineering Fees	0	0	0	0	0%
Sewer Capital Fee	0	0	0	0	0%
Interest on Investments	802,975	0	0	0	0%
Proceeds - Installment Purchase	0	0	0	0	0%
Fund Balance	9,041,342	2,291,000	0	0	0%
From Water & Sewer Reserve	0	13,660,000	0	0	0%
From General Fund	0	0	0	0	0%
Total	\$9,844,317	\$18,951,000	\$0	\$0	0%
Expenses					
Advent Crossroads Waterline	\$0	\$0	\$0	\$0	0%
Blackburn-Plateau Water Loop	121,659	3,600,000	0	0	0%
Blackburn Elementary Sewer Extension	0	580,000	0	0	0%
CDBG Infrastructure Water Hookup	11,000	0	0	0	0%
Community Road Water	0	0	0	0	0%
CWB Balls Creek Elementary Sewer	133,679	0	0	0	0%
CWB Bunker Hill Sewer	123,037	0	0	0	0%
Eco Complex and Resource Recovery Facility	244,428	300,000	0	0	0%
EPA Stormwater Phase II	0	25,000	0	0	0%
Feasibility Study	5,820	12,000	0	0	0%
Heatherbrook Subdivision Water	0	325,000	0	0	0%
Hickory Catawba WWTP Expansion	0	4,000,000	0	0	0%
Highway 150 Sewer	0	9,660,000	0	0	0%
Molly's Backbone/Mombo/Long Island	0	0	0	0	0%
Mt. View Elementary Sewer	0	0	0	0	0%
Rocky Ford Rd./Startown Rd. Water	0	0	0	0	0%
SECC Wastewater Improvements	4,704,346	0	0	0	0%
SECC Water Improvements	0	0	0	0	0%
SECC Water Supply Loop	4,265,402	0	0	0	0%
Sludge Composting Project	234,946	350,000	0	0	0%
Stormwater Layers - Flyover	0	99,000	0	0	0%
Total	\$9,844,317	\$18,951,000	\$0	\$0	0%

Budget Highlights

Water & Sewer Projects are now budgeted in Fund 515.

Schools' Capital Projects

Fund 420

	2010/11 Requested	2010/11 Approved	Percent Change
Revenues			
Sales Tax	\$3,201,008	\$3,592,368	12%
State ADM	0	0	0%
Partnership for Children	0	0	0%
Fund Balance Applied	6,065,234	853,454	-86%
From Schools' Constructions	83,654	83,654	0%
From General Fund	(39,062)	0	0%
Total	\$9,310,834	\$4,529,476	-51%

Expenses

Catawba County (in priority order)

Arndt Middle School Technology	\$125,000	\$0	0%
Purchase Property - Foard Area Elementary School	600,000	500,000	-17%
Murray Renovation Planning/Design	20,000	20,000	0%
Banoak Renovation Planning/Design	100,000	0	0%
Foard Area Elementary Planning/Design	130,000	0	0%
Roofing - Bunker Hill	50,000	50,000	0%
Roofing - Bandys High Gym Lobby Area	40,000	40,000	0%
Roofing - Systemwide	50,000	50,000	0%
HVAC Controls System Upgrades	275,000	275,000	0%
Chiller Replacement - Maiden Middle	100,000	100,000	0%
Window Replacement - Startown Elementary	20,000	20,000	0%
Heating System - Sherrills Ford and Lyle Creek	80,000	80,000	0%
Bunker Hill Renovation - Guidance Area	55,000	0	0%
Banoak Stacking Area	50,000	50,000	0%
Balls Creek Stacking Area	50,000	50,000	0%
Jacobs Fork Athletic Field Upgrade	280,000	0	0%
Bleacher Replacement - Bandys	150,000	0	0%
Bleacher Replacement - Foard	380,000	0	0%
Vehicle - Director of Transportation	23,000	0	0%
Electronic Sign - Maiden High	25,000	0	0%
Boiler - Catawba Elementary - convert from electric to oil	100,000	100,000	0%
Expand Central Freezer	150,000	0	0%
Schools' Project Manager	33,092	33,092	0%
Per Capita 17,250 @ \$50.00	866,250	862,500	0%
Total	\$3,752,342	\$2,230,592	-41%

Hickory City (in priority order)

Roofing - Catawba Valley High School	\$430,000	\$430,000	0%
Roofing - Longview Elementary	134,000	134,000	0%
Roofing - Oakwood Elementary	50,000	50,000	0%
Two Activity Buses	165,000	0	0%
Two Maintenance Vehicles	50,000	0	0%
Replace Carpet with Tile - Viewmont, Oakwood, Southwest, Longview	106,325	106,325	0%
Per Capita 4,393 @ \$50.00 less \$50,000 QZAB payment	170,100	169,650	0%
Total	\$1,105,425	\$889,975	-19%

Schools' Capital Projects

Fund 420

	2010/11 Requested	2010/11 Approved	Percent Change
Newton-Conover (in priority order)			
Roofing - 3rd Year	\$320,000	\$320,000	0%
Upgrade Middle School to Elementary School	300,000	300,000	0%
Gas Pack Units - Newton-Conover High	36,000	36,000	0%
Activity Bus	85,000	0	0%
Brick Repair - NCMS Gym	58,500	0	0%
Upgrade Media Centers - NCHS and Shuford	40,000	0	0%
Lighting of Tennis Courts - NCHS	35,000	0	0%
Softball Field Improvements	24,267	24,267	0%
Schools' Project Manager	33,092	33,092	0%
Per Capita 2,911 @ \$50.00	156,708	145,550	-7%
Total	\$1,088,567	\$858,909	-21%
Catawba Valley Community College (in priority order)			
Boiler	\$100,000	\$100,000	0%
Cooling Tower	50,000	50,000	0%
HVAC Unit Replacements	245,000	245,000	0%
Truck with Lift Gate	30,000	0	0%
General Renovations	120,000	105,000	-13%
Gas Packs	100,000	0	0%
Energy Management Upgrade	72,000	0	0%
Lights	60,000	0	0%
Bathroom Renovations	250,000	0	0%
Paving	200,000	0	0%
Phone System Upgrade	115,000	0	0%
Maintenance Truck	22,500	0	0%
Main Entrance Renovations	950,000	0	0%
Courtyard Renovations	200,000	0	0%
Center for Emerging Manufacturing Solutions	800,000	0	0%
Total	\$3,314,500	\$500,000	-85%
To Debt Service (QZABs payment)	\$50,000	\$50,000	0%
GRAND TOTAL	\$9,310,834	\$4,529,476	-51%

Budget Highlights

Hickory Public Schools received 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.

Schools' Construction Fund

Fund 423

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Miscellaneous	\$243,111	\$0	\$0	\$0	0%
COPs Financing	0	0	0	0	0%
Lottery	1,716,696	0	0	0	0%
Proceeds - Installment Purchase	21,656,000	6,375,000	0	0	0%
From General Fund	40,010,010	0	0	0	0%
From Schools' Capital Projects	1,143,428	0	0	0	0%
Fund Balance	(32,053,843)	967,078	0	0	0%
Total	\$32,715,402	\$7,342,078	\$0	\$0	0%
Expenses					
Arndt Middle School	\$0	\$4,250,000	\$0	\$0	0%
Bandys High School	4,036,149	0	0	0	0%
Bunker Hill High School	6,549,286	0	0	0	0%
Catawba Elementary Construction	5,715	0	0	0	0%
County Home Middle	0	600,000	0	0	0%
CVCC Driver Training Facility	19,241	0	0	0	0%
CVCC East Campus Renovations	0	2,125,000	0	0	0%
CVCC Land Acquisition	950,000	0	0	0	0%
CVCC Paving	148,416	367,078	0	0	0%
CVCC Roof Repairs	542,922	0	0	0	0%
CVCC Student Ctr, Bookstore, Student Svcs	147,896	0	0	0	0%
Fred T. Foard High	3,965,557	0	0	0	0%
Future Debt	0	0	(322,792)	(322,792)	0%
Hickory High - Phase 1	5,416,669	0	0	0	0%
Multi-Use Driver Training Facility	0	0	0	0	0%
New Middle School	3,218	0	0	0	0%
Newton-Conover High Renovations	2,284,911	0	(83,654)	(83,654)	0%
Snow Creek Elementary	6,673,898	0	0	0	0%
St. Stephens High Renovations	613,884	0	0	0	0%
To General Fund - Debt Service	79,257	0	322,792	322,792	0%
To Schools' Capital	1,247,838	0	83,654	83,654	0%
Webb Murray Elementary	30,545	0	0	0	0%
Total	\$32,715,402	\$7,342,078	\$0	\$0	0%

School Bond Fund - 1997 Series

Fund 427

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
Investment Earnings	\$3,555	\$0	\$0	\$0	0%
Sale of Bonds	0	0	0	0	0%
From Schools' Capital Projects	0	0	0	0	0%
Fund Balance	21,730	0	0	0	0%
General Fund	0	0	0	0	0%
Total	\$25,285	\$0	\$0	\$0	0%
Expenses					
<i>Hickory City</i>					
College Park Renovations	8,653	0	0	0	0%
Renovate Auto Mechanics Classroom	0	0	0	0	0%
Technology	16,632	0	0	0	0%
Total	\$25,285	\$0	\$0	\$0	0%
To Schools' Capital Projects	\$0	\$0	\$0	\$0	0%
Grand Total	\$25,285	\$0	\$0	\$0	0%

Hospital Construction Fund

Fund 430

	2007/08 Actual	2008/09 Current	2009/10 Requested	2009/10 Approved	Percent Change
Revenues					
Interest on Investments	\$898	\$0	\$0	\$0	0%
From Hospital Reserve	0	0	0	0	0%
Fund Balance Applied	(898)	0	0	0	0%
Total	\$0	\$0	\$0	\$0	0%
Expenses					
Hospital Construction	\$0	\$0	\$0	\$0	0%
Total	\$0	\$0	\$0	\$0	0%

Budget Highlights

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

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

WATER AND SEWER ADMINISTRATION

Statement of Purpose

Provide a source of clean drinking water and environmentally responsible sewage disposal in the unincorporated areas of the county.

Outcomes

1. 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.

Water and Sewer Fund

Fund: 515

	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
State	\$63,351	\$1,000,000	\$600,000	\$600,000	-40%
Local	0	23,859	0	0	0%
Charges & Fees	1,517,613	1,140,560	578,852	578,852	-49%
Miscellaneous	302,844	0	0	0	0%
Fund Balance	(5,025,479)	0	0	0	0%
From General Fund	3,940,143	3,700,000	3,650,147	3,561,973	-4%
Total	\$735,121	\$5,864,419	\$4,828,999	\$4,740,825	-19%
Expenses					
Personal Services	\$50,030	\$47,964	\$76,343	\$76,743	60%
Supplies & Operations	59,010	69,321	115,659	215,659	211%
Debt Service	520,406	520,410	595,410	595,410	14%
Sludge Composting	0	0	350,000	350,000	0%
EPS Stormwater Phase II	0	0	25,000	25,000	0%
Eco Complex Utilities	0	0	75,000	75,000	0%
Highway 16 North Water	0	0	370,000	370,000	0%
Lyle Creek Sewer Outfall	0	0	50,000	0	0%
Regional Bio-Solids	0	0	300,000	300,000	0%
Southwest Water Loop	0	0	50,000	0	0%
Highway 150 Sewer II & III	0	0	1,205,000	1,205,000	0%
Future Projects	169,026	5,226,724	1,616,587	1,528,013	-71%
Total	\$798,472	\$5,864,419	\$4,828,999	\$4,740,825	-19%
Employees					
Permanent	0.50	0.50	1.00	1.00	100%
Hourly	0.00	0.00	0.00	0.00	0%
Total	0.50	0.50	1.00	1.00	100%

Budget Highlights

As the County continues to grow, so does the demand for clean drinking water and sewer. The County currently has approximately \$50 million in water and sewer projects proposed or requested by citizens and cities. To help address these needs, \$1.45 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.

Performance Measurement

Fiscal Year 2010/11

Outcomes for Fiscal Year 2010/11 will focus on the efficient management of the Water and Sewer Fund. Staff will remain abreast of water and sewer needs of the municipalities of the County and provide for the continued economic development assistance and environmental protection that water and sewer infrastructure offers through several projects.

Fiscal Year 2009/10

At midyear, Water and Sewer had achieved the following:

- The ASU Biodiesel Research Facility bid for construction was awarded and the facility is under construction.
- The property for the pump station was acquired for the Bunker Hill, Riverbend, and Oxford Schools wastewater project.
- The development and design were completed for the SECC Wastewater Northern portion of the project and construction has begun. The Utility Bridge crossing is the remaining division of work to be constructed and it has been awarded for construction. The development and design of the Highway 150 portion is nearing completion with bidding tentatively scheduled for April 2010.
- The Propst Crossroads area project, Blackburn-Plateau Water Loop, design was completed and the bid for construction has been awarded.

Fiscal Year 2008/09

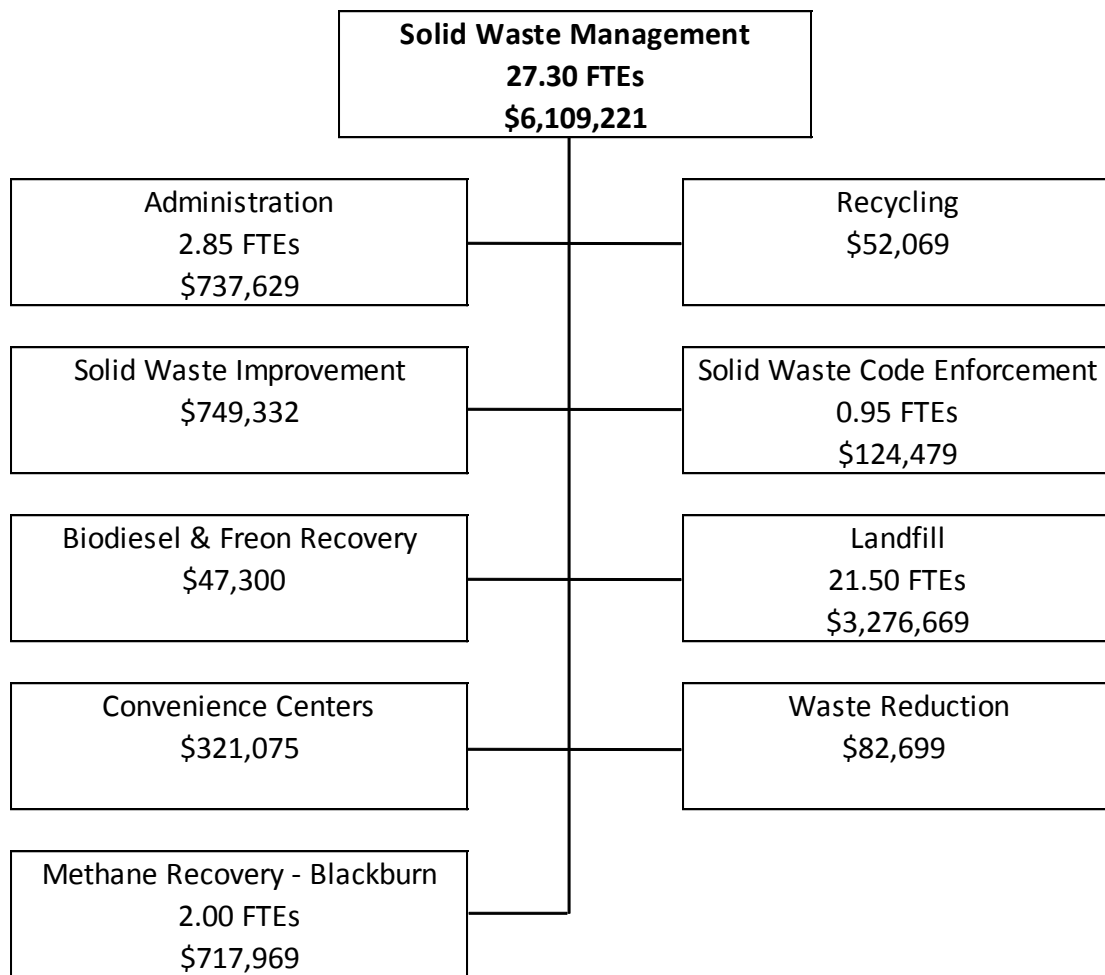
During Fiscal Year 2008/09, Water and Sewer staff accomplished the following:

- A new partnership was initiated with University of North Carolina, Charlotte, for future research on algae, biomass ethanol from wood waste, and syngas research.
- The design of the Bunker Hill, Riverbend, and Oxford Schools sewer project was completed and easement acquisition began.
- The design of the Southern section (Highway 150) of this project was completed.



SM

Catawba County Government



Solid Waste Management

	Summary				
	2008/09 Actual	2009/10 Current	2010/11 Requested	2010/11 Approved	Percent Change
Revenues					
State	\$81,638	\$80,000	\$80,000	\$80,000	0%
Taxes	255,732	260,814	260,814	260,814	0%
Interest on Investments	594,583	0	0	0	0%
Charges & Fees	5,862,931	5,783,879	5,663,507	5,663,507	-2%
Miscellaneous	60,082	66,200	104,900	104,900	58%
From General Fund	98	0	0	0	0%
Fund Balance	0	0	0	0	0%
Solid Waste Fund	(1,365,876)	0	0	0	0%
Total	\$5,489,188	\$6,190,893	\$6,109,221	\$6,109,221	-1%
Expenses					
Personal Services	\$1,468,119	\$1,484,851	\$1,536,465	\$1,518,153	2%
Supplies & Operations	2,997,580	3,306,685	3,294,608	3,294,608	0%
Methane Reserve	0	0	0	0	0%
Closure/Post Closure Reserve	(1,622,855)	300,000	0	0	0%
Other Structures/Improvements	2,452,594	370,000	450,000	450,000	22%
Capital	193,750	300,000	590,000	590,000	97%
Solid Waste Fund	0	429,357	238,148	256,460	-40%
Total	\$5,489,188	\$6,190,893	\$6,109,221	\$6,109,221	-1%
Expenses by Division					
Administration	\$445,046	\$897,964	\$747,009	\$767,639	-15%
Recycling	44,887	53,099	52,069	52,069	-2%
Solid Waste Improvement	1,080,468	924,332	749,332	749,332	-19%
Code Enforcement	63,267	132,573	124,099	125,049	-6%
Biodisel & Freon Recovery	0	0	47,300	47,300	0%
Landfill	2,778,587	3,108,505	3,268,469	3,246,089	4%
Convenience Centers	329,593	318,565	321,075	321,075	1%
Waste Reduction & Education	72,286	82,719	82,699	82,699	0%
Methane Recovery	675,054	673,136	717,169	717,969	7%
Total	\$5,489,188	\$6,190,893	\$6,109,221	\$6,109,221	-1%
Employees					
Permanent	27.80	27.80	27.30	27.30	-2%
Hourly	0.63	0.66	0.63	0.63	-5%
Total	28.43	28.46	27.93	27.93	-2%

Budget Highlights

The Solid Waste Management budget is approximately \$80,000 less than Fiscal Year 2009/10. Solid Waste disposal and recycled tonnages are affected by the economic conditions. Municipal solid waste, construction and demolition waste, and recycling have all experienced declines. Comparing the primary tonnages from Fiscal Year 2007/08 to Fiscal Year 2008/09, all three have experienced tonnage decreases that range from 9 percent to 15 percent. In Fiscal Year 2009/10,

decreases have continued for municipal solid waste tonnage and construction and demolition tonnage, although recycled tons have increased through the second quarter compared to the same period in Fiscal Year 2008/09. Despite the economic downturn's impact on solid waste tonnages, the Methane Gas-to-Energy Facility continues to generate revenue that stays within the fund and helps to maintain low landfill tipping fees. The facility currently operates three engine/generator sets that have the capacity to generate approximately one Megawatt each of electricity per hour, which is sold to Duke Energy. The engines burn the methane gas that is naturally produced in the landfill, generating enough electricity to power approximately 1,400 average sized homes and eliminate 120,000 metric tons of CO₂ annually.

Performance Measurement

Fiscal Year 2010/11

Outcomes for Solid Waste continue to focus on the efficient and effective operation of the Blackburn Landfill. Efforts to reduce waste and increase recycling through public education and innovative efforts such as the EcoComplex & Regional Biosolids Processing Facility remain at the forefront. In particular, a new program will be created to streamline and manage all materials that are banned from landfill disposal.

Fiscal Year 2009/10

At midyear, Solid Waste accomplished the following:

- Educational opportunities were delivered on waste reduction and recycling, including:
 - Nineteen Landfill tours were given to the general public, students and teachers, mini-course participants, Chamber of Commerce, and reporters from WBTV since July 2009.
 - Forty-six presentations were given to the general public, students and teachers, mini-course participants, Chamber of Commerce, Utilities and Engineering employee orientation, civic organizations, local businesses, Department of Agriculture, and other local governments surrounding Catawba County.
- An additional 4,894 people have been reached through educational public relations such as Claremont Day, Riverfest, Catawba County Family Day, and the Fall Household Hazardous Waste and Electronics collection day.
- The fall Household Hazardous Waste and Electronics Waste Collection held November 7, 2009, in cooperation with the City of Hickory at LP Frans Stadium. The event was the most successful to date with 723 vehicles passing through the drive-up collection representing 1,059 households.

Fiscal Year 2008/09

During Fiscal Year 2008/09, Solid Waste was able to operate the methane-to-energy engine/generator sets at Blackburn Landfill at 95 percent "engine up time," exceeding the 87 percent target established by the Board of Commissioners. Administration was also able to initiate a new partnership with the University of North Carolina-Charlotte for future research on algae, biomass ethanol from wood waste, and syngas research.

The Household Hazardous and Electronics Waste bi-annual collection events in May and November were successful initiatives. The fall collection was held November 1, 2008, cooperatively with the City of Hickory at the LP Frans Stadium. 479 vehicles passed through the drive-up collection representing 1,126 households. The spring collection was held May 2, 2009, at the Government Center in Newton and 675 vehicles passed through the drive-up collection representing 941 households.

Thirty-eight Landfill tours and 82 presentations were given to the general public, students and teachers and other groups. During Fiscal Year 2008/09, 1,369 people received environmental education through landfill tours and presentations. An additional 4,729 people were reached through educational public relations such as Claremont Day, Riverfest, Catawba County Family Day, Earth Day/Arbor Day Event, Earth Day Banquet for the Schools, SERDC and CRA Conferences, and the Bi-annual Household Hazardous Waste and Electronics collection day.

SOLID WASTE MANAGEMENT ADMINISTRATION

Statement of Purpose

To provide solid waste collection, processing, disposal, and recycling services to meet the needs of residents and businesses and to protect the health and welfare of the people and the environment. To collect fees for solid waste services sufficient to pay for all the costs of solid waste management activities and assure that each segment of solid waste service users pay equitable fees.

Outcomes

1. Manage and develop public-private partnerships and funding in conjunction with the development of the EcoComplex and Resource Recovery Facility as established by Board of Commissioner goals for Fiscal Years 2009/10 and 2010/11. The continued developed 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 percent "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 solid waste collection and disposal services to County citizens, 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 EcoComplex tours as measured by tracking logs.
 - b. Providing presentations to area school students, civic groups and organizations as requested as measured by tracking logs.
 - c. Coordinating the presentation of the play "Queen of Green", in association with the Green Room Community Theatre, to the elementary students enrolled in the three school systems as measured by tracking logs.
2. Promote and offer Household Hazardous (HHW) and Electronics Waste (E-Waste) bi-annual collection events in May and November. These collections provide a safe environmentally friendly means of disposal, which promotes the safety of our groundwater. Measure and report the total number of participants and amounts of waste diverted from the Landfill from each event to the Board of Commissioners.
3. Create new program to streamline and manage all materials that are banned from landfill disposal. North Carolina State mandated banned materials are:

ABC beverage containers
Aluminum cans
Antifreeze
Computer equipment
Lead acid batteries
Oyster shells
Recyclable plastic bottles
Televisions
Used motor oil and filters
White goods (appliances)
Whole scrap tires
Wooden pallets
Yard trash

4. Develop public-private partnerships in conjunction with the development of the EcoComplex and Resource Recovery Facility as established by Board of Commissioners goals.

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 percent “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. Participate in six hours of training in customer service-related issues such as communication, skill building and tact, diffusion of adversarial situations, and problem resolution.
3. 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. For Fiscal Year 2009/10, Blackburn Landfill estimated closure/post closure cost is \$14,244,026 and Construction and Demolition Landfill is \$2,199,881, totaling \$16,443,907.



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.

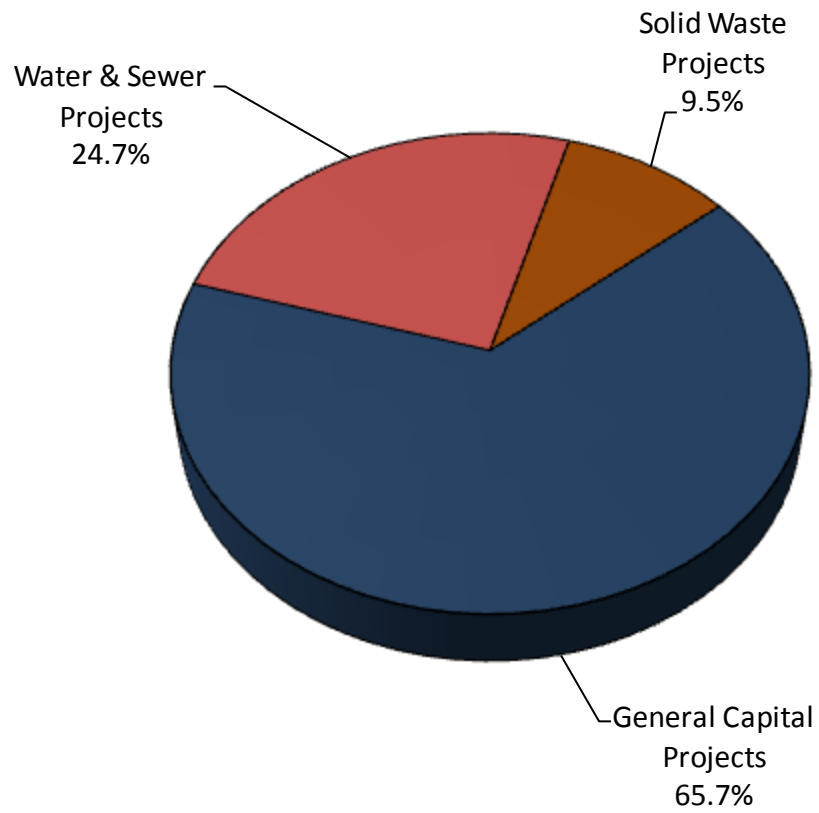
Capital Projects Fund accounts for financial resources to be used for the acquisition or construction of major capital facilities and include the following:

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

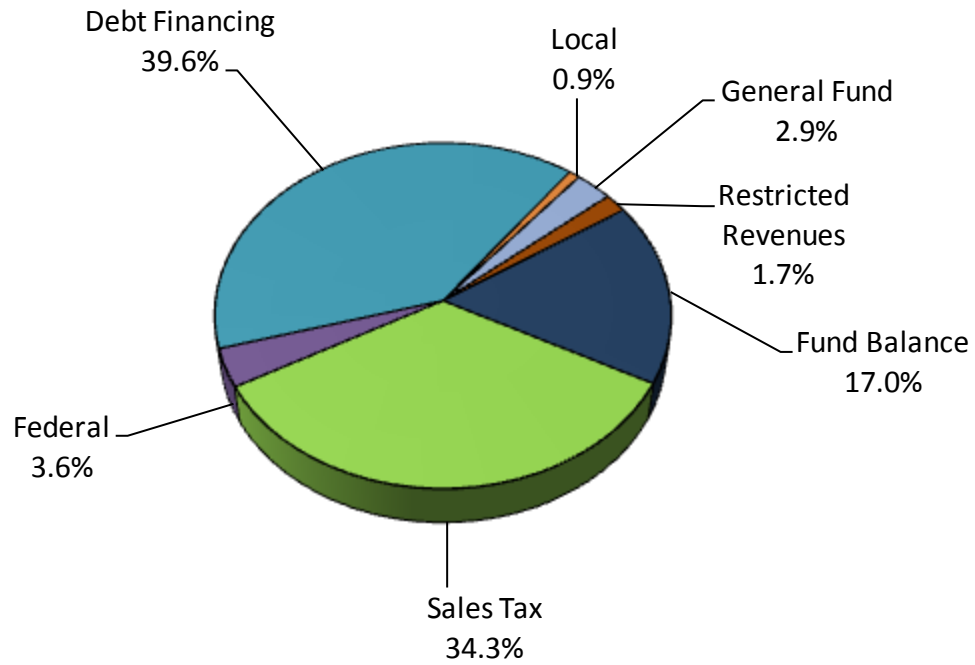
Water & Sewer Construction Fund - to account for the financing and construction of all major water and sewer capital projects in the unincorporated sections of the County.

Solid Waste Fund – to account for the financing and construction of all major capital projects for Solid Waste Management.

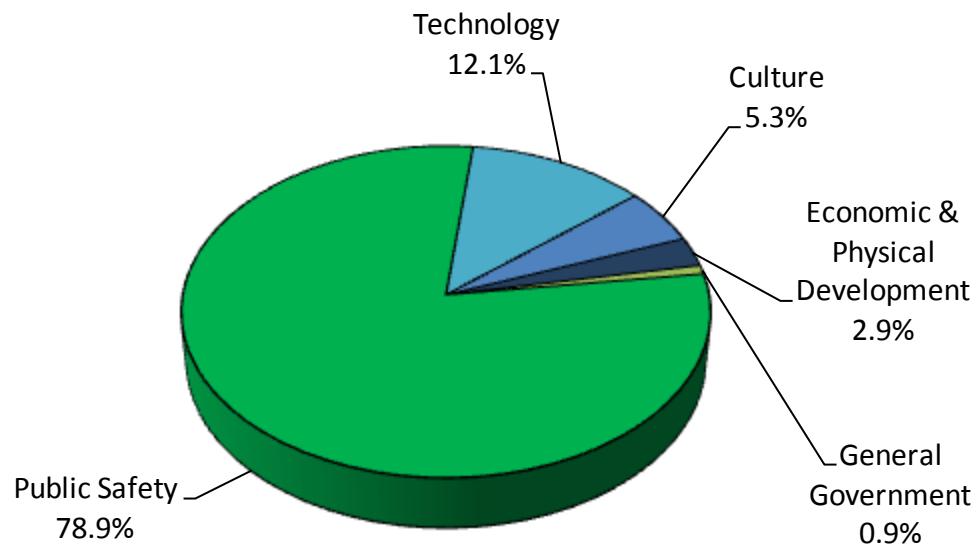
Capital Projects Expenditure Summary Fiscal Year 2010/11



Capital Projects' Funding Summary Fiscal Year 2010/11



Expenditure by Service Area Fiscal Year 2010/11



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

Fiscal 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
	\$30,160,000	\$4,000,525	\$34,160,525

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 2010/11 through 2017/18

Project Budget	Prior Funding	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriations										
<i>Facilities</i>										
Animal Shelter - Renovations	400,000	2,750,000	0	0	0	0	1,000,000	0	0	4,150,000
Bandys Area Facility Addition for EMS	237,506	84,014	0	0	0	0	0	0	0	321,520
Conover Fire Station # 2 Addition for EMS	0	0	0	230,000	0	0	0	0	0	230,000
General Renovations	59,964	59,964	59,964	59,964	0	0	0	0	0	239,856
Hickory EMS Base	0	0	0	0	450,000	0	0	0	0	450,000
Hickory Fuel Depot	0	0	0	150,000	0	0	0	0	0	150,000
Hickory Rescue Base 2 Addition for EMS	0	0	230,000	0	0	0	0	0	0	230,000
Hickory Rescue Squad Project	1,300,000	0	0	0	0	0	0	0	0	1,300,000
Jail Addition	550,000	250,000	250,000	250,000	250,000	4,650,000	0	0	0	6,200,000
Justice Center/Court Expansion	25,542,707	1,990,580	0	0	0	0	0	0	0	27,533,287
Parks	450,000	0	580,000	850,000	300,000	0	550,000	0	0	2,730,000
Public Safety Center	7,202,559	395,854	0	0	0	0	0	0	0	7,598,413
Sherrills Ford Library	1,125,000	375,000	0	0	0	0	0	0	0	1,500,000
Sherrills Ford Fire Department Renovations for EMS	0	0	0	0	0	0	318,000	0	0	318,000
<i>General</i>										
Contingency	Ongoing	0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	350,000
<i>Economic & Physical Development</i>										
Multi-Jurisdictional Park	0	200,000	0	0	0	0	0	0	0	200,000
<i>Technology</i>										
E-911 Telephone Upgrade	0	0	0	700,000	0	0	0	0	0	700,000
Fire House Software	0	0	0	0	300,000	0	0	0	0	300,000
Library System	0	0	0	0	0	0	250,000	0	0	250,000
Microsoft Licensing (set aside)	Ongoing	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,600,000
Mobile Workforce	Ongoing	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	400,000
Orthophoto Upgrade	0	0	0	135,000	0	0	0	145,000	0	280,000
PeopleSoft Replacement	0	50,000	50,000	0	500,000	500,000	0	0	0	1,100,000
Permitting Software/Hardware	0	0	0	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Pictometry Photos	0	0	0	105,000	0	0	0	115,000	0	220,000
Public Health Billing Sotware	0	110,000	0	0	0	0	0	0	0	110,000
Quantar Base Station Upgrade	0	0	150,000	0	0	0	0	0	0	150,000
SAN Virtual Server (set aside)	0	0	125,000	125,000	125,000	125,000	125,000	125,000	125,000	875,000
Tax System	215,000	0	175,000	0	0	0	0	0	0	390,000
Technology Infrastructure Upgrades (set aside)	Ongoing	150,000	150,000	200,000	200,000	200,000	200,000	200,000	200,000	1,500,000
800 MHz Radios	502,752	286,624	0	0	0	0	0	0	0	789,376
	37,585,488	6,952,036	2,069,964	3,204,964	2,525,000	5,875,000	2,843,000	985,000	725,000	62,765,452
Revenue/Funding Source										
CVBH Rent	82,500	0	0	0	0	0	0	0	0	82,500
Debt Financing	23,612,500	2,750,000	0	0	0	4,650,000	1,000,000	0	0	32,012,500
E-911 Fund	2,282,752	0	0	802,465	0	0	0	108,750	0	3,193,967
Federal Bed Rental	400,000	250,000	250,000	250,000	250,000	0	0	0	0	1,400,000
GCC 800 MHz Grant	0	121,624	0	0	0	0	0	0	0	121,624
General Capital Fund Balance	2,907,453	1,184,014	1,195,000	430,000	350,000	50,000	50,000	50,000	50,000	6,266,467
General Fund	1,382,553	200,000	275,000	1,103,750	1,475,000	1,175,000	1,518,000	761,250	675,000	8,565,553
General Fund (Mental Health Indirect Cost)	195,000	0	0	0	0	0	0	0	0	195,000
LifeSkills Rent	59,964	59,964	59,964	59,964	0	0	0	0	0	239,856
Local Bed Rental	150,000	0	0	0	0	0	0	0	0	150,000
Municipalities	Every 4 Years	0	0	58,785	0	0	0	65,000	0	123,785
North Carolina DOT Grant	0	0	0	0	50,000	0	0	0	0	50,000
Proceeds from 1/4 cent sales tax	6,512,766	2,386,434	0	0	0	0	0	0	0	8,899,200
Sale of Base	0	0	0	0	250,000	0	0	0	0	250,000
Parks and Recreation Trust Fund (PARTF)	0	0	290,000	500,000	0	0	275,000	0	0	1,065,000
Carolina Thread Trail (CTT)	0	0	0	0	150,000	0	0	0	0	150,000
	37,585,488.00	6,952,036	2,069,964	3,204,964	2,525,000	5,875,000	2,843,000	985,000	725,000	62,765,452

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2010/11 through 2017/18

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

Project Budget	Prior Funding	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	502,752	286,624	0	0	0	0	0	0	0	789,376
	502,752	286,624	0	0	0	0	0	0	0	789,376
Revenue/Funding Source										
E-911 Fund	282,752	0	0	0	0	0	0	0	0	282,752
CVBH Rent	82,500	0	0	0	0	0	0	0	0	82,500
GCC 800 MHz Grant	0	121,624	0	0	0	0	0	0	0	121,624
General Capital Fund Balance	137,500	165,000	0	0	0	0	0	0	0	302,500
	502,752	286,624	0	0	0	0	0	0	0	506,624

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 4 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.

General Capital Projects
Fiscal Years 2010/11 through 2017/18

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

Project Budget	Prior Funding	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	400,000	2,750,000	0	0	0	0	1,000,000	0	0	4,150,000
	400,000	2,750,000	0	0	0	0	1,000,000	0	0	4,150,000
Revenue/Funding Source										
General Fund	0	0	0	0	0	0	0	0	0	0
General Capital Fund Balance	400,000	0	0	0	0	0	0	0	0	400,000
Debt Financing	0	2,750,000	0	0	0	0	1,000,000	0	0	3,750,000
	400,000	2,750,000	0	0	0	0	1,000,000	0	0	4,150,000

Project Description/Justification

The current Animal Service facility was built in 1985 and was designed to house 78 animals. On an average day, the shelter now houses approximately 200 animals, creating an unsafe environment for animals and staff. Due to the overcrowding problems, many animals must be euthanized that may have otherwise been placed for adoption, the shelter is battling disease outbreaks, and dog fights have occurred between dogs being surrendered and those being adopted. The current facility does not meet the standard regulations for an animal services facility. The shelter is now treating and caring for animals which it is 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, which 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, making the environment extremely cramped, not only for staff, but for customers coming into the shelter as well. Additionally, there is no space for officers to meet with citizens in a private area. This project will be completed in two phases with the first phase increasing animal holding times to 5-7 days and the second phase increasing them to 10 days.

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. One additional position is anticipated starting in Fiscal Year 2011/12 as a result of the expansion with salary and benefits of roughly \$33,000. Debt service payment of roughly \$275,000 per year anticipated starting Fiscal Year 2011/12 with an additional \$100,000 per year starting in Fiscal Year 2016/17.

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2010/11 through 2017/18

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

Project Budget	Prior Funding	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	237,506	84,014	0	0	0	0	0	0	0	321,520
	237,506	84,014	0	0	0	0	0	0	0	321,520
Revenue/Funding Source										
General Capital Fund Balance	237,506	84,014	0	0	0	0	0	0	0	321,520
	237,506	84,014	0	0	0	0	0	0	0	321,520

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 \$200 per square foot plus 10% of total construction cost for architect fees and \$10,000 for surveying, soil testing, and construction material testing.

Building operating costs for the facility are anticipated to be roughly \$7,500 beginning in Fiscal Year 2011/12. A new ambulance unit will be stationed in this addition to be phased in over at least three years with a truck (\$150,000) and two FTEs (\$100,626) planned in Fiscal Year 2011/12, two FTEs in Fiscal Year 2012/13 (\$103,645), and four FTEs (\$213,508) in Fiscal Year 2013/14.

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2010/11 through 2017/18

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

Project Budget	Prior Funding	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	0	230,000	0	0	0	0	0	230,000
	0	0	0	230,000	0	0	0	0	0	230,000
Revenue/Funding Source										
General Capital Fund Balance	0	0	0	230,000	0	0	0	0	0	230,000
	0	0	0	230,000	0	0	0	0	0	230,000

Project Description/Justification

The Conover area of the County is in need of additional EMS coverage because of an increase in call volume, population, and traffic density. These factors all affect the response time criteria of 8 minutes, set by the Board of Commissioners. Funds are allocated to build a 1,000 square foot addition 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 2010/11 through 2017/18

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

Project Budget	Prior Funding	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	Ongoing	0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	250,000
	0	0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	250,000
Revenue/Funding Source										
General Capital Fund Balance	Ongoing	0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	250,000
	0	0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	250,000

Project Description/Justification

Catawba County does not budget contingency in each individual project, but uses one amount to cover any unexpected costs.

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2010/11 through 2017/18

Project Name E-911 Telephone Upgrade
Project Service Area Public Safety
Project Department Communications Center

Project Budget	Prior Funding	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	0	700,000	0	0	0	0	0	700,000
	0	0	0	700,000	0	0	0	0	0	700,000
Revenue/Funding Source										
E-911 Fund	0	0	0	700,000	0	0	0	0	0	700,000
	0	0	0	700,000	0	0	0	0	0	700,000

Project Description/Justification

The new E-911 phone system will be implemented by the end of Fiscal Year 2007/08. Being faced with new technology such as Voice Over Internet (VOIP), Text Messaging, Video Data to Public Safety personnel, we will need to re-visit and move forward with the newer technology by Fiscal Year 2012/13.

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 2010/11 through 2017/18

Project Name Emergency Services Management System
Project Service Area Public Safety
Project Department Emergency Services

Project Budget	Prior Funding	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	0	0	300,000	0	0	0	0	300,000
	0	0	0	0	300,000	0	0	0	0	300,000
Revenue/Funding Source										
General Capital Fund Balance	0	0	0	0	300,000	0	0	0	0	300,000
	0	0	0	0	300,000	0	0	0	0	300,000

Project Description/Justification

Emergency Services (ES) oversees the activity of 19 fire and rescue stations throughout Catawba County and is responsible for reporting the information to state and federal agencies. In 2008, there were over 18,400 calls for fire and/or rescue services. Each station records data related to the calls they respond to and then forwards the information to the County Fire and Rescue manager each month. Currently, there are 5 different systems used to collect related information. Sorting, importing and compiling the data from 19 agencies and 5 internal agencies takes many hours of preparation per month. The proposed system would replace all of these with a single point of entry providing a web-based, consolidated repository for the related data. The margin of error would be reduced because call information would be transferred directly from the 911 CAD system if the call originated via 911. Response times and other statistical analysis would be much more reliable coming from a single data source rather than more than 20 different systems. Additionally, this new system would allow us to better track our ability to provide critical services to the citizens, through identification of both positive and negative trends in response capabilities. This is a feature that is currently not available with some of the systems that are now in place. In the area of Fire Investigations, the current system does not adequately catalog data. Due to the critical nature of this information and the potential of it being used in court, it is imperative that this information is maintained accurately. The new system will provide a database that allows investigators to identify commonalities between suspicious fires and offer the ability to maintain a suspect database. Additionally, it will automatically tie the Fire Department report based on CAD number to the investigation report which will consolidate all data pertaining to a specific incident into one location.

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2010/11 through 2017/18

Project Name General Renovations (GC3)
Project Service Area General Capital
Project Department General Capital

Project Budget	Prior Funding	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	59,964	59,964	59,964	59,964	0	0	0	0	0	239,856
	59,964	59,964	59,964	59,964	0	0	0	0	0	239,856
Revenue/Funding Source										
LifeSkills Rent	59,964	59,964	59,964	59,964	0	0	0	0	0	239,856
	59,964	59,964	59,964	59,964	0	0	0	0	0	239,856

Project Description/Justification

A portion of the rent received for the LifeSkills building is reserved for future maintenance needs for general county buildings.

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2010/11 through 2017/18

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

Project Budget	Prior Funding	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	0	0	450,000	0	0	0	0	450,000
	0	0	0	0	450,000	0	0	0	0	450,000
Revenue/Funding Source										
General Capital	0	0	0	0	200,000	0	0	0	0	200,000
Sale of Base	0	0	0	0	250,000	0	0	0	0	250,000
	0	0	0	0	450,000	0	0	0	0	450,000

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 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 2010/11 through 2017/18

Project Name	Hickory Fuel Depot									
Project Service Area	Public Safety									
Project Department	Emergency Services									
Project Budget	Prior Year	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	0	150,000	0	0	0	0	0	150,000
	0	0	0	150,000	0	0	0	0	0	150,000
Revenue/Funding Source										
General Capital Fund Balance	0	0	0	150,000	0	0	0	0	0	150,000
	0	0	0	150,000	0	0	0	0	0	150,000
Project Description/Justification										

Currently, the county operates two diesel fuel sites – Facility Maintenance in Newton and Hickory EMS Base in Hickory. In the future, Hickory EMS Base will be closed and sold, which will result in the loss of the fuel site. This means county vehicles (ambulances) will have to drive from Hickory to Newton to obtain fuel. This will result in wasted fuel (driving between Newton and Hickory) as well EMS units having to leave their response areas more frequently which results in increased response time. Hickory Fire Department faces a similar situation with their vehicle having to travel to the north side of the city to get fuel. Hickory Fire and EMS are proposing a joint fuel depot to be located at Hickory Fire Station 7. This site is easily accessible to the Propst, Mt. View, Hickory, and St. Stephens EMS crews as well as other crews that are leaving from Frye Regional Medical Center.

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2010/11 through 2017/18

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

Project Budget	Prior Funding	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	230,000	0	0	0	0	0	0	230,000
	0	0	230,000	0	0	0	0	0	0	230,000
Revenue/Funding Source										
General Capital Fund Balance	0	0	230,000	0	0	0	0	0	0	230,000
	0	0	230,000	0	0	0	0	0	0	230,000

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 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 1000 square feet which would include bay space (500 sq. ft.), dayroom (300 sq. ft.), medical supply room (100 sq. ft.), and office (100 sq. ft.) at a projected cost of \$200 per square foot.

Building operating costs are anticipated to be roughly \$7,000 beginning in Fiscal Year 2013/14. Two FTEs (\$103,645) planned in Fiscal Year 2012/13, which will require an ambulance and the associated equipment (\$150,000) since it is a new crew. Two FTEs are planned in Fiscal Year 2013/14 (\$110,584) along with four FTEs (\$225,091) in Fiscal Year 2014/15.

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2010/11 through 2017/18

Project Name Hickory Rescue Squad Project (12024)
Project Service Area Public Safety
Project Department Emergency Services

Project Budget	Prior Funding	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	1,300,000	0	0	0	0	0	0	0	0	1,300,000
	1,300,000	0	0	0	0	0	0	0	0	1,300,000
Revenue/Funding Source										
General Fund	332,553	0	0	0	0	0	0	0	0	332,553
General Capital Fund Balance	967,447	0	0	0	0	0	0	0	0	967,447
	1,300,000	0	0	0	0	0	0	0	0	967,447

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 2010/11 through 2017/18

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

Project Budget	Prior Funding	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	550,000	250,000	250,000	250,000	250,000	4,650,000	0	0	0	6,200,000
	550,000	250,000	250,000	250,000	250,000	4,650,000	0	0	0	6,200,000
Revenue/Funding Source										
Debt Financing	0	0	0	0	0	4,650,000	0	0	0	4,650,000
Federal Bed Rental	400,000	250,000	250,000	250,000	250,000	0	0	0	0	1,400,000
Local Bed Rental	150,000	0	0	0	0	0	0	0	0	150,000
	550,000	250,000	250,000	250,000	250,000	4,650,000	0	0	0	6,200,000

Project Description/Justification

Based on 195 average daily population when the new jail expansion opened and an average of 5% annual growth, we could reach capacity by Fiscal Year 2013/14. Construction of a 128-bed expansion is planned in Fiscal Year 2014/15 with the facility opened to inmates in Fiscal Year 2015/16. \$150,000 was included in Fiscal Year 2007/08 for a total project cost of \$6,200,000.

Operating costs are anticipated to increase roughly \$1.5 million per year in Fiscal Year 2017/18 plus debt payments of roughly \$505,000 are anticipated in Fiscal Year 2015/16.

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2010/11 through 2017/18

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

Project Budget	Prior Funding	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	25,542,707	1,990,580	0	0	0	0	0	0	0	27,533,287
	25,542,707	1,990,580	0	0	0	0	0	0	0	27,533,287
Revenue/Funding Source										
1/4 cent sales tax	5,542,707	1,990,580	0	0	0	0	0	0	0	7,533,287
Debt Financing	20,000,000	0	0	0	0	0	0	0	0	20,000,000
General Capital Fund Balance	0	0	0	0	0	0	0	0	0	0
	25,542,707	1,990,580	0	0	0	0	0	0	0	27,533,287

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. Debt service payments of \$2.2 million are anticipated beginning in Fiscal Year 2011/12 funded by dedicated revenue from the 1/4 cent sales tax approved by voters in November 2007.

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2010/11 through 2017/18

Project Name Library Management System
Project Service Area Culture
Project Department Library

Project Budget	Prior Funding	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	0	0	0	0	250,000	0	0	250,000
	0	0	0	0	0	0	250,000	0	0	250,000
Revenue/Funding Source										
General Fund	0	0	0	0	0	0	250,000	0	0	250,000
General Capital Fund Balance	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	250,000	0	0	250,000

Project Description/Justification

The Library needs to enhance and update services provided to patrons through the County's website to provide excellent library service. Improvements have been made in library software used to manage and provide access to electronic content. Newer technology allows patrons to use relevant-ranked search results and end-user rating or "tagging." Catawba County Library is planning for acquisition of up-to-date technology so that library materials continue to be easily accessible to library users. Newer technology would improve management of patron requests for materials.

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2010/11 through 2017/18

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

Project Budget	Prior Funding	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	Ongoing	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,600,000
	0	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,600,000
<hr/>										
Revenue/Funding Source										
General Fund	0	0	0	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
General Capital Fund Balance	Ongoing	200,000	200,000	0	0	0	0	0	0	400,000
	0	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,600,000

Project Description/Justification

The County must purchase Microsoft software licenses in order to use the software. The Information Technology Center has developed a long-term plan to keep the County in compliance. Microsoft products include operating systems, security systems, e-mail management, database management, and desktop publishing. This will be a recurring cost.

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 2010/11 through 2017/18

Project Name Mobile Workforce (11027)
Project Service Area Economic & Physical Development
Project Department Technology

Project Budget	Prior Funding	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	Ongoing	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	400,000
	0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	400,000
Revenue/Funding Source										
General Fund	0	0	0	50,000	50,000	50,000	50,000	50,000	50,000	300,000
General Capital Fund Balance	Ongoing	50,000	50,000	0	0	0	0	0	0	100,000
	0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000

Project Description/Justification

Many duties performed by County employees require them to be away from an office environment. Keeping them in the field more hours reduces cost and provides better service for the public. Mobile workers are defined as those who perform their duties in the field on a regular basis. To date, funding for this project has enabled a mobile workforce in areas such as Environmental Health, EMS, Sheriff, Building Inspections, School Nurses, Home Health nurses and Animal Control. We will continue to enhance the capabilities in Emergency Services and Sheriff with GPS and Vision Mobile using current project funds.

Future funds will allow us to expand in other areas such as Maintenance, Tax Appraisal, Code Enforcement, and Fire 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 2010/11 through 2017/18

Project Name Multi-Jurisdictional Park (GC3)
Project Service Area Economic & Physical Development
Project Department Technology

Project Budget	Prior Funding	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	200,000	0	0	0	0	0	0	0	200,000
	0	200,000	0	0	0	0	0	0	0	200,000
Revenue/Funding Source										
General Fund	0	200,000	0	0	0	0	0	0	0	200,000
	0	200,000	0	0	0	0	0	0	0	200,000

Project Description/Justification

The Multi-Jurisdictional Park is designed to be a joint venture between Catawba County and its municipalities, focusing on server farms.

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2010/11 through 2017/18

Project Name Orthophoto Upgrade
Project Service Area Economic & Physical Development
Project Department Technology

Project Budget	Prior Funding	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	Every 4 years	0	0	135,000	0	0	0	145,000	0	280,000
	0	0	0	135,000	0	0	0	145,000	0	280,000
Revenue/Funding Source										
E-911 Fund	Every 4 years	0	0	102,465	0	0	0	108,750	0	211,215
Municipalities	Every 4 years	0	0	32,535	0	0	0	36,250	0	68,785
	0	0	0	135,000	0	0	0	145,000	0	280,000

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 2010/11 through 2017/18

Project Name Parks (18020)
Project Service Area Economic & Physical Development
Project Department Planning, Parks, & Development

Project Budget	Prior Year	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	450,000	0	580,000	850,000	300,000	0	550,000	0	0	2,730,000
	450,000	0	580,000	850,000	300,000	0	550,000	0	0	2,730,000
Revenue/Funding Source										
Debt Financing	0	0	0	0	0	0	0	0	0	0
General Fund	300,000	0	0	350,000	100,000	0	275,000	0	0	1,025,000
General Capital Fund Balance	150,000	0	290,000	0	0	0	0	0	0	440,000
DOT Grant	0	0	0	0	50,000	0	0	0	0	50,000
County Parks Trust Fund	60,000	0	0	0	0	0	0	0	0	60,000
Parks and Recreation Trust Fund	0	0	290,000	500,000	0	0	275,000	0	0	1,065,000
Carolina Thread Trail (CTT)	0	0	0	0	150,000	0	0	0	0	150,000
	510,000	0	580,000	850,000	150,000	0	550,000	0	0	2,790,000

Project Description/Justification

These funds will be combined with grants and moneys in the Parks Trust Fund to expand park facilities in the County. The 8-year Capital Improvement Plan for Parks helps implement the Parks Master Plan adopted by the Commissioners in December 2007. 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. The parks planned during the current 8-year CIP cycle are Bunker Hill and Mountain Creek. It is recommended that staff pursue grant funds for the Bunker Hill Park in January 2011 in order to develop the park ensuring on-site security, maintenance and maximum utility of the site. Due to the delay in the release of Clean Water Trust Fund Grant (CWMTF) funds for Mountain Creek, the closing on the property has been set back to a deadline of December 31, 2010. Based upon this delay, staff would request a second 18-month PARTF waiver from the state. This waiver, if granted, would allow the County to count the CWMTF grant as a match for a future PARTF grant in order to develop the Mountain Creek Park. The PARTF grant would be pursued in January 2012.

The following is a breakdown of requested CIP by each park:

FY2011/12: \$580,000 for Bunker Hill including acquiring property, installing a restroom, office and community meeting room, building an access road and parking lot, constructing a dog park and shelter, and purchasing site amenities such as picnic tables.

FY2012/13: \$850,000 for Mountain Creek (Phase I) including utilities, installing a restroom and office, building an access road and parking lot, constructing a dogpark and shelters, and creating trails and canoe and fishing pier access.

FY2013/14: \$300,000 for Mountain Creek (Phase II) that is dedicated for Greenway acquisition and construction as part of the Carolina Thread Trail.

FY2015/16: \$550,000 for Mountain Creek (Phase II) including building an access road and parking extension, constructing shelters, creating trails and construction of a community meeting room.

FY2018/19: \$925,000 for Mountain Creek (Phase III) including utilities, building of stream crossing or northern access road, construction of a primitive camping area, creation of trails, construction of picnic shelters, and construction of a residence for park ranger.

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2010/11 through 2017/18

Project Name PeopleSoft Replacement
Project Service Area Economic & Physical Development
Project Department Technology

Project Budget	Prior Funding	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	50,000	50,000	0	500,000	500,000	0	0	0	1,100,000
	0	50,000	50,000	0	500,000	500,000	0	0	0	1,100,000
Revenue/Funding Source										
General Fund	0	0	0	0	500,000	500,000	0	0	0	1,000,000
General Capital Fund Balance	0	50,000	50,000	0	0	0	0	0	0	100,000
	0	50,000	0	0	500,000	500,000	0	0	0	1,000,000

Project Description/Justification

PeopleSoft is the main application serving our core functions of Finance and Human Resources. Both of these areas are constantly changing to provide better services and to meet state and federal reporting requirements. We are also using this as the platform for our enterprise architecture. It is imperative that this system remain up-to-date to meet the needs of the organization. PeopleSoft was bought out by Oracle and will be maintained but will not include major changes. It will be rolled into a new product called Fusion, the next generation of PeopleSoft. In order to remain current in functionality and abilities, the County should plan to replace PeopleSoft applications within the next five years.

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 2010/11 through 2017/18

Project Name	Permitting Software/Hardware (14014)
Project Service Area	Economic & Physical Development
Project Department	Technology

Project Budget	Prior Funding	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	0	100,000	100,000	100,000	100,000	100,000	100,000	600,000
	0	0	0	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Revenue/Funding Source										
General Fund	0	0	0	100,000	100,000	100,000	100,000	100,000	100,000	600,000
General Fund (Mental Health Indirect Cost)	0	0	0	0	0	0	0	0	0	0
	0	0	0	100,000	100,000	100,000	100,000	100,000	100,000	600,000

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 \$100,000 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 2010/11 through 2017/18

Project Name Pictometry Photos
Project Service Area Economic & Physical Development
Project Department Technology

Project Budget	Prior Year	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	Every 4 Years	0	0	105,000	0	0	0	115,000	0	220,000
	0	0	0	105,000	0	0	0	115,000	0	220,000
Revenue/Funding Source										
Municipalities	Every 4 Years	0	0	26,250	0	0	0	28,750	0	55,000
General Fund	Every 4 Years	0	0	78,750	0	0	0	86,250	0	55,000
	0	0	0	105,000	0	0	0	115,000	0	110,000

Project Description/Justification

Pictometry will provide photos of structures with 5 directional views. This type of photography goes over and above the current orthophotos with side angle views of each structure. Emergency Services and the Sheriff's Department in particular will find it valuable 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 2010/11 through 2017/18

Project Name Public Safety Center (includes Newton EMS) (12029)
Project Service Area Public Safety
Project Department Public Safety

Project Budget	Prior Year	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	7,202,559	395,854	0	0	0	0	0	0	0	7,598,413
	7,202,559	395,854	0	0	0	0	0	0	0	7,598,413
Revenue/Funding Source										
E-911 Fund	2,000,000	0	0	0	0	0	0	0	0	2,000,000
1/4 cent sales tax	970,059	395,854	0	0	0	0	0	0	0	1,365,913
Debt Financing	3,612,500	0	0	0	0	0	0	0	0	3,612,500
General Capital Fund Balance	620,000	0	0	0	0	0	0	0	0	620,000
	7,202,559	395,854	0	0	0	0	0	0	0	5,598,413

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. Annual debt service payments are anticipated beginning in Fiscal Year 2011/12 of \$400,000 per year funded by dedicated revenue from the 1/4 cent sales tax approved by voters in November 2007.

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2010/11 through 2017/18

Project Name Public Health Billing Software
Project Service Area Human Services
Project Department Public Health

Project Budget	Prior Year	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	110,000	0	0	0	0	0	0	0	110,000
	0	110,000	0	0	0	0	0	0	0	110,000
Revenue/Funding Source										
General Capital Fund Balance	0	110,000	0	0	0	0	0	0	0	110,000
	0	110,000	0	0	0	0	0	0	0	110,000

Project Description/Justification

The billing software used by Public Health is outdated and in need of replacement. This would allow an update to Insight, a software system specific to Public Health. The department's current system, CMHC, is a mental health product manipulated and made to work for Public Health; however, it is still lacking the clinical components of a Public Health system. Public Health has been waiting on the state to develop a new billing system known as HIS but this system has major flaws and its future use and reliability is uncertain. The Insight system will provide a robust system in the tracking of and follow-up with claims.

Ongoing operating costs are expected to be around \$10,000 per year but these are already accounted for in the current budget.

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2010/11 through 2017/18

Project Name Quantar Base Station Upgrade
Project Service Area Economic & Physical Development
Project Department Emergency Services

Project Budget	Prior Year	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	150,000	0	0	0	0	0	0	150,000
	0	0	150,000	0	0	0	0	0	0	150,000
Revenue/Funding Source										
General Capital Fund Balance	0	0	150,000	0	0	0	0	0	0	150,000
	0	0	150,000	0	0	0	0	0	0	150,000

Project Description/Justification

In Fiscal Year 2010/11, the current Quantar Base Stations, used for dispatching Fire, EMS, and Rescue, will be at least 16 years old. These will no longer be supported and, due to life expectancy, will need to be replaced.

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2010/11 through 2017/18

Project Name SAN Virtual Server
Project Service Area Economic & Physical Development
Project Department Technology

Project Budget	Prior Year	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	125,000	125,000	125,000	125,000	125,000	125,000	125,000	875,000
	0	0	125,000	125,000	125,000	125,000	125,000	125,000	125,000	875,000
Revenue/Funding Source										
General Fund	0	0	125,000	125,000	125,000	125,000	125,000	125,000	125,000	875,000
	0	0	125,000	125,000	125,000	125,000	125,000	125,000	125,000	875,000

Project Description/Justification

The is project is a continued investment 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 2010/11 through 2017/18

Project Name Sherrills Ford Library (18018)
Project Service Area Culture
Project Department Library

Project Budget	Prior Year	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	1,125,000	375,000	0	0	0	0	0	0	0	1,500,000
	1,125,000	375,000	0	0	0	0	0	0	0	1,500,000
Revenue/Funding Source										
General Fund	750,000	0	0	0	0	0	0	0	0	750,000
General Capital Fund Balance	375,000	375,000	0	0	0	0	0	0	0	750,000
	1,125,000	375,000	0	0	0	0	0	0	0	1,500,000

Project Description/Justification

A Library System Master Plan has been completed identifying needs with regards to space, operating efficiencies, and location issues. \$375,000 is planned for Fiscal Years 2007/08 through 2010/11 for a new branch library facility in Sherrills Ford. The total estimated construction cost for the Sherrills Ford branch is \$1,500,000 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 2010/11 through 2017/18

Project Name	Tax System (11021)
Project Service Area	Economic & Physical Development
Project Department	Technology

Project Budget	Prior Year	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	215,000	0	175,000	0	0	0	0	0	0	390,000
	215,000	0	175,000	0	0	0	0	0	0	390,000
Revenue/Funding Source										
General Capital Fund Balance	20,000	0	175,000	0	0	0	0	0	0	195,000
General Fund (MH Indirect Cost)	195,000	0	0	0	0	0	0	0	0	195,000
	215,000	0	175,000	0	0	0	0	0	0	390,000

Project Description/Justification

This project allocates funds to upgrade the Tax System. Our service contract with our current software provider requires us to remain within 2 versions of the latest versions of the software. A new version of the Billing and Collection modules was 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; however, this is behind schedule. As a result, expenses for the upgrades will be phased in and will begin to be incurred in FY 2011/12.

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 2010/11 through 2017/18

Project Name Sherrills Ford Fire Department Addition for EMS
Project Service Area Public Safety
Project Department Emergency Services

Project Budget	Prior Year	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	0	0	0	0	318,000	0	0	318,000
	0	0	0	0	0	0	318,000	0	0	318,000
Revenue/Funding Source										
General Fund	0	0	0	0	0	0	318,000	0	0	318,000
	0	0	0	0	0	0	318,000	0	0	318,000

Project Description/Justification

The southeastern part of the County is in need of additional EMS coverage because of an increase in call volume, population, and traffic density. These factors all affect the response time criteria of 8 minutes, set by the Board of Commissioners. Funds are allocated to perform necessary renovations to the Sherrills Ford Fire Department to house a new EMS crew in that location.

Building operating costs for the facility are anticipated to be roughly \$7,500 beginning in Fiscal Year 2016/17.

CAPITAL IMPROVEMENT PLAN
General Capital Projects
Fiscal Years 2010/11 through 2017/18

Project Name Technology Infrastructure Upgrades (11202)
Project Service Area Economic & Physical Development
Project Department Technology

Project Budget	Prior Year	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	Ongoing	150,000	150,000	200,000	200,000	200,000	200,000	200,000	200,000	1,500,000
	0	150,000	150,000	200,000	200,000	200,000	200,000	200,000	200,000	1,500,000
Revenue/Funding Source										
General Fund	0	0	150,000	200,000	200,000	200,000	200,000	200,000	200,000	1,350,000
General Capital Fund Balance	Ongoing	150,000	0	0	0	0	0	0	0	150,000
	0	150,000	150,000	200,000	200,000	200,000	200,000	200,000	200,000	1,500,000

Project Description/Justification

The Technology Department provides automation services to all County departments with an extensive network that encompasses wired communications, fiber communications, wireless communications, cable modem and dial-up communications. The components of these systems must continually be replaced or upgraded to ensure that the County can continue to conduct business in an efficient and effective manner. Funds will be committed each year for ongoing infrastructure upgrades, to enhance building wireless capabilities, and reserve funds to develop a high speed mobile wireless solution. Over the next few years there are plans to provide high speed data access to emergency vehicles and remote agencies that will allow robust applications such as video camera access in public and private buildings, video streaming from the vehicles to the 911 Emergency Communications Center, GIS layer access for utilities, and CAD drawings to buildings. We also plan to establish wireless network capabilities in the Library to enhance service to the public and wireless phone capabilities.

CAPITAL IMPROVEMENT PLAN
Water & Sewer Projects - SUMMARY
Fiscal Years 2010/11 through 2017/18

Project Budget		Prior Funding	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriations											
Operating		0	292,002	197,762	203,695	209,806	216,100	222,583	229,260	236,138	1,807,346
Molly's Backbone/Monbo Road/Long Island Roads Water		0	0	0	695,000	0	0	1,000,000	0	600,000	2,295,000
Southeastern Catawba County (SECC) Water Improvements		251,435	0	0	0	0	0	0	0	0	251,435
Hickory-Catawba Wastewater Treatment Plant Expansion		4,000,000	0	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	0	9,660,000
Highway 150 Sewer Phase II & III		0	1,205,000	815,400	0	0	2,033,000	0	0	0	4,053,400
Stormwater Layers - Flyover		99,930	0	0	0	0	0	0	0	0	99,930
Blackburn Elementary Sewer Extension		580,000	0	0	0	0	0	0	0	0	580,000
Heatherbrook Subdivision Water		325,000	0	0	0	0	0	0	0	0	325,000
Highway 16 North Water		0	370,000	0	0	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	445,000	0	0	0	0	0	0	445,000
Smyre Farm Road Water		0	0	0	0	0	0	0	0	0	0
Bandys/Mill Creek Sewer		0	0	0	0	0	0	600,000	2,000,000	2,000,000	4,600,000
Blackburn-Plateau Water Loop		3,600,000	0	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		30,000	0	0	3,000,000	3,000,000	0	0	0	0	6,030,000
Oxford Park/Rockett Terrace Water		0	0	0	0	0	0	465,000	0	0	465,000
Springs Road Water		0	0	0	0	470,000	0	0	0	0	470,000
Biosolids Management Facility		516,389	0	0	275,000	275,000	275,000	275,000	275,000	275,000	2,166,389
EcoComplex and Resource Recovery Facility		300,000	300,000	300,000	100,000	0	0	0	0	0	1,000,000
EcoComplex Utilities		0	75,000	0	0	0	0	0	0	0	75,000
EPA Stormwater Phase II		125,000	25,000	25,000	0	0	0	0	0	0	175,000
NPDES Testing & Removal		12,000	0	0	0	0	0	0	0	0	12,000
Sludge Compost Facility		682,707	350,000	350,000	350,000	0	0	0	0	0	1,732,707
Future Projects		0	0	0	0	0	0	0	0	0	0
		20,486,959	2,617,002	2,790,162	4,623,695	4,184,806	2,524,100	2,562,583	3,344,260	3,841,138	46,974,705
Funding Source											
Installment Purchase Obligations Issued			1,205,000	815,400			0				2,020,400
General Fund (1.5 cent of ad valorem tax) with 1% growth in 12/13			2,250,000	2,250,000	2,272,500	2,295,225	2,318,177	2,341,359	2,364,773	2,388,420	18,480,454
General Fund (1/4 cent sales tax) with 1% growth in 12/13			1,369,502	1,369,502	1,383,197	1,397,029	1,410,999	1,425,109	1,439,360	1,453,754	11,248,453
Domestic Haulers with 1% growth in 12/13			40,052	40,052	40,453	40,857	41,266	41,678	42,095	42,516	328,969
Capital Fees-Water and Sewer with 1% growth in 12/13			75,000	75,000	75,750	76,508	77,273	78,045	78,826	79,614	616,015
Key Harbor Development Agreement beginning in Year 5			0	0	600,000	600,000	600,000	600,000	600,000	600,000	3,600,000
Revenue Sharing Contracts with 1% growth in 12/13			336,345	336,345	339,708	343,106	346,537	350,002	353,502	357,037	2,762,582
Revolving Loan Payments from Municipalities			112,646	82,720	52,564	52,564	52,564	40,940	40,940	40,940	475,878
State Grants (For Bunker Hill-Oxford Sewer)			600,000								600,000
ARRA (Stimulus) Funding (\$1.5 million Principal Forgiveness Loan)											0
ARRA (Stimulus) Funding (\$1.5 million @ 0% for 20yrs.)											0
			5,988,545	4,969,019	4,764,172	4,805,288	4,846,815	4,877,134	4,919,496	4,962,281	40,132,750
*Debt Obligations											
Debt Service Payments on SECC Wastewater Collection System P&I			520,410	520,410	520,410	520,410	520,410	520,410	520,410	520,410	4,163,280
Debt Service Payments on Highway 150 Sewer P&I			425,595	851,189	851,189	851,189	851,189	851,189	851,189	851,189	6,383,921
Debt Service Payments on WWTP Upgrade/Expansion P&I			176,234	352,467	352,467	352,467	352,467	352,467	352,467	352,467	2,643,500
Debt Service Payments on Highway 150 Sewer Phase II P&I			91,769	183,538	183,538	183,538	183,538	183,538	183,538	183,538	1,376,535
ARRA (Stimulus) Funding (\$1.5 million @ 0% for 20yrs.)			75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	600,000
			1,289,008	1,982,604	1,982,604	1,982,604	1,982,604	1,982,604	1,982,604	1,982,604	15,167,236

CAPITAL IMPROVEMENT PLAN
Water & Sewer Projects - SUMMARY
Fiscal Years 2010/11 through 2017/18

Project Name Bandys/Mill Creek Sewer
Project Service Area Southeastern Catawba County
Project Department Water & Sewer Fund

Project Budget	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	0	0	0	0	600,000	2,000,000	2,000,000	4,600,000
	0	0	0	0	0	0	600,000	2,000,000	2,000,000	4,600,000
Revenue/Funding Source										
Water & Sewer Fund	0	0	0	0	0	0	600,000	2,000,000	2,000,000	4,600,000
	0	0	0	0	0	0	600,000	2,000,000	2,000,000	4,600,000

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. 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 - SUMMARY
Fiscal Years 2010/11 through 2017/18

Project Name Biosolids Management Facility
Project Service Area Catawba County
Project Department Water & Sewer Fund

Project Budget	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	0	275,000	275,000	275,000	275,000	275,000	275,000	1,650,000
	0	0	0	275,000	275,000	275,000	275,000	275,000	275,000	1,650,000
Revenue/Funding Source										
Water & Sewer Fund	0	0	0	275,000	275,000	275,000	275,000	275,000	275,000	1,650,000
	0	0	0	275,000	275,000	275,000	275,000	275,000	275,000	1,650,000

Project Description/Justification

This project is the operations, maintenance and capital expenses for the Biosolids Management Facility, when the Sludge Composting Facility is closed. 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 - SUMMARY
Fiscal Years 2010/11 through 2017/18

Project Name Blackburn Elementary School Sewer Extension (22015)
Project Service Area Highway 10 West and Hickory-Lincolnton Highway
Project Department Water & Sewer Fund

Project Budget	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
Revenue/Funding Source										
Water & Sewer Fund	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0

Project Description/Justification

This project will provide municipal sewer service by extending a sewer line from the existing line located at the interesection of Highway 10 and Hickory-Lincolnton Highway. It will serve Blackburn Elementary School and other properties along the route. 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 - SUMMARY
Fiscal Years 2010/11 through 2017/18

Project Name Blackburn-Plateau Water Supply Loop
Project Service Area Southwestern Catawba County
Project Department Water & Sewer Fund

Project Budget	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
Revenue/Funding Source										
Water & Sewer Fund	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0

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. 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 - SUMMARY
Fiscal Years 2010/11 through 2017/18

Project Name EcoComplex and Resource Recovery Facility (20104)
Project Service Area Catawba County
Project Department Water & Sewer Fund

Project Budget	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	300,000	300,000	100,000	0	0	0	0	0	700,000
	0	300,000	300,000	100,000	0	0	0	0	0	700,000
Revenue/Funding Source										
Water & Sewer Fund	0	300,000	300,000	100,000	0	0	0	0	0	700,000
	0	300,000	300,000	100,000	0	0	0	0	0	700,000

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.

CAPITAL IMPROVEMENT PLAN
Water & Sewer Projects - SUMMARY
Fiscal Years 2010/11 through 2017/18

Project Name EcoComplex Utilities
Project Service Area Catawba County
Project Department Water & Sewer Fund

Project Budget	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	75,000	0	0	0	0	0	0	0	75,000
	0	75,000	0	0	0	0	0	0	0	75,000
Revenue/Funding Source										
Water & Sewer Fund	0	75,000	0	0	0	0	0	0	0	75,000
	0	75,000	0	0	0	0	0	0	0	75,000

Project Description/Justification

This project will provide analysis of the water and sewer utilities including wastewater discharge reuse that will serve the EcoComplex and its components for a 30-year period. This analysis will be used to determine which source(s) will have adequate capacity and means to provided the needed flows and treatment services and at the lowest cost.

CAPITAL IMPROVEMENT PLAN
Water & Sewer Projects - SUMMARY
Fiscal Years 2010/11 through 2017/18

Project Name EPA Stormwater Phase II (20017)
Project Service Area Catawba County
Project Department Water & Sewer Fund

Project Budget	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	25,000	25,000	0	0	0	0	0	0	50,000
	0	25,000	25,000	0	0	0	0	0	0	50,000
Revenue/Funding Source										
Water & Sewer Fund	0	25,000	25,000	0	0	0	0	0	0	50,000
	0	25,000	25,000	0	0	0	0	0	0	50,000

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. 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 - SUMMARY
Fiscal Years 2010/11 through 2017/18

Project Name Farmfield Acres Water
Project Service Area Northern Catawba County
Project Department Water & Sewer Fund

Project Budget	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	0	0	230,000	0	0	0	0	230,000
	0	0	0	0	230,000	0	0	0	0	230,000
Revenue/Funding Source										
Water & Sewer Fund	0	0	0	0	230,000	0	0	0	0	230,000
	0	0	0	0	230,000	0	0	0	0	230,000

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. 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 - SUMMARY
Fiscal Years 2010/11 through 2017/18

Project Name Stormwater Layers - Flyover (20103)
Project Service Area Catawba County
Project Department Water & Sewer Fund

Project Budget	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
Revenue/Funding Source										
Water & Sewer Fund	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0

Project Description/Justification

Flyover County for Layers Captured on Orthophoto, Transportation and Impervious Surfaces.

CAPITAL IMPROVEMENT PLAN
Water & Sewer Projects - SUMMARY
Fiscal Years 2010/11 through 2017/18

Project Name Heatherbrook Subdivision Water (21030)
Project Service Area Highway 10 and Hickory-Lincolnton Highway
Project Department Water & Sewer Fund

Project Budget	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
Revenue/Funding Source										
Water & Sewer Fund	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0

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. 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 - SUMMARY
Fiscal Years 2010/11 through 2017/18

Project Name Hickory-Catawba Wastewater Treatment Plant Expansion (21028)
Project Service Area Southeastern and Northern Catawba County
Project Department Water & Sewer Fund

Project Budget	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
Revenue/Funding Source										
Water & Sewer Fund	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0

Project Description/Justification

The County's portion of this expansion is estimated to cost \$3.75 million. Funding will be determined later through interlocal agreement.

CAPITAL IMPROVEMENT PLAN
Water & Sewer Projects - SUMMARY
Fiscal Years 2010/11 through 2017/18

Project Name Highway 16 North Water
Project Service Area Northern Catawba County
Project Department Water & Sewer Fund

Project Budget	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	370,000	0	0	0	0	0	0	0	370,000
	0	370,000	0	0	0	0	0	0	0	370,000

Revenue/Funding Source										
Water & Sewer Fund	0	370,000	0	0	0	0	0	0	0	370,000
	0	370,000	0	0	0	0	0	0	0	370,000

Project Description/Justification

This project will be performed in cooperation with the Cities of Conover and Hickory and will be the first phase of the River Bend Road water loop which will provide a much needed potable drinking water, enhanced fire protection and supply redundancy in the northeastern portion of the County. This phase will provide water service north along Highway 16 from Shell Hollar Road to St Peters Church Road and will also provide a much needed inter-connect between the Hickory and Conover water systems to help maintain water quality. 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 - SUMMARY
Fiscal Years 2010/11 through 2017/18

Project Name Highway 150 Sewer (SECC WW Southern Section) (21031)
Project Service Area Southeastern Catawba County
Project Department Water & Sewer Fund

Project Budget	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
Revenue/Funding Source										
Water & Sewer Fund	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0

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. 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 - SUMMARY
Fiscal Years 2010/11 through 2017/18

Project Name Highway 150 Sewer Phase II & III
Project Service Area Catawba County
Project Department Water & Sewer Fund

Project Budget	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	1,205,000	815,400	0	0	2,033,000	0	0	0	4,053,400
	0	1,205,000	815,400	0	0	2,033,000	0	0	0	4,053,400

Revenue/Funding Source										
Water & Sewer Fund	0	1,205,000	815,400	0	0	2,033,000	0	0	0	4,053,400
	0	1,205,000	815,400	0	0	2,033,000	0	0	0	4,053,400

Project Description/Justification

Phase I of this project will provide sewer service along Highway 150 from the interchange of Highway 150 and the new Highway 16 to Terrell and will terminate in the existing sewers at the Sherrills Ford Elementary School. Phase II of this project will provide gravity sewer service from Terrell to Marshall Steam Station along Highway 150. Phase III of this project will provide sewer service from Marshall Steam Station east along Highway 150 to the Catawba River.

CAPITAL IMPROVEMENT PLAN
Water & Sewer Projects - SUMMARY
Fiscal Years 2010/11 through 2017/18

Project Name Lyle Creek Sewer Outfall
Project Service Area Catawba County
Project Department Water & Sewer Fund

Project Budget	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
Revenue/Funding Source										
Water & Sewer Fund	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0

Project Description/Justification

This project , in cooperation with the Cities of Claremont, Conover, and Hickory will provide a sewer outfall along Lyle Creek to the Hickory-Catawba Wastewater Treatment Plant. Preliminary Engineering Report budgeted in 10/11.

CAPITAL IMPROVEMENT PLAN
Water & Sewer Projects - SUMMARY
Fiscal Years 2010/11 through 2017/18

Project Name Molly's Backbone/Monbo/Long Island Roads Water (21027)
Project Service Area Southeastern Catawba County
Project Department Water & Sewer Fund

Project Budget	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	0	695,000	0	0	1,000,000	0	600,000	2,295,000
	0	0	0	695,000	0	0	1,000,000	0	600,000	2,295,000
Revenue/Funding Source										
371 Water & Sewer Fund	0	0	0	695,000	0	0	1,000,000	0	600,000	2,295,000
	0	0	0	695,000	0	0	1,000,000	0	600,000	2,295,000

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. 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 - SUMMARY
Fiscal Years 2010/11 through 2017/18

Project Name Mt View Elementary School Sewer
Project Service Area Mountain View Area
Project Department Water & Sewer Fund

Project Budget	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0		3,000,000	3,000,000	0	0	0	0	6,000,000
	0	0	0	3,000,000	3,000,000	0	0	0	0	6,000,000
Revenue/Funding Source										
Water & Sewer Fund	0	0		3,000,000	3,000,000	0	0	0	0	6,000,000
	0	0	0	3,000,000	3,000,000	0	0	0	0	6,000,000

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 2010. 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 - SUMMARY
Fiscal Years 2010/11 through 2017/18

Project Name	National Pollutant Discharge Elimination System(NPDES) Testing & Removal (20003)
Project Service Area	Catawba County
Project Department	Water & Sewer Fund

Project Budget	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0

Revenue/Funding Source										
Water & Sewer Fund	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0

Project Description/Justification

This is an ongoing project to ensure the safety of the water on Lake Norman and establishes a consistent water quality baseline and investigates the removal of permitted NPDES discharge points. 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 - SUMMARY
Fiscal Years 2010/11 through 2017/18

Project Name Oxford Park/Rockett Terrace Water
Project Service Area Northern Catawba County
Project Department Water & Sewer Fund

Project Budget	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	0	0	0	0	465,000	0	0	465,000
	0	0	0	0	0	0	465,000	0	0	465,000

Revenue/Funding Source										
Water & Sewer Fund	0	0	0	0	0	0	465,000	0	0	465,000
	0	0	0	0	0	0	465,000	0	0	465,000

Project Description/Justification

This project will provide municipal water service to approximately 60 residential lots. 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 - SUMMARY
Fiscal Years 2010/11 through 2017/18

Project Name Riverbend Road Water I, II & III
Project Service Area Northern Catawba County
Project Department Water & Sewer Fund

Project Budget	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	657,000	0	0	0	0	840,000	730,000	2,227,000
	0	0	657,000	0	0	0	0	840,000	730,000	2,227,000

Revenue/Funding Source										
Water & Sewer Fund	0	0	657,000	0	0	0	0	840,000	730,000	2,227,000
	0	0	657,000	0	0	0	0	840,000	730,000	2,227,000

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. 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 - SUMMARY
Fiscal Years 2010/11 through 2017/18

Project Name Rock Barn Road/Oxford School Road Water Loop (26001)
Project Service Area Northern Catawba County
Project Department Water & Sewer Fund

Project Budget	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation		0	445,000	0	0	0	0	0	0	445,000
	0	0	445,000	0	0	0	0	0	0	445,000
Revenue/Funding Source										
Water & Sewer Fund		0	445,000	0	0	0	0	0	0	445,000
	0	0	445,000	0	0	0	0	0	0	445,000

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. 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 - SUMMARY
Fiscal Years 2010/11 through 2017/18

Project Name Southeastern Catawba County (SECC) Water Improvements (20101)
Project Service Area Southeastern Catawba County
Project Department Water & Sewer Fund

Project Budget	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
Revenue/Funding Source										
Water & Sewer Fund	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0

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. Financing for this project will be driven primarily from ad valorem and sales tax dollars dedicated to the Water & Sewer Fund.

CAPITAL IMPROVEMENT PLAN
Water & Sewer Projects - SUMMARY
Fiscal Years 2010/11 through 2017/18

Project Name	Southeastern Catawba County (SECC) Wastewater Collecton System (21023)
Project Service Area	Southeastern Catawba County
Project Department	Water & Sewer Fund

Project Budget	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
Revenue/Funding Source										
Water & Sewer Fund	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0

Project Description/Justification

The SECC Wastewater Collectiion 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. 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 - SUMMARY
Fiscal Years 2010/11 through 2017/18

Project Name Sludge Composting Facility (20002)
Project Service Area Catawba County
Project Department Water & Sewer Fund

Project Budget	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	350,000	350,000	350,000	0	0	0	0	0	1,050,000
	0	350,000	350,000	350,000	0	0	0	0	0	1,050,000

Revenue/Funding Source										
379 Water & Sewer Fund	0	350,000	350,000	350,000	0	0	0	0	0	1,050,000
	0	350,000	350,000	350,000	0	0	0	0	0	1,050,000

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. 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 - SUMMARY
Fiscal Years 2010/11 through 2017/18

Project Name Smyre Farm Road Water
Project Service Area Southern Catawba County
Project Department Water & Sewer Fund

Project Budget	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
Revenue/Funding Source										
Water & Sewer Fund	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0

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. 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 - SUMMARY
Fiscal Years 2010/11 through 2017/18

Project Name Southwest Water Loop
Project Service Area Catawba County
Project Department Water & Sewer Fund

Project Budget	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
Revenue/Funding Source										
Water & Sewer Fund	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0

Project Description/Justification

This project , in cooperation with the City of Hickory, will provide a water loop through the wouthwest portion of the County providing potable drinking water, enhanced fire protection and redundancy of the water system that serves the Banoak areas. Preliminary Engineering Report budgeted in 10/11.

CAPITAL IMPROVEMENT PLAN
Water & Sewer Projects - SUMMARY
Fiscal Years 2010/11 through 2017/18

Project Name Springs Road Water
Project Service Area Northern Catawba County
Project Department Water & Sewer Fund

Project Budget	Fiscal Year 2009/10	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	0	0	470,000	0	0	0	0	470,000
	0	0	0	0	470,000	0	0	0	0	470,000

Revenue/Funding Source										
Water & Sewer Fund	0	0	0	0	470,000	0	0	0	0	470,000
	0	0	0	0	470,000	0	0	0	0	470,000

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. 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
Solid Waste Projects - SUMMARY
Fiscal Years 2010/11 through 2017/18

Project Budget	Prior Funding	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17
Appropriations								
Bulldozer	0	0	0	300,000	0	300,000	0	0
Caterpillar Loader	0	0	0	150,000	0	0	160,000	0
Construction & Demolition Landfill Closure	0	0	0	0	0	90,000	0	0
Compactor	0	450,000	0	0	625,000	0	0	0
Dump Truck	0	0	0	0	0	100,000	0	0
EcoComplex & Regional Biosolids Processing Facility	300,000	300,000	300,000	0	0	0	0	0
Excavator Cat	0	0	0	0	0	0	0	0
38 Farm Tractor	0	0	0	65,000	0	0	0	0
GPS Elevations/Grade Control System	0	0	100,000	50,000	0	0	0	0
Intermediate and Final Closure Costs	0	0	0	2,400,000	2,400,000	2,800,000	0	0
Mechanic Truck and/or Service Fuel Truck	0	0	0	0	130,000	50,000	0	75,000
Methane Gas Perimeter Infrastructure	350,000	0	75,000	100,000	0	0	0	0
3/4 Ton and/or 1/2 Ton Pickup	0	0	0	0	0	65,000	30,000	0
Off Road Dump Truck	0	0	0	0	0	0	450,000	450,000
Rubber Tire Loader	0	0	0	150,000	0	0	0	0
Semi Road Tractor	0	0	0	65,000	0	0	0	0
Sherrills Ford Convencience Center	0	0	0	0	0	0	0	0
Subtitle D, Unit 3, Phase 2	0	130,000	0	260,000	1,200,000	1,200,000	620,000	3,760,000
Tarp Machine & Covering System	0	125,000	0	0	0	0	0	0
Tub Grinder	0	0	0	0	0	0	650,000	0
Wilfong Pond Mitigation	0	0	0	0	0	0	0	0
	650,000	1,005,000	475,000	3,540,000	4,355,000	4,605,000	1,910,000	4,285,000
Revenue/Funding Source								
Solid Waste Fund	650,000	1,005,000	475,000	3,540,000	4,355,000	4,605,000	1,910,000	4,285,000
	650,000	1,005,000	475,000	3,540,000	4,355,000	4,605,000	1,910,000	4,285,000

CAPITAL IMPROVEMENT PLAN
Solid Waste Projects
Fiscal Years 2010/11 through 2017/18

Project Name Bulldozer
Project Service Area Blackburn Landfill
Project Department Solid Waste Fund

Project Budget	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	300,000	0	300,000	0	0	0	600,000
	0	0	300,000	0	300,000	0	0	0	600,000
Revenue/Funding Source									
Solid Waste Fund	0	0	300,000	0	300,000	0	0	0	600,000
	0	0	300,000	0	300,000	0	0	0	600,000

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.

CAPITAL IMPROVEMENT PLAN
Solid Waste Projects
Fiscal Years 2010/11 through 2017/18

Project Name Caterpillar Loader
Project Service Area Blackburn Landfill
Project Department Solid Waste Fund

Project Budget	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	150,000	0	0	160,000	0	0	310,000
	0	0	150,000	0	0	160,000	0	0	310,000
Revenue/Funding Source									
Solid Waste Fund	0	0	150,000	0	0	160,000	0	0	310,000
	0	0	150,000	0	0	160,000	0	0	310,000

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.

CAPITAL IMPROVEMENT PLAN
Solid Waste Projects
Fiscal Years 2010/11 through 2017/18

Project Name Compactor
Project Service Area Blackburn Landfill
Project Department Solid Waste Fund

Project Budget	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	450,000	0	0	625,000	0	0	0	0	1,075,000
	450,000	0	0	625,000	0	0	0	0	1,075,000
Revenue/Funding Source									
Solid Waste Fund	450,000	0	0	625,000	0	0	0	0	1,075,000
	450,000	0	0	625,000	0	0	0	0	1,075,000

Project Description/Justification

Compactors are scheduled for replacement in various years according to Solid Waste financial analysis and planning.

CAPITAL IMPROVEMENT PLAN
Solid Waste Projects
Fiscal Years 2010/11 through 2017/18

Project Name EcoComplex and Resource Recovery
Project Service Area Blackburn Landfill
Project Department Solid Waste Fund

Project Budget	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	300,000	300,000	0		0	0	0	0	600,000
	300,000	300,000	0	0	0	0	0	0	600,000
Revenue/Funding Source									
Solid Waste Fund	300,000	300,000	0		0	0	0	0	600,000
	300,000	300,000	0	0	0	0	0	0	600,000

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.

CAPITAL IMPROVEMENT PLAN
Solid Waste Projects
Fiscal Years 2010/11 through 2017/18

Project Name Excavator Cat
Project Service Area Blackburn Landfill
Project Department Solid Waste Fund

Project Budget	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	0	0	0	0	0	350,000	350,000
	0	0	0	0	0	0	0	350,000	350,000

Revenue/Funding Source									
Solid Waste Fund	0	0	0	0	0	0	0	350,000	350,000
	0	0	0	0	0	0	0	350,000	350,000

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.

CAPITAL IMPROVEMENT PLAN
Solid Waste Projects
Fiscal Years 2010/11 through 2017/18

Project Name GPS Elevation/Grade System
Project Service Area Blackburn Landfill
Project Department Solid Waste Fund

Project Budget	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	100,000	50,000	0	0	0	0	0	150,000
	0	100,000	50,000	0	0	0	0	0	150,000
Revenue/Funding Source									
Solid Waste Fund	0	100,000	50,000	0	0	0	0	0	150,000
	0	100,000	50,000	0	0	0	0	0	150,000

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.

CAPITAL IMPROVEMENT PLAN
Solid Waste Projects
Fiscal Years 2010/11 through 2017/18

Project Name Intermediate Closure Costs
Project Service Area Blackburn Landfill
Project Department Solid Waste Fund

Project Budget	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	2,400,000	2,400,000	2,800,000	0	0	0	7,600,000
	0	0	2,400,000	2,400,000	2,800,000	0	0	0	7,600,000
Revenue/Funding Source									
Solid Waste Fund	0	0	2,400,000	2,400,000	2,800,000	0	0	0	7,600,000
	0	0	2,400,000	2,400,000	2,800,000	0	0	0	7,600,000

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 budgted in year 2014/15.

CAPITAL IMPROVEMENT PLAN
Solid Waste Projects
Fiscal Years 2010/11 through 2017/18

Project Name Mechanic Truck, Service Fuel Truck
Project Service Area Blackburn Landfill
Project Department Solid Waste Fund

Project Budget	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	0	130,000	50,000	0	75,000	0	255,000
	0	0	0	130,000	50,000	0	75,000	0	255,000
Revenue/Funding Source									
Solid Waste Fund	0	0	0	130,000	50,000	0	75,000	0	255,000
	0	0	0	130,000	50,000	0	75,000	0	255,000

Project Description/Justification

Replacement mechanics truck and service fuel trucks are scheduled according to Solid Waste financial analysis and planning.

CAPITAL IMPROVEMENT PLAN
Solid Waste Projects
Fiscal Years 2010/11 through 2017/18

Project Name Methane Gas Perimeter Wells and Lines
Project Service Area Blackburn Landfill
Project Department Solid Waste Fund

Project Budget	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	75,000	100,000	0	0	0	0	0	175,000
	0	75,000	100,000	0	0	0	0	0	175,000

Revenue/Funding Source									
Solid Waste Fund	0	0	100,000	0	0	0	0	0	100,000
	0	0	100,000	0	0	0	0	0	100,000

Project Description/Justification

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.

CAPITAL IMPROVEMENT PLAN
Solid Waste Projects
Fiscal Years 2010/11 through 2017/18

Project Name Off Road Dump Truck
Project Service Area Blackburn Landfill
Project Department Solid Waste Fund

Project Budget	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	0	0	0	450,000	450,000	0	900,000
	0	0	0	0	0	450,000	450,000	0	900,000
Revenue/Funding Source									
Solid Waste Fund	0	0	0	0	0	450,000	450,000	0	900,000
	0	0	0	0	0	450,000	450,000	0	900,000

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.

CAPITAL IMPROVEMENT PLAN
Solid Waste Projects
Fiscal Years 2010/11 through 2017/18

Project Name Rubber Tire Loader
Project Service Area Blackburn Landfill
Project Department Solid Waste Fund

Project Budget	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	150,000	0	0	0	0	0	150,000
	0	0	150,000	0	0	0	0	0	150,000
Revenue/Funding Source									
Solid Waste Fund	0	0	150,000	0	0	0	0	0	150,000
	0	0	150,000	0	0	0	0	0	150,000

Project Description/Justification

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.

CAPITAL IMPROVEMENT PLAN
Solid Waste Projects
Fiscal Years 2010/11 through 2017/18

Project Name Sherrills Ford Convenience Center
Project Service Area Blackburn Landfill
Project Department Solid Waste Fund

Project Budget	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
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

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.

CAPITAL IMPROVEMENT PLAN
Solid Waste Projects
Fiscal Years 2010/11 through 2017/18

Project Name Subtitle D Cell Construction
Project Service Area Blackburn Landfill
Project Department Solid Waste Fund

Project Budget	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	130,000	0	260,000	1,200,000	1,200,000	620,000	3,760,000	0	7,170,000
	130,000	0	260,000	1,200,000	1,200,000	620,000	3,760,000	0	7,170,000
Revenue/Funding Source									
Solid Waste Fund	130,000	0	260,000	1,200,000	1,200,000	620,000	3,760,000	0	7,170,000
	130,000	0	260,000	1,200,000	1,200,000	620,000	3,760,000	0	7,170,000

Project Description/Justification

The project funds the continuum of the Subtitle D Cell, Phase 2 of Unit 3.

CAPITAL IMPROVEMENT PLAN
Solid Waste Projects
Fiscal Years 2010/11 through 2017/18

Project Name Dump Truck-OnRoad
Project Service Area Blackburn Landfill
Project Department Solid Waste Fund

Project Budget	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	0	0	100,000	0	0	0	100,000
	0	0	0	0	100,000	0	0	0	100,000
Revenue/Funding Source									
Solid Waste Fund	0	0	0	0	100,000	0	0	0	100,000
	0	0	0	0	100,000	0	0	0	100,000

Project Description/Justification

Replace existing on-road dump truck.

CAPITAL IMPROVEMENT PLAN
Solid Waste Projects
Fiscal Years 2010/11 through 2017/18

Project Name Tub Grinder
Project Service Area Blackburn Landfill
Project Department Solid Waste Fund

Project Budget	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	0	0	0	650,000	0	0	650,000
	0	0	0	0	0	650,000	0	0	650,000
Revenue/Funding Source									
Solid Waste Fund	0	0	0	0	0	650,000	0	0	650,000
	0	0	0	0	0	650,000	0	0	650,000

Project Description/Justification

Replace tub grinder in C&D Landfill area in accordance with Solid Waste Financial Plan.

CAPITAL IMPROVEMENT PLAN
Solid Waste Projects
Fiscal Years 2010/11 through 2017/18

Project Name Wilfond Pond/Stream Mitigation
Project Service Area Blackburn Landfill
Project Department Solid Waste Fund

Project Budget	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
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

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.

CAPITAL IMPROVEMENT PLAN
Solid Waste Projects
Fiscal Years 2010/11 through 2017/18

Project Name Tarp Machine and Covering System
Project Service Area Blackburn Landfill
Project Department Solid Waste Fund

Project Budget	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	125,000	0	0	0	0	0	0	0	125,000
	125,000	0	0	0	0	0	0	0	125,000
Revenue/Funding Source									
Solid Waste Fund	125,000	0	0	0	0	0	0	0	125,000
	125,000	0	0	0	0	0	0	0	125,000

Project Description/Justification

Tarp machine is used to cover MSW working face on a daily basis, especially on days when soil cannot be easily hauled for daily cover. Tarp will cover approximately 75' x 100' area resulting in a savings on 150 cubic yards of dirt or 43,000 cubic yards per year and approximately 79 tons of air space.

CAPITAL IMPROVEMENT PLAN
Solid Waste Projects
Fiscal Years 2010/11 through 2017/18

Project Name 3/4 Ton and/or 1/2 Ton Pickup
Project Service Area Blackburn Landfill
Project Department Solid Waste Fund

Project Budget	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	0	0	65,000	30,000	0	0	95,000
	0	0	0	0	65,000	30,000	0	0	95,000
Revenue/Funding Source									
Solid Waste Fund	0	0	0	0	65,000	30,000	0	0	95,000
	0	0	0	0	65,000	30,000	0	0	95,000

Project Description/Justification

CAPITAL IMPROVEMENT PLAN
Solid Waste Projects
Fiscal Years 2010/11 through 2017/18

Project Name Semi Road Tractor
Project Service Area Blackburn Landfill
Project Department Solid Waste Fund

Project Budget	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	0	65,000	0	0	0	0	65,000
	0	0	0	65,000	0	0	0	0	65,000
Revenue/Funding Source									
Solid Waste Fund	0	0	0	65,000	0	0	0	0	65,000
	0	0	0	65,000	0	0	0	0	65,000

Project Description/Justification

Tractor is used to haul tankers and trailers in landfill daily operations. Replacement is scheduled according to the Solid Waste Analysis.

CAPITAL IMPROVEMENT PLAN
Solid Waste Projects
Fiscal Years 2010/11 through 2017/18

Project Name Farm Tractor
Project Service Area Blackburn Landfill
Project Department Solid Waste Fund

Project Budget	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	65,000	0	0	0	0	0	65,000
	0	0	65,000	0	0	0	0	0	65,000

Revenue/Funding Source									
Solid Waste Fund	0	0	65,000	0	0	0	0	0	65,000
	0	0	65,000	0	0	0	0	0	65,000

Project Description/Justification

CAPITAL IMPROVEMENT PLAN
Solid Waste Projects
Fiscal Years 2010/11 through 2017/18

Project Name Construction and Demolition Landfill Closure
Project Service Area Blackburn Landfill
Project Department Solid Waste Fund

Project Budget	Fiscal Year 2010/11	Fiscal Year 2011/12	Fiscal Year 2012/13	Fiscal Year 2013/14	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Total
Appropriation	0	0	0	0	90,000	0	0	0	90,000
	0	0	0	0	90,000	0	0	0	90,000
Revenue/Funding Source									
Solid Waste Fund	0	0	0	0	90,000	0	0	0	90,000
	0	0	0	0	90,000	0	0	0	90,000

Project Description/Justification

GLOSSARY

Ad Valorem Tax: A tax levied in proportion to the value of a property.

Activity: Departmental efforts which contribute to the achievement of a specific set of program outcomes; the smallest unit of the program budget.

Allocate: To set apart portions of budgeted expenditures which are specifically designated to organizations for special activities or purposes (i.e., various rescue squads).

Annual Budget: A budget covering a single fiscal year.

Appropriation: An authorization granted by the Board of Commissioners to make budgeted expenditures and to incur obligations for purposes specified in the budget ordinance.

Approved Budget: The budget as formally adopted by the Board of Commissioners for the upcoming fiscal year.

Assessed Value: The value of real estate or personal property as determined by tax assessors and used as a basis for levying taxes.

Assessment: The process for determining values of real and personal property for taxation purposes.

Authorized Bond: Bonds which have been legally approved but may or may not have been sold.

Balanced Budget: Occurs when planned expenditures equal anticipated revenues. In North Carolina it is required that the budget submitted to the Board of Commissioners be balanced.

Board of County Commissioners: Five member Board elected at large by the voters of the County for four year terms.

Bond: A written promise to pay a specific amount of money with interest within a specific time period, usually long-term.

Bond Issued: Bonds that are sold.

Bond Rating: A grade indicating a governmental unit's investment qualities. Generally speaking, the higher bond rating, the more favorable the interest rate and the lower the cost of financing capital projects funded by bonds. A high rating is indicative of the Government's strong financial position. Ratings range from AAA (highest) to D (lowest).

Budget Document: A formal document presented to the Board of Commissioners containing the County's financial plan for a fiscal year.

Budget Message: A written overview of the proposed budget from the County Manager to the Board of Commissioners which discusses the major budget items and the County's present and future financial condition.

Capital Improvement Plan: A long term plan of proposed capital improvement projects which includes estimated project costs and funding sources that the County expects to undertake within a five year period. The plan is updated annually to reassess capital needs.

Capital Outlay: An expenditure expected to have a useful life greater than three years or an estimated total cost of \$5,000 or more. Capital outlay expenditures include such purchases as a vehicle, ambulance equipment, or Landfill equipment.

Capital Project: A project expected to have a useful life greater than ten years or an estimated total cost of \$100,000 or more and requiring professional certification. Capital projects include the construction, purchase, or major renovation of a building or the purchase of land.

Capital Projects Fund: A fund used to account for the acquisition or construction of major governmental capital facilities and equipment which are not financed by other funds.

Contingency Account: Account in which funds are set aside for unforeseen expenditures which may become necessary during the year and which have not been provided for in the context of the annual operating budget. Transfers from this account must be approved by the County Manager or Board of Commissioners.

Current Expense: Local funds used to supplement the State's minimum level of support for operating the schools. These funds by State law are appropriated on a per pupil basis.

Debt Service: Used for payment of general long-term debt principal, interest, and related costs.

Delinquent Taxes: Taxes that remain unpaid after the due date on which a penalty for nonpayment is incurred.

Department: A major administrative division of the County that has overall management responsibility for an operation within a function area.

DHR: Represents Departments of Human Resources that includes Social Services, Public Health, and Mental Health Partners.

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 \$1,000 or more with an expected life of more than three years.

FORESIGHT: FORESIGHT was first created in 1985 to bring 20 business, cultural, educational, and governmental leaders from across the County together for a detailed, long range strategic planning study. Their goal was to examine the County's economic status, identify key areas of strength and weakness, and recommend strategies that would enhance the County's long-term economic growth.

Fringe Benefits: For budgeting purposes fringe benefits include employer payments for social security, retirement, group health, life insurance, dental insurance, and workers compensation.

Full-Time Equivalent (FTE): An FTE converts the hours worked by a position into a percentage of a full year's number of hours. One FTE equals 40 hours per week or 2,080 hours per years per permanent position.

Fund: An accounting entity created to record the financial activity for a selected financial grouping. A fund is set up to carry out a special function or attain certain objectives in accordance with set laws and regulations.

Fund Balance: Amounts shown as fund balance represent monies which remain unspent after all budgeted expenditures have been made. North Carolina statutes dictate that a portion of fund balance should be retained and not made available for appropriation in the following fiscal year.

Function: A broad grouping of activities and departments whose outcomes and expenditures are inter-related. Examples of functions within Catawba County include Human Services, Public Safety, and General Government.

General Fund: The general operating fund of the County used to account for all financial resources except those required to be accounted for in another fund.

General Obligation Bonds: Bonds issued by a government that are backed by the full faith and credit of its taxing authority.

Grants: A broad statement of desired conditions to be maintained or achieved through the efforts of an organization.

Indirect Cost: The component of the total cost for a service that is provided by and budgeted within another department or division. Indirect costs are budgeted to more accurately reflect the true total cost for such services such as those provided by the Administrative Departments.

Intergovernmental Revenues: Revenues from other governments (State, Federal, or local), which can be in the form of grants, shared revenues, or entitlement.

Lease Purchase: A method of purchasing equipment in which payments are spread over a period of time.

Levy: The amount of tax, service charge, and assessments imposed by the government.

Line Item: A budgetary account representing a specific object of expenditure.

Modified Accrual: The County budgets all funds on the modified accrual basis of accounting according to North Carolina General Statute. This is an accounting method in which revenues are recorded when they are earned or billed and expenditures are recorded when they are obligated.

Ordinance: A formal legislative enactment by the Board of Commissioners that has the full force and effect of law within the boundaries of the County.

Personal Services: Salaries and wages paid to employees for full-time, part-time, and temporary work including overtime and similar compensation. Also included in this account group are fringe benefits paid for employees.

Program: A well-defined portion of the operating plan for which a distinct set of goals and outcomes may be developed.

Program Objective: A specific statement about what is to be accomplished or achieved for a particular program during the fiscal year.

Public Safety: A group of expenditures related to the provision and enforcement of law enforcement and fire and disaster protection.

Reappraisal: The process of revaluing a jurisdiction's real property in order to adjust the tax value to the market value. By North Carolina law, a revaluation must be conducted at a minimum of every eight years.

Reclassification: A change in the classification and corresponding job title of an existing position that results from a major change in assigned responsibilities.

Reinventing Department: One of five departments operating under alternative methods for budgeting which give more flexibility for accounts.

Reserve: An account designated for a portion of the fund balance that is to be used for a specific purpose.

Revenue: Income including transfers and excluding proceeds from the sale of bonds or notes for the fiscal year. The major categories of revenue include taxes, intergovernmental, Federal and State, permits and fees, sales and services, and interest on investments.

Special Revenue Fund: A fund used to account for the revenues from specific sources that are to be used for legally specified expenditures.

Tax Levy: Revenue produced by applying a given tax rate to a property's assessed or tax value.



**FINANCIAL STATISTICS AND STATEMENTS
FOR FISCAL YEAR ENDING JUNE 30, 2009**

CATAWBA COUNTY, NORTH CAROLINA
Schedule of General Governmental Expenditures by Function¹
Last Ten Fiscal Years

Fiscal Year Ended June 30	General Government	Public Safety	Environmental Protection	Economic & Physical Development
<i>Modified Accrual Basis of Accounting</i>				
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
2009	11,556,920	28,513,201	512,882	10,727,052

Note:

¹Includes General, Special Revenue, and Capital Projects Funds.

Human Services	Culture and Recreation	Education	Capital Projects	Debt Service	Total
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
55,118,250	2,758,206	39,948,749	39,869,050	17,135,334	206,139,644

CATAWBA COUNTY, NORTH CAROLINA
Schedule of General Governmental Revenues by Source¹
Last Ten Fiscal Years

Fiscal Year Ended June 30	Ad Valorem Taxes	Other Taxes	Unrestricted Intergovernmental Revenues
<i>Modified Accrual Basis of Accounting</i>			
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
2009	84,125,547	32,794,322	2,127,081

Note:

¹Includes General, Special Revenue, and Capital Projects Funds.

Restricted Intergovernmental Revenues	Licenses and Permits	Sales and Service	Investment Earnings	Miscellaneous	Total
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
41,946,212	2,271,147	12,936,583	3,837,081	3,624,321	183,662,294

CATAWBA COUNTY, NORTH CAROLINA
Assessed Valuation and Actual Value of Taxable Property
Last Ten Fiscal Years

Fiscal Year	Real Property	Personal Property	Public Utilities
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
2009	11,778,146,940	2,560,844,568	794,924,639

Total Assessed Value	Total Direct Tax Rate	Estimated Real Market Value
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
15,133,916,147	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>				
	2009	2008	2007	2006	2005
Catawba County	0.5350	0.5350	0.4900	0.4900	0.4800
Fire Districts					
Bandys	0.0600	0.0600	0.0600	0.0500	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	0.0700	0.0500	0.0500
Cooksville	0.0517	0.0517	0.0550	0.0550	0.0550
Denver	0.0000	0.0389	0.0500	0.0500	0.0450
Fairbrook	0.0000	0.0000	0.0325	0.0325	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	0.0546	0.0568	0.0568	0.0568
Maiden	0.0500	0.0500	0.0500	0.0312	0.0312
Mountain View	0.0493	0.0493	0.0525	0.0425	0.0425
Newton	0.0700	0.0700	0.0700	0.0700	0.0513
Oxford	0.0558	0.0558	0.0600	0.0600	0.0600
Propst	0.0615	0.0615	0.0650	0.0650	0.0650
Sherrills Ford	0.0500	0.0500	0.0500	0.0500	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	0.0000	0.0325	0.0325	0.0248
Municipalities:					
Town of Brookford	0.5200	0.5200	0.5200	0.5200	0.5200
Town of Catawba	0.4800	0.4800	0.4800	0.4800	0.4800
City of Claremont	0.4600	0.4600	0.4500	0.4500	0.4500
City of Conover	0.4000	0.4000	0.4000	0.3800	0.3800
City of Hickory	0.5000	0.5000	0.5000	0.5000	0.5000
Town of Long View	0.4000	0.4000	0.4000	0.4000	0.4000
Town of Maiden	0.4000	0.4000	0.4000	0.4000	0.3800
City of Newton	0.4800	0.4600	0.4600	0.4400	0.4400
Total Maximum Rate - Fire District	0.6050	0.6050	0.5600	0.5600	0.5500
Total Maximum Rate - Municipalities	1.0550	1.0550	1.0100	1.0100	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>				
2004	2003	2002	2001	2000
0.4800	0.4950	0.4950	0.4950	0.4950
0.0390	0.0390	0.0390	0.0390	0.0390
0.0700	0.0700	0.0700	0.0700	0.0700
0.0700	0.0700	0.0700	0.0700	0.0700
0.0350	0.0350	0.0350	0.0350	0.0350
0.0550	0.0600	0.0600	0.0600	0.0600
0.0293	0.0320	0.3200	0.0320	0.0320
0.0257	0.0280	0.2800	0.0280	0.0280
0.0000	0.0440	0.4400	0.0440	0.0440
0.0000	0.0400	0.4000	0.0400	0.0400
0.0568	0.0620	0.6200	0.0620	0.0620
0.0312	0.0340	0.0340	0.0340	0.0340
0.0425	0.0450	0.0450	0.0450	0.0410
0.0513	0.0560	0.0560	0.0600	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	0.0400	0.0320
0.0000	0.0000	0.0000	0.0500	0.0500
0.0500	0.0500	0.0500	0.0500	0.0500
0.0248	0.0270	0.0270	0.0270	0.0270
0.5200	0.5200	0.5200	0.5200	0.5200
0.4800	0.4800	0.4800	0.4800	0.4800
0.4500	0.4500	0.4500	0.4500	0.4500
0.3600	0.3800	0.3600	0.3600	0.3600
0.5000	0.5500	0.5500	0.5500	0.5500
0.4000	0.4000	0.4000	0.4000	0.4000
0.3800	0.4000	0.4000	0.3700	0.3700
0.4400	0.4700	0.4700	0.4700	0.4700
0.5500	0.5650	0.5650	0.5650	0.565
1.0000	1.0450	1.0450	1.0450	1.045

CATAWBA COUNTY, NORTH CAROLINA
Ratios of General Bonded Debt Outstanding
Last Ten Fiscal Year

Fiscal Year Ended	General Obligation	Total Taxable	Percentage of	Per
June 30	Bonds	Assessed Value	Actual Taxable	Capita
			Value of Property	
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
2009	23,765,000	15,068,712,596	0.16	151



CATAWBA COUNTY, NORTH CAROLINA
Legal Debt Margin Information
Last Ten Fiscal Years

	2009	2008	2007	2006	2005
Assessed Value					
(after exemptions)	\$15,068,712,596	\$14,655,429,923	\$13,359,326,399	\$13,023,274,801	\$12,942,756,938
Debt Limit Rate	8%	8%	8%	8%	8%
Debt Limit	1,205,497,008	1,172,434,391	1,068,746,112	1,041,861,984	1,035,420,555
Less total net debt applicable to limit	130,663,312	121,303,793	102,721,667	111,610,000	112,385,000
Legal Debt Margin	1,074,833,696	1,051,130,598	966,024,445	930,251,984	923,035,555

Total net debt applicable to the limit as a percentage of legal debt limit	11%	10%	11%	11%	7%
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Legal Debt Margin Calculation for Fiscal Year 2008

Assessed Value (after exemptions)	\$15,068,712,596
Debt limit (8% of assessed value)	1,205,497,008
Debt applicable to limit	
Outstanding general obligation debt	23,765,000
Authorized and unissued general obligation debt	6,970,000
Certificates of participation	42,645,000
Installment purchase	63,603,312
Qualified Zone Academy Bonds	650,000
Less statutory deductions	
Unissued refunding bonds	(6,970,000)
Total net debt applicable to limit	130,663,312
Legal debt margin	1,074,833,696

	2004	2003	2002	2001
Assessed Value				
(after exemptions	\$12,671,384,340	\$11,568,969,626	\$11,176,676,254	\$10,775,447,800
Debt Limit Rate	8%	8%	8%	8%
Debt Limit	1,013,710,747	925,517,570	894,134,100	862,035,824
Less total net debt				
applicable to limit	69,575,814	66,859,085	73,775,188	80,653,877
Legal Debt Margin	944,134,933	858,658,485	820,358,912	781,381,947

Total net debt applicable to the limit as a percentage of debt limit	7%	7%	8%	9%
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Demographic and Economic Statistics
Last Ten Fiscal Years

Fiscal Year	Population Estimate	Personal Income	Per Capita Income	Median Age	School Enrollment	Unemployment Rate
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%
2009	157,073	N/A	N/A	38.1	24,688	15.5%

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

Taxpayer	Type of Business	Taxable Assessed Value	% of Total Assessed Value
Duke Energy Corporation	Electric Utility	\$633,234,896	4.20%
CommScope, Inc.	Cable Manufacturer	\$132,048,432	0.88%
Getrag Gears of North America, Inc.	Gear Manufacturer	122,577,912	0.81%
Frye Regional Medical Center	Medical Care	82,415,460	0.55%
Corning Cable Systems	Cable Manufacturer	75,125,833	0.50%
Hickory Springs Mfg. Co., Inc.	Furniture Supplies	65,248,487	0.43%
Draka Comteq Americas, Inc.	Cable Manufacturer	63,150,113	42.00%
Central Telephone Company	Telephone	55,427,978	0.37%
Valley Hills Mall, LLC	Retail	49,740,830	0.33%
Shuford Mills, Inc/Shuford Development	Textiles & Tape	43,736,518	0.29%
		<u>\$1,322,706,459</u>	<u>50.36%</u>
Total Assessed Valuation		<u>\$15,068,712,596</u>	

Source: Catawba County Tax Collector

CATAWBA COUNTY, NORTH CAROLINA
Schedule of Principal Employers
Current Year

Employer	Number of Employees	Percentage of Estimated Total County Employment
Catawba County School System	1,900	2.94%
Frye Regional Medical Center	1,600	2.36%
Catawba Valley Medical Center	1,579	2.45%
CommScope, Inc.	1,525	2.48%
Catawba County Government	1,180	1.83%
Hickory Springs Manufacturing	1,000	1.55%
Corning Cable Systems	1,000	1.55%
Sherrill Furniture Company	824	1.28%
CV Industries, Inc.	678	1.05%
City of Hickory	661	1.02%
	11,947	18.51%