



catawba county
north carolina

ADOPTED OPERATING & CAPITAL BUDGET

FISCAL YEAR 2019/20



MAKING.



LIVING.



BETTER.

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

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

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

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

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

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

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

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

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

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

Instructions for Navigating FY 2019/20 Budget PDF

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

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CATAWBA COUNTY, NORTH CAROLINA

FISCAL YEAR 2019/20

ADOPTED OPERATING & CAPITAL BUDGET



Board of Commissioners

Randy Isenhower, Board Chair

Barbara Beatty, Board Vice-Chair

Kitty Barnes, Board Member

Sherry Butler, Board Member

Dan Hunsucker, Board Member

County Manager

Mick Berry

Assistant County Managers

Dewey Harris

Mary Furtado

Prepared by:

Budget & Management Director:

Jennifer Mace

Budget & Management Analyst:

Ashley C. Qualls

Board of Commissioners



Randy Isenhower
Board Chair



Barbara Beatty
Board Vice-Chair



Kitty Barnes
Board Member



Sherry Butler
Board Member



Dan Hunsucker
Board Member

EXECUTIVE LEADERSHIP

County Manager's Office

Mick Berry
County Manager

Dewey Harris
Assistant County Manager

Mary Furtado
Assistant County Manager

Executive Leadership

Debra Bechtel
County Attorney

Bryan Blanton
Emergency Services Director

Don Brown
Sheriff

Jack Chandler
Utilities & Engineering Director (Interim)

Amanda Duncan
Elections Director

Cynthia Eades
Human Resources Director

Jacky Eubanks
Planning, Parks, & Development
Director

Bradley Fowler
Tax Administrator

Karen Harrington
Social Services Director

Jennifer Mace
Budget & Management Director

Amy McCauley
Communications & Marketing Director

Bob Miracle
Chief Financial Officer

Barbara Morris
County Clerk

Rick Pilato
Chief Information Officer

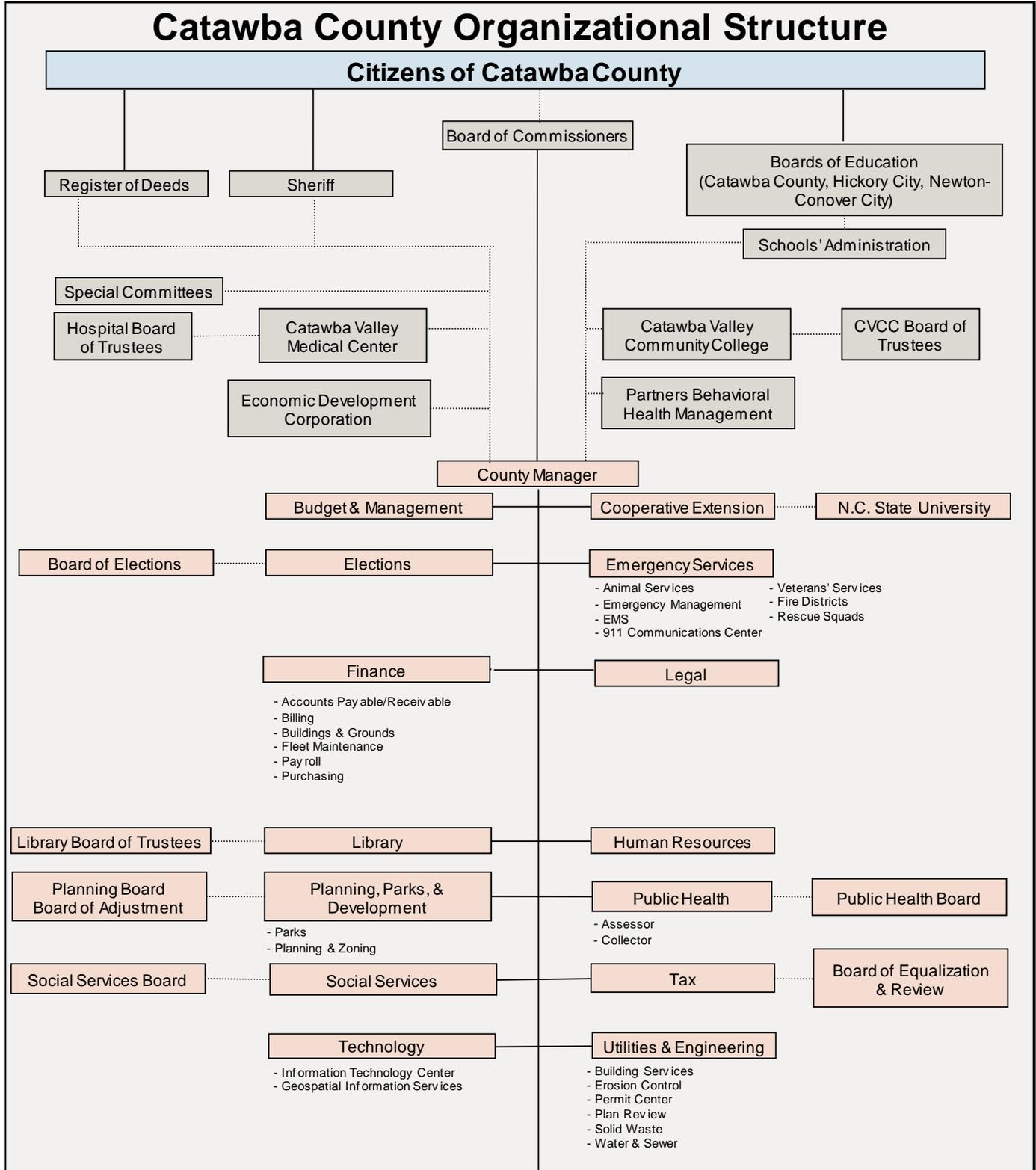
George Place
Cooperative Extension Director

Donna Spencer
Register of Deeds

Doug Urland
Public Health Director

Suzanne White
Library Director

ORGANIZATIONAL CHART





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Catawba County
North Carolina**

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morrill

Executive Director

2018/19 ACHIEVEMENTS & ACTIVITIES

Catawba County has consistently delivered quality services across a wide-range of functions, supported by one of the lowest tax rates, strong program performance, and fiscal stewardship. The quality of these services has earned Catawba County a reputation for innovation and creativity both state-wide and nationally. Examples of the quality and value of County services in 2018/19 include:

NATIONAL ASSOCIATION OF COUNTIES

- NACo Achievement Award: Public Health’s Child Oral Health Program
- NACo Achievement Award: Tax Office Land Pricing Wizards
- NACo Achievement Award: Library’s Connect, Explore, Grow: Engaging the Latino Community

THE DUKE ENDOWMENT

- Duke Endowment Grant: \$150,000 to support continued and expanded LiveWell Catawba initiatives

GOVERNMENT FINANCE OFFICERS ASSOCIATION

- GFOA Distinguished Budget Presentation Award, 30th Consecutive Year (Budget & Management)
- GFOA Certificate for Excellence in Financial Reporting, 36th Consecutive Year (Finance)
- GFOA Popular Financial Reporting Award, 10th Consecutive Year (Finance)

BUDGET ORDINANCE

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

SECTION I

Budget Adoption, 2019/20

The following budget with anticipated fund revenues of \$252,617,516 and departmental expenditures of \$252,617,516 (see [Revenue and Expenditure Summaries in the Executive Summary Section of the budget document for breakdown](#)) is hereby adopted in accordance with G.S. 159 by the County of Catawba for the fiscal year beginning July 1st, 2019, and ending June 30th, 2020, and the same is adopted by fund and department.

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

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

SECTION II

Amendment to Procedures, Controls, and Authorities for Reinventing Departments

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

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

SECTION III

Tax Levy Rate

A tax rate of \$0.575 per \$100 of assessed valuation is hereby levied for Fiscal Year 2019/20, all of which is levied in the General Fund. The revenue neutral rate resulting from countywide property revaluation was \$0.5571 and is reported as required by G.S. 159. No discounts will be allowed for early payment of taxes.

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

<u>Fire Protection Service District</u>	<u>Levied Tax Rate Per \$100 Valuation</u>	<u>Revenue Neutral</u>
Bandys Fire	\$0.0780	\$0.0780
Catawba Rural Fire	\$0.1300	\$0.0959
Claremont Rural Fire	\$0.0900	\$0.0885
Conover Rural Fire	\$0.1100	\$0.1046
Cooksville Fire	\$0.0750	\$0.0729
Hickory Rural Fire	\$0.1500	\$0.1196
Longview Rural Fire	\$0.0830	\$0.0702
Maiden Rural Fire	\$0.0753	\$0.0753
Mt View Fire	\$0.0718	\$0.0718

Newton Rural Fire	\$0.1200	\$0.1156
Oxford Fire	\$0.0650	\$0.0606
Propst Fire	\$0.0620	\$0.0598
Sherrills Ford Fire	\$0.1300	\$0.1020
St. Stephens Fire	\$0.1200	\$0.1126

SECTION IV

Hospital Fund

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

SECTION V

Schools' Current Expense

The allocation of general revenues for the schools' current expense per school system is \$1,707 per pupil based on the average daily membership of K-12, \$60 per pupil of which is budgeted in support of schools cooperating on the following inter-school system programs--Catawba County Bus Garage, HCAM Core Academy, Conover School for Exceptional Children, therapeutic day treatment, and Community Schools.

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

SECTION VI

Capital Projects and Grants

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

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

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

Any grant or capital project budget previously adopted, the balance of any anticipated, but not received, revenues and any unexpended appropriations remaining on June 30th, 2019, shall be reauthorized in the Fiscal Year 2019/20 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, 2019. Approved payments may be delayed pending receipt of this financial information.

SECTION IX

Fees and Licenses

Charges for fees and licenses by Catawba County Departments or Agencies shall be in accordance with the fee policy. Fee changes to be adopted by the Board of Commissioners are set forth in the [Fee Updates section of the Executive Summary](#) and the entire fee schedule is included in the [Appendix](#).

SECTION X

Per Diem Pay

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

Per Diem Pay	
Board	Pay
Alcoholic Beverage Control Board	Chair, \$75 per meeting; Members, \$50 per meeting
Board of Adjustment	Chair, \$50 per meeting; Members, \$35 per meeting

Board of Commissioners	Chair, \$1,050 per month; Members, \$850 per month; In-County Travel Allowance, \$350 per month
Board of Elections	Chair, \$75 per meeting; Members, \$50 per meeting; \$100 for Election Day
Equalization & Review Board	Chair, \$50 per meeting; Members, \$35 per meeting
Jury Commission	Chair, \$50 per meeting; Members, \$35 per meeting
Library Board	Chair, \$50 per meeting; Members, \$35 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

SECTION XI

Personnel

- A. Salaries – Salaries for Fiscal Year 2019/20 are based on the Fiscal Year 2019/20 pay plan for Catawba County that is adopted as a part of this budget and is effective July 1st, 2019. Funds are included for a 2 percent plus \$400 added to base performance pay increase for employees who satisfy performance expectations as reflected in employees’ annual performance evaluations.
- B. Performance Awards – Funds are allocated in the budget to provide one-time lump sum performance awards to recognize exceptional performance at the discretion of the County Manager.
- C. Travel Allowance – The travel allowance rate will be according to the IRS reimbursement rate.
- D. Special Payment – Positions that require specialized skills may be compensated by a special payment. This payment will only occur while the employee is serving in that capacity. This special payment is not considered a part of the annual base pay for classification. The amount of special payment is to be approved by the County Manager upon a recommendation by the Human Resources Director.

SECTION XII

Budget Policy for State and Federal Fund Decreases

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

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

SECTION XIII

Reappraisal Fund

In accordance with the provisions of G.S. 153A-150, an appropriation of \$509,167 will be made from the General Fund to the Reappraisal Fund for the purpose of providing funds for the next reappraisal.

SECTION XIV

Fiscal Control Act

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

- A. As provided by G.S. 159-25 (b), the Board has authorized dual signatures for each check or draft that is made on County funds. The signatures of the County Manager, Chief Financial Officer, Assistant County Manager, and Assistant Chief Financial Officer shall be authorized signatures of the County.
- B. Operating funds encumbered on the financial records of the County as of June 30th, 2019, are hereby re-appropriated to this budget.
- C. The Board authorizes the appropriation of all Fund Balances earned by the Reinventing Departments as determined by the County Manager and as a result of the County's annual audit of June 30th, 2019.
- D. The Board also authorizes (as is the practice) one principal account as depository for all funds received by the Chief Financial Officer from any source. Current accounting techniques shall be used to assure that all funds will be properly accounted for in the financial records of the County.

SECTION XV

Authorization to Contract

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

SECTION XVI

Authorization to Award and Reject Bids

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

This ordinance is adopted this 3rd day of June 2019.

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

Randy Isenhower, Chair

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

Mick W. Berry, County Manager



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catawba county
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EXECUTIVE SUMMARY



Message from the County Manager

May 13, 2019

To the Catawba County Board of Commissioners and Citizens:

I am pleased to present to you the recommended Catawba County budget for Fiscal Year 2019/20 in the amount of \$252,617,516, which maintains a property tax rate of \$0.575 per \$100 of valuation and reflects a 1.1 percent increase in the total budget. The General Fund budget is \$198,890,051 of this total, a 0.3% percent decrease over the current year. The budget is balanced and prepared in accordance with the Local Government Budget and Fiscal Control Act and Generally Accepted Accounting Principles, and is aligned with the priorities of the Board of Commissioners.

The Board of Commissioners' recently developed strategic plan has served as a framework to focus and guide the County's policies, service levels, and corresponding financial investments. The budget devotes resources to strategies aimed at moving the County forward toward the Board's goals:

- Catalyzing a positive business climate to retain and attract quality employers and investments;
- Partnering business with education to cultivate connections between the classroom and real-world careers for our students of all ages;
- Anticipating and skillfully planning for our community's business and residential growth;
- Protecting the well-being of our citizens;
- Providing scenic outdoor experiences for our citizens and visitors;
- Elevating our sense of place by showcasing our community's entertainment and creative offerings; and
- Amplifying our story in ways that reflect who we are and inspire people to be a part of it.

For more information on the specific ways the budget invests in these outcomes (along with many others), explore the following summary presentation on my recommended Fiscal Year 2019/20 Budget. Information on the County's overall financial and economic condition, details of each department's budget and performance outcomes, school capital and current funding, and longer term capital improvement and infrastructure plans is also included.

This budget continues the investments which have catalyzed economic growth and expanded opportunities and quality of life for our citizens. The County's leadership continues to move beyond the bounds of our specific service portfolio to our partners in the municipalities, schools, higher education and private sector, building on our heritage of people working together and truly Making.Living.Better for the citizens of Catawba County.

Sincerely,



Mick Berry
County Manager





catawba county

MAKING. LIVING. BETTER.

FISCAL YEAR 2019/20 RECOMMENDED BUDGET

Mick Berry

County Manager

May 13, 2019

FY2020 Budget Overview

- Total = \$252,617,516 (\$2.85M or 1.1% increase)
- Real Property Revaluation (since 2015) overall values up 7.4%
- General Fund = \$198,890,051 (\$659K or 0.3% decrease)
- Property Tax Rate = \$0.575 per \$100 valuation
(Revenue Neutral Rate = \$0.5571)
- Continues to implement the BOC's Strategic Plan



Revenue: Local Growth Up–Fed & State Down

FY2019/20 -- Major Revenue Summary				
Revenue by Source	FY 2018/19 Approved	FY 2019/20 Recommended	Rec \$ Change	Rec % Change
Property Tax	\$96,612,000	\$102,921,814	\$6,309,814	6.5%
Fire Prot. Service District	\$7,009,108	\$8,191,737	\$1,182,629	16.9%
Sales Tax	\$36,691,070	\$37,668,455	\$977,385	2.7%
Other Taxes	\$1,049,925	\$1,022,000	(\$27,925)	-2.7%
Federal	\$14,697,475	\$14,493,535	(\$203,940)	-1.4%
State	\$9,082,607	\$8,124,841	(\$957,766)	-10.5%
Federal & State	\$11,348,811	\$6,017,073	(\$5,331,738)	-47.0%
Local	\$6,987,656	\$6,252,905	(\$734,751)	-10.5%
Permits & Fees	\$18,862,984	\$19,528,705	\$665,721	3.5%
Miscellaneous	\$2,395,448	\$2,500,172	\$104,724	4.4%
Fund Balance	\$10,847,460	\$13,354,743	\$2,507,283	23.1%
Transfers Between Funds	\$11,375,359	\$9,660,991	(\$1,714,368)	-15.1%
Fines & Forfeitures	\$590,350	\$579,200	(\$11,150)	-1.9%
Other Sources	\$22,217,984	\$22,301,345	\$83,361	0.4%
Total Revenue All Funds	\$249,768,237	\$252,617,516	\$2,849,279	1.1%



Real Property Values grew 7.4%, 25% of tax base not affected; total 5.4% growth

Tax Base Net Apple Incentivized Property						
		18/19		19/20	Change	% Change
Real Property		\$11,883,431,245		\$12,758,057,600	\$874,626,355	7.4%
Business Personal Property		\$2,045,205,516		\$2,036,117,635	(\$9,087,881)	-0.4%
Public Utilities		\$856,998,870		\$857,000,000	\$1,130	0.0%
Motor Vehicles		\$1,435,000,000		\$1,445,000,000	\$10,000,000	0.7%
	Total	\$16,220,635,631		\$17,096,175,235	\$875,539,604	5.4%

- Business Personal Property actually decreases due to depreciation.



Revenue Neutral Rate yields 2.1% growth; GS Revenue Neutral Formula = \$.5571

Revenue Neutral Net Apple Incentives	0.5750	\$90,703,767	0.5571	\$92,623,615	\$1,919,848	2.1%
Real Property		\$66,935,054		\$69,120,573	\$2,185,519	3.3%
Business Personal Property		\$11,436,534		\$11,031,273	(\$405,261)	-3.5%
Public Utilities		\$4,792,231		\$4,643,052	(\$149,179)	-3.1%
Motor Vehicles		\$8,024,341		\$7,828,717	(\$195,624)	-2.4%

- Unintended reduction in public utilities, business personal, and motor vehicles
- Neutral formula does not exclude growth in tax base, only growth in value due to revaluation



Flat Tax Rate yields 5.4% growth, minimizes windfall

Current Tax Rate Net Apple Incentives	0.5750	\$90,703,767	0.5750	\$95,599,675	\$4,895,908	5.4%
Real Property		\$66,935,054		\$71,341,463	\$4,406,409	6.6%
Business Personal Property		\$11,436,534		\$11,385,715	(\$50,819)	-0.4%
Public Utilities		\$4,792,231		\$4,792,237	\$6	0.0%
Motor Vehicles		\$8,024,341		\$8,080,259	\$55,918	0.7%

- .575 rate minimizes windfall on utilities, depreciated business personal property, and motor vehicles



Flat Tax Rate means \$32 per year for average homeowner

	18/19 Value	Tax Bill	19/20 Value	19/20 Rate	Tax Bill	Difference
Avg Home Current Rate	\$160,800	\$925	\$179,700	\$0.5750	\$1,033	\$109
Avg Home Rev Neutral Rate	\$160,800	\$925	\$179,700	\$0.5571	\$1,001	\$77



Revenue: Local Growth Up–Fed & State Down

- Sales Tax: 2.7% growth on FY17/18 actuals = \$977K revenue
- Federal/State Revenue Loss: roughly \$6.7M (mostly removal of pass-through day-care funds from Social Services)
- Fund Balance reflects prudent management of reserves and history of conservative projections:
 - \$39.5M General Fund Unassigned (24% of expenditures)
 - Well above State-required 8% minimum and BOC policy of 16%
 - \$13.4M appropriated



Expenditures: Biggest Increases = Jail, Sheriff, Schools, Fire Departments

FY2019/20 -- Departmental Expense Summary				
Expenses by Department/Fund	FY 2018/19 Approved Budget	FY 2019/20 Recommended Budget	Rec. \$ Change	Rec. % Change
General Government	\$8,762,301	\$9,034,383	\$272,082	3.1%
Transfers	\$8,168,554	\$6,838,522	(\$1,330,032)	-16.3%
Public Safety	\$33,358,998	\$36,487,472	\$3,128,474	9.4%
Environmental Quality	\$661,106	\$722,247	\$61,141	9.2%
Economic & Physical Dev	\$19,241,427	\$20,034,168	\$792,741	4.1%
Human Services	\$52,428,038	\$47,259,838	(\$5,168,200)	-9.9%
Other Human Services	\$223,500	\$223,500	\$0	0.0%
Education - Current Exp	\$45,182,608	\$46,076,976	\$894,368	2.0%
Culture	\$3,537,903	\$3,623,760	\$85,857	2.4%
Debt	\$28,208,601	\$28,812,685	\$604,084	2.1%
Total General Fund	\$199,549,536	\$198,890,051	(\$659,485)	-0.3%
GF-like, Special Revenue	\$8,243,413	\$8,324,242	\$80,829	1.0%
Fire Districts	\$7,088,311	\$8,846,556	\$1,758,245	24.8%
General Capital Project	\$4,694,024	\$5,087,165	\$393,141	8.4%
School Capital	\$5,940,774	\$6,401,556	\$460,782	7.8%
School Construction	\$9,781,242	\$11,036,780	\$1,255,538	12.8%
Water & Sewer Capital	\$559,700	\$350,000	(\$209,700)	-37.5%
Water & Sewer	\$2,996,061	\$2,559,262	(\$436,799)	-14.6%
Solid Waste Capital	\$2,250,000	\$2,050,000	(\$200,000)	-8.9%
Solid Waste Management	\$8,665,176	\$9,071,904	\$406,728	4.7%
Grand Total	\$249,768,237	\$252,617,516	\$2,849,279	1.1%

Budget Implements Strategic Plan

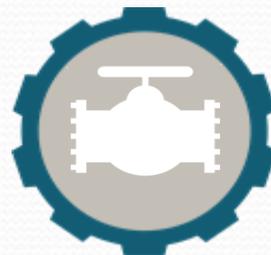
Success for Catawba County means driving economic and population growth through creating jobs and enhancing our strong quality of life



Economic Development



K-64 Education



Water & Sewer



Housing



Healthy & Safe



Parks & Environment



Arts & Culture

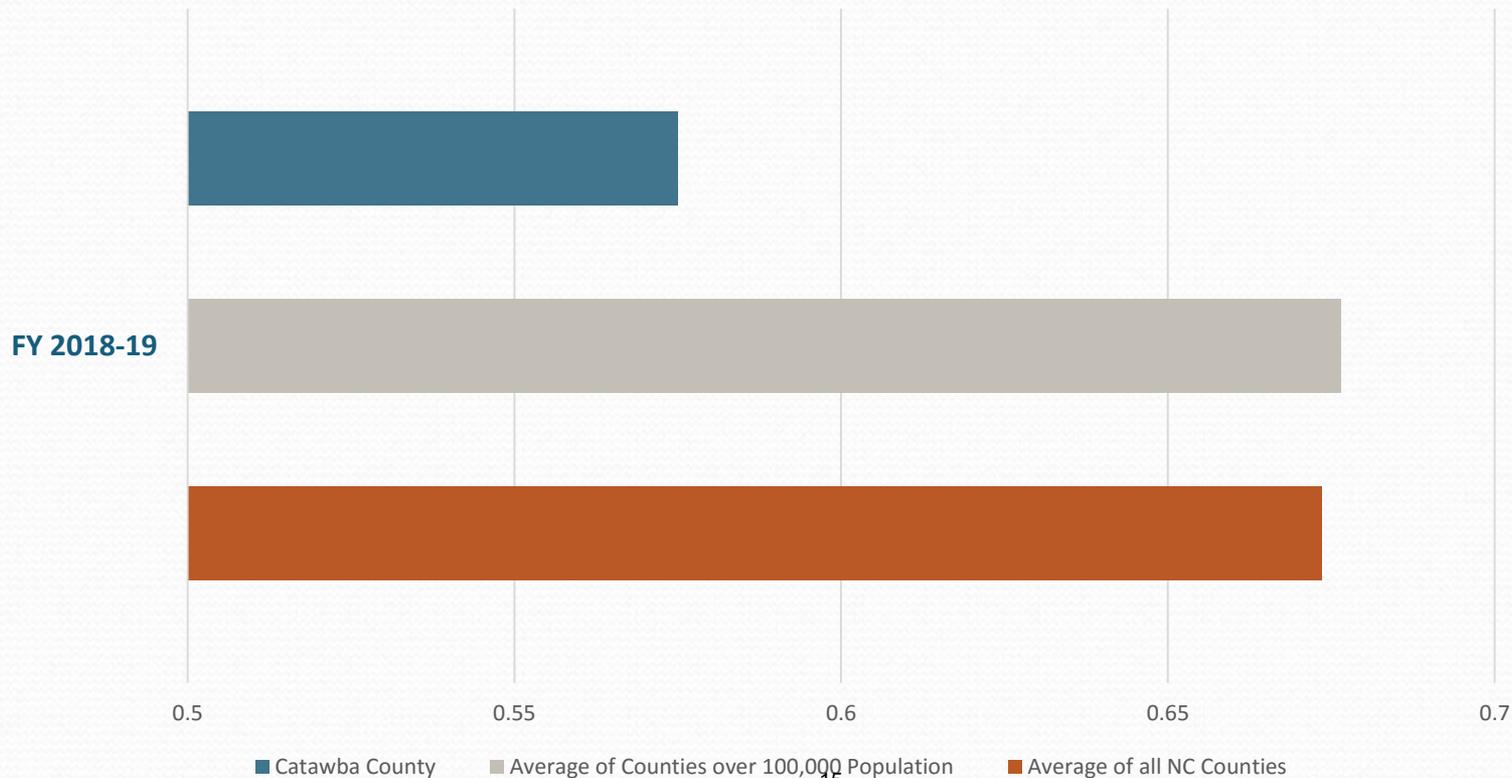


Branding & Marketing

Foster Positive Business Climate

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

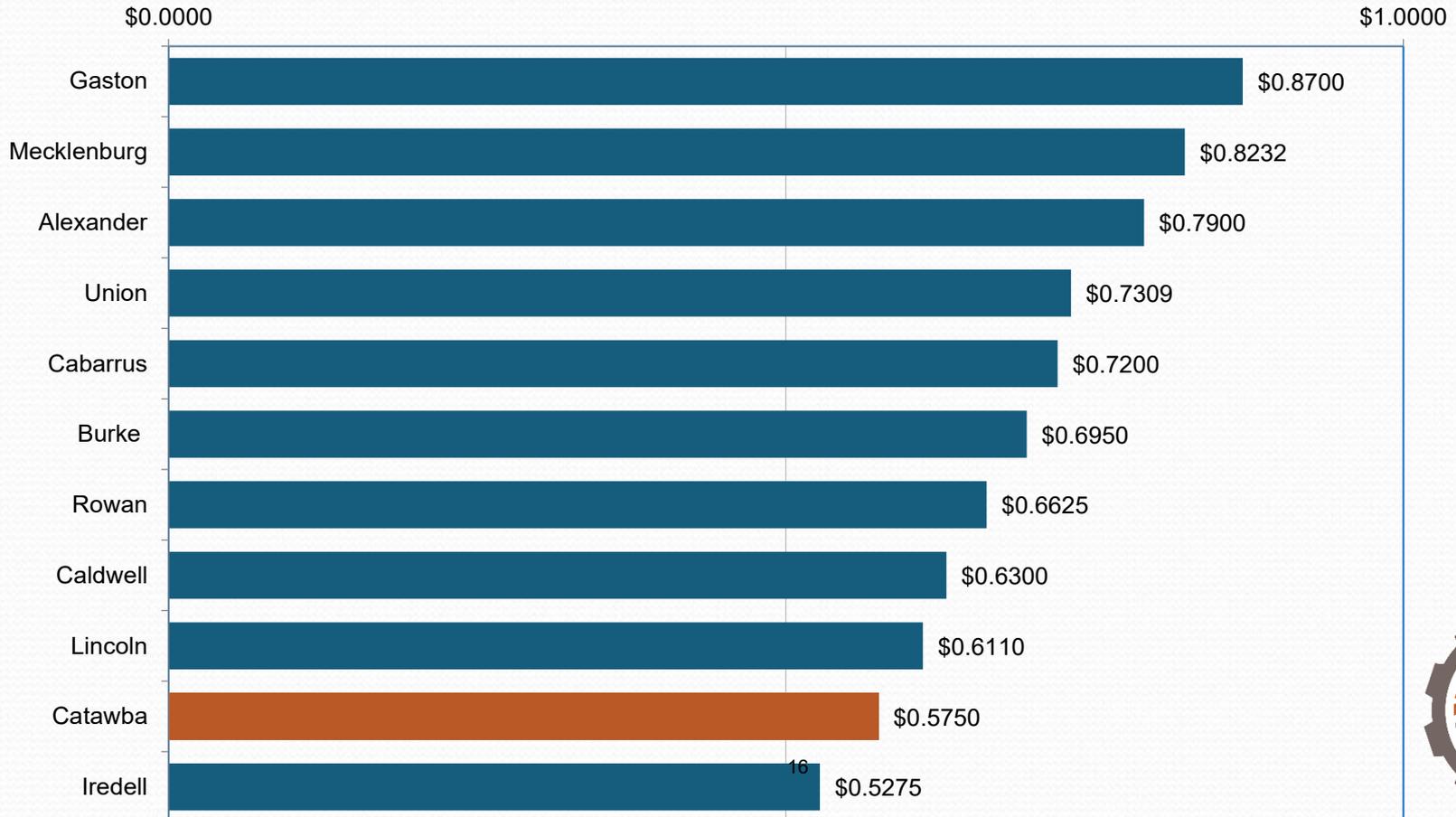
Catawba County's tax rate is lower than the average of both all NC counties and those over 100,000 population, at 1/3 of legally allowable tax rate.



Foster Positive Business Climate

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

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



Foster Positive Business Climate

- Environmental Health lead position added to enhance customer service and assist with response times
- Business Personal Property Auditor to ensure taxpayer equity
- \$100K Permitting software upgrade set-aside (recurring)



Foster Positive Business Climate

Fee Changes: Aligning fees with costs, Simplifying fee structures

- Building Services: reductions and simplification
 - Reductions: phased construction permit, demolition permit, re-roof permit, MF mechanical / plumbing permit, covered porch sq. ft. multiplier, exhaust fan / gas line only, etc.
 - Streamlining: modular/manufactured home trade permit, permit placard, mechanical permit fee
- Library: large format print/copy charges adjusted to cover supply cost
- Sheriff: establish separate inmate bed rental fee for federal prisoners (\$65 / day) and local prisoners (\$40 / day)



Creating Jobs & Investment for Quality of Life

Since July 2016: **1,593** new jobs and **\$1.8B** in tax base investment



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

- Develop and aggressively market Trivium Corporate Center
\$6.3M to cover County's share of land acquisition and
site development commitments over next 4 years



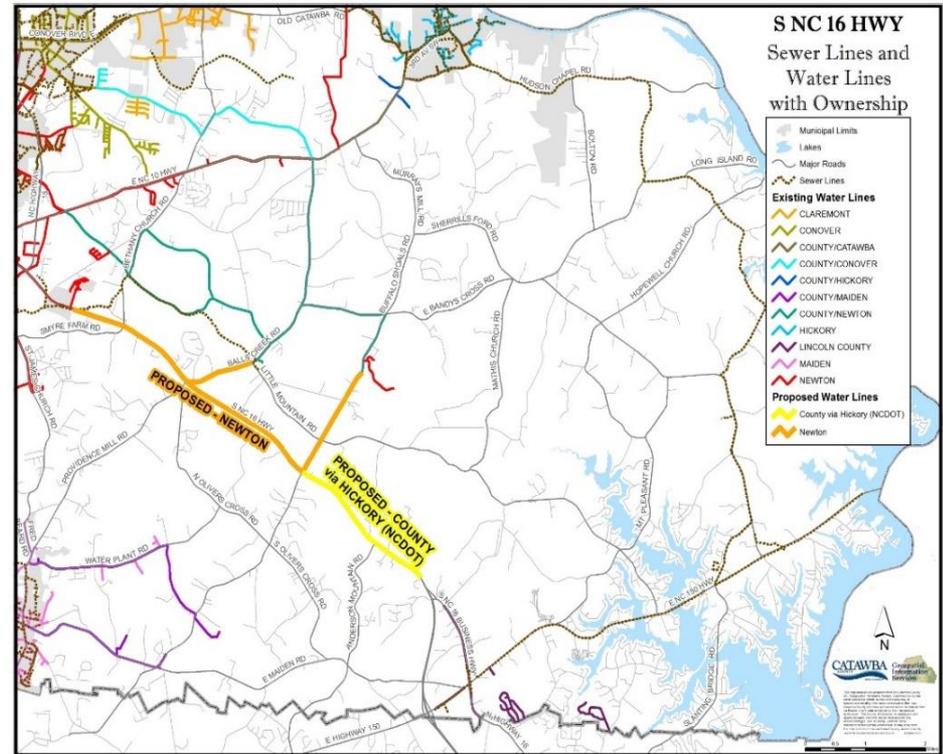
Support Stratified Approach to Product Development - ensuring market-ready product offerings that appeal to diverse prospects

- Sets aside \$3.9M to support strategic investments in potential emergent opportunities (via 2-year diversion of property and sales tax from Water and Sewer reserve)
- Capture unmet incentives (\$520K) for future investment
- Spec building partnerships
- New business park opportunities



Lead growth through targeted water/sewer extensions

- High priority municipal extension needs met
- \$250K set-aside for future WWTP expansion
- Hwy 16 Water (w/Newton): \$6.2M total; \$1.2M spent
 - Non-NCDOT lines in service: Balls Creek and Buffalo Shoals Rd.
 - Hwy 16 construction not started; early 2021 estimated completion
- \$16M reserve for future expansion
- SECC Study complete in Summer 2019



Ensure Financial Sustainability of Water/Sewer Program

- Establishment of Water-Sewer governance and funding structure planned for Fall 2019
- Work remaining
 - Boundary establishment
 - Re-calculation of system development fees
 - Community outreach
 - Formal BOC consideration



Education: Investing in Future Workforce Readiness

- **\$46.1M Schools Current Expense (2% increase)**
 - \$1,707 per pupil (\$60 or 3.6% increase)
 - Rank 19th statewide in total current expense funding; up from 20th
 - Rank 49th statewide in per pupil funding; up from 52nd
 - \$250K increase for CVCC to support WSC operations (5.7% increase)
- **\$6.4M Schools Capital – follows districts' funding priorities**
 - Catawba County Schools: \$4.02M
 - Hickory Public Schools: \$969,004
 - Newton-Conover City Schools: \$754,700
 - CVCC: \$653,011
- **K-64: \$1.3M in annual support (3rd year of 5-year commitment)**
 - WBL120: 46 spring students; online soft skills modules, 32-hr internships
 - 1-to-1 Chromebooks at middle and high schools county-wide
 - Character education pilot program throughout districts



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

School Construction Projects 4-Year Plan	Fiscal Year 2019/20	Fiscal Year 2020/21	Fiscal Year 2021/22	Fiscal Year 2022/23	Total
CVCC - Engineering Building	3,000,000	0	0	0	3,000,000
Catawba County Schools - New Maiden Elementary	0	19,500,000	0	0	19,500,000
Catawba County Schools - Maiden Middle Renovations & Addition	7,250,000				7,250,000
Hickory Public Schools - Elementary School Additions	0	4,000,000	0	4,000,000	8,000,000
Newton-Conover High School Renovations	0	6,000,000	2,000,000	0	8,000,000
Totals	10,250,000	29,500,000	2,000,000	4,000,000	45,750,000
Revenue					
Installment Purchase	10,250,000	29,500,000	2,000,000	4,000,000	45,750,000
Total Revenue	10,250,000	29,500,000	2,000,000	4,000,000	45,750,000

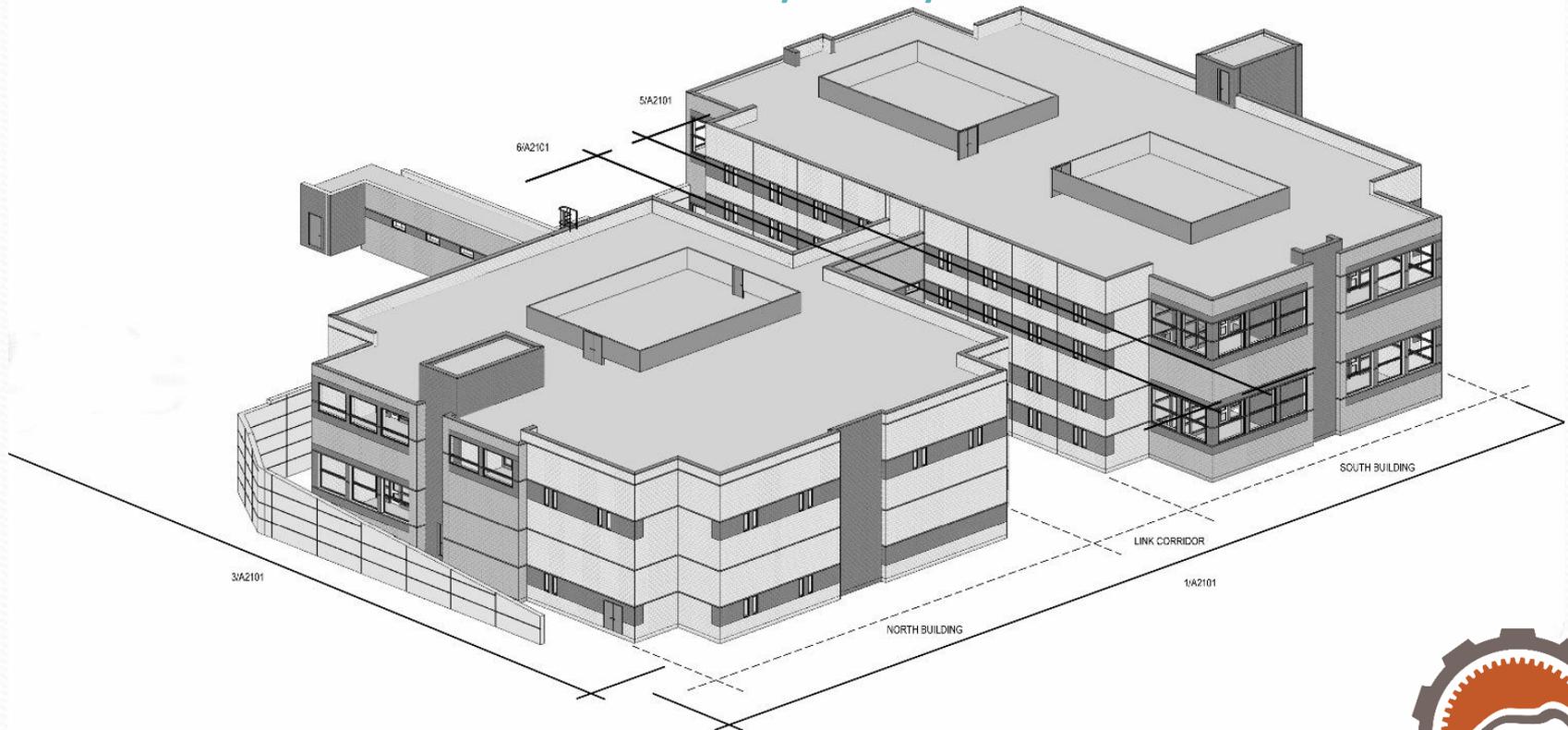
+ \$787K set aside for future debt service



Healthy and Safe Community: 320-bed Jail Expansion

Replacing 25-year Partnership w/Burke Co.

- Project Cost: \$33.4M
- \$1.8M in annual debt svc across 4-year cycle



PERSPECTIVE 1 - SW VIEW

Total expanded bed count = 579



Healthy and Safe Community: Sheriff's Office

- Jail Expansion: 46 positions + partial year of jail operations (\$1.75M increase)
 - 1 Captain
 - 4 Supervisors
 - 39 Detention Officers
 - 2 Sheriffs Deputies
- Jail Debt Service: \$1.86M
- Records: Gun Permits – 1 position added (\$42K)
- Body Worn Cameras / Tasers + associated IT support (\$272K)
- Vehicle Replacement: 19 Tahoes, Jail Van (\$627K)
- Safe Communities Initiative: municipal partnership (\$23K)
- Other equipment: boat motor, STAR team gear, aircards, etc.



Healthy and Safe Community: Jail Diversion

- Arnold Fdn. Public Safety Assessment (PSA) Grant
 - June: site visit by technical assistance team
 - July: grant kick-off seminar in Montgomery, AL
 - Monthly thereafter: technical assistance team site visits
 - Early 2020: target date for PSA launch
- Pre-trial Electronic Monitoring: continued funding for Court Improvement Board pilot (\$50K)
- Courts: replacement of Nomad technology system (\$90K)



Healthy and Safe Community: Emergency Medical Services

- Expansion of Emergency Medical Response capacity
 - Conover Crew expansion from 12 to 24 hours (\$214K)
 - Annualize 6 floater positions added current year (\$323K)
 - Annualize education/experience raises added current year (\$50K)
- Employee safety-focused Emergency Medical Response investments
 - Power Stretchers (\$137K)
 - Bullet-proof Vests (\$159K)
- Maintaining equipment replacement schedule
 - 4 ambulances, Animal Control truck



Healthy and Safe Community: Expanding Capacity and Service Levels of Fire Departments

District	Current Tax Rate	Revenue Neutral Tax Rate	Requested Tax Rate	Recom. Tax Rate	Prop. Tax Revenue Increase	Fund Balance Applied
Mountain View	.0750	.0718	.0718	.0718	10,099	26,650
Propst	.0620	.0598	.0620	.0620	13,322	-
St. Stephens	.1200	.1126	.1200	.1200	84,077	34,029
Conover Rural	.1100	.1046	.1200	.1100	3,779	267,554
Oxford	.0650	.0606	.0650	.0650	31,570	-
Sherrills Ford-Terrell	.1100	.1020	.1300	.1300	746,738	224,641
Bandys	.0820	.0780	.0780	.0780	25,176	87,193
Maiden	.0800	.0753	.0753	.0753	10,615	-
Claremont	.0900	.0885	.0900	.0900	4,042	-
Catawba	.1000	.0959	.1300	.1300	63,134	-
Longview	.0730	.0702	.1200	.0830	4,031	-
Newton	.1200	.1156	.1200	.1200	33,983	-
Cooksville	.0750	.0729	.0750	.0750	6,309	-
Hickory Rural	.1200	.1196	.1500	.1500	145,754	14,752

3 districts at rev. neutral; 7 districts at current; 4 districts increased



Healthy and Safe Community: Human Services

- Foster Care Stabilization (\$400K set-aside)
- Child Protective Services: advanced implementation of pay scale adjustment (\$176K)
- Public Health: continued implementation of LiveWell initiatives and Duke Endowment *Healthy People, Healthy Carolinas* (\$150K; grant funds)
- Public Health – CVMC Partnership: Inclusion of Conover School in School Nursing Program (\$80K add'l contribution)
- Partners BHM funding maintained



Quality of Life: Parks, Arts, Branding

Create synergy between the 3 major County parks by offering a distinct set of featured amenities at each location, taking into consideration complementary regional and local offerings.

- Mountain Creek Park Phase I: \$684K debt payment; \$8M construction
- Riverbend Park expansion activities underway
- Operations - staffing expansion planned for FY20/21: \$606K

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

- Continuation of Pop-Up Library Outreach
- Continued funding of outside agencies for arts & culture: Historical Assn., SALT Block, United Arts Council, Newton-Conover Aud., Convention & Visitors' Bureau, Visitors' Welcome Center



Investing in Facilities

- Board of Elections renovation: completion by 2020
- Register of Deeds / Criminal Investigations renovation: completion in Fall 2019
- Agricultural Resource Center: funding set-aside begins in FY19/20 (\$100K per year)



Maintaining Infrastructure

Capital:

- \$1M Technology server & desktop applications and security enhancements, infrastructure upgrades (roughly \$700K recurring; remainder 1-time)
- Public Health Adult Clinic renovations (\$35K; restricted revenue)
- Upgrading facilities with existing funds: Jail expansion, old Justice Center roof replacement, Newton Main and St. Stephens Libraries
- \$100K Facilities general renovations (recurring)
- Maintaining routine capital replacement cycle (equipment, vehicles)



Maintaining Operations & Services

- Recognizing employee customer service and productivity
 - 2% +\$400 added to base performance pay based on evaluations
 - 1% 401K
- Treasurer's mandatory LGERS increases: \$675K
- Competitive and cost effective employee benefits
 - NCHIP participation controls costs and spreads risk (5%, instead of 10% trend) - \$650K
 - Creation of new tier: Employee / 1 child
 - Biweekly health insurance premiums increase:
 - County – 5% increase (\$336K)
 - Employee – increase varies by tier from \$3 to \$40 (\$256K)





MAKING

LIVING

BETTER

May 10-22: BOC Review of Manager's Recommendation

May 23: BOC Budget Hearings with Departments and funded agencies

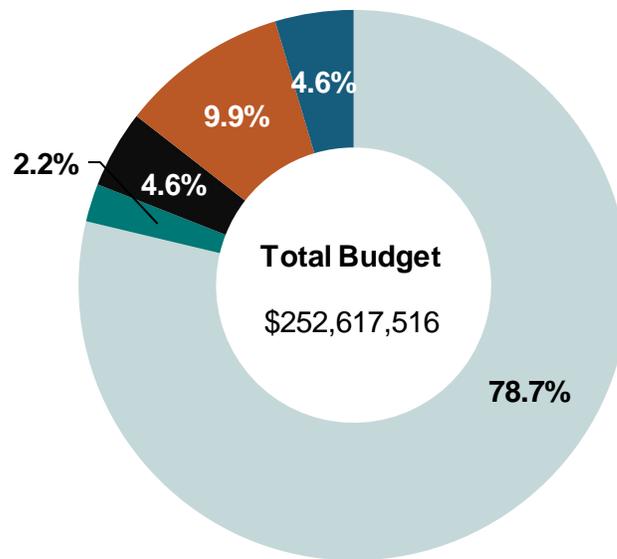
May 30: BOC public hearing and wrap up

June 3: BOC Adoption of FY19-20 Budget

FISCAL YEAR 2019/20 BUDGET HIGHLIGHTS

The County's total Fiscal Year 2019/20 Budget is \$252,617,516. The County manages these funds using accounts—called funds—to track expenditures and revenue sources. The easiest way for most people to think about funds is to compare them to bank accounts. Money comes into a fund from a variety of sources and is then used to provide services to the public. Catawba County has 36 funds, with the largest being the General Fund. The General Fund is the primary operating fund composing \$198,890,051 or 78.8 percent of the budget. These funds are summarized in the budget into the following fund types:

TOTAL BUDGET



GENERAL FUND

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

OTHER GENERAL FUND-LIKE FUNDS

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

SPECIAL REVENUE FUNDS

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

CAPITAL PROJECT FUNDS

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

ENTERPRISE FUNDS

Includes Solid Waste and Water & Sewer Operating Funds.

REVENUES

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

PROPERTY TAX

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

SALES TAX

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

OTHER TAXES

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

INTERGOVERNMENTAL FUNDS

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

PERMITS & FEES

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

MISCELLANEOUS

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

FUND BALANCE

Reflects the use of County savings.

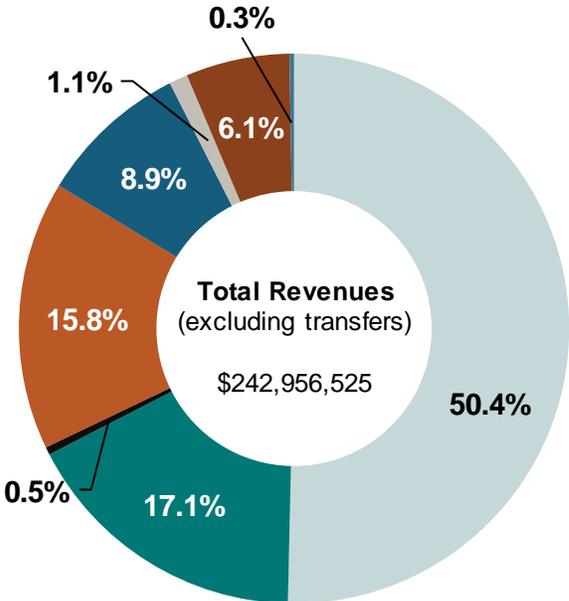
FINES & FORFEITURES

Fees collected by the Courts and entirely distributed to schools.

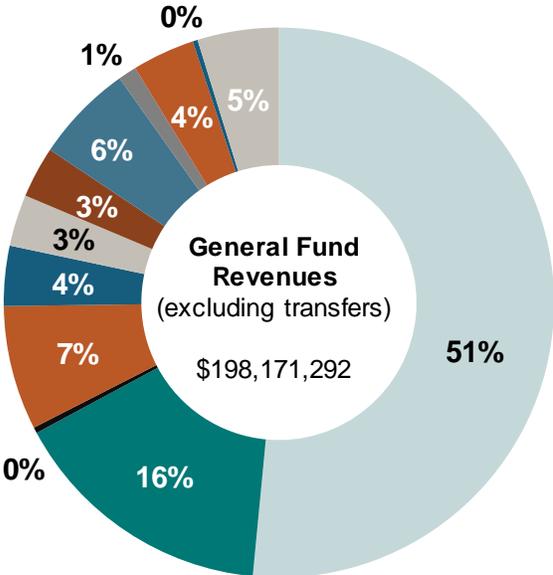
OTHER SOURCES

Includes debt proceeds, special contingency, and insurance premiums.

TOTAL REVENUES



GENERAL FUND REVENUES



REVENUE SUMMARY

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
GENERAL FUND					
Property Tax	\$96,118,691	\$95,785,817	\$102,095,631	\$102,095,631	6.6%
Sales Tax	30,915,495	30,645,516	30,953,657	30,953,657	1.0%
Other Taxes	887,700	734,925	645,000	680,000	-7.5%
Federal	14,438,107	14,697,475	14,393,535	14,493,535	-1.4%
State	6,986,043	8,120,302	7,006,722	6,989,773	-13.9%
Federal & State	6,418,561	11,348,811	6,017,073	6,017,073	-47.0%
Local	5,097,787	6,698,627	6,078,026	5,965,605	-10.9%
Permits & Fees	11,309,339	11,210,339	11,487,705	11,492,205	2.5%
Miscellaneous	2,060,814	2,208,268	2,235,172	2,148,672	-2.7%
Fund Balance	0	6,584,122	12,556,498	7,284,596	10.6%
Transfers Between Funds	562,500	550,000	550,000	718,759	30.7%
Fines & Forfeitures	490,348	590,350	569,508	579,200	-1.9%
Other Sources	66,176	10,374,984	9,471,345	9,471,345	-8.7%
	\$175,351,561	\$199,549,536	\$204,059,872	\$198,890,051	-0.3%
OTHER GENERAL FUND TYPES					
Local	\$253,000	\$268,100	\$281,300	\$281,300	4.9%
Permits & Fees	25,661	19,000	19,000	19,000	0.0%
Miscellaneous	130,305	79,000	79,000	75,500	-4.4%
Fund Balance	0	294,884	247,668	351,168	19.1%
Transfers Between Funds	2,210,700	2,292,136	2,537,863	2,383,667	4.0%
Other Sources	2,295,885	2,525,000	2,525,000	2,525,000	0.0%
	\$4,915,551	\$5,478,120	\$5,689,831	\$5,635,635	2.9%
SPECIAL REVENUE FUNDS					
Prior Year Tax	\$994,609	\$826,183	\$826,183	\$826,183	0.0%
Fire Protection Service District	6,915,554	7,009,108	8,216,356	8,191,737	16.9%
State	668,975	935,305	1,108,068	1,108,068	18.5%
Local	0	5,000	3,000	3,000	-40.00%
Miscellaneous	166,610	6,500	7,500	7,500	15.4%
Fund Balance	0	1,066,508	1,344,965	1,339,965	25.6%
Other Sources	0	5,000	5,000	5,000	0.0%
Transfers Between Funds	32,273	0	53,710	53,710	0.0%
	\$8,778,021	\$9,853,604	\$11,564,782	\$11,535,163	17.1%
CAPITAL PROJECT FUNDS					
Sales Tax	\$5,149,897	\$5,727,493	\$6,529,693	\$6,714,798	17.2%
Federal	172,910	0	0	0	0.0%
State	0	0	0	0	0.0%
Local	103,746	12,929	0	0	0.0%
Miscellaneous	898,563	0	0	0	0.0%
Fund Balance	0	1,364,095	14,323,700	1,455,848	6.7%
Transfers Between Funds	9,620,792	6,858,223	5,270,672	6,504,855	-5.2%
Other Sources	43,505,000	9,263,000	29,750,000	10,250,000	10.7%
	\$59,450,908	\$23,225,740	\$55,874,065	\$24,925,501	7.3%
ENTERPRISE FUNDS					
Sales Tax	\$848,925	\$318,061	\$185,105	\$0	0.0%
Other Taxes	425,298	315,000	342,000	342,000	8.6%
State	33,078	27,000	27,000	27,000	0.0%
Local	3,000	3,000	3,000	3,000	0.0%
Permits & Fees	8,459,059	7,633,645	8,017,500	8,017,500	5.0%
Miscellaneous	213,794	101,680	168,500	168,500	65.7%
Fund Balance	0	1,537,851	1,540,537	3,023,166	96.6%
Transfers Between Funds	3,489	1,675,000	1,750,000	0	0.0%
Other Sources	54,598	50,000	50,000	50,000	0.0%
	\$10,041,241	\$11,661,237	\$12,083,642	\$11,631,166	-0.3%
TOTAL	\$258,537,282	\$249,768,237	\$289,272,192	\$252,617,516	1.1%

EXPENDITURES

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

GENERAL GOVERNMENT

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

PUBLIC SAFETY

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

ENVIRONMENTAL QUALITY

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

ECONOMIC & PHYSICAL DEVELOPMENT

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

HUMAN SERVICES

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

EDUCATION

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

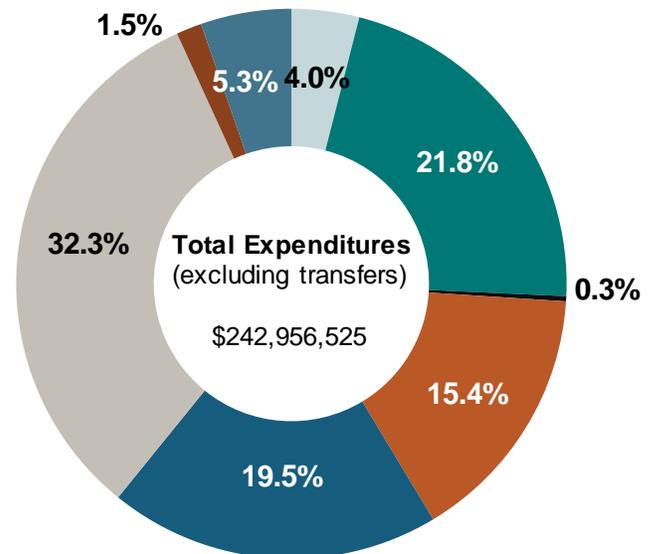
CULTURE

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

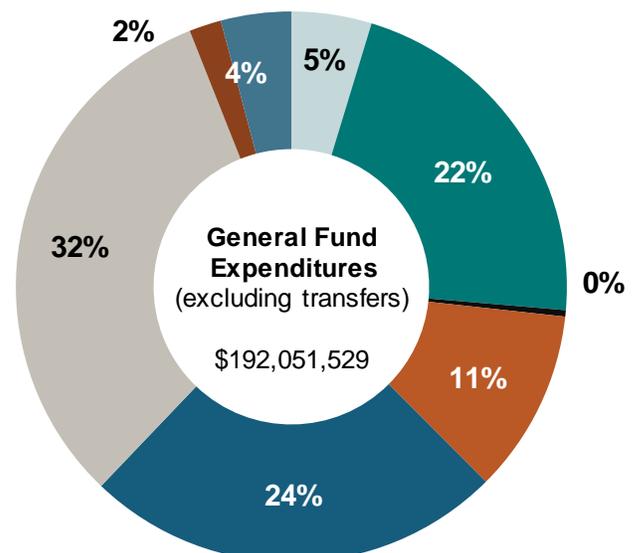
OTHER

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

TOTAL EXPENDITURES



GENERAL FUND EXPENDITURES



EXPENDITURE SUMMARY

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
General Fund					
General Government	\$8,080,990	\$8,762,301	\$9,038,163	\$9,034,383	3.1%
Public Safety	\$31,284,597	\$33,358,998	\$40,432,517	\$36,487,472	9.4%
Environmental Quality	\$581,572	\$661,106	\$722,247	\$722,247	9.2%
Economic & Physical Development	\$16,843,305	\$19,241,427	\$20,281,535	\$20,034,168	4.1%
Human Services	\$42,039,177	\$52,428,038	\$47,422,041	\$47,259,838	-9.9%
Schools Current Expense	\$43,821,455	\$45,182,608	\$46,292,463	\$46,076,976	2.0%
Libraries & Culture	\$3,397,644	\$3,537,903	\$3,624,686	\$3,623,760	2.4%
Debt Service	\$16,686,394	\$28,208,601	\$28,737,685	\$28,812,685	2.1%
Transfers to Other Funds	\$9,270,937	\$8,168,554	\$7,508,535	\$6,838,522	-16.3%
	\$172,006,071	\$199,549,536	\$204,059,872	\$198,890,051	-0.3%
Other General Fund Types					
Self Insurance Fund	\$3,466,962	\$4,912,404	\$5,021,400	\$5,021,400	2.2%
Reappraisal Fund	438,323	486,716	589,431	535,235	10.0%
Register of Deeds Auto. & Preserv.	50,600	79,000	79,000	79,000	0.0%
Capital Reserve Fund	0	406,805	0	0	0.0%
	\$3,955,885	\$5,884,925	\$5,689,831	\$5,635,635	-4.2%
Special Revenue Fund Types					
Emergency Telephone System Fund	\$552,595	\$935,305	\$1,163,995	\$1,158,995	23.9%
Narcotics Seized Fund	6,966	10,000	53,710	53,710	437.1%
State Unauthorized Substance Fund	30,000	70,000	70,000	70,000	0.0%
Narcotics Fed Seized Justice Fund	0	0	28,451	28,451	0.0%
Narcotics Fed Seized Treasury Fund	0	0	25,259	25,259	0.0%
Hospital Reserve Fund	500,000	500,000	500,000	500,000	0.0%
Rescue Squads Fund	891,152	826,183	841,692	841,692	1.9%
Library Endowment Fund	7,625	5,000	4,000	4,000	-20.0%
Gretchen Peed Scholarship Fund	0	1,500	1,500	1,500	0.0%
Parks/Historic Preserv.Trust Fund	0	10,500	5,000	5,000	-52.4%
Community Development Fund	77,851	0	0	0	0.0%
Fire Protection Service District Funds	6,957,854	7,088,311	8,871,175	8,846,556	24.8%
	\$9,024,043	\$9,446,799	\$11,564,782	\$11,535,163	22.1%
Capital Project Funds					
General Capital Projects	\$9,977,159	\$4,694,024	\$2,892,877	\$5,087,165	8.4%
Schools' Capital Fund	6,653,034	5,940,774	19,619,408	6,401,556	7.8%
Schools' Construction Fund	19,873,174	9,781,242	30,611,780	11,036,780	12.8%
Water & Sewer Capital Fund	1,865,167	559,700	700,000	350,000	-37.5%
Solid Waste Capital	1,960,818	2,250,000	2,050,000	2,050,000	-8.9%
	\$40,329,352	\$23,225,740	\$55,874,065	\$24,925,501	7.3%
Enterprise Funds					
Water and Sewer	\$423,939	\$2,996,061	\$3,011,738	\$2,559,262	-14.6%
Solid Waste	5,604,456	8,665,176	9,071,904	9,071,904	4.7%
	\$6,028,395	\$11,661,237	\$12,083,642	\$11,631,166	-0.3%
TOTAL	\$231,343,746	\$249,768,237	\$289,272,192	\$252,617,516	1.1%

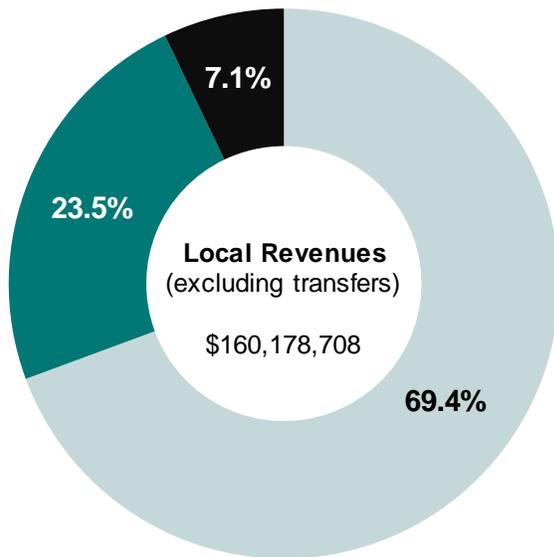
Local Funds

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

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

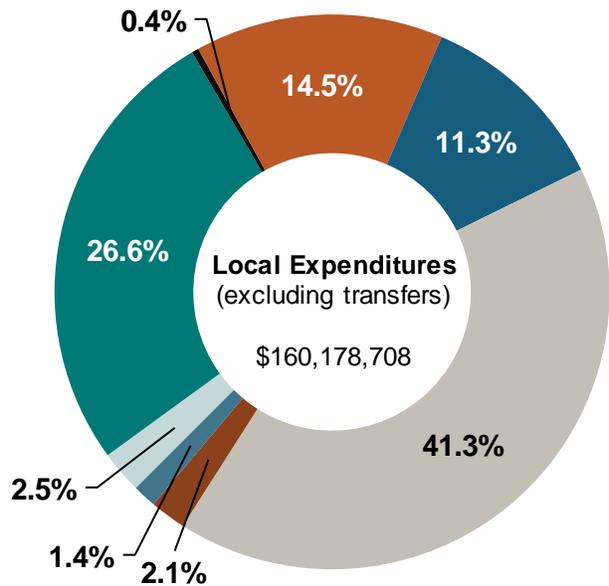
Many services provided by the County don't generate revenues at all, or the amount generated isn't sufficient to cover the cost of delivering the service such as Education, Public Safety, General Government Administration, and Libraries. The term Local Funds is used to refer to the portion of the budget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

LOCAL REVENUES



- Property Tax
- Sales Tax
- Fund Balance

LOCAL EXPENDITURES



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

MAJOR CHANGES IN THE FISCAL YEAR 2019/20 BUDGET

REVENUE

Property Tax

Due to tax base growth and conservative budgeting in prior years, property tax revenue increased \$7.5 million budget to budget (\$6.3 million countywide property tax, \$1.2 million fire protection service districts' property tax).

Sales Tax

Sales tax revenues increased \$977,385 budget to budget due to growth in both the base and sales activity along with conservative budgeting the prior year.

General Fund Balance

Fund balance appropriated in the General Fund increased \$600,474 to balance the budget, although it is anticipated that most of the Fund Balance appropriated will not actually be spent.

EXPENSE

Public Safety

Sheriff

The Sheriff's Office budget reflects increases primarily driven by preparing for the jail expansion scheduled to open in July 2020 (46 positions phased in over the course of the year). Additional increases include implementing body worn cameras (50% grant-funded), adding a position in Records to assist with gun permit processing times, two additional vehicle replacements in addition to the routine replacements, a boat motor replacement, bulletproof vest replacements, and a contract with the City of Hickory to partner in the Safe Communities Initiative

Emergency Services

The budget includes the annualized costs of 6.0 FTEs added in EMS during the current year with reductions to part-time and overtime to minimize budget impact, and annualization of pay increases for employees who possess additional education and/or experience. The budget also includes four paramedics to expand the Conover base to 24/7 coverage. Capital investments include Animal Control vehicle replacement, ambulance purchases, and the final phase of power stretcher retrofits for the primary fleet. The budget also includes bulletproof vests for EMS staff.

911 Communications Center

The budget includes 911 Fund reimbursement for expenses associated with the Computer Aided Dispatch (CAD) upgrade.

Other Public Safety

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

Environmental Quality

Cooperative Extension

The budget increase is associated with planned compensation changes at the state and county levels, and increase to part-time wages to fund an hourly grant writer position, with the initial goal of securing \$10,000 in grants during FY 2019/20.

Forestry

Contractually, Catawba County funds 40 percent of the total budget for Forestry, with the State of North Carolina funding the remaining 60 percent. The budget includes replacement of a Forestry vehicle.

Economic & Physical Development

Technology

The budget includes a new network engineer position to support growing IT needs in Public Safety as well as general support for cybersecurity maintenance and project management.

Planning, Parks, & Development

The budget includes funding for the scheduled replacement of a Parks tractor. This will support the Riverbend Park expansion.

Utilities & Engineering

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

Facilities

Funds are included for planned compensation changes and an adjustment to estimated Justice Center maintenance and utilities based on actual usage. There is also funding for 3 months of expenses for Jail utilities.

Human Services

Social Services

The Social Services budget decreased driven by federal and state revenue for daycare and Smart Start no longer passing through the County budget.

Public Health

The budget includes the addition of an Environmental Health Lead to provide overall program management and increase capacity for working supervisors in each program area, increases to cost settlement estimates, and applied restricted fund balance towards facility renovations.

Education

Current Expense

The budget includes increased current expense funding for public schools and Catawba Valley Community College (CVCC). The increase included for CVCC is primarily driven by annualizing operating costs for the Workforce Solutions Center, which opened in fall 2018. The budget also continues to provide \$1.3 million for the K-64 Initiative.

Culture

Library

The budget includes ongoing operations for the Pop-Up Library and continued support for the Wi-Fi Hotspot rental program.

Other Cultural

The budget generally maintains current year funding levels for arts agencies, including Hickory Public Libraries, United Arts Council, SALT Block Foundation, and Newton-Conover Auditorium Authority.

General Government

Tax

The budget includes funding for a Business/Personal Property Auditor position, as well as increased cost of accounting and banking services. Additionally, one existing position was shifted out of the General Fund budget into the Reappraisal Fund to better align staff with function.

Elections

The Board of Elections budget fluctuates annually based on the number of elections occurring during the fiscal year. The budget includes increases related to 2019 municipal elections and the 2020 primary elections.

Register of Deeds

Funds are included for planned compensation changes.

Finance

The budget includes planned compensation changes, increases to accounting services, and increases to auditing services driven by State Auditor requirements.

Contingency

The budget reduces contingency based on a one-time increase that occurred in FY 2018/19.

Other

Self-Insurance Fund

The budget increase is primarily due to increased property and liability premiums associated with cyber liability, builder's risk for the new jail, and regular premium increases. Worker's compensation premiums increased due largely to new positions, particularly in the jail. The contract with the CVMC to operate the employee health clinic also increased.

Reappraisal Fund

The budget for the Reappraisal Fund fluctuates annually based on the current stage of the four-year property tax revaluation cycle. The budget includes funding for an additional vehicle, which will support more fieldwork, and the addition of one FTE that was moved from the General Fund budget to better align staff with function.

Emergency Telephone System Fund

The budget includes additional Public Safety Answering Point (PSAP) funding from the State driven by expense increases in recent years for the Justice Public Safety Center and establishing a 911 back-up center, as well as funding for the Computer Aided Dispatch (CAD) upgrade.

Fire Service Protection Districts

The budget includes 7 districts remaining at their current rates, with 4 districts receiving tax increase beyond the current rate. Three districts remain at revenue neutral. Six districts will apply fund balance towards capital purchases.

Rescue Squads

The budget includes the purchase of a Quick Response Vehicle (QRV) for Catawba Rescue in line with the 10-year capital agreement.

General Capital Projects

General Capital Projects increased \$393,141. The budget includes funding for a CAD upgrade and court system AV upgrade. The budget continues to fund ongoing technology and facility improvements and reserves funds for current and future economic development projects.

Schools Capital

The budget increased \$460,782 to fund additional annual school capital projects for the three public school systems and CVCC.

Schools Construction

The budget increased \$1.26 million to fund the first year of a 4-year school construction cycle. Funds are included to renovate CVCC's Engineering Building for use by Challenger High School (\$3 million) and Maiden Middle School (\$7.25 million). Additionally, \$786,780 is reserved toward future school construction financing needs.

Water & Sewer Capital

The budget continues setting aside funds for a future expansion of the Hickory/Catawba County Waste Water Treatment Plan, but discontinues participation in the Sludge Consortium. One new project is funded: demolition of an old wastewater system at Sherrills Ford Elementary School, as the existing system is no longer needed since the school connected to the central SECC sewer system.

Water & Sewer Operating

The budget decreased due to the redirection of water and sewer revenues to support economic development-related infrastructure needs in Fiscal Year 19/20.

Solid Waste Capital

The budget funds improvements to the final landfill cap at the Bethany Church Road Landfill to eliminate the accumulation of surface water ponding. Funding for wetlands and streams mitigation on the Blackburn Resource Recovery Facility property is also included. Without this mitigation, the life of the landfill will be reduced by an estimated 25-40 percent.

Solid Waste Management

The budget increase is driven by regulatory requirements to maintain closed landfill cells and to replace landfill equipment that is at end of life. Planning for these and future costs requires a 2% per ton tipping fee increase for the sanitary landfill, as planned.

LONG-TERM FINANCIAL PLANNING

Catawba County's economy continues to grow as reflected in strong retail sales activity, increasing building permit activity, business investment, and the County's 3.8 percent unemployment rate (as of March 2019). The County is taking deliberate steps to accelerate and reinforce this economic growth. The Board of Commissioners began a strategic planning process in July 2016 aimed at enhancing and promoting the County's quality of life in order to attract working-age families and to grow the economy. Since that time, staff has been busy implementing key components of this plan and focusing on anticipating future service pressures and delivering responsive services to the community.

The Fiscal Year 2019/20 budget invests in services and infrastructure related to many of the 8 major focus areas of the strategic plan as well as general service needs. Highlights of investment include:

- *Economic Development:* The budget includes \$2.6 million toward the County's share of a joint venture with the City of Hickory in Trivium Corporate Center and reserves \$739,987 toward future economic development projects.
- *K-64 and Education:* \$1.3 million dedicated to K-64 for the third year of a 5-year commitment, \$60 or 3.6 percent per pupil current expense increase for the three public school systems, and a 5.7 percent increase in current expense funding to CVCC. Additionally, the budget funds \$6.4 million in schools' annual capital needs and \$10.25 million in construction projects in the first of a four-year schools' construction funding cycle (with an additional \$35.5 million planned over the following three years). Further, \$15.9 million is committed to current and future debt service for financed school projects.
- *Water & Sewer Infrastructure:* As part of the Strategic Plan, the County contracted for a comprehensive study of the Southeastern Catawba County water and sewer service area including development of a long-term capital improvement plan and a plan for financial sustainability. While the final report is not yet completed, the study identified capital infrastructure needs for the next 10 years, which the County is financially well-positioned to address with existing funds. Next steps involve establishment of a Water-Sewer governance structure and funding structure planned for Fall 2019. Work remaining includes boundary establishment, recalculation of system development fees, community outreach, and formal Board of Commissioners consideration.
- *Parks:* Work continues on Mountain Creek Park development, with operation of the initial phase anticipated in Fiscal Year 2020/021. A second phase is expected to begin development in Fiscal Year 2022/23. At Riverbend Park, improvements to land and structures purchased adjacent to the original park (to potentially include renovation of the principle structure, picnic shelters, additional trails, primitive camp sites, fishing pier, observation deck, parking, special event facilities, etc.) are planned beginning in Fiscal Year 2020/21. The County plans to apply for PARTF grants to assist with both parks and debt finance additional phases at Mountain Creek.
- *Healthy & Safe Community:* The County has reserved bed rental revenue since its last jail expansion in 2007 and dedicated 1.5 cents property tax since Fiscal Year 2015/16 toward the cost of future jail expansion. A 320-bed expansion began in the current year with total costs of \$33 million, \$22 million of which was debt financed with the rest coming from reserved

revenue. The Fiscal Year 2019/20 budget phases in funding for 46 positions to allow the necessary time to recruit and train the new staff prior to the planned opening in July 2020. With this expansion, the County's long-term agreement with Burke County for the operation of the Burke-Catawba District Confinement Facility will end, freeing operating funds for the expansion. Additionally, the County will have significant beds available to rent.

The budget implements recommendations of the recently completed EMS study including: annualizing the costs of 6 FTEs added during Fiscal Year 2018/19 to relieve overtime and part-time pressures, adding 4 FTEs to expand the Conover EMS crew from 84 hours/week to 168 hours /week to address a gap in core service during night hours, and investing in staff safety by retrofitting ambulances with power stretchers and equipping staff with bulletproof vests. The County has reserved savings from changes in Rescue Squads funding over the course of the past two years towards providing "right care, right place, right time" public safety services. The budget applies these savings from current and previous years toward these investments.

- *Solid Waste:* In Fiscal Year 2018/19, the BOC authorized expenditure of just over \$10 million in funds for the next landfill cell expected to begin accepting waste in 2021. Planning for this cell, closure/post closure costs of the existing cell, and future cell needs necessitated a \$2 per ton tipping fee increase in Fiscal Year 2018/19—the first in over 10 years—with scheduled annual increases over the next 10 years. Tipping fees will increase 2% in Fiscal Year 2019/20 and will be based on the consumer price index or 2 percent in future years, whichever is greater.

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

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

4-YEAR REVENUE SUMMARY PROJECTION

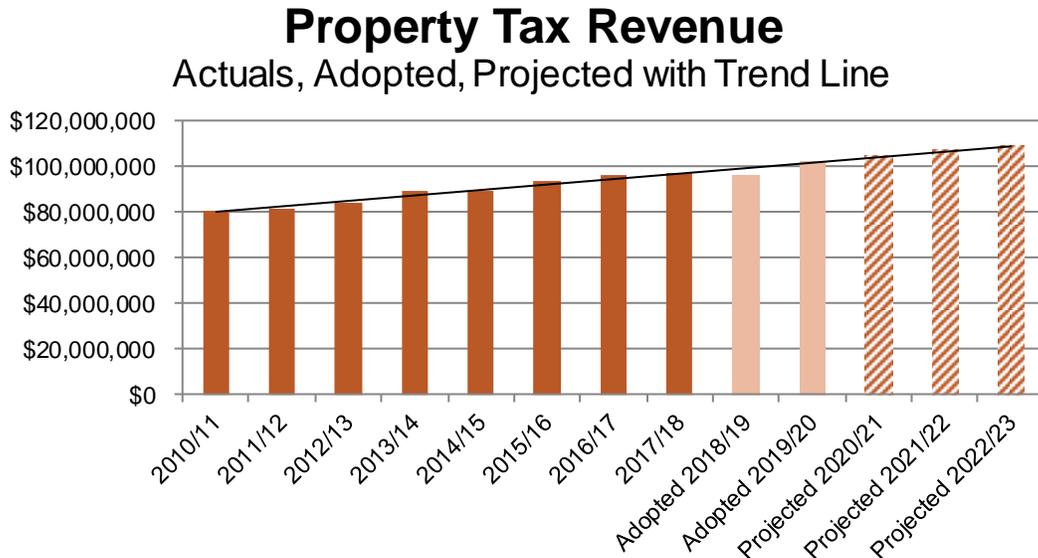
	2019/20 Adopted	2020/21 Projected	2021/22 Projected	2022/23 Projected
GENERAL FUND				
Property Tax	\$102,095,631	\$104,137,544	\$106,480,639	\$108,876,454
Sales Tax	30,953,657	31,572,730	32,283,117	33,009,487
Other Taxes	680,000	693,600	707,472	721,621
Federal	14,493,535	14,644,595	14,797,166	14,945,138
State	6,989,773	7,059,671	7,130,268	7,201,571
Federal & State	6,017,073	6,077,244	6,138,016	6,199,396
Local	5,965,605	6,725,261	6,792,514	6,860,439
Permits & Fees	11,492,205	11,722,049	11,956,490	12,195,620
Miscellaneous	2,148,672	2,191,645	2,235,478	2,280,188
Fund Balance	7,284,596	6,683,657	6,586,672	6,629,992
Transfers Between Funds	718,759	2,687,676	5,302,069	5,377,972
Fines & Forfeitures	579,200	590,784	602,600	614,652
Other Sources	9,471,345	10,374,984	9,471,345	9,348,772
	\$198,890,051	\$205,161,440	\$210,483,846	\$214,261,302
OTHER GENERAL FUND TYPES				
Local	\$281,300	\$284,113	\$286,954	\$289,824
Permits & Fees	19,000	19,380	19,768	20,163
Miscellaneous	75,500	77,010	78,550	80,121
Fund Balance	351,168	361,005	371,067	381,358
Transfers Between Funds	2,383,667	2,431,340	2,479,967	2,529,566
Other Sources	2,525,000	2,575,500	2,627,010	2,679,550
	\$5,635,635	\$5,748,348	\$5,863,316	\$5,980,582
SPECIAL REVENUE FUNDS				
Prior Year-Property Tax	\$826,183	\$826,183	\$826,183	\$826,183
Fire Protection Service District	8,191,737	8,355,572	8,522,683	8,693,137
State	1,108,068	1,108,068	1,108,068	1,108,068
Local	3,000	3,030	3,060	3,091
Miscellaneous	7,500	7,500	7,500	7,500
Fund Balance	1,339,965	1,307,205	1,297,588	1,287,384
Other Sources	58,710	5,000	5,000	5,000
	\$11,535,163	\$11,612,558	\$11,770,082	\$11,930,363
CAPITAL PROJECT FUNDS				
Sales Tax	\$6,714,798	\$6,849,094	\$7,236,076	\$7,630,798
State	\$0	250,000	250,000	250,000
Miscellaneous	\$0	43,162	43,162	43,162
Fund Balance	\$1,455,848	553,731	568,800	0
Transfers Between Funds	\$6,504,855	4,256,926	1,974,760	1,800,421
Other Sources	\$10,250,000	29,500,000	2,000,000	4,250,000
	\$24,925,501	\$41,452,913	\$12,072,798	\$13,974,381
ENTERPRISE FUNDS				
Sales Tax	\$0	\$0	\$670,775	\$698,398
Other Taxes	\$342,000	342,670	343,347	344,030
State	\$27,000	27,000	27,000	27,000
Local	\$3,000	3,000	3,000	3,000
Permits & Fees	\$8,017,500	8,204,710	8,397,152	8,594,979
Miscellaneous	\$168,500	170,550	172,621	174,712
Fund Balance	\$3,023,166	1,552,962	0	0
Transfers Between Funds	\$0	0	1,785,175	1,803,027
Other Sources	\$50,000	50,000	50,000	50,000
	\$11,631,166	\$10,350,892	\$11,449,070	\$11,695,146
TOTAL	\$252,617,516	\$274,326,151	\$251,639,112	\$257,841,774

4-YEAR EXPENSE SUMMARY PROJECTION

	2019/20 Adopted	2020/2021 Projected	2021/22 Projected	2022/23 Projected
GENERAL FUND				
General Government	\$9,034,383	\$9,215,071	\$9,399,372	\$9,587,359
Public Safety	\$36,487,472	\$37,975,221	\$38,219,565	\$38,963,909
Environmental Quality	\$722,247	\$736,692	\$751,426	\$766,455
Economic & Physical Development	\$20,034,168	\$21,132,851	\$21,555,508	\$21,986,618
Human Services	\$47,259,838	\$48,205,035	\$49,169,136	\$50,152,519
Schools Current Expense	\$46,076,976	\$46,998,516	\$47,938,486	\$48,897,256
Libraries & Culture	\$3,623,760	\$3,696,235	\$3,770,160	\$3,845,563
Debt Service	\$28,812,685	\$31,497,241	\$33,867,732	\$34,183,266
Transfers to Other Funds	\$6,838,522	\$5,704,578	\$5,812,461	\$5,878,357
	\$198,890,051	\$205,161,440	\$210,483,846	\$214,261,302
OTHER GENERAL FUND TYPES				
Self Insurance Fund	\$5,021,400	\$5,121,828	\$5,224,265	\$5,328,750
Reappraisal Fund	\$535,235	\$545,940	\$556,859	\$567,996
Register of Deeds Auto. & Preserv.	\$79,000	\$80,580	\$82,192	\$83,836
	\$5,635,635	\$5,748,348	\$5,863,316	\$5,980,582
SPECIAL REVENUE FUNDS				
Emergency Telephone System Fund	\$1,158,995	\$1,158,995	\$1,158,995	\$1,158,995
Narcotics Seized Fund	\$53,710	\$0	\$0	\$0
State Unauthorized Substance Fund	\$70,000	\$70,000	\$70,000	\$70,000
Narcotics Fed Seized Justice Fund	\$28,451	\$15,000	\$15,000	\$15,000
Narcotics Fed Seized Treasury Fund	\$25,259	\$15,000	\$15,000	\$15,000
Hospital Reserve	\$500,000	\$500,000	\$500,000	\$500,000
Rescue Squads Fund	\$841,692	\$841,692	\$841,692	\$841,692
Gretchen Peed Scholarship Fund	\$1,500	\$1,500	\$1,500	\$1,500
Parks/Historic Preserv. Trust Fund	\$5,000	\$5,000	\$5,000	\$5,000
Fire Protection Service District Funds	\$8,846,556	\$9,001,371	\$9,158,895	\$9,319,176
	\$11,535,163	\$11,612,558	\$11,770,082	\$11,930,363
CAPITAL PROJECT FUNDS				
General Capital Projects	\$5,087,165	\$5,078,414	\$2,520,167	\$2,238,274
Schools' Capital Fund	\$6,401,556	\$6,574,499	\$6,752,631	\$6,936,107
Schools' Construction Fund	\$11,036,780	\$29,500,000	\$2,000,000	\$4,000,000
Water & Sewer Capital Fund	\$350,000	\$250,000	\$250,000	\$250,000
Solid Waste Capital	\$2,050,000	\$50,000	\$550,000	\$550,000
	\$24,925,501	\$41,452,913	\$12,072,798	\$13,974,381
ENTERPRISE FUND				
Water & Sewer	\$2,559,262	\$2,549,120	\$3,548,477	\$3,604,877
Solid Waste	\$9,071,904	\$7,801,772	\$7,900,593	\$8,090,269
	\$11,631,166	\$10,350,892	\$11,449,070	\$11,695,146
TOTAL	\$252,617,516	\$274,326,151	\$251,639,112	\$257,841,774

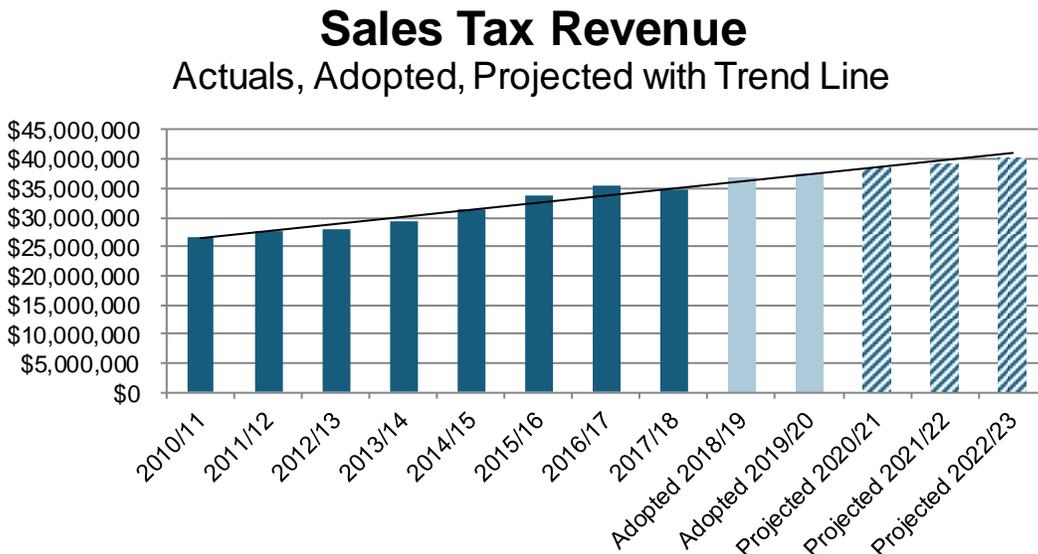
REVENUE TRENDS

MAJOR REVENUE SOURCES (ACTUALS & TRENDS)



Property Tax

A tax levied by the Board of Commissioners applicable to real and personal property. Once every four years, the County Tax Assessor must revalue the real property in the County. The County tax rate is \$0.575 per \$100 of valuation. Fiscal Year 2019/20 budgeted property tax is \$102,095,631.

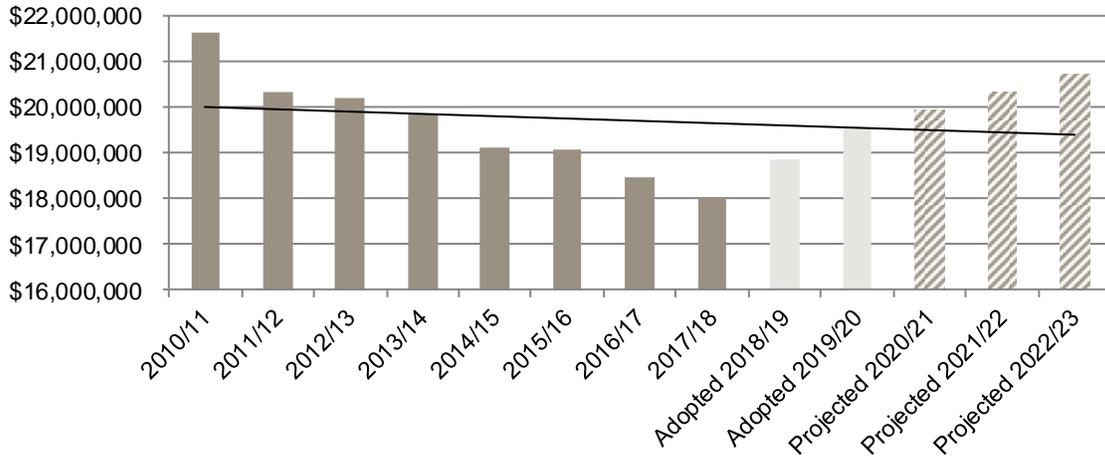


Sales Tax

Sales tax is levied by the County, collected by the State, and then returned to the County. Sales Tax revenue is directly related to an economy's growth or decline. Sales Tax estimates conservatively include a 2.7 percent increase for Fiscal Year 2019/20 compared to Fiscal Year 2018/19 budget.

Permits & Fees Revenue

Actuals, Adopted, Projected with Trend Line

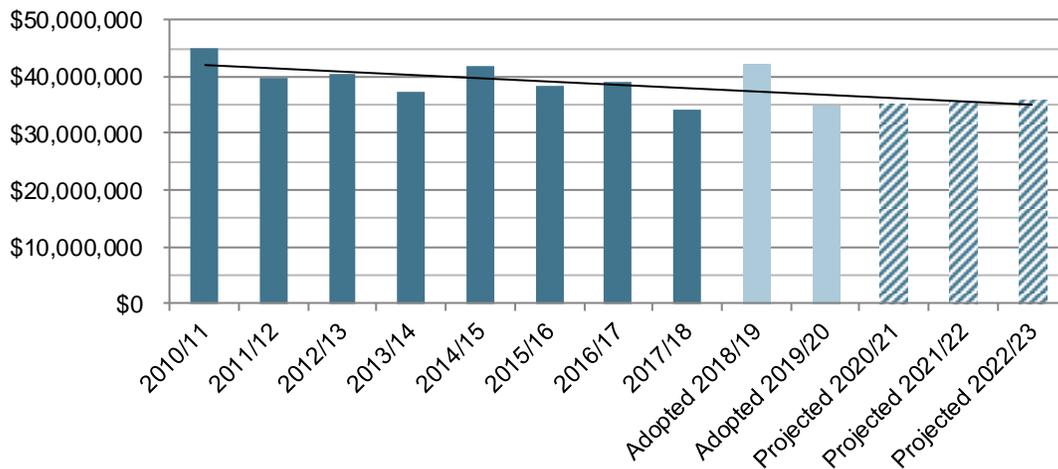


Permits & Fees

Revenue from permits and fees includes funds received from Medicaid reimbursement, user fees, and assessments to municipalities for items such as elections, GIS, or planning studies. The largest revenues in this category include Ambulance Charges (\$5,400,000), Landfill User Fees (\$5,600,000), and Building Permits (\$2,303,101).

Intergovernmental Revenue

Actuals, Adopted, Projected with Trend Line



Intergovernmental

Revenues received from the State and Federal government. Most of these revenues are tied to programs that the State or Federal Agency has ordered the County to implement, such as human service programs. Some of the largest revenues in this category include Medicaid Administration (\$3,285,402), Work First Grant (\$2,127,585), 911 Reimbursement (\$853,911), Duke Endowment (\$839,252), and WIC Grant (\$769,537).

FUND BALANCE

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

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

General Fund

The General Fund is the principal fund used to account for the provision of governmental services. This fund summarizes the financial transactions of functional services, based on departmental operations, except for those transactions that must be accounted for separately in other funds. The County had available fund balance of \$66.1 million or 38.25 percent, as defined by the Local Government Commission (LGC), at the end of Fiscal Year 2017/18. This is well above the LGC’s 8 percent requirement and the Board of Commissioners’ goal of 16 percent.

General Fund (and like Funds) Unassigned Fund Balance at the end of Fiscal Year 2018 was \$39.5 or 24 percent. The Fiscal Year 2019/20 budget appropriates \$7,284,596 in General Fund fund balance to help finance County operations and schools’ annual capital projects. This is a \$700,474 increase from the amount budgeted in Fiscal Year 2018/19. Additionally, \$351,168 in fund balance is appropriated in the General Fund-Like Funds. Due to conservative revenue and expense budgeting, it is expected that most of this appropriation is simply a balancing number and will not be spent.

General Fund (and like Funds) Unassigned	Act. 6/30/2018	Est. 06/30/19	Appropriated	
			FY 2019/20	Est. 06/30/20
General Fund (110)	36,579,959	37,000,000	\$7,284,596	35,000,000
Self Insurance Fund (115)	2,849,391	2,400,000	321,600	2,100,000
Register of Deeds Autom. & Preserv (160)	30,500	31,000	3,500	27,500
Total	39,459,850	39,431,000	7,609,696	37,127,500

Special Revenue Funds

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

Special Revenue Fund Types Unassigned	Act. 6/30/2018	Est. 06/30/19	Appropriated	
			FY 2019/20	Est. 06/30/20
Emergency Telephone (202)	343,761	419,000	50,927	444,000
Narcotics Seized (205, 207, 208)	53,336	62,000	53,710	39,000
State Substance Abuse (206)	150,021	144,000	70,000	124,000
Rescue Squads (240)	387,189	300,000	15,509	284,000
Library Endowment (250)	193,303	194,000	0	194,000
Gretchen Peed Scholarship (260)	54,954	55,000	0	55,000
Parks Preservation (270)	5,335	0	0	0
Community Development (280)	25,764	15,000	0	15,000
Fire Districts (352-369)	1,487,252	1,450,000	654,819	800,000
Total	2,700,914	2,639,000	844,965	1,955,000

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 Unassigned	Act. 6/30/2018	Est. 06/30/19	Appropriated	
			FY 2019/20	Est. 06/30/20
General Capital Projects (410)	1,386,513	3,000,000	469,073	2,000,000
Schools' Capital Projects (420)	4,334,364	4,150,000	636,775	3,510,000
Schools' Construction (423)	15,563,311	16,081,553	(786,780)	16,868,000
Hospital Construction & Reserve (235)	3,609,986	3,145,000	500,000	2,680,000
Total	24,894,173	26,376,553	819,068	25,058,000

Enterprise Funds

Enterprise Funds are used to account for services that are financed and operated in a manner similar to private business enterprise where the intent of the governing body is that the costs of providing service to the general public on a continuing basis be financed or recovered primarily through user charges. The County has two enterprise funds, the Solid Waste Management Fund and the Water and Sewer Fund.

Enterprise Fund Types Unassigned	Act. 6/30/2018	Est. 06/30/19	Appropriated	
			FY 2019/20	Est. 06/30/20
Water & Sewer (515 & 475)	18,964,263	17,475,000	1,838,262	15,640,000
Solid Waste (525 & 485)	15,868,768	13,950,000	1,534,904	12,420,000
Total	34,833,031	31,425,000	3,373,166	28,060,000

FEES UPDATES

Below are the fee changes/clarifications that are included as part of this budget. All fees are effective July 1, 2019, unless otherwise noted. The entire fee schedule is included in the appendix.

Library	Change	Proposed Fee
Large Format Printing/Copying	\$0.30 Increase (B/W) \$0.25 Increase (Color)	Black and White - \$0.60 / linear ft Color - \$1.00 / linear ft

Sheriff	Change	Proposed Fee
Inmate Bed Rental Rates	Set separate fee Federal vs. Local	\$65 Federal \$40 Local

Solid Waste	Change	Proposed Fee
Archive Research Fee (Landfill weighing transaction tickets after the end of the day for customers that want duplicate tickets or lose tickets)	New Fee FY 19/20	\$22 per request
Commercial Weighs	New Fee FY 19/20	\$15 per weigh
Municipal Solid Waste (MSW) Landfill Fee	2% or \$0.70 per ton increase	\$35.70
Municipal Water & Wastewater Sludge that meet Paint Filter Liquids Test	2% or \$2.00 per ton increase	\$103.00
Minimum Fees 1,000 lbs or less	Set fees at ½ the per ton rate unless otherwise specified	Various – Example \$17.85 MSW & \$12.50 C&D
Contaminated Waste	Increase to Triple Tipping Fee	\$107.10 per ton

Building Services	Change	Proposed Fee
Covered Porches Square Footage Multiplier	Fee Reduction	0.113
Permit Fees for Phased Construction - Footing/Foundation and Shell-in for all Trades	Reduce from 50%	25% of Building
Modular and Manufactured Homes Trade Permit Fee	Single up-front fee instead of per trade	\$270.00 Modular \$150.00 Manufact.
Demolition Permit Fee	Fee Reductions: \$75.00 Commercial \$35.00 Residential	\$75.00 Commercial \$40.00 Residential
Re-Roof Permit Fee	\$35 Reduction Residential	\$40.00
Permits for Signs, Cell Towers, Solar Arrays, Swimming Pools, and Piers (moved to Schedule C – Miscellaneous Fees with applicable schedules referenced by trade)	Instead of minimum fees applied, most result in fee reduction	Various
Permit Placard	Eliminate \$5 fee	\$0

Work Started without Permit (residential only)	Cap penalty portion of double fee	\$150.00 on residential projects
Plan Review, Contracted Service	\$25.00 Increase	\$100 per hour
Electrical Permit Fee (Existing Structures)	Eliminate amperage related fees	\$0
Electrical Wiring Per Tenant Space	New Fee FY 19/20	\$150.00 per Commercial Permit
Monthly Renewal for Temporary Electrical and Mechanical Agreements	Fee Reductions	Extend 1 st Renewal from 30 to 60 Days
Mechanical Permit Fee (Existing Structures)	Combine Mechanical and Electrical Permit Fee into single fee	No \$ Change
Exhaust Fan and Gas Line Only (Existing Structures Mechanical Permit)	Fee Reduction: \$21 Residential and \$11 Commercial	\$30.00 Residential \$50.00 Commercial
Multi-Family Mechanical and Plumbing Permits (includes all systems per dwelling)	Fee Reduction (most)	\$61.00 Per Dwelling/Per Trade

PERSONNEL SUMMARY

The Fiscal Year 2019/20 Budget includes a total of 1,140.80 authorized full-time equivalents (FTEs) in all funds. An FTE simply converts the hours worked by a position into a percentage of a full year's number of hours (2,080/year). Some FTEs may be filled with more than one person (multiple positions) and the work that is accomplished may equal more than 2,080 hours (reserve positions in the Sheriff's Office and EMS, respite position in Social Services). If so, the FTE may be 1.25 or 2,600 hours worked.

SUMMARY OF PERSONNEL CHANGES

New and increased FTEs included with the Fiscal Year 2019/20 Budget are as follows:

Position	Department	Total FTEs	Funding Source
Business/Personal Property Auditor	Tax (Assessor)	1.0	General Fund
EMT Paramedics	Emergency Services (EMS)	4.0	General Fund
Network Engineer	Technology (ITC)	1.0	General Fund
Administrative Assistant I	Sheriff (Records)	1.0	General Fund
Detention Officers	Sheriff (Jail)	39.0	General Fund
Deputy Sheriffs – Sergeant	Sheriff (Jail)	4.0	General Fund
Captain	Sheriff (Jail)	1.0	General Fund
Environmental Health Lead	Public Health (EH)	1.0	General Fund
Total Adopted FTEs		52.0	

Positions added/abolished by Board of Commissioners' action during Fiscal Year 2018/19 are as follows:

Position	Department	Total FTEs	Funding Source
EMT Paramedics	Emergency Services (EMS)	6.0	General Fund

FULL TIME EQUIVALENTS BY DEPARTMENT

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted
General Government				
County Manager				
Permanent	13.00	12.00	12.00	12.00
Hourly	0.28	0.28	0.47	0.47
Human Resources				
Permanent	11.00	11.00	11.00	11.00
Hourly	0.25	0.25	0.25	0.25
Tax Department				
Permanent	21.00	19.00	19.00	19.00
Hourly	0.00	0.00	0.00	0.00
Board of Elections				
Permanent	4.00	4.00	4.00	4.00
Hourly	0.65	0.42	0.77	0.77
Register of Deeds				
Permanent	10.00	10.00	10.00	10.00
Hourly	0.67	0.67	0.67	0.67
Finance				
Permanent	15.00	15.00	15.00	15.00
Hourly	1.12	0.77	0.77	0.77
Total General Government				
Permanent	74.00	71.00	71.00	71.00
Hourly	2.97	2.39	2.93	2.93
Public Safety				
Sheriff's Office				
Permanent	198.00	198.00	276.00	243.00
Hourly	11.50	12.20	11.69	10.51
Emergency Services				
Permanent	112.00	118.00	126.00	122.00
Hourly	13.00	13.60	11.08	11.08
Communications Center				
Permanent	32.00	33.00	33.00	33.00
Hourly	2.30	2.30	3.45	3.45
Total Public Safety				
Permanent	342.00	349.00	435.00	398.00
Hourly	26.80	28.10	26.22	25.04

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted
Environmental Quality				
Cooperative Extension				
Permanent	1.00	1.00	1.00	1.00
Hourly	0.30	0.95	1.09	1.09
Soil & Water Conservation				
Permanent	2.60	2.60	2.60	2.60
Hourly	0.00	0.00	0.00	0.00
Total Environmental Quality				
Permanent	3.60	3.60	3.60	3.60
Hourly	0.30	0.95	1.09	1.09
Economic & Physical Development				
Technology				
Permanent	27.00	30.15	32.15	31.15
Hourly	0.68	0.68	0.74	0.74
Planning, Parks, & Development				
Permanent	10.00	10.00	10.00	10.00
Hourly	2.42	2.42	2.42	2.42
Utilities & Engineering				
Permanent	29.40	29.40	29.40	29.40
Hourly	0.00	0.00	0.29	0.29
Facilities				
Permanent	17.00	17.00	17.00	17.00
Hourly	0.00	0.00	0.00	0.00
Total Economic & Physical Development				
Permanent	83.40	86.55	88.55	87.55
Hourly	3.10	3.10	3.45	3.45
Human Services				
Social Services				
Permanent	400.90	400.90	400.90	400.90
Hourly	8.50	8.50	8.51	8.51
Public Health				
Permanent	101.50	104.50	105.50	105.50
Hourly	1.26	1.26	1.26	1.26
Total Human Services				
Permanent	502.40	505.40	506.40	506.40
Hourly	9.76	9.76	9.77	9.77

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted
Culture				
Library				
Permanent	34.80	35.80	35.80	35.80
Hourly	2.20	2.20	2.30	2.30
Total Culture				
Permanent	34.80	35.80	35.80	35.80
Hourly	2.20	2.20	2.30	2.30
Other Funds				
Emergency Telephone System Fund				
Permanent	1.85	1.85	1.85	1.85
Hourly	0.00	0.00	0.00	0.00
Reappraisal Fund				
Permanent	6.00	6.00	8.00	7.00
Hourly	0.00	0.00	0.00	0.00
Solid Waste Management				
Permanent	28.60	28.60	28.60	28.60
Hourly	0.00	0.32	0.29	0.29
Water & Sewer				
Permanent	1.00	1.00	2.00	1.00
Hourly	0.00	0.32	0.29	0.29
Total Other Funds				
Permanent	37.45	37.45	40.45	38.45
Hourly	0.00	0.64	0.58	0.58
GRAND TOTAL				
Permanent	1,077.65	1,088.80	1,180.80	1,140.80
Hourly	45.13	47.14	46.34	45.15



catawba county
MAKING. LIVING. BETTER.

STRATEGIC PLAN



COUNTY STRATEGIC PLAN

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

THE STRATEGIC PLANNING PROCESS

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

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

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

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

GUIDING PRINCIPLES

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

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

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

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

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

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

Key components of the plan include the following:

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

ECONOMIC DEVELOPMENT

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

1 Foster Positive Business Climate

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

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

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

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

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

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

- LINKAGES**
- Water & Sewer Infrastructure
 - Branding

3

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

TACTICS

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

PARTNERS

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

LINKAGES

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

K-64 EDUCATION

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

1

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

TACTICS

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

PARTNERS

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

LINKAGES

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

WATER & SEWER INFRASTRUCTURE

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

1

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

TACTICS

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

PARTNERS

- Municipalities
- Economic Development Corporation
- Developers
- WPCOG

LINKAGES

- Economic Development
- Housing
- Branding

2

Ensure financial sustainability of water/sewer program.

TACTICS

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

PARTNERS

- Municipalities
- Economic Development Corporation
- Developers
- WPCOG

LINKAGES

- Economic Development
- Housing

HOUSING

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

1

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

TACTICS

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

PARTNERS

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

LINKAGES

- Water & Sewer Infrastructure
- Economic Development

2

Address vacant and substandard housing throughout the County.

TACTICS

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

PARTNERS

- Municipalities
- WPCOG
- Banks
- Habitat for Humanity

LINKAGES

- Economic Development

3

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

TACTICS

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

PARTNERS

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

LINKAGES

- Water & Sewer Infrastructure

HEALTHY & SAFE COMMUNITY

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

1

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

TACTICS

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

PARTNERS

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

LINKAGES

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

2

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

TACTICS

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

PARTNERS

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

LINKAGES

- Economic Development

3

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

TACTICS

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

PARTNERS

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

LINKAGES

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

PARKS

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

1

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

TACTICS

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

PARTNERS

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

LINKAGES

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

ARTS & CULTURE

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

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

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

PARTNERS

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

LINKAGES

- Economic Development
- Housing
- Parks
- Branding

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

TACTICS

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

PARTNERS

- Municipalities
- Hickory Metro Convention & Visitors Center

LINKAGES

- Economic Development
- Housing
- Parks
- Branding
- Media

BRANDING

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

1 Cultivate brand recognition and affiliation among Catawba County residents.

TACTICS

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

PARTNERS

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

LINKAGES

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

2

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

TACTICS

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

PARTNERS

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

LINKAGES

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



catawba county
MAKING. LIVING. BETTER.

INTRODUCTION TO THE COUNTY



COUNTY PROFILE



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

#MyCatawbaCounty

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

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

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

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

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

#MakingLivingBetter

ABOUT COUNTY GOVERNMENT

Catawba County provides a full range of governmental services including administration, human services, parks and recreation, education, community development, public works, and public safety.

The County adopted the Board-Manager form of government and organization in 1937. Under this form of government, the County is governed by a popularly elected five-member Board of Commissioners who serve staggered four-year terms in even-year elections.

THE COUNTY MANAGER is responsible for implementing policies set by the Board of Commissioners and for directing, coordinating, and supervising the daily activities of County government. The County's Values Statement reflects the County's public service priorities

DOING WHAT'S RIGHT

Integrity, respect, transparency, professionalism

DOING WHAT MATTERS MOST

Service to others, initiative, empowerment, prioritization, authenticity

DOING IT TOGETHER

Teamwork, inclusion, stewardship, empathy, patience

DOING IT WELL

Innovation, accountability, operational excellence, continuous improvement

BOARD OF COMMISSIONERS



Randy Isenhower
Board Chair

Barbara Beatty
Board Vice-Chair

Kitty Barnes
Board Member

Sherry Butler
Board Member

Dan Hunsucker
Board Member

THE BOARD has many duties and authorities, including the following:

- Determining the County's strategic vision
- Adopting a balanced County budget by June 30 annually
- Establishing the County's tax rate
- Setting County policy by adopting resolutions and local ordinances*
- Appointing the County Manager as chief administrator
- Appointing the County Clerk, County Attorney, and Tax Administrator
- Appointing individuals to serve on various advisory boards and commissions
- Providing funding for the construction and maintenance of public school facilities and Community College
- Determining the level of local current expense funding for public schools and Community College annually
- Providing for the safety and well-being of all residents
- Determining land use and zoning outside municipal boundaries
- Conducting long-range planning for County needs (Capital Improvement Plan, or CIP)
- Calling for bond referenda
- Entering into contracts on behalf of the County
- Serving as liaisons to local, state, and federal boards and commissions

*Because the Sheriff and Register of Deeds are also elected officials, they have independent authority to adopt policies for their departments



LAND AREA

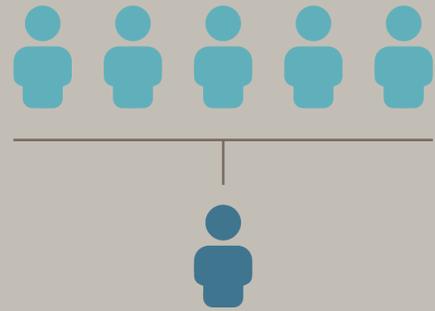
416
SQUARE MILES

SIZE RANK

#62

BOARD-MANAGER

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



COMMUNITY COMPARISONS

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

POPULATION NCACC BUDGET & TAX SURVEY	
Mecklenburg	1,099,382
Union	232,425
Gaston	221,112
Cabarrus	209,736
Iredell	179,740
Catawba	157,424
Rowan	142,862
Burke	90,865
Lincoln	84,494
Caldwell	83,919
Alexander	38,609

GENERAL FUND BUDGET [FY 2019/20] \$ MILLIONS	
Mecklenburg	1,399.9
Cabarrus	275.8
Gaston	228.4
Iredell	222.7
Catawba	198.9
Union	167.6
Rowan	159.8
Lincoln	106.6
Burke	89.5
Caldwell	84.9
Alexander	42.0

PROPERTY TAX RATE [FY 2019/20] PER \$100 ASSESSED VALUE	
Gaston	\$0.8400
Alexander	\$0.7900
Cabarrus	\$0.7400
Union	\$0.7309
Burke	\$0.6950
Rowan	\$0.6575
Caldwell	\$0.6300
Mecklenburg	\$0.6169
Lincoln	\$0.5990
Catawba	\$0.5750
Iredell	\$0.5275

LAND AREA SQUARE MILES	
Union	631.52
Iredell	573.83
Mecklenburg	523.84
Rowan	511.37
Burke	507.10
Caldwell	471.57
Catawba	415.74
Gaston	356.03
Cabarrus	316.75
Lincoln	297.94
Alexander	259.99

PROPERTY TAX



total number of
HOUSING UNITS

68,445

SALES TAX

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

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

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



- State
- All Counties
- .25¢ Local Option

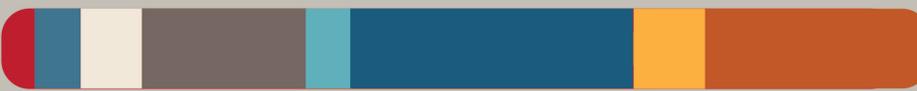
2019
total tax rate
per \$100 assessed value
\$0.5750



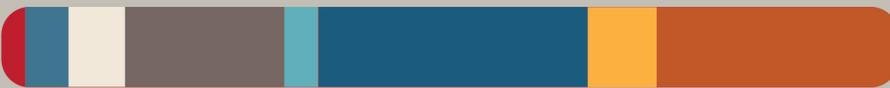
2019
avg. assessed value
of county single-family home
\$179,700

SALES TAX BY SECTOR

FY
17/18



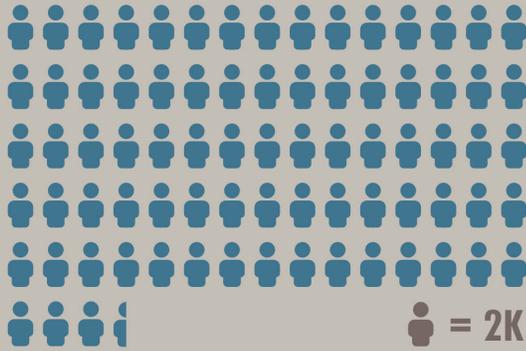
FY
16/17



- 2.25% and 4.75% Tax
- Apparel
- Automotive
- Food
- Furniture
- General Merchandise
- Lumber & Building Materials
- Unclassified

POPULATION 157,424

NCACC 2018-19 Survey



POPULATION DIVERSITY

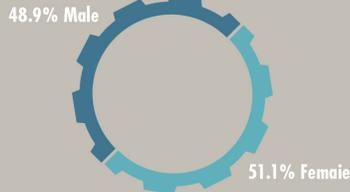
US Census 2017 Estimate

- White [76.2%]
- Hispanic or Latino [9.3%]
- Black or African American [7.9%]
- Asian [4.1%]
- Two or More Races [2.0%]
- American Indian [0.2%]
- Other Race [0.3%]



GENDER RATIO

US Census 2017 Estimate



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

EDUCATIONAL ATTAINMENT

US Census 2017 Estimate



POPULATION

With a median age of 41.2 years, the County is facing the challenges that arise from an aging population in conjunction with little to no population growth over the last several years. The County's median household income was \$48,649 in 2017, which was \$1,671 and \$9,003 less than the respective state and national medians. Nearly 14.2 percent of the County's population is at or below the poverty line. Approximately 24 percent of the community identifies themselves as an ethnicity other than White (Non-Hispanic).

EDUCATION

Catawba County has 44 public schools across three school systems with approximately 23,000 combined students. The largest system, Catawba County Schools, is also the County's largest employer. Over the past 10 years, the number of enrolled students in Catawba County's public schools has decreased 6.5 percent from 25,249 in 2009 to 23,614 in 2019. For 2018, the average 4-year graduation rate for the three systems combined was 91.7 percent, exceeding the statewide rate of 86.3 percent. Individually, Newton-Conover City Schools had one of the highest graduation rates in the State at 95.1 percent, Catawba County Schools' rate was over 91.3 percent, and Hickory Public Schools' was 90.6 percent—the highest in the history of the school system for the fifth year in a row. All three public districts were above the State average in achieving measurable objectives.

Catawba Valley Community College (CVCC) offers more than 60 programs of study with one- and two-year degree programs, a two-year college transfer program, and continuing education classes. CVCC was recognized as one of only four of the 58 NC community colleges to achieve Excellence Level on four or more of the eight performance measures for student success.

While funding public schools is primarily a State responsibility, approximately 41 cents of every local property and sales tax dollar is dedicated to current expense (operating), capital and debt service needs of the three public school systems and CVCC. The budget increases investment in total current expense by 3.6 percent or \$60 per pupil for public schools and 5.7 percent or \$250,000 for CVCC due to the opening of the new Workforce Solutions Center.



THE CATAWBA COUNTY PROMISE

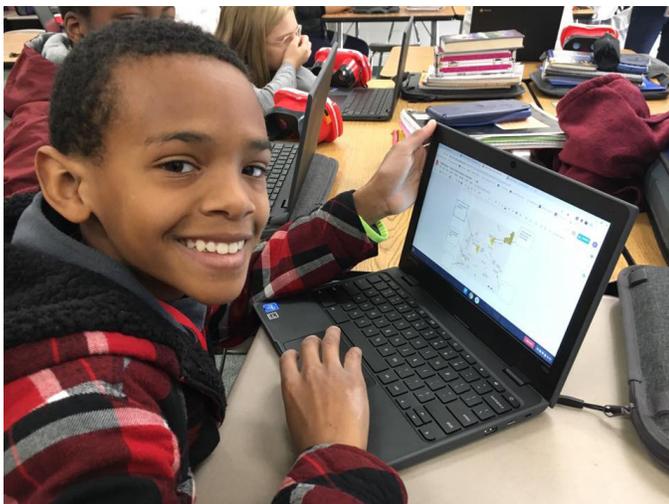
The County is also home to Lenoir-Rhyne University, a 128-year-old liberal arts institution offering students more than 50 undergraduate majors and nearly 30 graduate programs in five schools of study: Arts and Sciences, Health Sciences, Education and Human Services, Professional and Mathematical Studies, and Theology.

In Fall 2019, Lenoir-Rhyne University began offering the Catawba Promise: a 50% discount on undergraduate tuition for Catawba County-based high school graduates or transfer students with a 3.5 or higher GPA. County residents who apply to LRU and meet the qualifications will be included automatically in this guaranteed minimum financial aid program.

PARTNERING TO SUPPORT EDUCATION & WORKFORCE DEVELOPMENT

Building upon the core strengths of the local economy, Catawba County has made significant strides in preparing its workforce with the skills to meet current and future labor needs of local employers. As employment opportunities continue to grow and long-tenured skilled workers approach retirement, cross-sector partnerships among local governments, the business community, education systems, and industry-specific resources have institutionalized a full-spectrum approach to connecting local talent with available jobs.

Collaborative programs have been designed to ensure the County's current and future workforce and local businesses are poised to thrive. Several key initiatives that have emerged from these partnerships are highlighted below: K-64 is part of the Board of Commissioners' Strategic Plan to proactively drive economic and population growth. Designed to develop and sustain collaboration across the County's educational spectrum and the private sector, the initiative aims to meet local workforce demands by providing relevant career education pathways to students from kindergarten through retirement.



To accomplish this, K-64 is focusing on six priority areas. 1-to-World Technology aims to equip every K-12 student with a device that enables individualized learning inside

and outside the classroom. By Fall 2019, K-64 will have provided Chromebooks to all 7th-12th grade students in the County's three public school systems. The initiative's Tech-Savvy Educators focus area provides teacher training to maximize use of the Chromebooks in their lesson plans.

The third focus area, Character Development, is designed to help students acquire the soft skills needed to cultivate leadership and teamwork. K-64 is piloting three national programs in elementary schools across the County's public school systems to determine which programs to expand system-wide.

Work-based Learning and Employer Engagement work hand-in-hand to connect students with employers via internships, work-study programs, apprenticeships and other opportunities. K-64's sixth focus area, Career Adaptability, ensures access to relevant training for adult learners seeking to advance their skills.

Chartered in 2017 by Catawba County, the County's three public school systems, CVCC, the Catawba County Economic Development Corporation (EDC), and the Catawba County Chamber of Commerce, K-64 is governed by a 12-member board of directors comprised of both private and public sector representatives and managed by CVCC. Catawba County committed \$1.3 million per year for five years in investment capital for the K-64 initiative.



The Workforce Solutions Complex at CVCC, which opened in early 2019, is a concrete example of how Catawba County is transforming to fill the jobs of today and tomorrow. The 80,400-square-foot, state-of-the-art facility brings together advanced equipment and instruction for hands-on training in a variety of industries, including Computer Engineering Technology, Electrical Engineering Technology, Computer Integrated Machining, Electronics Engineering Technology, Automotive Systems Technology, Welding, Mechanical Engineering Technology, Mechatronics and Robotics, and Heating/Ventilation and Air Conditioning.

The Complex is also home to K-64, which at its roots is an economic development initiative. While it revolves around education, K-64 fundamentally aims to broaden opportunities for residents to pursue viable careers and for employers to fill in-demand jobs. The \$25.1M facility was funded by the County.

The ACT Career Readiness Certificate allows job seekers to show prospective employers that they possess basic skills required for today's workplace. This certification is recognized by more than 100 employers in the MSA, and the number is growing. Every public high school within Catawba County offers the certification. The Western Piedmont Workforce Development Board has worked to certify Catawba County as a Work Ready Community, which positions the County to quantify the skill levels of its workforce, identify gaps and develop plans to address those gaps. Based on this information, educators, local businesses, and governments build career pathways aligned to the needs of business and industry. The County has achieved 99 percent of ACT's National Career Readiness Certificate goals.



The Catawba Valley Furniture Academy, offered by CVCC, is a private-sector-driven training program designed to proactively anticipate and meet workforce needs in the furniture industry. Designed in partnership with 5 major local furniture manufacturers, it prepares students for high-demand skilled positions in the areas of pattern making, manual cutting, inside upholstery, sewing, and others. The program varies from 9 to 18 months in length depending on the area of specialization. Graduates receive manufacturing certificates and are able to secure jobs at participating companies – Century Furniture, LEE Industries, Lexington Home Brands, Sherrill Furniture and Vanguard Furniture.

The program occupies a 38,000-square-foot building in Newton, which was secured in 2016 with the help of a \$200,000 commitment from local furniture companies and \$675,000 from the County. The expanded location allows the Academy to serve up to 66 students per session, more than doubling its previous capacity.

In acknowledgement of this program's success, the Furniture Academy earned a 2015 Governor's Award for Excellence and has become a model for similar programs offered through CVCC.



The Catawba Valley Manufacturing Academy is an industry-driven training course designed with input and expertise from 29 local manufacturers. It prepares students for high-demand manufacturing positions, such as machinists and maintenance technicians, with the region's largest employers. Graduates are fast-tracked for open positions with sponsoring companies, earning Career Readiness Certificates to signify competence in required skill areas and ensuring manufacturers have ready access to the critical labor force they require. The Manufacturing Academy serves 15 students per cohort on average and maintains a stout waiting list for admission.

The Construction Careers Academy is currently being developed by K-64 and CVCC following the Academy model. The program launched its first initiative, "Ride and Decide," with 27 participating students in 2019. This summer internship program gives high school students the opportunity to preview careers in construction through classroom both classroom learning and hands-on site work, including carpentry, plumbing and electrical work for which students earn \$9 an hour and college credit. The program is free to students and supported by the Career and College Promise program and ApprenticeshipNC.

Apprenticeship Catawba is a training pipeline for high school students. Based on the German apprenticeship model and accredited by the North Carolina Department of Commerce, this highly competitive 4-year program ensures students are career-ready at graduation by providing 8,000 hours of paid on-the-job training that counts toward an Associate Degree in Mechatronics Engineering Technology or Computer Integrated Machining Technology from CVCC. These degrees often serve as the foundation for future four-year degrees in fields such as mechanical engineering. Additionally, students earn Journeyman Certificates upon graduation, qualifying them for immediate work in skilled trades such as Mechanical Maintenance Technician, Electrical Maintenance Technician, Mechatronics Technician, Tool & Die Maker, and Computer Numerically Controlled Machinist, among others. Not only do these high-performing students leave the program with degrees, but they do so without incurring any college debt.

and are employed full-time by the sponsoring company, earning at least \$34,000 per year and gaining pathways to jobs with earning potential of \$65,000 to \$86,000. Students are selected to participate annually from the County's three public school systems through a competitive process. The program is supported by seven advanced manufacturing companies in the area: Aptar, Continental, GKN, Sarstedt, Technibilt, Tenowo, and ZF.



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

The Manufacturing Solutions Center (MSC), a branch of CVCC, helps entrepreneurs and works with companies in all 50 states and over 150 countries to conduct product testing or prototyping, or to find domestically-made production inputs. MSC has worked with such nationally known companies as Keen, Merrell, 3M, Nike, Hanes Brand, LL Bean, Lands End, Target, Polartec, Boeing, and Ralph Lauren.

MSC focuses on helping companies and entrepreneurs bring a product to market, improve product quality and production, increase sales, and create and retain jobs. MSC has also established itself as a regional expert in prototype development using 3D printing. To improve product quality, the MSC has an accredited ISO/IEC 17025 testing laboratory at its 10,000 square foot manufacturing incubator, where microbiological, thermal, and mechanical testing for textiles is performed. To help increase sales, MSC develops marketing materials and works to identify new or expanded export and marketing opportunities.

The Center aids entrepreneurs in transforming concepts into finished marketable products by bringing together all of the resources needed to successfully launch a product. MSC has facilitated development of such innovative products as wearable technology that regulates blood circulation, delivers active ingredients to the skin through the fabric, and integrates QR codes into the material so it can be scanned and tracked throughout the production process.

At America's Competitiveness Forum in 2014, the MSC was recognized by the US Department of Commerce as one of the top economic job creation programs.

LOCAL ECONOMY

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

The retail and employment hub of the Hickory-Lenoir-Morganton Metropolitan Statistical Area, Catawba County has successfully diversified and balanced its traditional manufacturing base of furniture, textiles, and communications through comprehensive economic development efforts to recruit new non-manufacturing sectors. Its prime location at the junctures of I-77 and I-40 with less than an hour's drive to Charlotte Douglas International Airport – adds to Catawba County's desirability as a business hub.

The County has made strides to diversify the tax base, with Apple, Inc., Target, and ITM Technologies serving as a few examples of newer employers helping to enhance the County's data center, distribution and medical manufacturing sectors. The County's primary employers also reflect this changing economic environment, with the County's three school systems and two medical centers showcasing the strength of the local Educational and Health Services sectors.

EMPLOYMENT REBOUNDS, WITH UNEMPLOYMENT AMONG THE LOWEST IN NORTH CAROLINA

Employment figures in the MSA are on the rise, showing 1,100 more jobs in March 2019 than the same period one year ago. Another bright spot for the economy is that job openings continue to be available, with 3,816 job openings advertised online through NCWorks in April 2019, according to the NC Department of Commerce Labor Market Overview.

The average county unemployment rate in calendar year 2018 was 3.5 percent, and averaged 3.8 percent as of June 2019. This unemployment rate is among the lowest in the State and lower than State's 2019 average rate of 4.1 percent and equal to the average 2019 national rate of 3.8 percent.

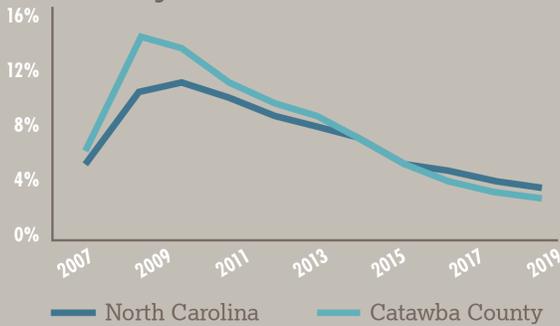
UNEMPLOYMENT

NC Department of Commerce
2019 mid-year avg

3.8%



Unemployment rate in Catawba County continues to decrease



TOP 10 EMPLOYERS

NC Department of Commerce

- Catawba County School System
- Catawba Valley Medical Center
- Corning Optical Communications
- CommScope
- GKN Driveline Newton
- Catawba County Gov't
- Duke LifePoint/Frye Reg. Med. Ctr.
- Wal-Mart Associates
- Target Stores Div.
- Century Furniture

STRONG RETAIL SALES & TOURISM PERFORMANCE INDICATE SUSTAINED RECOVERY

Catawba County remains a retail magnet for the region, capturing 60.3 percent of the \$4.095 billion in retail sales from the four-county MSA, while accounting for only 42.4 percent of the population. Taxable sales are 4.31 percent higher than FY 2017/18, and this is the 11th year in a row that revenues have increased.



Statewide, the County ranks 18th in population but 11th highest in taxable sales. These figures cement Catawba County's position as a regional retail destination highlighted by furniture and automotive corridors, shopping options ranging from local boutiques to popular box stores, and a vibrant restaurant scene. The strength of the County's retail hub draws visitors from surrounding communities and generates significant taxable sales within the County. The State's recent extension of sales tax to certain services including tickets for entertainment events has positively impacted the County's taxable sales activity.



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

- Catawba Science Center
- Green Room Community Theatre
- Hickory Choral Society
- Hickory Community Theatre
- Hickory Crawdads Baseball Team

- Hickory Metro Convention Center
- Hickory Motor Speedway
- Hickory Museum of Art
- Newton-Conover Auditorium
- Newton Foothills Folk Art Festival
- Oktoberfest in Downtown Hickory
- Western Piedmont Symphony

Recent and continuing downtown redevelopment efforts, including those in the cities of Hickory, Conover, and Newton, have resulted in the improvement of outdoor walkability and gathering spaces and the installation of outdoor amphitheaters that host frequent concerts, festivals, and events annually.

ECONOMIC DEVELOPMENT

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

YEAR	BUSINESS INVESTMENT	JOBS
2018	\$128,706,086	521
2017	\$1,370,000,000	361
2016	\$199,575,188	490
2015	\$488,755,982	420
2014	\$137,374,352	320
2013	\$22,704,651	498
2012	\$46,055,129	312
2011	\$54,604,000	710
2010	\$25,267,000	808
2009	\$1,013,790,000	984
10-yr total	\$3,486,832,389	5,424

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

Thanks to the efforts of the EDC, nearly \$3.5 billion in investment and more than 5,400 jobs were announced over the past 10 years. Of the 10-year total, investments of \$128.7 million and 521 jobs were announced in 2018.

PARTNERING TO STIMULATE GROWTH

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

Claremont Spec Buildings

In 2014, Catawba County, the City of Claremont, the EDC’s Committee of 100 and Matthews Construction combined efforts to construct and market a spec building aimed at attracting value-added industry to Catawba County by addressing the deficit of move-in ready industrial space. That spec building was sold in 2017 to DAE Systems, resulting in \$7.255 million in investment and 53 new jobs. Based on its success, the Board of Commissioners approved a second spec building in cooperation with the City of Claremont with an annual carrying cost of \$45,000 for three years. The 48,000-square-foot building was completed to its shell state in December 2017. In August 2017, Progressive Furniture announced plans to purchase the building and immediately expand the facility to 108,800 square feet, investing a minimum of \$6.5M. Progressive Furniture’s expansion retains 75 positions in Claremont and is expected to create 30 new positions, with as many as 100 new positions over the next 5 years.

Trivium Corporate Center is a 270-acre Class A Business Park developed jointly by Catawba County and the City of Hickory. The park is being developed incrementally over time in an effort to create job opportunities in advanced light manufacturing facilities, technical operations, and corporate headquarters. The vision for the park is to have amenities such as community walking/cycling trails, community gardens, and open green space to accentuate the site’s character, and to appeal to business prospects in a corporate, up-scale environment where light manufacturing, engineering, and innovation co-exist and augment the greater community. The County’s share of the total commitment is \$6.3 million.



In August 2018, Corning became the first tenant in the park, announcing plans to build a cable manufacturing facility for its Optical Communications business segment that will create approximately 110 jobs over the next five years and invest \$60 million in this location.

ITM Isotopen Technologien München AG (ITM), a Germany-based group of specialized radiopharmaceutical companies, became the second tenant in the park in December 2018 when it announced plans to construct a manufacturing facility in the park for production of a new generation of targeted radiopharmaceuticals for the treatment of cancer patients, creating 137 jobs and investing \$17 million over the next five years.

The NC Data Center Corridor builds on Catawba County's existing asset base related to fiber optic cable production and emerging technology. The County – in partnership with local governments and the Economic Development Corporation – has had success in attracting data centers to the community. This strategy leverages the presence of other major data centers in surrounding communities, as both Facebook and Google have data centers in the Piedmont region. Most significantly, in 2009 the County enticed Apple, Inc. to commit to construct a data center facility on a 183-acre site within the County. This site, located in the town of Maiden, is Apple's only east coast operations facility and serves as its data center headquarters housing its iCloud suite of services (storage, word processing, presentation software, Find My iPhone, etc.). With an investment of \$1 billion, 150 new jobs and 250 additional contract workers to operate the facility, this was the largest economic development project in the history of the County and the State. Apple is currently building another 114,300-square-foot data center in Maiden.

Now the County's largest taxpayer, Apple, Inc. has expanded its presence into the solar industry with a 170-acre site adjacent to the data center, a 200-acre site nearby in Conover, and a 105-acre site in Claremont. Solar energy from the first site is used to power the data center, making it the largest end-user solar farm in the country.

In 2012, Bed Bath & Beyond, Inc. built a \$36.8 million data center in the County, located in a 48,000-square-foot facility in Claremont Industrial Park.

Catawba County, the Cities of Conover and Hickory, and the Towns of Maiden and Catawba partnered to build the NC Data Campus, a 70-acre multi-jurisdictional business park. The partnership secured a \$2.6 million Community Development Block Grant from the NC Department of Commerce to build up to three shovel-ready sites marketed primarily for data center recruitment. Catawba County's share of the project stands at 57 percent.

Taken together, these efforts further enhance the region's efforts to create a cluster of data centers known as the NC Data Center Corridor, leveraging the presence of existing nearby regional data centers to solidify the region's reputation as one that embraces innovation and high-tech industry.

CORNING





PASSION FOR PRECISION



TRUE TO YOUR WORK®

INVESTMENT HIGHLIGHTS

Corning Incorporated announced it will be the first tenant for the Trivium Corporate Center, a 270-acre Class A business park to be built in southeast Hickory. Corning plans to build a cable manufacturing facility in the park for its Optical Communications business segment, creating approximately 110 jobs over the next five years and investing \$60 million in this location.

Progressive Furniture, Inc., a wholly owned subsidiary of Sauder Woodworking, announced the purchase of the 48,000 sf speculative industrial building in the Claremont International Business Park. Progressive Furniture immediately intends to expand the facility to 108,800 sf, investing a minimum of \$6,500,000. Progressive Furniture's expansion will retain 75 positions in Claremont and is expected to create 30 new positions, with as many as 100 new positions over the next 5 years.

ITM Isotopen Technologien München AG (ITM), a group of specialized radiopharmaceutical companies, plans to construct a manufacturing facility in the Trivium Corporate Center for the production of a new generation of targeted radiopharmaceuticals for the treatment of cancer patients. ITM plans to create 137 jobs and invest \$17 million over the next five years as Trivium Corporate Center's second tenant.

Shurtape Technologies, LLC, an industry-leading manufacturer and marketer of adhesive tape and consumer home and office products, announced it will construct a new distribution and future manufacturing facility in the Town of Catawba. The Company plans to invest \$31.4 million and create 100 new jobs at this location over a four-year period.

OTHER SUPPORT

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

2018 First Place, KardKases: Produces cases that protect collector cards and are offered online.

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

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

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



Catawba County sponsors the Chamber of Commerce's "Leadership Catawba" program, which brings together upcoming local leaders from a variety of organizations for a 6-month leadership training program. With the goal of community leadership succession, the experience provides participants with information about the social, economic, and political dynamics of the community and encourages them to get involved.

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

MEDICAL ASSETS

With two regional medical centers and an extensive system of physicians, specialists and healthcare resources, Catawba County is well positioned to meet the current and future medical needs of the community. This ranges from accessible family practices and urgent cares to leading-edge diagnostic and treatment services in a variety of medical fields.



Catawba Valley Medical Center (CVMC) is the largest not-for-profit community hospital in the region and the County's second largest employer. While technically owned by Catawba County, CVMC is completely self-supporting. In 2017, the hospital combined its Catawba Valley Medical Group and Catawba Medical Foundation to form Catawba Valley Health System (CVHS), which is comprised of not only the medical center, but also a thriving medical group with primary and specialty care providers, an acute care facility, urgent care facilities, and a foundation. Based on the quality and consistency of medical care provided by CVHS, the system has recently received multiple awards including the following:

- Women's Choice Award - Best 100 Hospitals for Patient Experience (each year from 2012 through 2016) and America's Best Hospitals for Orthopedics (each year from 2013 to 2016)
- Women's Choice Award - One of America's Best Hospitals in Obstetrics (2013 to 2016) America's Best Hospitals for Bariatric Surgery (2016) and American's Best Hospitals in Cancer Care (2014 and 2016)
- First hospital in the State to receive four Magnet designations from American Nurses Credentialing Center (2014)
- A 2016 Premier QUEST award winner for high-value healthcare; Comprehensive Center for Metabolic & Bariatric Surgery from the American College of Surgeons (2016)

Frye Regional Medical Center, the County's seventh largest employer and eighth largest taxpayer, is a private hospital that has served the community for more than 100 years. The Heart Center at Frye is home to the most extensive array of cardiology services in the region, and was the only regional facility offering 24/7 full-service cardiology and on-site heart surgery until 2014. In 2015, Frye Regional Medical Center was acquired by Duke

LifePoint. Duke LifePoint combines Duke University Health System's unparalleled expertise, quality and patient safety with LifePoint Health's financial resource and operational experience. Like CVMC, this hospital has also received numerous awards for the quality of its services.

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

A LEADER IN ENVIRONMENTAL STEWARDSHIP

The County has a long history of environmental stewardship, demonstrated most notably by its robust recycling and waste reduction program. Residents recycled 36,806 tons of material in FY17/18, which equates to an average of 464 pounds recycled per capita. Without these focused recycling and waste reduction efforts, projections indicate a new Landfill cell (estimated to cost roughly \$10 million) would be needed at least 2 years earlier than the current estimate of June 2021.

In 2019, Catawba County was recognized as one of the Top 5 Counties for Clean Energy Investment by the NC Sustainable Energy Association. The Catawba County EcoComplex and Resource Recovery Facility, winner of the 2015 Harvard Ash Center Bright Ideas in Government Award and a 2013 Energy Leadership Award from the Charlotte Business Journal, is designed to protect the County's environment and promote economic development by attracting jobs in the green energy, agricultural and environmental sectors. One component of the EcoComplex is the Biodiesel Research, Development and Production Facility, which was developed in 2011 by the County in partnership with Appalachian State University. In 2014, the County leased the biodiesel facility to Blue Ridge Biofuels in a move that generated consistent revenue for the County while increasing the company's biodiesel production capacity from 500,000 gallons a year to 3 million gallons a year starting in 2017. The first biodiesel producer in the Charlotte area to make fuel from used cooking oil, Blue Ridge Biofuels continues to partner with Appalachian State to research which feed stocks are most efficient for biodiesel production and best suited for the local climate.



catawba county

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LONG-TERM VISION

Driven by a long-term vision that combines fiscal responsibility with strategic growth, Catawba County is committed to fostering a positive business climate and enhancing quality of life. From education and economic development to cost of living and cultural amenities, local government leaders and community stakeholders are working to create opportunities that will enable Catawba County's citizens and communities to thrive well into the future.





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BUDGET OVERVIEW & STRUCTURE



READER'S GUIDE

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

PURPOSE OF BUDGETING

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

ACCOUNTING STRUCTURES & SYSTEMS

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

FUNDS & FUND STRUCTURE

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

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

GENERAL FUND & GENERAL FUND-LIKE FUNDS

General Fund*

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

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

Self-Insurance Fund*

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

Reappraisal Fund*

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

Register of Deeds Automation and Preservation Fund*

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

General Capital Reserve Fund*

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

SPECIAL REVENUE FUNDS

Emergency Telephone System Fund

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

Federally Seized Properties and Monies Fund

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

State Unauthorized Substance Abuse Fund

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

Hospital Reserve Fund

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

Rescue Squads Fund

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

Library Endowment Fund

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

Gretchen Peed Scholarship Fund

To account for donations stipulated for scholarships.

Parks/Historic Preservation Trust Fund

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

Community Development Fund

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

Fire Protection Service Districts Funds

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

CAPITAL PROJECTS**General Capital Projects Fund***

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

Schools' Capital Projects Fund

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

Schools' Construction Fund

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

Water & Sewer Capital Projects Fund*

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

Solid Waste Capital Fund*

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

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

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

Solid Waste Management Fund*

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

DEPARTMENT/FUND RELATIONSHIP

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

ABOUT THIS DOCUMENT

This budget document summarizes all service functions provided by Catawba County government and represents the annual plan for the allocation of resources. The budget presented covers the period of July 1, 2019 to June 30, 2020 (“Fiscal Year 2019/20”).

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

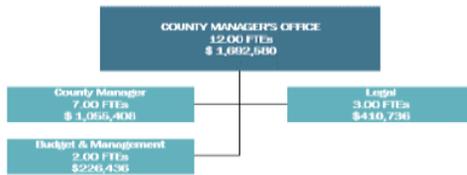
This document does not show every line item, but groups the line items in easier-to-read, general categories. For example, all money received from the State is shown in that major category, despite the fact that there may be several different line items or types of State revenue. Expense categories shown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

For each County Function, a summary report is provided at the beginning of each section providing information on the departments, services, and expenditures captured by that function. Subsequent departmental pages provide organizational, performance, and financial information from Fiscal Year 2017/18 (Actual), Fiscal Year 2018/19 (Current), and Fiscal Year 2019/20 (Requested and Adopted). See Guide to Departmental Sections for detailed information on navigating department and division information.

GUIDE TO DEPARTMENTAL SECTIONS

COUNTY MANAGER

DEPARTMENT DESCRIPTION



COUNTY MANAGER

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

BUDGET HIGHLIGHTS

COUNTY MANAGER

Reinvesting Department	Organizations: 120050 - 120150				
	2016/17 Actual	2017/18 Current	2018/19 Requested	2018/19 Recommended	Percent Change
Revenues					
Cable TV Reimbursement	\$28,000	\$28,000	\$28,000	\$28,000	0.0%
Miscellaneous	15,070	0	0	0	0%
Indirect Cost	163,854	166,408	161,568	161,556	-2.9%
Legal Services	0	0	0	0	0%
General Fund	1,585,493	1,517,445	1,503,022	1,503,022	-1.0%
Total	\$1,793,617	\$1,711,853	\$1,692,590	\$1,692,590	-1.1%
Expenses					
Personal Services	\$1,528,672	\$1,621,558	\$1,503,300	\$1,503,300	-1.1%
Supplies & Operations	150,389	90,295	89,220	89,220	-1.2%
Capital	14,257	0	0	0	0%
Total	\$1,793,617	\$1,711,853	\$1,692,590	\$1,692,590	-1.1%
Expenses by Division					
County Manager	\$1,117,117	\$1,011,882	\$1,055,408	\$1,055,408	4.3%
Legal	386,105	387,827	410,736	\$410,736	3.2%
Budget & Management	290,294	312,044	226,436	226,436	-25.8%
Total	\$1,793,617	\$1,711,853	\$1,692,590	\$1,692,590	-1.1%
Employees					
Permanent	13.00	13.00	12.00	12.00	-7.7%
Hourly	0.18	0.18	0.18	0.18	0.0%
Total	13.18	13.18	12.18	12.18	-7.8%

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

PERFORMANCE MEASUREMENT

COUNTY MANAGER

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

- Each departmental section of the operating budget begins with an organizational chart that reflects the way in which the department's budget is organized and tells the reader which division pages will follow.
- The Departmental Services section describes the department's divisions and core functions.
- The financial table displays revenue, expenditures, and budgeted personnel for the entire department for the prior fiscal year (2017/18 Actual), the current fiscal year (2018/19 Current), and budgeted fiscal year (2019/20 Requested and Adopted).
- After the financial table this section presents an overview of the changes to the department's budget and may include specific information on approved requests.
- This section discusses budget outcomes for the fiscal year (2019/20) as well as the mid-year 2018/19 and prior year 2017/18 and 2016/17 reports on outcomes and services.

FINANCIAL DOCUMENTS

The budget is the financial plan for County operations for the fiscal year beginning July 1, 2019 and ending June 30, 2020. The budget shows the source of revenue and how these sources will be spent. It also contains outcomes, goals, and objectives the County departments have set for the year. The budget and the audit are the key financial documents that the County uses to illustrate its financial plans and status. The budget looks ahead to the coming year and shows how funds plan to be spent, while the audit shows the County's year-end financial condition. The audit document is produced annually a few months after the end of each fiscal year (October or November) while the budget is produced annually at the beginning of each fiscal year (final copies are usually made available to the public in mid-July).

BASIS OF ACCOUNTING

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

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

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

COMPENSATED ABSENCES

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

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

ENCUMBRANCES

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

Summary of Legal Requirements

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

BUDGET FORMS & PROCEDURES

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

DEPARTMENTAL REQUESTS

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

BUDGET PREPARATION CALENDAR

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

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

RECOMMENDED BUDGET

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

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

BOARD REVIEW

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

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

ADOPTION OF THE BUDGET ORDINANCE

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

Budget Process

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

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

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

2. In October the County Board of Commissioners holds a retreat to discuss issues, priorities and countywide goals for the upcoming fiscal year. These goals become the driving force behind initiatives to be considered and included during the budget cycle.
3. Each fall, the Budget and Management Office works with departments and management to update the County's long range financial plans including Five Year Capital Improvement and Operating Plans.
4. During the months of October and November the Budget and Management Office prepares Revenue and Expense projections for the upcoming fiscal year. Revenues are projected for the County's main funding sources, property and sales tax, based on trends and economic forecasts for the area.
5. The Budget and Management Office establishes a beginning base for each department that includes the allowable increases for salaries, benefits and operating budgets. In developing budget requests, staff is instructed that any funding requests for program or service expansions or equipment beyond the base amount is to be thoroughly justified and will be weighed against other competing needs and available funding. The role of budget staff is to analyze the requests and justifications and make sound funding recommendations to the County Manager.
6. In December, departments are given pertinent budget information, funding parameters, and the goals established by the Board of Commissioners.
7. In late January or early February, the reinventing departments submit requested outcomes, and departments not in the reinventing program as well as outside agencies submit budget requests to the Budget and Management Office.
8. During February and March, the Budget and Management Office analyzes requests for the non-reinventing departments and outside agencies, negotiates outcomes with departments, and prepares a recommended budget for the County Manager.
9. During March and April, the County Manager conducts a series of budget meetings with the department managers and agency directors. He then submits a recommended budget to the Board of Commissioners. The budget includes proposed expenditures and the means of financing them.
10. The Board of Commissioners conducts budget hearings with the department managers and agency directors in May or June.
11. A Public Hearing is conducted to obtain taxpayer comments.
12. Prior to June 30th, the budget is legally enacted through passage of an ordinance.
13. Budgets for General, Special Revenue, and Capital Projects Funds are adopted on a basis consistent with generally accepted accounting principles (GAAP). The Board of Commissioners annually adopts a budget by ordinance appropriating funds, and may during the year authorize supplemental appropriations. Supplemental appropriations are reviewed by the Director of Finance and the Budget and Management Office, submitted to the Finance and Personnel Subcommittee, and then transmitted to the Board of Commissioners for review and approval. If approved, they are implemented by budget revision.

REINVENTING DEPARTMENTS

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

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

In order to meet these outcomes, basic changes were made in the budget process to shift the focus from inputs to outcomes, to increase authority and flexibility for reinventing departments, encourage better use of resources, and simplify and streamline the budget process. Flexibility and changing the focus to outcomes is achieved by allotting these departments a lump sum increase each year without any analysis or controls at the detail budget level. The only financial control is the inability to spend more than the Department's total allotment. Budget analysis and negotiation has shifted to discussions on outcomes, or what the departments hope to accomplish in the upcoming fiscal year, and improvements to service levels. To encourage better use of resources and ownership in decision making, departments can retain all unexpended funds at the end of the fiscal year as long as they can demonstrate achievement of at least 90 percent of adopted outcomes. Updates on the progress and achievement of outcomes are reported on a semi-annual and annual basis. The Budget Highlights for the Reinventing Department sections of the budget document focuses on outcome achievement and changes to outcomes rather than monetary changes in the budget for this reason.

BUDGET CALENDAR

August to Early November

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

Late October to Mid-November

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

Early – Mid-December

Budget discussion/directions at December Department Head Meeting
Budget Kickoff – Targets provided and budget system opened for entry (12/7)

January 11, 2019

Mid-year report due from all departments

February 4, 2019

Budget request due from all departments, schools and outside agencies

Late February

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

Mid-March

Budget balanced & summary recommendations sent to Manager (3/15)
Budget & Management staff discussions with County Manager on recommendations (3/19)

March 25-28, 2019

Department, Schools & outside agency budget meetings with County Manager

Late April to Early May

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

Mid-April to Mid-May

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

May 10, 2019

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

May 13, 2019

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

May 23, 2019 BOC Budget Hearings

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

May 30, 2019

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

June 3, 2019

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

FINANCIAL POLICIES

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

Revenue Policy

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

The fee structure established for the Solid Waste Management Fund will be sufficient to finance needed operating, capital, and debt costs of providing solid waste services.

Revenue projections will be made in a conservative manner.

Any County service that benefits specific recipients shall be supported either fully or in part by user fees, based on cost recovery percentages established by the Board of Commissioners.

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

Operating Budget Policy

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

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

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

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

Accounting Policy

Annually, a firm of licensed, certified public accountants will issue an official opinion on the County's annual financial statements to the Board of Commissioners.

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

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

Debt Policy (See Appendices for full policy)

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

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

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

Reserve Policy

The County has a goal of maintaining General Fund fund balance of 16 percent, the equivalent of two months of operating expenses. These funds will be used to avoid cash flow interruptions, generate investment income, eliminate the need for short-term borrowing, and for use in the case of unanticipated emergencies.

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

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

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

Investment Policy (See Appendices for full policy)

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

Balanced Budget Policy

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



catawba county
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DEPARTMENT INFORMATION

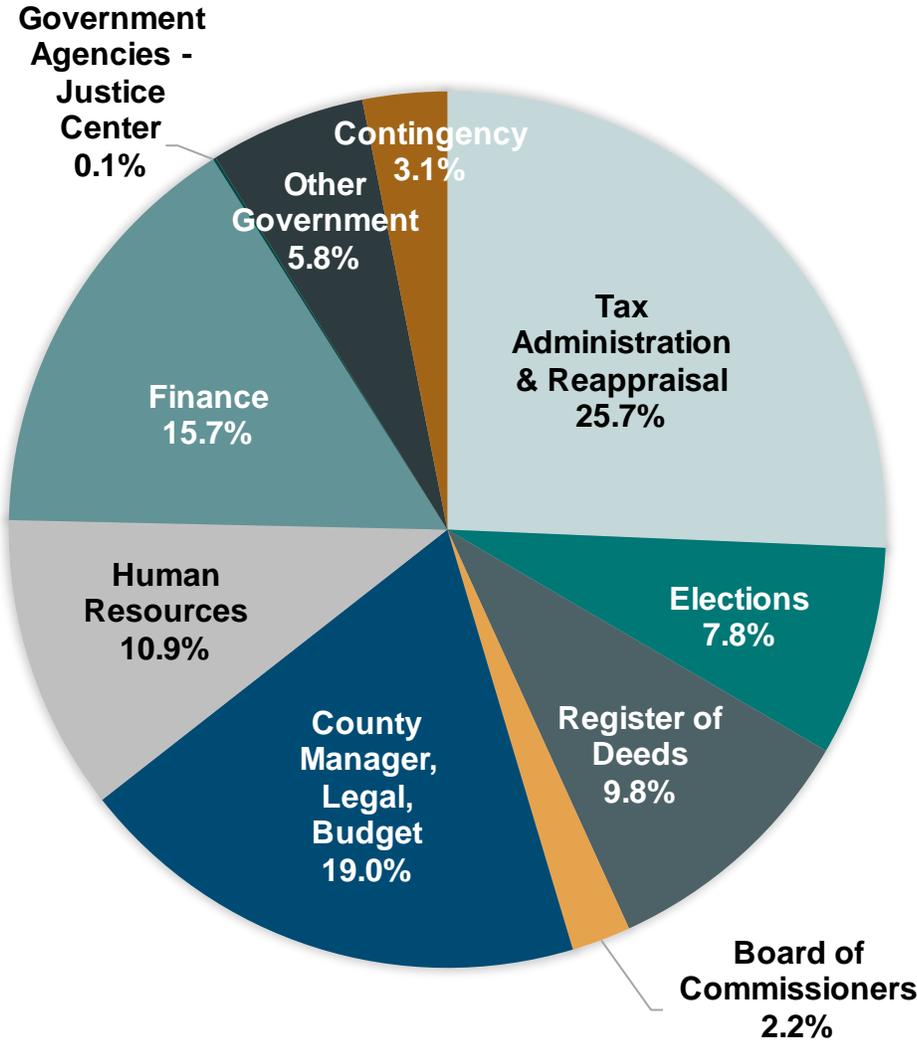


GENERAL GOVERNMENT

The General Government function provides administrative support for County government. It is \$9,648,618 or 4.0 percent of total expenditures for the fiscal year, including Reappraisal and Register of Deeds Automation budgeted in Other Funds. The General Fund portion of General Government is \$9,034,383. General Government includes direct public services such as the Board of Elections, Register of Deeds, and Tax (\$4,168,237 or 1.7 percent of the budget) as well as County Administration including the Board of Commissioners, County Manager, Human Resources, and Finance (\$5,480,381 or 2.3 percent of the budget).

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

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



BOARD OF COMMISSIONERS

DEPARTMENT DESCRIPTION

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

BUDGET HIGHLIGHTS

BOARD OF COMMISSIONERS					Organization: 110050
	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
General Fund	\$191,102	\$205,289	\$213,714	\$210,214	2.4%
Total	\$191,102	\$205,289	\$213,714	\$210,214	2.4%
Expenses					
Personal Services	\$109,746	\$111,639	\$113,164	\$113,164	1.4%
Supplies & Operations	81,356	\$93,650	\$100,550	\$97,050	3.6%
Total	\$191,102	\$205,289	\$213,714	\$210,214	2.4%

The budget increased slightly due to increases in health insurance premiums and anticipated changes in dues for state and national organizations.

STRATEGIC PLAN FOCUS AREAS

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

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

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

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

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

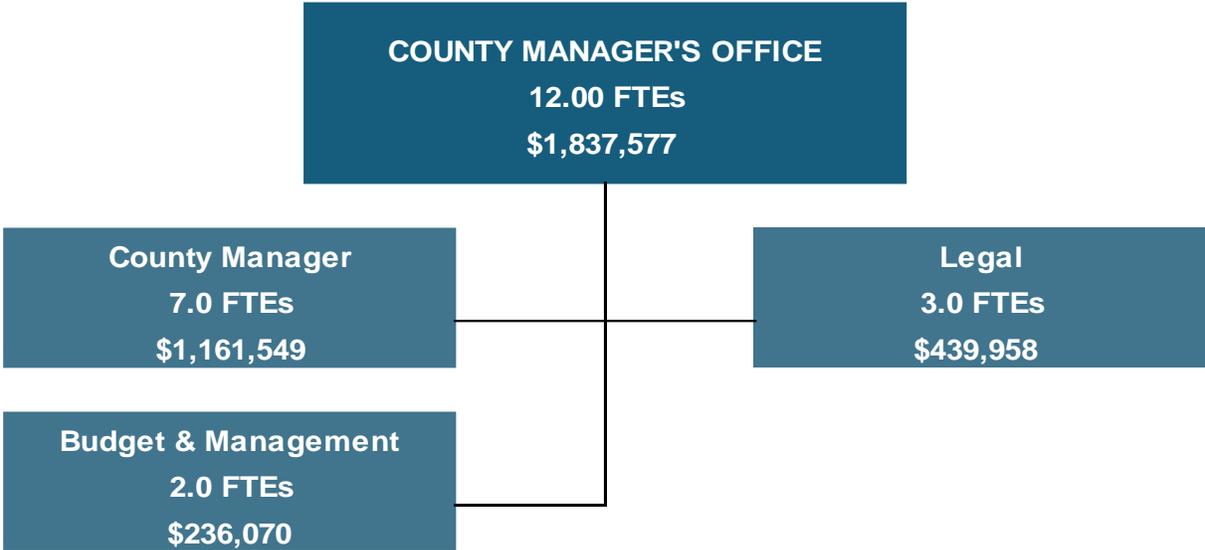
PARKS - Provide scenic outdoor experiences for our citizens and visitors through a community-wide approach that invites a variety of adventures.

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

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

COUNTY MANAGER

DEPARTMENT DESCRIPTION



COUNTY MANAGER

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

LEGAL DEPARTMENT

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

BUDGET AND MANAGEMENT OFFICE

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

BUDGET HIGHLIGHTS

COUNTY MANAGER

Reinventing Department

Organizations: 120050 - 120150

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Cable TV Reimbursement	\$28,000	\$28,000	\$28,000	\$28,000	0.0%
Indirect Cost	166,408	161,558	169,167	169,167	4.7%
General Fund	1,388,278	1,503,022	1,640,410	1,640,410	9.1%
Total	\$1,582,686	\$1,692,580	\$1,837,577	\$1,837,577	8.6%
Expenses					
Personal Services	\$1,511,350	\$1,603,360	\$1,744,388	\$1,744,388	8.8%
Supplies & Operations	68,336	89,220	93,189	93,189	4.4%
Capital	3,000	0	0	0	0%
Total	\$1,582,686	\$1,692,580	\$1,837,577	\$1,837,577	8.6%
Expenses by Division					
County Manager	\$989,630	\$1,055,408	\$1,161,549	\$1,161,549	10.1%
Legal	388,174	410,736	439,958	\$439,958	7.1%
Budget & Management	204,883	226,436	236,070	236,070	4.3%
Total	\$1,582,686	\$1,692,580	\$1,837,577	\$1,837,577	8.6%
Employees					
Permanent	12.00	12.00	12.00	12.00	0.0%
Hourly	0.28	0.28	0.47	0.47	67.9%
Total	12.28	12.28	12.47	12.47	1.5%

Year	Outcomes	Achieved	Achieved	Rate
2017/18	9	9	0	100%
2016/17	14	14	0	100%
2015/16	15	15	0	100%

The budget increase is driven by planned compensation increases and increased outside legal services costs.

PERFORMANCE MEASUREMENT

COUNTY MANAGER

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
1. Drive implementation of the Board of Commissioners' strategic plan by developing and executing a comprehensive approach to achieving its goals and objectives, incorporating a multi-year project and funding plan.	On Target	Achieved Drove strategic plan implementation including multi-year projects and funding plan	Achieved Oversaw goals in areas of broadband internet availability, economic development, and community branding.
2. Prepare a balanced budget for the coming fiscal year and administer a balanced budget during the fiscal year.	On Target Expect BOC Adoption on June 3, 2019	Achieved BOC Adopted FY18/19 on June 4, 2018	Achieved BOC Adopted FY17/18 on June 5, 2017
3. Implement a multi-year brand activation plan for making.living.better that aligns with the Board's strategic plan.	On Target. In current yr, outcome language reflected "new" brand and website integration.	Achieved Worked with North Star on brand development. New brand rolled out to BOC and County staff in January 2018.	New outcome in Fiscal Year 2017/18

LEGAL

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
1. Provide needed legal services to all county departments as issues arise in a timely, professional and ethical manner by: <ol style="list-style-type: none"> Completing preparation or review of contracts within 5 working days of receipt at least 95 percent of the time. Achieving an approval rating of 95 percent on an annual client satisfaction survey. 	On Target Contract review or preparation within 5 working days is at 99% of the time. Client Satisfaction Survey will go out in March.	Achieved 99 percent of contracts reviewed within 5 days. 100 percent approval rating on annual survey	Achieved 100 percent of contracts reviewed within 5 days. 100 percent approval rating on annual survey
2. Proactively improve county staff's ability to handle situations that could potentially have a legal impact on the county by: <ol style="list-style-type: none"> Providing in-service training to any department. Providing employees with 24 hours per day, 7 days per week telephone access to an attorney. 	On Target	Achieved EMS, Sheriff's Office, and Public Health training, and Uniform Guidance training provided. Staff was available 24/7 by phone.	Achieved EMS training, Supervisory Training, OSHA training on cyber liability and public records training for various departments.
3. Ensure the 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	On Target	Achieved Attorneys are in attendance at all BOC meetings, Planning Board of Adjustment and Subdivision	Achieved Attorneys in attendance at all BOC meetings, Planning Board of Adjustment and

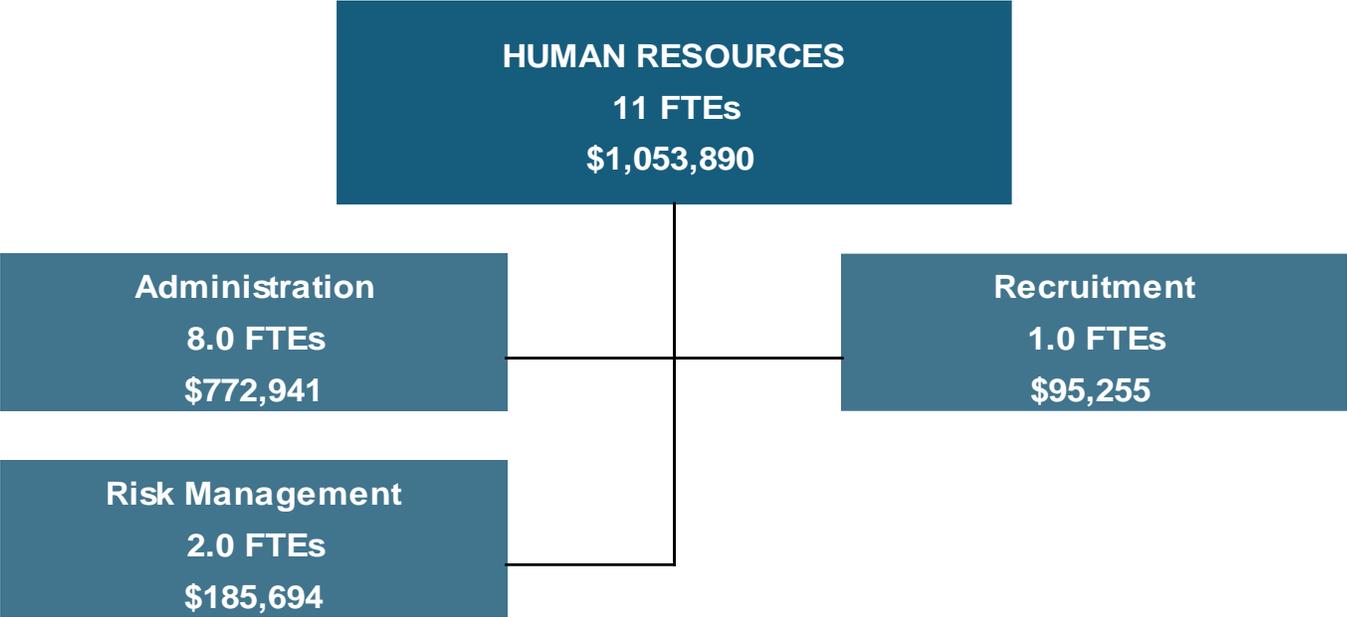
in advance by assigning an attorney to both work with each respective board and be in attendance at each board meeting.		Review Board meetings. Additionally, attorneys present for Social Services Board and Board of Health meetings as requested	Subdivision Review Board meetings.
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BUDGET & MANAGEMENT

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
1. Prepare a balanced budget for adoption by June 30 annually, which communicates County policies, provides a financial and operating plan, and is an effective communication device to our citizens, as demonstrated by receiving the Government Finance Officers Association (GFOA) Distinguished Budget Award.	On Target FY 2019/20 budget is on schedule for adoption June 3, 2019.	Achieved FY 2018/19 budget adopted June 4, 2018 and earned the GFOA Award for the 30th consecutive year.	Achieved FY 2017/18 budget adopted June 5, 2017 and earned the GFOA Award for the 29th consecutive year.
2. Prepare a Revenue, Expense, and Fund Balance Forecast annually based on the current fiscal year budget, which gives the County Manager, Board of Commissioners, and department heads the financial information they need to set priorities and goals in planning for the future needs of the County.	Achieved	Achieved	Achieved
3. Monitor the budget on an ongoing basis to ensure the budget remains balanced, and recommend appropriate action be taken quickly if revenue erosion occurs.	On Target	On Target	Achieved

HUMAN RESOURCES

DEPARTMENT DESCRIPTION



ADMINISTRATION

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

RECRUITMENT

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

RISK MANAGEMENT

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

WELLBEING

Promote overall wellbeing throughout the organization by offering services, programs and resources that support employee values and interests for continual self-improvement.

BUDGET HIGHLIGHTS

HUMAN RESOURCES

Reinventing Department

Organizations: 150050 - 150200

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Indirect Cost	\$135,722	\$134,890	\$141,266	\$141,266	4.7%
General Fund	929,407	880,854	912,624	912,624	3.6%
Total	\$1,065,129	\$1,015,744	\$1,053,890	\$1,053,890	3.8%
Expenses					
Personal Services	\$866,572	\$910,061	\$969,350	\$969,350	6.5%
Supplies & Operations	198,557	105,683	84,540	84,540	-20.0%
Total	\$1,065,129	\$1,015,744	\$1,053,890	\$1,053,890	3.8%
Expenses by Division					
Administration	\$808,781	\$746,554	\$772,941	\$772,941	3.5%
Recruitment	\$87,541	91,492	\$95,255	\$95,255	4.1%
Risk Management	\$168,807	177,698	\$185,694	\$185,694	4.5%
Total	\$1,065,129	\$1,015,744	\$1,053,890	\$1,053,890	3.8%
Employees					
Permanent	11.00	11.00	11.00	11.00	0.0%
Hourly	0.25	0.25	0.25	0.25	0.0%
Total	11.25	11.25	11.25	11.25	0.0%

Outcome Achievements				
Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2017/18	17	17	0	100%
2016/17	19	18	1	95%
2015/16	20	20	0	100%

Performance Measurement

BENEFITS

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
1. Educate 100% of new benefited employees on available County benefits and how to use the benefits, while providing a forum to discuss employee expectations by conducting orientations at least once a month to ensure employees are quickly brought onboard with County's work culture. Success will be measured by achieving a score of 4.5 or higher for the content/quality of the program on evaluations given after each orientation session.	On Target 4.6 avg. rating out of 5 from 72 employees, 9 sessions.	Achieved 4.7 avg. rating out of 5 from 140 employees, 17 sessions	Achieved 4.6 avg. rating out of 5 from 133 employees, 17 sessions
2. To provide employees nearing the end of their service with the County continued strong customer service, Human Resources will educate employees about their retirement benefits through an annual Retirement Educational Program. The presentation will include information on the NC Retirement System, Catawba County retiree health insurance options, and the use of supplemental retirement programs to enhance retirement. Success of the program will be measured by at least 92% of participants indicating they "strongly agree" or "agree" they have an increased knowledge of retirement benefits and options.	On Target Retirement Educational Program was presented to employees on January 30, 2019, with the Prudential 401k Plan representative also in attendance.	Achieved 99% (82 of 83) employees attending agreed or strongly agreed the sessions resulted in increased retirement benefit knowledge vs a 92% target	Achieved 95% (41 of 43) employees attending agreed or strongly agreed the sessions resulted in increased retirement benefit knowledge vs a 90% target
3. To maintain the County's position as an employer of choice, Human Resources will ensure the benefits package is competitive and meets the needs of employees by surveying competitors' benefit plans and recommending a competitive benefit package to the County Manager's Office by the end of February of each year.	On Target	Achieved	New outcome in Fiscal Year 2017/18

ORGANIZATIONAL DEVELOPMENT

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
4. To enhance the County's operational efficiency and foster career adaptability, Human Resources will offer at least one skills development program for enrollment by County employees aimed	Achieved "Harnessing the Power in your Stress Response" training program held. 95% of participants (21 of	Achieved "Inclusion and Micro-aggressions" training program held in December. 94% of survey respondents	Achieved 87.5% of "The Brand Called You" participants agreed or strongly agreed that they

<p>at enhancing a work-related skill set. Success will be measured by at least 80% of participants indicating they “strongly agree” or “agree” that they have expanded their work-related knowledge, skills, and abilities.</p>	<p>22) indicated they “strongly agreed” or “agreed” they have expanded their understanding of stress management.</p>	<p>(16 of 17) indicated they “strongly agreed” or “agreed” they have expanded their understanding of inclusion and impact of micro-aggressions.</p>	<p>have expanded their work-related KSAs</p>
<p>5. To support the County’s core values and encourage a culture of respect, Human Resources will offer at least two different diversity training programs for general enrollment to County employees in FY 2019/20. Success will be measured by achieving a cumulative total of 80% of participants indicating they “strongly agree” or “agree” that they have an expanded knowledge or awareness in the subject area.</p>	<p>On Target Coordinated and offered two diversity programs. 92.5% of a combined 191 participants agreed they increased knowledge or awareness in each subject area.</p>	<p>Achieved Coordinated and offered three diversity programs. 100% of a combined 191 participants agreed they increased knowledge or awareness in each subject area. (Goal: 3 programs)</p>	<p>Achieved Coordinated and offered four diversity programs. The three programs that were surveyed all met the 80% benchmark. (Goal: 3 programs)</p>
<p>6. To develop high performing adaptable team leaders, current supervisors, and employees seeking opportunities for upward mobility, Human Resources will coordinate and implement a year-long, front-line leadership program. Success will be measured by at least 80% of participants indicating they “strongly agree” or “agree” that they have increased their overall knowledge of leadership principles.</p>	<p>Achieved 21 employees participating in Learning 2 Lead successfully completed with 100% strongly agreeing or agreeing they increased their overall knowledge of leadership principles.</p>	<p>Achieved 20 of 21 employees participating in Learning 2 Lead successfully completed with 91.6% strongly agreeing or agreeing they increased their overall knowledge of leadership principles.</p>	<p>Achieved</p>
<p>7. To ensure high potential employees in the County are provided leadership development opportunities, Human Resources will orchestrate the completion of the 2019/20 Leadership Academy. Selection/Oversight committee will meet individually with each Leadership Academy participant halfway through the program and prior to the end of the program to determine student progress and provide guidance/feedback to facilitate the success of each student. Success will be measured by at least 80% of participants indicating they “strongly agree” or “agree” that they have increased their overall knowledge of leadership principles.</p>	<p>On Target</p>	<p>Achieved Seven County employees successfully completed the program. 100% of participants agreed they have increased their overall knowledge of leadership principles.</p>	<p>Achieved Seven County employees successfully completed the program</p>

RECRUITMENT, PAY, AND CLASSIFICATION

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
<p>8. To support the County’s K-64 Education initiative by promoting public service and county government careers to high</p>	<p>On Target 2 students from Challenger High completed</p>	<p>Achieved 1 high school student from Newton-Conover Schools</p>	<p>New outcome in Fiscal Year 2017/18</p>

school and college students as well as strengthen the talent pipeline, Human Resources will support departments by funding and assisting with recruiting of one paid college intern, specifically from an underrepresented group, and assisting with implementing at least one career preparatory opportunity for high school students in FY 2019/20.	internships that included time spent with several county departments.	and 1 from Catawba County Schools completed week-long internships that included time spent with several county departments. (goal was 1 HS student)	
9. To maintain the County's position as an employer of choice and to ensure recruitment and retention of qualified employees, Human Resources will maintain a competitive pay plan by conducting an annual pay and classification study on at least one-third of the County's positions. Success will be determined by ensuring positions are classified correctly and pay ranges are approximately 100% of the County's competitive market.	Achieved The 2018/19 Administrative and Professional pay study is on track to be completed in Spring 2019.	Achieved The 2017/18 Clerical and Paraprofessional pay study was completed in Spring 2018.	Achieved The 2016/17 Clerical and Paraprofessional pay study was completed in Spring 2017

RISK MANAGEMENT

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
10. To ensure citizens' and employees' safety, Human Resources will ensure operational excellence of County drivers by limiting the number of automotive accidents involving County vehicles. Risk Management will identify all at-fault accidents and make the following recommendations to Department Heads: a. After the first at-fault accident, require employee to repeat the County Defensive Driving class or have the Supervisor or Training Officer ride along with the employee to observe employee's driving skills. b. After a second at-fault accident by the same employee, a Corrective Action Plan or disciplinary action will be recommended for employee. c. Analysis will be conducted at least twice a year on vehicle accidents and reports will be shared with the Human Resources Director and each Department Head to discuss concerns, further actions, and options for improvement. Additionally, an annual report analyzing automotive accidents will	On Target As of December 31, 2018, the County had experienced 33 auto accidents with evaluation of the Risk Manager determining that 18 were at fault of the County driver. Each driver was required to retake the County Defensive Driving course or participate in departmental exercises with an approved instructor.	Achieved As of June 30, 2018, the County had experienced 50 auto accidents with evaluation of the Risk Manager determining that 23 were at fault of the County driver. Each driver was required to retake the County Defensive Driving course or participate in departmental exercises with an approved instructor.	Achieved Each County driver at fault was required to retake the County Defensive Driving course or participate in departmental exercises with an approved instructor.

<p>be submitted to the County Manager.</p>			
<p>11. To ensure the County's worksites are safe and free from avoidable accidents that could negatively impact the delivery of services, Human Resources will limit OSHA recordable injuries to 5 per 100 FTEs, the North Carolina Department of Labor public sector industry standard. This will be accomplished by:</p> <ul style="list-style-type: none"> a. Concentrating on evaluating the types of accidents in the high-risk departments to determine ways to improve work procedures. b. Holding an annual Safety Retreat which will educate departments on the County's current status regarding safety, security, and legal issues as well as market trends in these areas. Success of the Retreat will be measured by at least 80% of participants indicating they "strongly agree" or "agree" that they have expanded their safety-related knowledge, skills and abilities. c. Providing at least four training programs to address safety, health, and security awareness of the County. Success will be measured by achieving a cumulative total of 80% of participants indicating they "strongly agree" or "agree" that they have an increased knowledge of the specific topic. d. Providing an annual report to the Human Resources Director and Department Heads on the number and types of injuries occurring during the year and recommendations on how to improve safety and/or security. 	<p>On Target 2.5 recordable injuries per 100 FTEs</p>	<p>Achieved 3.8 recordable injuries per 100 FTEs.</p> <p>All accidents have been evaluated and annual meetings occurred in Sept with Department Heads to discuss safety strategies.</p> <p>All safety committees have met on a regular basis. Drills and building inspections have been completed. The Accident Team met in August to discuss all accidents, high risk drivers, and workers' compensation claims.</p> <p>100% of Safety Retreat attendees indicated increased knowledge.</p>	<p>Achieved 4.82 recordable injuries per 100 FTEs</p>

WELLBEING

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
<p>12. To improve the overall wellbeing of employees, Human Resources, in conjunction with EHC, will offer at least four programs targeted to encourage improved wellbeing and healthy lifestyles. Success of these programs will be measured by having at least 80% of the program participants reporting that the program helped them implement healthier lifestyle behaviors or improve overall wellbeing.</p>	<p>On Target Two programs offered, 98% reported that the program they participated in helped them develop healthier lifestyles</p>	<p>New outcome in Fiscal Year 2018/19</p>	
<p>13. To ensure high quality customer service is being provided through the Employee Health Connection (EHC), Human Resources will evaluate the monthly customer service surveys. Success will be measured by having at least 80% of respondents reporting an overall satisfaction rating of satisfied for very satisfied.</p>	<p>On Target 99% of survey respondents were satisfied or highly satisfied with their EHC visit.</p>	<p>Achieved 98% of survey respondents were satisfied or highly satisfied with their EHC visit.</p>	<p>New outcome in Fiscal Year 2017/18</p>
<p>14. To provide a cost effective and convenient healthcare option for employees, the cost to operate the Employee Health Clinic (employee and County) will be at least 10% less than savings generated by the services in the following areas:</p> <ol style="list-style-type: none"> Number of employee sick leave hours saved and an average associated cost. Savings from conducting in-house Workers Compensation evaluations. Savings from performing all recruitment and retention related medical testing through the Clinic. Savings generated from employee usage of the Employee Health Clinic as opposed to their Primary Care Physician. 	<p>On Target Estimated savings is \$114,652 or ~ 42%.</p>	<p>Achieved Estimated savings is \$198,073 or ~ 40%.</p>	<p>Achieved Estimated savings is \$293,359, or ~ 51%</p>

TAX DEPARTMENT

DEPARTMENT DESCRIPTION



ASSESSOR

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

COLLECTOR

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

BUDGET HIGHLIGHTS

TAX

Organizations: 130050 - 130100

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Property Tax	\$96,118,691	\$95,785,817	\$102,095,631	\$102,095,631	6.6%
Privilege License Tax	8,845	0	0	\$0	0.0%
Contribution to General Fund	(96,118,691)	(95,785,817)	(102,095,631)	(102,095,631)	6.6%
Charges & Fees	248,331	231,865	237,067	237,067	2.2%
General Fund	1,652,636	1,634,781	1,705,352	1,703,788	4.2%
Total	\$1,909,812	\$1,866,646	\$1,942,419	\$1,940,855	4.0%
Expenses					
Personal Services	\$1,320,590	\$1,197,890	\$1,195,368	\$1,193,804	-0.3%
Supplies & Operations	589,162	663,756	742,051	742,051	11.8%
Tax Refunds	60	5,000	5,000	5,000	0.0%
Total	\$1,909,812	\$1,866,646	\$1,942,419	\$1,940,855	4.0%
Expenses by Division					
Assessor	\$960,296	\$789,324	\$793,321	\$793,321	0.5%
Collections	949,517	1,077,322	1,149,098	1,147,534	6.5%
Total	\$1,909,812	\$1,866,646	\$1,942,419	\$1,940,855	4.0%
Employees					
Permanent	21.00	19.00	19.00	19.00	0.0%
Hourly	0.00	0.00	0.00	0.00	0.0%
Total	21.00	19.00	19.00	19.00	0.0%

The budget includes funding for a Business/Personal Property Auditor position, as well as increased cost of accounting and banking services. Additionally, one existing position was shifted out of this budget into the Reappraisal Fund to better align staff with function, which is why personal services decreased.

PROPERTY TAX COLLECTIONS

As of May 3, 2019, only \$1.7 million of the current year's ad valorem property tax levy was outstanding, which is 98.11 percent collection rate year-to-date and 0.3 percent ahead of last year.

PERFORMANCE MEASUREMENT

ASSESSOR

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
1. To ensure citizens receive prompt notification of taxes owed, prepare and mail 100 percent of real and personal property tax bills by August 1, 2019. Statutorily, this must be done no later than September 1st, the date on which the bills lawfully become due and payable.	Achieved Mailed July 12 th vs Aug. 1 st target	Achieved Mailed July 12 th vs Aug. 1 st target	Achieved Mailed July 13 th vs Aug. 1 st target
2. Ensure all new construction is listed, appraised, and recorded in time for billing no later than July 15, 2019, by constant monitoring of outstanding new construction through building permits and field reviews.	Achieved June 25 vs. July 15 target	Achieved June 21 vs. July 15 target	Achieved June 17 vs. July 15 target
3. Ensure accuracy of tax data contained in annual tax mailings such as tax bills, second notices, debt-set off, etc. by: a. Identifying potential errors through data analytics in conjunction with IT. b. Quality controlling data prior to each mailing.	On Target	Achieved	New outcome in Fiscal Year 2017/18
4. Increase citizens' online access to applications and forms in collaboration with IT for data mailers, sales verification letters, address changes, elderly/disabled exemptions, present use value, and beer/wine retail licenses.	On Target Staff changed main header for easier use by our citizens. A gap bill section was added as well as a new present use section to the website.	Not Achieved Due to Technology's focus on completing the JCPS project, there has been a delay in starting the application development. Work should resume on the development of this online form in the second half of this FY 2019.	Achieved 900 contacts 209 of 230 applicants qualified
5. To promote appropriate farmland preservation and to ensure efficient administration of the present-use program, the Tax Office will: a. Prepare and disseminate all present-use program information, to include qualifying program criteria and application process, via handouts, presentations, and website to the public. b. Maintain an accurate database of participants in the present-use value program.	On Target	Achieved	Achieved 126 of 134 new applications approved Total of 1,752 properties enrolled

TAX COLLECTOR

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
1. The Collection division will work to increase the tax collection rate.	On Target	Achieved 98.20 percent from the 2016/17 collection rate of 98.19 percent	Achieved 98.19% collection rate vs FY 2013/14 rate of 97.34% and target of 98.0%
2. Track the percent increase of collections for each of the prior 10 years' tax levies to show continued efforts of collection on prior years. Statutorily, the County may only pursue enforced collection measures for accounts that are 10 years old or less delinquent, so it is important to continue all lawful measures to collect these accounts before that time expires.	On Target	Achieved	Achieved Prior Target 2% increase – actual 37.34% compared to 30.25% in FY 2015/16
3. Identify and send annually 400 delinquent real estate properties to third party legal vendor to pursue collections through a mortgage-style foreclosure program. Track revenue vs. expenditures generated from the mortgage-style foreclosure program to measure the return-on-investment.	On Target 144 properties received additional communication regarding their tax delinquency. \$1,599 in expenses.	Achieved 100 properties received additional communication regarding their tax delinquency. The cases referred to third party collections returned \$357,167 in revenue and \$4,404 in expenses paid to vendor.	New outcome in Fiscal Year 2017/18

BOARD OF ELECTIONS

DEPARTMENT DESCRIPTION

BOARD OF ELECTIONS
4.00 FTEs
\$748,510

ADMINISTRATION

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

BUDGET HIGHLIGHTS

BOARD OF ELECTIONS

Organization: 140050

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Charges & Fees	\$114,627	\$100	\$133,200	\$133,200	133100.0%
General Fund	462,020	546,062	615,310	615,310	12.7%
Total	\$576,647	\$546,162	\$748,510	\$748,510	37.0%
Expenses					
Personal Services	\$395,114	\$374,017	\$504,061	\$504,061	34.8%
Supplies & Operations	181,533	172,145	244,449	244,449	42.0%
Capital	0	0	0	0	0.0%
Total	\$576,647	\$546,162	\$748,510	\$748,510	37.0%
Employees					
Permanent	4.00	4.00	4.00	4.00	0.0%
Hourly	0.65	0.42	0.77	0.77	83.3%
Total	4.65	4.42	4.77	4.77	7.9%

The Board of Elections’ budget includes cyclical increases related to 2019 municipal elections (which are offset by revenues received from municipalities) and the 2020 primary elections.

PERFORMANCE MEASUREMENT

ELECTIONS

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
<p>1. Establish initiatives that seek better ways to provide services to encourage all eligible residents to exercise their right to vote.</p>	<p>Achieved Distributed 4,000 mailers notifying citizens of the election and early voting locations. Experienced increased voter turnout in Sherrills Ford-Terrell.</p>	<p>Achieved Approximately 300 bags for Catawba County's home-bound citizens was distributed through Meals-on-Wheels.</p>	<p>New outcome in Fiscal Year 2017/18</p>
<p>2. Develop outreach strategies to attract a diverse pool of poll workers who reflect the community's composition.</p>	<p>Achieved The office educated CVCC students on the 2018 Elections. Received several applicants as poll workers. Catawba County Employees (and family members) provided weekend help during the 2018 General Election.</p>	<p>Achieved BOE staff had a training at CVCC for an American Government class. The students learned about the elections and voting. From this session, we received several applicants to volunteer for Election Day.</p>	<p>New outcome in Fiscal Year 2017/18</p>

REGISTER OF DEEDS

DEPARTMENT DESCRIPTION

REGISTER OF DEEDS
10.00 FTEs
\$864,637

ADMINISTRATION

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

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

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

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

BUDGET HIGHLIGHTS

REGISTER OF DEEDS

Organization: 160050

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Real Estate Excise	\$821,352	\$681,175	\$590,000	\$625,000	-8.2%
Charges & Fees	730,278	762,500	755,300	759,800	-0.4%
Miscellaneous	435	(64,340)	(63,950)	(60,450)	-6.0%
General Fund	(790,959)	(545,210)	(394,946)	(459,713)	-15.7%
Total	\$761,106	\$834,125	\$886,404	\$864,637	3.7%
Expenses					
Personal Services	\$620,317	\$657,250	\$686,189	\$686,189	4.4%
Supplies & Operations	140,789	176,875	200,215	178,448	0.9%
Capital	0	0	0	0	0.0%
Total	\$761,106	\$834,125	\$886,404	\$864,637	3.7%
Employees					
Permanent	10.00	10.00	10.00	10.00	0.0%
Hourly	0.67	0.67	0.67	0.67	0.0%
Total	10.67	10.67	10.67	10.67	0.0%

The budget includes adjusted revenue projections based on current year trend and planned compensation changes.

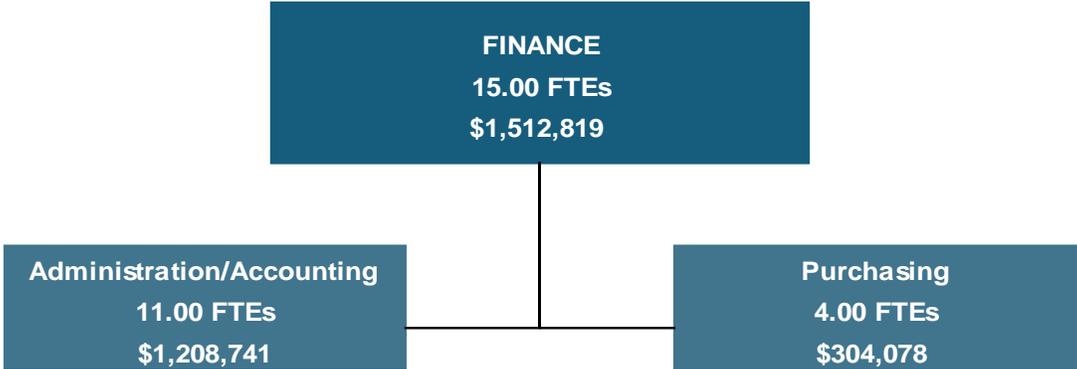
PERFORMANCE MEASUREMENT

REGISTER OF DEEDS

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

FINANCE

DEPARTMENT DESCRIPTION



ADMINISTRATION/ACCOUNTING

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

PURCHASING/SERVICE CENTER

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

BUDGET HIGHLIGHTS

FINANCE

Organizations: 170050 - 170101

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Investment Earnings	\$315,719	\$650,000	\$650,000	\$650,000	0.0%
Personnel Indirect Cost	43,217	44,865	47,039	47,039	4.8%
Miscellaneous	19,168	20,000	20,000	20,000	0.0%
Charges & Fees	200	200	200	200	0.0%
General Fund	987,078	762,309	795,580	795,580	4.4%
Total	\$1,365,382	\$1,477,374	\$1,512,819	\$1,512,819	2.4%
Expenses					
Personal Services	\$1,151,935	\$1,213,031	\$1,234,091	\$1,234,091	1.7%
Supplies & Operations	213,447	264,343	278,728	278,728	5.4%
Capital	0	0	0	0	0.0%
Total	\$1,365,382	\$1,477,374	\$1,512,819	\$1,512,819	2.4%
Expenses by Division					
Admin./Accounting	\$1,062,927	\$1,159,328	\$1,208,741	\$1,208,741	4.3%
Purchasing	302,456	318,046	304,078	304,078	-4.4%
Total	\$1,365,383	\$1,477,374	\$1,512,819	\$1,512,819	2.4%
Employees					
Permanent	15.00	15.00	15.00	15.00	0.0%
Hourly	1.12	0.77	0.77	0.77	0.0%
Total	16.12	15.77	15.77	15.77	0.0%

The budget includes increases to accounting and auditing services and planned compensation changes.

PERFORMANCE MEASUREMENT

FINANCE ADMINISTRATION

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
<p>1. The County follows the requirements of the Local Government Budget and Fiscal Control Act. The Finance Department ensures transactions comply with these requirements by:</p> <ul style="list-style-type: none"> a. Monitoring all financial transactions in accordance with the annually adopted Budget Ordinance. b. Accurately recording all amendments to the County's Budget Ordinance within 5 working days of receipt. 	On Target	Achieved	Achieved
<p>2. The Finance Department assists with the development of the budget by providing the Budget & Management Office with information on a timely basis that includes the following:</p> <ul style="list-style-type: none"> a. Revenue projections for major revenue sources (property taxes, sales tax, ABC profits and investment earnings). b. Preliminary estimates of the County's level of fund balances and recommendations on the amount of fund balances available for appropriation. c. Debt service requirements. 	On Target	Achieved	Achieved
<p>3. The Finance Department provides financial information in an accurate, efficient, and timely manner by reviewing internal controls and testing of transactions for selected departments by June 30th, preparing the Comprehensive Annual Financial Report (CAFR) by December 1st, submitting the CAFR to the Government Finance Officers Association for the Certificate of Achievement for Excellence in Financial Reporting by December 31st.</p>	Achieved	Achieved	Achieved
<p>4. The County is responsible for financing major capital projects including those for the local public schools and community college. The department will plan, execute, and oversee all underwriting and debt issuance of Catawba County including any approved new debt financing issues needed for public schools, community college, or</p>	On Target	Achieved	Achieved

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

ACCOUNTING

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
<p>1. The Finance Department is responsible for accurately processing financial transactions in a timely manner.</p> <p>a. Make accurate and timely payments (an average of 600+ checks and Electronic Funds Transfer payments) to all vendors on a weekly basis 98 percent of the time, as evidenced by corrected checks.</p> <p>b. Process and distribute 100 percent of required Form 1099s by January 31 for vendor tax records.</p> <p>c. Deposit daily all revenue received 100 percent of the time, as evidenced by deposit ticket dates.</p> <p>d. Make accurate and timely payment of wages to 1,100+ full-time and hourly employees on a bi-weekly basis 99 percent of the time, as evidenced by corrected payments.</p> <p>e. Process and distribute 100 percent of required Form W-2s by January 31 for employees' tax records.</p> <p>f. Process the reporting and payment of Federal and State payroll taxes and employee benefits by due date 100 percent of the time, as evidenced by date of payment.</p> <p>g. Process a monthly billing cycle by mailing bills within 5 working days of the cutoff date 98 percent of the time.</p> <p>h. Post all accounts receivable payments within 5 working days after receipt 98 percent of the time.</p>	<p>a. On Target b. Achieved c. On Target d. On Target e. Achieved f. On Target g. On Target h. On Target</p>	Achieved	Achieved
2. The Finance Department will maintain an accurate and thorough inventory of all County fixed assets (items costing	Achieved	Achieved	Achieved

<p>\$5,000 or more with a useful life of 2 years or more) by ensuring documentation for the annual audit, all additions, deletions, and transfers are processed by August 31.</p>			
<p>3. The Finance Department is responsible for the stewardship of County cash assets.</p> <p>a. The department will reconcile bank accounts within 15 days of receipt of bank statements.</p> <p>b. Excess cash will be invested at the highest possible yield while following NC General Statutes to maintain safety and liquidity of those investments.</p>	<p>On Target</p>	<p>Not Achieved This was not achieved as there was a transition in this area of Finance. This will be a finding in this year's audit. Finance has added additional resources to get caught up and should be on track by mid-FY of 2019.</p>	<p>Achieved</p>

PURCHASING AND SERVICE CENTER

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
<p>1. Strive to improve procurement systems, practices and procedures within the County to maximize productivity and cost-efficiency.</p>	<p>New outcome for Fiscal Year 2019/20</p>		
<p>2. Work to assure departments are knowledgeable and trained on correct procurement policies and procedures to assure compliance.</p>	<p>New outcome for Fiscal Year 2019/20</p>		
<p>3. Work with the Construction Manager, selected Architect and Board of Elections director to complete the new Board of Elections space.</p>	<p>New outcome for Fiscal Year 2019/20</p>		

GOVERNMENT AGENCIES – JUSTICE CENTER

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

BUDGET HIGHLIGHTS

GOVERNMENT AGENCIES - JUSTICE CENTER

Organization: 180050

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
State	\$217,832	\$216,000	\$216,000	\$216,000	0%
General Fund	(208,977)	(205,500)	(205,500)	(205,500)	0%
Total	\$8,855	\$10,500	\$10,500	\$10,500	0%
Expenses					
Supplies & Operations	8,855	10,500	10,500	10,500	0%
Total	\$8,855	\$10,500	\$10,500	\$10,500	0%

OTHER GOVERNMENT COSTS

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

BUDGET HIGHLIGHTS

OTHER GOVERNMENT COSTS

Organization: 190050

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Local Sales Tax	\$2,070,799	\$20,195,845	\$20,554,866	\$20,554,866	1.8%
Beer & Wine Tax	367,192	370,000	370,000	370,000	0.0%
Cable TV Reimbursements	565,399	580,000	565,000	565,000	-2.6%
Charter Lease Payments	1,500	1,500	1,500	1,500	0.0%
JCPC Planning	14,662	14,000	15,500	14,000	0.0%
JCPC Projects	317,704	318,366	333,815	318,366	0.0%
Indirect Cost	91,807	101,186	306,061	174,922	72.9%
ABC Profits	875,000	875,000	875,000	875,000	0.0%
Miscellaneous	10,441	0	0	0	0%
Fund Balance	0	6,416,942	12,544,498	7,066,381	10.1%
Sale of Properties	57,052	0	0	0	0%
SAMHSA Grant - CogConnection	146,675	0	0	0	0%
DHR County Share	(14,117,063)	(14,767,941)	(16,842,334)	(16,700,916)	13.1%
General Fund	10,219,094	(13,451,017)	(18,168,525)	(12,683,738)	-5.7%
Total	\$620,262	\$653,881	\$555,381	\$555,381	-15.1%
Expenses					
Personal Services	\$79,515	\$265,000	\$165,000	\$165,000	-37.7%
Other					
Adult Probation Lease	36,000	37,100	37,100	37,100	0.0%
Alliance for Innovation	2,625	0	0	0	0%
NCLM Conference	5,000	0	0	0	0%
Fire Association - Museum Maintenance	2,800	2,800	2,800	2,800	0.0%
Employee/Social Committee	12,051	13,250	14,750	14,750	11.3%
Joint JCPC Planning	14,527	14,000	14,000	14,000	0.0%
JCPC Projects	317,704	318,366	318,366	318,366	0.0%
Hickory Airport Tower	3,365	3,365	3,365	3,365	0.0%
SAMHSA Grant - CogConnection	146,675	0	0	0	0%
Total	\$620,262	\$653,881	\$555,381	\$555,381	-15.1%

CONTINGENCY

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

BUDGET HIGHLIGHTS

CONTINGENCY

Organization: 190100

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Special Contingency	\$0	\$50,000	\$50,000	\$50,000	0.0%
General Fund	0	410,000	250,000	250,000	-39.0%
	\$0	\$460,000	\$300,000	\$300,000	-34.8%
Expenses					
Contingency	\$0	\$410,000	\$250,000	\$250,000	-39.0%
Special Contingency	0	50,000	50,000	50,000	0.0%
	\$0	\$460,000	\$300,000	\$300,000	-34.8%

The budget decrease is due to eliminating funding for a one-time increase in Fiscal Year 2019/20.

TRANSFERS FROM THE GENERAL FUND

Certain revenues, such as property tax, must initially be budgeted in the General Fund but need to be spent in other funds. These dollars are in effect accounted for twice, inflating the total budget by the transfer amounts, as they are reflected both in the fund transferred from and the receiving fund.

TRANSFERS FROM GENERAL FUND

Organization: 190900

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Transfer from General Capital	\$0	\$0	\$0	\$168,759	0%
General Fund	\$7,520,937	\$7,550,312	\$6,546,755	\$5,782,983	-23.4%
Total	\$7,520,937	\$7,550,312	\$6,546,755	\$5,951,742	-21.2%
Expenses					
Self Insurance Fund	\$1,810,700	\$1,874,704	\$1,974,500	\$1,874,500	0.0%
Reappraisal Fund	400,000	417,432	563,363	509,167	22.0%
E-911 Fund	994	0	0	0	0%
State USUB Substance Abuse	23,654	0	0	0	0%
General Capital Projects	3,952,770	3,083,176	2,258,892	3,568,075	15.7%
Schools Capital	500,000	500,000	0	0	0%
School Construction	832,819	0	0	0	0%
Water & Sewer	0	1,675,000	1,750,000	0	0%
Total	\$7,520,937	\$7,550,312	\$6,546,755	\$5,951,742	-21.2%

BUDGET HIGHLIGHTS

The increased transfer to the Reappraisal Fund is driven by a shift of one staff person from the General Fund to the Reappraisal Fund (to better align the functional expense) as well as planned compensation changes. Transfers between the General Fund and other capital-related or special use funds are cyclical, based on the one-time nature of the types of expenditures they support.

DEBT SERVICE

BUDGET HIGHLIGHTS

DEBT SERVICE

Organization: 910050 - 930680

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Economic & Physical Development Debt					
General Fund	\$0	\$301,782	\$683,405	\$683,405	126.5%
Education					
1st 1/2% Sales Tax	2,102,890	2,025,637	2,075,000	2,075,000	2.4%
1st 1/2% Sales Tax - Food	264,554	291,967	0	0	0%
General Fund (retiring debt balance)	4,292,422	6,482,396	6,925,000	6,925,000	6.8%
General Fund - 3 cents	4,950,000	5,025,000	5,250,000	5,250,000	4.5%
From Schools' Capital	50,000	50,000	50,000	50,000	0.0%
From Schools' Construction	0	0	0	0	0%
Lottery Proceeds	1,611,000	1,600,000	1,600,000	1,600,000	0.0%
Public Safety					
1/4 Cent Sales Tax - Justice Center	2,028,262	1,898,245	1,856,695	1,856,695	-2.2%
General Fund - Jail Debt	1,133,326	1,889,942	2,906,650	2,906,650	53.8%
General Fund - Animal Shelter	342,409	336,890	331,370	331,370	-1.6%
General Fund	(101,989)	0	0	0	0%
Other					
Interest on Investments	13,521	0	0	0	0%
Installment Purchase - Proceeds (CVMC)	0	8,824,984	7,921,345	7,921,345	-10.2%
Total	\$16,686,394	\$28,726,843	\$29,599,465	\$29,599,465	3.0%
Expenses					
Economic & Physical Development Debt					
Mountain Creek Park	\$0	\$301,782	\$683,405	\$683,405	126%
Education Debt					
Installment Purchase - Schools	10,391,800	10,315,878	9,914,635	9,914,635	-3.9%
Certificates of Participation - Schools	168,170	161,190	155,005	155,005	-3.8%
School Construction Bonds	96,065	1,952,110	1,942,195	1,942,195	-0.5%
QZABs Financing	50,000	50,000	50,000	50,000	0.0%
Installment Purchase - CVCC	2,189,179	2,477,580	2,676,385	2,676,385	8.0%
Debt Financing Costs	375,651	0	375,000	375,000	0%
Future Debt	0	518,242	786,780	786,780	51.8%
Public Safety Debt					
Installment Purchase - Animal Shelter	342,409	336,890	331,370	331,370	-1.6%
Cert. of Participation - Jail 2007 Expansion	1,133,326	1,086,810	1,045,115	1,045,115	-3.8%
Jail 2020 Expansion	0	803,132	1,861,535	1,861,535	131.8%
Limited Obligation Bonds - Justice Center	1,939,794	1,898,245	1,856,695	1,856,695	-2.2%
Other Debt					
Installment Purchase - CVMC	0	8,824,984	7,921,345	7,921,345	-10.2%
Total	\$16,686,394	\$28,726,843	\$29,599,465	\$29,599,465	3.0%

The budget includes the first full year payment for Mountain Creek Park debt service. The County issued \$8 million in debt in Fiscal Year 2017/18 to develop this new park in Sherrills Ford.

The budget includes \$15.9 million toward current and future debt for the three public school systems and Catawba Valley Community College.

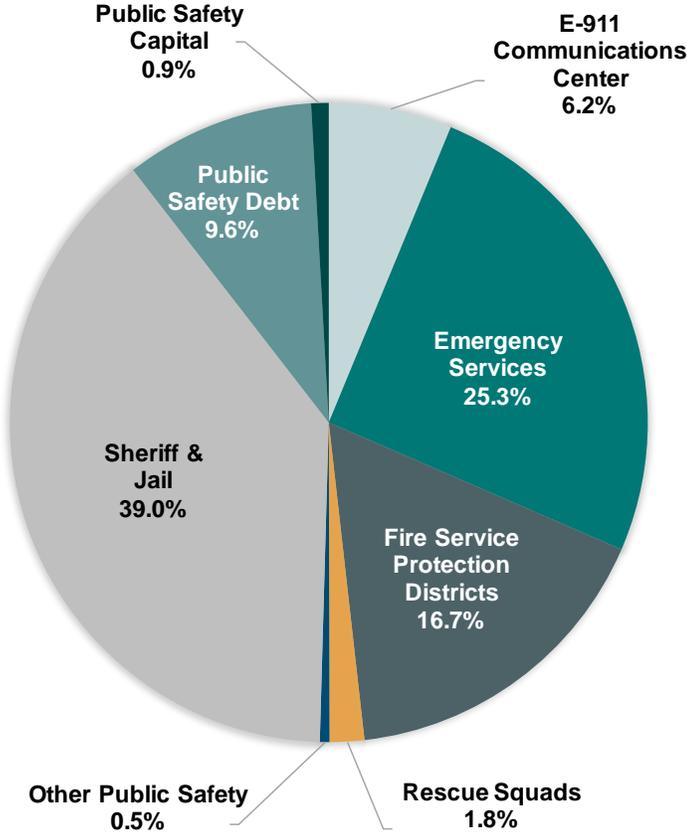
Funding for Public Safety-related debt makes up just under \$5.1 million, dedicated to the Justice Public Safety Center, Animal Shelter, and both 2007 and 2020 Jail expansions.

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

PUBLIC SAFETY

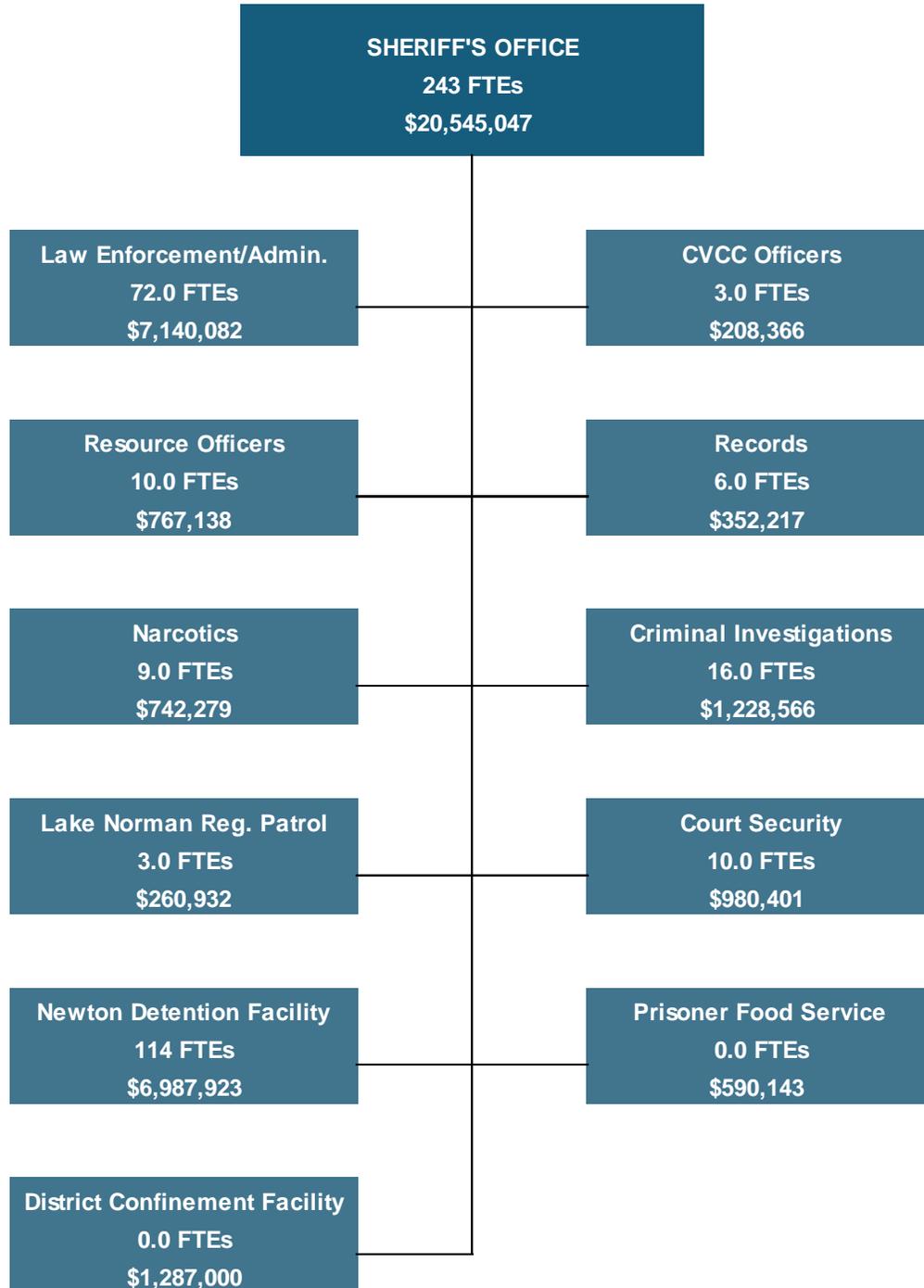
The Public Safety function is composed of the Sheriff’s Office, Emergency Services, E-911 Communications Center, and Other Public Safety activities (Lake Norman Marine Commission, Pre-Trial Services, Court Improvement Board, and Conflict Resolution Center). The Sheriff’s Office includes the following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

The County has budgeted \$52,853,454 representing 21.8 percent of all expenditures for the fiscal year for Public Safety, including debt, capital expenses, and special revenue restricted for specific purposes such as the Emergency Telephone Surcharge and Federal Asset Forfeiture Funds. Total General Fund departmental expenses are \$41,582,187. The departments work to provide a safe, secure community and to provide emergency medical transportation to medical care facilities. The services provided are both salary and equipment intensive and increased costs generally reflect equipment replacements.



SHERIFF'S OFFICE

DEPARTMENT DESCRIPTION



LAW ENFORCEMENT & ADMINISTRATION

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

SCHOOL RESOURCE OFFICERS (SROs)

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

RECORDS

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

NARCOTICS / VICE DIVISION

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

CRIMINAL INVESTIGATIONS (CID)

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

LAKE NORMAN REGIONAL PATROL

The Lake Norman Regional Patrol serves the citizens of southeastern Catawba County by providing community policing, patrol of both land and water to protect lives and property by enforcing State and local ordinances, and promotion of boater safety.

COURT SECURITY

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

NEWTON DETENTION FACILITY

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

PRISONER FOOD SERVICE

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

BUDGET HIGHLIGHTS

SHERIFF'S OFFICE

Organizations: 210050 - 220250

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Federal	\$108,381	\$246,000	\$248,000	\$348,000	41.5%
State	8,915	10,000	\$10,000	10,000	0.0%
Federal & State	95,584	93,869	95,000	95,000	1.2%
Local	847,454	852,505	860,111	780,949	-8.4%
Charges & Fees	446,815	433,080	424,080	424,080	-2.1%
Miscellaneous	168,987	145,300	158,100	158,100	8.8%
General Fund	15,403,484	16,233,695	22,561,879	18,728,918	15.4%
Total	\$17,079,620	\$18,014,449	\$24,109,170	\$20,545,047	14.0%
Expenses					
Personal Services	\$12,277,400	\$13,072,025	\$16,514,524	\$14,912,709	14.1%
Supplies & Operations	4,102,475	4,350,180	6,385,246	4,920,127	13.1%
Capital	699,745	592,244	1,209,400	712,211	20.3%
Total	\$17,079,620	\$18,014,449	\$24,109,170	\$20,545,047	14.0%
Expenses by Division					
Law Enforcement & Admin	\$6,353,309	\$6,611,642	\$7,668,729	\$7,140,082	8.0%
CVCC Officers	\$189,197	197,557	208,366	208,366	5.5%
Resource Officers	\$790,627	825,049	2,895,239	767,138	-7.0%
Records	\$327,917	335,829	358,886	352,217	4.9%
Narcotics	\$757,094	801,093	779,375	742,279	-7.3%
Criminal Investigations	\$953,167	1,015,030	1,247,036	1,228,566	21.0%
Lake Norman Reg. Partol	\$440,442	425,425	292,177	260,932	-38.7%
Court Security	\$754,301	954,264	1,142,598	980,401	2.7%
Newton Detention Facility	\$4,795,670	4,988,460	7,639,621	6,987,923	40.1%
Prisoner Food Service	\$457,896	573,100	590,143	590,143	3.0%
District Confinement Facility	1,260,000	1,287,000	1,287,000	1,287,000	0.0%
Total	\$17,079,620	\$18,014,449	\$24,109,170	\$20,545,047	14.0%
Employees					
Permanent	198.00	198.00	276.00	243.00	22.7%
Hourly	11.50	12.20	11.69	10.51	-13.9%
Total	209.50	210.20	287.69	253.51	20.6%

The Sheriff's Office budget reflects a 14 percent increase primarily driven by preparing for the jail expansion scheduled to open in July 2020 (44 new positions phased in over the course of the year). Additional increases include implementing body worn cameras (50% grant funded), adding a position Records to assist with gun permit processing times, two additional vehicle replacements, a boat motor replacement, bulletproof vest replacements, and a contract with the City of Hickory to partner in the Safe Communities Initiative.

PERFORMANCE MEASUREMENT

LAW ENFORCEMENT AND ADMINISTRATION

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
1. Continue customer service emphasis in all departments. Focus on communications efforts with citizens so citizens know what Catawba County Sheriff's Office does for them and what they can do to be part of a safer community.	On Target Outreach efforts include scam alerts, Citizens Academy, Cadet Program, and Pill Stoppers	Achieved Outreach efforts include scam alerts, Citizens Academy, Cadet Program, and Pill Stoppers	Achieved Several community outreach and education efforts completed
2. Maintain an index crime rate that is below the statewide rate (2017 – 3,161.8 per 100,000 population).	Achieved 1,371 per 100,000 in 2017	Achieved 1,423 per 100,000 in 2016	Achieved 1,479 per 100,000 in 2015
3. To maintain the professionalism of the department, enhance officer knowledge and skills, and meet NC Sheriff's Training Standards mandates, the Sheriff's Office will provide at least 4,000 hours of in-service training for sworn and detention officers.	On Target 968 training hours	Achieved 4,959 training hours	Achieved 4,127 training hours
4. To enhance the existing relationship between the criminal justice system and the community, the Catawba County Sheriff's Office will: <ol style="list-style-type: none"> Provide 100 educational programs to social, civic, school, business, and religious organizations including tours of the department on a request basis. All officers that patrol the area where the program is presented will be introduced as well. Participate in the Criminal Justice Careers Summer Internship Program in conjunction with Catawba County Public Schools to provide those juniors and seniors selected for the internship with firsthand experience and knowledge of criminal justice careers. 	On Target Provided 67 programs and participated in 42 events. Provided firsthand experience to 3 high school senior interns and 5 college intern	Achieved Provided 126 programs and participated in 49 events. Provided firsthand experience to 7 high school senior interns and 5 college intern	Achieved Provided 195 programs and participated in 24 events. Provided firsthand experience to 8 high school senior interns and 4 college interns
5. Enhance the personal safety of senior citizens in Catawba County by: <ol style="list-style-type: none"> Continuing to educate seniors by providing at least 20 Safe Senior presentations in areas of importance such as telemarketing fraud, flimflam schemes, and the Sheriff's Office Adopt-A-Senior Program. This program has several benefits for seniors with no family in the County, including assigning a patrol deputy to call or visit 	On Target Presented 15 senior programs to ~450 seniors, set up a booth at the Senior Expo reaching out to approximately 2,000 seniors attending. 100 percent follow-up rate for R U OK participants.	Achieved Presented 25 senior programs to ~1,403 seniors, set up a booth at the Senior Expo reaching out to approximately 1,500 seniors attending. 100 percent follow-up rate for R U OK participants.	Achieved Presented 18 senior programs to ~568 seniors, set up a booth at the Senior Expo reaching out to approximately 2,000 seniors attending. 100 percent follow-up rate for R U OK participants.

<p>participating seniors each week, collecting personal information that may be needed by Emergency Responders, and providing seniors with an emergency beacon light in the event of distress in the residence.</p> <p>b. Sending an officer to check on 100 percent of participants in the R U OK program if they need assistance or cannot be contacted. This automated program calls seniors or individuals with disabilities at their requested time to ensure they are okay.</p>			
<p>6. To provide citizens with timely notification of all civil matters, the Catawba County Sheriff's Office will serve at least 60 percent of all civil process within three business days of receipt.</p>	<p>On Target 79% served within 3 days</p>	<p>Achieved 80% served within 3 days</p>	<p>Achieved 73% served within 3 days</p>
<p>7. To protect the community, the Sheriff's Office will maintain at least a 95 percent conviction rate for sex offenders found to be out of compliance with the stipulations of their sentence.</p>	<p>On Target</p>	<p>Achieved 100 percent conviction rate</p>	<p>Achieved 100 percent conviction rate</p>
<p>8. To remain trained and ready to handle high-risk call-outs, hostage rescue, and other tactical situations, each member of the Catawba County Special Tactics and Response (STAR) Team will receive at least 144 hours of additional specialized training each year. This multi-agency unit responds to events that may result in catastrophic effects on life and property.</p>	<p>On Target 100 hours of training</p>	<p>Achieved 286 hours of training</p>	<p>Achieved 184 hours of training</p>

SCHOOL RESOURCE OFFICERS (SROs)

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
<p>1. Reduce victimization and improve students' perception of personal safety by providing at least 100 educational presentations to middle and high school students in the areas of safety, drug and alcohol abuse, and North Carolina Law.</p>	<p>On Target 60 classes presented to students on personal safety and 861 students counseled on law enforcement topics or situations.</p>	<p>Achieved 109 classes presented to students on personal safety and 1,487 students counseled on law enforcement topics or situations.</p>	<p>Achieved 135 classes presented to students on personal safety and 4,338 students counseled on law enforcement topics or situations.</p>
<p>2. Improve safety in the school environment by:</p> <p>a. Providing at least 40 educational presentations in the areas of child safety and drug prevention to the faculty and parents in area middle and high schools.</p>	<p>On Target 27 presentations to faculty and parents, School Safety Committees assisted 13 times, and crisis plans worked on or updated 5 times.</p>	<p>Achieved 43 presentations to faculty and parents, School Safety Committees assisted 16 times, and crisis plans worked on or updated 12 times.</p>	<p>Achieved 66 presentations to faculty and parents, School Safety Committees assisted 20 times, and crisis plans worked on or updated 25 times.</p>

<ul style="list-style-type: none"> b. Assisting the School Safety Committee and other committees in safety procedures for the school. c. Assisting school administration with updates to the schools' crisis plan and attending training at least once a year for school crisis situations. d. Promoting a safe and responsible prom night by providing at least one program for each high school to raise awareness of the dangers of drinking and driving. 			
<p>3. Decrease fights, weapons, and illegal substances by:</p> <ul style="list-style-type: none"> a. Using the department's K-9 Unit to conduct random searches of the campuses, as well as at the request of the school when feasible. These searches help identify and eliminate the possession and use of illegal weapons and drugs. b. Working with all students who have been identified for bullying and behavior problems by the school's Guidance Office. c. Taking reports on all crimes committed at the schools and counseling the person committing the crime, if possible, at the time of the incident. 	<p>On Target 6 K-9 searches conducted, 8 incidents of bullying reported</p>	<p>Achieved 77 K-9 searches conducted, 15 incidents of bullying reported, and 7 bullying classes conducted.</p>	<p>Achieved 88 K-9 searches conducted, 53 incidents of bullying reported, and 13 bullying classes conducted.</p>
<p>4. To ensure a safe learning environment for students and faculty, SROs will conduct monthly inspections of their school, and make suggestions to the school safety committee and/or the principal on any issues they may find.</p>	<p>On Target Conducted monthly inspections and participated in 48 Fire Drills, 6 Earthquake Drills and 2 Tornado Drills.</p>	<p>Achieved Conducted monthly inspections and participated in 66 Fire Drills and 12 Earthquake Drills.</p>	<p>Achieved Conducted monthly inspections and participated in 111 Fire Drills, 12 Earthquake Drills and 18 Tornado Drills.</p>

RECORDS

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
<p>1. To provide consistent and reliable access to records, statistical information, and reports, the Catawba County Sheriff's Office Records Management System will maintain at least a 99 percent uptime.</p>	<p>On Target</p>	<p>Achieved</p>	<p>Achieved</p>
<p>2. To ensure quality customer service to citizens who apply for a firearm concealed carry permit, the Sheriff's Office will maintain a substantiated complaint rate of less than 1 complaint per 500 permits issued.</p>	<p>On Target</p>	<p>Achieved 2,142 concealed carry permits issued, with no citizen complaints registered.</p>	<p>Achieved 3,065 concealed carry permits issued, with no citizen complaints registered.</p>

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

NARCOTICS/VICE DIVISION

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
1. To effectively combat illegal drug use and sales, the Narcotics Division will disseminate 90 percent of all Turn in a Pusher (TIP) information line messages within one day of receipt. The TIP line is a phone line used to collect anonymous leads on potential drug activity in the community for follow-up and investigation.	On Target	Achieved 100 percent	Achieved 100 percent
2. Decrease drug trafficking in Catawba County by working to dismantle major drug trafficking organizations operating in the County or those drug organizations that do business in Catawba County.	On Target	Achieved 519 cases initiated, 60 search warrants conducted, and 2 round up which charged 176 different individuals.	Achieved Search warrants increased 144 percent. Two round-ups conducted, which charged 178 different individuals and located 2 meth labs.

CRIMINAL INVESTIGATIONS (CID)

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
1. To effectively investigate crime and enforce State and Federal laws, the Catawba County Sheriff's Office will exceed the North Carolina average case clearance rate for index violent crime.	On Target	Achieved 75 percent (State average 53.8 percent)	Achieved 74.5 percent (State average 53.6 percent)
2. To provide the best treatment and care to victims while gathering sufficient evidence to prosecute offenders, the Sheriff's Office will continue to work jointly with Social Services to investigate all claims of child sexual assault and physical abuse.	On Target	Achieved	Achieved

LAKE NORMAN REGIONAL PATROL

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
1. Increase the public's awareness of State and local laws pertaining to the waters of Catawba County and safe boating practices by hosting at least 10 boater safety classes sponsored by the North Carolina Wildlife Resource Commission.	On Target 5 boater safety and education classes instructed 112 boaters	Achieved 10 boater safety and education classes instructed 140 boaters	Not Achieved 7 boater safety and education classes instructed 165 boaters

COURT SECURITY

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
1. To ensure the safety of the court system and its participants, Court Security will ensure that all prohibited materials are either surrendered or seized prior to entering the Catawba County Justice Center through the use of metal detectors at the main entrance. Examples of prohibited materials include handguns, rifles, stun guns, knives, leaded canes, scissors, metallic knuckles, razor blades, or any sharp object that may be used as a weapon.	On Target	Achieved	Achieved

NEWTON DETENTION FACILITY

Fiscal Year 2018/19 Outcomes	Mid-Year FY 17/18	Actual FY 16/17	Actual FY 15/16
1. To ensure all Detention Center employees are appropriately trained, the Catawba County Sheriff's Office will meet or exceed all North Carolina Sheriff's Training Standards. This includes 224 hours of field training for new employees, as well as 22 hours per year of in-service training for sworn deputies and 16 hours for non-sworn detention officers. (As of January 2017 – 28 sworn detention officers and 39 non-sworn officers).	On Target	Achieved 1,418 hours received	Achieved Sworn officers received 636 hours, non-sworn received 714 hours.
2. To follow jail best practices and control the cost of inmate medical care, Newton Detention Facility staff will receive the Jail physician's approval prior to all non-emergency inmate visits to outside physicians.	On Target	Achieved Only 2.7 percent of sick calls referred to outside facilities.	Achieved Only 3.3 percent of sick calls referred to outside facilities.

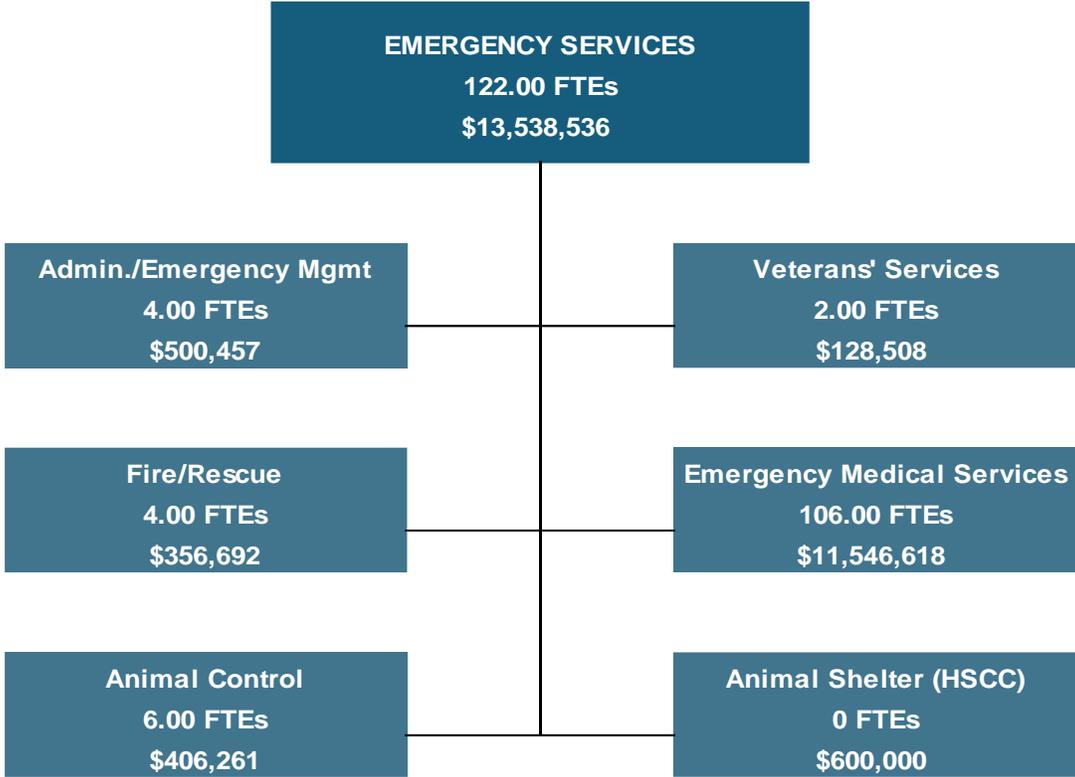
<p>3. To increase officer safety, improve facility security, and reduce the staff-time necessary to manage jail visitation, Catawba County Sheriff's Office staff will continue to promote the County's video visitation system to inmates and visitors. This system, which was implemented at no cost to the County, uses webcams to provide for virtual visitation rather than traditional in-person visitation. Success in this area will be measured by at least 80 percent of all visitors utilizing the system from outside the jail rather than visiting in-person.</p>	<p>On Target 93.9 percent vs. 80 percent target</p>	<p>Achieved 91.5 percent vs. 20 percent target</p>	<p>Achieved 83 percent vs. 20 percent target</p>
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PRISONER FOOD SERVICE

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
<p>1. Ensure inmates are receiving well-balanced meals at the least possible cost to the County. Monitor the progress of the food service contract vendor to ensure that the quality and quantity of meals served to our inmates meet State standards.</p>	<p>On Target</p>	<p>Achieved</p>	<p>Achieved</p>

EMERGENCY SERVICES

DEPARTMENT DESCRIPTION



ADMINISTRATION/EMERGENCY MANAGEMENT

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

VETERANS SERVICES

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

FIRE/RESCUE

Fire/Rescue helps coordinate fire department and rescue squad functions, as well as performs fire inspections in rural Catawba County and municipalities that contract for service. Fire/Rescue also works with law enforcement agencies (both State and local) to combat arson and unlawful burning. A constant goal is to make every citizen aware of the dangers of fire and to continue a viable fire safety program in the school systems. Additionally, Fire/Rescue coordinates response and training activities for the County Hazardous Materials Response Team and the County Urban Search and Rescue Team.

EMERGENCY MEDICAL SERVICES (EMS)

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

ANIMAL SERVICES

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

BUDGET HIGHLIGHTS

EMERGENCY SERVICES

Organizations: 260050 - 260350

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Federal	\$55,093	\$48,500	\$48,500	\$48,500	0.0%
State	2,175	2,500	2,500	2,500	0.0%
Federal & State	1,347,760	550,000	720,000	720,000	30.9%
Local	147,181	838,033	173,033	173,033	-79.4%
Charges & Fees	6,066,394	5,979,495	6,055,643	6,055,643	1.3%
Miscellaneous	116,073	69,350	61,350	61,350	-11.5%
From Self Insurance	0	0	0	0	0.0%
General Fund	4,492,154	5,624,793	6,906,777	6,477,510	15.2%
Total	\$12,226,830	\$13,112,671	\$13,967,803	\$13,538,536	3.2%
Expenses					
Personal Services	\$8,386,162	\$8,759,008	\$9,710,169	\$9,411,005	7.4%
Supplies & Operations	2,891,490	3,359,773	2,943,771	2,931,771	-12.7%
Capital	949,178	993,890	1,313,863	1,195,760	20.3%
Total	\$12,226,830	\$13,112,671	\$13,967,803	\$13,538,536	3.2%
Expenses by Division					
Administration/Emergency Mgmt	\$1,135,665	\$1,435,244	\$500,457	\$500,457	-65.1%
Veterans Services	114,348	123,461	128,508	128,508	4.1%
Fire/Rescue	287,180	312,890	411,627	356,692	14.0%
Emergency Medical Services	9,781,908	10,343,755	11,920,950	11,546,618	11.6%
Animal Control	353,531	397,321	406,261	406,261	2.3%
Animal Shelter	554,198	500,000	600,000	600,000	20.0%
Total	\$12,226,830	\$13,112,671	\$13,967,803	\$13,538,536	3.2%
Employees					
Permanent	112.00	112.00	126.00	122.00	8.9%
Hourly	13.00	13.60	11.08	11.08	-18.5%
Total	125.00	125.60	137.08	133.08	6.0%

The Emergency Services budget includes staffing costs associated with expanding coverage at the Conover base from 12 to 24 hours, the annualized costs of 6 positions approved during FY 2018/19 to work county-wide, funds to purchase protective equipment for staff, and vehicle replacements and upgrades

PERFORMANCE MEASUREMENT

EMERGENCY MANAGEMENT

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
<p>1. Plan for and participate in a minimum of three all-hazards exercises to test multi-agency response guidelines and standard operating procedures, as well as provide opportunities for first responders and partner agencies to practice their skills and identify gaps in capacity.</p> <p>a. Exercises will include partner agencies or multiple emergency services divisions or combination of state and local agencies.</p> <p>b. Exercises will be table-top, functional or full scale.</p> <p>c. Exercise will include activation and testing of the Incident Command System.</p>	On Target		New outcome in Fiscal Year 2018/19
<p>2. To provide prompt and effective service during an emergency, Emergency Management will maintain less than a 45-minute average response from the time the On-Call Manager is notified of an Emergency Management call in the County.</p>	On Target 29-minute average response time		New outcome in Fiscal Year 2018/19
<p>3. Promote citizen understanding of severe weather and equip them to make informed decisions regarding personal and family safety by offering at least two severe weather awareness programs to the public.</p>			New outcome in Fiscal Year 2019/20
<p>4. To ensure the County is prepared to address prolonged and/or complex incidents, ES staff will receive training on the use of WebEOC resource management, planning and reporting software and conduct an exercise or participate in an actual deployment which involves the use of WebEOC including development of an IAP and Situation Reports.</p>			New outcome in Fiscal Year 2019/20

VETERANS SERVICES

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
<p>1. The Veterans Services office will continue to strive to provide quality and timely service by maintaining an</p>	On Target	Achieved	Achieved

average of less than a three-day wait time for Veterans to be seen for service. This wait time is from the original call for an appointment to the first available time slot to be seen.			
2. Veterans Services will office will work with the District Attorney's office and the North Carolina Department of Military and Veterans Affairs as well as other local Veterans agencies to explore options to have a form of a Veterans Treatment Court in Catawba County.	On Target	Not Achieved Meetings will resume after the newly elected District Attorney assumes office.	On Target
3. To increase awareness of Veterans Affairs' Special Assistance Program (Aid and Attendance) and the Improved Pension Program, which helps offset the high cost of long term care among Catawba County's growing population who are home bound or in long term care facilities, the Veteran's Office will conduct a minimum of 15 seminars discussing VA benefits to local nursing homes, assisted living facilities, and Veterans Service Organizations to include the Marine Corp League, American Legion, DAV and VFW.	New outcome in Fiscal Year 2019/20		

FIRE/RESCUE

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
1. To provide timely service and assist in maintaining fire department availability, Fire Investigators will maintain an average fire investigation response time of 45 minutes from the time of the request to arrival on scene.	On Target average response time: 24.85 minutes	Achieved average response time: 33.75 minutes	Achieved average response time: 35 minutes
2. To increase awareness of the dangers of fire and maintain a viable fire safety program in the school systems, Fire/Rescue will provide educational programs on topics such as not playing with matches, stop, drop, and roll, and home evacuation to at least 1,000 school children. This service is provided to all school systems that request it, and is targeted at elementary school children to develop an awareness of and respect for the dangers.	On Target 617 school children received fire education programs from part-time educator	Achieved 2,151 school children received fire education programs from part-time educator	Not Achieved 990 school children received fire education programs in FY17 from part-time educator

EMERGENCY MEDICAL SERVICES (EMS)

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
<p>1. To ensure citizens receive prompt emergency medical care, EMS ambulances will respond to emergency calls in 12:30 or less 90 percent of the time.</p>	<p>On Target 12:18</p>	<p>Achieved 12:08</p>	<p>Not Achieved 12:35</p>
<p>2. Ensure customers receive the highest quality pre-hospital care available by using a comprehensive Quality Management Program. EMS will perform protocol compliance evaluations on 100 percent of incidents and achieve a 95 percent compliance rate in which the following high risk patients are encountered or high risk procedures are used:</p> <ul style="list-style-type: none"> a. Drug Assisted Intubation b. Assisted Ventilation or Invasive Airway Use c. ST-Elevation Myocardial Infarction (STEMI) 	<p>On Target a. 100 percent b. 100 percent c. 94 percent</p>	<p>Achieved 100% compliance rate on all procedures</p>	<p>Achieved 99% compliance rate on all procedures</p>
<p>3. Catawba County EMS, in partnership with other healthcare providers, will increase survivability (defined as being discharged from the hospital) of cardiac arrest patients by at least 5 percent points by December 31, 2018. To achieve this, the following steps will be taken in Fiscal Year 2018/19:</p> <ul style="list-style-type: none"> a. Provide continued Team Focused CPR training for EMS employees including appropriate patients to attempt resuscitation through discontinuation of care and care for families. b. Provide hands-only CPR education for at least 250 citizens. c. Discuss the potential for law enforcement dispatch on initial dispatch with every law enforcement agency in the County. 	<p>Not on Target</p>	<p>Pending</p>	<p>Baseline: 12.5% (CY 2016)</p>

ANIMAL SERVICES

Fiscal Year 2019/20 Outcomes		Actual FY 17/18	Actual FY 16/17
1. To increase awareness of the dangers of the rabies virus and to assist in reducing the number of domestic animals potentially exposed to the rabies virus, Animal Control Officers will conduct at least 200 rabies canvasses throughout the year.	Achieved 263 canvasses	Achieved 215 canvasses	Achieved 251 rabies canvasses
2. Reduce the number of at fault Animal Control driving incidents from 4 over the last 3 years by 50% through education/training and installation of back-up cameras	New outcome in Fiscal Year 2019/20		

911 COMMUNICATIONS CENTER

DEPARTMENT DESCRIPTION

911 Communications
33.00 FTEs
\$2,148,543

ADMINISTRATION

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

BUDGET HIGHLIGHTS

911 COMMUNICATIONS CENTER

Organization: 280100

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenue					
Miscellaneous	\$24,782	\$25,462	\$78,226	\$78,226	207.2%
General Fund	1,748,405	1,966,751	2,070,317	2,070,317	5.3%
Total	\$1,773,187	\$1,992,213	\$2,148,543	\$2,148,543	7.8%
Expenses					
Personal Services	\$1,583,370	\$1,784,738	\$1,951,778	\$1,951,778	9.4%
Supplies & Operations	189,817	207,475	196,765	196,765	-5.2%
Total	\$1,773,187	\$1,992,213	\$2,148,543	\$2,148,543	7.8%
Employees					
Permanent	32.00	33.00	33.00	33.00	0.0%
Hourly	2.30	2.30	3.45	3.45	50.0%
Total	34.30	35.30	36.45	36.45	3.3%

The budget includes 911 Board reimbursement for expenses associated with the Computer Aided Dispatch (CAD) upgrade.

PERFORMANCE MEASUREMENT

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
1. To ensure citizens receive prompt emergency and public safety assistance, the Communications Center will answer at least 90 percent of all emergency calls within 10 seconds.	On Target 94.30 percent	Achieved 92.42 percent	Achieved 92 percent
2. Maintain a 65 second or less average dispatch time on all emergency calls throughout the County. The National Emergency Number Association recommends a 90 second dispatch time, and the national average is 75 to 110 seconds, depending on the areas' protocol and procedures.	On Target 56.45 percent	Achieved 55.90 seconds	Achieved 54 seconds

OTHER PUBLIC SAFETY ACTIVITIES

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

BUDGET HIGHLIGHTS

OTHER PUBLIC SAFETY

Organization: 270050

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
General Fund	\$204,961	\$204,961	\$257,001	\$255,346	24.6%
Total	\$204,961	\$204,961	\$257,001	\$255,346	24.6%
Expenses					
Civil Air Patrol	\$405	\$405	\$405	\$405	0.0%
Conflict Resolution Center	13,000	13,000	16,155	14,500	11.5%
Court Services - Repay	164,556	145,260	159,441	159,441	9.8%
Jail Diversion	27,000	50,000	50,000	50,000	0.0%
Lake Norman Marine Commission	0	31,000	31,000	31,000	0.0%
Total	\$204,961	\$204,961	\$257,001	\$255,346	21.3%

Jail Diversion – (maintained): The budget maintains \$50,000 in seed funding to pilot initiatives related to jail diversion efforts, including implementation funds for the recommendations identified in the study led by Cansler Collaborative Resources.

Court Services – Repay (\$14,181 increase): The budget includes increased funding for Court Services-Repay to support the BOC's strategic plan initiative related to jail diversion. In the coming year, Court Services will provide project management for a technical assistance grant received from Arnold Ventures to implement an evidence-based pre-trial screening assessment tool as well as play key role in coordinating any additional pilot initiatives identified through the Court Improvement Board and Cansler project.

Lake Norman Marine Commission (maintained): LNMC continues to address an infestation of Hydrilla (an invasive exotic weed) through a large stocking of sterile grass carp, along with activities related to maintaining an effective system of navigational markers throughout the lake.

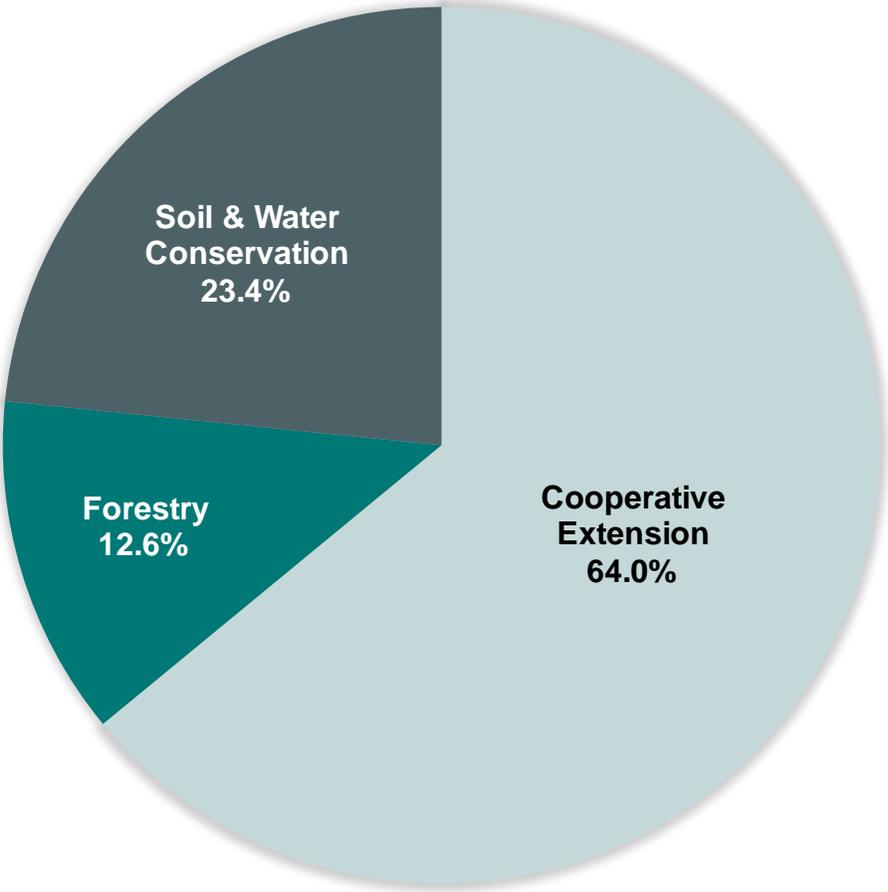
CRC (\$1,500 increase): County funds partially cover the cost of a certified District Court Mediator who attends court two days per week to divert cases from criminal and civil court through mediation and conflict resolution strategies. The Administrative Office of Courts stopped funding local mediation centers several years ago, but the General Assembly mandated that citizen vs.

citizen warrants be referred to mediation.

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

ENVIRONMENTAL QUALITY

The Environmental Quality function consists of Cooperative Extension Services, Soil and Water Conservation, and Forestry. This function's budget is \$722,247 or 0.3 percent of the total expenditures for the fiscal year. This function is funded by the County, as well as State and Federal governments, and provides technical and advisory services to the agricultural community.



COOPERATIVE EXTENSION

DEPARTMENT DESCRIPTION

COOPERATIVE EXTENSION
1.00 FTEs
\$ 462,431

ADMINISTRATION

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

BUDGET HIGHLIGHTS

COOPERATIVE EXTENSION

Organization: 310050

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
State	\$0	\$0	\$0	\$0	0.0%
Local	0	0	0	0	0.0%
Miscellaneous	29,725	38,150	30,350	40,350	5.8%
General Fund	366,006	391,569	432,081	422,081	7.8%
Total	\$395,731	\$429,719	\$462,431	\$462,431	7.6%
Expenses					
Personal Services	\$60,457	\$72,555	\$80,678	\$80,678	11.2%
Supplies & Operations	305,550	357,164	381,753	381,753	6.9%
Capital	0	0	0	0	0.0%
Total	\$366,006	\$429,719	\$462,431	\$462,431	7.6%
Employees					
Permanent	1.00	1.00	1.00	1.00	0.0%
Hourly	0.30	0.95	1.09	1.09	14.7%
Total	1.30	1.95	2.09	2.09	7.2%

The budget includes planned compensation changes and additional part-time assistance to pursue grants to supplement locally funded programs currently provided by Cooperative Extension.

PERFORMANCE MEASUREMENT

AGRICULTURE

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
<p>1. To increase, support, and improve row crop production and Catawba County row crop producers' farm profitability while also slowing the loss of the county's farmland, two row crop presentations (e.g. best practices in soybean productions, industrial hemp, herbicide resistance management, agrochemical use, pest management, variety selection, etc.) will be held. At least 3 credits will be gained by participants towards X, N, D, O pesticide license requirements and/or Certified Crop Advisor continuing education credits. (Farm and Food Sustainability Plan Actions items: 7A, 10E, 11B)</p>	On Target	Achieved 10 workshops offered	Achieved A manure management course was provided to 9 farmers that operate in livestock and row cropping production systems.
<p>2. To educate Catawba County livestock farmers about pasture management in order to meet the nutritional needs of livestock, NC Cooperative Extension will host three meetings and/or farm demonstrations. Farmers will gain an understanding of grass species growth patterns, regional disease patterns, and the nutritional needs of grass pastures. This knowledge will aid in addressing environmental, disease, and low production challenges resulting in increased length of time that pastures can be grazed by livestock or an increase in forage production. 80 percent of farmers at meetings or demos will increase their knowledge which will be measured by surveys. Data will be collected through a six-month follow up call or a farm visit to measure changes made on farms due to information received at these events. (Farm and Food Sust. Plan Actions 7A, 10E, 11B)</p>	On Target	Achieved 100% increased knowledge	Achieved 100% increased knowledge in the positive effect rotational grazing has on plant health, animal health, and animal production.
<p>3. Two meetings will be provided to focus on successful ways to harvest and market livestock animals. 80 percent of farmers at the meetings will increase their knowledge of meat marketing options. Pre and post surveys will determine comprehension. Data will be collected through a six-month follow up</p>	On Target	Achieved 100% increased knowledge	New outcome in Fiscal Year 2017/18

<p>call or farm visit to measure changes made in participants' marketing habits due to the information received at these events. (Farm and Food Sust. Plan Actions 7A, 10E, 11B)</p>			
<p>4. To help small farmers reduce input costs and increase productivity, market readiness and profits, a small farmers group will meet monthly during the winter and spring and bi-monthly during the summer and fall. These meetings will provide a place for farmers to discuss problems, explore opportunities for collaboration, receive disease and pest updates, and obtain programming specific to their needs. Eight presentations will focus on increasing productivity and profits, reducing input costs and crop loss and adopting food safety practices. At least two farm tours will be planned to demonstrate different production systems and equipment. Presentation surveys will show 80% of farmers increased their knowledge. A post year survey will find that this program improved productivity and /or increased profits for at least half of the participants. (Farm and Food Sustainability Plan Actions items: 7A, 10A, 10B,10E, 11C)</p>	<p>On Target</p>	<p>New outcome in Fiscal Year 2018/19</p>	
<p>5. In support of agritourism development and support of the county visioning strategy, Cooperative Extension will further work to increase awareness of Catawba County farm agritourism activities for people within and outside of Catawba County. Staff will focus on increasing attendance of Eat, Drink and Be Local activities, particularly the Farm Feast by at least 25 percent (Farm and Food Sustainability Plan Actions items: 7C, 7D)</p>	<p>On Target</p>	<p>New outcome in Fiscal Year 2018/19</p>	
<p>6. Providing educational credits for local green industry businesses to help increase knowledge on equipment and technology through facilitation of the landscaping pro day at Killian's Hardware. At least 3 pesticide and/or landscape contractor continuing education credits will be available through the training sessions for participants. (Anelle Ammons) (Farm and Food Sustainability Plan Action item: 10E)</p>	<p>On Target</p>	<p>New outcome in Fiscal Year 2018/19 (Added Mid-Year)</p>	

<p>7. To educate the public on gardening best practices that promote protection of natural resources and assist the economy with improved property values through improved aesthetic value of ornamental plantings, once per month classes on gardening topics will be taught throughout the year for a variety of levels and topics that are appropriate for each season. Classes will include both organic and conventional techniques, and monthly newspaper/website articles will complement class information. At least 80% of participants will report an increased understanding of gardening techniques and willingness to utilize this information to improve their home landscapes. (Anelle Ammons) (Farm and Food Sustainability Plan Action items: 7A, 7C)</p>	<p>On Target</p>	<p>New outcome in Fiscal Year 2018/19 (Added Mid-Year)</p>
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LOCAL FOOD AND HEALTHY EATING

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
<p>8. In collaboration with the Catawba County Library and their community garden project, a monthly gardening program will be continued in 2018 and 2019, January through November. At least 100 participants will report an increased savings due to the presentations with a total reported savings by participants of at least \$5000. 80 percent of the participants will report that they are more active because of the programming. (Farm and Food Sustainability Plan Actions items: 7A, 7B, 7C, 6B)</p>	<p>On Target</p>	<p>Achieved 33 presentations to over 1,000 people.</p>	<p>Achieved 62 participants qualified for program certification. 92% reported that presentations helped them improve their gardening management and 89% reported that they did grow more fruits and vegetables as a result of the presentations.</p>
<p>9. To educate groups in safe food-handling practices, the Family and Consumer Science Agent will offer 5 ServSafe Food Protection Manager Certification classes, a Farm-to-Fork food safety training for farmers' market vendors, telephone assistance, and home food safety classes upon request. Pre/post-tests or end-of-session retrospective evaluations will be used to assess increases in knowledge. Hands-on activities will be evaluated by observation. For ServSafe participants, achieving a passing score on the certification exam will serve as the</p>	<p>Pending</p>	<p>Achieved 150 people educated on food safety. 83 percent of ServSafe participants earned their ServSafe certification</p>	<p>New outcome in Fiscal Year 2017/18</p>

<p>evaluation. At least 125 individuals will increase knowledge of safe food handling practices and it is expected that 60 percent of individuals participating in ServSafe certification training will achieve a passing score on the exam. Collaborators include Catawba County Environmental Health, local farmers' market managers and community organizations. (Farm and Food Sustainability Plan Actions items: 7A, 10D)</p>			
<p>10. To promote consumption of local foods and safe home food preservation practices, the Family and Consumer Sciences agent will collaborate with farmers' market managers and local groups to offer 10 community events that will include food demonstration-tasting activities, two pressure canner lid clinics, two home food preservation classes and additional presentations for consumers and other groups upon request. Telephone assistance will be provided to home food preservers. Participants will receive instruction, recipes and other helpful information to help them access and use local foods. Evaluation will be accomplished using a variation of the Rapid Market Assessment where participants provide feedback on recipes they taste, observation during hands-on activities and pre/posttests. At least 50% of participants in home preservation will report an increased ability to store more produce for home consumption. (Farm and Food Sustainability Plan Actions items: 7A, 7C)</p>	Pending	Achieved	New outcome in Fiscal Year 2017/18

YOUTH AND 4-H

Fiscal Year 2019/20 Outcomes	Mid-Year FY 2018/19	Actual FY 17/18	Actual FY 16/17
<p>11. 200 youth ages 5-18 will develop targeted life skills and gain new subject matter knowledge as a result of participating in long-term 4-H units and programs and skill-building competitive programs. 50 percent of the participants will increase subject matter knowledge and life skill development by a minimum of 20 percent with impact measured using a written evaluation completed by participating families, demonstration of</p>	<p>On Target 237 youth are enrolled in 13 different 4-H clubs and long-term units</p>	<p>Achieved 306 youth are enrolled in 13 different 4-H clubs and long-term units</p>	<p>Achieved 263 youth served. (Goal: 150 youth)</p>

<p>mastery of skill, and individual accomplishments of youth. (Farm and Food Sustainability Plan Actions items: 7A)</p>			
<p>12. 800 students will participate in programs focused on healthy lifestyles, leadership, and and/or STEM education, which are key program areas identified for programming through National 4-H Council. Programs will be offered through school classrooms and out-of-school settings with the intent to reinforce and extend grade level objectives. Youth participating in the healthy living program will increase their knowledge about and adopt positive healthy living behaviors related to healthy eating, avoiding substance use, and social and emotional development. Youth participating in STEM programs will increase their knowledge of science, technology, engineering and math; show an increased interest in STEM, and improve their understanding of how STEM is used in everyday life. 75% percent of the participating students will show a 20 percent improvement in their knowledge based on evaluations completed by youth or adults working with youth. Changes in knowledge and interest will be measured with written evaluations and evidence of application. (Farm and Food Sustainability Plan Actions items: 7A, 7C)</p>	<p>On Target 319 students</p>	<p>Achieved 1,855 students</p>	<p>Achieved 1,619 students</p>

SOIL & WATER CONSERVATION

DEPARTMENT DESCRIPTION

SOIL & WATER CONSERVATION
2.60 FTEs
\$168,972

ADMINISTRATION

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

BUDGET HIGHLIGHTS

SOIL & WATER CONSERVATION

Organization: 320050

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
State	\$34,464	\$30,150	\$30,420	\$30,420	0.9%
Local	0	0	0	0	0.0%
Miscellaneous	0	0	0	0	0.0%
General Fund	123,991	130,343	138,552	138,552	6.3%
Total	\$158,455	\$160,493	\$168,972	\$168,972	5.3%
Expenses					
Personal Services	\$146,041	\$152,098	\$160,102	\$160,102	5.3%
Supplies & Operations	12,413	8,395	8,870	8,870	5.7%
Capital	0	0	0	0	0.0%
Total	\$158,455	\$160,493	\$168,972	\$168,972	5.3%
Employees					
Permanent	2.60	2.60	2.60	2.60	0.0%
Hourly	0.00	0.00	0.00	0.00	0.0%
Total	2.60	2.60	2.60	2.60	0.0%

The budget increase is due to planned compensation changes.

PERFORMANCE MEASUREMENT

SOIL & WATER CONSERVATION

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
1. To provide timely customer service to Catawba County residents and landowners by providing them with technical assistance concerning the conservation of natural resources, 95 percent of initial site visits will occur within ten business days of request.	On Target (Goal: 90 percent within five days)	Achieved (Goal: 90 percent within five days)	Achieved (Goal: 90 percent within five days)
2. To increase environmental literacy of soil and water conservation in Catawba County by 45% through various educational initiatives, including, but not limited to educational contests, presentations, professional development, community events and civic involvement. This increase will be measured based on evaluations submitted by participants.	On Target	Achieved Environmental literacy increased by 78% based on 9 presentations with a combined attendance of ~ 2,000 (Goal: 40 percent)	Achieved Environmental literacy increased by 73% based on 15 evaluations during 3 events with a combined attendance of 376 (Goal: 40 percent)

FORESTRY

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

BUDGET HIGHLIGHTS

FORESTRY

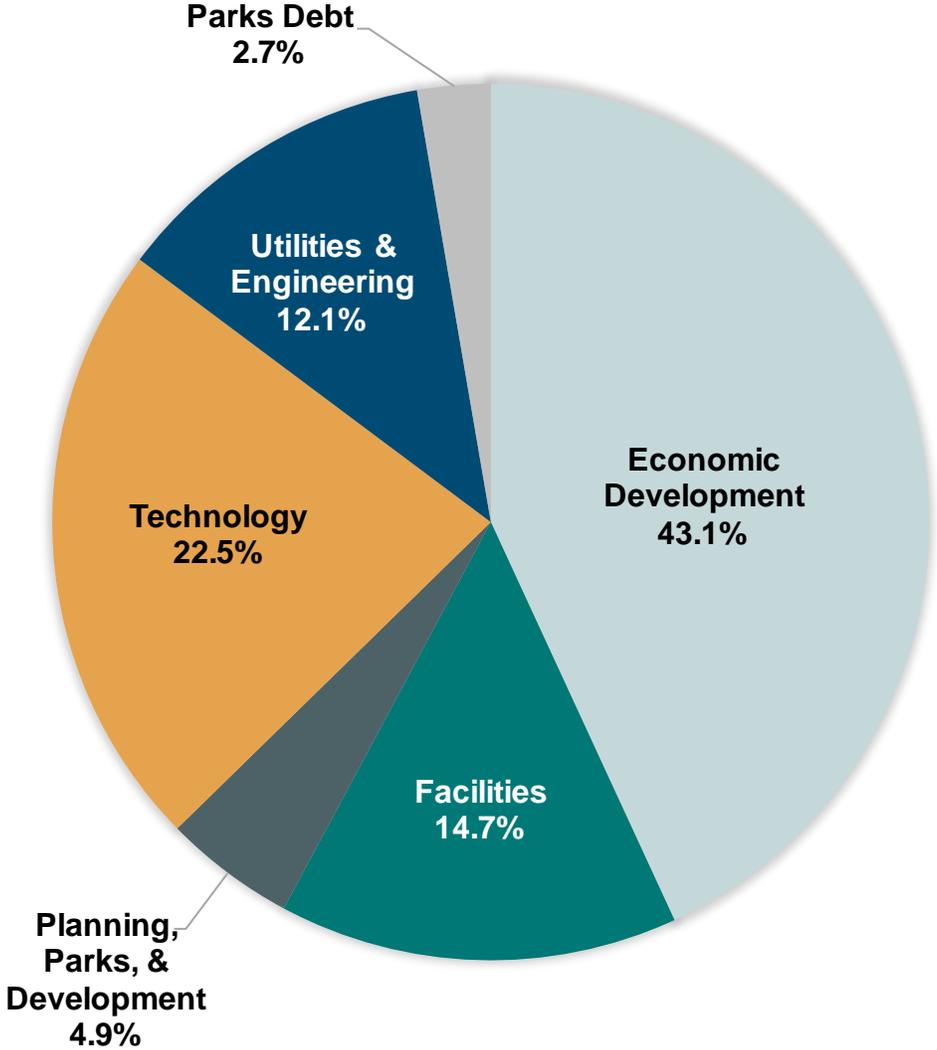
Organization: 330050

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Miscellaneous	\$5,400	\$5,100	\$5,100	\$5,100	0.0%
General Fund	51,708	65,794	85,744	85,744	30.3%
Total	\$57,108	\$70,894	\$90,844	\$90,844	28.1%
Expenses					
Supplies & Operations	\$57,108	\$70,894	\$90,844	\$90,844	28.1%
Total	\$57,108	\$70,894	\$90,844	\$90,844	28.1%

Contractually, Catawba County funds 40 percent of the total budget for Forestry, with the State of North Carolina funding the remaining 60 percent. The budget includes replacement of a Forestry vehicle.

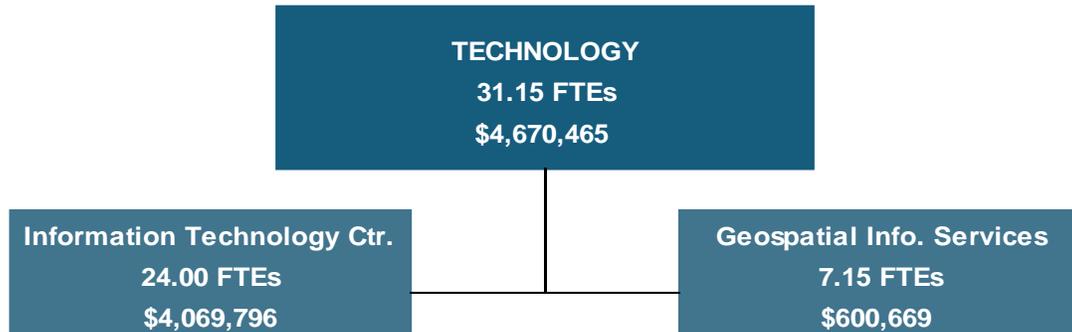
ECONOMIC & PHYSICAL DEVELOPMENT

The Economic & Physical Development function includes the Technology Department, Planning, Parks, and Development, Utilities and Engineering, Other Economic Development (Chamber of Commerce, Western Piedmont Council of Governments, Economic Development Commission), and Facilities. Technology consists of the Information Technology Center and Computerized Mapping. Utilities and Engineering includes Administration, Building Services, Permit Center, Plan Review, and Local Code Compliance. This function's budget is \$25,340,665 or 10.4 percent of the total expenditures, including related capital projects budgeted in general capital projects. The General Fund portion of the budget is \$20,717,573.



TECHNOLOGY

DEPARTMENT DESCRIPTION



INFORMATION TECHNOLOGY CENTER (ITC)

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

GEOSPATIAL INFORMATION SERVICES (GIS)

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

BUDGET HIGHLIGHTS

TECHNOLOGY

Organizations: 410200 - 410250

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Local	\$235,949	\$256,447	\$240,451	\$240,451	-6.2%
Charges & Fees	8,407	9,430	9,430	9,430	0.0%
Indirect Cost	631,353	635,377	648,539	737,428	16.1%
General Fund	2,905,395	3,676,841	3,824,286	3,683,156	0.2%
Total	\$3,781,104	\$4,578,095	\$4,722,706	\$4,670,465	2.0%
Expenses					
Personal Services	\$2,282,997	\$2,596,810	\$2,795,163	\$2,742,922	5.6%
Supplies & Operations	1,498,107	1,834,416	1,890,826	1,890,826	3.1%
Capital	0	146,869	36,717	36,717	-75.0%
Total	\$3,781,104	\$4,578,095	\$4,722,706	\$4,670,465	2.0%
Expenses by Division					
Information Technology Center (ITC)	\$3,406,988	\$3,984,965	\$4,122,037	\$4,069,796	2.1%
Geospatial Information Services (GIS)	374,116	593,130	600,669	600,669	1.3%
Total	\$3,781,104	\$4,578,095	\$4,722,706	\$4,670,465	2.0%
Employees					
Permanent	27.00	30.15	32.15	31.15	3.3%
Hourly	0.68	0.68	0.74	0.74	8.8%
Total	27.68	30.83	32.89	31.89	3.4%

The budget includes the addition of a network engineer to assist with growing County needs, specifically in public safety.

PERFORMANCE MEASUREMENT

INFORMATION TECHNOLOGY CENTER (ITC)

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
1. To ensure the County's network remains secure and reliable, Technology will mitigate network security risks through establishing formal cyber security training for employees as well as constant monitoring with timely response and remediation within 24 hours upon notification of potential threats to the network.	New outcome in Fiscal Year 2019/20		
2. To enhance productivity, ensure citizen access, and promote community engagement, Technology will provide a minimum of 99 percent network availability as measured by performance monitoring tools.	On Target 98.65 percent	Achieved 99.5 percent	Achieved 99.9 percent
3. To ensure customers are treated professionally and courteously, ITC will realize an average rating of no less than 94 percent satisfaction, as measured by random customer satisfaction surveys.	On Target Formal surveys will be conducted during the last quarter of the fiscal year	Not Achieved 93 percent	Achieved 98 percent
4. To help ensure maximum staff efficiency, 85 percent of service requests, excluding special projects, will be completed within one business day.	Not on Target 82 percent	Not Achieved 83 percent	Achieved 91 percent
5. To optimize resources and promote process improvement efforts, 90 percent of projects assigned to the project management team will be completed within the agreed upon timeframes outlined in the project plan agreement.	On Target 89.5 percent	Achieved 95 percent	Achieved
6. To enhance business operations, promote efficiencies, and maximize county investment in application development and software, Technology will assist departments in realizing a 15 percent savings in staff time or financial savings, or combination of both, in at least three major software applications.	On Target Application Development is in process of deploying internally developed software to replace third party software for Animal Control.	Achieved 92 percent reduction in staff time 90 percent fiscal savings	New outcome in Fiscal Year 2017/18

GEOSPATIAL INFORMATION SERVICES (GIS)

Fiscal Year 2019/20 Outcomes	Mid-Year FY 19/20	Actual FY 17/18	Actual FY 16/17
1. To support and enhance business operations and economic development, the geospatial information residing on the GIS Web sites will be available to stakeholders at least 99 percent of the time.	On Target	Achieved	Achieved
2. To support county-wide decision making for economic development, public safety, and other initiatives complete at least 97 percent of map and data requests from all sources within 24 hours of target deadline.	On Target	Achieved 99 percent	Achieved All map and data requests were completed within 24 hours of the target deadline.
3. To provide the most current ownership information of real property to citizens, Land Records Mappers will process 85 percent of deed transfers within 15 business days of receipt from the Register of Deeds.	Not on Target	Not Achieved	Not Achieved

PLANNING, PARKS, & DEVELOPMENT

DEPARTMENT DESCRIPTION



PLANNING

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

PARKS

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

COMMUNITY DEVELOPMENT

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

BUDGET HIGHLIGHTS

PLANNING, PARKS, & DEVELOPMENT

Organizations: 420030 - 420040

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Charges & Fees	\$91,348	\$55,041	\$55,041	\$55,041	0.0%
Miscellaneous	58	400	400	400	0.0%
General Fund	854,103	995,107	1,039,203	1,039,203	4.4%
Total	\$945,509	\$1,050,548	\$1,094,644	\$1,094,644	4.2%
Expenses					
Personal Services	\$791,862	\$830,512	\$867,887	\$867,887	4.5%
Supplies & Operations	153,647	171,036	177,757	177,757	3.9%
Capital	0	49,000	49,000	49,000	0.0%
Total	\$945,509	\$1,050,548	\$1,094,644	\$1,094,644	4.2%
Expenses by Division					
Planning & Zoning	\$521,033	\$534,387	\$560,940	\$560,940	5.0%
Parks	424,476	516,161	533,704	533,704	3.4%
Total	\$945,509	\$1,050,548	\$1,094,644	\$1,094,644	4.2%
Employees					
Permanent	10.00	10.00	10.00	10.00	0.0%
Hourly	2.42	2.42	2.42	2.42	0.0%
Total	12.42	12.42	12.42	12.42	0.0%

The budget includes planned compensation changes and a replacement tractor for Parks.

PERFORMANCE MEASUREMENT

PLANNING

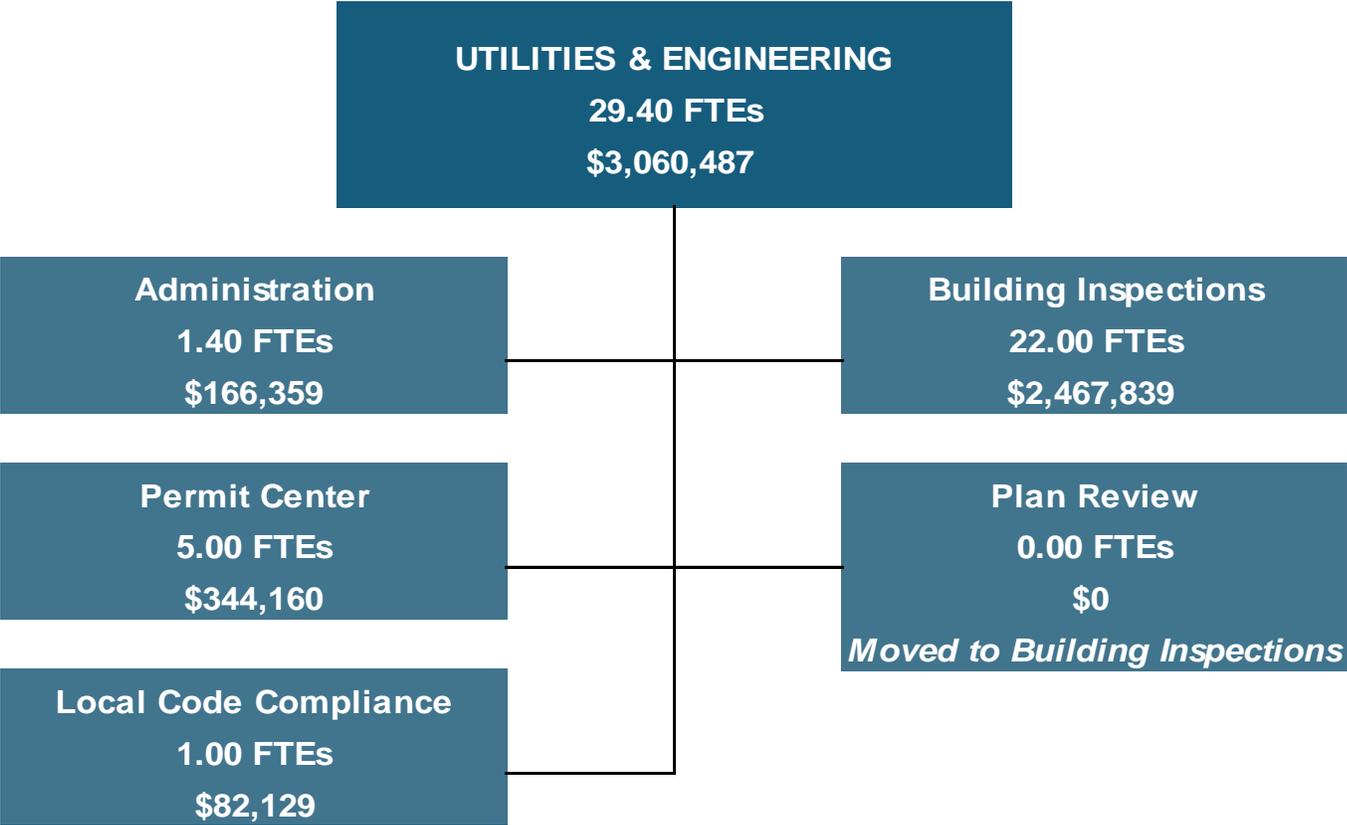
Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
<p>1. To increase the housing inventory of moderately priced (\$120,000-\$225,000) new or renovated residential housing stock in desired locations throughout the County, Planning will:</p> <ul style="list-style-type: none"> a. Participate in WPCOG's Vacant and Substandard Housing Taskforce. b. Engage cities and WPCOG in local programs discussions to explore possibility of aligning housing policies, joint venture program investments, and market facilitation to facilitate public investments in neighborhood or infill revitalization initiatives, as appropriate. c. Continue to watch the market and propose text amendments to facilitate ease of development as needed. d. Participate in on-going housing and economic development educational workshops hosted by the Chamber's LUDB. 	<p>On Target d. Achieved</p>	<p>Achieved</p>	<p>New outcome in Fiscal Year 2017/18</p>

PARKS

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
<p>1. To increase the physical and mental health of County citizens:</p> <ul style="list-style-type: none"> a. Explore potential funding strategies to support renovation and expansion of the County parks system, incorporating consideration of private sector involvement through public-private partnership models. b. Implement the phased plan for parks improvements and new parks development, as resources allow. c. Research local government policies defining parameters for entertaining potential sponsorship or naming opportunities for BOC consideration. d. In concert with County-wide branding efforts, develop and implement strategic marketing plan for parks that seamlessly incorporates all recreation assets regardless of ownership (County, municipalities, community non-profits, etc.) 	<p>On Target</p>	<p>Achieved</p>	<p>New outcome in Fiscal Year 2017/18</p>

UTILITIES & ENGINEERING

DEPARTMENT DESCRIPTION



BUILDING SERVICES

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

PERMIT CENTER

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

PLAN REVIEW

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

LOCAL CODE COMPLIANCE & EROSION CONTROL

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

BUDGET HIGHLIGHTS

UTILITIES & ENGINEERING

Organizations: 430050 - 430300

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Charges & Fees	\$2,189,161	\$2,467,068	\$2,410,559	\$2,410,559	-2.3%
Miscellaneous	5,147	2,000	2,000	2,000	0%
General Fund	470,252	385,886	647,928	647,928	67.9%
Total	\$2,664,560	\$2,854,954	\$3,060,487	\$3,060,487	7.2%
Expenses					
Personal Services	\$2,096,985	\$2,238,415	\$2,363,315	\$2,363,315	5.6%
Supplies & Operations	381,917	452,723	526,502	526,502	16.3%
Capital	85,658	63,816	70,670	70,670	10.7%
Transfer - Permit Software Upgrade	100,000	100,000	100,000	100,000	0.0%
Total	\$2,664,560	\$2,854,954	\$3,060,487	\$3,060,487	7.2%
Expenses by Division					
Administration	\$173,757	\$179,778	\$166,359	\$166,359	-7.5%
Building Inspections	1,701,474	1,757,847	2,467,839	2,467,839	40.4%
Permit Center	371,307	394,562	344,160	344,160	-12.8%
Plan Review	346,244	444,078			0%
Local Code Compliance	71,778	78,689	82,129	82,129	4.4%
Total	\$2,664,560	\$2,854,954	\$3,060,487	\$3,060,487	7.2%
Employees					
Permanent	29.40	29.40	29.40	29.40	0.0%
Hourly	0.00	0.00	0.29	0.29	0%
Total	29.40	29.40	29.69	29.69	1.0%

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

PERFORMANCE MEASUREMENT

BUILDING SERVICES

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
<p>1. Ensure customers receive quality customer service from Building Services Officials by:</p> <ul style="list-style-type: none"> a. Performing requested inspections, not to exceed two-business day scheduling per North Carolina General Statute, or on the contractor's requested inspection date. b. Maintaining a substantiated complaint rate of less than 1 per 3,000 inspections performed. c. Responding to 98 percent of all customer service complaints within 24 hours. 	On Target	<p>Achieved</p> <p>26,509 inspections</p> <p>92.79% on day requested.</p>	<p>Achieved</p> <p>26,622 inspections</p> <p>96.56% on day requested.</p>
<p>2. Provide timely plan review services by reviewing 97 percent of all commercial blueprints submitted for code compliance and contacting the applicant with the results within 10 working days. This will allow construction to begin quickly, thus, promoting Catawba County's economic development.</p>	<p>On Target</p> <p>335 plans with 100% reviewed within 10 working days.</p>	<p>Achieved</p> <p>924 plans with 100% reviewed within 10 working days.</p>	<p>Achieved</p> <p>98.2% reviewed within 10 working days.</p>
<p>3. Ensure customers receive quality customer service from Plan Review officials by:</p> <ul style="list-style-type: none"> a. Maintaining a substantiated complaint rate of less than 1 per 500 plans reviewed. b. Responding to 98 percent of all customer service complaints within 24 hours. 	On Target	<p>Achieved</p> <p>0 substantiated complaints</p>	<p>Achieved</p> <p>0 substantiated complaints</p>
<p>4. To provide quality service to property owners and/or tenants who request a safety inspection, Plan Review will review 100 percent of complete requests and contact the owner/tenant within two business days. These safety inspections are required by the State for businesses to receive certain licenses (i.e. day care, alcohol law enforcement) as well as for changes of use to an existing building or space.</p>	On Target	<p>Achieved</p> <p>100% of 132 safety inspections</p>	<p>Achieved</p> <p>100% of 185 safety inspections</p>
<p>5. To control the cost of training and education, Building Services will provide at least 60 percent of all required Building Inspector training and certification locally. Surrounding jurisdictions will be invited to participate in these locally held trainings as well,</p>	<p>On Target</p> <p>33 training events conducted, 97% of which conducted locally, requiring no overnight stays.</p>	<p>Achieved</p> <p>34 training events conducted, 91.18% of which conducted locally, requiring no overnight stays.</p>	<p>Achieved</p> <p>73 percent of the training and education events were conducted locally or required no overnight stays.</p>

<p>serving to further drive down the cost to the County.</p>			
<p>6. To protect the public welfare, Building Services will respond to 100 percent of all complaints received concerning unsafe, unsanitary or otherwise hazardous and unlawful conditions in buildings or structures within 24 hours. This outcome will be measured by the number of complaints received and response time.</p>	On Target	Achieved 100% of 6 complaints received responded to within 24 hours	New outcome in Fiscal Year 2017/18

PERMIT CENTER

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
<p>1. Ensure customers receive quality customer service from the Permit Center by maintaining a substantiated complaint rate of less than 1 per 1,000 permits issued.</p>	On Target	Achieved	Achieved
<p>2. Maintain quality customer service by responding to 98 percent of all customer service complaints within 24 hours.</p>	On Target	Achieved 0 substantiated complaints received	Achieved

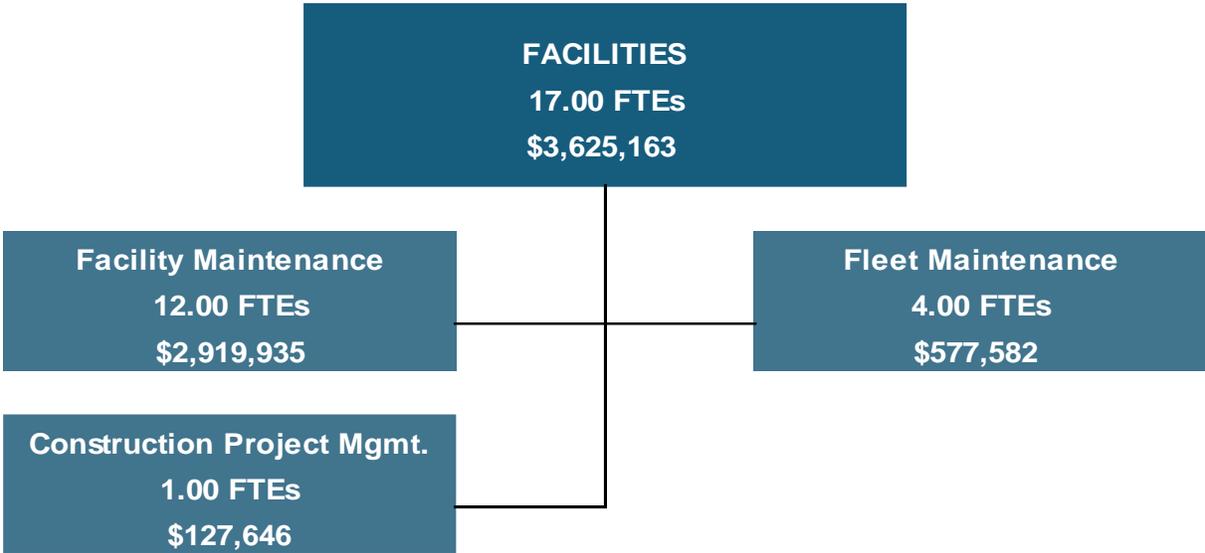
LOCAL CODE COMPLIANCE AND EROSION CONTROL

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
Erosion Control and Stormwater			
<p>1. Provide timely plan review services by reviewing 100 percent of all complete sedimentation and erosion control plans within 10 working days. Meeting this outcome will expedite the plan review and permitting process, thereby promoting Catawba County's economic development.</p>	On Target 28 sets of plans reviewed, average review period of 2.86 days.	Achieved 32 sets of plans reviewed, average review period of 4.01 days.	Achieved 37 sets of plans reviewed, average review period of 2.58 days. Maximum plan review time 9 days.
<p>2. Ensure citizens receive quality customer service from Erosion Control staff by:</p> <p>a. Maintaining a substantiated complaint rate of less than 1 per 50 erosion control plans reviewed.</p> <p>b. Responding to 98 percent of all customer service complaints within 24 hours.</p>	On Target 0 substantiated complaints received	Achieved 0 substantiated complaints received	Achieved 0 substantiated complaints received
<p>3. In accordance with the Watershed Protection District Section 44-434 of the Unified Development Ordinance; the engineered stormwater controls (Best Management Practices) are required where built-upon area exceeds high density development limits. The Water Resources Engineer will perform plan review and issue approval notifications</p>	On Target 1 new stormwater plan received	Achieved 0 new stormwater plans received	New outcome in Fiscal Year 2017/18

<p>where applicable within the County. Provide timely plan review services by reviewing 100 percent of all stormwater controls within 10 working days, thereby promoting Catawba County's economic development.</p>			
<p>Local Code Compliance</p>			
<p>4. Ensure citizens receive quality customer service from Local Code Compliance staff by:</p> <ul style="list-style-type: none"> a. Maintaining a substantiated complaint rate of less than 1 per 1,000 code compliance inspections performed. b. Responding to 98 percent of all customer complaints within 24 hours. 	<p>On Target</p>	<p>Achieved 98% of complaints responded to within 24 hours, 0 complaints substantiated</p>	<p>Achieved 0 complaints received</p>

FACILITIES

DEPARTMENT DESCRIPTION



FLEET MAINTENANCE

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

FACILITY MAINTENANCE

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

CONSTRUCTION MANAGEMENT

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

BUDGET HIGHLIGHTS

FACILITIES

Organizations: 440010 - 440158

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
1/4 Cent Sales Tax	\$109,013	\$119,219	\$119,530	\$119,530	0.3%
Local	71,784	71,240	71,240	71,240	0.0%
Charges & Fees	996	3,000	3,000	3,000	0.0%
Miscellaneous	22,585	30,750	30,750	30,750	0.0%
General Fund	2,952,544	3,204,306	3,400,643	3,400,643	6.1%
Total	\$3,156,922	\$3,428,515	\$3,625,163	\$3,625,163	5.7%
Expenses					
Personal Services	\$1,038,793	\$1,078,573	\$1,145,836	\$1,145,836	6.2%
Supplies & Operations	2,118,129	2,310,381	2,439,766	2,439,766	5.6%
Capital	0	39,561	39,561	39,561	0.0%
Total	\$3,156,922	\$3,428,515	\$3,625,163	\$3,625,163	5.7%
Expenses by Division					
Fleet Maintenance	\$514,454	\$560,276	\$577,582	\$577,582	3.1%
General Maintenance	739,367	812,844	858,327	858,327	5.6%
County Buildings	1,788,084	1,932,973	2,061,608	2,061,608	6.7%
Construction Project Management	115,017	122,422	127,646	127,646	4.3%
Total	\$3,156,922	\$3,428,515	\$3,625,163	\$3,625,163	5.7%
Employees					
Permanent	17.00	17.00	17.00	17.00	0.0%
Hourly	0.00	0.00	0.00	0.00	0.0%
Total	17.00	17.00	17.00	17.00	0.0%

The budget includes increases to utility and maintenance expense, primarily in the Justice Center driven by the upcoming jail expansion and planned compensation changes.

PERFORMANCE MEASUREMENT

FLEET MAINTENANCE

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
1. Provide the proper care and maintenance of vehicles by: <ul style="list-style-type: none"> a. Scheduling and completing 98 percent of all preventive maintenance services within two working days of the scheduled service, as evidenced by work orders. b. Scheduling, diagnosing, and affecting repairs on 97 percent of all County vehicles within three working days, as evidenced by work orders. 	On Target	Achieved	Achieved a. 100% b. 100%
2. Provide roadside emergency service to County owned vehicles during normal working hours (8:00 a.m. – 5:00 p.m., Monday – Friday), by: <ul style="list-style-type: none"> a. Responding to and repairing or recovering 99 percent of in-County roadside emergencies within two hours of notification, if parts are available and contracted towing service is responsive, as evidenced by work orders. b. Responding to and repairing or recovering 99 percent of out-of-County roadside emergencies within 12 hours of notification, if parts are available and contracted towing service is responsive, as evidenced by work orders. 	On Target	Achieved a. 100% b. 100%	Achieved a. 100% b. 100%
3. Provide 24 hours, 365 days a year, on call roadside emergency service to County-owned vehicles after normal working hours, by: <ul style="list-style-type: none"> a. Responding to and repairing or recovering 98 percent of in-County roadside emergencies within two hours of notification, as evidenced by work orders. b. Responding to and repairing or recovering 98 percent of out-of-County roadside emergencies within 12 hours of notification, as evidenced by work orders 	On Target	Achieved a. 100% b. 100%	Achieved a. 100% b. 100%
4. Provide adequate tire, parts, and fuel inventories by: <ul style="list-style-type: none"> a. Maintaining and monitoring, 99 percent of the time, tire inventory to provide tires for the repair or replacement as needed within two hours of the scheduled service, by 	On Target	Achieved a. 100% b. 100% c. 100%	Achieved a. 100% b. 100% c. 100%

<p>spot checking inventory monthly.</p> <p>b. Maintaining and monitoring, 100 percent of the time, fuel inventory to assure fuel is available for all County owned/contracted vehicles, seven days a week, 365 days a year, as evidenced by departmental surveys.</p> <p>c. Maintaining and monitoring, 98 percent of the time, parts inventory to assure that necessary parts are available for the repair and maintenance of County owned/contracted vehicles, by spot checking inventory monthly.</p>			
5. Advise and assist, when requested, with vehicle replacement schedules and specification documentation for new vehicle procurement by responding to 100 percent of all departments requests and completing written specifications of new vehicles within 10 working days, as evidenced by departmental surveys.	On Target	Achieved	Achieved
6. Assist all departments with vehicle and driver management by advising, 100 percent of the time, each department of vehicle neglect or abuse.	On Target	Achieved	Achieved
7. Meet baseline expectation of 1,225 hours per employee for productive “wrench time”.	On Target	Achieved	Achieved

FACILITY MAINTENANCE

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
1. Ninety-seven percent of emergency situations will be responded to within one hour after notification, as evidenced by work orders, emergency work orders, emergency HVAC requests, emergency electrical problems, and emergency plumbing problems.	On Target	Achieved	Achieved
2. Ninety-five percent of all telephone, electrical, and plumbing problems will be repaired within three working days of notification, as evidenced by work orders.	On Target	Achieved	Achieved 100%
3. Ninety-eight percent of all routine maintenance and repairs will be completed within five working days, as evidenced by completed work orders.	On Target	Achieved	Achieved 100%
4. Within 12 working days of notification, ninety-eight percent of all road sign damage will be repaired and new road signs will be installed.	On Target	Achieved	Achieved 100%

OTHER ECONOMIC & PHYSICAL DEVELOPMENT

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

BUDGET HIGHLIGHTS

OTHER ECONOMIC & PHYSICAL DEVELOPMENT

Organization: 420050

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
1/4 Cent Sales Tax	\$376,329	\$359,419	\$314,419	\$314,419	-12.5%
Local	317,193	317,193	283,328	283,328	-10.7%
Miscellaneous	21,821	0	0	0	0%
General Fund	5,679,870	6,063,736	7,280,788	7,085,662	16.9%
Total	\$6,395,213	\$6,740,348	\$7,878,535	\$7,683,409	14.0%
Expenses					
Carolina Land & Lakes	\$0	\$5,000	\$10,000	\$0	100%
Chamber of Commerce - Edison Project	5,000	5,000	5,000	5,000	0.0%
Chamber of Commerce - Visitor Information Center	2,186	3,500	4,000	4,000	14.3%
Convention & Visitors Bureau	20,000	20,000	25,000	25,000	25.0%
Economic Development Commission	307,266	315,190	327,084	327,084	3.8%
EDC - Claremont Speculative Building	10,389	45,000	0	0	0%
EDC - NC Data Campus	551,612	551,620	551,615	551,615	0.0%
EDC - Apple	4,759,008	4,919,714	4,978,207	4,833,081	-1.8%
EDC - Axjo AB	8,338	14,231	20,125	20,125	41.4%
EDC - Bed, Bath & Beyond	48,353	57,867	48,963	48,963	-15.4%
EDC - Blue Bloodhound	0	29,600	0	0	0%
EDC - Carolina Non-Woven	0	37,375	0	0	0%
EDC - Coming	0	129,375	463,163	463,163	258.0%
EDC - DAE Systems	0	27,514	27,514	27,514	0.0%
EDC - GKN Driveline	440,969	833,178	860,698	860,698	3.3%
EDC - GKN Sinter Metals	20,185	41,230	42,530	42,530	3.2%
EDC - People's Bank	0	10,063	10,063	10,063	0.0%
EDC - Prysmian Cables & Systems USA	0	109,115	190,995	190,995	75.0%
EDC - Room & Board, Inc.	0	0	37,001	37,001	0%
EDC - Substance Incorporated	0	7,887	7,887	7,887	0.0%
EDC - Sutter Street William Sonoma	0	30,000	19,000	19,000	-36.7%
EDC - Transportation Insight	0	28,408	28,408	28,408	0.0%
PDC - LRU Health Sciences Center	20,000	20,000	0	0	0%
Economic Development Marketing	78,492	55,000	55,000	55,000	0.0%
NC Wildlife Commission - Beaver Mgmt.	4,000	4,000	4,000	4,000	0.0%
TDA - City of Hickory	64,497	63,209	46,746	46,746	-26.0%
WPCOG - Carolinas Innovation Group	0	2,625	2,625	2,625	0.0%
WPCOG - Dues	42,176	50,869	59,825	59,825	17.6%
WPCOG - Growth Estimation Model	0	0	40,000	0	0%
WPCOG - Water Resource Committee	12,742	12,745	13,086	13,086	2.7%
Total	\$6,395,213	\$7,429,315	\$7,878,535	\$7,683,409	3.4%

The budget increase is primarily driven by incentive contracts negotiated to encourage business investment to grow the tax base, create new jobs, and result in net revenue above the cost of the

incentives that helps support County services.

Catawba County continues to provide the EDC with 51.5 percent of its overall funding, with the remaining 48.5 percent coming from municipalities. Funding by cities is based on population, total tax valuation, and business personal property valuation.

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

The budget continues the County's partnership with the Chamber of Commerce in funding the Visitor Information center and providing Leadership Catawba Sponsorship. Funding is maintained for the Edison Project, designed to identify, support, and reward new startup small businesses in Catawba County. Entrepreneurs with viable business ideas and associated plans submit them for consideration and review by judges, competing with other entrepreneurs for economic incentives and start-up assistance.

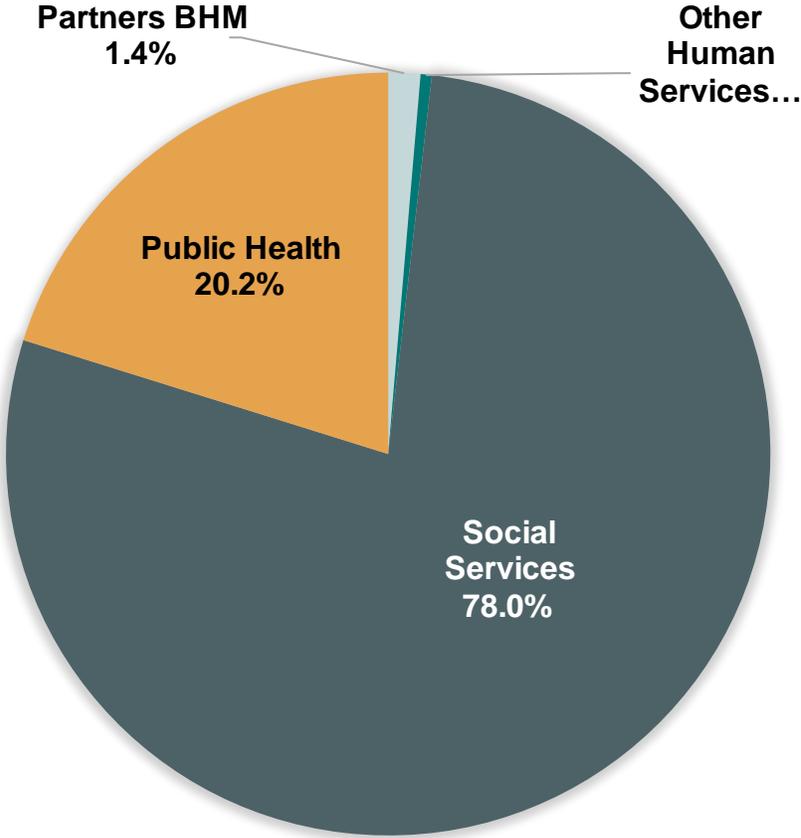
Funding for the Convention & Visitors Bureau (CVB) increased \$5,000 to assist the CVB in promoting Catawba County at the 2020 Visit NC 365 Conference as the County prepares to host the conference in 2021. County funds are used to assist with advertising, marketing, and staffing the sales department of the Hickory Metro Convention Center as well as to operate the Regional Visitors Center.

Funding for the Beaver Management program is maintained. The program helps landowners in dealing with beavers, which can be very destructive. Services are available to DOT in all 100 counties and are available to landowners, local governments, soil and water conservation districts, and others in the 42 counties that pay at least the base level participation fee of \$4,000. Participation in the program means citizens and others pay a cost share of \$20 for each visit to their property and \$125 for dam removal.

HUMAN SERVICES

The Human Services' budget of \$47,261,338 is 19.5 percent of total expenditures for this fiscal year. A significant portion of the Human Services' budget is funded by State and Federal sources. Social Services' expenditures of \$36,863,232 support human needs, and Public Health is projected to expend \$9,533,106 for delivery and assurance of public health services. Other Human Resources include the Medical Examiner and is funded at \$223,500 this fiscal year. \$640,000 is for Partners Behavioral Health Care contracted services and pass-through funding.

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



PARTNERS BEHAVIORAL HEALTH MANAGEMENT

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

BUDGET HIGHLIGHTS

PARTNERS BEHAVIORAL HEALTH MANAGEMENT

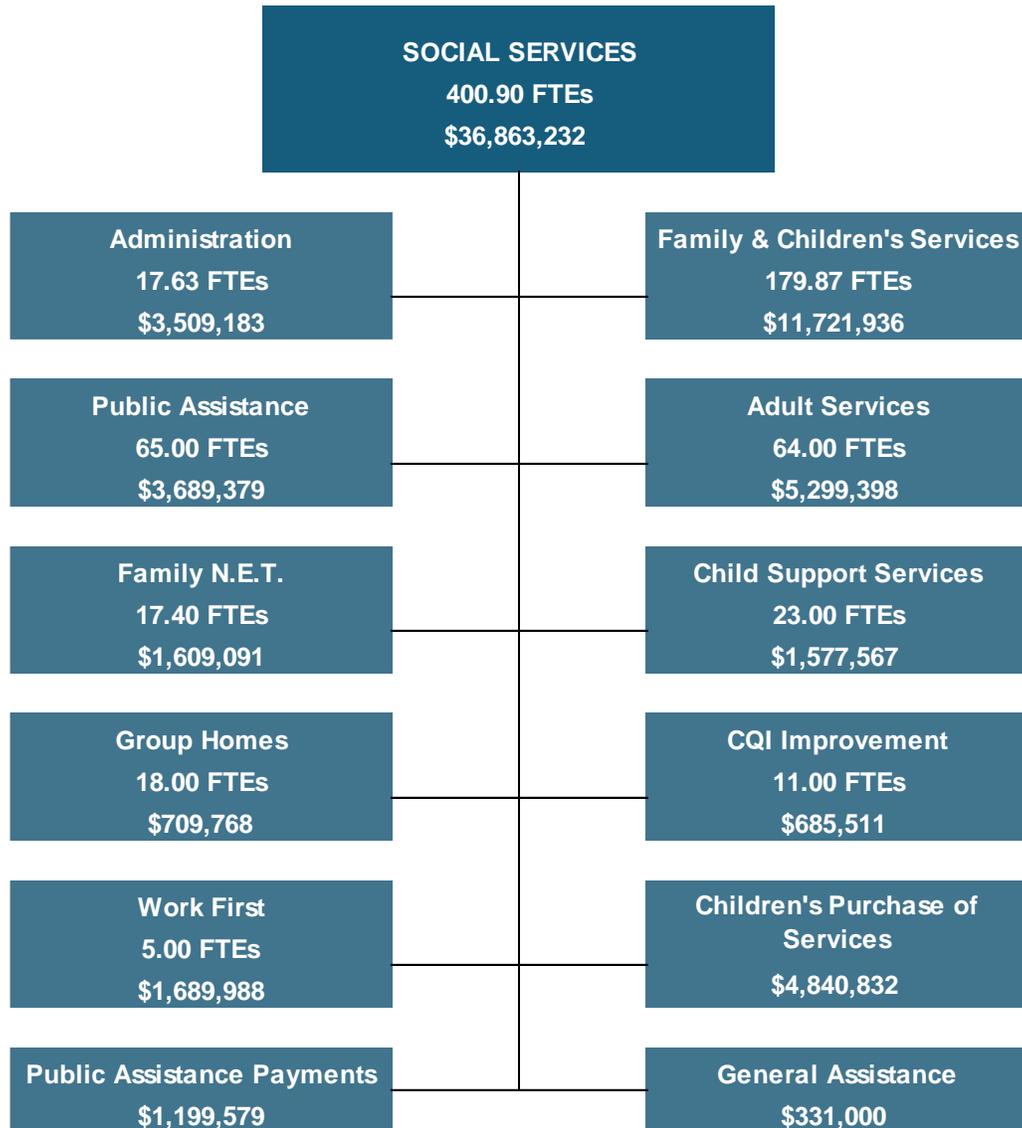
Organization: 530900

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
ABC 5 Cents Per Bottle	\$57,503	\$53,750	\$55,000	\$55,000	2.3%
ABC Profits	60,069	61,250	60,000	60,000	-2.0%
General Fund	526,181	525,000	552,000	525,000	0.0%
Total	\$643,753	\$640,000	\$667,000	\$640,000	0.0%
Expenses					
Mental Health Services	\$525,000	\$525,000	\$552,000	\$525,000	0.0%
Mental Health ABC Board Contract	118,753	115,000	115,000	115,000	0.0%
Total	\$643,753	\$640,000	\$667,000	\$640,000	0.0%

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

SOCIAL SERVICES

DEPARTMENT DESCRIPTION



ADMINISTRATION

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

FAMILY & CHILDREN'S SERVICES

Child Protective Services

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

Prevention

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

Permanency Planning

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

Child Wellbeing/Post Care

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

Family Builders

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

Residential Services

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

WORK FIRST

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

ADULT SERVICES

Adult Protective Services

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

Long Term Care

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

Senior Nutrition/In Home Services

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

Adult Medicaid

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

Medicaid Transportation

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

FAMILY SUPPORT**Child Support**

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

Food Assistance

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

Day Care

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

Back Pack

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

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

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

Administrative Office Support

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

Outpatient Services

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

Early Childhood Support Team

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

BUDGET HIGHLIGHTS

SOCIAL SERVICES

Reinventing Department

Organizations: 560100 - 561000

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Federal	\$13,973,812	\$14,277,577	\$14,053,570	\$14,053,570	-1.6%
State	2,535,185	3,587,754	2,419,502	2,419,502	-32.6%
Federal & State	3,520,987	9,229,925	3,772,056	3,772,056	-59.1%
Local	1,517,256	2,532,091	2,167,633	2,167,633	-14.4%
Charges & Fees	129,008	136,650	117,600	117,600	-13.9%
Miscellaneous	347,531	313,400	352,900	252,900	-19.3%
Special Contingency	0	1,200,000	1,200,000	1,200,000	0.0%
General Fund	10,912,130	11,396,335	12,779,971	12,879,971	13.0%
Total	\$32,935,909	\$42,673,732	\$36,863,232	\$36,863,232	-13.6%
Expenses					
Personal Services	\$22,823,244	\$23,809,112	\$24,258,929	\$24,258,929	1.9%
Supplies & Operations	10,086,050	17,540,620	11,294,303	11,294,303	-35.6%
Capital	26,615	124,000	110,000	110,000	-11.3%
Special Contingency	0	1,200,000	1,200,000	1,200,000	0.0%
Total	\$32,935,909	\$42,673,732	\$36,863,232	\$36,863,232	-13.6%
Expenses by Division					
Administration	\$2,103,258	\$3,567,162	\$3,509,183	\$3,509,183	-1.6%
CQI-Quality Team	674,582	729,700	685,511	685,511	-6.1%
Family & Childrens Services	10,813,863	10,981,594	11,721,936	11,721,936	6.7%
Family Net	1,481,318	1,638,019	1,609,091	1,609,091	-1.8%
Work First	1,175,623	1,506,961	1,689,988	1,689,988	12.1%
Group Homes	1,158,277	1,274,956	709,768	709,768	-44.3%
Adult Services	5,125,491	5,197,856	5,299,398	5,299,398	2.0%
Public Assistance	3,464,471	3,653,206	3,689,379	3,689,379	1.0%
Child Support	1,581,011	1,595,398	1,577,567	1,577,567	-1.1%
General Assistance	210,161	306,000	331,000	331,000	8.2%
Public Assistance Payments	1,059,921	1,220,061	1,199,579	1,199,579	-1.7%
Children's Purchase of Service	4,087,933	11,002,819	4,840,832	4,840,832	-56.0%
Total	\$32,935,909	\$42,673,732	\$36,863,232	\$36,863,232	-13.6%
Employees					
Permanent	400.90	400.90	400.90	400.90	0.0%
Hourly	8.50	8.50	8.51	8.51	0.1%
Total	409.40	409.40	409.41	409.41	0.0%

Outcome Achievements				
Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2017/18	49	49	0	100%
2016/17	57	56	1	98%
2015/16	55	53	2	96%

The Social Services budget focuses on providing mandated services (such as child and adult protective services and foster care) while maximizing non-local dollars.

PERFORMANCE MEASUREMENT

ADMINISTRATION

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
1. \$120,000 or more in financial or time saving will be identified through the utilization of technology advancements, improved work procedures and cost saving initiatives. (Business Office)	On Target \$80,603 of financial or time savings	Achieved \$123,431 of financial or time savings	Achieved \$156,724 of financial or time savings
2. 93% (27 of 30) of all quarterly clinical accreditation self-audits will pass all required program components.	Pending	Achieved 93 percent	New outcome in Fiscal Year 2017/18
3. 50% (280/400) of Social Services staff will participate in a Diversity Awareness event.	Not on Target 21 percent	Achieved 70 percent	New outcome in Fiscal Year 2017/18
4. 90% (155 out of 176) of children for whom an abuse, neglect or dependency petition is filed, both parents will be made aware of the process (served) within six months of filing the petition. (Legal)	On Target 92 percent	Achieved 98 percent	Achieved 94 percent

FAMILY AND CHILDREN'S SERVICES

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
Child Protective Services			
1. 93% (87/96) of all Child Protective Services intake calls received during normal business hours that could not be immediately answered by a social worker will have successful return calls the same business day.	On Target 92 percent	Achieved	Achieved
2. The County will initiate 85% of all screened in reports within required timeframes. (MOU)	New outcome in Fiscal Year 2019/20		
3. 85% (83 of 98) of families open to Family In-Home (FIH) services will have all active child(ren)'s wellbeing needs identified within 30 days of opening services. (Family In-Home Services)	On Target 100 percent	Achieved 99 percent	New outcome in Fiscal Year 2017/18
4. For all children who were victims of maltreatment during a 12-month period, no more than 11% received a subsequent finding of maltreatment. (MOU)	New outcome in Fiscal Year 2019/20		
Prevention			
5. 95% (180 of 200) of students seen by ACE school social workers for specific needs will have needs satisfactorily met within 15 school days of referral date, as determined by referral date and progress note. (ACE)	On Target 100 percent	Achieved 99 percent	Achieved 99 percent

6. 80% (40 of 50) of families that receive Medicaid Administrated Calming (MAC) will identify satisfaction on a satisfaction survey completed every 3 months and prior to case closure. (FCST)	Pending	New outcome in Fiscal Year 2018/19	
Permanency Planning			
7. 93% (37 of 40) of youth ages 16-18 will participate in developing and completing their transitional living plans toward independence. (Foster Care)	On Target 94 percent	Achieved 100 percent	Achieved 100 percent
8. The County will ensure that 95% of all foster youth have face-to-face visits by the social worker each month. (MOU)	On Target 99 percent	Achieved 99 percent	Achieved 99 percent
9. 98% (140 of 147) of school age children in foster care will participate in at least one developmentally appropriate social/athletic/cultural/employment/spiritual activity. (Foster Care)	On Target 99 percent	Achieved 99 percent	Achieved 97 percent
Family Builders			
10. 90% (50 of 55) of children who have been in foster care for less than 12 months and who are placed with Catawba County Approved and Supported Resource Families will experience two or fewer placements. (Family Builders)	On Target 100 percent	Achieved 96 percent	Not measured
11. 90% (53 of 59) of children adopted from foster care in Catawba County will have a finalized adoption decree within 120 days of the adoptive family's attorney filing the adoption petition, which is 60 days fewer than the State allows. (Family Builders)	On Target 100 percent	Achieved 94 percent	Achieved 100 percent

WORK FIRST

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
1. 98% (196 of 200) of all caretakers receiving Work First will participate in ensuring all educational and health needs of the child(ren) are being met.	On Target 99 percent	Achieved 100 percent	Achieved 100 percent
2. 97% (147 of 152) of audited cases will have service collaboration efforts with other components of service in the agency when a case is known to be shared.	On Target 100 percent	Achieved 100 percent	Achieved 100 percent
3. The County will process 95% of Work First applications within 45 days of receipt. (MOU)	New outcome in Fiscal Year 2019/20		
4. The County will process 95% of Work First recertifications no later than the last day of the current recertification period. (MOU)	New outcome in Fiscal Year 2019/20		

ADULT SERVICES

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
Adult Social Work - Long Term Care			
1. 96% (247 of 257) of adults with a disability and served by the Special Assistance In-Home and Community Alternatives Programs for Disabled Adults are able to remain in their homes. (Long Term Care)	On Target 100 percent	Achieved 99 percent	Achieved 98 percent
2. 94% (15 of 16) of all concerns identified by the Adult Home Specialist do not escalate to noncompliance due to technical assistance and training. (Long Term Care)	On Target 100 percent	Achieved 100 percent	Achieved 100 percent
Adult Social Work – APS Guardianship			
3. 93% (56 of 60) of vulnerable adults, who have a finding of abuse, neglect or exploitation, with services mobilized to remedy mistreatment, will not experience a repeat finding of mistreatment, within 6 months of a finding. (Adult Protective Services/Guardianship)	Not on Target 92 percent	Achieved 100 percent	Achieved 98 percent
4. The County will complete 95% of APS evaluations involving allegations of abuse or neglect within 30 days of the report. (MOU)	New outcome in Fiscal Year 2019/20		
5. The County will complete 85% of APS evaluations involving allegations of exploitations within 45 days of the report. (MOU)	New outcome in Fiscal Year 2019/20		
Senior Nutrition/In Home Services			
6. 112,000 nutritious meals will be served by the Senior Nutrition Program to eligible Catawba County citizens age 60 years or older. (Senior Nutrition/In-Home)	On Target 56,264	Achieved 131,218 Goal: 65,770	Achieved 139,823 Goal: 133,500
Child Support			
7. The County will achieve 87% of child support cases that are under an order. (MOU)	New outcome in Fiscal Year 2019/20		
8. The County will achieve 70% of current child support paid. (MOU)	New outcome in Fiscal Year 2019/20		
9. The County will meet 95% of its annual goal of total child support collections. (MOU)	New outcome in Fiscal Year 2019/20		
10. The County will achieve 97% of paternities established for children born out of wedlock. (MOU)	New outcome in Fiscal Year 2019/20		
11. The County will achieve 60% of cases that received a payment towards arrears. (MOU)	New outcome in Fiscal Year 2019/20		

FAMILY SUPPORT

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
Food & Nutrition Services			
1. 98% of Food and Nutrition Services applications processed under normal processing standards will be processed in an average of 8 days or less. (as compared to State/Federal goal of 95% of applications process under normal processing standards will be processed in 25 days). (MOU)	On Target 3.8 days	Achieved 3.92 days	Not measured
2. The County will process 95% of expedited FNS applications within 4 calendar days from the date of application. (MOU)	New outcome in Fiscal Year 2019/20		
3. The County will ensure that 95% of FNS recertifications are processed on time, each month. (MOU)	New outcome in Fiscal Year 2019/20		
Program Integrity/Q&T			
4. The Program Integrity Unit will investigate known and suspected overpayment situations, causing referral for prosecution and/or collections of state, county and federal funds to reach \$275,000.	Not on Target \$122,057	Achieved \$443,474	Achieved \$427,564
5. 90% (69 of 76) of Economic Services Eligibility staff will show an increase in knowledge/understanding of policy/procedure as measured by retrospective surveys following completion of training.	On Target 96 percent	Achieved 95.5 percent	New outcome in Fiscal Year 2017/18
6. The County will ensure that 90% of Program Integrity claims are established within 180 days of the date of discovery. (MOU)	New outcome in Fiscal Year 2019/20		
Family Medicaid			
7. Family Medicaid applications will be processed in an average of 19 days compared to the state's requirement to process within 45 days.	On Target 14 days	New outcome in Fiscal Year 2018/19	
8. 95% (4,932 of 5,192) of all Family Medicaid applications will be processed timely (within 45 days) compared to the state's requirement to process 90% of all applications timely.	On Target 98 percent	New outcome in Fiscal Year 2018/19	
Adult Medicaid			
9. 97% (557 of 575) of cases reviewed by internal quality control review will assure that families are receiving the correct benefits.	On Target 97 percent	Achieved 98 percent	Achieved 98 percent
10. The County will process 85% of Special Assistance for the Aged (SAA)	New outcome in Fiscal Year 2019/20		

applications within 45 calendar days of the application date. (MOU)		
11. The County will process 85% of Special Assistance for the Disabled (SAD) applications within 60 calendar days of the application date. (MOU)		New outcome in Fiscal Year 2019/20
Day Care		
12. To support the economic independence of Catawba County parents/caretakers, a minimum of 1,250 children will be assisted monthly by childcare subsidy. (conditioned on the availability of state and federal funds)	On Target 1,654 children	New outcome in Fiscal Year 2018/19
13. The County will process 95% of Child Care Subsidy applications within 30 calendar days of the application date. (MOU)		New outcome in Fiscal Year 2019/20
Energy Programs		
14. The County will process 95% of Crisis Intervention Program (CIP) applications within one (1) business day for applicants with no heat or cooling source. (MOU)		New outcome in Fiscal Year 2019/20
15. The County will process 95% of all Crisis Intervention Program (CIP) applications within two (2) business days of the application date for applicants who have a heat or cooling source. (MOU)		New outcome in Fiscal Year 2019/20

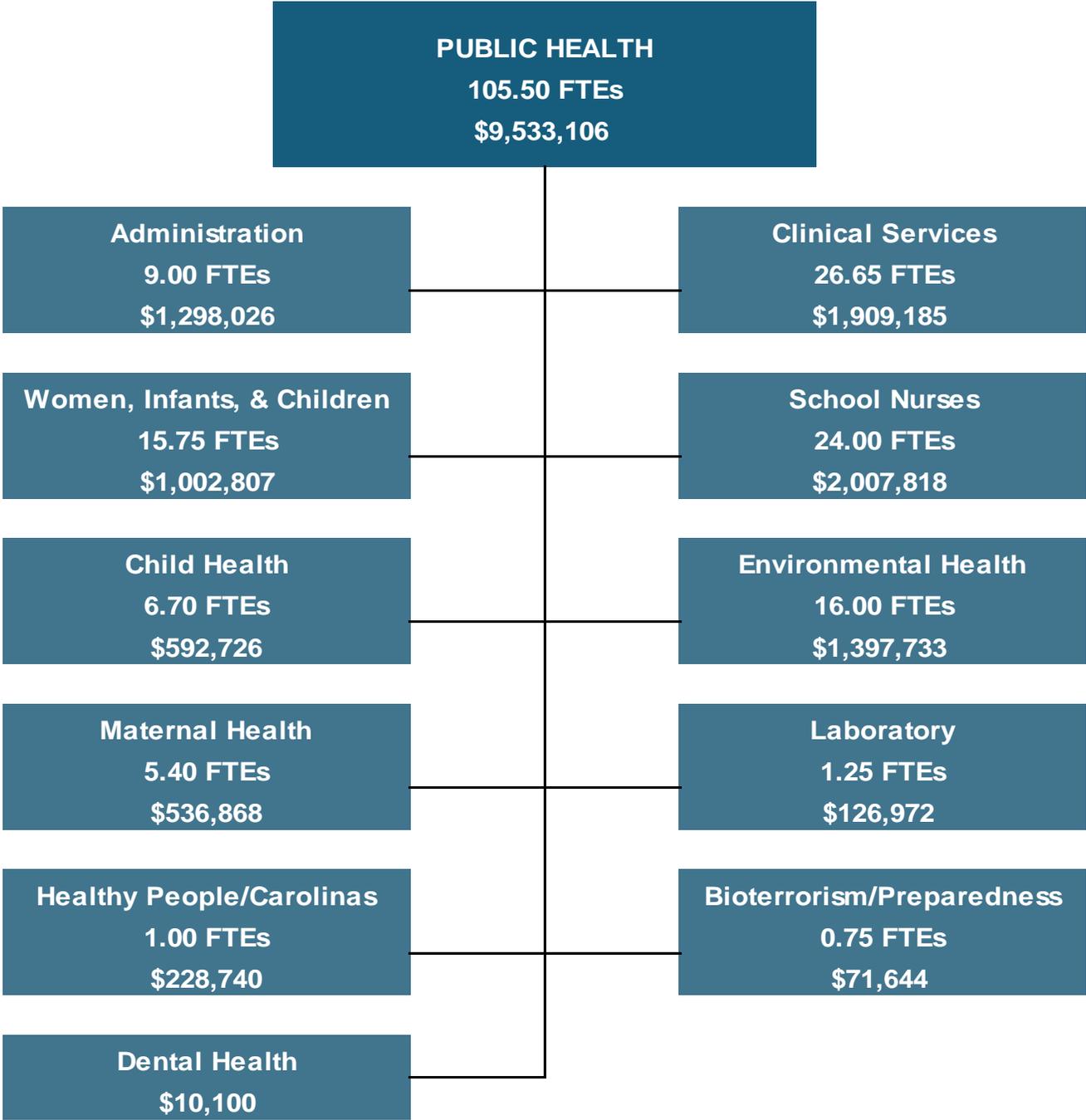
FAMILY N.E.T. (NURTURING, EDUCATION, AND TREATMENT)

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
Outpatient Services			
1. 80% (40 of 50) of children ages 3-17 who enter foster care will engage in treatment within 45 days of entering care through a comprehensive clinical assessment to provide needed interventions to address identified needs. (Clinical Services/Outpatient)	On Target 100 percent	Achieved 88 percent	Achieved 96 percent
2. 92% (183 of 200) of children served by clinicians will demonstrate improvement (at least a 10 point decrease) in at least one domain on the Child and Adolescent Functional Assessment Scale (CAFAS) after six months or upon completion of treatment. (Clinical Services/Outpatient)	On Target 96 percent	Achieved 92 percent	Achieved 93 percent
Early Childhood Support Team			
3. 93% (25 of 27) of children ages 2-5 years who complete services with the Clinical Specialists will demonstrate	On Target 100 percent	Achieved 92 percent	Achieved 96 percent

attachment, initiative and self-control as indicated by an increase in the total protective factors score as measured by the Devereux Early Childhood Assessment, 2nd Edition. (Early Childhood Support Team)			
4. 85% (17 of 20) parents who participate in Level 4 Triple P Group or Standard interventions will demonstrate an increase in parenting skills as measured by the Parenting Scale. (Early Childhood Support Team)	Pending	Achieved 100 percent	New outcome in Fiscal Year 2017/18
5. 96% (27 of 28) of child care teachers who actively participate in consultative services with the Education Specialists for at least 6 months will demonstrate maintenance or improvement in providing supportive classroom environments for children as measured by the Inventory of Practices for Promoting Children's Social Emotional Competence. (Early Childhood Support Team)	Pending	Achieved 100 percent	Achieved 100 percent
Post Care			
6. 90% (18 of 20) of families served through Post Adoption Services will report an increase in knowledge of the implication of childhood trauma as measured by self-report retrospective scaling questionnaire. (Post Care)	On Target 100 percent	Achieved 100 percent	Achieved 96 percent
TEEN UP			
7. 80% (90 of 112) of program participants who complete Teen Up programming will report an increase in protective factors based on pre and post survey. (Prevention-TEEN UP)	Pending	Achieved 92 percent	Achieved 86 percent
Residential Cottages			
8. Foster Home Parents will meet with 93% (42 of 45) of core subject teachers of children who have resided at the cottages at least 90 days once every 9-week grading period to identify child's strengths and needs. (Residential Cottages)	On Target 97 percent	Achieved 97 percent	Achieved 94 percent

PUBLIC HEALTH

DEPARTMENT DESCRIPTION



ADMINISTRATION

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

ENVIRONMENTAL HEALTH

To assure a safe and healthful environment for the citizens of Catawba County with respect to permitted establishments, subsurface waste disposal, private well construction and protection, and North Carolina smoke-free laws.

MATERNAL HEALTH

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

CHILD HEALTH

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

Care Coordination for Children (CC4C)

Catawba County Public Health seeks to ensure care management services are provided for all Medicaid-eligible children birth to five years of age determined to be high-risk and qualify for services. The Care Coordination for Children (CC4C) program, in partnership with Community Care Networks, implements community based interventions for children to maximize health outcomes. Priority risk factors include children with special health care needs, having or at increased risk for chronic physical, behavioral or emotional conditions, exposed to toxic stress in early childhood including extreme poverty in conjunction with continuous family chaos, recurrent physical or emotional abuse, chronic neglect, severe enduring maternal depression, persistent parental substance abuse, repeated exposure to violence within the community or family, those in the foster care system, or those who are high cost/frequent users of services.

Early Childhood Support Team

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

School Health

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

PREPAREDNESS & RESPONSE

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

COMMUNITY & ADULT HEALTH

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

WOMEN, INFANTS, & CHILDREN (WIC)

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

BUDGET HIGHLIGHTS

PUBLIC HEALTH

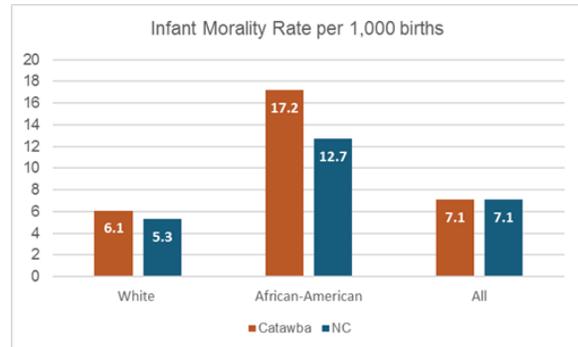
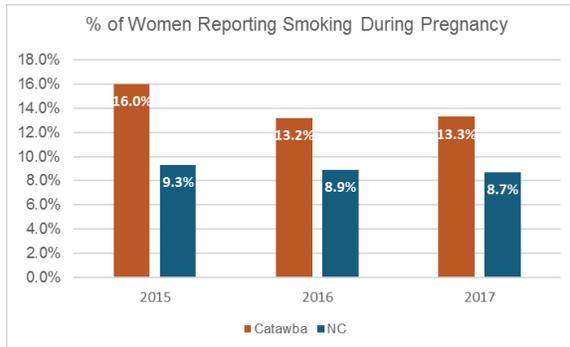
Organizations: 580050 - 580550

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Federal	\$47,675	\$60,965	\$43,465	\$43,465	-28.7%
State	1,095,169	1,209,363	1,262,313	1,262,313	4.4%
Federal & State	1,454,230	1,475,017	1,430,017	1,430,017	-3.1%
Local	825,362	687,845	904,321	904,321	31.5%
Charges & Fees	1,152,246	1,084,610	1,129,610	1,129,610	4.1%
Miscellaneous	14,841	34,220	24,220	24,220	-29.2%
From Hospital Reserve	500,000	500,000	500,000	500,000	0.0%
Special Contingency	0	300,000	300,000	300,000	0.0%
Fund Balance	0	167,180	12,000	118,215	-29.3%
General Fund	3,205,339	3,371,606	4,062,363	3,820,945	13.3%
Total	\$8,294,862	\$8,890,806	\$9,668,309	\$9,533,106	7.2%
Expenses					
Personal Services	\$6,836,081	\$7,319,069	\$7,632,665	\$7,632,665	4.3%
Supplies & Operations	1,387,185	1,271,737	1,735,644	1,600,441	25.8%
Capital	71,596	0	0	0	0.0%
Special Contingency	0	300,000	300,000	300,000	0.0%
Total	\$8,294,862	\$8,890,806	\$9,668,309	\$9,533,106	7.2%
Expenses by Division					
Administration	\$1,086,510	\$1,253,591	\$1,433,229	\$1,298,026	3.5%
Environmental Health	1,117,994	1,265,066	1,397,733	1,397,733	10.5%
Maternal Health	494,387	591,459	536,868	536,868	-9.2%
Laboratory	100,810	114,909	126,972	126,972	10.5%
Child Health	533,961	566,088	592,726	592,726	4.7%
School Nurses	1,713,954	1,750,941	2,007,818	2,007,818	14.7%
Dental Health	8,844	10,100	10,100	10,100	0.0%
Bioterrorism/Preparedness	61,926	75,860	71,644	71,644	-5.6%
Healthy People/Carolinas	228,563	100,973	228,740	228,740	126.5%
Health Promotion & Strategy	0	0	350,487	350,487	0.0%
Clinical Services (fmr. Nurses/FP)	1,990,337	2,195,102	1,909,185	1,909,185	-13.0%
WIC	957,579	966,717	1,002,807	1,002,807	3.7%
Total	\$8,294,865	\$8,890,806	\$9,668,309	\$9,533,106	7.2%
Employees					
Permanent	101.50	104.50	105.50	105.50	1.0%
Hourly	1.26	1.26	1.26	1.26	0.0%
Total	102.76	105.76	106.76	106.76	0.9%

The budget includes the addition of an Environmental Health Lead to provide overall program management, increased customer service, and enhanced response times, expansion of the school nurse program to cover Conover School, and the use of restricted funds for facility renovations.

PERFORMANCE MEASUREMENT

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



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

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
1. To ensure the health outcomes for children and youth served by the foster care program, CC4C case managers will ensure that 90% of children (ages 0-5) who are placed in Catawba County's custody are seen by their pediatrician within the recommended timeframes per Fostering Perspectives.	On Target 100 percent	Achieved 100 percent	New outcome in Fiscal Year 2017/18
2. To facilitate access to quality nutrition services, 80% of clients served through OBCM and CC4C not already enrolled in WIC will be scheduled for WIC services.	On Target 88 percent	New outcome in Fiscal Year 2018/19	
3. To promote long-term positive health outcomes for themselves and their families, 85% of adult WIC and Family Planning patients that are identified as current tobacco users will be referred to the NC Quitline.	New outcome in Fiscal Year 2019/20		

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



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

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
4. To better coordinate chronic disease prevention efforts, 85% of Family Planning patients that are identified as having an elevated risk of becoming pre-diabetic per Family Planning guidelines will receive appropriate referrals to evidence-based Diabetes Prevention Program services.	New outcome in Fiscal Year 2019/20		
5. To provide leadership in creating and supporting healthy school environments, School Health will collaborate with schools, districts, and community volunteers to ensure that 75% of schools participating in the LiveWell Schools initiative show improvement in their Healthy Schools Program assessment.	On Target	New outcome in Fiscal Year 2018/19	
6. To mitigate the impacts of alarming youth tobacco trends, School Health nurses will partner with each district to implement evidence-based interventions focused on preventing emerging tobacco product use in 75% of schools serving 6th-12th grade students.	New outcome in Fiscal Year 2019/20		
7. To focus on decreasing existing health disparities, coordinated outreach and referral efforts will increase the number of African-American women who receive breast exam services through the Breast and Cervical Cancer Control Program by 50%.	New outcome in Fiscal Year 2019/20		

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

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

Social vulnerability refers to the resilience of communities when confronted by natural disasters or disease outbreaks. This index scores on a scale from 0 (lowest vulnerability) to 1 (highest vulnerability) using fifteen different Census-related indicators. As of 2016, Catawba County’s current social vulnerability index score is 0.6543 with a range of Census tract scores from 0.0893 to 0.972 (<https://svi.cdc.gov/map.html>).

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
8. To promote a safe and healthy childcare environment, 95% of violations related to child health and safety identified during a childcare center’s inspection will be referred to ECST nurses for appropriate technical assistance.	On Target	New outcome in Fiscal Year 2018/19	
9. To ensure a prepared public health workforce, 85% of employees participating in emergency preparedness and shelter training will report an increase in their knowledge related to working in a shelter environment.	On Target	New outcome in Fiscal Year 2018/19	
10. To provide excellent customer service, Environmental Health will complete initial permits of 85% of all new construction onsite well and septic permit applications within fifteen process days.	Not on Target 71 percent	Not Achieved 75 percent	Achieved 89 percent
11. To protect public health through quality infrastructure development, 30% or less of reviewed onsite well and septic permits will require revisions to be made.	New outcome in Fiscal Year 2019/20		
12. To promote the prevention of communicable disease, 85% of Adult Health patients identified as having an elevated risk for exposure to hepatitis A and/or hepatitis B will be referred for appropriate vaccination.	New outcome in Fiscal Year 2019/20		
13. To ensure compliance with NC immunization requirements and to continue efforts to prevent pertussis and other vaccine preventable diseases in our community, 85% of eligible seventh grade students will receive a Tdap booster and Meningococcal vaccine by the first day of school.	Achieved 88 percent	Achieved 87 percent	Achieved 97.5% Tdap 97.5% Mening.

OTHER HUMAN SERVICES

DEPARTMENT DESCRIPTION

Expenses associated with the Medical Examiner are housed in this section of the budget. Counties are required by statute to pay for Medical Examiner services and autopsy reports for County residents who die inside the County if the medical examiner, district attorney of the county, or any superior court judge request it. Deaths requiring an autopsy that occur outside a person’s county of residence are entirely the funding responsibility of the State.

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

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

BUDGET HIGHLIGHTS

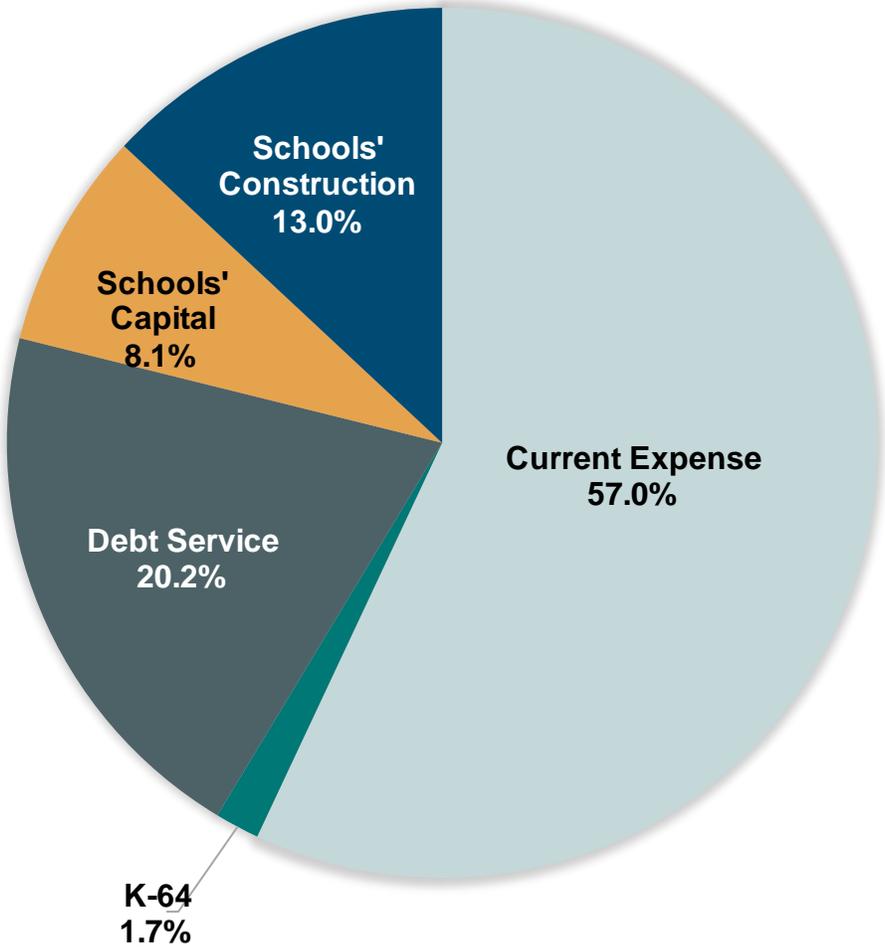
OTHER HUMAN SERVICES

Organization: 510050

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
General Fund	\$164,650	\$223,500	\$223,500	\$223,500	0.0%
Total	\$164,650	\$223,500	\$223,500	\$223,500	0.0%
Expenses					
Medical Examiner	\$164,650	\$223,500	\$223,500	\$223,500	0.0%
Total	\$164,650	\$223,500	\$223,500	\$223,500	0.0%

EDUCATION

The County has budgeted \$78,578,532 or 32.3 percent of the total budget for education expense. This includes \$44,776,976 for current expenses for the three school districts and Catawba Valley Community College (CVCC), \$1,300,000 for the K-64 Initiative, and capital and construction expenses total \$10,250,000. The Debt Service amount for education is \$15,900,000. Public education is a major responsibility of County government. In recent years, Catawba County has undertaken major initiatives to both support effective education and to secure accountability for the use of educational funding.



EDUCATION

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

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

BUDGET HIGHLIGHTS

CURRENT EXPENSE					Organization: 710050
	2017/18	2018/19	2019/20	2019/20	Percent
	Actual	Current	Requested	Adopted	Change
Revenues					
1st 1/2% Sales Tax	\$4,906,742	\$4,726,486	\$4,951,825	\$4,951,825	4.8%
1st 1/2% Sales Tax - Food	617,292	574,143	622,964	\$622,964	8.5%
1/4 Cent Sales Tax	439,614	454,555	458,358	\$458,358	0.8%
Fines & Forfeitures	490,348	590,350	569,508	\$579,200	-1.9%
General Fund	37,367,459	38,837,074	39,689,808	39,464,629	1.6%
Total	\$43,821,455	\$45,182,608	\$46,292,463	\$46,076,976	2.0%
Expenses					
Catawba County					
County Funding	\$26,353,722	\$27,028,917	\$27,839,785	\$27,542,445	1.9%
Fines & Forfeitures	338,764	410,275	422,583	403,375	-1.7%
Subtotal	\$26,692,486	\$27,439,192	\$28,262,368	\$27,945,820	1.8%
Hickory City					
County Funding	\$6,724,119	\$6,830,109	\$6,714,819	\$6,952,611	1.8%
Fines & Forfeitures	88,150	103,675	101,925	101,825	-1.8%
Subtotal	\$6,812,269	\$6,933,784	\$6,816,744	\$7,054,436	1.7%
Newton-Conover					
County Funding	\$4,840,350	\$5,033,232	\$5,045,600	\$5,052,720	0.4%
Fines & Forfeitures	63,434	76,400	45,000	74,000	-3.1%
Subtotal	\$4,903,784	\$5,109,632	\$5,090,600	\$5,126,720	0.3%
Catawba Valley Community College					
County Funding	\$4,200,000	\$4,400,000	\$4,822,751	\$4,650,000	5.7%
K-64 Funding	1,212,916	1,300,000	1,300,000	1,300,000	0.0%
Subtotal	\$5,412,916	\$5,700,000	\$6,122,751	\$5,950,000	4.4%
Grand Total	\$43,821,455	\$45,182,608	\$46,292,463	\$46,076,976	2.0%

Pupil Allocation

	Catawba	Hickory	Newton-Conover	Total
Per Pupil				
Average Daily Membership (ADM)	16,135	4,073	2,960	23,168
ADM Change from Prior Fiscal Year	(276)	(74)	(96)	(446)
Per Pupil Funding Increase	\$60	\$60	\$60	\$60
Funding Change	513,528	122,502	19,488	\$655,518
<i>% Change</i>	1.9%	1.8%	0.4%	1.7%
County Base	\$1,522	\$1,522	\$1,522	\$1,522
2% Teacher Supplement	53	53	53	53
Technology	75	75	75	75
Available for Joint School Programs	57	57	57	57
County Per Pupil Total	1,707	1,707	1,707	1,707
Fines & Forfeitures	25	25	25	25
School Fund Balance	7	7	7	7
Total Per Pupil	\$1,739	\$1,739	\$1,739	\$1,739
Total				
County Base	\$24,557,470	\$6,199,106	\$4,505,120	\$35,261,696
2% Teacher Supplement	855,155	215,869	156,880	1,227,904
Technology	1,210,125	305,475	222,000	1,737,600
Available for Joint School Programs	919,695	232,161	168,720	1,320,576
County Total	27,542,445	6,952,611	5,052,720	39,547,776
Fines & Forfeitures	403,375	101,825	74,000	579,200
School Fund Balance	112,945	28,511	20,720	162,176
<i>Total</i>	<i>\$28,058,765</i>	<i>\$7,082,947</i>	<i>\$5,147,440</i>	<i>\$40,289,152</i>

The budget includes increased current expense funding for public schools and CVCC of \$894,368. A \$60 per pupil increase (3.6%) is included for public schools in current expense funding, resulting in a per-pupil rate of \$1,707 and a total funding increase of \$655,518 or 1.7 percent. The table above shows the impact by school system. Barring any major changes in funding for public schools by other counties, the increased funding is expected to improve the County's ranking from 20th to 19th in total current expense funding and improves per pupil funding ranking from 52nd to 49th.

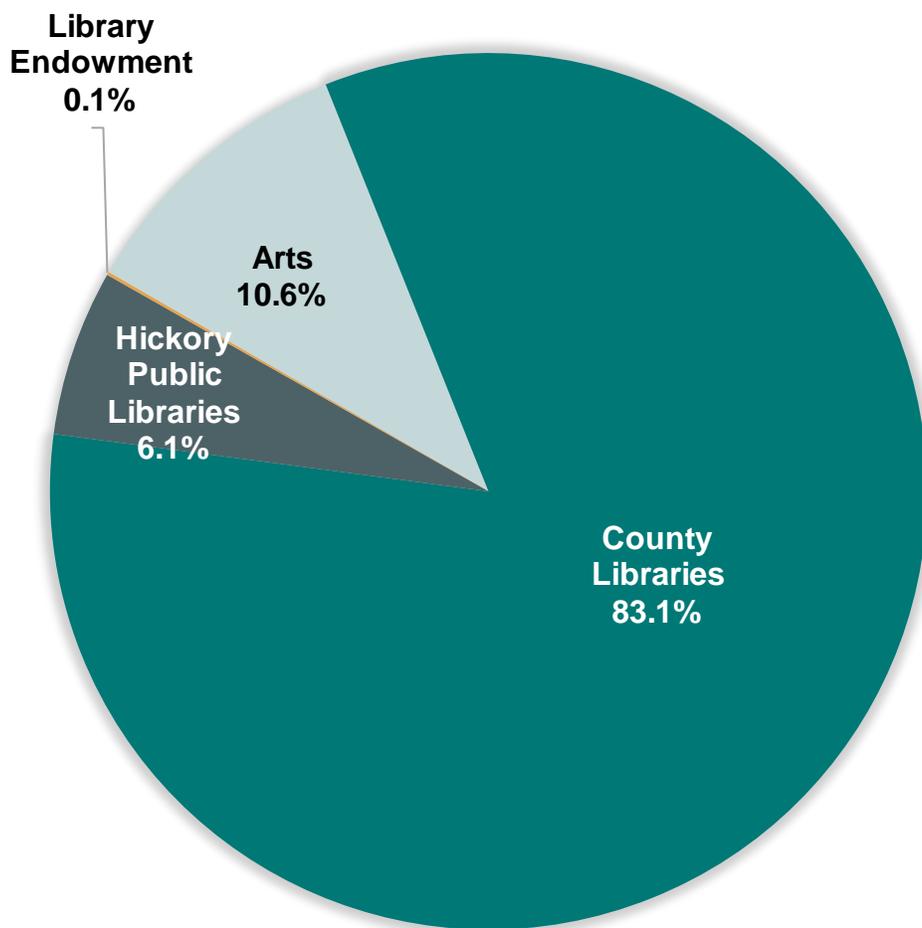
A \$250,000 or 5.7 percent operating increase is included for CVCC current expense primarily driven by annualizing operating costs for the Workforce Solutions Center.

The budget also continues to provide \$1.3M for the K-64 Initiative, in the third year of the County's 5-year funding commitment. These funds will support achievement of 1-to-1 technology throughout all public middle and high schools in Catawba County.



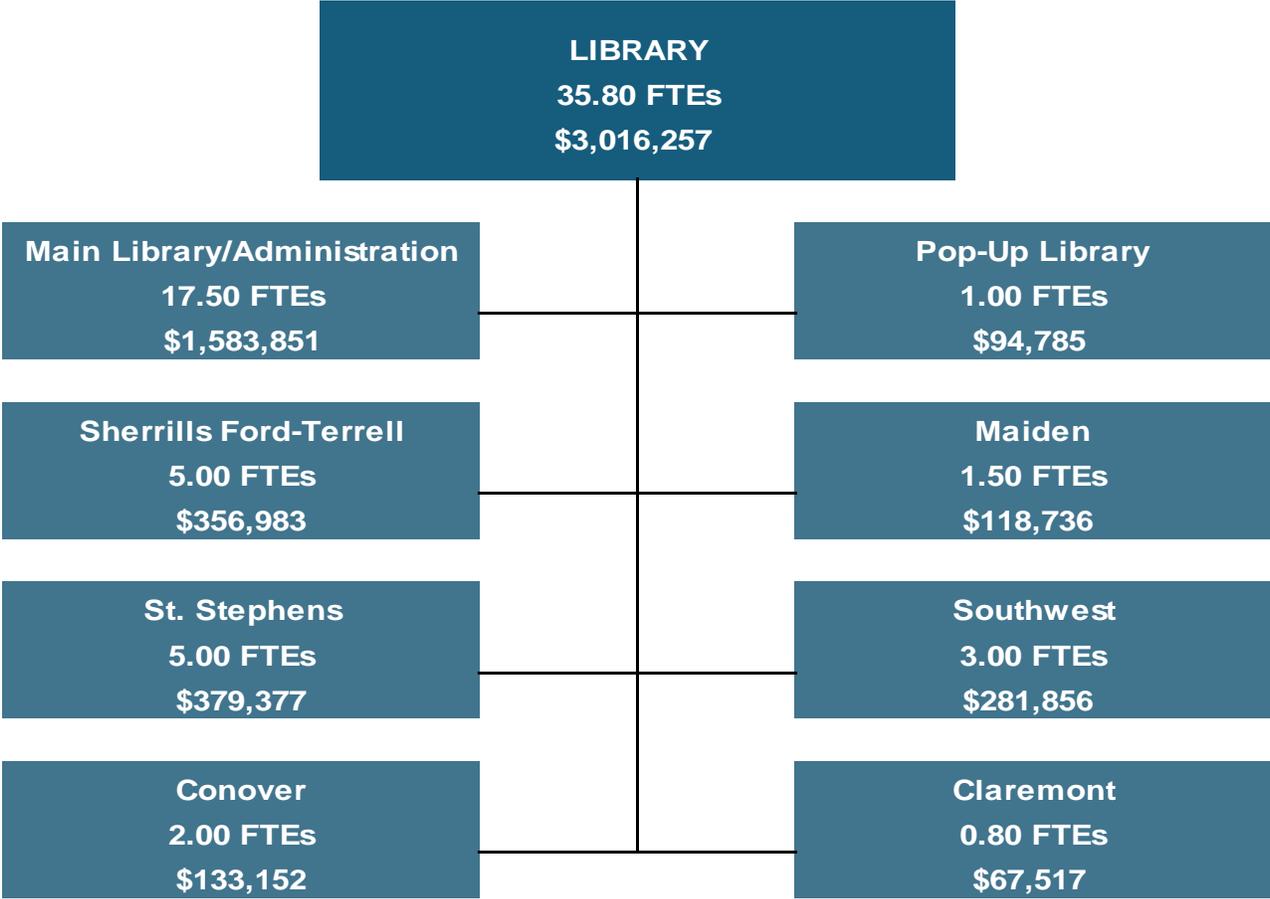
CULTURE

This function is composed of the County Library system, the Catawba County Historical Association, Catawba County Council for the Arts, Salt Block, Newton-Conover Auditorium, and Hickory Public Libraries. The Main Library is located in Newton with branch facilities in the Maiden, Sherrills Ford, St. Stephens, Mountain View, Conover, and Claremont areas, as well as a mobile library that operates Countywide. The County has budgeted \$3,627,760 or 1.5 percent of the total budget in support of the library system, culture, and the arts.



LIBRARY

DEPARTMENT DESCRIPTION



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

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

BUDGET HIGHLIGHTS

LIBRARY

Reinventing Department

Organizations: 810050 - 810290

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Federal	\$106,471	\$64,433	\$0	\$0	0.0%
State	188,346	154,169	153,672	153,672	-0.3%
Local	84,372	65,397	65,000	65,000	-0.6%
Charges & Fees	50,624	47,300	49,400	49,400	4.4%
Miscellaneous	7,497	726	1,226	1,226	68.9%
From Self Insurance	0	0	0	0	0.0%
General Fund	2,361,973	2,596,517	2,746,959	2,746,959	5.8%
Total	\$2,799,283	\$2,928,542	\$3,016,257	\$3,016,257	3.0%
Expenses					
Personal Services	\$1,944,695	\$2,152,413	\$2,249,931	\$2,249,931	4.5%
Supplies & Operations	729,973	776,129	766,326	766,326	-1.3%
Capital	124,615	0	0	0	0.0%
Total	\$2,799,283	\$2,928,542	\$3,016,257	\$3,016,257	3.0%
Expenses by Division					
Main Library/Admin.	\$1,509,124	\$1,542,273	\$1,583,851	\$1,583,851	2.7%
Pop-Up Library	134,503	92,968	94,785	94,785	2.0%
Sherrills Ford - Terrell	310,449	344,404	356,983	356,983	3.7%
Maiden	107,908	121,297	118,736	118,736	-2.1%
St. Stephens	342,734	362,326	379,377	379,377	4.7%
Southwest	236,237	264,514	281,856	281,856	6.6%
Conover	100,723	135,428	133,152	133,152	-1.7%
Claremont	57,602	65,332	67,517	67,517	3.3%
Total	\$2,799,280	\$2,928,542	\$3,016,257	\$3,016,257	3.0%
Employees					
Permanent	34.80	35.80	35.80	35.80	0.0%
Hourly	2.30	2.30	2.30	2.30	0.0%
Total	37.10	38.10	38.10	38.10	0.0%

Outcome Achievements				
Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2017/18	16	16	0	100%
2016/17	82	82	0	100%
2015/16	68	68	0	100%

The budget includes ongoing operations for the Pop-Up Library and continued support for the Wi-Fi Hotspot rental program.

PERFORMANCE MEASUREMENT

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

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
1. To ensure children start school ready to learn and positioned to excel and to promote caregiver engagement in early literacy learning, the library will provide highly interactive Every Child Ready to Read story programs and caregiver workshops in the library and community; with 85% of surveyed caregivers reporting that they have learned something new to share with their child, feel more confident to help their child learn, and will spend more time interacting with their child.	On Target <ul style="list-style-type: none"> • 354 early literacy story times • 98% learned something new • 94% feel more confident helping children learn • 96% intend to spend more time interacting with their children • 98% are more aware of library resources and services. 	Achieved <ul style="list-style-type: none"> • 688 early literacy story times • 98% learned something new • 99% feel more confident helping children learn • 99% intend to spend more time interacting with their children • 99% are more aware of library resources and services. 	Achieved <ul style="list-style-type: none"> • 757 early literacy story times • 100% learned something new • 96% feel more confident helping children learn • 100% intend to spend more time interacting with their children • 100% are more aware of library resources and services.
2. To ensure that children in childcare settings have access to literature that enhances their early learning and reading; the library will provide quality reading materials to childcare centers through the Bookbagger program; with 85% of participating childcare teachers reporting that having library materials in the classroom improves their children's early learning experiences and increases the amount and quality of time spent reading books.	On Target 8,814 early reading and learning materials provided to children in area childcare programs, with 100% of participating childcare teachers reporting positive impact from library materials in classroom	Achieved 17,210 early reading and learning materials provided to children in area childcare programs, with 100% of participating childcare teachers reporting positive impact from library materials in classroom	Achieved 16,301 early reading and learning materials provided to children in area childcare programs, with 100% of participating childcare teachers reporting positive impact from library materials in classroom
3. To expose children to a greater variety of reading material and establish reading together as an important practice in the home, the library will implement a countywide early literacy initiative, "1000 Books Before Kindergarten"; with 85% of surveyed participants reporting that they read more often as a family or discovered new materials or resources.	On Target 91 children registered and 100% of surveyed parents and caregivers reporting that they read more often as a family or discovered new materials and resources	Achieved 432 children registered and 100% of surveyed parents and caregivers reporting that they read more often as a family or discovered new materials and resources	New outcome in Fiscal Year 2017/18

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

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
4. To expand citizens' access to information and ideas and promote continued engagement with reading and learning throughout the summer, the library will provide an incentive-based interactive summer reading program for Catawba County children, teens, and adults; with 85% of participants reporting they read more, enjoyed reading more, learned something new; or that their child read more often, is a more confident reader, or maintained or increased their reading skills.	Achieved <ul style="list-style-type: none"> Registered 1,348 children, 221 teens and 303 adults for the 2018 Summer Learning Program 89 youth summer learning programs 24 teen programs 22 adult programs 89% of participants reported learning something new and wanting to use the library more 88% reported reading more and enjoying it more. 	Achieved <ul style="list-style-type: none"> Registered 1,453 children, 268 teens and 272 adults for the 2017 Summer Learning Program 154 youth summer learning programs 15 teen programs 16 adult programs 94% of participants reported learning something new and wanting to use the library more 92% reported reading more and enjoying it more. 	Achieved <ul style="list-style-type: none"> Registered 1,678 children and teens and 246 adults for the 2016 Summer Learning Program 111 youth summer learning programs for youth 11 adult programs 100% of participants reported reading more and enjoying it more.

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

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
5. To support Catawba County educational initiatives, including K64, the library will maintain responsive partnerships with Catawba County's three school systems and higher education institutions to support student learning through collaborative services and programming that provide robust learning opportunities as well as opportunities for children and young adults to explore and discover career paths; with 85% of participants reporting that the collaborative work enhances learning opportunities for students.	On Target	Achieved 100% reporting enhanced learning	Achieved Each branch of the Catawba County Library system has enriched learning opportunities for students and worked to increase educational attainment through partnerships with local schools through various activities including field trips, teacher training, STEAM program and early literacy programming.
6. To enhance Catawba County students' interest and knowledge in science, technology, engineering, arts and math (STEAM) concepts, and contribute to the creation of a 21st century workforce of inquisitive problem solvers, learning and pushing innovation to the next level,	On Target <ul style="list-style-type: none"> 73 STEAM programs 100% of participating students increased knowledge and interest and are more engaged in learning. 	Achieved <ul style="list-style-type: none"> 102 STEAM programs 100% of participating students increased knowledge and interest and are more engaged in learning. 	Achieved <ul style="list-style-type: none"> 137 STEAM programs 100% of participating students increased knowledge and interest and are more engaged in learning.

the library will provide engaging hands-on STEAM learning opportunities; with 85% of students reporting that they increased their knowledge and interest and are more engaged in learning.			
7. To increase teen engagement and support personal growth, the library will host highly interactive learning programs and provide robust resources for learning and entertainment; with 85% of teens attending programs reporting that they learned something new or were introduced to new or interesting resources.	On Target • 27 learning programs and empowering resources for teens • 100% of participants learned something new or were introduced to new or interesting resources.	Achieved • 40 learning programs and empowering resources for teens • 100% of participants learned something new or were introduced to new or interesting resources.	Achieved • 39 learning programs and empowering resources for teens. • 100% of participants learned something new or were introduced to new or interesting resources.

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

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
8. To ensure technology access across the community and bridge the digital divide, and to support personal growth for citizens, the library will provide access to robust library resources, technology workshops, and one-on-one assistance; with 85 percent of participants reporting that they feel more knowledgeable or confident about using digital resources, and can apply what they've learned.	On Target • 8,621 technology related questions answered • 43 digital literacy workshops conducted • 2,094 in-depth one-on-one assistance sessions provided • 100% reported more knowledgeable/confident	Achieved • 19,003 technology related questions Answered • 124 digital literacy workshops conducted • 4,653 in-depth one-on-one assistance sessions provided • 100% reported more knowledgeable/confident	Achieved • 21,228 technology related questions Answered • 219 digital literacy workshops conducted • 2,809 in-depth one-on-one assistance sessions provided.
9. To enhance broadband access across the community, bridge the digital divide, support K64 educational initiatives, and enhance quality of life; the library will provide individuals, students, and families with critical internet access through lending Wi-Fi Hotspots and laptop computers; with 85 percent of borrowers indicating that they've increased their digital literacy through having access to the internet.	New outcome for Fiscal Year 2019/20		

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

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
10. To support personal growth, enhance job skills, and further career readiness	On Target	Achieved	Achieved

<p>for citizens, the library will provide access to robust library resources, career workshops, job skills training and one-on-one assistance; with 85 percent of participants reporting that they feel more knowledgeable or confident about the job search process and using what they've learned.</p>	<ul style="list-style-type: none"> • 49 career and job readiness training sessions provided • 427 empowering one-on-one assistance sessions • 614 job and career related questions answered • 100% reported more knowledgeable/confident 	<ul style="list-style-type: none"> • 46 career and job readiness training sessions provided • 1,649 empowering one-on-one assistance sessions • 929 job and career related questions answered. • NC Works partnership provides citizens access to in-depth one-on-one career counseling and guidance at the library. • 100% reported more knowledgeable/confident 	<ul style="list-style-type: none"> • 9 career and job readiness training sessions provided • 833 empowering one-on-one assistance sessions • 3,764 job and career related questions answered. • NC Works partnership provides citizens access to in-depth one-on-one career counseling and guidance at the library.
<p>11. To foster local efforts to revitalize Catawba County, further career readiness, and support the entrepreneurial and small business community, the library will collaborate with the CVCC Small Business Center and/or other entrepreneurial community agencies to host seminars that support entrepreneurial or innovative business ideas; with 85 percent of participants reporting that they are more knowledgeable or confident with establishing or enhancing their business or business skills, developed an interest in entrepreneurial activities, or discovered library resources that support their business information needs.</p>	<p>On Target Partnered with CVCC Small Business Center to conduct 3 workshops to support the entrepreneurial and small business community • 100% reported more knowledgeable/confident</p>	<p>Achieved Partnered with CVCC Small Business Center to conduct 4 workshops to support the entrepreneurial and small business community • 100% reported more knowledgeable/confident</p>	<p>Achieved Partnered with CVCC Small Business Center to conduct 4 workshops to support the entrepreneurial and small business community.</p>

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

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
<p>12. To support personal growth and enhance learning, cultural understanding, adult literacy, life skills language skills, and to contribute to a healthy and safe community for diverse populations, the library will provide access to free culturally and intellectually diverse life-long learning opportunities; with 85 percent of adults who participate in library programs or check out materials reporting they learned something that is new or helpful, feel more confident, intend to apply what they have learned, or are</p>	<p>On Target • 194 adult lifelong learning programs provided • 93 exhibits offered to highlight diverse and interesting materials • 99% reported more knowledgeable/confident</p>	<p>Achieved • 401 adult lifelong learning programs provided • 166 exhibits offered to highlight diverse and interesting materials • 99% reported more knowledgeable/confident</p>	<p>Achieved • 496 adult lifelong learning programs provided • 86 exhibits offered to highlight diverse and interesting materials.</p>

more aware of library and community resources and services.			
13. To contribute to sustainably improving Catawba County's health priorities for a healthier community and enhanced quality of life, the library will partner in the community to provide programs to foster healthy eating, active living, and prevention of chronic disease; with 85 percent of program participants reporting they learned something that is new or helpful, feel more confident, intend to apply what they have learned, or are more aware of library and community resources and services.	New outcome for Fiscal Year 2019/20		
14. To help Catawba County seniors maintain cognitive health, establish social networks, remain active, and enhance lifelong learning, the library will offer senior-focused library programs; with 85 percent of participants reporting that attending programs and/or using library materials enhanced their quality of life.	On Target 17 senior-focused outreach and learning programs conducted in collaboration with local senior care facilities • 100% reported enhanced quality of life	Achieved 20 senior-focused outreach and learning programs conducted in collaboration with local senior care facilities • 100% reported enhanced quality of life	Achieved 16 senior-focused outreach and learning programs conducted in collaboration with local senior care facilities.
15. To support personal growth and to contribute to building a healthy community, the library will partner with NC Cooperative Extension to provide opportunities for community members to learn about gardening and to produce healthy foods that are shared with local people in need of nutritious meals; with 85 percent of participants reporting they increased their physical activity, learned how to start or improve their gardening skills, or enjoyed a healthier lifestyle.	On Target • 3,571 pounds of produce produced, harvested, and donated to local food banks to share with community members in need of meals by Library Community Garden program and volunteer efforts • 5 Advanced Gardener programs supporting the Farm and Food Sustainability Plan hosted • 98% motivation for healthier lifestyle	Achieved • 1,644 pounds of produce produced, harvested, and donated to local food banks to share with community members in need of meals by Library Community Garden program and volunteer efforts • 13 Advanced Gardener programs supporting the Farm and Food Sustainability Plan hosted • 90% motivation for healthier lifestyle	Achieved • 1,000 pounds of produce produced, harvested, and donated to local food banks to share with community members in need of meals by Library Community Garden program and volunteer efforts, • 22 garden programs hosted supporting the Farm and Food Sustainability Plan.

COMMUNITY CENTER OF EXCELLENCE: ENGAGING OUR COMMUNITY - As a community center of excellence, and as Catawba County's place to connect, explore and grow; the library empowers lives and builds community by bringing people, information and ideas together. The library fuels citizens' passion for reading, personal growth, and building community by facilitating relevant and inspiring collections, services, and connections that meet the community's evolving needs and expectations, ensuring equal access to underserved populations.

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
16. To build community presence and raise awareness of the library's essential role in early literacy, lifelong learning, and economic revitalization, the library will engage the community, highlighting	On Target • 46 outreach presentations to community groups, events, and forums	Achieved • 85 outreach presentations to community groups, events, and forums	Achieved • 58 outreach presentations to community groups, events, and forums

<p>resources and programs through consistently focused efforts including monthly newsletters, regular newspaper and other media coverage, web site promotion, social networking, targeted email, and community outreach; with 90 percent of annual survey respondents designating the library as an important cultural and educational resource contributing to quality of life in Catawba County, and as an ideal place to live and raise a family.</p>	<ul style="list-style-type: none"> • 129 community partners collaborated with to achieve shared goals 	<ul style="list-style-type: none"> • 173 community partners collaborated with to achieve shared goals • 98% of survey respondents agree that the Library is an important community resources and 99% agree that strong public libraries make living better 	<ul style="list-style-type: none"> • 127 community partners collaborated with to achieve shared goals.
<p>17. To actively participate in addressing the critical challenges facing our community and to align library services in support of community goals that enhance citizens' quality of life, the library will actively seek to collaborate to share information, resources, and programming opportunities with community stakeholders; with 85% of surveyed participants and partners reporting an increased community connection and capacity to achieve their goals.</p>	<p>On Target</p>	<p>Achieved 92% of surveyed participants and partners reporting an increased community connection and capacity to achieve their goals.</p>	<p>New outcome in Fiscal Year 2017/18</p>

OTHER CULTURAL

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

BUDGET HIGHLIGHTS

OTHER CULTURE

Organizations: 820050 - 820100

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Miscellaneous	\$3,031	\$0	\$0	\$0	0%
General Fund	595,333	609,361	608,429	607,503	-0.3%
Total	\$598,364	\$609,361	\$608,429	\$607,503	-0.3%
Expenses					
Historical Association	\$125,000	\$130,000	\$125,000	\$125,000	-3.8%
Newton-Conover Auditorium	13,000	12,000	13,000	12,074	0.6%
Hickory Public Libraries	217,808	220,902	222,455	222,455	0.7%
Salt Block Foundation	87,500	90,000	90,000	90,000	0.0%
United Arts Council	155,056	156,459	157,974	157,974	1.0%
Total	\$598,364	\$609,361	\$608,429	\$607,503	-0.3%

The budget maintains current year funding levels for the United Arts Council of Catawba County (\$157,974) and the Catawba County Historical Association (\$125,000). The budget continues to fund Hickory Public Libraries so that County residents living outside the city limits of Hickory can use Patrick Beaver and Ridgeview Libraries free of charge. The budget maintains funding at \$90,000 for the SALT Block Foundation and at \$12,074 for the Newton-Conover Auditorium Authority.



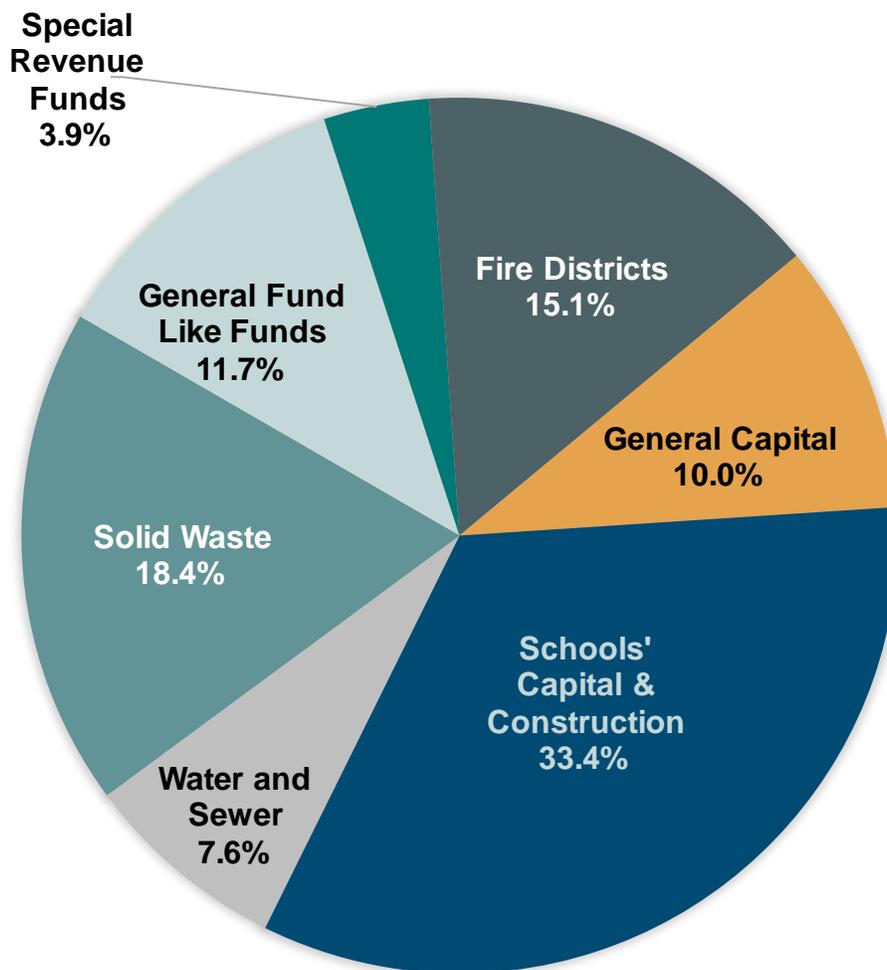
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OTHER FUNDS INFORMATION



OTHER FUNDS

The Other Funds function is comprised of several other General Fund types, Special Revenue Funds, Construction or Project Funds, and Enterprise Funds. These expenditures include capital projects for County buildings, Schools capital and construction, Reappraisal activities, Solid Waste Management, and Self Insurance.



SELF-INSURANCE FUND

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

BUDGET HIGHLIGHTS

SELF-INSURANCE FUND

Fund 115

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Charges & Fees	\$25,661	\$19,000	19,000	\$19,000	0.0%
Interest on Investments	29,868	0	0	0	0%
Insurance Settlements	16,692	0	0	0	0%
Employee Dental Contribution	293,480	300,000	300,000	300,000	0.0%
Emp/Retiree Health Contribution	1,909,318	2,000,000	2,000,000	2,000,000	0.0%
Health Co-Pay	18,920	0	0	0	0%
S/T Disability Premiums	74,167	75,000	75,000	75,000	0.0%
Indirect Cost	253,000	268,100	281,300	281,300	4.9%
Special Contingency	0	150,000	150,000	150,000	0.0%
Fund Balance	0	225,600	221,600	321,600	42.6%
General Fund	1,810,700	1,874,704	1,974,500	1,874,500	0.0%
Total	\$4,431,806	\$4,912,404	\$5,021,400	\$5,021,400	2.2%
Expenses					
Contractual Services	328,821	284,100	296,300	296,300	4.3%
Professional Services	37,192	40,000	41,000	41,000	2.5%
County EAP	27,000	27,500	29,200	29,200	6.2%
Employee Dental Claims	322,711	300,000	300,000	300,000	0.0%
Employee/Retiree Health Claims	1,386,446	2,060,000	2,060,000	2,060,000	0.0%
IBNR	(91,373)	150,000	150,000	150,000	0.0%
Property & General Liability Claims	164,348	150,000	150,000	150,000	0.0%
Property & General Liability Premiums	535,059	522,000	598,000	598,000	14.6%
Retiree Group Health	255,987	299,604	302,000	302,000	0.8%
Self Ins. Collision & Comprehensive	602	10,000	10,000	10,000	0.0%
Special Contingency	0	150,000	150,000	150,000	0.0%
S/T Disability Payments	69,480	75,000	75,000	75,000	0.0%
Taxes & Fees	3,312	3,600	4,200	4,200	16.7%
Supplies & Operations	42,731	65,600	65,700	65,700	0.2%
To Solid Waste Management Fund	3,489	0	0	0	0%
Unemployment Insurance	61,514	125,000	125,000	125,000	0.0%
Workers Compensation Claims	132,134	450,000	450,000	450,000	0.0%
Workers Compensation Premiums	187,508	200,000	215,000	215,000	7.5%
Total	\$3,466,960	\$4,912,404	\$5,021,400	\$5,021,400	2.2%
Expenses by Division					
Wellness	\$299,955	\$312,700	\$321,900	\$321,900	2.9%
Employee Insurance	2,060,755	2,955,704	2,959,004	2,959,004	0.1%
Liability	782,961	989,000	1,069,100	1,069,100	8.1%
Workers Compensation	323,291	655,000	669,000	669,000	2.1%
Total	\$3,466,962	\$4,912,404	\$5,019,004	\$5,019,004	2.2%

The budget increase is primarily due to increased property and liability premiums associated with cyber liability, builder's risk for the new jail, and regular premium increases. Worker's compensation premiums increased due largely to new positions, particularly in the jail. The contract with the CVMC to operate the employee health clinic also increased.

REAPPRAISAL FUND

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

BUDGET HIGHLIGHTS

REAPPRAISAL FUND					Fund 140
	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Investment Earnings	\$3,644	\$0	\$0	\$0	0.0%
Fund Balance	0	69,284	26,068	26,068	-62.4%
General Fund	434,677	417,432	563,363	509,167	22.0%
Total	\$438,321	\$486,716	\$589,431	\$535,235	10.0%
Expenses					
Personal Services	\$383,631	\$400,208	\$533,073	\$478,877	19.7%
Supplies & Operations	54,690	86,508	30,290	30,290	-65.0%
Capital	0	0	26,068	26,068	0.0%
Total	\$438,321	\$486,716	\$589,431	\$535,235	10.0%
Employees					
Permanent	6.00	6.00	8.00	7.00	16.7%
Hourly	0.00	0.00	0.00	0.00	0.0%
Total	6.00	6.00	8.00	7.00	16.7%

The budget for the Reappraisal Fund fluctuates annually based on the current stage of the four-year property tax revaluation cycle. The budget includes funding for an additional vehicle, which will create additional capacity for staff to conduct more fieldwork, and the addition of 1 position that was moved from the General Fund budget to better align staff with function.

PERFORMANCE MEASUREMENT

REAPPRAISAL FUND

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
1. Complete activities associated with the 2023 Reappraisal <ul style="list-style-type: none"> a. Begin review of parcels in preparation of 2023 reappraisal b. Provide NCDOR information for their standards review as needed c. Begin revision for the 2023 Schedule of Values d. Begin analysis for neighborhood delineation 	New outcome in Fiscal Year 2019/20		
2. Increase Public Awareness <ul style="list-style-type: none"> a. Issue press releases b. Advertise Board of Equalization and Review dates c. Work with municipalities and speak as needed d. Present information at Board of Commissioners meetings 	New outcome in Fiscal Year 2019/20		

The Reappraisal Fund’s outcomes have been changed to reflect the activities that will be conducted in Fiscal Year 2019/20.

REGISTER OF DEEDS AUTOMATION & PRESERVATION FUND

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

BUDGET HIGHLIGHTS

REGISTER OF DEEDS AUTOMATION & PRESERVATION

FUND

Fund 160

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Miscellaneous	80,101	79,000	79,000	75,500	-4.4%
Fund Balance Applied	(29,501)	0	0	3,500	0%
Total	\$50,600	\$79,000	\$79,000	\$79,000	0.0%
Expenses					
Contractual Services	\$50,600	\$79,000	\$79,000	\$79,000	0.0%
Supplies & Operations	0	0	0	0	0%
Total	\$50,600	\$79,000	\$79,000	\$79,000	0.0%

The budget includes adjustment to the transfer from the General Fund based on projected revenues from applicable fees and charges. Fund balance is applied to balance the fund.

EMERGENCY TELEPHONE SYSTEM FUND

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

BUDGET HIGHLIGHTS

EMERGENCY TELEPHONE SYSTEM FUND					Fund 202
	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenue					
911 Reimbursement	\$507,559	\$699,006	\$853,911	\$853,911	22.2%
Interest	571	0	0	0	0.0%
From General Fund	(29,451)	(1)	0	0	0.0%
Secondary PSAP 911-Hickory	63,326	198,926	213,787	213,787	7.5%
Secondary PSAP 911-Newton	10,590	37,373	40,370	40,370	8.0%
Backup 911 Center-Hky	0	0	0	0	0.0%
Fund Balance Appropriated	0	0	55,927	50,927	0.0%
Total	\$552,595	\$935,304	\$1,163,995	\$1,158,995	23.9%
Expenses					
Personal Services	\$117,308	\$124,034	\$132,102	\$132,102	6.5%
Supplies & Operations	435,287	738,048	807,907	807,907	9.5%
Capital	0	0	148,986	148,986	0.0%
Contingency	0	73,222	75,000	70,000	-4.4%
Total	\$552,595	\$935,304	\$1,163,995	\$1,158,995	23.9%
Expenses by Division					
Emergency Telephone System	\$435,287	\$811,271	\$1,031,893	\$1,026,893	26.6%
Wireless 911 Charges	27,862	28,150	29,889	29,889	6.2%
911 Addressing	89,446	95,884	102,213	102,213	6.6%
Total	\$552,595	\$935,305	\$1,163,995	\$1,158,995	23.9%
Employees					
Permanent	1.85	1.85	1.85	1.85	0.0%
Hourly	0.00	0.00	0.00	0.00	0.0%
Total	1.85	1.85	1.85	1.85	0.0%

Because the State’s funding model is based on a 5-year rolling average of expenditures, the recent spending associated with construction of the Justice Public Safety Center and establishment of back-up 911 center has positioned the County well. Resultantly, the budget includes revenue increases due to additional Public Safety Answering Point (PSAP) funding from the State. The increased funding will be used towards various planned upgrades and maintenance as well as additional training.

There is also funding included for an upgrade of the Computer Aided Dispatch (CAD) system. The overall budget for the CAD project is \$650,986, of which \$202,986 are eligible for state 911 funding.

FEDERALLY SEIZED FUNDS

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

BUDGET HIGHLIGHTS

FEDERALLY SEIZED PROPERTIES AND MONIES FUNDS Fund 205

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Drug Reimbursement	\$29,515	\$0	\$0	\$0	0%
Sale of Properties	7,075	0	0	0	0%
Interest on Investments	100	0	0	0	0%
Fund Balance	0	10,000	53,710	53,710	437.1%
Total	\$36,691	\$10,000	\$53,710	\$53,710	437.1%
Expenses					
Supplies & Operations	\$6,966	\$10,000	\$0	\$0	0%
Transfers	\$0	\$0	\$53,710	\$53,710	0%
Total	\$6,966	\$10,000	\$53,710	\$53,710	437.1%

FEDERALLY SEIZED JUSTICE FUNDS FUND Fund 207

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
From Fed Seized Funds (205)	0	0	28,451	28,451	0%
Total	\$0	\$0	\$28,451	\$28,451	0%
Expenses					
Supplies & Operations	0	0	15,000	15,000	0%
Drug Prevention Contingency	0	0	13,451	13,451	0%
Total	\$0	\$0	\$15,000	\$15,000	0%

FEDERALLY SEIZED TREASURY FUNDS FUND Fund 208

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
From Fed Seized Funds (205)	0	0	25,259	25,259	0%
Total	\$0	\$0	\$25,259	\$25,259	0%
Expenses					
Supplies & Operations	\$0	\$0	15,000	15,000	0%
Drug Prevention Contingency	0	0	10,259	10,259	0%
Total	\$0	\$0	\$15,000	\$15,000	0%

Restricted revenue received is reserved in the fund and budgeted to support narcotics investigations. To align with federal requirements, the budget transfers the available balance in the existing seizure fund into two separate funds based on the federal agency officers cooperated with to conduct the investigation.

STATE UNAUTHORIZED SUBSTANCE ABUSE FUND

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

BUDGET HIGHLIGHTS

STATE UNAUTHORIZED SUBSTANCE ABUSE FUND					Fund 206
	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Drug Reimbursement	\$92,605	\$0	\$0	\$0	0%
Interest	725	0	0	0	0%
From General Fund	23,654	0	0	0	0%
Fund Balance Appropriated	0	70,000	70,000	70,000	0%
Total	\$116,984	\$70,000	\$70,000	\$70,000	0.0%
Expenses					
Miscellaneous	\$30,000	\$70,000	\$70,000	\$70,000	0%
Total	\$30,000	\$70,000	\$70,000	\$70,000	\$0

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

GENERAL CAPITAL PROJECTS RESERVE

BUDGET HIGHLIGHTS

GENERAL CAPITAL RESERVE FUND					Fund 225
	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Investment Earnings	\$1,997	\$0	\$0	\$0	0%
Fund Balance	0	406,805	0	0	0%
General Fund	(1,997)	0	0	0	0%
Total	\$0	\$406,805	\$0	\$0	0%
Expenses					
To General Fund	\$0	\$0	\$0	\$0	0%
To General Capital Projects	0	406,805	0	0	0%
Total	\$0	\$406,805	\$0	\$0	0%

HOSPITAL RESERVE FUND

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

BUDGET HIGHLIGHTS

HOSPITAL RESERVE FUND					Fund 235
	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Interest on Investments	\$19,779	\$5,000	\$5,000	\$5,000	100%
From Hospital Constr.	0	0	0	0	0%
Fund Balance Applied	480,221	495,000	495,000	495,000	0%
Total	\$500,000	\$500,000	\$500,000	\$500,000	100%
Expenses					
General Fund	\$500,000	\$500,000	\$500,000	\$500,000	100%
Total	\$500,000	\$500,000	\$500,000	\$500,000	100%

The budget continues to transfer \$500,000 of the reserve to the General Fund in support of the school nurse initiative. The Hospital has been a vital partner in the school nurse initiative, providing \$500,000 annually toward the effort to place school nurses in schools throughout the county’s three public school systems.

RESCUE SQUADS FUND

BUDGET HIGHLIGHTS

RESCUE SQUADS FUND

Fund 240

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Interest on Investments	\$958	\$0	\$0	\$0	0.0%
Prior Year Ad Valorem	994,609	826,183	826,183	826,183	0.0%
Fund Balance	(104,416)	0	15,509	15,509	0.0%
Total	\$891,151	\$826,183	\$841,692	\$841,692	1.9%
Expenses					
Property & General Liability	\$116,903	\$115,000	\$110,000	\$110,000	-4.3%
Accounting Services	13,825	14,000	14,000	14,000	0.0%
Medical 1st Response	0	0	0	0	0.0%
Rescue Squads Equipment Reserve	0	60,184	0	0	0.0%
Southwestern Service Area	0	144,857	0	0	0.0%
Catawba Operating	148,999	149,000	169,098	169,098	13.5%
Catawba Capital	0	36,000	36,000	36,000	0.0%
Claremont Operating	168,142	168,142	179,698	179,698	6.9%
Claremont Capital	0	0	0	0	0.0%
Hickory Operating	99,857	0	0	0	0.0%
Hickory Capital	0	0	0	0	0.0%
Maiden Operating	174,999	139,000	158,498	158,498	14.0%
Maiden Capital	0	0	0	0	0.0%
Maiden West - Operating	0	0	174,398	174,398	0.0%
Maiden West - Capital	0	0	0	0	0.0%
Newton-Conover Operating	168,427	0	0	0	0.0%
Newton-Conover Capital	0	0	0	0	0.0%
Total	\$891,151	\$826,183	\$841,692	\$841,692	1.9%

The Rescue Squads budget reflects changes to service contracts that result in services being assumed by surrounding districts. The budget also includes additional funding to address issues with declining volunteer base and increased operating costs. Catawba Rescue Squad’s capital expense includes \$36,000 for vehicle replacement, per the Capital Replacement Schedule.

BACKGROUND

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

Rescue Squads provide Medical First Response, which is classified as a Basic Life Support service, while the County’s EMS provides Advanced Life Support services. Together, these

organizations collaborate to keep citizens safe. Rescue Squads are contracted to provide an average emergency response time to medical calls of 6 minutes or less.

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

LIBRARY ENDOWMENT FUND

BUDGET HIGHLIGHTS

LIBRARY ENDOWMENT FUND

Fund 250

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
NC Community Foundation	\$0	\$5,000	\$4,000	\$4,000	-20.0%
Investment Earnings	996	0	0	0	0%
Fund Balance	6,629	0	0	0	0%
Total	\$7,625	\$0	\$4,000	\$4,000	0%
Expenses					
Supplies & Operations	\$7,625	\$5,000	\$4,000	\$4,000	-20.0%
Total	\$7,625	\$5,000	\$4,000	\$4,000	-20.0%

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

GRETCHEN PEED SCHOLARSHIP FUND

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

Social Services has made a concerted effort to encourage secondary education. To help insure better connectivity and opportunities for these children’s education, Social Services will continue this emphasis.

BUDGET HIGHLIGHTS

GRETCHEN PEED SCHOLARSHIP FUND

Fund 260

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Donations	\$1,000	\$1,500	\$1,500	\$1,500	0%
Interest Earnings	268	0	0	0	0%
Fund Balance Applied	(1,268)	0	0	0	0%
Total	\$0	\$1,500	\$1,500	\$1,500	0%
Expenses					
Donations	\$0	\$1,500	\$1,500	\$1,500	0%
Total	\$0	\$1,500	\$1,500	\$1,500	0%

PARKS/HISTORIC PRESERVATION TRUST FUND

BUDGET HIGHLIGHTS

PARKS/HISTORIC PRESERVATION TRUST FUND

Fund 270

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Miscellaneous	\$32	\$0	\$0	\$0	0%
Charges & Fees	0	0	0	0	0%
Special Contingency	0	5,000	5,000	5,000	0%
Fund Balance	(32)	5,500	0	0	0%
Total	\$0	\$5,000	\$5,000	\$5,000	0%
Expenses					
Supplies & Operations	\$0	\$5,500	\$5,000	\$5,000	-9%
Special Contingency	0	5,000	0	0	0%
Total	\$0	\$5,000	\$5,000	\$5,000	0%

The budget is adjusted to eliminate the one-time \$5,500 increase in FY 2019 for a required match for Foothills Conservancy's grant application to the NC Clean Water Management Trust Fund for the preparation of a waterways conservation plan.

COMMUNITY DEVELOPMENT FUND

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

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

BUDGET HIGHLIGHTS

COMMUNITY DEVELOPMENT FUND

Fund 280

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Federal	\$0	\$0	\$0	\$0	0%
Interest on Investments	320	0	0	0	0%
State	87,500	0	0	0	0%
Fund Balance	(9,969)	0	0	0	0%
Total	\$77,851	\$0	\$0	\$0	0%
Expenses					
Supplies & Operations	77,851	0	0	0	0%
Total	\$77,851	\$0	\$0	\$0	0%

FIRE PROTECTION SERVICE DISTRICTS

BUDGET HIGHLIGHTS

MOUNTAIN VIEW FIRE PROTECTION SERVICE DISTRICT

Fund 352

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Tax Rate	0.0750	0.0750	0.0718	0.0718	-4.3%
Property Tax	\$558,513	\$554,534	\$564,633	\$564,633	1.8%
Interest on Investments	428	0	0	0	0.0%
Fund Balance	18,502	0	26,650	26,650	0.0%
Total	\$577,443	\$554,534	\$591,283	\$591,283	6.6%
Expenses					
Fire Protection	\$577,443	\$554,534	\$591,283	\$591,283	6.6%
Total	\$577,443	\$554,534	\$591,283	\$591,283	6.6%

PROPST FIRE PROTECTION SERVICE DISTRICT

Fund 353

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Tax Rate	0.0620	0.0620	0.0620	0.0620	0.0%
Property Tax	\$219,746	\$213,549	\$226,871	\$226,871	6.2%
Interest on Investments	474	0	0	0	0.0%
Fund Balance	(13,173)	0	0	0	0.0%
Total	\$207,047	\$213,549	\$226,871	\$226,871	6.2%
Expenses					
Fire Protection	\$207,047	\$213,549	\$226,871	\$226,871	6.2%
Total	\$207,047	\$213,549	\$226,871	\$226,871	6.2%

ST. STEPHENS FIRE PROTECTION SERVICE DISTRICT

Fund 354

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Tax Rate	0.1200	0.1200	0.1300	0.1300	8.3%
Property Tax	\$1,067,868	\$1,056,662	\$1,140,739	\$1,140,739	8.0%
Interest on Investments	1,089	0	0	\$0	0.0%
Fund Balance	(4,224)	42,011	34,029	34,029	-19.0%
Total	\$1,064,733	\$1,098,673	\$1,174,768	\$1,174,768	6.9%
Expenses					
Fire Protection	\$1,064,733	\$1,098,673	\$1,174,768	\$1,174,768	6.9%
Total	\$1,064,733	\$1,098,673	\$1,174,768	\$1,174,768	6.9%

CONOVER RURAL FIRE PROTECTION SERVICE DISTRICT

Fund 355

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Tax Rate	0.0900	0.1100	0.1200	0.1100	0.0%
Property Tax	\$97,491	\$0	\$132,490	\$121,527	0.0%
Interest on Investments	1,671	0	0	0	0.0%
Fund Balance	38,911	117,748	267,554	267,554	127.2%
Total	\$138,073	\$117,748	\$400,044	\$389,081	230.4%
Expenses					
Fire Protection	\$138,073	\$0	\$267,554	\$267,554	0.0%
Capital	0	117,748	132,490	121,527	3.2%
Total	\$138,073	\$117,748	\$400,044	\$389,081	230.4%

OXFORD FIRE PROTECTION SERVICE DISTRICT

Fund 356

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Tax Rate	0.0650	0.0650	0.0650	0.0650	0.0%
Property Tax	\$315,917	\$305,252	\$336,822	\$336,822	10.3%
Interest on Investments	463	0	0	0	0.0%
Fund Balance	(16,159)	0	0	0	0.0%
Total	\$300,221	\$305,252	\$336,822	\$336,822	10.3%
Expenses					
Fire Protection	\$300,221	\$305,252	\$336,822	\$336,822	10.3%
Total	\$300,221	\$305,252	\$336,822	\$336,822	10.3%

SHERRILLS FORD FIRE PROTECTION SERVICE DISTRICT

Fund 357

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Tax Rate	0.1100	0.1100	0.1300	0.1300	18.2%
Property Tax	\$2,261,046	\$2,237,992	\$2,984,730	\$2,984,730	33.4%
Interest on Investments	2,652	0	0	0	0.0%
Fund Balance	(86,735)	0	224,641	224,641	0.0%
Total	\$2,176,963	\$2,237,992	\$3,209,371	\$3,209,371	43.4%
Expenses					
Fire Protection	\$2,176,963	\$2,237,992	\$3,209,371	\$3,209,371	43.4%
Total	\$2,176,963	\$2,237,992	\$3,209,371	\$3,209,371	43.4%

BANDYS FIRE PROTECTION SERVICE DISTRICT

Fund 358

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Tax Rate	0.0820	0.0820	0.0780	0.0780	-4.9%
Property Tax	\$549,339	\$534,541	\$559,717	\$559,717	4.7%
Interest on Investments	801	0	0	0	0.0%
Fund Balance	2,156	24,085	87,193	87,193	262.0%
Total	\$552,296	\$558,626	\$646,910	\$646,910	15.8%
Expenses					
Fire Protection	\$552,296	\$558,626	\$646,910	\$646,910	15.8%
Total	\$552,296	\$558,626	\$646,910	\$646,910	15.8%

MAIDEN FIRE PROTECTION SERVICE DISTRICT

Fund 359

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Tax Rate	0.0800	0.0800	0.0753	0.0753	-5.9%
Property Tax	\$237,992	\$224,848	\$235,463	\$235,463	4.7%
Interest on Investments	824	0	0	0	0.0%
Fund Balance	(17,548)	0	0	0	0.0%
Total	\$221,268	\$224,848	\$235,463	\$235,463	4.7%
Expenses					
Fire Protection	\$221,268	\$224,848	\$235,463	\$235,463	4.7%
Total	\$221,268	\$224,848	\$235,463	\$235,463	4.7%

CLAREMONT FIRE PROTECTION SERVICE DISTRICT

Fund 360

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Tax Rate	0.9000	0.0900	0.0900	0.0900	0.0%
Property Tax	\$292,698	\$294,630	\$298,672	\$298,672	1.4%
Interest on Investments	230	0	0	0	0.0%
Fund Balance	50,843	0	0	0	0.0%
Total	\$343,771	\$294,630	\$298,672	\$298,672	1.4%
Expenses					
Fire Protection	\$343,771	\$294,630	\$298,672	\$298,672	1.4%
Total	\$343,771	\$294,630	\$298,672	\$298,672	1.4%

CATAWBA FIRE PROTECTION SERVICE DISTRICT

Fund 361

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Tax Rate	0.1000	0.1000	0.1300	0.1300	30.0%
Property Tax	\$192,643	\$189,945	\$253,079	\$253,079	33.2%
Interest on Investments	314	0	0	0	0.0%
Fund Balance	95,811	0	0	0	0.0%
Total	\$288,768	\$189,945	\$253,079	\$253,079	33.2%
Expenses					
Fire Protection	\$288,768	\$189,945	\$253,079	\$253,079	33.2%
Total	\$288,768	\$189,945	\$253,079	\$253,079	33.2%

LONG VIEW FIRE PROTECTION SERVICE DISTRICT

Fund 362

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Tax Rate	0.0730	0.0730	0.1200	0.0830	13.7%
Property Tax	\$27,035	\$26,808	\$44,495	\$30,839	15.0%
Interest on Investments	128	0	0	0	0.0%
Fund Balance	261,605	0	0	0	0.0%
Total	\$288,768	\$26,808	\$44,495	\$30,839	15.0%
Expenses					
Fire Protection	\$288,768	\$26,808	\$44,495	\$30,839	15.0%
Total	\$288,768	\$26,808	\$44,495	\$30,839	15.0%

NEWTON FIRE PROTECTION SERVICE DISTRICT

Fund 363

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Tax Rate	0.0900	0.1200	0.1200	0.1200	0.0%
Property Tax	\$473,137	\$621,766	\$655,749	\$655,749	5.5%
Interest on Investments	689	0	0	0	0.0%
Fund Balance	(20,284)	0	0	0	0.0%
Total	\$453,542	\$621,766	\$655,749	\$655,749	5.5%
Expenses					
Fire Protection	\$453,542	\$621,766	\$655,749	\$655,749	5.5%
Total	\$453,542	\$621,766	\$655,749	\$655,749	5.5%

COOKSVILLE FIRE PROTECTION SERVICE DISTRICT

Fund 365

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Tax Rate	0.0620	0.0750	0.0750	0.0750	0.0%
Property Tax	\$98,809	\$116,165	\$122,474	\$122,474	5.4%
Interest on Investments	404	0	0	0	0.0%
Fund Balance	(5,851)	0	0	0	0.0%
Total	\$93,362	\$116,165	\$122,474	\$122,474	5.4%
Expenses					
Fire Protection	\$93,362	\$116,165	\$122,474	\$122,474	5.4%
Total	\$93,362	\$116,165	\$122,474	\$122,474	5.4%

HICKORY RURAL FIRE PROTECTION SERVICE DISTRICT

Fund 369

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Tax Rate	0.1200	0.1200	0.1500	0.1500	25.0%
Property Tax	\$523,322	\$514,668	\$660,422	\$660,422	28.3%
Interest on Investments	502	0	0	0	0.0%
Fund Balance	(9,946)	13,107	14,752	14,752	12.6%
Total	\$513,878	\$527,775	\$675,174	\$675,174	27.9%
Expenses					
Fire Protection	\$513,878	\$527,775	\$542,067	\$542,067	2.7%
Total	\$513,878	\$527,775	\$542,067	\$542,067	2.7%

ALL FIRE PROTECTION SERVICE DISTRICTS

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Average Tax Rate	0.1449	0.0916	0.1012	0.0979	6.9%
Property Tax	\$6,915,556	\$6,891,360	\$8,216,356	\$8,191,737	18.9%
Interest on Investments	10,669	0	0	0	0.0%
Fund Balance	293,908	196,951	654,819	654,819	232.5%
Total	\$7,220,133	\$7,088,311	\$8,871,175	\$8,846,556	24.8%
Expenses					
Fire Protection	\$7,220,133	\$6,970,563	\$8,605,578	\$8,591,922	23.3%
Capital	0	117,748	132,490	121,527	3.2%
Total	\$7,220,133	\$7,088,311	\$8,738,068	\$8,713,449	22.9%

The budget includes 7 districts remaining at their current rates, with 4 districts receiving tax increases beyond the current rate. Three districts remain at revenue neutral. Six districts will apply fund balance towards capital purchases

GENERAL CAPITAL PROJECTS

BUDGET HIGHLIGHTS

GENERAL CAPITAL PROJECTS FUND

Fund 410

	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues			
Sales Tax	950,017	950,017	0.0%
Fund Balance	469,073	469,073	0.0%
From General Fund	3,668,075	3,668,075	0.0%
Total	\$5,087,165	\$5,087,165	0.0%
Expenses			
Ongoing/Periodic Projects			
Facilities - Agricultural Resource Center (ARC) Renovations	100,000	100,000	0.0%
Contingency	(100,000)	(100,000)	0.0%
Facilities - General Renovations	100,000	100,000	0.0%
Future Economic Development	739,987	739,987	0.0%
Public Safety Project	(168,759)	(168,759)	0.0%
Transfer to General Fund From Public Safety Project	168,759	168,759	0.0%
Technology - Infrastructure Upgrades	685,000	685,000	0.0%
Technology - Permit & Inspections Software	100,000	100,000	0.0%
Technology - Server & Desktop Applications	358,000	358,000	0.0%
Pay as You Go Projects			
Economic Development - Trivium Corporate Center	2,635,105	2,635,105	0.0%
Technology - Public Safety Software Update	450,000	450,000	0.0%
Technology - Courts Nomad System Update	90,000	90,000	0.0%
Closed or Reduced Projects	(70,927)	(70,927)	0.0%
Total	\$5,087,165	\$5,087,165	0.0%

ONGOING/PERIODIC PROJECTS

- Facilities Agricultural Resource Center Renovations (\$100,000): The budget begins to set aside funds for general renovations and upgrades to the ARC Building funded by contingency.
- *Facilities General Renovations (\$100,000)*: The budget continues annual funding for general renovations to address needs of aging facilities.
- *Future Economic Development (\$739,987)*: The budget dedicates a portion of increased property tax from designated new businesses, previously funded incentives, and ¼ cent sales tax toward investment in economic development.
- *Public Safety Project (\$168,759)*: The budget transfers funds freed up by changes in Rescue Squad appropriations banked in a Public Safety project for future investment as

needed to provide “right care, right place, right time” public safety services back to the General Fund to fund one-time EMS expenses.

- *Technology Infrastructure Upgrades (\$685,000)*: Annually the County sets aside funds for ongoing infrastructure upgrades, based on a comprehensive multi-year hardware and software replacement schedule for elements of the core network. Funding is increased in Fiscal Year 2019/20 to establish a redundant data domain, begin setting aside funds to replace the existing data domain and SAN, and for additional storage.
- *Technology - Permit and Inspections Software (\$100,000)*: The budget continues to set aside funds for the future replacement or upgrade of the County’s permitting and inspection system, which has been in use for seven years. Based on the current use of the system and service level, upgrade or replacement is expected to be needed in the next four to five years and cost at least \$800,000.
- *Technology Server and Desktop Applications (\$358,000)*: Annually the County funds server and desktop applications to continue a licensing agreement with Microsoft for the software on the County’s servers. This provides employees with critical office productivity programs in the Microsoft Office Suite such as Word, Excel, PowerPoint, and Outlook. Technology continues to upgrade and re-standardize the County’s computers to operate on Office 2013. Funds are also included in this account for security software to protect the County’s network from external threats. Funding was decreased for one year to help fund increased infrastructure pressures.

PAY AS GO PROJECTS

- *Economic Development – Trivium Corporate Center (\$2,635,105)*: The budget appropriates additional funds for the Trivium Corporate Center, being developed in cooperation with the City of Hickory. The budget diverts Board dedicated water and sewer revenue for the first of two years planned toward known costs to develop the Trivium Corporate Center.
- *CAD & Mobile Upgrade (\$450,000)* – Funds are included to upgrade the Public Safety Computer Aided Dispatch (CAD) system in the Emergency 911 Communications Center. In addition to the funding in General Capital Projects, there is \$148,986 in the E-911 Fund toward the cost of the upgrade based on the percentage of costs eligible for state 911 funds.
- *Court Nomad System (\$90,000)* – Funds are included to replace the two Nomad Audio Visual carts used in older court rooms that are almost 10 years old and are no longer supported by the vendor.

Schools' Capital Projects

Fund 420

	2019/20 Requested	2019/20 Adopted
Revenues		
1st 1/2 cent Sales Tax (Restricted)	\$125,000	\$125,000
2nd 1/2% Sales Tax (Restricted)	\$4,815,656	\$4,815,656
1st 1/2 cent Sales Tax - Food (Unrestricted)	\$275,242	\$275,242
2nd 1/2% Sales Tax - Food (Unrestricted)	\$548,883	\$548,883
Interest on Investment	\$0	\$0
Fund Balance Applied	\$13,854,627	\$636,775
From General Fund	\$0	\$0
Total	\$19,619,408	\$6,401,556
Expenses		
Catawba County Schools		
Maintenance Department Recommendations		
Fire Alarms		
Jacobs Fork Middle School	\$40,000	\$40,000
Mill Creek Middle School	\$150,000	\$150,000
Oxford Elementary School	\$40,000	\$40,000
HVAC		
Bandys High School (6 RTU, 300 hall: art rooms, aux, gym)	\$75,000	\$75,000
Bunker Hill High School - Band (new 20 ton AC unit)	\$20,000	\$20,000
Clyde Campbell Elementary School (18 RTU, older portion of 300 wing)	\$175,000	\$175,000
Fred T. Foard High School - Upgrade Controls	\$90,000	\$90,000
Maiden Middle School - Band (new 20 ton AC unit)	\$20,000	\$20,000
Mountain View Elementary School - Boiler Burner to Natural Gas	\$30,000	\$30,000
Sherrills Ford Elementary School - Boiler Water Valves	\$10,000	per capita
St. Stephens High School (Unit Ventilators East end of the 200 hall)	\$50,000	\$50,000
Re-Roofing		
Bandys High School	\$175,000	\$175,000
Catawba Rosenwald Education Center - 1965 Building	\$45,000	\$45,000
Fred T. Foard High School - 1988 PE Building	\$15,000	\$15,000
Maiden Middle School - 200 Hallway	\$45,000	\$45,000
Sweetwater Early Childhood Educational Center (Gym & Old Building Back)	\$30,000	\$30,000
Plumbing		
Mountain View Elementary School - Kitchen Natural Gas Water Heaters	\$35,000	\$35,000
Window Replacement		
Bandys High School - Phase III	\$200,000	\$200,000
Bunker Hill High School - Phase IV	\$200,000	\$200,000
Fred T. Foard High School - Phase II	\$200,000	\$200,000
District-wide Security		
Security Vestibules	\$400,000	\$200,000
Electrical - LED Lights		
Jacobs Fork Middle School	\$80,000	\$80,000
Mill Creek Middle School	\$75,000	\$75,000
River Bend Middle School	\$80,000	\$80,000

Schools' Capital Projects

Fund 420

	2019/20 Requested	2019/20 Adopted
Painting		
Oxford Elementary School	\$150,000	\$150,000
River Bend Middle School	\$150,000	\$150,000
Paving		
Bandys High School (Bus Parking)	\$75,000	\$75,000
Claremont Elementary School	\$100,000	\$100,000
Maiden High School (Bus Parking)	\$200,000	\$200,000
Track Improvements		
Bandys High School (2 Triple Jump Renovation)	\$17,000	\$17,000
Bunker Hill High School (Repair & Add Rubber)	\$82,000	\$70,000
Fred T. Foard High School (Repair & Add Rubber)	\$70,000	\$70,000
Maiden High School (Add 1 Triple Jump)	\$25,000	\$25,000
St. Stephens High School (Repair, Add Rubber, & Address Stormwater Issues)	\$174,000	\$174,000
Athletic Field Improvements		
Middle School Athletic Field Renovations Phase I	\$50,000	\$50,000
Building/Function Capital Requests		
Arndt Middle School		
Add awning for sidewalk in front of cafeteria	\$60,000	
Add stairs going down to softball field	\$20,000	
Bandys High School		
Turf on Football Field	\$1,000,000	
Replace carpet in media center and band room	\$40,000	
Improve football facilities	\$30,000	
Blackburn Elementary School		
Remove carpet from 200 hallway classrooms	\$60,000	
New flooring in media center	\$20,000	
Paving	\$75,000	
Paint main office complex & update furniture, and paint gym walls	\$20,000	
Bunker Hill High School		
Paint areas of school	\$150,000	
Front Entrance Portico	\$250,000	
New bleachers in gymnasium	\$100,000	
Add stairs from soccer field to softball field	\$15,000	
Expand ROTC classroom	\$200,000	
Catawba Elementary School		
Repaint interior walls	\$150,000	
Awning for K-1 hall	\$60,000	
Catawba Rosenwald		
New roof on 42 bldg.	\$40,000	
New gutters campus wide	\$75,000	
Install covered walkway from main office to cafeteria	\$25,000	
Renovate auditorium in 42 bldg. (new chairs, tables, projection & sound system)	\$20,000	
Add electrical circuits throughout campus	\$20,000	
New gym floor	\$180,000	
Renovate cafeteria	\$300,000	

Schools' Capital Projects

Fund 420

	2019/20 Requested	2019/20 Adopted
Claremont Elementary School		
Pave walking track around softball field	\$60,000	
Clyde Campbell Elementary School		
Add electrical circuits throughout campus	\$20,000	
Replace carpet in EC resource rooms & computer labs	\$20,000	
Fred T. Foard High School		
Turf on Football Field	\$1,000,000	
Repaint 300,400,500 Hallways	\$100,000	
Renovate 800 building (new construction classroom, replace exterior molding & paint classrooms)	\$30,000	
Renovate gym (New bleachers, resurface floor, paint gym & locker rooms)	\$200,000	
Jacobs Fork Middle School		
Paint gym & replace bleacher covers	\$20,000	
Create Athlete Fields (football, soccer, baseball)	\$500,000	
Install chain link security fence around picnic area & batting cage	\$15,000	
Lyle Creek Elementary School		
Painting interior hallways, exterior doors & media center	\$150,000	
Maiden Elementary School		
New Blacktop for Play Area (between gym & main building)	\$15,000	
Expand Parking Area for faculty, staff & visitors	\$100,000	
Maiden Middle School		
Cement pad & permanent bleachers on visitors side of football field	\$30,000	
Remove asbestos tile throughout building	\$250,000	
Run hot water to staff restrooms & add staff restroom on 8th grade hall	\$15,000	
Renovate student restrooms	\$60,000	
Athletic Fields Restroom/Concession/Storage Building	\$250,000	
Maiden High School		
Turf on Football Field	\$1,000,000	
OR- Renovate Football Field	\$250,000	
Add 20X40 Masonry Structure (Lark)	\$25,000	
Renovate Media Center (including flexible furniture)	\$25,000	
Mill Creek Middle School		
Install tinted film over operable windows in classrooms (lower-94)	\$20,000	
Additional sidewalks around athletic fields	\$80,000	
Painting of all hallway walls	\$150,000	
Athletic Fields Restroom/Concession/Storage Building	\$250,000	
Mountain View Elementary School		
Resurface track	\$15,000	
Extended cover walkway	\$50,000	
Murray Elementary School		
Paint hallways in old building	\$50,000	
Addition of 2 classrooms & bathrooms left off original construction	\$750,000	
Oxford Elementary School		
Remove wallpaper in office area & paint	\$35,000	
Renovate 4 pack building (floors, walls, paint, & toilets)	\$150,000	

Schools' Capital Projects

Fund 420

	2019/20 Requested	2019/20 Adopted
River Bend Middle School		
Media center furniture upgrade for STEM compatibility	\$15,000	
Repaint all exterior metal doors	\$3,000	per capita
Athletic Field Restroom/Concession/Storage Building	\$250,000	
Sherrills Ford Elementary School		
Install fence around entire campus	\$100,000	
Remove carpet & replace flooring in Media Center	\$15,000	
Install cubbies in grades 3-6	\$75,000	
Pave K-2 playground	\$15,000	
Snow Creek Elementary School		
Install wheelchair accessible ramp from cafeteria/bus area to playground area	\$15,000	
Add basketball court by the playgrounds	\$25,000	
Paint cafeteria, bathrooms & hallways	\$150,000	
Upgrade classroom furniture	\$100,000	
Paint inside of gym & classrooms	\$100,000	
Startown Elementary School		
Additional lighting in staff lot, bus unloading area & front of school	\$20,000	
Bollards installed at building end of staff lot & in curve of car riders	\$20,000	
Repainting (interior & exterior)	\$150,000	
Regrading of playground area near cafeteria	\$20,000	
Resurfacing walking track	\$15,000	
Sweetwater Early Childhood Educ Ctr:		
Playscape	\$50,000	
Transportation Department		
Two 72 passenger Activity Buses	\$176,934	
Garage lot paving	\$25,500	
Tuttle Elementary School		
Renovate Media Center	\$25,000	
Repainting	\$60,000	
Carpet and Tiling	\$180,000	
A/C roof top units	\$200,000	
Resurface outside basketball court and replace basketball goals	\$40,000	
TECHNOLOGY REQUESTS		
Various Schools	\$176,450	per capita or current expense
School's Construction Manager	\$35,809	\$35,809
Per Capita 16,135 @ \$52.00	\$850,000	\$839,020
Catawba County Schools Total	\$14,875,693	\$4,025,829

Schools' Capital Projects

Fund 420

	2019/20 Requested	2019/20 Adopted
Hickory Public (in priority order)		
Oakwood Elementary Fire Alarm System Replacement	\$110,000	\$110,000
Jenkins Elementary Reroof (Phase 1 of 2)	\$120,000	\$120,000
Districtwide Security Cameras	\$40,000	per capita
Hickory High School Bathroom Renovations (Phase 1 of 5)	\$320,000	\$320,000
Hickory High School Band Instrument Purchases (Phase 1 of 3)	\$50,000	per capita
Cafeteria Tables	\$130,000	\$130,000
Window Tint	\$45,000	\$45,000
Northview Middle school Athletic Field Fencing	\$32,000	\$32,000
Add Northview Access Road	\$115,000	\$0
Viewmont Elementary Basketball Courts (Exterior) Resurfacing	\$30,000	\$0
Electronic LED Marquee Signs	\$205,000	\$0
Facilities Equipment	\$112,000	\$0
Jenkins Elementary Drive Reconfiguration	\$325,000	\$0
Facility Condition Assessment (Phase 1 of 3)	\$45,000	\$0
To Debt Service for QZABs	\$50,000	\$50,000
Per Capita 4,073 @ \$52.00 less \$50,000 QZAB payment	\$162,004	\$161,796
Hickory Public Schools Total	\$1,891,004	\$968,796
Newton-Conover (in priority order)		
HVAC Upgrades & Replacements	\$300,000	\$300,000
Conover School Renovations	\$100,000	\$100,000
District Wide Flooring & Doors	\$50,000	\$50,000
District Wide Parking Improvements	\$50,000	\$50,000
North Newton Elementary Window Replacement	\$100,000	\$100,000
Asbestos Abatement & Management	\$20,000	\$0
Technology Networking Upgrades	\$15,000	per capita or current expense
Maintenance Truck	\$60,000	\$0
Per Capita 2,960 @ \$52.00	\$154,700	\$153,920
Newton-Conover City Schools Total	\$849,700	\$753,920

Schools' Capital Projects

Fund 420

	2019/20 Requested	2019/20 Adopted
Catawba Valley Community College (in priority order)		
Paving	\$430,000	\$430,000
Tractor	\$65,000	\$65,000
Truck	\$50,000	\$50,000
General Renovations	\$55,000	\$55,000
Construction Project Manager	\$53,011	\$53,011
Paving	\$400,000	\$0
Roof - Welding Building	\$50,000	\$0
Energy Management Upgrade - Tarlton Complex	\$150,000	\$0
Courtyard Renovations	\$750,000	\$0
CVCC Total	\$2,003,011	\$653,011
Total	\$19,619,408	\$6,401,556

SCHOOLS CONSTRUCTION FUND

DEPARTMENT DESCRIPTION

Counties are responsible for funding school construction needs. Larger projects, typically those over \$1 million, are budgeted in Schools' Construction and are debt financed. Every four years, in conjunction with revaluation, the County develops a multi-year funding plan for schools' construction. Annually, the budget appropriates the projects planned for the coming year.

Budget Highlights

SCHOOLS' CONSTRUCTION FUND			Fund 423
	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues			
Proceeds - Installment Purchase	29,750,000	10,250,000	0%
From General Fund	786,780	786,780	0%
Fund Balance	0	0	0%
Total	\$30,536,780	\$11,036,780	0%
Expenses			
To General Fund	\$0	\$0	0%
CCS - Maiden Middle School Renovations	7,250,000	\$7,250,000	0%
CCS - New Maiden Elementary School	19,500,000	\$0	0%
CVCC - Engineering Building Renovations	3,000,000	3,000,000	0%
Future Debt	786,780	786,780	0%
Total	\$30,536,780	\$11,036,780	0%

Fiscal Year 2019/20 is the first year of a four-year funding plan established with revaluation. A total of \$45.75 million in debt-financed construction and renovation projects is planned over the four-year cycle, \$10.25 million of which is included in this year's budget as follows:

- *Catawba County Schools – Maiden Middle School Renovations and Addition – \$7,250,000*
– Funds are included to renovate the oldest building at Maiden Middle School and add classrooms.
- *CVCC – Engineering Building Renovations – \$3,000,000* – CVCC houses Challenger High School in the Administrative Building. In 2018, the college's Engineering Programs were relocated from the Engineering Building to the Workforce Solutions Center. This project funds renovations to accommodate additional classrooms for Challenger High students plus facility equipment.

In addition to the new projects, the budget includes \$786,780 for future debt service based on the County's constant funding commitment toward schools' debt service.

The complete 4-year plan is reflected in the CIP section of the document.

WATER & SEWER CAPITAL PROJECTS

BUDGET HIGHLIGHTS

WATER & SEWER CAPITAL PROJECTS FUND

Fund 475

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
1/4 Cent Sales Tax	0	559,700	700,000	0	0%
Interest on Investments	116,708	0	0	0	0%
Miscellaneous	314,640	0	0	0	0%
From General Fund	1,650,000	0	0	0	0%
Fund Balance	(216,181)	0	(350,000)	350,000	0%
Total	\$1,865,167	\$559,700	\$350,000	\$350,000	-37.5%
Expenses					
Balls Creek Water	\$47,985	\$0	\$0	\$0	0%
Closed / Reduced Projects	0	(767,982)	\$0	\$0	0%
Davis Road Water (Loan Program)	122,488	0	\$0	\$0	0%
Duke Energy Water	412,688	0	\$0	\$0	0%
Farmfield Acres Water	0	254,075	\$0	\$0	0%
Hickory/Catawba Co. WW Treatment Plant	0	250,000	\$250,000	\$250,000	0%
Highway 150 Sewer	1,178	0	\$0	\$0	0%
Highway 150 Sewer II & III	688,957	0	\$0	\$0	0%
McLin/Lyle Creek Sewer Outfall	0	423,607	\$0	\$0	0%
SECC Service Area Sewer Study	203,250	0	\$0	\$0	0%
SECC Wastewater Improvements	53,206	0	\$0	\$0	0%
Sherrills Ford Wastewater Demo	0	0	100,000	100,000	0%
Sludge Composting Project	335,415	400,000	0	0	0%
Total	\$1,865,167	\$559,700	\$350,000	\$350,000	-37.5%

The budget continues the County's participation in the Hickory/Catawba County Waste Water Treatment Plan Expansion, but discontinues participation in the Sludge Consortium. One new project is funded: demolition of an old wastewater system at Sherrills Ford Elementary School, as the existing system is no longer needed since the school connected to the central SECC sewer system.

SOLID WASTE CAPITAL FUND

BUDGET HIGHLIGHTS

SOLID WASTE CAPITAL

Fund 485

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Interest on Investments	\$37,471	\$0			0%
From Solid Waste Management Fund	1,924,430	2,250,000	2,000,000	2,000,000	-11.1%
Total	\$1,961,901	\$2,250,000	\$2,000,000	\$2,000,000	-11.1%
Expenses					
Bethany Church Rd. Landfill Cap Improvements	0	0	2,000,000	2,000,000	0%
EcoComplex	7,594	0	0	0	0%
LFG Collection Improvements	16,830	0	0	0	0%
Methane Gas Skid & Flare	40,000	0	0	0	0%
Wetlands Mitigation	0	50,000	50,000	50,000	0.0%
Scale House Renovation	84,005	0	0	0	0%
Subtitle D Cell Construction	7,812,389	2,200,000	0	0	0%
Total	\$7,960,818	\$2,250,000	\$2,050,000	\$2,050,000	-8.9%

- Bethany Church Rd Landfill Cap Improvement – (\$2M) Improvements to the final cap are required to eliminate the accumulation of surface water ponding on the Landfill Cap. The project will include development of a borrow area, hauling and placing soil, erosion control measures, installation of gas collection lines, and property purchases.
- Wetlands Mitigation – \$50,000 is reserved to mitigate wetlands and streams on the Blackburn Resource Recovery Facility property.

WATER & SEWER ADMINISTRATION

DEPARTMENT DESCRIPTION

WATER & SEWER ADMINISTRATION
1.00 FTEs
\$2,559,262

ADMINISTRATION

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

BUDGET HIGHLIGHTS

WATER & SEWER ADMINISTRATION FUND

Fund 515

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Charges & Fees	\$1,742,420	\$1,003,000	\$1,071,000	\$1,071,000	6.8%
Interest on Investments	71,803	0	0	0	0%
1/4 Cent Sales Tax	848,925	318,061	185,105	0	0%
From General Fund	0	1,675,000	1,750,000	0	0%
Fund Balance	(2,239,209)	0	5,633	1,488,262	0%
Total	\$423,939	\$2,996,061	\$3,011,738	\$2,559,262	-14.6%
Expenses					
Personal Services	\$97,250	\$110,700	\$228,560	\$125,216	13.1%
Supplies & Operations	490,388	926,413	1,059,633	1,059,633	14.4%
Debt Service	1,489,712	1,477,880	1,374,413	1,374,413	-7.0%
Enterprise Contra Accounts	(1,653,411)	481,068	349,132	0	0%
Total	\$423,939	\$2,996,061	\$3,011,738	\$2,559,262	-14.6%
Employees					
Permanent	1.00	1.00	2.00	1.00	0.0%
Hourly	0.00	0.32	0.29	0.29	-9.38%
Total	1.00	1.32	2.29	1.29	-2.3%

The budget decrease is due to the redirection of water and sewer revenues to support economic development-related infrastructure needs in Fiscal Year 2019/20.

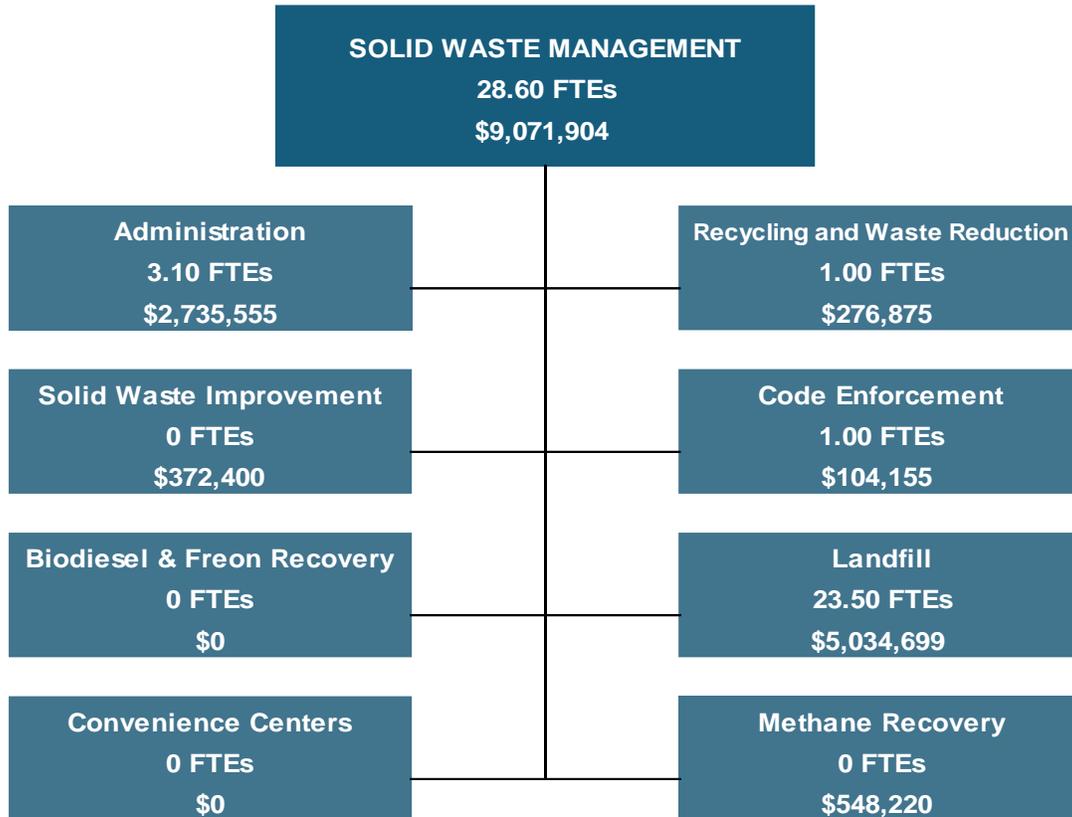
PERFORMANCE MEASUREMENT

WATER & SEWER ADMINISTRATION

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
1. Implement the Board of Commissioner approved County Strategic Plan as it pertains to Water and Sewer Infrastructure.	On Target	Achieved	New outcome in Fiscal Year 2017/18
2. Meet with the Utility Investment Advisory Committee (UIAC) biannually to promote municipal partnerships in developing infrastructure and support the County's economic development.	Achieved	Achieved	New outcome in Fiscal Year 2017/18

SOLID WASTE MANAGEMENT

DEPARTMENT DESCRIPTION



ADMINISTRATION

The Solid Waste Management program will provide solid waste collection, disposal and processing, recycling and waste reduction services, secure long-range Landfill capacity, ensure environmentally friendly waste disposal solutions, maintain the financial integrity of the Solid Waste Enterprise Fund, and promote the continued development of the EcoComplex and Resource Recovery Facility.

BUDGET HIGHLIGHTS

SOLID WASTE MANAGEMENT

Fund 525

	2017/18 Actual	2018/19 Current	2019/20 Requested	2019/20 Adopted	Percent Change
Revenues					
Taxes	425,298	315,000	342,000	342,000	8.6%
State	\$33,078	\$27,000	\$27,000	\$27,000	0.0%
Local	3,000	3,000	3,000	3,000	0.0%
Charges & Fees	6,716,639	6,630,645	6,946,500	6,946,500	4.8%
Miscellaneous	141,991	101,680	168,500	168,500	65.7%
Sale of Equipment	58,087	50,000	50,000	50,000	0.0%
Fund Balance	0	1,537,851	1,534,904	1,534,904	-0.2%
Total	\$7,378,093	\$8,665,176	\$9,071,904	\$9,071,904	4.7%
Expenses					
Personal Services	\$1,807,417	\$1,901,775	\$1,984,969	\$1,984,969	4.4%
Supplies & Operations	2,769,914	3,620,401	3,716,935	3,716,935	2.7%
Capital	1,094,089	393,000	1,220,000	1,220,000	210.4%
Enterprise Contra Accounts	(1,991,394)	500,000	100,000	100,000	-80.0%
To Solid Waste Capital Fund	1,924,430	2,250,000	2,050,000	2,050,000	-8.9%
Total	\$5,604,456	\$8,665,176	\$9,071,904	\$9,071,904	4.7%
Expenses by Division					
Administration	\$2,530,887	\$2,892,618	\$2,735,555	\$2,735,555	-5.4%
Recycling and Waste Reduction	166,972	259,432	276,875	276,875	6.7%
Solid Waste Improvement	(1,437,617)	317,400	372,400	372,400	17.3%
Code Enforcement	70,238	100,715	104,155	104,155	3.4%
Biodiesel & Freon Recovery	887	0	0	0	0%
Landfill	3,631,027	4,408,623	5,034,699	5,034,699	14.2%
Convenience Centers	4,813	0	0	0	0%
Methane Recovery	637,249	686,388	548,220	548,220	-20.1%
Total	\$5,604,456	\$8,665,176	\$9,071,904	\$9,071,904	4.7%
Employees					
Permanent	26.85	28.60	28.60	28.60	0.0%
Hourly	0.00	0.32	0.29	0.29	-9.4%
Total	26.85	28.92	28.89	28.89	-0.1%

The budget increase is driven by regulatory requirements to maintain closed landfill cells and to replace landfill equipment that is at end of life. Planning for these and future costs requires a 2% per ton tipping fee increase for the sanitary landfill, as planned.

PERFORMANCE MEASUREMENT

SOLID WASTE MANAGEMENT

Fiscal Year 2019/20 Outcomes	Mid-Year FY 18/19	Actual FY 17/18	Actual FY 16/17
<p>1. To provide a safe, environmentally friendly means of disposing hazardous waste, Solid Waste will promote and offer Household Hazardous Waste (HHW) events in Hickory and in Newton, as well as electronics and paint recycling year-round at the EcoComplex and Resource Recovery Facility. Success will be measured by diverting at least 200,000 pounds of electronics and household hazardous waste from the Landfill.</p>	<p>On Target 264,772 lbs. diverted</p>	<p>Achieved 270,306 lbs. diverted</p>	<p>Achieved 400,008 lbs. diverted</p>
<p>2. Promote a beautiful and litter-free environment and community, by fostering the County's affiliation to Keep America Beautiful through Keep Catawba County Beautiful (KCCB).</p>	<p>On Target</p>	<p>Achieved 1.6 Community Appearance Index average</p>	<p>Achieved 1.5 Community Appearance Index average</p>





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CAPITAL IMPROVEMENT PLAN



GENERAL CAPITAL PROJECTS SUMMARY	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Funding in FY 2022/23	Funding in FY 2023/24	Total In 5-Year Plan
Ongoing & Periodic Projects						
Future Economic Development	739,987	219,912	219,912	219,912	219,912	1,619,635
Facilities - Agricultural Resource Center Renovations	100,000	100,000	100,000	100,000	100,000	500,000
Contingency	(100,000)	0	0	0	0	(100,000)
Facilities - General Renovations	100,000	100,000	100,000	100,000	160,000	560,000
Library - Library Technology & Facility Upgrades	0	100,000	100,000	100,000	100,000	400,000
Public Safety Project	(168,759)	(317,083)	113,455	125,362	137,388	(109,637)
Transfer to General Fund From Public Safety Project	168,759	0	0	0	0	168,759
Technology - Infrastructure Upgrades	685,000	450,000	500,000	350,000	300,000	2,285,000
Technology - Oblique Photography	0	60,000	60,000	60,000	0	180,000
Technology - Permit and Inspections Software	100,000	100,000	100,000	100,000	100,000	500,000
Technology - Server & Desktop Applications	358,000	408,000	408,000	408,000	408,000	1,990,000
Technology - Tax Software Replacement (CAMA & BC)	0	0	0	175,000	175,000	350,000
Debt Financed Projects						
Parks - Mountain Creek Park	0	0	0	500,000	4,250,000	4,750,000
Pay as You Go Projects						
Economic Development - Trivium Corporate Center	2,635,105	2,635,105	0	0	0	5,270,210
EMS - Hickory EMS Base Relocation	0	450,000	0	0	0	450,000
EMS - Newton Base Relocation	0	450,000	0	0	0	450,000
EMS - Future Projects	0	(177,520)	0	0	0	(177,520)
EMS - Sherrills Ford Fire Dept. Addition	0	0	318,800	0	0	318,800
Parks - Riverbend Park	0	500,000	500,000	0	0	1,000,000
Technology - CAD & Mobile Upgrade	450,000	0	0	0	0	450,000
Technology - Courts Nomad System Update	90,000	0	0	0	0	90,000
Closed or Reduced Projects	(70,927)	0	0	0	0	(70,927)
Totals	5,087,165	5,078,414	2,520,167	2,238,274	5,950,300	20,874,320

Revenues						
Debt Financing	0	0	0	250,000	4,000,000	4,250,000
From General Fund	1,143,000	1,203,540	1,253,540	1,278,540	1,243,000	6,121,620
From General Fund - Building Permit Revenue	100,000	100,000	100,000	100,000	100,000	500,000
From General Fund - Economic Development	2,425,075	1,905,000	155,000	155,000	155,000	4,795,075
From General Fund - Public Safety	0	101,666	113,455	125,362	137,388	477,871
Municipalities for Orthos & Pictometry	0	14,460	14,460	14,460	0	43,380
PARTF Grants	0	250,000	250,000	250,000	250,000	1,000,000
1/4 Cent Sales Tax - Economic Development	950,017	950,017	64,912	64,912	64,912	2,094,770
General Capital Fund Balance	469,073	553,731	568,800	0	0	1,591,604
Total Revenue	5,087,165	5,078,414	2,520,167	2,238,274	5,950,300	20,874,320

GENERAL CAPITAL PROJECTS	Fiscal Year 2019/20	Fiscal Year 2020/21	Fiscal Year 2021/22	Fiscal Year 2022/23	Fiscal Year 2023/24	Total In 5- Year Plan	Funding Notes	General Fund Operating Impact
Ongoing & Periodic Projects								
Economic Development Reserve - A portion of increased property tax from designated new businesses, previously funded incentives, and 1/4 cent sales tax dedicated toward investment in economic development, such as the County's share of the joint venture with the City of Hickory in Trivium Corporate Center.	739,987	219,912	219,912	219,912	219,912	1,619,635	General Fund contribution	None
Facilities - Agricultural Resources Center (ARC) Renovations - Funding for general renovations and upgrades to the ARC Building.	100,000	100,000	100,000	100,000	100,000	500,000	General Fund contribution	None
Contingency - Funds are applied from contingency toward ARC renovations	(100,000)	0	0	0	0	(100,000)	Previously reserved funds in contingency	None
Facilities - General Renovations - General renovations and energy audit implementation	100,000	100,000	100,000	100,000	160,000	560,000	General Fund contribution	None
Library Technology & Facility Upgrades - capital projects to improve image, service, and technology per the Library Strategic Plan	0	100,000	100,000	100,000	100,000	400,000		Increased Technology maintenance
Public Safety Project - Reserves funds freed by changes in Rescue Squad funding in a Public Safety project for future investment as needed to provide "right care, right place, right time" public safety services.	(168,759)	(317,083)	113,455	125,362	137,388	(109,637)	Portion of the 2/3 cent (General Fund contribution) aligning service provision with areas of greatest need. Use \$168,759 from project for one-time EMS expenses in 19/20. Apply balance in project plus annual allocation toward Hickory and Newton Base relocations in 20/21	Set aside for future capital & operating
Transfer to General Fund from Public Safety Project for One-time EMS Expenses - Funds needed to cover ambulance retrofits and bullet-proof vests.	168,759	0	0	0	0	168,759		
Technology - Infrastructure Upgrades - Recurring funds used to maintain the County's network.	685,000	450,000	500,000	350,000	300,000	2,285,000	General Fund contribution	None

GENERAL CAPITAL PROJECTS	Fiscal Year 2019/20	Fiscal Year 2020/21	Fiscal Year 2021/22	Fiscal Year 2022/23	Fiscal Year 2023/24	Total In 5- Year Plan	Funding Notes	General Fund Operating Impact
Technology - Oblique Photography - 5-directional, high quality aerial views of areas in the County. These maps are used for public safety, tax, land use, and economic development purposes.	0	60,000	60,000	60,000	0	180,000	Municipalities fund 24.1%, w/remainder from General Capital Fund Balance	None
Technology - Permit and Inspections Software - Every 8-10 years a major upgrade needed for permit & inspections software used for building process from planning and permitting to final inspection.	100,000	100,000	100,000	100,000	100,000	500,000	General Fund contribution (increasing Building Services revenue) planned for future software upgrade.	None
Technology - Server & Desktop Applications - Recurring cost to keep County in compliance with licensing requirements for operating systems, security systems, e-mail management, database management, desktop publishing, etc.	358,000	408,000	408,000	408,000	408,000	1,990,000	General Fund contribution	Maintenance costs as budgeted in the Technology operating budget.
Technology - Tax Software Replacement (CAMA & BC)	0	0	0	175,000	175,000	350,000	General Fund contribution	Maintenance costs as budgeted in the Technology operating budget.
Debt Financed Projects								
Parks - Mountain Creek Park - Development of Mountain Creek Park in Sherrills Ford area	0	0	0	500,000	4,250,000	4,750,000	Proceeds from debt financing. \$500,000 planned from PARTF grants in FY19/20 & 20/21.	Debt service payments of \$680,000 per year and increased operating costs of \$250,000 projected in FY 19/20 for base level park operation.
Pay as You Go Projects								
Economic Development - Trivium Corporate Center (formerly Park 1764) - Funding is included toward the County's anticipated share of the joint project with the City of Hickory.	2,635,105	2,635,105	0	0	0	5,270,210	Consolidate funds from projects below, allocate previously earned 1/4 cent sales tax funds, and general capital fund balance.	

GENERAL CAPITAL PROJECTS	Fiscal Year 2019/20	Fiscal Year 2020/21	Fiscal Year 2021/22	Fiscal Year 2022/23	Fiscal Year 2023/24	Total In 5-Year Plan	Funding Notes	General Fund Operating Impact
EMS-Hickory EMS Base Relocation - Relocate 2 EMS Crews from Lenoir Rhyne Blvd to co-location at 2 Hickory Fire Stations. Relocation is necessary to more strategically locate crews and because response out of LR base is increasingly dangerous due to traffic.	0	450,000	0	0	0	450,000	Use funds set aside in previous years for EMS toward Hickory Base Relocation, remainder from General Fund	None
EMS Newton Base Relocation - Newton Base is currently located in the side of the County's Agricultural Resource Center Building. This building is aged and is in a dangerous location due to traffic.	0	450,000	0	0	0	450,000	General Fund Contribution. The County will pursue options to relocate the base. Use \$247K from annual set aside for Right time, right care, right place set aside	None
EMS - Future Projects	0	(177,520)	0	0	0	(177,520)		
EMS Sherrills Ford Fire Dept. Addition - Due to anticipated population and call volume increase in Sherrills Ford area, add'l base and crew eventually needed. Proposed renovations include space for EMS crew (apparatus bay, storage area, office area, and living area)	0	0	318,800	0	0	318,800	General Capital Fund Balance	
Parks - Riverbend Park - Improvements to land and structures purchased adjacent to the original park, to potentially include renovation of the principle structure, picnic shelters, additional trails, primitive camp sites, fishing pier, observation deck, parking, special event facilities, etc.	0	500,000	500,000	0	0	1,000,000	50% PARTF Grant / 50% Local Match from General Capital Fund Balance	
Technology - CAD & Mobile Upgrade - Upgrade the Public Safety Computer Aided Dispatch (CAD) system in the Emergency 911 Communications Center.	450,000	0	0	0	0	450,000	General Capital Fund Balance, \$148,986 in 911 Fund	\$52,000 for initial set-up of system funded by 911 Funds
Technology - Courts Nomad System Update - The two Nomad Audio Visual carts used in the older court rooms are almost 10 years old and are no longer supported by the vendor.	90,000	0	0	0	0	90,000	Reduce \$62,620 from VHF Simulcast Radio System and \$8,307 from completed CVMC Neonatal Ambulance project	Maintenance costs as budgeted in the Technology operating budget.
Closed or Reduced Projects	(70,927)	0	0	0	0	(70,927)		
Totals	5,087,165	5,078,414	2,520,167	2,238,274	5,950,300	20,874,320		

GENERAL CAPITAL PROJECTS	Fiscal Year 2019/20	Fiscal Year 2020/21	Fiscal Year 2021/22	Fiscal Year 2022/23	Fiscal Year 2023/24	Total In 5- Year Plan	Funding Notes	General Fund Operating Impact
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Revenues							
Debt Financing	0	0	0	250,000	4,000,000	4,250,000	
Federal Bed Rental	0	0	0	0	0	0	
Local Bed Rental Revenue	0	0	0	0	0	0	
From General Fund	1,143,000	1,203,540	1,253,540	1,278,540	1,243,000	6,121,620	
From General Fund - Building Permit Revenue	100,000	100,000	100,000	100,000	100,000	500,000	
From General Fund - Economic Development	2,425,075	1,905,000	155,000	155,000	155,000	4,795,075	
From General Fund - Jail	0	0	0	0	0	0	
From General Fund - Parks	0	0	0	0	0	0	
From General Fund - Public Safety	0	101,666	113,455	125,362	137,388	477,871	
From General Capital Reserve Fund	0	0	0	0	0	0	
Municipalities for Orthos & Pictometry	0	14,460	14,460	14,460	0	43,380	
Donations for Mountain Creek Park	0	0	0	0	0	0	
PARTF Grants	0	250,000	250,000	250,000	250,000	1,000,000	
1/4 Cent Sales Tax - Economic Development	950,017	950,017	64,912	64,912	64,912	2,094,770	
General Capital Fund Balance	469,073	553,731	568,800	0	0	1,591,604	
Total Revenue	5,087,165	5,078,414	2,520,167	2,238,274	5,950,300	20,874,320	

School Construction Projects 4-Year Plan	Fiscal Year 2019/20	Fiscal Year 2020/21	Fiscal Year 2021/22	Fiscal Year 2022/23	Total	Notes
CVCC - Engineering Building	3,000,000	0	0	0	3,000,000	Renovate the Engineering Building to accommodate additional classrooms for Challenger High students plus facility equipment.
Catawba County Schools - New Maiden Elementary	0	19,500,000	0	0	19,500,000	Replace Maiden Elementary
Catawba County Schools - Maiden Middle Renovations & Addition	7,250,000				7,250,000	Renovate Maiden Middle oldest building and classroom additon
Hickory Public Schools - Elementary School Additions	0	4,000,000	0	4,000,000	8,000,000	Classroom additions at Jenkins, Oakwood, and Viewmont to replace mobile units and to connect two buildings at Southwest.
Newton-Conover High School Renovations	0	6,000,000	2,000,000	0	8,000,000	Roofing, HVAC upgrades, and new cafeteria
Totals	10,250,000	29,500,000	2,000,000	4,000,000	45,750,000	
Revenue						
Installment Purchase	10,250,000	29,500,000	2,000,000	4,000,000	45,750,000	
Total Revenue	10,250,000	29,500,000	2,000,000	4,000,000	45,750,000	

SOLID WASTE CIP Summary	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Funding in FY 2022/23	Funding in FY 2023/24	Total in 5 Years
PAY AS GO						
Articulated Ejector Truck	490,000	0	0	590,000	0	1,080,000
Bethany Church Rd Landfill Cap Improvement	2,000,000	0	0	0	0	2,000,000
Bulldozer	350,000	0	0	0	0	350,000
Bulldozer Rebuild Program	0	0	435,000	0	0	435,000
Compactor Rebuild Program	0	475,000	0	0	0	475,000
Diesel Storage Tank	0	0	0	50,000	0	50,000
Excavator	330,000	0	0	0	0	330,000
Farm Tractor						
Grinder	0	850,000	0	0	0	850,000
Lawnmower and/or Bush Hog	0	0	25,000	0	25,000	50,000
Loader, Track & Tire Type						
Methane Gas Perimeter Infrastructure	0	100,000	0	0	0	100,000
Mini-excavator / skid steer	0	85,000	0	0	0	85,000
Pickup Truck 3/4 Ton and/or 1/2 Ton	0	38,000	0	0	0	38,000
Portable Wind Fencing	50,000	0	0	0	0	50,000
Road Tractor and/or Fuel Service Truck	0	175,000	0	0	120,000	295,000
Subtitle D Cell Construction	0	0	500,000	500,000	1,000,000	2,000,000
Wetlands Mitigation	50,000	50,000	50,000	50,000	50,000	250,000
Total Pay as Go	3,270,000	1,773,000	1,010,000	1,190,000	1,195,000	8,438,000
OPERATING COSTS						
Personal Services	1,984,969	2,024,668	2,065,161	2,106,464	2,148,593	10,329,855
General Operating (excludes transfer to capital)	3,716,935	3,754,104	3,791,645	3,829,561	3,867,857	18,960,102
Closure Post Closure Costs (MSW & C&D)	100,000	250,000	250,000	500,000	500,000	1,600,000
TOTAL OPERATING	5,801,904	6,028,772	6,106,806	6,436,025	6,516,450	30,889,957

TOTAL EXPENSES	9,071,904	7,801,772	7,116,806	7,626,025	7,711,450	39,327,957
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REVENUE						
Landfill User Fees	5,600,000	5,768,000	5,941,040	6,119,271	7,500,000	30,928,311
Demo Landfill User Fees	850,000	858,500	867,085	875,756	0	3,451,341
Methane-Duke Power	465,000	465,000	465,000	465,000	465,000	2,325,000
Tire Disposal Tax	200,000	200,000	200,000	200,000	202,000	1,002,000
White Goods Disposal Tax	75,000	75,000	75,000	75,000	75,000	375,000
Solid Waste Disposal Tax (5 year average 20% of tax paid)	67,000	67,670	68,347	69,030	69,720	341,767
Solid Waste Franchise Fee	75,000	75,000	75,000	75,000	75,000	375,000
All Other Revenues	205,000	207,050	209,121	211,212	213,324	1,045,707
Fund Balance Appropriated	1,534,904	85,552	(783,787)	(464,244)	(888,594)	(516,169)
TOTAL REVENUES	9,071,904	7,801,772	7,116,806	7,626,025	7,711,450	39,327,957

Solid Waste CIP	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Funding in FY 2022/23	Funding in FY 2023/24	Total
PAY AS GO						
Articulated Ejector Truck - Used to haul daily and intermediate cover material from soil borrow areas to both MSW and C&D Landfills. An Ejector truck does not raise to dump; it expels the load from the rear with an ejector, allowing for much safer load delivery with less risk of rolling the truck.	490,000	0	0	590,000	0	1,080,000
Bethany Church Rd Landfill Cap Improvements - Improvements to final cap required to eliminate surface water ponding. Project includes development of a borrow area, hauling and placing approximately 95,000 cu.yds of soil, erosion control, and installation of gas collection lines to 30 existing wells. Monies will also be used to purchase property.	2,000,000	0	0	0	0	2,000,000
Bulldozer - Dozers are used in the MSW and C&D landfills to spread soil over garbage, build side slopes, grade borrow areas, and maintain roadways.	350,000	0	0	0	0	350,000
Bulldozer Rebuild Program - The certified Caterpillar rebuild program offers like-new machines with like-new warranties and new serial numbers, at a fraction of the cost of a new machine.	0	0	435,000	0	0	435,000
Compactor Rebuild Program - The certified Caterpillar rebuild program offers like-new machines with like-new warranties and new serial numbers, at a fraction of the cost of a new machine.	0	475,000	0	0	0	475,000
Diesel Fuel Storage Tank - Needed to maintain fuel quantity used in daily landfill operations.	0	0	0	50,000	0	50,000
Excavator - Used in obtaining soils needed for landfill operations. Replacements are scheduled according to Solid Waste financial analysis and planning.	330,000	0	0	0	0	330,000
Grinder - used in C&D landfill to grind certain debris into mulch for resale	0	850,000	0	0	0	850,000
Lawnmower & Bush Hog - used to maintain landfill property.	0	0	25,000	0	25,000	50,000

Solid Waste CIP	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Funding in FY 2022/23	Funding in FY 2023/24	Total
Methane Gas Perimeter Infrastructure- New methane gas extraction wells and associated piping, fittings, heads, etc. in completed waste areas of Unit 2 & Unit 3 Landfill cells, to allow methane extraction in these areas to increase gas flow to co-generation facility.	0	100,000	0	0	0	100,000
Mini Excavator / Skid Steer- The mini excavator digs soils needed for landfill operations.	0	85,000	0	0	0	85,000
Pickup Truck 3/4 Ton and/or 1/2 Ton- 3/4 ton or 1/2 ton pickups are replaced as necessary according to the Solid Waste financial analysis and planning.	0	38,000	0	0	0	38,000
Portable Wind Fencing - Wind fences are 20 ft. x 20 ft. and used to keep blowing paper and other flying debris from leaving the landfill face, which must be maintained for permit compliance.	50,000	0	0	0	0	50,000
Road Tractor- needed to haul leachate tankers and equipment to other sites, and move grinders around Treatment and Processing Area. Both existing tractors are older than 1988 and have seen increased maintenance.	0	175,000	0	0	120,000	295,000
Subtitle D Cell Construction- The next cell is Unit 3 Phase 2 projected to open Fiscal Year 2020/21. Funds will continue to be set aside for future Unit 3 Phase 3, which is anticipated being needed to accept waste in 2033.	0	0	500,000	500,000	1,000,000	2,000,000
Wetlands Mitigation Bank - Some existing wetlands and streams at Blackburn Resource Recovery Facility must be mitigated over time to construct MSW Landfill Cells: Unit 3 Phase 2, Unit 4, Unit 5, Unit 7, and Unit 10. Without this mitigation, landfill life will be reduced by an estimated 25-40%. Per acre and per linear foot wetland and stream mitigation amounts are determined by the U.S. Army Corps of Engineers and NCDEO.	50,000	50,000	50,000	50,000	50,000	250,000
Total Pay as Go	3,270,000	1,773,000	1,010,000	1,190,000	1,195,000	8,438,000

WATER AND SEWER CIP Summary	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Funding in FY 2022/23	Funding in FY 2023/24	Total
<i>Bold and italicized entries signify new expenses or revenues</i>						
PAY AS YOU GO						
Hickory-Catawba WWTP Future Expansion	250,000	250,000	250,000	250,000	250,000	1,250,000
Sherrills Ford Elem - Wastewater Demolition	100,000	0	0	0	0	100,000
Pay as You Go Total	350,000	250,000	250,000	250,000	250,000	1,350,000
DEBT SERVICE & OPERATING COSTS						
Personal Services	125,216	128,972	132,841	136,826	140,931	664,786
General Operating	258,413	263,581	268,853	274,230	279,715	1,344,792
Hickory-Catawba Wastewater Treatment Plant Expansion Debt Payment and Operations	801,220	801,220	801,220	801,220	801,220	4,006,100
Blackburn-Plateau Water Loop Debt Payment	75,000	75,000	75,000	75,000	75,000	375,000
Highway 150 Sewer Debt Payment	747,677	747,677	747,677	747,677	747,677	3,738,385
Southeastern Catawba County (SECC) Wastewater Collection Debt Payment	551,735	532,670	513,410	494,491	453,123	2,545,429
Total Debt Service & Operating	2,559,261	2,549,120	2,539,001	2,529,444	2,497,666	12,674,492
TOTAL PROJECT, DEBT SERVICE, AND OPERATING EXPENSES	2,909,261	2,799,120	2,789,001	2,779,444	2,747,666	14,024,492
REVENUE						
Property Tax	0	0	1,785,175	1,803,027	1,821,057	5,409,259
1/4 cent Sales Tax	0	0	920,775	948,398	976,850	2,846,023
Domestic Haulers	84,000	84,840	85,688	86,545	87,410	428,483
System Development Fees	210,000	212,100	214,221	216,363	218,527	1,071,211
Revenue Sharing Contracts	777,000	784,770	792,618	800,544	808,549	3,963,481
Fund Balance Applied	1,838,261	1,717,410	(1,009,476)	(1,075,433)	(1,164,727)	306,035
TOTAL REVENUE	2,909,261	2,799,120	2,789,001	2,779,444	2,747,666	14,024,492

Water & Sewer Projects Descriptions	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Funding in FY 2022/23	Funding in FY 2023/24	Total	Funding Notes	Operating Impacts
PAY AS GO								
Hickory-Catawba WWTP Future Expansion - This project builds funds for future upgrades/expansion to the WWTP.	250,000	250,000	250,000	250,000	250,000	1,250,000		
Sherrills Ford Elem - Wastewater Demolition - School had an existing wastewater system that is no longer needed since connected to SECC sewer system	100,000	0	0	0	0	100,000		
DEBT SERVICE & OPERATING								
Personal Services - 1 FTE dedicated to water & sewer.	125,216	128,972	132,841	136,826	140,931	664,786		
General Operating - Includes professional services for engineering reports on planned projects.	258,413	263,581	268,853	274,230	279,715	1,344,792		
Hickory-Catawba Wastewater Treatment Plant Expansion - County's portion of debt service & operating expenses to the City of Hickory.	801,220	801,220	801,220	801,220	801,220	4,006,100		\$392,000 per year debt service plus \$250,000 annual operating costs beginning in Fiscal Year 2014/15.
Blackburn-Plateau Water Loop - Debt repayment for project approved in prior years.	75,000	75,000	75,000	75,000	75,000	375,000	\$3 million from Economic Stimulus funds. \$1.5 million principal forgiveness loan for 20 years, payments are \$75,000 annually, \$1.5 million grant.	\$75,000 per year debt service
Highway 150 Sewer - Debt repayment for project approved in prior years.	747,677	747,677	747,677	747,677	747,677	3,738,385	Project funding from Water and Sewer Fund and installment purchase obligations issued over 15yrs @ 2.5 percent interest.	\$747,678 per year debt service

Water & Sewer Projects Descriptions	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Funding in FY 2022/23	Funding in FY 2023/24	Total	Funding Notes	Operating Impacts
Southeastern Catawba County (SECC) Waste Water Collection - Debt repayment for project approved in prior years.	551,735	532,670	513,410	494,491	453,123	2,545,429	Funding from installment purchase obligations issued over 20 yrs @ 4.19 percent interest. Final debt payment is in 2028. Debt repaid from property tax and/or portion of the 1/4 cent sales tax devoted to water and sewer.	\$504,372 debt service per year
Total Debt Service & Operating	2,559,261	2,549,120	2,539,001	2,529,444	2,497,666	12,674,492		
TOTAL PROJECT, DEBT SERVICE, AND OPERATING EXPENSES	2,909,261	2,799,120	2,789,001	2,779,444	2,747,666	14,024,492		



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APPENDIX



FINANCIAL STATISTICS, STATEMENTS & POLICIES

Investment Policy

SCOPE

This investment policy applies to all financial assets of Catawba County. The County combines the cash resources of its various funds into a single pool in order to maximize investment earnings. Each fund's portion of total cash and investments is shown by fund type in the combined balance sheet of the County's Comprehensive Annual Financial Report. This policy applies to all transactions involving the financial assets and related activity of all the various funds accounted for in the County's Comprehensive Annual Financial Report.

OBJECTIVES

Funds of the County will be invested in accordance with North Carolina General Statute 159-30, the County's Investment Policy and written administrative procedures. The County's investments shall be undertaken in a manner that (1) seeks to ensure the preservation of capital in the overall portfolio (safety), (2) provides for sufficient liquidity to meet the cash needs of the County's various operations (liquidity), and (3) attains a fair market rate of return (yield). Cash management functions will be conducted in such a manner as to ensure that adequate funds will always be available to meet the County's financial obligations and to provide the maximum amount of funds available for investment at all times.

RESPONSIBILITY

In accordance with North Carolina General Statutes, the Chief Financial Officer is designated as the Investment Officer of the County and is responsible for the County's financial assets. The Chief Financial Officer is also responsible for investment decisions and activities and shall develop and maintain written administrative procedures for the operation of the cash management and investment program, consistent with North Carolina General Statutes. In order to promote the efficiency of investment duties and related activities, the Chief Financial Officer may, at his option, designate one or more members of his staff to perform the functions of cash management and investing. Such delegation shall not relieve the Chief Financial Officer of responsibility for all transactions and executions performed by the designated individuals.

The standard of prudence to be used by the Investment Officer shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. It states that investment officers acting in accordance with North Carolina General Statutes, this policy, written administrative procedures, and exercising due diligence, shall be relieved of personal responsibility for an individual security's credit risk or market price change, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments. Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the

management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

ETHICS AND CONFLICTS OF INTEREST

The Chief Financial Officer, designated Investment Officer and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution and management of the investment program, or which could impair their ability to make impartial investment decisions. Investment officials and employees shall disclose to the County Manager any material interests in financial institutions that conduct business with Catawba County, and they shall further disclose any personal financial/investment positions that could be related to the performance of the County's portfolio. This disclosure need not include normal banking or brokerage relationships that are at normal market rates and conditions available to the general public.

STATUTORY AUTHORIZATION

The legal limitations of local government investments are defined in North Carolina G.S. 159-30. Accordingly, the following classes of securities are indicative of the investments utilized by Catawba County:

- A. Obligations of the United States or obligations fully guaranteed both as to principal and interest by the United States.
- B. Obligations of the Federal Financing Bank, the Federal Farm Credit Bank, the Bank for
- C. Cooperatives, the Federal Intermediate Credit Bank, the Federal Land Banks, the Federal
- D. Home Loan Banks, the Federal Home Loan Mortgage Corporation, the Federal National
- E. Mortgage Association, the Government National Mortgage Association, the Federal
- F. Housing Administration, the Farmers Home Administration and the U.S. Postal Service.
- G. Obligations of the State of North Carolina.
- H. Deposits at interest or purchase of certificates of deposit with any bank, savings and loan association or trust company in North Carolina, provided such deposits or certificates of deposit are fully collateralized.
- I. Prime quality commercial paper bearing the highest rating of at least one nationally recognized rating service and not bearing a rating below the highest (A1, P1, F1) by any nationally recognized rating service which rates the particular obligation.
- J. Participating shares in a mutual fund for local government investment (such as the N.C. Capital Management Trust), which is certified by the N.C. Local Government Commission.

ADMINISTRATIVE RESTRICTIONS

In addition to the previously noted limitations on appropriate securities, Catawba County's investment activities are further restricted in the following manner:

It is the policy of Catawba County to diversify its investment portfolio. Assets held shall be diversified to eliminate the risk of loss resulting from the over concentration of assets in a specific issuer or specific class of securities. Diversification strategies shall be determined and revised periodically by the Chief Financial Officer. Portfolio maturities shall be staggered to avoid undue concentration of assets in a specific maturity sector. Maturities selected shall provide for stability of income and reasonable liquidity.

- Catawba County will invest its short-term investments (< one year) based on cash flow analysis
- Catawba County will invest minimal levels in money market funds or local government investment pools unless these instruments have higher yields
- Short-term investments will be aggressively managed to maximize yield
- Reserve funds and other funds with longer-term investment horizons (> one year) will be invested in higher yield, longer maturing investments to maximize the investment opportunity available.

Catawba County recognizes that investment risks can result from issuer defaults, market price changes or various technical complications leading to temporary illiquidity. Portfolio diversification is employed as a way to minimize default risk. No individual investment transaction shall be undertaken that jeopardizes the capital position of the overall portfolio. In the event of a default by a specific issuer, the Chief Financial Officer shall review and, if appropriate, proceed to liquidate securities having comparable credit risks.

SELECTION OF SECURITIES

The Chief Financial Officer, or his designee, will determine which instruments shall be purchased and sold, and the desired maturity date(s) that are in the best interest of the County. All brokers and dealers transacting business with the County must be licensed to do business within North

Carolina. They must also have extensive knowledge of NC General Statutes and have references from other North Carolina local governments. The selection of an instrument will involve the evaluation of, but not be limited to, the following factors:

- A. Cash flow projections and requirements
- B. Current market conditions
- C. Overall portfolio balance and makeup
- D. Relative liquidity of the instrument

CUSTODY AND SAFEKEEPING OF SECURITIES

Catawba County will maintain a third party safekeeping account for all investments (generally provided by the County's primary bank), or take physical possession of them. Some securities, primarily certificates of deposit, will not be kept in the third party safekeeping account, but will be kept by the Investment Officer in the vault of the County Finance Department. Transactions will be processed on a delivery versus payment basis, which insures that securities are deposited in an eligible financial institution prior to the release of funds.

INTERNAL CONTROLS

The Chief Financial Officer is responsible for establishing and maintaining a system of internal controls. The internal control structure shall be designed to provide reasonable assurances that the assets of Catawba County are protected from loss, theft, or misuse by third parties or County employees. Accordingly, the Chief Financial Officer shall establish a process for an annual independent review by an external auditor to assure compliance with policies and procedures.

REPORTING

The Chief Financial Officer shall prepare an investment report on a semi-annual basis, including a management summary that provides an analysis of the status of the current investment portfolio. The report will include the following:

- Listing of individual securities held at the end of the reporting period.
- Average weighted yield to maturity of portfolio on investments.
- Listing of investments by maturity date.
- Percentage of each type of investment in the total portfolio.

CATAWBA COUNTY, NORTH CAROLINA

Table 5

**Assessed Valuation and Actual Value of Taxable Property
Last Ten Fiscal Years**

Fiscal Year	Real Property	Personal Property	Public Utility Property	Total Taxable Assessed Value	Total Direct Tax Rate ⁽¹⁾	Estimated Real Market Value
2009	11,778,146,940	2,560,844,568	794,924,639	15,133,916,147	0.535	15,452,232,129
2010	11,874,836,448	2,547,986,916	590,931,402	15,013,754,766	0.535	15,343,643,092
2011	12,057,640,336	2,454,965,234	610,253,122	15,122,858,692	0.535	15,122,858,692
2012 ⁽²⁾	12,154,011,798	2,754,476,587	606,953,739	15,515,442,124	0.530	15,436,714,878
2013	12,240,949,134	3,127,347,289	659,587,935	16,027,884,358	0.530	15,946,556,918
2014	12,224,185,313	3,790,836,072	685,580,853	16,700,602,238	0.530	16,192,168,158
2015	12,267,687,100	3,622,784,098	746,952,594	16,637,423,792	0.530	16,249,070,995
2016 ⁽²⁾	11,564,008,687	3,742,083,773	788,247,696	16,094,340,156	0.575	16,261,837,078
2017	11,682,762,282	3,910,899,616	827,530,781	16,421,192,679	0.575	16,571,997,860
2018	11,821,086,656	4,032,470,698	846,131,001	16,699,688,355	0.575	N/A

⁽¹⁾ Tax rate expressed in dollars of tax per \$100 of assessed valuation.

⁽²⁾ Increase as a result of the County 4-year real property revaluation cycle.

Source: Catawba County Property Appraiser

CATAWBA COUNTY, NORTH CAROLINA

Table 6

**Property Tax Rates - Direct and Overlapping Governments ⁽¹⁾
Last Ten Fiscal Years**

	Fiscal Year									
	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009
Catawba County										
Property Tax	0.5750	0.5750	0.5750	0.5300	0.5300	0.5300	0.5300	0.5350	0.5350	0.5350
Fire Districts:										
Bandys	0.0820	0.0820	0.0820	0.0700	0.0700	0.0700	0.0600	0.0600	0.0600	0.0600
Catawba	0.1000	0.1000	0.0850	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700
Claremont	0.0900	0.0800	0.0800	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700
Conover Rural	0.0900	0.0900	0.0900	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700
Cooksville	0.0620	0.0620	0.0620	0.0617	0.0617	0.0617	0.0517	0.0517	0.0517	0.0517
Denver	-	-	-	-	-	-	-	-	-	-
Fairbrook	-	-	-	-	-	-	-	-	-	-
Hickory Rural	0.1200	0.0900	0.0900	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0325
Long View	0.0730	0.0730	0.0730	0.0650	0.0546	0.0546	0.0546	0.0546	0.0546	0.0546
Maiden	0.0800	0.0800	0.0750	0.0700	0.0600	0.0600	0.0600	0.0600	0.0500	0.0500
Mountain View	0.0750	0.0750	0.0600	0.0600	0.0600	0.0600	0.0600	0.0600	0.0493	0.0493
Newton	0.0900	0.0900	0.0900	0.0850	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700
Oxford	0.0650	0.0650	0.0650	0.0558	0.0558	0.0558	0.0558	0.0558	0.0558	0.0558
Propst	0.0620	0.0620	0.0620	0.0615	0.0615	0.0615	0.0615	0.0615	0.0615	0.0615
Sherrills Ford	0.1100	0.1100	0.0810	0.0800	0.0700	0.0700	0.0700	0.0700	0.0700	0.0500
St. Stephens	0.1200	0.1200	0.0900	0.0900	0.0700	0.0700	0.0700	0.0700	0.0700	0.0500
Viewmont	-	-	-	-	-	-	-	-	-	-
Municipalities:										
Town of Brookford	0.5200	0.5200	0.5200	0.5200	0.5200	0.5200	0.5200	0.5200	0.5200	0.5200
Town of Catawba	0.4800	0.4800	0.4800	0.4800	0.4800	0.4800	0.4800	0.4800	0.4800	0.4800
City of Claremont	0.4900	0.4900	0.4900	0.4600	0.4600	0.4600	0.4600	0.4600	0.4600	0.4600
City of Conover	0.4700	0.4700	0.4700	0.4300	0.4000	0.4000	0.4000	0.4000	0.4000	0.4000
City of Hickory	0.5665	0.5665	0.5665	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000
Town of Long View	0.5200	0.5200	0.4200	0.4200	0.4200	0.4000	0.4000	0.4000	0.4000	0.4000
Town of Maiden	0.3800	0.3800	0.3800	0.3800	0.3800	0.3800	0.3900	0.4000	0.4000	0.4000
City of Newton	0.5400	0.5400	0.5400	0.5100	0.4800	0.4800	0.4800	0.4800	0.4800	0.4800
Total Maximum Rate - Fire District	0.6950	0.6950	0.6650	0.6200	0.6000	0.6000	0.6000	0.6050	0.6050	0.6050
Total Maximum Rate - Municipalities	1.1415	1.1415	1.1415	1.0500	1.0500	1.0500	1.0500	1.0550	1.0550	1.0550

⁽¹⁾ All tax rates are expressed in dollars of tax per \$100 of assessed valuation. For the above years, the tax levies were assessed at one hundred percent (100%) of the actual value.

Source: Catawba County Tax Collector

Debt Management Policy

INTRODUCTION

Catawba County recognizes that a formal debt policy is essential to effective financial management. Adherence to a debt management policy signals to rating agencies and capital markets that the government is well managed and therefore likely to meet its debt obligations in a timely manner. In addition, it helps to insure that a government maintains a sound financial position and that credit quality is protected. Debt management policies are written guidelines, allowances and restrictions that guide the debt issuance process and it is a recommended practice of the Government Finance Officers Association (GFOA).

Many of the processes for approval, sale and repayment of debt are controlled by North Carolina General Statutes and may not all be repeated within this policy. This debt policy is to be used in conjunction with those laws and regulations along with the operating and capital budgets and other financial policies. Objectives of the debt policy have been established to assist the County in retaining its bond ratings and include:

- Funding a Capital Improvement Plan
- Maintaining an appropriate mix of pay-as-you-go and debt funding
- Maintaining an adequate fund balance, including an appropriate level of unassigned fund balance
- Structuring debt repayment schedules that observers expect of highly rated (AA or AAA) counties

DEBT INSTRUMENTS

The County will use appropriate debt instruments to provide funding for capital assets and improvements at the lowest cost with minimal risk:

General Obligation Bonds

General Obligation Bonds are bonds secured by a promise to levy taxes in an amount necessary to pay debt service, principal and interest, coming due each fiscal year until repaid. General obligation bonds are backed by the full faith and credit of the County. These bonds are authorized by a referendum or by non-voted (2/3) authorization by the governing body. The non-voted authorization allows governments to issue up to two-thirds of the previous year's net debt reduction without a referendum.

Revenue and Special Obligation Bonds

Revenue bonds are bonds that pledge revenues generated by the debt-financed asset or by the operating system of which that asset is a part. Special Obligation Bonds are bonds that are payable from the pledge of revenues other than locally levied taxes.

Other Financing Options

Installment financings are alternative financing methods that do not require a referendum. Certificates of Participation or Limited Obligation Bonds represent an undivided interest in the payments made by a public agency pursuant to a financing lease or an installment purchase agreement. The security for this financing is represented by a lien on the property acquired or constructed.

An Installment Purchase Contract is an agreement with a financial institution in which the equipment or property is acquired and periodic payments are made to satisfy the debt service.

The County will typically use this type of financing to finance a capital asset for ten to fifteen years with the capital asset being used as collateral for the loan. In other cases, this financing will be used for short-term equipment/vehicle purchases of three to five years.

The County will use pay-as-you-go funding for capital improvements or capital assets having a cost of less than \$250,000 or assets having a useful life of less than ten years unless budgetary constraints require the use of financing to acquire the necessary funding for those capital improvements or capital assets.

PURPOSES FOR DEBT ISSUANCE

The County may issue debt for the purpose of acquiring or constructing capital assets including land, buildings, machinery, equipment, fixtures and any other eligible expenses of a project and for making major renovations to existing capital improvements that are for the good of the public. Exceptions to this rule will be considered on a case-by-case basis to determine if the contemplated debt is in the best interest of the County. Long-term debt shall not be used for financing ongoing operational expenses. When applicable, debt issuance will be pooled together to minimize issuance expense.

Before issuing any new debt the County will consider the following factors:

- Global, national and local financial environment and economy
- Current interest rates and expected interest rate changes
- Cash position and current debt position
- Availability of funds to repay the debt
- Urgency of current capital needs and flexibility to meet future needs
- Appropriate debt issuance practices and debt structuring

DEBT STRUCTURE

The debt structure is made up of the type of debt, interest rate and principal maturity schedule. This could include General Obligation Bonds, Revenue or Special Obligation Bonds or other installment financings. The cost of taxable debt is typically higher than the cost of tax-exempt debt; however, the issuance of taxable debt is mandated in some circumstances and may allow flexibility in subsequent contracts with users or managers of the improvements constructed with bond proceeds. The County will usually issue obligations on a tax-exempt basis, but may occasionally issue taxable obligations when there is an expected benefit from doing so. The County shall establish an affordable debt level to preserve credit quality and insure sufficient revenue is available to pay annual debt service obligations.

General Obligation Bonds will generally be competitively bid with no more than a 20-year life unless there are compelling factors which make it necessary to extend beyond and applicable law allows a longer term. In a competitive sale, the County may sell its debt obligations by allowing an interested underwriter or syndicate to submit a proposal to purchase and issue bonds. The bonds are awarded to the underwriter presenting the best bid according to stipulated criteria set forth in the notice to sale.

Negotiated sales or private placements may be used where allowed when complex financing or sales structure is a concern with regard to marketability. In a negotiated sale, the bonds may be sold through an exclusive arrangement between the County and an underwriter or underwriting syndicate. At the end of successful negotiations, the issue is awarded to the underwriter. This method offers the most flexibility to the County. The criteria used to select an underwriter or syndicate in negotiated sales should include, but not be limited to the following: overall experience, marketing philosophy, capability, recent experience, underwriter's discount and overall expenses.

The County may elect to sell its debt obligations through a private placement with a financial institution when appropriate. Selection through private placement shall be determined through a Request for Proposal (RFP) process.

Debt service for each issue will be structured in an attempt to minimize the County's interest payments over the life of the issue while taking into account the existing debt obligations of the County. Any debt issued shall not have a maturity date beyond the useful life of the asset being acquired or constructed by the debt proceeds.

The County may also consider various financing methods including fixed or variable interest rate debt in order to minimize the interest costs over the life of the issue. The use of these methods will be evaluated based on market conditions and the maximum benefit to the County while minimizing the County's risk. When appropriate, the County may choose to issue securities that pay a rate of interest that varies according to a predetermined formula or results from a periodic remarketing of the securities or reset date determined by the bondholder. The County will limit the issuance of variable rate debt to help maintain the County's credit rating. The County's long term variable rate debt will not exceed 10 percent of the total outstanding general debt.

Investment of bond proceeds will be consistent with those authorized by existing state law, the County's investment policy and applicable bond covenants. Bond proceeds shall be invested and tracked separately from other investments.

DEBT RATIOS

The County will use an objective, analytical approach to determine the amount of debt to be considered for authorization and issuance. This process involves the comparison of generally accepted debt ratios from similar counties to the current County ratios. These ratios will be reevaluated every five (5) years or sooner as market conditions dictate. The County shall adhere to the following ratios:

Net Direct Debt Per Capita

This ratio measures the burden of direct debt placed on the population supporting the debt. This is widely used by rating agencies as a measure of an issuer's ability to repay the debt. The County's General Obligation debt per capita will be in line with other North Carolina counties that maintain the same credit rating. The County will maintain per capita debt that does not exceed \$2,000.

Net Direct Debt as a Percentage of Assessed Valuation

This ratio measures debt levels against the property tax base that generates the tax revenues used as the main source of debt repayment. The County will maintain its debt at no more than 1.50 percent of the countywide assessed value.

Net Direct Debt Service as a Percentage of Operational Budget

This ratio reflects the County's budgetary flexibility to adjust spending levels as economic conditions change. The County will maintain its net debt service at no more than 20 percent of the operational budget.

Ten-Year Payout Ratio

This ratio measures how quickly the County retires its outstanding indebtedness. A higher payout ratio preserves the County's capacity to borrow for future capital needs. The County will maintain its ten-year payout at a 65 percent level or higher.

REFINANCING OF OUTSTANDING DEBT

The County will continually review its outstanding debt and recommend issue for refunding as market opportunities arise. Debt shall only be refinanced for the purpose of achieving debt service savings, unless required to achieve specific debt management goals of the County. The estimation of net present value savings should be, at a minimum, in the range of 3 percent of the refunded maturities before a refunding process would be considered unless the County otherwise determines the annual savings warrant the refunding. The County will not refinance debt for the purpose of deferring scheduled debt service, unless unique circumstances are present. The County is aware that refinancing for the purpose of deferring debt service may have an impact on its credit rating.

The County may issue advance refunding bonds when advantageous, legally permissible and prudent while net present value savings are achieved. Advance refunding transactions are those undertaken in advance of the first date the refunded debt can be called for optional redemption and will require an establishment of an escrow account for the defeasance of the refunded debt. All costs incurred in completing the refunding shall be taken into account when determining the net present value savings.

The County may issue current refunding bonds when advantageous, legally permissible and prudent while net present value savings are achieved. Current refunding transactions shall be considered whenever possible. These transactions are undertaken at or after the call date on outstanding debt and provide for redemption and replacement of refunded debt within ninety days of issuance of the refunding debt.

PAY-AS-YOU-GO FUNDING

The County shall use pay-as-you-go and other alternative sources of funding for capital projects to minimize debt levels. To have an effective pay-as-you-go program, at least one funding source must be identified that is consistent, reliable and large enough to provide for capital needs in an amount that reduces dependency on debt. In order to reduce the impact of capital programs on future years, the County will annually appropriate funds for its capital improvement plan. The County will also appropriate proceeds from the sale of capital assets and land, as deemed appropriate, for capital projects. This practice will allow additional funding of capital improvement projects and reduce the County's dependence on borrowing. Pay-as-you-go funding will save money by eliminating interest expense on funded projects and will improve financial flexibility in the event of sudden revenue shortfalls or emergency spending.

ISSUANCE OF DEBT

The scheduling and amount of bond sales and installment purchase transactions will be recommended by the Chief Financial Officer and County Manager. The Board of County Commissioners must approve the sale. These decisions will be based upon the identified cash flow requirements for each project to be financed as well as market conditions and other relevant factors including debt ratios. If the cash requirements for capital projects are minimal in any given year, the County may choose not to issue the debt and fund the project costs and reimburse these costs when financing is arranged. In these situations, the County will adopt a reimbursement resolution prior to the expenditure of project funds.

Fixed rate General Obligation Bond sales are conducted on a competitive basis by the Local Government Commission (LGC), a division of the Office of State Treasurer. Variable rate bonds, revenue and special obligation bonds will be sold on a negotiated basis with a selected underwriter.

The County must receive an opinion acceptable to the market from a nationally recognized law firm that each financing transaction complies with applicable laws and all agreements in connection with any financing are legal, valid and binding obligations of the County.

CONTINUING DISCLOSURE

In accordance with the Securities and Exchange Commission (SEC), Rule 15c-2-12, the County will provide financial and operating information to the repository or repositories designated by the SEC. Where applicable, the county will also provide its Comprehensive Annual Financial Report (CAFR) and other relevant information to rating agencies, corporate trustees and financial institutions as required by continuing disclosure requirements within all debt financing documents.

ARBITRAGE LIABILITY MANAGEMENT

The County will maintain a system of record keeping and reporting to meet the arbitrage and rebate compliance requirements of the federal tax code. This effort includes tracking investment earnings on bond proceeds, calculating rebate payments in compliance with tax law and remitting applicable earnings to the federal government in a timely manner in order to preserve the tax-exempt status of the County's outstanding debt issues.

It is the County's policy to minimize the cost of arbitrage rebate and yield restriction while strictly complying with the applicable laws. Because of the complexity of arbitrage rebate regulations and the severity of non-compliance penalties, arbitrage calculation will be performed by qualified arbitrage professionals in strict adherence to applicable laws and regulations. These calculations will be done in accordance with required Internal Revenue Service reporting dates.

FINANCING TEAM, ADMINISTRATION AND IMPLEMENTATION

The County will provide for a solicitation and selection process for securing all professional services required in connection with any debt issues. The service professionals selected will be required to follow the County's debt management policy with the goal of continuity, quality service and competitive prices.

The County Manager and Chief Financial Officer are responsible for the administration and issuance of debt including the completion of specific tasks and responsibilities included in this policy.

**Legal Debt Margin Information
Last Ten Fiscal Years**

	<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>
Assessed value (after exemption)	16,699,688,355	16,421,192,679	16,094,340,156	16,637,423,792	16,700,602,238
Debt limit rate	8%	8%	8%	8%	8%
Debt limit	1,335,975,068	1,313,695,414	1,287,547,212	1,330,993,903	1,336,048,179
Less: Total net debt applicable to limit	198,869,191	170,255,375	148,502,990	152,703,618	158,887,591
Legal debt margin	<u>1,137,105,877</u>	<u>1,143,440,039</u>	<u>1,139,044,222</u>	<u>1,178,290,285</u>	<u>1,177,160,588</u>
Total net debt applicable to the limit as a percentage of debt limit	15%	13%	12%	11%	12%

Legal Debt Margin Calculation for Fiscal Year 2018

Assessed value (after exemptions)	\$ 16,699,688,355
Debt limit (8% of assessed value)	1,335,975,068
Debt applicable to limit:	
Authorized and unissued debt	-
Certificates of participation	8,020,112
Installment purchase	70,527,799
Qualified Zone Academy Bonds	200,000
Qualified School Construction Bonds	27,808,553
Limited Obligation Bonds	89,821,943
North Carolina Department of Commerce	1,590,784
Federal Revolving Loan	900,000
Less: Statutory deductions	
Unissued debt	-
Total net debt applicable to limit	<u>198,869,191</u>
Legal debt margin	<u>\$ 1,137,105,877</u>

**Legal Debt Margin Information
Last Ten Fiscal Years**

	<u>2013</u>	<u>2012</u>	<u>2011</u>	<u>2010</u>	<u>2009</u>
Assessed value (after exemption)	16,027,884,358	15,515,442,124	15,122,858,692	15,013,754,766	15,068,712,596
Debt limit rate	8%	8%	8%	8%	8%
Debt limit	<u>1,282,230,749</u>	<u>1,241,235,370</u>	<u>1,209,828,695</u>	<u>1,201,100,381</u>	<u>1,205,497,008</u>
Less: Total net debt applicable to limit	<u>154,634,710</u>	<u>125,775,150</u>	<u>142,142,197</u>	<u>117,002,355</u>	<u>130,663,312</u>
Legal debt margin	<u>1,127,596,039</u>	<u>1,115,460,220</u>	<u>1,067,686,498</u>	<u>1,084,098,026</u>	<u>1,074,833,696</u>
 Total net debt applicable to the limit as a percentage of debt limit	 12%	 10%	 12%	 10%	 11%

**Ratios of Outstanding Debt by Type
Last Ten Fiscal Years**

Fiscal Year	Governmental Activities							North Carolina Department of Commerce
	General Obligation Bonds	Certificates of Participation	Installment Purchases	Qualified Zone Academy Bonds	Qualified School Construction Bonds	Build America Bonds	Limited Obligation Bonds	
2009	23,765,000	42,645,000	56,831,959	650,000	-	-	-	-
2010	17,310,000	39,855,000	52,705,167	600,000	-	-	-	-
2011	12,110,000	37,075,000	48,564,013	550,000	27,808,553	8,401,732	-	-
2012	7,715,000	18,090,000	19,475,148	500,000	27,808,553	7,822,302	39,787,135	-
2013	3,325,000	16,465,000	48,618,040	450,000	27,808,553	7,242,872	37,770,939	2,600,000
2014	799,341	12,208,902	44,692,131	400,000	27,808,553	6,663,443	63,119,732	2,600,000
2015	-	11,885,455	40,764,047	350,000	27,808,553	6,084,013	57,768,142	2,600,000
2016	-	10,582,008	37,299,345	300,000	27,808,553	5,504,583	52,638,035	2,600,000
2017	-	9,293,560	72,741,291	250,000	27,808,553	-	47,533,477	2,100,388
2018	-	8,020,112	65,653,300	200,000	27,808,553	-	86,320,939	1,590,784

N/A = Not available

Sources:

¹ U.S. Department of Commerce Bureau of Economic Analysis

² Population based on estimates issued by the Bureau of the Census

CATAWBA COUNTY, NORTH CAROLINA

Table 9
Page 2 of 2

Ratios of Outstanding Debt by Type
Last Ten Fiscal Years

Year	Business Type			Total Primary Government	Percentage of Personal Income ⁽¹⁾	Per Capita ⁽²⁾
	Installment Purchases	Limited Obligation Bonds	Revolving Loan			
2009	6,771,353	-	-	130,663,312	2.61	832
2010	6,532,188	-	-	117,002,355	2.37	736
2011	6,282,897	-	1,350,000	142,142,195	2.75	893
2012	-	5,797,865	1,350,000	128,346,003	2.49	828
2013	8,000,000	5,504,061	1,275,000	159,059,465	2.95	1,023
2014	7,397,122	5,401,752	1,200,000	172,290,976	3.15	1,109
2015	6,783,333	5,097,634	1,125,000	160,266,177	2.80	1,028
2016	6,158,434	4,562,032	1,050,000	148,502,990	2.36	953
2017	5,522,224	4,030,882	975,000	170,255,375	2.63	1,091
2018	4,874,499	3,501,004	900,000	198,869,191	N/A	1,263

N/A = Not available

Sources:

¹ U.S. Department of Commerce Bureau of Economic Analysis

² Population based on estimates issued by the Bureau of the Census

**Demographic and Economic Statistics
Last Ten Fiscal Years**

Fiscal Year	Population Estimate ⁽¹⁾	Personal Income	Per Capita Income ⁽²⁾	Median Age ⁽³⁾	School Enrollment ⁽⁴⁾	Unemployment Rate ⁽⁵⁾
2009	157,073	4,998,534,079	31,823	38.1	24,688	15.50
2010	159,013	4,941,148,000	31,052	38.2	24,338	12.90
2011	159,125	5,016,806,000	32,504	38.4	24,245	12.00
2012	154,992	5,137,333,000	33,320	39.9	24,250	11.30
2013	155,494	5,357,979,000	34,716	40.3	24,241	10.80
2014	155,411	5,478,237,750	35,250	40.5	24,204	7.10
2015	155,832	5,725,579,344	36,742	40.7	23,889	6.00
2016	156,182	6,243,298,000	40,265	40.8	23,679	4.90
2017	156,106	6,489,428,000	41,477	41.1	23,509	4.00
2018	157,424	N/A	N/A	41.2	23,203	3.80

N/A = Not available

Sources:

- ¹ NC Budget and Management Office of State Planning - Based upon estimates issued by the U.S. Census Bureau
- ² Bureau of Economic Analysis
- ³ NC Budget and Management Office of State Planning
- ⁴ North Carolina Department of Public Instruction
- ⁵ United States Department of Labor - Bureau of Labor Statistics

CATAWBA COUNTY, NORTH CAROLINA

Table 7

**Principal Property Taxpayers
December 31, 2017 and December 31, 2008**

Taxpayer	Type of Business	December 31, 2017			December 31, 2008		
		Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
Apple, Inc.	Computer Server	\$ 1,087,415,592	1	6.51	\$ -	-	-
Duke Energy Carolinas, LLC	Electric utility	644,785,994	2	3.86	633,234,896	1	4.20
GKN Driveline Newton, LLC	Gears mfg.	246,181,535	3	1.47	122,577,912	3	0.81
Corning Cable Systems, LLC	Cable mfg.	205,646,624	4	1.23	75,125,833	5	0.50
CommScope Inc. of North Carolina	Cable mfg.	115,536,068	5	0.69	132,048,432	2	0.88
Draka Comteq Americas, Inc.	Cable mfg.	93,552,441	6	0.56	63,150,113	7	-
Target Corporation	Warehouse/Retail	74,655,784	7	0.45	-	-	-
DPL Frye Regional Medical Center, LLC	Medical care	66,713,719	8	0.40	82,412,460	4	0.55
Piedmont Natural Gas Co, Inc.	Gas utility	57,948,966	9	0.35	-	-	-
ZF Chassis Components, LLC	Automotive	54,780,628	10	0.33	-	-	-
Hickory Springs Mfg. Co., Inc.	Furniture supplies mfg.	-	-	-	65,248,487	6	0.43
Central Telephone Company	Telephone	-	-	-	55,427,978	8	0.37
Valley Hills Mall, LLC	Retail	-	-	-	49,740,830	9	0.33
Shuford Mills, Inc./Shuford Development	Textiles/Tape mfg.	-	-	-	43,736,518	10	0.29
		<u>\$ 2,647,217,351</u>		<u>15.85</u>	<u>\$ 1,278,966,941</u>		<u>8.36</u>
Total Assessed Valuation		<u>\$ 16,699,688,355</u>			<u>\$ 15,068,712,596</u>		

Source: Catawba County Tax Collector

CATAWBA COUNTY, NORTH CAROLINA

Table 12

**Principal Employers
Current Year and Nine Years Ago**

Employer	Industry	2018		2009	
		Employees	Rank	Employees	Rank
Catawba County Schools	Education & Health Services	1,000+	1	1,000+	1
Catawba Valley Medical Center	Education & Health Services	1,000+	2	1,000+	3
GKN Driveline Newton, LLC	Manufacturing	1,000+	3	-	-
Corning Optical Communications, LLC	Manufacturing	1,000+	4	1,000+	7
CommScope	Manufacturing	1,000+	5	1,000+	4
Catawba County Government	Public Administration	1,000+	6	1,000+	5
Dip Partner Frye, LLC	Education & Health Services	1,000+	7	1,000+	2
Wal-Mart Associates, LLC	Trade, Transportation, & Utilities	1,000+	8	-	-
Target Stores Div.	Trade, Transportation, & Utilities	500-999	9	-	-
Catawba Valley Community College	Education & Health Services	500-999	10	-	-
Hickory Springs Manufacturing Co., Inc.	Manufacturing	-	-	1,000+	6
Sherrill Furniture Co.	Manufacturing	-	-	500-999	8
CV Industries, Inc.	Manufacturing	-	-	500-999	9
City of Hickory	Public Administration	-	-	500-999	10

CATAWBA COUNTY, NORTH CAROLINA
General Long-Term Debt Requirements and Maturity Schedule
June 30, 2018

Schedule J-1

Fiscal Year Ended June 30	Governmental Activities			Business Type Activities		
	Debt Principal	Interest	Total	Debt Principal	Interest	Total
2019	13,445,367	6,158,081	19,603,448	1,248,924	228,956	1,477,880
2020	14,676,882	5,908,753	20,585,635	1,176,280	198,132	1,374,412
2021	14,577,808	5,479,092	20,056,900	1,186,525	168,822	1,355,347
2022	13,363,678	5,038,743	18,402,421	1,198,897	137,191	1,336,088
2023	13,271,134	4,604,236	17,875,370	1,214,036	103,132	1,317,168
2024-2028	78,299,829	14,038,879	92,338,708	2,967,776	146,673	3,114,449
2029-2033	20,655,000	4,039,547	24,694,547	150,000	-	150,000
2034-2038	9,730,000	1,332,081	11,062,081	-	-	-
2039	1,940,000	32,737	1,972,737	-	-	-
	<u>\$ 179,959,698</u>	<u>\$ 46,632,149</u>	<u>\$ 226,591,847</u>	<u>\$ 9,142,438</u>	<u>\$ 982,906</u>	<u>\$ 10,125,344</u>

⁽¹⁾ 15% of Legal Debt Limit

GLOSSARY

Ad Valorem Tax: A tax levied in proportion to the value of a property.

Accrual Basis of Accounting: Revenues are reported on the income statement when they are earned not when they are received. Expenses are matched with related revenues and/or are reported when the expense occurs, not when the cash is paid. The result of accrual accounting is an income statement that better measures profitability during a specific time period.

Activity: Departmental efforts which contribute to the achievement of a specific set of program outcomes; the smallest unit of the program budget.

Allocate: To set apart portions of budgeted expenditures which are specifically designated to organizations for special activities or purposes (i.e., various rescue squads).

Annual Budget: A budget covering a single fiscal year.

Appropriation: An authorization granted by the Board of Commissioners to make budgeted expenditures and to incur obligations for purposes specified in the budget ordinance.

Approved Budget: The budget as formally adopted by the Board of Commissioners for the upcoming fiscal year.

Assessed Value: The value of real estate or personal property as determined by tax assessors and used as a basis for levying taxes.

Assessment: The process for determining values of real and personal property for taxation purposes.

Authorized Bond: Bonds which have been legally approved but may or may not have been sold.

Available Fund Balance: Total cash and investments minus liabilities, encumbrances, and deferred revenues at the end of each fiscal year.

Balanced Budget: Occurs when planned expenditures equal anticipated revenues. In North Carolina it is required that the budget submitted to the Board of Commissioners be balanced.

Board of County Commissioners: Five-member Board elected at large by the voters of the County for four year terms.

Bond: A written promise to pay a specific amount of money with interest within a specific time period, usually long-term.

Bond Issued: Bonds that are sold.

Bond Rating: A grade indicating a governmental unit's investment qualities. Generally speaking, the higher bond rating, the more favorable the interest rate and the lower the cost of financing capital projects funded by bonds. A high rating is indicative of the Government's strong financial position. Ratings range from AAA (highest) to D (lowest).

Budget Document: A formal document presented to the Board of Commissioners containing the County's financial plan for a fiscal year.

Budget Message: A written overview of the proposed budget from the County Manager to the Board of Commissioners which discusses the major budget items and the County's present and future financial condition.

Capital Improvement Plan (CIP): A long term plan of proposed capital improvement projects which includes estimated project costs and funding sources that the County expects to undertake within a five-year period. The plan is updated annually to reassess capital needs.

Capital Outlay: An expenditure expected to have a useful life greater than three years or an estimated total cost of \$5,000 or more. Capital outlay expenditures include such purchases as a vehicle, ambulance equipment, or Landfill equipment.

Capital Project: A project expected to have a useful life greater than ten years or an estimated total cost of \$100,000 or more and requiring professional certification. Capital projects include the construction, purchase, or major renovation of a building or the purchase of land.

Capital Projects Fund: A fund used to account for the acquisition or construction of major governmental capital facilities and equipment which are not financed by other funds.

Contingency Account: Account in which funds are set aside for unforeseen expenditures which may become necessary during the year and which have not been provided for in the context of the annual operating budget. Transfers from this account must be approved by the County Manager or Board of Commissioners.

Current Expense: Local funds used to supplement the State's minimum level of support for operating the schools. These funds by State law are appropriated on a per pupil basis.

Debt Service: Used for payment of general long-term debt principal, interest, and related costs.

Delinquent Taxes: Taxes that remain unpaid after the due date on which a penalty for nonpayment is incurred.

Department: A major administrative division of the County that has overall management responsibility for an operation within a function area.

DHR: Represents Departments of Human Resources that includes Social Services, Public Health, and Partners Behavioral Health Management (Partners BHM).

Encumbrance: A financial commitment for services, contracts, or goods that have not as yet been delivered or performed.

Enterprise Fund: A grouping of activities whose expenditures are wholly or partially offset by revenues collected from consumers in the form of fees and charges.

Expenditures: The total costs of a program or capital project.

Fire Protection Service Districts: Districts established pursuant to NCGS 153A-301(a)(2) within the County for the purpose of establishing fire tax rates to provide fire protection services.

Fiscal Year: The time period beginning July 1 of a calendar year and ending on June 30 of the following calendar year. Budgeting is carried out on a fiscal year schedule.

Fixed Asset: An asset of long-term character. For budgetary purposes a fixed asset is defined as an item costing \$5,000 or more with an expected life of more than three years.

Fringe Benefits: For budgeting purposes fringe benefits include employer payments for social security, retirement, group health, life insurance, dental insurance, and worker's compensation.

Full-Time Equivalent (FTE): An FTE converts the hours worked by a position into a percentage of a full year's number of hours. One FTE equals 40 hours per week or 2,080 hours per years per permanent position.

Fund: An accounting entity created to record the financial activity for a selected financial grouping. A fund is set up to carry out a special function or attain certain objectives in accordance with set laws and regulations.

Fund Balance: Amounts shown as fund balance represent monies which remain unspent after all budgeted expenditures have been made. North Carolina statutes dictate that a portion of fund balance should be retained and not made available for appropriation in the following fiscal year.

Function: A broad grouping of activities and departments whose outcomes and expenditures are inter related. Examples of functions within Catawba County include Human Services, Public Safety, and General Government.

General Fund: The general operating fund of the County used to account for all financial resources except those required to be accounted for in another fund.

General Obligation Bonds: Bonds issued by a government that are backed by the full faith and credit of its taxing authority.

Governmental Funds: There are three groups of funds for which financial statements are prepared—governmental, proprietary, and fiduciary. Proprietary funds are employed to report on activities financed primarily by revenues generated by the activities themselves, such as a utility. Fiduciary funds contain resources held by a government but belonging to individuals or entities other than the government. Governmental funds account for everything else. Catawba County has three types of governmental funds:

- General Fund and like funds
- Special Revenue Funds
- Capital Project Funds

Grants: A broad statement of desired conditions to be maintained or achieved through the efforts of an organization.

Indirect Cost: The component of the total cost for a service that is provided by and budgeted within another department or division. Indirect costs are budgeted to more accurately reflect the true total cost for such services such as those provided by the Administrative Departments.

Intergovernmental Revenues: Revenues from other governments (State, Federal, or local), which can be in the form of grants, shared revenues, or entitlement.

Lease Purchase: A method of purchasing equipment in which payments are spread over a period of time.

Levy: The amount of tax, service charge, and assessments imposed by the government.

Line Item: A budgetary account representing a specific object of expenditure.

Modified Accrual: The County budgets all funds on the modified accrual basis of accounting according to North Carolina General Statute. This is an accounting method in which revenues are recorded when they are earned or billed and expenditures are recorded when they are obligated.

Ordinance: A formal legislative enactment by the Board of Commissioners that has the full force and effect of law within the boundaries of the County.

Personal Services: Salaries and wages paid to employees for full-time, part-time, and temporary work including overtime and similar compensation. Also included in this account group are fringe benefits paid for employees.

Program: A well-defined portion of the operating plan for which a distinct set of goals and outcomes may be developed.

Program Objective: A specific statement about what is to be accomplished or achieved for a particular program during the fiscal year.

Public Safety: A group of expenditures related to the provision and enforcement of law enforcement and fire and disaster protection.

Reappraisal: The process of revaluing a jurisdiction's real property in order to adjust the tax value to the market value. By North Carolina law, a revaluation must be conducted at a minimum of every eight years.

Reclassification: A change in the classification and corresponding job title of an existing position that results from a major change in assigned responsibilities.

Reinventing Department: One of four departments operating under alternative methods for budgeting which give more flexibility for accounts.

Reserve: An account designated for a portion of the fund balance that is to be used for a specific purpose.

Revenue: Income including transfers and excluding proceeds from the sale of bonds or notes for the fiscal year. The major categories of revenue include taxes, intergovernmental, Federal and State, permits and fees, sales and services, and interest on investments.

Special Revenue Fund: A fund used to account for the revenues from specific sources that are to be used for legally specified expenditures.

Tax Levy: Revenue produced by applying a given tax rate to a property's assessed or tax value.

Unassigned Fund Balance: Available fund balance minus fund balance appropriated for subsequent year's expenses and Board of Commissioner designations such as Reinventing Surplus, which may or may not be spent, and other reserves.

FISCAL YEAR 2019/20 FEE SCHEDULE

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FISCAL YEAR 2019/20 CATAWBA COUNTY FEE SCHEDULE
July 1, 2019

EMERGENCY SERVICES

EMS Fees

Ambulance Base Rates

Advanced Life Support (Non-Emergency)	135% of the Medicare allowable rate
.....	(Based on Jan 2018 rate estimated to be \$349.57)
Advanced Life Support (Emergency)	135% of the Medicare allowable rate)
.....	(Based on Jan 2018 rate estimated to be \$553.49
Advanced Life Support – ALS2	135% of the Medicare allowable rate
.....	((Based on Jan 2018 rate estimated to be \$801.10)
Basic Life Support (Non-Emergency).....	135% of the Medicare allowable rate
.....	(Based on Jan 2018 rate estimated to be \$291.30)
Basic Life Support (Emergency).....	135% of the Medicare allowable rate
.....	(Based on Jan 2018 rate estimated to be \$466.10)
EMS Standby Fee (ALS Unit and two personnel).....	\$100.00 per hour
Mileage	135% of the Medicare allowable rate
.....	(Based on Jan 2018 rate estimated to be \$9.84 per mile)
Specialty Care Transport.....	135% of the Medicare allowable rate
.....	(Based on Jan 2018 rate estimated to be \$946.76)
Treatment / No Transport	\$150.00

Animal Shelter

Civil Penalties

1 st Violation	\$50.00
2 nd Violation	\$75.00
3 rd Violation.....	\$150.00
4 th Violation and each subsequent offense (Habitual Offender)	\$250.00
Animal Cruelty Violation	\$300.00
Dangerous Dog Violation	\$150.00
Home Quarantine.....	\$60.00
Impound Fee	\$50.00

Fire Permit Fees (O = Operational, C = Construction)

Amusement buildings (O)	\$50.00
Carnivals and Fairs (O).....	\$50.00
Change of Business / Owner – ABC required permit for alcohol sale (O)	\$50.00
Compressed Gases (excess) (C)	\$50.00
Covered Mall Buildings (O)	\$50.00
Exhibits and Trade Shows (O).....	\$50.00
Explosives Manufacturing, Storage, Handling, Sale or Use, and Blasting Operations (O)	\$150.00
Fire Alarm, Detection Systems, Related Equipment (install, modify) (C).....	\$50.00
Fire Extinguishing Systems, automatic (includes sprinklers, installation, and modification) (C).....	\$75.00
Fire Hydrants, private (installation and modification) (C)	\$50.00
Fire Hydrants, private (removal from service, use, or operation) (O).....	\$50.00
Fire Pumps and Related Equipment (installation and modification) (C)	\$50.00
Flammable or Combustible Liquids	
Change type of contents in tank to more hazardous material (O)	\$50.00
Construct, install, or alter vehicles and facilities (C)	\$50.00
Install, remove, abandon, and place out-of-service above and underground tanks (O)	\$100.00 per tank

Manufacture, process, blend, or refine (O)	\$50.00
Operation of facilities, tank vehicles, & equipment (O)	\$50.00
Fumigation and Thermal Insecticide Fogging, storage of materials (O)	\$50.00
Hazardous Materials Facilities (construction and alterations) (C).....	\$50.00
Industrial Ovens Construction (C).....	\$50.00
Liquid Fuels	
Dispensing into fuel tanks of motor vehicles at commercial, industrial, government, or manufacturing facilities (O).....	\$50.00
Display, operate, or demonstrate liquid or gas-fueled vehicles or equipment in assembly buildings (O)	\$50.00
Membrane Structures, Tents, and Canopies (temporary, permit to erect based on minimal size (more than 200 square feet (C)	\$50.00
Pyrotechnic special effects material use and handling (fireworks exhibitions) (O)	\$150.00
Safety Inspection due to Change of Use, Business, or Owner (over 30 days) or ABC required safety inspection permit for alcohol sales (O)	\$75.00
Spraying/Dipping Operation (flammable or combustible liquids or combustible powders (O)	\$50.00
Spraying/Dipping Operation (modification or installation of spray booths, rooms, or dip tanks (C).....	\$50.00
Standpipe Systems (installation, modification, or removal) (C).....	\$50.00
Temporary membrane structures, tents, and canopies (O).....	\$50.00
Tents or air-supported structures (more than 200 square feet)	\$50.00

Hazardous Materials Emergencies (fees charged back to responsible entity)

Cost associated with extended operations	County cost
Emergency Response Vehicle (Haz Mat Truck, Mobile Command Post).....	\$150.00 per hour
EMS Unit (medical stand-by for Haz Mat Team)	\$50.00 per hour
Haz Mat Response Staff	\$25.00 per person per hour
Local Fire Department Emergency Response (reimbursed to Fire Department)	
Ladder Truck.....	\$300.00 per hour
Marine Unit	\$50.00 per hour
Pumper or Tanker.....	\$200.00 per hour
Squad Truck	\$100.00 per hour
Materials (booms, suits, absorbent, etc.).....	County cost + 15%
Support Vehicle.....	\$25.00 per hour
Support Trailer (Decon, Air Unit, Light Tower, etc.)	\$25.00 per hour

GENERAL GOVERNMENT

Copy/Print Charges	
Black and White.....	\$0.10 per page
Color	\$0.25 per page
Returned Check Fee	\$25.00

HUMAN RESOURCES

Risk Management Services

Blood Borne Pathogens (non-County employees)	\$10.00 per person
Defensive Driving Training (non-County employees).....	\$15.00 per person
Fire and Emergency Action Training (non-County employees)	\$15.00 per person

LIBRARY

Audio-Visual Materials	
Audio tapes.....	Extended use fee per day \$0.50
(Maximum of \$3.00 per audio)	

DVDs/Video tapes	Extended use fee per day \$1.00
(Maximum of \$5.00 per video)	
Adult/Young Adult Print Materials	
Extended use fee.....	\$0.20 per day
(Maximum of \$3.00 per book)	
Copy/Print Charges	
3D Printing	\$2.00 per print, \$0.10-\$0.50 per gram filament
Digital Cutting	\$0.50 per cut, plus material cost
Large Format Printing/Copying	\$0.60/linear ft (Black & White), \$1.00/linear ft (Color)
Fax Service	
Local or Toll Free.....	\$1.00 first page, \$0.10 each additional page
Long Distance.....	\$2.00 first page, \$0.20 each additional page
Interlibrary Loan Materials	Extended use fee per day \$0.50
Lost or damaged materials resources	\$ Replacement cost
Replacement of Lost Library Card	\$1.00
Special Resources, Technology, Equipment	
Extended use fee.....	\$5.00 per day
Improper return to of technology book drop.....	\$25.00

PLANNING, PARKS, AND DEVELOPMENT

Planning & Zoning

Board of Adjustment

Cottage Business	\$425.00
Extension/Change of Non-Conforming Use	\$425.00
Non-Conforming Use.....	\$425.00
Special Exception Permit	\$425.00
Special Use Permit.....	\$425.00
Variance.....	\$425.00

Copies of Ordinances/Plans

Design Manual.....	\$10.00
Highway 321 Corridor Plan	\$20.00
UDO Procedures Manual	\$10.00
Small Area Plans	\$15.00
Strategic Growth Study.....	\$20.00
Unified Development Ordinance	\$35.00
VisionQuest 2010 Comprehensive Plan	\$30.00
VisionQuest 2010 Fold-out Map.....	\$4.00

Fee In-Lieu Of \$1,000 per lot

(In lieu of providing open space on-site, a developer may make a one-time payment in the amount of \$1,000 per lot. The fee in-lieu is payable to the Parks Trust Fund for development of capital projects associated with the County Parks Master Plan or other accepted plans.)

Rezoning Application

All Applications	\$720.00
(Planning Development (PD), Planning Development – Industrial Parks (PD-IP), 321 Economic Development District (321-ED), Village Center, Manufactured Home Parks (MHP))	

Road Assessment for POP \$640.00

Street Signs	
Change of street name/sign	\$350.00 + \$100.00 each additional sign
Development Name Marker	\$50.00
Limited Access User.....	\$50.00
New development (per sign)	\$100.00/pole
Off-Premise.....	\$50.00
Off-Premise – Directional	\$50.00
On-Premise – Canopy	\$50.00
On-Premise - Freestanding	\$50.00
On-Premise – Wall Sign	\$50.00
Subdivisions	
Performance Guarantee Inspection	\$30.00
Subdivision Review	
Exempt Plat Review	\$25.00
Extension of Major Preliminary Plat	\$70.00
Major Final Plat.....	\$200.00 + \$3.00 each lot
Major Preliminary Plat	\$200.00 + \$5.00 each lot
Minor/Family/Estate Subdivision Review	\$65.00
Performance Guarantee Extension (non-residential and subdivision)	\$40.00
Performance Guarantee - Initial Review	\$110.00
Performance Guarantee Inspection	\$30.00
Revised Major Preliminary/Sketch Plat Approval.....	\$70.00
Telecommunication Towers	
Eligible Facilities Requests/Substantial Modifications	\$1,000.00
New Wireless Support Structure/Wireless Facility.....	\$11,000.00
Site Assessment	\$6,000.00
Permit.....	\$5,000.00
Text Amendment (Applicant Initiated).....	\$560.00
Zoning Permits	
Backyard Business	\$25.00
Accessory Dwelling	\$25.00
Floodplain Development.....	\$50.00
Duplex.....	\$25.00
Home Occupation Permit	\$25.00
Non-residential Accessory Structure Site Plan Review/Permit.....	\$50.00
Non-residential Change of Occupancy	\$50.00
Non-residential Site Plan Review/Permit for new structures	\$200.00
Non-residential Temporary Structure Site Plan Review/Permit.....	\$50.00
Residential Single Family	\$25.00
Residential Additions/Accessory Structures (includes pools)	\$25.00
Sign Permits	\$50.00
Temporary Event.....	\$25.00

Catawba County Parks

Educational/Meeting Room.....	\$50.00 per day
Dog Park Usage Permit	\$20.00 per dog, per year
Picnic Shelter	\$5.00 per hour, per shelter; \$35.00 per day, per shelter
Sign Permit.....	\$10.00 per day
Vendor/Sales Permit	\$2% of gross sales or \$50 minimum
Additional Charge Applied to Parks Fees for Non-County Residents.....	\$10.00

Park fees may be waived for County Sponsored events and schooling-sponsored programs. School

groups coming to the Park for educational programs or other curricula based activities should apply in advance for a waiver of Park fees. A letter on school stationary listing the date of the proposed visit, number of students, number of chaperones, and the educational purpose for the visit will serve as a waiver request. Letters should be mailed to the Park Ranger, Planning & Development, P O Box 389, Newton, NC 28658. Requests must be received at least two weeks in advance of the planned visit.

COOPERATIVE EXTENSION

4-H Camps	Varies depending on camp
4-H Project Books	\$2 to \$10, depending on book
T-Shirts (4-H, Local Foods, etc.).....	\$10-17
School Enrichment Programs	\$10/classroom
Workshops (Cooking, Marketing, Master Gardener, Beekeeping, etc.).....	Varies, depending on workshop
.....	
Serv-Safe	\$80.00 course cost and \$40.00 exam cost

PUBLIC HEALTH

Clinic Services

Tests

Nucleic Acid Amplification Test (NAAT)	\$43.00
Rabies Titer Test	\$93.00
Tuberculosis Skin Test	Cost of vaccine + \$22.00

Vaccines

Dtap (Diphtheria, Tetanus, and Pertussis)	Cost of vaccine + \$22.00
Gardasil	Cost of vaccine + \$22.00
Haemophilus Influenza B	Cost of vaccine + \$22.00
Hepatitis A - Adult	Cost of vaccine + \$22.00
Hepatitis A – Pediatric	Cost of vaccine + \$22.00
Hepatitis B - Adult	Cost of vaccine + \$22.00
Hepatitis B - Pediatric	Cost of vaccine + \$22.00
Influenza	Cost of vaccine + \$22.00
Meningococcal (Menactra)	Cost of vaccine + \$22.00
M.M.R.	Cost of vaccine + \$22.00
Pneumococcal (Pneumovax)	Cost of vaccine + \$22.00
Polio (IPOL)	Cost of vaccine + \$22.00
Rabies, pre/post-exposure (Imovax)	Cost of vaccine + \$22.00
Rabies, pre/post-exposure (Rabivert)	Cost of vaccine + \$22.00
Td (Tetanus, Toxoid)	Cost of vaccine + \$22.00
Dtap (Tetanus, Diphtheria, and Pertussis)	Cost of vaccine + \$22.00
Tetanus, Diphtheria, and Pertussis (Tdap)	Cost of vaccine + \$22.00
Twinrix (Hep A/B)	Cost of vaccine + \$22.00
Typhoid	Cost of vaccine + \$22.00
Varicella (Varivax)	Cost of vaccine + \$22.00
Yellow Fever	Cost of vaccine + \$22.00
Zostavax	Cost of vaccine + \$22.00

Other

Biopsy Charge	\$25.00
Herpes Simplex Virus II IgG	\$17.00
Herpes Simplex Virus I & II	\$28.00
Human Papillomavirus Screening	\$32.00
Car Seat Co-Pay	\$10.00
CPR/First Aid Education Fee	Cost of Completion Card and/or Student Workbook + \$20.00
CPR K-12 Only	Cost of Completion Card + \$10.00
Fluoride Kit	\$3.00
Foreign Travel Consultation Stamp	\$10.00
Vaccine Admin – 1 injection	\$22.00
Vaccine Admin – each additional injection	\$22.00
Oral Administration	\$17.00

Environmental Health Division

Improvement Permit

Site/Soil Evaluation	\$150.00
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Authorization to Construct (New, Repair, Expansion, Relocation – includes Improvement Permit fee):

Any system, 360 gallons per day and less	\$300.00
Any system, 361-600 gallons per day	\$450.00
Any system, 601-1,000 gallons per day	\$650.00
Any system, 1,001 gallons per day and above	\$900.00

Engineered Option Permit:	
Any system, 360 gallons per day and less.....	\$90.00
Any system, 361-600 gallons per day	\$135.00
Any system, 601-1,000 gallons per day	\$195.00
Any system, 1,001 gallons per day and above	\$270.00
Existing Systems Inspection (on-site inspection)	\$80.00
Septic System Maintenance Inspections	
Type IIIB Pump Systems (inspections required every 5 years)	\$94.00
Type IV Systems (inspections required every 3 years).....	\$150.00
Type V Systems (inspections required every year)	\$175.00
Type VI Systems (inspections required twice per year).....	\$175.00
Additional trips to complete inspection or re-inspect.....	\$100.00
Well Construction and Inspection Permit (New, Replacement, and Repair).....	\$300.00
Well Abandonment.....	\$100.00
Water Samples (per sample)	
Bacteriological	\$58.00
Fluoride, Lead, Nitrite/Nitrate, Volatile Organic Analysis, Pesticide, Petroleum.....	\$99.00 each
Inorganic	\$128.00
Hexavalent Test.....	\$155.00
Coal Ash Test	\$170.00
Re-trip and re-design of Improvement Permit, Authorization to Construct, or Well Permit	\$70.00
Septic Tank Pump Trucks.....	\$40.00
Swimming Pools/Spas (Public Facilities Only)	
Inspection Fee/Permit Operating < 8 months	\$150.00
Inspection Fee/Permit Operating > 8 months	\$200.00
Pool Plan Review	\$300.00
Re-trip	\$25.00
Tattoo establishment	
Permit for Tattoo Artist (per artist for 12 months).....	\$225.00
Plan Review for New Establishment	\$265.00
Temporary Food Establishment	
Permit for Event (Single Event Maximum 21 Days).....	\$75.00
Food & Lodging	
Plan Review Fee	\$250.00
Plan Review for Push Mobile Food Unit and Push Cart Only	\$150.00
Ownership Change/Preliminary Walk-Through Fee	\$75.00
This fee will be paid upon completion of a Food and Lodging Walk-Through consultation. If the citizen decides to proceed with a full Food and Lodging Plan Review, then the \$75 fee will be applied towards the \$250 cost of the full plan review.	
Beneficial Fill Landfill	
Application and inspections.....	\$75.00
Individual Demolition Debris Landfill Permit	
Permit and inspections	\$200.00
Land Clearing and Inert Debris Landfill Permit	
Permit and quarterly inspections	\$350.00

All fees are non-refundable once a visit is made

SHERIFF'S OFFICE

Fee for impounded vehicles (per car, per day)	\$5.00
Inmate Housing Fee (per day, out of County)	\$40.00 per day (Local), \$65.00 per day (Federal)
Inmate Medical Service Fees:	
Lab Services Co-Payment	\$10.00
Over the Counter Medications	\$3.00
Medical transportation to private doctor	\$50.00
Prescription Drug Co-Payment	\$10.00
Sick Call Medical Visit	\$20.00
Sick Call (Follow-up visit)	\$5.00
Fingerprinting	\$10.00
Postage and handling per ejection mail out	\$1.00
Project Lifesaver Bracelet Replacement Battery and Band	\$10.00 per month
Project Lifesaver Bracelet rental battery replacement/month	\$20.00
Service of Civil Process (out-of-state cases)	\$50.00
Surrendered weapon storage fee (per weapon, per month)	\$5.00
Transport Involuntary Commitment to another County's Facility	\$75.00 per hour (or portion)

SOCIAL SERVICES

Confidential Intermediary Program for Adult Adoptees	
Initial non-refundable fee, residents	\$350.00
Initial non-refundable fee, non-residents	\$425.00
Additional services beyond standard agreement	\$75.00/hour
Waiver of fees for those with incomes less than the National Poverty Level	

TAX

ABC Licenses	
Beer on premises	\$25.00
Beer off premises	\$5.00
Wine on premises	\$25.00
Wine off premises	\$25.00
Copies	
Aerial Map - Laser Printer - Color	\$0.75
Custom Map or Report - Laser Printer (picked-up)	\$0.50
Tax Cards	\$0.10

TECHNOLOGY

GIS Fees

Analyst time	\$50.00 per hour (1 hour minimum/1 map)
Map Printing	
Color Printer	
8½ x 11	\$0.25
11 x 17	\$3.00
Plotter Reprints	
Bond Paper (all sizes)	\$15.00
High Gloss (ortho)	\$20.00
Aerial Photography	\$10.00 for CD plus postage

ITC Fees

Reports	\$1.00 per CD
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UTILITIES & ENGINEERING

Building Permit Fees

Schedule A – New Buildings/Structures/Additions/Building Permit Fee

Blanket permit fees will be based on the Building Valuation Data per square foot, as published biannually by the International Code Council (ICC). Square foot construction costs shall be adjusted in accordance with the regional cost modifiers and shall serve as the minimum acceptable cost per square foot for such work.

Building Permit	65% of Blanket Permit
Electrical Permit	14% of Blanket Permit
Mechanical Permit.....	12% of Blanket Permit
Plumbing Permit.....	9% of Blanket Permit

Permit Fee: Gross Area x Catawba County Building Cost Factor (Table A)

Gross Area: The area included within surrounding exterior walls, or exterior walls and firewalls exclusive of courts per floor.

Table A Catawba County Square Foot Multiplier

Group ^b	(2012 International Building Code)	Type of Construction								
		IA	IB	IIA	IIB	IIIA	IIIB	IV	VA	VB
A-1	Assembly, theaters, with stage	0.851	0.822	0.802	0.769	0.724	0.703	0.745	0.661	0.636
	Assembly, theaters, without stage	0.680	0.654	0.637	0.608	0.569	0.551	0.587	0.514	0.493
A-2	Assembly, nightclubs	0.952	0.925	0.899	0.864	0.813	0.791	0.834	0.737	0.712
A-2	Assembly, restaurants, bars, banquet halls	0.947	0.920	0.889	0.859	0.803	0.785	0.828	0.726	0.706
A-3	Assembly, churches	0.974	0.938	0.913	0.873	0.818	0.792	0.843	0.740	0.710
A-3	Assembly, community halls, libraries	0.855	0.817	0.786	0.748	0.686	0.664	0.717	0.604	0.577
A-4	Assembly, arenas	1.087	1.046	1.012	0.972	0.904	0.880	0.938	0.816	0.787
B	Business	0.898	0.865	0.836	0.795	0.725	0.698	0.764	0.636	0.609
E	Educational	0.454	0.438	0.426	0.407	0.380	0.360	0.393	0.332	0.322
F-1	Factory and industrial, moderate hazard	0.428	0.409	0.384	0.370	0.332	0.317	0.354	0.273	0.257
F-2	Factory and industrial, low hazard	0.486	0.463	0.440	0.419	0.380	0.358	0.401	0.313	0.290
H-1	High Hazard, explosives	0.536	0.509	0.482	0.458	0.413	0.387	0.437	0.335	N.P. ^c
H234	High Hazard	0.536	0.509	0.482	0.458	0.413	0.387	0.437	0.335	0.308
H-5	HPM	0.951	0.916	0.886	0.841	0.767	0.739	0.808	0.674	0.644
I-1	Institutional, supervised environment	0.866	0.835	0.811	0.772	0.714	0.695	0.772	0.641	0.620
I-2	Institutional, incapacitated	0.576	0.558	0.542	0.519	0.484	N.P. ^c	0.502	0.435	N.P. ^c
I-3	Institutional, restrained	0.431	0.417	0.405	0.387	0.361	0.347	0.374	0.324	0.308
I-4	Institutional, day care facilities	0.678	0.653	0.635	0.604	0.559	0.544	0.604	0.501	0.485
M	Mercantile	0.498	0.479	0.457	0.436	0.399	0.387	0.415	0.346	0.332
R-1	Residential, hotels	0.451	0.435	0.423	0.403	0.373	0.363	0.403	0.335	0.325
R-2	Residential, multiple family	0.703	0.672	0.650	0.613	0.561	0.542	0.613	0.490	0.471
R-3 ^d	Residential, one and two family	0.601	0.584	0.570	0.554	0.534	0.520	0.545	0.500	0.470
R-4	Residential, care/assisted living facilities	0.949	0.914	0.889	0.846	0.783	0.761	0.846	0.702	0.680
S-1	Storage, moderate hazard	0.455	0.432	0.404	0.453	0.345	0.328	0.370	0.278	0.260
S-2	Storage, low hazard	0.396	0.377	0.356	0.338	0.304	0.285	0.322	0.245	0.225
U	Utility, miscellaneous ^{a,e}	0.397	0.375	0.352	0.334	0.302	0.282	0.319	0.239	0.228

a. Private Detached Garages without living space are group U.

b. Unfinished basements and covered porches use 0.113 as the Catawba County Square Foot Multiplier.

c. N.P. = Not Permitted - These use groups are not permitted in these Construction Types.

d. Residential Building Permits will be affected by \$10.00 surcharge effective August 1, 2003 as mandated by Senate Bill 321 - "Homeowners Recovery Fund" (G.S. 87-15.b)

e. Residential Metal Carports use 0.123 and Wood Outbuilding on skids use 0.099 as the Catawba County Square Foot Multiplier.

For more information on fee schedule contact the Catawba County Permit Center at (828) 465-8399.

Square Foot Construction Cost: Published by ICC based on occupancy and type of construction.

Catawba County Building Cost Factor (CCBCF): A mechanism for adjusting building construction costs specifically for Catawba County set for each building group and construction type annually with County budget adoption and are based on actual documented building costs during the fiscal year and comparisons with other regional jurisdictions.

Note: The Board of Commissioners established the formula for fees on June 4, 2004.

Permit Fee Multiplier =

$$\frac{\text{Amount of Building Services Budget to be recovered through permit fees (1)}}{\text{Total Annual Construction Value (2)}}$$

1. Building Services Division budget as approved by the Catawba County Board of Commissioners including the percentage of the budget that is to be recovered through permit fees.
2. Based on historical records, total annual construction value in dollars that has occurred within Catawba County in the previous year.

The Fiscal Year 2018/19 Permit Fee Multiplier is 0.0086.

Appeals: Building valuation data may be appealed by one of the following methods:

1. Upon issuance of a Certificate of Compliance the permit holder may submit final documentation of all building construction costs to include structural, electrical, plumbing, mechanical, interior finish, normal site preparation, architectural and design fees, overhead and profit. Documentation will be compared to ICC Square Foot Construction Costs to determine if the initial building valuation was accurate. All documentation that verifies a difference of more than 10% from the initial building valuation data to the actual completed cost of construction can be appealed for a refund of a portion of the permit fees initially paid.
2. Permit applicants may appeal valuation data by submitting a Cost of Construction claim form to the Catawba County Permit Center at time of permit issuance. This form shall be sealed and certified by a North Carolina registered design professional engaged in the project. The contractors and design professionals shall also agree to supply the County with all change orders that occur during project construction. Prior to issuance of a Certificate of Compliance the permit holder will be responsible to reimburse Catawba County for any additional permit fees that may be assessed due to change orders that increase the value of the building by more than 10% of the original cost of construction.

Structure values which are not identified by the International Code Council Building Valuation Data will be based on the contractor's estimate and using the permit fee multiplier with a minimum building permit of \$88.00.

Schedule B – Permit Fees Phased Construction

Category of Work	Building Permit	Mechanical (if needed)	Electrical (if needed)	Plumbing (if needed)
Footing/Foundation	25% of Building	25% of Mechanical	25% of Electrical	25% of Plumbing

Shell-In	25% of Building	25% of Mechanical	25% of Electrical	25% of Plumbing
Up-fit	100% of Blanket Permit			

Schedule C – Miscellaneous Fees

	Building Permit - Commercial	Building Permit – Residential	Mechanical Permit	Electrical Permit	Plumbing Permit
Modular Unit Only	\$270.00	\$270.00	Included	Included	Included
Manufactured Home Single Wide	NA	\$150.00	Included	Included	Included
Manufactured Home Multi-wide	NA	\$200.00	Included	Included	Included
Minimum Fees	\$88.00	\$88.00	\$61.00	\$61.00	\$61.00
Expired Permit Renewal Fee	\$88.00	\$88.00	\$61.00	\$61.00	\$61.00
Deck/Ramp Permit	Schedule F	\$40.00	NA	NA	NA
Demolition	\$75.00	\$40.00	NA	NA	NA
Covering Deck or Porch	Schedule F	\$40.00	NA	NA	NA
Re-roof	\$150.00	\$40.00	NA	NA	NA
Signs	Schedule F	NA	NA	Schedule G	Schedule I
Cell Towers	Schedule F	NA	Schedule H	Schedule G	Schedule I
Solar Arrays (Roof or Ground)	Schedule F	\$40.00	Schedule H	Schedule G	Schedule I
Pool Only (Above Ground)	Schedule F	\$75.00	Included	Included	Included
Pool Only (In Ground)	Schedule F	\$150.00	Included	Included	Included
Pier	Schedule F	\$88.00	\$61.00	\$61.00	\$61.00

Archive Research (per project)\$22.00
Change of any contractor (owner must remain the same – if owner changes, minimum fee rates will apply to all permits)\$26.00
Off Duty/After Hour Inspections\$105.00 per hour or any fraction thereof
Refunds on Active permits (only if no inspections have been made)
 Less Administration Cost.....\$26.00
Re-trip Fee for any type of inspection.....\$121.00
Work Started without Permit (penalty capped at \$150 for residential).....Double Permit Fee
^dBuilding permits for Single Family units and alterations/additions to single family dwelling units will be affected by \$10.00 surcharge effective August 1, 2003 as mandated by Senate Bill 321 – “Homeowners Recovery Fund” (G.S. 87-15.b)

Schedule D – Safety Inspections (based on square footage)

0 – 5,000\$79.00
5,001 – 10,000\$121.00
10,001 – 50,000\$163.00

Over 50,001\$205.00

All special events conducted within the inspection jurisdiction of Catawba County where site constructed stages exceed 120 square feet or where temporary electrical power is installed and utilized for the event, must acquire a Zoning permit/approval from the local jurisdiction and make application for a Safety Inspection. All costs associated with required inspections for stages and electrical installation will be covered in the initial fee collected at the time of permit issuance if inspections are conducted during Catawba County’s normal business hours. After Hour Inspections fee (see Schedule C) will apply for any requested inspection of the special event for the stage and electrical during non-business hours. After Hour Inspections must be specifically requested a minimum of 48 hours before the needed inspection with an approved method of payment.

Schedule E – Plan Review (fee due at time of submittal)

Contracted Services..... \$100.00 per hour plus reimbursable expenses

Fees are based on Construction Cost (as calculated per Catawba County permitting software):

Project Cost:	Fee:	
\$1-\$4,999	\$40	Project Level 1
\$5,000-\$24,999	\$75	
\$25,000-\$49,999	\$100	
\$50,000-\$99,999	\$150	
\$100,000-\$149,999	\$200	Project Level 2
\$150,000-\$199,999	\$250	
\$200,000-\$299,999	\$300	
\$300,000-\$399,999	\$350	
\$400,000-\$499,999	\$400	
\$500,000-\$749,999	\$500	
\$750,000-\$999,999	\$600	
\$1,000,000-\$1,999,999	\$750	Project Level 3
\$2,000,000-\$2,999,999	\$1,000	
\$3,000,000-\$4,999,999	\$1,250	
\$5,000,000-\$6,999,999	\$1,500	
\$7,000,000-\$9,999,999	\$1,750	
\$10,000,000-Over	\$2,000	

Resubmittal:

1st Resubmittal No Charge
 2nd Resubmittal..... ½ Original Fee
 3rd Resubmittal Original Fee
 4th Resubmittal Original Fee
 5th Resubmittal or Greater..... In Office meeting with Designer
 \$100 per hour review, 2 hour minimum

Plan Revisions:

Project Level 1 (\$1-\$99,999)..... \$75
 Project Level 2 (\$1000,000-\$999,999) \$150
 Project Level 3 (\$1,000,000-Over)..... \$300

Sign Plan Review:

Signs \$20

Express Plan Review:

Exterior/Interior..... \$950 per Hour

Interior Only.....\$800 per Hour

All review fees are for paper or electronic formats.

Appeal to cost – Cost of construction for New Building swaure footage will be based on a standard rate within Catawba County Permitting Software as calculated currently for the Building Permit. Applease to the cost calculated may be submitted in the form of a certified bid that has been accepted for construction for the submitted project that also includes all designer fees. Costs that are more than 10 percent in difference will be adjusted up or down as needed.

Schedule F – Building Permit Fee (Existing Structures)

Alterations, renovations, and repairs to ^d-existing structures based on contractor’s estimate and using the fee schedule below with a minimum building permit fee of \$88.00.

\$0 - \$5,000\$88.00
 \$5,001 - \$100,000 \$88.00 + \$3.00 for each additional thousand or part thereof
 \$100,001 - \$1,000,000.....\$373.00 + \$2.50 for each additional thousand or part thereof
 Over \$1,000,000\$2,623.00 + \$1.50 for each additional thousand or part thereof

Schedule G – Electrical Permit Fee (Existing Structures)

Electrical permits are required for the installation, extension, alteration, or general repair of any electrical wiring, devices, appliances, or equipment.

Scope of Work	Single Family/Duplex	Commercial
Change or Repair of Existing Service	\$50.00	\$100.00
Addition of a New Service or Panel	\$75.00	\$150.00
Electrical Wiring per Tenant Space	\$50.00	\$150.00

Camper/RV Service \$50.00
 Electrical wiring for pools, generators, solar panels and signs without a service meter \$61.00
 Fire Alarm System for an existing building \$71.00
 Monthly Renewal Fee for Temporary Electrical Agreement from initial 60 days \$47.00
 Re-connect Fee for single mechanical/plumbing systems or equipment..... \$25.00
 Re-connect Fee for multiple mechanical/plumbing systems or equipment..... \$50.00
 Temporary Electrical (by agreement perservice)..... \$121.00
 Temporary Power Pole \$39.00
 Any work category not listed above Minimum Fee (See Schedule C)

Initial temporary electric fee will be assessed at time of permit issuance for all commercial projects to facilitate testing of systems and equipment prior to final inspection.

Schedule H – Existing Structures Mechanical Permit Fee

Mechanical permits are required for installation, extension, alteration, or general repair of Systems/Equipment, Appliances, and Gas Lines.

Scope of Work	Single Family/Duplex	Commercial
	System/Equipment/A ppliance	System/Equipment/ Appliance
Changeout/Extension of a Single System to include ductwork and electrical fee	\$55.00	\$100.00

Changeout/Extension of two systems to include ductwork and electrical fee	\$80.00	\$170.00
New Installation (less than 3 units). A \$10.00 fee per trip will be charged if units are not inspected at the same time.	\$50.00 each unit	\$100.00 each unit
Multiple Units New (3 or more)	\$100.00 first two units & \$25.00 for each additional unit	\$200.00 first two units & \$50.00 for each additional unit
Multiple Units (3 or More) Change Out/Extension of Multiple Systems to include Ductwork (Includes Electrical Fee)	\$100.00 first two units & \$25.00 for each additional unit	\$200.00 first two units & \$50.00 for each additional unit
Exhaust Fan Only, Gas Line Only	\$30.00	\$50.00
Multi-Family (includes all systems per dwelling)	NA	\$61.00 per Dwelling Unit

Monthly Renewal Fee for Temporary Mechanical Agreement from initial 60 days.....\$47.00
Temporary Mechanical (by agreement per meter)\$121.00
Any work category not listed above Minimum Fee (See Schedule C)
Initial temporary mechanical fee will be assessed at time of permit issuance for all commercial projects to facilitate testing of systems and equipment prior to final inspection.

Systems/Equipment consisting of heat pumps, apollo units, gas packs, furnaces, air conditioners, radiant heat systems, chillers, air handlers, refrigeration units, spray booths, boilers, hood systems, etc.

Appliances consisting of unit heaters, wall furnaces, fireplace inserts, gas lights, gas grills, gas logs, gas water heaters, etc.

Gas Lines* shall be permitted as a Mechanical Appliance regardless of whether it is issued to a Mechanical or Plumbing Contractor (See Schedule H).

*Separate gas line permit is required if gas line is not installed by system/appliance contractor.

Schedule I – Existing Structures Plumbing Permit Fee

Plumbing Permits are required for the installation, extension, or general repair of utilization equipment, drain, waste, vent, and water distribution systems. Examples of utilization equipment include water heaters, dishwashers, disposals, wells, etc.

Scope of Work	Single Family/Duplex	Commerical
Replacement of existing like fixture(s)	N/A ¹	\$25.00
Single new fixture per Tenant Space	\$25.00	\$50.00
Multiple new fixture per Tenant Space	\$50.00	\$125.00
Single New Bath Group per Tenant Space	\$75.00	\$150.00
Multiple New Bath Group per Tenant Space	\$125.00	\$275.00
Multi-Family (includes all fixtures and piping per dwelling)	NA	\$61.00 per Dwelling Unit

¹No permit is required if a licensed contractor is conducting the work.

Fire Sprinkler System for an existing building\$47.00
Water Heater reconnect/water service line replacement/building sewer replacement/backflow preventer for lawn irrigation systems and minor(less than 25%) replacement of interior water or DWV lines\$25.00
Any work category not listed above Minimum Fee (See Schedule C)

Schedule J – Green Building Incentives** - a special allowance in its building inspection fee structure to provide an incentive for certain renewable/sustainable energy technologies and green building certifications for homes and commercial buildings.

New Structures				
Certification Agency		Incentive		
USGBC Leadership in Energy & Environmental Design (LEED) Certification		25% Rebate of Blanket Permit Fee (Not to exceed \$500.00)		
NC Healthy Built Home Certification		25% Rebate of Blanket Permit Fee (Not to exceed \$500.00)		
USEPA Energy Star Certification		25% Rebate of Blanket Permit Fee (Not to exceed \$500.00)		
NAHB Model Green Building Home Guideline Certification		25% Rebate of Blanket Permit Fee (Not to exceed \$500.00)		
ICC/NAHB National Green Building Standard Certification (Currently in development)		25% Rebate of Blanket Permit Fee (Not to exceed \$500.00)		
Existing Structures- One & Two Family Dwellings				
Single System	Mechanical Fee	Electrical Fee	Plumbing Fee	Building Fee
Geothermal Heat Pumps	50% Rebate (\$27.50 value)	50% Rebate (\$12.50 value)		
Photo Voltaic Energy Systems		50% Rebate (\$30.50 value)		
Solar Hot Water Heating		50% Rebate (\$12.50 value)	50% Rebate (\$12.50 value)	
Gray/Rain Water collection for flushing fixtures			50% Rebate (\$30.50 value)	
Existing Structures - Commercial Installations				
Single System	Mechanical Fee	Electrical Fee	Plumbing Fee	Building Fee
Geothermal Heat Pumps	50% Rebate (\$50.00 value)	50% Rebate (\$12.50 value)		
Photo Voltaic Energy Systems		50% Rebate (\$30.50 value)		
Solar Hot Water Heating		50% Rebate (\$12.50 value)	50% Rebate (\$25.00 value)	
Gray/Rain Water collection for flushing fixtures			50% Rebate (\$30.50 value)	

Plan Review Fee Rebate Program**

Catawba County will rebate 50% of the fees related to plan review or express plan review for commercial buildings seeking LEED certification, Energy Star, and/or NC HealthyBuilt Homes.

**Regular fees must be paid in full at time of plan review or permit issuance. Fee rebates will be refunded upon project completion and certification by third party inspection agency.

Erosion and Sedimentation Control

These fees are for sites that disturb more than one acre.

Sites that disturb more than one acre are required to submit a formal erosion control plan. Once the site has been permitted, it will be inspected on a regular basis.

Plan Review\$200.00
 (includes the first acre disturbed, plus \$150.00 per disturbed acre or any part thereof, above the first acre disturbed.

Express Plan Review When combined with Building Services Express Plan Review, Building Services hourly rate for plan review plus \$150.00 per disturbed acre or any part thereof, above the first acre disturbed.

Stand Alone Express Plan Review \$97.50 per hour or any fraction thereof minimum \$200.00, plus \$150.00 per disturbed acres or any part thereof, above the first acre disturbed.

Fines for Notice of Violation Varies based on severity, adherence to approved plan, prior record, whether the violation was committed willfully, amount of money saved by noncompliance, cost of rectifying the damage, and staff investigative costs.

Reinspection Fee (required after Notice of Violation).....\$125.00

If a site is out of compliance, it will receive a Notice of Violation. Any project that is under an NOV may not have any activity (I.E. Building Services inspections) until the site is brought into compliance and the required fine is paid to the Catawba County Finance Department, and the re-inspection fee has been paid. Fines and re-inspection fees may NOT be billed on an account.

These fees are for sites that disturb less than one acre.

Project Management Fee.....\$50.00

Note: Fees will be assessed and collected on all permits when issued

Solid Waste Management Disposal

(Fees include \$2 Solid Waste Disposal Tax where applicable)

Sanitary Landfill hours of operation are 8:00 am to 4:00 pm, Monday - Friday, 8:00 am to 11:30 am, Saturday, Closed Sunday.

Archive Research (per request)\$22.00

Commercial Truck Weigh.....\$15.00 per weigh

Municipal Solid Waste (1,000 lbs or less \$17.85 minimum)\$35.70 per ton

Dead Animals.....\$35.70 per ton

Municipal Water & Wastewater Sludge meeting Paint Filter Liquids Test (1,000 lbs or less \$51.50 \$103.00 per ton

100% Industrial Wood Waste (1,000 lbs or less \$17.85 minimum)

Furniture Wood, glued, stained, etc.....\$35.70 per ton

Painted or treated.....\$35.70 per ton

Chipboard, pressboard, plywood.....\$35.70 per ton

Note: The County's State Permit does not allow wood waste from industries to be disposed of in the Construction & Demolition Landfill.

Other Wood Waste (1,000 lbs or less \$6.00 minimum)

Sawdust.....\$12.00 per ton

Chipped wood waste (no less than 2" and no more than 5" in diameter. Must be pre-approved as non-hazardous)\$12.00 per ton

Triple Tipping Fee for Any Waste Contaimined with more than... (1,000 lbs or less \$53.55

minimum)

10% cardboard (from industrial entities only)	\$107.10 per ton
20% springs	\$107.10 per ton
50% foam rubber.....	\$107.10 per ton
Wire or cable over 4 ft.	\$107.10 per ton
Bulky items not easily compacted.....	\$107.10 per ton

Banned Materials Removal and Handling Fee

Applied to each load that contains any materials banned by North Carolina State Law of Solid Waste Management Rules, current and future\$100.00 per load

Friable Asbestos (1,000 lbs or less \$15.00 minimum)

State regulations requires friable asbestos to be covered with soil requiring extra landfill space: therefore, the fee will be \$122.00 per ton

Construction & Demolition Landfill and Grinding Area hours of operations are 7:00 am to 4:30 pm, Monday – Friday, 8:00 am to 11:30 am, Saturday, Closed Sunday.

Definitions

- *Demolition debris* - waste produced from the demolition of a structure (house, building, etc. containing no personal contents).
- *Construction debris* - waste produced during the construction of a structure (house, building, deck, etc.).
- *Natural Wood* – is wood that has not been processed in any form. Wood that is not chipboard, creosote, glued, painted, stained, treated, plywood, pressboard, etc. This is defined based on State regulation.

Construction & Demolition Landfill (1,000 lbs or less \$12.50 minimum)

Lumber over 8 feet in length	\$25.00 per ton
Painted, treated or creosote wood.....	\$25.00 per ton
Chipboard, pressboard, plywood	\$25.00 per ton
Brick, block, or concrete that is painted or has reinforcement material and/or contaminated with other waste	\$25.00 per ton
Drywall.....	\$25.00 per ton
Roofing/Shingles	\$25.00 per ton
Non-Friable Asbestos containing transit siding, vinyl floor tiles, and/or asphalt roofing shingles	\$25.00 per ton
Grubbing, roots, and stumps (non-grindable).....	\$25.00 per ton
(Brush, limbs, and/or trees contaminated with abrasive material, dirt, roots, soil, or other material will not be considered grindable and will be charged the non-grindable price per ton)	
Clean natural furniture wood waste for grinding (containing no glue, stain, chipboard, pressboard, plywood, etc)	\$8.00 per ton; \$4.00 minimum
Mobile Homes (arrangements must be made prior to acceptance at Landfill).....	\$0.27 per square foot

Extra Service Provided (1,000 lbs or less \$8.50 minimum)

Labor to de-bag yard waste (use clear bags)	\$17.00 per ton
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State-Banned Landfill Materials

Asphalt	No charge
Brick, block, concrete not painted and w/o reinforcement, less than 6-inch, and separated from other waste	No charge
Clean, natural, uncontaminated wood pallets.....	No charge
Liquid Paint (residential only-no businesses)	No charge

Electronics and television (residential only- no businesses)	No charge
Loose grass and leaves (de-bagged)	No charge
Natural lumber, less than 8 feet in length	No charge

Ground Brush, Limbs Trees, Etc., no longer than 8 feet and/or 14 inches in diameter (No minimum)

Brush, Limbs, and Trees (grindable)\$17.00 per ton
 (Brush, limbs, and trees must be cut so it is no longer than 8 feet in length and/or 14 inches in diameter and be kept separated from roots, stumps, and grubbing for recycling purposes)

- If a load of waste is unloaded at the grinders and it has other materials mixed in that makes the load non-grindable, the per ton charge for the material, state fees, and the banned materials handling fee will be applied. This fee is for employee and equipment time to transport the material to the Landfill to be buried.

Mulch and Compost

Mulch (3 yard scoop/bucket).....	\$10.00 or \$10.00 per ton
Compost (3 yard schoop/bucket).....	\$30.00 or \$25.00 per ton

(customers may choose to pay per 3 yard schoop/bucket or have their vehicle weighed)

Scrap Tires

Tires without proper documentation, that have been buried, stockpiled prior to January 1, 1994, and from Out of State.....\$90.00 per ton

Note: If the Sanitary Landfill is used when the Construction and Demolition Landfill is closed, users will be charged Sanitary Landfill fees.

Water and Sewer

Connection (System Development Fee)

Existing or New property improvements after construction is completed

1 inch or less water meter/tap.....	\$1,250 water; \$1,500 sewer
2 inch water meter/tap	\$2,250 water; \$3,500 sewer
3 inch water meter/tap	\$3,250 water; \$5,500 sewer

(Construction period includes 12 months warranty period after construction is completed)

To entice the connection of existing buildings that exist at the onset of construction of County funded water and sewer utilites to municipal services, System Development Fees for existing property improvements shall be reduced by 50 percent during the utility construction period.

(Existing property improvements include all types of occupancies that rely upon existing non-municipal water and sewer provisions and are adjacent to the utility under construction)

Minimum System Development Fee\$1,250 water; \$1,500 sewer
 (For every ¼-inch increment increase in connection size about 1 inch, \$250 is added to water system development fee and \$500 is added to sewer system development fee)

Other

Residenital & Commercial Subdivision & Development Engineering Fee

0 - 100 lots or units.....	\$250.00
101 - 200 lots or units.....	\$500.00
201 - 300 lots or units.....	\$750.00

Engineering Fee will continue at a rate of \$250 per 100 lots or units or any part thereof.

Septage Collection, Transportation, and Disposal Fees

Truck Capacity	Payment to City of Hickory	Payment to County	Total billed to Septage Hauler
250 gal	\$25.00	\$12.00	\$37.00
400 gal	\$25.00	\$12.00	\$37.00
1,000 gal	\$25.00	\$12.00	\$37.00
1,100 gal	\$25.00	\$15.00	\$40.00
1,500 gal	\$32.50	\$22.50	\$55.00
1,800 gal	\$39.00	\$27.00	\$66.00
2,000 gal	\$43.00	\$30.00	\$73.00
2,500 gal	\$54.50	\$37.50	\$92.00
3,000 gal	\$65.00	\$45.00	\$110.00
3,500 gal	\$75.50	\$52.50	\$128.00
4,500 gal	\$97.50	\$67.50	\$165.00
5,500 gal	\$119.00	\$83.00	\$202.00

The County's portion of the fee is calculated at \$0.015 per gallon with a minimum of \$12.00 rounded to the nearest dollar.

Hickory's portion of the fee is calculated at \$0.0217 per gallon with a minimum of \$25.00 rounded to the nearest dollar.

Total fee is based on \$0.0367 per gallon with a minimum of \$37.00 rounded to the nearest dollar.

FEE SCHEDULE POLICIES

EMERGENCY SERVICES

Ambulance Fees

Recover 50 percent of cost of ambulance service but maintain a reasonable rate compared to other counties.

Impound Fee

Charge a fee to recover costs of staff time and resources while encouraging and promoting responsible pet ownership when and animal is impounded due to a violation of County Code.

Fee to Municipalities Using Animal Shelter

Share the costs of operating the shelter with the municipalities who use it. Costs are allocated based on the ratio of the municipalities' populations and the County's population. Cities pay 100 percent of their share of costs.

Fire Permit Fees

Charge reasonable fees to ensure proper application of the state fire prevention code.

Hazardous Material Recovery

Recover costs of staff time, equipment and resources related to hazardous material incidents.

GENERAL GOVERNMENT

Copy Charges

Recover the cost of copies in accordance with state law.

Returned Check Fee

Discourage people from writing a worthless check to the County and to cover some costs related to recovering funds.

HUMAN RESOURCES

Employee Health Connection Fees

Recover costs related to providing services.

Risk Management Services

Recover costs of staff time, equipment and resources related to training provided to outside agencies.

LIBRARY

Audio-Visual and Adult Print Materials

Encourage the timely return of materials.

Interlibrary Loan Materials

Interlibrary loan policies are set by the lending library. Overdue fees reflect the standard rate charged statewide.

Lost Library Card

Initial card is free. The replacement card fee is to encourage patrons to keep track of their library card.

PLANNING, PARKS, & DEVELOPMENT

Planning & Zoning Fees

Recover 100 percent of staff time, materials and costs for recording plats, ordinances, maps, street signs, board of adjustment, rezoning and road assessments.

Parks Fees

Consistent with other counties and the State, charge fees for specialized amenities and the reservation of facilities.

COOPERATIVE EXTENSION

All Fees

Cooperative Extension's fees will cover 100 percent of program materials and supplies.

PUBLIC HEALTH

Clinical Services

Clinical fees are based on Public Health costs of service provision. Clinical fees are billed to third party payors as applicable. In the event the third party payor does not reimburse, the patient will be billed as permitted. Patient bills may include a discount based on pre-determined eligibility. Eligibility scale is based on the Federal Poverty level adjusted annually by the Department of Health and Human Services.

Environmental Health Fees

Fees will support 100 percent of the total cost.

TAX ADMINISTRATION

Real and Personal Property Tax Billing & Collection for Municipalities

Have municipalities proportionately share the cost of billing and collecting real and personal property taxes. Periodically, the county will recalculate the cost per bill and charge municipalities an equitable amount based on the number of bills issued per municipality.

Sale of Maps

Recover costs of staff time, equipment and resources.

TECHNOLOGY

GIS Fees

Encourage efficiency and recover operational and maintenance costs. In June 1991, the North Carolina General Assembly approved HB 356 that exempts the Catawba County GIS database from the Public Records Act. Under the precepts of the legislation, the County can charge "reasonable costs" for the computerized database and data files. Fees will be reviewed annually.

GIS Charges to Municipalities

Have participating municipalities pay a proportionate percentage of costs for the base map project, selected personnel and operating costs, based on a ratio of the municipality's extraterritorial jurisdiction area compared to the total county area at the time the bids are awarded.

UTILITIES & ENGINEERING

Building Services Fees

Building Inspection fees are in place to recover 100 percent of the cost of the Building Services Office. Fees will be benchmarked against other counties each year and rates will be set to recover as much of the County's cost as possible given economic conditions and the results of the benchmarking.

Erosion Control Fees

Erosion control fees are in place to recover a portion of the cost of the local Erosion and Soil Sedimentation Control program.

Solid Waste Fees

Consistent with County Code, landfill fees will generate sufficient revenues to operate the landfill and build reserve for future needs as well as encourage protection and preservation of the environment.

Water and Sewer Fees

Recover a portion of the costs of constructing water and sewer infrastructure.

