PROCESS: ALL HANDS ON DECK!

- Monthly Strategic Plan status meetings with Department Heads and staff
GAINING TRACTION

- Economic Development
- Education
- Water & Sewer
- Parks & Environment
- Branding & Marketing
ECONOMIC DEV’T: SUCCESSES

- **Incentives**
  - Established incentive model that allows for reinvestment in future projects
    - DAE, People’s Bank, Prysmian, GKN, Apple, Corning, Sutter Street / Williams Sonoma, Room & Board

- **Park 1764**
  - Formalized board/corporation; drafting park deed restrictions and design standards
  - Securing property to begin entryway development; designing sewer
  - Evaluating park naming/branding

- **Spec Buildings**
  - Invested in 2\textsuperscript{nd} building in Claremont
ECONOMIC DEV’T: NEXT STEPS

- **Park 1764**
  - Finish entryway infrastructure and construction (2018)
  - Solidify park name/identity
  - Continue pursuing tenants

- **Spec Buildings**
  - Exploring sites for additional buildings throughout Catawba County
K-64 EDUCATION

Mick Berry, County Manager
K-64: SUCCESSES

- **Formation**
  - BOC authorized K-64 formation, created bylaws and invested $2.6M in seed funding over 2 years

- **Structure**
  - Seated public/private sector board & hired CEO
  - Established private-sector-led committee framework to develop strategies for workforce solutions, technology, character development, marketing & sustainability

- **Technology**
  - Initiated summer professional development plan for 100+ K-12 teachers across all 3 school systems
K-64: NEXT STEPS

- **Committee Members**
  - Appoint public/private sector members to committees to evaluate needs & recommend goals, actions, timelines, and resources by strategic areas

- **Strategic Plan**
  - CEO, Committees to integrate action plans across all strategic areas, determine overall initiative budget for K-64 Board approval

- **Quarterly Status Report to BOC**
  - 9/18 Meeting – K-64 Board Chair and CEO
Consider Approval of Funding Distribution Plan

- Model for disbursing County seed funding to provide operational support & emphasize self-sustainability
  - Annual lump-sum allocation to support basic operations
  - Challenge-based funding to leverage non-County financial support for programmatic needs
    - Year 1: For every $1 raised, Catawba County releases $2
    - Year 2: For every $1 raised, Catawba County releases $1
WATER AND SEWER

Barry Edwards, Utilities & Engineering
- **Southeastern Catawba County (SECC) Master Plan**
  - BOC authorized contract with McKim & Creed
  - Held kick-off meeting 8/15 to refine timelines & assign next steps

- **Utility Investment Advisory Committee (UIAC)**
  - Established 2-tiered committee (technical / policy) with partner municipalities
  - Engaged municipalities in creation of Project Prioritization Tool integrating BOC feedback into criteria weights
WATER & SEWER: NEXT STEPS

- **SECC Comprehensive Plan**
  - Provide background info to McKim & Creed (by 9/13)
  - BOC site visits – targeting October ‘17
  - Stakeholder engagement planning, listening & learning phase underway – anticipate engagement launch November ‘17

- **UIAC**
  - Technical group meets 8/22 to finalize project submittal process and timelines for FY18/19 budget

- **Catawba County Code of Ordinance Revisions**
  - Amend Chapter 42 (Water and Sewer) to allow project investment within municipal boundaries – targeting 8/28 subcommittee and full BOC thereafter
**Mountain Creek**
- BOC-reviewed Concept Plan submitted to Clean Water Trust Fund and Catawba Lands Conservancy for consideration – imminent response anticipated
- 8/15 Public Forum in Sherrills Ford – Terrell to share plan with citizens

**Riverbend Park/Bean Expansion**
- Implementation of Phase I underway – 5.8 miles of trail; renovation, preservation, & demolition of structures
- Awaiting response on $414,000 PARTF acquisition (reimbursement) grant – anticipated September ‘17
Mountain Creek Park Concept Plan
- BOC to consider phasing options and costs associated with Park build-out – targeting 9/18 BOC meeting

Riverbend Park/Bean Expansion
- Anticipate opening Bean Expansion (largely undeveloped) early FY18/19
- Concept Plan under development (in-house) – targeting October – November ‘17 for BOC consideration

Making 3 Parks Work Together/Marketing & Promotions
- Total package review by BOC – future workshop to consider programming, costs, phasing, and funding options – targeting 3rd quarter FY17/18
BRANDING/ MARKETING

Amy McCauley, Communications & Marketing
MARKETING: SUCCESSES

- County Branding
  - Completed brand platform research & strategy work to identify Catawba County’s Brand DNA

- Changing the Conversation
  - Convened local communicators workgroup to develop positive messaging about Countywide assets for internal and external community promotions
  - First meeting focused on Recreation

- County Website
  - Began intensive website redesign process in collaboration with IT and departmental liaisons
MARKETING: NEXT STEPS

- **County Branding**
  - Beginning creative development process; anticipate Brand Print delivery in December 2017

- **Changing the Conversation**
  - Future meetings to focus on Education, Revitalization, Business & Economic Development, Healthcare, Quality of Life, Culture/Arts/Entertainment

- **County Website**
  - September: Complete new layout
  - October: Internal review/testing, training
  - November: External testing
  - December: Integration of branding product
  - January 2018: Launch
FURTHER REFINEMENT

> Broadband
> Arts & Culture
> Housing
> Healthy & Safe Community
BROADBAND: SUCCESSES

- **School bus Wi-Fi**
  - Encouraged Newton-Conover City Schools to refine pilot for possible inclusion in K-64 work plans

- **Support of Library activities**
  - E-rate funding strategy to modernize library technology
  - Implementation of innovative technology grants (laptop & mobile Wi-Fi hot spot lending)

- **ncBroadband Homework Gap Survey**
  - Promoted participation from families of Catawba County’s students across 3 systems; yielded largest # of state-wide responses
BROADBAND: NEXT STEPS

● **ncBroadband Convening re: Homework Gap Survey**
  ● Participate in state-wide broadband session on 9/13
  ● Awaiting county-specific data on coverage gaps

● **Cell Tower Ordinance Revisions**
  ● Analyze County cell tower ordinance in context of peer comparisons from other NC counties
  ● Explore implications of HB310 on ROW practices re: fiber installation

● **Public Information**
  ● Pursue development of GIS-based web app to highlight available ISPs by address throughout County
Revisit Grounding Principles:
- Any solution must be market-driven and financially sustainable
- Getting in the business of providing internet connectivity directly to citizens falls outside the role of County gov’t
- Internet connectivity is not an end unto itself; it is a means to an end

Staff recommendation: integrate broadband / internet connectivity into other focus areas (economic development and K-64) rather than continuing stand-alone focus
ARTS & CULTURE: SUCCESSES

- **Storywalks**
  - St. Stephens Park completed – 10/2 dedication
  - Bakers Mountain installation scheduled for September

- **Pop-Up Library Grant** - implementation in progress

- **Community Reads/Spring 2018 Culture Series** planning underway
  - *Just Mercy* - Racial Justice and Reconciliation
  - *Blue* - Catawba’s story of resilience in face of polio

- **Newton Public Art Commission Partnership**
  - Sculpture/mural projects in the works – Library offered as potential location
  - Utility Box Art initiative – possible KCCB partnership
- **County Manager meeting with UAC**: To discuss County funding distribution

- **Community Center of Excellence**: Continue to refurbish Newton Library to create vibrant collaborative spaces for cultural programming and events, as resources allow

- **Partnership Orientation**: Continue to scan environment for opportunities to collaborate and support others

- **Determine / further clarify and refine County’s role**
  - BOC Work Session on 9/25
HOUSING

Jacky Eubanks, Planning & Parks
HOUSING: SUCCESSES

- Quarterly Program Brainstorming
  - Hosted meeting w/municipal partners and key housing officials to discuss common objectives and existing programs
  - Brainstormed strategies to spur new housing development

- Common Understanding of Development Priorities
  - Conducted interviews and site visits with municipal partners, Unifour Consortium, Habitat for Humanity, and Chamber of Commerce

- Housing Educational Workshop
  - Facilitated downtown adaptive reuse workshop with Maurer Architecture for Chamber’s LUDB
HOUSING: NEXT STEPS

- **Quarterly Program Brainstorming**
  - Continue conversations to identify opportunity sites, explore potential public/private partnerships for housing and mixed-use development

- **Housing Educational Workshop(s)**
  - Possible continuation of housing-related workshops through Chamber’s LUDB

- **Financial Project Pro-formas**
  - Work with homebuilders to develop pro-formas to understand financial drivers, margins, and potential barriers to development of qualify affordable housing
Engage BOC in Policy Discussion re: Role
- Work to more clearly define County role in housing relative to municipalities, non-profits, and developers
- Broaden focus to holistically incorporate critical infrastructure elements that contribute to housing affordability / suitability
  - Roads
  - Wastewater
- BOC Work Session - 10/9
HEALTHY & SAFE

Doug Urland, Public Health
Jail Population Management

- Working to establish data baseline for jail inmate population – identifying basic composition and major drivers (crime classifications), average length of stay, etc.
- Engaged CIB in discussion re: diversion, pre-trial release programs, re-integration services
  - Linkage to Opioid workgroup, Virtual HUB exploration

Virtual HUB Exploration

- Team met in August to review hospital, EMS, and Partners BHM data on behavioral and physical health, Emergency Dep’t utilization, EMS utilization
**Opioid Strategy**

- Plugged into state-wide Opioid Action Plan - late June
- Convened local Opioid Workgroup, with representation from County departments, Partners Behavioral Health, CVMC, and FRMC in late July
- Broke into smaller work groups to dig deeper into:
  - Local data – understanding County-specific picture and shoring up deficiencies
    - Community-level and jail-based
  - Local asset inventory – identification of strengths & gaps
  - Best practices – targeted research to highlight strategies that optimize strengths, address gaps
Opioid Strategy

- Opioid Workgroup to report findings to County leadership in Fall 2017
- Research targeted pilot interventions for application within County jail

Virtual HUB Exploration

- Committee working to engage Hickory City officials to share information, gain feedback on concepts, etc.
**Right Care, Right Place, Right Time**

- Contract for EMS Co-location at Conover Fire Station – for consideration at 9/18 BOC meeting
- Public Safety Study
  - Several possible consulting firms identified
  - “Deep dive” into data to:
    - Ensure firm understanding of current operations
    - More fully inform scope development
    - Maximize impact of dollars spent for study
- BOC Work Session: review results and discuss scope – 11/13
## Overall Next Steps

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<thead>
<tr>
<th>September 2017</th>
<th>October 2017</th>
<th>November 2017</th>
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<tbody>
<tr>
<td>9/18: Mountain Creek Park Phasing &amp; Cost Options</td>
<td>10/10: target date for CIB pre-trial svcs follow-up</td>
<td>Municipalities submit W/S project requests to UIAC</td>
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<tr>
<td>9/18: Contract for EMS co-location at Conover Fire Stn</td>
<td>dates TBD: SECC Study - BOC Site Visits</td>
<td>dates TBD: SECC Study civic engagement</td>
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<tr>
<td>9/18: K-64 Update</td>
<td>dates TBD: BOC Retreat</td>
<td>dates TBD: Riverbend Park Concept Plan to BOC</td>
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<td>9/20: Opioid Work Group</td>
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<td>9/25: Arts &amp; Culture BOC Work Session</td>
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<td>Bakers Mtn Park StoryWalk installation</td>
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<tr>
<th>December 2017</th>
<th>January – March 2018 (and beyond)</th>
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<tr>
<td>Brand Print delivery from North Star</td>
<td>Launch of Re-designed County Website</td>
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<td>Community Reads Culture Series</td>
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• BOC Retreat – October 2017 (dates TBD)
  • Potential topics include:
    • Review & validate / modify proposed goals
    • Overview of 2019 Revaluation Process
    • Jail Expansion Update
    • Schools Master Planning
    • County Facilities Master Planning
    • Others?

• Finalize Strategic Plan – targeting 11/20 BOC mtg
  • Goals by Focus Area
  • Objectives
  • High-level performance metrics
  • Tactics and accompanying timelines (where appropriate)
  • Revisit regularly
Questions / Comments