



# City of Hickory North Carolina



Fiscal Year 2015-2016  
Adopted Budget



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Hickory  
North Carolina**

For the Fiscal Year Beginning

**July 1, 2014**

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget presentation to the City of Hickory for its annual budget for the fiscal year beginning July 1, 2014.

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

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

# Hickory City Council



**Mayor** – G. Rudy Wright



**Ward 1** – Brad Lail



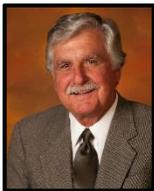
**Ward 2** – Bruce Meisner



**Ward 3** – Danny Seaver



**Ward 4** – Hank Guess



**Ward 5** – David Zagaroli  
Mayor Pro Tem



**Ward 6** – Jill Patton

## City of Hickory Adopted Budget



Fiscal Year  
July 1, 2015 – June 30, 2016



To deliver high quality services through excellent and ethical coworkers focused on innovation, communication, and customer service.

## City Administration

City Manager	Mick Berry
Assistant City Manager/CFO	Rodney Miller
Assistant City Manager	Andrea Surratt
Public Services Director	Chuck Hansen
Police Chief	Tom Adkins
Fire Chief	Fred Hollar
Parks and Recreation Director	Mack McLeod
Planning Director	Brian Frazier
Library Director	Sarah Greene
Deputy City Attorney	Arnita Dula
Communications Director/Brand Manager	Mandy Pitts
Finance Officer	Melissa Miller
Human Resources Manager	Claudia Main
Information Technology Manager	Mike Woods

# Introduction

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From the Council and staff of the City of Hickory, welcome. The pages in this document represent our plans to utilize the City's resources to continue a quality of life that is safe, clean, prosperous, and enjoyable. Hickory is our home, and we take pride in having the opportunity to improve the City through our professional lives every day. We are pleased that by reading through this document you share our desire to enhance one of the most vibrant cities in the nation. We hope that readers at all levels of budget experience will find this document to be an informative presentation of the challenges and opportunities that face the City of Hickory.



*Mayor, City Council and City Manager*

Municipal budgets can be complex and confusing. Discussions often present the same information from more than one perspective. Technical terms like “Unrestricted Intergovernmental Revenue,” for example, can also be confusing, so this document attempts to define and clarify terms wherever necessary. Should it fail to do so, please contact the City Manager’s Office at (828) 323-7412. Please note, however, that the City of Hickory’s budget document emphasizes functional areas of City responsibilities (e.g., Public Safety, Transportation), and does not isolate organizational units or account groupings independently. While the document may present and discuss several pictures of the same budget, centering the discussion on these major themes (functions) facilitates budget discussion at a much broader level.

The layout of the document is intended to take the reader from the broadest budget presentations (trends, consolidated totals, etc.) to the more specific budget presentations (individual department budgets, specific projects, etc.). Realizing that information needs are different for every reader, the document is divided into sections to provide easy “flip-to” access.

# Introduction

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**City Manager’s Message:** The City Manager discusses the major issues that affect City operations. In essence, the City Manager defines the costs of the issues facing the City (expenditures) and proposes the resources (revenues) to apply to each issue.

**Budget Overview:** Fund and functional area highlights are outlined as well as personnel, operational and capital summary totals.

**Budget Ordinance:** The actual legally binding ordinance that establishes the new annual budget.

**City Council Priorities and Action Plan:** Council’s priorities for the next fiscal year are established. Fiscal management policies are also presented, including modifications for the new year.

**Budget Guide:** How does the City develop its budget document, and what do all the pages of numbers and tables mean? This section dissects the structure of the budget, and explains the relationships between its many facets. We recommend that the novice reader start here to gain an understanding of the budget.

**Consolidated Budget Summary:** The document begins to evaluate the numbers that have been articulated in the *City Manager’s Message* and officially proposed in the *Budget Ordinance*. A context for the budget begins to develop as it is related to budgets of previous years. Consolidated summaries, as well as the detail underlying budget decisions, focus on the premises used to develop the budget. This section presents trends and assumptions for revenues and expenditures, as well as discussions of fund balance projections and personnel projections.

**About City Services:** This section includes brief descriptions of the various City departments and divisions, and the responsibilities of each.

**General Fund, Enterprise Funds, and Other Funds Sections:** Every City department or division appears with individual presentations of performance measures, objectives, and budgets. The presentations of the departments, and how they relate to their individual funds, are the most specific presentations of the budget.

**Capital Improvements/Grant Projects:** A feature section that highlights special City capital improvement initiatives, including those with state or federal grant funding.

**Debt Service:** The City’s debt position is discussed with projections for future debt needs.

**Five Year Financial Forecast:** What are the assumptions that will guide the decision-making process in the coming years? Forecasts for expenditures and revenues establish the parameters for budgets to FY2020-2021.

**Performance Measurement:** A feature section that highlights the results of the performance and cost data for those City departments participating in the North Carolina Performance Measurement Project.

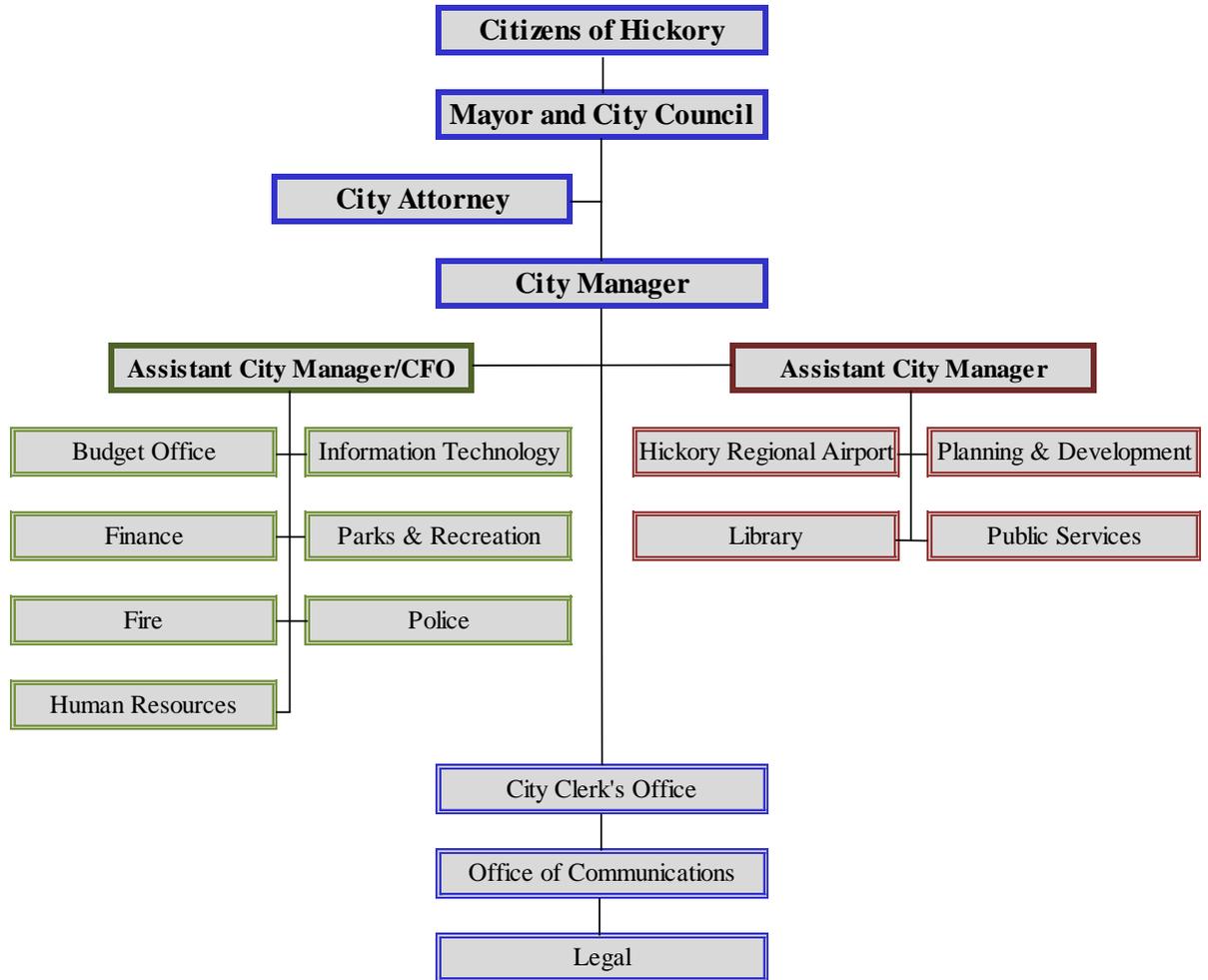
**Supplementary Information:** Find background information about the City of Hickory in this section. Included are demographic, geographic, historical, and statistical information, as well as the City’s pay plan.

**Budget Glossary:** Definitions of terms used in the document. Most acronyms and technical terms are defined when they first appear in the document, but some are defined in this section to provide needed explanations.

To find specific information that appears in individual sections, please refer to the *Table of Contents*, the first tab in the budget document.

# City of Hickory

## Department Organizational Chart



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## 2015-2016 Adopted Budget

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# City Manager's Message



## 2015-2016 Adopted Budget



City of Hickory  
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Email: [mberry@hickorync.gov](mailto:mberry@hickorync.gov)

## **Office of the City Manager**

May 19, 2015

The Honorable Rudy Wright, Mayor  
Members of the City Council  
Hickory, North Carolina

Dear Mayor Wright and Members of the City Council:

Pursuant to Section 159-11 of the North Carolina General Statutes, I am pleased to present the Recommended City Budget for FY2015-2016 for your review and consideration. The \$101,613,437 annual spending plan is balanced and prepared in accordance with generally accepted budget standards.

The major items addressed in the budget are property revaluation and the repeal of the business privilege license. Revaluation has reduced the value of real property in the City by 6.56% or \$244 million. NCGS 159-11 requires the City to calculate a revenue neutral tax rate and that rate is 53.95 cents per hundred dollars of value, a 3.95 cent increase over the current rate.

The State's repeal of the business privilege license results in a \$1,140,000 annual loss of revenue. To maintain City services with the loss of these funds, I am recommending a 2.7 cent increase in the property tax rate. The average home value in the City is \$140,160. The rate increases of 3.95 cents and 2.7 cents will cost the owner of an average home \$3.67 per month in additional property tax.

The General Fund budget is recommended at \$46,096,976, a 0% increase over the current year. No new positions are recommended and a 3% or 2% (depending on performance) annual increase is recommended for full-time City coworkers. Minor adjustments are recommended for the City's health insurance policy, but it continues to be fully funded by the City and other employee benefits remain unchanged.

Three major projects totaling \$5.5 million for water and sewer line replacements in the downtown area and a replacement generator at the water plant will increase the Water and Sewer Fund to \$28,458,217, a 10% increase over the current year. Consistent with City Council Policy, utility rates are increased by the CPI which is 0.8%.

By the beginning of the new fiscal year July 1<sup>st</sup>, residents will have new 96 gallon roll out recycling containers, enabling the volume and number of recyclable items to increase significantly. The monthly sanitation rate is recommended to increase by \$2 per month from \$16.50 to \$18.50.

The 42 member bond commission is well under way with their work; however, the actual issuing and repayment of the bonds is not anticipated to take place in FY 2015-2016. The budget will need to be amended during the year to appropriate funds from reserves (fund balance) to pay engineering, architecture, and design contracts which we do anticipate entering into during FY 2015-2016. The reserves can be replenished from bonds funds.

While the “Crafting Hickory” bond projects are center stage, I want to remind City Council and residents of the outstanding services provided day in and day out by our exceptional City coworkers. Crime rates are down, emergency response times are low, recreation and library services are highly valued, and we operate an award-winning regional utility system. Street and sanitation employees keep our City safe and clean, and we are grateful for the partnership between residents and employees which make Hickory such a wonderful and desirable community.

Sincerely,

A handwritten signature in black ink, appearing to read "Mick W. Berry". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Mick W. Berry  
City Manager

# Budget Overview



## 2015-2016 Adopted Budget

# Budget Overview



## FY2015-2016 RECOMMENDED BUDGET OVERVIEW

<u>Operating Funds</u>	<u>Recommended Budget Amount</u>
General Fund	\$46,096,976
Water and Sewer Fund	28,458,217
Sludge Composting Fund	1,725,076
Stormwater Fund	265,893
Transportation Fund	2,489,918
Solid Waste Fund	4,770,249
<b>Total</b>	<b>\$83,806,329</b>
<u>*Internal Service Funds</u>	
Capital Reserve Fund	\$8,314,000
Fleet Maintenance Fund	2,942,924
Insurance Fund	6,550,184
<b>Total</b>	<b>\$17,807,108</b>
<b>All Funds Total</b>	<b>\$101,613,437</b>

\*The Internal Service Funds are supported by budgetary transfers from the Operating Funds they serve. Even though including them in the overview above creates a double counting, to exclude them would not give a comprehensive view of the City's budget.

## THE FUNDS OF THE ADOPTED BUDGET

### General Fund

The General Fund contains all the governmental services that do not generate sufficient revenue to support their activities including Police, Fire, Recreation, Public Services, Library, Planning and Development, Code Enforcement, Administration, and Governing Body. This fund also transfers portions of its revenue to support the City's Stormwater Fund, the Capital Reserve Fund, and Residential Refuse Collection and Recycling operations in the Solid Waste Fund.

In the FY2015-2016 Budget, the General Fund is balanced with a property tax rate of \$0.5665 per \$100 valuation. This will be the first tax increase in 20 years. This rate will provide \$24,986,613 in property tax revenue. The property tax base is estimated to be \$4,415,178,221. The City's property tax base has decreased \$311,720,865 over the FY2014-2015 amount.

The FY2015-2016 General Fund Budget totals \$46,096,976.

### Water and Sewer Fund

The Water and Sewer Fund contains all water production, water distribution, wastewater collection and wastewater treatment activities of the City. This fund is totally self-supporting, meaning it receives no supplement from any other fund to support its operations.

# Budget Overview

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There is a 0.8% increase proposed in water and sewer rates for FY2015-2016. This increase equates to the 2014 Consumer Price Index. Water and sewer operations have experienced material and energy cost increases over the past year, but only nominal growth in its customer base, necessitating this increase.

The FY2015-2016 Water and Sewer Fund Budget totals \$28,458,217.

## **Sludge Composting Fund**

The Sludge Composting Fund contains all sludge (wastewater by-product) management activities of Hickory, Conover and Catawba County.

A consortium consisting of Hickory, Conover, and Catawba County manages the Sludge Composting Fund. This fund receives its revenues from those jurisdictions. The finances of the fund are managed by the City of Hickory and its budget is contained within the City of Hickory's Annual Budget.

The FY2015-2016 Budget for the Sludge Composting Fund totals \$1,725,076.

## **Stormwater Fund**

The Stormwater Fund contains all the activities related to complying with Federal and State Stormwater Regulations. It is jointly funded by both the General Fund and the Water and Sewer Fund.

The FY2015-2016 Stormwater Fund Budget totals \$265,893.

## **Transportation Fund**

The Transportation Fund contains all Airport activities of the City. The Hickory Regional Airport assumed Fixed Based Operations responsibilities in December 2011.

The FY2015-2016 Budget for the Transportation Fund totals \$2,489,918.

## **Solid Waste Fund**

The Solid Waste Fund contains the following divisions: Residential Collection, Recycling, and Commercial Bulk Services.

The Solid Waste Fund is largely supported by the Solid Waste Fee which is paid by all residential solid waste customers in the City. For FY2015-2016 this fee is recommended to increase by \$2.00 from \$16.50 per month to \$18.50 per month. This increase reflects City Council's goal of moving the Solid Waste Fund towards being self-supporting.

The FY2015-2016 Solid Waste Fund Budget totals \$4,770,249.

## **Capital Reserve Fund**

The Capital Reserve Fund exists as a financial tool to help in the funding of future capital projects. It has been the City's practice for the last 15 years to budget up to two cents of the property tax rate towards the Capital Reserve Fund to insure the availability of funds necessary for capital

# Budget Overview

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projects such as buildings, equipment, vehicles and infrastructure. The City also sets aside a portion of its Water and Sewer Fund revenue for future water and sewer related capital purchases and projects. Without adequate funding provided to the Capital Reserve Fund, the City would have to rely more heavily on its Fund Balance, or debt financing for major capital purchases.

In the FY2015-2016 Budget, the General Fund and Water and Sewer Fund will both make significant financial contributions to the Capital Reserve Fund. The amounts will be \$965,000 and \$740,000 respectively.

The total budget for the Capital Reserve Fund for FY2015-2016 is \$8,314,000 which includes the appropriation of \$5,500,000 toward major capital purchases and projects. These projects will be Water and Sewer infrastructure replacement projects and a generator replacement at the Water Plant.

## **Fleet Maintenance Funds**

The Fleet Maintenance Fund contains all vehicle and equipment maintenance activities of the City. This is an Internal Service Fund, meaning this fund accounts for activities that serve other funds within the City's budget structure. The North Carolina General Statutes do not require that Internal Service Funds be included in the Annual Budget; however, they are included in this budget to more fully disclose all the financial operations of the City.

The FY2015-2016 Budget for the Fleet Maintenance Fund totals \$2,942,924.

## **Insurance Fund**

The Insurance Fund contains all insurance (health, dental, property/casualty, liability and worker's compensation) activities of the City. This is an Internal Service Fund, meaning this fund accounts for activities that serve other funds within the City's budget structure. The North Carolina General Statutes do not require that Internal Service Funds be included in the Annual Budget; however, they are included in this budget to more fully disclose all the financial operations of the City.

The FY2015-2016 Budget for the Insurance Fund totals \$6,550,184.

## **EXPENDITURES BY FUNCTIONAL AREA**

Not only are expenditures accounted for in the various funds, they are also organized into functional areas. Below you will find those functional areas as well as a sampling of programs, expenditures and purchases contained in the FY2015-2016 Budget.

**General Government** (Governing Body, City Manager's Office, Office of Communications, Finance, Human Resources, Information Technology, Budget Office, City Clerk, Legal, Engineering, District Court, Public Services Administration, Central Services, Landscape Services, Public Buildings, Insurance Fund, Fleet Maintenance)

- Continued Participation in the North Carolina Performance Measurement Project
- Public Art Commission Funding
- Community Appearance Commission Funding

# Budget Overview

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- Neighborhood College
- Coworker Appreciation Day
- Coworker Service Awards Program
- Coworker Quality Awards Program
- Coworker Health Fair
- Safety Consulting Services
- Technology Upgrades
- GIS Database Maintenance Services (WPCOG)
- Contracted Legal Services (City Attorney)

## **Public Safety** (Police, Code Enforcement, Fire, Hickory Rural Fire District)

- Catawba County Animal Shelter Funding
- Replacement of Police Communications Equipment
- Replacement Police Vehicles and Accessories
- Expansion of the Police Camera Program
- Replacement of Police Weapons
- Spay/Neutering Program
- Fire Department Suppression Equipment
- Mandated Fit and Flow Testing for Fire SCBA equipment

## **Transportation** (Traffic, Street, Airport, Airport – FBO)

- Installation of Traffic Signal Equipment
- Maintenance of Traffic Signal System
- Street Resurfacing
- Street Maintenance
- Right-of-Way Mowing
- Roadside Litter Contract
- Continued Implementation of the Sidewalk/Bikeway Master Plan (\$5 vehicle fee)

## **Environmental Protection** (Water and Sewer Administration, Wastewater Collection System, Henry Fork Wastewater Treatment Plant, Northeast Wastewater Treatment Plant, Hickory-Catawba Wastewater Treatment Plant, Water Treatment Plant, Pretreatment & Lab Division, Water Distribution System, Sludge Composting Facility, Recycling, Residential Sanitation, Commercial Bulk Services, Stormwater)

- Administration of Federal Stormwater Regulations
- Provide Water and Sewer Taps to Habitat for Humanity projects
- Sanitary Sewer Overflow Program
- Water Tank Maintenance Program
- Water Consumer Confidence Report
- Contract with Veolia Water North America for Sludge Composting Facility Operations
- Provide 66% of the Funding for the Sludge Composting Facility Operations (3 Member Consortium)
- Contract with Republic for Recycling Services (Single Stream)
- Contract for Yard Waste Grinding Services

# Budget Overview

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- Contracted Labor for Leaf Collection
- Replacement of Cardboard Recycling Containers
- Replacement of Multifamily Recycling Containers
- Replacement of Residential Sanitation Containers
- Replacement of Commercial Bulk Dumpsters

## **Economic and Community Development** (Planning and Development, External Economic Development Appropriations, Business Incentives)

- Hickory-Conover Tourism Development Authority (Funding for Convention and Visitors Bureau Marketing)
- Community Relations Council Funding
- Catawba County Economic Development Corporation Funding
- Funding for the Hickory Downtown Development Association
- Neighborhood Grant Program
- Façade and Landscape Grant Program
- Vacant Building Revitalization and Demolition Grant Program
- Business Incentives Program

## **Culture and Recreation** (Recreation, Parks Maintenance, LP Frans Stadium, Library, Culture & Recreation Special Appropriations)

- Recreation Facility Upgrades
- Recreation Fitness Equipment Replacement
- Priority Facility Use Agreement With Hickory Public Schools
- Funding for Library Technology Upgrades
- Funding for United Arts Council of Catawba County
- Funding for the SALT Block

## **Other Financing Uses**

- General Fund Transfer to Solid Waste Fund to support operations
- General Fund Transfer to General Capital Reserve (2 cents policy)
- General Fund Transfer to Parking Capital Reserve Fund
- Water and Sewer Fund Transfer to General Capital Reserve

## **Debt Service**

- Hickory Metro Convention Center – General Fund
- Ridgeview Recreation Center – General Fund
- Stanford Park – General Fund
- Revenue Sharing Projects with Catawba County – Water and Sewer Fund
- City of Conover (Northeast Sewer) – Water and Sewer Fund
- Henry Fork Wastewater Treatment Plant – Water and Sewer Fund
- Annexation Area II Utilities – Water and Sewer Fund
- Maiden Waterline – Water and Sewer Fund
- North East Waste Water Treatment Plant – Water and Sewer Fund
- Henry River Basin Sewer Project – Water and Sewer Fund

# Budget Overview

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- Hickory-Catawba Waste Water Treatment Plant – Water and Sewer Fund
- Cripple Creek Sewer Outfall – Water and Sewer Fund

## Contingency

- General Fund maintains Contingency Funding equal to at least 1.5% of Recurring Revenue
- Water and Sewer Fund has no official contingency target, but generally maintains Contingency Funding equal to between 0.5% and 1% of Recurring Revenue

## MASTER PLANS AND CITY INITIATIVES

The City has developed a number of master plans and initiatives to help guide both service delivery and development. These plans and initiatives are as follows:

- Inspiring Spaces Plan/Bond Projects: This is a multi-year plan which was developed to improve physical connectivity within the City, as well as to improve public spaces and sustainability for areas throughout Hickory. Since the scope and scale of this plan is so broad, funding mechanisms for this plan are currently being developed. This plan was developed between 2012 and 2014.
- Landscape Master Plan: This plan prioritizes planting projects and appearance issues. It was accepted by City Council in FY1996-1997.
- Parks and Recreation Master Plan: The Parks and Recreation Master Plan prioritizes current and future Parks and Recreation projects. It was accepted by City Council in FY1997-1998.
- Hickory Horizons: This is the City's strategic plan for maintaining and improving Hickory's economic stability, growth and quality of life through regional leadership, recognition of the importance of the Hickory Metropolitan Area and coordinated approaches to common local government issues. The Hickory Horizons Report was first adopted in 1987 and was comprehensively updated in 1995. In 1997, the City Council held its first Hickory Horizons Congress with participation from throughout the Hickory Metro to promote implementation of key regional goals and programs.
- Sidewalk and Bikeway Master Plan: This plan prioritizes sidewalk projects citywide, requires space for bikeways with the design and construction of new roads, and is proposed to be implemented over a 20 to 25 year period. A \$5 vehicle fee was implemented in FY1998-1999 to support this plan. This master plan was originally adopted in FY1997-1998, and was updated in FY2000-2001.
- Business/Industrial Master Plan: This plan proposes continued funding for economic development activities and sets guidelines for companies receiving economic incentives. This master plan was adopted by City Council in FY1996-1997 and updated in FY2003-2004.
- Water & Sewer Extension Plan: The Water and Sewer Extension Plan identifies major water and sewer system extensions over the next five years. This plan was developed in FY1996-1997.
- Library Long-range Plan: This plan identifies service expansion goals and facility/equipment enhancements and is funded as part of on-going library budgets.
- Airport Master Plan: Developed in 1990, the Airport Master Plan addresses the needs of the Airport and provides suggestions and recommendations for future needs and requirements of the Airport facility to satisfy the region's aviation demands.

## Budget Overview

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- Neighborhood Focus: To date, 12 self-identified neighborhoods have been recognized within the City and the City Manager has assigned a senior staff person to serve as a liaison with each group. City Council has approved two grant programs to assist neighborhood organizations to sustain their organizations and undertake neighborhood improvements. There have been six individual neighborhood plans developed to date, and they are:
  - Ridgeview - Adopted in 1992, updated in 1995 and 1999.
  - Kenworth - Originally adopted in 1997, updated in 2002. Readopted in 2003.
  - Green Park - Adopted in 1998.
  - West Hickory/Westmont - Adopted in 2000.
  - Highland - Adopted in 2002.
  - Claremont – Adopted in 2008.
- Hickory by Choice: This Comprehensive Land Use and Transportation Plan for Hickory was originally adopted in 1986. There are limited expenditures associated with this plan, as most of it relates to the City's land use and transportation policy. The City updated and revised this plan in FY2000-2001, and then again in FY2010-2011.



# Budget Ordinance



## 2015-2016 Adopted Budget

# Annual Budget Ordinance



## CITY OF HICKORY Budget Ordinance Fiscal Year 2015-2016

**BE IT ORDAINED** by the Governing Board of the City of Hickory, North Carolina:

**SECTION 1:** It is estimated that the following revenues will be available in the General Fund for the Fiscal Year beginning July 1, 2015 and ending June 30, 2016:

Ad Valorem Taxes	\$24,986,613
Other Taxes	13,848,165
Unrestricted Intergovernmental Revenues	525,000
Restricted Intergovernmental Revenues	2,018,825
Licenses and Permits	7,255
Sales and Services	1,744,885
Investment Earnings	125,000
Miscellaneous	267,000
Other Financing Sources	<u>2,574,233</u>
	<b>\$46,096,976</b>

**SECTION 2:** The following amounts are hereby appropriated in the General Fund for the operation of the City government and its activities for the Fiscal Year beginning July 1, 2015 and ending June 30, 2016, in accordance with the chart of accounts heretofore established for this City:

General Government	\$ 5,945,123
Public Safety	22,185,081
Transportation	5,906,643
Economic and Community Development	2,763,670
Culture and Recreation	6,034,469
Other Financing Uses	1,458,196
Debt Service	1,153,794
Contingency	<u>650,000</u>
	<b>\$46,096,976</b>

**SECTION 3:** It is estimated that the following revenues will be available in the Water and Sewer Fund for the Fiscal Year beginning July 1, 2015 and ending June 30, 2016:

Restricted Intergovernmental Revenues	\$ 1,350,217
Sales and Services	21,238,000
Investment Earnings	50,000
Miscellaneous	320,000
Other Financing Sources	<u>5,500,000</u>
	<b>\$28,458,217</b>

# Annual Budget Ordinance



**SECTION 4:** The following amounts are hereby appropriated in the Water and Sewer Fund for the operation of the water and sewer utilities for the Fiscal Year beginning July 1, 2015 and ending June 30, 2016, in accordance with the chart of accounts heretofore established for this City:

Environmental Protection	\$23,359,351
Other Financing Uses	872,946
Debt Service	4,075,920
Contingency	<u>150,000</u>
	<b>\$28,458,217</b>

**SECTION 5:** It is estimated that the following revenue will be available in the Sludge Compost Fund for the Fiscal Year beginning July 1, 2015 and ending June 30, 2016:

Restricted Intergovernmental Revenues	<u>\$1,725,076</u>
	<b>\$1,725,076</b>

**SECTION 6:** The following amounts are appropriated in the Sludge Compost Fund for the Fiscal Year beginning July 1, 2015 and ending June 30, 2016, in accordance with the chart of accounts heretofore established for this City:

Environmental Protection	<u>\$1,725,076</u>
	<b>\$1,725,076</b>

**SECTION 7:** It is estimated that the following revenue will be available in the Stormwater Fund for the Fiscal Year beginning July 1, 2015 and ending June 30, 2016:

Other Financing Sources	<u>\$265,893</u>
	<b>\$265,893</b>

**SECTION 8:** The following amounts are appropriated in the Stormwater Fund for the Fiscal Year beginning July 1, 2015 and ending June 30, 2016, in accordance with the chart of accounts heretofore established for this City:

Environmental Protection	<u>\$265,893</u>
	<b>\$265,893</b>

**SECTION 9:** It is estimated that the following revenues will be available in the Transportation Fund for the Fiscal Year beginning July 1, 2015 and ending June 30, 2016:

Sales and Services	\$2,435,496
Investment Earnings	1,000
Other Financing Sources	<u>53,422</u>
	<b>\$2,489,918</b>

# Annual Budget Ordinance



**SECTION 10:** The following amounts are appropriated in the Transportation Fund for the operation of Transit and Airport activities for the Fiscal Year beginning July 1, 2015 and ending June 30, 2016, in accordance with the chart of accounts heretofore established for this City:

Transportation	<u>\$2,489,918</u>
	<b>\$2,489,918</b>

**SECTION 11:** It is estimated that the following revenues will be available in the Solid Waste Fund for the Fiscal Year beginning July 1, 2015 and ending June 30, 2016:

Other Taxes	\$ 25,000
Sales and Services	4,096,200
Investment Earnings	5,000
Miscellaneous	3,000
Other Financing Sources	<u>641,049</u>
	<b>\$4,770,249</b>

**SECTION 12:** The following amounts are appropriated in the Solid Waste Fund for the operation of recycling, residential solid waste collection and commercial bulk services activities for the Fiscal Year beginning July 1, 2015 and ending June 30, 2016, in accordance with the chart of accounts heretofore established for this City:

Environmental Protection	<u>\$4,770,249</u>
	<b>\$4,770,249</b>

**SECTION 13:** It is estimated that the following revenue will be available in the Capital Reserve Fund for the Fiscal Year beginning July 1, 2015 and ending June 30, 2016:

Other Financing Sources	<u>\$8,314,000</u>
	<b>\$8,314,000</b>

**SECTION 14:** The following amounts are hereby appropriated in the Capital Reserve Fund for the Fiscal Year beginning July 1, 2015, and ending June 30, 2016 in accordance with the chart of accounts heretofore established for this City:

General Government	\$ 925,000
Transportation	40,000
Environmental Protection	740,000
Other Financing Uses	<u>6,609,000</u>
	<b>\$8,314,000</b>

**SECTION 15:** The following amounts form the revenue portion of the financial plan for the Fleet Maintenance Fund:

Sales & Services	<u>\$2,942,924</u>
	<b>\$2,942,924</b>

# Annual Budget Ordinance



**SECTION 16:** The following amounts form the expenditure portion of the financial plan for the Fleet Maintenance Fund:

General Government	<u>\$2,942,924</u>
	<b>\$2,942,924</b>

**SECTION 17:** The following amounts form the revenue portion of the financial plan for the Insurance Fund:

Sales & Services	\$6,510,183
Investment Earnings	<u>40,001</u>
	<b>\$6,550,184</b>

**SECTION 18:** The following amounts form the expenditure portion of the financial plan for the Insurance Fund:

General Government	<u>\$6,550,184</u>
	<b>\$6,550,184</b>

**SECTION 19:** The operating funds encumbered on the financial records of June 30, 2015 are hereby reappropriated into this budget.

**SECTION 20:** There is hereby levied a property tax at the rate of fifty-two cents (\$0.5665) per one hundred dollars (\$100) valuation of property as listed for taxes as of January 1, 2015, for the purpose of raising the revenue listed as “Ad Valorem Taxes” in the General Fund in Section 1 of this ordinance. This rate is based on a total estimated valuation of property for the purposes of taxation of \$4,415,178,221 and the Fiscal Year 2014-2015 estimated rate of collection of .969%.

**SECTION 21:** The corresponding “FY 2015-2016 Schedule of Fees” is approved with the adoption of this Annual Budget Ordinance.

**SECTION 22:** The City Manager (Budget Officer) is hereby authorized to transfer appropriations as contained herein under the following conditions:

- a. He may transfer amounts between line-item expenditures within the same functional area within a fund without limitation and without a report being required.
- b. He may transfer amounts up to \$1,000 between functional areas including contingency appropriations, within the same fund. He must make an official report on such transfers at the next regular meeting of the Governing Board.
- c. He may not transfer any amounts between funds, except as approved by the Governing Board in the Annual Budget Ordinance as amended.

# Annual Budget Ordinance

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**SECTION 23:** Copies of the Annual Budget Ordinance shall be furnished to the City Clerk, to the Governing Board and to the City Manager (Budget Officer) and the Finance Officer to be kept on file by them for their direction in the disbursement of funds.

Adopted this 16th day of June, 2015

Rudy Wright  
Mayor

Attest:

*Debbie D. Miller*

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Debbie Miller  
City Clerk



# **City Council Priorities and Action Plan**



## **2015-2016 Adopted Budget**

## HICKORY CITY COUNCIL'S FY2015-2016 PRIORITIES AND ACTION PLAN

### **Strategic Priority: Attract and Retain Jobs and People**

1. Begin Implementation of the Bond Projects
  - A. Engage the community through the Bond Commission and other outreach efforts to gain insights and feedback on project design, phasing and scope.
  - B. Use pre-engineering data and Bond Commission input to determine phasing and scope.
  - C. Use best practices to select design professionals and begin design of bond projects.
  - D. Establish financing plan to address both pre-issuance costs and timing of bond issuance.
  - E. Maintain best practices for financial transparency and communication.

### **Strategic Priority: Economic Growth & Transportation**

1. Promote Economic Development and Jobs
  - A. Pursue development partnerships and opportunities for hi-tech manufacturing at Business Park 1764.
  - B. Establish development opportunities and parameters along the City Walk.
  - C. Continue marketing the remaining industrial sites at Fairgrove Business Park and other City owned industrial properties.
  - D. Promote the redevelopment of obsolete manufacturing facilities.
  - E. Continue an aggressive Code Enforcement program for owner-abated commercial demolitions.
  - F. Continue an aggressive program of utilizing Vacant Building Revitalization and Brownfield Grants to improve blighted properties.
  - G. Consider policies and recommendations by the Business Development Committee that would stimulate economic development activity in Hickory.
2. Improve Transportation
  - A. Through the transportation Bond Project, scope and phase roadway improvements in strategic corridors and gateways.
  - B. Pursue grant opportunities to leverage bond funds.
  - C. Update the City's resurfacing analysis and street segment rating.
  - D. Work with NCDOT and the MPO to develop projects benefiting Hickory.
3. Leverage the City's Regional Utilities
  - A. Pursue new utility extensions and regional agreements to enhance the utility system's economy of scale.

- B. Use the City's strength in water and sewer services as an economic development tool.
- C. Market Hickory within and outside the region to increase economic development activity and increase water and sewer sales.

## **Strategic Priority:           Quality of Life and Natural Environment**

1. Provide a Safe Community for Residents and Visitors
  - A. Identify meaningful ways to engage and partner with our community and community leaders.
  - B. Fire department will strive to provide exceptional service and communicate effectively through community involvement with our customers and workforce management.
  - C. Complete a comprehensive fire department strategic plan to meet the needs of our community and department.
  - D. Pursue single-family home ownership opportunities in strategic locations to help stabilize distressed neighborhoods.
  - E. Promote proactive public safety partnerships with citizens and neighborhood groups.
  - F. Continue to partner with other Catawba County jurisdictions and the community with the Catawba County Safe Initiative program to reduce violent behavior.
  
2. Support Downtown Development and Activities
  - A. Continue to support downtown festivals and activities with in-kind services.
  - B. Maintain public assets downtown to promote growth and create a unique downtown experience.
  - C. Consider highest and best use for vacant parcels in the downtown and support redevelopment of underutilized buildings.
  
3. Support and Protect Neighborhoods
  - A. Provide staff liaisons to recognized neighborhood associations.
  - B. Respond in a timely manner to neighborhood requests for City services including traffic calming, trash collection, policing, etc.
  - C. Respond in a timely manner to neighborhood requests concerning Code Enforcement issues.
  - D. Continue to market City-owned properties for housing development.
  - E. Pursue partnerships with non-profit housing groups to promote single-family home ownership, such as the partnership with Habitat for Humanity.

# City Council Priorities and Action Plan

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4. Offer High Quality Recreation and Library Opportunities
  - A. Pursue implementation of updated Cloninger Mill park plan with Outward Bound donation.
  - B. Conduct customer surveys for recreation programs and strive for positive feedback and ratings.
  - C. Implement the updated library strategic plan as possible within budget restraints.
  - D. Conduct customer surveys for library programs and strive for positive feedback and ratings.
  
5. Improve and Protect the Natural Environment
  - A. Implement single-stream recycling in FY2015-2016, increasing overall recycling participation by 5% and total tonnage of recycled material by 20% to 25%.
  - B. Monitor the compliance of Concord/Kannapolis in regards to the interbasin transfer agreement.
  - C. In meeting the EPA NPDES Phase II federal storm water regulations, continue implementing stormwater best practices and complying with stormwater regulations.
  - D. Partner with other organizations (Reese Institute, Covekeepers, WaterWatch, Duke Energy, Catawba River Study Committee) to promote policies and practices which protect the river, improve water quality and protect our water supply.
  - E. Continue to promote “Your Catawba Use it Wisely” conservation program.
  
6. Improve Air Quality
  - A. Monitor air quality attainment issues and support efforts to address those causes.
  - B. Promote awareness of ozone action days.

## **Strategic Priority:      Operational Excellence**

1. Provide Exceptional Customer Service and Communication
  - A. Each coworker’s performance evaluation will reflect a focus on customer service.
  - B. Utilize regular City Manager/Coworker meetings to enhance communication within the organization.
  
2. Invest in City Coworkers
  - A. Provide internal training opportunities for supervisors as well as front line staff.
  - B. Promote and fund higher education opportunities which will benefit the coworker and the City.
  - C. Recognize, formally and informally, coworkers’ achievements.
  - D. Continue to support the coworker Wellness Program.

# City Council Priorities and Action Plan

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3. Constant Innovation in Delivery of Services
  - A. Maintain the City’s excellent standing for all services included in the NC Performance Measurement Project.

## **Strategic Priority: Vision and Leadership**

1. Support and Promote Higher Education Opportunities
  - A. Work collaboratively with Lenoir-Rhyne University and Catawba Valley Community College on initiatives and opportunities which would positively impact our community.
2. Lead Regional Initiatives
  - A. Participate at the executive committee and team level of Innovate Catawba.
  - B. Continue to lead the region in protecting and promoting the Catawba River Basin.
  - C. Be the lead agency on regional economic development issues to adequately represent the hub of the population and workforce in the Metro area.
3. Promote City Priorities in the 2015-2016 Legislative Agenda to Federal and State Governments
  - A. Continue to educate citizens on State legislative issues effecting the City.
  - B. Develop and promote state and national legislative priorities that are in the specific interest of the City of Hickory.

## **Strategic Priority: Communication and Marketing**

1. Provide best practice quality communication on bond projects to our residents.
2. Continue to market the City of Hickory “Life Well Crafted” Brand.
3. Continue to offer and support interactive and innovative programs offered by the City, such as the Neighborhood College, and the Citizen’s Police Academy.
4. Communicate Effectively with Customers about Delivery of Services
  - A. Respond in a timely manner and inform citizens of results of “Action Requests.”
  - B. Inform citizens about Hickory services, projects and awards.
  - C. Keep the city's website vibrant and informative.
  - D. Use print, radio, internet and social media to communicate with our citizens.
  - E. Communicate effectively with organized neighborhood groups, boards and commissions and other partners.

# City Council Priorities and Action Plan

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## HICKORY CITY COUNCIL FY 2015-2016 FINANCIAL POLICIES

These Financial Policies are adopted to help guide the City in the management of its financial resources. Although the North Carolina Local Government Budget and Fiscal Control Act regulates North Carolina governmental units in financial matters, these policies adopted by the City Council are often more stringent, and reflect the specific desires of City Council. These Financial Policies are designed to allow the City to function as a fiscally sound governmental unit.

### 1. Revenue Policy

- A. The property tax rate shall be set each year based on the cost of providing general government services.
- B. The rate and fee structure established for the Water and Sewer Fund will be sufficient to finance needed operating, capital, and debt service costs for providing water and sewer services. Rates and fees in the Water and Sewer Fund will generally increase annually by the amount necessary to keep the Fund self-supporting.
- C. The City will continue to move the Solid Waste Fund towards becoming a self-supporting enterprise.
- D. Revenue projections will be made in a conservative manner.
- E. To the extent practical, any City service that benefits specific recipients shall be supported either fully or in part by user fees. Those fees will generally increase by the annual Consumer Price Index. Examples are certain recreation programs, and Fire Inspections activities.
- F. The City will project revenues for five years and will update those projections annually.
- G. When investing City funds, safety and liquidity will take precedence over yield.
- H. Except in cases of emergencies, under urgent conditions, or for one-time capital expenses, Fund Balance Appropriated shall not exceed an amount that management can reasonably expect to save during the year.

### 2. Operating Budget Policy

- A. The City will continue to develop benchmarks and productivity ratios integrated with work performance standards to assist in the evaluation of expenditures.

# City Council Priorities and Action Plan

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- B. Continue the City’s participation in the North Carolina Performance Measurement Project.
  - C. The City will prepare a five-year operating budget projection that will include projections of annual growth.
  - D. Ensure that all water and sewer expansions represent sound investments for the City.
  - E. During the course of the fiscal year, the City Manager may, at his discretion, take the necessary action to keep the City’s Annual Budget balanced and solvent.
3. Capital Improvement Policy
- A. Annually, the City will update its Five-Year Capital Improvement Plan, which will list each capital project, the estimated cost and the anticipated year in which the project is to occur. This plan will be used as a guide in the development of the annual budget.
  - B. When funding capital items, priority will be placed on the replacement of existing equipment, maintaining existing facilities, and making enhancements to existing facilities. Capital projects related to new facilities not currently in existence will receive the lowest priority, unless a designated funding source is available for the project.
4. Accounting Policy
- A. Annually, an independent certified public accounting firm will issue an official opinion on the City’s annual financial statements to the City Council. Additionally, City Council will appoint an Audit Committee to meet with the auditors and discuss their findings.
  - B. Financial systems will be maintained to monitor revenues and expenditures on a monthly, quarterly, and annual basis.
  - C. Staff will give a Financial Report to City Council on a quarterly basis.
5. Debt Policy
- A. Capital projects financed through the issuance of bonds or through an installment purchase contract (N.C.G.S. 160-A 20) shall be financed for a period not to exceed the anticipated useful life of the project.
  - B. The City will maintain its financial condition so as to continue a minimum bond rating of AA and will have the rating agencies periodically review its bond rating.

## 6. Reserve Policy

- A. The City will strive to maintain an Undesignated General Fund Balance equal to three months, or 25%, of the general operating budget. These funds will be used to avoid cash flow interruptions, generate investment income, eliminate the need for short-term borrowing, and for use in the case of unanticipated emergencies.
- B. In the Annual Budget, the City will reserve the equivalent of two pennies on the City's property tax rate in the General Capital Reserve Fund, for the purpose of funding capital expenditures on a pay-as-you-go basis.
- C. The City will establish a General Fund Contingency Reserve to provide for unanticipated expenditures of a nonrecurring nature to meet unexpected increases in service delivery costs. This reserve will be budgeted at an amount up to 1.5% of recurring General Fund revenues estimated for that fiscal year.

## 7. Financial Partnerships Policy

- A. When feasible, the City will seek financial partnerships with organizations in the community as a means of providing services in the most cost-effective way.
- B. When renovating, enhancing or constructing City-owned facilities, the City will seek financial partnerships, when feasible, with organizations or individuals who benefit from those facilities in order to limit the use of public funds and to maximize the benefit of those funds.



# Budget Guide



## 2015-2016 Adopted Budget

The information in the previous sections focused on how City government plans to allocate resources for the upcoming fiscal year. Subsequent sections of the document describe the detail behind those plans as the budget is examined at consolidated, functional, departmental, divisional, and in some cases, line item levels.

The *Budget Guide* begins the transition from a broad budgetary plan to a specific working budget for City operations. Here, the reader will find explanations for much of the data that follows. This section also provides an opportunity to pause and examine the many facets of budgeting for which this document is merely the end product. What has changed in the City budget since last year? How and when does the process of allocating over \$101 million occur? How is the City's budget organized, and what do all those terms mean?

Because this section is intended to provide mostly background information, the reader is invited to exercise judgment when reading it. The veteran budget reader may wish to skip the *Budget Format: The Basics* pages because they describe the basic structure of the City's budget. However, the novice reader will find these pages a good starting point for developing an understanding of information in the rest of the document.

## **What's New in the Budget?**

Changes to the FY2015-2016 budget reflect the dynamics of a changing city. These changes are necessary to meet new community, financial, or legal obligations and mandates.

The most significant changes to the structure of the FY2015-2016 budget are:

- Property Revaluation
- Repeal of the Business Privilege License

There have been no other significant changes to the structure of the budget, or to the structure of the organization. However, each year the City of Hickory submits its budget document to the Government Finance Officer's Association Distinguished Budget Awards Program for review. This year's budget contains minor revisions based on the comments of those professionals who reviewed last year's budget document.

# Budget Calendar

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- **October 31, 2014** Personnel expenditures projected by Human Resources
- **October 31, 2014** Worker's Compensation, Property and Liability Insurance by Risk Management
- **December 1, 2014** New position requests and reclassification requests due to Human Resources (per Personnel Ordinance)
- **December 3, 2014** Master Plan and Neighborhood Plan Costs are projected by the Assistant City Manager over Development
- **December 3, 2014** Debt projected by Finance (existing debt only)
- **December 3, 2014** City Council Financial Policy expenditures (transfers and contingency) projected by Budget Office
- **December 3, 2014** External appropriation request letters sent out
- **December 18, 2014** Budget Kick-off Meeting
  - Distribute Initial Allocation Sheets
  - Distribute Budget Manual
- **January 7, 2015** Projected revenues entered into H.T.E. by Budget Office
- **January 16, 2015** Departments to have entered FY15-16 operational budget requests into H.T.E. Requests to balance to your department's initial budget allocation.
- **January 16, 2015** Departments to have entered FY15-16 capital budget requests into H.T.E.
- **January 2-30, 2015** Departments may request to meet with the City Manager to make additional budget requests or to negotiate budgets
- **January 26, 2015** External Appropriation requests due
- **January 26, 2015** Fleet Management to review and make recommendations on new capital equipment requests
- **January 26, 2015** City Engineer to review and make recommendations on capital construction requests
- **January 26, 2015** Information Technology to review and make recommendations on technology requests

# Budget Calendar

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- **February 3, 2015** Fee Schedule sent to departments for FY15-16 changes
- **February 10, 2015** Board & Commission work plans due
- **February 10, 2015** 5-year CIP to be entered into H.T.E. by departments
- **February 17, 2015** City Council Meeting:
  - External appropriation requests presented
- **February 20, 2015** Departments to return FY15-16 Fee Schedule changes to Budget Office
- **March 3, 2015** City Council Meeting:
  - Board & Commission work plans presented
- **March 3, 2015** City Manager's Recommended Budget balanced
- **March 6, 2015** Performance Measurement page due to Budget Office from departments
- **May 19, 2015** City Council Meeting:
  - Call for public hearing on Recommended Budget
- **May 20, 2015** Publish notice of public hearing and make a copy available to news media in the County
- **June 2, 2015** City Council Meeting:
  - Public Hearing on Recommended Budget
  - FY15-16 Budget approved on 1<sup>st</sup> reading
- **June 16, 2015** City Council Meeting:
  - FY15-16 Budget adopted on 2<sup>nd</sup> reading
- **June 17, 2015** Notification of tax rate sent to Tax Administrators in Burke, Caldwell and Catawba Counties
- **June 19, 2015** Notify organizations who requested appropriation of City funds of funding status
- **July 1, 2015** Fiscal Year 2015-2016 begins

# Budget Planning

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## Phase I (Initial Budget Planning Stage)

Budget planning for the FY2015-2016 Annual Budget began in August 2014. Recommendations were to continue with the budget development cycle and budget development calendar.

## Phase II

In October of 2014, projections of personnel expenditures and projections of risk management insurance expenditures were made for the upcoming fiscal year. This information is used to determine what new revenues would need to be produced to maintain current staffing levels and to maintain current risk management insurance policies. These projections are done early due to the significant dollar value involved with these items and the vital role they play in the overall budget development process.

## Phase III

In October - November of 2014, Budget staff held individual budget meetings with divisions/departments for preliminary discussions on significant budgetary needs for FY2015-2016 and to review the status of performance measures.

## Phase IV

In December of 2014, there was a “Budget Kick-off Meeting” held with all departments. At this meeting, departments were given the FY2015-2016 budget manuals, FY2015-2016 budget calendar, FY2015-2016 personnel projections, FY2015-2016 risk insurance projections, instructions for performance measurement reporting, and initial operational target budgets for each department. In addition, debt projections were made by the Finance Department for FY2015-2016. All new personnel requests were due to the Human Resources Department by December 1, 2014.

## Phase V (Final Budget Planning Stage)

Annually, the Hickory City Council adopts their Priorities and Action Plan, which are derived from the Council-Staff Work Sessions. This document is used throughout the year as a guiding tool to ensure that the philosophy defined by the City Council is advocated and carried out by City departments as they deliver services to the public. Also, the Priorities and Action Plan guides City officials in budget development and planning for the upcoming and future budget years. In short, this policy document provides the structure by which the City of Hickory functions during the fiscal year.

Budget planning for the FY2015-2016 budget was completed at this point and the development of the FY2015-2016 recommended annual budget began.

## **How the Budget Process Works**

### Basis of Accounting and North Carolina Local Government and Fiscal Control Act

The City of Hickory uses the modified accrual method as the basis for budgeting and for accounting for all funds. This approach to accounting recognizes revenues when they become measurable and expenditures at the time the liability is incurred. All revenues and expenditures must be included in the annual budget ordinance or the appropriate capital and/or grant project ordinances. Any operational appropriations that are not expended or encumbered shall lapse. The North Carolina Local Government Budget and Fiscal Control Act (LGBFCA) controls how cities budget and spend money. The major effects of the LGBFCA on the budgetary process are as follows:

### 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 must be submitted to the budget officer by April 30.

Revenue estimates must be submitted to the budget officer by April 30.

The recommended annual budget must be submitted to the Governing Board by June 1.

The Governing Board must adopt the annual budget ordinance by June 30.

### Budget Forms and Procedures

The Budget Officer must prescribe the forms and procedures for the departments to use in preparing their 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.

### Recommended Budget

G.S. 159-11 requires that the Budget Officer’s recommended budget be balanced unless the Governing Board insists that an unbalanced budget be submitted. It is also required that the budget be submitted to the Governing Board 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 recommended budget is presented to the Governing Board, several general legal provisions apply to Board review and adoption of the budget ordinance.

- At least ten days must pass between the submission of the recommended budget and adoption of the budget ordinance.
- On the same day the budget is submitted to the Governing Board, the Budget Officer must file a copy of it in the City Clerk's Office where it is made available to the public and press.
- The City Clerk must publish a notice that the budget has been delivered to the Governing Board and is available for public inspection. This advertisement must also note the time and place of the required public hearing.
- During the time between submission and adoption, the Governing 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) applies to the budget review 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 the property tax rate.

## Budget Adoption and Amendment

The operations conducted by the City are guided by the annual budget ordinance adopted in accordance with the provisions of the North Carolina Local Government Budget and Fiscal Control Act. The Budget Ordinance must be balanced and adopted prior to the beginning of the Fiscal Year. Adoption of the budget by City Council establishes the legal authority to incur expenditures in the ensuing fiscal year.

After the adoption of the Budget Ordinance, the City Manager (Budget Officer) is authorized to transfer appropriations between line-item expenditures within a department without making an official report to the City Council. He may also transfer amounts not to exceed \$1,000 between functional areas, including contingency appropriations, within the same fund. These transfers, however, require an official report at the next regular meeting of City Council. All other budget amendments must be approved by the City Council through legislative action. All amendments affecting the original budget ordinance not within the scope of the authority granted to the City Manager require two readings for City Council approval.

# Budget Format: The Basics

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Comprehending the Annual City Budget requires the reader to understand the differences between two perspectives of the same budget: the *functional* perspective, by which the City is managed, and the *accounting* perspective, by which City finances are accounted for. When City Council adopts or amends a budget, it is allocating resources into functional areas (as listed in the *Budget Ordinance*). By managing a budget organized around these major functions, City Council can better direct how City resources are applied.

City Council manages the budget at the broadest level. Council policy, statutes, and financial standards mandate the City's accounting system parallel the functions, but at a much more detailed level. The accounting structure of the City is organized on the basis of account groupings called *funds*, each of which is considered a separate accounting entity. Government monies are allocated to and accounted for in individual funds based upon the purposes for which they are earmarked, and the means by which spending activities are managed. The budgeted monies (i.e., revenues) must always equal the proposed expenditures within each fund. This segregation of financial activity ensures that certain funds, which are restricted in purpose, are explicitly spent on the appropriate government function.

A fund is one of two types: an annual fund or a project fund. Council appropriates operational funds on an annual basis and operational funding lapses at the close of the year. Project funds continue for the life of each specific capital or grant project with appropriations continuing until the project is finished. The City of Hickory's Annual Budget Ordinance contains all operational appropriations and consists of nine funds: the General Fund, Water and Sewer Fund, Sludge Fund, Transportation Fund, Stormwater Fund, Fleet Maintenance Fund, Insurance Fund, Solid Waste Fund, and Capital Reserve Fund. The City adopts all project budgets as Capital or Grant Project Ordinances, which are described in the *Capital Improvements/Grant Projects* section of this document.

An operational fund's revenue sources are a key distinction for two types of operating funds – *General Fund* and *Enterprise Funds*. All city budgets have at least one fund, the *General Fund*, which is supported by a variety of revenue sources, including the most substantial, the ad valorem property tax levy. The *General Fund* contains those departments and divisions, which do not produce enough revenue to support their operations. The best examples of operations housed in the *General Fund* include Police, Fire, Library, Recreation, Planning, and Administration.

Like most cities, Hickory has another type of fund called *Enterprise Funds*, which exist on the market viability of the services provided in that fund. The Water and Sewer Fund, the Solid Waste Fund and the Stormwater Fund are *Enterprise Funds* that rely almost solely on user fees generated from the services they provide. The Sludge Compost Fund is an enterprise fund financed through intergovernmental agreements of participation by Catawba County and the cities of Conover and Hickory. The Transportation Fund exists with funding from user fees, intergovernmental agreements, and grant funding.

Although funding sources can vary, an *Enterprise Fund* is expected to generate enough revenue to equal projected expenditures.

# Budget Format: The Basics

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Finally, Hickory also utilizes *Internal Service Funds*. These funds account for activities that serve other departments or parts of same government, rather than the public. Hickory maintains two *Internal Service Funds* including the Fleet Maintenance Fund and the Insurance Fund. In addition Hickory has one *Special Revenue Fund* which is the Capital Reserve Fund. Even though there is no statutory obligation to include *Internal Service Funds* or the *Special Revenue Fund*, in the Annual Budget, Hickory does include them in order to more fully reveal the City's finances. We have established that budgets, while managed by functions, are also managed as complex accounting groupings called funds, which are either operational or project oriented in nature. Operational funds can be enterprise funds depending on the fund's revenue characteristics.

Knowing these key principles is important, but consider this: City employees do not work for funds, they work for departments and divisions. The day-to-day operations of City government are conducted through 45 departments and divisions.

Here is the most important question for budget understanding: How do functions, funds, and departments (divisions) interrelate? The simple answer is that departments are subsections of both functions and funds. Each department is managed by its functional duties and its financial distinctions. For example, the Fire Department is part of the *Public Safety* function, and is included in the *General Fund* because it is not a self-supporting entity (enterprise fund). Each department belongs to one function and one fund. A fund can include any number of departments, including departments of different functions. A function can include departments from many funds. Managing the aggregate of all departments in a fund allows staff to measure the financial health of specific City endeavors, while managing the aggregate of all departments in functions allows City Council to consolidate the myriad of City services into clearer segments. When Council appropriates money for the Fire Department and the Recreation Department, it is addressing needs in two functional areas, *Public Safety* and *Culture and Recreation*, but it is allocating the resources of one fund, the General Fund.

## About the Document Presentation

All combinations of departments and divisions, funds, and functions appear in this budget document. The presentation takes the reader from discussions of the broadest overview in the budget document (*Consolidated Budget Summary*) to discussions of the most specific departmental review (*General Fund, Enterprise Funds*). The document places a distinct emphasis on the City's departments and divisions because these pages represent the plans of the men and women who are charged with the duty of providing services to citizens. Following the City budget from this basic level back up through funds, functions, and consolidated totals can help the reader associate services to the respective budget data.

The departmental presentations are summaries of all expenditures and revenues associated with each department's activities. One of the most daunting tasks of preparing a budget document is deciding how to present the hundreds of individual budget codes (line-items) in a format that promotes the decision-making process. Every account code is relevant to the process. Unfortunately, it is not possible to effectively present literally hundreds of account codes.

# Budget Format: The Basics

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Instead, this document presents budget data in a summary form that shows groups of like data by category (e.g., Personnel, Operations, Capital). Presenting the City of Hickory’s budget in this style facilitates comparisons between groups of data, making the overall trends more discernible to the reader. Acknowledging that the reader does not have access to every account code, the Budget Highlights attempt to explain key departmental changes by relating the “numbers behind the numbers” to budget summaries. A second document that presents the complete listing of all City of Hickory budget codes only is also available through the City of Hickory’s Budget Office (828-327-7412) if further detail is needed.

# Budget Format: The Basics

In the *General Fund* and *Enterprise Funds* sections the reader will find the cornerstones of the City: the departments and the divisions. Here is where narrative descriptions highlight what each department accomplished in the year that is ending, as well as the goals and objectives for the upcoming budget year. Coupled with this is a presentation of the resources budgeted for the department. The purpose is to show the evolution of City services as of the start of the new fiscal year. Using an expenditure table as an example, the presentation of the data is as follows:

Expenditure by Type	2013-2014	2014-2015	2015-2016	Percent Change
	Actual	Budgeted	Budgeted	
Personnel	6,548,258	6,674,652	6,844,130	3%
Operations	799,871	771,684	782,356	1%
Capital	99,567	256,680	263,750	3%
Pro Rata Reimbursement	8,804	9,331	9,331	0%
<b>Expenditure Total</b>	<b>7,456,500</b>	<b>7,712,347</b>	<b>7,899,567</b>	<b>2%</b>
<b>Per Capita</b>	<b>191</b>	<b>198</b>	<b>202</b>	

Audited data from the last completed fiscal year. (points to 2013-2014 Actual)

Budget for each category as adopted for the current fiscal year. The fiscal year begins July 1 of each calendar year. (points to 2014-2015 Budgeted)

The budget for the new fiscal year which begins on July 1. (points to 2015-2016 Budgeted)

The percentage of change from budget to budget. (points to Percent Change)

Please note that all tables in the budget present the same three-year format. Since the budget data is in summary form (as discussed earlier), we should understand what the summaries constitute.

Expenditure by Type	2013-2014	2014-2015	2015-2016	Percent Change
	Actual	Budgeted	Budgeted	
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<b>Per Capita</b>	<b>191</b>	<b>198</b>	<b>202</b>	

Includes salaries, wages, and fringe benefits (FICA, insurance, et al.) (points to Personnel)

All expenditures not directly related to Personnel, Capital, or Pro-Rata Admin. Reimbursement. Includes everything from postage to traffic signs. (points to Operations)

Adjustments for the value of services provided or received to or from other City departments. (Example: The cost for the Human Resources Department to recruit for a vacancy in another department.) (points to Pro Rata Reimbursement)

Includes expenditures for land, buildings, equipment, vehicles, and other expenditures exceeding \$500, with a life expectancy of more than 1 year. (points to Capital)

Some departments may seem to be missing categories. However, many do not have activity in all categories. If a category is not budgeted and has had no actual cost activity in the three-year period,

## Budget Format: The Basics

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it is omitted. The same applies to revenues. A revenue table is not shown for departments like the Budget Office because no revenue is associated with that department.

One of the more obvious peculiarities of the budget tables is that the revenues shown do not necessarily equal the expenditures. The purpose is to show the revenues that are associated with each department, thereby establishing the relationship between the costs to operate the department and the money that is realized as a result of that department's activities. Technically, each General Fund departmental budget is balanced with Ad Valorem tax revenue, which is shown as revenue under the Hickory City Council budget. Sales and Services revenues shown in the Public Utilities Administration Division budget balance the Water and Sewer Fund.

The remainder of the budget flows from the data shown in the departmental operating budgets. Since all departments are part of one of the fund groups, the departments' combined budgets constitute the majority of the fund summaries that begin the two fund sections. However, departmental budgets are joined by other specialized budgets that are within funds, like Debt Service and Special Appropriations, to complete the full fund summaries.

Finally, all the numbers from all the funds add up to consolidated revenue and expenditure totals, which present the "bottom line" of the budget. But was something forgotten? What about capital and grant projects? Since these are project budgets and are expected to have a project life that crosses over fiscal years, they are presented separately in the *Capital Improvements/Grant Projects* section due to their uniqueness and often-specific accounting requirements. With an understanding of funds and functions, we can now proceed into the specifics of the resources that constitute the City funds, and which functions the resources are allocated to render.

The previous section focused on the basics of how a budget is organized. Departments and Divisions perform services that are administered by common purpose (*functions*), and are financially managed in separate economic units (*funds*).

*Budget Format: The Specifics* details the specific framework of the City of Hickory by describing the makeup of the different funds and the functions that their resources are allocated to conduct. The purpose is to present a basic outline to the reader, who can then learn more about the reasoning behind the budget at the broad level (*Consolidated Budget Summary* section) or the detailed level (fund and department/division sections), per his or her preference.

# Budget Format: The Specifics

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## GENERAL FUND

The **General Fund** is the general operating fund of the City and is used to account for all revenues and expenditures except those required to be accounted for in another fund. This fund is established at the inception of a government and exists throughout the government's life.

### General Fund Revenues

- **Ad Valorem Taxes** - Collections of current and prior year property tax levies, refunds, late listing penalties, and interest on delinquent taxes. (54.20%)
- **Other Taxes** - Three sales tax allocations (Article 39 one cent, Article 40 one-half cent and Article 42 one-half cent), utility franchise tax, telecommunications tax, \$5 vehicle fee, and a local option hotel/motel occupancy tax levied for tourism development. (30.04%)
- **Unrestricted Intergovernmental** - Beer and wine tax, payments in lieu of taxes, and traffic control revenue received from NCDOT. (1.14%)
- **Restricted Intergovernmental** - Federal, state, and local assistance restricted for specific uses including the Powell Bill street allocation, North Carolina Department of Transportation (NCDOT) street maintenance, various public safety and culture/recreation grants, Catawba County fire district tax, and Catawba County's participation in the provision of Hickory library services. (4.38%)
- **Licenses and Permits** - Revenues generated for privilege licenses, beer and wine licenses, and taxi permits. (0.02%)
- **Sales and Services** - User fees charged for the provision of various city services including, but not limited to: parking rentals, cemetery lot sales, police and fire charges and fines, cable franchise fees, and revenues generated for recreation and library services. (3.79%)
- **Investment Earnings** - Interest earned on the investment of the fund's idle cash balance. (0.27%)
- **Miscellaneous** – Includes unanticipated revenues such as donations, discounts earned, the sale of capital assets, and insurance reimbursements. (0.58%)
- **Other Financing Sources** - Proceeds from the issuance of bonds, installment purchase contracts, or lease purchase agreements, transfers from capital project funds, or fund balance appropriated. (5.58%)

### General Fund Expenditures

- **General Government** - Expenditures for the City Council and Administration consisting of the City Manager's Office, Budget Office, Risk Management, Human Resources, Finance, City Clerk, Communications, Information Technology, Legal, Public Buildings, District Court Building, Union Square, Engineering, Central Services, and Landscape Services, as well as various special appropriations. (12.90%)
- **Public Safety** - Expenditures for the Police Department, the Hickory Fire Department, the Hickory Rural District, the Code Enforcement Division, and various special appropriations. (48.12%)

## **Budget Format: The Specifics**

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- **Transportation** - Expenditures for the Traffic and Street Divisions of Public Services. (12.81%)
- **Economic and Community Development** - Expenditures for the Planning and Development Department; Economic Development Incentives, and several special appropriations. (6.00%)
- **Culture and Recreation** - Expenditures for the Recreation Department, Parks Maintenance, L.P. Frans Stadium, Hickory Public Library, and various special appropriations. (13.10%)
- **Other Financing Uses** – Money transferred to other funds to subsidize and/or finance activity required to be accounted for in another fund. (3.16%)
- **Debt Service** - Expenditures for the required repayment of debt principal and interest incurred for the construction of large capital projects or major capital purchases. (2.50%)
- **Contingency** - Budgetary reserve set aside for emergencies or unforeseen expenditures. (1.41%)

### **ENTERPRISE FUNDS**

The **Water and Sewer, Stormwater, Sludge Compost, Transportation, and Solid Waste** Enterprise Funds combine to account for proprietary fund activity. These funds are financed and operated in a manner similar to private business enterprises, and where the intent of the Governing Body is to recover costs of providing the service through user charges. These funds provide water and sewer service to over 30,000 customers inside and outside the city limits, regulate stormwater runoff, produce a high quality compost material, provide air transportation services, and provide solid waste services, respectively.

### **Water and Sewer Fund Revenues**

- **Restricted Intergovernmental** - City of Conover repayment portion of debt service for Hickory's Water Treatment Plant, Burke County and the Town of Long View repayment of debt service for our Henry Fork Wastewater Treatment Plant, and the Town of Maiden's buy in to the City's Water Plant. (4.74%)
- **Sales and Services** - Initial tap fees and user fees charged for the provision of water and sewer service. (74.63%)
- **Investment Earnings** - Interest earned on the investment of the fund's idle cash balance. (0.18%)
- **Miscellaneous** - Plant capacity fees charged with water or sewer taps and any unanticipated revenues. (1.12%)
- **Other Financing Sources** - Proceeds from the issuance of bonds, installment purchase contracts, or lease purchase agreements, transfers from capital project funds, or fund balance appropriated. (19.33%)

# Budget Format: The Specifics

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## Water and Sewer Fund Expenditures

- **Environmental Protection** - Expenditures for Administration, Collection Division, the Henry Fork Wastewater Treatment Plant, the Northeast Wastewater Treatment Plant, the Hickory-Catawba Wastewater Treatment Plant, the Water Treatment Plant, the Lab Division, and the Distribution Division of the Public Services Department, and special appropriations. (82.08%)
- **Other Financing Uses** – Money transferred to other funds to subsidize and/or finance activity required to be accounted for in another fund. (3.07%)
- **Debt Service** - Expenditures for the required repayment of debt principal and interest incurred for the construction of large capital projects or major capital purchases. (14.32%)
- **Contingency** - Budgetary reserve set aside for emergencies or unforeseen expenditures. (0.53%)

## Stormwater Fund Revenues

- **Other Financing Sources** - Transfers from other funds, or fund balance appropriated. (100%)

## Stormwater Fund Expenditures

- **Environmental Protection** - Expenditures for Administration/Engineering, Stormwater - Transportation Division, Stormwater - Solid Waste Division, and the Stormwater - Landscape Division. (100%)

## Sludge Composting Fund Revenues

- **Restricted Intergovernmental** - Intergovernmental funding for operational expenses from the City of Hickory for 66%, Catawba County for 18.5%, and the City of Conover for 15.5%. (100%)

## Sludge Composting Fund Expenditures

- **Environmental Protection** - Expenditures for contracted services with a private contractor to operate the Sludge Composting Facility. (100%)

## Transportation Fund Revenues

- **Sales and Services** - User fees charged for the provision of various Airport services such as Airport property rentals. (97.81%)
- **Investment Earnings** - Interest earned on the investment of the fund's idle cash balance. (0.04%)
- **Other Financing Sources** - Transfers from other funds, or fund balance appropriated. (2.15%)

# Budget Format: The Specifics

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## Transportation Fund Expenditures

- **Transportation** - Expenditures for Airport operations. (100%)

## Solid Waste Fund Revenues

- **Other Taxes** - Solid Waste Excise Tax revenue received from the State of North Carolina. (0.52%)
- **Sales and Services** - User fees charged for the provision of various solid waste collection services including: curbside, recycling center, cardboard, white goods, yard waste, tipping fees for the county landfill and commercial bulk services. (85.88%)
- **Investment Earnings** - Interest earned on the investment of the fund's idle cash balance. (0.10%)
- **Miscellaneous** - Unanticipated revenues. (0.06%)
- **Other Financing Sources** - Proceeds from the issuance of lease purchase agreements and a transfer from the General Fund for operational support. (13.44%)

## Solid Waste Fund Expenditures

- **Environmental Protection** - Expenditures for Recycling Services, Residential Sanitation, Commercial Bulk Services, contracted services with GDS, and Catawba County landfill tipping fees. (100%)

## INTERNAL SERVICE FUNDS

The **Fleet Maintenance Fund**, **Insurance Fund**, and **Capital Reserve Fund** are internal service funds that have been set up in order to more accurately account for expenditures for vehicle and equipment maintenance, insurance costs and capital reserves. This enables the City to better grasp the true cost of providing these internal services on the departmental and divisional levels.

## Fleet Maintenance Fund Revenues

- **Sales and Services** – Charges for vehicle and equipment repairs, which are charged to individual departments. (100%)

## Fleet Maintenance Fund Expenditures

- **General Government** – Expenditures for vehicle and equipment maintenance and repair. (100%)

# Budget Format: The Specifics

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## Insurance Fund Revenues

- **Sales and Services** – Charges for health, dental, workers compensation, property, casualty, and liability insurance. These revenues are derived from charges to individual departments. (99.39%)
- **Investment Earnings** - Interest earned on the investment of the fund's idle cash balance. (0.61%)

## Insurance Fund Expenditures

- **General Government** – Expenditures for health, dental, worker’s compensation, property, casualty and Liability of insurance. (100%)

## Capital Reserve Fund Revenues

- **Other Financing Sources** - Transfer from the General Fund for future parking projects, water and sewer capital needs and other future capital projects or purchases. (100%)

## Capital Reserve Fund Expenditures

- **General Government** – Capital expenditures related to General Capital Reserve. (11.13%)
- **Transportation** – Capital expenditures related to the Parking Capital Reserve Fund. (0.48%)
- **Environmental Protection** – Capital expenditures related to Water and Sewer Capital Reserve. (8.90%)
- **Other Financing Uses** – Money transferred to other funds or reserved for capital projects or capital purchases. (79.49%)

# Consolidated Budget Summary



## 2015-2016 Adopted Budget

# Consolidated Budget Summary



The *Consolidated Budget Summary* section begins the budget presentation by examining the budget at the broadest level. Here, the assumptions and trends that helped determine the basic framework described in the *Budget Guide* section are presented. Later sections will provide further detail about the individual funds, departments, and divisions.

The discussion here begins with revenues, which are followed by financial totals, functional trends, fund balance projections, and staffing totals. Revenues must fully support expenditures in a balanced budget, so no budget can begin without an understanding of the resources available. Certain methods, techniques and approaches have been used to aid the City in estimating future revenues. By analyzing current trends and the underlying forces, the City can make realistic projections of revenues.

## **Revenue Assumptions**

The most important aspect to understand regarding how revenues are budgeted in the City of Hickory's Annual Budget is that for most of the City's major sources of revenue, all that will be budgeted for FY2015-2016 is what we project to receive by the end of FY2014-2015. This conservative approach to budgeting helps ensure that budget projections are met, helps to guard against unanticipated economic downturns, and in most years, allows us to place funds in fund balance at year end. City Management believes that budgeting unrealized increases in revenues for an upcoming fiscal year, especially with major sources of revenue, is risky at best and could be counter-productive in the end.

The following are other assumptions concerning some of our most significant sources of revenue that are forecast in the City of Hickory's FY2015-2016 Annual Budget.

## **REVENUES**

## **FORECAST RATIONALE**

### **AD VALOREM TAXES**

#### Ad Valorem Taxes

The City contracts with Catawba County to assess and collect property taxes. By the beginning of FY2015-2016 Hickory's assessed property value is projected to have decreased by 6.59% (or \$311,720,865) to \$4,415,178,221.

The General Fund's property tax rate will be \$.5665 per one hundred dollars (\$100) valuation of property with an estimated collection rate of 96.9%. The total Ad Valorem Tax category of revenues is budgeted at \$24,986,613 for FY2015-2016. The Ad valorem category of revenue includes: current year's collections, prior year's collections, penalties and interest, and refunds.

# Consolidated Budget Summary



## OTHER TAXES

### Sales Tax

The State collects and distributes the proceeds from the locally levied tax on retail sales. The Article 39 original one-cent local option sales tax is distributed on a point-of-sale basis. Revenue projections for FY2015-2016 are based on anticipated local retail sales and other economic conditions, and reflect a 2% increase over the FY2014-2015 budgeted amount. Article 40, a one-half of one percent rate and Article 42, also a one-half of one percent rate, are revenue placed in a statewide pool and then distributed state-wide on a per capita basis. FY2015-2016 projections for these sources of revenue also reflect a 2% increase over the FY2014-2015 budgeted amount.

### Utility Franchise Tax

The City shares in the sales tax levied by the State on piped natural gas and electricity sales. This tax is collected by the State and then distributed quarterly through a predetermined formula to North Carolina municipalities. This revenue is highly sensitive to the weather. Cool summers and mild winters can lead to a year with little or no growth in receipts from this tax. Any annexations of industrial or other facilities that are heavy users of utility services could also create growth in this source of revenue. For FY2015-2016 we project a 1% increase from what was budgeted in FY2014-2015.

### Telecommunications Tax

This tax was previously a part of the Utility Franchise Tax, but was broken out as a separate tax received from the State of North Carolina in FY2003-2004. The Telecommunications Tax is levied by the State on all telephone service. Each city's share of this is tax based on the actual receipts from telephone and cable television service within their municipal boundaries during the fiscal year. For FY2015-2016 we anticipate no growth in this revenue

## UNRESTRICTED INTERGOVERNMENTAL REVENUES

### Beer and Wine Tax

Cities share in the sales tax revenue from the sale of both beer and wine, based on population. Revenue for FY2015-2016 is projected to remain flat compared to the FY2014-2015 budgeted amount.

### Traffic Control Revenue

The City of Hickory, through a cooperative agreement, maintains the NCDOT's traffic control systems located within the city limits of Hickory. The City receives annual reimbursements for this service from the NCDOT through the form of Traffic Control Revenue. This revenue may vary from year to year depending upon annual maintenance schedules and scheduled projects, and is projected based on what the City's Traffic Division anticipates. For FY2015-2016, there is no change from the FY2014-2015 budgeted amount.

# Consolidated Budget Summary



## **RESTRICTED INTERGOVERNMENTAL REVENUES**

**Powell Bill** Gasoline sales continue to increase and the Highway Trust Fund continues to grow modestly. Revenue distribution projections to local governments are based on a formula that combines both “per capita” values and “per mile” values. Hickory has had little growth in its population or the miles of streets it maintains. This revenue for FY2015-2016 is projected to be flat compared to the FY2014-2015 budgeted amount.

**Sludge Compost** These revenues are based on the percentage of participation for the fixed contract to operate the Sludge Compost Facility by Veolia Water. The percentage of participation is: City of Hickory - 66%, City of Conover – 15.5%, and Catawba County – 18.5%. Variable costs of operations are charged by percentage of use by each local government. These revenues have been estimated to meet projected operational requirements for FY2015-2016, which are 0.4% less than what was budgeted in FY2014-2015.

## **LICENSES AND PERMITS**

Privilege Licenses were repealed for FY2015-2016. No revenue has been projected.

## **SALES AND SERVICES**

*(Most fees are increased by 0.8%, which is the 2014 Consumer Price Index, unless otherwise indicated)*

**Parking Rentals** The City owns and operates 11 parking lots in the downtown area. Some are unrestricted lots and some are leased lots. Revenue received from this enterprise, as well as parking tickets issued, remains relatively constant from year to year and is transferred to the City’s Capital Reserve Parking Fund for future parking projects, after the cost of collection/enforcement is deducted.

**Recycling Revenue** Revenue received for recycling services. These charges are based, in part, on costs for collection, preparation and transportation of recycling material to market.

**Water and Sewer Charges** Water and sewer rates will see a 0.8% increase with the FY2015-2016 Annual Budget over the FY2014-2015 rates. This increase will help to keep the Water and Sewer Fund 100% self-supporting.

**Water and Sewer Taps** The City charges fees to customers for connecting to the City’s water or sewer system. FY2015-2016 tap fee revenue is projected to remain flat compared to the FY2015-2016 budgeted amount.

# Consolidated Budget Summary

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## INVESTMENT EARNINGS

Investment Earnings

Investment earnings are conservatively projected on the basis of average available cash balances at an anticipated average rate of return of 1%.

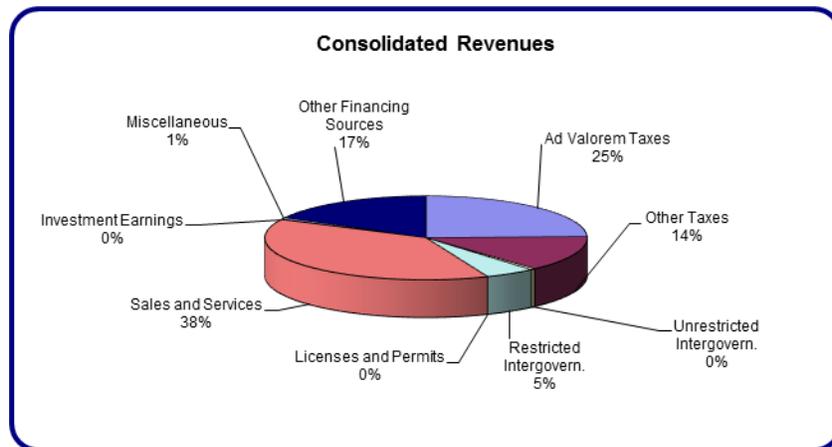
## FUND BALANCE/ RETAINED EARNINGS

Fund Balance Appropriated

Fund Balance/Retained Earnings appropriated generally does not exceed an amount that management can reasonably expect to save during the year.

# Consolidated Budget Summary

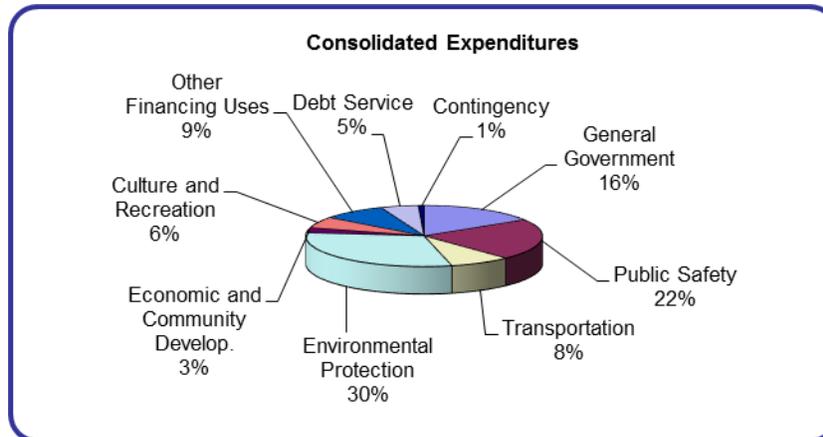
This consolidated revenue graph and table contain all funds, including the internal service funds (Fleet Maintenance and Insurance) and the Capital Reserve Fund. Insurance and fleet costs are budgeted in each of the departments/divisions in order to better capture the actual cost to provide services. The Fleet Maintenance Fund and Insurance Fund then budget revenues from each of these departments and the expenditures associated with the actual costs to provide these services. This inflates the “Sales and Services” revenue source, but omitting these funds from this section would not give the reader a comprehensive view of the City’s finances.



<b>Consolidated Revenues</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Ad Valorem Taxes	24,245,897	23,541,111	24,986,613	6.1%
Other Taxes	13,463,860	13,133,425	13,873,165	5.6%
Unrestricted Intergovernmental	787,532	523,000	525,000	0.4%
Restricted Intergovernmental	5,324,993	5,165,775	5,094,118	-1.4%
Licenses and Permits	1,144,090	1,147,255	7,255	-99.4%
Sales and Services	37,829,820	37,903,195	38,967,688	2.8%
Investment Earnings	257,056	352,000	221,001	-37.2%
Miscellaneous	2,210,835	592,567	590,000	-0.4%
Other Financing Sources	9,215,521	13,491,993	17,348,597	28.6%
<b>Revenue Total</b>	<b>94,479,604</b>	<b>95,850,321</b>	<b>101,613,437</b>	<b>6.0%</b>
<b>Per Capita</b>	<b>2,357</b>	<b>2,394</b>	<b>2,526</b>	

# Consolidated Budget Summary

This consolidated expenditure graph and table are broken down by functional area and include expenses in all funds, including the internal service funds (Fleet Maintenance and Insurance) and the Capital Reserve Fund. As was explained on the previous page, insurance and fleet costs are budgeted in each of the departments/divisions in order to better capture the actual cost to provide services. The Fleet Maintenance Fund and Insurance Fund then budget revenues from each of these departments and the expenditures associated with the actual costs to provide these services. This inflates the “General Government” expenditure, but again, omitting these funds from this section would not give the reader a comprehensive view of the City’s finances.



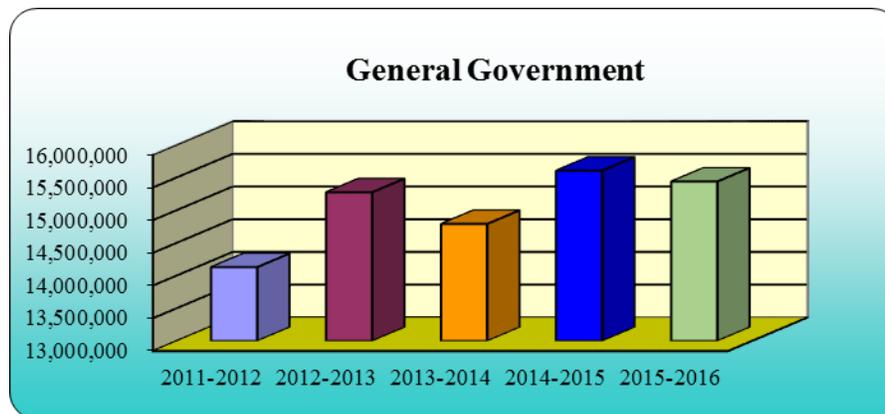
Consolidated Expenditures	2013-2014	2014-2015	2015-2016	Percent Change
	Actual	Budgeted	Budgeted	
General Government	15,461,358	16,530,835	16,363,231	-1.0%
Public Safety	20,766,120	22,139,837	22,185,081	0.2%
Transportation	7,650,641	8,778,491	8,436,561	-3.9%
Environmental Protection	26,108,695	28,986,552	30,860,569	6.5%
Economic and Community Develop.	2,472,695	2,354,332	2,763,670	17.4%
Culture and Recreation	6,635,038	5,878,288	6,034,469	2.7%
Other Financing Uses	6,625,843	4,859,657	8,940,142	84.0%
Debt Service	2,270,885	5,532,329	5,229,714	-5.5%
Contingency	-	790,000	800,000	1.3%
<b>Expenditure Total</b>	<b>87,991,275</b>	<b>95,850,321</b>	<b>101,613,437</b>	<b>6.0%</b>

# Consolidated Budget Summary

## Functional Expenditure Trend Summary

While the City of Hickory’s budget consists of approximately 45 individual departments and divisions, each conducts the business of City government as a part of a functional area. For example, the Police Department is part of the functional area known as Public Safety, as is the Fire Department. Both share the common theme of protecting citizens. Grouping activities by these functions (themes), allows the decision-making process to be managed at broader, more comprehensive levels.

The following is a presentation of the trends for the major functions in the City’s budget. By examining the long-term and short-term progressions of each, the overall dynamics of Hickory’s budget can be better understood. A five-year graph shows the function as it progresses from the FY2011-2012 budget; a table compares the budget expenditure categories for the current budget proposal. The presentation references key departments, which are discussed in depth in either the General Fund, Enterprise Funds, or Other Funds sections.

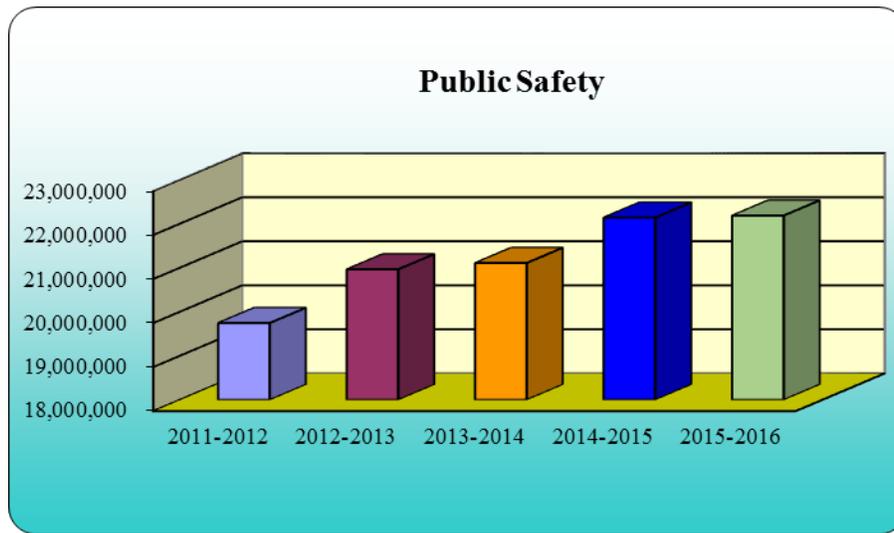


<b>General Government</b>	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Total Budgeted Amount	14,128,885	15,274,294	14,789,722	15,605,835	15,438,231
Dollar Change	639,269	1,145,409	(484,572)	816,113	(167,604)
Percent Change	4.7%	8.1%	-3.2%	5.5%	-1.1%

<b>General Government Expenditures</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	11,183,584	11,493,422	11,723,491	2.0%
Operations	5,807,430	6,213,375	6,254,817	0.7%
Capital	114,131	594,320	236,560	-60.2%
Special Appropriations	57,282	17,300	17,300	0.0%
Pro Rata Reimbursement	(2,633,593)	(2,712,582)	(2,793,937)	3.0%
<b>Total Expenditures</b>	<b>14,528,834</b>	<b>15,605,835</b>	<b>15,438,231</b>	<b>-1.1%</b>

**Departments/Divisions:** Governing Body, City Manager’s Office, Budget Office, Finance, Legal, Risk Management, City Clerk, Information Technology, Human Resources, Communications Office, Building Services, Engineering, Public Buildings/City Hall, District Court, Fleet Maintenance and Landscape Services.

# Consolidated Budget Summary

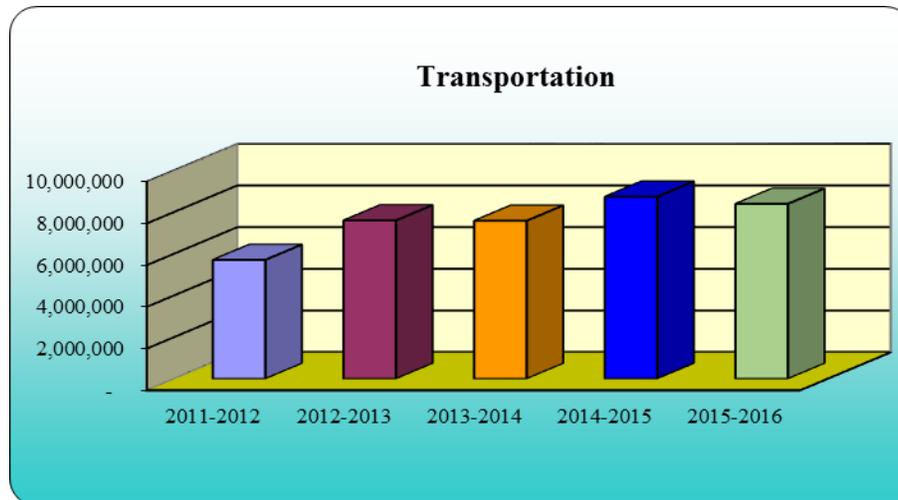


<b>Public Safety</b>	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Total Budgeted Amount	19,744,920	20,964,052	21,108,838	22,139,837	22,185,081
Dollar Change	16,850	1,219,132	144,786	1,030,999	45,244
Percent Change	0.1%	6.2%	0.7%	4.9%	0.2%

<b>Public Safety Expenditures</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	16,354,022	16,973,771	17,087,314	0.7%
Operations	3,396,144	3,463,933	3,575,616	3.2%
Capital	1,044,634	1,732,075	1,554,022	-10.3%
Special Appropriations	1,360	1,000	-	-100.0%
Pro Rata Reimbursement	(30,040)	(30,942)	(31,871)	3.0%
<b>Total Expenditures</b>	<b>20,766,120</b>	<b>22,139,837</b>	<b>22,185,081</b>	<b>0.2%</b>

**Departments/Divisions:** Police, Code Enforcement, Fire and Volunteer Fire Departments

# Consolidated Budget Summary

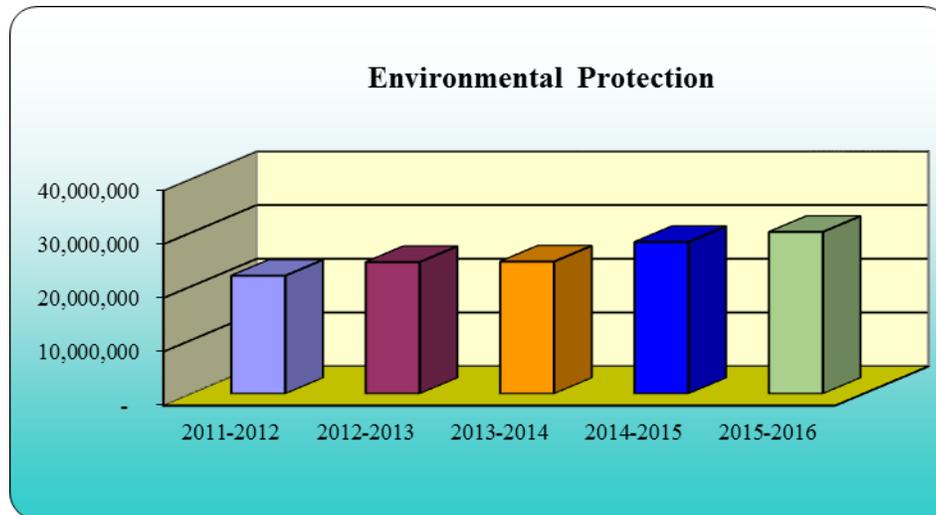


<b>Transportation</b>	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Total Budgeted Amount	5,708,877	7,601,608	7,584,918	8,738,491	8,396,561
Dollar Change	33,013	1,892,731	(16,690)	1,153,573	(341,930)
Percent Change	0.6%	33.2%	-0.2%	15.2%	-3.9%

<b>Transportation Expenditures</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	2,744,838	3,034,487	3,079,214	1.5%
Operations	4,027,457	4,697,453	4,704,558	0.2%
Capital	279,016	806,100	411,000	-49.0%
Special Appropriations	145,616	155,702	155,702	0.0%
Pro Rata Reimbursement	43,449	44,749	46,087	3.0%
<b>Total Expenditures</b>	<b>7,240,376</b>	<b>8,738,491</b>	<b>8,396,561</b>	<b>-3.9%</b>

**Departments/Divisions:** Airport, FBO, Street and Traffic

# Consolidated Budget Summary

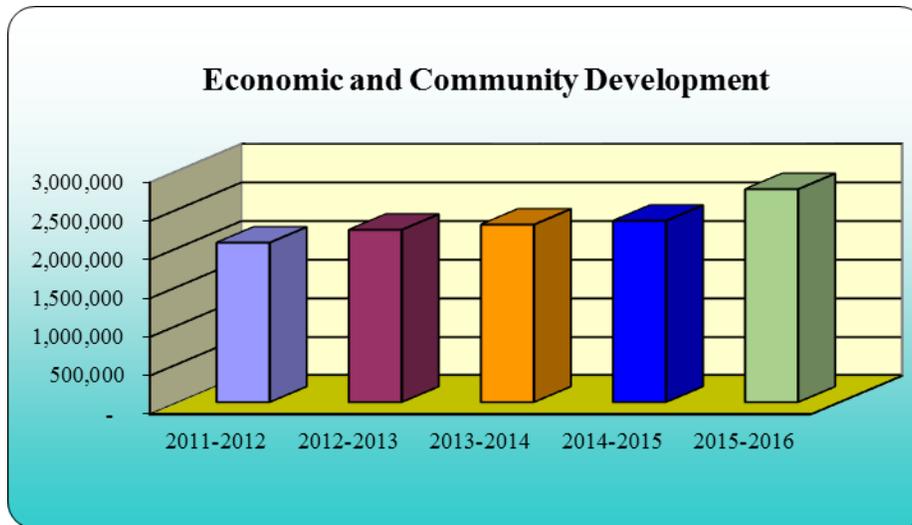


<b>Environmental Protection</b>	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Total Budgeted Amount	21,977,233	24,508,757	24,603,670	28,246,552	30,120,569
Dollar Change	161,496	2,531,524	94,913	3,642,882	1,874,017
Percent Change	0.7%	11.5%	0.4%	14.8%	6.6%

<b>Environmental Protection Expenditures</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	6,131,000	6,937,837	7,053,159	1.7%
Operations	11,006,351	11,662,969	11,343,332	-2.7%
Capital	22,927	5,732,350	7,757,548	35.3%
Special Appropriations	44,217	51,170	62,367	21.9%
Pro Rata Reimbursement	3,658,927	3,862,226	3,904,163	1.1%
<b>Total Expenditures</b>	<b>20,863,422</b>	<b>28,246,552</b>	<b>30,120,569</b>	<b>6.6%</b>

**Departments/Divisions:** Public Utilities (Water and Sewer), Stormwater, Residential Sanitation, Commercial Bulk Services, Recycling and Sludge Composting Facility

# Consolidated Budget Summary

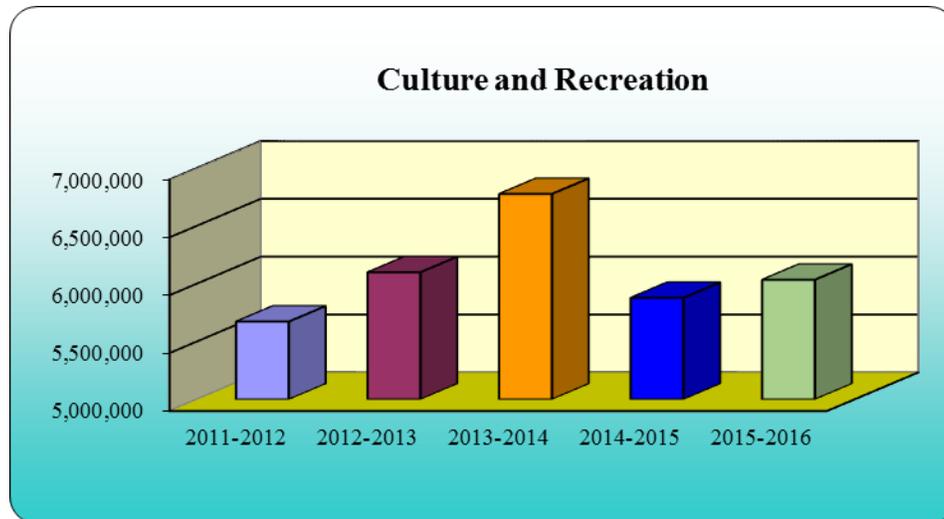


<b>Economic/Community Dev.</b>	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Total Budgeted Amount	2,072,085	2,238,262	2,304,862	2,354,332	2,763,670
Dollar Change	1	166,177	66,600	49,470	409,338
Percent Change	0.0%	8.0%	3.0%	2.1%	17.4%

<b>Economic/Community Dev.</b>	2013-2014	2014-2015	2015-2016	Percent Change
<b>Expenditures</b>	Actual	Budgeted	Budgeted	
Personnel	518,679	529,261	540,723	2.2%
Operations	1,542,654	1,512,018	1,608,229	6.4%
Capital	-	2,800	5,000	78.6%
Special Appropriations	439,418	339,150	639,481	88.6%
Pro Rata Reimbursement	(28,056)	(28,897)	(29,763)	3.0%
<b>Total Expenditures</b>	<b>2,472,695</b>	<b>2,354,332</b>	<b>2,763,670</b>	<b>17.4%</b>

**Departments/Divisions:** Tourism Development Authority, Special Appropriations (General Fund) and Planning

# Consolidated Budget Summary

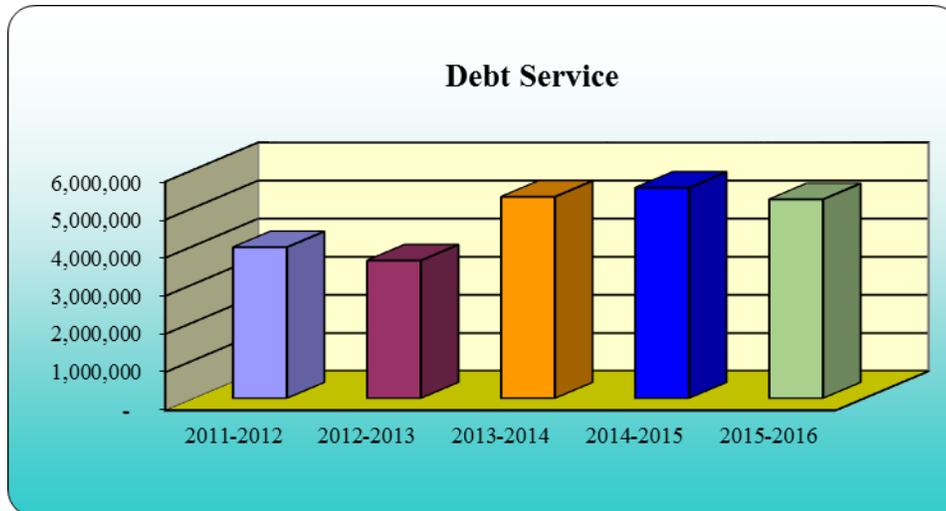


<b>Culture and Recreation</b>	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Total Budgeted Amount	5,672,572	6,098,880	6,775,835	5,878,288	6,034,469
Dollar Change	58,688	426,308	676,955	(897,547)	156,181
Percent Change	1.0%	7.5%	11.1%	-13.2%	2.7%

<b>Culture and Recreation Expenditures</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	3,327,874	3,492,852	3,499,554	0.2%
Operations	1,758,747	1,766,081	1,777,292	0.6%
Capital	1,372,822	361,750	573,687	58.6%
Special Appropriations	134,240	215,010	140,065	-34.9%
Pro Rata Reimbursement	41,355	42,595	43,871	3.0%
<b>Total Expenditures</b>	<b>6,635,038</b>	<b>5,878,288</b>	<b>6,034,469</b>	<b>2.7%</b>

**Departments/Divisions:** Parks and Recreation, Parks Maintenance, L.P. Frans Stadium and Library

# Consolidated Budget Summary

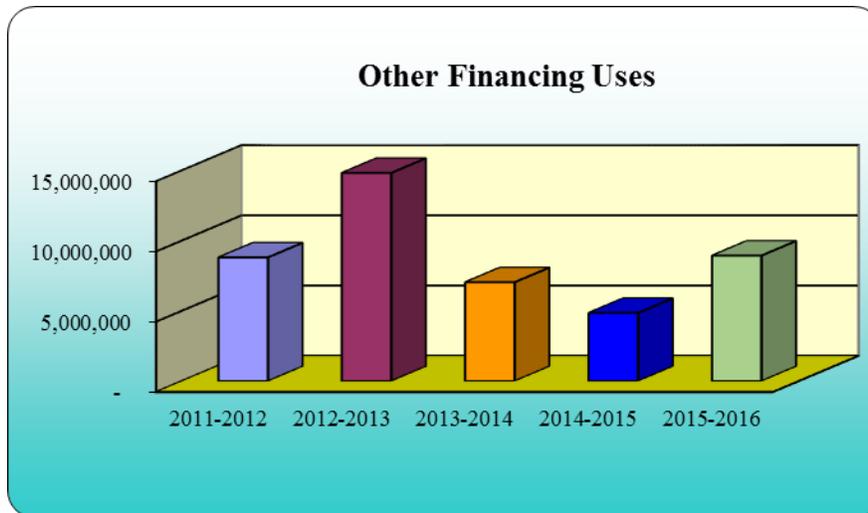


<b>Debt Service</b>	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Total Budgeted Amount	3,971,757	3,624,055	5,296,157	5,532,329	5,229,714
Dollar Change	(1,230,159)	(347,702)	1,672,102	236,172	(302,615)
Percent Change	-23.6%	-8.8%	46.1%	4.5%	-5.5%

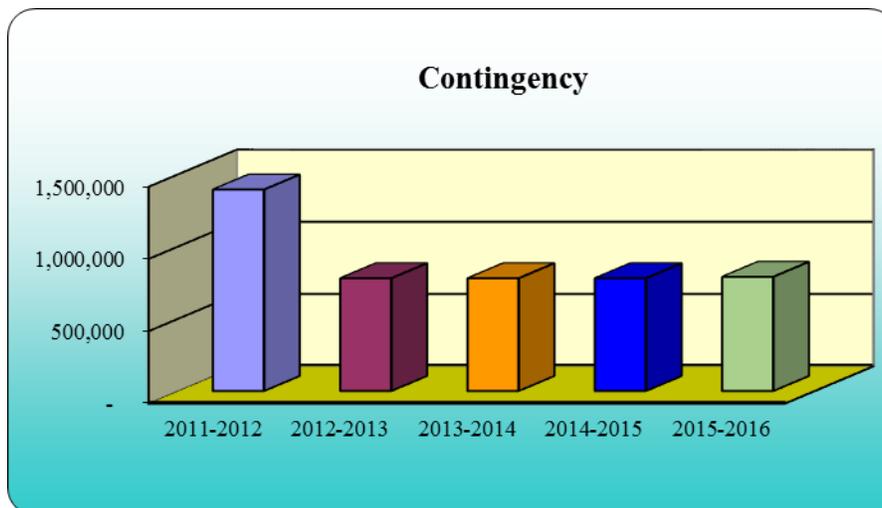
<b>Debt Service Expenditures</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
General Fund Debt	1,093,186	1,073,061	1,153,794	7.5%
Enterprise Fund Debt	1,177,699	4,459,268	4,075,920	-8.6%
<b>Total Expenditures</b>	<b>2,270,885</b>	<b>5,532,329</b>	<b>5,229,714</b>	<b>-5.5%</b>

**Funds with Debt:** General Fund and Water and Sewer Fund

# Consolidated Budget Summary



Other Financing Uses	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Total Budgeted Amount	8,811,134	14,827,240	7,044,461	4,859,657	8,940,142
Dollar Change	(513,941)	6,016,106	(7,782,779)	(2,184,804)	4,080,485
Percent Change	-5.5%	68.3%	-52.5%	-31.0%	84.0%



Contingency	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Total Budgeted Amount	1,403,800	790,000	790,000	790,000	800,000
Dollar Change	528,223	(613,800)	-	-	10,000
Percent Change	60.3%	-43.7%	0.0%	0.0%	1.3%

**Funds with Contingency:** General Fund and Water and Sewer Fund

# Consolidated Budget Summary



## Consolidated Fund Balance Discussion

In all City funds at the close of 2013-2014, there was a total of \$53,930,907 in fund balance/unrestricted net position. The Local Government Commission recommends the minimum level of General Fund Balance available for appropriation at 8% of prior years' expenditures. The Hickory City Council has a financial policy striving to maintain a fund balance of 25% of its general operating budget. The reason for this policy is to avoid cash flow interruptions, to generate investment income, to eliminate the need for short-term borrowing, and to have a reserve available in case of sudden emergencies or opportunities.

For all City of Hickory funds, the fund balance/unrestricted net position trends and totals are as follows:

<b>Fund Balance / Unrestricted Net Position</b>	2011-2012 Actual	2012-2013 Actual	2013-2014 Actual	2014-2015 Estimated
General Fund-Unassigned FB	11,934,342	13,072,784	13,515,066	14,000,000
Capital Reserve Fund-Committed FB	11,995,937	13,322,725	13,381,759	12,216,402
Water and Sewer-Unrestricted Net Position	16,718,130	17,656,507	19,464,584	16,602,876
Sludge-Unrestricted Net Position	969	-	16,348	32,781
Stormwater-Unrestricted Net Position	260,143	283,982	327,607	328,226
Solid Waste-Unrestricted Net Position	1,655,365	1,855,309	1,576,885	1,590,600
Fleet Maint.-Unrestricted Net Position	(520,474)	(531,802)	(449,732)	(429,732)
Transportation-Unrestricted Net Position	834,627	682,920	764,010	760,645
Insurance-Unrestricted Net Position	4,351,878	5,153,074	5,334,380	4,834,852
<b>Fund Totals</b>	<b>47,230,917</b>	<b>51,495,499</b>	<b>53,930,907</b>	<b>49,936,650</b>

# Consolidated Budget Summary

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## Staffing Analysis

There are 655 full-time positions budgeted in the recommended FY2015-16 budget. One new position is proposed in Human Resources. The existing Human Resources Analyst retired in December 2014, and the position was reclassified at a lower grade, as Employment Specialist. This reclassification was done in order to gain resources for a needed Human Resources Technician. The Human Resources Administrative Assistant was moved to the Risk Management Division to assist the Risk Manager with workers' compensation claims and scheduling. With assistance, the Risk Manager can now focus more heavily on safety and inspections of job sites.

A workload analysis resulted in a reorganization of staff in the commercial and residential sanitation divisions; however, this reorganization did not result in additional staff. Greater efficiency is expected from the reallocation of staff.

There is no increase in part-time and/or seasonal positions for FY2015-16. Using a population of 40,222, the City's employee per 1000 population ratio is 16.29, which is below the adopted City Council policy of a maximum of 20 employees per 1000 population.

# Consolidated Budget Summary



<b>Staffing Analysis</b>	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budgeted
Administration - City Manager's Office	4	5	5	5	5	5
Communications	2	3	3	3	3	3
Budget	1	1	1	1	1	1
Human Resources	5	5	5	5	5	5
Risk	2	1	1	1	1	2
City Clerk	2	1	1	1	1	1
Engineering	9	9	9	8	8	8
Finance	21	21	22	21	21	21
Legal	2	2	2	2	2	2
Public Services						
Building Services	6	6	6	6	6	6
Landscape Services	17	17	17	17	17	17
Central Services	7	7	7	7	7	7
Fleet Maintenance	11	11	11	11	11	12
Information Technology	9	9	8	8	8	8
<b>Public Safety</b>						
Fire	136	136	136	135	135	135
Police	148	150	151	152	152	153
<b>Transportation</b>						
Airport	3	7	7	8	8	8
Public Services						
Streets	43	43	43	43	43	43
Traffic	11	11	11	11	11	11
<b>Environmental Protection</b>						
Public Services						
Sanitation - Commercial	11	12	12	12	12	12
Sanitation - Residential	9	8	8	8	8	8
Stormwater	1	1	1	1	1	1
Public Utilities Administration	10	10	10	10	10	10
Henry Fork Plant	10	10	10	10	10	10
Northeast Plant	11	11	11	11	11	11
Pretreatment and Labs	7	7	7	7	7	7
Collection System (Pump Stations)	13	13	13	13	13	13
Distribution System (Construction)	34	34	34	34	34	35
Water Plant	11	11	11	11	11	11
Claremont	2	2	2	2	2	2
Catawba						3
Recycling	16	16	16	16	16	16
<b>Economic and Community Development</b>						
Planning	9	8	8	8	8	8
<b>Culture and Recreation</b>						
Library	20	19	19	18	18	18
Parks and Recreation	19	18	18	18	18	18
Maintenance	24	24	24	24	24	24
<b>Total</b>	<b>646</b>	<b>649</b>	<b>650</b>	<b>648</b>	<b>648</b>	<b>655</b>



# About City Services



## 2015-2016 Adopted Budget

When we think of Hickory City government, we often think only of the City Hall building at 76 North Center Street. City government, however, is not made of concrete and steel, but the men and women who put out fires, repair potholes, and perform hundreds of other services all across the City. Because the number of services is so vast and involves over 45 City departments and divisions, the sometimes overwhelming search for information leaves many citizens with the same question: “Where do I go to find out about...?”

Because City government never exists in one place at one time, it is impossible to adequately present all of the services provided by City employees. However, thanks to the Internet, we can point the reader to the people who can best answer questions. The following is a short “virtual tour” of City services, which attempts to provide some background about City departments and divisions. You can access City departments directly through the e-mail addresses indicated.

## **ACTION CENTER**

The Action Center provides a single point of contact for inquiries and service requests from citizens and businesses. The Action Center is the first step to getting answers to questions about City government. Call (828) 323-7400. The Action Center is particularly recommended for those who might have more general questions about City government, or who do not have access to the Internet.

## **AIRPORT ([tclark@hickorync.gov](mailto:tclark@hickorync.gov))**

The Airport Department is responsible for the maintenance and operation of the City’s airport according to City policy and Federal Aviation Administration (FAA) regulations. The Airport Director supervises general airport operations and Airport Tower operations. Promotion of the services that are offered at the Hickory Regional Airport is the responsibility of this department. The airport features commercial air service, free parking, a café, a conference room for meetings, and Enterprise and Thrifty Rental Car agencies.

## **BUDGET OFFICE ([cmchargue@hickorync.gov](mailto:cmchargue@hickorync.gov))**

The Budget Office assists the City Manager’s Office in the preparation of the annual budget for adoption by the City Council. The budget is monitored throughout the fiscal year through budget reports, amendments and trend analysis. This office also compiles and reviews departmental performance measures, goals, and objectives. This office also conducts special management studies.

## **CITY CLERK’S OFFICE ([dmiller@hickorync.gov](mailto:dmiller@hickorync.gov))**

The City Clerk’s Office is located on the third floor of the Julian G. Whitener Municipal Building. The City Clerk provides information about City Council meetings and minutes, City ordinances, applications for Boards and Commissions, and official City records. The orientation of all boards and commissions, as well as the publicizing of these groups’ meetings, is also a role of the City Clerk’s Office.

## **CITY COUNCIL (see [www.hickorync.gov](http://www.hickorync.gov) for e-mail addresses)**

The Mayor and six members of the City Council are the elected representatives of City of Hickory residents. The City Council is the legislative and policy-making body of the City, and as such, is charged with making decisions and formulating public policy based on community needs. The Governing Body adopts the annual budget that is designed to allocate available funds as efficiently and effectively as possible in order to ensure that residents receive the highest levels of service at the lowest possible cost. The City Council meets on the first and third Tuesday of each month and holds special planning sessions, as well as an annual Council-Staff Work Session. Communications with the City Council can be directed to the City Manager's Office.

## **CITY MANAGER'S OFFICE ([mberry@hickorync.gov](mailto:mberry@hickorync.gov))**

The City Manager's Office is located on the third floor of the Julian G. Whitener Municipal Building. It is the responsibility of the City Manager's Office to professionally manage all City operations and to execute policy as directed by the City Council and prescribed by the North Carolina General Statutes. The City Manager's Office advises City Council on issues related to municipal operations. In addition to daily interaction with department heads and staff, the City Manager's Office holds monthly functional meetings covering the following areas: Administrative Issues, Economic and Community Development, Environmental Issues, Transportation, Leisure Time Activities, Public Safety, Public Properties, Neighborhoods, and General Staff. In addition, the City Manager's Office plans the annual Council-Staff Work Session and special Council planning sessions during the budget development process.

## **COMMUNICATIONS OFFICE ([mpitts@hickorync.gov](mailto:mpitts@hickorync.gov))**

The Communications Department was formerly the Public Information Office. The Communications Department provides citizens, businesses, organizations, visitors and employees with information about Hickory, its goals, projects, public awareness campaigns, programs, and events through a plethora of media venues, [www.hickorync.gov](http://www.hickorync.gov), speaking engagements and more. The Communications Department also heads the Brand initiative for the City of Hickory. In addition to coordinating the Neighborhood College this office conducts special projects, assists all city departments and boards and commissions with their communications needs, and maintains the City's website.

## **COMMUNITY DEVELOPMENT/HOUSING ([dleonetti@hickorync.gov](mailto:dleonetti@hickorync.gov))**

The Community Development Division is located within the Planning and Development Department on the second floor of the Julian G. Whitener Municipal Building. The Community Development Staff is available to answer questions concerning housing rehabilitation funds, low-income housing, home ownership/down payment assistance, fair housing and Community Development Block Grants (CDBG) for improvement projects in lower income neighborhoods.

## **DEVELOPMENT ASSISTANCE CENTER ([bfrazier@hickorync.gov](mailto:bfrazier@hickorync.gov))**

The Development Assistance Center, a division of the Planning and Development, is located on the second floor and is to enhance the ability to provide a same day issuance for the purpose of acquiring conventional single family dwelling permits. The coordination of commercial development and occupancy of existing buildings are handled through this division.

## **ECONOMIC DEVELOPMENT ([bfrazier@hickorync.gov](mailto:bfrazier@hickorync.gov))**

The Economic Development Division is located within the Planning and Development Department on the second floor of the Julian G. Whitener Municipal Building. The Economic Development Staff is available to answer questions concerning assistance in location of new or expanded commercial and industrial businesses within the City of Hickory.

## **FIRE ([fhollar@hickorync.gov](mailto:fhollar@hickorync.gov))**

Fire Station 1 located at 19 2<sup>nd</sup> Street, NE is headquarters for Fire Administration. The Fire Chief's office and the Fire Education office are located at the headquarters station. Fire Prevention offices are located on the second floor of the Julian G. Whitener Municipal Building. The City of Hickory Fire Department operates out of six community-based locations along with one aircraft fire rescue station located at the Hickory Regional Airport. All fire stations are staffed with full time personnel working a twenty-four shift schedule. The Hickory Fire Prevention Bureau can assist with information on fire code, plan reviews and fire code inspections for all types of occupancy classification. Fire Prevention issues permits for installation of fire alarms, sprinkler systems, other related fire protection systems, storage tank installation and removal, including special events.

## **LEGAL ([adula@hickorync.gov](mailto:adula@hickorync.gov))**

The Legal Department is located on the third floor of the Julian G. Whitener Municipal Building and provides in-house legal counsel to City departments. The Legal Department assists staff in answering questions about City ordinances and legal procedures. The City Attorney provides legal counsel and advice to the City Council, City Manager and City departments.

## **PARKS AND RECREATION ([mmcleod@hickorync.gov](mailto:mmcleod@hickorync.gov))**

The Parks and Recreation Department is located at 1451 8<sup>th</sup> St. Dr. NE. The City operates five general and two senior citizen recreation centers, eighteen parks (active and passive) consisting of 428 acres. Athletic league games, special events and instructional programs for youth, adult, and senior groups are provided in large numbers. The recreation centers offer classes in arts and crafts, ceramics and many other activities to all age groups. This department also operates the Parks Maintenance Division and L. P. Frans Stadium.

## **PLANNING AND DEVELOPMENT ([bfrazier@hickorync.gov](mailto:bfrazier@hickorync.gov))**

The Planning and Development Department is located on the second floor of the Julian G. Whitener Municipal Building. Planning staff is responsible for enforcing zoning, subdivision regulations, and property uses, assisting with thoroughfare plans and annexations, managing historic preservation, public art and community appearance, and maintaining watershed regulations. The Development and Assistance Center (DAC) and the Community Development Office are housed in the Planning Department. Marketing the City of Hickory to interested developers outside the area is a key economic development function of this department. This department staffs the Hickory Regional Planning Commission. This department is also responsible for staffing and promoting the work of the Historic Preservation Commission, as well as maintaining the City's historic resources inventory. The Planning and Development Department also coordinates the City of Hickory's transportation systems and assists other departments, including the Airport and Transit departments, with transportation planning, grant applications, and contacts with outside agencies.

## **POLICE ([tadkins@hickorync.gov](mailto:tadkins@hickorync.gov))**

The Hickory Police Department is located at 347 2<sup>nd</sup> Avenue, SW. The administrative offices of the Chief of Police, Patrol Division, Support Services Division and Criminal Investigations Division and Code Enforcement are housed at this facility. The Hickory Police Department also offers a Victim Assistance Program and many other community education services. The Hickory Police Department uses a community policing approach in its daily work activities. The Animal Control Unit is located in the Police Department.

## **PUBLIC SERVICES DEPARTMENT ([chansen@hickorync.gov](mailto:chansen@hickorync.gov))**

The Public Services Department is located at 1441 9<sup>th</sup> Avenue, NE and includes the following divisions and services.

- **Central Services ([smiller@hickorync.gov](mailto:smiller@hickorync.gov))** - This division provides office support to all divisions within Public Services. Customer inquiries, complaints, and service requests regarding Public Services divisions are fielded by this division and forwarded to the proper individuals for prompt response.
- **Landscape Services ([jhogan@hickorync.gov](mailto:jhogan@hickorync.gov))** - This division is responsible for City cemetery maintenance, planting and landscaping of City properties, and maintaining City properties.
- **Fleet Maintenance - ([chansen@hickorync.gov](mailto:chansen@hickorync.gov))** - This division maintains and repairs City vehicles and equipment.
- **Street ([ckone@hickorync.gov](mailto:ckone@hickorync.gov))** - This division is responsible for curb and gutter installation and sidewalks, driveway entrances construction, pothole repair, and street maintenance (sweeping, cleaning, and right of way mowing). This division also handles snow removal, storm drain repairs, and mowing of overgrown lots. Each year the City Council adopts a paving list that identifies all streets to be paved/resurfaced in the upcoming fiscal year. The Street Division assists the Engineering Division in preparation of the list and executes work as directed by Council.
- **Public Utilities ([kgreer@hickorync.gov](mailto:kgreer@hickorync.gov))** - This division provides safe drinking water to residents of the area and treats wastewater prior to its release into the environment. The Hickory Water Treatment Plant is located at 1560 Old Lenoir Road and has a 32 million gallon per day capacity. The City of Hickory operates two wastewater treatment plants, the Henry Fork Wastewater Treatment Facility (nine million gallons per day capacity) and the Northeast Wastewater Treatment Facility (six million gallons per day capacity). This division also handles questions concerning the availability and repair of water and sewer lines. Water tap connections can be arranged through the Billing and Collections Division of the Finance Department located in the Municipal Building. The Pretreatment/Lab Division provides professional services to the other divisions in the Public Utilities.

- **Sanitation ([aballentine@hickorync.gov](mailto:aballentine@hickorync.gov))** - This division manages routine garbage pickup in addition to several other waste removal services. Regular yard waste, such as leaves, grass clippings, and shrubbery trimmings is collected curbside weekly on the same day as residential garbage pickup. Additional assistance is available for citizens with disabilities. A special pickup is available on Tuesdays and Thursdays for items such as appliances, furniture, yard waste, and bulky tree debris. Curbside leaf collections occur in the fall, and residents are advised in advance through the local media. The City operates numerous leaf vacuum trucks, and citizens need not bag their leaves for collection.
- **Traffic ([ckone@hickorync.gov](mailto:ckone@hickorync.gov))** - All traffic signals within City limits are maintained by this division for the North Carolina Department of Transportation (NCDOT). Traffic signals, traffic markings, and street signs all fall under the responsibility of this division.
- **Engineering ([chansen@hickorync.gov](mailto:chansen@hickorync.gov))** - The Engineering Division is located on the second floor of the Municipal Building. The City Engineer and staff provide professional engineering and surveying services, transportation planning, and can answer questions related to street paving petitions, curb and gutter petitions, sidewalk petitions, driveway permits, city maps, and physical addresses. This division also prepares long-range plans for street and drainage improvements, and assists other City departments in construction and engineering efforts.

## **LIBRARY ([sgreene@hickorync.gov](mailto:sgreene@hickorync.gov))**

The City of Hickory operates two libraries, the Patrick Beaver Memorial Library and Ridgeview Library. The Patrick Beaver Memorial Library is a state-of-the-art facility that opened in January 1998. The Ridgeview branch opened in the Spring of 1998. The libraries are committed to providing timely and accurate information for the citizens of the community, enhancing the informational literacy of customers, and stimulating and encouraging the interest of citizens in reading and learning. The libraries provide audiovisual collections, reference materials, children's collections and access to the "information super highway." The libraries' patrons include residents of Hickory and at least four surrounding counties.

## **FINANCE ([mmiller@hickorync.gov](mailto:mmiller@hickorync.gov))**

The Accounting Division of the Finance Department is located on the third floor of the Julian G. Whitener Municipal Building. The Billing and Collections Divisions are located on the second floor of the Julian G. Whitener Municipal Building and the Purchasing Division is located at the Public Services Department at 1441 9<sup>th</sup> Avenue, NE. The Finance Department, in accordance with ordinances, handles all City-related financial matters and financial policies enacted by the City Council, as well as North Carolina statutes. The Finance Officer manages the City's investment program. The Finance Department also is responsible for the preparation of the Comprehensive Annual Financial Report.

## **HUMAN RESOURCES ([cmain@hickorync.gov](mailto:cmain@hickorync.gov))**

The Human Resources Department is located on the third floor of the Julian G. Whitener Municipal Building. All employment applications and inquiries are processed in this division. This division also administers the benefits package for City employees and conducts employment searches for department heads and other staff positions.

# About City Services

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- **Risk Management ([tshoebridge@hickorync.gov](mailto:tshoebridge@hickorync.gov))**

The Risk Management Division of the Human Resources Department is located on the third floor of the Julian G. Whitener Municipal Building. The Risk Manager assures the safety of all coworkers and also manages City property, insurance procurement and administration, the safety program, and ADA compliance. The Risk Manager chairs the Coworker Safety Committee.

**INFORMATION TECHNOLOGY ([mwoods@hickorync.gov](mailto:mwoods@hickorync.gov))**

The Information Technology Division of the Administrative Services Department is located on the third floor of the Julian G. Whitener Municipal Building. This department operates and installs the City's computer systems and networks, provides technical support and training to City departments.

# About City Services



**The following is a telephone listing of City services. To get answers to specific questions, you can call the number directly.**

ACTION CENTER/CUSTOMER SERVICE .....	323-7400
ADDRESS ASSIGNMENT .....	323-7422
AIRPORT .....	323-7408
ANIMAL CONTROL .....	324-2060
BILL INQUIRIES .....	323-7424
BILLING AND COLLECTIONS.....	323-7424
BROKEN WATER OR SEWER LINES .....	323-7427
BUDGET .....	323-7412
BUILDING CODE REQUIREMENTS .....	465-8399
BUILDING PERMITS .....	465-8399
BURNING PERMITS .....	323-7420
BUS SYSTEM – Greenway public transportation .....	464-9444
BUSINESS LICENSES .....	323-7424
CEMETERY OFFICE .....	323-7500
CITY CLERK .....	323-7409
CITY MANAGER .....	323-7412
COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM .....	323-7414
CURB AND GUTTER PETITIONS .....	323-7416
CURB CUTS .....	323-7500
DEVELOPMENT ASSISTANCE CENTER .....	323-7410
DOWNPAYMENT ASSISTANCE PROGRAM .....	323-7414
DRIVEWAY PERMITS .....	323-7416
ECONOMIC DEVELOPMENT .....	323-7422
FENCING REQUIREMENTS .....	323-7410
FINANCE .....	323-7417
FIRE DEPARTMENT - NON-EMERGENCY CALLS FOR SERVICE .....	323-7420
- EMERGENCY .....	911
- LIFE SAFETY EDUCATION .....	323-7521
- PREVENTION.....	323-7522
- PUBLIC INFORMATION.....	323-7521
- TRAINING DIVISION .....	323-7505
GARBAGE, TRASH, RECYCLING COLLECTION .....	323-7500
GENERAL CITY INFORMATION .....	323-7400
GEOGRAPHIC INFORMATION SYSTEM (GIS) .....	323-7548
HISTORIC PROPERTIES.....	323-7422
HOUSING REHABILITATION LOANS .....	323-7414
HUMAN RESOURCES .....	323-7421
JUNK CARS.....	261-2649
LANDFILL - CATAWBA COUNTY .....	704-462-1348
LIBRARY – PATRICK BEAVER MEMORIAL LIBRARY .....	304-0500
RIDGEVIEW PUBLIC LIBRARY .....	345-6037
LOTS/YARDS THAT NEED MOWING.....	261-2649

# About City Services



MAPS .....	323-7416
MINIMUM HOUSING CODE .....	323-7410
NEIGHBORHOOD PLANNING .....	261-2206
NEIGHBORHOOD WATCH PROGRAM .....	324-2060
NOISE .....	261-2649
OCCUPANCY PERMITS .....	465-8399 or 323-7410
PARKS AND RECREATION .....	322-7046
POLICE - NON-EMERGENCY CALLS FOR SERVICE .....	328-5551
- EMERGENCY .....	911
- ADMINISTRATIVE .....	324-2060
- ANIMAL CONTROL .....	324-2060
- CHIEF OF POLICE .....	261-2600
- CRIME PREVENTION .....	261-2644
- CRIMINAL INVESTIGATIONS.....	261-2606
- PATROL DIVISION.....	324-2060
- RECORDS UNIT .....	324-2060
- SUPPORT SERVICES .....	261-2604
PUBLIC HOUSING .....	328-5373
PUBLIC INFORMATION .....	261-2222
PUBLIC SERVICES ADMINISTRATION .....	323-7500
PUBLIC SERVICES EMERGENCY NIGHT NUMBER – (HICKORY POLICE DEPARTMENT).....	328-5551
RECYCLING .....	323-7500
REZONING MATTERS .....	323-7422
SEWER TAPS AND BILLS .....	323-7424
SETBACK REQUIREMENTS .....	323-7410
SUBDIVISION REGULATIONS .....	323-7422
SIGN REQUIREMENTS .....	323-7410
STORM DRAIN MAINTENANCE.....	323-7500
STREETLIGHTS (DUKE POWER).....	800-769-3766
STREET PAVING PETITIONS.....	323-7416
STREET RESURFACING .....	323-7500
WATER AND SEWER TAP FEES .....	323-7424
TAXES .....	323-7417
THOROUGHFARE PLAN .....	323-7422
TRAFFIC.....	323-7500
VOTING - CATAWBA COUNTY BOARD OF ELECTIONS .....	464-2424
WATER AND SEWER LINE CONSTRUCTION.....	323-7427
WATER AND SEWER LINE MAINTENANCE .....	323-7427
WATER METER READINGS .....	323-7424
WATER TAPS AND BILLS .....	323-7424
WATERSHED REQUIREMENTS .....	323-7422
ZONING .....	323-7422

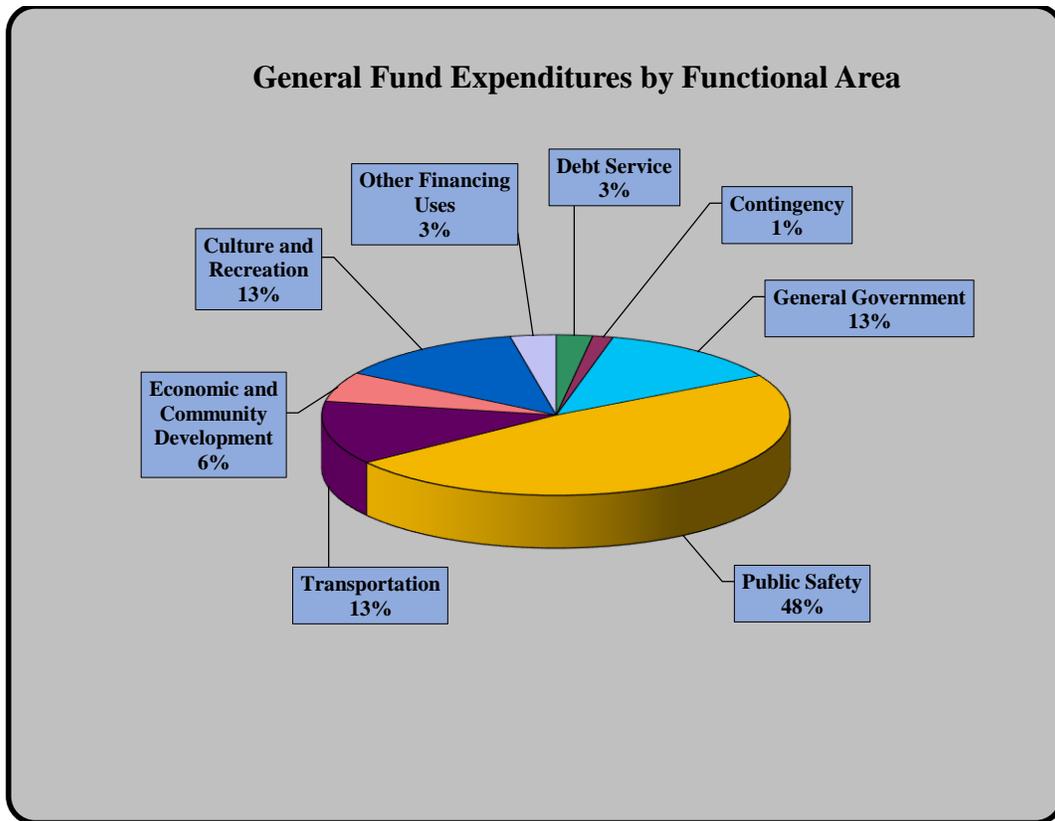
# General Fund



## 2015-2016 Adopted Budget

# General Fund

The General Fund accounts for all financial resources not restricted to specific purposes or otherwise required to be accounted for in another fund. The following functional areas are included in the General Fund: General Government, Public Safety, Transportation, Economic and Community Development, Culture and Recreation, Other Financing Uses, Debt Service, and Contingency.



# General Fund



<b>General Fund Revenue by Category</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Ad Valorem Taxes	24,245,897	23,541,111	24,986,613	6.1%
Other Taxes	13,439,397	13,108,425	13,848,165	5.6%
Unrestricted Intergovernmental	787,532	523,000	525,000	0.4%
Restricted Intergovernmental	2,165,377	2,031,999	2,018,825	-0.6%
Licenses and Permits	1,144,090	1,147,255	7,255	-99.4%
Sales and Services	1,569,254	1,495,395	1,744,885	16.7%
Investment Earnings	89,151	200,000	125,000	-37.5%
Miscellaneous	1,123,032	267,877	267,000	-0.3%
Other Financing Sources	1,217,126	3,941,086	2,574,233	-34.7%
<b>Revenue Total</b>	<b>45,780,856</b>	<b>46,256,148</b>	<b>46,096,976</b>	<b>-0.3%</b>
<b>Per Capita</b>	<b>1,142</b>	<b>1,155</b>	<b>1,146</b>	

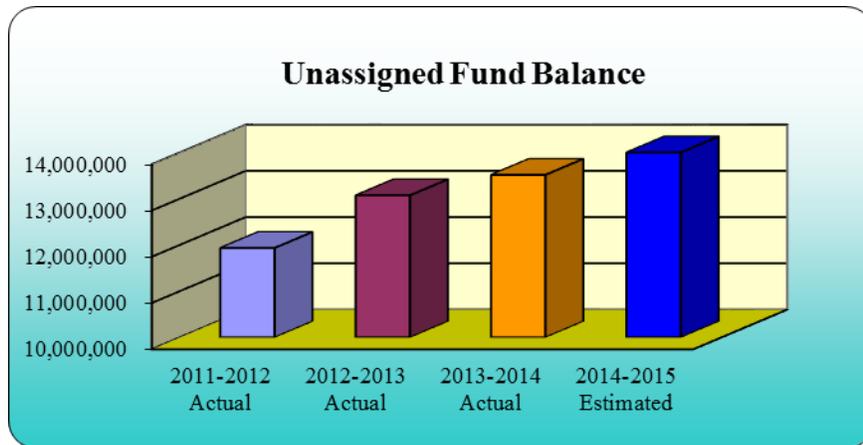
<b>General Fund Expenditure by Category</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	27,921,904	29,679,439	30,023,026	1.2%
Operations	11,569,892	12,160,402	12,462,064	2.5%
Capital	2,793,833	3,402,545	2,680,269	-21.2%
Contingency	-	640,000	650,000	1.6%
Board/Agency Funding	777,916	728,162	952,548	30.8%
Debt Service	1,093,186	1,073,061	1,153,794	7.5%
Interfund Transfers	2,384,844	1,617,929	1,311,996	-18.9%
Pro Rata Reimbursement	(2,956,713)	(3,045,390)	(3,136,721)	3.0%
<b>Expenditure Total</b>	<b>43,584,862</b>	<b>46,256,148</b>	<b>46,096,976</b>	<b>-0.3%</b>
<b>Per Capita</b>	<b>1,087</b>	<b>1,155</b>	<b>1,146</b>	

# General Fund

## General Fund Balance

The unassigned General Fund Balance is projected to be \$14,000,000 on June 30, 2015.

<b>Unassigned Fund Balance</b>	2011-2012 Actual	2012-2013 Actual	2013-2014 Actual	2014-2015 Estimated
General Fund	11,934,342	13,072,784	13,515,066	14,000,000
Dollar Change	288,179	1,138,442	442,282	484,934
Percent Change	2.5%	9.5%	3.4%	3.6%



Additional Information about the City Council may be obtained by calling Mayor Rudy Wright at 828.323.7412 or [rwright@hickorync.gov](mailto:rwright@hickorync.gov)

**Functional Area:    General Government**

**Mission Statement:**

To adopt ordinances, rules and regulations as may be necessary or appropriate to protect the health, life or property, or to preserve or promote the comfort, convenience, security, better government, or general welfare of the City and its inhabitants.

**2014/2015 Accomplishments:**

- Participated in extended sessions during the 30<sup>th</sup> Annual Council Staff Work Session as well as another mini-session during the same fiscal year
- Adopted City Council’s Priorities and Action Plan and a financial policy for the ensuing fiscal year
- Continue to support the recommendations from Hickory’s master plans and initiatives in the areas of Environment, Culture and Recreation, Transportation, Economic Development, Public Safety, Public Properties, Administration and Fiscal Policy

**2015/2016 Goals and Objectives:**

- **Goal:** Grow current and new economic development opportunities for the City  
**Objective:** Market and promote product development and economic growth, repurpose redevelopment with various programs and incentives, and support the recommendations from Hickory’s Bond Commission.
- **Goal:** Enhance special events and programs within the City  
**Objective:** Promote and partner with the community and various organizations with City branded events.
- **Goal:** Engage the community with more involvement opportunities and promote the City  
**Objective:** Support community partnerships with community donors to specific projects in public spaces

<b>Performance Measures</b>	<b>2012-2013 Actual</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Estimated</b>	<b>2015-2016 Goal</b>
<b><i>Work Load</i></b>				
# of Public Hearings	160	226	175	175
# of City Council Meetings	40	26	29	30
<b><i>Efficiency</i></b>				
General Fund Balance as a % total budget	24%	29.37%	29%	29%
<b><i>Effectiveness</i></b>				
# of years with no increase in property tax	15	19	20	-

# Hickory City Council



The members of the City Council are the elected representatives of the City of Hickory. The City Council is the legislative and policy-making body of the City, and as such, is charged with making decisions and formulating public policy based on community needs. The City Council adopts an annual budget that is designed to allocate available funds as efficiently and effectively as possible in order to ensure that residents receive the highest levels of service at the lowest possible cost. The City Council meets on the first and third Tuesdays of each month and holds special planning sessions, as well as an annual Council-Staff Planning Session. Communications with the City Council can be directed to the City Manager’s Office.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	379,145	415,789	391,084	-5.9%
Operations	204,388	143,943	184,878	28.4%
Contingency	-	640,000	650,000	1.6%
Pro Rata Reimbursement	(174,195)	(179,418)	(184,798)	3.0%
<b>Expenditure Total</b>	<b>409,338</b>	<b>1,020,314</b>	<b>1,041,164</b>	<b>2.0%</b>
<b>Per Capita</b>	<b>10</b>	<b>25</b>	<b>26</b>	<b>1.6%</b>

<b>Revenues by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Ad Valorem Taxes	24,245,897	23,541,111	24,986,613	6.1%
Other Taxes	13,439,397	13,108,425	13,848,165	5.6%
Unrestricted Intergovernmental	787,532	523,000	525,000	0.4%
Restricted Intergovernmental	2,165,377	2,031,999	2,018,825	-0.6%
Miscellaneous	80,441	136,000	134,000	-1.5%
Other Financing Sources	1,217,126	3,941,086	2,574,233	-34.7%
<b>Revenue Total</b>	<b>41,935,770</b>	<b>43,281,621</b>	<b>44,086,836</b>	<b>1.9%</b>

<b>Authorized Personnel</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Part Time	7	7	7	0.0%
<b>Total</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>0.0%</b>

# City Manager's Office



Additional Information about the City Manager's office may be obtained by calling Mick Berry at 828.323.7412 or [mberry@hickorync.gov](mailto:mberry@hickorync.gov)

**Functional Area:    General Government**

**Mission Statement:**

To conduct the overall administration of the City as prescribed by the North Carolina General Statutes. As administrative head of the City Government, the City Manager coordinates all city activities in accordance with adopted City Council's Priorities and Action Plan and carries out all policies and actions of the City Council.

**2014/2015 Accomplishments:**

- Managed the implementation of the City Council's Priorities and Action Plan
- Coordinated all activities associated with General Government, Public Properties, Transportation, Economic and Community Development, Public Safety, Leisure Time Activities, and Environmental Issues
- Continues pursuit of mutually beneficial projects with the Hickory Metro local governments
- Participated in the North Carolina League of Municipalities, National League of Cities, and International City/County Manager's Association, Alliance for Innovation and NC City/County Manager's Association

**2015/2016 Goals and Objectives:**

- **Goal:** Implement City Council's Priorities and Action Plan through effective and efficient operation of City services  
**Objective:** Distribute a quarterly report detailing the progress of achieving Council's priorities  
**Objective:** Oversee adoption and implementation of the City's budget in compliance with the Local Government Budget and Fiscal Control Act  
**Objective:** Continue working with Staff, City Boards, Commissions, and Task Forces to implement priorities and action plan.

Performance Measures	2012-2013 Actual	2013-2014 Actual	2014-2015 Estimated	2015-2016 Goal
<b><i>Work Load</i></b>				
# of Social Media posts	-	-	New	120
# of community presentations by the City Manager	-	-	New	12
<b><i>Efficiency</i></b>				
% of presentations per quarter	-	-	New	100%
% of posts per quarter	-	-	New	100%
<b><i>Effectiveness</i></b>				
% of social media engagement (likes/rt/shares/comments)	-	-	New	90%

# City Manager's Office



The City Manager's Office is located on the third floor of the Julian G. Whitener Municipal Building. It is the responsibility of the City Manager's Office to professionally manage all City operations and to execute policy as directed by the City Council and prescribed by the North Carolina General Statutes. The City Manager's Office advises City Council on issues related to municipal operations. In addition to daily interaction with department heads and staff, the City Manager's Office holds monthly functional meetings covering the following areas: Administrative Issues, Economic and Community Development, Environmental Issues, Transportation, Leisure Time Activities, Public Safety, Public Properties, Neighborhoods, and General Staff. In addition, the City Manager's Office plans the annual Council-Staff Work Session and special Council planning sessions during the budget development process.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	643,210	648,379	664,836	2.5%
Operations	75,363	82,516	80,247	-2.7%
Capital	-	-	-	0.0%
Pro Rata Reimbursement	(184,260)	(189,786)	(195,478)	3.0%
<b>Expenditure Total</b>	534,313	541,109	549,605	1.6%
<b>Per Capita</b>	13	14	14	1.1%

<b>Authorized Personnel</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Full Time	5	5	5	0.0%
<b>Total</b>	5	5	5	0.0%

# Office of Communications



Additional Information about the Office of Communications may be obtained by calling Mandy Pitts, Communications Director and Brand Manager, at 828.261.2290 or [mpitts@hickorync.gov](mailto:mpitts@hickorync.gov)

**Functional Area:** General Government

**Mission Statement:**

The Office of Communications provides information to citizens, businesses, organizations and more about day to day activities with the city, as well as projects, events, and accomplishments. Information is posted on [www.HickoryNC.gov](http://www.HickoryNC.gov) and distributed to the public through media news releases, e-newsletters, City Snippets, social media, videos, and various other outlets. This office oversees [www.HickoryNC.gov](http://www.HickoryNC.gov) and [www.HickoryWellCrafted.com](http://www.HickoryWellCrafted.com) and “Life. Well Crafted.” brand activities/events and partnerships.

**2014/2015 Accomplishments:**

- Engaged the Communications Team to participate more in city events, like Christmas Parade (now organized by the City of Hickory), Farmers Market Community Booth, Oktoberfest, Sails concerts, as well as give feedback on enhanced city websites and videos.
- [www.HickoryWellCrafted.com](http://www.HickoryWellCrafted.com) increased unique visitors 390 percent during this year, and added more events on [www.HickoryEventsCalendar.com](http://www.HickoryEventsCalendar.com).
- Completed 3 ½ years of the “Life. Well Crafted.” and created “Crafting Hickory” as the initiative that focuses on bond projects, Lackey Project, Operation No Vacancy, Kiwanis Splash Pad and other projects that enhance the community.
- Created a specific webpage on [www.HickoryNC.gov](http://www.HickoryNC.gov) for the Hickory Bond.

**2015/2016 Goals and Objectives:**

- **Goal:** Strengthen city communications with external and internal publics.  
**Objective:** To continue to work closely with the Communications Team, Brand Team, Innovate Catawba groups, and brand partners to communicate positive and important messages to the publics.
- **Goal:** Enhance and refresh information on [www.HickoryNC.gov](http://www.HickoryNC.gov) and [www.HickoryWellCrafted.com](http://www.HickoryWellCrafted.com).  
**Objective:** Work with web content managers, and other peers to monitor the websites and keep them updated.
- **Goal:** Promote and build a stronger “Life. Well Crafted.” brand.  
**Objective:** Update the brand print, add private sector partnerships, and strengthen existing partnerships and events, and promote the Crafting Hickory initiatives.

Performance Measures	2012 - 2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Estimated
<b><i>Work Load</i></b>				
# of Facebook “Likes” (annually)	2,393	3,000	3,660	4,209
# of HickoryWellCrafted.com unique visitors (annually)	New	25,000	97,789	146,684
<b><i>Efficiency</i></b>				
% increase of “Facebook Likes” (annually)-cumulative	New	20 %	15%	15%
<b><i>Effectiveness</i></b>				
% increase of unique visitors on HickoryWellCrafted.com (annually)	New	88%	390%	50%
Out of 100 % want 25% to be repeat visitors	-	NEW	12.5%	25%

# Office of Communications



The Communications Department was formerly the Public Information Office. The Communications Department provides citizens, businesses, organizations, visitors and employees with information about Hickory, its goals, projects, public awareness campaigns, programs, and events through a plethora of media venues, [www.hickorygov.com](http://www.hickorygov.com), speaking engagements and more. The department also coordinates Neighborhood College, special projects, and assists all city departments and boards and commissions with their communications needs.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	231,120	230,919	235,665	2.1%
Operations	35,456	47,280	51,362	8.6%
Capital	1,710	2,350	2,500	6.4%
Pro Rata Reimbursement	(39,354)	(40,533)	(41,747)	3.0%
<b>Expenditure Total</b>	<b>228,932</b>	<b>240,016</b>	<b>247,780</b>	<b>3.2%</b>
<b>Per Capita</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>2.8%</b>

<b>Authorized Personnel</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Full Time	3	3	3	0.0%
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0.0%</b>

# Risk Management



Additional Information about the Risk Management Division may be obtained by calling Todd Shoebridge at 828.323.7442 or [tshoebridge@hickorync.gov](mailto:tshoebridge@hickorync.gov)

**Functional Area:** General Government

**Mission Statement:**

To minimize local government risk by administering comprehensive and proactive insurance safety and ADA programs that are in compliance with local, state and federal laws and regulations.

**2014/2015 Accomplishments:**

- Facilitated a new insurance carrier, saving the City \$50,000 in annual premiums, while increasing in-house training opportunities
- Purchase and installation of seven (7) new Automatic Electronic Defibrulators (AED’s) in City owned facilities
- Policy updates including: Fit For Duty, Drug and Alcohol, Hazard Communications, and All Hazards Plan for the WWTP’s.

**2015/2016 Goals and Objectives:**

- **Goal:** Reduce the number of recordable Workers’ Compensation claims by 10%  
**Objective:** Continued Claim management, and positive return to work practices
- **Goal:** Ensure adequate insurance coverage for all City-owned property and Equipment  
**Objective:** Reorganize the process and procedures for adding /deleting, and updating values of insured City-owned property.
- **Goal:** Update and evaluate City safety policies making sure that they are current, and in compliance with local, state, and federal safety standards and guidelines.  
**Objective:** Working in conjunction with the Executive Risk Management Team to define the need for new and current policies/ procedures revisions, and then training.

Performance Measures	2012-2013 Actual	2013-2014 Actual	2014-2015 Estimated	2015-2016 Goal
<b><i>Work Load</i></b>				
# of safety training workshops	16	2	30	30
# of recordable workers’ compensation claims	135	30	35	30
<b><i>Efficiency</i></b>				
% of employees completing in house training for contact hours	100%	0%	94%	100%
<b><i>Effectiveness</i></b>				
Cost of workers’ compensation claims	\$1,098,358	\$401,074	\$500,000	\$400,000
# of worksite inspections and % of worksite inspections in full safety compliance	36/100%	24/100%	25/95%	25/98%

# Risk Management



The Risk Management Division is located on the third floor of the Julian G. Whitener Municipal Building. The Risk Manager assures the safety of all coworkers and also manages City property, insurance procurement and administration, the safety program, and ADA compliance. The Risk Manager chairs the Coworker Safety Committee.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	73,997	74,004	121,640	64.4%
Operations	17,266	48,366	49,465	2.3%
Capital	1,489	-	29,400	100.0%
Pro Rata Reimbursement	(42,955)	(44,242)	(45,567)	3.0%
<b>Expenditure Total</b>	<b>49,797</b>	<b>78,128</b>	<b>154,938</b>	<b>98.3%</b>
<b>Per Capita</b>	<b>1</b>	<b>2</b>	<b>4</b>	<b>97.4%</b>

<b>Revenues by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Miscellaneous	806,897	50,000	60,000	20.0%
<b>Revenue Total</b>	<b>806,897</b>	<b>50,000</b>	<b>60,000</b>	<b>20.0%</b>

<b>Authorized Personnel</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Full Time	1	1	2	100.0%
<b>Total</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>100.0%</b>

# Budget Office



Additional Information about the Budget Office may be obtained by calling Cameron McHargue, Budget Analyst, at 828.261.2200 or [cmchargue@hickorync.gov](mailto:cmchargue@hickorync.gov)

**Functional Area:    General Government**

**Mission Statement:**

Efficiently and effectively develop, implement and administer a balanced budget that clearly communicates City goals, objectives and priorities. Ensure that the budget document includes valid and reliable performance measures and quality management principles.

**2014/2015 Accomplishments:**

- For the 20<sup>th</sup> consecutive year, earned the Government Finance Officers Association Distinguished Budget Presentation Award for fiscal year beginning July 1, 2014
- Processed budget amendments and transfers efficiently, abiding by City Council schedule
- Coordinated and managed the City of Hickory’s data collection for the UNC School of Government North Carolina Performance Measurement Project (NCPMP)

**2015/2016 Goals and Objectives:**

- **Goal:** Participate in the North Carolina Performance Measurement Project  
**Objective:** Meet all data collection deadlines as specified by the School of Government
- **Goal:** Earn the Government Finance Officers Association Distinguished Budget Presentation Award  
**Objective:** Evaluate current budget document and make the necessary updates recommended by GFOA
- **Goal:** Coordinate with City departments and management to update existing budget procedures and review departmental budget status throughout the year  
**Objective:** Work with budget managers to submit budget amendments and budget transfers following City Council schedule and resolve budget issues prior to year end

<b>Performance Measures</b>	2012-2013 Actual	2013-2014 Actual	2014-2015 Estimated	2015-2016 Goal
<b><i>Work Load</i></b>				
# of individual budget amendments/transfers processed	350	325	320	310
<b><i>Efficiency</i></b>				
% of budget amendments submitted to Budget that require follow up with initiating departments	2.17%	1.5%	1%	1%
% of budget amendments sent to City Clerk’s Office without error	100%	100%	100%	100%
<b><i>Effectiveness</i></b>				
Average Response Rate – Annual Survey (Scale 1-5)	4.3	4.5	4.5	4.6

# Budget Office



The Budget Office prepares the annual budget for adoption by the City Council. The budget is monitored throughout the fiscal year through budget reports, amendments and trend analysis. This office also compiles and reviews departmental performance measures, goals, and objectives. The Budget Office also conducts special management studies.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	68,221	68,518	69,917	2.0%
Operations	23,507	38,923	30,588	-21.4%
Capital	-	1,500	1,800	20.0%
Pro Rata Reimbursement	(63,647)	(65,555)	(67,519)	3.0%
<b>Expenditure Total</b>	28,081	43,386	34,786	-19.8%
<b>Per Capita</b>	1	1	1	-20.2%

<b>Authorized Personnel</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Full Time	1	1	1	0.0%
<b>Total</b>	1	1	1	0.0%

# Human Resources



Additional Information about the Human Resources Department may be obtained by calling Claudia Main, Human Resources Manager, at 828.323.7447 or [cmain@hickorync.gov](mailto:cmain@hickorync.gov)

**Functional Area:    General Government**

**Mission Statement:**

To develop and support effective personnel systems, which enable departments to recruit, select and maintain a workforce, committed to the City’s quality principles at comparatively appropriate staffing levels.

**2014/2015 Accomplishments:**

- Developed and implemented a new onboarding process
- Developed new Wellness Program criteria for 2016
- Offered several health and wellness classes to assist employees in meeting program requirements
- Assisted with writing and presentation of Tobacco-free policy
- Successful Employee Appreciation Event, Health Risk Assessments, Health Fair and Open Enrollment

**2015/2016 Goals and Objectives:**

- **Goal:** To ensure that services provided meet the needs of internal and external customers  
**Objective:** Conduct an annual customer satisfaction survey and receive a satisfactory rating from at least 90% of the respondents.
- **Goal:** To attract and retain qualified employees  
**Objective:** Offer salary and benefits package that is cost effective and competitive.  
**Objective:** Provide training that prepares coworkers to participate in innovation, process improvement and providing excellent customer service.
- **Goal:** To maintain appropriate staff levels in all City departments.  
**Objective:** Keep employees per thousand-population ratio at 20 or less.

<b>Performance Measures</b>	<b>2012-2013 Actual</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Estimated</b>	<b>2015-2016 Goal</b>
<b><i>Work Load</i></b>				
Number of Applications Received	5,536	4,715	3,591	3,000
<b><i>Efficiency</i></b>				
Percent of wellness program participants with four or more high risk factors who reduced at least one of their high risks.	New	75%	80%	85%
<b><i>Effectiveness</i></b>				
Turnover rate (by fiscal year)	6.7%	5.3%	6.6%	5%
Average Response Rate-Annual Survey (Scale: 1-5)	4.3	4.1	4.23	4.25

# Human Resources



The Human Resources Department is located on the third floor of the Julian G. Whitener Municipal Building. All employment applications and inquiries are processed in this division. This division also administers the benefits package for City employees and conducts employment searches for department heads and other staff positions.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	326,426	330,112	315,760	-4.3%
Operations	81,906	95,554	107,077	12.1%
Capital	-	5,500	28,550	419.1%
Pro Rata Reimbursement	(141,363)	(145,603)	(149,969)	3.0%
<b>Expenditure Total</b>	<b>266,969</b>	<b>285,563</b>	<b>301,418</b>	<b>5.6%</b>
<b>Per Capita</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>5.1%</b>

<b>Authorized Personnel</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Full Time	5	5	5	0.0%
<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0.0%</b>

# Finance Department



Additional Information about the Finance Department may be obtained by calling Melissa Miller, Finance Officer, at 828.323.7417 or [mmiller@hickorync.gov](mailto:mmiller@hickorync.gov)

**Functional Area:    General Government**

**Mission Statement:**

The mission of the Finance Department is to administer and provide fiscally responsible control and guidance for all financial matters of the City while complying with all applicable City, State, and Federal mandates.

**2014/2015 Accomplishments:**

- Upgraded existing Click2Gov online payment center to maintain customers’ financial payment data.
- Fixed Asset Transfer and Deletion forms were revised by the Purchasing Division from paper form to electronic submission.
- Developed and updated 52 various Billing & Collections work processes.
- Created an internal Vehicle Purchasing Procedure for City departments.
- Received the Government Finance Officers Association (GFOA) Certificate of Achievement Award for Excellence in Financial Reporting for FY 2012-2013 for the 18<sup>th</sup> consecutive year.

**2015/2016 Goals and Objectives:**

- **Goal:** Evaluate additional payment methods for applicable City fees.  
**Objective:** Accept credit cards for departmental revenues in addition to utilities.
- **Goal:** To provide accurate financial information to the citizens of Hickory.  
**Objective:** Prepare the 2015 Comprehensive Annual Financial Report and submit to GFOA for Certificate of Achievement Award.
- **Goal:** Analyze current billing processes to restructure delinquent debt collection.  
**Objective:** Increase revenues related to miscellaneous receivable billings.
- **Goal:** Update Purchasing Policies to reflect changes in new technology and departmental needs.  
**Objective:** Review current Purchasing Policy and incorporate staff suggestions.

<b>Performance Measures</b>	<b>2012-2013 Actual</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Estimated</b>	<b>2015-2016 Goal</b>
<b><i>Work Load</i></b>				
% of Water/Sewer accounts collected	97.2%	98%	97.5%	98.0%
% of inventory items stocked in CW & advertised as available	New	98.7%	99.0%	98.9%
Utility bills processed billing employee-cumulative	8,616	8,665	8,722	8,700
<b><i>Efficiency</i></b>				
Financial Reports issued within 5 working days of the end of the month.	58.3%	58.3%	83.3%	83.3%
<b><i>Effectiveness</i></b>				
Average Response Rate-Annual Survey (1-5)	4.23	4.12	4.00	4.10

# Finance Department



The Accounting Division of Finance is located on the third floor of the Julian G. Whitener Municipal Building. The Billing and Collections Divisions are located on the second floor of the Julian G. Whitener Municipal Building and the Purchasing Division is located at the Public Services Department at 1441 9<sup>th</sup> Avenue, NE. The Finance Department, in accordance with ordinances, handles all City-related financial matters and financial policies enacted by the City Council, as well as North Carolina statutes. The Finance Officer manages the City's investment program. The Finance Department also is responsible for the preparation of the Comprehensive Annual Financial Report.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	1,038,444	1,117,865	1,106,054	-1.1%
Operations	354,515	323,755	360,600	11.4%
Capital	5,120	15,700	38,425	144.7%
Pro Rata Reimbursement	(1,244,662)	(1,281,999)	(1,320,455)	3.0%
<b>Expenditure Total</b>	<b>153,417</b>	<b>175,321</b>	<b>184,624</b>	<b>5.3%</b>
<b>Per Capita</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>4.8%</b>

<b>Revenues by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Licenses and Permits	1,136,986	1,140,000	-	-100.0%
Sales and Services	488,467	480,095	755,385	57.3%
Miscellaneous	187	-	-	0.0%
Investment Earnings	89,151	200,000	125,000	-37.5%
<b>Revenue Total</b>	<b>1,714,791</b>	<b>1,820,095</b>	<b>880,385</b>	<b>-51.6%</b>

<b>Authorized Personnel</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Full Time	21	21	21	0.0%
<b>Total</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>0.0%</b>

# City Clerk's Office



Additional Information about the City Clerk's Office may be obtained by calling Debbie Miller, City Clerk, at 828.323.7409 or [dmiller@hickorync.gov](mailto:dmiller@hickorync.gov)

**Functional Area:    General Government**

**Mission Statement:**

To serve the City Council as Clerk by being responsible for preparation of agendas, minutes, and all documents relating to Council activities. The City Clerk is custodian of all official records of the City and is responsible for the disposition of these records in accordance with state law.

**2014/2015 Accomplishments:**

- Updated Boards and Commissions Handbook adding the information regarding the new Bond Commission
- Maintained scanning of all contracts, minutes, ordinances, and resolutions into laserfiche
- Continued high level of services provided to staff, and citizens
- Completed all documents necessary for five annexation ordinances and six street closings

**2015/2016 Goals and Objectives:**

- **Goal:** August 2015 North Carolina Certified Municipal Clerk designation  
**Objective:** After the two year membership requirement and completion of the UNC SOG course, the Clerk will submit the application for the designation of North Carolina Certified Municipal Clerk (NCCMC). Those applicants will be notified in August 2015 if approved.
- **Goal:** Records Retention of old contracts  
**Objective:** To discard out of date contracts that are filed in the Clerk's vault
- **Goal:** Maintain and scan all documents into laserfiche, minutes, agendas, contracts, ordinances, and resolutions  
**Objective:** To make locating documents readily accessible for public records requests and staff.

<b>Performance Measures</b>	<b>2012-2013 Actual</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Estimated</b>	<b>2015-2016 Goal</b>
<b><i>Work Load</i></b>				
Employee hours required to prepare City Council Agenda for regular meetings	4.50	3.68	5.0	5.0
<b><i>Efficiency</i></b>				
# of Council minutes that are transcribed within 4 days of meeting	75%	94%	85%	100%
<b><i>Effectiveness</i></b>				
Average Response Rate - Annual Survey (Scale: 1-5)	5	5	4	5

# City Clerk's Office



The City Clerk's office is located on the third floor of the Julian G. Whitener Municipal Building. The City Clerk's office consists of the City Clerk, Executive Assistant to the City Manager/Deputy City Clerk, and the Minutes Clerk. The City Clerk provides information about City Council meetings and minutes, City Ordinances, applications for Boards and Commissions, and official city records. The Deputy Clerk provides support to the City Clerk as needed and the Minutes Clerk handles the minutes for most of the City's boards and commissions.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	74,537	72,272	76,270	5.5%
Operations	23,910	47,373	47,487	0.2%
Capital	-	-	1,400	100.0%
Pro Rata Reimbursement	(54,684)	(56,323)	(58,010)	3.0%
<b>Expenditure Total</b>	<b>43,763</b>	<b>63,322</b>	<b>67,147</b>	<b>6.0%</b>
<b>Per Capita</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>5.6%</b>

<b>Authorized Personnel</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Full Time	1	1	1	0.0%
Part Time	1	1	1	0.0%
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0.0%</b>

# Information Technology Department



Additional Information about the Information Technology Department may be obtained by calling Mike Woods, Information Technology Manager, at 828.323.7513 or [mwoods@hickorync.gov](mailto:mwoods@hickorync.gov)

**Functional Area:    General Government**

**Mission Statement:**

To provide and support information technology resources to internal and external customers of the City of Hickory.

**2014/2015 Accomplishments:**

- Completed the data center upgrades.
- Established offsite disaster recovery location.
- Continued expansion of the city’s fiber network.
- Updated the library’s public access PCs from XP to Windows 7.
- Transitioned the city’s email to Microsoft Exchange 365.
- Began implementation of SportsMan software for Parks & Recreation.
- Expanded wireless network access at Highland Rec Center.

**2015/2016 Goals and Objectives:**

- **Goal:** Upgrade blade server architecture to current technology standards.  
**Objective:** Provide additional performance and capacity for increasing server demands.
- **Goal:** Upgrade network servers to MS Server 2012 operating System.  
**Objective:** Provide improved features and security with current OS technology.
- **Goal:** Improve overall network security, cyber threat prevention, and damage control capabilities.  
**Objective:** Prevent and minimize the effects of malicious software.
- **Goal:** Achieve and maintain PCI-DSS v3.0 compliance.  
**Objective:** Verify and document that the City is following best practices to ensure data security.

<b>Performance Measures</b>	2012-2013 Actual	2013-2014 Actual	2014-2015 Estimated	2015-2016 Goal
<b><i>Work Load</i></b>				
Workstations supported	440	515	515	515
Monthly average service requests	91	76	75	75
<b><i>Efficiency</i></b>				
% of help desk requests with a contract from assigned technician within one business day	90%	86.25%	95	95
% of service requests resolved by due date	82%	89.1%	95	95
<b><i>Effectiveness</i></b>				
Average Response Rate - Annual Survey (Scale: 1-5)	4.07	3.93	4.2	4.5

# Information Technology Department



The Information Technology Department is located on the third floor of the Julian G. Whitener Municipal Building. This department operates and installs the City's computer systems and networks, and provides technical support and training to City departments.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	414,037	549,206	544,518	-0.9%
Operations	499,361	630,777	618,117	-2.0%
Capital	22,673	494,070	76,585	-84.5%
Pro Rata Reimbursement	(114,490)	(117,924)	(121,460)	3.0%
<b>Expenditure Total</b>	<b>821,581</b>	<b>1,556,129</b>	<b>1,117,760</b>	<b>-28.2%</b>
<b>Per Capita</b>	<b>20</b>	<b>39</b>	<b>28</b>	<b>-28.5%</b>

<b>Revenues by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Sales and Services	298,830	291,000	296,000	1.7%
<b>Revenue Total</b>	<b>298,830</b>	<b>291,000</b>	<b>296,000</b>	<b>1.7%</b>

<b>Authorized Personnel</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Full Time	8	8	8	0.0%
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>0.0%</b>

# Legal Department



Additional Information about the Legal Department may be obtained by calling Arnita Dula, Deputy City Attorney, at 828.323.7564 or [adula@hickorync.gov](mailto:adula@hickorync.gov)

**Functional Area:**    General Government

**Mission Statement:**

To provide in house counsel to all City Departments, City Council and various Boards and Commissions, and to serve as the Police Attorney to the Hickory Police Department.

**2014/2015 Accomplishments:**

- Reviewed and revised municipal forms.
- Completed 100% of requested title searches within 10 days.
- Coordinated litigation with outside counsel on various cases, including the Frankenmuth case and the Larry Pope negligence case.
- Handled multiple public records requests.
- Provided training to the Hickory Regional Planning Commission.

**2015/2016 Goals and Objectives:**

- **Goal:** Review and revise 50 municipal forms in a year  
**Objective:** Complete initial review and revision of a municipal form within 7 – 10 days
- **Goal:** Research title opinions for various departments  
**Objective:** Research 80% of requested title searches within 10 days

<b>Performance Measures</b>	<b>2012-2013 Actual</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Estimated</b>	<b>2015-2016 Goal</b>
<b><i>Work Load</i></b>				
# of municipal forms reviewed/revised	142	127	50	60
<b><i>Efficiency</i></b>				
% of title opinions requested and researched w/in 10 days	100%	100%	100%	100%
<b><i>Effectiveness</i></b>				
Average Response Rate - Annual Survey (Scale: 1-5)	4	5	4	4

# Legal Department



The Legal Department is located on the third floor of the Julian G. Whitener Municipal Building and provides in-house legal counsel to City departments. The Legal Department assists staff in answering questions about City ordinances and legal procedures. The City Attorney provides legal counsel and advice to the City Council, City Manager and City departments.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	159,485	160,567	164,005	2.1%
Operations	88,504	100,977	102,132	1.1%
Capital	-	-	3,500	100.0%
Pro Rata Reimbursement	(55,629)	(57,296)	(59,013)	3.0%
<b>Expenditure Total</b>	<b>192,360</b>	<b>204,248</b>	<b>210,624</b>	<b>3.1%</b>
<b>Per Capita</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>2.7%</b>

<b>Authorized Personnel</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Full Time	2	2	2	0.0%
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0.0%</b>

# Engineering Division



Additional Information about the Engineering Division may be obtained by calling  
 Chuck Hansen, P.E., City Engineer, at 828.323.7500 or [chansen@hickorync.gov](mailto:chansen@hickorync.gov)

**Functional Area:    General Government**

**Mission Statement:**

To provide professional engineering, surveying, transportation planning, stormwater design and project management services for both internal city departments and external customers.

**2014/2015 Accomplishments:**

- Completed construction of bridge replacement for Windridge Subdivision
- Completed design and construction of Optimist Park Improvements-Phase 1
- Completed design of Hickory Metro Center Parking Deck

**2015/2016 Goals and Objectives:**

- **Goal:** Complete construction of additional paved parking for Glen Hilton Park  
**Objective:** Provide overflow parking at the park
- **Goal:** Complete construction of 9<sup>th</sup> Ave SE/15<sup>th</sup> St SE, curb/gutter/sidewalk project  
**Objective:** Provide safe pedestrian facilities for the neighborhoods
- **Goal:** Complete construction of Optimist Park Improvements Phase II  
**Objective:** Rehabilitate existing tennis court and restroom facilities at the park

<b>Performance Measures</b>	2012-2013 Actual	2013-2014 Actual	2014-2015 Estimated	2015-2016 Goal
<b><i>Work Load</i></b>				
# of plans reviewed	160	150	150	150
# of projects completed	20	36	35	25
Annual \$ spent on Stormwater	\$226,752	\$897,347	900,000	800,000
<b><i>Efficiency</i></b>				
% of site plans w/o Stormwater reviewed w/in five days	90%	93%	85%	80%
% of site plans w/ Stormwater reviewed w/in ten days (FY14-15 goal revised to 10 days)	85%	95%	85%	80%
<b><i>Effectiveness</i></b>				
% of billable hours to total work hours	75%	79%	82%	75%

# Engineering Division



The Engineering Division is located on the second floor of the municipal building. The City Engineer and staff provide professional engineering and surveying services, transportation planning, and can answer questions related to street paving petitions, curb and gutter petitions, sidewalk petitions, driveway permits, city maps, and physical addresses. This department also prepares long-range plans for street and drainage improvements, and assists other City departments in construction and engineering efforts.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	429,299	481,628	486,681	1.0%
Operations	41,690	61,782	62,180	0.6%
Capital	4,174	3,000	5,000	66.7%
Pro Rata Reimbursement	(114,706)	(118,146)	(121,689)	3.0%
<b>Expenditure Total</b>	<b>360,457</b>	<b>428,264</b>	<b>432,172</b>	<b>0.9%</b>
<b>Per Capita</b>	<b>9</b>	<b>11</b>	<b>11</b>	<b>0.5%</b>

<b>Authorized Personnel</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Full Time	9	8	8	0.0%
Part Time	1	1	-	-100.0%
Seasonal	1	1	1	0.0%
<b>Total</b>	<b>11</b>	<b>10</b>	<b>9</b>	<b>-10.0%</b>

# Planning and Development Department



Additional Information about the Planning and Development Services Department may be obtained by calling Brian M. Frazier, Director, at 828.323.7422 or [bfrazier@hickorync.gov](mailto:bfrazier@hickorync.gov)

**Functional Area: Economic and Community Development**

**Mission Statement:**

To develop plans, provide staff services to boards and commissions, and administer ordinances, policies and programs to promote sound growth, orderly development, economic vitality, improved housing, stable neighborhoods and necessary redevelopment in the Hickory Planning Area.

**2014/2015 Accomplishments:**

- Amended the Land Development Code
- Revisions made to the Claremont Neighborhood Plan
- Continued the implementation of a \$400,000 Brownfield Assessment Grant
- Received a \$200,000 EPA Area Wide Planning Grant

**2015/2016 Goals and Objectives:**

- **Goal:** Enhance quality of life for all city residents.  
**Objective:** Support neighborhood associations, boards and commissions. Implement affordable housing strategies. Promote single family home ownership,
- **Goal:** Further economic development and job creation.  
**Objective:** Leverage infrastructure development to create tax base growth and job creation. Enhance Hickory’s position as the regional hub for housing, new business and industry.
- **Goal:** Enhance both current and comprehensive planning strategies.  
**Objective:** Perform annual updates to Hickory by Choice 2030 and the Land Development Code. Update neighborhood plans and seek to formulate various corridor studies and micro-area plans.

<b>Performance Measures</b>	<b>2012-2013 Actual</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Estimated</b>	<b>2015-2016 Goal</b>
<b><i>Work Load</i></b>				
Identify illegal signs and banners	669	1,570	1700	1800
<b><i>Efficiency</i></b>				
Conduct field inspections within 24 hours	90%	88.75%	95%	90%
<b><i>Effectiveness</i></b>				
% of zoning compliance achieved within 30 days of written compliance notices	85%	81.5%	85%	90%

# Planning and Development Department



The Planning and Development Department is located on the second floor of the Julian G. Whitener Municipal Building. Planning staff is responsible for enforcing zoning, subdivision regulations, and property uses; assisting with neighborhood planning, thoroughfare plans, and annexations; managing historic preservation; and maintaining watershed regulations. The Community Development Office is housed in the Planning Department. Marketing the City of Hickory to interested developers outside the area is a key economic development function of this department. This department staffs the Subdivision Review Board and the Hickory Regional Planning Commission. This department is also responsible for staffing and promoting the work of the Historic Preservation Commission, the Public Art Commission and the Community Appearance Commission, as well as maintaining the City's historic resources inventory.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	518,679	529,261	540,723	2.2%
Operations	51,005	70,018	68,229	-2.6%
Capital	-	2,800	5,000	78.6%
Pro Rata Reimbursement	(28,056)	(28,897)	(29,763)	3.0%
<b>Expenditure Total</b>	<b>541,628</b>	<b>573,182</b>	<b>584,189</b>	<b>1.9%</b>
<b>Per Capita</b>	<b>14</b>	<b>14</b>	<b>15</b>	<b>1.5%</b>

<b>Revenues by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Miscellaneous	54,044	70,000	60,000	-14.3%
<b>Revenue Total</b>	<b>54,044</b>	<b>70,000</b>	<b>60,000</b>	<b>-14.3%</b>

<b>Authorized Personnel</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Full Time	8	8	8	0.0%
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>0.0%</b>

# Police Department



Additional Information about the Police Department may be obtained by calling Tom Adkins, Chief of Police, at 828.324.2060 or [tadkins@hickorync.gov](mailto:tadkins@hickorync.gov)

**Functional Area:    Public Safety**

**Mission Statement:**

The Hickory Police Department is committed to providing the highest quality service to customers: The citizens of and visitors to our city. Dedicated to improving the quality of life in the city, the department will work in partnership with the community to provide a high degree of effective and efficient public safety while maintaining respect for cultural diversity and individual rights and integrity.

**2014/2015 Accomplishments:**

- In calendar year 2014, there was a 14% decrease in Part 1 Crimes in the City of Hickory.
- The Police Department has implemented body worn cameras in the entire patrol division.
- The Police Department has a Digital Forensic Analyst position to aid in criminal investigations.

**2015/2016 Goals and Objectives:**

- **Goal:** Focus investigative efforts on habitual offenders and assign cases accordingly.  
**Objective:** To reduce the number offenses being repeatedly committed by the same individual(s).
- **Goal:** Reduce property crimes (burglary, larceny, auto theft and arson) by 5%.  
**Objective:** By focusing on prevention efforts through community policing, by working with residents and retail establishments.
- **Goal:** To become a backup 911 Public Safety Answering Point for Catawba County.  
**Objective:** By partnering with Catawba County to achieve multi agency interoperability in public safety radio and telecommunications.

<b>Performance Measures</b>	<b>2012-2013 Actual</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Estimated</b>	<b>2015-2016 Goal</b>
<b><i>Work Load</i></b>				
# of calls received	103,543	135,156	130,000	130,000
# of calls dispatched	36,666	37,398	37,000	37,000
# dispatched calls per Patrol Officer	406	414	410	400
<b><i>Efficiency</i></b>				
# of cases assigned to Criminal Investigations Division	613	538	600	600
<b><i>Effectiveness</i></b>				
% of calls answered before fourth ring	99%	99%	99%	99%

# Police Department



The Hickory Police Department is located at 347 2<sup>nd</sup> Avenue SW. The administrative offices of the Chief of Police, Patrol Division, Support Services Division, Criminal Investigations Division and Code Enforcement are housed at this facility. Hickory Police Department also offers a victim assistance program and many other community education services. The Hickory Police Department uses a community policing approach in its daily work activities. The Animal Control Unit is located in the Police Department.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	8,110,435	8,499,484	8,503,128	0.0%
Operations	2,168,927	2,120,566	2,217,821	4.6%
Capital	544,616	936,625	917,625	-2.0%
Pro Rata Reimbursement	2,412	2,484	2,558	3.0%
<b>Expenditure Total</b>	<b>10,826,390</b>	<b>11,559,159</b>	<b>11,641,132</b>	<b>0.7%</b>
<b>Per Capita</b>	<b>270</b>	<b>289</b>	<b>289</b>	<b>0.3%</b>

<b>Revenues by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Unrestricted Intergovernmental	90,000	90,000	90,000	0.0%
Restricted Intergovernmental	22,685	15,225	15,225	0.0%
Licenses and Permits	4,931	5,155	5,155	0.0%
Miscellaneous	500	-	-	0.0%
Sales and Services	57,555	50,000	48,000	-4.0%
<b>Revenue Total</b>	<b>175,671</b>	<b>160,380</b>	<b>158,380</b>	<b>-1.2%</b>

<b>Authorized Personnel</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Full Time	152	147	148	0.7%
<b>Total</b>	<b>152</b>	<b>147</b>	<b>148</b>	<b>0.7%</b>

# Police Department: Code Enforcement Division



Additional Information about the Police Department Code Enforcement Division may be obtained by calling Tom Adkins, Chief of Police, at 828.324.2060 or [tadkins@hickorync.gov](mailto:tadkins@hickorync.gov)

**Functional Area: Public Safety**

**Mission Statement:**

The Hickory Police Department is committed to providing the highest quality service to customers; the citizens of and visitors to our city. Dedicated to improving the quality of life in the city, the department will work in partnership with the community to provide a high degree of effective and efficient public safety while maintaining respect for cultural diversity and individual rights and integrity.

**2014/2015 Accomplishments:**

- Removal of several large dilapidated commercial buildings throughout the city to include the former site of Southern Desk.
- 94% rate of owner abatement for all violations.

**2015/2016 Goals and Objectives:**

- **Goal:** To lower calls for service.  
**Objective:** Lowering calls for service in all areas of enforcement indicates that the citizens of Hickory have acquired a better general knowledge of all city codes.
- **Goal:** Continued enforcement of dilapidated commercial structures.  
**Objective:** Abandoned commercial buildings continue to deteriorate over time and if the condition of these structures are not monitored and addressed the revitalization of the City will be hampered.

Performance Measures	2012-2013 Actual	2013-2014 Actual	2014-2015 Estimated	2015-2016 Goal
<b><i>Work Load</i></b>				
# of cases assigned	553	736	650	700
# of Minimum Housing Cases	72	106	110	110
# of Nuisance Cases	481	630	540	590
<b><i>Efficiency</i></b>				
# of cases assigned per officer	211	204	190	200
<b><i>Effectiveness</i></b>				
% of calls abated by property owner	96%	95%	94%	92%

# Police Department: Code Enforcement Division



The Hickory Police Department Code Enforcement Unit is one of several specialized units that operate within the Hickory Police Department located at 347 2nd Avenue, SW. The officers of the Code Enforcement Unit are state certified building inspectors that respond to and investigate calls for service related to nuisance complaints and minimum housing violations. They utilize both the Hickory City Code of Ordinances as well as North Carolina General Statutes when addressing these complaints.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	235,112	296,669	299,678	1.0%
Operations	47,474	107,913	101,613	-5.8%
Capital	-	13,000	73,600	466.2%
<b>Expenditure Total</b>	282,586	417,582	474,891	13.7%
<b>Per Capita</b>	7	10	12	13.2%

<b>Authorized Personnel</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Full Time	4	6	6	0.0%
<b>Total</b>	4	6	6	0.0%

# District Court



Additional information about the District Court may be obtained by calling Phillip Rockett, Building Maintenance Manager at 828.323.7500 or prockett@hickorync.gov

**Functional Area:    General Government**

**Mission Statement:**

To house and accommodate the operations of government in a cost-effective manner.

**2014/2015 Accomplishments:**

- Installation by city forces to install new wall partitions for the Juvenile Probations offices.
- Continued to encumber funds for part-time janitorial services in maintaining the facility.
- Installation of new data / telephone lines for new Juvenile Probations personnel.
- Continued to provide pm maintenance, HVAC and lighting services to maintain facility operations.

**2015/2016 Goals and Objectives:**

- **Goal:** To provide necessary facility maintenance for the various non-city personnel that occupies the facility.  
**Objective:** Continue to budget and encumber funds for the various equipment in maintaining facility operations: fire alarm system, HVAC maintenance, roof maintenance, security apparatus, etc.
- **Goal:** To meet with Clerk of Court staff as necessary for any facility issues as they arise thru the budget year.  
**Objective:** Utilization of selected court personnel together with Risk Manager and Building Maintenance Manager regarding facility access for court personnel and to maintain security of the facility. Example: issuance of door keys, gate cards, after-hours access usage of facility as approved by city, Judge requests for services, etc.
- **Goal:** Ensure ADA compliance is maintained for the multiple non-city personnel and general public that utilize and operate court functions within the facility.  
**Objective:** To continue to maintain and provide city rendered services for the public restrooms apparatus that have been re-modeled in maintaining ADA compliance / building code.

<b>Performance Measures</b>	<b>2012-2013 Actual</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Estimated</b>	<b>2015-2016 Goal</b>
<b><i>Work Load</i></b>				
# of requests for services initiated by the Clerk of Court for City Services	37	50	35	<50
<b><i>Efficiency</i></b>				
# of annual safety inspection deficiencies reported by County/Court’s Safety Officers	0	0	0	0
<b><i>Effectiveness</i></b>				
% of emergency calls dispatched by the Clerk of Court regarding services needed for vandalism in the public accessed areas, courtrooms, foyer, holding cells & exterior of facility.	---	New Measure	<10	<10

# District Court



The Hickory District Court Building was built in 1978. There are several divisions of court personnel housed at this location. These include Judges, Clerk of Court, District Attorney's Office, Probation and Parole and Community Services. The City of Hickory is responsible for maintaining the structure of the building, janitorial services, heating and cooling along with interior lighting and general preventative maintenance for the facility.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Operations	51,605	64,452	64,504	0.1%
Pro Rata Reimbursement	1,711	1,762	1,814	3.0%
<b>Expenditure Total</b>	<b>53,316</b>	<b>66,214</b>	<b>66,318</b>	<b>0.2%</b>
<b>Per Capita</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>-0.3%</b>

<b>Revenues by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Sales and Services	94,648	100,000	95,000	-5.0%
<b>Revenue Total</b>	<b>94,648</b>	<b>100,000</b>	<b>95,000</b>	<b>-5.0%</b>

# Fire Department



Additional Information about the Fire Department may be obtained by calling C. Fred Hollar, Fire Chief, at 828.323.7501 or [fhollar@hickorync.gov](mailto:fhollar@hickorync.gov)

**Functional Area:** Public Safety

**Mission Statement:**

The Hickory Fire Department shall provide high quality emergency services, education, and prevention that protect our community through professional coworkers that are focused on customer service, compassion, commitment, and innovation.

**2014/2015 Accomplishments:**

- Served as host for a 1.7 million dollar radio communications federal grant that benefitted 19 emergency agencies within Catawba County.
- Expanded the teaching opportunities provided to the department by utilizing regional training centers. These centers have enhanced the level of training that all personnel have received throughout the year. This program also continues to improve local and regional relationships.
- Developed bid specifications for a new engine and ladder apparatus. Delivery for these new trucks is scheduled for May 2015.
- Completion of the tri-annual full airport drill. Also received high marks on our annual FAA inspection.

**2015/2016 Goals and Objectives:**

- **Goal:** Create an all-inclusive Hickory Fire Department Strategic Plan  
**Objective:** Identify the core services provided by the fire department while focusing on innovation, communication, and customer service. Create attainable goals with realistic objectives from these core services. Review the Strategic Plan annually to determine progress and completion of goals.
- **Goal:** Conduct a community hazard assessment utilizing the fire department service demand zones.  
**Objective:** Combine recognized standards of community risk analysis and master planning to create a comprehensive standard of cover document. Maintain this document annually in order to provide the best emergency services possible.
- **Goal:** Modernize our department’s technology program.  
**Objective:** Establish video conferencing for all stations and firefighter training. Ensure apparatus and command vehicles are provided with current and crucial infrastructure. Utilize social media to provide information to the community.

	2012-2013	2013-2014	2014-2015	2015-2016
<b>Performance Measures</b>	Actual	Actual	Estimated	Goal
<b><i>Work Load</i></b>				
# of Incident Responses	6,084	6,186	6,100	6,150
Educational Programs/Projects	411	348	320	330
# of Fire Inspector Activities	5,326	5,834	5,400	5,400
<b><i>Efficiency</i></b>				
Inspection Activities completed per F.T.E.	2,070	2,244	2,000	2,000
Cost per Fire Department response	\$1,474	\$1,498	\$1,500	\$1,490
<b><i>Effectiveness</i></b>				
Average Response Time to Priority One Calls in Minutes	4:53	4:32	4:30	4:30
% of Full Response within 8-minutes Travel Time (new)	80.88%	84%	81%	82%

# Fire Department



Fire Station 1 located at 19 2<sup>nd</sup> Street NE is headquarters for Fire Administration. The Fire Chief's office and the Fire Education office are located at the headquarters station. Fire Prevention offices are located on the second floor of the Julian G. Whitener Municipal Building. The City of Hickory Fire Department operates out of six community-based locations along with one aircraft fire rescue station located at the Hickory Regional Airport. All fire stations are staffed with full time personnel working a twenty-four shift schedule. The Hickory Fire Prevention Bureau can assist with information on fire code, plan reviews and fire code inspections for all types of occupancy classification. Fire Prevention issues permits for installation of fire alarms, sprinkler systems, other related fire protection systems, storage tank installation and removal, including special events.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	7,626,235	7,777,146	7,897,906	1.6%
Operations	1,086,689	1,096,518	1,126,581	2.7%
Capital	357,199	772,450	554,000	-28.3%
Pro Rata Reimbursement	(32,452)	(33,426)	(34,429)	3.0%
<b>Expenditure Total</b>	<b>9,037,671</b>	<b>9,612,688</b>	<b>9,544,058</b>	<b>-0.7%</b>
<b>Per Capita</b>	<b>225</b>	<b>240</b>	<b>237</b>	<b>-1.2%</b>

<b>Revenues by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Restricted Intergovernmental	309,007	309,183	300,000	-3.0%
Sales and Services	203,816	158,000	163,500	3.5%
<b>Revenue Total</b>	<b>512,823</b>	<b>467,183</b>	<b>463,500</b>	<b>-0.8%</b>

<b>Authorized Personnel</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Full Time	135	135	135	0.0%
Part Time	2	2	2	0.0%
<b>Total</b>	<b>137</b>	<b>137</b>	<b>137</b>	<b>0.0%</b>

# Public Services: Building Services Division



Additional Information about the Building Services Division may be obtained by calling Phillip Rockett at 828.323.7500 or [prockett@hickorync.gov](mailto:prockett@hickorync.gov)

**Functional Area:** General Government

**Mission Statement:**

To coordinate public service activities in such a way to maximize resources, while maintaining a healthy and pleasant environment for customers and coworkers.

**2014/2015 Accomplishments:**

- Completed various electrical upgrades for a new elevator installation at the Hickory Community Theater.
- Provided various project management for fire alarm additions / HVAC relocates for the elevator project.
- Completion of two new 30kw natural gas emergency generator upgrades for fire stations #2 and #3.
- Scheduled the necessary manpower to support the various special events scheduled throughout the year.

**2015/2016 Goals and Objectives:**

- **Goal:** Continue to provide and offer effective and efficient service level performance for all city departments that are serviced by the Building Services division.  
**Objective:** To evaluate and recommend training opportunities for staff in relation to their respective areas of skill levels and knowledge in providing quality services for both our internal and external customers.
- **Goal:** To investigate, evaluate and support new energy efficient measures, ideas and opportunities for existing and new facility / equipment project upgrades in promoting energy reducing measures.  
**Objective:** As scheduling allows, to plan to complete the BAS (Building Automation System) HVAC upgrades for the City Hall facility by the end of FY2015-16.
- **Goal:** Project management for a recent Clean Fuel Alternative Technology (CFAT) grant awarded thru the NC Clean Energy Technology Center in promoting and introducing clean fuel alternatives to the general public and citizens of Catawba County and surrounding counties.  
**Objective:** To install and place in service a new dual style electric vehicle charging station on a selected location on Union Square (Hickory, NC).

Performance Measures	2012-2013	2013-2014	2014-2015	2015-2016
	Actual	Actual	Estimated	Goal
<b><i>Work Load</i></b>				
# of service requests received, scheduled & serviced by the Building Services division	887	768	850	875
<b><i>Efficiency</i></b>				
% of Building Division’s service requests completed in 48 hours	75%	72%	82%	85%
<b><i>Effectiveness</i></b>				
Average labor cost per service request	\$45.68	\$53.83	\$53.80	\$46.00

## Public Services: Building Services Division



The Building Services division is located and operates from the Public Services complex located at 1441 9th Ave NE. The division consists of six staff personnel: one Building Maintenance Manager, one Electrical Supervisor, two Electricians and two Construction & Maintenance Worker positions. The group mainly performs a variety of internal citywide services for all city facilities. These services range from general and preventative maintenance, HVAC troubleshooting and repair work, remedial plumbing and small construction, extensive electrical maintenance and troubleshooting as well as awarded council directive projects and a 24 hour on call emergency services to provide services in maintaining facility operations. The Building Services group works under the direction of the Public Services Manager and the Public Services Director.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	298,766	316,133	321,544	1.7%
Operations	57,764	66,426	74,030	11.4%
Capital	1,170	2,000	1,400	-30.0%
Pro Rata Reimbursement	(7,613)	(7,841)	(8,076)	3.0%
<b>Expenditure Total</b>	<b>350,087</b>	<b>376,718</b>	<b>388,898</b>	<b>3.2%</b>
<b>Per Capita</b>	<b>9</b>	<b>9</b>	<b>10</b>	<b>2.8%</b>

<b>Revenues by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Sales and Services	19,971	25,000	20,000	-20.0%
<b>Revenue Total</b>	<b>19,971</b>	<b>25,000</b>	<b>20,000</b>	<b>-20.0%</b>

<b>Authorized Personnel</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Full Time	6	6	6	0.0%
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>0.0%</b>

# Public Services: Central Services Division



Additional Information about Central Services Division may be obtained by calling Steve Miller, Assistant Public Services Director, at 828.323.7500 or [smiller@hickorync.gov](mailto:smiller@hickorync.gov)

**Functional Area:    General Government**

**Mission Statement:**

To provide customer service that is accurate for both internal and external customers. This division provides daily assistance to all Public Services Divisions in their reporting and response activities.

**2014/2015 Accomplishments:**

- Processed Public Services Payroll.
- Performance Measure has helped supervisors to be more knowledgeable about problem areas within their department.
- Maintain data entry of work orders on a daily basis.
- Compiled monthly and quarterly reports for division heads to see productivity and cost within their division.
- Streamlined the VC3 to have important information pertaining to Public Service/Public Utilities.
- Decreased errors on Work Orders to less than 1 percent.
- Helped Public Service/Public Utilities Department to help meet goals for divisions.

**2015/2016 Goals and Objectives:**

- **Goal:** Assist all Public Services divisions in daily activities as needed.  
**Objective:** Provide data collection on service request for better service delivery.  
**Objective:** Produce reports as needed by division supervisors.  
**Objective:** Analyze time allocation by determining work order hours versus scheduled hours worked.
- **Goal:** Maintain data entry of work orders on a daily basis.  
**Objective:** Provide work orders to office assistant on a daily basis.

<b>Performance Measures</b>	<b>2012-2013 Actual</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Estimated</b>	<b>2015-2016 Goal</b>
<b><i>Work Load</i></b>				
# of work orders entered (annual)	22,961	27,551	23,000	27,000
<b><i>Efficiency</i></b>				
Average Response Rate-VC3 Service Request Days	2.3	3.0	3.0	3.0
<b><i>Effectiveness</i></b>				
% of time accounted for on work orders vs. actual time turned in for Public Services	95.5%	98%	95%	98%

## Public Services: Central Services Division



This division provides office support to all divisions within Public Services. Customer inquiries, complaints, and service requests regarding Public Services divisions are fielded by this division and forwarded to the proper division for prompt response.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	467,737	469,315	460,961	-1.8%
Operations	130,438	150,393	153,645	2.2%
Capital	1,170	1,300	6,000	361.5%
Pro Rata Reimbursement	(240,263)	(247,469)	(254,891)	3.0%
<b>Expenditure Total</b>	359,082	373,539	365,715	-2.1%
<b>Per Capita</b>	9	9	9	-2.5%

<b>Authorized Personnel</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Full Time	7	7	7	0.0%
<b>Total</b>	7	7	7	0.0%

# Public Services: Traffic Division



Additional Information about the Public Services Traffic Division may be obtained by calling Caroline M. Kone, PE at 828.323.7500 or [ckone@hickorync.gov](mailto:ckone@hickorync.gov)

**Functional Area:** Transportation

**Mission Statement:**

To provide and maintain a safe, effective, and efficient surface transportation system through appropriate and innovative traffic engineering solutions.

**2014/2015 Accomplishments:**

- Replaced 252 stop signs.
- Replaced 380 street name plates.
- Replaced 142 LED’s in signal heads.
- Replaced 27 pedestrian heads.

**2015/2016 Goals and Objectives:**

- **Goal:** Reduce travel delay for drivers  
**Objective:** Maintain signal system
- **Goal:** Provide effective transportation system  
**Objective:** Refresh intersection pavement markings
- **Goal:** Enhance safety on roadways  
**Objective:** Make sure minimum retro reflectivity standards are met

Performance Measures	2012-2013 Actual	2013-2014 Actual	2014-2015 Estimated	2015-2016 Goal
<b><i>Work Load</i></b>				
# of intersection markings refreshed	65	69	100	75%
<b><i>Efficiency</i></b>				
Reduce travel time delay at signalized intersections (average percent reduction)	28.25%	15.3%	20%	10%
<b><i>Effectiveness</i></b>				
Average response time (VC3) to citizens	25 hrs. 10 min.	29 hrs. 05 min.	26 hrs.	24 hrs.

## Public Services: Traffic Division



This division maintains all traffic signals within City limits for the North Carolina Department of Transportation (NCDOT). Traffic signals, traffic markings, and street signs also fall under the responsibility of this division.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	515,225	554,977	572,439	3.1%
Operations	1,268,981	1,253,586	1,245,495	-0.6%
Capital	99,253	89,500	36,000	-59.8%
Pro Rata Reimbursement	(13,339)	(13,738)	(14,149)	3.0%
<b>Expenditure Total</b>	<b>1,870,120</b>	<b>1,884,325</b>	<b>1,839,785</b>	<b>-2.4%</b>
<b>Per Capita</b>	<b>47</b>	<b>47</b>	<b>46</b>	<b>-2.8%</b>

<b>Revenues by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Unrestricted Intergovernmental	315,504	230,000	230,000	0.0%
Sales and Services	76,198	60,000	60,000	0.0%
<b>Revenue Total</b>	<b>391,702</b>	<b>290,000</b>	<b>290,000</b>	<b>0.0%</b>

<b>Authorized Personnel</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Full Time	11	11	11	0.0%
Part Time	4	4	4	0.0%
<b>Total</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>0.0%</b>

# Public Services: Street Division



Additional Information about the Public Services Street Division may be obtained by calling Carolina Kone, PE, at 828.323.7500 or [ckone@hickorync.gov](mailto:ckone@hickorync.gov)

**Functional Area:    Transportation**

**Mission Statement:**

To provide an attractive and safe transportation system for pedestrians and vehicles by maintaining present facilities and constructing additional infrastructure where and when necessary.

**2014/2015 Accomplishments:**

- Continued to repair storm drain from FEMA event.
- Resurfaced approximately 18 lane miles.
- Installed 8,000 linear feet of new side walk.

**2015/2016 Goals and Objectives:**

- **Goal:** Provide safe walkways for pedestrians  
**Objective:** Construct all budgeted sidewalk projects by July 2015
- **Goal:** Rebuild storm drain system after flood  
**Objective:** Repair all storm drain issues
- **Goal:** Provide safe travel for motorist  
**Objective:** Use ITRE pavement study to resurface streets

<b>Performance Measures</b>	2012-2013 Actual	2013-2014 Actual	2014-2015 Estimated	2015-2016 Goal
<b><i>Work Load</i></b>				
Linear feet of new sidewalk construction	5,337	3,790	6,000	8,000
NCDOT right of way miles maintained	4,252	4,700	4,700	4,700
<b><i>Efficiency</i></b>				
Tons of asphalt in place per lane mile maintained (annually)	580	580	580	580
Cost per ton of asphalt placed – contractor	\$76.50	\$66.50	\$76.50	\$76.50
<b><i>Effectiveness</i></b>				
% of potholes repaired within 24 hours	96%	90%	94%	96%

## Public Services: Street Division



This division is responsible for curb and gutter installation, driveway entrances construction, pothole repair, and street maintenance (sweeping and cleaning). This division also handles snow removal, storm drain repairs, and mowing of overgrown lots. The streets are rated annually as to their structural condition based on the Institute for Transportation Research and Education (I.T.R.E.) Study. Those that rate below 75 % are ranked in order, for resurfacing.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	1,752,370	1,992,123	2,011,756	1.0%
Operations	1,175,287	1,658,838	1,661,282	0.1%
Capital	164,163	672,000	295,000	-56.1%
Pro Rata Reimbursement	(53,618)	(55,226)	(56,882)	3.0%
<b>Expenditure Total</b>	<b>3,038,202</b>	<b>4,267,735</b>	<b>3,911,156</b>	<b>-8.4%</b>
<b>Per Capita</b>	<b>76</b>	<b>107</b>	<b>97</b>	<b>-8.8%</b>

<b>Revenues by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Other Taxes	209,966	160,000	160,000	0.0%
Restricted Intergovernmental	1,388,245	1,327,831	1,325,000	-0.2%
Sales and Services	21,031	10,000	10,000	0.0%
<b>Revenue Total</b>	<b>1,619,242</b>	<b>1,497,831</b>	<b>1,495,000</b>	<b>-0.2%</b>

<b>Authorized Personnel</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Full Time	43	43	43	0.0%
Part Time	13	13	11	-15.4%
<b>Total</b>	<b>56</b>	<b>56</b>	<b>54</b>	<b>-3.6%</b>

# Public Services: Landscape Services Division



Additional Information about the Public Services Landscape Services Division may be obtained by calling Jonathan Hogan, Landscape Manager at 828.323.7500 or [jhogan@hickorync.gov](mailto:jhogan@hickorync.gov)

**Functional Area:**    **General Government**

**Mission Statement:**

To beautify and maintain all City properties in order for them to be aesthetically pleasing and functional in purpose for the benefit of citizens.

**2014/2015 Accomplishments:**

- Awarded Tree City USA for ten years.
- New Ivey Arboretum & Sally Fox Park sign design and installed.
- McCombs Park landscape redesign and installation.

**2015/2016 Goals and Objectives:**

- **Goal:** Ivey Arboretum grant project.  
**Objective:** To obtain grant to place kiosk and tree information for educational purposes in Park.
- **Goal:** Design and install irrigation system at McCombs Park.  
**Objective:** To better irrigate turf grass at McCombs Park for better quality turf.
- **Goal:** Redesign and landscape properties along 2<sup>nd</sup> Street NW, SW and Government Avenue.  
**Objective:** To update landscape properties with landscape materials.

<b>Performance Measures</b>	2012-2013 Actual	2013-2014 Actual	2014-2015 Estimated	2015-2016 Goal
<b><i>Work Load</i></b>				
# of trees/shrubs planted annually	72/605	15/425	16/500	10/400
# of trees/shrubs maintained	746/7,683	600/4,000	800/4,000	600/3,000
<b><i>Efficiency</i></b>				
Annual cost to maintain Oakwood Cemetery	\$91,876	\$92,000	\$85.00	\$92,000
Annual cost to maintain Ridgeview Cemetery	\$11,087	\$10,500	\$11,074	\$10,500
Annual cost to maintain Fairview Cemetery	\$17,711	\$19,000	\$22,525	\$28,000
<b><i>Effectiveness</i></b>				
% of Cemetery plots/graves repaired due to settling	11%	15%	5%	10%

# Public Services: Landscape Services Division



This division is responsible for City cemetery maintenance, planting and landscaping of City properties, and maintaining City grounds and streets.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	694,302	790,247	800,805	1.3%
Operations	299,821	289,860	290,876	0.4%
Capital	75,455	19,000	22,000	15.8%
Pro Rata Reimbursement	(113,365)	(116,764)	(120,265)	3.0%
<b>Expenditure Total</b>	<b>956,213</b>	<b>982,343</b>	<b>993,416</b>	<b>1.1%</b>
<b>Per Capita</b>	<b>24</b>	<b>25</b>	<b>25</b>	<b>0.7%</b>

<b>Revenues by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Sales and Services	31,989	32,000	30,000	-6.3%
<b>Revenue Total</b>	<b>31,989</b>	<b>32,000</b>	<b>30,000</b>	<b>-6.3%</b>

<b>Authorized Personnel</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Full Time	17	17	17	0.0%
Part Time	9	9	9	0.0%
<b>Total</b>	<b>26</b>	<b>26</b>	<b>26</b>	<b>0.0%</b>

# Parks and Recreation Department



Additional Information about the Parks and Recreation Department may be obtained by calling Mack McLeod, Director of Parks and Recreation, at 828.322.7046 or [mmcleod@hickorync.gov](mailto:mmcleod@hickorync.gov)

**Functional Area:     Culture and Recreation**

**Mission Statement:**

To provide the highest quality in leisure services, parks and recreational facilities while encouraging and enhancing healthy lifestyles for all citizens of Hickory.

**2014/2015 Accomplishments:**

- Entered into a priority use agreement with Greater Hickory Tennis Association for usage of tennis courts at Hickory City Park.
- Established Bill McDonald Scholarship Fund.
- Assumed responsibility for coordination of the City of Hickory’s annual Christmas Parade.
- Dedicated Indoor Soccer League in memory of Kurt Barkley on December 6, 2014.
- 1010 seniors participated in the 2014 Unifour Senior Games; largest local games in North Carolina for the 8<sup>th</sup> consecutive year.

**2015/2016 Goals and Objectives:**

- **Goal:** Measure the cost of operating concessions for all athletic sports.  
**Objective:** Analyze overall profit or loss from operating concessions each fiscal year.
- **Goal:** Increase participation in adult athletic sports.  
**Objective:** Continue marketing programs of interest for the adult population.
- **Goal:** Increase the percent and variety of recreation programs planned that are actually held.  
**Objective:** Implement 95% of recreation programs planned.

<b>Performance Measures</b>	<b>2012-2013 Actual</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Estimated</b>	<b>2015-2016 Goal</b>
<b><i>Work Load</i></b>				
% of residents/non residents in athletic programs	79%/21%	76%/24%	80%/20%	80%/20%
Annual # of participants in athletic programs	2,307	2,008	2,200	2,200
# of drop-in users of recreation centers/month (avg.)	6,265	6,361	6,500	6,500
<b><i>Efficiency</i></b>				
\$ profit/loss concessions	\$6,907.89	\$3,057.16	\$4,500	\$4,500
<b><i>Effectiveness</i></b>				
% increase in number of athletic programs	0.0%	0.0%	10%	10%
% recreation center programs planned that are actually held	97%	97%	95%	95%

# Parks and Recreation Department



The Parks and Recreation Department is located at 1451 8<sup>th</sup> St Dr NE. The City operates six general and two senior citizen recreation centers, 23 parks (active and passive) consisting of 424 acres. Athletic league games, special events and instructional programs for youth, adult, and senior groups are provided in large numbers. The recreation centers offer classes in arts and crafts, ceramics and many other activities to all age groups. This department also operates the Parks Maintenance Division and L. P. Frans Stadium.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	1,157,682	1,157,505	1,155,651	-0.2%
Operations	255,027	274,395	288,390	5.1%
Capital	67,044	-	127,787	100.0%
Pro Rata Reimbursement	39,772	40,965	42,193	3.0%
<b>Expenditure Total</b>	<b>1,519,525</b>	<b>1,472,865</b>	<b>1,614,021</b>	<b>9.6%</b>
<b>Per Capita</b>	<b>38</b>	<b>37</b>	<b>40</b>	<b>9.1%</b>

<b>Revenues by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Sales and Services	188,971	203,000	182,000	-10.3%
<b>Revenue Total</b>	<b>188,971</b>	<b>203,000</b>	<b>182,000</b>	<b>-10.3%</b>

<b>Authorized Personnel</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Full Time	18	18	18	0.0%
Part Time	15	15	15	0.0%
<b>Total</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>0.0%</b>

# Parks and Recreation Department: Parks Maintenance



Additional Information about the Parks and Recreation Department may be obtained by calling Mack McLeod, Director of Parks and Recreation, at 828.322.7046 or [mmcleod@hickorync.gov](mailto:mmcleod@hickorync.gov)

**Functional Area:     Culture and Recreation**

**Mission Statement:**

To provide an efficient maintenance and renovation program for all city parks and recreation facilities.

**2014/2015 Accomplishments:**

- Rebuilt tennis wall at Hickory City Park.
- Began Phase I improvements at Hickory Optimist Park to include .2 mile paved walking trail, outdoor fitness zone and new park entranceway.
- Made renovations to Brown Penn Senior Citizens Building.
- Dugout covers are now installed on all four baseball/softball fields at Kiwanis Park through completed Eagle Scout projects.
- Repaved parking lots at Neill Clark Park, Ridgeview Recreation Center and Southside Heights Park.

**2015/2016 Goals and Objectives:**

- **Goal:** Provide efficient completion of repairs in parks and recreation centers.  
**Objective:** Complete prioritized work orders within 48 hours of submission while working within the seasonal scheduling procedures.
- **Goal:** All playing fields are well maintained and aesthetically pleasing.  
**Objective:** Volunteer coaches rate turf and playing fields consistently above average or better.
- **Goal:** Playground equipment and surfacing are in good condition and maintained for safety.  
**Objective:** Conduct and review weekly playground inspections.

<b>Performance Measures</b>	<b>2012-2013 Actual</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Estimated</b>	<b>2015-2016 Goal</b>
<b><i>Work Load</i></b>				
% of Fescue ball fields mowed and trimmed every five days	New	100%	100%	100%
<b><i>Efficiency</i></b>				
% of playground systems inspected and serviced once every 30 days	89.0%	73.5%	90%	90%
% of work orders completed within 48 hours	30.0%	40%	35%	35%
<b><i>Effectiveness</i></b>				
% of coaches rating playing fields and gyms above or better	95.0%	66%	100%	100%

# Parks and Recreation Department: Parks Maintenance



This division is totally responsible for all maintenance functions within the jurisdiction of the City of Hickory Parks and Recreation Department.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	1,027,728	1,091,028	1,092,751	0.2%
Operations	671,177	678,972	685,397	0.9%
Capital	150,547	265,650	313,900	18.2%
<b>Expenditure Total</b>	1,849,452	2,035,650	2,092,048	2.8%
<b>Per Capita</b>	46	51	52	2.3%

<b>Authorized Personnel</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Full Time	24	24	24	0.0%
Part Time	7	7	7	0.0%
<b>Total</b>	31	31	31	0.0%

# Parks and Recreation Department: L.P. Frans Stadium



Additional Information about the Parks and Recreation Department may be obtained by calling Mack McLeod, Director of Parks and Recreation, at 828.322.7046 or [mmcleod@hickorync.gov](mailto:mmcleod@hickorync.gov)

**Functional Area:    Culture and Recreation**

**Mission Statement:**

To maintain L.P. Frans Stadium in accordance with the existing lease agreement between the City of Hickory and Hickory Baseball, Inc.

**2014/2015 Accomplishments:**

- Partnered with Hickory Baseball and Texas Rangers on clubhouse kitchen renovation, new batting cage and new weight room.
- Installed new key locks on all stadium doors.
- Resurfaced and re-stripped parking lots.

**2015/2016 Goals and Objectives:**

- **Goal:** To maintain the stadium structure for use by the Hickory Crawdads baseball team.  
**Objective:** Adhere to terms and conditions of stadium lease agreement.
- **Goal:** Pursue special events and performances suitable for stadium use.  
**Objective:** Maintain the number of stadium rentals and special events from FY 2014-15.
- **Goal:** Measure the cost of maintaining L. P. Frans Stadium under lease agreement.  
**Objective:** Maintain FY 2015-16 budgeted funding levels.

<b>Performance Measures</b>	<b>2012-2013 Actual</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Estimated</b>	<b>2015-2016 Goal</b>
<b><i>Work Load</i></b>				
Average attendance at baseball games	2,000	2,126	2,000	2,000
<b><i>Efficiency</i></b>				
% of work order requests from Hickory Baseball completed within 72 hours	45%	43.25%	35%	35%
<b><i>Effectiveness</i></b>				
Cost to maintain stadium structure (Annual)	\$106,444.38	\$710,973.04	\$97,247	97,247

## Parks and Recreation Department: L.P. Frans Stadium



This division is responsible for the maintenance of L.P. Frans Stadium in accordance with professional baseball standards, and for minor league baseball games and other special events.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Operations	124,065	97,247	97,323	0.1%
Capital	1,113,701	-	-	0.0%
<b>Expenditure Total</b>	<b>1,237,766</b>	<b>97,247</b>	<b>97,323</b>	<b>0.1%</b>
<b>Per Capita</b>	<b>31</b>	<b>2</b>	<b>2</b>	<b>-0.4%</b>

<b>Revenues by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Sales and Services	3,000	11,800	12,000	1.7%
<b>Revenue Total</b>	<b>3,000</b>	<b>11,800</b>	<b>12,000</b>	<b>1.7%</b>

# Public Library Department



Additional Information about the Hickory Public Library system may be obtained by calling Sarah Greene, Library Director, at 828.304.0500 or [sgreene@hickorync.gov](mailto:sgreene@hickorync.gov)

**Functional Area:    Culture and Recreation**

**Mission Statement:**

To encourage exploration of new ideas, support local education, enhance the economic vitality of the region, strengthen a sense of community, and enrich the quality of life for all.

**2014/2015 Accomplishments:**

- Received a Library Services and Technology Act (LSTA) planning grant to develop a new five-year strategic plan in FY 2014-2015 (anticipated completion date: May 2015)
- Created new casual seating areas at Patrick Beaver Memorial Library in the northwest corners of the first and second levels to further the goal of the library as a community center to read, explore, interact and enjoy
- Increased the number of partnerships and programs and added new partnerships that bring public art into the libraries.

**2015/2016 Goals and Objectives:**

- **Goal:** The community is aware of all that the library has to offer  
**Objective:** Develop new marketing strategies to increase library’s visibility in the community
- **Goal:** The Library offers modern and welcoming spaces for all ages  
**Objective:** Continue to repurpose and improve interior spaces, including lighting
- **Goal:** The library offers superior customer experiences  
**Objective:** Provide innovative customer service training for all staff

<b>Performance Measures</b>	2012-2013 Actual	2013-2014 Actual	2014-2015 Estimated	2015-2016 Goal
<i><b>Work Load</b></i>				
Circulation (raw number)	New	361,834	365,000	375,000
<i><b>Efficiency</b></i>				
Circulation per capita (cumulative)	9.77	8.74	9.04	10.0
<i><b>Effectiveness</b></i>				
% of items checked out using self-check stations	New	12.26%	13.97%	15.0%

# Public Library Department



The City of Hickory operates two libraries, the Patrick Beaver Memorial Library and Ridgeview Library. The Patrick Beaver Memorial Library is a state-of-the-art facility opened in January 1998. The Ridgeview branch opened in the Spring of 1998. The libraries are committed to providing timely and accurate information for the citizens of the community, enhancing the informational literacy of customers, and stimulating and encouraging the interest of citizens in reading and learning. The libraries provide audiovisual collections, reference materials, children’s collections, and access to the “information super highway.” The libraries’ patrons include residents of at least four counties.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	1,142,464	1,244,319	1,251,152	0.5%
Operations	708,478	715,467	706,182	-1.3%
Capital	41,530	96,100	132,000	37.4%
Pro Rata Reimbursement	1,583	1,630	1,678	2.9%
<b>Expenditure Total</b>	<b>1,894,055</b>	<b>2,057,516</b>	<b>2,091,012</b>	<b>1.6%</b>
<b>Per Capita</b>	<b>47</b>	<b>51</b>	<b>52</b>	<b>1.2%</b>

<b>Revenues by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Restricted Intergovernmental	233,276	231,500	231,500	0.0%
Sales and Services	47,720	54,000	48,000	-11.1%
Miscellaneous	52,628	-	-	0.0%
<b>Revenue Total</b>	<b>52,628</b>	<b>285,500</b>	<b>279,500</b>	<b>-2.1%</b>

<b>Authorized Personnel</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Full Time	19	18	18	0.0%
Part Time	18	20	20	0.0%
<b>Total</b>	<b>37</b>	<b>38</b>	<b>38</b>	<b>0.0%</b>

# City Hall/Public Buildings



Additional information about the City Hall/ Public Buildings Division may be obtained by calling Phillip Rockett, Building Maintenance Manager, at 828.323.7500 or [prockett@hickorync.gov](mailto:prockett@hickorync.gov)

**Functional Area:    General Government**

**Mission Statement:**

To house and accommodate the operations of government in a cost-effective manner.

**2014/2015 Accomplishments:**

- City’s participation for the installation of a new electric elevator project addition at the Hickory Community Theater.
- Continued to budget and perform HVAC system upgrades to the Building Automation System (BAS) in continual efforts to modernize and utilize energy efficient control of the facility.
- Updated and renewal of all city leased properties for the following locations: Hickory Women’s Service League, Hickory Senior Citizens (Shuford House), Hickory Soup Kitchen, Catawba County Council on Aging, Family Care Center of Catawba and Downtown Development Association

**2015/2016 Goals and Objectives:**

- **Goal:** Support and services for all special event functions held on and around the Union Square commons.  
**Objective:** To continue to plan / schedule the various city divisions as necessary in providing city personnel for the various events that are scheduled throughout the year.
- **Goal:** Support and recommend specialty contracted services at City Hall in maintaining facility operations.  
**Objective:** To encumber the necessary funds for the specialty equipment for the facility. Ex.: elevator unit, fire alarm / security access system, HVAC maintenance, security / camera equipment and janitorial services.
- **Goal:** Evaluate and comply with all newly revised lease terms and conditions pages for all renewed leased properties as listed in 2014-15 accomplishments.  
**Objective:** Continue to encumber / budget the necessary funds in maintaining all of the leased properties in regards to roof and exterior maintenance of the facilities as well as equipment replacements per lease terms.

<b>Performance Measures</b>	2012-2013 Actual	2013-2014 Actual	2014-2015 Estimated	2015-2016 Goal
<b><i>Work Load</i></b>				
# of service requests received scheduled & serviced for City Hall & Union Square	177	221	225	200
<b><i>Efficiency</i></b>				
% of preventive maintenance program completed via internally or under contract	100%	100%	100%	100%
<b><i>Effectiveness</i></b>				
% of HVAC upgraded renovations performed to date for the automated HVAC system in promoting energy efficiency	---	---	New -95%	98%

## City Hall/Public Buildings

City Hall for the City of Hickory is located in the Julian G. Whitener Municipal Building in downtown Hickory and was built in 1977. This is where the City Manager's Office is located and where the administration of the City, as prescribed by the North Carolina General Statutes, coordinates all activities and carries out all policies and actions of the City Council. The Council Chambers are also located in this building where the Council holds their meetings on the first and third Tuesdays of the month. General information and service requests from citizens and businesses are also available at this site through the Action Center as well as the Permit Assistance Center.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	26,227	26,501	26,500	0.0%
Operations	442,342	313,569	316,962	1.1%
Capital	-	-	-	0.0%
Pro Rata Reimbursement	(7,613)	(7,841)	(8,076)	3.0%
<b>Expenditure Total</b>	460,956	332,229	335,386	1.0%
<b>Per Capita</b>	11	8	8	0.5%

# Board and Agency Funding



The City Council provides financial support to various organizations that contribute to the quality of life for all City residents, contribute to the revenue base of the City, or provide a necessary service that the City itself does not currently provide. To qualify for funding, an organization must generally be non-profit with a policy of non-discrimination and submit multi-year plans, audited financial records, and a list of board of directors. The City Council also appoints several Boards and Commissions to assist the Council by providing recommendations on polices, enforcing regulations established by Council and promoting activities and programs that improve the quality of life in the City.

<b>Board/Agency Funding by Functional Area</b>	2012-2013 Actual	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
<b>General Government</b>					
Community Appearance Commission	544	746	1,300	1,300	0%
Public Art Commission	12,394	15,951	16,000	16,000	0%
<i>Subtotal</i>	12,938	16,697	17,300	17,300	0%
<b>Public Safety</b>					
Spay and Neuter Program	697	1,360	1,000	0	-100%
<i>Subtotal</i>	363	1,360	1,000	0	-100%
<b>Economic and Community Development</b>					
Catawba County EDC	105,749	106,005	132,440	132,113	0%
Downtown Development Association	50,000	50,000	50,000	50,000	0%
Economic Dev. - Miscellaneous	6,526	17,372	16,000	16,000	0%
Economic Dev. Incentives	306,194	173,088	43,285	330,448	663%
Façade/Landscape Grant	39,700	38,567	40,000	40,000	0%
Hickory Community Relations Council	14,411	16,800	17,000	17,000	0%
Hickory Convention/Visitors Bureau	20,000	20,000	20,000	20,000	0%
Historic Preservation	1,655	6,986	11,100	11,100	0%
International Council	9,421	8,236	11,500	13,000	13%
Neighborhood Grant Program	2,000	2,000	2,000	0	-100%
University City Commission	0	0	0	12,000	100%
Vacant Building Revitalization	50,000	34,490	100,000	100,000	0%
Western Piedmont Council of Governments	33,930	33,908	34,225	34,220	0%
Youth Council	2,690	5,172	3,600	3,600	0%
<i>Subtotal</i>	642,276	512,624	481,150	779,481	62%
<b>Culture and Recreation</b>					
Greater Hickory Golf Classic	75,000	75,000	75,000	0	-100%
SALT Block Facility Improvement	100,000	19,230	100,000	100,000	0%
United Arts Council of Catawba County	40,010	40,010	40,010	40,065	0%
<i>Subtotal</i>	215,010	134,240	215,010	140,065	-35%
<b>Total</b>	<b>870,587</b>	<b>664,921</b>	<b>714,460</b>	<b>936,846</b>	<b>31%</b>

# General Fund Debt Service



The debt service appropriations account for the payment of principal and interest on general obligation bonds and notes, and proceeds from debt instruments to finance major capital projects. General Statue 159-13 (b) (1) requires the full amount established by the finance officer for a budget year to be appropriated for debt service. A government unit will earmark respective fund revenues to meet debt service obligations.

<b>General Fund Debt</b>	2012-2013 Actual	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
<b>Bonded Debt</b>					
Interest	0	0	0	0	0%
Road Bond Projects	0	0	0	0	0%
Subtotal	0	0	0	0	0%
<b>Installment Purchase</b>					
Communications System	104,269	104,269	104,269	104,269	0%
General Governmnet	502,800	502,800	502,800	702,800	40%
Interest	120,628	100,501	80,370	144,032	79%
Patrick Beaver Memorial Library	0	0	0	0	0%
Recreation	385,618	385,619	385,619	385,619	0%
Subtotal	1,113,315	1,093,189	1,073,058	1,336,720	25%
<b>Grand Total</b>	<b>1,113,315</b>	<b>1,093,189</b>	<b>1,073,058</b>	<b>1,336,720</b>	<b>25%</b>

## Transfers/Other Financing Uses

Interfund transfers are transfers between the fund(s) receiving sources and the fund(s) through which the resources are to be expended. The transfer to the Capital Reserve Fund, for example, reserves funds for future parking capital outlay needs and for future capital projects and purchases as prescribed in Council's financial policy.

	2012-2013	2013-2014	2014-2015	2015-2016	Percent
<b>Transfers from General Fund</b>	Actual	Actual	Budgeted	Budgeted	Change
Capital Projects	170,544	0	0	0	0%
Capital Reserve Fund	3,503,381	1,019,048	965,000	965,000	0%
Internal Service Fund	0	15,000	0	0	0%
Multi-Year Grant Program Fund	417,918	76,250	0	0	0%
Solid Waste Fund	779,038	614,262	456,452	214,049	-53%
Stormwater Fund	105,039	556,616	132,128	132,947	1%
Transportation Capital Projects Fund	0	1,905	0	0	0%
Transportation Fund	0	101,763	64,349	0	-100%
<b>Total</b>	<b>4,975,920</b>	<b>2,384,844</b>	<b>1,617,929</b>	<b>1,311,996</b>	<b>-19%</b>

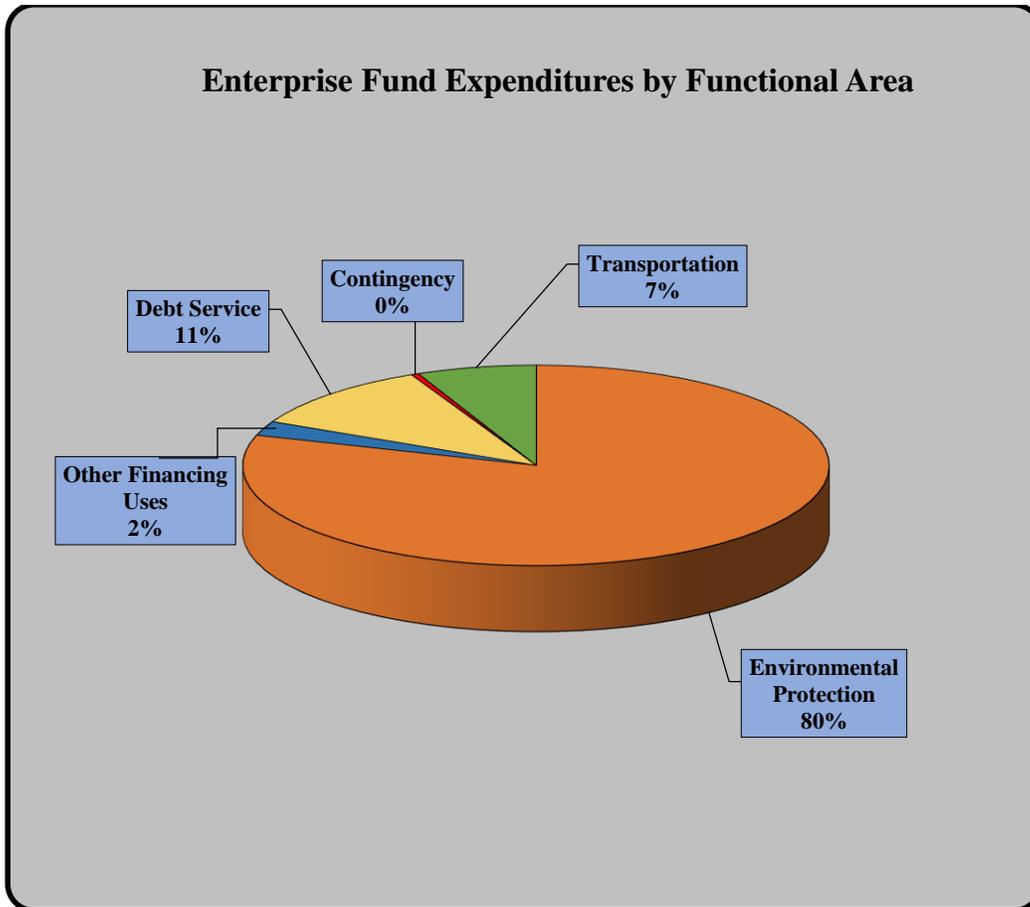
# Enterprise Fund



## 2015-2016 Adopted Budget

# Enterprise Fund

The Enterprise Funds are comprised of the Water and Sewer, Stormwater, Sludge Compost, Transportation, and Solid Waste funds. The Water and Sewer and Solid Waste funds are financed through user charges. Hickory, Conover and Catawba County finance the Sludge Compost Fund through intergovernmental agreements and participation. The following functional areas are included in the Enterprise Funds: Environmental Protection, Transportation, Other Financing Uses, Debt Service and Contingency.



# Enterprise Fund



<b>Enterprise Fund Revenue by Category</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Other Taxes	23,463	25,000	25,000	0.0%
Restricted Intergovernmental	3,156,251	3,133,776	3,075,293	-1.9%
Sales and Services	26,682,894	27,086,904	27,769,696	2.5%
Investment Earnings	100,774	112,000	56,000	-50.0%
Miscellaneous	947,265	324,690	323,000	-0.5%
Other Financing Sources	2,453,840	5,576,307	6,460,364	15.9%
<b>Revenue Total</b>	<b>33,364,487</b>	<b>36,258,677</b>	<b>37,709,353</b>	<b>4.0%</b>
<b>Per Capita</b>	<b>832</b>	<b>906</b>	<b>938</b>	

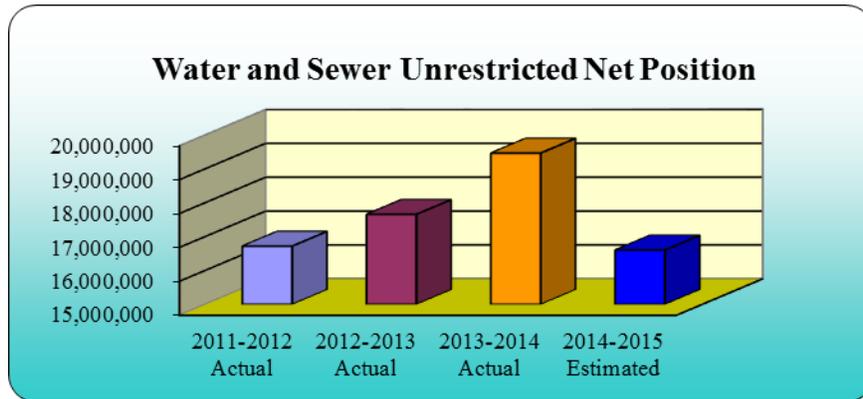
<b>Enterprise Fund Expenditure by Category</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	6,608,243	7,425,224	7,548,178	1.7%
Operations	12,589,540	13,447,998	13,141,113	-2.3%
Capital	38,527	5,776,950	7,837,548	35.7%
Contingency	-	150,000	150,000	0.0%
Special Appropriations	44,217	51,170	62,367	21.9%
Debt Service	1,177,699	4,459,268	4,075,920	-8.6%
Interfund Transfers	1,306,199	972,128	872,946	-10.2%
Pro Rata Reimbursement	3,769,333	3,975,939	4,021,281	1.1%
<b>Expenditure Total</b>	<b>25,533,758</b>	<b>36,258,677</b>	<b>37,709,353</b>	<b>4.0%</b>
<b>Per Capita</b>	<b>637</b>	<b>906</b>	<b>938</b>	

# Water and Sewer Fund

## Unrestricted Net Position Projection

The unrestricted net position in the Water and Sewer Fund was \$19,464,584 on June 30, 2014. This amount is expected to decrease by \$2,861,708 during FY2014-2015. To begin FY2015-2016 the unrestricted net position of the Water and Sewer Fund is expected to be \$16,602,876.

	2011-2012 Actual	2012-2013 Actual	2013-2014 Actual	2014-2015 Estimated
<b>Unrestricted Net Position</b>				
Water and Sewer Fund	16,718,130	17,656,507	19,464,584	16,602,876
Dollar Change	(2,247,067)	938,377	1,808,077	(2,861,708)
Percent Change	-11.8%	5.6%	10.2%	-14.7%



# Public Utilities Administration



Additional Information about the Public Utilities Administration may be obtained by calling Kevin Greer, P.E., DS-A, CS-4, Assistant Public Services Director, at 828.323.7427 or [kgreer@hickorync.gov](mailto:kgreer@hickorync.gov)

## **Functional Area: Environmental Protection**

### **Mission Statement:**

To respond to Federal, State and Local requirements, to educate the community about public utilities, and to provide leadership in developing regional utility agreements in anticipation of becoming a regional provider.

### **2014/2015 Accomplishments:**

- Completed evaluation and design of Central Business District Infrastructure Revitalization Project
- Executed renewal Emergency Purchase Agreement with the Town of Mooresville
- Completed construction of the Hickory-Catawba Wastewater Treatment Facility

### **2015/2016 Goals and Objectives:**

- **Goal:** Improve service delivery and efficiency through implementing technology.  
**Objective:** Integrate mapping and work order completion onto digital format through use of specialty software and media.
- **Goal:** Promote environmental protection.  
**Objective:** Initiate primary repairs identified for Geitner Basin and Central Business District.
- **Goal:** Improve accounting of Public Utilities Operations.  
**Objective:** Continue, monitor and improve tracking of water balance.

<b>Performance Measures</b>	<b>2012-2013 Actual</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Estimated</b>	<b>2015-2016 Goal</b>
<b><i>Work Load</i></b>				
# of publications produced per year	16	10	14	8
<b><i>Efficiency</i></b>				
% of meters read per month	99.0%	99.9%	99.9%	99.0%
<b><i>Effectiveness</i></b>				
% of construction plans reviewed within 10 days	100%	100%	100%	100%

# Public Utilities Administration



Public Utilities Administration is responsible for ensuring proper management and operation of the Public Utilities Department. They are directly responsible for budget preparation and management, meter reading, capital projects/planning and development, plan review and permit writing. Public Utilities Administration manages the water and wastewater enterprise fund.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	589,629	726,488	686,978	-5.4%
Operations	2,152,291	2,194,604	2,213,783	0.9%
Capital	4,714	150,800	136,600	-9.4%
Contingency	-	150,000	150,000	0.0%
Special Appropriations	44,217	51,170	62,367	21.9%
Pro Rata Reimbursement	3,182,849	3,371,871	3,399,103	0.8%
<b>Expenditure Total</b>	<b>5,973,700</b>	<b>6,644,933</b>	<b>6,648,831</b>	<b>0.1%</b>
<b>Per Capita</b>	<b>149</b>	<b>166</b>	<b>165</b>	<b>-0.4%</b>

<b>Revenues by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Sales and Services	20,740,929	20,832,000	21,103,000	1.3%
Investment Earnings	88,012	100,000	50,000	-50.0%
Miscellaneous	685,024	321,690	320,000	-0.5%
Other Financing Sources	885,000	3,122,250	5,500,000	76.2%
<b>Revenue Total</b>	<b>22,398,965</b>	<b>24,375,940</b>	<b>26,973,000</b>	<b>10.7%</b>

<b>Authorized Personnel</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Full Time	10	11	10	-9.1%
Part Time	1	1	1	0.0%
<b>Total</b>	<b>11</b>	<b>12</b>	<b>11</b>	<b>-8.3%</b>

# Utilities Collection Division



Additional Information about the Collection System Division may be obtained by calling Shawn Pennell, CS-4, DS-A, Collection System Manager, at 828.323.7427 or [spennell@hickorync.gov](mailto:spennell@hickorync.gov)

## **Functional Area: Environmental Protection**

### **Mission Statement:**

To maintain and timely repair water and wastewater facilities in order to protect the environment and natural resources of the community.

### **2014/2015 Accomplishments:**

- Design and replacement of Lakeshore Pumping Station
- Complete replacement of Maple Place Pumping Station
- Complete design of Murray Basin Sewer Project
- Complete Geitner Basin Sanitary Sewer Evaluation study

### **2015/2016 Goals and Objectives:**

- **Goal:** To meet the state requirement for sanitary sewer line cleaning.  
**Objective:** To clean a minimum of 10% of the sanitary sewer system.
- **Goal:** To meet the goal for sanitary sewer line right-of-way maintenance.  
**Objective:** To maintain 20% of sanitary main right-of-way per year.

<b>Performance Measures</b>	2012-2013 Actual	2013-2014 Actual	2014-2015 Estimated	2015-2016 Goal
<b><i>Work Load</i></b>				
Total linear feet of sewer line cleaned	262,000	109,770	200,000	260,000
Total # of sewer service requests	235	199	192	250
<b><i>Efficiency</i></b>				
Average cost per request for sewer maintenance	\$198	\$220	\$205	\$250
<b><i>Effectiveness</i></b>				
% of Right-of-Way maintained	22%	20%	20%	20%

# Utilities Collections Division



This division is responsible for proper operation and maintenance of Hickory’s 476 miles of collection system and 51 pump stations. This operation is staffed 24 hours a day with State Certified Operators on each crew that performs construction or maintenance.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	642,501	692,739	698,724	0.9%
Operations	667,704	690,279	712,911	3.3%
Capital	-	293,500	131,200	-55.3%
<b>Expenditure Total</b>	<b>1,310,205</b>	<b>1,676,518</b>	<b>1,542,835</b>	<b>-8.0%</b>
<b>Per Capita</b>	<b>33</b>	<b>42</b>	<b>38</b>	<b>-8.4%</b>

<b>Revenues by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Sales and Services	30,886	25,000	25,000	0.0%
<b>Revenue Total</b>	<b>30,886</b>	<b>25,000</b>	<b>25,000</b>	<b>0.0%</b>

<b>Authorized Personnel</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Full Time	13	13	13	0.0%
Part Time	1	1	1	0.0%
<b>Total</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>0.0%</b>

# Henry Fork Plant Division



Additional Information about the Henry Fork Division may be obtained by calling Robert Shaver, WWT-4, Utilities Plant Supervisor, at 828.294.0861 or [rshaver@hickorync.gov](mailto:rshaver@hickorync.gov)

**Functional Area:    Environmental Protection**

**Mission Statement:**

To promote and protect the environment, health and natural resources of customers through responsible stewardship in the treatment of wastewater returned to streams and lakes.

**2014/2015 Accomplishments:**

- Partnered with local Boy Scout troop on an Eagle Scout project to increase wildlife habitat within the facility.
- Completed and submitted the NPDES permit renewal application.
- Collaborated with the Risk Management department and Public Utilities staff to update the Emergency Response Plan for all Wastewater facilities.

**2015/2016 Goals and Objectives:**

- **Goal:** Work to develop a cross training program with each wastewater facility.  
**Objective:** To ensure a well trained staff with a diverse skill set.
- **Goal:** Maintain a safe and effective workplace.  
**Objective:** To meet or exceed NPDES permit requirements and promote coworker safety.
- **Goal:** Implement new eDMR (Electronic Discharge Monitoring Report) requirement.  
**Objective:** Meet the deadline for eDMR submission when new NPDES permit is issued.

<b>Performance Measures</b>	2012-2013 Actual	2013-2014 Actual	2014-2015 Estimated	2015-2016 Goal
<b><i>Work Load</i></b>				
Tons of solids hauled to Compost Facility	1,614	1,759	1,470	1,800
<b><i>Efficiency</i></b>				
Chemical cost per thousand gallons wastewater treated	\$0.04	\$0.03	\$0.06	\$0.06
<b><i>Effectiveness</i></b>				
% of solids removal through the facility	96.5%	97%	97%	90%

# Henry Fork Plant Division



This division is responsible for ensuring wastewater is properly treated before discharge into the Jacob Fork River. This is a nine million gallons per day facility, staffed continuously with State Certified Operators. This facility receives wastewater flow generally from areas in South Hickory and Burke County.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	455,171	496,637	498,819	0.4%
Operations	459,696	569,791	568,444	-0.2%
Capital	1,170	182,000	206,500	13.5%
<b>Expenditure Total</b>	916,037	1,248,428	1,273,763	2.0%
<b>Per Capita</b>	23	31	32	1.6%

<b>Revenues by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Restricted Intergovernmental	81,708	85,000	85,000	0.0%
<b>Revenue Total</b>	81,708	85,000	85,000	0.0%

<b>Authorized Personnel</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Full Time	10	10	10	0.0%
Part Time	1	1	1	0.0%
<b>Total</b>	11	11	11	0.0%

# Northeast Plant Division



Additional Information about the Northeast Plant Division may be obtained by calling Keith Rhyne, WWT-4, WWTP Superintendent, at 828.322.5075 or [krhyne@hickorync.gov](mailto:krhyne@hickorync.gov)

**Functional Area:    Environmental Protection**

**Mission Statement:**

To promote and protect the environment, health and natural resources of customers through responsible stewardship in the treatment of wastewater returned to streams and lakes.

**2014/2015 Accomplishments:**

- Completed NPDES Renewal.
- Developed comprehensive preventative maintenance program.
- Plant solids removal is at 98% and chemical cost per thousand gallons is at \$0.03.

**2015/2016 Goals and Objectives:**

- **Goal:** Implement the new EDMR (Electronic Discharge Monitoring Report) requirement.  
**Objective:** Meet the deadline for EDMR submission when the new NPDES is issued.
- **Goal:** Create new process control strategies for the plant nutrient removal process.  
**Objective:** Develop new bench sheets to monitor for nitrites, nitrates, ORP (oxygen reduction potential) and alkalinity.
- **Goal:** Educate and train operators on wastewater laboratory procedures.  
**Objective:** Schedule operators to watch and learn lab procedures for analyzing wastewater samples.

<b>Performance Measures</b>	2012-2013 Actual	2013-2014 Actual	2014-2015 Estimated	2015-2016 Goal
<b><i>Work Load</i></b>				
Tons of solids hauled to Compost Facility	880	1006	800	1,000
<b><i>Efficiency</i></b>				
Chemical cost per thousand gallons wastewater treated	\$0.032	\$0.030	\$0.030	\$0.050
<b><i>Effectiveness</i></b>				
% of solids removal through the facility	97%	97%	98%	90%

# Northeast Plant Division



This division is responsible for ensuring wastewater is properly treated before discharge into the Catawba River/Lake Hickory. This is a six million gallons per day facility staffed continuously with State Certified Operators. This facility receives wastewater flow generally from North Hickory and Alexander County.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	468,608	520,071	527,287	1.4%
Operations	393,534	524,170	481,438	-8.2%
Capital	1,682	170,000	70,000	-58.8%
<b>Expenditure Total</b>	863,824	1,214,241	1,078,725	-11.2%
<b>Per Capita</b>	22	30	27	-11.6%

<b>Authorized Personnel</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Full Time	11	11	11	0.0%
<b>Total</b>	11	11	11	0.0%

# Water Plant Division



Additional Information about the Water Plant Division may be obtained by calling Richard Stine, WT-A, Water Treatment Plant Superintendent, at 828.323.7530 or [rstine@hickorync.gov](mailto:rstine@hickorync.gov)

## **Functional Area: Environmental Protection**

### **Mission Statement:**

To promote and protect the environment, health and natural resources of customers through responsible stewardship in the treatment of water.

### **2014/2015 Accomplishments:**

- Provided guided tours to Elementary, High School and University students totaling over 200.
- Received AWOP (Area Wide Optimization Program) Award for excellence in water treatment for 2014.
- Completed design of replacement Emergency Generator and Pump Control VFD upgrade.

### **2015/2016 Goals and Objectives:**

- **Goal:** Reduce customer complaints of water quality (cloudy water).  
**Objective:** Maintain a good flushing program to eliminate aging water.
- **Goal:** Provide adequate potable water for our customers for all their needs while meeting North Carolina and EPA Safe Drinking Water Standards.  
**Objective:** Continuously monitor plant operations for efficiency in chemical demand while keeping chemical costs at minimum levels.
- **Goal:** Reduce expenses in water treatment but retain maximum water quality.  
**Objective:** Optimize chemical feed rates to eliminate waste through the use of laboratory analysis of chemical feed rates and optimize electrical usage during peak hour usage.

<b>Performance Measures</b>	2012-2013 Actual	2013-2014 Actual	2014-2015 Estimated	2015-2016 Goal
<b><i>Work Load</i></b>				
Average million gallons treated per day	10.9	10.4	11.0	11.0
Million Gallons of Billed Water per all staff FTE	54.45	52.43	55.32	67.80
<b><i>Efficiency</i></b>				
Peak capacity daily demand as a percent of treatment	38.8%	39.0%	44.6%	44%
Billed water as % of finished water	85%	85%	85%	85%
<b><i>Effectiveness</i></b>				
Customer complaints about water quality per 1,000 meters	0.26	0.19	0.79	0.50

# Water Plant Division



This division is responsible for providing safe drinking water to be distributed to our customers. The City of Hickory’s Water Treatment Facility is a 32 million gallons per day facility currently producing an average of 13.85 MGD.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	527,111	564,564	576,020	2.0%
Operations	2,057,848	2,033,532	1,774,677	-12.7%
Capital	2,339	231,500	3,204,000	1284.0%
<b>Expenditure Total</b>	<b>2,587,298</b>	<b>2,829,596</b>	<b>5,554,697</b>	<b>96.3%</b>
<b>Per Capita</b>	<b>65</b>	<b>71</b>	<b>138</b>	<b>95.4%</b>

<b>Revenues by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Restricted Intergovernmental	1,480,539	1,265,217	1,265,217	0.0%
<b>Revenue Total</b>	<b>1,480,539</b>	<b>1,265,217</b>	<b>1,265,217</b>	<b>0.0%</b>

<b>Authorized Personnel</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Full Time	11	11	11	0.0%
Part Time	2	2	2	0.0%
<b>Total</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>0.0%</b>

# Pretreatment/Lab Division



Additional Information about the Pretreatment/Lab Division may be obtained by calling Susan McNeely, Pretreatment Supervisor, at 828.322.4821 or [smcneely@hickorync.gov](mailto:smcneely@hickorync.gov)

**Functional Area: Environmental Protection**

**Mission Statement:**

To provide quality laboratory/pretreatment services in order to promote and protect the environment and natural resources.

**2014/2015 Accomplishments:**

- Obtained approval from NCDWR for Northeast WWTP’s Renewal Headwork’s Analysis.
- Assisted with submittal information for Henry Fork, Northeast, Catawba, North and McLin WWTF’s renewal NPDES Permit application packages.
- Host city for the State of NC Pretreatment Workshops.

**2015/2016 Goals and Objectives:**

- **Goal:** Maintain Oil & Grease Policy  
**Objective:** To monitor Hickory’s approximate 207 Oil & Grease Contributors.
- **Goal:** Maintain the City of Hickory’s Pretreatment Program  
**Objective:** To monitor Hickory’s 16 Industrial Users.

<b>Performance Measures</b>	2012-2013 Actual	2013-2014 Actual	2014-2015 Estimated	2014-2015 Goal
<b><i>Work Load</i></b>				
# of industrial contacts for assistance of permits annually	721	693	500	500
<b><i>Efficiency</i></b>				
% of oil and grease contributors re-inspected	4.6%	3.83%	6%	10%
<b><i>Effectiveness</i></b>				
% of industrial permit non-compliant	4.0%	2.7%	5%	5%

# Pretreatment/Lab Division



The Pretreatment/Lab Division performs laboratory services for the Henry Fork and Northeast Wastewater Treatment Facilities. This division also performs biological and chemical testing for industries that make up the City of Hickory's Pretreatment Program.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	355,594	363,002	370,661	2.1%
Operations	142,871	194,798	188,772	-3.1%
Capital	5,729	9,300	7,400	-20.4%
<b>Expenditure Total</b>	504,194	567,100	566,833	0.0%
<b>Per Capita</b>	13	14	14	-0.5%

<b>Authorized Personnel</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Full Time	7	7	7	0.0%
Part Time	1	1	1	0.0%
<b>Total</b>	8	8	8	0.0%

# Distribution Division



Additional Information about the Utilities Distribution Division may be obtained by calling Paul Solomon, DS-A, CS-1, Water Distribution Manager, at 828.323.7427 or [psolomon@hickorync.gov](mailto:psolomon@hickorync.gov)

## **Functional Area: Environmental Protection**

### **Mission Statement:**

To provide premium quality water and sewer service to all existing and new customers as it relates to construction.

### **2014/2015 Accomplishments:**

- Completed installation of 488 radio read meters in the Mt. View Community.
- Completed the 5<sup>th</sup> St SE, 3<sup>rd</sup> St SE, 5th Ave SE Water system rehabilitation project.
- Completed the Alexander County Bethlehem-Ellendale expansion and upgrade project.
- Completed Southeastern Catawba County (SECC) infrastructure upgrade with IMG tank and booster station.

### **2015/2016 Goals and Objectives:**

- **Goal:** Environmental Stewardship and meet requirement of Safe Drinking Water Act.  
**Objective:** To maintain state approved Chlorine residuals throughout the Distribution System.
- **Goal:** Improve Utilities Distribution Record Keeping.  
**Objective:** Update City of Hickory Water Distribution Comprehensive Maps.
- **Goal:** To improve Utilities Distribution Operations and Maintenance Technology.  
**Objective:** Update Equipment, Materials and Computer Technology to improve the overall efficiency of the Utilities Distribution Division.

<b>Performance Measures</b>	2012-2013 Actual	2013-2014 Actual	2014-2015 Estimated	2015-2016 Goal
<b><i>Work Load</i></b>				
Thousands of gallons of billed water per meter	137.7	134.2	143.6	160
Millions of gallons of billed water per water services FTE's	60.2	59.3	65.5	55
Miles of main line pipe per square mile of service area	2.8	2.8	2.8	2.7
Breaks and leaks per mile of main pipe line	0.18	0.22	.22	.23
<b><i>Efficiency</i></b>				
Percent of existing pipeline replaced or rehabbed	0.14%	0.00%	0.12%	0.10%
<b><i>Effectiveness</i></b>				
Percent of water bills not collected	2.93%	3.83%	2.85%	3.0%

# Distribution Division



This division is responsible for proper operation and maintenance of Hickory's 717 miles of distribution system. This operation is staffed with State Certified Operators on each construction crew that performs construction, maintenance or service connection installations.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	1,444,990	1,635,249	1,699,312	3.9%
Operations	884,583	806,078	809,610	0.4%
Capital	4,487	313,000	272,000	-13.1%
<b>Expenditure Total</b>	<b>2,334,060</b>	<b>2,754,327</b>	<b>2,780,922</b>	<b>1.0%</b>
<b>Per Capita</b>	<b>58</b>	<b>69</b>	<b>69</b>	<b>0.5%</b>

<b>Revenues by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Sales and Services	129,487	110,000	110,000	0.0%
<b>Revenue Total</b>	<b>129,487</b>	<b>110,000</b>	<b>110,000</b>	<b>0.0%</b>

<b>Authorized Personnel</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Full Time	34	34	35	2.9%
Part Time	4	4	4	0.0%
<b>Total</b>	<b>38</b>	<b>38</b>	<b>39</b>	<b>2.6%</b>



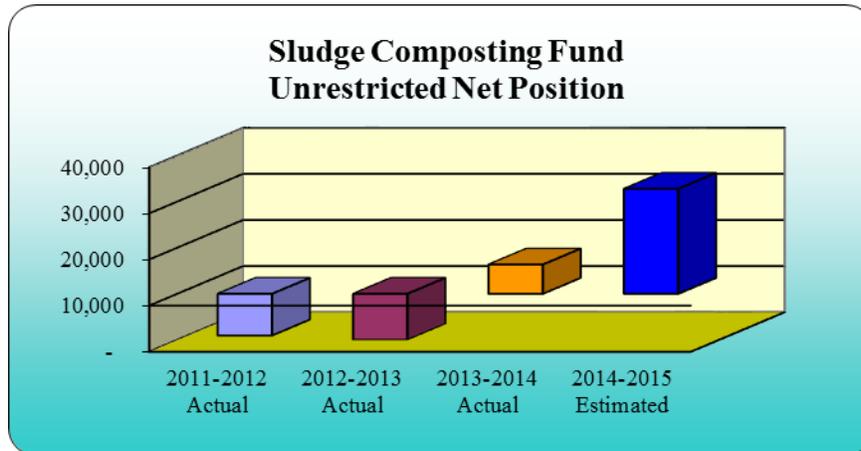
# Sludge Composting Fund

The Sludge Composting Fund consists of only one department, the Sludge Compost Facility of the Public Services Department. The fund exists because of the shared ownership of the facility; Catawba County and the cities of Hickory and Conover own the facility as part of the Sludge Consortium. Hickory serves as the lead agent. The original facility was built in the late 1980's through a grant from the Environmental Protection Agency (EPA).

## Unrestricted Net Position Projection

The Sludge Composting Fund's unrestricted net position was \$16,348 on June 30, 2014. This amount is expected to increase by \$16,433 during FY2014-2015. The unrestricted net position of the Sludge Composting Fund is expected to be \$16,433 to begin FY2015-2016. This facility is a regionally operated facility whose operating costs are funded by the participating units. The City of Hickory provides administrative support and retains title to all fund assets. The facility was originally constructed with an innovative technology grant received from the Federal Environmental Protection Agency. The updated facility has been in operation since 1993. Trend information related to Sludge Composting Fund retained earning balance is presented below:

	2011-2012	2012-2013	2013-2014	2014-2015
<b>Unrestricted Net Position</b>	Actual	Actual	Actual	Estimated
Sludge Composting Fund	969	3	16,348	32,781
Dollar Change	969	(966)	16,345	16,433
Percent Change	100.0%	-99.7%	544833.3%	100.5%



# Sludge Composting Division



Additional Information about the Sludge Compost Facility of the Public Services Department may be obtained by calling Kevin Greer, P.E., DS-A, CS-4, Assistant Public Services Director, at 828.323.7427 or [kgreer@hickorync.gov](mailto:kgreer@hickorync.gov)

**Functional Area: Environmental Protection**

**Mission Statement:**

To accept and treat wastewater biosolids generated in the region into a reusable product, which has a positive impact on the environment.

**2014/2015 Accomplishments:**

- Successfully processed all bio-solids generated by Wastewater Treatment Facilities.
- Achieved an aggregated operational time percentage of 99%

**2015/2016 Goals and Objectives:**

- **Goal:** Meet and exceed all 40 CFR Part 503 and State Biosolids Requirements  
**Objective:** To continue to produce a product that can be distributed.
- **Goal:** To provide a safe workplace for all employees and visitors  
**Objective:** Operate the facility with no lost time or OSHA recordable injuries
- **Goal:** To be a good neighbor to the surrounding community  
**Objective:** Operate the facility with no odor complaints

<b>Performance Measures</b>	<b>2012-2013 Actual</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Estimated</b>	<b>2015-2016 Goal</b>
<b><i>Work Load</i></b>				
Average million gallons of sludge treated (annually)	14,921,000	13,715,000	15,027,000	15,000,000
Average dry tons treated (daily)	8.03	8.33	9.00	9.00
Cubic Yards of compost sold	10,452	12,940	10,738	12,000
<b><i>Efficiency</i></b>				
Avg. cost per dry ton produced	\$731	\$646.26	\$701	\$600
<b><i>Effectiveness</i></b>				
Percentage of weeks compliant with Residuals Permit	100%	100%	100%	100%

# Sludge Composting Division



This facility is operated under contract with Veolia Water for the Sludge Consortium, of which Hickory is the lead agent. This facility is responsible for accepting biosolids from consortium participants and producing Class “A” residual compost.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Operations	1,456,683	1,618,144	1,556,202	-3.8%
Capital	-	50,000	50,000	0.0%
Pro Rata Reimbursement	112,057	115,415	118,874	3.0%
<b>Expenditure Total</b>	<b>1,568,740</b>	<b>1,783,559</b>	<b>1,725,076</b>	<b>-3.3%</b>
<b>Per Capita</b>	<b>39</b>	<b>45</b>	<b>43</b>	<b>-3.7%</b>

<b>Revenues by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Restricted Intergovernmental	1,594,004	1,783,559	1,725,076	-3.3%
Miscellaneous	37,809	-	-	0.0%
<b>Revenue Total</b>	<b>1,631,813</b>	<b>1,783,559</b>	<b>1,725,076</b>	<b>-3.3%</b>

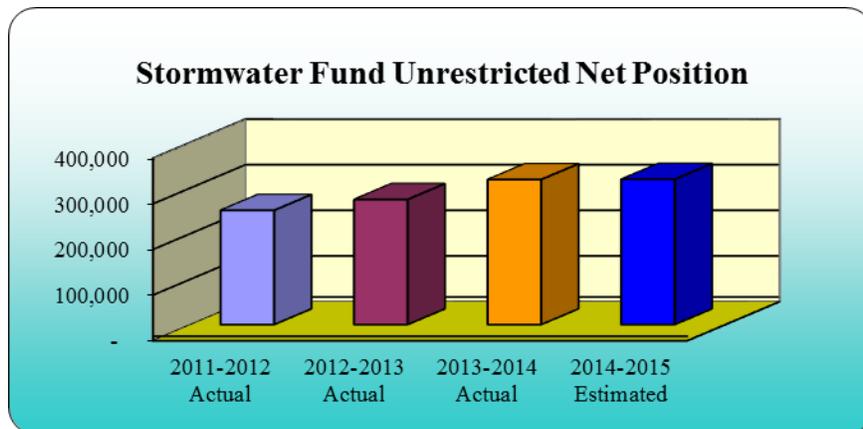
# Stormwater Fund

Stormwater Fund consists of only one department.

## Unrestricted Net Position Projection

The Stormwater Fund’s unrestricted net position were \$ 327,607 on June 30, 2014. This amount is expected to increase by \$619 during FY2014-2015. The unrestricted net positions of the Stormwater Fund are expected to be \$328,226 to begin FY2015-2016.

	2011-2012	2012-2013	2013-2014	2014-2015
<b>Unrestricted Net Position</b>	Actual	Actual	Actual	Estimated
Stormwater Fund	260,143	283,982	327,607	328,226
Dollar Change	113,070	23,839	43,625	619
Percent Change	76.9%	9.2%	15.4%	0.2%



# Stormwater Division



The Stormwater Fund was presented for the first time in the FY2007-2008 budget document. The City continues their efforts in the process of developing recommendations related to the implementation of new federal stormwater mandates. However, in order to gain a greater understanding of the amount of money the City is spending related to stormwater activities, we began tracking expenses in this area in FY2007-2008. The Stormwater Division is located on the second floor of the municipal building. The Stormwater Engineer works with the Engineering Division staff to provide engineering services related to the City's storm drainage system, and serves as the primary contact for compliance with the National Pollutant Discharge Elimination System Phase II regulations.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	106,936	105,068	106,644	1.5%
Operations	300,799	159,188	159,249	0.0%
<b>Expenditure Total</b>	<b>407,735</b>	<b>264,256</b>	<b>265,893</b>	<b>0.6%</b>
<b>Per Capita</b>	<b>10</b>	<b>7</b>	<b>7</b>	<b>0.2%</b>

<b>Revenues by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Miscellaneous	57,812	-	-	0.0%
Investment Earnings	1,372	-	-	0.0%
Other Financing Sources	682,815	264,256	265,893	0.6%
<b>Revenue Total</b>	<b>741,999</b>	<b>264,256</b>	<b>265,893</b>	<b>0.6%</b>

<b>Authorized Personnel</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Full Time	1	1	1	0.0%
Part Time	1	1	1	0.0%
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0.0%</b>



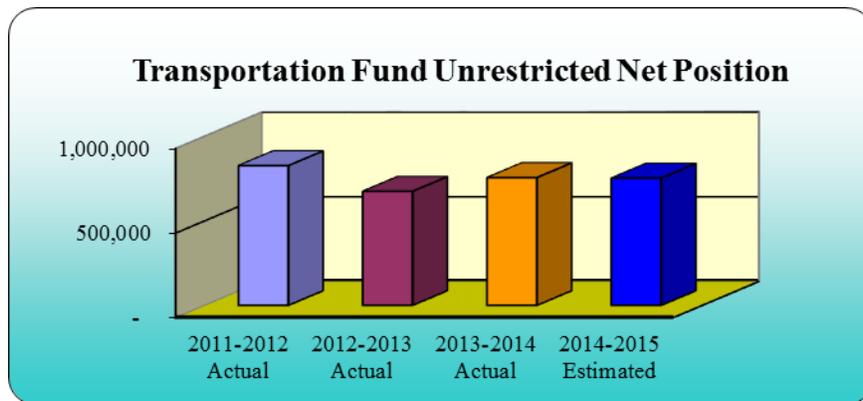
# Transportation Fund

With the growth of Hickory Metro Area, no issue is more prominent than the very conduit that feeds that growth, the transportation system. The Transportation Fund includes the Hickory Regional Airport (including tower operations) and the FBO (Fixed Based Operations). The Transportation Fund was established to differentiate the divisions from General Fund departments because of the intergovernmental coalitions that fund the activities in conjunction with the City of Hickory.

## Unrestricted Net Position Projection

The Transportation Fund’s unrestricted net position was \$764,010 on June 30, 2014. During FY2014-2015 this amount is expected to decrease \$3,365. To begin FY2015-2016 the unrestricted net position of the Transportation Fund is expected to be \$760,645. Trend information for the Transportation Fund is presented below:

	2011-2012	2012-2013	2013-2014	2014-2015
<b>Unrestricted Net Position</b>	Actual	Actual	Actual	Estimated
Transportation Fund	834,627	682,920	764,010	760,645
Dollar Change	(145,899)	(151,707)	81,090	(3,365)
Percent Change	-14.9%	-18.2%	11.9%	-0.4%



Additional Information about the Airport may be obtained by calling Terry Clark at 828.323.7408 or [tclark@hickorync.gov](mailto:tclark@hickorync.gov)

**Functional Area:    Transportation**

**Mission Statement:**

Ensure the Hickory Regional Airport is managed in a safe and efficient manner consistent with federal, state and local laws and regulations and to ensure the airport meets the current and future needs of the aviation public.

**2014/2015 Accomplishments:**

- Received network connection to City’s server & Cisco phone system
- Rehabilitated markings on runways and taxiways via NCDOT Grant
- Continue to retain 139 Certification
- Continue to convert leases into Commercial Use Permits
- Compliant with NCDENR Stormwater Pollution Prevention and Spill Prevention Control

**2015/2016 Goals and Objectives:**

- **Goal:** Complete overlay rehabilitation of the north & south ramps and north apron  
**Objective:** To maintain the airports infrastructure and furnish customers with a well-maintained airfield
- **Goal:** Continue to maintain airfield and operations to meet 139 Certification requirements  
**Objective:** To entice commercial air service to the Hickory Regional Airport
- **Goal:** Market the airport facilities for aviation and non-aviation purposes  
**Objective:** To increase public and aviation community awareness of available services and venues
- **Goal:** Continue to research and apply for Grants  
**Objective:** To build and improve the airport’s infrastructure for the future

<b>Performance Measures</b>	2012-2013 Actual	2013-2014 Actual	2014-2015 Estimated	2015-2016 Goal
<i><b>Work Load</b></i>				
# of aircraft Inspections	730	730	730	730
<i><b>Efficiency</b></i>				
# of operations per year	31,947	28,159	25,263	28,500
<i><b>Effectiveness</b></i>				
# of airfield incursions	0	0	0	0

# Airport Division



The Airport Division is responsible for the maintenance and operation of the City's airport according to City policy and Federal Aviation Administration (FAA) regulations. The Airport Manager supervises general airport operations, Airport Tower operations and the FBO (Fixed Based Operations). Promotion of the services that are offered at the Hickory Airport is the responsibility of this division.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	204,020	194,410	198,877	2.3%
Operations	199,993	182,499	184,861	1.3%
Capital	9,401	-	15,000	100.0%
Pro Rata Reimbursement	110,406	113,713	117,118	3.0%
<b>Expenditure Total</b>	<b>523,820</b>	<b>490,622</b>	<b>515,856</b>	<b>5.1%</b>
<b>Per Capita</b>	<b>13</b>	<b>12</b>	<b>13</b>	<b>4.7%</b>

<b>Revenues by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Restricted Intergovernmental	3,365	-	-	0.0%
Sales and Services	56,741	74,020	58,368	-21.1%
Investment Earnings	2,215	2,000	1,000	-50.0%
Miscellaneous	2,791	-	-	0.0%
Other Financing Sources	101,763	108,949	53,422	-51.0%
<b>Revenue Total</b>	<b>166,875</b>	<b>184,969</b>	<b>112,790</b>	<b>-39.0%</b>

<b>Authorized Personnel</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Full Time	3	3	3	0.0%
Part Time	2	-	-	0.0%
<b>Total</b>	<b>5</b>	<b>3</b>	<b>3</b>	<b>0.0%</b>

# Fixed Base Operations Division



Additional Information about the Fixed Based Operations Division may be obtained by calling Terry Clark at 828.323.7408 or [tclark@hickorync.gov](mailto:tclark@hickorync.gov)

**Functional Area:    Transportation**

**Mission Statement:**

The Hickory Regional Airport fixed based operations is dedicated in providing the best aviation fuel service and storage of aircraft possible to the aviation community while providing a safe workplace and maintaining and excellent on-time performance to meet the needs of our based and transient customers. Our staff are highly trained and experienced in airport fueling and towing operations. We are dedicated in expanding our operations while maintaining the same high level of services throughout.

**2014/2015 Accomplishments:**

- Provided additional & more efficient services to our customers via TotalFBO software
- Made needed improvements/repairs to Hangars S1 & S5
- Updated security surveillance equipment
- Offered competitive fuel prices & excellent services
- Network Connection to City’s server & Cisco phone system

**2015/2016 Goals and Objectives:**

- **Goal:** To provide desirable and well maintained hangar space  
**Objective:** To increase revenues by increasing our based aircraft customers
- **Goal:** Evaluate, train and increase service level performance of personnel  
**Objective:** Have well-trained personnel to better serve our customers
- **Goal:** Continue to evaluate infrastructures, i.e. FBO building and hangars for maintenance & repairs  
**Objective:** To provide our customers with well-maintained facilities
- **Goal:** To offer competitive fuel prices and services to aviation community  
**Objective:** To increase revenues and be the go to airport in Western North Carolina for fuel, services and amenities

<b>Performance Measures</b>	2012-2013 Actual	2013-2014 Actual	2014-2015 Estimated	2015-2016 Goal
<b><i>Work Load</i></b>				
Gallons of aviation fuel sold at Airport	334,407	418,382	411,425	450,000
# of based aircraft	70	88	88	90
<b><i>Efficiency</i></b>				
# of aircraft fueled	New	4,037	3,530	4,000
<b><i>Effectiveness</i></b>				
Value of based aircraft (annual)	*26,911,990	*26,316,182	*26,423,306	26,500,000

\*Represents Calendar Years

# Fixed Base Operations Division



Fixed based operations is a new division of the Hickory Regional Airport. The City of Hickory assumed fixed based operations at the Airport in December 2011, and the revenue and expenses associated with that operation will be included as its own cost center in this year's budget.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	273,223	292,977	296,142	1.1%
Operations	222,375	202,530	212,920	5.1%
Capital	1,417	44,600	65,000	45.7%
<b>Expenditure Total</b>	<b>497,015</b>	<b>540,107</b>	<b>574,062</b>	<b>6.3%</b>
<b>Per Capita</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>5.8%</b>

<b>Revenues by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Sales and Services	2,123,697	2,245,760	2,377,128	5.8%
<b>Revenue Total</b>	<b>2,123,697</b>	<b>2,245,760</b>	<b>2,377,128</b>	<b>5.8%</b>

<b>Authorized Personnel</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Full Time	4	5	5	0.0%
Part Time	5	5	5	0.0%
<b>Total</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>0.0%</b>



# Solid Waste Fund

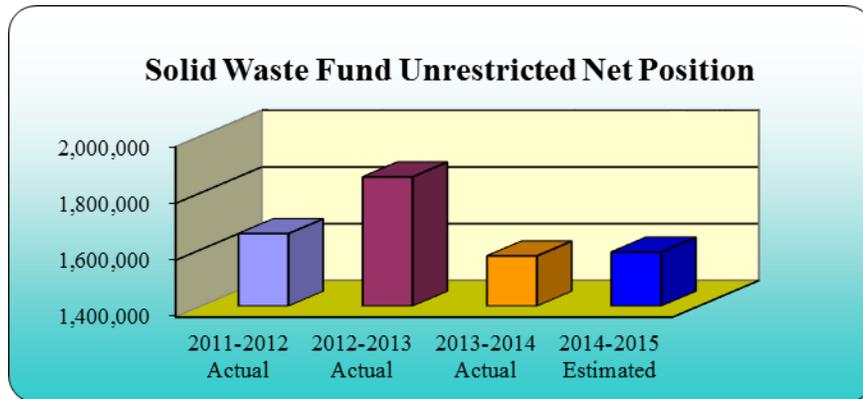


The Solid Waste Fund accounts for the City’s recycling operations, as well as commercial and residential sanitation services. This fund is considered an Enterprise Fund because it generates revenues through sales and services to support operations.

## Unrestricted Net Position Projection

The unrestricted net position of the Solid Waste Fund was \$1,576,885 on June 30, 2014. That amount is expected to increase by \$13,715 during FY2014-2015. To begin FY2015-2016, the unrestricted net position of the Solid Waste Fund is expected to be \$1,590,600. The fund’s income is derived from user fees for commercial bulk services, recycling fees and the general tax revenue of the City. Trend information related to the Solid Waste Fund retained earnings is presented below:

	2011-2012	2012-2013	2013-2014	2014-2015
<b>Unrestricted Net Position</b>	Actual	Actual	Actual	Estimated
Solid Waste Fund	1,655,365	1,855,309	1,576,885	1,590,600
Dollar Change	278,241	199,944	(278,424)	13,715
Percent Change	20.2%	12.1%	-15.0%	0.9%



# Sanitation Division



Additional Information about the Public Services Sanitation Division may be obtained by calling Andrew Ballentine, Solid Waste Supervisor, at 828-323-7439 or [aballentine@hickorync.gov](mailto:aballentine@hickorync.gov)

**Functional Area:    Environmental Protection**

**Mission Statement:**

To provide customers with a healthy and a sanitary environment through the collection, disposal and recycling of solid waste in the most productive manner while meeting the requirements of the North Carolina Solid Waste Management Act.

**2014/2015 Accomplishments:**

- Continued to contain cost and maximize the level of service for the residence of the City of Hickory
- Continue to improve a video and picture series to provide visual content to our Sanitation program enabling people to see what is required of them and how to properly participate in the program.

**2015/2016 Goals and Objectives:**

- **Goal:** Continued participation in the Performance Measurement Project  
**Objective:** Continue to use this tool as a way to measure departmental performance.
- **Goal:** Operational Efficiency of the Sanitation Division  
**Objective:** To continue to investigate our operation to maximize efficiency and minimize cost.
- **Goal:** Continue to educate the public regarding proper disposal methods for solid waste.  
**Objective:** Continue to utilize media, Snippets, Door hangers and other informational opportunities.
- **Goal:** To reduce the amount of garbage thrown away curbside through a new Single Stream Recycling Program.  
**Objective:** Utilize the expanded recycling program to make recycling easier for residents and therefore generating less garbage at the curb and therefore lowering disposal cost. (Implementation of new Single Stream Recycling Program has caused the change in the numbers reported for Budgeted FY15-16.)

<b>Performance Measures</b>	<b>2012-2013 Actual</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Estimated</b>	<b>2015-2016 Budgeted</b>
<b><i>Work Load</i></b>				
Tons collected per 1000 population	291	287	275	260
Tons per 1,000 collection points	962	947	909	860
<b><i>Efficiency</i></b>				
Direct cost per ton collected (annual)	\$27.27	\$29.86	\$30.00	\$40.50
Direct cost per collection point (annual)	\$6.52	\$6.97	\$7.00	\$8.40
<b><i>Effectiveness</i></b>				
Repeated collection points per 1,000 population	0.01%	0.01%	.01%	.01%

# Sanitation Division



This division manages routine garbage pickup in addition to several other waste removal services. Regular yard waste such as leaves, grass clippings, and shrubbery trimmings is collected curbside weekly on the same day as residential garbage pickup. Additional assistance is available for citizens with disabilities. A special pickup is available on Tuesdays and Thursdays for items such as appliances, furniture, yard waste, and bulky tree debris. Curbside leaf collections occur in the fall, and residents are advised in advance through the local media. The City operates a number of vacuum trucks, and citizens need not bag their leaves for collection.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	334,713	357,969	525,403	46.8%
Operations	399,609	420,775	422,390	0.4%
Capital	-	-	-	0.0%
<b>Expenditure Total</b>	<b>734,322</b>	<b>778,744</b>	<b>947,793</b>	<b>21.7%</b>
<b>Per Capita</b>	<b>18</b>	<b>19</b>	<b>24</b>	<b>21.2%</b>

<b>Authorized Personnel</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Full Time	8	8	11	37.5%
<b>Total</b>	<b>8</b>	<b>8</b>	<b>11</b>	<b>37.5%</b>

# Recycling Division



Additional Information about the Recycling Division may be obtained by calling Andrew Ballentine, Solid Waste Manager, at 828.323.7439 or [aballentine@hickorync.gov](mailto:aballentine@hickorync.gov)

## **Functional Area: Environmental Protection**

### **Mission Statement:**

To provide quality and timely waste reduction services to residential and business customers in order to continue to meet North Carolina’s Solid Waste Management Act and to reduce Hickory’s landfill waste.

### **2014/2015 Accomplishments:**

- Continued to reach more people with information on recycling and enable them to recycle more and be better stewards of the environment. We accomplished that through all types of media and presentations.
- Continue to improve a video and picture series to provide visual content to our Sanitation program enabling people to see what is required of them and how to properly participate in the program.

### **2015/2016 Goals and Objectives:**

- **Goal:** Continue to educate residents and business about recycling opportunities available to them  
**Objective:** Use media, Snippets, Door hangers and other informational opportunities.
- **Goal:** Improve recycling through enabling the City of Hickory and its residence to recycle and reuse items banned from the landfill  
**Objective:** Use media, Snippets, Door hangers and other informational opportunities.
- **Goal:** Continue to revitalize recycling programs throughout the Hickory School System and private schools within the city.  
**Objective:** Continue to contact and find people onsite at the schools to help drive the recycling efforts and education
- **Goal:** Implement Single Stream Recycling Program  
**Objective:** To increase the kinds of material and volume of material that is recycled and lower overall cost of recycling in the City of Hickory through the Single Stream Recycling Program. This program is the result of the changes in the FY15-16 numbers verses FY14-15 estimated

<b>Performance Measures</b>	2012-2013 Actual	2013-2014 Actual	2014-2015 Estimated	2015-2016 Goal
<b><i>Work Load</i></b>				
Tons of curbside recyclables collected	1,481	1,517	1,650	2,300
# of curbside collection points	12,100	12,100	12,100	12,200
<b><i>Efficiency</i></b>				
Direct cost per ton of curbside recyclables collected (annual)	\$237	\$233.33	\$213.00	\$125.39
Direct cost per curbside collection point (annual contract amount)	\$29.06	\$29.04	\$29.04	\$23.64
<b><i>Effectiveness</i></b>				
% of residential solid waste diverted by curbside program	13%	14%	17%	21%
% of eligible curbside pick-up points participating	76.83%	80.96%	82%	85%

# Recycling Division



The City of Hickory has an integrated waste reduction and recycling program in place. Services are provided curbside for the collection of appliances, yard waste, newspaper, catalogs and magazines as well as glass, plastic, and metal food and drink containers. The City also has two drop off recycling convenience centers for the public to use for the disposal of old corrugated cardboard, newspaper, plastic and all colors of food and drink glass bottling. The City has a permitted Yard Waste Composting Facility where mulch and compost is made from the collected yard waste. A new State law requires restaurants and bars with ABC permits to recycle. The Recycling Division is part of the City's enterprise Solid Waste Fund.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	632,541	665,979	592,968	-11.0%
Operations	1,563,305	1,492,409	1,433,802	-3.9%
Capital	-	1,310,000	255,000	-80.5%
Pro Rata Reimbursement	441,885	455,133	468,783	3.0%
<b>Expenditure Total</b>	<b>2,637,731</b>	<b>3,923,521</b>	<b>2,750,553</b>	<b>-29.9%</b>
<b>Per Capita</b>	<b>66</b>	<b>98</b>	<b>68</b>	<b>-30.2%</b>

<b>Revenues by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Sales and Services	2,350,524	2,579,924	2,882,200	11.7%
Investment Earnings	9,175	10,000	5,000	-50.0%
Miscellaneous	3,622	3,000	3,000	0.0%
Other Financing Sources	874,262	2,080,852	641,049	-69.2%
<b>Revenue Total</b>	<b>3,237,583</b>	<b>4,673,776</b>	<b>3,531,249</b>	<b>-24.4%</b>

<b>Authorized Personnel</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Full Time	16	16	13	-18.8%
Part Time	1	1	1	0.0%
<b>Total</b>	<b>17</b>	<b>17</b>	<b>14</b>	<b>-17.6%</b>

# Commercial Bulk Services Division



Additional Information about the Public Services Commercial Bulk Services Division may be obtained by calling Andrew Ballentine, Solid Waste Supervisor, at 828.323.7439 or [aballentine@hickorync.gov](mailto:aballentine@hickorync.gov)

**Functional Area: Environmental Protection**

**Mission Statement:**

To provide customers with a commercial bulk service, which meets their requirements and is done in a cost efficient manner for the city.

**2014/2015 Accomplishments:**

- Continued to contain cost and maximize the level of service for the customers of the City of Hickory
- Continue to improve the appeal of our services with new equipment and improved focus on other beneficial advantages of being a customer of the City of Hickory

**2015/2016 Goals and Objectives:**

- **Goal:** Increase customer base  
**Objective:** Increase our customer base through advertising and promoting the services available through the City of Hickory.
- **Goal:** Operational efficiency of the Commercial Bulk Division  
**Objective:** To continue to investigate our operation to maximize efficiency and minimize cost.
- **Goal:** Continue to educate the public regarding proper disposal methods for solid waste.  
**Objective:** Continue to utilize media, Snippets, Door hangers and other informational opportunities.

<b>Performance Measures</b>	<b>2012-2013 Actual</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Estimated</b>	<b>2015-2016 Goal</b>
<b><i>Work Load</i></b>				
# of boxes serviced per route	120	120	120	120
<b><i>Efficiency</i></b>				
Direct cost per ton collected	\$19.52	\$22.90	\$23.00	\$23.00
<b><i>Effectiveness</i></b>				
# of new permanent accounts	-8	-15	17	12

# Commercial Bulk Services Division



To better provide solid waste collection to commercial generators, the City of Hickory provides dumpster service for a fee. Currently Hickory services nearly 1,500 dumpsters a week, with an average of 96 boxes per route. The Commercial Bulk Collection Division operates as part of the enterprise Solid Waste Fund where any revenue is used to subsidize other City fees.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	465,042	559,835	518,244	-7.4%
Operations	412,326	422,669	434,006	2.7%
Capital	1,128	-	202,250	100.0%
Pro Rata Reimbursement	(77,864)	(80,193)	(82,597)	3.0%
<b>Expenditure Total</b>	<b>800,632</b>	<b>902,311</b>	<b>1,071,903</b>	<b>18.8%</b>
<b>Per Capita</b>	<b>20</b>	<b>23</b>	<b>27</b>	<b>18.3%</b>

<b>Revenues by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Sales and Services	1,194,149	1,190,200	1,184,000	-0.5%
<b>Revenue Total</b>	<b>1,194,149</b>	<b>1,190,200</b>	<b>1,184,000</b>	<b>-0.5%</b>

<b>Authorized Personnel</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Full Time	12	12	11	-8.3%
<b>Total</b>	<b>12</b>	<b>12</b>	<b>11</b>	<b>-8.3%</b>

# Board and Agency Funding



The City Council provides financial support to various organizations that contribute to the quality of life for all City residents, contribute to the revenue base of the City, or provide a necessary service that the City itself does not currently provide. To qualify for this type of funding, an organization must generally be non-profit with a policy of non-discrimination and submit multi-year plans, audited financial records and a list of board of directors.

Special Appropriations by Functional Area	2012-2013 Actual	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
<b>Transportation</b>					
Western Piedmont Regional Transit Authority	145,616	145,616	155,702	155,702	0%
<b>Total</b>	<b>145,616</b>	<b>145,616</b>	<b>155,702</b>	<b>155,702</b>	<b>0%</b>

Special Appropriations by Functional Area	2012-2013 Actual	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
<b>Environmental Protection</b>					
Catawba County EDC	35,250	35,334	37,480	37,371	0%
Habitat for Humanity	2,902	3,018	7,816	19,088	144%
Western Piedmont Council of Governments	5,328	5,865	5,874	5,908	1%
<b>Total</b>	<b>43,480</b>	<b>44,217</b>	<b>51,170</b>	<b>62,367</b>	<b>22%</b>

# Enterprise Fund Debt Service



<b>Enterprise Fund Debt</b>	2012-2013	2013-2014	2014-2015	2015-2016	Percent
	Actual	Actual	Budgeted	Budgeted	Change
<b>Water and Sewer Fund</b>					
<b>NC Revolving Loan</b>					
Cripple Creek	40,058	40,058	40,058	40,058	0%
Henry Fork Plant	710,000	710,000	710,000	710,000	0%
Interest	420,953	484,707	453,338	411,119	-9%
Northeast Plant	-	875,000	875,000	875,000	0%
Subtotal	1,171,011	2,109,765	2,078,396	2,036,177	-2%
<b>Bonded Debt</b>					
1994/2004 Water/Sewer Series	0	0	0	0	0%
1997 Water Bond Refunding	0	0	0	0	0%
Interest	0	0	0	0	0%
Subtotal	0	0	0	0	0%
<b>Intergovernmental Agreements</b>					
Catawba County Contracts	8,395	8,395	8,395	8,395	0%
Interest	0	0	0	0	0%
Subtotal	8,395	8,395	8,395	8,395	0%
<b>Installment Purchases</b>					
Area II Annexation- Sewer	199,974	199,475	199,475	199,475	0%
Henry Fork Sewer	476,188	475,000	475,000	475,000	0%
Hickory-Catawba Wastewater Treatment Plant	-	560,868	573,671	586,768	2%
Interest	286,124	480,419	440,881	401,054	-9%
Maiden Waterline	369,046	369,046	369,046	369,046	0%
Subtotal	1,331,332	2,084,808	2,058,073	2,031,343	-1%
<b>Water and Sewer Fund Total</b>	<b>2,510,738</b>	<b>4,202,968</b>	<b>4,144,864</b>	<b>4,075,915</b>	<b>-2%</b>

# Transfers/Other Financing Uses



<b>Transfers from Enterprise Funds</b>	2012-2013 Actual	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
<b>Water and Sewer Fund</b>					
Capital Reserve Fund	2,199,127	892,000	740,000	740,000	0%
General Capital Project	0	0	0	0	0%
General Fund	125,000	0	100,000	0	-100%
Stomwater Fund	105,038	126,199	132,128	132,946	1%
Water and Sewer Capital Projects Fund	0	288,000	0	0	0%
<b>Total</b>	<b>2,429,165</b>	<b>1,306,199</b>	<b>972,128</b>	<b>872,946</b>	<b>-10%</b>

<b>Transfer from Transportation Fund</b>	2012-2013 Actual	2013-2014 Actual	2014-2015 Budget	2015-2016 Budget	Percent Change
Enterprise Capital Project	1,809	0	0	0	0%
<b>Total</b>	<b>1,809</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

<b>Transfers from Solid Waste Fund</b>	2012-2013 Actual	2013-2014 Budgeted	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
General Capital Project	0	0	0	0	0%
Stomwater Fund	70,000	0	0	0	0%
<b>Total</b>	<b>70,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

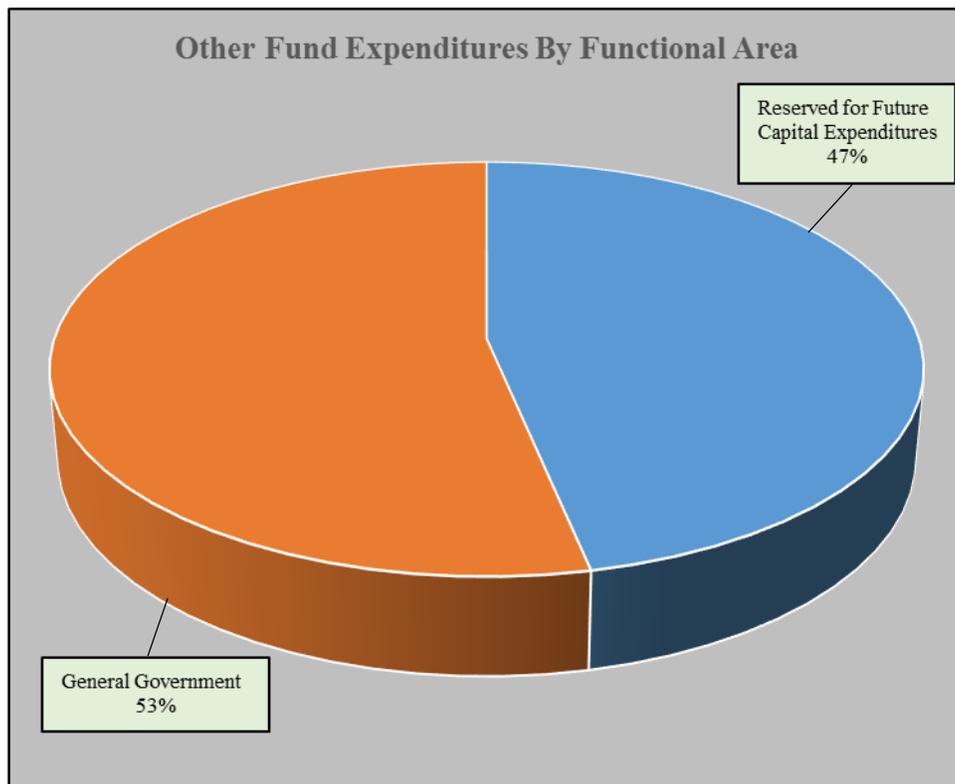
# Other Funds



## 2015-2016 Adopted Budget

# Other Funds

The City of Hickory has four funds that serve special purposes. These “Other Funds” include the Fleet Maintenance Fund, the Insurance Fund, the Capital Reserve Fund and the Community Development Block Grant (CDBG) Fund. The Fleet Maintenance and Insurance Funds are internal service funds, which are used to consolidate financial activities associated with these programs, providing management with improved information about program results. The Capital Reserve Fund is set up to reserve funds for future capital expenditures. The CDBG Fund, which is technically a grant fund, administers housing funds allocated by the United States Department of Housing and Urban Development. Descriptions of these funds follow along with the CDBG Budget Ordinance.

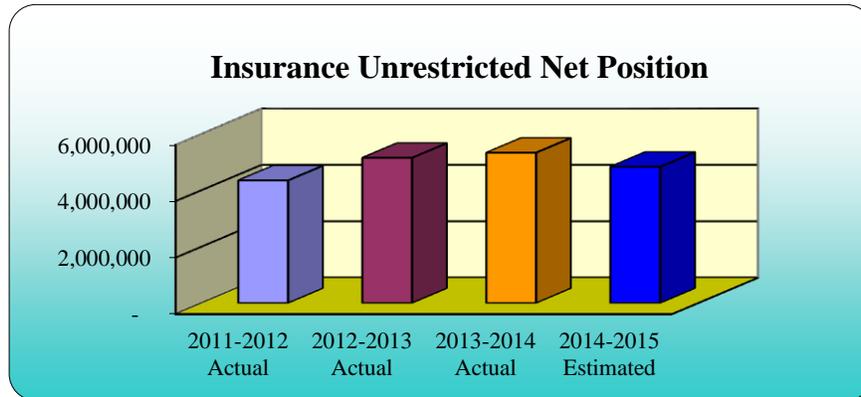


# Other Funds

## Insurance Fund Unrestricted Net Position Projection

The Insurance Fund was added to the budget in FY1999-2000, and accounts for all the insurance and risk management activities of the City. As of June 30, 2014, the unrestricted net position of this fund was \$5,334,380. This amount is expected to decrease by \$318,222 in FY2014-2015. The projected unrestricted net position of this fund to begin FY2015-2016 is \$4,834,852. The health of this fund is primarily determined by the City's experience with health insurance costs during the year.

	2011-2012	2012-2013	2013-2014	2014-2015
<b>Unrestricted Net Position</b>	Actual	Actual	Actual	Estimated
Insurance Fund	4,351,878	5,153,074	5,334,380	4,834,852
Dollar Change	221,750	801,196	181,306	(499,528)
Percent Change	5.4%	18.4%	3.5%	-9.4%

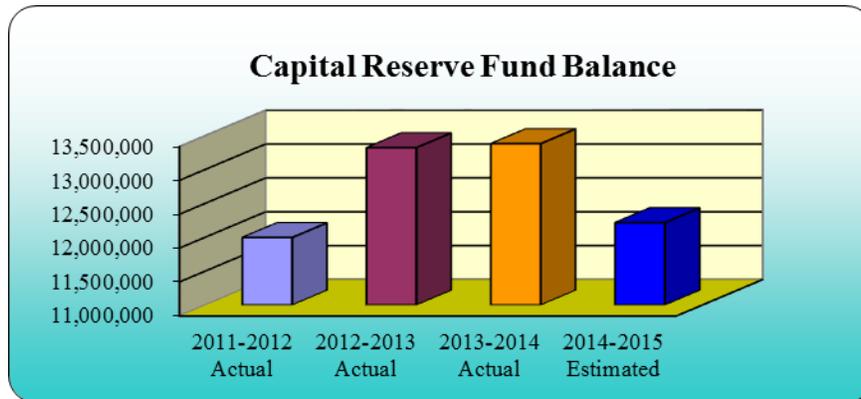


# Other Funds

## Capital Reserve Fund Balance

The Capital Reserve Fund includes funds set aside for Right-of-Way Acquisition, Future Parking, General Capital Reserve, General Water and Sewer Reserve, and Water Plant Reserve. The fund balance of the Capital reserve Fund totaled \$13,381,759 at June 30, 2014. It is expected to decrease by \$1,165,357 through FY2014-2015. To begin FY2015-2016 the fund balance of this fund is expected to be \$12,216,402.

<b>Capital Reserve Fund Balance</b>	2011-2012 Actual	2012-2013 Actual	2013-2014 Actual	2014-2015 Estimated
Capital Reserve	11,995,937	13,322,725	13,381,759	12,216,402
Dollar Change	2,210,294	1,326,788	59,034	(1,165,357)
Percent Change	22.6%	11.1%	0.4%	-8.7%

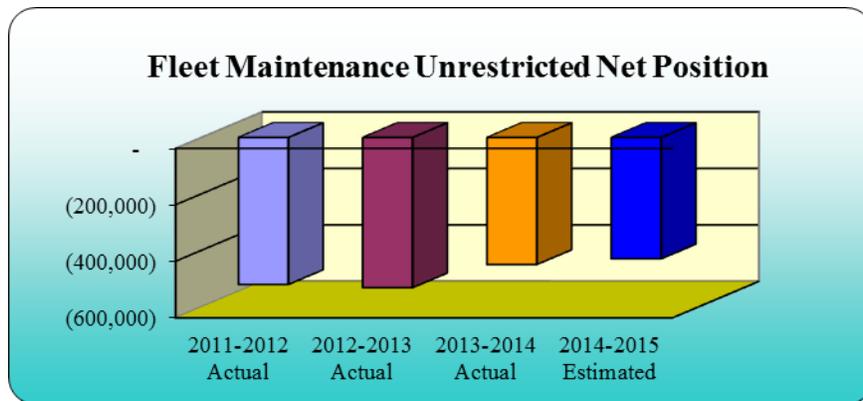


# Other Funds

## Fleet Maintenance Fund Unrestricted Net Position (Fund Balance) Projections

The Fleet Maintenance Fund was added to the budget in FY1998-1999. This fund provides vehicle and equipment maintenance services to all City departments and divisions and charges them for those services. As of June 30, 2014 the unrestricted net position of the Fleet Maintenance Fund were (\$449,732). That is expected to increase during FY2014-2015 by \$20,000. To begin FY2015-2016, the unrestricted net position of the Fleet Maintenance Fund is projected to be (\$429,732).

<b>Unrestricted Net Position</b>	2011-2012 Actual	2012-2013 Actual	2013-2014 Actual	2014-2015 Estimated
Fleet Maintenance Fund	(520,474)	(531,802)	(449,732)	(429,732)
Dollar Change	44,275	(11,328)	82,070	20,000
Percent Change	-7.8%	2.2%	-15.4%	-4.4%



# Fleet Maintenance Division



Additional Information about the Fleet Maintenance Division may be obtained by calling Chuck Hansen, Public Services Director, at 828.323.7500 or [chansen@hickorync.gov](mailto:chansen@hickorync.gov)

**Functional Area:**    General Government

**Mission Statement:**

To meet the needs of internal and external (vendors) customers in a respectful and courteous manner while conserving the value of the vehicles and equipment in an efficient and cost effective manner.

**2014/2015 Accomplishments:**

- Painted inside garage making lighting better for mechanics.
- Purchased diagnostic computer and software for heavy duty trucks. Trained mechanics how to operate.
- Hired a quality preventative maintenance mechanic.

**2015/2016 Goals and Objectives:**

- **Goal:** Training  
**Objective:** To improve knowledge, skills, and efficiency to obtain individual development.
- **Goal:** To meet performance measures.  
**Objective:** To achieve yearly performance goals.
- **Goal:** Motivation  
**Objective:** Keep high level of motivation, will promote higher production and better working atmosphere.

<b>Performance Measures</b>	2012-2013 Actual	2013-2014 Actual	2014-2015 Estimated	2015-2016 Goal
<b><i>Work Load</i></b>				
Total job orders completed	5,480	5,557	5184	6000
<b><i>Efficiency</i></b>				
Job orders per mechanic	784	797	648	750
<b><i>Effectiveness</i></b>				
Unscheduled repairs per mechanic FTE	545	587	490	525
% of repairs that are unscheduled	69%	74%	76%	70%

# Fleet Maintenance Division



The Fleet Maintenance Division is responsible for the maintenance of all City of Hickory vehicles. As the City implements cost accounting techniques, measuring the City's vehicle maintenance expenses through this fund will provide better data to manage garage services.

<b>Expenditures by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Personnel	594,338	613,297	636,431	3.8%
Operations	128,486	151,922	153,003	0.7%
Capital	1,170	49,900	20,000	-59.9%
Pro Rata Reimbursement	239,422	246,600	253,990	3.0%
<b>Expenditure Total</b>	<b>963,416</b>	<b>1,061,719</b>	<b>1,063,424</b>	<b>0.2%</b>
<b>Per Capita</b>	<b>24</b>	<b>27</b>	<b>26</b>	<b>-0.3%</b>

<b>Revenues by Type</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Sales and Services	3,030,547	2,922,085	2,942,924	0.7%
Miscellaneous	-	-	-	0.0%
<b>Revenue Total</b>	<b>3,030,547</b>	<b>2,922,085</b>	<b>2,942,924</b>	<b>0.7%</b>

<b>Authorized Personnel</b>	2013-2014 Actual	2014-2015 Budgeted	2015-2016 Budgeted	Percent Change
Full Time	11	12	12	0.0%
<b>Total</b>	<b>11</b>	<b>12</b>	<b>12</b>	<b>0.0%</b>

# Community Development Block Grant

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The Community Development Block Grant (CDBG) Fund was created to administer annual block grants from the United States Department of Housing and Urban Development (HUD). Hickory must use the funds for strictly defined HUD purposes, including income generated through loans made with CDBG funds. Specifically, the CDBG-eligible activities that are applicable to the City of Hickory's needs are:

- Acquisition of real property
- Disposition of real property
- Public facilities and improvements such as senior centers, neighborhood facilities, and street improvements
- Clearance and demolition
- Housing rehabilitation assistance
- Economic development
- Funding for neighborhood-based non-profit entities to accomplish neighborhood revitalization

The primary objective of the CDBG program is to develop viable urban communities by providing decent housing, creating a suitable living environment, and by expanding economic opportunities, principally for persons of low and moderate income. Hickory, which has been a CDBG Entitlement City since 1982, has long recognized the need to assist in community development. The City of Hickory completes a Consolidated Plan for Housing and Community Development every five years. This plan was most recently updated in spring 2015 for the 2015 through 2019 program years.

The City of Hickory's Community Development Office, which is part of the Planning and Development Department, is responsible for marketing the program, screening and determining project eligibility (generally based benefit to households earning less than 80% of the area median income).

The following goals are part of the City's "Five Year Consolidated Plan for Housing and Community Development" and have been reviewed by Hickory citizens to ensure their compatibility with City goals:

1. Preserve the City's housing stock
2. Public infrastructure improvements
3. Park improvements
4. Increased homeownership through down payment assistance programs
5. Homelessness services and prevention
6. Provide services to persons living with HIV/AIDS
7. Youth Services
8. Increase entrepreneurship opportunities
9. Removal of dilapidated structures
10. Increase fair housing outreach and education

## **Fund Balance Projection**

One of the HUD stipulations for the Community Development Block Grant Fund is that an administering agency cannot profit from the use of grant funds. A fund balance of zero is maintained by grant reimbursements to offset program expenditures less program income.

## **Contacts**

If you have any questions about this program, please call CDBG Manager Dave Leonetti at 828-323-7414.

**CITY OF HICKORY**  
**2015 COMMUNITY DEVELOPMENT ENTITLEMENT**  
**BLOCK GRANT PROJECT ORDINANCE**

**BE IT ORDAINED** by the City Council of the City of Hickory that, pursuant to Section 13.2 of Chapter 159 of the General Statutes of North Carolina, the following grant project ordinance is hereby adopted.

**SECTION 1.** The project authorized is the 2015 Community Development Entitlement Block Grant program.

**SECTION 2.** The officers of this unit are hereby directed to proceed with the grant project within the terms of the grant document(s), the rules and regulations of the Department of Housing and Urban Development, and the budget contained herein.

**SECTION 3.** The following revenues are anticipated to be available to complete the project:

Restricted Intergovernmental Revenues	\$ 300,041
Miscellaneous	<u>\$ 165,000</u>
	\$ 465,041

**SECTION 4.** The following amounts are appropriated for the project:

Economic and Community Development	\$ <u>465,041</u>
	\$ 465,041

**SECTION 5.** The Finance Officer is hereby directed to maintain within the Grant Project Fund sufficient specific detailed accounting records to provide the accounting to the grantor agency required by the grant agreement(s) and Federal and State regulations.

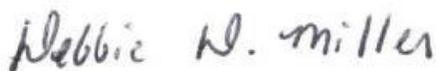
**SECTION 6.** Funds may be advanced from the General Fund for the purpose of making payments as due. Reimbursement requests should be made to the grantor agency in an orderly and timely manner.

**SECTION 7.** The Finance Officer is directed to report quarterly on the financial status of each project element in Section 4 and on the total grant revenues received or claimed.

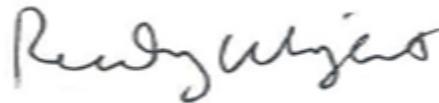
**SECTION 8.** The City Manager (Budget Officer) is directed to include a summary analysis of past and future costs and revenues on this grant project in every budget submission made to this board.

**SECTION 9.** Copies of this grant project ordinance shall be furnished to the Clerk of the Governing Board, the City Manager (Budget Officer) and the Finance Officer for direction in carrying out this project.

Adopted this 16th day of June, 2015



Debbie D. Miller, City Clerk



Rudy Wright, Mayor

# Capital Improvements / Grant Projects



## 2015-2016 Adopted Budget

# Capital Improvements/Grant Projects

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The Capital Improvements/Grant Projects portion of the budget document contains information on the following areas:

## **5 Year CIP**

The 5 Year Capital Improvement Plan (CIP) is the financial plan for the purchase or construction of capital assets. The CIP contains information on the upcoming budget year as well as five planning years beyond the upcoming year.

This section contains information on equipment purchases and construction projects that are listed in the City of Hickory's 5 Year CIP. This section is intended to provide a comprehensive look at all capital purchases and capital projects greater than \$5,000 which are either taking place or scheduled to take place within the City.

As part of the CIP requests, departments are asked to include estimates of how each project may affect future operating budgets. Examples of this include any new personnel, equipment, maintenance, or operating expenses that a capital purchase or project might necessitate.

Some of the purchases or projects listed in this plan will not occur in the year listed, or may never occur. To omit them would not give the reader a full understanding of the capital needs of the City. Decisions on proceeding with the purchases or projects listed in the 5 Year CIP are ultimately made by City Council.

## **Capital Projects**

Capital projects are those projects which either acquire or construct an asset of a long term character such as land, buildings, improvements, machinery or equipment. Capital projects may be accounted for in any fund.

## **Grant Projects**

Grant projects are those projects which are funded either in full or in part by federal or state funds. These funds may be for either capital or operating purposes. Grant projects may be accounted for in any fund.

## **Disclosure**

*The purpose of this section is not to describe the different funds, ordinances or accounting requirements for each capital purchase or capital project as much as it is to describe the purchases and projects themselves. Therefore, you will find less continuity related to individual funds than you found earlier in this document. This is by design and is necessitated due to the broad transcending nature of the subject.*

# Capital Improvements/Grant Projects



5 Year CIP Items	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21
<b>GENERAL FUND EQUIPMENT</b>						
<b>Administration</b>						
Computer Replacements/Software	\$ 26,050	\$ 5,000	\$ 5,000		\$ 7,200	
Vehicle	\$ 28,000					
<b>Finance</b>						
Computer Replacements/Software	\$ 19,050	\$ 9,300		\$ 11,700	\$ 6,500	\$ 9,300
Drive-Up Drawer Replacement	\$ 6,295					
Forklift	\$ 8,000					
<b>Information Technology</b>						
APC UPS Batteries	\$ 8,000	\$ 5,000				
Cisco B300 Blades					\$ 65,000	
Cisco Phones		\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	
Computer/Laptop Replacements			\$ 19,200	\$ 6,000		
Disaster Recovery Upgrade/Migration Cloud						\$ 400,000
Enterprise Core CAL/Intune/System Ctr		\$ 75,000				
iSeries Replacement/Update			\$ 75,000			
Meraki MS 320-48FP / AP's	\$ 11,376					
NavLine Upgrade/GUI Interface	\$ 10,000					
Phone System Hardware Refresh			\$ 45,000			
Remote Device Support Software	\$ 5,000					
UCS Hardware Refresh		\$ 180,000				
SAN Upgrade					\$ 300,000	
SQL Server Upgrade					\$ 10,000	
Switch Replacement/Upgrades	\$ 36,209			\$ 52,000	\$ 150,000	\$ 40,000
Upgrade Office Suite/G3		\$ 100,000				
UPS Upgrade				\$ 100,000	\$ 5,000	
Windows Server/Cal Upgrades			\$ 30,000			
Wireless AO Hardware Refresh					\$ 15,000	
<b>Engineering</b>						
Computer Replacements	\$ 5,000	\$ 5,000	\$ 5,000			\$ 5,000
Inkjet Plotter / Scanner			\$ 15,000			
Inspection Truck Replacement		\$ 25,000				
Replacement Furniture		\$ 10,000				
Robotic, Data Collector and GPS						\$ 42,500
Update Departmental Computers				\$ 5,000		
Vehicle				\$ 20,000		
<b>Planning and Development</b>						
Computer Replacements	\$ 5,000	\$ 5,000		\$ 5,000		
Printer						
Vehicle Replacement			\$ 20,000	\$ 25,000		
<b>Police Department</b>						
Communications Equipment	\$ 46,000	\$ 46,000	\$ 46,000	\$ 46,000	\$ 46,000	\$ 46,000
Batteries for UPS System	\$ 15,000			\$ 15,000	\$ 15,000	\$ 15,000
In-Car Cameras					\$ 65,000	\$ 65,000
Operating System License Upgrade		\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Police Vehicles	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
Light bars	\$ 16,875	\$ 16,875	\$ 16,875	\$ 16,875	\$ 16,875	\$ 16,875
Accessories-New Vehicles	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Radios-Vehicle	\$ 25,000	\$ 25,000	\$ 25,000		\$ 60,000	
Lexan Partitions	\$ 11,250	\$ 11,250	\$ 11,250	\$ 11,250	\$ 11,250	\$ 11,250
In-Car Cameras				\$ 65,000	\$ 65,000	
Radios for Officers			\$ 30,000	\$ 40,000	\$ 40,000	\$ 40,000
Radars	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000
Weapons	\$ 14,000	\$ 14,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000

# Capital Improvements/Grant Projects



5 Year CIP Items	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21
Computer Replacements	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Laptop Replacements	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
Helmets, Shields, and Batons	\$ 8,200					
Ear Plug Microphones - Not GPS		\$ 12,500				
Radios 800 System			\$ 40,000	\$ 60,000		
Radios 800 System-Vehicles			\$ 48,000	\$ 48,000	\$ 48,000	\$ 48,000
Radio System Servers and PC's			\$ 200,000			
OSSI Server CAD	\$ 120,000					
Anti-Virus Software	\$ 5,000					
Laserfiche	\$ 50,000					
Firewall Update	\$ 20,000					
Body Cameras	\$ 17,500					
Furniture		\$ 5,000	\$ 200,000	\$ 5,000	\$ 5,000	\$ 5,000
<b>Code Enforcement</b>						
Camera Replacement				\$ 6,000		
Computer Replacements		\$ 9,600				
Furniture			\$ 5,000			\$ 5,000
Replacement Vehicle	\$ 64,000	\$ 35,000		\$ 35,000		\$ 36,000
Software Maintenance					\$ 8,000	\$ 8,000
<b>Fire Department</b>						
Apparatus Replacement Engine 1		\$ 500,000				
Equipment for Engine 1		\$ 125,000				
Apparatus Replacement Engine 6					\$ 500,000	
Equipment for Engine 6					\$ 125,000	
Apparatus Replacement Ladder 3						\$ 900,000
Equipment for Ladder 3						\$ 150,000
Apparatus Replacement Rescue 1			\$ 750,000			
Equipment for Rescue 1			\$ 175,000			
Apparatus Replacement Tanker 6				\$ 350,000		
Apparatus Replacement Tanker 7					\$ 350,000	
Appliances	\$ 5,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Breathing Apparatus						
Computer Replacements	\$ 60,000	\$ 40,000	\$ 55,000	\$ 45,000	\$ 45,000	\$ 45,000
Furniture Upgrades	\$ 4,000		\$ 8,000		\$ 8,000	
Generator Replacement - Station 6	\$ 20,000					
Personal Protective Structural Turnout Gear	\$ 385,000					\$ 435,000
Replacement Engine 5				\$ 500,000		
Equipment Replacement for Eng. 5				\$ 125,000		
SCBA Breathing Equipment						\$ 250,000
Vehicle Replacements	\$ 80,000		\$ 80,000			\$ 80,000
<b>Rural Fire Department</b>						
Replacement Furniture and Appliances	\$ 8,797					
<b>Building Services</b>						
Hydraulic Repairs/Replacement for Auger/Pole Truck		\$ 25,000				
Pole/Post Puller for Auger/Pole Truck					\$ 5,000	
<b>Central Services</b>						
Computer Replacement	\$ 6,000		\$ 5,200			
Security Cameras			\$ 10,000			
Time Clocks					\$ 7,000	
Truck Replacement		\$ 25,000			\$ 20,000	

# Capital Improvements/Grant Projects



5 Year CIP Items	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21
<b>Traffic</b>						
Computer Replacement/Software	\$ 5,000	\$ 9,000		\$ 9,000	\$ 5,000	
Paint Truck				\$ 150,000		
Plotter			\$ 10,000			
Traffic Signal Equipment						\$ 20,000
Traffic Signal Parts				\$ 20,000		
Traffic Signal Video Equipment			\$ 25,000			
Traffic Signal Video Imaging Detection	\$ 20,000	\$ 20,000			\$ 20,000	
Truck Replacement	\$ 35,000	\$ 35,000				
<b>Street</b>						
4x4 SUV/Pickup	\$ 35,000	\$ 30,000	\$ 30,000	\$ 35,000		
CNG Pickup Truck		\$ 30,000				
Crew Cab					\$ 100,000	
Detour Light		\$ 10,000				
Emergency Management Trailer					\$ 8,000	
Excavator (Small size)- Rubber tracks	\$ 85,000					
Motor Grader		\$ 160,000		\$ 200,000		
Pro Patch/Flat Bed Truck		\$ 75,000				
Rubber Tire Loader				\$ 150,000		
Salt spreader for Tandem	\$ 25,000					
Steel Wheeled Roller					\$ 45,000	
Street Flusher			\$ 120,000			
Street Sweeper						\$ 450,000
Tandem Dump Truck			\$ 110,000		\$ 120,000	
Tow Behind Crack Sealing Machine						\$ 55,000
Track Loader						\$ 250,000
Trackhoe			\$ 210,000			
Tractor/Mower Combo		\$ 70,000	\$ 100,000			
Wackers Sheepfoot Tamp			\$ 35,000			
<b>Landscape</b>						
Mowers		\$ 9,500	\$ 19,000		\$ 19,000	
Mower/Leaf Box		\$ 9,500				
1 Ton Dump Truck		\$ 31,000	\$ 31,000		\$ 31,000	\$ 31,000
F-250 Cab Truck	\$ 22,000			\$ 20,000	\$ 21,000	
Crew Cab Trucks		\$ 62,000				
Bobcat Skid Steer			\$ 40,000			
Computer Replacement			\$ 6,600			
Truck with Auger				\$ 30,000		
Trailer with Trimmer Rail				\$ 5,300		
<b>Parks and Recreation</b>						
ADA Evaluation and Evaluation Plan						\$ 50,000
Basketball Scoreboard Replacement				\$ 8,000		
Defibrillator	\$ 10,854					
Fitness Center Equip. Replacement	\$ 34,481	\$ 11,603	\$ 27,500	\$ 10,718	\$ 24,600	
Outdoor Fitness Playground					\$ 22,000	
Photo ID System	\$ 9,104					
Playground Equipment Replacement			\$ 15,000			\$ 50,000
Security Cameras - Highland Rec Center	\$ 19,950					
Skate park Component Replacement				\$ 68,400		
<b>Parks and Recreation Maint.</b>						
Athletic Field Prep Machine Replacement						\$ 25,000
Curbing Machine			\$ 27,000			
Leaf Vacuums					\$ 6,000	
Mini-Excavator					\$ 57,000	
Mower Replacements		\$ 23,000	\$ 33,100	\$ 23,100		
Rainbird Central Control Computer		\$ 8,500				
Tractor Replacement			\$ 28,500			
Truck Replacements	\$ 49,500	\$ 36,000	\$ 36,000	\$ 36,000		\$ 36,000
Van Replacement		\$ 36,000		\$ 36,000		\$ 36,000

# Capital Improvements/Grant Projects



5 Year CIP Items	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21
<b>Library</b>						
Computer Replacements		\$ 30,000		\$ 75,000		\$ 30,000
Furniture		\$ 22,000				
Licenses for Accessing Digitized Material			\$ 31,500			
Self-Service Scanners for Public Use	\$ 12,000					
<b>GF Equipment Total</b>	<b>\$ 2,033,491</b>	<b>\$ 2,588,628</b>	<b>\$ 3,425,725</b>	<b>\$ 3,040,343</b>	<b>\$ 3,048,425</b>	<b>\$ 4,246,925</b>
<b>GENERAL FUND CONSTRUCTION</b>						
<b>Police Department</b>						
Painting Int/Ext Building		\$ 20,000	\$ 15,000	\$ 40,000	\$ 40,000	
Flooring		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	
Addition to Police Headquarters		\$ 2,100,000				\$ 2,000,000
Card Key System	\$ 20,000					
Boiler Gas Modulating Units	\$ 18,000					
Scenario Based Training Facility		\$ 400,000				
Vent System		\$ 100,000				
<b>Code Enforcement</b>						
Basement Completion	\$ 6,000					
Electrical and Plumbing		\$ 10,000				
HVAC Replacement						\$ 6,000
Painting Int/Ext Building			\$ 5,000			\$ 6,000
Replace Flooring		\$ 6,000				
<b>Parks and Recreation</b>						
Cliff Teague Park Urban Trail and Greenway						\$ 330,000
Cloninger Park Development		\$ 1,320,000		\$ 1,580,000		
Dog Park at Fairbrook Optimist Park	\$ 46,698					
Henry Fork River Greenway						
Kiwanis Park Splash Pad/Sprayground		\$ 425,000				
Kiwanis Park Urban Trail/Greenway Loop				\$ 760,000		
LRU/Stanford Park Greenway		\$ 135,000				
Stanford Park Urban Trail/Greenway Loop			\$ 935,000			
<b>Parks and Recreation Maint.</b>						
Artificial Turf Install-Field 1 Henry Fork			\$ 650,000			
Ball field Fence Repl.- West Hickory			\$ 50,300			
Ball field Fence Repl.-Civitan Park		\$ 34,000				
Ball field Fence Repl.-Hickory Optimist				\$ 34,000		
Ball field Fence Repl.-Kiwanis Park	\$ 23,100					
Bathrooms Southside Heights Park	\$ 92,000					
Demolition of Westmont Recreation Center						\$ 38,000
Field Lighting Henry Fork Park			\$ 385,000			\$ 192,500
Gym Lights-Highland Recreation	\$ 21,300					
Improvements Phase II - Hickory Optimist Park	\$ 30,000					
Parking Lot Repaving Civitan Park	\$ 48,600					
Parking Lot Repaving Fairbrook Opt.		\$ 53,500				
Parking Lot Repaving Kiwanis Park				\$ 65,000		
Pedestrian Bridge Replacement Hilton Park						\$ 90,000
Repl. Field #1 Lighting Sys-Kiwanis Park					\$ 175,000	
Resurface Tennis Courts		\$ 23,000				
Roof Replacement-Brown Penn	\$ 12,000					
Trail Resurfacing-Cliff Teague Park			\$ 33,600			
Trail Resurfacing-Henry Fork		\$ 50,400				
Trail Resurfacing-Hilton Park	\$ 33,600					
<b>LP Frans Stadium</b>						
Backstop Netting Replacement		\$ 5,100				
Scoreboard/Videoboard Replacement			\$ 285,000			

# Capital Improvements/Grant Projects



5 Year CIP Items	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21
<b>Library</b>						
HVAC System Update	\$ 10,000	\$ 10,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Update Public Restrooms	\$ 25,000	\$ 52,000	\$ 52,000			
Ridgeview Renovations/Expansion	\$ 45,000	\$ 55,000			\$ 500,000	
Patrick Beaver Renovations	\$ 40,000					
<b>GF Construction Total</b>	<b>\$ 471,298</b>	<b>\$ 4,849,000</b>	<b>\$ 2,480,900</b>	<b>\$ 2,549,000</b>	<b>\$ 785,000</b>	<b>\$ 2,682,500</b>
<b>GENERAL FUND TOTAL</b>	<b>\$ 2,504,789</b>	<b>\$ 7,437,628</b>	<b>\$ 5,906,625</b>	<b>\$ 5,589,343</b>	<b>\$ 3,833,425</b>	<b>\$ 6,929,425</b>
<b>FLEET FUND EQUIPMENT</b>						
<b>Fleet Maintenance</b>						
Roof Maintenance	\$ 12,500	\$ 7,500	\$ 7,500	\$ 12,500	\$ 7,500	\$ 7,500
Service Truck		\$ 25,000	\$ 25,000		\$ 30,000	
Heavy Truck Lift / Other Equipment	\$ 6,000			\$ 60,000		
<b>Fleet Fund Equipment Total</b>	<b>\$ 18,500</b>	<b>\$ 32,500</b>	<b>\$ 32,500</b>	<b>\$ 72,500</b>	<b>\$ 37,500</b>	<b>\$ 7,500</b>
<b>FLEET FUND TOTAL</b>	<b>\$ 18,500</b>	<b>\$ 32,500</b>	<b>\$ 32,500</b>	<b>\$ 72,500</b>	<b>\$ 37,500</b>	<b>\$ 7,500</b>
<b>WATER AND SEWER FUND EQUIPMENT</b>						
<b>Administration</b>						
Radio Read Meters	\$ 115,400	\$ 102,600	\$ 102,600	\$ 102,600	\$ 102,600	\$ 102,600
Truck	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
Trailblazer						
<b>Collection System</b>						
1/2 Ton 4x4 Pickup Truck		\$ 50,000				
Backhoe			\$ 60,000			
Dump Truck						\$ 100,000
Jett Trailer				\$ 60,000	\$ 75,000	
Portable Welder		\$ 5,000				
Pumps for Pump Station			\$ 100,000			
Service Truck with Boom			\$ 75,000			
Service Trucks	\$ 65,000		\$ 25,000	\$ 40,000		
Sewer Camera System		\$ 100,000				
Tractor w/Front End Loader				\$ 65,000		
Unanticipated Sewer Line Installation	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000		
Vac-All Jett Vac Truck				\$ 400,000		
Wireless Units/Monitoring Pump Station	\$ 59,200	\$ 32,000				
<b>Henry Fork Plant</b>						
Aeration Basin Mixer	\$ 35,000	\$ 33,000	\$ 35,000	\$ 36,500		\$ 36,000
Aqua Guard Barscreen			\$ 180,000			
Blower		\$ 72,800				\$ 80,000
EQ Basin Aerator Motors		\$ 12,000				
Influent Sampler (ISCO)	\$ 9,500	\$ 80,000				
Mixed Liquor Return Pump			\$ 76,485	\$ 72,834		
Mower	\$ 10,000	\$ 10,000				
Other Equipment				\$ 10,000		
Primary Clarifier Gearbox	\$ 55,000					
Primary Sludge Pump		\$ 30,000	\$ 25,520			
Raw Sewage Pump			\$ 110,000	\$ 100,000		
Replacement Pumps (Various)	\$ 87,000	\$ 30,000	\$ 25,520	\$ 30,000	\$ 69,000	\$ 40,000
Scada Upgrade	\$ 10,000					
Tanker Truck			\$ 128,000			
Truck Replacement					\$ 25,000	
<b>Northeast Plant</b>						
Mower	\$ 8,500					
Pickup Truck 4x4		\$ 20,000				\$ 20,000
Replacement Pumps (Various)					\$ 36,000	
Sludge Road Tractor					\$ 100,000	
Sludge Tanker	\$ 60,000			\$ 60,000		
Specialized Equipment			\$ 12,000	\$ 21,000		\$ 20,000

# Capital Improvements/Grant Projects



5 Year CIP Items	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21
<b>Water Treatment Plant</b>						
Emergency Generator	\$ 3,000,000					
Filter Accuators	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Finish Water Clearwell Top			\$ 90,000	\$ 80,000		
Flash Mixer					\$ 20,000	\$ 20,000
Flocculators	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Flow Metering Raw Water		\$ 60,000				
Lake Sampling Boat		\$ 16,000				
Replacement Pumps (Various)	\$ 6,000		\$ 9,000	\$ 72,000	\$ 72,000	\$ 59,000
Scada Upgrade	\$ 50,000			\$ 50,000		
Specialized Equipment	\$ 70,000	\$ 85,000	\$ 55,000			\$ 60,000
Tube Settlers	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000
Vehicles	\$ 22,000					
<b>Pretreatment &amp; Lab</b>						
Cargo Van			\$ 30,000			
Portable Samplers		\$ 5,400		\$ 5,600		
Specialized Equipment	\$ 7,400			\$ 23,000	\$ 11,000	\$ 60,000
<b>Hickory Catawba Wastewater</b>						
Lawn Mower	\$ 7,500					
Shed for Equipment		\$ 50,000				
Service Truck 4WD		\$ 25,000	\$ 25,000	\$ 25,000		
<b>Distribution</b>						
Air Compressor			\$ 20,000		\$ 20,000	
Backhoe		\$ 70,000	\$ 70,000	\$ 70,000	\$ 73,000	\$ 73,000
Dump Truck Replacement		\$ 90,000	\$ 90,000			
Flusher Truck					\$ 55,000	
GPS Handheld Unit	\$ 25,000					
Hydra Stop Insertion / Tap Machine	\$ 63,000					
Pickup Truck 4x4		\$ 25,000		\$ 52,000		
Pipe Saw, Metal Detectors, Misc.			\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Pumps, Locators, Pipe Saws	\$ 8,000	\$ 8,000				
Pumps, Tamps, Miscellaneous	\$ 8,000	\$ 10,000	\$ 11,000	\$ 13,000	\$ 18,000	\$ 18,000
Service Truck Replacements	\$ 116,000		\$ 46,000	\$ 96,000	\$ 96,000	\$ 98,000
Trailer	\$ 45,000					
Unanticipated Water Line Repairs	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
<b>W &amp; S Equipment Total</b>	<b>\$ 4,070,500</b>	<b>\$ 1,149,800</b>	<b>\$ 1,539,125</b>	<b>\$ 1,622,534</b>	<b>\$ 903,600</b>	<b>\$ 917,600</b>
<b>WATER AND SEWER CONSTRUCTION</b>						
1 Million Gallon Water Tank						
12th St Dr NW to Main Ave NW Waterline Rehab					\$ 525,000	
1st St. NE & 2nd St. NE (behind FRMC)		\$ 5,000	\$ 40,120			
2nd Ave. NW, Trade Alley & 3rd St. NW Waterline	\$ 1,300,000					
2nd Ave. NW, Trade Alley & 3rd St. NW Sewerline	\$ 1,200,000					
Brookford Replacement					\$ 250,000	
DOT Projects / On-Going Line Replacements	\$ 495,098					
Henry Fork Outfall Replacement Engineering SSO Program						\$ 1,250,000
Main Ave. NW to 1200 Block				\$ 315,000	\$ 500,000	
Old Lenoir Rd Area Repl/Rehab Waterline						\$ 812,500
Spring Haven Subdivision-Water Main		\$ 122,074				
Swr System Evaluation (Repl./Rehab) Downtown to	\$ 220,000	\$ 220,000	\$ 220,000	\$ 220,000		
Ward Hosiery-SSO Program						\$ 300,000
<b>W &amp; S Construction Total</b>	<b>\$ 3,215,098</b>	<b>\$ 347,074</b>	<b>\$ 260,120</b>	<b>\$ 535,000</b>	<b>\$ 1,275,000</b>	<b>\$ 2,362,500</b>
<b>WATER AND SEWER FUND TOTAL</b>	<b>\$ 7,285,598</b>	<b>\$ 1,496,874</b>	<b>\$ 1,799,245</b>	<b>\$ 2,157,534</b>	<b>\$ 2,178,600</b>	<b>\$ 3,280,100</b>
<b>SLUDGE FUND EQUIPMENT</b>						
Conveyors and Chains Upgrades	\$ 50,000	\$ 25,000				
<b>SLUDGE FUND TOTAL</b>	<b>\$ 50,000</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Capital Improvements/Grant Projects



5 Year CIP Items	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21
<b>TRANSPORTATION FUND EQUIPMENT</b>						
<b>Airport</b>						
Computer Replacements		\$ 5,000				\$ 5,000
Replace Tractor and Bushhog					\$ 70,000	
<b>Transportation Equipment Total</b>	<b>\$ -</b>	<b>\$ 5,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 70,000</b>	<b>\$ 5,000</b>
<b>TRANSPORTATION CONSTRUCTION</b>						
<b>Airport</b>						
Rehabilitate Main Terminal Automatic Doors	\$ 15,000					
Repair Fire Station Roof and Paint					\$ 30,000	
<b>FBO</b>						
Add Trench Drain in front of Hangar N2		\$ 15,000				
Clean/Paint Structural Steel Hangar N1			\$ 10,000			
Clean/Paint Structural Steel Hangar N2		\$ 10,000				
Door Seal Replacement - Hangar N4						\$ 5,000
Door Seal Replacement - Hangar N5	\$ 5,000					
FBO Building Repairs					\$ 50,000	
Int/Ext Light Fixtures Replace/Add N1			\$ 15,000			
Int/Ext Light Fixtures Replace/Add N2		\$ 15,000				
Int/Ext Light Fixtures Replace/Add N3				\$ 15,000		
Int/Ext Lights Repair Hangar N4						\$ 15,000
Int/Ext Light Fixtures Replace/Add N5	\$ 15,000					
Metal Wall Panels/Gutters Repl.-Hangar N2		\$ 15,000				
Metal Wall Panels/Gutters Repl.-Hangar N1			\$ 15,000			
Repaint Exterior Walls Hangar N4						\$ 25,000
Repaint Exterior Walls Hangar N5	\$ 20,000					
Repaint Int/Ext Walls Hangar N3				\$ 15,000		
Repair/Recoat Flooring Hangar N4						\$ 15,000
Repair/Recoat Flooring Hangar N5	\$ 15,000					
Replace Asphalt Floor w/ Concrete N1			\$ 60,000			
Replace Asphalt Floor w/ Concrete N2		\$ 60,000				
Roof Replace Hangar N3				\$ 80,000		
Skylights/Gutters/Roof Repair - Hangar N4						\$ 10,000
Skylights/Gutters/Roof Repair - Hangar N5	\$ 10,000					
<b>Transportation Construction Total</b>	<b>\$ 80,000</b>	<b>\$ 115,000</b>	<b>\$ 100,000</b>	<b>\$ 110,000</b>	<b>\$ 80,000</b>	<b>\$ 70,000</b>
<b>TRANSPORTATION FUND TOTAL</b>	<b>\$ 80,000</b>	<b>\$ 120,000</b>	<b>\$ 100,000</b>	<b>\$ 110,000</b>	<b>\$ 150,000</b>	<b>\$ 75,000</b>
<b>SOLID WASTE EQUIPMENT</b>						
<b>Recycling</b>						
Automated Side Loader			\$ 250,000			
Front Loader/Automated Truck	\$ 255,000			\$ 250,000		
Rear Packer			\$ 250,000		\$ 250,000	\$ 250,000
Hooklift Truck		\$ 90,000				
<b>Residential Sanitation</b>						
Automated Truck		\$ 275,000	\$ 275,000	\$ 250,000	\$ 275,000	\$ 275,000
Rear Packer						\$ 250,000
<b>Commercial Bulk Services</b>						
Front End Loader		\$ 255,000				\$ 255,000
Road Tractor	\$ 110,000				\$ 126,000	
Dumpster Boxes	\$ 25,000	\$ 50,000	\$ 50,000	\$ 50,000		
Box Truck			\$ 115,000			
Transfer Station Trailer	\$ 62,000		\$ 63,000	\$ 63,000	\$ 63,000	
<b>Solid Waste Equipment Total</b>	<b>\$ 452,000</b>	<b>\$ 670,000</b>	<b>\$ 1,003,000</b>	<b>\$ 613,000</b>	<b>\$ 714,000</b>	<b>\$ 1,030,000</b>
<b>SOLID WASTE FUND TOTAL</b>	<b>\$ 452,000</b>	<b>\$ 670,000</b>	<b>\$ 1,003,000</b>	<b>\$ 613,000</b>	<b>\$ 714,000</b>	<b>\$ 1,030,000</b>
<b>TOTAL FUNDS</b>	<b>\$ 12,424,378</b>	<b>\$ 12,370,630</b>	<b>\$ 12,267,095</b>	<b>\$ 11,582,720</b>	<b>\$ 9,961,950</b>	<b>\$ 15,568,950</b>

# Capital Improvements/Grant Projects



## East Hickory Redevelopment Plan Implementation

Project # 501001

Total Project Cost: \$1,205,800

Project Start Date: July 2001

Project End Date: December 2015

Project Manager: Dave Leonetti

Revenue	Budgeted	Project to Date	Remaining
Loan Proceeds	\$ 3,000,000.00	\$ 3,000,000.00	\$ -
Interest Earned	\$ -	\$ 160.01	\$ -
<b>Total</b>	<b>\$ 3,000,000.00</b>	<b>\$ 3,000,160.01</b>	<b>\$ -</b>

Expenditure	Budgeted	Project to Date	Remaining
Design	\$ 91,000.00	\$ 77,967.01	\$ 13,032.99
Construction	\$ 2,747,869.00	\$ 2,292,206.90	\$ 455,662.10
Miscellaneous	\$ 161,131.00	\$ 12,519.94	\$ 148,611.06
<b>Total</b>	<b>\$ 3,000,000.00</b>	<b>\$ 2,382,693.85</b>	<b>\$ 617,306.15</b>

### Description:

This capital project provides the funding for implementation of the East Hickory Redevelopment Plan and the creation of the East Hickory rehabilitation, conservation and reconditioning area. Funds will be used to acquire land, relocate residents, and pay for the sidewalk installation, traffic signal construction and other improvements in the East Hickory Redevelopment Area. This project had no activity in FY14-15. All residential property has been purchased and owners relocated. A proposed purchaser of property would assist with infrastructure and the City with upgrading existing streets. The property at the southeast corner of Lenoir Rhyne Boulevard and Tate Boulevard has been purchased and sold to a developer who is currently marketing the property for retail and office use. The City's participation in any redevelopment project will depend on the level of private investment and the proposed use of the property.

### Impact on the Operating Budget:

This project will have little effect on the operating budget except for the probability of increased revenues through increased property values in the area. In addition over half of the City's investment in this area is expected to be recouped through the sale of acquired property.

# Capital Improvements/Grant Projects



## Brownfields

Project # G5010B

Total Project Cost: \$400,000

Project Start Date: October 2012

Project End Date: September 2015

Project Manager: Brian Frazier

Revenue	Budgeted	Project to Date	Remaining
Restricted Governmental	\$ 400,000.00	\$ 363,081.98	\$ 36,918.02
Interest Earned	\$ -	\$ 1.81	\$ -
<b>Total</b>	<b>\$ 400,000.00</b>	<b>\$ 363,083.79</b>	<b>\$ 36,918.02</b>

Expenditure	Budgeted	Project to Date	Remaining
Salaries	\$ 22,800.00	\$ 18,311.28	\$ 4,488.72
Seminar Registration Fees	\$ 350.00	\$ 175.00	\$ 175.00
Other Professional Services	\$ 370,000.00	\$ 340,129.06	\$ 29,870.94
Department Supplies	\$ 1,850.00	\$ 1,850.00	\$ -
Training/Meals/Lodging	\$ 4,291.00	\$ 2,264.15	\$ 2,026.85
Travel	\$ 709.00	\$ 354.30	\$ 354.70
<b>Total</b>	<b>\$ 400,000.00</b>	<b>\$ 363,083.79</b>	<b>\$ 36,916.21</b>

### Description:

Two-\$200,000 Environmental Protection Agency (EPA) Assessment Grants received one of which is for petroleum sites and one for hazardous sites. The grant covers the cost of an environmental engineer and subcontractors for sampling, lab work and redevelopment planning. The grant will cover site inventory prioritization, Phase 1 and 2 Environmental Site Assessments (ESAs) and adaptive reuse planning.

### Impact on the Operating Budget:

The City will receive some reimbursement for administrative expenses.

# Capital Improvements/Grant Projects



## Hickory-Catawba Wastewater Plant Project

Project # 802101

Total Project Cost: \$12,428,889

Project Start Date: July 2007

Project End Date: December 2015

Project Manager: Kevin Greer, PE

Revenue	Budgeted	Project to Date	Remaining
Restricted Governmental	\$ 1,243,194.00	\$ 662,960.37	\$ 580,233.63
Facilities Fees	\$ 292,500.00	\$ 292,500.00	\$ -
Proceeds from Financing	\$ 9,900,000.00	\$ 9,900,000.00	\$ -
Water & Sewer Fund	\$ 35,400.00	\$ 35,400.00	\$ -
Water & Sewer Capital Reserve	\$ 957,795.00	\$ 957,795.00	\$ -
Interest Earned	\$ -	\$ 33,929.34	\$ -
<b>Total</b>	<b>\$ 12,428,889.00</b>	<b>\$ 11,882,584.71</b>	<b>\$ 580,233.63</b>

Expenditure	Budgeted	Project to Date	Remaining
Design	\$ 1,152,851.00	\$ 1,133,651.00	\$ 19,200.00
Construction	\$ 10,727,427.00	\$ 10,024,375.86	\$ 703,051.14
Land	\$ 42,500.00	\$ 41,366.15	\$ 1,133.85
Contingency	\$ 463,757.00	\$ -	\$ 463,757.00
Miscellaneous	\$ 42,354.00	\$ 39,670.50	\$ 2,683.50
<b>Total</b>	<b>\$ 12,428,889.00</b>	<b>\$ 11,239,063.51</b>	<b>\$ 1,189,825.49</b>

### Description:

This project will include the upgrade and expansion of the existing facility built in 1952. The City of Hickory purchased this system in 2003 and has planned this upgrade/expansion in cooperation with Catawba County. The new facility is a 1.5 MGD Oxidation Ditch facility. The project cost is approximately \$10.727 million with the City of Hickory and Catawba County paying their proportional shares for expanded capacity. This facility will serve the Town of Catawba, Sherrill's Ford Community and potentially neighboring communities. The project construction began in February 2013 and anticipated final completion is September 2015.

### Impact on the Operating Budget:

This upgrade will signify the creation of a new budget in-order to support the greater level of operational responsibility and financial tracking. This expansion will require full time staffing five days per week with site visits on the weekends for operational checks. The facility is funded with system revenues and additional funding by Catawba County to cover expenses above revenues collected, until such time as the facility is fully self-supporting.

# Capital Improvements/Grant Projects



## Falling Creek Bridge

Project # 490001

Total Project Cost: \$1,200,000

Project Start Date: June 2013

Project End Date: May 2016

Project Manager: Rick Patton, PE

Revenue	Budgeted	Project to Date	Remaining
Restricted Governmental	\$ 296,000.00	\$ 199,842.17	\$ 96,157.83
General Fund	\$ 74,000.00	\$ 74,000.00	\$ -
Interest Earned	\$ -	\$ 550.77	\$ -
<b>Total</b>	<b>\$ 370,000.00</b>	<b>\$ 274,392.94</b>	<b>\$ 96,157.83</b>

Expenditure	Budgeted	Project to Date	Remaining
Engineering	\$ 370,000.00	\$ 256,912.18	\$ 113,087.82
<b>Total</b>	<b>\$ 370,000.00</b>	<b>\$ 256,912.18</b>	<b>\$ 113,087.82</b>

### Description:

The Falling Creek Road Bridge was added to the State Transportation Improvement Program (STIP) in June of 2012 because of deficiencies in the existing structure. Inclusion in STIP provides for 80% Federal funding for the project and the remaining 20% of the cost borne by the City. TGS Engineers was chosen to provide professional engineering services for all portions the bridge replacement. The proposed replacement structure will be a single-span bridge composed of pre-stressed concrete slabs providing two travel lanes and a sidewalk on one side. Right of way acquisition is underway and is expected to be complete in fall of 2015. Upon completion of right of way acquisition, the construction contract will be opened for bids. Bids are expected to be opened in late 2015 and construction to begin in early 2016. Construction should be complete by the end of 2016.

### Impact on future operating budgets:

Upon completion of the bridge construction, maintenance of the bridge should be minimal. Condition inspections every two years are the only expected recurring costs. Current cost to the City of bridge inspections is approximately \$520 per bridge, with 80% of the total cost paid with Federal funds.

# Capital Improvements/Grant Projects



## Tourism Development Authority (TDA) Parking Deck

Project # 700009

Total Project Cost: \$3,000,000

Project Start Date: October 2014

Project End Date: October 2015

Project Manager: Rick Patton, PE

Revenue	Budgeted	Project to Date	Remaining
Loan Proceeds	\$ 3,000,000.00	\$ 3,000,000.00	\$ -
Interest Earned	\$ -	\$ 160.01	\$ -
<b>Total</b>	<b>\$ 3,000,000.00</b>	<b>\$ 3,000,160.01</b>	<b>\$ -</b>

Expenditure	Budgeted	Project to Date	Remaining
Design	\$ 91,000.00	\$ 77,967.01	\$ 13,032.99
Construction	\$ 2,747,869.00	\$ 2,292,206.90	\$ 455,662.10
Miscellaneous	\$ 161,131.00	\$ 12,519.94	\$ 148,611.06
<b>Total</b>	<b>\$ 3,000,000.00</b>	<b>\$ 2,382,693.85</b>	<b>\$ 617,306.15</b>

### Description:

The Tourism Development Authority (TDA) recognized a need for additional parking at the Hickory Metro Convention Center. The additional parking will not only help keep existing business and shows coming to the Convention Center, but it will also expand on the opportunities to host additional business that was too much traffic with the existing parking. The City contracted with a designer to develop the project drawings and specifications and for construction management of the parking deck structure that was built at the Hickory Metro Convention Center. The project was advertised with the resulting lowest responsive bidder at \$2,576,000 original contract cost. The structure is mostly precast concrete supported by micro piles and will provide one level of parking. Work on the micro piles began in October of 2014. The parking deck will provide a net gain of about 175 spaces at the Convention Center. Construction will be complete by the end of 2015.

### Impact on future operating budgets:

This project will have little to no impact on the City's operating budget. Upon completion of the parking deck, the TDA will assume responsibility for maintenance and operating costs. The City's financing loan will be recouped from payments through the TDA using occupancy tax revenue.



# Debt Service



## 2015-2016 Adopted Budget

Like most municipalities, the City of Hickory utilizes debt as a means to finance long-term capital projects. Hickory has traditionally maintained a conservative position regarding the use of debt while simultaneously benefiting from its use to fund projects such as water plants, libraries, and police stations. Because of its critical importance to the City's financial solvency, debt is regulated not only by Council policy, but also by North Carolina statutes. The *Debt Service* section examines the specifics of the City's debt, **and includes only that debt that the City has outstanding at the time of the printing of this document.** To view the anticipated debt for the next five years, please review the *Five Year Financial Forecast* sections. This section concludes with the computation of the legal debt margin that presents the City's debt ceiling.

## Discussion

The City of Hickory's bond rating is AA from Standard & Poor's, and Aa3 from Moody's. These ratings were upgraded during FY2008-2009, from a previous rating of AA- from Standard & Poor's. In the future, these bond ratings will continue to allow the City to borrow money at lower interest rates than what we have been able to achieve previously.

Debt service payments on State Revolving Loan funds borrowed from the State of North Carolina for the upgrades of the Henry Fork Wastewater Treatment Plant and the Northeast Wastewater Treatment Plant will make up 36.81% of all debt service requirements.

Debt service payments on Installment Purchase Agreements will make up 62.11% of all debt service requirements for the City of Hickory in FY2015-2016. Funds borrowed through this means of financing were for the Hickory Metro Convention Center, utilities for Annexation Area II and the Henry River Basin area, upgrades to the radio system, and upgrades to the Hickory-Catawba Wastewater Treatment Plant.

Debt service payments on Intergovernmental Agreements will make up 0.34% of all debt service requirements for FY2015-2016. These agreements are for prior water and sewer projects with Catawba County.

Debt service payments on Notes Payable will make up 0.74% of all debt service requirements for FY2015-2016. This note is a revolving loan funded by the American Recovery and Reinvestment Act for the Cripple Creek Interceptor replacement.

# Debt Service



Debt Service		FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY2019-20
Purpose	S-SRF-T-0900181 Sewer					
Interest Rate	2.48%					
Issued	1/20/2013					
Due	Annually to 2033					
Outstanding	\$15,750,000					
Principal		875,000	875,000	875,000	875,000	875,000
Interest		390,600	368,900	347,200	325,500	303,800
Purpose	S-SRF-T-93-0040 Sewer					
Interest Rate	2.89%					
Issued	11/10/1995					
Due	Annually to 2016					
Outstanding	\$710,000					
Principal		710,000	-	-	-	-
Interest		20,519	-	-	-	-
<b>Subtotal</b>		<b>1,996,119</b>	<b>1,243,900</b>	<b>1,222,200</b>	<b>1,200,500</b>	<b>1,178,800</b>
Purpose	Hky Metro Conv. Center Renovations					
Interest Rate	2.63% Variable Interest					
Issued	2004					
Due	Semi-annually to 2019					
	3.91% 5/05 Locked Interest Rate					
	2.09% Reduced Interest Rate 04/12					
Outstanding	\$990,000					
Principal		220,000	220,000	220,000	220,000	110,000
Interest		19,542	14,944	10,346	5,748	1,150
Purpose	Hky Metro Conv. Center					
Interest Rate	4.9% -9.89% Interest					
Issued	1998					
Due	Semi-annually to 2018					
	3.79% Reduced Interest Rate 07/15/03					
	1.79% Reduced Interest Rate 04/2012					
Outstanding	\$989,800					
Principal		282,800	282,800	282,800	141,400	-
Interest		16,452	11,390	6,328	1,266	-
Purpose	Hky Metro Conv. Center Parking Deck					
Interest Rate	2.94%					
Issued	10/22/2014					
Due	Semi-annually to 2030					
Outstanding	\$2,900,000					
Principal		200,000	200,000	200,000	200,000	200,000
Interest		83,790	77,910	72,030	66,150	60,270
Purpose	Henry River Basin Sewer					
Interest Rate	3.55%					
Issued	04/05/05					
Due	Semi-annually to 2025					
	3.19% Reduced Interest Rate 03/21/12					
Outstanding	\$4,750,000					
Principal		475,000	475,000	475,000	475,000	475,000
Interest		147,737	132,584	117,432	102,279	87,127

# Debt Service



Debt Service		FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY2019-20
Purpose	Area II Annexation-Water/Sewer					
Interest Rate	4.9%-9.89% Interest					
Issued	12/29/1998					
Due	Semi-annually to 2019					
	3.79% Reduced Interest Rate 07/15/03					
	1.79% Reduced Interest Rate 03/21/12					
Outstanding	\$698,163					
Principal		199,475	199,475	199,475	99,738	-
Interest		11,604	8,034	4,463	893	-
Purpose	Ridgeview Renovations					
Interest Rate	3.69% Reduced Interest Rate 07-15-03					
Issued	4/02					
Due	Semi-annually to 2017					
Purpose	Stanford Park					
Interest Rate	3.69% Reduced Interest Rate 07-15-03					
Issued	4/02					
Due	Semi-annually to 2017					
	Combined Debts 04/2012					
	1.69% Reduced interest rate 4/2012					
Outstanding	\$771,236					
Principal		385,618	385,618	-	-	-
Interest		11,405	4,888	-	-	-
Purpose	Radio System Upgrade					
Interest Rate	3.79%					
Issued	12/10/2008					
Due	Semi-annually to 2019					
Outstanding	\$364,939					
Principal		104,269	104,269	104,269	52,134	-
Interest		12,843	8,892	4,940	988	-
Purpose	Maiden Water Line					
Interest Rate	4.46%					
Issued	2002					
Due	Semi-annually to 2021					
	4.19% Reduced Interest Rate 4/16/06					
	2.17% Reduced Interest Rate 04/2012					
Outstanding	\$2,214,270					
Principal		369,045	369,045	369,045	369,045	369,045
Interest		46,048	38,039	30,031	22,023	14,014
Purpose	Hickory-Catawba WWTP Upgrade					
Interest Rate	2.27%					
Issued	02/01/13					
Due	Semi-annually to 2028					
Outstanding	\$8,765,462					
Principal		586,767	600,163	613,864	627,877	642,211
Interest		195,665	182,270	168,569	154,555	140,221
<b>Subtotal</b>		<b>3,368,060</b>	<b>3,315,321</b>	<b>2,878,592</b>	<b>2,539,096</b>	<b>2,099,038</b>
Catawba County Contracts		8,394	8,394	8,394	8,394	8,394
<b>Subtotal</b>		<b>8,394</b>	<b>8,394</b>	<b>8,394</b>	<b>8,394</b>	<b>8,394</b>
Purpose	Cripple Creek ARRA Loan					
Interest Rate	0%					
Issued	2010					
Due	Annually to 2031					
Outstanding	\$600,860					
Principal		40,057	40,057	40,057	40,057	40,057
Interest		-	-	-	-	-
<b>Subtotal</b>		<b>40,057</b>	<b>40,057</b>	<b>40,057</b>	<b>40,057</b>	<b>40,057</b>
<b>Grand Total</b>		<b>5,412,630</b>	<b>4,607,672</b>	<b>4,149,243</b>	<b>3,788,047</b>	<b>3,326,289</b>

## Computation of Legal Debt Margin

<b>Net Assessed Value – June 30, 2014</b>	\$4,796,937,404
	<u>x</u> .08
<b>Debt Limit – Eight Percent (8%) of Assessed Value</b>	\$ 383,754,992
Gross Debt:	
Total Bonded Debt	\$ 0
Notes Payable (1)	19,213,495
Installment Purchase Agreements	<u>22,153,750</u>
Total Amount of Debt Applicable to Debt Limit (Net Debt)	\$41,367,245
<b>Legal Debt Margin</b>	<u>\$342,387,747</u>

The City is subject to the Local Government Bond Act of North Carolina, which limits the amount of net bonded debt the City may have outstanding to 8% of the assessed value of the property subject to taxation. The City's net debt as a percentage of assessed valuation is 0.96% compared to the legal debt limit of 8%.

### Notes

Notes payable includes \$16,460,000 for State revolving loans related to water and sewer capital needs and \$25,183 in water and sewer agreements with other local governments.

# Five Year Financial Forecast



## 2015-2016 Adopted Budget

# Five Year Financial Forecast

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## FIVE YEAR FINANCIAL FORECAST FY2015-2016 THROUGH FY2020-2021

The City of Hickory recognizes the importance of long-range planning throughout the organization. No effective plan, however, can exist without an understanding of the resources and obligations anticipated in the coming years. The City develops its Five Year Budget Forecast to establish a reasonable basis for the budget planning process.

This Five Year Budget Forecast includes the General Fund, Water and Sewer Fund, Stormwater Fund, Sludge Composting Fund, Transportation Fund, Solid Waste Fund, Fleet Maintenance Fund and Insurance Fund.

To complete this Five Year Budget Forecast, we consider:

1. City Council's Priorities and Action Plan
2. Five Year CIP
3. Five Year Debt Schedule
4. Master Plans
5. Past budgetary trends
6. Current economic conditions
7. Projected economic conditions

In that we are projecting into the future based on what we know today and what we have experienced in the past, the last consideration of projected economic conditions can be extremely volatile, particularly as it relates to future revenue growth. We have a level of control over future expenditure growth, but economic conditions will ultimately dictate future revenue growth. You will see that our forecasted revenue growth has been estimated at what we believe to be achievable levels, but there are no guarantees.

You will also notice that projected expenditures may exceed projected revenues. Every Annual Budget adopted by City Council is statutorily required to be balanced, so these unbalanced projected numbers reflect the work which must be done every year to get expenditures in line with revenues. To present balanced budget projections would not provide an accurate accounting of the budgetary challenges faced every year. Improved economic conditions will translate into revenue growth that exceeds what is being forecast in this document. That generally translates into fewer cuts on the expenditure side or less pressure to increase revenue through new or increased taxes to provide the same level of service or new services.

The following projections present the budget framework around which planning for the City's next five fiscal years can begin.

### **GENERAL FUND REVENUE**

- **Ad Valorem**  
Anticipated growth in the City's property tax base will produce 1.0% growth in property tax revenues annually.
- **Other Taxes**  
This category of revenue is highly impacted by both local and state-wide economic conditions. On average, these revenues will increase by 2% annually through FY2020-2021. Sales Taxes and Utility Franchise Taxes are the largest sources of revenue in this category.

# Five Year Financial Forecast

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- **Unrestricted Governmental Revenue**

These are revenues received from other governmental jurisdictions for which there are no restrictions on use. There is no growth forecasted in this category of revenue through FY2020-2021. The Beer & Wine Tax is the single largest source of revenue in this category.

- **Restricted Governmental Revenue**

These revenues are received from other governmental jurisdictions and are restricted for specific purposes in their use. We project 1% annual growth in this category of revenue due to most of these revenues coming from the State of North Carolina, an unstable financial partner with structural budgetary problems. The single largest source of revenue in this category is Powell Bill revenues, which are used solely for road maintenance.

- **Licenses & Permits**

These revenues are driven by local economic conditions and are derived from fees approved by City Council in the City's Fee Schedule. Fees are normally increased annually by the Consumer Price Index, but this gauge does not necessarily correspond to increases in revenue.

- **Sales & Services**

These revenues are also driven by local economic conditions, but to a lesser degree, and are derived from fees approved by City Council in the City's Fee Schedule. Many, but not all of the fees related to Sales and Services are increased annually by the Consumer Price Index. The two major sources of revenue in this category are Cable Franchise Fees and TDA Convention Center Rental. These two sources of revenue are not increased by the annual Consumer Price Index. TDA Convention Center Rental Revenue is tied to the debt service payments the City makes on this facility. Most sources of revenue in this category are expected to increase by 1% annually.

- **Investment Earnings**

These revenues are the earnings gained by the investment of the City's cash reserves in the financial markets. A conservative 1% annual growth is estimated over the next five years.

- **Miscellaneous**

These are revenues that do not qualify for any other category of revenue. Revenue growth in this category is projected to remain flat.

- **Other Financing Sources**

This category of revenue reflects the appropriation of fund balance for designated purposes, and transfers from the Capital Reserve Fund for capital purchases. It is anticipated that this source of revenue will remain flat over the next five years.

## **GENERAL FUND EXPENDITURES**

- **Personnel**

These expenses are incurred as a result of full-time and part-time employees. Increases are generally driven by annual salary adjustments and the ever increasing cost of providing health insurance coverage to employees which is anticipated to grow 5% annually. Longevity pay, part-time salaries, overtime and holiday pay are projected to stay flat. The addition of new employees for new or expanded services will increase this expenditure by more than the projected increases. On average this category of expenses is projected to increase by 3% annually.

# Five Year Financial Forecast

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- **Operational**

Operational expenses include such things as maintenance & repair, departmental supplies, fuel, power, natural gas and risk insurance. This category of expenses is projected to increase by the annual Consumer Price Index, estimated to average 2% annually.

- **Capital**

Capital is defined as a tangible purchase more than \$5,000 in value with a life expectancy of more than one year. The majority of purchases in this category are replacement equipment and replacement vehicle purchases. Most major construction projects are budgeted outside of the Annual Budget.

- **Contingency**

City Council's adopted policy calls for General Fund Contingency funding equal to 1.5% of recurring General Fund Revenues. Projected increases in Contingency funding mirror projected increases in budgeted revenue.

- **Special Appropriations Funding**

City Council provides financial support to various organizations that contribute to the quality of life for all City residents, contribute to the revenue base of the City, or provide a necessary service that the City itself does not provide. No growth is projected in this category of expenditures.

- **Debt Service**

Debt service appropriations account for the payment of principal and interest on proceeds from debt instruments to finance major capital projects and capital purchases. Exclusive of any unanticipated issuance of new debt, this category of expenditure will generally decline over the next five years.

- **Interfund Transfers**

Interfund transfers are transfers between the fund receiving financial resources and the fund through which the financial resources are to be expended. This category of expenditures is projected to grow by 3% annually.

- **Pro-Rata Reimbursements**

This category of expenditure includes the payment from one fund to another fund for services rendered. A good example of this is the Water and Sewer Fund reimbursing the General Fund for the cost to bill and collect utility accounts. The actual reimbursement is shown as a credit to the fund providing the service and a debit (cost) to the fund receiving the service. This category of expenditure is projected to increase by the annual Consumer Price Index.

## WATER AND SEWER FUND REVENUE

- **Restricted Governmental Revenue**

These revenues are received from other governmental jurisdictions and are restricted for specific purposes in their use. Among the largest sources of revenue in this category are from the Town of Longview and Burke County related to their past participation in the Henry Fork Wastewater Treatment Plant, the Town of Maiden's purchase of capacity in the City's Water Plant, and the Town of Claremont for operational services provided by the City of Hickory to their utility system. Growth is projected to remain flat.

- **Sales & Services**

This category of revenue comprises the vast majority of revenue received by the Water and Sewer Fund. Revenue generated from water sales and sewer sales make up the majority of the revenue received in this category. Growth in this category of revenue is greatly impacted by the weather, economic activity and growth in the utility system. Growth is projected at 2% annually.

## Five Year Financial Forecast

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- **Investment Earnings**

These revenues are the earnings gained by the investment of the City's cash reserves in the financial markets. A conservative 1% growth is estimated over the next five years.

- **Miscellaneous**

These are revenues that do not qualify for any other category of revenue. Revenue growth in this category is projected to remain flat.

- **Other Financing Sources**

This category of revenue reflects the transfer of funds from the Capital Reserve Fund for capital purchases. It is anticipated that this source of revenue will remain flat over the next five years.

### WATER AND SEWER FUND EXPENDITURES

- **Personnel**

These expenses are incurred as a result of full-time and part-time employees. Increases are generally driven by annual salary adjustments, and the ever increasing cost of providing full health insurance coverage to employees which is anticipated to grow 5% annually. Longevity pay, part-time salaries, overtime and holiday pay are projected to stay flat. The addition of new employees for new or expanded services will increase this expenditure by more than the projected increases. On average, this category of expenses is projected to increase by 3% annually.

- **Operational**

Operational expenses include such things as maintenance & repair, departmental supplies, fuel, power, natural gas and risk insurance. This category of expenses is projected to increase by the annual Consumer Price Index.

- **Capital**

Capital is defined as a tangible purchase more than \$5000 in value with a life expectancy of more than one year. The majority of purchases in this category are replacement equipment and replacement vehicle purchases. Most construction projects are budgeted outside of the Annual Budget.

- **Contingency**

Contingency is budgeted in the Water and Sewer Fund to provide funding for unanticipated, unbudgeted, nonrecurring expenses that may occur during the year. Projected increases in Contingency funding in the Water and Sewer Fund are based on the projected average annual Consumer Price Index.

- **Special Appropriations Funding**

City Council provides financial support to various organizations that contribute to the quality of life for all City residents, contribute to the revenue base of the City, or provide a necessary service that the City itself does not provide. In the Water and Sewer fund, the extent of this type of funding is to Habitat for Humanity for water and sewer taps related to new homes they construct each year, as well as water quality funding to the Western Piedmont Council of Government. No growth is projected in this category of expenditures.

- **Debt Service**

Debt service appropriations account for the payment of principal and interest on general obligation bonds and notes, and proceeds from debt instruments to finance major capital projects and capital purchases. Exclusive of any unanticipated issuance of new debt, this category of expenditure will generally decline over the next five years.

## Five Year Financial Forecast

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- **Interfund Transfers**

Interfund transfers are transfers between the fund receiving financial resources and the fund through which the financial resources are to be expended. The only Interfund Transfer made by the Water and Sewer Fund is to the Capital Reserve Fund. This expenditure is expected to increase by 2% annually over the next five years.

- **Pro-Rata Reimbursements**

This category of expenditure includes the payment from one fund to another fund for services rendered. A good example of this is the Water and Sewer Fund reimbursing the General Fund for the cost to bill and collect utility accounts. The actual reimbursement is shown as a credit to the fund providing the service and a debit (cost) to the fund receiving the service. This category of expenditure is projected to increase by the annual Consumer Price Index.

### SLUDGE COMPOSTING FUND REVENUE

- **Restricted Governmental**

Will continue to receive funding from the City of Conover, Catawba County and City of Hickory at the agreed upon percentages for the operation of this facility. The City of Newton is no longer a partner in this operation. Revenues are received at a level to support operations and are projected to increase by 2% annually.

### SLUDGE COMPOSTING FUND EXPENDITURES

- **Operational**

Operational expenditures are projected to increase slightly less than the projected annual Consumer Price Index.

- **Capital**

Capital is defined as a tangible purchase more than \$5,000 in value with a life expectancy of more than one year. The majority of purchases in this category are replacement equipment and replacement vehicle purchases. Most construction projects are budgeted outside of the Annual Budget. There are minimal capital purchases anticipated with the Sludge Composting Facility over the next five years.

- **Pro-Rata Reimbursements**

Pro-Rata Reimbursements are projected to increase by the Consumer Price Index, or 2% annually.

### STORMWATER FUND REVENUE

- **Other Financing Sources**

This category of revenue reflects the transfer of funds from both the General Fund and the Water and Sewer Fund which both support this fund financially.

# Five Year Financial Forecast

## STORMWATER FUND EXPENDITURES

- **Personnel**  
These expenses are incurred as a result of full-time and part-time employees. Increases are generally driven by annual salary adjustments, and the ever increasing cost of providing full health insurance coverage to employees which is anticipated to grow 5% annually. Longevity pay, part-time salaries, overtime and holiday pay are projected to stay flat. The addition of new employees for new or expanded services will increase this expenditure by more than the projected increases. On average, this category of expenses is projected to increase by 3% annually.
- **Operational**  
Operational expenses include such things as maintenance & repair, departmental supplies, fuel, power, natural gas and risk insurance. This category of expenses is projected to increase by the annual Consumer Price Index.

## SOLID WASTE FUND REVENUE

- **Other Taxes**  
This is the Solid Waste Excise Tax the City receives from the State of North Carolina. It is related to Tipping Fees the City pays and is a partial rebate. There will be no growth in this source of revenue.
- **Sales & Services**  
This category of revenue comprises the vast majority of revenue received by the Solid Waste Fund. Revenue generated from the Solid Waste Fee, Dumpster Rentals and Tipping Fees make up the majority of the revenue received in this category. Growth in this category of revenue is greatly impacted by economic activity and growth of the customer base within the City and it projected at 2% annually.
- **Investment Earnings**  
These revenues are the earnings gained by the investment of the City's cash reserves in the financial markets. A conservative 1% growth is estimated over the next five years.
- **Miscellaneous**  
These are revenues that do not qualify for any other category of revenue. Revenue growth in this category is projected to remain flat.
- **Other Financing Sources**  
The Solid Waste Fund receives a significant subsidy from the General Fund due to the Solid Waste Fund's revenues not meeting its expenditure requirements. It is projected that this subsidy will increase by 3% annually.

## SOLID WASTE FUND EXPENDITURES

- **Personnel**  
These expenses are incurred as a result of full-time and part-time employees. Increases are generally driven by annual salary adjustments and the ever increasing cost of providing full health insurance coverage to employees. The addition of new employees for new or expanded services will increase this expenditure by more than the projected increases. On average, this category of expenses is projected to increase by 3% annually.

# Five Year Financial Forecast

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- **Operational**

Operational expenses include such things as maintenance & repair, departmental supplies, fuel, power, natural gas and risk insurance. This category of expenses is projected to increase by the annual Consumer Price Index.

- **Capital**

Capital is defined as a tangible purchase more than \$5,000 in value with a life expectancy of more than one year. The majority of purchases in this category are replacement equipment and replacement vehicle purchases. Most construction projects are budgeted outside of the Annual Budget.

- **Pro-Rata Reimbursements**

This category of expenditure includes the payment from one fund to another fund for services rendered. A good example of this is the Solid Waste Fund reimbursing the General Fund for the cost to bill and collect on accounts. The actual reimbursement is shown as a credit to the fund providing the service and a debit (cost) to the fund receiving the service. This category of expenditure is projected to increase by the annual Consumer Price Index.

## TRANSPORTATION FUND REVENUES

- **Sales & Services**

This category of revenue comprises the vast majority of revenue received by the Airport. Growth in this category of revenue is greatly impacted by local economic activity and air travel, and is projected at 1% annually.

- **Investment Earnings**

These revenues are the earnings gained by the investment of the City's cash reserves in the financial markets. A conservative 1% growth is estimated over the next five years.

## TRANSPORTATION FUND EXPENDITURES

- **Personnel**

These expenses are incurred as a result of full-time and part-time employees. Increases are generally driven by annual salary adjustments and the ever increasing cost of providing full health insurance coverage to employees. The addition of new employees for new or expanded services will increase this expenditure by more than the projected increases. On average, this category of expenses is projected to increase by 3% annually.

- **Operational**

Operational expenses include such things as maintenance & repair, departmental supplies, fuel, power, natural gas and risk insurance. This category of expenditures is projected to increase by the annual Consumer Price Index.

- **Capital**

Capital is defined as a tangible purchase more than \$5,000 in value with a life expectancy of more than one year. The majority of purchases in this category are replacement equipment and replacement vehicle purchases. Most construction projects are budgeted outside of the Annual Budget.

## Five Year Financial Forecast

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- **Pro-Rata Reimbursements**

This category of expenditure includes the payment from one fund to another fund for services rendered. A good example of this is the Transportation Fund reimbursing the General Fund for the cost to bill and collect on accounts. The actual reimbursement is shown as a credit to the fund providing the service and a debit (cost) to the fund receiving the service. This category of expenditures is projected to increase by the annual Consumer Price Index.

### FLEET MAINTENANCE FUND REVENUE

- **Sales and Services**

Sales and Services are the only source of revenue for this fund. As this fund is classified as an internal service fund, the fee structure for this fund is set to produce sufficient revenue to meet the vital expenditure needs of the service provided. Revenue is expected to increase an average of 2% annually.

### FLEET MAINTENANCE FUND EXPENDITURES

- **Personnel**

Personnel expenditures increase by an annual average of 3%. This increase is driven by annual salary adjustments and the ever-increasing cost of providing full health insurance coverage to the employee.

- **Operational**

Operational expenditures are projected to increase by the projected Consumer Price Index, which is 2% annually.

- **Capital**

Capital is defined as a tangible purchase more than \$5,000 in value with a life expectancy of more than one year. The majority of purchases in this category are replacement equipment and replacement vehicle purchases. Most construction projects are budgeted outside of the Annual Budget.

- **Pro-Rata Reimbursements**

This category of expenditure includes the payment from one fund to another fund for services rendered. A good example of this is the Fleet Maintenance Fund reimbursing the General Fund for the cost of billing fleet charges to the various departmental users of Fleet services. The actual reimbursement is shown as a credit to the fund providing the service and a debit (cost) to the fund receiving the service. This category of expenditure is projected to increase by the annual Consumer Price Index.

### INSURANCE FUND REVENUE

- **Sales and Services**

Sales and Services is the major source of revenue for this fund. As this fund is classified as an internal service fund, the fee structure for this fund is set to produce sufficient revenue to meet the vital expenditure needs of the service provided. Revenue is expected to increase an average of 3% annually.

- **Investment Earnings.**

A 1% annual increase is projected for revenues generated by the investment of idle cash.

# Five Year Financial Forecast

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## INSURANCE FUND EXPENDITURES

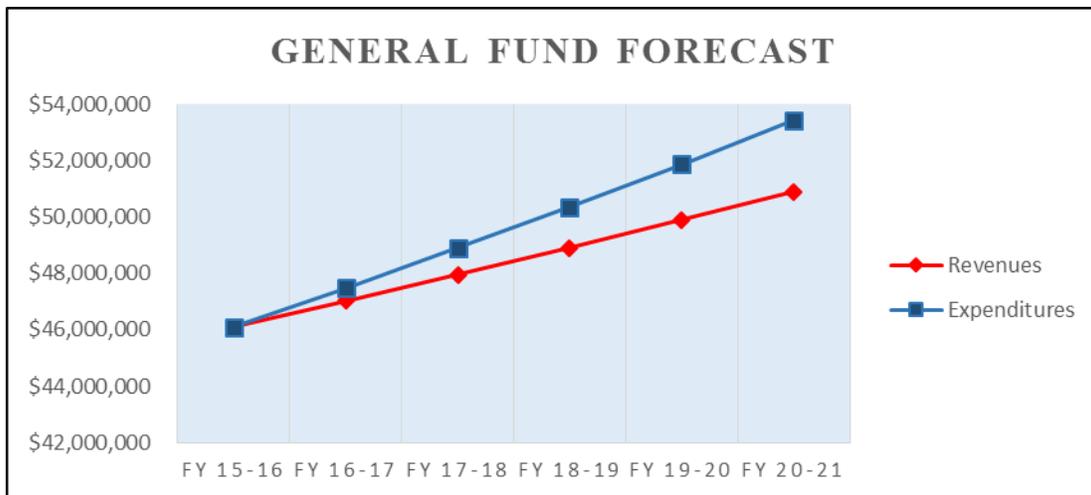
- **Personnel**  
Health insurance expenditures make up all the personnel related expenditures in this fund. These expenditures are projected to increase by an annual average of 5%. Adding new employees for new or expanded services will increase this expenditure by more than the projected.
- **Operational**  
Other non-personnel related risk financing expenditures are projected to increase by 3% annually.

# Five Year Financial Forecast



## General Fund Forecast

Revenues	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Ad Valorem Taxes	\$ 24,986,613	\$ 25,486,345	\$ 25,996,072	\$ 26,515,994	\$ 27,046,313	\$ 27,587,240
Other Taxes	\$ 13,848,165	\$ 14,125,128	\$ 14,407,631	\$ 14,695,783	\$ 14,989,699	\$ 15,289,493
Unrestricted Intergovernmental	\$ 525,000	\$ 535,500	\$ 546,210	\$ 557,134	\$ 568,277	\$ 579,642
Restricted Intergovernmental	\$ 2,018,825	\$ 2,059,202	\$ 2,100,386	\$ 2,142,393	\$ 2,185,241	\$ 2,228,946
Licenses and Permits	\$ 7,255	\$ 7,400	\$ 7,548	\$ 7,699	\$ 7,853	\$ 8,010
Sales and Services	\$ 1,744,885	\$ 1,779,783	\$ 1,815,378	\$ 1,851,686	\$ 1,888,720	\$ 1,926,494
Investment Earnings	\$ 125,000	\$ 127,500	\$ 130,050	\$ 132,651	\$ 135,304	\$ 138,010
Miscellaneous	\$ 267,000	\$ 272,340	\$ 277,787	\$ 283,343	\$ 289,009	\$ 294,790
Other Financing Sources	\$ 2,574,233	\$ 2,625,718	\$ 2,678,232	\$ 2,731,797	\$ 2,786,433	\$ 2,842,161
<b>Total</b>	<b>\$ 46,096,976</b>	<b>\$ 47,018,916</b>	<b>\$ 47,959,294</b>	<b>\$ 48,918,480</b>	<b>\$ 49,896,849</b>	<b>\$ 50,894,786</b>
<b>Expenditures</b>						
Personnel	\$ 30,023,026	\$ 30,923,717	\$ 31,851,428	\$ 32,806,971	\$ 33,791,180	\$ 34,804,916
Operational	\$ 12,462,064	\$ 12,835,926	\$ 13,221,004	\$ 13,617,634	\$ 14,026,163	\$ 14,446,948
Capital	\$ 2,680,269	\$ 2,760,677	\$ 2,843,497	\$ 2,928,802	\$ 3,016,666	\$ 3,107,166
Contingency	\$ 650,000	\$ 669,500	\$ 689,585	\$ 710,273	\$ 731,581	\$ 753,528
Special Appropriations Funding	\$ 952,548	\$ 981,124	\$ 1,010,558	\$ 1,040,875	\$ 1,072,101	\$ 1,104,264
Debt Service	\$ 1,153,794	\$ 1,188,408	\$ 1,224,060	\$ 1,260,782	\$ 1,298,605	\$ 1,337,563
Interfund Transfers	\$ 1,311,996	\$ 1,351,356	\$ 1,391,897	\$ 1,433,653	\$ 1,476,663	\$ 1,520,963
Pro-Rata Reimbursements	(\$3,136,721)	(\$3,230,823)	(\$3,327,747)	(\$3,427,580)	(\$3,530,407)	(\$3,636,319)
<b>Total</b>	<b>\$ 46,096,976</b>	<b>\$ 47,479,885</b>	<b>\$ 48,904,282</b>	<b>\$ 50,371,410</b>	<b>\$ 51,882,553</b>	<b>\$ 53,439,029</b>

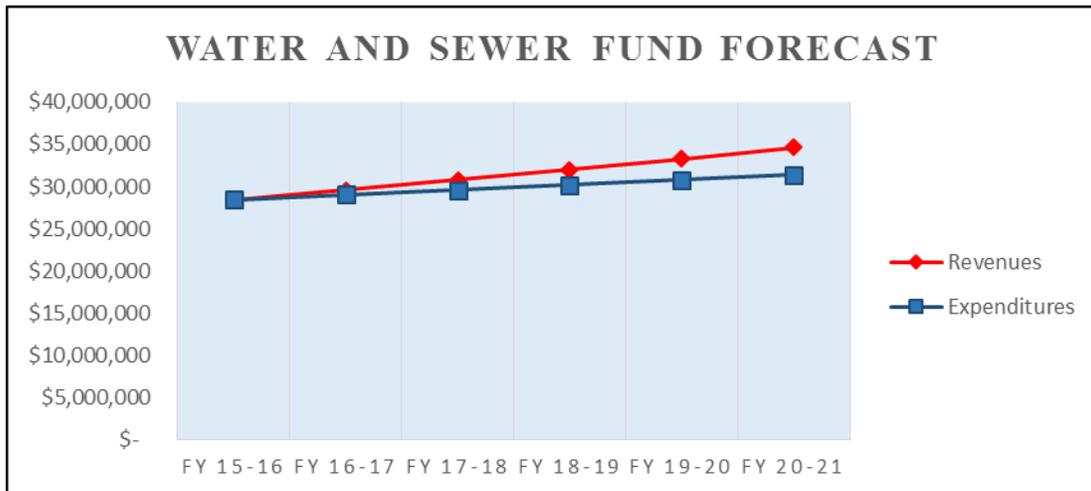


# Five Year Financial Forecast



## Water and Sewer Fund Forecast

<b>Revenues</b>	<b>FY 15-16</b>	<b>FY 16-17</b>	<b>FY 17-18</b>	<b>FY 18-19</b>	<b>FY 19-20</b>	<b>FY 20-21</b>
Restricted Intergovernmental	\$ 1,350,217	\$ 1,404,226	\$ 1,460,395	\$ 1,518,810	\$ 1,579,563	\$ 1,642,745
Sales and Services	\$ 21,238,000	\$ 22,087,520	\$ 22,971,021	\$ 23,889,862	\$ 24,845,456	\$ 25,839,274
Investment Earnings	\$ 50,000	\$ 52,000	\$ 54,080	\$ 56,243	\$ 58,493	\$ 60,833
Miscellaneous	\$ 320,000	\$ 332,800	\$ 346,112	\$ 359,956	\$ 374,355	\$ 389,329
Other Financing Sources	\$ 5,500,000	\$ 5,720,000	\$ 5,948,800	\$ 6,186,752	\$ 6,434,222	\$ 6,691,591
<b>Total</b>	<b>\$ 28,458,217</b>	<b>\$ 29,596,546</b>	<b>\$ 30,780,408</b>	<b>\$ 32,011,624</b>	<b>\$ 33,292,089</b>	<b>\$ 34,623,772</b>
<b>Expenditures</b>						
Personnel	\$ 5,309,900	\$ 5,416,098	\$ 5,524,420	\$ 5,634,908	\$ 5,747,607	\$ 5,862,559
Operational	\$ 7,337,683	\$ 7,484,437	\$ 7,634,125	\$ 7,786,808	\$ 7,942,544	\$ 8,101,395
Capital	\$ 7,250,298	\$ 7,395,304	\$ 7,543,210	\$ 7,694,074	\$ 7,847,956	\$ 8,004,915
Contingency	\$ 150,000	\$ 153,000	\$ 156,060	\$ 159,181	\$ 162,365	\$ 165,612
Special Appropriations Funding	\$ 62,367	\$ 63,614	\$ 64,887	\$ 66,184	\$ 67,508	\$ 68,858
Debt Service	\$ 4,075,920	\$ 4,157,438	\$ 4,240,587	\$ 4,325,399	\$ 4,411,907	\$ 4,500,145
Interfund Transfers	\$ 872,946	\$ 890,405	\$ 908,213	\$ 926,377	\$ 944,905	\$ 963,803
Pro-Rata Reimbursements	\$ 3,399,103	\$ 3,467,085	\$ 3,536,427	\$ 3,607,155	\$ 3,679,298	\$ 3,752,884
<b>Total</b>	<b>\$ 28,458,217</b>	<b>\$ 29,027,381</b>	<b>\$ 29,607,929</b>	<b>\$ 30,200,088</b>	<b>\$ 30,804,089</b>	<b>\$ 31,420,171</b>

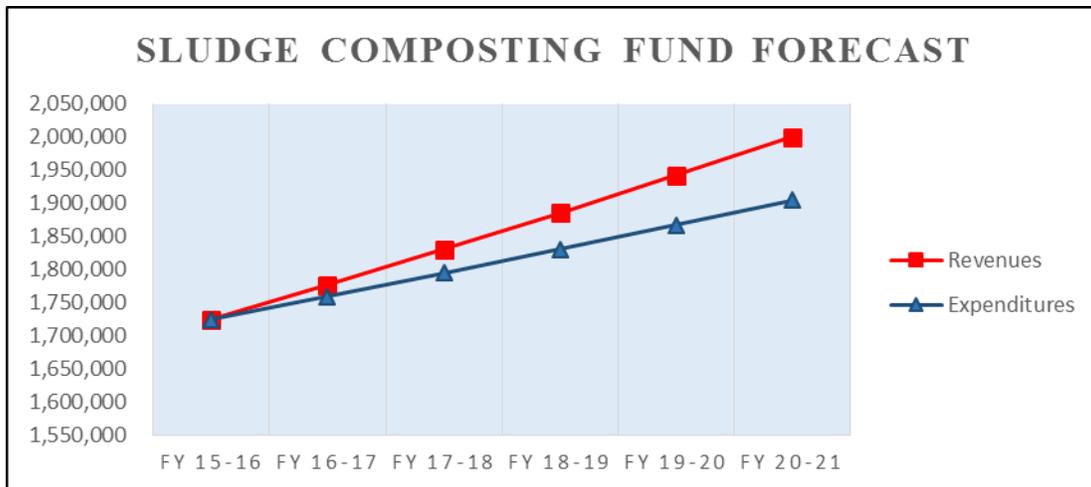


# Five Year Financial Forecast



## Sludge Composting Fund Forecast

<b>Revenues</b>	<b>FY 15-16</b>	<b>FY 16-17</b>	<b>FY 17-18</b>	<b>FY 18-19</b>	<b>FY 19-20</b>	<b>FY 20-21</b>
Restricted Intergovernmental	\$ 1,725,076	\$ 1,776,828	\$ 1,830,133	\$ 1,885,037	\$ 1,941,588	\$ 1,999,836
<b>Total</b>	<b>\$ 1,725,076</b>	<b>\$ 1,776,828</b>	<b>\$ 1,830,133</b>	<b>\$ 1,885,037</b>	<b>\$ 1,941,588</b>	<b>\$ 1,999,836</b>
<b>Expenditures</b>						
Operational	\$ 1,556,202	\$ 1,587,326	\$ 1,619,073	\$ 1,651,454	\$ 1,684,483	\$ 1,718,173
Capital	\$ 50,000	\$ 51,000	\$ 52,020	\$ 53,060	\$ 54,122	\$ 55,204
Pro-Rata Reimbursements	\$ 118,874	\$ 121,251	\$ 123,677	\$ 126,150	\$ 128,673	\$ 131,247
<b>Total</b>	<b>\$ 1,725,076</b>	<b>\$ 1,759,578</b>	<b>\$ 1,794,769</b>	<b>\$ 1,830,664</b>	<b>\$ 1,867,278</b>	<b>\$ 1,904,623</b>

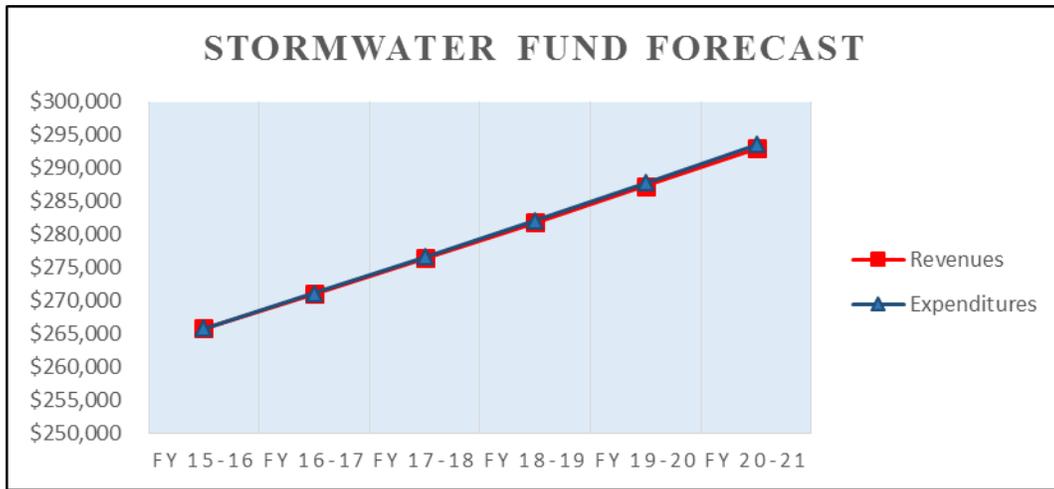


# Five Year Financial Forecast



## Stormwater Fund Forecast

<b>Revenues</b>	<b>FY 15-16</b>	<b>FY 16-17</b>	<b>FY 17-18</b>	<b>FY 18-19</b>	<b>FY 19-20</b>	<b>FY 20-21</b>
Other Financing Sources	\$ 265,893	\$ 271,105	\$ 276,418	\$ 281,836	\$ 287,360	\$ 292,992
<b>Total</b>	<b>\$ 265,893</b>	<b>\$ 271,105</b>	<b>\$ 276,418</b>	<b>\$ 281,836</b>	<b>\$ 287,360</b>	<b>\$ 292,992</b>
<b>Expenditures</b>						
Personnel	\$ 106,644	\$ 108,777	\$ 110,952	\$ 113,171	\$ 115,435	\$ 117,744
Operational	\$ 159,249	\$ 162,434	\$ 165,683	\$ 168,996	\$ 172,376	\$ 175,824
<b>Total</b>	<b>\$ 265,893</b>	<b>\$ 271,211</b>	<b>\$ 276,635</b>	<b>\$ 282,168</b>	<b>\$ 287,811</b>	<b>\$ 293,567</b>

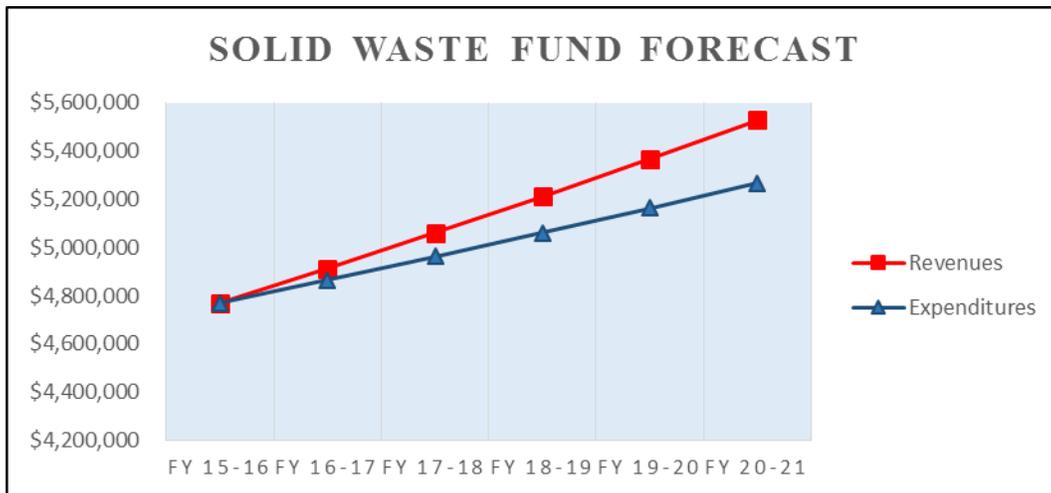


# Five Year Financial Forecast



## Solid Waste Fund Forecast

<b>Revenues</b>	<b>FY 15-16</b>	<b>FY 16-17</b>	<b>FY 17-18</b>	<b>FY 18-19</b>	<b>FY 19-20</b>	<b>FY 20-21</b>
Other Taxes	\$ 25,000	\$ 25,750	\$ 26,523	\$ 27,318	\$ 28,138	\$ 28,982
Sales and Services	\$ 4,096,200	\$ 4,219,086	\$ 4,345,659	\$ 4,476,028	\$ 4,610,309	\$ 4,748,618
Investment Earnings	\$ 5,000	\$ 5,150	\$ 5,305	\$ 5,464	\$ 5,628	\$ 5,796
Miscellaneous	\$ 3,000	\$ 3,090	\$ 3,183	\$ 3,278	\$ 3,377	\$ 3,478
Other Financing Sources	\$ 641,049	\$ 660,280	\$ 680,089	\$ 700,492	\$ 721,506	\$ 743,151
<b>Total</b>	<b>\$ 4,770,249</b>	<b>\$ 4,913,356</b>	<b>\$ 5,060,757</b>	<b>\$ 5,212,580</b>	<b>\$ 5,368,957</b>	<b>\$ 5,530,026</b>
<b>Expenditures</b>						
Personnel	\$ 1,636,615	\$ 1,669,347	\$ 1,702,734	\$ 1,736,789	\$ 1,771,525	\$ 1,806,955
Operational	\$ 2,290,198	\$ 2,336,002	\$ 2,382,722	\$ 2,430,376	\$ 2,478,984	\$ 2,528,564
Capital	\$ 457,250	\$ 466,395	\$ 475,723	\$ 485,237	\$ 494,942	\$ 504,841
Pro-Rata Reimbursements	\$ 386,186	\$ 393,910	\$ 401,788	\$ 409,824	\$ 418,020	\$ 426,381
<b>Total</b>	<b>\$ 4,770,249</b>	<b>\$ 4,865,654</b>	<b>\$ 4,962,967</b>	<b>\$ 5,062,226</b>	<b>\$ 5,163,471</b>	<b>\$ 5,266,740</b>

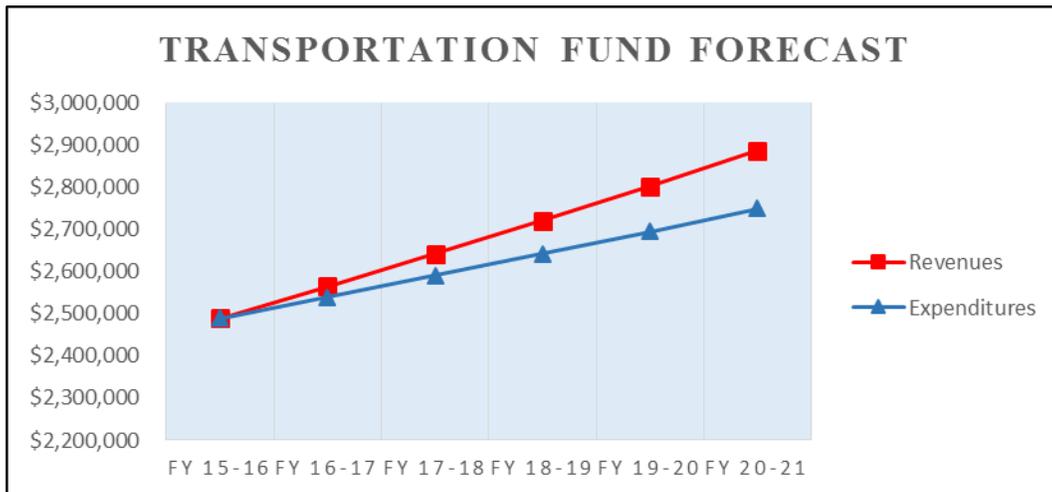


# Five Year Financial Forecast



## Transportation Fund Forecast

<b>Revenues</b>	<b>FY 15-16</b>	<b>FY 16-17</b>	<b>FY 17-18</b>	<b>FY 18-19</b>	<b>FY 19-20</b>	<b>FY 20-21</b>
Sales and Services	\$ 2,435,496	\$ 2,508,561	\$ 2,583,818	\$ 2,661,332	\$ 2,741,172	\$ 2,823,407
Investment Earnings	\$ 1,000	\$ 1,030	\$ 1,061	\$ 1,093	\$ 1,126	\$ 1,159
Other Financing Sources	\$ 53,422	\$ 55,025	\$ 56,675	\$ 58,376	\$ 60,127	\$ 61,931
<b>Total</b>	<b>\$ 2,489,918</b>	<b>\$ 2,564,616</b>	<b>\$ 2,641,554</b>	<b>\$ 2,720,801</b>	<b>\$ 2,802,425</b>	<b>\$ 2,886,497</b>
<b>Expenditures</b>						
Personnel	\$ 495,019	\$ 504,919	\$ 515,018	\$ 525,318	\$ 535,824	\$ 546,541
Operational	\$ 1,797,781	\$ 1,833,737	\$ 1,870,411	\$ 1,907,820	\$ 1,945,976	\$ 1,984,895
Capital	\$ 80,000	\$ 81,600	\$ 83,232	\$ 84,897	\$ 86,595	\$ 88,326
Pro-Rata Reimbursements	\$ 117,118	\$ 119,460	\$ 121,850	\$ 124,287	\$ 126,772	\$ 129,308
<b>Total</b>	<b>\$ 2,489,918</b>	<b>\$ 2,539,716</b>	<b>\$ 2,590,511</b>	<b>\$ 2,642,321</b>	<b>\$ 2,695,167</b>	<b>\$ 2,749,071</b>

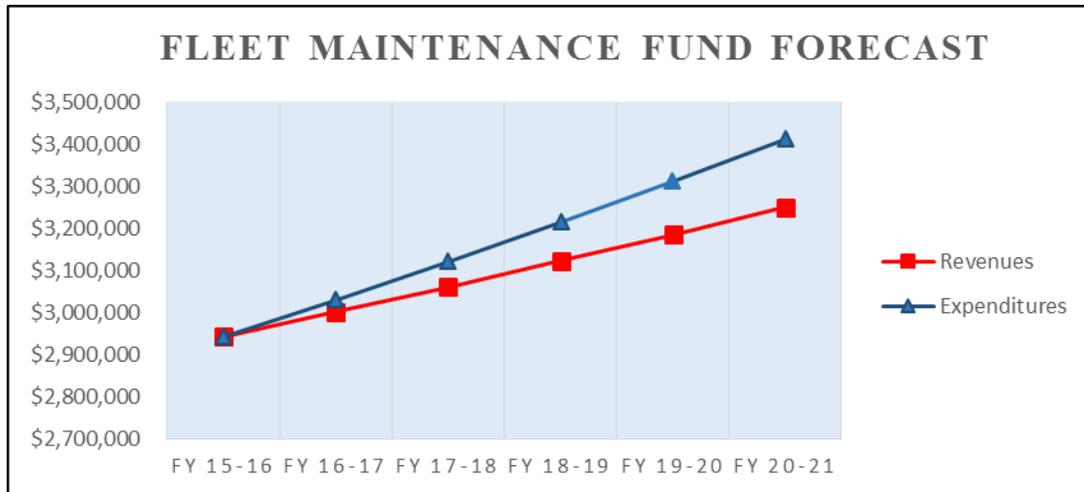


# Five Year Financial Forecast



## Fleet Maintenance Fund Forecast

<b>Revenues</b>	<b>FY 15-16</b>	<b>FY 16-17</b>	<b>FY 17-18</b>	<b>FY 18-19</b>	<b>FY 19-20</b>	<b>FY20-21</b>
Sales and Services	\$ 2,942,924	\$ 3,001,782	\$ 3,061,818	\$ 3,123,054	\$ 3,185,516	\$ 3,249,226
<b>Total</b>	<b>\$ 2,942,924</b>	<b>\$ 3,001,782</b>	<b>\$ 3,061,818</b>	<b>\$ 3,123,054</b>	<b>\$ 3,185,516</b>	<b>\$ 3,249,226</b>
<b>Expenditures</b>						
Personnel	\$ 636,431	\$ 655,524	\$ 675,190	\$ 695,445	\$ 716,309	\$ 737,798
Operational	\$ 2,032,503	\$ 2,093,478	\$ 2,156,282	\$ 2,220,971	\$ 2,287,600	\$ 2,356,228
Capital	\$ 20,000	\$ 20,600	\$ 21,218	\$ 21,855	\$ 22,510	\$ 23,185
Pro-Rata Reimbursements	\$ 253,990	\$ 261,610	\$ 269,458	\$ 277,542	\$ 285,868	\$ 294,444
<b>Total</b>	<b>\$ 2,942,924</b>	<b>\$ 3,031,212</b>	<b>\$ 3,122,148</b>	<b>\$ 3,215,813</b>	<b>\$ 3,312,287</b>	<b>\$ 3,411,655</b>

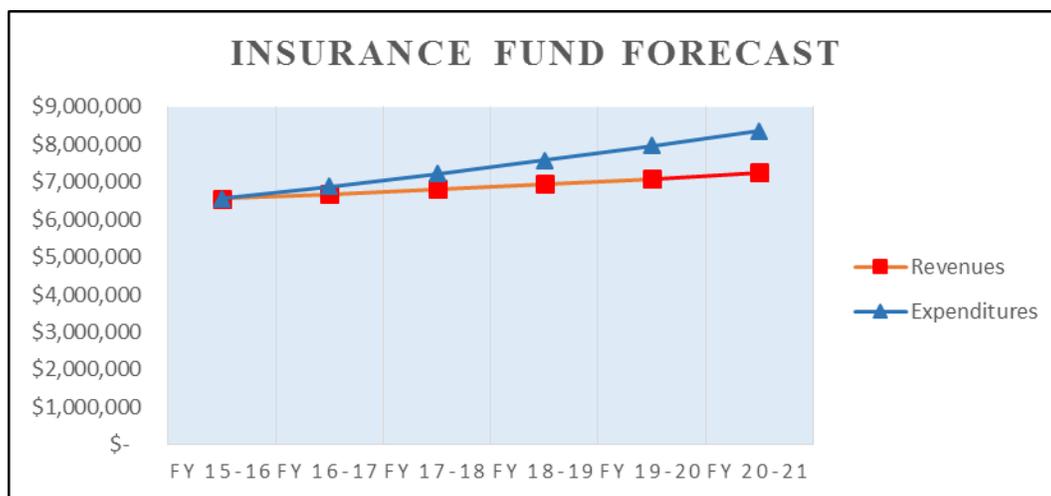


# Five Year Financial Forecast



## Insurance Fund Forecast

<b>Revenues</b>	<b>FY 15-16</b>	<b>FY 16-17</b>	<b>FY 17-18</b>	<b>FY 18-19</b>	<b>FY 19-20</b>	<b>FY 20-21</b>
Sales and Services	\$ 6,510,183	\$ 6,640,387	\$ 6,773,194	\$ 6,908,658	\$ 7,046,831	\$ 7,187,768
Investment Earnings	\$ 40,001	\$ 40,801	\$ 41,617	\$ 42,449	\$ 43,298	\$ 44,164
<b>Total</b>	<b>\$ 6,550,184</b>	<b>\$ 6,681,188</b>	<b>\$ 6,814,811</b>	<b>\$ 6,951,108</b>	<b>\$ 7,090,130</b>	<b>\$ 7,231,932</b>
<b>Expenditures</b>						
Operational	\$ 6,550,184	\$ 6,877,693	\$ 7,221,578	\$ 7,582,657	\$ 7,961,790	\$ 8,359,879
<b>Total</b>	<b>\$ 6,550,184</b>	<b>\$ 6,877,693</b>	<b>\$ 7,221,578</b>	<b>\$ 7,582,657</b>	<b>\$ 7,961,790</b>	<b>\$ 8,359,879</b>





# Performance Measurement



## 2015-2016 Adopted Budget

# Performance Measurement

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The City of Hickory places a strong emphasis on quality improvement through performance measurement. Performance measures identify the results achieved and the benefits delivered to citizens and indicate how well government resources are being used.

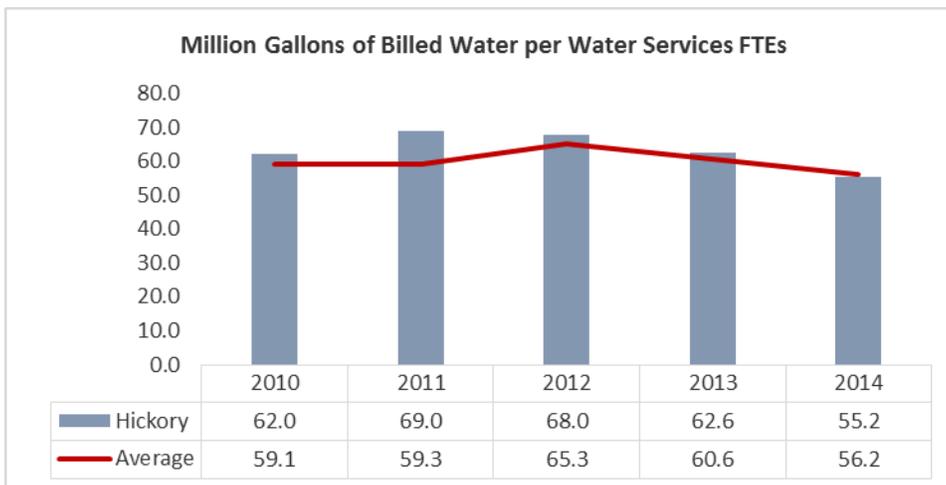
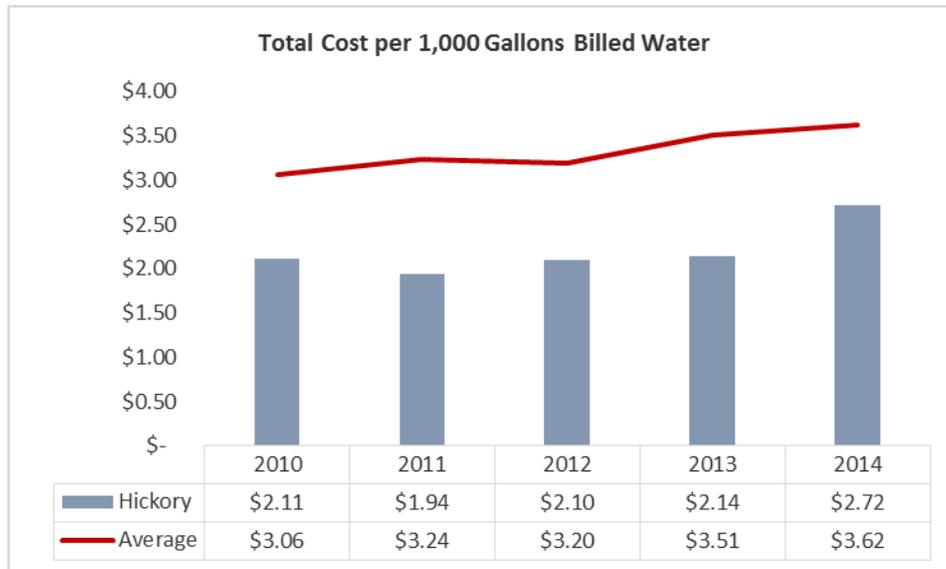
FY2014-2015 year marks the seventeenth year of the City's participation in the North Carolina Local Government Performance Measurement Project (NCPMP). The primary purpose of the project is to develop a model that North Carolina cities can duplicate and use to support ongoing efforts in performance measurement and benchmarking. One of the greatest benefits of the project is the "Benchmarking Meetings," which gives individuals responsible for overseeing the delivery of service and opportunity to discuss how to be more efficient and effective.

The City of Hickory reports on the following service areas:

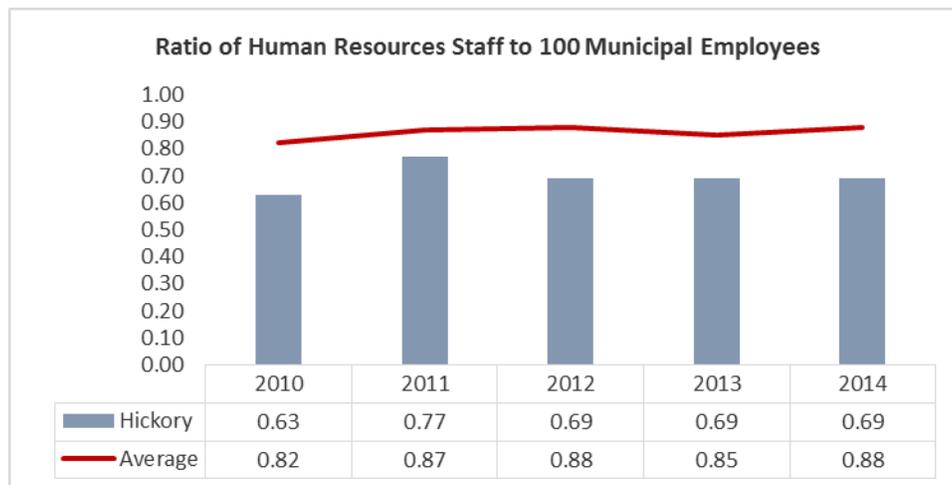
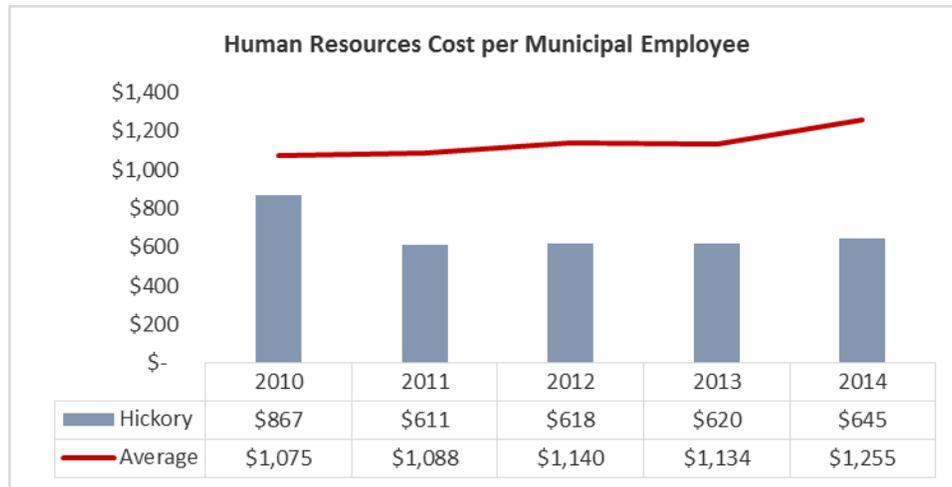
- Residential refuse collection
- Household recycling
- Yard waste/leaf collection
- Police Services
- Emergency Communications
- Asphalt maintenance and repair
- Fire services
- Fleet Maintenance
- Central Human resources
- Water Services
- Wastewater Services
- Core Parks and Recreation

Participants in the NCPMP include the cities of: Apex, Asheville, Burlington, Cary, Charlotte, Concord, Durham, Greensboro, Greenville, Hickory, High Point, Salisbury, Wilmington, Wilson and Winston-Salem. The following are the FY2013-2014 services measured and a sampling of the results.

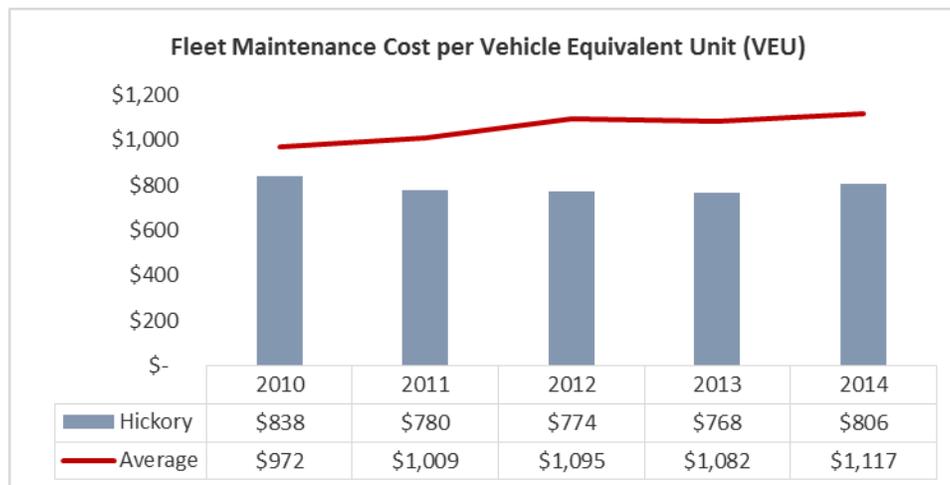
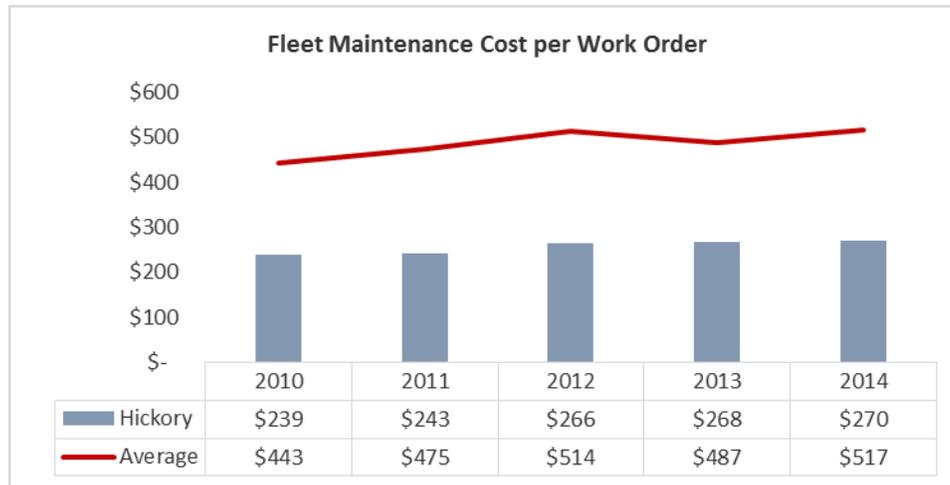
## Water Services



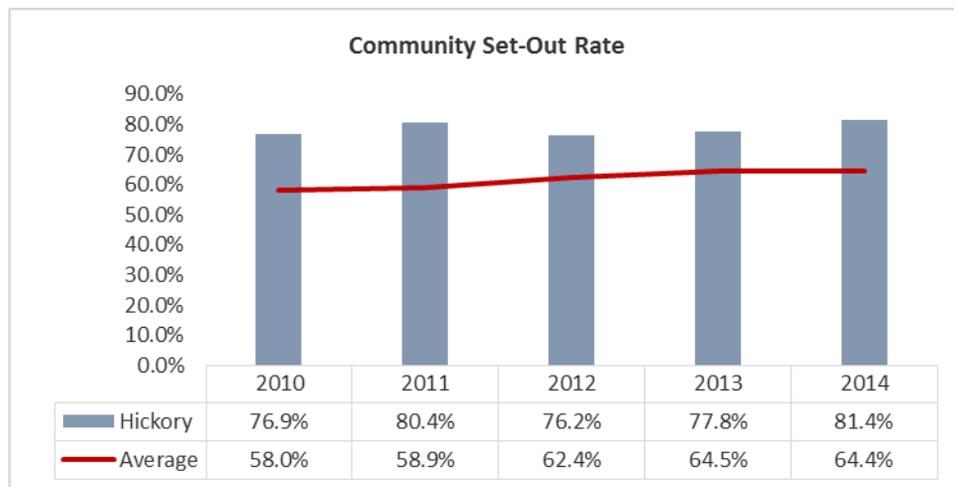
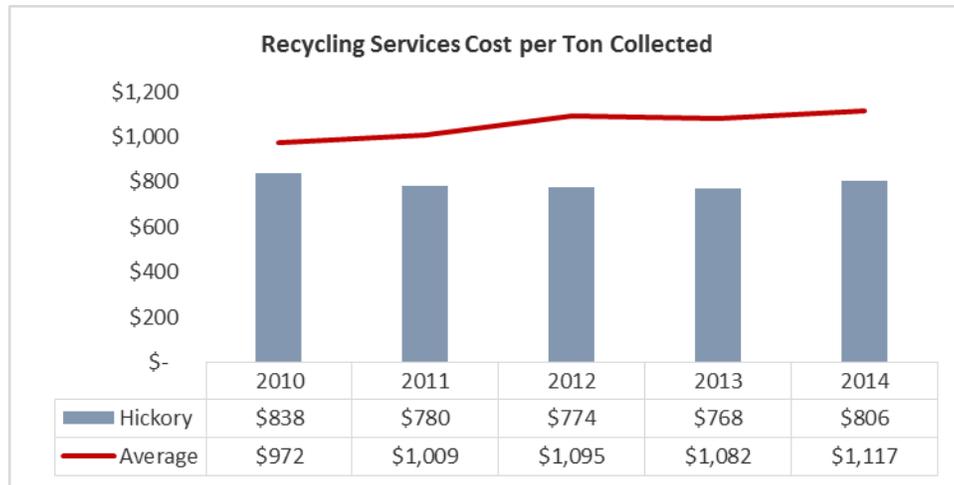
## Human Resources



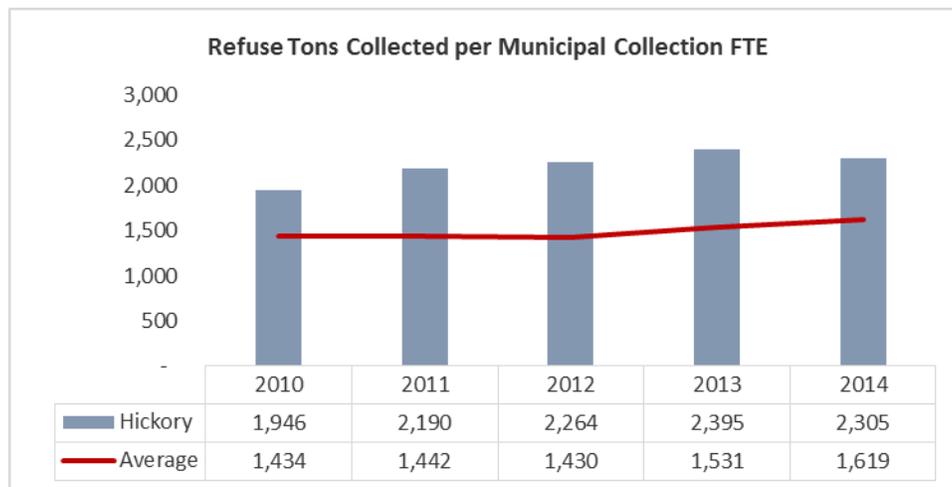
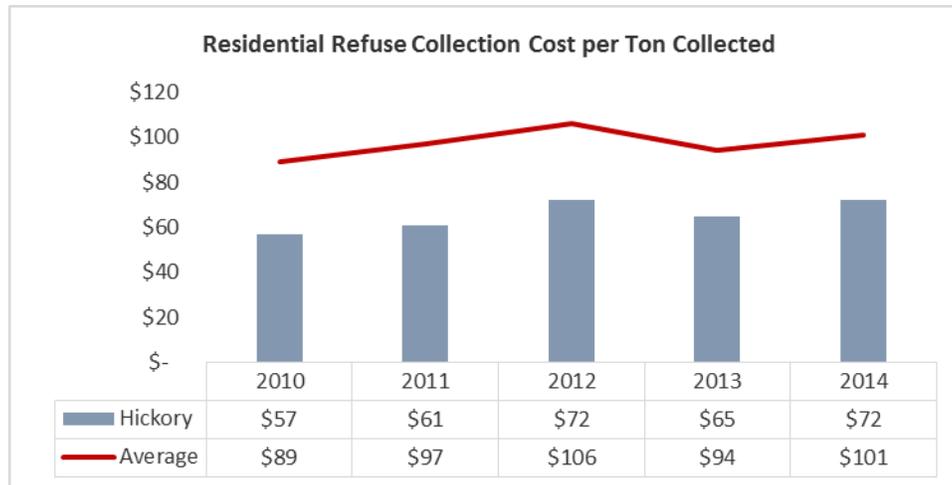
## Fleet Maintenance



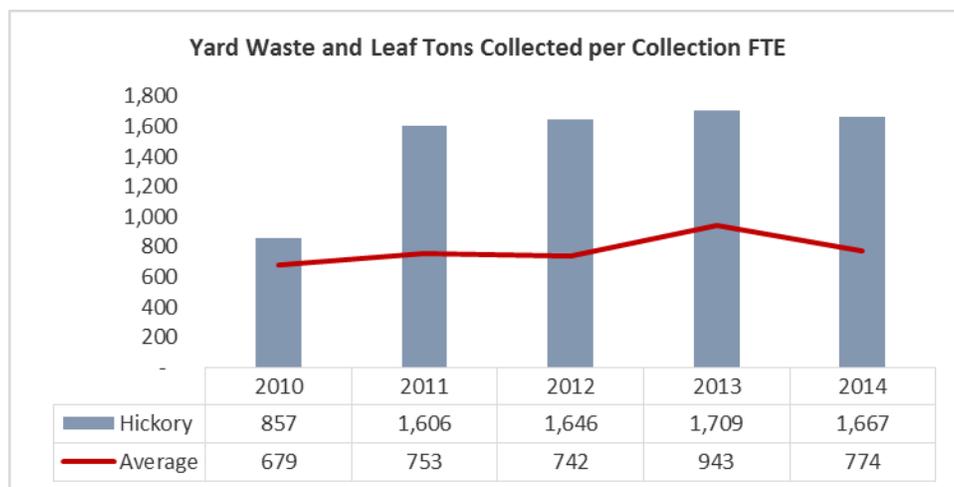
## Household Recycling



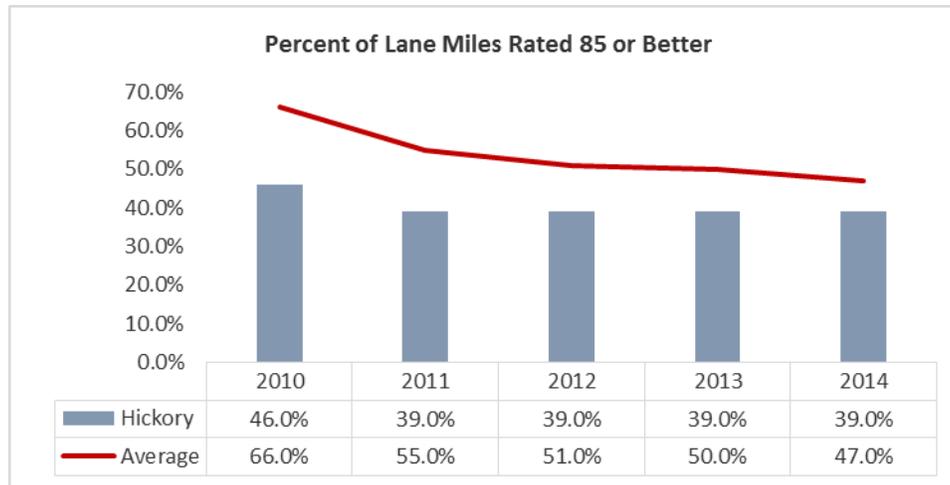
## Residential Refuse Collection



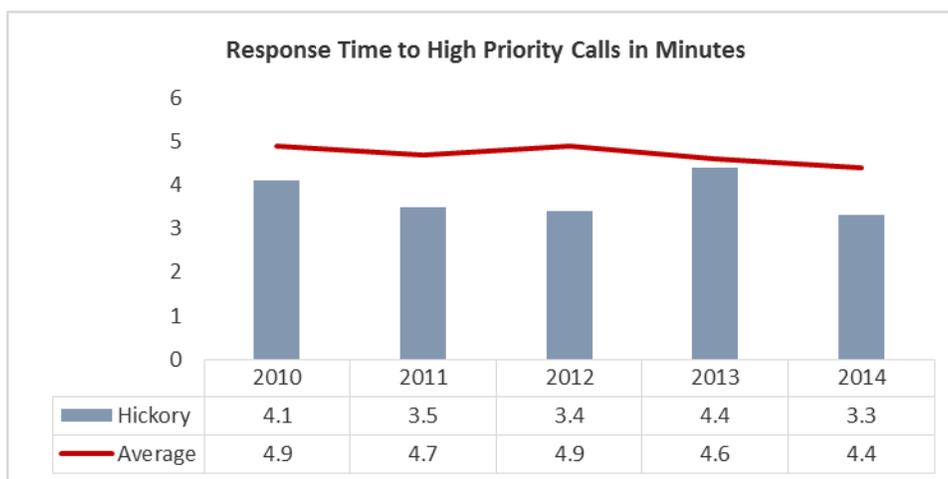
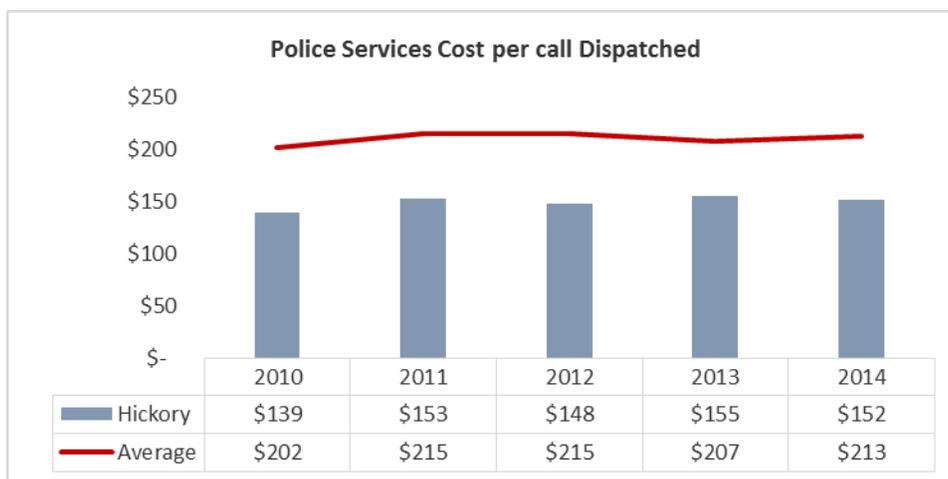
## Yard Waste and Leaf Collection



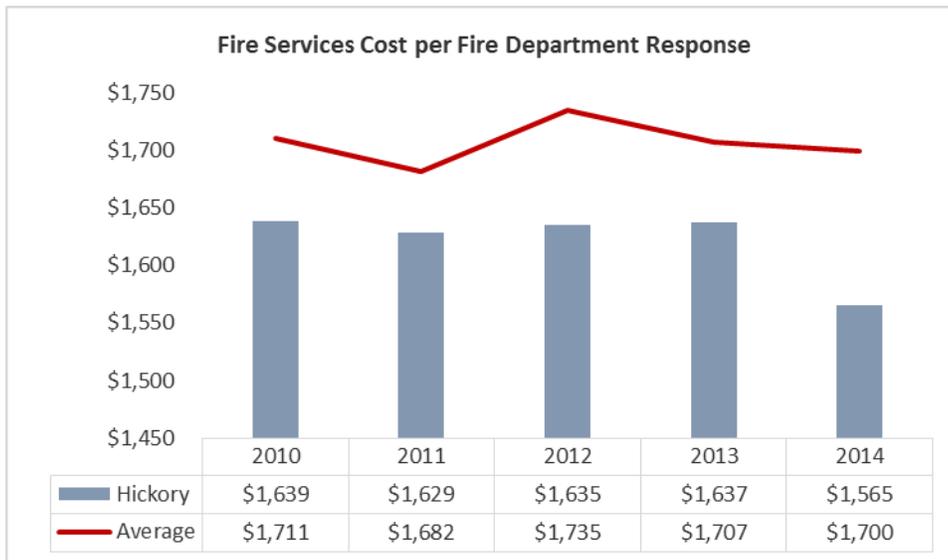
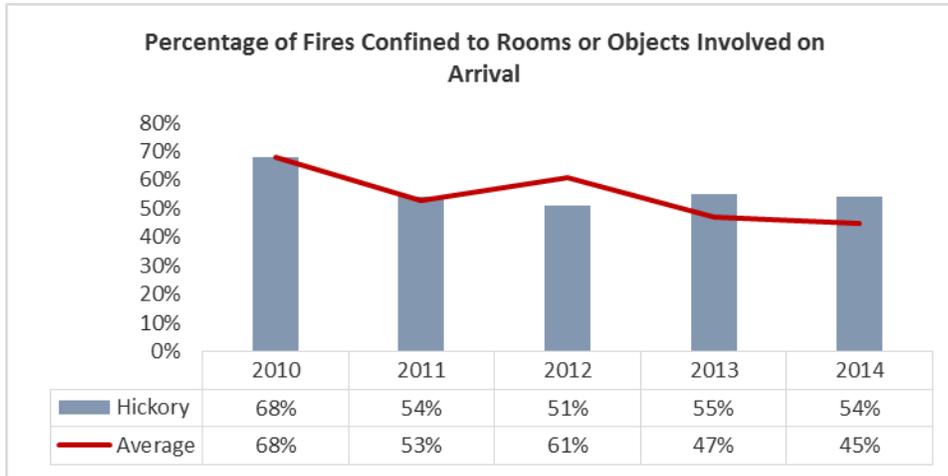
## Asphalt Maintenance



## Police Services



## Fire Services



# Supplementary Information



## 2015-2016 Adopted Budget

## Supplementary Information

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### History

Hickory owes its early beginnings to Henry Weidner, a young German who came from Montgomery, Pennsylvania to find a new home in the South. After selecting a home site on the South Fork and Henry Rivers, he was careful to make the friendship of the Catawba Indians who had a settlement there. With his home thus established, in 1750 he married Katrina Mull and, with his brother-in-law Adam Mull, took out a land grant. The Weidner lands embraced thousands of acres. Several miles northwest of the Weidner home, at a point where the trails of the Cherokee and Catawba Indians crossed, a stagecoach turnpike was established which opened up the territory for transportation and communication.

Hickory cost 46 pounds in the King's money or \$128.80 in U.S. dollars for 360 acres located where Union Square and the Hickory Station Restaurant are located today. This same acreage was sold at public auction on May 8, 1798 in Lincoln County to Jesse Robinson, whose family deeded the property to the railroad and Hickory as a public common.

In 1846, William Hale opened a store at this stagecoach junction and established a post office under the name of Chestnut Oak. Henry Robinson, a descendant of Henry Weidner, built a tavern of logs there beneath a huge hickory tree during the 1850's. The inn was known as "Hickory Tavern."

The community of Hickory Tavern had its first Charter drawn on December 12, 1863; "Corporate limits to be one square mile, having its center the depot of Western North Carolina Railroad." Mileposts were erected in four directions (one still exists at Lenoir-Rhyne College). The legislature appointed judges to hold an election for town commissioners on the first Monday in January 1870. Thus the Town of Hickory Tavern was established. The name was changed to the Town of Hickory by the 1873 legislature and to the City of Hickory by the 1889 legislature. Berryville was incorporated in 1895 and the name changed to West Hickory; Highland was incorporated in 1905. Both of these towns became part of the City of Hickory in 1931.

The first train operated in Hickory Tavern in 1859 opening up the area for further settlement. The first settler was Henry Link who bought the first lot in the Town of Hickory in 1858 for the sum of \$45. His house was known as The 1859 Café.

The first mayor of Hickory was Marcus Yoder who held court in his store on the west end of Union Square and used his warehouse for a "calaboose" (local jail).

The community of "Hickory Tavern" was one of the first towns in North Carolina to install electric lights in 1888 and also a water works and complete sewage system in 1904.

Another milepost in Hickory's history is the adoption of the Council-Manager form of government on March 17, 1913, becoming the first city in the state and the third city in the country to adopt the Council-Manager form of government.

Hickory has always been a very progressive and innovative city. Hickory has been known as the "Industrial Hub of Western North Carolina", "The City that does Things", and the "Best Balanced City". The entrepreneurial spirit of its citizens has been recognized nationally with Hickory being named an All-America City three times, in 1967, 1987, and 2007.

## Demographic Information

With a population of 40,222 the City serves as a trade, distribution, communications and service center to approximately 364,870 people due to its location at the geographic center of a four-county region and its ready access to major transportation facilities. Historically, the City's economy was influenced by a significant concentration in the manufacturing trade; however, over the past several years this has shifted. Principal industries now include wholesale grocery, retail trade, communications, utilities, health care, textiles, real estate, and furniture.

The principal taxpayers for Hickory include Merchants Distributors Inc., Corning Cable Systems LLC, Valley Hills Mall LLC, American Med International, Duke Energy Corp., Tate Boulevard LLC, Amireit (Frye) Inc., Inland Western Hickory-Catawba LLC, Hickory Springs Manufacturing Co. Inc. and Shurtape Technologies.

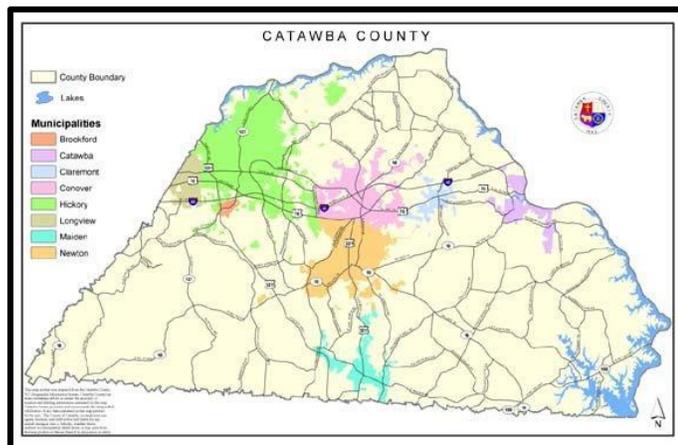
The City of Hickory provides access to many social and economic resources. Hickory offers extensive educational opportunities with two colleges in the area: Catawba Valley Community College (CVCC) and Lenoir-Rhyne University, a fully accredited liberal arts university affiliated with the North Carolina Evangelical Lutheran Church of America. In addition, the City is home of the Hickory Metro Higher Education Center.

The citizens of Hickory and surrounding areas enjoy minor league baseball at L.P. Frans Stadium, home of the Hickory Crawdads.

The SALT Block (Sciences, Arts and Literature Together) provides wide-ranging cultural experiences for adults and children alike. Hickory also offers significant resources in visual and performing arts such as the Hickory Community Theater, its own regional symphony orchestra, and several historic sites and museums.

## Geographic Characteristics

Located in North Carolina's Piedmont Region, Hickory is 50 miles northwest of Charlotte and 80 miles east of Asheville. Hickory is the geographic and economic center of North Carolina's fourth largest metropolitan statistical area. The City spans approximately 28 square miles and resides in the prime crescent of the Interstate 40 system. Citizens enjoy the recreational advantages of a setting that allows easy access to the Blue Ridge Mountains and the coastal areas of North and South Carolina.



# Supplementary Information

JURISDICTION	POPULATION (JULY 2014)	SIZE (SQUARE MILES)
City of Hickory	40,222	29.8
Catawba County	155,411	398.7

(Source: Western Piedmont Council of Governments & NC Office of Management & Budget 2014)

## MILESTONES IN HICKORY

1986	Opening of the Arts Center of Catawba Valley
1987	Hickory named “All America City “for the second time
1989	Construction begins on new US 321 Corridor
1992	Opening of 32 million gallons per day water plant
1993	First Baseball Game at Hickory’s L.P. Frans Stadium
1996	Police Department moves to new state-of-the-art facility
1997	Hickory named “One of 10 Best Places to Live” by Reader’s Digest Magazine
1997	Hickory ranked 189 out of 300 MSA’s by Money Magazine (17-point improvement over 1996) Hickory ranked 16 <sup>th</sup> among medium-sized cities in the South as being “...the most livable place to live in the nation” by Money Magazine
1998	Hickory Public Library is named one of the five best in the nation by Gale Research and Library Journal
2000	Hickory Public Library is the first Public Library in North America to use “smart card” technology
2000	During the year 2000, the one-millionth person walked through the doors of the Hickory Public Libraries.
2001	City and county government officials announce the Hickory Metropolitan Higher Education Center, a collaboration of Lenoir-Rhyne College, Catawba Valley Community College (CVCC) and Appalachian State University. The announcement and signing of a collaborative agreement by the three higher education institutions culminated more than two years of discussions and planning.
2006	McDonald Parkway connector opens and is the 2.8 mile connector between Interstate 40 and Springs Road.
2007	Hickory named an “All-America City” for the third time
2007	North Carolina Center for Engineering Technologies begins classes. The City of Hickory was part of the coalition that helped bring Western North Carolina engineering courses to Hickory.
2008	Hickory will begin a \$25 million upgrade of the Northeast Wastewater Treatment Plant.
2010	North Carolina Department of Transportation completed the Lenoir-Rhyne Boulevard project.
2012	Hickory gained ownership of the Fixed Based Operator (FBO) at the Hickory Regional Airport.
2014	Voters of Hickory overwhelming approved the \$15 and \$25 million dollar Hickory Bond Referendum in November 2014. These bonds will be used for various projects throughout the city including Business Park 1764, Riverwalk, City Walk and improving all of the City’s major roads and gateways.

## City of Hickory Awards and Recognitions

All-America City Award  
National Civic League  
1967, 1987, 2007

10 Best Places to Raise a Family Reader's Digest

All-America City  
National Civic League  
Three times Awarded, Four times finalist

One of the top 300 "Best Places to Live" in the United States  
Money Magazine Annual Survey

One of the top 20 "Most Entrepreneurial Cities in America"  
Incorporated Magazine

An "economic success story" Federal Reserve Bank of Richmond

"A reputation for fiscal soundness"  
North Carolina Securities Advisory Commission

"Affordable Cost of Living"  
American Chamber of Commerce Researchers Association

"5<sup>th</sup> Best Small Town in the Country for Manufacturing"  
Outlook Americas Magazine

"7<sup>th</sup> in the United States as an Entrepreneurial Hotspot"  
Nations Business Magazine

"7<sup>th</sup> Best Small Metro Area to Start a Business"  
Cogentics Research

"8<sup>th</sup> Best World-Class Community"  
Industry Week

"Hickory is Booming"  
Wall Street Journal

"8<sup>th</sup> Best Quality of Life in North Carolina"  
Business North Carolina

## Supplementary Information

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Distinguished Budget Presentation Award  
Government Finance Officers Association  
1994-1995 through 2014-2015

Certificate of Achievement for Excellence in Financial Reporting  
Government Finance Officers Association  
1995-1996 through 2013-2014

Certificate of Safety Achievement  
North Carolina Department of Labor

One of 12 Parks & Recreation Departments chosen to participate  
in the national “Hearts ‘N Parks” Program National Recreation and Parks Association

North Carolina Governor’s Business Award  
Awarded to the SALT Block

One of top 5 finalists for “Library of the Year”  
Library Journal and the Gale Corporation

Named as a model city for the Composer in Residence award  
Meet the Composer Foundation

Finalist – Computerworld/Smithsonian Innovative Technology Award  
For the Hickory Library Smart Card System

National “Learn Not to Burn” Champion  
National Fire Protection Association

Operation Life Safety Award  
International Association of Fire Chiefs/National Sprinkler Association

Award of Excellence in Fire and Life Safety  
North Carolina Fire Education Board  
Risk Watch Champion program site  
National Fire Protection Association

Best Dressed Police Department in the Nation  
National Uniform Manufacturers Association

Web site ranks Hickory among top U.S. Hometowns  
Web company ePodunk Inc. Ranks Hickory Second in the top ten list for towns

Digital Government Award of Excellence  
Web Site of Distinction

## Supplementary Information

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Hickory received Tree City USA award 2005, 2006, 2007

Hickory designated as a North Carolina Main Street  
Community by the North Carolina Department of Commerce 2006

The Friends of Hickory Public Library received the Volunteer of the Year Award (West Central District) for “Exemplary Service and Dedication to the Friends of Hickory Public Library” to Mary Ann Crane in 2008 and to Paula Finnegan in 2009  
Hickory was a Best Tennis Town finalist-2009

Hickory’s Parks and Recreation Department was named Playful City USA 2011 and 2012

North Carolina City County Communications (NC3C) Awards 2009  
Hickory received the 2010 “BELIEF” Award from Champions of Education

Hickory received the 2010 ICMA Community Sustainability Award for  
“Operation No Vacancy”

2011 Excellence in Communications  
1<sup>st</sup> Place Printed Publications - Annual Report  
1<sup>st</sup> Place Special Events - International Springfest  
1<sup>st</sup> Place Communication Technology - Website

Hickory earned the prestigious Playful City USA 2011 award from KaBOOM

Hickory Public Library received the Outstanding Children’s and Family Program Award (Medium Size Library) for the 2011 Summer Reading Program “*Where in the World is Lucy*” from the North Carolina Public Library Directors Association.

The Friends of Hickory Public Library received the Frances B. Reid Award for Outstanding Service to the Library and Community: 2004, 2006 and 2011

Hickory Human Resources received the 2012 “Healthiest Employer Award”

The Hickory Elk’s Lodge awarded MPO Lance Bean received “Officer of the Year”

In June 2012, The City of Hickory Fire Department was recognized for two prestigious awards, the “Pro Patria Award” and the “Freedom Award”. The City of Hickory was chosen from across the state of North Carolina as the best supporter in the Government category. From that award, they were then submitted to represent North Carolina for the national award in September. The

City of Hickory was chosen as one of the top 10% of employers who hire Guardsmen and Reservist in North Carolina. The selection was based on information supplied by Hickory Senior Firefighter Patrick Auton, who served in Iraq in 2010 for four months and he also served in 2004 for one year and two weeks.

## Supplementary Information

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The Hickory Elk's Lodge awarded Firefighter Marty Kanupp as the "Firefighter of the Year"

Excellence in Communication Citizen Participation First Place Award for the Zahra Baker All Children's Playground community build and fundraising campaign.

Excellence in Communication Special Events First Place Award for the Zahra Baker All Children's Playground ribbon cutting and dedication event.

Excellence in Communication Most Creative Project with the Least Amount of Funds First Place Award for the Catawba Communities show that airs on Charter's Government Channel (this was a joint award with Catawba County).

Hickory Public Library was selected to be among the first institutions in the country to take part in the Edge Initiative, a ground-breaking, national initiative that provides libraries with new strategies and tools to help achieve community priorities through enhanced technology.

Hickory Public Library received an income distribution of almost \$40,000 from the library's five endowment funds for the first time since 2009.

Sarah Nelson was awarded Civilian of the Year by the North Carolina Gang Investigators Association 2013

Street Crimes Interdiction Unit was awarded Gang Unit of the Year by the North Carolina Gang Investigators Association 2013

Lori Dingess was awarded the Elk's Police Officer of the Year 2014

Fire Captain Jason Lowrance was honored by the Hickory Elks Lodge as 'Firefighter of the Year' on February 15, 2014. Jason was honored for his dedication to the fire department and his assistance during the FCC mandated narrow banding of our VHF radio system.

The Hickory Fire Department was nominated and received the 2014 "Giving from the Heart" Volunteer Award for their work benefitting the Catawba County Christmas Bureau

The Hickory Elks Lodge honored Battalion Chief Matt Hutchinson as Firefighter of Year February 2015

Hickory Firefighter Rich Jenkins was awarded the Western North Carolina Association of Firefighters Dedicated Service Award 2015

Tamara Faulkner was selected as Library Journal's Paralibrarian of the Year for 2015

## Supplementary Information

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Hickory Public Library received a \$20,160 grant to develop a new strategic plan for 2015-2018. Grant funds came from the Institute of Museum and Library Services, under the provisions of the federal Library Services and Technology Act, as administered by the State Library of North Carolina, a division of the Department of Cultural Resources

Hickory Public Library received an income distribution of \$43,530 from the Library's Endowment Fund administered by the North Carolina Community Foundation 2015

MPO John Ray of the Hickory Police Department was announced as the Elk's Officer of the Year 2015

Hickory Police Department received the Safe Kids Certificate of Appreciation 2015

Police Chief Tom Adkins received the Bill Dalton Unsung Hero Award from the Special Olympics 2015

The Zahra Baker All Children's Playground at Kiwanis Park received the Macaroni Kid of Hickory/Western Piedmont's 2015 Gold Daisy Award for Favorite Outdoor Place

Assistant City Manager Andrea Surratt received the North Carolina City County Managers Association (NCCCMA) Assistant Manager of the Year Award for 2015

Communications Director and Brand Manager Mandy Pitts received the 2015 North Carolina "Communicator of the Year" from the North Carolina City-County Communicators Association

# Supplementary Information



## Hickory's Tax Base by Type (FY2014-2015) Estimated through June 2015

Type	Catawba	Burke	Caldwell	Total
Real	\$3,722,704,754	\$10,274,920	\$ 67,768,300	\$3,800,747,974
Personal	792,219,264	30,000,918	19,324,489	841,544,671
Public Services	85,979,103	398,333	15,430,267	101,807,703
<b>TOTAL</b>	<b>\$4,600,903,121</b>	<b>\$40,674,171</b>	<b>\$102,523,056</b>	<b>\$4,744,100,348</b>

## HICKORY METRO AREA WATER & SEWER RATE COMPARISONS

### Hickory Water and Sewer Rate Comparisons

City	Water Rate per 5,000 Gallons	Sewer Rate per 5,000 Gallons	Total	
Burke County	\$ 39.80	\$ 42.70	\$ 82.50	
City of Conover	\$ 20.30	\$ 26.56	\$ 46.86	
City of Newton	\$ 28.55	\$ 37.66	\$ 66.21	
Town of Taylorsville	\$ 30.90	\$ 30.90	\$ 61.80	
<b>Average</b>	<b>\$ 29.89</b>	<b>\$ 34.46</b>	<b>\$ 64.34</b>	
<b>City of Hickory</b>	<b>\$ 22.44</b>	<b>\$ 28.90</b>	<b>\$ 51.34</b>	<b>Current</b>

### Utilities

Sewer Lines (miles)	500
Water Lines (miles)	926
Finished Water (gal/day)	10.2 MGD

### Water/Sewer Service Connections

Res.	38,047
Com.	6,114
<b>Total</b>	<b>44,161</b>

**TEN LARGEST WATER USERS**  
**In Gallons**  
**July 1, 2014 – June 30, 2015**

CUSTOMERS	CONSUMPTION
CONOVER, CITY OF	563,546,903
MAIDEN, TOWN OF	479,108,960
ICARD TOWNSHIP WATER CORP	162,665,153
APPLE INC	50,899,193
ALEXANDER CORR INST (PRISON)	48,066,368
LONGVIEW, TOWN OF	47,493,408
CATAWBA VALLEY MEDICAL CENTER	34,515,076
FRYE REGIONAL MEDICAL CENTER	28,739,095
LENOIR RHYNE UNIVERSITY	25,881,802
CATAWBA CO BOARD OF EDUCATION	18,202,094
	1,459,118,052

**TEN LARGEST SEWER USERS**  
**In Gallons**  
**July 1, 2014 – July 30, 2015**

CUSTOMERS	CONSUMPTION
LONGVIEW, TOWN OF	192,409,728
BURKE COUNTY	117,132,000
CATAWBA VALLEY MEDICAL CENTER	34,428,458
LENOIR RHYNE UNIVERSITY	23,859,584
FRYE REGIONAL MEDICAL CENTER	22,211,815
MDI (Info obtained from MR billing)	17,198,450
TARLTON, JAMES V JR	16,985,434
SHURTAPE TECH	15,145,728
LEGENDS AT HICKORY	14,194,572
PUBLIC HOUSING AUTHORITY	14,186,568
	467,752,337

## Top Ten Amazing Facts about the City of Hickory



1. HickoryWellCrafted.com had **97,789** unique (new) visitors in Fiscal Year 2014-2015. This is a **390%** increase of unique (new) visitors in Fiscal Year 2014-2015.
2. The Henry Fork Plant treated approximately **888,600,000** gallons of wastewater before returning it safely to the Henry Fork River. That is enough to fill approximately **1,500** Olympic sized swimming pools.
3. The City of Hickory Northeast Wastewater Treatment Plant currently treats over **2,200,000** gallons of wastewater daily. That would equate to over **1,000,000** of toilet flushes per day.
4. Last year, the City of Hickory treated **4,105,000,000** gallons of drinking water. That is 153 gallons of water per day per customer.
5. The Billing Division generated **315,030** utility bills from July 1, 2014 to June 30, 2015.
6. The City of Hickory experienced a **17%** crime rate reduction for calendar year 2013. The part 1 crime numbers were the lowest since at least 1995. In calendar year 2014, the City of Hickory experienced yet another crime rate reduction of an additional 13% over the previous calendar year.
7. During the Fiscal Year 2014-2015, the Development Assistance Center received **152** Special Event Permits.
8. In FY14/15, the fire department responded to **10,482** requests for service.
9. Last year, the department responded to **6,600** incidents requiring fire apparatus. These included fires, vehicle accidents, fire alarms, emergency medical calls, and other related service calls.
10. Educators and firefighters conducted **403** fire and life-safety programs throughout the year and directly reached **29,283** people, who shared the fire safety information they received with countless other individuals as well.

# Supplementary Information



## City of Hickory Pay Plan July 1, 2015

GRADE	POSITION	MINIMUM	MIDPOINT	MAXIMUM
8	Maintenance Worker I Parking Enforcement Officer	\$26,074.82	\$32,593.52	\$39,112.22
9	Airport Customer Service Representative Customer Service Representative I Fleet Vehicle Service Technician Library Assistant I Maintenance Worker II Meter Reader Police Records Clerk Transfer Station Operator	\$27,394.86	\$34,243.57	\$41,092.28
10	Administrative Technician Animal Control Officer Construction Worker Customer Service Representative II Electrician Apprentice Equipment Operator Groundskeeper Horticultural Technician Park Supervisor PS Dispatcher	\$28,781.71	\$35,977.15	\$43,172.58
11	Airport Line Technician Brick Mason Heavy Equipment Operator Meter Mechanic Police Telecommunicator Utility Locate Technician	\$30,238.78	\$37,798.49	\$45,358.19
12	Accounting Technician Administrative Assistant CAD Operator I Central Services Coordinator Community Development Technician Crew Leader Human Resources Assistant Laboratory Technician I Land Survey Technician Library Maintenance Coordinator Library Technician Maintenance Mechanic Mechanic I Parts Specialist Planning Technician	\$31,769.64	\$39,712.03	\$47,654.45

# Supplementary Information



	Pretreatment Technician			
	Public Utilities Technician			
	Purchasing Technician			
	Senior Customer Service Representative			
	Warehouse Coordinator			
	Wastewater Treatment Plant Operator I			
	Water Treatment Plant Operator I			
13	Firefighter	\$33,377.97	\$41,722.46	\$50,066.94
	Recreation Programmer			
	Senior Groundskeeper			
	Wastewater Treatment Plant Operator II			
	Water Treatment Plant Operator II			
14	Administrative Service Budget Coordinator	\$35,067.72	\$43,834.66	\$52,601.59
	CAD Operator II			
	Cemetery Sexton			
	Circulation Supervisor			
	Electrician			
	Fire Education Assistant			
	Fire Mechanic			
	Help Desk Specialist			
	Horticulturist			
	Laboratory Technician II			
	Library Associate			
	Library Outreach Coordinator			
	Maintenance Mechanic Crew Leader			
	Mechanic II			
	Police Budget Coordinator			
	Police Officer			
	Police Victim Services Coordinator			
	Radio Shop Technician			
	Wastewater Treatment Plant Operator III			
	Water Treatment Plant Operator III			
	Zoning Enforcement Officer			
15	City Arborist	\$36,843.03	\$46,053.79	\$55,264.55
	Master Police Officer			
	Police Communications Supervisor			
	Public Utilities Specialist			
	Senior Firefighter			
16	Accountant	\$38,708.21	\$48,385.26	\$58,062.31
	Chemist			
	Code Enforcement Officer			
	Electrical Supervisor			
	Executive Assistant			
	Fire Apparatus Operator			
	Fire Maintenance Supervisor			
	Human Resources Employment Specialist			

# Supplementary Information



	Paralegal			
	Senior Laboratory Technician			
	Senior Recreation Programmer			
	Senior Wastewater Treatment Plant Operator			
	Senior Water Treatment Plant Operator			
17	Airport Operations Supervisor	\$40,667.82	\$50,834.77	\$61,001.71
	Assistant Parks Maintenance Supervisor			
	Fire Education Coordinator			
	Fire Prevention Inspector			
	Landscape Services Supervisor			
	Police Crime Analyst			
	Police Digital Forensic Evidence Technician			
	Police Gang Intelligence Crime Analyst			
	Police Gang of One Coordinator			
	Reference Librarian			
	Senior Code Enforcement Officer			
	Solid Waste Supervisor			
	Utilities Supervisor			
18	Fleet Maintenance Supervisor	\$42,726.63	\$53,408.27	\$64,089.93
	Grants and Projects Coordinator			
	Planner			
	Senior Accountant			
	Senior Fire Prevention Inspector			
	Senior Land Surveyor			
	Street Maintenance Supervisor			
	Traffic Signal System Operator			
	Utilities Inspector/Plan Reviewer			
19	Budget Analyst	\$44,889.65	\$56,112.06	\$67,334.49
	Code Enforcement Supervisor			
	Fire Captain			
	Library Branch Manager			
	Occupational Health Nurse			
	Police Sergeant			
	Pretreatment Coordinator			
	Recreation Supervisor			
	Senior Planner			
	Systems Analyst			
20	Billing and Collections Manager	\$47,162.19	\$58,952.74	\$70,743.28
	Building Maintenance Manager			
	Civil Engineer I			
	Fire Battalion Captain			
	Landscape Services Manager			
	Parks Maintenance Supervisor			
	Purchasing Manager			

# Supplementary Information



	Wastewater Treatment Plant Superintendent Water Treatment Plant Superintendent			
21	City Clerk Civil Engineer II Communications Specialist Community Development Manager Deputy Finance Officer Fire Battalion Chief Fleet Manager Library Head of Reference and Tech Services Library Head of Youth Services Planning Manager Police Lieutenant Risk Manager Senior Systems Analyst Solid Waste Manager Street Maintenance Manager Utilities Collections Manager Water Distribution Manager	\$52,058.24	\$65,072.80	\$78,087.35
22	Assistant Parks & Recreation Director Assistant to the City Manager Employee Relations Manager Police Captain Senior Civil Engineer Traffic Division Manager	\$57,462.54	\$71,828.18	\$86,193.83
23	Airport Manager Deputy Fire Chief Finance Officer Information Technology Manager	\$63,427.91	\$79,284.89	\$95,141.86
24	Assistant Public Services Director Deputy Chief of Police	\$70,012.55	\$87,515.67	\$105,018.81
25	Administrative Services Director Communications Director Deputy Attorney Fire Chief Library Director Parks and Recreation Director Planning Director Police Chief Public Services Director	\$70,638.38	\$98,868.52	\$127,955.21
27	Assistant City Manager	\$94,159.08	\$117,698.85	\$141,238.62

# Budget Glossary



## 2015-2016 Adopted Budget

## **Budget Glossary**

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**Accrual** - The accounting method under which revenues are recognized on the income statement when they are earned rather than when the cash is received.

**ADA** - This is the commonly used acronym for the Americans with Disabilities Act.

**Ad Valorem Taxes** - Revenue accounts showing taxes paid on real property and personal property, to include property of public service companies allocated by the Ad Valorem Tax Division of the State Department of Revenue.

**Appropriation** - An authorization made by the City Council that permits the City to incur obligations and to make expenditures of resources.

**Assessed Valuation** - A value that is established for real or personal property for use as a basis to levy property taxes.

**Balanced Budget** - The sum of estimated net revenues and appropriated fund balances is equal to appropriations.

**Basis of Accounting** - A term used to refer to when revenues, expenditures, expenses, and transfers--and the related assets and liabilities--are recognized in the accounts and reported in the financial statements. The City of Hickory uses the modified accrual basis of accounting for budget preparation, as required by the North Carolina Local Government Budget and Fiscal Control Act.

**Bond** - A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects, such as buildings, streets, and bridges.

**Bond Anticipation Notes (BANs)** - Short-term interest-bearing notes issued by the City in anticipation of bonds which are issued at a later date. The notes are retired from proceeds of the bond issue to which they are related.

**Budget** - A statement in dollar terms of the City's program of service delivery for the ensuing fiscal year.

**Budget Amendment** - A legal procedure utilized by the City staff and the City Council to revise a budget appropriation.

**Budget Calendar** - The schedule of key dates that the City's departments follow in the preparation, adoption and administration of the budget.

**Budget Document** - The instrument used by the budget-making authority to present a comprehensive financial program to the City Council.

# Budget Glossary

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**Budget Message** - The opening section of the budget that provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the City Manager.

**Budget Ordinance** - The official enactment by the City Council to establish legal authority for City officials to obligate and expend resources.

**Budgetary Control** - The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

**CAFR** - The acronym used for Comprehensive Annual Financial Report

**Capital Assets** - Land, buildings, permanent improvements, machinery, large tools, rolling and stationary equipment with a value of \$5,000 or more.

**Capital Outlays** - Expenditures available for the acquisition of capital assets, including the cost of land, buildings, permanent improvements, machinery, large tools, rolling and stationary equipment with a value of \$5,000 or more.

**Capital Improvements Program** - A plan for capital expenditures which provides long-lasting physical improvements to be incurred over a fixed period of several future years.

**Capital Reserve** - An account used to indicate that a portion of a fund's balance is legally restricted for a specific capital purpose and is, therefore, not available for general appropriation.

**Cash Management** - The management of cash necessary to pay for governmental services, while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing, and maintaining banking relationships.

**Category** - A consolidation of expenditures to measure personnel, operations, capital, contingency, special appropriations, debt service, transfers, and pro rata administrative services activities.

**CDB** - The acronym used for the Central Business District

**CDBG** - The acronym used for Community Block Grant Fund

**CIP** - The acronym used for Capital Improvement Plan

**Classification** - Assignment of a position title and an associated pay range based on the job skills required for a particular position.

## **Budget Glossary**

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**Collaborative Networking** - A networking approach designed to help different parts/groups of an organization address their mutual responsibilities.

**Contingency** - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**Corrective Action Request (CAR)** - A system that gives coworkers a means to recommend and participate in improvements. All that is required is completion of a corrective action request form. Forms are available in every department and work facility.

**CPI** - The acronym used for Consumer Price Index

**CVB** - The acronym used for Convention Visitors Bureau

**DAC** - The acronym used for Development Assistance Center

**Debt Service** - The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

**Department** - An organizational unit responsible for carrying out a major governmental function.

**Depreciation** - The process of estimating and recording the lost usefulness, expired useful life, or diminution of service from a fixed asset that cannot or will not be restored by repair and must be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to the reserve to replace the item at the end of its useful life.

**Development Assistance Center (DAC)** - A division of the Planning Department, the Development Assistance Center provides same day issuance of the purpose of acquiring conventional single family dwelling permits.

**Disbursement** - Payment for goods and services in cash or by check.

**Earmark** - To designate funds for a specific use.

**EDC** - The acronym used for Economic Development Corporation

**Encumbrance** - The commitment of appropriated funds to purchase an item or service. To encumber funds is to set aside, or commit funds for future expenditures.

**Enterprise Fund** - A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for the services are established to insure that revenues are adequate to meet all necessary expenditures. Enterprise funds in Hickory are established for services such as water and sewer, sludge composting, and recycling.

# Budget Glossary

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**EPA** - The acronym used for Environmental Protection Agency

**Estimated Revenue** - The amount of projected revenue to be collected during the fiscal year. The amount of revenue appropriated is the amount approved by the City Council.

**ETJ** - The acronym used for Extra Territorial Jurisdiction.

**Expenditure** - The outflow of funds for assets that are incurred or goods and services obtained regardless of when the expense is actually paid. This term applies to all funds.

**Expenses** - Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest and other charges.

**Fiscal Policy** - The financial plan embracing the general goals and acceptable procedures of a governmental unit.

**Fiscal Year** - The time period designating the beginning and ending period for recording financial transactions. The City of Hickory's fiscal year begins July 1st and ends June 30th.

**Fixed Assets** - Assets of long-term character which are intended to continue to be held or used by the City, including land, buildings, machinery, furniture and other equipment.

**FTE** - The acronym used for full time equivalent.

**Function** - A group of related programs crossing organizational (departmental) boundaries and aimed at accomplishing a broad goal, or a major service.

**Fund** - An accounting entity that possesses a set of self-balancing accounts and records all financial transactions for specific activities or government functions.

**Fund Balance** - Fund balance is the amount of assets in excess of the liabilities appropriated for expenditure, and is therefore also known as surplus funds.

**Fund Balance Appropriated** - A budgetary amount representing the fund's equity to be used to offset expenditures. Fund balance appropriated cannot exceed the sum of cash and investments less the sum of liabilities, encumbrances, and deferred revenues arising from cash receipts, as those figures stand at the close of the fiscal year preceding the budget year.

**FY** - The acronym used for fiscal year

**General Accepted Accounting Principles (GAAP)** - Uniform minimum standards of and guidelines for financial accounting and reporting. GAAP encompasses the conventions; rules and procedures necessary to define accepted accounting practices.

# Budget Glossary

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**GASB 34** - The acronym used for Governmental Accounting Standards Board Statement #34: “Basic Financial Statements- Management’s Discussion and Analysis - For State and Local Governments”.

**GA** - The acronym used for the North Carolina General Assembly.

**GDS** - The acronym used for Garbage Disposal Service

**General Fund** - The largest fund within the City, the General Fund accounts for most of the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes and other types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, finance, information technology, public works, general administration, planning and development, engineering, recreation, and airport.

**General Ledger** - A file that contains a listing of the various accounts necessary to reflect the financial position of the government.

**General Obligation Bonds** - Bonds that finance a variety of public projects such as streets, buildings, and improvements. Repayment of these bonds is usually made from the General Fund, and the bonds are backed by the full faith and credit of the issuing government.

**Geographic Information System (GIS)** - A project which will link the City to a county-wide database, including hardware, software, and added personnel. This system is to be utilized as a planning tool by City departments.

**GFOA** - The acronym used for Government Finance Officers Association of the United States and Canada.

**Goal** - A statement of broad direction, purpose, or intent based on the needs of the community. A goal is general and timeless. It is not concerned with a specific achievement in a given time period.

**Governmental Fund** - Funds used to account for all or most of the general activities and services, including the acquisition or construction of capital assets and the servicing of general long-term debt.

**Grant** - A contribution by a government or other organization to support a particular function. Grants may be classified as either categorical or block, depending upon the amount of discretion allowed by the grantee.

**HPD** - The acronym used for Hickory Police Department

**IBT** - The acronym used for Interbasin Transfer

**Interfund Transfers** - Amounts transferred from one fund to another.

# Budget Glossary

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**Intergovernmental Revenue** - Revenue received from another government for a specified purpose.

**Internal Service Fund** - A fund which permits the accounting transactions of the activity involved to be isolated and the activity's full costs to be passed on to the departments and agencies that use the service.

**Inventory** - A detailed listing of property currently held by the government.

**Investment Earnings** - Revenue earned on investments with a third party. The City uses a pooled cash system, investing the total amount of cash regardless of fund boundaries. The interest earned is then allocated back to individual funds by average cash balance in that fund.

**ITRE** - The acronym used for Institute for Transportation Research and Education

**Lease-Purchase Agreement** - An agreement that conveys the right to property or equipment for a stated period of time. It allows the City to spread the cost of the acquisition over several budget years.

**Levy** - To impose taxes, special assessments, or service charges for the support of City activities.

**Line Item Budget** - A budget that lists each expenditure category (salaries, material, telephone, travel, etc.) separately, along with the dollar amount budgeted for each specified category.

**Local Government Budget and Fiscal Control Act** - This act governs all financial activities of local Governments within the State of North Carolina.

**Long Term Debt** - Debt with a maturity of more than one year after the date of issuance.

**MALSR** - The acronym used for Medium-Intensity Approach Lighting System with Runway Alignment Indicator Lights.

**Maturities** - The dates on which the principal or stated values of investments or debt obligations become due and/or may be reclaimed.

**Merit Program** - An established system to recognize and financially reward employee performance that exceeds the City's standards for a classification.

## **Budget Glossary**

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**Modified Accrual Accounting** - The accounting approach under which: 1) revenues are recognized in the accounting period in which they become measurable and available to pay liabilities of the current period; 2) expenditures are recognized in the accounting period in which a fund liability is incurred, and unmatured principal and interest on general long term debt is recognized when due.

**MPO** - The acronym used for Metropolitan Planning Organization

**NCDOT** - This acronym is short for North Carolina Department of Transportation.

**NCLGPMP** - This acronym is short for North Carolina Local Government Performance Measurement Project.

**Net Position** - An accounting term used to describe assets minus liabilities in business type activities. Enterprise funds are used to report those functions presented as business type activities in the financial statements. Net Position may serve, over time, as a useful indicator of a government's financial position. Net Position includes: capital assets, net of related debt; restricted; and unrestricted assets.

**NEWWTP** - The acronym used for North East Waste Water Treatment Plant

**Objectives** - A simply stated, readily measurable statement of aim or expected accomplishment within the fiscal year. An objective should imply a specific standard of performance for a given program.

**Operating Expenses** - The portion of the budget pertaining to the daily operations that provide basic governmental services. The operating budget contains appropriations for such expenditures as supplies, utilities, materials, and travel.

**Operating Transfers** - Routine and/or recurring transfers of assets between funds.

**Part 1 Offenses** - A law enforcement classification for major crimes, including murder, robbery, aggravated assault, etc.

**Performance Measures** - Descriptions of a program's effectiveness, or efficiency (i.e., response time to public requests, frequency of document updates).

**Personnel** - General category that includes salaries and wages, pensions, health insurance and other fringe benefits.

**Powell Bill Street Allocation** - Funding from state-shared gasoline tax which is restricted for use on maintenance of local streets and roads.

**Pro Rata Administrative Reimbursement** - A calculated share per department to expend/reimburse for services provided by one fund to another.

## **Budget Glossary**

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**Productivity** - A measure of the increase of service output of City programs compared to the per unit resource input invested.

**Program** - An organized set of related work activities that are directed toward accomplishing a common goal. Each City department is usually responsible for a number of related service programs.

**Property Tax** - Property taxes are levied on both real and personal property according to the property's valuation and tax rate.

**Proprietary** - A government's continuing business type activities.

**P2C** - The acronym used for Police to Citizen

**Reclassification** - Change in a position title and/or the associated pay range based on changes in the job skills required for a given position.

**Reserve** - A portion of fund balance earmarked to indicate what is not available for expenditure, or is legally segregated for a specific future use.

**Restricted Intergovernmental Revenues** - Grants, entitlements, and shared revenues which are recorded in the appropriate fund and classified both by source and function for which the revenues are to be spent.

**Resources** - Assets that can be used to fund expenditures. These can be such things as property taxes, user fees, beginning fund balance, or working capital.

**Restricted Net Position** - The portion of Net Position that includes cash and liquid assets that are subject to external restrictions on their use.

**Retained Earnings** - This is the total of all operating surplus since a fund was established. Only the Enterprise and Internal Service Funds report this figure.

**Revaluation** - Assignment of value to properties, buildings, vehicles, and equipment used for business and residential purposes by the Catawba County Tax Assessor's Office. Under State law, all property must be revalued no less frequently than once every eight years.

**Revenue** - Funds which the government receives as income, including tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues, and interest income.

**Revenue Bonds** - Bonds which principal and interest are payable exclusively from earnings of an Enterprise Fund. Such bonds sometimes also contain a mortgage on the fund's property.

## Budget Glossary

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**Right-of-Way Acquisition** - Purchase of property needed by the City to perform road improvement projects and/or protection of right-of-way for future highway projects.

**Service Level** - Service(s) or product(s) which comprise actual or expected output of a given program. Focus is on results, not measures of workload.

**Source of Revenue** - Revenues that are classified according to their source or point of origin.

**Special Assessment** - A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service, which are deemed to primarily benefit those properties.

**Special Revenue Fund** - A fund used to account for the revenues from specific sources that are to be used for legally specified expenditures.

**Tax Base** - The assessed valuation of all taxable real and personal property within the City's corporate limits.

**Unencumbered Balance** - The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for expenditures.

**Unifour Area** - The commonly used term which refers to the four-county area in which Hickory is located. The counties are Alexander, Burke, Caldwell, and Catawba.

**Unrestricted Net Position** – The portion of Net Position that includes cash and liquid assets not subject to external restrictions on their use.

**USEPA** - The acronym used for United States Environmental Protection Agency

**VC3** - This acronym is short for the company Visionary Corporate Computing Concepts.

**WWTP** - The acronym used for Waste Water Treatment Plant

**Western Piedmont Council of Governments (WPCOG)** - A voluntary association of 27 local governments in the Unifour area of western North Carolina which provides long-range planning and technical assistance, project administration, and grants research on a broad range of issues affecting local government.

