

Emergency Services

Service Summary

Emergency Services consists of the following Divisions:

- **911 Communications**

- Primary 911 public safety answering point for Union County.
- Houses CODERED Mass Emergency Notification System.
- Operates 800 MHz radio system.
- Accredited through the National Academy of Emergency Dispatch (NAED).

- **Emergency Management**

- Responsible for the Union County Multi-Jurisdictional Hazard Mitigation Plan.
- Responsible for the Emergency Operations Plan (EOP).
- Active member on various community committees, as well as a participant in community sponsored activities.
- Responsible for administering Emergency Management.
- Train and exercise as a Host County with multiple counties, the State of North Carolina, FEMA, Duke Energy for incidents involving the Catawba Nuclear Station.
- Maintains accurate emergency contact information for all County departments and County first responders.
- Partners with the Health Department to maintain the Special Needs Registry.

- **Emergency Medical Services**

- Provide emergency medical care and medically necessary ambulance transportation.

- **Fire Marshal's Office**

- Provides code enforcement for all of Union County with the exception of the City of Monroe and the Town of Waxhaw.
- Provides public education.
- Investigate fires to determine origin and cause.
- Provides support for the Volunteer Fire Departments.

- **Volunteer Fire Departments**

- Minimize loss of life and property through effective and efficient response capability to natural and man-made emergencies.

FY 2015-2016 Opportunities

- **911 Communications**

- Continuity of Operations - Work with area Communications Centers to develop a joint secondary Communications Center for unusual circumstances.
- Provide in-house technicians for maintenance and operation of the radio system.
- Deploy a radio system for the Union County Public Schools.

- **Emergency Management**

- Provide resources for additional training and exercises, geared toward Union County staff and volunteers.
- Provide additional training resources for staff in emergency preparedness.
- Provide resources for emergency management staff to ensure Local Emergency Planning Committee is thriving and functional in accordance with Title III of the Superfund Amendments and Reauthorization Act Of 1986 (SARA).
- Develop resources for off-site alternate Emergency Operation Center to address redundancy capabilities.
- Maintain efficient and effective guidelines for first responders and staff in support of the Catawba Nuclear Station.

- **Emergency Medical Services**

- Based on the recommendations of the EMS Working Group in concert with the contract for service with CMC-Union, a deployment model has been established for EMS response and performance metrics established to ensure that quality, efficient, and effective medical services are provided for the County's residents.

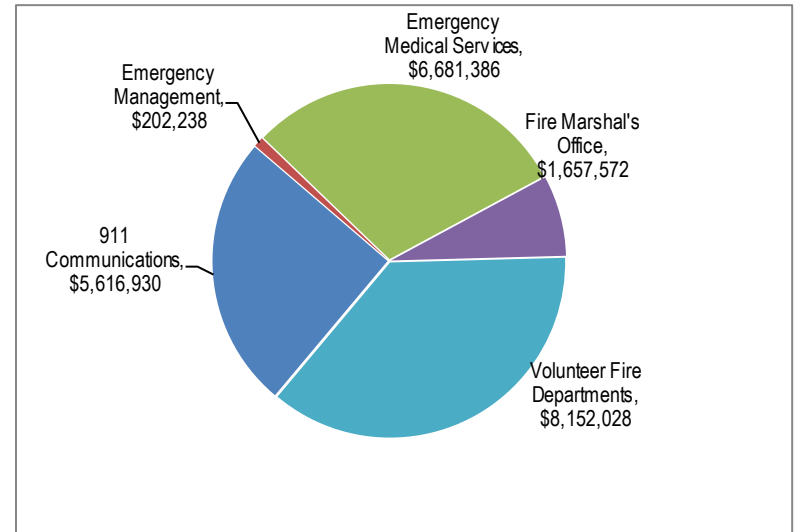


- **Volunteer Fire Departments**

- Develop new contracts for Fire Rescue Service in the County.
- Implement new funding methodology to ensure adequate funding of the system.
- Develop formal performance metrics for the system.

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| Emergency Services | FY 2016 Adopted | Percent |
|------------------------------------|----------------------|---------------|
| Divisions | | |
| 911 Communications | \$ 5,616,930 | 25.2% |
| Emergency Management | 202,238 | 0.9% |
| Emergency Medical Services | 6,681,386 | 29.9% |
| Fire Marshal's Office | 1,657,572 | 7.4% |
| Volunteer Fire Departments | 8,152,028 | 36.5% |
| Total Division Expenditures | \$ 22,310,154 | 100.0% |



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Goals and Objectives

• 911 Communications

- Continue the Telecommunicator Career Development Plan.
- Reduce the time it takes first responders to arrive through Call Processing Time Maintenance and technological advances.
- Identify alternative funding sources to the General Fund.
- Develop plan for new 911 Communications Center.

• Emergency Management

- Provide increased emergency management training and exercises to Union County to ensure effectiveness with performance standards.
- Conduct self-assessment of all resources and capabilities to ensure readiness.

• Emergency Medical Services

- Provide superior care and customer service.
- Garner the respect of community and peers.
- Empower a culture of learning and teamwork.
- Foster the continued pursuit of excellence.

• Fire Marshal's Office

- Increase County's public education program.
- Increase Fire Marshal's awareness of new businesses coming into Union County to ensure occupancy types are correct.

• Volunteer Fire Departments

- Update the plan to provide resources for paid staffing.
- Update the overall strategy prioritizing how the County will invest in additional rescue capabilities, as well as maintain current rescue capabilities.
- Develop a Strategy targeting geographical areas to invest resources needed to lower Insurance Services Office (ISO) ratings in those areas.

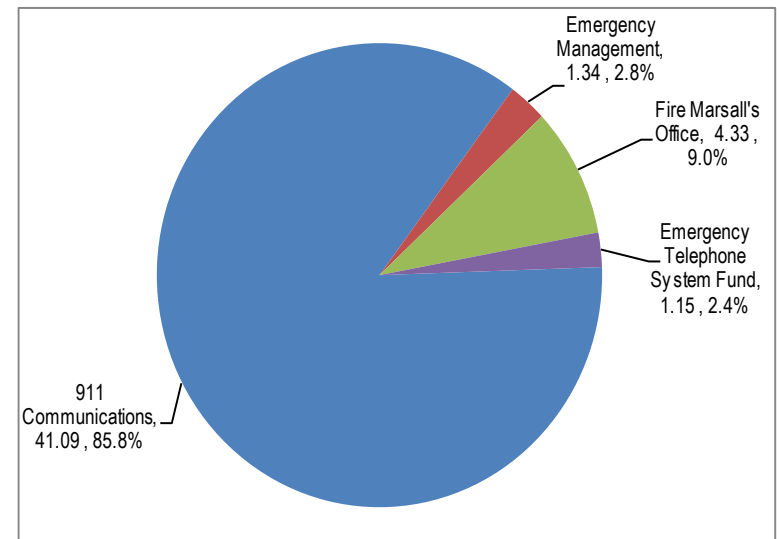
- Develop performance metrics to ensure levels of response and an appropriate Standard of Cover for the County.

Related Capital Projects

- Emergency Services does not have capital projects for FY 2016.

Personnel Summary

| Emergency Services | FY 2014 Actual | FY 2015 Revised | FY 2016 Adopted | FY 2016 Percent |
|---------------------------------|-------------------|--------------------|--------------------|--------------------|
| Personnel FTE Summary | | | | |
| 911 Communications | 42.22 | 41.09 | 41.09 | 85.8% |
| Emergency Management | 1.34 | 1.34 | 1.34 | 2.8% |
| Fire Marsall's Office | 4.33 | 4.33 | 4.33 | 9.0% |
| Emergency Telephone System Fund | 1.15 | 1.15 | 1.15 | 2.4% |
| Total FTE's | 49.04 | 47.91 | 47.91 | 100.00% |



Revenue Highlights

• 911 Communications

- Total revenue decreased by 59.45 percent, from \$1,838,283 to \$745,389 in FY 2016.
- 911 Communications – General Fund
 - Other revenue decreased 100 percent, from \$215,360 to \$0 in FY 2016, due to an insurance refund related to water damage in FY 2015.
- Emergency Telephone System Fund
 - 911 service fee revenue (other taxes) decreased by 47.04 percent, from \$1,081,898 to \$572,940 in FY 2016. This decrease is primarily due to the unspent fund balance in the County's Emergency Telephone System Fund. Therefore, the NC 911 Board is encouraging the use of the fund balance before releasing higher levels of 911 service fee revenue to the County.
 - Other funding sources, fund balance appropriated, decreased by 68.13 percent, from \$541,025 to \$172,449 in FY 2016. This is due to one-time expenditures for the 911 back up facility in FY 2015.

• Emergency Management

- Federal Grant revenue is expected to be \$76,060 due to optional activities that can create additional revenue of \$13,560 for FY 2016.

• Emergency Medical Services

- Estimated Medicaid Cost Settlement decreased by 1.72 percent, from \$462,400 to \$454,432 in FY 2016.
- Debt Set-Off collections increased by 9.87 percent, from \$152,000 to \$167,000 in FY 2016.

• Fire Marshal's Office

- For FY 2016, a portion of the Fire Marshall's program funding has been broken out of the General Fund into a separate fund: the Fire Budgetary Fund (which is combined with the General Fund for audit reporting purposes).

Ad Valorem Taxes will be clearly identified with the Fire Budgetary Fund in FY 2016 and forward. It is anticipated that the county-wide assessed value of real, personal, motor vehicle, and public utility property will be approximately \$23,400,549,854 for FY 2016.

The adopted countywide tax rate is broken down into four parts. The Fire program part of the rate, 0.48 cents, is for the portion of the Fire Marshall's program that will cover countywide Fire Department station subsidies and additional subsidies. With a 98.6 percent collection rate (97.0 percent for motor vehicle property only), the current ad valorem property tax is estimated to generate \$1,101,720 for FY 2016.

- Non-Enterprise charges for services increased by 23.77 percent, from \$26,500 in FY 2015 to \$32,800 for FY 2016.

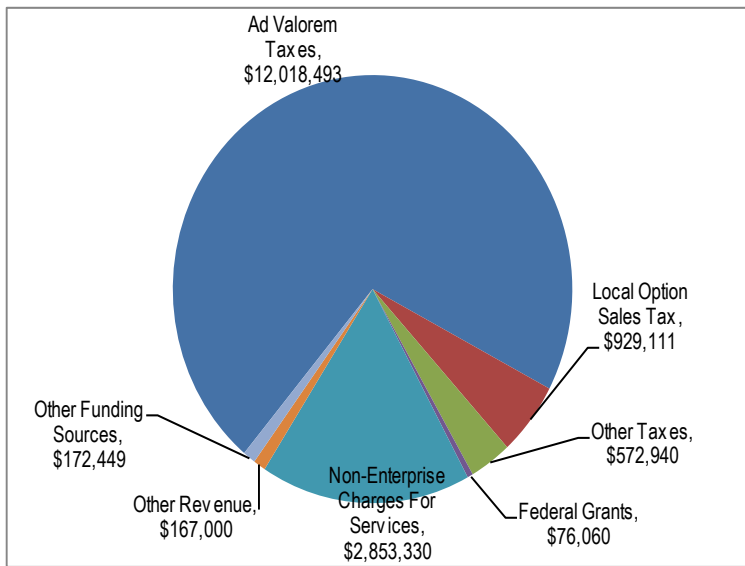
• Volunteer Fire Departments

- Volunteer Fire Departments will receive \$10,384,588 in total funding in FY 2016.

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| Emergency Services | FY 2016 Adopted | Percent |
|-------------------------------------|----------------------|---------------|
| REVENUE | | |
| Ad Valorem Taxes | 12,018,493 | 71.6% |
| Local Option Sales Tax | 929,111 | 5.5% |
| Other Taxes | 572,940 | 3.4% |
| Federal Grants | 76,060 | 0.5% |
| Non-Enterprise Charges For Services | 2,853,330 | 17.0% |
| Other Revenue | 167,000 | 1.0% |
| Other Funding Sources | 172,449 | 1.0% |
| Total Revenue | \$ 16,789,383 | 100.0% |



Expenditure Highlights

• 911 Communications

○ General Fund

- Total expenditures decreased by 5.71 percent, from \$5,166,698 in FY 2015 to \$4,871,541 for FY 2016.

- Employee compensation and employee benefits increased by 8.09 percent and 5.32 percent respectively. Employee compensation increased from \$1,564,049 in FY 2015 to \$1,690,604 for FY 2016 due to lapsed wages in FY 2015 and higher overtime compensation in FY 2016. Related to this, employee benefits increased from \$882,782 in FY 2015 to \$929,767 for FY 2016.
- Operating Costs decreased 2.31 percent, from \$1,091,384 to \$1,066,184 for FY 2016 mainly due to reductions taken in maintenance and repairs, and also maintenance agreements and software categories.
- There is a reduction of 88.12 percent in capital outlay from \$368,816 to 43,800 in FY 2016. Capital Outlay in FY 2016 provides funding for a 911 training simulator, mobile command updates and redundant connectivity.

○ Emergency Telephone System Fund

- Total expenditures decreased by 54.07, from \$1,622,923 in FY 2015 to \$745,389 for FY 2016. This is mainly due to the reduction in capital outlay and the operating costs. FY 2016 budget for capital outlay includes equipment for CAD add-on module, and automated voice dispatch.
- Operating costs decreased by 11.49 percent, from \$682,403 to \$603,963 for FY 2016. Decrease is mainly due to the reductions taken in Telephone and Communications, and Maintenance and Repairs categories.
- Capital outlay decreased by 92.69 percent, from \$863,000 in FY 2015 to \$63,102 for FY 2016. Capital outlay includes "CAD to CAD" add on module and Automated Voice Dispatch for FY 2016.



- **Emergency Management**

- Total expenditures decreased by 19.05 percent, from \$249,836 to \$202,238 in FY 2016, mainly due to the elimination of capital outlay.
- Employee compensation decreased by 1.59 percent, from \$85,322 to \$83,962 in FY 2016.
- Employee benefits increased by 2.81 percent, from \$79,233 to \$81,449 in FY 2016. This increase is due to the increases in health insurance and post-employment benefits (OPEB) costs.
- Operating costs increased 177.08 percent, from \$13,291 in FY 2015 to \$36,827 in FY 2016. The increase is mainly due to a plan to implement a county-wide full scale exercise for current Emergency Operations Plan (EOP).

- **Emergency Medical Services**

- Total expenditures increased by 26.03%, from \$5,301,531 to \$6,681,386 in FY 2016.
- Operating costs decreased by 17.57 percent, from \$21,576 to \$17,785 in FY 2016.
- Contracts, grants and subsidies increased by 26.15 percent, from \$5,279,955 to \$6,660,622 in FY 2016, due to the structural changes based on the recommendations of the EMS Working Group.

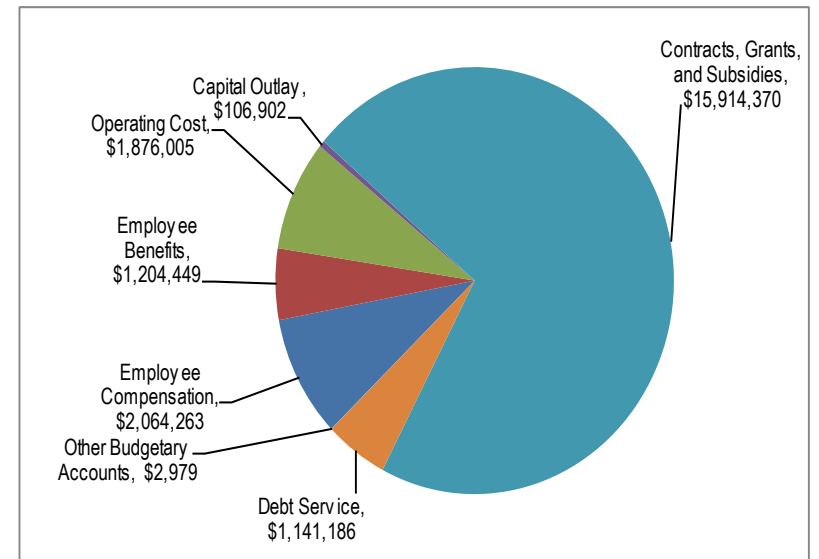
- **Fire Marshal's Office**

- Total expenditures decreased by 21.41 percent, from \$2,109,057 in FY 2015 to \$1,657,572 for FY 2016. This is attributed to reduction in the General / Fire Budgetary Funds Subsidy to the Volunteer Fire Departments.
- Employee compensation decreased by 0.16 percent, from \$238,995 to \$238,602 in FY 2016.
- Employee benefits increased by 1.20 percent, from \$164,040 to \$166,004 in FY 2016.
- Capital outlay decreased by 100.00 percent, from \$23,153 to \$0 in FY 2016.
- Contracts, grants and subsidies decreased by 28.25 percent, from \$1,535,396 to \$1,101,720 in FY 2016 due to larger one-time subsidies to the VFD's in FY 2015 than in FY 2016.

- **Volunteer Fire Departments**

- Major expense components of this recommended budget include fuel, staffing, equipment, personal protective equipment, radios, and debt service.

| Emergency Services | FY 2016 Adopted | Percent |
|----------------------------------|--------------------|---------------|
| EXPENDITURES | | |
| Employee Compensation | \$ 2,064,263 | 9.3% |
| Employee Benefits | 1,204,449 | 5.4% |
| Operating Cost | 1,876,005 | 8.4% |
| Capital Outlay | 106,902 | 0.5% |
| Contracts, Grants, and Subsidies | 15,914,370 | 71.3% |
| Debt Service | 1,141,186 | 5.1% |
| Other Budgetary Accounts | 2,979 | 0.0% |
| Total Expenditures | 22,310,154 | 100.0% |



Emergency Services

Service Area Summary Report

| Category | FY 2011 Actual | FY 2012 Actual | FY 2013 Actual | FY 2014 Actual | FY 2015 Revised | FY 2016 Adopted | FY 2015 - 16 \$ Change | FY 2015 - 16 % Change |
|--------------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|--------------------|------------------------|-----------------------|
| REVENUE | | | | | | | | |
| Ad Valorem Taxes | -4,242,212 | -4,363,487 | -4,443,998 | -4,680,151 | -4,973,791 | -12,018,493 | -7,044,702 | 141.64% |
| Local Option Sales Tax | -592,227 | -707,275 | -760,256 | -835,225 | -853,462 | -929,111 | -75,649 | 8.86% |
| Other Taxes | -1,244,465 | -1,004,522 | -975,743 | -1,081,898 | -1,081,898 | -572,940 | 508,958 | -47.04% |
| Restricted Intergovernmental Revenue | -17,167 | -24,221 | -12,793 | 0 | 0 | 0 | 0 | 0.00% |
| Federal Grants | -47,726 | -49,636 | -77,321 | -76,444 | -62,500 | -76,060 | -13,560 | 21.70% |
| Non-Enterprise Charges For Services | -2,260,733 | -2,576,227 | -2,360,650 | -2,818,807 | -2,874,502 | -2,853,330 | 21,172 | -0.74% |
| Investment Income | -7,416 | -9,374 | -4,034 | -4,770 | 0 | 0 | 0 | 0.00% |
| Other Revenue | -22,490 | -43,265 | -152,360 | -176,623 | -367,360 | -167,000 | 200,360 | -54.54% |
| Interfund Transfers | -686 | -5,745 | 0 | -7,477 | 0 | 0 | 0 | 0.00% |
| Other Funding Sources | 0 | 0 | 0 | 0 | -541,025 | -172,449 | 368,576 | -68.13% |
| Total REVENUE | -8,435,122 | -8,783,752 | -8,787,155 | -9,681,395 | -10,754,538 | -16,789,383 | -6,034,845 | 56.11% |

| | | | | | | | | |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-----------------|---------------|
| EXPENDITURES | | | | | | | | |
| Employee Compensation | 1,616,265 | 1,646,301 | 1,731,583 | 1,848,912 | 1,939,298 | 2,064,263 | 124,965 | 6.44% |
| Employee Benefits | 928,465 | 1,012,937 | 975,694 | 1,036,635 | 1,152,633 | 1,204,449 | 51,816 | 4.50% |
| Operating Cost | 1,238,380 | 1,732,794 | 1,722,150 | 1,698,377 | 2,017,094 | 1,876,005 | -141,089 | -6.99% |
| Capital Outlay | 0 | 686,940 | 164,555 | 78,672 | 1,315,582 | 106,902 | -1,208,680 | -91.87% |
| Contracts, Grants, and Subsidies | 9,792,982 | 10,307,733 | 10,932,487 | 12,888,192 | 15,028,206 | 15,914,370 | 886,164 | 5.90% |
| Debt Service | 1,144,136 | 1,141,186 | 1,141,186 | 1,141,186 | 1,141,187 | 1,141,186 | -1 | 0.00% |
| Interdepartmental Charges | 0 | 0 | 0 | -660 | 0 | 0 | 0 | 0.00% |
| Interfund Transfers | 686 | 5,745 | 0 | 7,477 | 0 | 0 | 0 | 0.00% |
| Other Budgetary Accounts | 0 | 0 | 0 | 0 | 0 | 2,979 | 2,979 | 0.00% |
| Total EXPENDITURES | 14,720,914 | 16,533,636 | 16,667,655 | 18,698,791 | 22,594,000 | 22,310,154 | -283,846 | -1.26% |
| Total Service Area Revenue (Over)/Under Expenditures | 6,285,792 | 7,749,884 | 7,880,500 | 9,017,396 | 11,839,462 | 5,520,771 | | |

| Full Time/Part Time | | FY 2011 Actual | FY 2012 Actual | FY 2013 Actual | FY 2014 Actual | FY 2015 Revised | FY 2016 Adopted | FY 2015 - 16 # Change | FY 2015 - 16 % Change |
|---------------------|---------------------------|----------------|----------------|----------------|----------------|-----------------|-----------------|-----------------------|-----------------------|
| Temp-Part-Time | | 1.43 | 2.06 | 2.04 | 2.04 | 1.91 | 1.91 | 0.00 | 0.00% |
| Full-Time | | 47.35 | 47.35 | 48.35 | 47.00 | 46.00 | 46.00 | 0.00 | 0.00% |
| Total | Emergency Services | 48.78 | 49.41 | 50.39 | 49.04 | 47.91 | 47.91 | 0.00 | 0.00% |

Emergency Services

Program Summary

| Project/Program | | FY 2011 Actual | FY 2012 Actual | FY 2013 Actual | FY 2014 Actual | FY 2015 Revised | FY 2016 Adopted | FY 2015 - 16 \$ Change | FY 2015 - 16 % Change |
|--------------------|--------------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|--------------------|---------------------------|--------------------------|
| 43200 | 911 EMERGENCY COMMUNICATIONS | 2,633,055 | 3,322,067 | 3,198,736 | 3,361,278 | 3,956,611 | 3,730,355 | -226,256 | -5.72% |
| 43209 | 911 EMERGENCY TELEPHONE SYSTEM | 545,018 | 2,358,605 | 808,904 | 666,094 | 1,622,923 | 745,389 | -877,534 | -54.07% |
| 1101 | EMERGENCY MANAGEMENT | 156,698 | 120,159 | 144,741 | 148,422 | 249,836 | 202,238 | -47,598 | -19.05% |
| 1102 | EMERGENCY MANAGEMENT-CATAWBA NUCLEAR | 112 | 0 | 0 | -1 | 0 | 0 | 0 | 0.00% |
| 43200D | EQUIPMENT DEBT, 911 COMMUNICATIONS | 1,144,136 | 27,179 | 1,141,186 | 1,141,186 | 1,141,187 | 1,141,186 | -1 | 0.00% |
| 43400 | FIRE SERVICES | 900,783 | 762,421 | 827,076 | 954,820 | 2,109,057 | 1,657,572 | -451,485 | -21.41% |
| NP | GENERAL ADMINISTRATION | 9,341,112 | 9,943,205 | 10,547,012 | 12,426,992 | 13,514,386 | 14,833,414 | 1,319,028 | 9.76% |
| Emergency Services | | 14,720,914 | 16,533,636 | 16,667,655 | 18,698,791 | 22,594,000 | 22,310,154 | -283,846 | -1.26% |

911 Communications

Mission

The mission of the Union County Communications Center is to provide county-wide public safety communications designed to protect life and property by means of the highest professional standards, while affording dignity and respect to every individual; to serve the general public and emergency service providers through intelligence and analysis; as well as being prepared to respond to critical incidents.

The mission is to be attained by public interaction, high visibility, continual self-assessment, dedicated and concerned service to the public.

Service Summary

The Union County Department of Emergency Communications (C-COM) is the primary 911 public safety answering point for Union County.

C-COM receives all requests for assistance in emergent and non-emergent situations and notifies or dispatches the proper agency/agencies. Some of the agencies C-COM serves are the Union County Sheriff's Department, Monroe City Police Department, Waxhaw, Marshville, Wingate, and Stallings Police Departments. Also included are Union EMS, Monroe City Fire/First Responders, eighteen county Volunteer Fire Departments/First Responders, Union County Emergency Management, Public Works, and Union County Animal Control. C-COM also answers the after-hours lines for Mental Health, Rape Crisis, and Hospice.

C-COM also houses the Code RED Mass Emergency Notification System. Code RED enables C-COM to initiate a mass calling of a selected area or the entire county with a single recorded message informing residents of action steps they should take in the event of an emergency. A backup facility is being built in Cabarrus County for 911 operations in the event of a disaster.

Union County operates the most sophisticated 800 MHz radio system available for public safety, and is in the process of upgrading current systems such as the phone switch, recording equipment and computer-aided dispatch servers. New projects include innovative ways to improve service, reducing the time it takes for first responders to arrive and begin handling the emergency situation.

The Union County Emergency Communications Department is an accredited agency through the National Academy of Emergency Dispatch (NAED) in both Emergency Medical Dispatch and Emergency Fire Dispatch. New police protocols were recently added in the spring of 2015.

FY 2015-2016 Opportunities

The Center looks to complete the CALEA accreditation requirements in preparation for an on-site assessment in FY 2015-16.

Goals and Objectives

- Implementation of Emergency Police Dispatch protocols.
- Improve and increase the availability of training through internal instructors. Career path based on individual choices made through training program.
- Call processing time to dispatch has decreased drastically over the past three years, reducing the time it takes for first responders to arrive. Implement AVL to best determine the closest unit.
- Maintain a high standard of call processing quality by exceeding the NAED standards for excellence.
- Dispatch emergency call times within 90 seconds from the time they are received.



Related Capital Projects

- **E911 Center:** This project provides for the construction, furnishing, and land acquisition of a new 40,000 square foot E911 facility. The amount estimated for FY 2018-2020 is \$10,566,000.
- **Microwaves:** This project will replace eight microwave antennas used to transmit public safety radio communications between the County radio towers and the shared regional master site. The estimated amount for FY 2017-2019 is \$840,000.

Revenue Highlights

- Total revenue decreased by 59.45 percent, from \$1,838,283 to \$745,389 in FY 2016.
- **911 Communications – General Fund**
 - Other revenue decreased 100 percent, from \$215,360 to \$0 in FY 2016, due to an insurance refund related to water damage in FY 2015.
- **Emergency Telephone System Fund**
 - 911 service fee revenue (other taxes) decreased by 47.04 percent, from \$1,081,898 to \$572,940 in FY 2016. This decrease is primarily due to the higher unspent fund balance position of the County's Emergency Telephone System Fund. Therefore, the NC 911 Board is encouraging the use of the fund balance before releasing higher levels of 911 service fee revenue to the County.
 - Other funding sources, fund balance appropriated, decreased by 68.13 percent, from \$541,025 to \$172,449 in FY 2016. This is due to one-time expenditures for the 911 back up facility in FY 2015.

Expenditure Highlights

911 Communications – General Fund

- Total expenditures decreased by 5.71 percent, from \$5,166,698 in FY 2015 to \$4,871,541 for FY 2016.
- Employee compensation and employee benefits increased by 8.09 percent and 5.32 percent respectively. Employee compensation increased from \$1,564,049 in FY 2015 to \$1,690,604 for FY 2016 due to lapsed wages in FY 2015 and higher overtime compensation in FY 2016. Related to this employee benefits increased from \$882,782 in FY 2015 to \$929,767 in FY 2016.
- Operating costs decreased 2.31 percent, from \$1,091,384 to \$1,066,184 for FY 2016 mainly due to reductions taken in maintenance and repairs, and also maintenance agreements and software categories.
- There is a reduction of 88.12 percent in capital outlay from \$368,816 to 43,800 in FY 2016. Capital outlay in FY 2016 provides funding for a 911 training simulator, mobile command updates and redundant connectivity.

Emergency Telephone System Fund

- Total expenditures decreased by 54.07 percent, from \$1,622,923 in FY 2015 to \$745,389 for FY 2016, mainly due to the reduction taken in capital outlay and operating costs.
- Operating costs decreased by 11.49 percent, from \$682,403 to \$603,963 for FY 2016. Decrease is mainly due to the reductions taken in Telephone and Communications, and Maintenance and Repairs categories.
- Capital outlay decreased by 92.69 percent, from \$863,000 in FY 2015 to \$63,102 for FY 2016. Capital outlay includes "CAD to CAD" add on module and Automated Voice Dispatch for FY 2016.



911 Communications

Department Summary Report

| Category | FY 2011 Actual | FY 2012 Actual | FY 2013 Actual | FY 2014 Actual | FY 2015 Revised | FY 2016 Adopted | FY 2015 - 16 \$ Change | FY 2015 - 16 % Change |
|-----------------------|-------------------|-------------------|-----------------|-------------------|-------------------|-----------------|------------------------|-----------------------|
| REVENUE | | | | | | | | |
| Other Taxes | -1,244,465 | -1,004,522 | -975,743 | -1,081,898 | -1,081,898 | -572,940 | 508,958 | -47.04% |
| Investment Income | -7,416 | -9,374 | -4,034 | -4,770 | 0 | 0 | 0 | 0.00% |
| Other Revenue | -22,490 | -25,721 | 0 | 0 | -215,360 | 0 | 215,360 | -100.00% |
| Interfund Transfers | -686 | -5,745 | 0 | -7,477 | 0 | 0 | 0 | 0.00% |
| Other Funding Sources | 0 | 0 | 0 | 0 | -541,025 | -172,449 | 368,576 | -68.13% |
| Total REVENUE | -1,275,057 | -1,045,362 | -979,777 | -1,094,145 | -1,838,283 | -745,389 | 1,092,894 | -59.45% |

| | | | | | | | | |
|---|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|----------------|
| EXPENDITURES | | | | | | | | |
| Employee Compensation | 1,333,449 | 1,386,982 | 1,446,920 | 1,586,220 | 1,614,981 | 1,741,699 | 126,718 | 7.85% |
| Employee Benefits | 759,545 | 840,359 | 808,168 | 831,420 | 909,370 | 956,996 | 47,626 | 5.24% |
| Operating Cost | 1,084,393 | 1,646,639 | 1,587,997 | 1,523,583 | 1,831,754 | 1,670,147 | -161,607 | -8.82% |
| Capital Outlay | 0 | 686,940 | 164,555 | 78,672 | 1,223,429 | 106,902 | -1,116,527 | -91.26% |
| Debt Service | 1,144,136 | 1,141,186 | 1,141,186 | 1,141,186 | 1,141,187 | 1,141,186 | -1 | 0.00% |
| Interfund Transfers | 686 | 5,745 | 0 | 7,477 | 0 | 0 | 0 | 0.00% |
| Other Budgetary Accounts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.00% |
| Total EXPENDITURES | 4,322,209 | 5,707,851 | 5,148,826 | 5,168,558 | 6,720,721 | 5,616,930 | -1,103,791 | -16.42% |
| Total Department Revenue (Over)/Under Expenditures | 3,047,152 | 4,662,489 | 4,169,049 | 4,074,413 | 4,882,438 | 4,871,541 | | |

| FTE Summary | | | | | | | | |
|---------------------------------|----------------|----------------|----------------|----------------|-----------------|-----------------|-----------------------|-----------------------|
| Full Time/Part Time | FY 2011 Actual | FY 2012 Actual | FY 2013 Actual | FY 2014 Actual | FY 2015 Revised | FY 2016 Adopted | FY 2015 - 16 # Change | FY 2015 - 16 % Change |
| Temp-Part-Time | 1.43 | 2.06 | 2.04 | 2.04 | 1.91 | 1.91 | 0.00 | 0.00% |
| Full-Time | 40.00 | 40.00 | 41.00 | 41.33 | 40.33 | 40.33 | 0.00 | 0.00% |
| Total 911 Communications | 41.43 | 42.06 | 43.04 | 43.37 | 42.24 | 42.24 | 0.00 | 0.00% |

911 Communications

Department FTE Report

| Position Title | FY 2011 Actual | FY 2012 Actual | FY 2013 Actual | FY 2014 Actual | FY 2015 Revised | FY 2016 Adopted | FY 2015 - 16 # Change | FY 2015 - 16 % Change |
|---|----------------|----------------|----------------|----------------|-----------------|-----------------|-----------------------|-----------------------|
| Full-Time | | | | | | | | |
| 911 Operations Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | 0.00% |
| Assistant Shift Supervisor Telecommunicator | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 0.00 | 0.00% |
| CAD Technician | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 | 0.00 | 0.00% |
| Director of Communications | 1.00 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00% |
| Division Director, Communications | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 | 0.00 | 0.00% |
| E-911 Database Coordinator | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 | 0.00 | 0.00% |
| E-911 Database Supervisor | 1.00 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00% |
| Emergency Services Analyst | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 | 0.00 | 0.00% |
| Executive Director, Emergency Services | 0.00 | 0.00 | 0.00 | 0.33 | 0.33 | 0.33 | 0.00 | 0.00% |
| Public Safety Info Technology Manager | 1.00 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00% |
| Quality Assurance Coordinator | 0.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00% |
| Quality Improvement/Assurance Coordinator | 1.00 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00% |
| Radio Technician | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | 0.00% |
| Shift Supervisor Telecommunicator | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 0.00 | 0.00% |
| Switchboard Operator | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00% |
| Telecommunicator | 26.00 | 26.00 | 26.00 | 26.00 | 26.00 | 26.00 | 0.00 | 0.00% |
| Total Full-Time | 40.00 | 40.00 | 41.00 | 41.33 | 40.33 | 40.33 | 0.00 | 0.00% |
| Temp-Part-Time | | | | | | | | |
| Quality Assurance Technician TPT | 0.25 | 0.26 | 0.25 | 0.25 | 0.25 | 0.25 | 0.00 | 0.00% |
| Switchboard Operator TPT | 0.08 | 0.08 | 0.08 | 0.08 | 0.00 | 0.00 | 0.00 | 0.00% |
| Telecommunicator TPT | 1.10 | 1.72 | 1.71 | 1.71 | 1.66 | 1.66 | 0.00 | 0.00% |
| Total Temp-Part-Time | 1.43 | 2.06 | 2.04 | 2.04 | 1.91 | 1.91 | 0.00 | 0.00% |
| Total 911 Communications | 41.43 | 42.06 | 43.04 | 43.37 | 42.24 | 42.24 | 0.00 | 0.00% |

Emergency Management

Mission

Provide a comprehensive, integrated emergency preparedness system designed to minimize the impact of emergencies and disasters on the health, public safety and property of the residents in Union County. With coordination and cooperation among our Federal and State-wide emergency response partners, we pledge to develop, maintain and improve emergency plans and public safety through mitigation, preparedness, response and recovery to ensure a current state of readiness for Union County.

Service Summary

- Emergency Management is responsible for the Union County Multi-Jurisdictional Hazard Mitigation Plan: a five year plan reviewed annually to assess Union County and municipality vulnerabilities. Strategies are designed to mitigate identified hazards. Each municipality is represented during the review process.
- Emergency Management is responsible for the Emergency Operation Plan (EOP); a comprehensive, all-hazard plan which guides all Union County government officials, as well as volunteer organizations on actions to take when an emergency occurs within Union County. The EOP is reviewed annually.
- Emergency Management is an active member of various community committees, as well as a participant in community sponsored activities as follow below:
 - Local Emergency Planning Committee (LEPC) establishes procedures for reviewing and processing public requests for information regarding hazardous materials at fixed facilities in Union County, in accordance with Title III of the Superfund Amendments and Reauthorization Act of 1986 (SARA). This committee meets quarterly.
 - National Weather Service Committee (Weather Spotter - Storm Ready) is a volunteer committee trained to identify storm related concerns throughout Union County.

- Union County Environmental Clean-up provides a complimentary list of non-endorsed hazard material mitigation companies within the area whom first responder organizations may use as a resource.
- Mitigation Advisory Committee is comprised of Union County community officials who attend meetings and community workshops to prompt continuous input and feedback during the 5-year review update process, whose cycle began in 2013.
- Emergency Management is responsible for administering Emergency Management Performance Grants. The grants annually assist in funding Union County to maintain standard performance. Responders are mandated to train and exercise together to ensure a comprehensive and coordinated approach to all hazards. Exercises are designed to keep first responders always ready.
- Union County Emergency Management is a Host County for exercises with multiple counties, State of North Carolina, FEMA, Duke Energy and Catawba Nuclear Plant. These exercises are on a two year cycle, and they are designed to maintain efficient and effective guidelines for first responders and staff in support of the Catawba Nuclear Station.
- Emergency Management maintains accurate emergency contact information for all County departments and first responders.
- Emergency Management, in partnership with the Health Department, helps maintain the persons with Intellectual and Developmental Disabilities Registry. The registry is maintained for communications during an emergency.

FY 2015-2016 Opportunities

- Provide resources for additional training and exercises, geared toward Union County staff and volunteers. This will enhance preparedness for all Union County first responders as well as improve the County's coordinated emergency response with outside government agencies.
- Provide resources for emergency management staff to ensure the Local Emergency Planning Committee is



thriving and functional in accordance with Title III of the Superfund Amendments and Reauthorization Act. Of 1986 (SARA).

- Expand off-site alternate Emergency Operation Center opportunities to improve redundancy capabilities.

Goals and Objectives

- Provide increased emergency management training and exercises to Union County to ensure effectiveness with performance standards.
 - Provide training availability on UCEM webpage to increase exposure.
 - Expand training certifications of existing personnel.
 - Review and validate first responder training and standardize annual review for minimal compliance.
 - Design and develop an annual UCEM forum for all EM partners to collaborate and coordinate efforts.
 - Identify, develop and train existing personnel to staff a Type IV Incident Management Team (IMT), which will provide an additional level of expertise to the EOC operations during an emergency.
- Self-assessment of all resources and capabilities to ensure readiness.
 - Identify and test all Catawba Nuclear equipment for operability.
 - Automate database which alerts quarterly, semi-annual and annual inspections of identified resources.
 - Purge outdated resources and identify funds for replacement to upgrade capabilities.

Related Capital Projects

- Emergency Management does not have capital projects for FY 2016.

Revenue Highlights

- Federal Grant, Emergency Management Performance Grant, (EMPG), revenue is unchanged at \$62,500 for FY 2016. EMPG optional activities can create additional revenue of \$13,560.

Expenditure Highlights

- Total expenditures decreased as a result of one time capital appropriation of \$72,000 in FY 2015. Without the effect of the FY 2015 capital outlay, total expenditures increased by 13.72 percent from \$177,836 to \$202,238 in FY 2016.
- Operating costs increased 177.08 percent, from \$13,291 to \$36,827 in FY 2016. The increase is mainly due to a plan to implement a county-wide full scale exercise for current Emergency Operations Plan (EOP).

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Emergency Management

Department Summary Report

| Category | FY 2011 Actual | FY 2012 Actual | FY 2013 Actual | FY 2014 Actual | FY 2015 Revised | FY 2016 Adopted | FY 2015 - 16 \$ Change | FY 2015 - 16 % Change |
|---|-------------------|-------------------|-------------------|-------------------|--------------------|--------------------|---------------------------|--------------------------|
| REVENUE | | | | | | | | |
| Restricted Intergovernmental Revenue | 0 | -7,054 | 0 | 0 | 0 | 0 | 0 | 0.00% |
| Federal Grants | -47,726 | -49,636 | -77,321 | -76,444 | -62,500 | -76,060 | -13,560 | 21.70% |
| Total REVENUE | -47,726 | -56,690 | -77,321 | -76,444 | -62,500 | -76,060 | -13,560 | 21.70% |
| EXPENDITURES | | | | | | | | |
| Employee Compensation | 93,333 | 64,927 | 89,002 | 62,691 | 85,322 | 83,962 | -1,360 | -1.59% |
| Employee Benefits | 57,626 | 51,147 | 50,358 | 68,960 | 79,223 | 81,449 | 2,226 | 2.81% |
| Operating Cost | 5,851 | 4,085 | 5,381 | 16,830 | 13,291 | 36,827 | 23,536 | 177.08% |
| Capital Outlay | 0 | 0 | 0 | 0 | 72,000 | 0 | -72,000 | -100.00% |
| Other Budgetary Accounts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.00% |
| Total EXPENDITURES | 156,810 | 120,159 | 144,741 | 148,481 | 249,836 | 202,238 | -47,598 | -19.05% |
| Total Department Revenue (Over)/Under Expenditures | 109,084 | 63,469 | 67,420 | 72,037 | 187,336 | 126,178 | | |

FTE Summary

| Full Time/Part Time | FY 2011 Actual | FY 2012 Actual | FY 2013 Actual | FY 2014 Actual | FY 2015 Revised | FY 2016 Adopted | FY 2015 - 16 # Change | FY 2015 - 16 % Change |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|--------------------|--------------------------|--------------------------|
| Full-Time | 3.00 | 3.00 | 3.00 | 1.34 | 1.34 | 1.34 | 0.00 | 0.00% |
| Total Emergency Management | 3.00 | 3.00 | 3.00 | 1.34 | 1.34 | 1.34 | 0.00 | 0.00% |

Emergency Management

Department FTE Report

| Position Title | FY 2011 Actual | FY 2012 Actual | FY 2013 Actual | FY 2014 Actual | FY 2015 Revised | FY 2016 Adopted | FY 2015 - 16 # Change | FY 2015 - 16 % Change |
|--|-------------------|-------------------|-------------------|-------------------|--------------------|--------------------|--------------------------|--------------------------|
| Full-Time | | | | | | | | |
| Administrator Officer | 1.00 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00% |
| Assist Emergency Mgmt Coordinator | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00% |
| Emergency Management Assistant | 2.00 | 2.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00% |
| Emergency Management Coordinator | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 | 0.00 | 0.00% |
| Executive Director, Emergency Services | 0.00 | 0.00 | 0.00 | 0.34 | 0.34 | 0.34 | 0.00 | 0.00% |
| Total Full-Time | 3.00 | 3.00 | 3.00 | 1.34 | 1.34 | 1.34 | 0.00 | 0.00% |
| Total Emergency Management | 3.00 | 3.00 | 3.00 | 1.34 | 1.34 | 1.34 | 0.00 | 0.00% |

Emergency Medical Services

Mission

To provide emergency medical care and medically necessary ambulance transportation in Union County, delivered by competent and caring professionals who demonstrate excellence in patient care, customer service, and community education.

Service Summary

Provide emergency medical care and medically necessary ambulance transportation.

Goals and Objectives

The vision of Union County EMS is to be an organization of superior care and customer service; a preferred employer with a family atmosphere; respected by our community and peers, and empowered by a culture of learning, teamwork, and the continuous pursuit of excellence.

Based on the recommendations of the EMS Working Group in concert with the contract for service with CMC-Union, a deployment model has been established for EMS response and performance metrics established to ensure quality, efficient, and effective medical services are provided for the County's residents.

The FY 2016 budget includes, additional funding for staffing to complete the conversion to twelve hour shifts, increase the number of transport units available, and other equipment.

Revenue Highlights

- For FY 2016, the Emergency Medical Services (EMS) program funding has been broken out of the General Fund into a separate fund, the EMS Budgetary Fund (which is combined with the General Fund for audit reporting purposes).

Ad Valorem Taxes will be clearly identified with the EMS Budgetary Fund in FY 2016 and forward. It is anticipated that the county-wide assessed value of real, personal, motor

vehicle, and public utility property will be approximately \$23,400,549,854 for FY 2016.

The adopted countywide tax rate is broken down into four parts. The EMS program part of the rate, 2.63 cents, is for the countywide contribution to the Emergency Medical Services program. With a 98.6 percent collection rate (97.0 percent for motor vehicle property only), the current ad valorem property tax is estimated to generate \$6,059,954 for FY 2016.

- Estimated Medicaid Cost Settlement decreased by 1.72 percent, from \$462,400 to \$454,432 in FY 2016.
- Debt Set-Off collections increased by 9.87 percent, from \$152,000 to \$167,000 in FY 2016.

Expenditure Highlights

- Total expenditures increased by 26.03 percent from \$5,301,531 to \$6,681,386 in FY 2016.
- Operating costs decreased 17.57 percent from \$21,576 to \$17,785 in FY 2016.
- Contracts, grants and subsidies increased by 26.15 percent, from \$5,279,955 to \$6,660,622 in FY 2016, mainly due to an increase in wages and benefits of \$1.4 million for increases in personnel, and budgeted capital of \$1.5 million. The changes in the budget reflect the structural changes as a result of the EMS Working Group study.

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Emergency Medical Services Department Summary Report

| Category | FY 2011 Actual | FY 2012 Actual | FY 2013 Actual | FY 2014 Actual | FY 2015 Revised | FY 2016 Adopted | FY 2015 - 16 \$ Change | FY 2015 - 16 % Change |
|---|-------------------|-------------------|-------------------|-------------------|--------------------|--------------------|---------------------------|--------------------------|
| REVENUE | | | | | | | | |
| Ad Valorem Taxes | 0 | 0 | 0 | 0 | 0 | -6,059,954 | -6,059,954 | 0.00% |
| Non-Enterprise Charges For Services | -440,755 | -602,850 | -462,422 | -454,432 | -462,400 | -454,432 | 7,968 | -1.72% |
| Other Revenue | 0 | -17,544 | -152,360 | -176,623 | -152,000 | -167,000 | -15,000 | 9.87% |
| Total REVENUE | -440,755 | -620,394 | -614,782 | -631,055 | -614,400 | -6,681,386 | -6,066,986 | 987.47% |
| EXPENDITURES | | | | | | | | |
| Operating Cost | 13,223 | 18,085 | 13,873 | 85,608 | 21,576 | 17,785 | -3,791 | -17.57% |
| Contracts, Grants, and Subsidies | 2,913,315 | 2,913,282 | 3,731,009 | 4,332,073 | 5,279,955 | 6,660,622 | 1,380,667 | 26.15% |
| Other Budgetary Accounts | 0 | 0 | 0 | 0 | 0 | 2,979 | 2,979 | 0.00% |
| Total EXPENDITURES | 2,926,538 | 2,931,367 | 3,744,882 | 4,417,681 | 5,301,531 | 6,681,386 | 1,379,855 | 26.03% |
| Total Department Revenue (Over)/Under Expenditures | 2,485,783 | 2,310,973 | 3,130,100 | 3,786,626 | 4,687,131 | 0 | | |

Fire Marshal's Office

Mission

The mission of the Union County Fire Marshal's Office is to provide a safe living and working environment, both commercial and residential, to the residents of Union County and reduce the effects of the ravages of fire through code enforcement, fire prevention and public education.

Service Summary

Code Enforcement

- The Fire Marshal's Office provides code enforcement for all of Union County with the exception of the City of Monroe and the Town of Waxhaw; conducts maintenance inspections of all commercial and multi-family residential occupancies as prescribed by the North Carolina Fire Prevention Code. The frequency of these inspections range from every six months for public schools to every three years for certain business types and industry types. The Fire Marshall's Office also conducts commercial building plan review on all new construction and up-fit activities. During the plan review process, this office coordinates its work with the Building Code Enforcement Department to ensure consistent enforcement and a timely review result being provided to the permit holder. The types of plans that the Fire Marshal's Office reviews are sprinkler, fire alarm, building life safety and alternative extinguishing systems, such as kitchen hood systems and computer server room systems. The Office is required to conduct inspections, and issue operational permits for hazardous processes and dangerous materials that are defined within the North Carolina Fire Prevention Code. These types of permits range from fireworks and pyrotechnics to flammable liquid storage tank use and installation.

Public Education

- The Fire Marshal's Office is also responsible for providing public education programs throughout Union County. There are several target areas that we strive to concentrate our focus on. The key area of fire prevention education is for children that

range in age from Kindergarten through Third grade. With the use of our fire safety house, we teach key components such as Exit Drills in The Home, 911 call activities and knowing how to identify fire hazards within the home. Members of the Fire Marshal's staff also provide fire safety information while appearing at area churches, civic group gatherings and local organizations. Our goal for the future is to provide further public education through fire extinguisher training for local business and industries.

Investigations

- Members of the Fire Marshal's Office conduct fire origin and cause investigations. North Carolina General Statutes require fire investigations for every fire. The information that is gathered during the fire investigation is entered into a national database. This database is used to issue recalls for faulty products and as a resource that manufacturers can use to produce fire safe products. At least one member of the Fire Marshal's staff is working or on call 24 hours a day, every day of the year to answer calls for service from the volunteer fire department partners. When a fire cause is determined to be a criminal act, local, state and federal law enforcement agencies are partnered to ensure the responsible person(s) are prosecuted for the crime.

FY 2015-2016 Opportunities

Funding Options

- This will require work with the Fire Commission and Finance along with the Volunteer Fire Departments to achieve a long term solution.

Fire Department Staffing

- Following a recommendation from the Fire Commission, and after staff review, the Board of Commissioners funded additional day time staff to some VFDs. Following a four year implementation model, staffing should continue to be increased for the VFDs.



ISO Rating Improvements

- The Fire Commission was tasked with presenting a plan for decreasing ISO ratings for the Volunteer Fire Departments. To date, no report has been given to the Fire Commission by their working group.

Rescue Operations

- The Fire Commission was tasked with identifying the needs of the Volunteer Fire Departments in relations to light, medium and heavy duty rescues. A survey was sent out earlier in the year, but no update is available. The North Carolina Association of Rescue and EMS sets standards for light, medium, and heavy duty rescues. Some departments are proceeding with rescue capability upgrades.

Goals and Objectives

- Increase Union County's All Hazards public education program.
- Movement toward annual fire inspections for all commercial occupancies within Union County.
- Paperless inspection and plan review processes.

Related Capital Projects

The Fire Marshal's Office has no capital projects for FY 2016.

Revenue Highlights

- For FY 2016, a portion of the Fire Marshall's program funding has been broken out of the General Fund into a separate fund, the Fire Budgetary Fund (which is combined with the General Fund for audit reporting purposes).

Ad Valorem Taxes will be clearly identified with the Fire Budgetary Fund in FY 2016 and forward. It is anticipated that the county-wide assessed value of real, personal, motor vehicle, and public utility property will be approximately \$23,400,549,854 for FY 2016.

The adopted countywide tax rate is broken down into four parts. The Fire program part of the rate, 0.48 cents, is for the portion of the Fire Marshall's program that will cover countywide Fire Department station subsidies and additional subsidies. With a 98.6 percent collection rate (97.0 percent for motor vehicle property only), the current ad valorem property tax is estimated to generate \$1,101,720 for FY 2016.

- Non-Enterprise Charges for Services increased by 23.77 percent, from \$26,500 to \$32,800 in FY 2016.

Expenditure Highlights

- Total expenditures decreased by 21.41 percent, from \$2,109,057 in FY 2015 to \$1,657,572 for FY 2016.
- Capital outlay decreased from \$23,153 to \$0 in FY 2016.
- Contracts, grants and subsidies decreased by 28.25 percent, from \$1,535,396 to \$1,101,720 in FY 2016 due to larger one-time subsidies to the VFD's in FY 2015 than in FY 2016.

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Fire Marshal's Office

Department Summary Report

| Category | FY 2011 Actual | FY 2012 Actual | FY 2013 Actual | FY 2014 Actual | FY 2015 Revised | FY 2016 Adopted | FY 2015 - 16 \$ Change | FY 2015 - 16 % Change |
|---|-------------------|-------------------|-------------------|-------------------|--------------------|--------------------|---------------------------|--------------------------|
| REVENUE | | | | | | | | |
| Ad Valorem Taxes | 0 | 0 | 0 | 0 | 0 | -1,101,720 | -1,101,720 | 0.00% |
| Restricted Intergovernmental Revenue | -17,167 | -17,167 | -12,793 | 0 | 0 | 0 | 0 | 0.00% |
| Non-Enterprise Charges For Services | 0 | 0 | 0 | -28,199 | -26,500 | -32,800 | -6,300 | 23.77% |
| Total REVENUE | -17,167 | -17,167 | -12,793 | -28,199 | -26,500 | -1,134,520 | -1,108,020 | 4181.21% |
| EXPENDITURES | | | | | | | | |
| Employee Compensation | 189,483 | 194,392 | 195,661 | 200,001 | 238,995 | 238,602 | -393 | -0.16% |
| Employee Benefits | 111,294 | 121,431 | 117,168 | 136,255 | 164,040 | 166,004 | 1,964 | 1.20% |
| Operating Cost | 134,913 | 63,985 | 114,899 | 72,356 | 150,473 | 151,245 | 772 | 0.51% |
| Capital Outlay | 0 | 0 | 0 | 0 | 20,153 | 0 | -20,153 | -100.00% |
| Contracts, Grants, and Subsidies | 465,093 | 382,613 | 399,348 | 546,868 | 1,535,396 | 1,101,720 | -433,676 | -28.25% |
| Interdepartmental Charges | 0 | 0 | 0 | -660 | 0 | 0 | 0 | 0.00% |
| Other Budgetary Accounts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.00% |
| Total EXPENDITURES | 900,783 | 762,421 | 827,076 | 954,820 | 2,109,057 | 1,657,572 | -451,485 | -21.41% |
| Total Department Revenue (Over)/Under Expenditures | 883,616 | 745,254 | 814,283 | 926,621 | 2,082,557 | 523,052 | | |

FTE Summary

| Full Time/Part Time | FY 2011 Actual | FY 2012 Actual | FY 2013 Actual | FY 2014 Actual | FY 2015 Revised | FY 2016 Adopted | FY 2015 - 16 # Change | FY 2015 - 16 % Change |
|------------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|--------------------|--------------------------|--------------------------|
| Full-Time | 4.35 | 4.35 | 4.35 | 4.33 | 4.33 | 4.33 | 0.00 | 0.00% |
| Total Fire Marshal's Office | 4.35 | 4.35 | 4.35 | 4.33 | 4.33 | 4.33 | 0.00 | 0.00% |

Fire Marshal's Office

Department FTE Report

| Position Title | FY 2011 Actual | FY 2012 Actual | FY 2013 Actual | FY 2014 Actual | FY 2015 Revised | FY 2016 Adopted | FY 2015 - 16 # Change | FY 2015 - 16 % Change |
|--|-------------------|-------------------|-------------------|-------------------|--------------------|--------------------|--------------------------|--------------------------|
| Full-Time | | | | | | | | |
| Assistant Fire Marshal | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 | 0.00% |
| Deputy Fire Marshal | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | 0.00% |
| Executive Director, Emergency Services | 0.00 | 0.00 | 0.00 | 0.33 | 0.33 | 0.33 | 0.00 | 0.00% |
| Fire Marshal | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | 0.00% |
| Fire Service Maintenance Assistant | 0.35 | 0.35 | 0.35 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00% |
| Total Full-Time | 4.35 | 4.35 | 4.35 | 4.33 | 4.33 | 4.33 | 0.00 | 0.00% |
| Total Fire Marshal's Office | 4.35 | 4.35 | 4.35 | 4.33 | 4.33 | 4.33 | 0.00 | 0.00% |

Volunteer Fire Departments

Mission

The mission of Fire and Rescue Services in Union County is to minimize the loss of life and property through effective and efficient response capability to natural and man-made emergencies through planning, prevention through public education, pre-emergency assessment, and the effective use of human resources, technology, and equipment when needed.

Service Summary

Union County is protected by 18 Volunteer Fire Departments operating out of 25 stations. Some of these departments are staffed by paid employees and some are staffed solely with volunteers. These stations are placed throughout the County in order to provide optimal response times and optimal insurance ratings for citizens. The County is covered by 19 Response Districts where the department located in the district is the primary responder for fire and rescue incidents. Additionally, all departments serve as medical first responders for medical emergencies. All departments respond to mutual aid calls in support of other departments.

In addition to the Volunteer Departments, the City of Monroe provides a full service municipal department with 5 stations located throughout the City of Monroe, which is funded through the City's General Fund.

The majority of funds for the 18 Fire Departments come from funding districts that collect either fees or property taxes. The Hemby Bridge and Stallings Fire Departments are funded by Rural Fire Protection Tax Districts. The Wesley Chapel, Springs, and Waxhaw Fire Departments are funded by Fire Service Districts. County Commissioners annually assess property taxes for each of these 5 districts, and taxes collected are remitted to the department servicing the district through a contract with the County. Remaining departments are funded by Fire Fee Districts where fees are annually established by the County Commissioners, and the collected fees are also remitted to the department servicing the district through a contract.

Tax Districts also receive a portion of collected sales taxes. Commissioners have historically provided a subsidy from the County General fund for fee districts, and in limited circumstances, have provided additional allocations if the budget required for the fee district exceeds projected fee revenue limits established by State law.

Municipal Districts have also been established by the City of Monroe and the Town of Weddington, where the costs of fire services are covered by the Municipal General Fund budget. The Town of Marshville has a municipal fire district that is funded by a County fee district. The Town of Wingate has a municipal fire district and provides budget subsidies through the General Fund, as well as providing some capital assets.

The County has established insurance districts within unincorporated territories, and many municipalities have insurance districts as well. The primary purpose of these districts are to delineate the fire protection coverage afforded to particular properties for the purpose of determining whether properties can be covered by fire insurance, and at what cost. These districts are rated by the North Carolina Commissioner of Insurance – Office of the State Fire Marshal (OSFM).

In each community, OSFM analyzes the relevant data using the Insurance Service Organization's (ISO) Fire Suppression Rating Schedule (FSRS). Following the analysis a Public Protection Classification from 1 to 10 is assigned. Class 1 generally represents superior property fire protection, and Class 10 indicates that the area's fire-suppression program doesn't meet ISO's minimum criteria.

By classifying communities' ability to suppress fires, the ISO rating helps the communities evaluate their public fire-protection services. The program provides an objective, countrywide standard that helps fire departments in planning and budgeting for facilities, equipment, and training. By securing lower fire insurance premiums for communities with better public protection, the program provides incentives and rewards for communities that choose to improve their firefighting services. In general, the price of insurance in a community with a good ISO rating is substantially lower than in a community with a poor ISO rating, assuming all other factors are equal.



A community's ISO rating depends on:

- Fire alarm and communication systems, including telephone systems, telephone lines, staffing, and dispatching systems.
- The fire department, including equipment, staffing, training, and geographic distribution of fire companies.
- The water-supply system, including the condition and maintenance of hydrants, and a careful evaluation of the amount of available water compared with the amount needed to suppress fires.
- Community Risk Reduction, which includes a combination of activities provided primarily by the Union County Fire Marshal's Office working with individual fire departments.

The following table includes the number of calls reported for 2014 and population by VFD.

| Volunteer Fire Departments | Number of Calls Reported | Population by VFD |
|----------------------------|--------------------------|-------------------|
| Divisions | | |
| Allen Crossroads | 170 | 2,872 |
| Bakers | 1,100 | 15,708 |
| Beaver Lane | 900 | 6,697 |
| Fairview | 300 | 4,644 |
| Griffith Road | 130 | 1,925 |
| Hemby Bridge | 1,576 | 26,309 |
| Jackson | 250 | 3,620 |
| Lanes Creek | 265 | 3,336 |
| New Salem | 400 | 6,912 |
| Providence | 600 | 3,516 |
| Sandy Ridge | 316 | 4,199 |
| Springs | 870 | 11,780 |
| Stack Road | 324 | 3,426 |
| Stallings | 1,650 | 22,803 |
| Unionville | 689 | 9,465 |
| Waxhaw | 1,200 | 18,709 |
| Wesley Chapel | 1,400 | 30,341 |
| Wingate | 1,037 | 7,024 |
| Total | 13,177 | 183,286 |

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FY 2015 – 2016 Opportunities

The adopted budget continues to provide funds for the supplemental staffing plan recommended previously by the Union County Fire Commission. Supplemental staffing is currently provided to 14 of the 18 fire departments. The FY 2016 budget provides funds for continuing and/or increasing supplemental staffing in these 14 departments. The full staffing model should be in place over the next three years.



Goals and Objectives

In 2012, the Union County Commissioners defined four major objectives for volunteer fire services, and the Union County Fire Commission began developing plans to meet those objectives. Those objectives are:

1. Develop a plan to provide resources for paid staffing.
2. Develop an overall strategy prioritizing how the County will invest in additional rescue capabilities, as well as maintain current rescue capabilities.
3. Develop a strategy targeting geographical areas to invest resources needed to lower Insurance Services Office (ISO) ratings in those areas.
4. Develop and propose a different system for funding fire districts where limited fee potential exists.

Related Capital Projects

No capital projects are planned for FY 2016.

Personnel Summary

For FY 2016 all 18 departments are currently meeting response requirements through varied mixes of paid and volunteer personnel. Currently, Bakers, Hemby Bridge, Springs, Providence, Stallings, Waxhaw, and Wesley Chapel VFDs supplement volunteers by providing paid coverage 24 hours per day, 7 days a week. Allens Crossroads, Beaver Lane, Lanes Creek, New Salem, Stack Road, Unionville, and Wingate VFD's supplement volunteers by providing paid coverage during the daytime Monday through Friday. Fairview, Griffith Road, Jackson, and Sandy Ridge VFD's currently have no paid staff supplementing volunteer responders.

The adopted budget continues to provide funds for the supplemental staffing plan recommended by the Union County Fire Commission. The FY 2016 adopted budget provides funds for continuing current levels of supplemental staffing for 12 fire departments. Funding for additional staffing levels is requested for Allens Crossroads and Beaver Lane, both of which are on probation

per the OSFM. The full staffing model should be in place over the next three years.

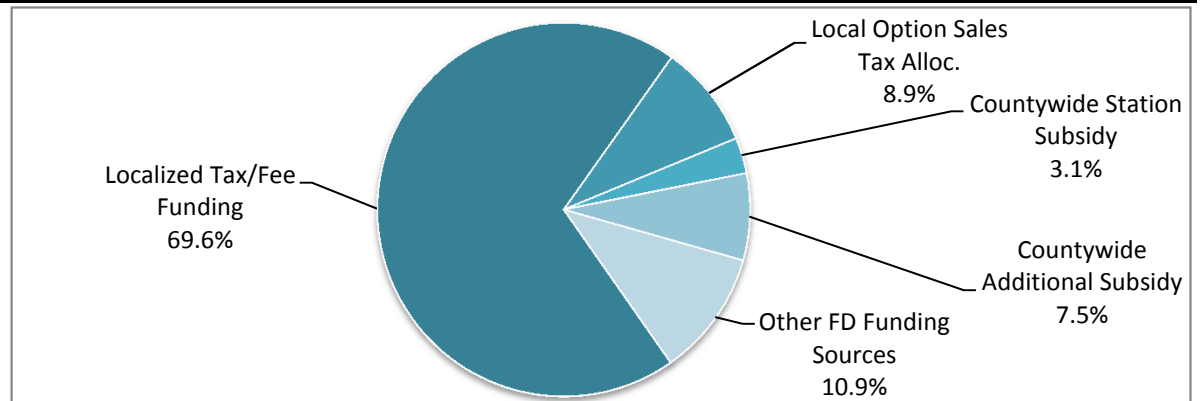
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| Volunteer Fire Departments (VFD's) | FY 2015 Tax/Fee Rate | FY 2016 Tax/Fee Rate | Adopted FY 2016 | Localized Tax/Fee Funding | Sales Tax Allocation | Countywide Station Subsidy | Countywide Additional Subsidy | Other FD Funding Sources | FY 2016 Total Funding |
|------------------------------------|----------------------|----------------------|----------------------|---------------------------|----------------------|----------------------------|-------------------------------|--------------------------|-----------------------|
| FIRE TAX DISTRICTS | | | | | | | | | |
| Hemby Bridge | 0.0526 | 0.0512 | \$ 1,430,154 | 1,201,358 | 228,796 | - | - | - | \$ 1,430,154 |
| Springs | 0.0483 | 0.0474 | 599,508 | 476,143 | 101,615 | - | - | 21,750 | 599,508 |
| Stallings | 0.0428 | 0.0509 | 1,316,928 | 1,100,915 | 180,013 | - | - | 36,000 | 1,316,928 |
| Waxhaw | 0.0386 | 0.0380 | 900,416 | 741,733 | 152,083 | - | - | 6,600 | 900,416 |
| Wesley Chapel | 0.0281 | 0.0282 | 1,776,258 | 1,336,670 | 266,604 | - | - | 172,984 | 1,776,258 |
| COUNTYWIDE PROGRAMS | | | | | | | | | |
| Countywide | - | 0.0048 | 181,000 | - | - | - | 181,000 | - | 181,000 |
| FIRE FEE DISTRICTS | | | | | | | | | |
| Allens Crossroads | 100.00 | 100.00 | 147,290 | 106,190 | - | 21,600 | 2,900 | 16,600 | 147,290 |
| Bakers | 89.57 | 86.49 | 566,200 | 544,600 | - | 21,600 | - | - | 566,200 |
| Beaver Lane | 100.00 | 100.00 | 441,400 | 249,400 | - | 21,600 | 126,900 | 43,500 | 441,400 |
| Fairview | 100.00 | 100.00 | 260,565 | 171,040 | - | 21,600 | 29,925 | 38,000 | 260,565 |
| Griffith Road | 100.00 | 62.01 | 106,040 | 43,550 | - | 21,600 | - | 40,890 | 106,040 |
| Jackson | 65.02 | 63.34 | 135,039 | 84,519 | - | 21,600 | - | 28,920 | 135,039 |
| Lanes Creek | 100.00 | 100.00 | 290,120 | 116,128 | - | 21,600 | 152,392 | - | 290,120 |
| New Salem | 100.00 | 85.60 | 311,152 | 217,352 | - | 68,400 | - | 25,400 | 311,152 |
| Providence | 100.00 | 100.00 | 693,106 | 15,110 | - | - | 24,165 | 653,831 | 693,106 |
| Sandy Ridge | 100.00 | 100.00 | 180,331 | 153,740 | - | 21,600 | 4,441 | 550 | 180,331 |
| Stack Road | 100.00 | 100.00 | 231,250 | 128,919 | - | 21,600 | 52,531 | 28,200 | 231,250 |
| Unionville | 100.00 | 100.00 | 518,620 | 351,370 | - | 37,200 | 129,935 | 115 | 518,620 |
| Wingate | 100.00 | 100.00 | 299,211 | 184,180 | - | 21,600 | 75,931 | 17,500 | 299,211 |
| Total | | | \$ 10,384,588 | 7,222,917 | 929,111 | 321,600 | 780,120 | 1,130,840 | \$ 10,384,588 |

| Adopted Budget Summary | FY 2016 |
|-------------------------------|----------------------|
| Localized Tax/Fee Funding | \$ 7,222,917 |
| Local Option Sales Tax Alloc. | 929,111 |
| Countywide Station Subsidy | 321,600 |
| Countywide Additional Subsidy | 780,120 |
| Other FD Funding Sources | 1,130,840 |
| Total FY 2016 Funding | \$ 10,384,588 |

* Surplus revenue will go to fund balance for future needs.



Revenue Highlights

In the budget process, the 18 VFDs requested total funding of \$14,923,278, a 36.40 percent increase over the FY 2015 budget of \$10,941,191. After meeting with all departments and comparing requests against Horizon Needs and available resources, the adopted budget includes funding a total of \$10,384,588 which is a 5.09 percent decrease over the last year.

Fund balances are comprised of collections in excess of budget authorizations in recent past years. In FY 2014, the accumulated fund balance was recognized as a funding source for the fire departments and remitted to them. In FY 2015, only one department, Sandy Ridge, received \$1,989 of fund balance as a funding source.

The use of fund balance and efficiencies to provide unapproved, additional staffing has created funding challenges within the current fire tax districts. This continued practice is unsustainable and may result in higher tax rates within the fire tax districts.

Expenditure Highlights

Major expense components of this recommended budget include fuel, staffing, equipment, personal protective equipment, radios, and debt service.

The adopted budget continues to provide funds for the supplemental staffing plan recommended by the Union County Fire Commission. The FY 2016 adopted budget provides funds for continuing current levels of supplemental staffing for 12 fire departments. Funding for additional staffing levels is adopted for Allens Crossroads and Beaver Lane, both of which are on probation per the OSFM. The full staffing model should be in place over the next three years.

Operating costs for the fire departments are adopted to be the same as FY 2015, except for Beaver Lane, which will receive \$5,000 additional funds for personal protective equipment for their additional staff.

Medical first responder supplies, fire and rescue equipment, and personal protective equipment are adequately funded in order to

sufficiently respond to various emergencies in the safest manner practical.

Departments continue to upgrade and improve emergency communications, particularly by upgrading to 800 MHz radios as budget resources allow. The adopted FY 2016 Budget also includes \$181,000 for a county-wide Radio Program and Data Program.

Facilities continue to be a challenge for departments, as modern firefighting vehicles are larger than what some older stations can accommodate. The Stallings VFD is renovating facilities to meet new building requirements related to staffing.

Recommended Improvements

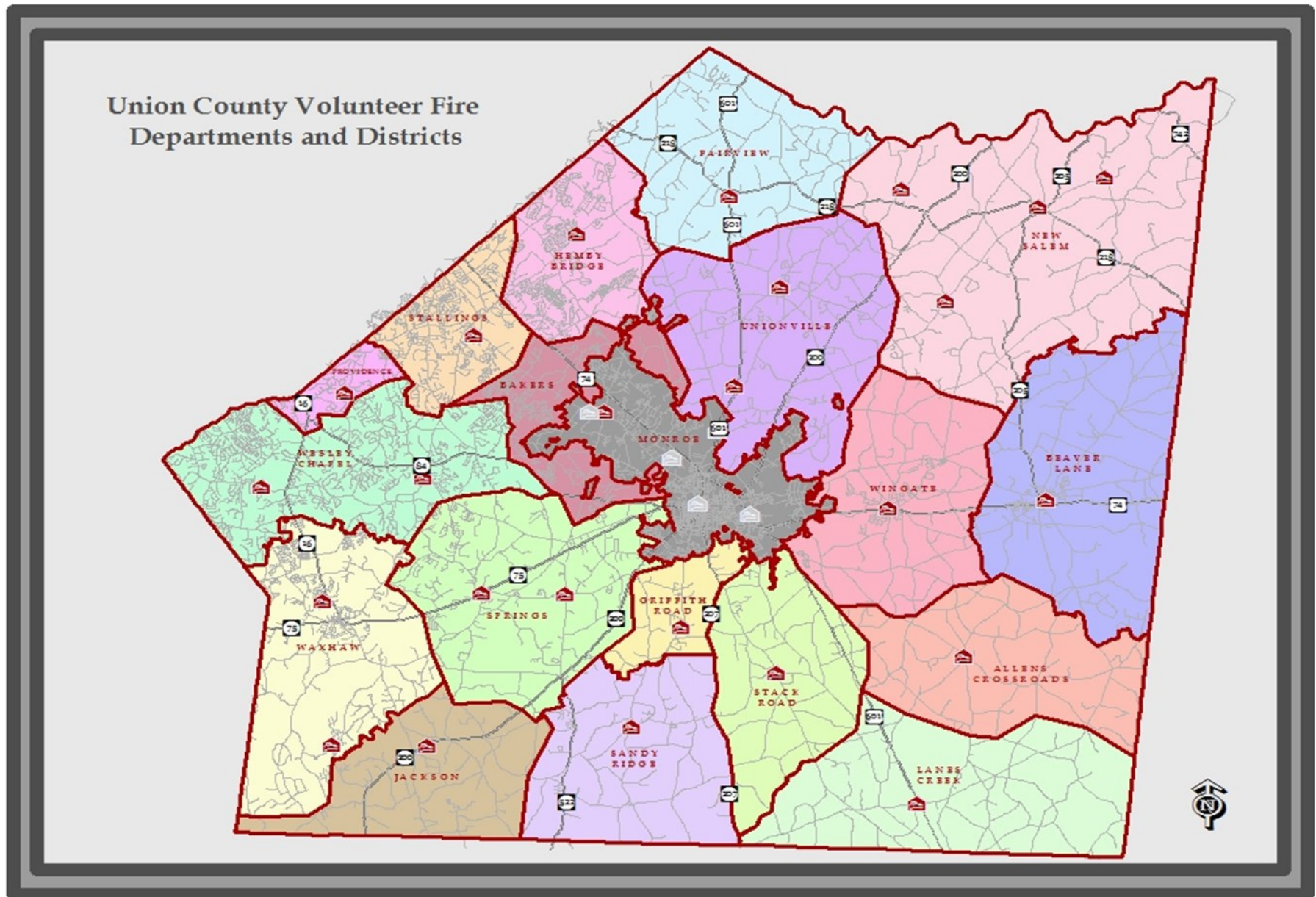
Future recommendations include development of an updated plan for individual department needs in a 5-year Horizon Needs format in order to better plan and coordinate future expenses.

Union County should continue to support the four major goals identified in 2012 related to staffing, rescue, ISO improvements, and funding strategies. Continued improvements in these four areas will continue to drive increased resource needs, but are critical to insure that County Fire Departments have what they need in order to continue a long tradition of public service.

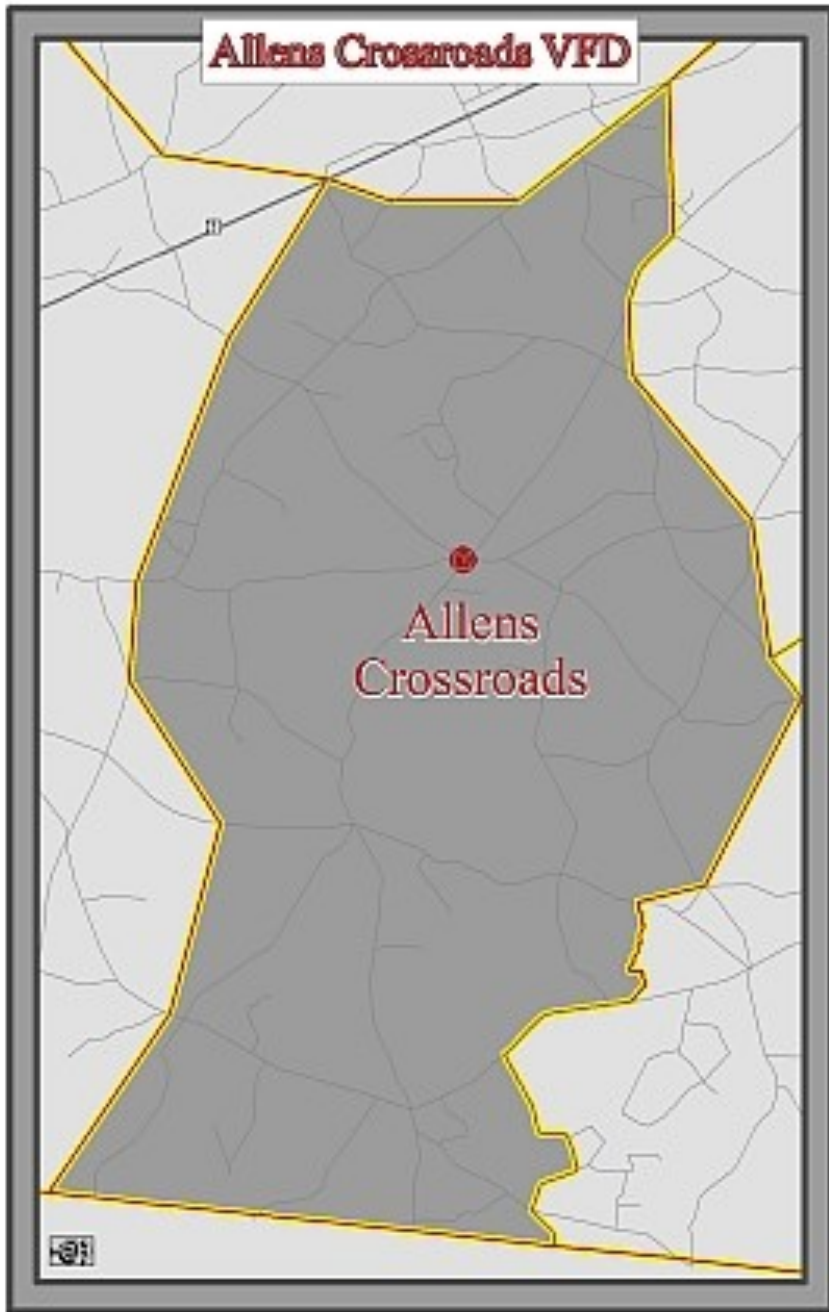
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Fire Department Overview



Allens Crossroads Volunteer Fire Department

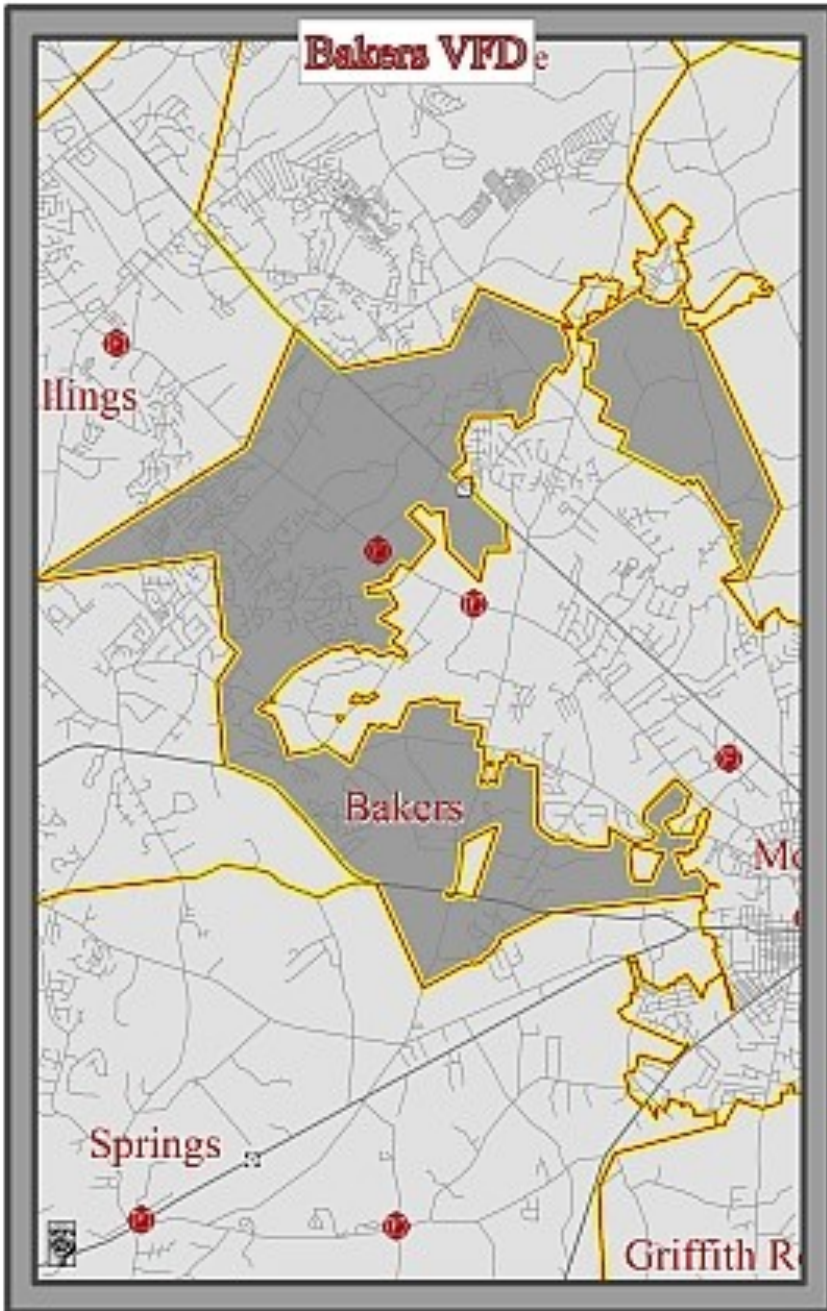


Allens Crossroads Vol. Fire Department Inc. is located at 5408 White Store Rd., Wingate, NC 28174. Allens Crossroads provides both fire rescue and medical first responder services to their community and has two paid positions that staff the station during daytime hours from Monday through Friday.¹ The fire district is composed of 34.6 sq. mi. and has an ISO rating of 9E/10.

¹ Additional supplemental staffing funds are requested in FY 2016 to assist with improving the department's ISO rating.

| <i>Allens Crossroads</i> | FY 2015 Revised | FY 2016 Requested | FY 2016 Adopted |
|----------------------------|--------------------|----------------------|--------------------|
| Fire Fee Rate | \$ 100.00 | 100.00 | 100.00 |
| Funding Sources | | | |
| Localized Fee Funding | \$ 103,440 | 106,190 | 106,190 |
| Local Option Sales Tax | - | - | - |
| Station Subsidy | 21,600 | 21,600 | 21,600 |
| Additional Subsidy | 59,375 | 437,765 | 2,900 |
| Appropriation of Fund Bal. | - | 4,535 | - |
| Other FD Funding Sources | 4,500 | 16,600 | 16,600 |
| Total Funding | \$ 188,915 | 586,690 | 147,290 |
| Funding Uses | | | |
| Personnel | \$ 31,300 | 62,400 | 62,400 |
| Operating | 84,890 | 74,290 | 84,890 |
| Capital | 20,000 | 450,000 | - |
| Debt | 52,725 | - | - |
| Contribution to Fund Bal. | - | - | - |
| Total Uses | \$ 188,915 | 586,690 | 147,290 |

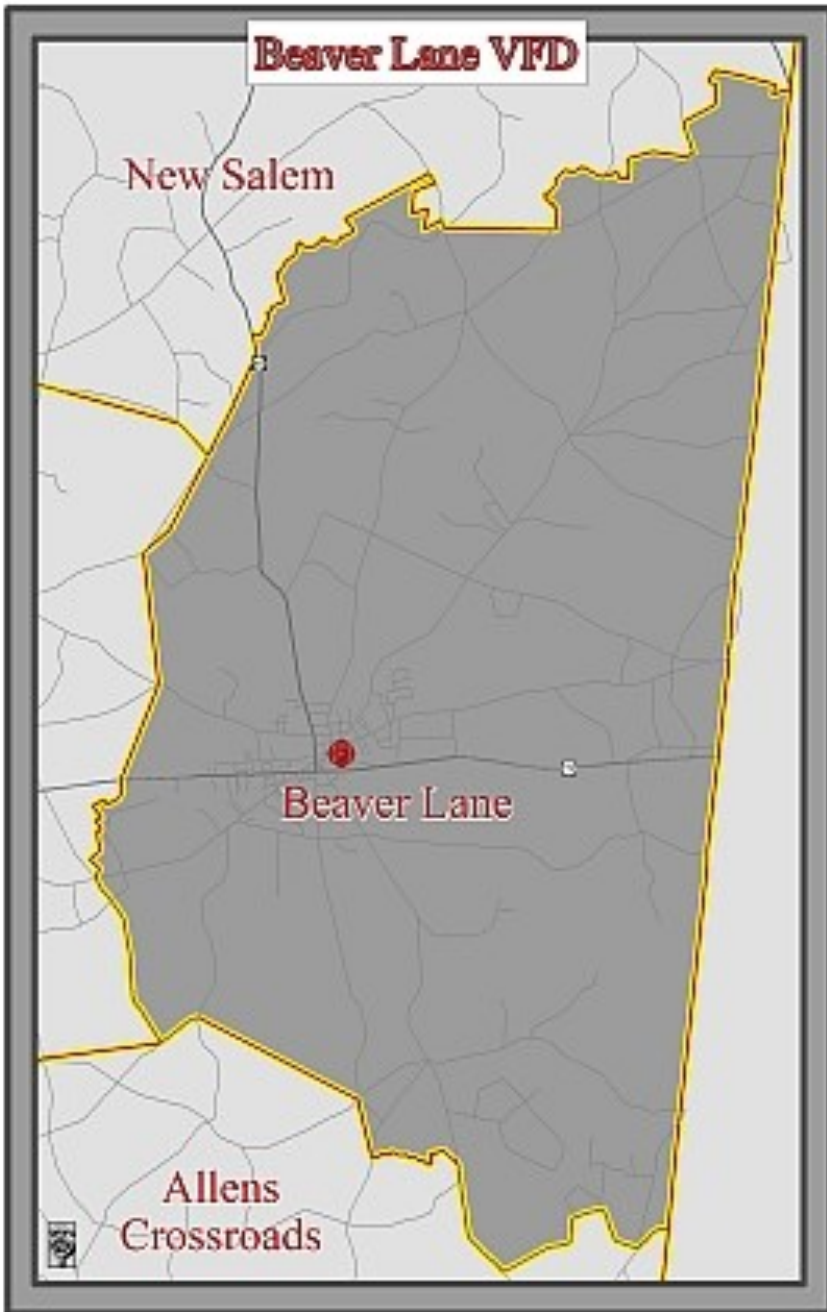
Bakers Volunteer Fire and Rescue Department, Inc.



Bakers Vol. Fire and Rescue Dept. is located at 2116 Rocky River Rd North, Monroe, NC 28110. Bakers VFD provides both fire rescue and medical first responder services to their community and has two paid positions that staff the station from Monday through Friday during daytime hours and one paid position that provides staffing each weeknight as well as on weekends. The fire district is composed of 16.8 sq. mi. and has an ISO rating of 6/9E.

| Bakers | FY 2015 Revised | FY 2016 Requested | FY 2016 Adopted |
|----------------------------|--------------------|----------------------|--------------------|
| Fire Fee Rate | \$ 89.57 | 100.00 | 86.49 |
| Funding Sources | | | |
| Localized Fee Funding | \$ 544,600 | 629,708 | 544,600 |
| Local Option Sales Tax | - | - | - |
| Station Subsidy | 21,600 | 21,600 | 21,600 |
| Additional Subsidy | - | 102,892 | - |
| Appropriation of Fund Bal. | - | - | - |
| Other FD Funding Sources | - | - | - |
| Total Funding | \$ 566,200 | 754,200 | 566,200 |
| Funding Uses | | | |
| Personnel | \$ 182,000 | 307,000 | 182,000 |
| Operating | 163,650 | 226,650 | 163,650 |
| Capital | - | - | - |
| Debt | 220,550 | 220,550 | 220,550 |
| Contribution to Fund Bal. | - | - | - |
| Total Uses | \$ 566,200 | 754,200 | 566,200 |

Beaver Lane Volunteer Rescue & Fire Department, Inc.

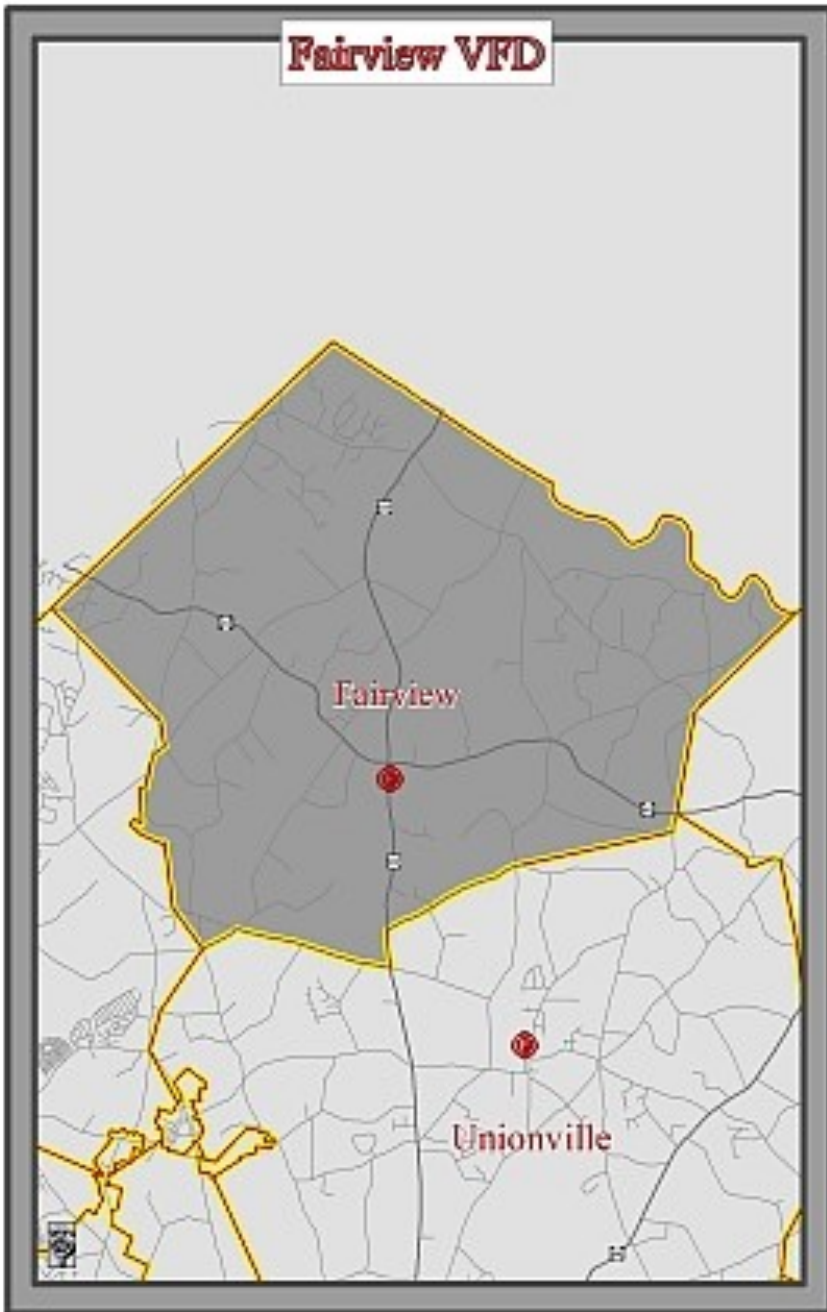


Beaver Lane Vol. Rescue and Fire Dept. Inc. is located at 310 Olive Branch St, Marshville, NC 28103. Beaver Lane VFD provides both fire rescue and medical first responder services to their community and has one four positions that staff the station from Monday through Friday during daytime hours.¹ The fire district is composed of 48.4 sq. mi. and has an ISO rating of 6/9E/10.

¹ Additional supplemental staffing funds are requested in FY 2016 to assist with improving the department's ISO rating.

| <i>Beaver Lane</i> | FY 2015 Revised | FY 2016 Requested | FY 2016 Adopted |
|----------------------------|--------------------|----------------------|--------------------|
| Fire Fee Rate | \$ 100.00 | 100.00 | 100.00 |
| Funding Sources | | | |
| Localized Fee Funding | \$ 246,539 | 249,400 | 249,400 |
| Local Option Sales Tax | - | - | - |
| Station Subsidy | 21,600 | 21,600 | 21,600 |
| Additional Subsidy | 62,161 | 169,100 | 126,900 |
| Appropriation of Fund Bal. | - | - | - |
| Other FD Funding Sources | 53,100 | 43,500 | 43,500 |
| Total Funding | \$ 383,400 | 483,600 | 441,400 |
| Funding Uses | | | |
| Personnel | \$ 105,000 | 185,000 | 185,000 |
| Operating | 166,400 | 213,600 | 171,400 |
| Capital | - | - | - |
| Debt | 85,000 | 85,000 | 85,000 |
| Contribution to Fund Bal. | 27,000 | - | - |
| Total Uses | \$ 383,400 | 483,600 | 441,400 |

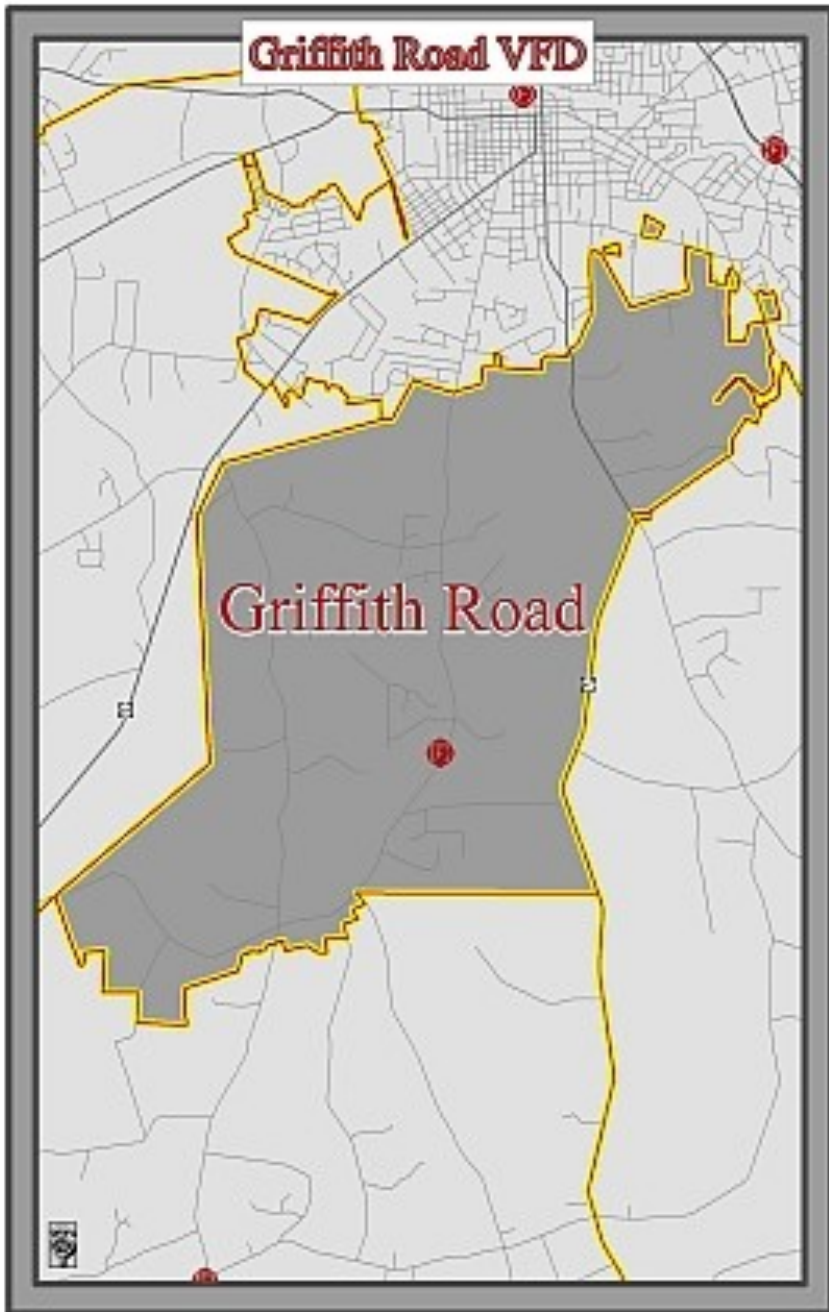
Fairview Fire and Rescue Association



Fairview Fire and Rescue Association are located at 7402 Concord Hwy, Monroe, NC 28110. Fairview VFD provides both fire rescue and medical first responder services to their community and relies upon volunteers to run calls. The fire district is composed of 34.5 sq. mi. and has an ISO rating of 5/9E/10.

| <i>Fairview</i> | FY 2015 Revised | FY 2016 Requested | FY 2016 Adopted |
|----------------------------|--------------------|----------------------|--------------------|
| Fire Fee Rate | \$ 100.00 | 100.00 | 100.00 |
| Funding Sources | | | |
| Localized Fee Funding | \$ 167,277 | 171,040 | 171,040 |
| Local Option Sales Tax | - | - | - |
| Station Subsidy | 21,600 | 21,600 | 21,600 |
| Additional Subsidy | 71,688 | 534,884 | 29,925 |
| Appropriation of Fund Bal. | - | 2,007 | - |
| Other FD Funding Sources | - | 38,000 | 38,000 |
| Total Funding | \$ 260,565 | 767,531 | 260,565 |
| Funding Uses | | | |
| Personnel | \$ - | 55,000 | - |
| Operating | 175,050 | 193,050 | 175,050 |
| Capital | - | 433,966 | - |
| Debt | 85,515 | 85,515 | 85,515 |
| Contribution to Fund Bal. | - | - | - |
| Total Uses | \$ 260,565 | 767,531 | 260,565 |

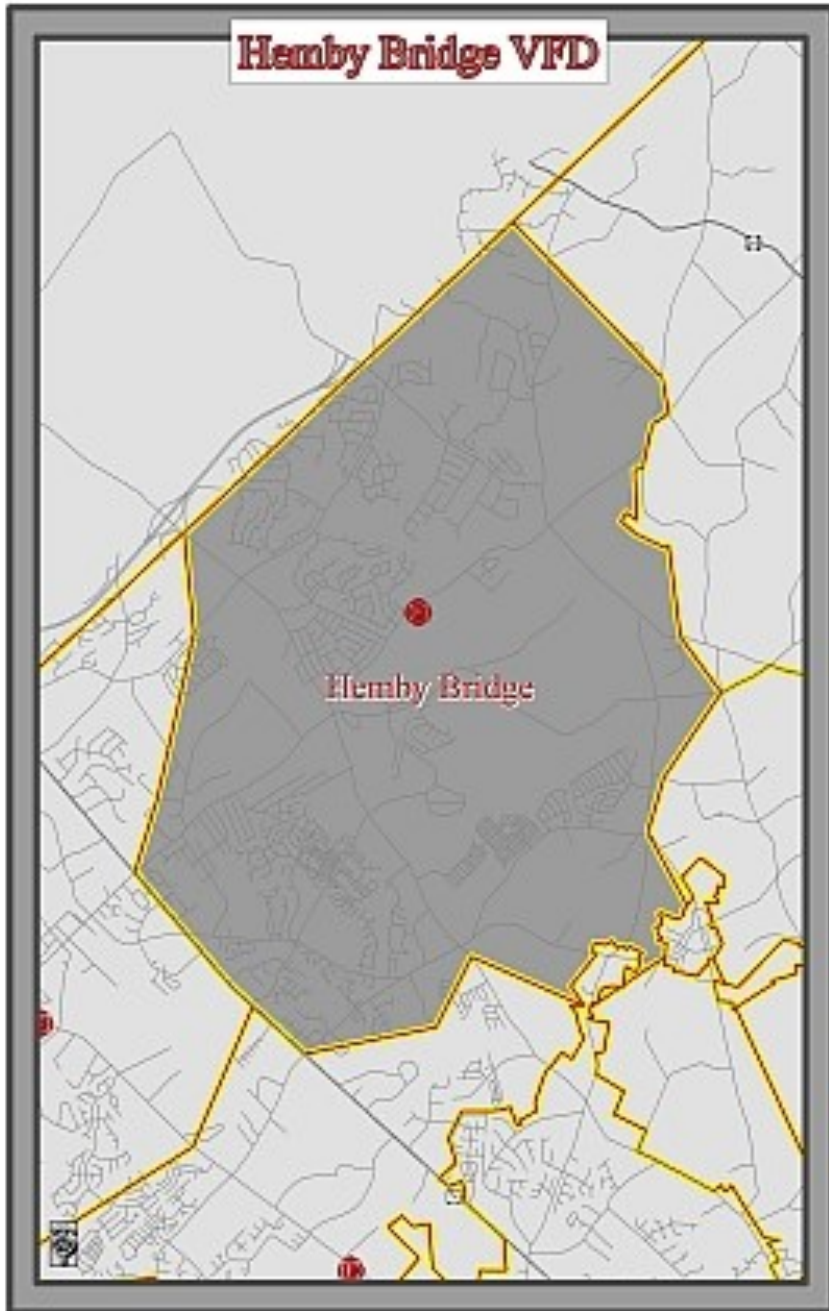
Griffith Road VFD INC.



Griffith Road VFD Inc. is located at 3310 Griffith Road, Monroe, NC 28112. Griffith Road VFD provides both fire rescue and medical first responder services to their community and is solely reliant upon volunteers. The fire district is composed of 10.3 sq. mi. and has an ISO rating of 6/9E.

| <i>Griffith Road</i> | FY 2015 Revised | FY 2016 Requested | FY 2016 Adopted |
|----------------------------|--------------------|----------------------|--------------------|
| Fire Fee Rate | \$ 100.00 | 100.00 | 62.01 |
| Funding Sources | | | |
| Localized Fee Funding | \$ 69,530 | 70,240 | 43,550 |
| Local Option Sales Tax | - | - | - |
| Station Subsidy | 21,600 | 21,600 | 21,600 |
| Additional Subsidy | 336,560 | 6,177 | - |
| Appropriation of Fund Bal. | - | - | - |
| Other FD Funding Sources | 21,390 | 40,890 | 40,890 |
| Total Funding | \$ 449,080 | 138,907 | 106,040 |
| Funding Uses | | | |
| Personnel | \$ - | - | - |
| Operating | 72,308 | 105,175 | 72,308 |
| Capital | 343,040 | - | - |
| Debt | 33,732 | 33,732 | 33,732 |
| Contribution to Fund Bal. | - | - | - |
| Total Uses | \$ 449,080 | 138,907 | 106,040 |

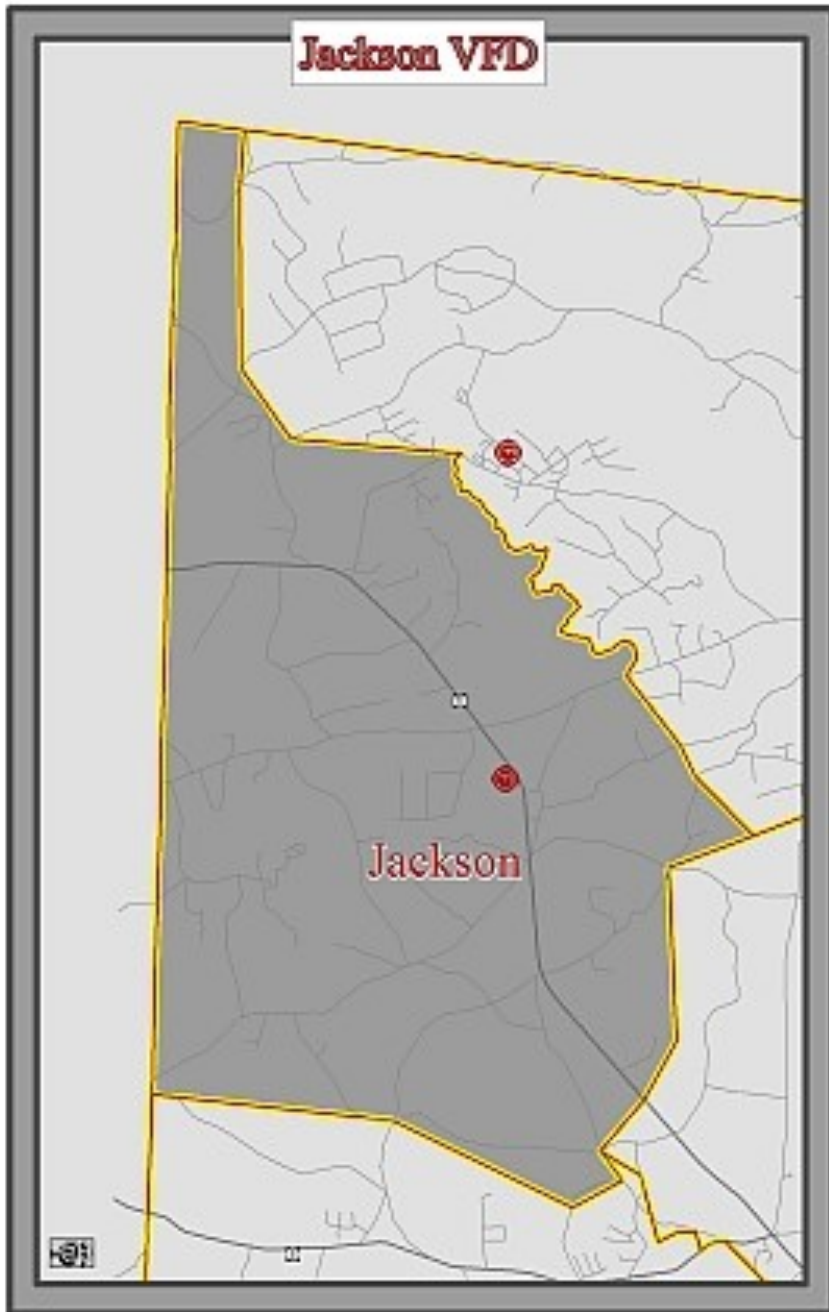
Hemby Bridge VFD Inc.



Hemby Bridge VFD, Inc. is located at 6628 Mill Grove Rd, Indian Trail, NC 28079. Hemby Bridge VFD provides both fire rescue and medical first responder services to their community and is staffed with five personnel on duty 24 hours per day, 7 days per week. The fire district is composed of 21.9 sq. mi. and has an ISO rating of 6/9E.

| Hemby Bridge | FY 2015 Revised | FY 2016 Requested | FY 2016 Adopted |
|----------------------------|------------------------|--------------------------|------------------------|
| Fire Tax Rate | \$ 0.0526 | 0.0584 | 0.0512 |
| Funding Sources | | | |
| Localized Tax Funding | \$ 1,207,286 | 1,371,972 | 1,201,358 |
| Local Option Sales Tax | 222,868 | 228,796 | 228,796 |
| Station Subsidy | - | - | - |
| Additional Subsidy | - | - | - |
| Appropriation of Fund Bal. | - | - | - |
| Other FD Funding Sources | - | - | - |
| Total Funding | \$ 1,430,154 | 1,600,768 | 1,430,154 |
| Funding Uses | | | |
| Personnel | \$ 715,603 | 870,900 | 715,603 |
| Operating | 326,551 | 341,868 | 326,551 |
| Capital | - | - | - |
| Debt | 388,000 | 388,000 | 388,000 |
| Contribution to Fund Bal. | - | - | - |
| Total Uses | \$ 1,430,154 | 1,600,768 | 1,430,154 |

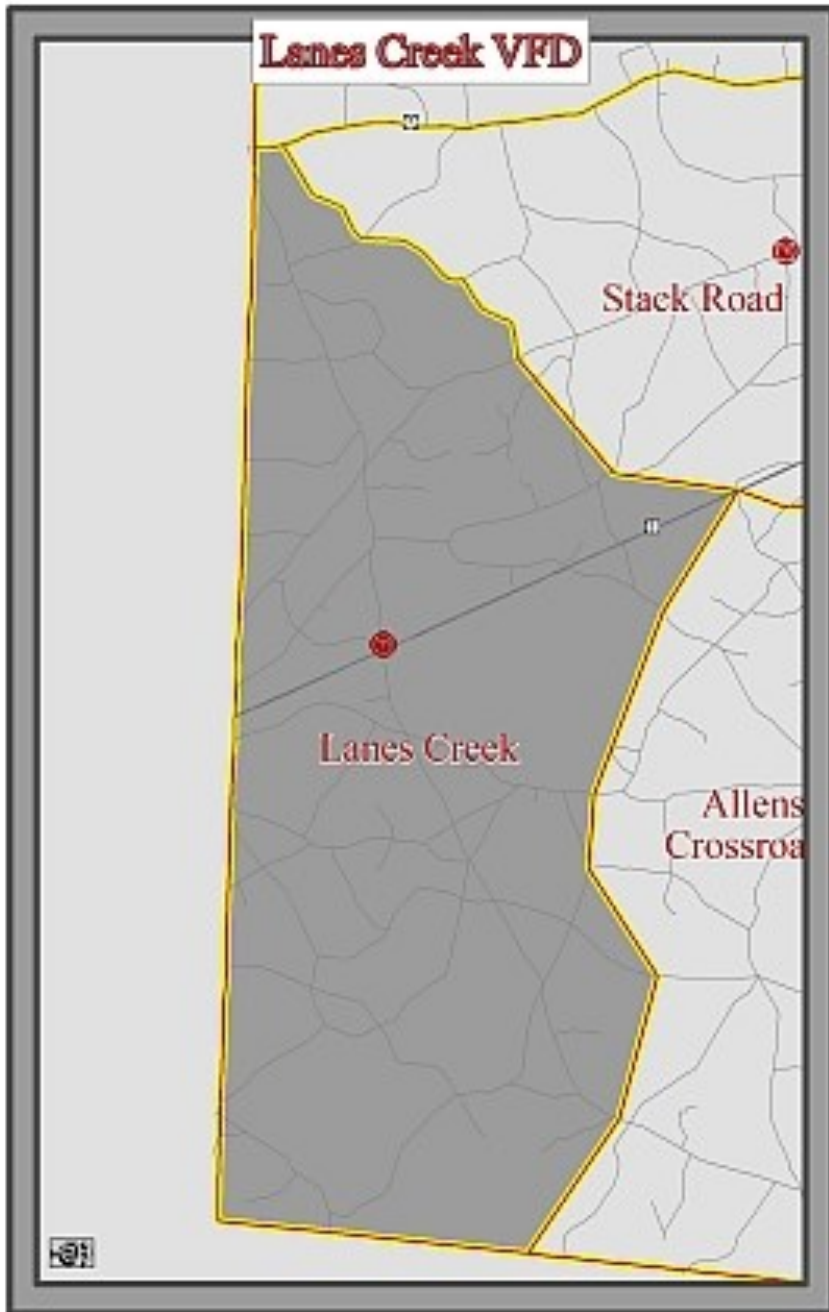
Jackson Volunteer Fire Department, Inc.



Jackson Vol. Fire Dept. Inc. is located at 8323 Lancaster Hwy, Waxhaw, NC 28173. Jackson VFD provides both fire rescue and medical first responder services to their community and relies upon volunteers to run calls. The fire district is composed of 27.5 sq. mi. and has an ISO rating of 9E/10.

| Jackson | FY 2015 Revised | FY 2016 Requested | FY 2016 Adopted |
|----------------------------|--------------------|----------------------|--------------------|
| Fire Fee Rate | \$ 65.02 | 68.95 | 63.34 |
| Funding Sources | | | |
| Localized Fee Funding | \$ 84,519 | 92,013 | 84,519 |
| Local Option Sales Tax | - | - | - |
| Station Subsidy | 21,600 | 21,600 | 21,600 |
| Additional Subsidy | - | - | - |
| Appropriation of Fund Bal. | - | - | - |
| Other FD Funding Sources | 28,920 | 28,920 | 28,920 |
| Total Funding | \$ 135,039 | 142,533 | 135,039 |
| Funding Uses | | | |
| Personnel | \$ - | - | - |
| Operating | 94,419 | 96,913 | 94,419 |
| Capital | - | - | - |
| Debt | 40,620 | 45,620 | 40,620 |
| Contribution to Fund Bal. | - | - | - |
| Total Uses | \$ 135,039 | 142,533 | 135,039 |

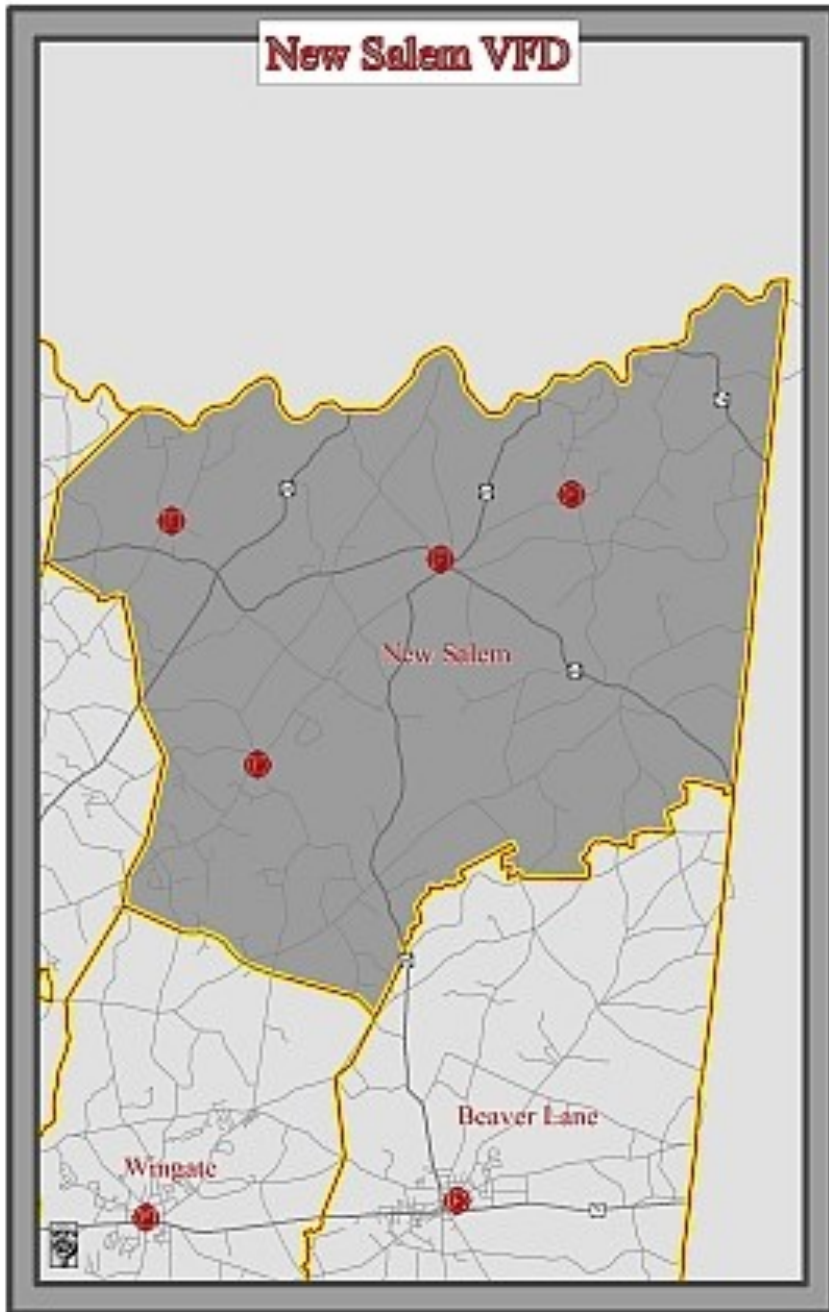
Lanes Creek Volunteer Fire Department, Inc.



Lanes Creek VFD Inc. is located at 7608 Landsford Rd, Monroe, NC 28112. Lanes Creek VFD provides both fire rescue and medical first responder services to their community and has two paid positions that staff the station during daytime hours from Monday through Friday. The fire district is composed of 44.7 sq. mi. and has an ISO rating of 9E/10.

| <i>Lanes Creek</i> | FY 2015 Revised | FY 2016 Requested | FY 2016 Adopted |
|----------------------------|--------------------|----------------------|--------------------|
| Fire Fee Rate | \$ 100.00 | 100.00 | 100.00 |
| Funding Sources | | | |
| Localized Fee Funding | \$ 114,778 | 116,128 | 116,128 |
| Local Option Sales Tax | - | - | - |
| Station Subsidy | 21,600 | 21,600 | 21,600 |
| Additional Subsidy | 174,142 | 192,101 | 152,392 |
| Appropriation of Fund Bal. | - | 7,171 | - |
| Other FD Funding Sources | 9,600 | - | - |
| Total Funding | \$ 320,120 | 337,000 | 290,120 |
| Funding Uses | | | |
| Personnel | \$ 68,520 | 83,000 | 68,520 |
| Operating | 181,600 | 144,000 | 181,600 |
| Capital | 30,000 | 70,000 | - |
| Debt | 40,000 | 40,000 | 40,000 |
| Contribution to Fund Bal. | - | - | - |
| Total Uses | \$ 320,120 | 337,000 | 290,120 |

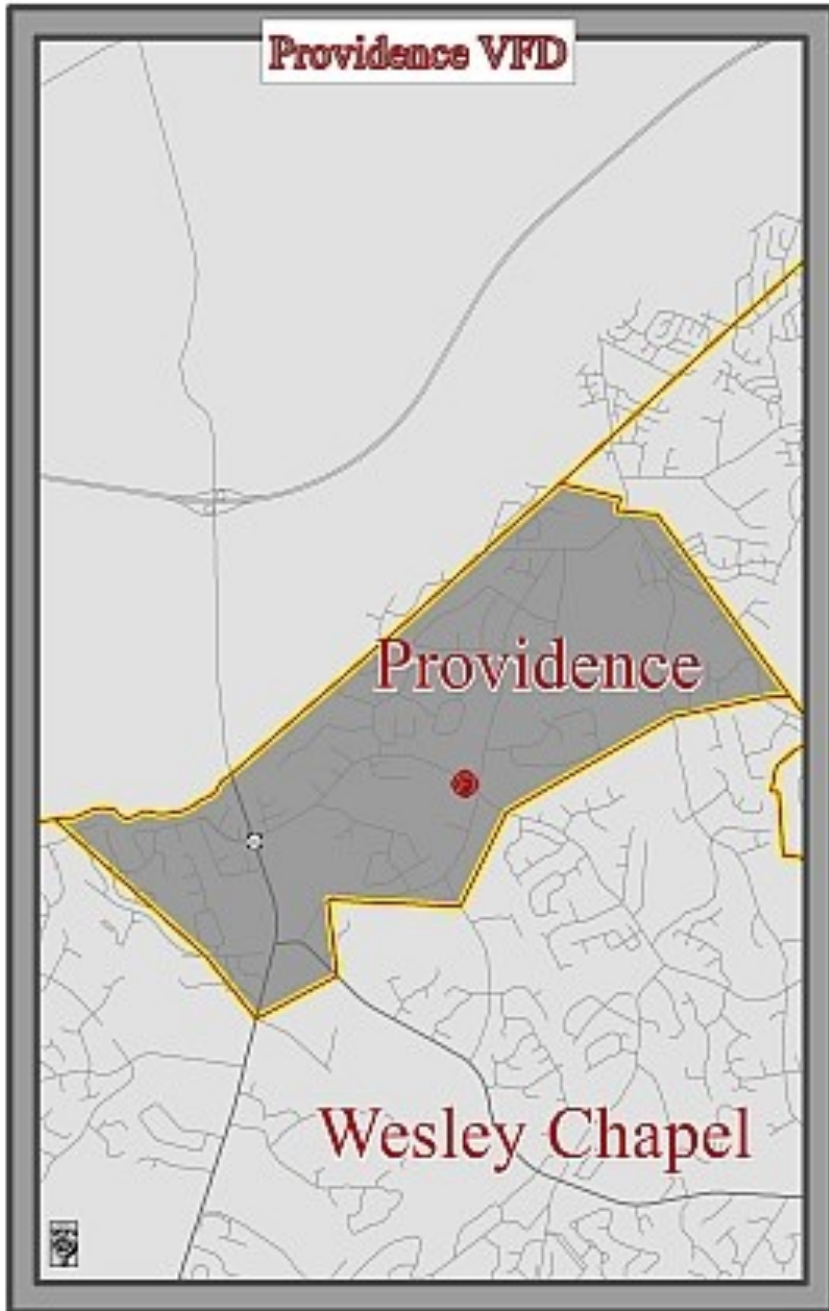
New Salem Volunteer Fire Department, Inc.



New Salem VFD Inc. has a main station that is located at 6711 Hwy 218 East, Marshville, NC 28103 and three substations located at 5904 Love Mill Rd., 4209 Tarlton Mill Rd., and 7011 Pleasant Hill Church Rd. New Salem VFD provides both fire rescue and medical first responder services to their community. The main station is staffed with one person during daytime hours, Monday through Friday. The fire district is composed of 80 sq. mi. and has an ISO rating of 9E/10.

| <i>New Salem</i> | FY 2015 Revised | FY 2016 Requested | FY 2016 Adopted |
|----------------------------|--------------------|----------------------|--------------------|
| Fire Fee Rate | \$ 100.00 | 100.00 | 85.60 |
| Funding Sources | | | |
| Localized Fee Funding | \$ 250,480 | 253,940 | 217,352 |
| Local Option Sales Tax | - | - | - |
| Station Subsidy | 68,400 | 68,400 | 68,400 |
| Additional Subsidy | 2,598 | 9,908 | - |
| Appropriation of Fund Bal. | - | - | - |
| Other FD Funding Sources | 19,674 | 25,400 | 25,400 |
| Total Funding | \$ 341,152 | 357,648 | 311,152 |
| Funding Uses | | | |
| Personnel | \$ 36,000 | 82,000 | 36,000 |
| Operating | 125,152 | 125,648 | 125,152 |
| Capital | 30,000 | - | - |
| Debt | 150,000 | 150,000 | 150,000 |
| Contribution to Fund Bal. | - | - | - |
| Total Uses | \$ 341,152 | 357,648 | 311,152 |

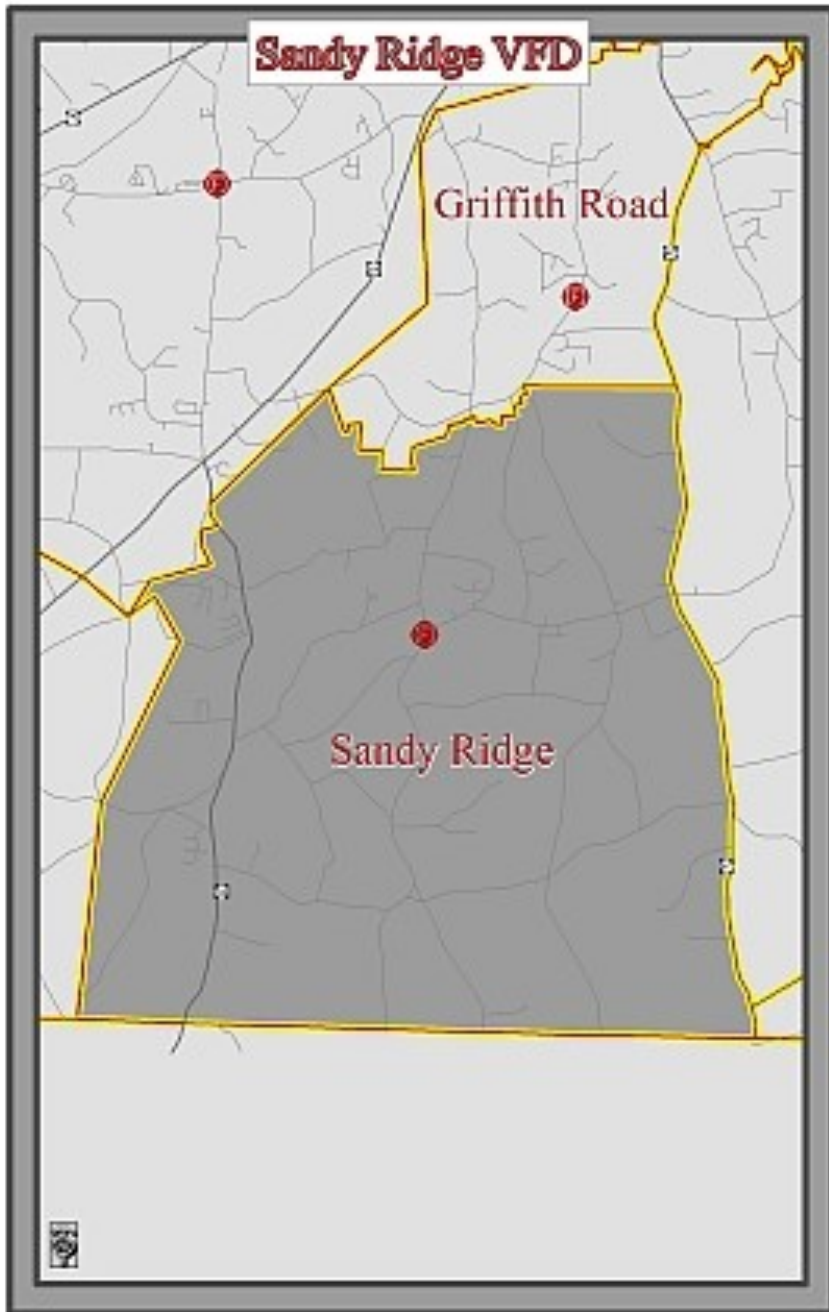
Providence Volunteer Fire Department, Inc.



Providence VFD Inc. is located at 5025 Hemby Rd, Matthews, NC 28105. Providence VFD provides both fire rescue and medical first responder services to their community and has four paid positions that staff the station 24/7. The fire district is composed of 5.18 sq. mi. and has an ISO rating of 6.

| Providence | FY 2015 Revised | FY 2016 Requested | FY 2016 Adopted |
|----------------------------|----------------------------|------------------------------|----------------------------|
| Fire Fee Rate | \$ 100.00 | 100.00 | 100.00 |
| Funding Sources | | | |
| Localized Fee Funding | \$ 9,410 | 15,110 | 15,110 |
| Local Option Sales Tax | - | - | - |
| Station Subsidy | - | - | - |
| Additional Subsidy | 24,165 | 314,732 | 24,165 |
| Appropriation of Fund Bal. | - | 1,732 | - |
| Other FD Funding Sources | 707,733 | 653,831 | 653,831 |
| Total Funding | \$ 741,308 | 985,405 | 693,106 |
| Funding Uses | | | |
| Personnel | \$ 399,000 | 423,800 | 399,000 |
| Operating | 342,308 | 461,605 | 342,308 |
| Capital | - | 100,000 | - |
| Debt | - | - | - |
| Contribution to Fund Bal. | - | - | (48,202) |
| Total Uses | \$ 741,308 | 985,405 | 693,106 |

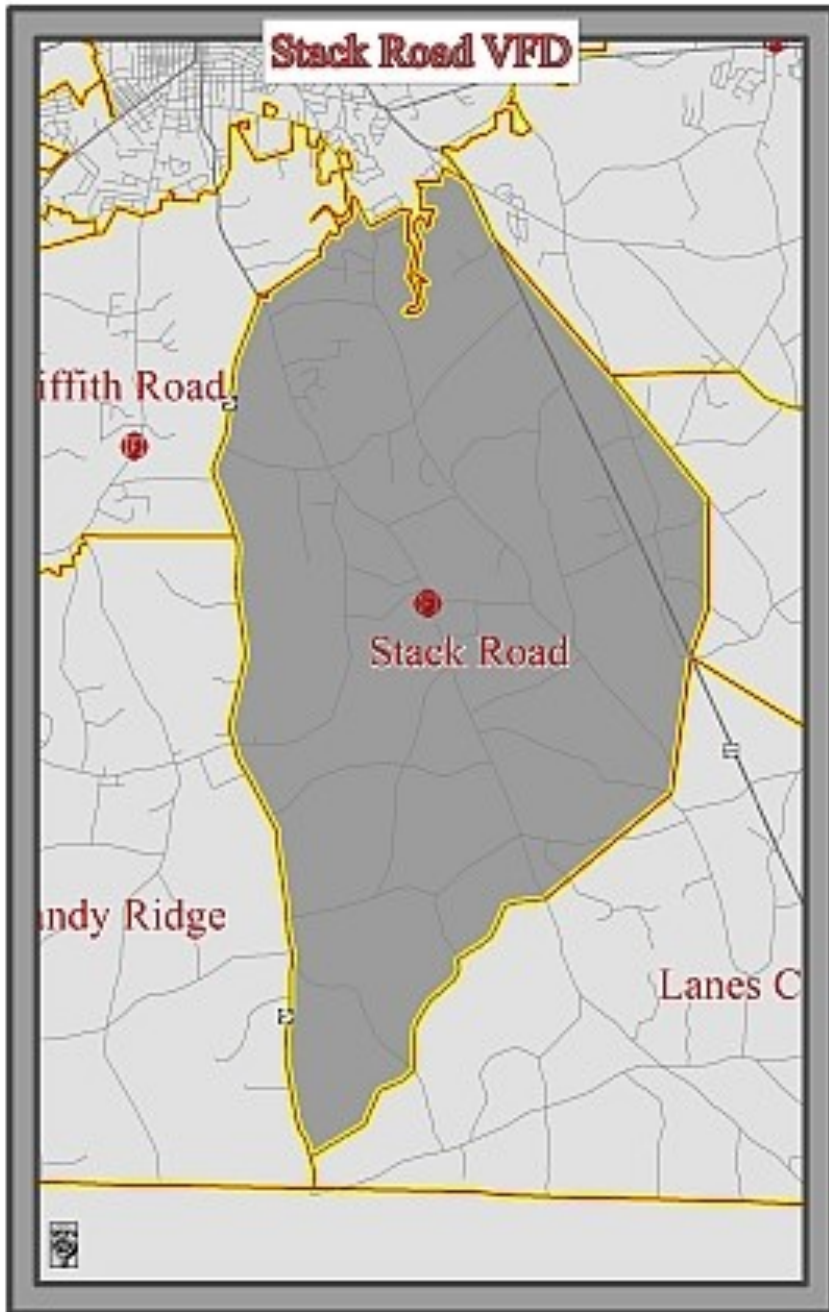
Sandy Ridge Volunteer Fire Department, Inc.



Sandy Ridge VFD Inc. is located at 5010 Plyler Mill Rd, Monroe NC 28112. Sandy Ridge VFD provides both fire rescue and medical first responder services to their community and is solely reliant upon volunteers. The fire district is composed of 34 sq. mi. and has an ISO rating of 6/9E/10.

| Sandy Ridge | FY 2015 Revised | FY 2016 Requested | FY 2016 Adopted |
|----------------------------|--------------------|----------------------|--------------------|
| Fire Fee Rate | \$ 100.00 | 100.00 | 100.00 |
| Funding Sources | | | |
| Localized Fee Funding | \$ 150,570 | 153,740 | 153,740 |
| Local Option Sales Tax | - | - | - |
| Station Subsidy | 21,600 | 21,600 | 21,600 |
| Additional Subsidy | - | 344,936 | 4,441 |
| Appropriation of Fund Bal. | - | 2,883 | - |
| Other FD Funding Sources | 10,150 | 550 | 550 |
| Total Funding | \$ 182,320 | 523,709 | 180,331 |
| Funding Uses | | | |
| Personnel | \$ - | - | - |
| Operating | 123,031 | 116,409 | 123,031 |
| Capital | - | 350,000 | - |
| Debt | 57,300 | 57,300 | 57,300 |
| Contribution to Fund Bal. | 1,989 | - | - |
| Total Uses | \$ 182,320 | 523,709 | 180,331 |

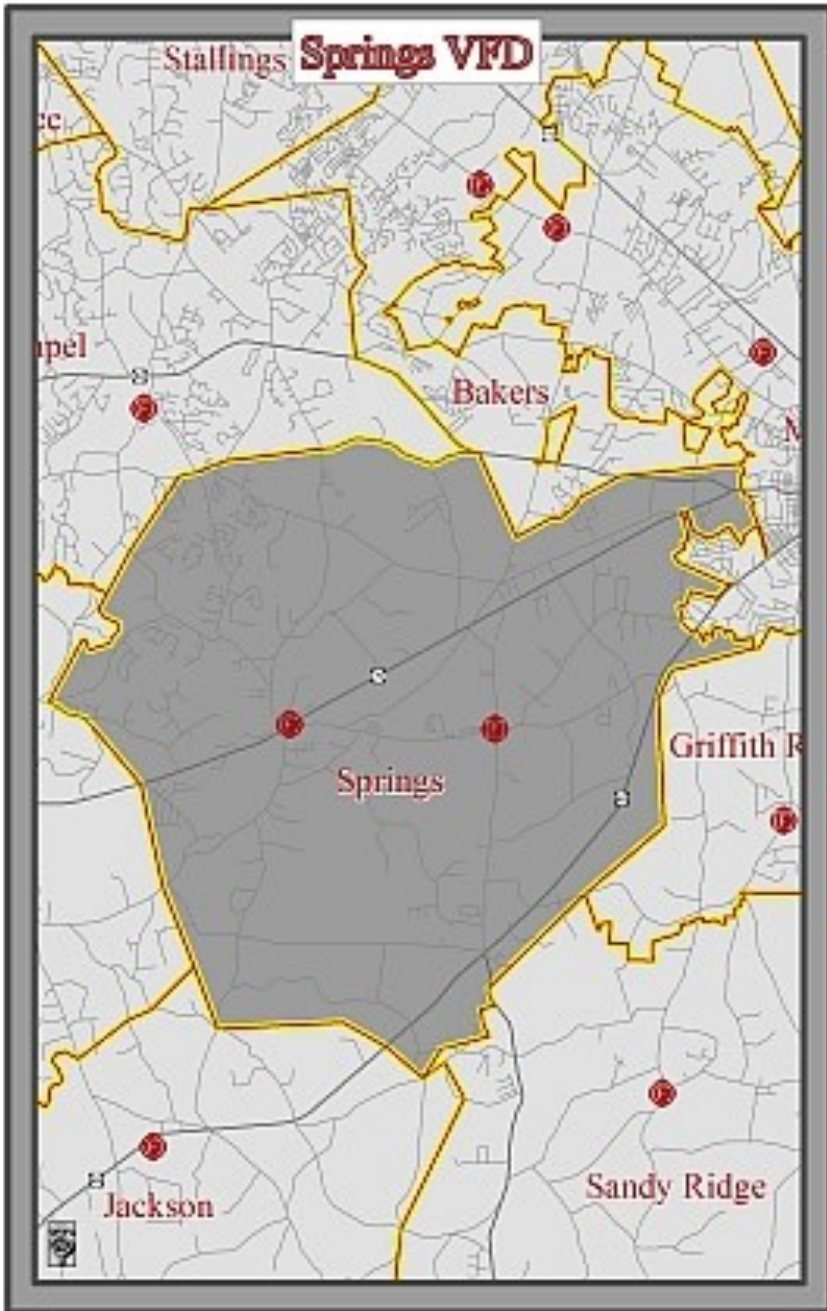
Stack Road Fire and Rescue Squad, Inc.



Stack Road VFD Inc. is located at 1900 Stack Rd, Monroe NC 28112. Stack Road VFD provides both fire rescue and medical first responder services to their community and is solely reliant upon volunteers. The fire district is composed of 29.6 sq. mi. and has an ISO rating of 9E/10.

| Stack Road | FY 2015 Revised | FY 2016 Requested | FY 2016 Adopted |
|----------------------------|----------------------------|------------------------------|----------------------------|
| Fire Fee Rate | \$ 100.00 | 100.00 | 100.00 |
| Funding Sources | | | |
| Localized Fee Funding | \$ 126,489 | 128,919 | 128,919 |
| Local Option Sales Tax | - | - | - |
| Station Subsidy | 21,600 | 21,600 | 21,600 |
| Additional Subsidy | 275,761 | 1,102,174 | 52,531 |
| Appropriation of Fund Bal. | - | 3,757 | - |
| Other FD Funding Sources | 17,400 | 28,200 | 28,200 |
| Total Funding | \$ 441,250 | 1,284,650 | 231,250 |
| Funding Uses | | | |
| Personnel | \$ 31,200 | 31,200 | 31,200 |
| Operating | 154,150 | 157,550 | 154,150 |
| Capital | 210,000 | 1,050,000 | - |
| Debt | 45,900 | 45,900 | 45,900 |
| Contribution to Fund Bal. | - | - | - |
| Total Uses | \$ 441,250 | 1,284,650 | 231,250 |

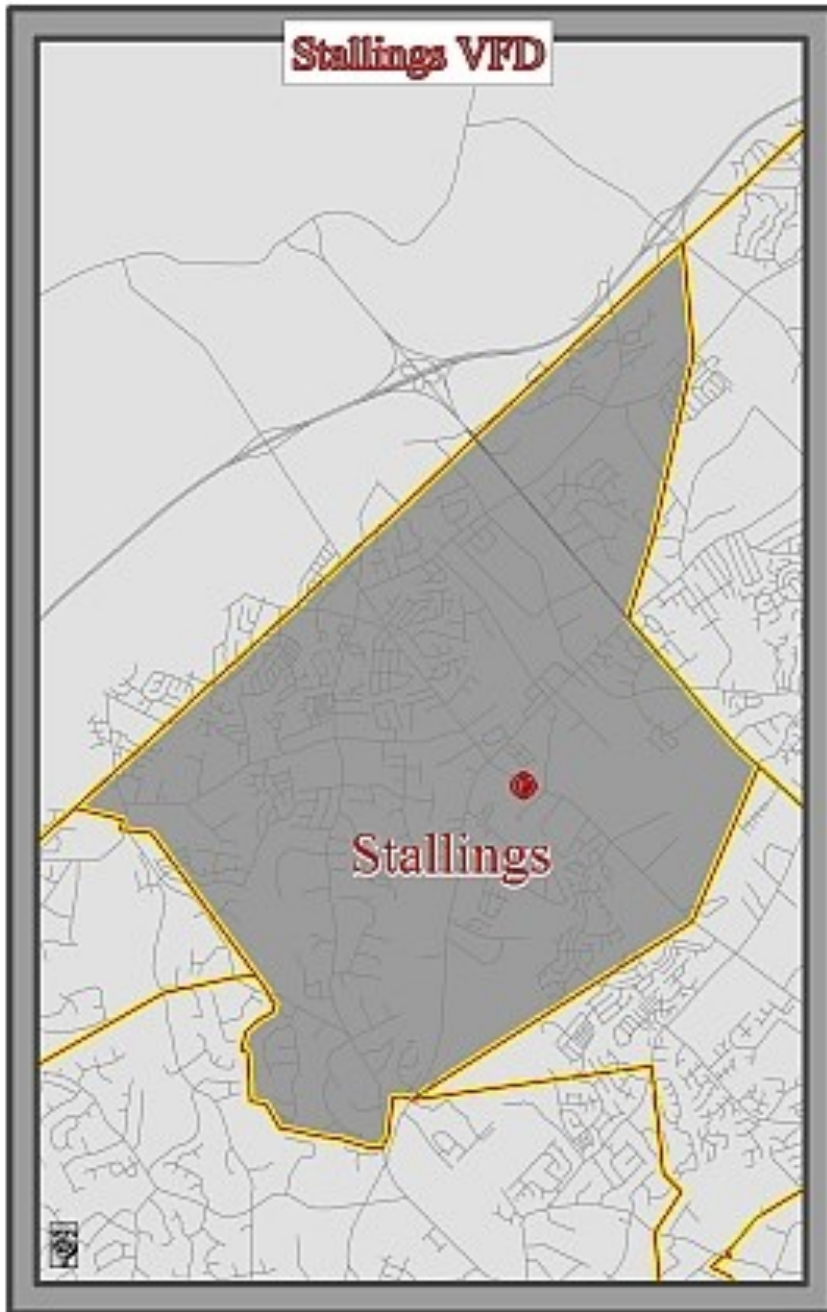
(Mineral) Springs Volunteer Fire and Rescue Department, Inc.



Mineral Springs Vol. Fire and Rescue Dept. Inc. has a main station located at 5804 Waxhaw Hwy., Mineral Springs, NC 28108 and a substation located at 2320 Rocky River Rd South. Mineral Springs VFD provides both fire rescue and medical first responder services to their community and is staffed with two personnel during the daytime hours. The fire district is composed of 42.8 sq. mi. and has an ISO rating of 6/9E.

| <i>Springs</i> | FY2015 Revised | FY2015 Requested | FY2016 Adopted |
|----------------------------|-------------------|---------------------|-------------------|
| Fire Tax Rate | \$ 0.0483 | 0.0524 | 0.0474 |
| Funding Sources | | | |
| Localized Tax Funding | \$ 525,633 | 525,425 | 476,143 |
| Local Option Sales Tax | 72,175 | 101,615 | 101,615 |
| Station Subsidy | - | - | - |
| Additional Subsidy | - | - | - |
| Appropriation of Fund Bal. | - | 20,000 | - |
| Other FD Funding Sources | 21,700 | 21,750 | 21,750 |
| Total Funding | \$ 619,508 | 668,790 | 599,508 |
| Funding Uses | | | |
| Personnel | \$ 191,949 | 203,949 | 191,949 |
| Operating | 306,339 | 343,621 | 306,339 |
| Capital | 20,000 | 20,000 | - |
| Debt | 101,220 | 101,220 | 101,220 |
| Contribution to Fund Bal. | - | - | - |
| Total Uses | \$ 619,508 | 668,790 | 599,508 |

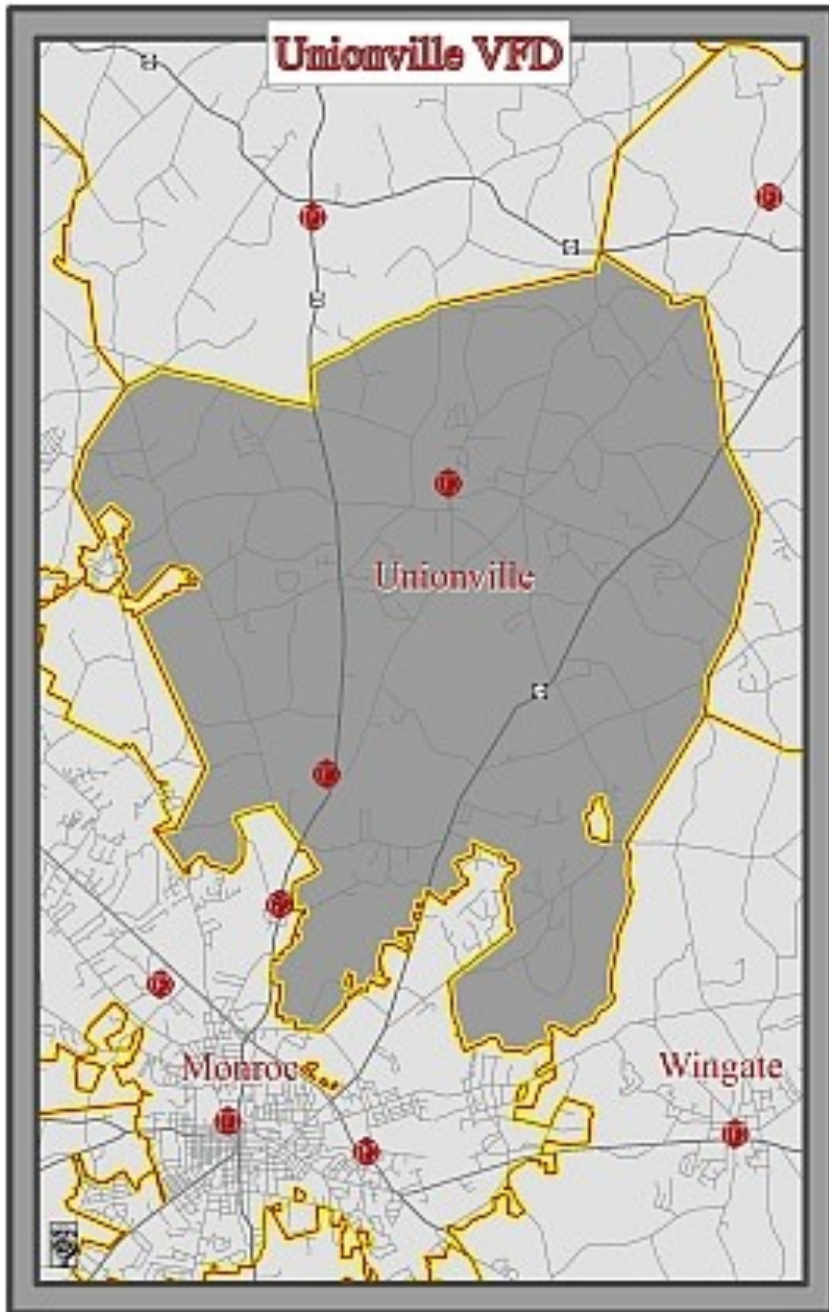
Stallings Volunteer Fire Department



Stallings VFD, Inc. is located at 4616 Old Monroe Rd, Indian Trail, NC 28079. Stallings VFD provides both fire rescue and medical first responder services to their community and is staffed with six personnel during the day and four personnel during nights and weekends. The fire district is composed of 16.5 sq. mi. and has an ISO rating of 5/9E.

| Stallings | FY 2015 Revised | FY 2016 Requested | FY 2016 Adopted |
|----------------------------|----------------------------|------------------------------|----------------------------|
| Fire Tax Rate | \$ 0.0428 | 0.0690 | 0.0509 |
| Funding Sources | | | |
| Localized Tax Funding | \$ 1,089,794 | 1,494,626 | 1,100,915 |
| Local Option Sales Tax | 187,306 | 180,013 | 180,013 |
| Station Subsidy | - | - | - |
| Additional Subsidy | - | - | - |
| Appropriation of Fund Bal. | - | 81,996 | - |
| Other FD Funding Sources | 48,000 | 36,000 | 36,000 |
| Total Funding | \$ 1,325,100 | 1,792,635 | 1,316,928 |
| Funding Uses | | | |
| Personnel | \$ 660,000 | 701,280 | 660,000 |
| Operating | 330,473 | 334,900 | 330,473 |
| Capital | 8,172 | 400,000 | - |
| Debt | 326,455 | 356,455 | 326,455 |
| Contribution to Fund Bal. | - | - | - |
| Total Uses | \$ 1,325,100 | 1,792,635 | 1,316,928 |

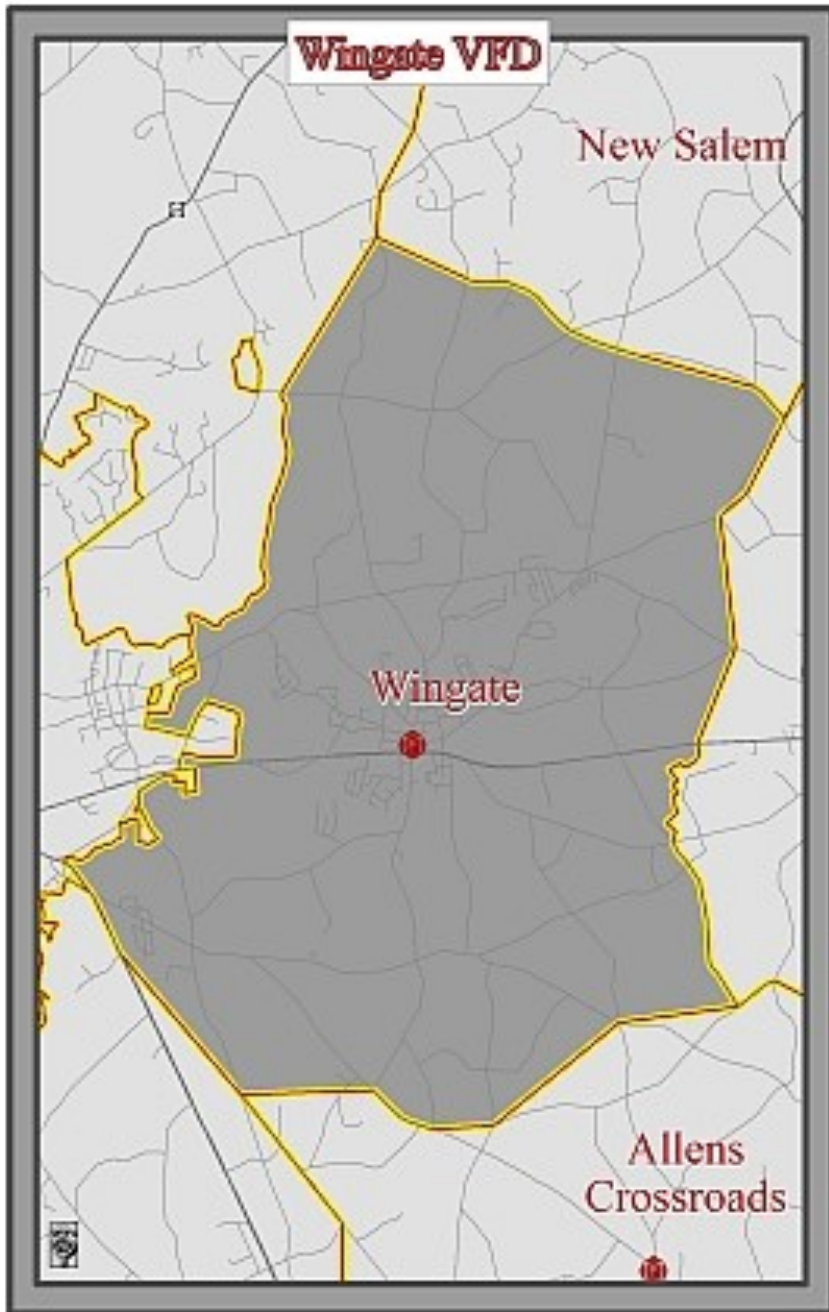
Town of Unionville Volunteer Fire Department, Inc.



The Town of Unionville VFD, Inc. has a main station that is located at 4919 Unionville Rd, Monroe, NC 28110 and a substation located at 3229 Concord Hwy. Unionville VFD provides both fire rescue and medical first responder services to their community and has four paid positions that staffs the station during daytime hours from Monday through Friday. The fire district is composed of 45.3 sq. mi. and has an ISO rating of 6/9E/10.

| Unionville | FY 2015 Revised | FY 2016 Requested | FY 2016 Adopted |
|----------------------------|--------------------|----------------------|--------------------|
| Fire Fee Rate | \$ 100.00 | 100.00 | 100.00 |
| Funding Sources | | | |
| Localized Fee Funding | \$ 342,600 | 351,370 | 351,370 |
| Local Option Sales Tax | - | - | - |
| Station Subsidy | 37,200 | 37,200 | 37,200 |
| Additional Subsidy | 146,605 | 214,575 | 129,935 |
| Appropriation of Fund Bal. | - | 8,160 | - |
| Other FD Funding Sources | 9,715 | 115 | 115 |
| Total Funding | \$ 536,120 | 611,420 | 518,620 |
| Funding Uses | | | |
| Personnel | \$ 150,000 | 152,250 | 150,000 |
| Operating | 182,620 | 223,170 | 182,620 |
| Capital | 17,500 | 40,000 | - |
| Debt | 186,000 | 196,000 | 186,000 |
| Contribution to Fund Bal. | - | - | - |
| Total Uses | \$ 536,120 | 611,420 | 518,620 |

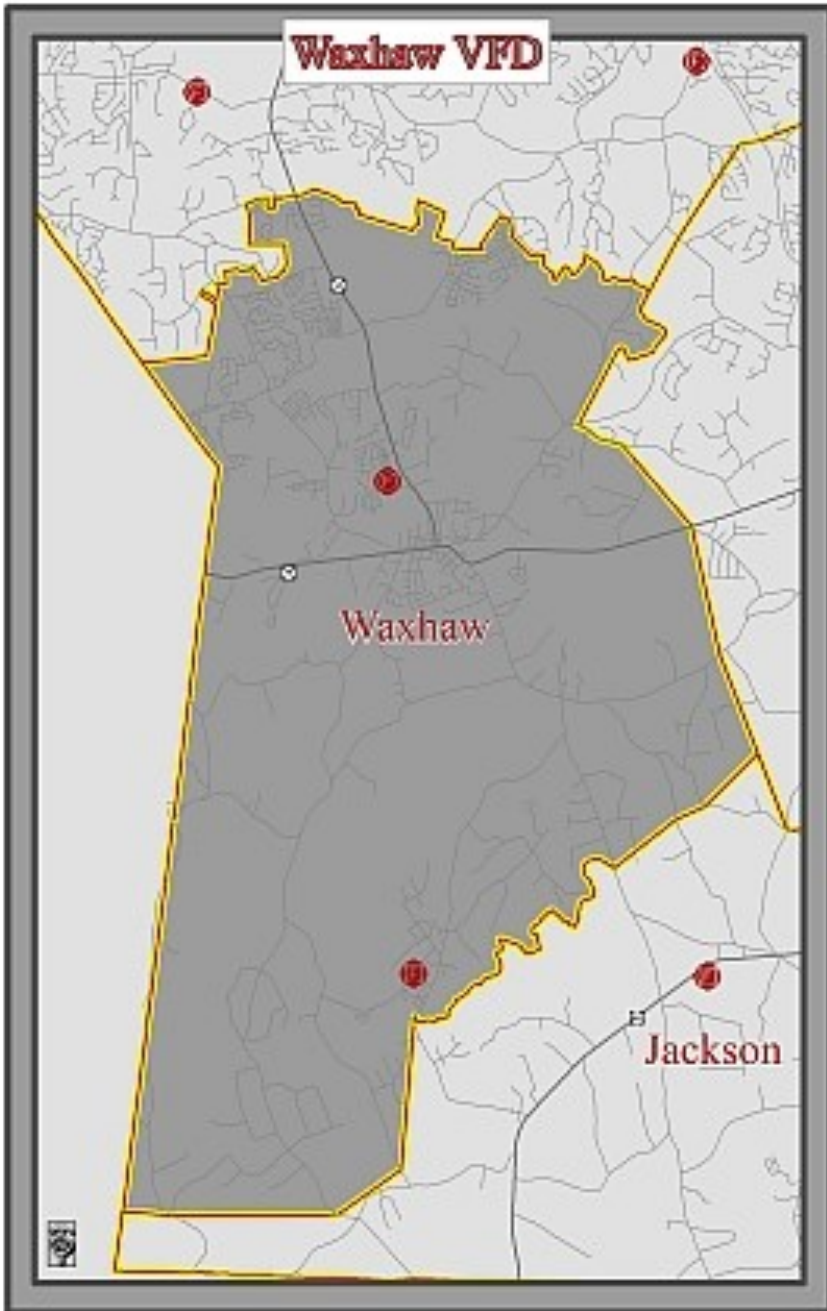
Wingate Volunteer Fire Department, Inc.



Wingate VFD Inc. is located at 204 N. Main St., Wingate, NC 28174. Wingate VFD provides both fire rescue and medical first responder services to their community and is staffed with two personnel during the daytime. The fire district is composed of 35.8 sq. mi. and has an ISO rating of 6/9E.

| <i>Wingate</i> | FY 2015 Revised | FY 2016 Requested | FY 2016 Adopted |
|----------------------------|--------------------|----------------------|--------------------|
| Fire Fee Rate | \$ 100.00 | 100.00 | 100.00 |
| Funding Sources | | | |
| Localized Fee Funding | \$ 175,370 | 184,180 | 184,180 |
| Local Option Sales Tax | - | - | - |
| Station Subsidy | 21,600 | 21,600 | 21,600 |
| Additional Subsidy | 60,741 | 462,372 | 75,931 |
| Appropriation of Fund Bal. | - | - | - |
| Other FD Funding Sources | 41,500 | 17,500 | 17,500 |
| Total Funding | \$ 299,211 | 685,652 | 299,211 |
| Funding Uses | | | |
| Personnel | \$ 113,500 | 133,260 | 113,500 |
| Operating | 155,801 | 167,892 | 155,801 |
| Capital | - | - | - |
| Debt | 29,910 | 384,500 | 29,910 |
| Contribution to Fund Bal. | - | - | - |
| Total Uses | \$ 299,211 | 685,652 | 299,211 |

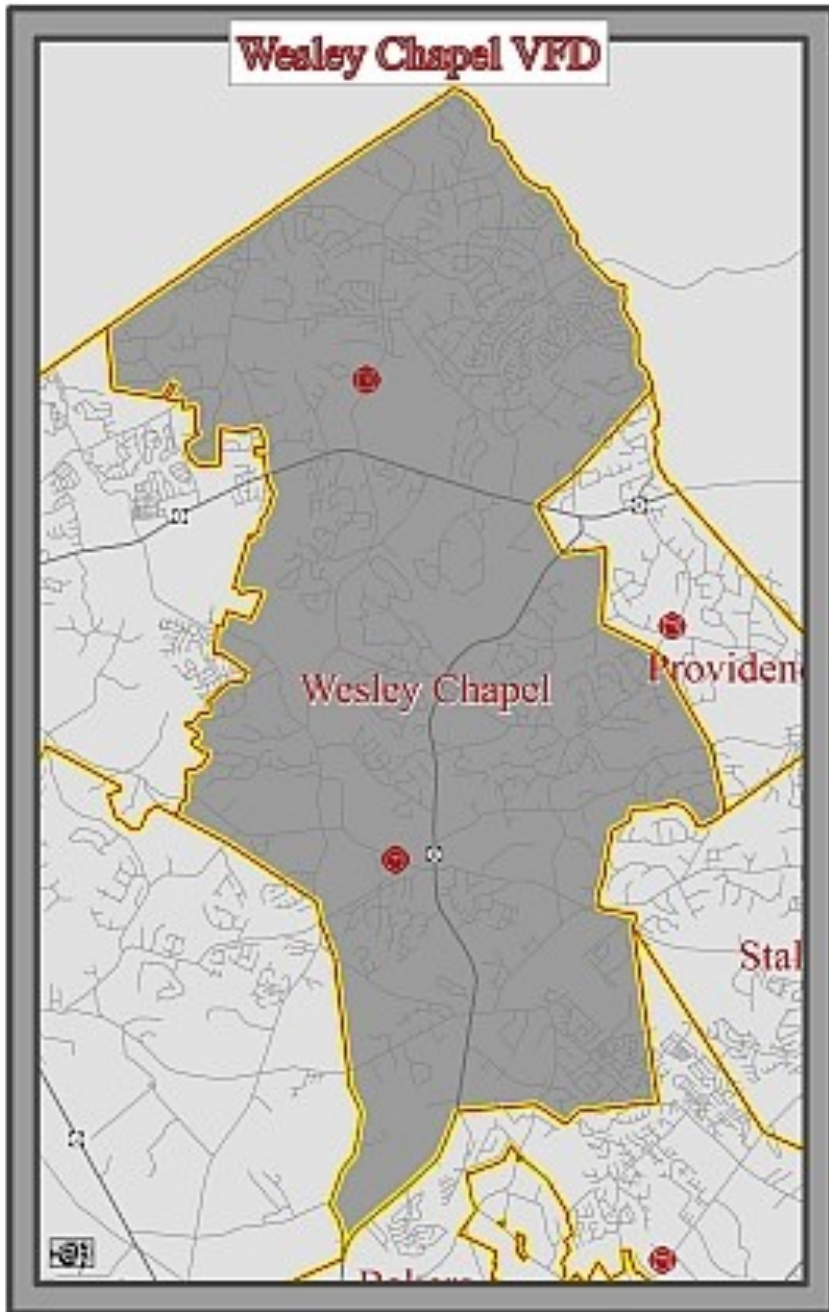
Waxhaw Community Volunteer Fire and Rescue Squad, Inc.



Waxhaw Community Vol. Fire and Rescue Squad, Inc. has a main station that is located at 3500 Waxhaw Parkway, Waxhaw, NC 28173 and a substation located at 7703 Jaars Rd. Waxhaw VFD provides both fire rescue and medical first responder services to their community and is staffed with four personnel during the day, Monday through Friday, and two personnel on duty on Saturday and Sunday. The fire district is composed of 40.3 sq. mi. and has an ISO rating of 6/9E/10.

| <i>Waxhaw</i> | FY 2015 Revised | FY 2016 Requested | FY 2016 Adopted |
|----------------------------|--------------------|----------------------|--------------------|
| Fire Tax Rate | \$ 0.0386 | 0.0539 | 0.0380 |
| Funding Sources | | | |
| Localized Tax Funding | \$ 787,788 | 1,053,412 | 741,733 |
| Local Option Sales Tax | 137,613 | 152,083 | 152,083 |
| Station Subsidy | - | - | - |
| Additional Subsidy | - | - | - |
| Appropriation of Fund Bal. | - | 45,000 | - |
| Other FD Funding Sources | 20,090 | 6,600 | 6,600 |
| Total Funding | \$ 945,491 | 1,257,095 | 900,416 |
| Funding Uses | | | |
| Personnel | \$ 234,750 | 509,116 | 234,750 |
| Operating | 351,666 | 388,979 | 351,666 |
| Capital | 45,075 | 45,000 | - |
| Debt | 314,000 | 314,000 | 314,000 |
| Contribution to Fund Bal. | - | - | - |
| Total Uses | \$ 945,491 | 1,257,095 | 900,416 |

Wesley Chapel Volunteer Fire Department



Wesley Chapel Vol. Fire Dept. has a main station located at 315 Waxhaw Indian Trail Rd South, Waxhaw, NC 28173 and a substation located at 8821 New Town Rd. Wesley Chapel VFD provides both fire rescue and medical first responder services to their community and is staffed with six personnel during the hours of 6AM through 6PM and four personnel during the hours of 6PM through 6AM 7 days per week. The fire district is composed of 40.1 sq. mi. and has an ISO rating of 6/9E.

| <i>Wesley Chapel</i> | FY 2015 Revised | FY 2016 Requested | FY 2016 Adopted |
|----------------------------|---------------------|----------------------|--------------------|
| Fire Tax Rate | \$ 0.0281 | 0.0289 | 0.0282 |
| Funding Sources | | | |
| Localized Tax Funding | \$ 1,363,290 | 1,372,064 | 1,336,670 |
| Local Option Sales Tax | 233,500 | 266,604 | 266,604 |
| Station Subsidy | - | - | - |
| Additional Subsidy | - | - | - |
| Appropriation of Fund Bal. | - | 133,393 | - |
| Other FD Funding Sources | 179,468 | 172,984 | 172,984 |
| Total Funding | \$ 1,776,258 | 1,945,045 | 1,776,258 |
| Funding Uses | | | |
| Personnel | \$ 713,799 | 733,799 | 713,799 |
| Operating | 450,769 | 466,163 | 450,769 |
| Capital | - | 133,393 | - |
| Debt | 611,690 | 611,690 | 611,690 |
| Contribution to Fund Bal. | - | - | - |
| Total Uses | \$ 1,776,258 | 1,945,045 | 1,776,258 |

Volunteer Fire Departments

Department Summary Report

| Category | FY 2011 Actual | FY 2012 Actual | FY 2013 Actual | FY 2014 Actual | FY 2015 Revised | FY 2016 Adopted | FY 2015 - 16 \$ Change | FY 2015 - 16 % Change |
|---|-------------------|-------------------|-------------------|-------------------|--------------------|--------------------|---------------------------|--------------------------|
| REVENUE | | | | | | | | |
| Ad Valorem Taxes | -4,242,212 | -4,363,487 | -4,443,998 | -4,680,151 | -4,973,791 | -4,856,819 | 116,972 | -2.35% |
| Local Option Sales Tax | -592,227 | -707,275 | -760,256 | -835,225 | -853,462 | -929,111 | -75,649 | 8.86% |
| Non-Enterprise Charges For Services | -1,819,978 | -1,973,377 | -1,898,228 | -2,336,176 | -2,385,602 | -2,366,098 | 19,504 | -0.82% |
| Investment Income | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.00% |
| Other Funding Sources | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.00% |
| Total REVENUE | -6,654,417 | -7,044,139 | -7,102,482 | -7,851,552 | -8,212,855 | -8,152,028 | 60,827 | -0.74% |
| EXPENDITURES | | | | | | | | |
| Contracts, Grants, and Subsidies | 6,414,574 | 7,011,838 | 6,802,130 | 8,009,251 | 8,212,855 | 8,152,028 | -60,827 | -0.74% |
| Total EXPENDITURES | 6,414,574 | 7,011,838 | 6,802,130 | 8,009,251 | 8,212,855 | 8,152,028 | -60,827 | -0.74% |
| Total Department Revenue (Over)/Under Expenditures | -239,843 | -32,301 | -300,352 | 157,699 | 0 | 0 | | |

