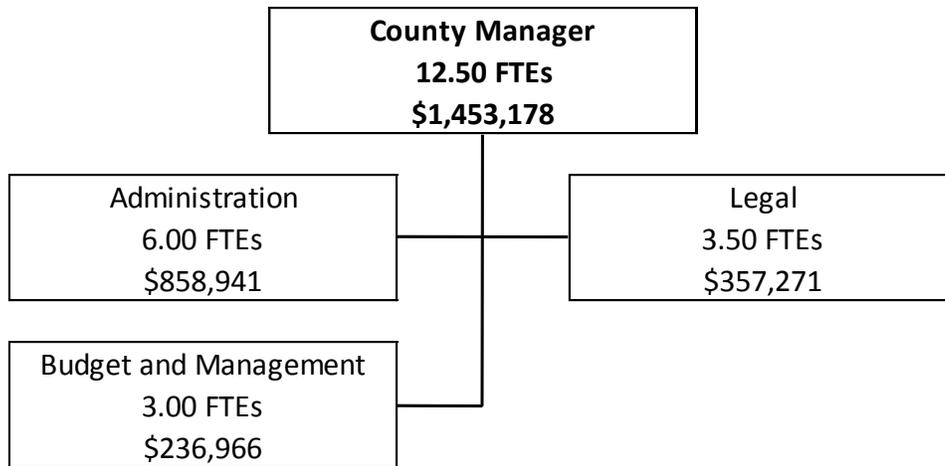


# Catawba County Government



# County Manager

## Reinventing Department

Organization: 120050

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
<b>Revenues</b>					
Cable TV Reimbursement	\$28,000	\$28,000	\$28,000	\$28,000	0%
Federal & State	34	0	0	0	0%
Miscellaneous	1,249	0	0	0	0%
Indirect Cost	176,340	174,345	174,645	123,299	-29%
General Fund	1,243,058	1,299,049	1,306,520	1,301,879	0%
<b>Total</b>	<b>\$1,448,681</b>	<b>\$1,501,394</b>	<b>\$1,509,165</b>	<b>\$1,453,178</b>	<b>-3%</b>
<b>Expenses</b>					
Personal Services	\$1,375,126	\$1,420,898	\$1,423,100	\$1,378,551	-3%
Supplies & Operations	73,555	80,496	86,065	74,627	-7%
Capital	0	0	0	0	0%
<b>Total</b>	<b>\$1,448,681</b>	<b>\$1,501,394</b>	<b>\$1,509,165</b>	<b>\$1,453,178</b>	<b>-3%</b>
<b>Expenses by Division</b>					
County Manager	\$900,278	\$896,785	\$905,946	\$858,941	-4%
Legal	338,692	359,456	362,508	357,271	-1%
Budget & Management	209,711	245,153	240,711	236,966	-3%
<b>Total</b>	<b>\$1,448,681</b>	<b>\$1,501,394</b>	<b>\$1,509,165</b>	<b>\$1,453,178</b>	<b>-3%</b>
<b>Employees</b>					
Permanent	14.50	13.50	13.50	12.50	-7%
Hourly	0.00	0.00	0.00	0.00	0%
<b>Total</b>	<b>14.50</b>	<b>13.50</b>	<b>13.50</b>	<b>12.50</b>	<b>-7%</b>

### Fiscal Year 2009/10 Outcome Achievements

Total Outcomes	Achieved	Partially Achieved	Not Achieved	Success Rate
15	15	0	0	100%

## Budget Highlights

The Catawba County Manager's Office is responsible for planning and implementing the directives of the Board of Commissioners, strategically managing the various County departments, and developing an annual budget. The department also includes Legal Services and Budget and Management. The recommended County Manager's budget is a 3 percent decrease from Fiscal Year 2010/11. The decrease in funding is primarily associated with eliminating the ICMA fellow position within the County Manager's Office. As a result of losing this position, the County Manager's Office and other departments will lose a valuable research and analysis resource. This reduction also increases the workload in the Budget Office, since this position traditionally works closely with this department in preparing the budget.

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

The Budget Office is responsible for preparation, administration, and compilation of the annual budget for all County services. Specific activities include revenue and expenditure forecasting; making recommendations for improvement and/or attainment of County and departmental goals and objectives; preparing recommended and approved operating budget presentations and documents; overseeing current budget activity and related budget amendments; and providing financial information and guidance for the County Manager and Board of Commissioners.

### ***Performance Measurement***

#### ***Fiscal Year 2011/12***

##### *County Manager*

Outcomes for Fiscal Year 2011/12 focus on providing excellent customer service and fiscally sound public policy, administration, and programs to the citizens of Catawba County. The emphasis of the County Manager's Office continues to be on providing customer service to internal and external customers, the Board of Commissioners, County Departments, and to the general public. Outcomes are based upon the extent to which requests for information are responded to in a timely manner and that citizens are kept abreast of information pertinent to County government. There are two outcome changes for Fiscal Year 2011/12 that focus on setting a Countywide goal for outcome achievement, as well as specific targets for information delivery to the Board of Commissioners.

##### *Legal*

As in previous years, Legal staff will focus on providing in-service training, continuous access to an attorney for all Public Safety employees, and maximization of delinquent accounts, back taxes, and other monies owed to the County through active legal pursuit of collection.

##### *Budget*

For Fiscal Year 2011/12, the Budget Office will continue its focus on accurate revenue and expenditure projections and preparation of a balanced budget for adoption. The Budget Office will pay particularly close attention and monitor the Fiscal Year 2011/12 budget on an ongoing basis to ensure it remains balanced and recommend appropriate action be taken quickly if further revenue erosion occurs. Additionally, staff will enhance benchmark data available to aid in management decisions by working with at least 50 percent of County departments by January 2012, with a focus on those departments who exhibit the biggest potential to aid in decision-making. Budget will additionally continue pursuing benchmarking opportunities with other counties to better establish how we compare with the State as a whole.

### ***Fiscal Year 2010/11***

The County Manager's Office is on track to achieve all of its outcomes for Fiscal Year 2010/11. The department's achievements involve promoting economic development and prudent fiscal management during challenging economic times, which includes:

- Adoption of the Fiscal Year 2010/11 budget with no Countywide property tax increase.
- Entering into a three-year lease with the State of North Carolina for the Employment Security Commission Building to ensure that Catawba County residents who need assistance after job loss will have a one-stop facility for assistance in their job search. The building houses the Workforce Development staff, Joblink, Goodwill Partners, and the Employment Security Commission. Residents can receive information about unemployment assistance, evaluate or expand job skills, and explore available job openings and new career opportunities in one convenient location.
- Utilizing unique funding opportunities such as Qualified School Construction Bonds and Build America Bonds which saved the County over \$4 million in interest cost as well as took advantage of lower construction costs and material prices to proceed with the construction of the new Newton-Conover Middle School and renovations to Arndt Middle School, Hickory High School, and Catawba Valley Community College.

Legal Services have achieved all of their outcomes in the current fiscal year. As of mid-year, 165 contracts have been received, and all have been reviewed within five working days. As of December 2010, \$142,787.81 has been turned over to Legal for collection, and \$115,076.28 has been collected, resulting in an 80.59 percent collection rate.

The Budget Office is on track to meet all outcomes for Fiscal Year 2010/11. A revenue, expense, and fund balance forecast was prepared during the months of October and November and presented to department heads in December. The Fiscal Year 2009/10 budget was adopted as scheduled.

### ***Fiscal Year 2009/10***

The County Manager's Office achieved all 15 of its outcomes for Fiscal Year 2009/10, which included the outcomes of the Legal Department and the Budget Office. The department helped the Board of Commissioners achieve its goals for the fiscal year, including the creation of new jobs in the County, which was a priority due to the challenging economic climate. Commitments were made during the fiscal year by Apple, Ethan Allen, Pierre Foods, and Turbotec Products to create new employment opportunities in the County over the next several years. Progress was also achieved toward the creation of the Multi-Jurisdictional Business Park, which involves collaboration between the cities of Hickory and Conover as well as the towns of Maiden and Catawba. The site is under development, pending acquisition of a right-of-way for an access road and a bridge.

The County Manager prepared a Fiscal Year 2009/10 budget that was adopted with no Countywide property tax increase. Despite an increase in service demands in many areas that

were brought on by the recession, the County decreased operating expenses by 4 percent while maintaining its service levels.

The Public Information Office continues to keep citizens informed of important government actions and news through a variety of communication mediums, which include newsletters, Facebook, Twitter, YouTube, Flickr, and RSS feeds. Overall, the office sent out 189 releases to the media and directly to the public during the fiscal year.

The County Manager's Office also worked successfully with the North Carolina General Assembly to obtain passage of significant changes to the way 911 Funds can be used. This has been a long-standing goal of the Board of Commissioners, and the new legislation now allows for 911 Funds to be used for any equipment that is within the 911 Center. Previously 911 funds could only be used for equipment that received the 911 call.

Legal Services was able to achieve all four of its outcomes in Fiscal Year 2009/10. Staff continued to provide sound and timely legal services to all county departments and achieved a high customer satisfaction rating as 100 percent of individuals responding to the annual surveyed stated they were either satisfied or very satisfied with the County's legal services. Legal Services was able to review 99.7 percent of contracts within five days, which exceeded the target of 95 percent. Legal Services also exceeded its goal of maximizing the collection of delinquent accounts, back taxes, and other monies owed to the County. During Fiscal Year 2009/10, \$171,382 was turned over to Legal for collection and \$126,403 was collected, resulting in a 74 percent collection rate, which exceeded the target of a 50 percent.

Legal staff also proactively engaged County staff to ensure they had the skills necessary to effectively handle issues with a possible legal impact on the County. During the fiscal year, Legal staff conducted 19 in-service trainings for departments, which included 9 for EMS staff and 6 for the Sheriff's Department, which are exposed to more legally complex issues and situations.

The Budget Office achieved all of its outcomes. Specifically, the office achieved a 97 percent satisfaction rating on the departmental survey, which exceeded the goal of 90 percent. The Budget Office received the Government Finance Officers Distinguished Budget Award for the 21<sup>st</sup> consecutive year. This award recognizes outstanding achievement in budget preparation and presentation. In response to uncertain economic conditions, the office also closely monitored the budget and collaborated with departments to hold back 2 percent of operating budgets and identify additional targeted cost-savings actions.

## **COUNTY MANAGER'S OFFICE**

### **Statement of Purpose**

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

### **Outcomes**

1. Oversee the implementation and achievement of the Board of Commissioners Fiscal Year 2011/12 goals.
2. Effectively direct and supervise the administration of all County offices, departments, and agencies under the authority of the Board of Commissioners. County management will ensure that at least 90 percent of outcomes are achieved Countywide. Countywide performance was 89 percent in Fiscal Year 2009/10.
3. Provide a program of public information on important issues. Keep citizens abreast of matters which affect their daily lives through the use of various media outlets and public information programming.
4. Respond professionally and effectively to requests from Catawba County citizens for assistance or information related to the functions of county government.
5. Provide timely information to the Board of Commissioners for planning and decision making by doing the following:
  - a. Delivering all agenda packets to the Board of Commissioners at least four days prior to meeting.
  - b. Preparing all Board of Commissioners meeting minutes prior to the next Board of Commissioners meeting.
6. Prepare and administer a balanced budget for Fiscal Year 2013.
7. Participate actively in local, State, and national organizations such as the North Carolina Association of County Commissioners, National Association of Counties, International City/County Management Association, North Carolina City/County

Management Association, and local managers groups to strengthen intergovernmental relationships and share ideas.

8. Monitor legislation proposed by the North Carolina General Assembly and, where applicable, propose legislation that would be beneficial to Catawba County.

**Outcome Performance Measures:**

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

## LEGAL

### Statement of Purpose

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

### Outcomes

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

## **BUDGET AND MANAGEMENT**

### **Statement of Purpose**

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

### **Outcomes**

1. Prepare a balanced budget for adoption by June 30, 2012, which:
  - a. Receives a satisfaction rating of at least 95 percent on the Manager's budget survey to be completed in July 2012 focusing on the responsiveness and the quality of analysis completed by the Budget staff on departmental outcomes. This will include the Budget staffs' ability to monitor and report departments' progress and commitment to outcomes and to recommend changes to improve efficiency or compliance.
  - b. Receives a satisfaction rating of at least 90 percent from department heads on a survey to be completed in July 2012, which measures the services the Budget staff provides to departments in the areas of revenue projections, research and analysis, staff support in resolving problems of mutual concern, and support in establishing and monitoring outcomes.
  - c. Communicates County policies, provides a financial and operating plan, and is an effective communication device to our citizens, as demonstrated by receiving the 2011 Government Finance Officers Association (GFOA) Distinguished Budget Award.
2. Prepare a Revenue, Expense, and Fund Balance forecast in October 2011 that is based on the Fiscal Year 2011/12 annual budget and Capital Improvement Plan (CIP), which will give the County Manager, Board of Commissioners, and Department Heads the financial information they need to set priorities and goals in planning for the future needs of the County.
3. Monitor the Fiscal Year 2011/12 budget on an ongoing basis to ensure the budget remains balanced and recommend appropriate action be taken quickly if further revenue erosion occurs.
4. To improve the availability of data necessary to make budgetary and outcome decisions, the Budget Office will work with at least 50 percent of County departments (8 of 16) by January 2012 on improving data on both our internal status and our position within the state. Focus will be placed on departments that currently lack benchmark data and those who demonstrate the potential to provide the largest return.