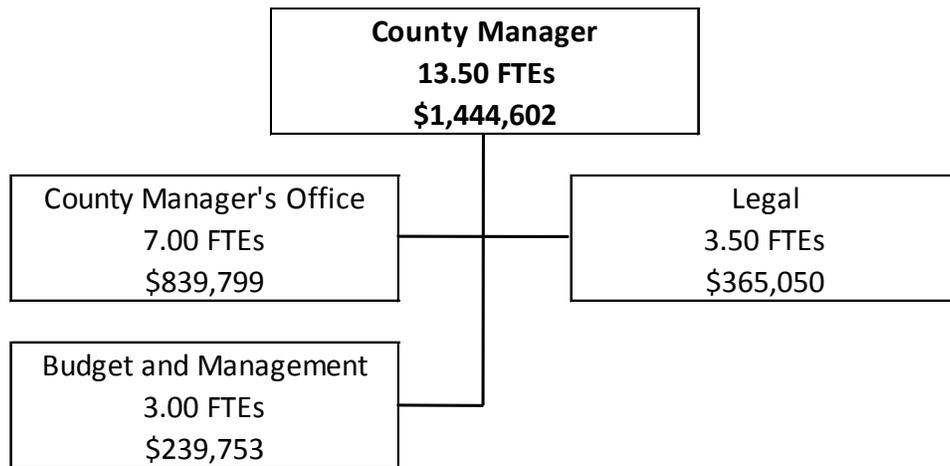


Catawba County Government



County Manager

Reinventing Department

Organization: 120050

	2010/11 Actual	2011/12 Current	2012/13 Requested	2012/13 Approved	Percent Change
Revenues					
Cable TV Reimbursement	\$28,000	\$28,000	\$28,000	\$28,000	0%
Miscellaneous	3,482	0	500	500	0%
Indirect Cost	174,345	123,299	122,492	123,891	0%
Legal Services	0	0	10,000	10,000	0%
General Fund	1,255,011	1,301,879	1,281,322	1,282,211	-2%
Total	\$1,460,838	\$1,453,178	\$1,442,314	\$1,444,602	-1%
Expenses					
Personal Services	\$1,392,991	\$1,378,551	\$1,365,553	\$1,367,841	-1%
Supplies & Operations	67,847	74,627	76,761	76,761	3%
Capital	0	0	0	0	0%
Total	\$1,460,838	\$1,453,178	\$1,442,314	\$1,444,602	-1%
Expenses by Division					
County Manager	\$890,071	\$858,941	\$838,912	\$839,799	-2%
Legal	337,781	357,271	365,050	365,050	2%
Budget & Management	232,986	236,966	238,352	239,753	1%
Total	\$1,460,838	\$1,453,178	\$1,442,314	\$1,444,602	-1%
Employees					
Permanent	13.50	13.50	13.50	13.50	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	13.50	13.50	13.50	13.50	0%

Fiscal Year 2010/11 Outcome Achievements

Total Outcomes	Achieved	Not Achieved	Success Rate
16	15	1	94%

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.

Performance Measurement

Fiscal Year 2012/13

Outcomes for Fiscal Year 2012/13 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 response to requests for information in a timely manner and that citizens are kept abreast of information pertinent to County government.

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.

For Fiscal Year 2012/13, 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 2012/13 budget on an ongoing basis to ensure it remains balanced and recommend appropriate action be taken quickly if revenue erosion occurs. A new outcome for the division focuses on updating and maintaining the County's new Performance Dashboard, which provides information on all County departments in one easy-to-use application available on the web.

Fiscal Year 2011/12

The County Manager's Office is on track to achieve all of its outcomes for Fiscal Year 2011/12. The department's achievements involve promoting economic development, prudent fiscal management during challenging economic times, and communicating effectively with the public. Examples of successes include:

- Adoption of the Fiscal Year 2011/12 budget with no Countywide property tax increase. This was the fifth year without a tax increase and, due to the results of the 2011 revaluation cycle, the County tax rate was reduced to a revenue neutral rate of \$0.530 per \$100 valuation.
- Working with the County's Finance department and the Board of Commissioners to refinance existing debt, saving the County more than \$2 million dollars over the next 17 years.
- Keeping citizens informed of important County government initiatives and action by sending out 126 releases to media and directly to the public, for issues such as the opening of a new Biodiesel Research Facility at the Catawba County EcoComplex and changes to voting districts resulting from the 2011 redistricting.

At mid-year, Legal Services was on track to achieve all of its outcomes as well. The division had received 149 contracts for review, and all had been reviewed within five working days. Legal Services additionally provided in-service training to all departments who requested it,

with a focus on EMS, the Sheriff's Office, and supervisors. As of December 2011, \$107,170.78 has been turned over to Legal Services for collection, with \$68,550.41 being collected. This represents a 63.96 percent collection rate, exceeding the target of 50 percent.

All Budget Office outcomes are on target to be met at year-end. A revenue, expense, and fund balance forecast was prepared in October 2011 and presented to department heads in December. The office has additionally worked with over 50 percent of departments on improving data on both internal performance status as well as the County's position within the State.

Fiscal Year 2010/11

The County Manager's Office achieved 15 of its 16 outcomes for Fiscal Year 2010/11, which included outcomes for the Legal Services and Budget divisions. The department continued to oversee and implement the Board of County Commissioners' goals for Fiscal Year 2010/11. This included adopting a Fiscal Year 2010/11 budget with only a 1 percent operating increase and no property tax increase for the fourth year in a row. The County Manager's Office also aided in the use of Qualified School Construction Bonds and Build America Bonds to continue construction on the Newton-Conover Middle School and renovations to the Arndt Middle School, Hickory High School, and Catawba Valley Community College. These unique funding sources saved the County over \$4 million in interest costs compared with the traditional borrowing methods.

Unemployment has been a major challenge in Catawba County. To address this issue, the Board of County Commissioners, with support from the County Manager's Office, actively pursues economic development projects. For Fiscal Year 2010/11, development agreements were entered into for projects that will create at least 894 new jobs and have at least \$61.8 million in new investment. Specifically, these agreements were with Pierre Foods, Inc. (500 new jobs, \$16.8 million in new investment), Poppelmann Plastics (\$5 - \$8 million in new investment), Sarstedt, Inc. (20 new jobs and \$14.2 million in new investment), Dalco Nonwovens (19 new jobs, \$9 million in new investment), Lee Industries (75 new jobs, \$1 million new investment), Fairmont Designs (200 new jobs, \$2.8 million in new investment), and Turbocoating Corp. USA (80 new jobs, \$13 million in new investment).

The County Manager's 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. The office sent out 203 releases on important issues including the 2011 property revaluation, the naming of a new Cooperative Extension Director, the closing of the Animal Shelter after a fatal disease outbreak, and tornadoes which struck southwest Catawba County and Claremont.

The County Manager's Office has also played an active role in monitoring and proposing legislation that would be beneficial to Catawba County in the North Carolina General Assembly. The Long Session of the General Assembly began in January 2011, and the County made

progress on many of its legislative goals, including supporting legislation to increase flexibility in the use of 911 Funds, supporting enrollment growth funding for the Community College System, opposing any attempts to increase the time that County jails are required to hold misdemeanants, and supporting legislation to allow Catawba County to offer triple credit toward renewable energy portfolios.

Legal Services achieved all four of its outcomes for the fiscal year. Staff continued to provide timely, professional, and ethical service to departments and received a 99 percent satisfaction rating on its annual client survey. The division reviewed 480 contracts, all within five working days. It also exceeded its target to collect 50 percent of back taxes, delinquent collections, and other monies owed to the County. During Fiscal Year 2010/11, \$279,854 was turned over to legal for collection, and \$197,014 was collected, resulting in a 70.4 percent collection rate.

The Budget Office achieved all but one of its outcomes. Specifically, it achieved a 93.87 percent satisfaction rating on the departmental survey, exceeding the goal of 90 percent. The one outcome not achieved relates to receiving a 95 percent satisfaction rating from the County Manager, and efforts were refocused for Fiscal Year 2011/12 to achieve this goal. The department was successful in receiving the 2010 Government Finance Officers Association Distinguished Budget Award for the 23rd consecutive year. This award recognizes outstanding achievement in budget preparation and presentation. Budget worked extensively with departments to improve performance measurements, as well as worked with the UNC School of Government to lobby for the continuation of the County Benchmarking Project.

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 2012/13 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 93 percent in Fiscal Year 2010/11.)
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 2014.
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 Emergency Medical Services, Sheriff's Office, and supervisors.
 - b. Providing all Public Safety employees with 24 hours per day, 7 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, 2013, which:
 - a. Receives a satisfaction rating of at least 95 percent on the Manager's budget survey to be completed in July 2013 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 2013, 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 2012 Government Finance Officers Association (GFOA) Distinguished Budget Award.
2. Prepare a Revenue, Expense, and Fund Balance Forecast in October 2012 that is based on the Fiscal Year 2012/13 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 2012/13 budget on an ongoing basis to ensure the budget remains balanced and recommend appropriate action be taken quickly if further revenue erosion occurs.
4. Ensure the County's Performance Dashboard remains accurate and relevant by updating all appropriate areas with year-end Fiscal Year 2011/12 information. This will provide citizens and departments with the most up-to-date information on Countywide performance and service levels.