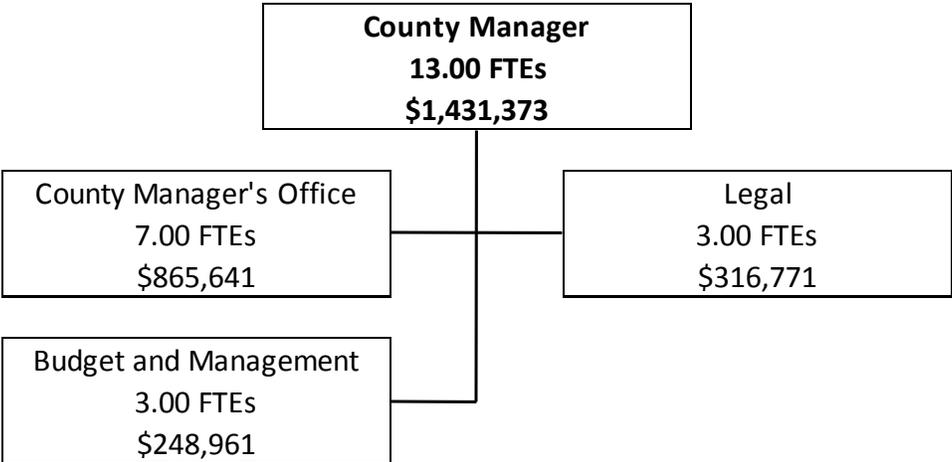


Catawba County Government



County Manager

Reinventing Department

Organizations: 120050 - 120150

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
Revenues					
Cable TV Reimbursement	\$28,000	\$28,000	\$28,000	\$28,000	0%
Miscellaneous	6,037	500	500	500	0%
Indirect Cost	123,299	123,891	85,728	85,728	-31%
Legal Services	0	10,000	0	0	0%
General Fund	1,242,033	1,282,211	1,323,721	1,317,145	3%
Total	\$1,399,369	\$1,444,602	\$1,437,949	\$1,431,373	-1%
Expenses					
Personal Services	\$1,313,655	\$1,367,841	\$1,332,128	\$1,340,110	-2%
Supplies & Operations	85,714	76,761	105,821	91,263	19%
Capital	0	0	0	0	0%
Total	\$1,399,369	\$1,444,602	\$1,437,949	\$1,431,373	-1%
Expenses by Division					
County Manager	\$851,568	\$839,799	\$859,543	\$865,641	3%
Legal	319,985	365,050	330,650	316,771	-13%
Budget & Management	227,816	239,753	247,756	248,961	4%
Total	\$1,399,369	\$1,444,602	\$1,437,949	\$1,431,373	-1%
Employees					
Permanent	13.50	13.50	13.00	13.00	-4%
Hourly	0.00	0.00	0.00	0.00	0%
Total	13.50	13.50	13.00	13.00	-4%

Fiscal Year 2011/12 Outcome Achievements

Total Outcomes	Achieved	Not Achieved	Success Rate
16	16	0	100%

Budget Highlights

The recommended County Manager budget is a \$13,229 (one percent) decrease from the current year. This is due primarily to abolishing the vacant half-time attorney position.

Performance Measurement

Fiscal Year 2013/14

Outcomes for Fiscal Year 2013/14 focus on providing excellent customer service, fiscally sound public policy and 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 include overseeing the implementation and achievement of the Board of Commissioners' goals, directing and supervising the administration of all County offices, departments, and agencies under Board authority, and providing information in a timely manner to the Board and citizens.

Legal will focus on offering in-service training, preparing and/or reviewing contracts, providing continuous access to legal counsel for all employees, and maximizing the collection of delinquent accounts, back taxes, and other monies owed to the County through active legal pursuit.

The Budget Office will continue to focus on accurate revenue and expenditure projections and preparation of a balanced budget for adoption. Budget will monitor the Fiscal Year 2013/14 budget on an ongoing basis to ensure it remains balanced and recommend appropriate action be taken quickly if revenue erosion occurs. The office's new outcome focuses on updating and maintaining the County's Performance Dashboard, which provides information on all County departments in one easy-to-use application.

Fiscal Year 2012/13

At mid-year, the County Manager's Office was on target to achieve all of its outcomes for Fiscal Year 2012/13. The department's achievements involve promoting economic development, providing prudent fiscal management during challenging economic times, and communicating effectively with the public. Examples of successes include:

- Working with the Board of Commissioners to approve an agreement between the City of Hickory and Catawba County to expand the existing Hickory-Catawba Wastewater Treatment Plant. This will increase treatment capacity to service areas including the Town of Catawba, commercial and industrial areas along Highway 150, and southeastern Catawba County.
- Working with the Finance Department and Board of Commissioners to refinance a portion of the County's installment payment obligations, saving more than \$850,000 over the next 13 years.
- Keeping citizens informed of important County government initiatives and action by sending out 109 releases to the media and the public for issues such as the "Eat, Drink, and Be Local" program, a new voter locator website to help citizens find their polling place, the new Catawba County Performance Dashboard that provides hundreds of facts and figures about the county government, and Catawba County being selected as one of the "Top 10 Digital Counties" in the nation.
- Developing a 70-acre multi-jurisdictional business park with Conover, Hickory, Maiden, and Catawba. This project was funded by a portion of the ¼ cent sales tax revenue.

The campus will allow for the recruitment of private business to create three data center sites.

- Establishing a new franchise agreement between with Republic Services for solid waste collection and recycling services. Republic Services has committed to upgrade its existing Material Recovery Facility in Conover, resulting in an increased investment in Catawba County of \$13 million and retention of over 150 local jobs.

Legal was on target to achieve all of its outcomes as well. At mid-year 170 contracts had been reviewed, with 99 percent reviewed within five working days. In its annual client satisfaction survey, 100 percent of respondents indicated that they were either “very satisfied” or “satisfied” with Legal. Additionally, \$48,524 in delinquent accounts was collected by Legal, with several large accounts entering into payment arrangements.

All Budget Office outcomes were on target to be met at year-end. A revenue, expense, and fund balance forecast was prepared in October 2012 and presented to department heads in December. Additionally, the Budget Office updated the County’s Performance Dashboard with all available year-end Fiscal Year 2011/12 data prior to the program’s release to the public in December.

Fiscal Year 2011/12

The County Manager’s Office achieved all of its 16 outcomes for Fiscal Year 2011/12, which includes outcomes for Legal Services and Budget.

County Manager’s Office

The County Manager’s Office successfully oversaw the implementation and achievement of the Board of Commissioners’ goals. The Fiscal Year 2011/12 budget was adopted with no countywide property tax increase. Additionally, Fiscal Year 2011/12 was the fifth year without a property tax increase. Furthermore, in the 2011 revaluation cycle, the County tax rate was reduced to a revenue neutral rate of \$0.53 per \$100 valuation. The Board adopted a resolution approving the consolidation of the Catawba County Alcoholic Beverage Control (ABC) Board and the ABC Board of the Town of Taylorsville resulting in profitability and improved efficiencies for both parties. At the urging of the County Manager’s Office, the Technology Department has worked with Maiden and other municipalities to provide network storage, Wi-Fi, and phones. Human Resources has partnered with the City of Newton to provide Supervisor Training. These activities accomplish the Board’s goal of performing services that generate revenue for the County and save money for smaller municipalities.

Financing opportunities allowed Catawba Valley Medical Center to re-fund the Hospital’s 1999 bond issue and resulted in approximately \$534,000 in net present value savings over the next seven years. Additionally, refinancing opportunities identified by the County’s Finance

Department were used by the Board to refinance existing debt, which resulted in more than \$2 million in savings for the County over the next 17 years.

Recruiting industry to the County continues to be a major goal for the Board of Commissioners. Punker LLC, a German company producing fan wheels and blowers for the HAVC and exhaust industries, opened its first US manufacturing facility in Hickory. The company has invested \$4.5 million in machinery and equipment. The company will create at least 62 jobs, paying an average wage of \$35,000 per year. The Board accepted a Community Development Block Grant (CDBG), the NC Tomorrow Initiative grant, to fund the creation of a statewide economic development plan. Catawba County will serve as the regional lead, working with all communities across North Carolina to develop this statewide plan.

The Catawba County Public Information Office continues to provide a program of public information to keep citizens informed of important county government initiatives, actions, and awards. The Office sent out 234 releases to media and directly to the public as well as posting to the County's website 81 departmental releases between July 1, 2011 and June 30, 2012. Those releases reported on stories such as, the opening of a new Biodiesel Research Facility at the Catawba County EcoComplex; the beginning of plans for a new branch library in the Sherrills Ford/Terrell community; an expansion of Public Health's Dental Clinic; new routes for the Greenway public transportation system; Catawba County ranking first in the State of North Carolina in recycling, per person; the start of new, twice yearly collections of electronics for recycling; awards won by the County for innovative use of QR Codes on building permits; the start of a new cable television program, "Catawba Communities," featuring programs and services provided by local governments, school systems and related agencies; a new routine cleaning of the animal shelter performed twice a year in an effort to prevent an outbreak of disease such as occurred in 2010; and the naming of a new Assistant County Manager.

The Manager's Office monitored the General Assembly's 2012 Short Session and successfully avoided unfunded mandates and significant reductions in funding. The passage of House Bill 438 allows flexibility to reorganize county health and human service programs. Human service flexibility was a NCACC priority in Fiscal Year 2011/12.

The Manager's Office effectively directed and supervised the administration of all County offices, departments, and agencies under the authority of the Board of Commissioners by ensuring that 92 percent of outcomes were achieved Countywide, better than its 90 percent goal.

Legal

Legal has achieved 100 percent of its outcomes for Fiscal Year 2011/12. Legal received and reviewed 490 contracts within five working days of receipt. For the fourth consecutive year, Legal achieved a 100 percent approval rating on the annual client satisfaction survey. The Legal Office also improved County staff's ability to handle situations that could potentially have legal impact by providing training to all departments that requested it. Two of the trainings offered

during the year were “Power of Attorney/Guardianship Training for Social Services” and “Training for Animal Control.” Legal’s collection rate exceeded the 50 percent threshold for the second consecutive year. During Fiscal Year 2011/12, \$284,312.13 was turned over to Legal for collection and \$187,675.32 was collected resulting in a 66.01 percent collection rate.

Budget

The Budget Office achieved all of its outcomes for Fiscal Year 2011/12. The Fiscal Year 2011/12 budget earned the GFOA Award with more outstanding ratings than the prior year and no deficiencies noted. The Fiscal Year 2012/13 Budget also earned the GFOA Award in December. Budget staff developed a more user friendly electronic version of the budget with improved bookmarks, links, and page numbering with the printed document.

The Budget Office exceeded its goal of receiving a customer service rating of 90 percent or better from departments, with 96 percent of survey respondents indicating they were either “overall satisfied” or “very satisfied” with the services provided by the department. The Budget Office also exceeded its goal of receiving a 95 percent or better satisfaction rating from the County Manager, receiving an excellent in three areas and a satisfactory in two areas with no areas rated as “needs improvement.”

The Budget Office met its goal of improving the availability of data necessary to make budgetary and outcome decisions by spending time with all departments prior to budget submission to develop the performance dashboard and improve outcomes. Additionally staff met goals for preparing forecast information that provided the County Manager, Board of Commissioners, and Department Heads the financial information needed to set priorities and goals in planning for the future needs of the County and monitoring the budget to ensure it remained balanced.

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 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 2013/14 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 County-wide. (County-wide performance was 92 percent in Fiscal Year 2011/12.)
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 2015.
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 upon request.
 - b. Providing all 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 maintaining at least 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, 2014, which:
 - a. Receives a satisfaction rating of at least 95 percent on the Manager's budget survey to be completed in July 2014 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 2014, 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 2013 Government Finance Officers Association (GFOA) Distinguished Budget Award.
2. Prepare a Revenue, Expense, and Fund Balance Forecast in October 2013 that is based on the Fiscal Year 2013/14 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 2013/14 budget on an ongoing basis to ensure the budget remains balanced and recommend appropriate action be taken quickly if revenue erosion occurs.
4. Ensure the County's Performance Dashboard remains accurate and relevant by updating all appropriate areas with year-end Fiscal Year 2012/13 information. This will provide citizens and departments with the most up-to-date information on countywide performance and service levels.