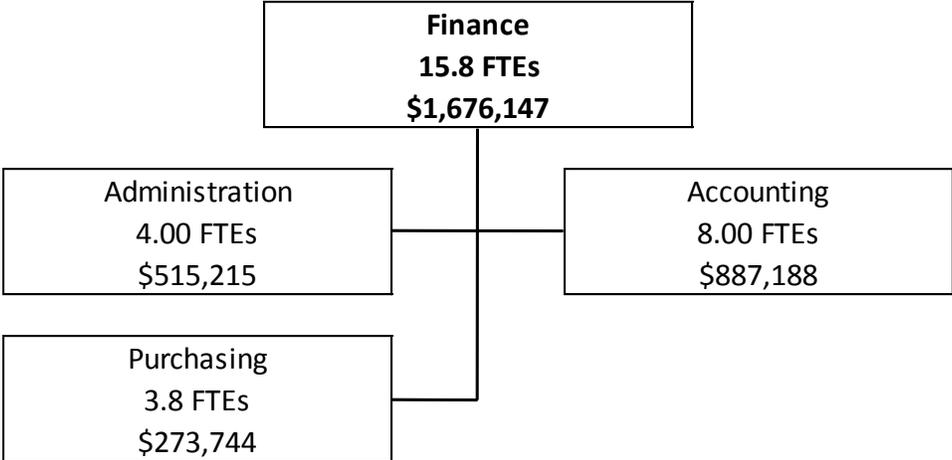


Catawba County Government



Finance

Organizations: 170050 - 170101

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
Revenues					
Investment Earnings	\$488,041	\$500,000	\$500,000	\$500,000	0%
Personnel Indirect Cost	32,944	33,273	33,406	33,433	0%
Mental Health Contracts	7,055	0	0	0	0%
Miscellaneous	602	0	0	0	0%
Charges & Fees	508	0	0	0	0%
General Fund	908,367	1,021,069	1,060,955	1,142,714	12%
Total	\$1,437,517	\$1,554,342	\$1,594,361	\$1,676,147	8%
Expenses					
Personal Services	\$947,237	\$992,306	\$1,032,271	\$1,043,007	5%
Supplies & Operations	490,280	562,036	562,090	633,140	13%
Capital	0	0	0	0	0%
Total	\$1,437,517	\$1,554,342	\$1,594,361	\$1,676,147	8%
Expenses by Division					
Administration	\$481,435	\$503,860	\$511,156	\$515,215	2%
Accounting	742,547	798,244	811,242	887,188	11%
Purchasing	213,535	252,238	271,963	273,744	9%
Total	\$1,437,517	\$1,554,342	\$1,594,361	\$1,676,147	8%
Employees					
Permanent	15.43	14.80	15.80	15.80	7%
Hourly	0.15	0.65	0.15	0.15	-77%
Total	15.58	15.45	15.95	15.95	3%

Budget Highlights

The Finance Department's budget increased 8 percent, or \$121,805. This increase is due to an accounting shift for ambulance billing (entirely offset by revenue) and the addition to the budget of the Project Administrator position approved during Fiscal Year 2012/13. Functions included with the Finance Department are: Administration, Accounting, and Purchasing/Service Center. Accounting encompasses Receivables, Payables, Billing and Payroll. The Purchasing/Service Center assists all County departments with purchasing goods and services and provides mail courier and copying services.

Performance Measurement

Fiscal Year 2013/14

The Finance Department will continue to maximize the County's resources and will be responsible for accurately processing all financial transactions and for complying with Federal, State, and local guidelines. In Fiscal Year 2013/14 the Finance Department will continue managing the Sherrill's Ford Branch Library, Animal Shelter, Justice Center Parking Deck, and Justice Center/Public Safety Complex construction projects. In Fiscal Year 2012/13, the County struggled to meet its green purchasing outcome, which is being reduced to 15 percent in Fiscal

Year 2013/14. To insure that this outcome is met, Purchasing will expand its efforts by planning a Green Vendor Exhibit, providing guidance and educating departments on missed opportunities for green purchases, and hosting a green purchasing workshop.

Fiscal Year 2012/13

The Finance Department is on track to achieve 17 of its 18 outcomes. The only outcome the Department is not on track to achieve is the green purchasing outcome as the County is currently only purchasing green products approximately 12 percent of the time, falling short of its 20 percent target. Purchasing selected a vendor for environmentally-preferred cleaning products that will be used by County departments and made available to the janitorial services contractors. In addition, Purchasing requested bids for janitorial services for all county buildings requiring the contractors to use green cleaning supplies when applicable. Purchasing is developing a Green Cleaning Policy for the Catawba County buildings and held a workshop for County departments to promote green cleaning, which will help increase green purchases while ensuring a healthy and productive work environment and clean and well-maintained buildings. Purchasing also entered into contracts for the Justice Center, Animal Shelter, and Sherrills Ford Branch Library construction projects. Purchasing staff gained a working knowledge of LEED requirements as the County is pursuing LEED Silver certification status for both the Animal Shelter and Sherrills Ford Branch Library. The Purchasing Division received the Carolinas Association of Governmental Purchasing's Sustained Professional Purchasing Award for the eleventh year in a row.

The Finance Department was successful in assisting with the preparation of the Fiscal Year 2013/14 budget, ensuring the County follows the Local Government Budget and Fiscal Control Act, maintaining timely and accurate payments, and completed a debt refunding. The Finance Department also refunded a loan, saving \$965,000 over the 13-year life of the loan. The Department received national recognition for the 30th year in a row for excellence in the field and conformance with the highest standards, receiving the Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting. Additionally, the Department received the GFOA Award for Outstanding Achievement in Popular Annual Financing Reporting for the fourth year in a row, which recognizes conformance with standards of creativity, presentation, understandability and reader appeal.

Fiscal Year 2011/12

The Finance Department achieved 84 percent, or 16 of its 19 outcomes by:

- Assisting with the development of the Fiscal Year 2012/13 budget by providing the Budget Office with information on a timely basis.
- Ensuring that all financial transactions comply with the requirements of the Local Government Budget and Fiscal Control Act.
- Maximizing cash on hand and borrowing money as cheaply as possible. The Finance Director completed a \$48.1 million debt refunding in November 2011 that is expected to save the County \$2.4 million in interest over the life of the debt obligation.
- Assisting in the upgrade of the PeopleSoft Finance and Human Resources software.

- Saving departments \$117,150 by obtaining informal quotes and expending \$2,233,688 under Cooperative Purchasing programs.
- Making County operations more environmentally friendly, encouraging County departments and contractors to purchase at least 10 percent recycled and other environmentally preferable products.

Accounting collected 74 percent of ambulance bills, falling short of its goal of collecting 78 percent. Purchasing did not meet its outcome to encourage county departments and contractors to purchase at least 20 percent recycled and other environmentally preferable products, in part because an accurate tracking mechanism was not yet in place. In Fiscal Year 2011/12, staff developed a process for capturing green purchasing activity. For the fiscal year, \$1,247,855 was expended for green products, 15.6 percent of total expenditures. However, without a large, one-time server upgrade, the green product expenditures are 9.3 percent. Purchasing also failed to meet its customer satisfaction goal of 90 percent, instead receiving a 70 percent satisfaction rate on its departmental customer service survey.

FINANCE ADMINISTRATION

Statement of Purpose

The Finance Department is responsible for overseeing the financial affairs of Catawba County. Finance is accountable to the citizens to ensure that the County maximizes its resources and handles funds in accordance with all applicable local, State, and Federal regulations.

Outcomes

1. The Finance Department assists with the development of the Fiscal Year 2014/15 budget by providing the Budget Office with tentative information on a timely basis, by October 31, 2013, that includes the following:
 - a. Revenue projections for major revenue sources (property taxes, sales tax, ABC profits and investment earnings).
 - b. Assessment of the County's level of Fund Balances and recommendations on the amount of Fund Balance that can be appropriated.
 - c. Debt service requirements
2. The County must follow the requirements of the Local Government Budget and Fiscal Control Act. The Finance Department ensures that transactions comply with these requirements by:
 - a. Monitoring all financial transactions in accordance with the annually adopted Budget Ordinance.
 - b. Accurately recording all amendments to the County's Budget Ordinance within five working days from receipt.
3. Timely and accurate financial information is important to the County's association with various funding and oversight agencies. These may include bond ratings agencies for future debt issuance; Federal, State, and local granting agencies; the Local Government Commission, and others. The Finance Department provides financial information in an accurate, efficient and timely manner by:
 - a. Conducting audits of internal controls and processes in 100 percent of County departments. Methods and transactions tested will vary between departments, depending on findings. All testing will be completed before June 30, 2014 to ensure the financial integrity of the County.
 - b. Completing the County's Comprehensive Annual Financial Report (CAFR) and submitting to the Local Government Commission by December 1, 2013.
 - c. Submitting the CAFR to the Board of Commissioners, other County departments, agencies, and citizens by December 31, 2013.

- d. Submitting the CAFR to the Government Finance Officers Association (GFOA) for the Certificate of Achievement for Excellence in Financial Reporting by December 31, 2013.
4. The County is responsible for financing major capital projects including those for the local public schools and community college. The goal of the Finance Department is to maximize cash on hand and borrow money as inexpensively as possible.
 - a. The department will plan, execute, and oversee all underwriting and debt issuance of Catawba County including any approved new debt financing issues needed for Public Schools, Community College, or renovations/additions to County facilities or equipment.
5. Conduct departmental survey with a 95 percent satisfaction rate.

ACCOUNTING

Statement of Purpose

The Accounting Division of the Finance Department is responsible for accurately processing all financial transactions in a timely manner. These processes are in place in order to maximize cash on hand and comply with Federal, State, and local guidelines.

Accounts Payable/Receivable

Outcomes

1. Make accurate and timely payments (an average of 600+ checks and Electronic Funds Transfer payments) to all vendors on a weekly basis by:
 - a. Processing all documentation received and generating vendor payments accurately 98 percent of the time as evidenced by corrected checks.
2. Ensure compliance with all Federal, State, and local guidelines by:
 - a. Processing and distributing 100 percent of the 1099s by January 31st for vendor tax records.
 - b. Processing State reports and, if applicable, accompanying payments by applicable due dates.
 - c. Making daily deposits of all revenue received 98 percent of the time, as evidenced by deposit ticket dates.
3. Maintain an accurate and thorough inventory of all County fixed assets (items costing \$5,000 or more with a useful life of 2 years or more) in order to produce documentation for the annual audit by processing additions, deletions, and transfers by August 31st.
4. Conduct departmental survey with a 95 percent satisfaction rate.

Payroll

Outcomes

5. Make accurate and timely payment of wages to 1,100+ full-time and hourly employees on a bi-weekly basis:
 - a. Processing all documentation received and calculating wage payments accurately 99 percent of the time, as evidenced by corrected payments.

6. Ensure compliance with all Federal, State, and local guidelines to prevent any penalties and enable employees to maximize their employee benefits by:
 - a. Processing and distributing 100 percent of Form W-2s by January 31st for employees' tax records.
 - b. Reporting, processing and paying of Federal and State taxes and employee benefits when due 100 percent of the time, as evidenced by date of payment.
7. Conduct departmental survey with a 95 percent satisfaction rate.

**Billing
Outcomes**

8. As a measure of good customer service and vendor relations, the billing office has the following procedures in place:
 - a. Posting payments within 5 working days 98 percent of the time
 - b. Processing a monthly billing cycle by mailing bills within 5 working days of cutoff 98 percent of the time.
 - c. Processing refund requests within 10 working days 98 percent of the time.
 - d. Submitting EMS bills to third-party billing company within three weeks of transport date.
 - e. Coordinating collection efforts with third party ambulance billing company to ensure a 70 percent collection rate on ambulance bills.
9. Conduct departmental survey with a 95 percent satisfaction rate.

PURCHASING/SERVICE CENTER

Statement of Purpose

To ensure the timely procurement of quality goods and services as economically as possible within the guidelines of General Statutes and County Code. To provide timely, accurate and courteous mail and courier service to county departments.

Outcomes

1. Expedite the procurement of County goods and services and respond to departmental needs as economically and timely as possible by:
 - a. Continuing participation in cooperative purchasing alliances (US Communities) and North Carolina State Contract.
 - b. Educating departments on what cooperative purchasing alliances and State Contract have to offer; use these services when it is cost and time effective.
 - c. Ensuring County formal projects and goods are obtained within the guidelines of General Statute and County Code.
 - d. Reviewing formal bid requests (equipment and supplies totaling \$90,000 and over) establishing specifications, conducting formal bid openings and making recommendations to the Board of County Commissioners to the satisfaction of County departments.
 - e. Conducting departmental survey with a 95 percent satisfaction rate.
 - f. Assisting departments in obtaining informal quotes (for purchases of supplies and equipment less than \$90,000) effectively and at the best value.
 - g. Maintaining a list of vendors, reviewing State Contract and cooperative purchasing contracts and soliciting at least three quotes when feasible.
 - h. Maintaining a log of all informal quotes received, indicating the savings incurred.

2. Make County operations more environmentally friendly by encouraging County departments and contractors to purchase at least 15 percent recycled and other environmentally preferable products by:
 - a. Continuing to work with the Waste Reduction Coordinator/Educator to promote the use of procuring recycled products and developing an incentive program to recognize and award departments.
 - b. Planning and executing a Green Vendor Show.
 - c. Reviewing purchases and providing guidance to departments that missed opportunities to purchase comparable green products.
 - d. Hosting a purchasing workshop focused on green purchasing.
 - e. Maintaining a log of all procurement of recycled products.

3. In order for the vendor base to better reflect the diversity of Catawba County, Purchasing will strive to reach the County's Minority Outreach goal of 5 percent for informal and formal building construction projects by:
 - a. Conducting a pre-bid conference for each formal construction bid and educating contractors. Work with minority-focused and small business groups that support minority business and small business inclusion in the solicitation of bids. Solicit bids from known minority businesses and contractors for applicable projects and services.
 - b. Maintaining a log of all procurement of goods, services and construction contracting with minority vendors and contractors.

4. Provide daily courier service between all departments, agencies, and the U.S. Postal Service in a timely manner, accurate and courteous manner by:
 - a. Ensuring out-sourced company is familiar with the postal needs and mail route for all county departments. Maintain a regular schedule for the mail route; comply with special requests when feasible.
 - b. Conduct departmental survey with a 95 percent satisfaction rate.