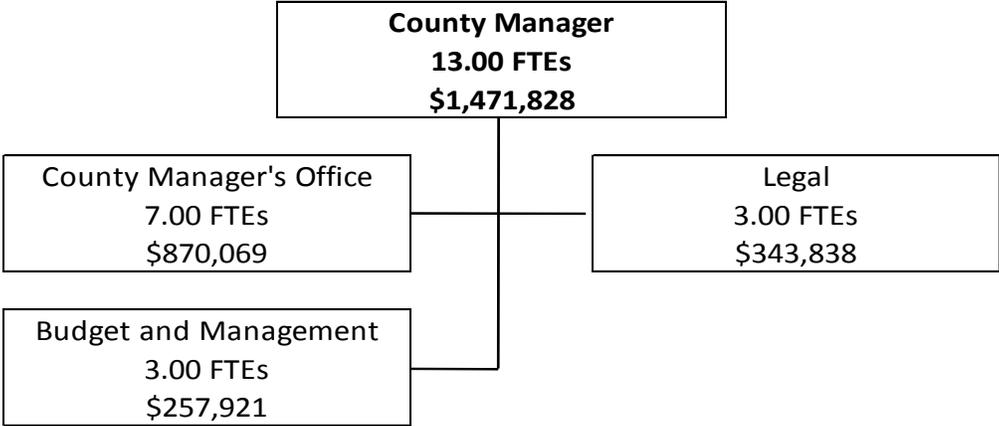


Catawba County Government



County Manager

Reinventing Department

Organizations: 120050 - 120150

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Cable TV Reimbursement	\$28,000	\$28,000	\$28,000	\$28,000	0%
Miscellaneous	9,563	500	0	0	0%
Indirect Cost	123,891	86,160	88,368	92,691	8%
General Fund	1,320,247	1,316,713	1,349,614	1,351,137	3%
Total	\$1,481,701	\$1,431,373	\$1,465,982	\$1,471,828	3%
Expenses					
Personal Services	\$1,365,861	\$1,340,110	\$1,364,051	\$1,369,897	2%
Supplies & Operations	115,840	91,263	101,931	101,931	12%
Capital	0	0	0	0	0%
Total	\$1,481,701	\$1,431,373	\$1,465,982	\$1,471,828	3%
Expenses by Division					
County Manager	\$930,213	\$865,641	\$866,058	\$870,069	1%
Legal	318,437	316,771	343,159	343,838	9%
Budget & Management	233,051	248,961	256,765	257,921	4%
Total	\$1,481,701	\$1,431,373	\$1,465,982	\$1,471,828	3%
Employees					
Permanent	13.50	13.00	13.00	13.00	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	13.50	13.00	13.00	13.00	0%

Fiscal Year 2012/13 Outcome Achievements

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

Budget Highlights

The recommended County Manager budget is a \$40,455 (3 percent) increase from the prior year. The County Manager's Office is one of the County's four Reinventing Departments. Therefore, the focus when budgeting is on outcomes, discussed below.

Performance Measurement

Fiscal Year 2014/15

Outcomes for Fiscal Year 2014/15 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, providing information in a timely manner to the Board and citizens, and preparing and administering a balanced budget.

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 2014/15 budget on an ongoing basis to ensure it remains balanced and recommend appropriate action be taken quickly if revenue erosion occurs. The office will also update and maintain the County's Performance Dashboard, which provides information on all County departments in one easy-to-use application.

Fiscal Year 2013/14

At mid-year, the County Manager's Office was on track to achieve all but one of its outcomes. 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:

- Assisting the Board of Commissioners in awarding a bid for the construction of the Justice/Public Safety Center Expansion Project. This expansion will provide much needed space for the County's 911 Communications Center and Emergency Operations Center as well as additional courtrooms, Clerk of Court space, and offices for Emergency Services, the District Attorney, and Community Corrections.
- Working with the Planning Department and Board of Commissioners to amend the Unified Development Ordinance to define solar farms, provide specific standards for their development, mitigate their impact to surrounding properties and viewsheds, and protect the community's aesthetics while appropriately preserving individual property owners' rights to use their properties in a manner they deem fit.
- Entering into an inter-local agreement with the City of Claremont for a water line extension to the Bunker Hill Covered Bridge. This will provide fire suppression for this community landmark.
- Keeping citizens informed of important County government initiatives and action by sending out 157 releases to the media and directly to the public on areas such as the severe flooding in July 2013, groundbreaking of the new Sherrills Ford Library, an update of the hazard mitigation plans for Catawba County and its municipalities to help local government be better prepared for future natural disasters, the impact of the shutdown of the federal government on Public Health and Social Services, and plans to begin a Foothills Farm School for new and transitioning farmers in the spring of 2014.

Legal

Legal was on track with all but one of its outcomes. Attorneys reviewed 202 contracts in the first half of the year, with 100 percent reviewed within 5 working days. Additionally, 100 percent of Legal's clients rated their experience as either satisfied or very satisfied in an annual client satisfaction survey. To ensure the Board of Commissioners, Planning Board, Board of Adjustment, and Subdivision Review Board are able to address and legal issue either during meetings or in advance, an attorney had been present at each meeting. The only outcome not on target related to achieving a 50 percent collection rate for accounts turned over for Legal pursuit of collection. At mid-year, a 33.74 percent collection rate had been achieved, driven by several accounts with large balances entering into payment arrangements rather than being fully collected.

Budget

Budget was on track to achieve all of its outcomes. The division received a 100 percent satisfaction rating on the County Manager's post-budget survey, which focuses on responsiveness and quality of analysis completed by the Budget staff. The revenue and expense forecast was completed in October, and the County's Performance Dashboard was updated with year-end Fiscal Year 2012/13 information.

Fiscal Year 2012/13

County Manager's Office

The County Manager's Office successfully oversaw the implementation and achievement of the Board of Commissioners' Fiscal Year 2012/13 goals. The Fiscal Year 2013/14 budget was adopted with no countywide property tax increase for the sixth consecutive year. The \$0.53 per \$100 of valuation is the 8th lowest tax rate of North Carolina's 27 urban counties (populations over 100,000) and the 28th lowest of all 100 counties in North Carolina.

In fire protection, the Board approved the appropriation of \$30,000 in existing fund balance to assist Bandys Volunteer Fire Department with construction costs for replacing one station and building one new fire station. The Board also enabled Propst Volunteer Fire Department to acquire a more favorable interest rate for financing the purchase of a new pumper-tanker and self-contained breathing apparatus. To bring businesses to the area, the Board continued effort to aggressively recruit most favored industries to the County. The Board, along with the City of Claremont, approved incentives for Bed, Bath and Beyond to locate a disaster recovery facility/backup data center (later to become their primary data Center) in Claremont's CenterPoint Shell Building. In support of the capital needs of public education, the Board appropriated an additional \$824,670 to ensure the completion of the Longview Elementary School Project. Additionally, the Board approved installment purchase financing in the amount of \$31 million for the construction of two new elementary schools, renovations to existing school facilities, and improvements to Catawba Valley Community College.

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 County Public Information Office sent out 297 releases to media and directly to the public between July 1, 2012 and June 30, 2013. Those releases reported on issues such as the creation of a plan for sustaining and promoting agriculture and the use of farm land in Catawba County, plans for a new Sherrills Ford-Terrell branch library, a new solid waste franchise agreement which will result in the collection of more items for recycling, Catawba County's class on government for citizens, flooding in the county and two disaster declarations that positioned the County for State assistance, a new Voter Locator web site designed to help voters find their polling place, a refinancing of County debt that will save Catawba County more than \$850,000 over a period twelve years, and a National Association of Counties Achievement Award given to the Catawba County Performance Dashboard, a website where citizens can access hundreds of facts and figures in eight broad categories.

Catawba County remained an active participant in local, State, and national organizations. The County remains a member of the National Association of Counties (NACo), the North Carolina Association of County Commissioners (NCACC), the School of Government (SOG) and the Western Piedmont Council of Governments (WPCOG). Members of the Board of Commissioners, as well as the County Manager and the Assistant County Managers, are participants in activities of these organizations and their various boards and committees.

The County Manager's Office continued to monitor proposed legislation in the North Carolina General Assembly and, where applicable, propose legislation. To assist with proposing legislation a new legislative agenda process was developed, vetted, and approved by the Board of Commissioners and used by department heads to have a more targeted and strategic legislative agenda process. The Manager's Office monitored the General Assembly's 2013 Session and successfully avoided unfunded mandates and significant reductions in funding.

Legal

Legal Services achieved 100 percent of its outcomes for Fiscal Year 2012/13. Legal received and reviewed 99.6 percent (602) contracts within five working days. Legal received positive approval rating on the annual client satisfaction survey. 84.6 percent of survey responses were "very satisfied" with Legal, while 15.4 percent of responses were "satisfied." Legal Services also improved County staff's ability to handle situations that could potentially have legal impact by providing training to Emergency Medical Services, Sheriff's Office, supervisors, Social Services, Public Health and Animal Control. Legal Services' collection rate exceeded the 50 percent threshold for the third consecutive year. During the fiscal year, Legal collected \$124,774 in delinquent monies for a collection rate of 70.28 percent.

Budget

The Budget Office achieved all of its outcomes for Fiscal Year 2012/13. The Fiscal Year 2012/13 budget earned the Government Finance Officers Association's (GFOA) Distinguished Budget Presentation Award with more outstanding ratings than the prior year and no deficiencies noted. 2012/13 marks the 24th consecutive year that Catawba County Budget Office has earned the award. The Budget Office also successfully prepared a balance budget for Fiscal Year 2013/14 for adoption by June 30th, 2013.

The Budget Office exceeded its goal of receiving a customer service rating of 90 percent or better from departments, with 100 percent of survey respondents indicating they were either "Highly Satisfied" or "Satisfied" with their Budget Office experience. The Budget Office also exceeded its goal of receiving a 95 percent or better satisfaction rating from the County Manager, receiving an excellent in four areas and a satisfactory in one area 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. In December 2012, the Budget Office, in an effort to increase transparency to Catawba County citizens, launched the Performance Dashboard. The dashboard provides citizens and departments with the most up-to-date information on County-wide performance and service levels.

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 2014/15 goals.
2. To increase citizens' awareness of County programs and services and promote healthy activities throughout the County, the County Manager's Office will work with targeted departments to create at least three specialized outreach campaigns.
3. Respond professionally and effectively to requests from Catawba County citizens for assistance or information related to the functions of county government.
4. 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.
5. Prepare and administer a balanced budget for Fiscal Year 2016.
6. Participate actively in local, State and national organizations such as the North Carolina Association of County Commissioners, International City/County Management Association, North Carolina City/County Management Association, National Association of Counties, and local managers groups to strengthen intergovernmental relationships and share ideas.
7. 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

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 with quick access to legal services at a 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 5 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. Providing in-service training to any department.
 - b. Providing employees with 24 hours per day, 7 days per week telephone access to an attorney.
3. Ensure the 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. To maximize the collection of delinquent accounts, back taxes, and other monies owed to the County, Legal will:
 - a. Collect or enter into payment arrangement for at least 50 percent of all eligible cases submitted
 - b. Collect at least 50 percent of payments due per contractual payment arrangements

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, 2015, which:
 - a. Receives a satisfaction rating of at least 95 percent on the Manager's budget survey to be completed in July 2015 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 2015, 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 2014 Government Finance Officers Association (GFOA) Distinguished Budget Award.
2. Prepare a Revenue, Expense, and Fund Balance Forecast in October 2014 that is based on the Fiscal Year 2014/15 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 2014/15 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 2013/14 information. This will provide citizens and departments with the most up-to-date information on countywide performance and service levels.