

## Performance Measurement Report Reinventing Departments



Modeled after the book *Reinventing Government*, Catawba County utilizes two budget processes: Reinventing, a more flexible, department regulated form of budgeting, and Non-reinventing, a traditional, line item analysis form of budgeting. Five of our sixteen departments are reinventing departments and include County Manager, Personnel, Library, Cooperative Extension, and Social Services. Our outcomes for using the reinventing budget process are to:

- Become a more active organization by defining our mission and achieving goals that support the mission.
- Place greater focus on the customer – what’s the impact of services?
- Achieve and sustain higher service levels within limited resources.

In order to meet our outcomes basic changes were made in the budget process to change our focus from inputs to outcomes, to increase authority and flexibility for reinventing departments, encourage better use of resources, and simplify and streamline the budget process. Flexibility and changing the focus to outcomes is achieved by allotting these departments a lump sum increase each year without any analysis or controls at the detail budget level. The only financial control is the inability to spend more than their total allotment. Budget analysis and negotiation has shifted to discussions on outcomes, or what the departments hope to accomplish in the upcoming fiscal year, and improvements to service levels. To encourage better use of resources and ownership in decision-making, departments can retain all unexpended funds at the end of the fiscal year as long as they can demonstrate achievement of at least 90% of their outcomes.

Updates on the progress and achievement of outcomes are reported to the County Manager and the Board of Commissioners on a semi-annual and annual basis.

The following pages include a three-year history of outcome achievement for the five reinventing departments.

## **Performance Measurement for Reinventing Departments**

### **County Manager**

#### **Fiscal Year 2003/04 (24 outcomes, 22 achieved, 2 not achieved, 92% success rate)**

As in previous years most of the outcomes for this department are focused on providing customer service to our internal and external customers, the Board of Commissioners and 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. In the area of public information this included the publishing of over 200 news releases between July 1, 2003 and June 30, 2004, responding to an average of six phone calls daily and four letters weekly regarding citizen's request for information, utilizing local print and radio media outlets to increase awareness of County news and events. The Budget Office continues to prepare a balanced budget and has won, for the thirteenth consecutive year, the Government Finance Officers Association Distinguished Budget Award. Legal received a 95.5% approval rating on a survey sent to all departments to determine the success of legal services provided.

#### **Fiscal Year 2004/05 (22 outcomes, 20 achieved, 2 partially achieved, 91% success rate)**

All outcomes were achieved for the County Manager's Office, Budget, and Legal. The public information office responded to citizen's requests by publishing over 242 news releases and responding to an average of fifteen phone calls daily. Legal received a 99.6% approval rating on a client satisfaction survey sent to all departments. For the fourteenth consecutive year, the Budget Office has won the Government Finance Officers Association Distinguished Budget Award.

#### **Fiscal Year 2005/06 (15 outcomes, 15 achieve, 100% success rate)**

The County Manager's Office achieved all 15 stated outcomes. As in previous years, most of the outcomes for this department were focused on providing customer service to our internal and external customers, the Board of Commissioners, County Departments, and the general public. The outcome to provide a program of public information regarding issues pertinent to the formulation of sound public policy and matters that affect their daily lives resulting in 198 news releases. The Legal department earned at 99.8% client satisfaction rating, which was well above its goal of 95% approval to determine the success of legal services offered. The Budget Office achieved all of its goals, including being award the Government Finance Officers Association Distinguished Budget award for the fifteenth consecutive year.

## **Personnel**

### **Fiscal Year 2003/04 (16 outcomes, 15 achieved, 1 not achieved, 94% success rate)**

One of the major administrative outcomes for the Personnel Department was to conduct a customer service survey of services provided to county departments. The outcome was accomplished with a satisfaction rate of 90%. Along with this outcome, the Personnel department set a goal of counseling and providing overall orientation to 100% of all new permanent employees on a bi-weekly basis on benefits, their utilization, and employment with the county. All of these goals were accomplished.

### **Fiscal Year 2004/05 (16 outcomes, 15 achieved, 1 partially achieved, 94% success rate)**

The outcome to provide Countywide training to supervisors and employees on relevant topics was met with 22 employees graduating from the Supervisory Training Program. Training on the Fair Labor Standards Act was provided for 26 Sheriff's Department employees. In addition, 12 individuals graduated from the County Mini-Course program. Other training sessions were held on topics including Cultural Diversity, Customer Service, Managing Emotional Aspects of Communication, and Revisions to the Personnel Code. The additional training on these topics was attended by a total of 280 employees over the course of the fiscal year.

### **Fiscal Year 2005/06 (19 outcomes, 17 achieved, 2 partially achieved, 90% success rate)**

One of the major administrative outcomes for the Personnel Department was to conduct a customer service survey of services provided to county departments. The outcome was accomplished with a satisfaction rate of 93%. Along with this outcome, the Personnel department set a goal to provide an overall orientation to 100% of all new employees. This outcome was met with 119 employees attending a total of 21 orientation meetings. Evaluations completed by the new employees after the orientation resulted in an overall average rating of 4.5 on a scale of 1 to 5, with five being "above average".

The main recruitment outcome for Personnel is to provide departments with a pool of qualified applicants within three working days after a position closes. During the fiscal year a total of 2,529 applications were determined to be from qualified applicants and were routed to the appropriate departments. Moreover, the Personnel staff continued to respond to 95% of all classification requests from departments (not in the 1/3 study) within ten working days of receipt of all relevant information.

## **Cooperative Extension Services**

### **Fiscal Year 2003/04 (16 outcomes, 15 achieved, 1 not achieved, 94% success rate)**

Outcomes for this department are focused on the three core areas of the program; family and consumer education, agriculture and natural resources, and 4-H and youth development. The stated outcomes for the 2003/2004 fiscal year were developed around the agency's core purpose of providing citizens with scientifically based information and informal educational opportunities focused on local needs and issues. The Family Caregiver Program conducted monthly sessions on aging issues educating 96 family caregivers on improved care giving strategies and available resources.

### **Fiscal Year 2004/05 (16 outcomes, 15 achieved, 1 partially achieved, 94% success rate)**

To meet an outcome to address the litter problem in Catawba County, the Catawba County Litter Task Force was established in February 2004. The task force currently has representatives from all municipalities and key agencies in the County. The Task Force efforts have increased participation in local cleanup efforts for the annual Spring and Fall Litter Sweep events. The Task Force is currently undergoing a capital campaign to establish a "Keep America Beautiful" affiliate.

### **Fiscal Year 2005/06 (20 outcomes, 19 achieved, 1 partially achieved, 95%)**

Annual outcomes for this department are developed around the agency's core purpose of providing citizens with scientifically based information and informal educational opportunities focused on local needs and issues. Focus remains on the three core areas of the program: family and consumer education, agriculture and natural resources, and 4-H and youth development. Participation in Extension programs has resulted in more than 2,253 citizens increasing their knowledge and awareness of recommended horticultural practices. Key steps toward obtaining Keep America Beautiful certification included raising \$12,000; holding a pre-certification workshop for local leaders; developing an organizational structure; and developing by-laws, a mission statement, and a logo for Keep Catawba County Beautiful.

## **Social Services**

### **Fiscal Year 2003/04 (113 outcomes, 110 achieved, 1 not achieved, 97% success rate)**

During a year in which the area's economy was attempting to stabilize, 188 individuals receiving welfare became employed and independent and child support collections exceeded 11.7 million. Through a network of 1,099 volunteers, meals and companionship continue to be available for older adults; along with that the Family Builder's program assisted in the permanent placement of 60 children through adoption. The outcome report for Fiscal Year 2003/04 reflects a continued commitment to efficiency, the maximization of revenues, improved productivity, and strong customer satisfaction.

### **Fiscal Year 2004/05 (29 outcomes, 29 achieved, 100% success rate)**

Outcomes for Fiscal Year 2004/05 challenged Social Services' staff to focus on: thinking strategically; working more efficiently; considering new perspectives; and seeking progressive methods in operations while consistently treating citizens with compassion, dignity, and respect. One of the Social Services' board goals for this fiscal year was quality customer service. Based on a survey Social Services received a 98% customer satisfaction rate due to the staff's commitment to treat all people with respect for their worth and dignity.

### **Fiscal Year 2005/06 (28 outcomes, 28 achieved, 100% success rate)**

Social Services achieved all of its outcomes for the second year in a row. During a year in which the area's economy attempted to stabilize, 178 individuals receiving welfare became employee and independent, and child support collections exceeded \$12.9 million. Adults were able to remain in their home and stay healthy through a network of 1,334 volunteers delivering meals and companionship. Family Builders helped 65 children realize permanent placements through adoption. As in the past, Social Services continues to provide high levels of customer service while meeting the needs of the community through effective service implementation and efficient management of resources. Their success is exemplified in their customer satisfaction rating of 98%.

## **Library**

### **Fiscal Year 2003/04 (38 outcomes, 37 achieved, 1 partially achieved, 97% success rate)**

In measuring the success of the outcome to measure customer satisfaction the Library continues to issue patron surveys that address the availability of materials, the collection of materials, and the level of service provided by the staff. At the Main Library 121 patrons completed surveys in 2004. Of those completed, 99.2% said they are able to find the information or materials they are looking for, 97.5% rated the collection of materials as excellent or good, and 98% rated the service from staff as excellent or good. Library visits per capita were 6.7, far exceeding the stated outcome of 3.0.

### **Fiscal Year 2004/05 (36 outcomes, 24 achieved, 2 partially achieved, 94% success rate)**

The Main Library and the six branch libraries continue to use customer satisfaction surveys to measure customer service to patrons. The results show that they all exceeded the goal of receiving a rating of at least 95%.

### **Fiscal Year 2005/06 (46 outcomes, 46 achieved, 100% success rate)**

The Main Library reported a 99.1% customer satisfaction rate for the fiscal year, exceeding the outcome to receive a 95% rating. Library visits per capita as well as circulation of materials per capita exceeded established outcome for the fiscal year. As a means of increasing interest in the Library collection, 27 displays were sponsored during the year, with five of them culturally diverse in subject, surpassing the goal of 24 yearly displays. The multicultural collections have been consolidated into one are to make one comprehensive foreign language center. Four articles were submitted to the media during the year that resulted in a circulation increase of 70.6% of this material.