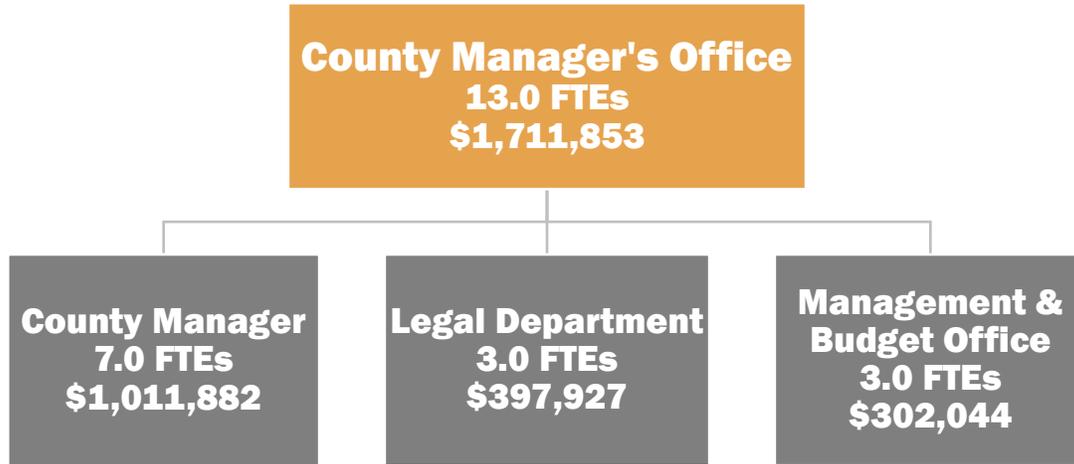


# COUNTY MANAGER'S OFFICE

## Key Function Organization Chart



## Department Services

### COUNTY MANAGER

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 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, the manager is responsible to the Board of Commissioners for administering all departments of County government under the Board's general control and for serving as liaison officer to the public and groups within the County and between the County, State, and Federal agencies.

### LEGAL DEPARTMENT

Provides 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.

### BUDGET & MANAGEMENT OFFICE

Plans, prepares, and monitors the County's annual operating and capital budget and conducts special research and management analysis for the County Manager and County departments.

# Budget Highlights

## COUNTY MANAGER

### Reinventing Department

Organizations: 120050 - 120150

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
<b>Revenues</b>					
Cable TV Reimbursement	\$28,000	\$28,000	\$28,000	\$28,000	0.0%
Miscellaneous	25,388	0	0	0	0%
Indirect Cost	147,621	163,954	163,333	166,408	1.5%
Legal Services	3,850	0	0	0	0%
General Fund	1,386,176	1,572,695	1,517,605	1,517,445	-3.5%
<b>Total</b>	<b>\$1,591,035</b>	<b>\$1,764,649</b>	<b>\$1,708,938</b>	<b>\$1,711,853</b>	<b>-3.0%</b>
<b>Expenses</b>					
Personal Services	\$1,498,109	\$1,672,151	\$1,618,643	\$1,621,558	-3.0%
Supplies & Operations	92,926	92,498	90,295	90,295	-2.4%
Capital	0	0	0	0	0%
<b>Total</b>	<b>\$1,591,035</b>	<b>\$1,764,649</b>	<b>\$1,708,938</b>	<b>\$1,711,853</b>	<b>-3.0%</b>
<b>Expenses by Division</b>					
County Manager	\$979,919	\$1,072,311	\$1,011,472	\$1,011,882	-5.6%
Legal	346,610	398,948	395,598	397,927	-0.3%
Budget & Management	264,506	293,390	301,868	302,044	2.9%
<b>Total</b>	<b>\$1,591,035</b>	<b>\$1,764,649</b>	<b>\$1,708,938</b>	<b>\$1,711,853</b>	<b>-3.0%</b>
<b>Employees</b>					
Permanent	13.00	13.00	13.00	13.00	0.0%
Hourly	0.00	0.18	0.18	0.18	0.0%
<b>Total</b>	<b>13.00</b>	<b>13.18</b>	<b>13.18</b>	<b>13.18</b>	<b>0.0%</b>

Fiscal Year 2015/16 Outcome Achievements			
Total Outcomes	Achieved	Not Achieved	Success Rate
15	15	0	100%

The budget reflects a 3.0 percent decrease in expenses, largely attributed to the elimination of the 27th payroll and reductions in retirement and longevity costs from staff turnover.

## Performance Measurement

### Fiscal Year 2017/18

Outcomes for Fiscal Year 2017/18 have been streamlined from previous years to focus on delivery of high-quality deliverables including: driving the implementation of the Board of Commissioners' strategic plan, preparing and administering a balanced budget, and developing and implementing a new brand identity for Catawba County.

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

The Budget and Management 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 2017/18 budget on an ongoing basis to ensure it remains balanced and recommend appropriate action be taken quickly if revenue erosion occurs.

**Mid-Year Fiscal Year 2016/17**

*County Manager’s Office:* At mid-year, the County Manager’s Office was on track to achieve all of its outcomes. The department’s achievements involved facilitating work sessions and site visits related to the Board of Commissioners’ strategic planning process and redefining the Public Information Officer position into a Communications and Marketing Director position with the priority of establishing a collaborative, county-wide communications and marketing strategy in concert with community partners.

*Legal:* Legal was on track with all of its outcomes at mid-year, ensuring that all Boards’ legal questions were addressed through attendance at each meeting and subsequent follow-up. Furthermore, 100 percent of all contracts were reviewed within five working days.

*Budget and Management Office:* Budget was on track to achieve all of its outcomes. The division completed the revenue, expense, and fund balance forecast in November 2016 and the Performance Dashboard is continuously updated with the most recent information.

**Fiscal Year 2015/16**

County management effectively directed and supervised the	<b>Fiscal Year</b>	<b>Total Outcomes</b>	<b>Achieved</b>	<b>Not Achieved</b>	<b>Success Rate</b>
	2015/16	15	15	0	100%
	2014/15	15	15	0	100%
	2013/14	16	16	0	100%

administration of all County offices, departments, and agencies by ensuring 90 percent of outcomes were achieved County-wide in Fiscal Year 2015/16. These achievements were central to overseeing the implementation of the Board of Commissioners’ Fiscal Year 2015/16 goals. This includes approving economic incentives for a number of companies (Caroline Nonwovens, Axjo America, GKN Sinter Metals) that plan to invest over \$25 million and add over 100 jobs. Another example includes approving a rezoning request that would lead the way to mixed-residential development at the Village at Sherrills Ford. Finally, the Board of Commissioners (BOC) was consistently notified of their goals’ outcomes through timely delivery of agenda packets and meeting minutes.

The Public Information Officer (PIO) routinely received and answered promptly and professionally. On average two phone calls per day and three emails per week were received. The majority of these contacts relate to levels of government other than the County. When they did relate to the County, the PIO took care of the question within the day.

Relationships with external agencies were strengthened in Fiscal Year 2015/16, through County Management’s and the BOC’s active participation in local, state, national, and international organizations. County Management and the BOC worked with the North Carolina Association of

County Commissioners (NCACC), to monitor and propose legislation beneficial to Catawba County. Our delegation was very responsive to inquiries and information we have shared on issues impacting the County.

Throughout Fiscal Year 2015/16, the Legal team reviewed every contract (491) within 5 days and did so with 100 percent satisfaction. In addition, they proactively trained County staff to handle situations in which legal impact was most likely, the latest of which is cyber liability. They also ensured that all Boards' (Commissioners, Planning, Adjustment, and Subdivision) issues were addressed through attendance at each meeting and subsequent follow-up. The Legal team exceeded its delinquent tax collection goal (50 percent) by collecting just over 95 percent of delinquent accounts, back taxes, and other monies through active legal pursuit of collection.

The annual budget was monitored on an ongoing basis, ensuring the budget was balanced throughout. Additionally, the most up-to-date information on the County's performance was made possible through a new and improved Performance Dashboard. For the next year's budget, the Revenue and Expenditure forecast was completed by November 16th and presented to department heads by November 19th. The Budget and Management Office also received the Government Finance Officers Association Award for the 27th consecutive year. The Budget and Management 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 the Budget and Management Office. It also exceeded its goal of receiving a 95 percent or better satisfaction rating from the County Manager by receiving an excellent in four areas, a satisfactory rating in one area, and no areas rated as needs improvement.

## **Outcomes**

### **COUNTY MANAGER**

1. Drive implementation of the Board of Commissioners' strategic plan by developing and executing a comprehensive approach to achieving its goals and objectives, incorporating a multi-year project and funding plan.
2. Prepare a balanced budget for Fiscal Year 2018/19 and administer a balanced budget for Fiscal Year 2017/18.
3. Develop a new brand identity for Catawba County and a multi-year brand activation plan that aligns with the Board's strategic plan, with a focus on completing brand integration with the County's new website and initiating priority strategies influencing economic development in partnership with key stakeholders within Fiscal Year 2017/18.

### **LEGAL DEPARTMENT**

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 & MANAGEMENT OFFICE**

- 1. Prepare a balanced budget for adoption by June 30, 2018, which:
  - a. Receives a satisfaction rating of at least 95 percent on the Manager's budget survey focusing on the responsiveness and quality of analysis completed by the Budget staff on departmental outcomes. This will include the Budget staff's 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 which measures the services 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 2017 Government Finance Officers Association (GFOA) Distinguished Budget Award.
- 2. Prepare a Revenue, Expense, and Fund Balance Forecast in November 2017 based on the Fiscal Year 2017/18 annual budget and Capital Improvement Plan, 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 2017/18 budget on an ongoing basis to ensure the budget remains balanced, and recommend appropriate action be taken quickly if revenue erosion occurs.