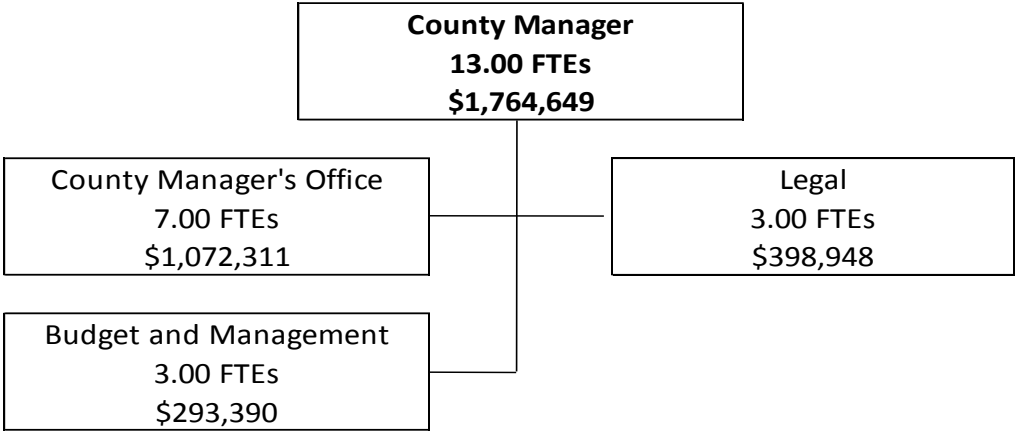


# Catawba County Government



# County Manager

## Reinventing Department

Organizations: 120050 - 120150

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
<b>Revenues</b>					
Cable TV Reimbursement	\$28,000	\$28,000	\$28,000	\$28,000	0.0%
Miscellaneous	420	0		0	0%
Indirect Cost	92,691	147,621	163,954	163,954	11.1%
Legal Services	2,427	0	0	0	0%
General Fund	1,430,377	1,453,026	1,560,004	1,572,695	8.2%
<b>Total</b>	<b>\$1,553,915</b>	<b>\$1,628,647</b>	<b>\$1,751,958</b>	<b>\$1,764,649</b>	<b>8.4%</b>
<b>Expenses</b>					
Personal Services	\$1,479,738	\$1,537,255	\$1,659,460	\$1,672,151	8.8%
Supplies & Operations	74,177	91,392	92,498	92,498	1.2%
Capital	0	0	0	0	0%
<b>Total</b>	<b>\$1,553,915</b>	<b>\$1,628,647</b>	<b>\$1,751,958</b>	<b>\$1,764,649</b>	<b>8.4%</b>
<b>Expenses by Division</b>					
County Manager	\$962,876	\$1,001,386	\$1,064,711	\$1,072,311	7.1%
Legal	342,702	363,854	396,082	398,948	9.6%
Budget & Management	248,337	263,407	291,165	293,390	11.4%
<b>Total</b>	<b>\$1,553,915</b>	<b>\$1,628,647</b>	<b>\$1,751,958</b>	<b>\$1,764,649</b>	<b>8.4%</b>
<b>Employees</b>					
Permanent	13.00	13.00	13.00	13.00	0.0%
Hourly	0.00	0.00	0.18	0.18	0%
<b>Total</b>	<b>13.00</b>	<b>13.00</b>	<b>13.18</b>	<b>13.18</b>	<b>1.4%</b>

### Fiscal Year 2014/15 Outcome Achievements

Total Outcomes	Achieved	Not Achieved	Success Rate
15	15	0	100%

### Budget Highlights

The County Manager's approved budget increased by \$136,002 (8.4 percent) from the current year's approved budget. The increase is attributed to performance pay, health, retirement, and the 27<sup>th</sup> payroll. Controlling for the costs of the 27<sup>th</sup> payroll (which amounts to \$57,854), normal operating increases equate to 4.8 percent.

### Performance Measurement

#### Fiscal Year 2016/17

Outcomes for Fiscal Year 2016/17 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 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 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 2016/17 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 2015/16**

### *County Manager*

At mid-year, the County Manager's Office was on track to achieve all of its outcomes. The department's achievements involve partnering with the private sector to support the creation of jobs, and improving public safety. Examples of successes include:

- Staff facilitating the development of a vision which culminated in a discussion at the Board of Commissioners' October 5th Retreat. The final vision product is being coordinated by the Chair.
- Staff updating on various emergency management activities that had been completed, were underway and were planned during the year for improved efficiency, effective pre-hospital services and public safety in the emergency management program. Staff continues to give the Board updates on these efforts.

### *Legal*

Legal was on track with all of its outcomes. 100 percent of the contracts reviewed were within 5 working days. 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.

### *Budget*

Budget was on track to achieve all of its outcomes. The division completed the revenue, expense, and fund balance forecast in November 2015. The County's Performance Dashboard was updated to include year-end Fiscal Year 2014/15 information.

## **Fiscal Year 2014/15**

### *County Manager's Office*

County management effectively directed and supervised the administration of all County offices, departments, and agencies by ensuring 90 percent of outcomes were achieved County-wide in Fiscal Year 2014/15. Central to these achievements was overseeing implementation of the Board of Commissioners' Fiscal Year 2014/15 goals. This includes approving a development agreement which will be the blueprint for the development of approximately 200 acres in the southeast part of the County, including the Village at Sherrills Ford. Another example includes preparing for approval an updated Parks Master Plan which will continue the mission of Catawba County Parks to preserve Catawba County's unique and diverse natural heritage through education and conservation while providing quality passive recreation and wellness opportunities. Finally, the Board of Commissioners was consistently notified of their goals' outcomes through timely delivery of agenda packets and meeting minutes.

The Public Information Officer kept citizens abreast on matters of concern through a myriad of media outlets and public information programming. This included executing a media/publicity campaign around both Public Service Recognition Week and County Government Month. The first campaign showed why employees "love public service."

Relationships with external agencies were strengthened in Fiscal Year 2014/15, 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, to monitor and propose legislation beneficial to Catawba County. The local delegation was very responsive and receptive to inquiries and information shared on issues impacting the County.

### *Legal*

Throughout Fiscal Year 2014/15, the Legal team ensured that all Boards' (Commissioners, Planning, Adjustment, and Subdivision) issues were addressed through attendance at each meeting and subsequent follow-up. In addition, they proactively trained County staff to handle situations in which legal impact was most likely. The Legal team provided 24/7 telephone access. The Legal team exceeded its delinquent tax collection goal (50 percent) by collecting just over 84 percent (or \$189,017) of delinquent accounts, back taxes, and other monies through active legal pursuit of collection.

### *Budget*

During Fiscal Year 2014/15, the Budget and Management Office provided adequate and timely financial information (through the annual balanced budget) to the County Manager, Board of Commissioners, and department heads. 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 services received. 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. The Budget and Management Office also received the Government Finance Officers Association Award for the 26th consecutive year. Furthermore, the budget remained balanced through regular monitoring and actions taken throughout the fiscal year. Finally, the most up-to-date information on the County's performance was made available to citizens through the Performance Dashboard.

## 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 for serving 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 2016/17 goals.
2. Respond professionally and effectively to requests from Catawba County citizens for assistance or information related to the functions of county government.
3. Provide timely information to the Board of Commissioners for planning and decision making by:
  - 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.
4. Prepare a balanced budget for Fiscal Year 2017/18 and administer a balanced budget for Fiscal Year 2016/17.
5. 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.
6. Develop a local legislative agenda, 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 its satisfaction with the performance of the Manager 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, 2016, which:
  - a. Receives a satisfaction rating of at least 95 percent on the Manager's budget survey to be completed in July 2016 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 2016, 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 2015 Government Finance Officers Association (GFOA) Distinguished Budget Award.
2. Prepare a Revenue, Expense, and Fund Balance Forecast in November 2016 that is based on the Fiscal Year 2016/17 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 2016/17 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 2015/16 information. This will provide citizens and departments with the most up-to-date information on countywide performance and service levels.