

PBB

Performance Based Budgeting 08-09



SERVING DAVIDSON COUNTY



Davidson County NC

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A Message from the Davidson County Manager

During an especially challenging economic year, the employees of your County performed their work with skill, delivered a record number of services to citizens, and controlled costs. Including funds carried over from the prior fiscal year, cumulative savings totaled more than \$3.7 million. Again, there was no property tax increase requested.

We who are accountable to you believe these services and fiscal successes result from a management system called Performance Based Budgeting, or PBB. Your County government began using this common-sense approach eight years ago, and it continues to yield benefits for taxpayers.

By focusing on productivity and outcomes, rather than paperwork and departmental concerns, your County employees compiled a remarkable set of accomplishments for the fiscal year. Examples of these appear throughout this report.

We are also proud that your County government's PBB success was featured in a publication by the National Association of Counties, and that Rockingham and Lee Counties asked for, and received, PBB advice from Davidson County employees.

Ultimately, the key to these successes is the dedication and hard work of your County personnel. Their cooperation and innovations make Performance Based Budgeting work for all citizens of Davidson County.

We are pleased to report these results to you.



Robert C. Hyatt

DAVIDSON COUNTY GOVERNMENTAL CENTER

Serving Davidson County Citizens

Through Performance Based Budgeting (PBB), Davidson county government employees deliver effective and efficient services for taxpayers.

Here are several notable and interesting PBB results for the recent fiscal year:

- PBB savings from the Tax Department purchased emergency defibrillators for the Governmental Center, the Sheriff's Department and the Davidson County Library.
- The Purchasing Department scanned more than 1.5 million paper pages to electronic files, freeing up costly storage space.
- The Cooperative Extension Service emphasized "green" standards, and helped 186 professionals use horticultural practices that protect the environment.
- Despite growing caseloads and increased service needs, the Division of Social Services and Child Support met or exceeded critical client goals in a timely fashion.
- The EMS service dispatched more than 12,800 calls within 10 minutes or shorter response times.
- PBB purchased software helped the Inspections Department provide quick, thorough documentation to home and commercial building contractors.

Accountability

Quality of Service

Innovation

Creativity

Responsiveness

Effectiveness

Efficiency



The Cooperative Extension Service logged \$67,108 of actual expenditure savings for the fiscal year.

SERVING DAVIDSON COUNTY CITIZENS

Cooperative Extension *at a Glance*

A key word in the name North Carolina Cooperative Extension Service is cooperative.

As an educational partner with individuals, communities and businesses, Cooperative Extension employs research-based knowledge. This knowledge leads to positive outcomes for the citizens of Davidson County including economic prosperity gains, environmental stewardship, and an improved quality of life.

An important Cooperative Extension strength appears in safety measures. The service outperformed four-fold a goal of having 30 county residents assisted with food safety questions or concerns.

In addition, several of the service's effectiveness measures reflect an emphasis in "green" standards. For example, the service sought to help 100 green industry professionals use horticultural practices that protect the environment; 186 achieved this goal.

Finally, the service's emphasis on youth continued to pay dividends: 838 youth participated in 4-H school enrichment programs of life skill development. The goal was 750 participants.





"Clients have greater needs, and a greater sense of urgency today," explains Income Maintenance Caseworker Sheila Potts. "That is why meeting goals in a timely manner for adult Medicaid recipients has become extremely important in the economy."

The Division of Social Services and Child Support recorded actual expenditure savings for the fiscal year of \$288,639.

Division of Social Services and Child Support *at a Glance*

Social Services at Davidson County encompasses 11 important areas ranging from Placement Services through Medicaid Administration.

Despite growing caseloads and increased service needs, The Division of Social Services and Child Support saw dedicated staff members meet or exceed goals for delivering vital human services effectively and efficiently. Timeliness was a particular strength throughout the department.

Several key measures indicate the efficiency of personnel:

- **Client Customer Service** surveys were 99.25% favorable for the Clerical Support area.
- More than 15,840 **Family and Children's Medicaid and NC Health Choice** applications were processed within the 45-day standard 98.5% of the time. The state tolerance percentage is 90%.
- **Adult Medicaid** applications were processed within the time standard 98% of the time. Again, the state tolerance percentage is 90%.
- **Food and Nutrition Services** (formerly Food Stamps) processed applications 99% timely, compared with the state tolerance rate of 97%. More than 7,900 applications were processed.
- **Children's Daycare** processed 100% of 497 reviews and recertifications timely.
- **Work First** processed 100% of 534 reviews and recertifications timely.
- **Adult Protective Services** completed timely evaluations on 100% of abuse reports within 8 hours of assignment, compared with a state standard of 24 hours.
- **Adult Protective Services** completed evaluations on 100% of neglect and exploitation reports within 48 hours of assignment, compared with a state standard of 72 hours.
- **Child Protective Services** initiated investigations on 100% of child abuse reports timely.



Emergency Services *at a Glance*

The highly efficient Davidson County EMS Department has as its mission the critical task of providing prompt emergency response and basic and advanced life support pre-hospital treatment. These treatments are handled by the EMTs and Paramedics at the field level.

During the Fiscal Year, EMS dispatched 13,317 calls, with 12,878, or an admirable 96%, in a 10 minute or shorter response time.

Other departmental accomplishments included:

- 100% of First Responder units providing baseline services.
- 100% of all EMS units using electronic communications to report data.
- No work-related accidents for the year.
- No reported lost work days for the department personnel.

Constant and concentrated training sharpens the skills of EMS personnel such as Lt. James Tysinger and Paramedic Al Sandominick. Last year, Davidson County EMS dispatched 12,878 calls in a 10 minute or shorter response time, an admirable 96% rate.

The Emergency Services Department recorded \$90,792 in actual expenditure savings for the fiscal year.

The Inspections Department recorded an actual expenditure savings of \$110,966 for the fiscal year.



A typical new house requires inspecting more than 60 areas, and a commercial property poses even more complications, explains John Latham, Assistant Director of Inspections.

Inspections *at a Glance*

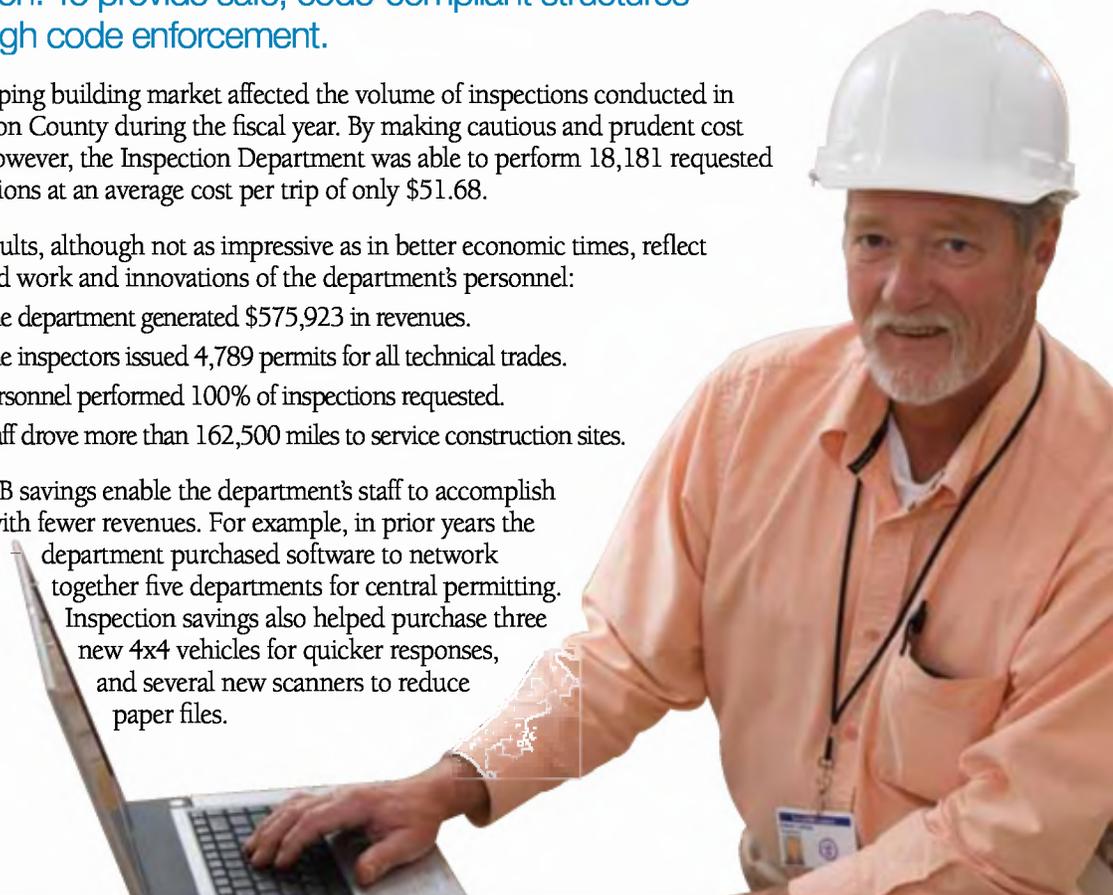
Mission: To provide safe, code-compliant structures through code enforcement.

A slumping building market affected the volume of inspections conducted in Davidson County during the fiscal year. By making cautious and prudent cost cuts, however, the Inspection Department was able to perform 18,181 requested inspections at an average cost per trip of only \$51.68.

The results, although not as impressive as in better economic times, reflect the hard work and innovations of the department's personnel:

- The department generated \$575,923 in revenues.
- The inspectors issued 4,789 permits for all technical trades.
- Personnel performed 100% of inspections requested.
- Staff drove more than 162,500 miles to service construction sites.

Past PBB savings enable the department's staff to accomplish more with fewer revenues. For example, in prior years the department purchased software to network together five departments for central permitting. Inspection savings also helped purchase three new 4x4 vehicles for quicker responses, and several new scanners to reduce paper files.





Using a new computer scanner, Office Support Specialist Owen Schwartz converts more than 6000 paper pages a day to electronic files. Because the Purchasing Department converted more than 1.5 million pages over the last year, the County freed up, and now receives rents for costly physical storage space.

Purchasing *at a Glance*

The Purchasing Department strives to maintain continuity of services and supplies to the various county departments. An ongoing challenge is to purchase at the lowest cost, consistent with the quality and quantity required. In addition, the department has responsibilities for the Print Shop, Mail and Courier.

“We move at the speed of business!” remarks Purchasing Department Director Dwayne Childress.

For the busy department employees, that speed certainly includes print jobs. An aggressive objective: Complete and prepare to ship 90% of all print jobs and deliver the work to internal customers within eight hours.

New scanning software operated by new personnel speed another important process – converting more than 1.5 million paper pages to electronic files. This process frees costly County storage space for rental use, adding revenue for productive purposes.

Other key department responsibilities include the Mail and Courier areas which use PBB funds for equipment to improve services to other departments. In addition, the Mail and Courier areas logged more than \$4,750 in total savings, primarily by lowering the amount of postage used.



The Purchasing Department recorded \$12,489 of annual expenditure savings for the fiscal year.

The Tax Administration Department recorded \$202,275 in actual expenditure savings for the fiscal year.

PBB savings enabled the Tax Department to purchase emergency defibrillators for all floors of the Governmental Center. Other savings funded a new gymnasium surface for the Davidson Academy, which will become a County resource in 2010.



Tax Administration *at a Glance*

Collecting real and personal property taxes remains a vital function for Davidson County, and the Tax Administration Department maintained its effective and efficient record for county citizens.

During the Fiscal year, Tax Administration mailed 94,803 real property bills, processed 244,480 motor vehicle billings, and collected \$66.3 million of revenues. Additionally, because of PBB savings, the department was able to:

- Donate funds to another department to send one of their staff to a school that will benefit all County departments.
- Purchase emergency defibrillators for all floors of the Governmental Center. Other defibrillators were donated to the Sheriff's Office and the Davidson County Library.
- Authorize funds to be transferred to the recreation account to resurface the Davidson Academy gymnasium floor. This gym will be used by Special Olympics youth groups and by other citizens of the County.

The department achieved or exceeded these operational objectives:

An annual percentage collection of all current years taxes.

- An increase over the prior year's delinquent tax collection. (from 2% to 2.93%)
- Collection of 70% of motor vehicle bills prior to delinquency. (the result: 82.7%)



County Manager's Office *at a Glance*

The County Manager's Office serves citizens, department managers and County commissioners of Davidson County. The latest fiscal year was a busy one for the office, with 9475 telephone calls and e-mails. More than 97% were returned the same day. Of special note: The office staff submitted to the Board of Commissioners a capital improvement plan in January and the annual budget in May.

Actual County Manager's Office expenditure savings for the fiscal year: \$19,573

Davidson Works *at a Glance*

The Davidson Works Department provides cutting edge, globally competitive career counseling, placement and training solutions to individuals and businesses. During the economically challenging fiscal year, 348 adults were sponsored in training programs; 301, or 86%, completed training. Staff also stepped up business contacts to 901 for the year, and 8900 surveyed customers lauded the department's performance – a 100% record.

The department did not record expenditure savings during the fiscal year.

Environmental Health *at a Glance*

With a mission of protecting the public health of residents and visitors, Environmental Health met all its fiscal year goals of inspecting food service, lodging and institutions, as well as all temporary food services establishments. The department also evaluates existing and proposed sites for wastewater disposal systems, evaluates wastewater disposal complaints and reports, and authorizes system reuse.

Actual Environmental Health expenditure savings for the fiscal year: \$107,718

9-1-1 *at a Glance*

The important Emergency Communications Department link between citizens and public safety agencies such as Emergency Medical Systems, the Fire Department, and the Davidson County Sheriff's Department requires continuous improvement. Last year, staffers fielded more than a quarter of a million EMS, fire and law enforcement calls, while scoring 99.55% efficiency on audited scores.

Actual 911 expenditure savings for the fiscal year totaled \$201,215.

Finance *at a Glance*

The Department continued emphasizing five goals, and achieved a milestone by boosting delinquent collections from \$900,400 to \$1,439,600 this fiscal year, nearly a 60% increase. Department personnel completed two internal audits during the year, and continued developing more standard auditing practices to simplify each audit.

Actual Finance expenditure savings for the fiscal year totaled \$15,692.

Fire Marshal *at a Glance*

Assuring safety through fire prevention inspections, plan reviews, investigations, and educational sessions, the Fire Marshal's staff tallied 1,147 inspections this year, a 21% increase over the prior fiscal period. In addition, the department more than tripled the number of arson cases tried with a conviction.

Actual Fire Marshal expenditure savings for the fiscal year totaled \$61,197.

Human Resources *at a Glance*

As a proactive and strategic provider of quality professional human resource services for Davidson County, the Human Resources Department continued meeting its extensive mission during the fiscal year.

Highlights of the department's successful year include:

- A second comprehensive evaluation of current employee insurance benefits.
- Quarterly employee training and development sessions.
- A review and classification of a third of all county jobs/positions.
- An increase of the Workers' Compensation reserve pool to meet a \$1 million goal.

Actual Human Resources expenditure savings for the fiscal year totaled \$111,475

Library *at a Glance*

The system's libraries serve as centers of reliable information and support educational, civic, and cultural activities of the community. The Library emphasizes cross training and education so its staff can serve Davidson County citizens with even more services, more efficiently. Library personnel met or exceeded all their goals during the fiscal year. For example, the staff made available 97% of specially requested available materials within two weeks of request, compared with a goal of 95%. Also, to improve job skills to assist patrons, 100% of permanent staff members participated in staff training.

Actual Library expenditure savings for the fiscal year totaled \$144,257

Public Works *at a Glance*

The Department of Public Works exceeded all its objectives during the fiscal year.:

- It achieved an average cost of \$80.20 per work order; the goal was \$104.
- It lowered the salaries cost by 6.2%; the goal was 2%.
- It assigned 99% of customer generated work orders within 24 hours; the goal was 93%.
- It reported only one OSHA recordable accident; the goal was less than two.

Actual Public Works expenditure savings for the fiscal year totaled \$47,326



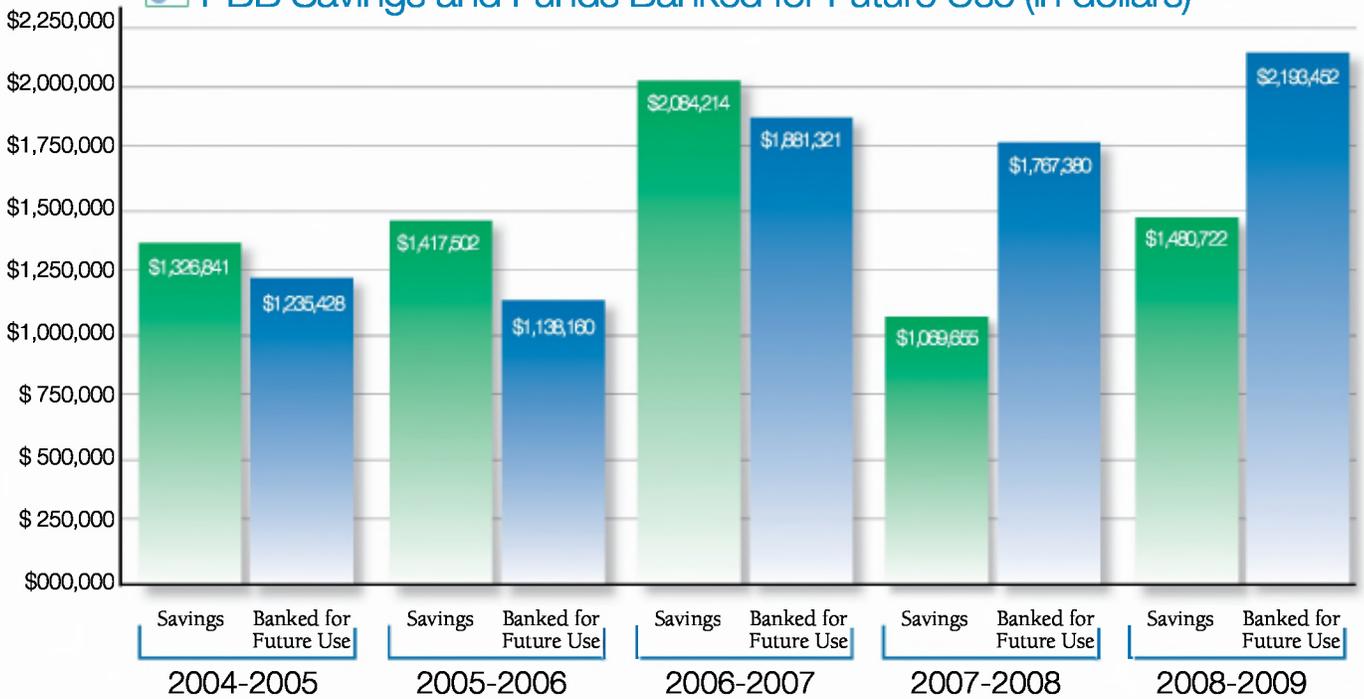
Performance Based Budgeting (PBB) 2009 Accomplishments

The basis of Performance Based Budgeting is measurable execution of goals that are both quantifiable and time-sensitive. Davidson County Government has just completed its sixth year of PBB and, even in a challenging economic climate, the County's departments again report significant dollar savings for taxpayers. In addition, the dedicated staff members were able to launch service improvements for citizens, and for internal customers.

The data that follow illustrate how Davidson County taxpayers benefit from PBB innovations, efficiencies, and common-sense intra-departmental cooperation. Another bonus from PBB is the ability to bank savings for the future, assuring that County departments can improve services in later years with maximum efficiency.

The charts below document amounts saved and banked. Other charts and graphs in this section provide departmental details of tangible results that County employees achieved in 2008-2009. Your County government officials are pleased to offer these data for review.

PBB Savings and Funds Banked for Future Use (in dollars)



Emergency Medical Services



mission

Provide prompt emergency response and basic and advanced life support pre-hospital treatment.

Accomplishments (Workload, efficiency, effectiveness)	Results for the Year (%, \$, savings, time, etc.)	Goals for the Year (%, \$, savings, time, etc.)
8 EMS Transport Units reporting electronic data to the Billing Department.	100% Decrease in Patient Care Reports entered by the Billing Department.	100% Decrease in Patient Care Reports entered by the Billing Department.
1 work related accident 2008-2009	365 work days without work related accidents.	365 work days without work related accidents.
29 first responders agencies that provided baseline standards	100% of first responders agencies providing baseline services.	100% of first responders agencies providing baseline services.
13,317 emergency calls dispatched	12,878 emergency calls dispatched with a 10 minute or less response time*	100% of emergency calls at or below a 10 minute response time.

*National average: 12 minutes to on-scene time

Cooperative Extension Service

mission

As an educational partner with individuals, communities and businesses, Cooperative Extension employs research-based knowledge to improve quality and save costs for constituents.



Accomplishments (Workload, efficiency, effectiveness)	Results for the Year (%, \$, savings, time, etc.)	Goals for the Year (%, \$, savings, time, etc.)
Beef producers learn to increase profits	100	80
Corn, soybean and small grain growers improve yield	47	45
Green industry professionals use positive practices	186	100
Child Care Providers meeting requirements	72	30
Number of farms to start a new agricultural enterprise	8	6
Number of tobacco farmers to implement management practices	19	18
Number of ServeSafe participants pass exam with 70%+ score	96	30
Number of county residents assisted with food safety questions/concerns.	124	30
ECA volunteer efforts to save money	\$5,670	\$5,000
Number of youth demonstrating leadership, life skills acquisition and community awareness	226	210
Dollars saved through Master Gardener volunteer efforts	\$31,371	\$20,000
Number of youth participating in quality 4H after school opportunities	838	750
Citizen participation in Rural Roots tour	39	35
Number of livestock owners to update their biosecurity measures	85	80

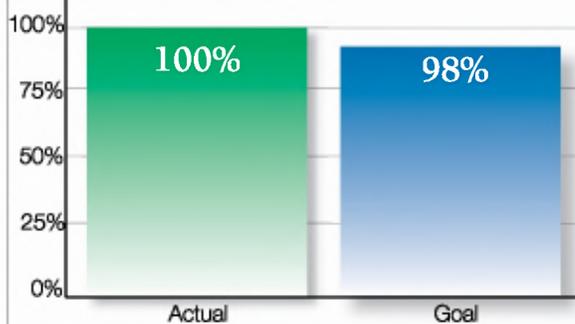
County Inspections

mission

To provide safe, code-compliant structures through code enforcement.



Perform 98% of Inspections Requested



Accomplishments (Workload, efficiency, effectiveness)	Results for the Year (%, \$, savings, time, etc.)	Goals for the Year (%, \$, savings, time, etc.)
Permits issued 4789 Inspections requested 18,181	Permits issued vs. prior yr. (-36%) Comparison of inspections requested to performed 100%	Increase of permits over prior year 5% Goal to make 98% on same day as requested "met" & exceeded by 2%
Trips made 18,181 Calls responded to: 18,181	Plans reviewed & permits issued over prior year (38.95%) 100% response by 5 p.m.	Goal to exceed plans reviewed over prior year by 10% Respond to 100% of calls received by voice mail by 5 p.m.
Plans received & permits issued 526 Complete Budget year without exceeding allocated budget	Reviews completed and permits issued 100% Total budget expenses: \$939,523	Plans received and permits issued 100% Allocated budget: \$1,049,834

County Manager

mission

The County Manager's Office serves citizens, department managers and county commissioners of Davidson County.



Capital Improvement Plan Developed on Time

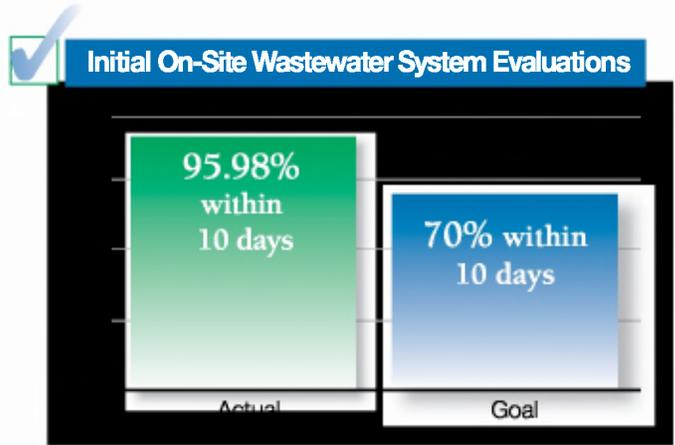


Accomplishments (Workload, efficiency, effectiveness)	Results for the Year (%, \$, savings, time, etc.)	Goals for the Year (%, \$, savings, time, etc.)
Telephone calls and e-mails requiring follow up	9,475	NA
Return 100% of all phone calls by 4 p.m. the same business day	97%	100%
Time lost to work related injuries submitted	0	0

Environmental Health

mission

Protect the public health of Davidson County residents and visitors.

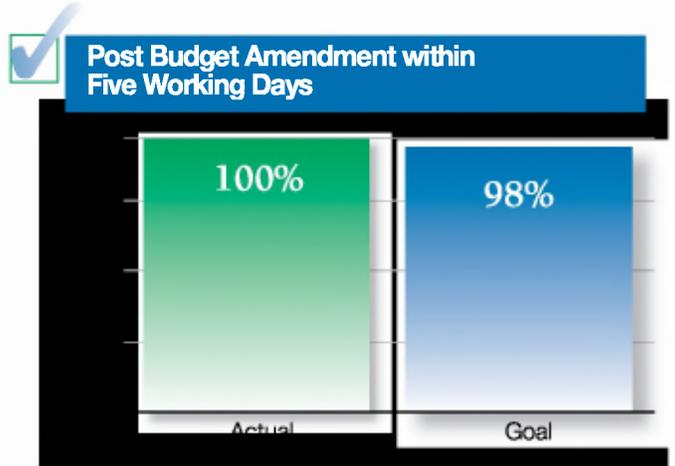


Accomplishments (Workload, efficiency, effectiveness)	Results for the Year (%, \$, savings, time, etc.)	Goals for the Year (%, \$, savings, time, etc.)
% of Authorizations to Construct within 5 days	95.90%	80%
% complaints visited within 10 days	96.51%	90%
1998 Food service, lodging, and institution facility inspection.	100% of state mandated inspections completed.	98% of state mandated inspections completed.
Initial plan review completed within 30 days	100%	90%
% of Food Service Complaints visited within 3 working days	90.50%	90%

Finance Department

mission

The Department achieved a milestone by boosting delinquent collections from \$900,400 to \$1,439,600 this fiscal year, nearly a 60% increase.



Accomplishments (Workload, efficiency, effectiveness)	Results for the Year (%, \$, savings, time, etc.)	Goals for the Year (%, \$, savings, time, etc.)
Complete and mail Comprehensive Annual Financial Report to local government commission	Sent 11/28/2008	Due 11/30/2008
Average days to post budget amendments	4.5 days	5.00 days

Fire Marshal

mission

The Fire Marshal's staff strives to provide the highest level of professional fire and fire safety services to the Citizens of Davidson County.



Accomplishments (Workload, efficiency, effectiveness)	Results for the Year (%, \$, savings, time, etc.)	Goals for the Year (%, \$, savings, time, etc.)
Inspections	1,147	951
Response time less than 40 minutes	100%	100%
Reduce deaths and injuries caused by fire-related incidents	No deaths	Reduce deaths caused by fire related incidents
Arson cases tried with a conviction: 7	100%	100%

Human Resources

mission

The department serves as a proactive and strategic provider of quality professional human resource services for Davidson County.



Accomplishments (Workload, efficiency, effectiveness)	Results for the Year (%, \$, savings, time, etc.)	Goals for the Year (%, \$, savings, time, etc.)
Comparison study of benefits	Completed, submitted	Complete during fiscal year
Help identify in house training sessions	Quarterly sessions identified	Identify quarterly
Review open positions for accuracy	All open positions reviewed	Review all open positions
Develop and conduct facilities risk management study and implement plan	Plan complete and implemented during the fiscal year	Complete the plan and implement it during the fiscal year
Coordinate OSHA inspections	Consulting completed for Sheriff and Public Works Departments	Provide consultative OSHA service
Increase the Workers' Compensation reserve pool	Increased to \$1 million, self funded	Increase to \$1 million

DavidsonWorks

mission

DavidsonWorks provides cutting edge, globally competitive career counseling, placement and training solutions to individuals and businesses.

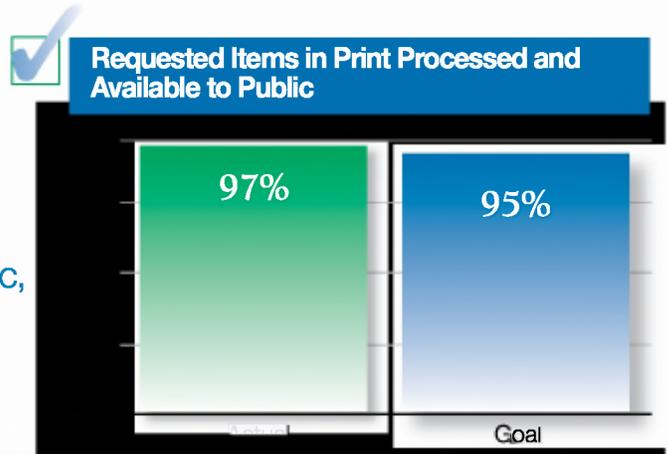


Accomplishments (Workload, efficiency, effectiveness)	Results for the Year (%, \$, savings, time, etc.)	Goals for the Year (%, \$, savings, time, etc.)
Business contacts resulting in services, connection and economic development	69%	60%
Percent of Adults and Dislocated Workers who successfully complete their course of training	86%	80%
Out-of-school youth employed after education and training	24%	65%

Library

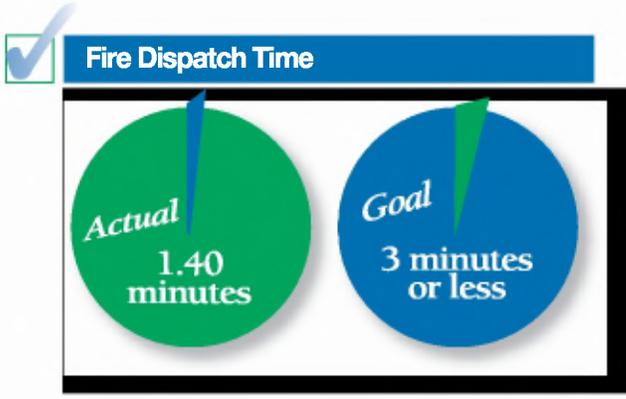
mission

The system's libraries support educational, civic, and cultural activities of the community.



Accomplishments (Workload, efficiency, effectiveness)	Results for the Year (%, \$, savings, time, etc.)	Goals for the Year (%, \$, savings, time, etc.)
Workload		
Number of requested items (in print) processed & available per quarter.	1,681	95%
Number of permanent employees participating in job swap per quarter.	96%	50%
% of staff attending library related training.	100%	60%
% of staff attending safety training.	100%	90%

911, Emergency Communications



mission

The important Emergency Communications Department serves as a link between citizens and public safety agencies.

Accomplishments (Workload, efficiency, effectiveness)	Results for the Year (%, \$, savings, time, etc.)	Goals for the Year (%, \$, savings, time, etc.)
254,779 Calls entered into the CAD	99.55% average score	Telecommunicators score 98% on EMD audits
19,612 Total number of EMS Calls	Average dispatch time of 2.17 minutes	Average dispatch time 3 minutes or less
12,669 Total number of Fire Calls	Average dispatch time of 1.40 minutes	Average dispatch time of 3 minutes or less
203,493 Total number of Law Calls	Average dispatch time of 3.22 minutes	Average dispatch time of 5 minutes
208 Downed street signs reported	Average number of days to complete signs of 4.7 working days	Average number days to complete signs of 10 working days
18 Schools visited	18 visited	15 visited
Efficiency		
1 Telecommunicators or Shift Supervisors resigned or were terminated	1 resigned or terminated	Less than 5

Purchasing



mission

An ongoing challenge for the department is to purchase at the lowest cost, consistent with the quality and quantity required. Print Shop, Mail and Courier are also departmental functions.

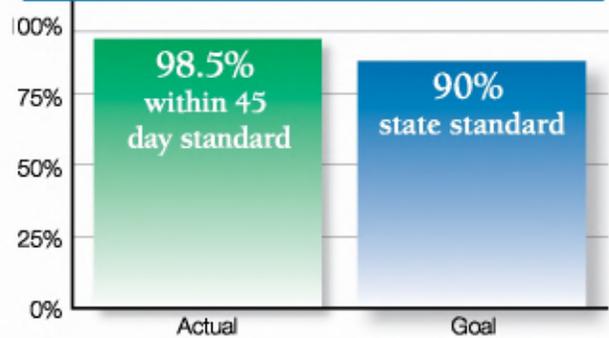
Accomplishments (Workload, efficiency, effectiveness)	Results for the Year (%, \$, savings, time, etc.)	Goals for the Year (%, \$, savings, time, etc.)
Improve scanning	Purchased software, trained new personnel to scan	Purchase software, train new personnel to scan
Scan boxes (445)	4.1 boxes/day	4 boxes/day
Complete and ship print jobs within 8 hours (by 4th quarter)	100% in 4th quarter	90% by 4th quarter

Department of Social Services

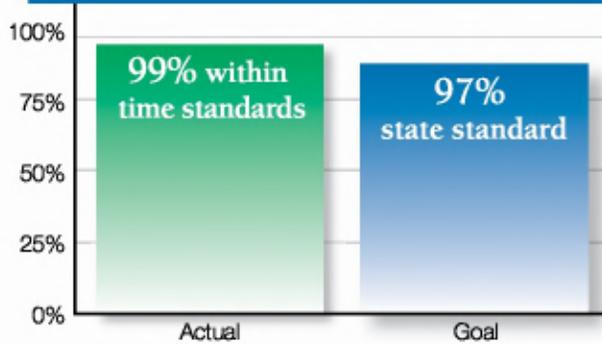
mission

The Davidson County Social Services Department encompasses 11 important areas ranging from Placement Services through Medicaid Administration.

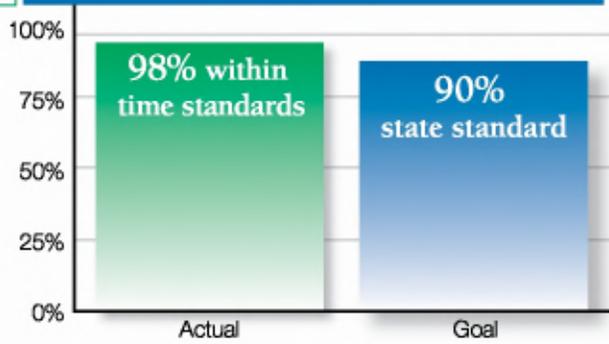
✓ **Process Children's Medicaid Application (15,847)**



✓ **Food and Nutrition Service Application Processing (7,939)**



✓ **Process Adult Medicaid Applications (2,461)**

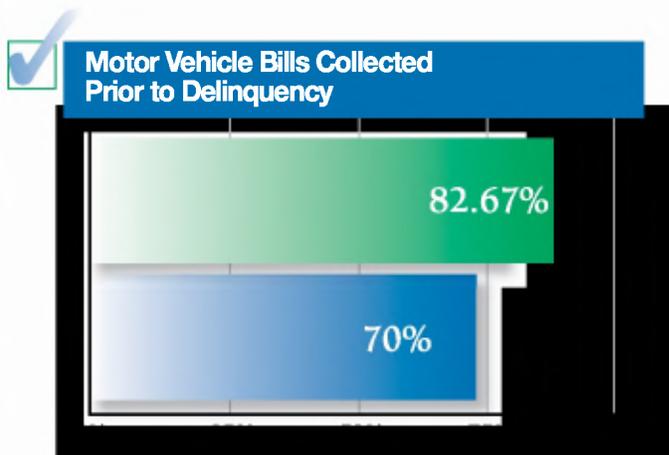


Accomplishments (Workload, efficiency, effectiveness)	Results for the Year (%, \$, savings, time, etc.)	Goals for the Year (%, \$, savings, time, etc.)
Achieve positive client survey results	99.25% favorable for clerical support	98% favorable
Process Children's Daycare reviews (497)	100% within time standards	100% within time standards
Process Work First reviews and recertifications	100% within time standards	100% within time standards
Process Adult Protective Services Abuse reports	Within eight hours	State standard: within 24 hours
Process Adult Protective Services Neglect and Exploitation reports	Within 48 hours	State standard: within 72 hours
Process Child Protective Abuse reports	Within 24 hours	State standard: within 24 hours

Tax Administration

mission

To provide cost efficient and quality service to the citizens of Davidson County in the collection of real and personal property taxes.



Accomplishments (Workload, efficiency, effectiveness)	Results for the Year (%, \$, savings, time, etc.)	Goals for the Year (%, \$, savings, time, etc.)
Workload – number of releases written annually	13.16 per 1,000 tax bills issued	Less than 15 per 1,000 tax bills issued
Effectiveness – annual collection percentage of 97% or greater	96%	97%
Effectiveness – delinquent taxes collected as a % of total billed	2.93%	2% or greater

Public Works

mission

The Public Works Department applies the highest standard of excellence and seeks to expand the list of satisfied internal customers.



Accomplishments (Workload, efficiency, effectiveness)	Results for the Year (%, \$, savings, time, etc.)	Goals for the Year (%, \$, savings, time, etc.)
Average hours per work order	4.1 hours/work order	6.7 hours/work order
Reduce total technician's non-productive time	-8.9%	41.5 hours/day
Reduce salaries cost	-6.2%	-2%
Assign work orders within 24 hours	99.4%	93%
OSHA recordable accidents/tear	1	Less than 2

PBB