County of Davie FY 2022-2023 Budget Outcomes
Business Operations

Department: **CLERK TO THE BOARD**
Focus Area: **BUSINESS OPERATIONS**

	FY21-22	FY22-23
Budgeted Revenue	$0	$0
Budgeted Expenditures	$319,250	$334,621
Budgeted County Contribution	$319,250	$334,621

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Budget	FY 21-22 MarchYTD	FY 22-23 Budget
GOAL: Implement a process improvement program across departments					
Metric: Percent of regularly scheduled Board of Commissioners (BoCC) meetings that agenda packet is distributed 3 days prior (Goal: 100%)	100	100	100	100	100
Metric: Percent of regularly scheduled BoCC meetings that preliminary agenda is distributed 10 days prior (Goal: 100%)	100	100	100	100	100
Metric: Percent of all Board appointees to local committees who are notified within 7 business days after the monthly BoCC meeting (Goal: 95% or greater)	99.25	95	95	95	95
Metric: Percent of all Board appointees / changes that are updated on Board Traq within 7 business days after the monthly BoCC meeting (Goal: 95% or greater)	100	95	100	95	95
Metric: Percent of Board appointees' terms who expire who were sent *Thank You* letters within 7 days (Goal: 95% or greater)	95	95	95	95	95

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Budget	FY 21-22 MarchYTD	FY 22-23 Budget
GOAL: Revise Internal Policies, Ordinances and Resolutions					
Metric: Percent of department directors that have responsibility for ordinances that Clerk meets with for possible biannual updates (Goal: 50% or greater each fiscal year)	50	50	50	100	50

Department: **CLERK TO THE BOARD**
Focus Area: **BUSINESS OPERATIONS**

	FY21-22	**FY22-23**
Budgeted Revenue	$0	$0
Budgeted Expenditures	$319,250	$334,621
Budgeted County Contribution	$319,250	$334,621

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Budget	FY 21-22 MarchYTD	FY 22-23 Budget
GOAL: Enhance Employee Wellness					
Metric: Percent of employees, and spouses, covered by County insurance who are compliant with completing a Health Risk Assessment (on file in the Employee Wellness Clinic) by June 30, 2023. (Goal: 85% of Commissioners or greater)	-	-	85	90	85

Department: **COUNTY MANAGER**
Focus Area: **BUSINESS OPERATIONS**

	FY21-22	FY22-23
Budgeted Revenue	$0	$0
Budgeted Expenditures	$433,279	$412,376
Budgeted County Contribution	$433,279	$412,376

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Budget	FY 21-22 MarchYTD	FY 22-23 Budget
GOAL: Create a culture focused on results with Performance Based Budgeting					
Metric: Percentage of County departments who achieve outcomes, as measured by data metrics (Goal: 90% or more departments will achieve annual outcomes)	94.1%	78.6%	90%	-	90%
GOAL: Support workforce development plan by collaboration between County Government, Schools, DCCC, Economic Development Commission and Chamber of Commerce					
Metric: Support workforce development plan by contributing to Ignite Davie Promise (Goal: $30,000 per year)	$30,000	$30,000	$30,000	$30,000	$30,000
Metric: Support Davidson-Davie Community College programming through capital contribution (Goal: $4,000,000 contribution by June 30, 2024)	$175,000	$825,000	$1,000,000	$1,000,000	$1,000,000
Metric: Support economic development initiatives through contribution to Economic Development Commission via Interlocal agreement	$161,934	$163,420	$170,249	$170,249	$172,201
GOAL: Harness technology to increase communication and outreach to engage citizens and businesses					
Metric: Share county information and outreach materials through social media posts #WeAreDavie (Goal: 20 posts per month)	120	660	240	228	240
Metric: Share consolidated information and notifications to staff through Employee Newsletters (Goal: 40 or more newsletters per fiscal year)	52	51	40	39	40
Metric: Increase communication and outreach to community members through citizen focus			2	6	2

Department: **COUNTY MANAGER**
Focus Area: **BUSINESS OPERATIONS**

	FY21-22	FY22-23
Budgeted Revenue	$0	$0
Budgeted Expenditures	$433,279	$412,376
Budgeted County Contribution	$433,279	$412,376

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Budget	FY 21-22 MarchYTD	FY 22-23 Budget
groups (Goal: 2 or more focus group sessions by June 30, 2023)					

GOAL: Promote local arts and tourism					
Metric: Amount of funds invested to facility improvements at the Brock Performing Arts Center (Goal: $40,000 by 6/30/2023)	$51,494	$39,401	$40,000	$16,605	$40,000
Metric: Amount of funds invested to support Davie County Arts Council (Goal: $60,000 by 6/30/2023)	$55,000	$55,000	$60,000	$60,000	$60,000
Metric: Amount of local occupancy taxes that are collected and invested in County Tourism (Goal: $125,000 or more annually)	$135,901	$120,434	$125,000	$115,095	$125,000
Metric: Amount of funds invested to support community recreation in Davie County to increase County Tourism (Goal: $80,000 or more by 6/30/2023)	$40,000	$70,520	$80,000	$233,983	$80,000

GOAL: Reduce risk in the workplace & improve safety of employees					
Metric: Assess all facilities over four years for workplace safety and risk (Goal: 25% annually)	30.82%	27%	25%	17%	25%
Metric: Number of interdepartmental safety meetings held each fiscal year regarding workplace risk (Goal: 4 meetings)	4	4	4	3	4
Metric: Decrease number of Worker's Compensation cases requiring days away from work (Goal: 2 cases or less per calendar year)	2020 9 / 230 days	2021 6 / 30 days	2022 2 / 30 days	2022 4 / 124 days	2023 2 / 30 days
Metric: Number of safety activities / events that is implemented by the County Safety Team (Goal: 2 or more per fiscal year)			2	1	2

Department: **COUNTY MANAGER**
Focus Area: **BUSINESS OPERATIONS**

	FY21-22	**FY22-23**
Budgeted Revenue	$0	$0
Budgeted Expenditures	$433,279	$412,376
Budgeted County Contribution	$433,279	$412,376

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Budget	FY 21-22 MarchYTD	FY 22-23 Budget
GOAL: Enhance Employee Wellness					
Metric: Percent of employees, and spouses, covered by County insurance who are compliant with completing a Health Risk Assessment (on file in the Employee Wellness Clinic) by June 30, 2023. (Goal: 85% of County Manager's Department or greater)	-	-	85%	-	85%

Department: **FINANCE**
Focus Area: **BUSINESS OPERATIONS**

	FY21-22	FY22-23
Budgeted Revenue	$0	$0
Budgeted Expenditures	$665,127	$804,848
Budgeted County Contribution	$665,127	$804,848

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Budget	FY 21-22 MarchYTD	FY 22-23 Budget
GOAL: Improved accountability and fiscal outcomes					
Metric: Complete assessment of county-wide departmental performance for previous fiscal year and publish a management report (Goal: 100% complete by Oct 1)	100%	100%	100%	50% by Oct 1	100%
Metric: Complete a rolling 5-year budget forecast and update each fiscal year (Goal: 100% complete by June 30)	100%	100%	100%	50%	100%
Metric: Percent fees that are assessed for revision (Goal: 100% of fees will be assessed by June 30)	100%	100%	100%	50%	100%
Metric: County Available Fund Balance at the close of prior fiscal year (Goal: 25% or more of the County's General Fund Expenditures)	20.17%	17.6%	25%	-	25%
Metric: Ten year payout ratio of all debt (Goal: 55% minimum)	85.2%	85.4%	55%	85.4%	55%
Metric: Debt to assessed value ratio (Goal: less than 2.5%)	1.45%	1.21%	2.5%	1.21%	2.5%
Metric: Debt Service to Governmental Expenditures ratio (Goal: less than 15%)	14.16%	13.18%	15%	12.92%	15%
Metric: Maintain Bond Rating to indicate financial stability (Moody = Aa2; Standard & Poor's = AA+)	Aa2/ AA+	Aa2/ AA+	Aa2/ AA+	Aa2/ AA+	Aa2/ AA+

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Budget	FY 21-22 MarchYTD	FY 22-23 Budget
GOAL: Ensure strategic alignment with community issues when applicable					
Metric: Amount of grant funds / donations awarded to assist county departments with the Opioid epidemic (Goal: $ 50,000 or more by June 30, 2023)	$275,000	$93,017	$50,000	$29,024	$50,000

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Budget	FY 21-22 MarchYTD	FY 22-23 Budget
GOAL: Create a culture focused on results with performance based budgeting					
Metric: Assess performance based budget baselines each fiscal year (Goal: 100% by March 15)	100%	100%	100%	100%	100%

Department: **FINANCE**
Focus Area: **BUSINESS OPERATIONS**

	FY21-22	FY22-23
Budgeted Revenue	$0	$0
Budgeted Expenditures	$665,127	$804,848
Budgeted County Contribution	$665,127	$804,848

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Budget	FY 21-22 MarchYTD	FY 22-23 Budget
Metric: Percent of quarterly outcome metrics updated on data dashboard quarterly (Goal: 100%)	100%	100%	100%	75%	100%
Metric: Develop and publish an annual report of County government performance, for calendar year 2022 (Goal: 100% complete by June 30, 2023)	-	-	100%	-	100%

GOAL: Facilitate business operations through secure & current automation					
Metric: Percent of Purchasing and Fiscal policies reviewed each fiscal year (Goal: 100% reviewed / updated by June 30)	100%	100%	100%	100%	100%

Enhance Employee Wellness					
Metric: Percent of employees, and spouses, covered by County insurance who are compliant with completing a Health Risk Assessment (on file in the Employee Wellness Clinic) by June 30, 2023 (Goal: 85% or greater)	-	-	85%		85%

Department: **HUMAN RESOURCES**
Focus Area: **BUSINESS OPERATIONS**

	FY21-22	FY22-23
Budgeted Revenue	$750	$750
Budgeted Expenditures	$897,975	$1,479,844
Budgeted County Contribution	$897,225	$1,479,094

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Budget	FY 21-22 MarchYTD	FY 22-23 Budget
GOAL: Improve professional development and training needs of County staff					
Metric: Develop staff training opportunities (Goal: 5 trainings by 6/30/2023)	5	5	10	5	5
Metric: Percentage of employees participating in orientation and onboarding within one month of hire (Goal: 85% or greater)	47.5	95	85	85	85
Metric: Percent of new employees offered a survey and checked in with at 3 months of employment (Goal: 95% or greater)	100	95	95	95	95
Metric: Increase number of 'mini' trainings for supervisors on Human Resources topics of interest (Goal: 3 trainings complete by 6/30/2023)	1	3	3	5	3

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Budget	FY 21-22 MarchYTD	FY 22-23 Budget
GOAL: Improve employee satisfaction and retention					
Metric: Number of interdepartmental activities to improve employee success and retention (Goal: 4 or more activities each fiscal year)			4		4
Metric: Decrease voluntary turnover rate excluding retirement (Goal: 11% or less)	5.52	11	11		11
Metric: One-third of job classifications will be reviewed as part of a 3-year cycle market study completed on or before Dec 1 annually (Goal: 33% or more annually)	95	33	33	33	33
Metric: Percentage of retiring/resigning staff offered an exit interview (Goal: 100%)	97	100	100	100	100

Department: **HUMAN RESOURCES**
Focus Area: **BUSINESS OPERATIONS**

	FY21-22	FY22-23
Budgeted Revenue	$750	$750
Budgeted Expenditures	$897,975	$1,479,844
Budgeted County Contribution	$897,225	$1,479,094

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Budget	FY 21-22 MarchYTD	FY 22-23 Budget
GOAL: Enhance employee recruitment					
Metric: Number of college/university contacts made per fiscal year for internship opportunities (Goal: 5 or more by June 30)	5	10	5	5	5
Metric: Maintain an updated online job recruitment and internship HR site (Goal:100% updated monthly)	100	100	100	100	100
Metric: Improve outreach and recruitment efforts to reduce the average number of days that a position is vacant (Goal: Average days vacant is 45 days or less)	60	60	60	80	60
Metric: Update benefits list by April 30th each year (Goal:100% by April 30)	100	100	100	100	100
GOAL: Facilitate business operations through secure and current automation					
Metric: Percentage of Personnel Action Forms (PAF) completed within the same business day received in the Human Resources office (Goal: 98% or greater)	99	98	98	95	98
Metric: Keep Human Resources website update/fresh (review and refresh bi-annually) (Goal: 2 reviews by June 30, 2023)			2	2	2
Metric: Convert active employee files to digital format by June, 2023 (Goal: 50% or greater by June 30, 2023)			50	50	75
GOAL: Enhance Employee Wellness					
Metric: Percent of employees, and spouses, covered by County insurance who are compliant with completing a Health Risk Assessment (on file in the Employee Wellness Clinic) by June 30, 2023. (Goal: 85% or greater)			85	90	85

Department: **TECHNOLOGY SOLUTIONS**
Focus Area: **BUSINESS OPERATIONS**

	FY21-22	FY22-23
Budgeted Revenue	$71,500	$72,893
Budgeted Expenditures	$1,442,623	$1,737,007
Budgeted County Contribution	$1,371,123	$1,664,114

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Budget	FY 21-22 MarchYTD	FY 22-23 Budget
GOAL: Ensure optimal hardware performance and maintenance					
Metric: Average Personal Computer (PC) re-image time in minutes (Goal: 40 minutes or less)	52.5	41.75	40	40	35
Metric: PC image per department (Goal: 1.5)	2.05	40.5	1.5	1.5	1
Metric: Percentage of PC deployments tested (Goal: 100%)	100%	100%	100%	100%	100%
GOAL: Ensure efficient and effective network					
Metric: Average number of days to deploy critical patches and security updates (Goal: 5 working days or less)	8	10.25	5	5	5
Metric: Number of Network and Active Directory audits completed each fiscal year (Goal: 4 or more)	4	4	4	4	4
Metric: Security Door system audits completed each fiscal year (Goal: 4 or more)	4	4	4	4	4
GOAL: Improved accountability and fiscal outcomes					
Metric: Percentage of inventory tracked (Goal: 100%)	100%	100%	100%	100%	100%
Metric: Dollars secured in grant funds (Goal: $30,000 or more)	$280,767	$48,942	$102,000	$102,000	$35,000
Metric: Dollars saved through reusing and recycling hardware (Goal: $15,000 or more each fiscal year)	$90,000	$25,200	$21,000	$21,000	$15,000
Metric: Dollars saved through contract management and new technologies (Goal: $13,500 or more each fiscal year)	$65,000	$55,000	$30,000	$30,000	$20,000
Metric: Technology expenditure per endpoint served (Goal: $1,500 or less each fiscal year)	-	-	$702.54	$725	$1,000
Metric: Number of tickets per help desk FTE (Goal: 2,000 per fiscal year)	-	-	-	859	900

Department: **TECHNOLOGY SOLUTIONS**
Focus Area: **BUSINESS OPERATIONS**

	FY21-22	FY22-23
Budgeted Revenue	$71,500	$72,893
Budgeted Expenditures	$1,442,623	$1,737,007
Budgeted County Contribution	$1,371,123	$1,664,114

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Budget	FY 21-22 MarchYTD	FY 22-23 Budget
GOAL: Increase professional development opportunities for staff					
Metric: Number of Microsoft Office user training programs offered each fiscal year (Goal: 4 or more)	2	4	10	10	4
Metric: Number of Information Technology trainings offered, including cyber security training each fiscal year (Goal: 16 or more)	30	16	20	20	16
Metric: Phish prone percentage (Goal: 7% or less)	-	4.28%	3%	3%	5%
Metric: Professional development for Technology Solutions staff (Goal: 12 or greater – department)	17		12	12	12
Metric: Percent of countywide employees who are satisfied with Technology Solutions services (Goal: 85% or greater)	98.9%	94%	93%	93%	90%

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Budget	FY 21-22 MarchYTD	FY 22-23 Budget
GOAL: Harness technology to increase reach and engagement with citizens					
Metric: Percentage of Public Education and Government (PEG) channel content provided by departments reviewed /updated quarterly (Goal: 100%)	85%	100%	100%	100%	100%
Metric: Number of County website visits each fiscal year (Goal: 1,000 or more)	-	-	621,590	621,590	650,000
Metric: Number of GIS web applications introduced / enhanced by June 30, 2022 (Goal: 15 or more)	-	-	11	11	10
Metric: Routine helpdesk requests responded to within 8 working hours of ticket creation (Goal: 95% of requests)	-	97%	96%	96%	95%
Metric: Emergency helpdesk requests(system outage) responded to within 1 hour of ticket creation (Goal: 95% of requests)	-	97.75%	100%	100%	95%

Department: **TECHNOLOGY SOLUTIONS**
Focus Area: **BUSINESS OPERATIONS**

	FY21-22	FY22-23
Budgeted Revenue	$71,500	$72,893
Budgeted Expenditures	$1,442,623	$1,737,007
Budgeted County Contribution	$1,371,123	$1,664,114

	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Budget	FY 21-22 MarchYTD	FY 22-23 Budget
Metric: Major system repairs responded to within two business days of ticket creation (Goal: 95% of requests)	-	100%	100%	100%	95%
Metric: Percent of departments who are placing policies on Sharepoint (Goal: 100%)	-	100%	100%	100%	100%

GOAL: Enhance Employee Wellness					
Metric: Percent of employees, and spouses, covered by County insurance who are compliant with completing a Health Risk Assessment (on file in the Employee Wellness Clinic) by June 30, 2023. (Goal: 85% or greater)	-	85%	100%	85%	