

# Rockingham County Fiscal Year 2012 – 2013 Goals & Objectives



“Rockingham County Government will serve our citizens with superior services, open government where all citizens can participate, and foster opportunities for our citizens to reach their best attainable quality of life.”

Adopted by the Rockingham County Board of Commissioners March 26, 2012

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## **2012 – 2013 Rockingham County Commissioners'**

### **Strategic Goals**

**Developed January 30, 31, & February 1, 2012**

GOAL #1: Find innovative approaches to maintain quality services and control costs using the budget performance system.

GOAL #2: Encourage greater participation and an educated citizenry through the use of the Academy or other communication tools.

GOAL #3: Create an environment conducive to economic growth.

GOAL #4: Develop a system to get public feedback on the quality of our services.

GOAL #5: Analyze our services to maximize the use of technology to improve the efficiency and consistency of delivery.



# Rockingham County Fiscal Year 2012 – 2013 Goals & Objectives

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# Rockingham County

## Fiscal Year 2012-2013 Goals & Objectives

**GOAL #1: Find innovative approaches to maintain quality services and control costs using the budget performance system.**

### **Animal Shelter**

**Objective #1:** Find innovative approaches to maintain quality services and control costs using the budget performance system.

**Objective #2:** Partner with more rescue groups to increase our transfers out of the shelter which will help lower our euthanization rate and cost running the shelter.

**Objective #3:** Update our webpage to have a lost and found section which will help owners reunite with their pets sooner.

**Objective #4:** Implement a spay and neuter program that also deals with low cost spay and neuter.

### **Board of Elections**

**Objective #1:** We currently participate but due to external influences, such as, Legislative changes, State Board of Elections, types of elections up; our day to day operations may vary. We must remain flexible and adapt to the powers that be that control our operations and guidelines. We have produced a way to measure items; such as, efficiency of auditing campaign reports, voter registrations from other agencies, producing quick and responsive investigations of protests and/or complaints within a timely manner. We will continue in the program.

### **Business & Technology Center**

**Objective #1:** Because the Rockingham County Business & Technology Center (RCBTC) already collects and regularly analyses a significant amount of strategic and program-specific data, which is often mandated by grantors, and already does so in a more informative, graphical format, the RCBTC will provide all existing data to the Director of Administration for review. Upon review, data deemed most relevant to the Board of Commissioners will be reformatted to fit the desired budget performance system format.

**Clerk to the Board**

**Objective #1:** Completion of the paperless agenda process as soon as possible.

**Objective #2:** Participate in the performance budgeting program

**Cooperative Extension**

**Objective #1:** To increase number of face-to-face education experience recipients by 5% in FY 2012-2013 and to report using data from existing NCSU Extension Reporting System.

Action Step: Increase the number of timely, relevant education experiences scheduled at a variety of times (outside normal business hours when needed) to best meet demands of consumers and to ensure that agents are reaching the greatest number of citizens with highest efficiency, continuing to rely on input from Extension Advisory Council.

Baseline 2011 Measure: 16,705 face-to-face contacts in 110 education events

**Day Reporting and Pre-Trial Release Services**

**Objective #1:** Apply and secure funding (this year is a competitive bid process, not a grant) for the Day Resource Center, as well as, seek out other grant opportunities to continue providing and enhancing services.

**Objective #2:** Utilize better assessment tools to evaluate pre-trial versus electronic house arrest participants to maximize case manager's time of supervision and cost of monitoring equipment.

**Objective #3:** Evaluate electronic monitoring systems to acquire more advanced method of monitoring participants (currently use a landline system, moving towards GPS).

**Objective #4:** Continued to be partnered with local and national Pre-Trial Release Associations to follow trends of program development, attend local and national training and schedule The National Institute of Corrections to evaluate our Pre-Trial Release Program for efficiency, effectiveness and make recommendations (no cost to the county).



### **Department of Social Services**

**Objective #1:** Further expand our agency's participation in the Performance Measurement Project during FY 2012-13 to include all program areas not yet represented as well as to refine and identify new outcomes for those programs already participating.

**Objective #2:** Perform an agency-wide process analysis during FY 2012-13 and identify areas that can be modified, simplified or eliminated.

**Objective #3:** Align public assistance program certification periods to reduce duplication of staff workload and to improve efficiency and service delivery to citizens during FY 2012-13.

### **Emergency Services**

**Objective #1:** Presently all four division of Emergency Services (EMS, 911, EM, Fire Marshal) participate in performance base budgeting. Each division's objectives are set to facilitate the calls for services. As a department we feel that an innovative approach toward continuing to provide the best quality of service would be to implement the use of AVL's & MDT's for all of emergency services. Another innovative aspect would be for all emergency services employee's to continue to participate in on-line training.

### **Environmental and Engineering Services**

**Objective #1:** The Water-Sewer and Solid Waste Divisions will be coached to develop the goals and objectives needed to participate in the PMP. Timeline: February – June 2012.

### **Environmental Health**

**Objective #1:** Share the performance system with other divisions of the Health Department. Use field quality control to verify and be sure all Environmental Health activities are consistent in Food, Lodging and Institutional inspections using the Food Code, and in On-site Water Protection.

**Objective #2:** Put Central Permitting into operation with Environmental Health and Planning and Inspections by June 30, 2013.

### **Finance**

**Objective #1:** The Finance Department has been participating in the budget performance system and has one objective in that program that we have been unable to achieve the level of performance that was initially set. We have identified three county departments that have unique circumstances or needs that currently require us to send the checks back to their

departments for mailing; therefore, our objective is to meet with each of these departments to fully understand their circumstances or needs and investigate alternative solutions that will meet their needs as well as allow the finance department to improve our performance on this item. For example, we found that one department needs the checks back in order to update their system for details of the check (check date, number, payee, etc.), we are working toward more data input in the accounts payable system as well as a development of a custom report that we could provide to the department in lieu of returning the checks to them.

### **GIS**

**Objective #1:** Develop customized GIS applications and data to enhance the efficiency of county government.

### **Head Start**

**Objective #1:** To begin the implementation of the budget performance system during the 2012-2013 fiscal year.

### **Human Resources**

**Objective #1:** Transition to a new performance appraisal system which is automated and job specific. Steps include the establishment of a user committee, research into the products available, selection of the appraisal system, acquisition of the system, training of employees, and implementation in pilot departments.

**Objective #2:** Our budget performance system will be used to establish a time line for action items in the process of establishing the new system, and as the new system is implemented the time line will be used to monitor progress. A better performance evaluation system can control costs by assuring compliance with quality standards which will be monitored by the budget performance system.

### **Information Technology**

**Objective #1:** Partner with employees to manage, maintain and govern technology assets and resources internally within the County which is ongoing as part of our 2010 - 2013 ITS strategic plan.

### **Legal**

**Objective #1:** Continue Participation in the performance measurement project

**Objective #2:** Survey other NC County Legal Departments for the performance measures used by those Departments to maintain quality and improve cost

**Planning, Inspections, and Code Enforcement**

**Objective #1:** Develop internal tracking system (Planning, Inspections, & EH) for individual development proposals until technology updates allow for sharing of information with environmental health. This will include development proposals resulting from code enforcement violations.

**Objective #2:** Track footings and building plan reviews to ensure they are being completed in timely manner as part of Performance Budgeting.

**Objective #3:** Begin using new code enforcement software to track and follow up on violations.

**Public Health**

**Objective #1:** Expand performance base budgeting to women's preventive health, communicable disease/public health preparedness and health education by June 30, 2013.

**Objective #2:** By June 30, 2013, complete a study of clinical processes, operation and preparedness for the implementation of electronic medical records.

**Public Information**

**Objective #1:** On a quarterly basis in collaboration with Information Technology Services Director and Director of Administration, establish and publish a budget performance system to evaluate and measure the reach and impact of County information disseminated via print, electronic and face-to-face.

**Public Library**

**Objective #1:** Develop training programs for Department Heads and specific staff so that all have a common knowledge of systems and procedures (i.e. finance, personnel and budgeting etc.)

**Objective #2:** Continue using Performance Management to evaluate measurable outcomes and fine tune process.

**Objective #3:** To review the Rockingham County Public Library's Mission, Goals and Objectives to more closely align them with Rockingham County's Mission, Goals and Objectives

**Register of Deeds**

**Objective #1:** Effectively manage services using technology.

We have participated in performance measurements for several years now and have adjusted some of our workflow for those measures. For example, under our e-government initiatives, we worked with our vendor to allow the public to apply for a marriage license online. We also have a marriage kiosk in the office that allows computer-savvy citizens to apply for their marriage license. We track the number of online applications. When citizens call the office for information, staff directs them to this online process. This frees up staff from inputting data and allows them more time to verify the data with the customer, as well as to assist other customers waiting in line for other services. As a result, customer wait time is reduced. Due to increased usage, we could now use an additional kiosk to alleviate customers from having to wait for access.

We also measure error rates by indexers. The law sets out our duty to index documents and we have indexing standards we must apply and adhere to. The county has liability exposure for failure to do so. One of the many documents recorded last month had a value of over a \$1 billion. If we failed to index it correctly and a prudent searcher was unable to find it, resulting in harm, it could bankrupt our county. We incorporated a new workflow to help reduce indexing errors called blind key verify in late 2009. Prior to this time, the verifier would sight verify the work of the indexer. Now, the likelihood of two people entering party names and making identical errors has been reduced. As time permits, my indexers are now looking at older documents recorded prior to our blind key implementation. With this project, as errors are discovered, we cannot delete the error and change history - a mistake lives in perpetuity, but the law allows us a procedure to put the searcher on notice. Budget cuts, reduction in staffing, loss of experienced staff, time constraints, training cuts, insufficient training, and human fallibility all contribute to this problem and escalate the problem. We have used the data from reports we generate from our computer system to help identify those employees whose skill sets were more likely conducive to perform this mission critical task more accurately.

### **Safety and Risk Management**

**Objective #1:** Continue performance management standards. Continue to analyze opportunities to improve

One opportunity I am currently looking at is to introduce a Safety & Health program specialized for EMS paramedics through a professional source. I will be introducing the program to the manager and supervisors of EMS first to let them evaluate its value.

### **Soil and Water Conservation District**

**Objective #1:** Use existing data measurements from existing data that is already required by stakeholders. Basically try and use what we already have as opposed to developing new

measurements. Develop a standard dashboard for viewing performance to better see trends and problem spots. This would be unique to each department.

### **Tax Administration**

**Objective #1:** A performance measurement project will be started this month. The appraisal department will be working with the Kaizen team to find more efficient ways to complete new construction and building permit field work.

**Objective #2:** Our office has been involved in Performance Based Budgeting since near the beginning.

### **Veteran Services**

**Objective #1:** I will implement plans to participate in the budget performance system.

### **Youth Services**

**Objective #1:** Continue participation in budget performance system, as well as expand and improve to include Child Response Initiative program.

**Objective #2:** Perform process analysis to find areas that can be modified, simplified or eliminated.

## Rockingham County

### Fiscal Year 2012-2013 Goals & Objectives

**GOAL #2: Encourage greater participation and an educated citizenry through the use of the Citizens' Academy or other communications tools**

#### **Animal Shelter**

**Objective #1:** Encourage greater participation and an educated citizenry through the use of the citizen's academy or other communication tools.

**Objective #2:** Partner with the Human Society of The United States to have a program open to the citizens of Rockingham County explaining how a shelter works and what a shelter can and cannot do.

**Objective #3:** Increase our volunteer program so that more citizens are involved with the shelter.

#### **Board of Elections**

**Objective #1:** We must look at reaching citizens that are computer illiterate. Publicity through TV, radio and news media are currently used. I'll look at expanding information to agencies and the libraries. Currently voter registrations occur at DMV, Health Dept., Social Services, Libraries and schools. In speaking at civic organizations, on-site voter registration drives at schools and public events, information may be distributed. I'll look into speaking at high schools and reach out to the younger population.

#### **Business & Technology Center**

**Objective #1:** The RCBTC will continue to maintain its website, rockinghambusiness.org, its Facebook page, which includes advertising on Facebook, its existing regular email marketing campaign, and it will continue to provide public information speeches to organizations across the county. The RCBTC will also continue to promote its success stories through mass media and will participate in the Citizens' Academy as needed.

### **Clerk to the Board**

**Objective #1:** Make myself available for presentations and/or provide documentation needed for The Citizen's Academy.

### **Cooperative Extension**

**Objective #1:** To increase frequency of communication about Cooperative Extension services and timely educational information by 5% in FY 2012-2013 through combined media sources including both traditional and social media.

Action Step: Increase Facebook activity by frequent posting of relevant information by assigned staff and maintaining weekly Facebook statistical reports.

Baseline 2011 Measure: Mass media audience reached by Rockingham County Cooperative Extension staff is estimated in the millions through 20 print articles, 13 television appearances, 22 radio programs (local and national), ten new educational videos, and dozens of internet postings.

### **Day Reporting and Pre-Trial Release Services**

**Objective #1:** Develop pamphlets for program advertisement to educate public, local businesses and local partners of benefits of DRC/Pre-Trial.

**Objective #2:** Incorporate DRC/Pre-Trial on Rockingham County website to provide program information and a FAQ section.

**Objective #3:** If a citizen government or police academy is conducted, the DRC would participate to better educate community members and officials on how the program functions.

### **Department of Social Services**

**Objective #1:** Actively participate in the Rockingham County Citizen's Academy by assisting with curriculum development, making presentations, preparing information to share, and being available to answer questions and connect citizens with appropriate resources on an as needed basis during FY 2012-13.

**Objective #2:** Determine the most effective means of communication and information sharing between our agency and the citizens by conducting client surveys and working with the County PIO during FY 2012-13.

**Objective #3:** Expand information available on the Rockingham County Website to include all programs and update that information at least quarterly during FY 2012-13.

### **Emergency Services**

**Objective #1:** We will continue to actively participate in LEPC, Quality Management, school programs, unit demos, church programs, civic organizations, and community events; this allows us to educate and provide a better overall understanding to the citizens on the role that each emergency services responder is currently tasked with on daily basis.

### **Environmental and Engineering Services**

**Objective #1:** Create an on-line manual to help guide and encourage local contractors' involvement in capital construction projects. Timeline: posted by February 17, 2012

### **Environmental Health**

**Objective #1:** The Division of Environmental Health will be an active participant and partner in the Citizens' Academy.

**Objective #2:** Use news releases to the news media, county web site, and with the help of the County Public Information Officer - get information presented to the public about Central Permitting and other Environmental Health programs, like rabies clinics, etc.

### **Finance**

**Objective #1:** By utilizing the County's intranet and internet sites, provide more detailed information on the purpose and function of the finance department. Identify each staff member, their specific title, role and duties in the department as well as their contact information (phone # & email address). Also identify specific processes in the department and the related processing dates and due dates of these processes (i.e., accounts payable cycle and due date for pay requests) that would be beneficial to internal as well as external customers and should be posted on the website. Include on the intranet site any internal forms that the finance department requires and on the internet any forms that would be required from outside vendors.

**Objective #2:** Develop a quarterly county financial summary report to post to website(s).

**Objective #3:** Participate in the future citizen's academy program by preparing a presentation on local government finance in North Carolina and how that determines the roles and responsibilities of the county finance department.



### **GIS**

**Objective #1:** Utilize geographic data to enhance citizens understanding of county assets and resources.

### **Head Start**

**Objective #1:** To educate the county citizens through the media, recruitment, citizens academy and other best determined communication methods, thus, empowering citizens of services available.

### **Human Resources**

**Objective #1:** Participate as a presenter in the Citizens' Academy. Continue utilization of an on-line recruitment process which includes posting all vacancies on the County website.

### **Information Technology**

**Objective #1:** Continue working closely with the PIO and county management to utilize technology to educate citizens and create transparency when and where possible through social media, web presence and tools now available through Google Apps.

### **Legal**

**Objective #1:** Furnish materials for Academy identifying the work of the Legal Department and participate as needed in presentations

**Objective #2:** Update Web page information to be more informative to internal and external customers.

### **Planning, Inspections, and Code Enforcement**

**Objective #1:** Participate in Citizen's Academy.

**Objective #2:** Set up a regular time for citizens to come in to discuss development proposals with Planner and Building Inspector without having to make an appointment. (Regular time ex. 1st Tuesday of each month, 8-10 am). Invite Environmental Health soil technicians to participate.

**Objective #3:** Have an inter-department meeting once a month to include planning, inspections, code enforcement, fire marshal's office and environmental health to discuss issues and projects and violations involving several departments.

**Objective #4:** Establish training sessions for Planning Board / Board of Adjustment.

**Objective #5:** Post Staff reports and site plans on website for zoning related public hearings.

**Objective #6:** Seek out opportunities to speak about planning, building inspections, recycling, solid waste, etc. to various community groups (i.e. Home Builders Association of Rockingham County, Realtors Association, Kiwanis).

**Objective #7:** Continue to participate in Stormwater Smart.

**Objective #8:** Partner with the City of Reidsville to have public information session for Jordan Lake Rules.

### **Public Health**

**Objective #1:** Improvement of the county's poor health status and outcomes will require greater education and participation on the part of the community. By June 30, 2013, the Department of Public Health will engage the community through the Community Health Assessment process and work with the community on the development of action steps to address the county's health priorities. This process will occur through community presentations, the agency website, county website, mailings, news media and stakeholder meetings.

**Objective #2:** The Department of Public Health will be an active participant and partner in the Citizen's Academy.

### **Public Information**

**Objective #1:** On a quarterly basis, document marketing/communications support for Citizens' Academy; offer Media Training Workshops for County leaders; identify and better target County's prime prospects; identify County's Points of Pride; encourage County department heads to electronically submit "good news" stories/photos; provide creative support as County departmental leaders launch new techniques to connect with customers via print, electronic, kiosks, signage, and flow charts; design a Speakers Bureau; and in collaboration with Information Technology and County Manager's Office, initiate monthly e-letter for internal/external stakeholders.

### **Public Library**

**Objective #1:** Use Library meeting rooms to provide access to County Commissioners and County Management to meet with citizens in the local community.

**Objective #2:** {Possible placement of TV in library connected to the County via the internet with 2 way communications or podcasts}

### **Register of Deeds**

**Objective #1:** Continue to use traditional methods of delivery, while expanding electronic methods in order to provide information and services needed by our citizens.

We are happy to take part in educating and bringing about awareness of our office and services by participating in a citizen's academy. Further, as more of our information comes online, citizens have information and access to our records 24/7. We have 2 websites. One that is informational and contains information about our office and the services we provide. The other is our search website that allows the public to search our online land records.

Our informational website contains online forms. For example, if you need a certified copy of your birth certificate, there is a link that sets out the requirements and instructions to obtain it. An online form can be completed and mailed to us.

I would like to offer our citizens the ability to pay for services with a credit card. Our vendor already has the technology in place to do this. The problem is our fees are uniform fees set out in the statutes. In order to use credit cards, service fees imposed by the bank would have to be addressed by the commissioners. If the commissioners were to decide to absorb the cost of using a credit card as a part of doing business, it is my information that you could do so through a resolution. If you were to decide to charge a convenience fee that would be added to the cost of the service, I would ask the county attorney to be sure this is an option that would be allowed under the statutes for my office. From the registers I have talked to who are accepting credit cards, the county has absorbed the bank fees as a cost of doing business.

### **Safety and Risk Management**

**Objective #1:** Become more involved in posting internet and intranet information and services (e.g. what services Risk Management performs)

### **Soil and Water Conservation District**

**Objective #1:** Explore video options for the academy. Make available on the web and at the libraries. Each department could develop a short concise video describing mission and purpose. I think if they have to be produced by an outside contractor the cost would be too much. However there are some good ways to do these much cheaper and effectively.

### **Tax Administration**

**Objective #1:** Offer assistance with academy by developing a program of tax information and being available to participate as needed once the academy is established.

**Objective #2:** As department head, I will make myself available for programs to groups such as, Realtors, Homebuilders, Church and civic organizations.

**Objective #3:** Continue to perfect information on Tax Website for taxpayer use.  
<http://www.ustaxdata.com/rocktaxsite/>

### **Veteran Services**

**Objective #1:** Encourage greater participation and an educated citizenry through the use of the Citizen's Academy or other communicating tools.

### **Youth Services**

**Objective #1:** Educate community and citizens about our programs and services through website, news media, Public Information Officer and other departments.

**Objective #2:** Actively participate in Citizen's Academy by sharing information, conducting presentations and being available to answer questions and connect citizens with resources.

# Rockingham County

## Fiscal Year 2012-2013 Goals & Objectives

### GOAL #3: Create an environment conducive to economic growth

#### **Animal Shelter**

**Objective #1:** Create an environment conducive to economic growth.

**Objective #2:** Establish a low cost spay and neuter program to help control the animal population.

**Objective #3:** Implement fundraisers for the shelter to help with the cost of funding the shelter.

#### **Board of Elections**

**Objective #1:** To conduct good, honest and fair elections for Rockingham County, I hope would draw a positive effect on anyone considering on moving here. I hope to continue conducting elections in secure and safe locations. Expanding hours to include all segments of the general public for peak election years has also been a positive decision.

#### **Business & Technology Center**

**Objective #1:** The RCBTC will seek buy-in from relevant parties to develop a comprehensive, county-wide, multi-agency economic development plan, which would then seek approval by all governmental bodies in Rockingham County. (This process would require support and assistance from the Rockingham County Board of Commissioners and County Manager.)

#### **Clerk to the Board**

**Objective #1:** Continue to efficiently and in a timely manner maintain all documents related to the acts of the County Commissioners.

#### **Cooperative Extension**

**Objective #1:** To increase value of increased income from sales of locally produced agriculture products by 5% in FY 2012-2013 from producers who diversified their marketing strategies.

Action Step: Continue active promotion of Piedmont Local Food, farmers markets, and Rockingham Community Kitchen

Baseline measure: In 2011, reported increased income was \$70,000.

**Objective #2:** To increase by 5% in FY 2012-2013 the number of crop and animal producers that increase income because of adopting new best practices to optimize income.

Action Step: Continue strong utilization of research and specialists at NCSU and NCA&T to have most current best practices information for residents.

Baseline measure: In 2011, reported 378 crop and animal producers reporting implementation of best practices to increase net farm incomes.

**Objective #3:** To increase by 5% in FY 2012-2013 the number of Rockingham County youth who increase knowledge of entrepreneurship, increase knowledge of career pathways, and gain employability skills.

Action Step: Continue to provide educational experiences that improve level of education and increase skills to enable youth to be competitive in our global society and workforce.

### **Day Reporting and Pre-Trial Release Services**

**Objective #1:** The Pre-Trial program provides Rockingham County with cost savings, our growth directly impacts the jails population and vice versa. We will strive to increase our participant numbers in the Pre-Trial program to lower jail population, provide rehabilitation and assist participants by gaining employment to become contributors to our community.

**Objective #2:** Expand our number of community partners to increase job opportunities for the criminal justice involved. We utilized monies from the 2011-2012 grant to employ a Life Skills and Employability Specialist to work one-on-one with participants who need training in how to manage finances, job interviewing, effective communication, etc as well as resume building, how to job search, appropriate dress for interviewing, etc. We hope to incorporate this position into the upcoming bid process for 2012-2013 DRC funding. By helping more participants find jobs, we can reduce the financial impact on the social services of Rockingham County.

### **Department of Social Services**

**Objective #1:** Increase access to work support strategies for all citizens by minimizing time those accessing our services must spend away from work activities and ensuring that the time spent in our agency is value-added during FY 2012-13.

**Objective #2:** Further promote the concept that DSS services do not foster dependence on public assistance, but rather serve to empower citizens with the skills and resources needed to become self-sufficient during FY 2012-13.

### **Emergency Services**

**Objective #1:** We will continue to encourage the fire departments to try and reduce their ISO (insurance) rating, which in turn would lower insurance premiums. As you are all aware the growth in Rockingham County has increased in the southern corridor of the county. By positioning emergency service units in a better location would help reduce response times and provide better service to the citizens. From a communications stand point, citizens would feel that their call for service was handled in a more efficient manner due them seeing an emergency service responder sooner.

### **Environmental and Engineering Services**

**Objective #1:** Begin outreach program to alert county contractors and vendors to requests for quotes and contracts. Timeline: February & March 2012

**Objective #2:** Expand the Water-Sewer Division's customer base. Timeline: Starting upon the BOC acceptance of the revised connection policy

**Objective #3:** Increase the Solid Waste Division's recycling programs. Timeline: Electronics' recycling program began February 2, 2012

### **Environmental Health**

**Objective #1:** By June 30, 2013, the Environmental Health Division will conduct a self-assessment of operations to facilitate customer-friendly processes and services.

### **Finance**

**Objective #1:** Review current fiscal policies to ensure that policies are in place to guide management in keeping the county in good fiscal health. To affirm, amend or adopt policies as needed to achieve this objective. Fiscal policies that are utilized and adhered to by management can not only help guide funding decision, but also help to protect and be good stewards of the taxpayer's money.

### **GIS**

**Objective #1:** By cooperation with municipalities, develop comprehensive GIS data sets for economic decisions.

### **Head Start**

**Objective #1:** To maintain a working environment that strives for better usage of resources that enhances the deliverance of services to Head Start children and families. Also to continue a collaborative relationship with community partners in the delivery of services.

### **Human Resources**

**Objective #1:** Continue to recruit broadly and to select employees based on merit in compliance with Equal Employment Opportunity standards. Continue to emphasize customer service and ethics in new employee orientation. These measures result in a well qualified county workforce to contribute to our quality of life which is vital to economic growth.

### **Information Technology**

**Objective #1:** Create creative, clear and convenient methods in conjunction with County agencies, departments, and employees that extend our services to citizens and businesses through information technology.

### **Legal**

**Objective #1:** Continue to work with Economic Development Partnership to assist business expansion

**Objective #2:** Work with Economic Development and with BusTech to develop a new incentive program to create jobs and promote growth in the small business environment

### **Planning, Inspections, and Code Enforcement**

**Objective #1:** Create a flow chart for various development scenarios for citizens.

**Objective #2:** Continue to work with Economic Development to secure locations for commercial development and assist in rezoning/special use permit approvals.



**Objective #3:** Continue to participate in the Piedmont Triad Sustainable Communities Planning Project.

**Objective #4:** Continue to offer and encourage pre-application meetings for commercial and industrial development that will bring in other departments and agencies to discuss with applicant the various regulations and permits that will be required.

### **Public Health**

**Objective #1:** The number one indicator of a population's health status is their economic status. Economic development is dependent on a healthy workforce with the necessary skill sets for today's global economy. By June 30, 2013, the Department of Public Health will develop increased programming to address tobacco cessation, obesity and physical inactivity in conjunction with our community partners.

### **Public Information**

**Objective #1:** On a quarterly basis, complete a marketing/communication project promoting economic development in collaboration with Purchasing, to increase Service Contract visibility for attracting more County vendors; and utilize public affairs programming like (WLOE/WMYN) and other electronic venues.

### **Public Library**

**Objective #1:** To become a County portal so citizens/businesses can use to access county departments and information.

**Objective #2:** Provide county departments an office away from their government office so that they can meet with citizens in the local community.

**Objective #3:** To continue to be a source of access to computers and internet access to the citizens of Rockingham County for educational, job resources, and entertainment.

### **Register of Deeds**

**Objective #1:** Respond to the needs of businesses, government, and individuals who rely upon the records maintained in the office.

Records contained in the Register of Deeds office are critical to economic growth. These are essential, critical and permanent records. Our land records go back to the formation of the county in the late 1700's. Safeguarding these records and providing access to these records are absolutely necessary for commerce to occur. Businesses research an area before making a business decision to locate here. Often, this is done through online research. Businesses purchase land and before money is exchanged, title searches are performed by attorneys. Think of all the businesses, especially small businesses, normally local businesses, that are impacted due to the sale of a piece of property and

the construction of a business or home. Attorneys, realtors, lenders, surveyors, other government offices, carpenters, painters, and the list continues that are impacted. If our records are destroyed by natural or man-made disaster, economic growth would halt since the ability to register land record documents could not occur because the official records of ownership rights would not exist. To prevent this catastrophic scenario, my office has been engaged since 1998, almost a 15-year period, of digitizing these millions of land records. There have been on-going challenges with capturing the data into a digitized format since so many different types of media have been used throughout the years (paper, aperture cards, microfilm, floppy disks, jaz tapes, etc.). Now that we have records digitized, data can be migrated much easier and stored off-site each evening over the Internet. In the event of a disaster, our vendor can take our off-site data, and with electricity and a computer, can get us operational again. Not only is this important to those who rely upon our records for business and personal reasons, but we collect revenue for the services we provide. Some of our fees go to the state, but the majority of the revenue goes to the county general fund and is used to help off-set our cost of doing business. In good economic times, there is excess that can be used for other county departments and services.

It is critical that our operations experience no down time. If our computers are down, transactions cannot occur, monies cannot be collected, recordings cannot take place.

Without our records, other county departments, such as GIS, Planning & Zoning, Health Dept, DSS, who rely upon our records would be impacted. The Tax Department relies upon our records; therefore, the tax base and the monies the county needs to operate would be impacted.

I provide a report to the commissioners and the manager each month showing various output measures performed for the month. I also provide some figures such as consideration on taxable deeds and deeds of trust. The reason I show this is to reflect a sense of the economic impact my records have on the local economy for that month. For the month of January this year, the consideration on taxable deeds was \$8.9 million and the amount of loans evidenced by deeds of trust was over a billion dollars. This is just two of the doc types I track. This is just for one month of land record filings. The county has a duty and a responsibility to allocate the resources to safeguard these records. When you talk about economic impact – think about this one specific month, along with the other 225 years of records to get a sense of how valuable these records are. Plus, our citizens pay a fee to have their documents recorded, indexed and preserved.

By safeguarding our records and providing access for inspection of those records, the economic engine of growth can take place in Rockingham County.

### **Safety and Risk Management**

**Objective #1:** Continue modeling a good Safety & Health program. Support and promote a healthy, friendly and professional workforce.

### **Soil and Water Conservation District**

**Objective #1:** We do this implicitly through our programs. Every farm and urban project we undertake concerns sustainability and that includes economic parameters as well as the natural environmental ones. The only economically viable farm is a sustainable farm. There really are no other long term options. 2011 cash farm receipts for Rockingham County were over \$40.1 million dollars. We should do all we can to assure that we maintain this economic engine and essential part of our communities.

### **Tax Administration**

**Objective #1:** Beginning this year we created an online Business extension request to make it easier for accountants and businesses to list business personal property. Allowing our office and businesses to focus on what makes this process easier and more efficient for both parties. We hope to continue to improve on this process.

**Objective #2:** Establish better communication tools such as more visible signage. This will make it easier for citizens and business partners to find what they need.

### **Veteran Services**

**Objective #1:** Continue to provide knowledgeable and courteous service to citizens to make them more aware of our services and benefits.

### **Youth Services**

**Objective #1:** Continue our efforts in decreasing juvenile crime and providing quality treatment and services to youth and families, including implementing additional needed programs as identified by the Juvenile Crime Prevention Council.

## Rockingham County

### Fiscal Year 2012-2013 Goals & Objectives

#### GOAL #4: Develop a system to get public feedback on the quality of our services

##### Animal Shelter

**Objective #1:** Develop a system to get public feedback on the quality of our services.

**Objective #2:** Establish a survey system where we can pass out the survey to customers as they drop off their animals at the shelter and also as they adopt animals from the shelter.

**Objective #3:** Monitor our webpage and review the comments made by people who have visited the shelter.

##### Board of Elections

**Objective #1:** I currently do evaluations of our precinct officials getting their feedback on how the election went and what we need to improve on. To broaden the scale to non-election workers I have to be careful in surveying voters without having SBOE permission, but it is possible that we could poll county employees via intranet to get feedback of their voting experience without additional cost.

##### Business & Technology Center

**Objective #1:** The RCBTC will continue to use its existing practices of conducting online surveys, one-on-one telephone and face-to-face interviews and its customer relationship management (CRM) software for maintaining contact with clients over time.

##### Clerk to the Board

**Objective #1:** Use of "Survey Monkey" to determine if agendas and minutes are informative and well understood, and any other important issues that may arise. What could be improved?

##### Cooperative Extension

**Objective #1:** To survey 12 walk-in consumers per month in FY 2012-2013 to evaluate their experience with Cooperative Extension.

Action Steps: Create brief customer service survey and instruct receptionist to randomly encourage completion. To continue regular education event evaluation processes that ensure participation satisfaction, increased knowledge, and program impacts.

Baseline: It is the regular practice of extension agents to evaluate programming efforts and to use such information in planning and reporting.

### **Day Reporting and Pre-Trial Release Services**

**Objective #1:** Implement a “report a concern” portal on the Rockingham County website which can address any citizens concern through a tracking mechanism and follow up procedure (for example, Ebetter place). This system will allow for Commissioners, the County Manager and county Supervisors to be aware of “incoming” issues and ensure supervisory accountability in properly resolving citizens concerns.

**Objective #2:** Once our Pre-Trial program is evaluated and lean management is incorporated, we will provide training to Judges, court appointed attorneys, District attorneys and community partners to ensure they are provided with our program updates and can also satisfy citizens’ questions or concerns.

**Objective #3:** Once participants complete the DRC/Pre-Trial program, we will conduct “exit interviews” in the form of survey monkey and have the clients complete the on-line, anonymous survey and

### **Department of Social Services**

**Objective #1:** Expand our agency’s current client survey process to include all program areas during FY 2012-13.

**Objective #2:** Develop an efficient method for collecting the survey data received, compiling the data in such as manner that it is meaningful and easily understood, and then sharing the results with the staff, with administration, and with the community during FY 2012-13.

### **Emergency Medical Services**

**Objective #1:** Emergency services are a pass through of information. With that being said the public has to be educated as to where they fully understand how the emergency service system operates. Sending out surveys in EMS bills as well as providing on-line survey links on the

county website would allow for citizens to provide feedback on the quality of service they received after using the emergency service system.

### **Environmental and Engineering Services**

**Objective #1:** Utilize the Scale House and Convenience Center to poll customers-clients' satisfaction with Solid Waste practices/policies.

**Objective #2:** Use Water-Sewer's payment window and bill mailings to survey their customers-clients. Timeline: Pilot questionnaires can be developed and distributed by March-April 2012.

### **Environmental Health**

**Objective #1:** Provide a summary report to the Board of Commissioner and other interested parties by February 15, 2013, regarding the results of customer satisfaction surveys conducted for all Environmental Health programs for the period of July 1, 2012 – December 31, 2012.

### **Finance**

**Objective #1:** Participate in any county-wide survey system that is developed.

**Objective #2:** Develop a one-time survey of our accounts payable vendors by inserting a survey form or link to allow the vendors to provide feedback on our service and to solicit suggestions on what improvements they would like to see (i.e., are they interested in electronic payments).

### **GIS**

**Objective #1:** Create ways for the public interact on the County GIS website.

### **Head Start**

**Objective #1:** Continue to expand on surveys for all program areas to encourage feedback on the quality of service provided.

### **Human Resources**

**Objective #1:** Explore methods to survey applicant perception of the on-line application process.

### **Information Technology**

**Objective #1:** Provide the means and help create opportunities for all departments to facilitate citizen engagement through information technology beginning with surveys and message boards with at least three agency or department surveys available electronically by the first quarter of 12-13.

### **Legal**

**Objective #1:** Develop and utilize an instrument to obtain feedback from county agencies and departments and from the public. This would be web based and in card format for non-web users.

### **Planning, Inspections, and Code Enforcement**

**Objective #1:** Develop a customer satisfaction survey for citizens and separate survey for professionals (surveyors, developers). Initial plans are to request feedback from every 5th customer.

### **Public Health**

**Objective #1:** By February 15, 2013, provide summary reports to the Board of Commissioners and other interested parties regarding the results of customer satisfaction surveys conducted for all programs within the Department of Public Health for the period of July 1, 2012 – December 31, 2012.

### **Public Information**

**Objective #1:** On a monthly basis in collaboration with Rockingham Public Library and Information Technology, develop external engagement events throughout the county to share “good news” and to receive feedback from civic, fraternal, religious and grassroots organizations via two-gistway communications.

### **Public Library**

**Objective #1:** On To develop a library survey (online and offline) to gain citizen feedback on quality of library services.

**Objective #2:** On Provide citizens monetary value of library services to Rockingham County. These can be provided based upon several metrics.

### **Register of Deeds**

**Objective#1:** Expand opportunities to engage citizens.

We are currently providing a paper survey for our customers that have been beneficial to us and to them. It provides feedback on how well we are doing our job and lets me know if the service they received was a positive or negative experience. Positive feedback is shared with staff and they are recognized, and negative feedback allows us to discuss how to improve that experience for future situations.

I am interested in expanding the paper survey to include an electronic survey that can be accessed on my websites and the county's website.

### **Safety and Risk Management**

**Objective #1:** Conduct surveys to employees after full recovery from an injury to monitor professional and friendly handling of their claim. Conduct a similar survey that involves settlement of a personal injury or property damage to the public.

### **Soil and Water Conservation District**

**Objective #1:** Web surveys and post project completion individual surveys.

### **Tax Administration**

**Objective #1:** Paper – Develop a survey to be available on site. Make same survey questions available on line.

**Objective #2:** Provide website access to a survey or provide a link directly to departments offering citizens an avenue to ask questions, file a complaint or get information.

**Objective #3:** Provide surveys through direct mail to small groups such as, businesses or accountants when mailing business listings. Groups including farmers when mailing out Use Value questionnaires. Consider ways to utilize a mailing that is scheduled to be sent already including the large billing in July.

### **Veteran Services**

**Objective #1:** Implement short survey to survey citizens as they are seen on the quality of our services. This would enable our office to improve on things if need be.

### **Youth Services**

**Objective #1:** Implement survey system for all programs that is easily accessible for youth and parents.



## Rockingham County

### Fiscal Year 2012-2013 Goals & Objectives

**GOAL #5: Analyze our services to maximize the use of technology to improve the efficiency and consistency of delivery**

#### **Animal Shelter**

**Objective #1:** Analyze our services to maximize the use of technology to improve the efficiency and consistency of delivery.

**Objective #2:** Create a lost and found section to our webpage where animals will be shown on our webpage the day they arrive at the shelter.

**Objective #3:** Work with the Sheriff Department to set up a system where fines can be paid at the shelter when an owner comes to the shelter to reclaim their animal.

#### **Board of Elections**

**Objective #1:** Technology has become vital in our operations. It has created a more accurate checks and balances. By using laptops and barcode scanners at the polls and early voting sites we get voter history downloaded quicker, less room for error in giving out the wrong ballot to a voter. Getting information out to the public through internet seems productive; especially for military and citizens that may be overseas. Responding to email correspondence takes time, but allows quick responses. Using other resources to get election information out to the general public; internet, intranet, TV, website. We rely strongly on the IT and GIS departments for assistance.

#### **Business & Technology Center**

**Objective #1:** The RCBTC will continue to seek new technologies to enhance existing services or provide new ones. It will also work with the Information Services (IS) department to identify a solution that would allow cell phone calls within the RCBTC office.

### **Clerk to the Board**

**Objective #1:** There again, looking to the paperless process to allow citizens to access agendas with supportive documentation, approved minutes, or related documents on the County website and to utilize the County's intranet providing various documentation and information.

### **Cooperative Extension**

**Objective #1:** To increase the number of non-face-to-face contacts receiving education and services by extension agents FY 2012-2013 by 10%.

Action step: Use e-mail, on-line meetings, internet survey tools, and other available technology when available to increase efficient information delivery.

Baseline: Non face-to-face contacts by extension agents in 2011 were 35,469.

### **Day Reporting and Pre-Trial Release Services**

**Objective #1:** We are currently researching GPS monitoring systems to provide better electronic monitoring of Pre-Trial participants to provide a more detailed account of participant's activities to the court, DA's, local law enforcement agencies while preserving our programs integrity. This enhanced system will provide both technological advancements in our efficiency and level of supervision.

**Objective #2:** We are seeking out software applications to provide updated and advanced method of case management, for data reporting, program statistics and to meet DRC and Pre-Trial performance measures. This will ensure accurate, accessible and verifiable data for program assessments.

### **Department of Social Services**

**Objective #1:** Fully integrate newly hired IT Systems Analyst position, coordinating and collaborating between County IT and existing agency staff during FY 2012-13.

**Objective #2:** Begin implementation of the Statewide integrated Case Management System (known as NC FAST) for Food and Nutrition Services during FY 2012-13.

### **Emergency Medical Services**

**Objective #1:** In the call taking process, telecommunicators have to accurately screen the calls for service this can be accomplished by using standardized protocols such as EMD, EFD, & EPD.

To maximize the use of modern technology 911 could use AVI's to dispatch the closes unit to a call which reduces response times, and also send the calls for service to the appropriate unit by MDT's; which allows the unit to see the call, all of the notes that are associated with the calls, and any call history that is associated with the address. Fire Marshal Staff using the MDTs would be able to in put their inspections into the computer while out in the field.

### **Environmental and Engineering Services**

**Objective #1:** Institute an email based work order for maintenance requests. Timeline: Now through the 2012-13 budget years

**Objective #2:** Partner the Water-Sewer Division into the "Central Permitting" initiative. Timeline: Coordinated with the other participating departments and software purchase

**Objective #3:** Explore the use of in-tank aerators to lower water system costs. Timeline: In conjunction with the Mayodan-Oak Ridge inter-connect project.

### **Environmental Health**

**Objective #1:** A Central Permit Application process is imperative for property development activities such as Environmental Health, Building Inspections, and Planning and Zoning. A streamlined approach will ultimately require computer software that allows common demographic information to be populated to multiple application screens. Staff members must be trained as property development technicians. During Fiscal Year 2012-2013, the Division of Environmental Health will work with the County and the Planning and Inspections Department toward implementation of a Central Permitting Office.

### **Finance**

**Objective #1:** Work with ITS, HR and Purchasing to evaluate upgrading or replacing software packages. Current software is 10+ years old, difficult for new users to navigate and dependent upon a sole contractor for support and problem resolving. Once needs from each department are identified, then begin the task of searching out software options that meet the identified needs and bring back to management options and suggestions.

**Objective #2:** Continue to cross train staff in all areas of the finance department to ensure adequate service when staff members are out for various reasons.

**Objective #3:** Develop continuing education and training opportunities for all staff members so that each individual staff has an opportunity to grow in their knowledge and skills and be prepared to move up into other positions that may become vacant.

### **GIS**

**Objective #1:** Work with County Departments to train staff in geographic technology.

### **Head Start**

**Objective #1:** To persist in the implementation of the Childplus data system to provide outcomes of service rendered to the Head Start children and families. Also to update the website as needed.

### **Human Resources**

**Objective #1:** Participate in the selection and acquisition of new financial software which integrates human resources and payroll processes

### **Information Technology**

**Objective #1:** Use technology tools, resources and training along with industry best practices to improve delivery of services to our citizens.

### **Legal**

**Objective #1:** Assess innovation and technology utilized by legal departments in other counties

**Objective #2:** Work with IT and Finance to utilize County Intranet to route and process contract review. This would include posting the status on contract approval to communicate with departments as to where their contracts are in the process and what steps or corrections may be needed.

### **Planning, Inspections, and Code Enforcement**

**Objective #1:** Note which requirements on flow charts (developed under Goal 3) can be completed concurrently to reduce time and increase efficiency.

**Objective #2:** Make progress toward an online system to request inspections, pay fees by credit/debit card and central intake for environmental health, planning and building permits.

**Objective #3:** We take code enforcement complaints online, however it is rarely used. Develop means to inform public of this option. (publicity by PIO, let phone callers know, civic groups programs).

### **Public Health**

**Objective #1:** The goals of electronic health record implementation are to improve patient safety and clinical care for patients. During FY 2012-2013, the Department of Public Health will partner with the county's IS Department to monitor the State-wide decision-making process by local health departments regarding electronic health record implementation and communicate that information to the governing bodies. Due to the complexity of the data interchange with the State and the current HIS problems, a clear direction by other counties is needed to avoid costly mistakes in decision-making. In the area of Information Systems, there is safety in numbers.

### **Public Information**

**Objective #1:** On a quarterly basis in collaboration with Information Technology & County Manager's Office, complete communication initiatives to increase stakeholder involvement via Internet/County Website (citizens), Intranet (employees), Facebook, Twitter, YouTube, Flickr, RSS feed, RCC Channel 2, and [www.rceno.com](http://www.rceno.com). In collaboration with County Clerk and Legal Department, develop a County Style Manual.

### **Public Library**

**Objective #1:** Develop systems and reporting tools to analyze and automate assessment of service quality.

**Objective #2:** Continue to serve the public with internet access and wireless access in the libraries to overcome the gap between those that have computers and access and those who do not have access to the latest technology.

### **Register of Deeds**

**Objective #1:** Continue to expand our e-government initiatives.

E-government initiatives have been the cornerstone of my mission since first taking office in 1998 – to make records more accessible and more user-friendly for all our citizens and to bring an 18<sup>th</sup> century office into the 21<sup>st</sup> century. This has been achieved, but is continually a work in progress. As legislation impacts what we do, as technology impacts what we do, we must be able to think outside the box on more efficient, but more importantly, more effective ways of doing business. We must balance what we are mandated to provide versus the funding we receive; we must balance public access and public records law versus privacy issues; and we must balance technology initiatives versus the financial constraints, training issues, skill sets of staff, experience and knowledge of staff, products and vendor support, and time constraints.

In this setting, I do not have the time to go into detail the transformation that has occurred in the Register of Deeds office due to technology. If you provide me that opportunity, I am happy to do so. But I can tell you that no matter how far we have come and no matter how much we have accomplished, there are always opportunities to do better for our citizens, which is what I continue to strive to do for as long as I am given the opportunity to do so.

This is going to be an incredibly challenging year. New indexing standards are to be implemented in July that affects all Register of Deeds offices in our State. The last time such a huge endeavor took place was 1995. The indexing standards we have used since 1996 was based on a paper world. There was little to no technology in the Register of Deeds office when I took office in 1998. Manual processes and typewriters were the normal way of doing business; there were no internet and email capabilities. Today, instead of legal pads and fountain pens, customers are using laptops and Ipads in a wireless office. They are conducting business in the convenience of their homes or businesses 24/7. Therefore, these new indexing standards will incorporate advances in technology. Experienced, skilled staff will be more valuable now than ever before in this information age in which we live and work.

In order to meet this indexing mandate, vendors who wish to do business in North Carolina had to undergo a strict Compliance Review by the Secretary of State's office. Our software had to be completely rewritten to incorporate these mandated changes. There were considerable cost and man hours devoted for the development, testing, and future implementation incurred by vendors. Our vendor absorbed these costs due the existing contract we had in place. This is a huge savings for our county. In many other counties, this was not the case.

In order to meet this mandate, we will no longer be able to use our current software, but will be using a new software product. The first milestone was to get the Secretary of State's approval, which our vendor achieved. The next milestone will be to put the product into a test environment by March 31 for my staff and me to test. The next milestone will be a conversion of our existing database into the new system and to be ready for implementation on July 1. There is a lot that must occur in this short window of time, including training staff.

My focus and energy at this stage is to work with staff, vendor, and the county to be able to meet the mandated milestones and deadlines, with little to no interruption to our customers, and with problems identified and addressed promptly.

At any given time, there are other projects we are working on as we continue to bring more information online, create digital indexes to match digital images, and continue to perform quality control on older records. In addition, we will continue our mission to provide the everyday services we are mandated by law to provide.

Our older records will continue to be a challenge and a work in progress. Our e-vault allows the public to search computerized data from 1996 to current and our “alpha index” contains scanned paper records from 1787 to 1995 of our land records. We have been working to improve the usability of our alpha index and as technology continues to improve, there are opportunities to improve this product.

We implemented VRAS (Vital Records Automated System) in November, 2010. This is a system used by NC Vital Records, which is a division of Health & Human Services. Many registers have been reluctant to use this state system in order to issue vital records. My staff and I have embraced the opportunity to provide yet another avenue for the public to obtain the records they need. Although the system continues to be upgraded as more records are available, it has been very beneficial to those citizens who need a record from another NC county and do not wish to drive there to obtain it. It is not a user friendly system and there are problems with it, but once we got past all the State firewalls and I was able to allow some of my staff to train on it, we have found it beneficial to us and to our customers. Cross-training needs to occur.

I feel very good about our current business model and would like to continue to expand our e-government initiatives through such efforts as E-recording, Ai-index, and Ai-redact. E-recording will allow secure transactions to occur off-site with a trusted submitter and documents can be submitted to us electronically into our software. Ai-index is an automated indexing module that will use OCR technology to capture data. Ai-redact is an automated module that will use OCR technology to “read” through documents and look for certain private information like social security numbers, driver’s license numbers, checking account numbers, etc. and put them in a queue for staff to inspect and decide whether to allow the system to automatically redact and hide this information from public viewing on our website.

I will sum this up by saying my goal is to continue to provide effective services we are mandated to provide on a daily basis, to continue our projects to address older record issues, and to explore and implement new e-government initiatives.

### **Safety and Risk Management**

**Objective #1:** Opportunities may be more available once ‘cloud’ is rolled out. There may be opportunities to interface already existing safety software that may monitor timely required safety training. Need to make on-line safety training available (Technology)

### **Soil and Water Conservation District**

**Objective #1:** Use State and Federal resources for computer planning and design tools. GIS is used to reduce field time for gathering site data. There are roadblocks with some clients regarding access of computer technology and levels of literacy. We use the best field

equipment that we have available for survey and layout work. It is appropriate technology for our work in Rockingham County.

### **Tax Administration**

**Objective #1:** Utilize new technology available to the assessment process. With the next Revaluation, we would like to use more advanced technology such as Pictometry, street view images and advanced GIS. This will reduce trips to the field with more review being done from the desk top. Field review will be saved for only those parcels that need on site visits to determine data.

**Objective #2:** We are exploring options for more online services such as online listing and continuing to offer better web payment options.

### **Veteran Services**

**Objective #1:** Update webpage to make citizens aware of online services and which websites they need to go to.

### **Youth Services**

**Objective #1:** Fully implement Juvenile Justice & Delinquency Prevention NCALLIES software program which tracks all client data.



2012 Board Prioritization of County Projects

<i>Projects Listed in Alphabetical Order</i>	Bass	Flynt	Kallam	Mabe	Travis	Avg Rank	
Broadband	7	8	3	1	11	6.0	1
Central Permitting	6	7	4	7	4	5.6	2
Document Imaging	9	11	10	6	12	9.6	3
Financial Software	2	2	11	8	5	5.6	4
Human Services Consolidation	13	15	2	3	8	8.2	5
Judicial Center Alternative Road	15	16	16	16	15	15.6	6
Kennel/Animal Nuisance Ordinance	14	14	8	15	14	13.0	7
Lean Management	1	1	9	9	3	4.6	8
Madison/Mayodan Library	10	4	15	4	2	7.0	9
Methane Gas	4	5	1	2	1	2.6	10
Minimum Housing Code	8	12	5	10	13	9.6	11
Outdoor Storage	16	13	12	11	16	13.6	12
Pay Plan/Performance Appraisal	3	3	14	12	7	7.8	13
Recycling	11	10	13	14	9	11.4	14
Succession Planning	5	6	6	5	10	6.4	15
UDO Update	12	9	7	13	6	9.4	16
must equal 136	136	136	136	136	136		136