



Hyde County 2012-2013 Budget

No Time Like the Present

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Budget Development

Reflections on 2011-2012

Budget Drivers & Trends

Anticipated Revenues

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Expenditures

Board Goals

Manager's Goals

Work Plans

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- The proposed 2012-2013 budget for Hyde County has been developed over the course of several months, starting in January with the passage of the budget calendar.
- It is constructed according to the Local Government Budget and Fiscal Control Act passed by the North Carolina General Assembly.



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- The process for developing this year's budget has been somewhat different from previous years.
- The time table was advanced by two weeks to give the County Manager and her staff more time to evaluate conditions, set priorities, and gauge economic and legislative factors.
- The process for garnering requests from non-profit agencies for funding was improved with new policy and guidelines that provide better information and greater accountability of groups receiving funding.

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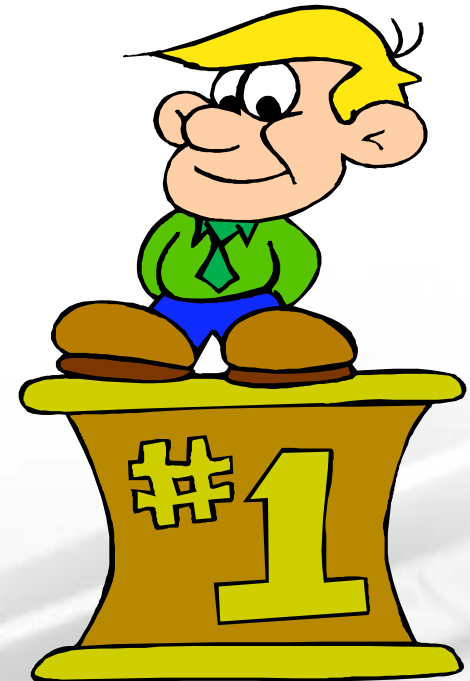
- Each County department head evaluated the strengths, weaknesses, opportunities and threats (SWOT) of their services to guide their budget requests.
- These were presented to the County Commissioners in a day-long retreat. The outcome of the evaluations highlighted similarities in each area.

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- Under **strengths**,
 - Every department head listed their employees as their greatest assets.
 - Each felt that their department had become more active in all communities of the county, including the island and that operations had become more transparent.
 - New policies, procedures and programs have been developed that are not only emulated by others but have been recognized at state and national levels.

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- The County Manager commended all departments for the good job they had done managing their budget this year while still providing a high level of customer service.



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- The list of **weaknesses** identified was a bit longer. On the list was:
 - Not enough staff
 - Little or no opportunities for cross-training
 - Redundancy of tasks across departments
 - County-owned facilities, equipment and vehicles are aging and require increasing repairs and maintenance

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- Computer equipment is antiquated and slow, software is outdated and not web based, and IT support is expensive or non existent
- Networking capabilities are almost nil, and county systems are vulnerable to viruses and hacking
- County records are difficult to store and access



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- **Threats** to continued provision of services included:
 - More regulations and governmental red tape at the state and federal level (ferry tolls, beach access)
 - Local government is now being asked to provide services, often without funding, that used to be provided by the state and federal government
 - Crisis events like hurricanes, forest fires and even homeland security create stress

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- The depressed economy and its instability have made taxpayers and employees afraid of what lies ahead



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- As you can see, the County Commissioners, County personnel and citizens have contributed and all worked very hard to develop a balanced budget under unprecedented conditions.
- There has truly been **no time like to present**, perhaps ever in Hyde County's 300-year history, where stakes have been higher or demands greater on local government.

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Where revenues are expected to decline:

- Amount of delinquent taxes is diminished due to an increase in collections by the Tax Office and County Attorney
- Amount of delinquent DMV taxes has also been decreased due to collections
- DMV current collections may decrease due to changes in collection practices by the State
- Tax interest and penalties will also decline due to less delinquencies

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Other expected revenue decreases:

- Decrease in white good disposal tax
- Decrease in court facility fees
- Decrease in grant funds and administrative fees as grants are being expended and closed
- Interest on investments is expected to drop by approximately \$85,000 as interest rates continue to decline

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- Decrease in funding from state and federal government to Social Services and the Health Department for mandated programs
- Reduction in Medicare reimbursements (also impacts EMS billing for medical services performed)
- EMS Collections expected to decline slightly as economy becomes worse



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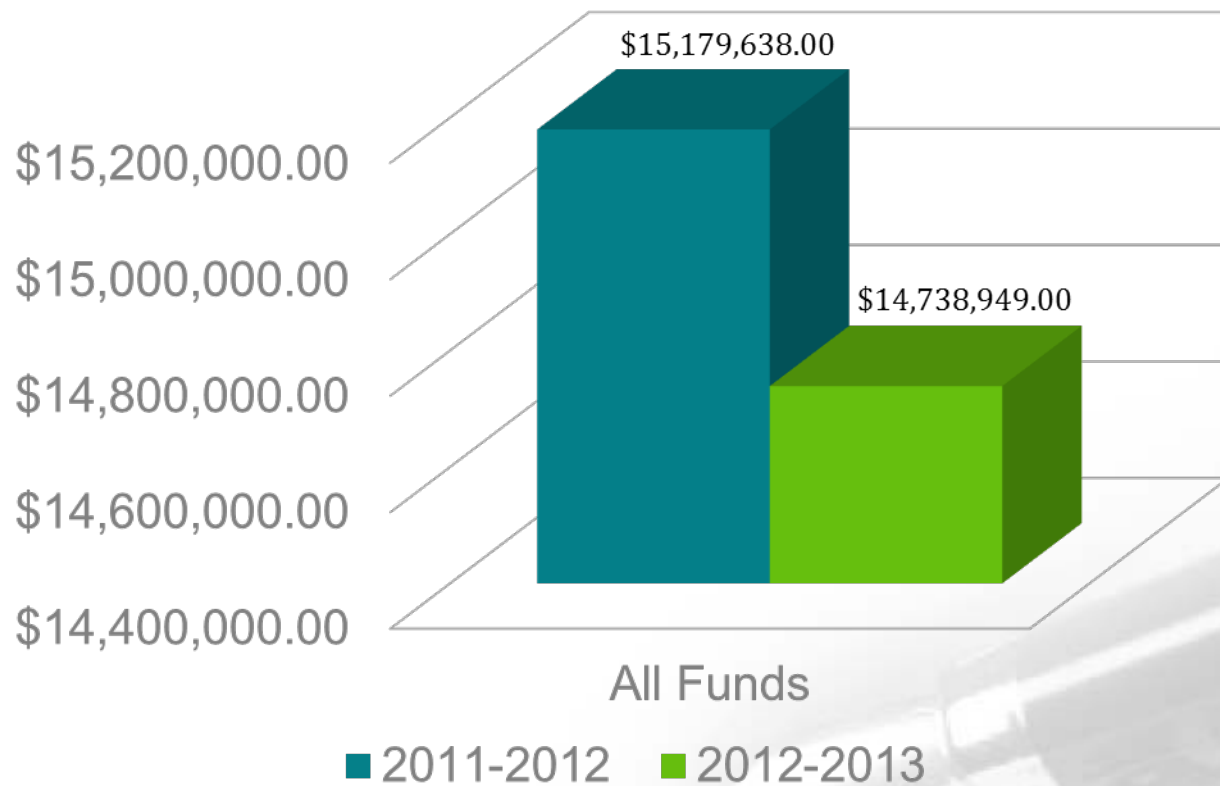
- Revenues from Solid Waste have declined due to the elimination of curbside pickup service. This also resulted in a savings of over \$200,000!



- The Water Department also anticipates a decline in revenue as penalties and interest decline on outstanding accounts due to collections of old debt

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Total Anticipated Changes In Revenue



**\$440,688
decrease
across all
funds**

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Expenses are expected to increase in these areas:

- Group health insurance for employees went up \$45 per employee, per month, resulting in a net increase of \$63,000
- Property Insurance on county property increased \$15k
- Unemployment insurance went up from \$8000 last year to \$60,000 due to the extension of unemployment benefits and the reduction in force two years ago

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- Warranty coverage on elections equipment has been passed down to the county (\$12,389) & new computers are needed
- The Tax Department requested and received an increase in the amount of funds being set aside for the revaluation from \$25k to \$50k. The next revaluation is scheduled to take place in 2016 and will cost approximately \$450,000. The budget for this has been cut the last two years.
- The Register of Deeds budget increased \$9,392, in part due to the purchase of new Courthouse Computer software & equipment.

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- Salaries increased in the Sheriff's budget due to the absorption of the DARE officer position and expected increases as deputies earn additional credentials



- The Jail Administration budget also increased due to legislation enacted by the state that passes the costs of housing misdemeanants for their first 180 days of incarceration back down to the county level. Costs are expected to increase by \$40,000 for a total of \$80,000 annually.

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- The Emergency Management budget increased slightly due to a reappropriation of the salary of the EM Director from other budget codes. The EMS budget decreased however for this reason.



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Major cuts were made by Department Heads, the County Manager and the County Commissioners:

- The Public Information Officer will become a part-time position and the Grants Technician position will become a part-time, clerical position
- The Planning Director position will be combined with the Grants technician position and reclassified
- Two positions will not be filled by the EMS Department

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- The Social Services department will also leave a position vacant. The overall department budget decreased was \$8537.



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- The purchase of an ambulance by EMS was cut from the budget at a savings of \$100k
- The purchase of four new cars by the Sheriff's Department was also cut, resulting in a savings of \$100k
- Mosquito control on the mainland was cut completely and animal control will be reduced to only the efforts required by law (rabid, vicious animals)



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- Sadly, the Hyde County Schools budget was cut \$125,000 from the previous year's allocation.



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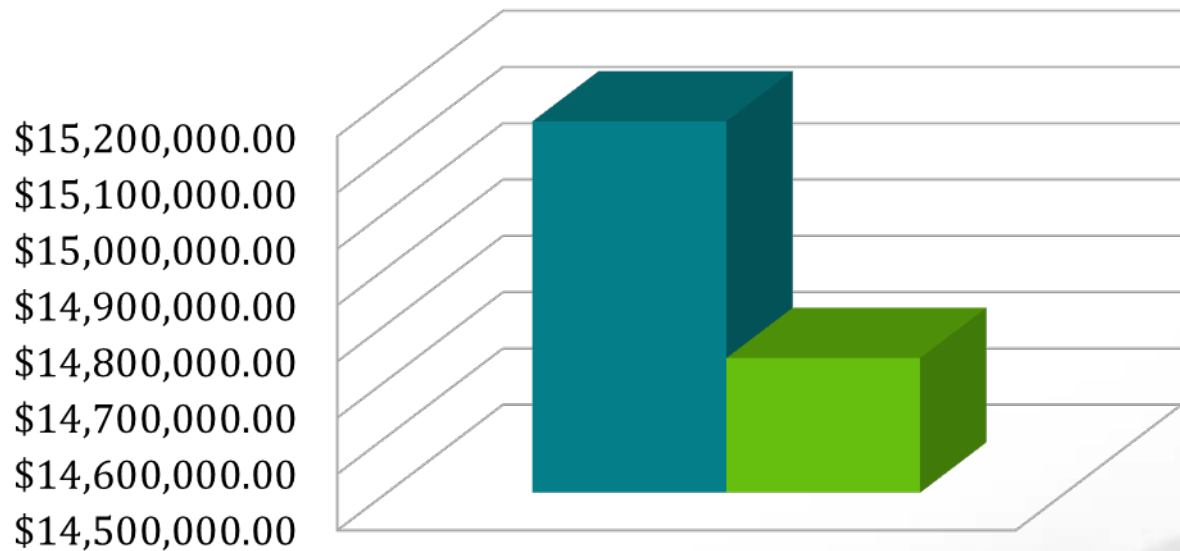
- Funding for the Volunteer Fire Departments was kept intact.



- Funding for the Senior Citizens program was initially cut but restored by the County Commissioners

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Total Expenditures



- 2011-2012
- 2012-2013

Expenditures
\$15,159,638.00
\$14,738,949.00

**\$420,689
decrease
across all
funds**

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The Bottom Line:

Anticipated Revenues	\$14,738,949
Less Anticipated Expenses	<u>-\$13,929,776</u>
Total	\$809,173
6 cents tax increase	\$612,126
Appropriation from fund balance	\$197,047

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Where do we go from here?

From the SWOT analysis done by each department, the following **opportunities** for improvement were identified:


- Look for ways to streamline operations and “work smarter, not harder,” particularly through the use of technology
- Continue to study ways that departments can work together to eliminate redundancy



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- Develop long range work plans that target high priority areas
- Provide opportunities for professional development for employees to build their capacity
- Work with other agencies and the community to form partnerships and share resources
- Train members of appointed boards to follow standard operating procedures and operate more effectively

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- Develop long range work plans that target high priority areas
 - Audit telephone and electric accounts and other funds to ensure accurate billing and collections
 - Explore opportunities to develop new revenue streams
 - Work with other agencies and the community to form partnerships and share resources
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In summary:

- We weathered Hurricane Irene,
- we passed proclamations on all kinds of subjects, and
- we lobbied relentlessly against ferry tolls.



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- We updated ordinances,
- fought new regulations
- and spent way too much time with FEMA!

Through it all – **TOGETHER** -- we:



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Stood up

Spoke up

Grew up

Stepped up, and

Rose to the challenges!

We also discovered that...



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*People are never closer than
when they are in the same boat.*

