

# Managing by the Focus

## County Government Operations

### Theories and Practices

Roane County Executive Office  
AGA February 12, 2013



# What is the Goal/Role of Government?

- To provide a safe and secure environment where individuals and communities can improve their standard of living.

## What is the Role of County Executive/Mayor?



Set a Vision- Where you think the community wants to go?

What is the Role of County Executive/Mayor?  
To establish a path/plan of how to get there.



## How Does a County Mayor/Executive:

- Determine the Vision?
- Establish the Path?
- Look at the Powers of the County Mayor/Executive

# Understanding the powers of County Mayor/Executive

- Powers: to Marriage (Man and Woman)



People will not come to work if you close the Courthouse



# County Mayor/Executive is a position of Leadership-

## Theories of Leadership

- Things will change
  - Like it
  - Love it
  - Leave it
  - **Or you Lead in the process as change occurs**
- Which way do you Go?

Alice's adventures in Wonderland.

Alice ask the Cat, "Which way do I go?"

Cat, "Where do you want to get to?"

Alice, "I don't know"

Cat, "Then it does not make any difference in which way you go, you will get somewhere."

## Here is your Team/Leaders

### Judges 7:5

- When Gideon took his warriors down to the water, the LORD told him, "Divide the men into two groups. In one group put all those who cup water in their hands and lap it up with their tongues like dogs. In the other group put all those who kneel down and drink with their mouths in the stream."

## How are things working or what is working in Roane County?

- Know our goal.
- Understanding that we need a path. But we don't all agree on:
  - How to reach the goal
  - How fast we want to reach our goal
  - Methods needed to reach our goal
  - Where the path is or paths are?

# County Executive/Commission

- **We understand our macro goal**-provide safe and secure environment where individuals and community can improve their standard of living
- **Objectives to meet the goal**
  - Steady/level Tax Rate
  - Understandable and make Saleable changes in the tax rate- Why change?
  - Understand the current programs and evaluate if these programs are helping you meet your goal or if another program is better suited
  - Sustainable programs
  - Evaluate to see if the current programs are efficiently operated
  - Identify specific maybe new programs to meet your goal

# Managing by the Focus

1. The Race
2. 5 Point Star Management Plan
3. Examples of Items on the Plan
4. Tools we Used
5. Places we have been and things we have seen

# 1. The Race

Why I ran?

How I ran?

Promises I made.





## 2. 5 Point Star Management Plan

- Five (5) important topics shall be the center of the county management and focus at anytime during the term of office
- The first five (5) where:
  - Debt Management
  - Capital Plan
  - Departmental Policies
  - Emergency Services
  - Communication



# Five (5) Points progression

Initial 5	Complete	Replace't	Complete	Replace't	Complete	Replace't
Debt Mgt Policy	March 2011 Resolution #03-11-23	Fund Balance Policy	April 2011 Resolution #04-11-32	2012 Budget	July 2011 with Adoption of the Budget	Implementati on of Capital Plan
Capital Policy	March 2011 Resolution #02-11-22	Recreation Tourism				
Departmental Policies	Cell Phone Take Home Vehicles					
Emergency Services	OES work Ambulance Operations		<p><b>We are up to 17- and quite frankly if you are a department that has an issue you don't want on the list.</b></p>			
Communication	November 2010 Newsletter, website, meeting reports	Sewer Expansion Midtown and residential areas				

# Last one on the list- February 2013





Now after two days



### 3. Examples on the Plan

## \*Debt Management Policy (1)- implemented

- Resolution # 03-11-23 Adopted March 11, 2011
- Required an annual Debt Report completed and filed
- Significances of Policy
  - Outlines what assets are available for Debt
  - Requires comparing all debt issues with straight line amortization

## \*Capital Policy (2)- implemented

- Resolution # 03-11-22 Adopted March 11, 2011
- Requires a Capital Report completed and filed
- Significant of Policy
  - Establishes Capital Fund and sub funds
  - Separates out of operations capital expenditures

## \*Department Management (3)- Partially Implemented

- Vehicle Use – adopted
- Cell Phones – adopted
- Uniformed Department Reporting – partially complete and improved but still in the works
- Still working on Human Resources Policies

## \*Communication (4)- implemented

- Taken off the list November 2010 with partial implementation and then continue development of:
  - Monthly Newsletter
  - Update managed website - [www.roanegov.org](http://www.roanegov.org)
  - Monthly Reports to Commission
  - Implementation of Executives Summaries - [www.roanegov.org](http://www.roanegov.org)
  - Policies - [www.roanegov.org](http://www.roanegov.org)
  - Decision Making Analysis (DMAs) - [www.roanegov.org](http://www.roanegov.org)
  - Reports of Committees (added in 2012-13)
    - Facilities
    - Solid Waste
  - Articles in Newspaper
  - Presentation to community groups

## Emergency Services (5)- partially implemented

- Specifically deals with Departments of:
  - Office of Emergency Services (OES)
  - Ambulance Services
- OES was restructured and various policies and additional oversight was implemented
- Ambulance Services was restructured:
  - New leadership
  - Outsourced Billed
  - Vehicle replacement schedule
  - Overtime management
  - Professional creditable reporting
  - Work continues on financial stability

## \*Midtown Development WWTP (6 and 11)- partially

- Applied Received \$4.2 million loan/\$1.0 million grant to extend sewer services in to Midtown
- Contracts awarded and working in progress for retail service and new hospital
- Funded now in development, design and scheduling of residential service expansion

## \*Fund Balance Policy (7)- implemented

- Resolution #04-11-32 Adopted April 11, 2011
- Require disclosure in the Annual Appropriation Resolution non compliance Section 2
- Significant of Policy
  - Helps prohibit the need to borrow short term to cover operating expenses
  - Establishes a Threshold Target Fund Balance to manage the operating funds
  - Outlines what would be both too low or a too high fund balance

## \*Recreation/Tourism (8)- partially implemented

- Roane County Park
- Riley Creek Campground
- Swan Pond Sport Complex
- Inventory of Assets

\*2012 (9), 2013 (14) and 2014 (16)

## Budget work and adoption

- Debt Services Tax Rate were recalibrated –which caused Debt Taxes to increase
- Rural Services taxes were reduced
- 1<sup>st</sup> time maybe in decades funds were not borrowed
- Capital Budgets were established
- Budget Adopted in July

## \*Capital Budget Implementation (10 and 15)- in progress

- New roof on Old Jail now available for reuse
- Purchase on house and lot at new jail for use as additional parking
- Recreation improvements – to be noted in Recreation/tourism slides
- Paving of Building and Codes parking lot and improved landscaping

# Facilities Improvements

- Developed plan for:
  - Preserving old jail building
  - Old jail use
  - Parking lot at Building and Codes
  - Acquisition of property for parking lot
  - Recreation use of Landfill area
  - Development of Swan Pond Recreation Complex
  - Sewer expansion in Midtown retail and residential area, residential area expansion in Dotson, College Grove and Harbin subdivisions
  - Had approval granted by TVA for an OES facility on Swan Pond Road
  - Begin planning an OES facility on Swan Pond Road

# To Accomplish the Goals

- Must Have the Vision
- Establish Goals
- Establish expectation of staff
- Have/Hire the Right Team
- Give Wholesome instructions
- Let the Team Work

## 4. Tools we use

- Monthly Newsletter
- County Executive Monthly verbal/written report
- Decision Making Analysis (DMA)
- Executive Summaries
- Position Papers
- Writing Resolutions (Policies)
- Staff Meetings
- Develop Master/Template Committee agenda
- Minutes Management
- Develop reports for committees (facilities, park activities, solid waste recycling operations)
- Grant Action Plans

# Tools we use con't

- Sub Fund Management
- Multi Year Budgets
- Identifying Leading Indicators
- Training Classes
- Capital project reviews
- Attend many meetings
- Speak at any event given an opportunity
- Allow staff freedom to speak
- The white board
- Daily Journal
- Do not negotiate but collaborate – share information and make decision together
- Five Point Star Management System



## 5. Places we have seen-TVA's Belafonte cooling tower



# TVA's Kingston's Steam Plant and Ash Spill



# Operations of Office of Emergency Services



# TVA's Fort Loudon Lock going downstream on Watts Bar Lake



# Landing at Highway 58 City Park in Kingston



# Welcoming VW of American



# Exercising for Emergencies



# Gypsum Pond at TVA Kingston Steam Plant



# SMR site at Clinch River



# Hanford, WA



# Capped Plutonium Reactor



# Houston Brothers



# Galas



# Thanks you for your attention

- Appreciation your Vote
- Your contributions