

Board of Commissioners Work Session

July 11, 2017

Discussion Notes

Public Debt Brochure

- Review which counties we use for comparisons
- Explore way to trend ratios and other debt data - historical comparison, 5-10 years
- Note which debt is included in the charts (by function & fund, e.g. Schools, A-B Tech, Economic Development)
- When finalized make all of these available to BOC, Staff, Public, Media

Interactive Debt Dashboard

- Capture original debt issuance year (vs. re-issuance)
- Debt History + Outlook section:
- Add a way to see explanations on year to year changes
- Go further back than 2013
- Stacked columns on previous year (un-issued amounts)
- Chart the Change in annual debt service year over year (assuming no new debt issuances) – to show funds that could be freed up by paying down debt (General Fund)
- Add a debt payment schedule from project page but for all debt / similar chart

Sample Project Specific Page(sample used Human Service Campus) : Notes relevant to all projects

- Add Projected Future items to project timelines (e.g. schedule for known major maintenance i.e. roof, HVAC)
- Simple, Transparent, Straightforward
- Creates historical snapshot
- Shows the Due Diligence that went into the project i.e. sites reviewed,
- Accessible to all - not overly complicated
- Add revenue / offsets for projects
- Would like Project Pages for school Capital Fund Projects – including timelines

Debt Policy/Issues Recommendations

- Link between debt & budget
- Budget impact - General Fund/Property Tax Rate
- As forecasting technology improves finding right balance in setting fund balance %
- Be clear about whether Capitalized Interest vs Cash Flow
- Include plan for any savings (similar projects vs. debt payoff – via escrow or other mechanism)

Links to Example Community Engagement Websites

- <http://discover.buncombecounty.org/>
- <https://data.jacksonms.gov/jackstats>
- <https://louisvilleky.gov/government/safe-healthy-neighborhoods/bethe1>
- <http://onelovelou.org/>

Community Engagement Tools/Strategies

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- Partner with community on priorities
- Mechanisms for community input
- Focus Groups
- Bridging engagement w/ technology
- Tying data and metrics to framing
- Campaign Driven Model of Engagement
- Simple Interface
- Call to action / ways for people to connect
- Reflect community aspirations
- Current events
- Interactive
- Text & Mobile based platforms
- Integrate Community profiles into website / portal
- Tap into leadership & efforts -- not all, just county led / county defined projects and priorities
- Strategic Partnerships - efforts led by community partners & grant recipients
- Include ways to find help, such as Mountain Mobility, Meals
- Build in opportunities for citizen participation, such as in Libraries, Parks & Rec
- Highlight Community Events
- Include resources for Pre-K
- Incorporate easy searching
- Workforce - Connect to job openings broader than just Buncombe County Government jobs
- Link / Connect to representatives for each district and for the whole community
- Connectivity to resources / between areas of the county & neighborhood
- Include Maps & Info about Place - Parks, Bike Trails, Parkway access
- How to engage more of the public in meetings – attending, viewing
- Communicating with the public in other ways, such as tax bill inserts

Budget Recap

- Work to avoid surprises
- Non-profit funding process a challenge – time consuming, inefficient, could be improved
- Spend most of the time on the most significant of important parts of the budget
- Unclear / confusing when figures change
- Be clear about whether using net county investment (offset by revenue) vs. expenditures only
- Start Process earlier
- Use dashboard monitoring tools - Update throughout the year
- Share at line-item level of detail
- Reports from Department Heads - More time for this and a structure for follow up opportunities
- Budget aligned to priorities
- A closer look at revenues tied to expenditures, e.g. federal inmate revenue
- Share context about need & criteria, e.g. fleet management

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- Economic Development & Incentives
- Community Contacts vs Grants – more clarity
- New Initiatives – clear structure & consistent handling (Built into department budgets vs. pulled out separate)
- Departments - focused sharing / categories
- Ability for multiyear forecasts to plan for stable tax rate
- Include debt conversation in annual budget process
- Focus on fund balance & forecast- as forecast tools improve how if policy on % fund balance maintained impacted?
- Commissioners as messengers for priorities vs. staff
- School Fund Balance & Budget – incorporate earlier in process, e.g. joint work session
- AB Tech Budgeting – involve Commissioners and reps for planning / priority setting
- Fire Districts – review data to inform plan
- Dashboard reporting throughout year - Budget to Actuals, Projections, Weekly update
- End of fiscal year process for input on options for revenue to be allocated
- Review the philosophy of forecasting more appropriation of fund balance than ends up being used
- Cash flow to expenditures

Aspirations

- We are...
 - Accessible & Open
 - Inclusive & have participation
 - Ready
 - A community who cares about all of our citizens and their quality of life
- What I hope our legacy is...
 - We've made a difference in the quality of life for all our citizens
 - Creating real impact to help Buncombe kids thrive
 - More face to face contact between community and Buncombe County
- How I know we've made a difference...
 - Reduced Childhood poverty
 - Increase access to pre-k
 - Reduced infant mortality
 - Reduced childhood hunger
 - Increase in kids achieving post high school
 - Reduced Energy waste in county facilities and more clean energy generation
 - Increase minority business ownership
 - Improved employment in neighborhoods with high poverty
- I look forward to...
 - Making a positive impact in the quality of life for all of our citizens
- In our community, we believe...
 - Every child deserves an equal opportunity to thrive
 - In citizenship & community leadership
 - The opinions of all of our citizens are important

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Possible Future Topics

for Work Sessions, Dashboards, County Manager Reports

- Follow-up on Debt Dashboard
- Follow-up on Community Engagement platform
- Map and Timeline for Budget Process
- Update on Mission / Blue Cross Blue Shield
- Economic Development & incentives
- Community Granting Process – alignment to priorities, guidelines on funding, etc.
- Job training & opportunities for youth
- Update "Kid Count" assessment of needs & opportunities support
- Legislative Update
- Website Report: Sites, Hits, Unique Visitors, Seasonality, Use
- Media & Outreach - which media tools work best for which initiatives
- Text alerts
- Streamed Commissioner Meetings
- Job Training & Opportunities
- Isaac Coleman
- Pre-K investments / early childhood education
- Sustainability Office
- Opiate addiction / response
- Status of Healthcare options for citizens
- Local Delegation
- TDA - Align with timeframes, practice, multi-year approach
- Infrastructure costs to counties from the tourism industry (e.g. Environmental Health / Pools, Restaurants, Employer Wages)
- Affordable Housing
- Debt Model
- Education
- Detention center, including revenue
- Possible establishment of AB Tech Debt Commission
- Debt Policies, including policy on use of any savings from projects
- Fund Balance Policy

Work Sessions

- Next Session 7/25
- Continue either quarterly or every other month