

BUNCOMBE COUNTY, NORTH CAROLINA

# ANNUAL BUDGET REPORT

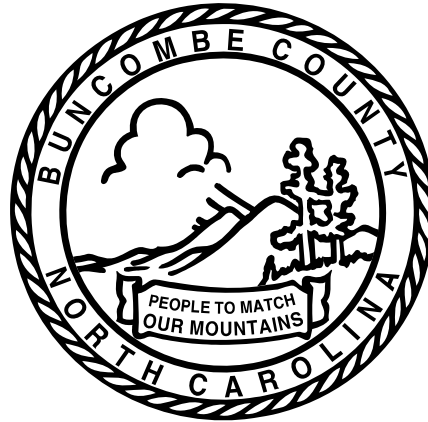


Fiscal Year 2013

July 1, 2012 – June 30, 2013

# BUNCOMBE COUNTY, NORTH CAROLINA

## ANNUAL BUDGET FISCAL YEAR 2012 - 2013



### BOARD OF COMMISSIONERS

David Gantt, Chairman

William H. Stanley, Vice Chair

Carol Peterson

K. Ray Bailey

Holly Jones

### COUNTY MANAGER

Wanda S. Greene, PhD, CPA

### DIRECTOR OF FINANCE

Donna B. Clark

Prepared by:

Department of Finance and Budget

Diane Price, Budget Manager

Autumn Lyvers, Accountant

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**Buncombe County Government** *takes seriously our responsibility to provide leadership in our community. And it is important that our values reflect our commitment to S.E.R.V.E.*

*Therefore, we pledge to:*

*Show pride in our work*

*Exhibit caring in all we do*

*Respect others*

*Value and practice honesty*

*Exercise responsibility*

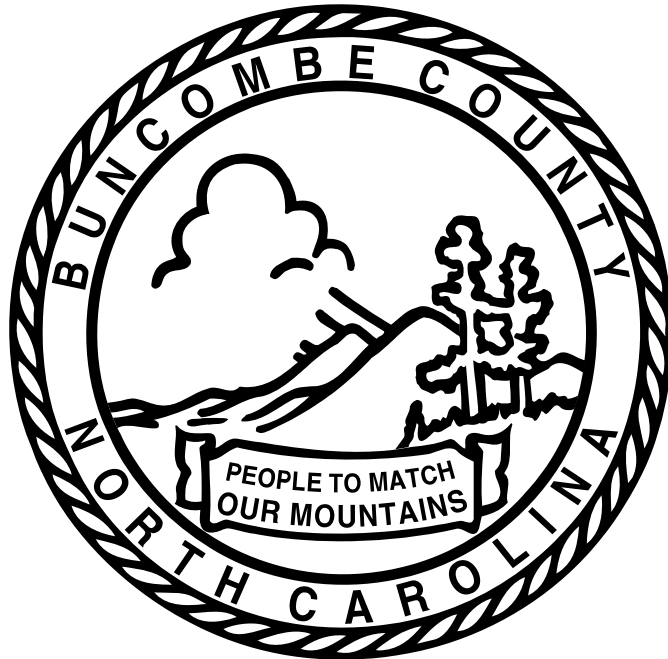
**OUR MISSION:**

*We promote a healthy, safe, well-educated, and thriving community with a sustainable quality of life.*

*We provide effective and efficient government our citizens can trust.*

*We deliver needed service through a responsive work force committed to excellence, integrity, and teamwork.*

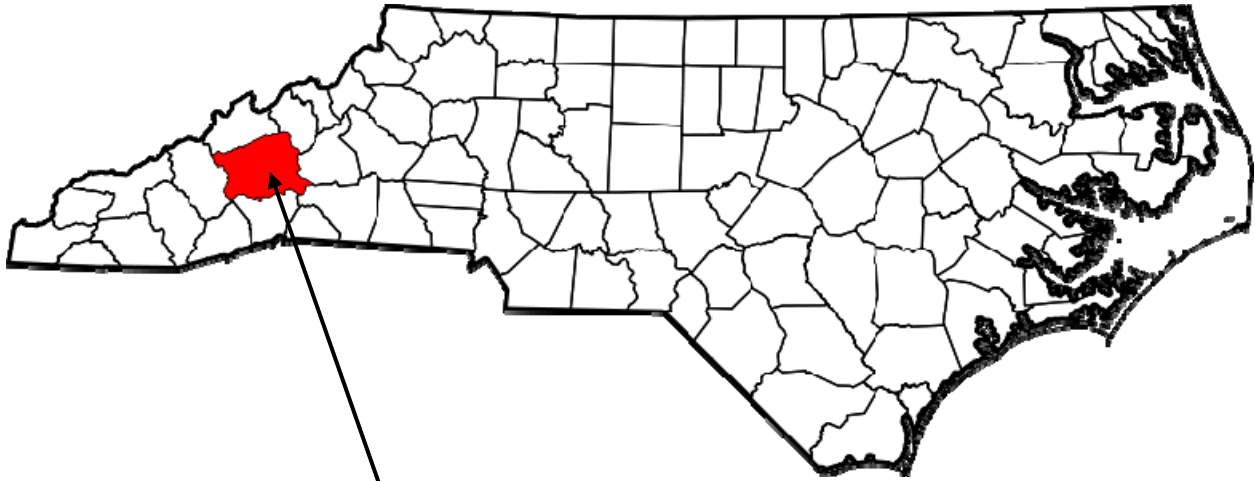
*~Buncombe County*



## The Buncombe County Seal

Buncombe County's Seal was designed and drawn in 1927 by the late Roy Fox, with help from his classmates. He was a sixth grade student at Woodfin School who entered a contest hoping that his design would become the Official County Seal. County officials selected his design, which featured mountains, trees and billowy clouds as most reflective of Buncombe County's beauty. The original motto, "Men to Match Our Mountains," came from a poem titled "The Country's Call." "Men" was later changed to "People" to acknowledge the contributions of all of Buncombe County's citizens.

# North Carolina



Buncombe County

Population	243,855
Area	656.55 sq. miles
Date Est.	12/5/1791
County Seat	Asheville

## A BRIEF HISTORY OF BUNCOMBE COUNTY

In 1791, David Vance and William Davidson presented to the North Carolina House of Commons a "petition of the inhabitants of that part of Burke County lying west of the Appalachian Mountains praying that a part of said county, and part of Rutherford County, be made into a separate and distinct county." The original bill to create the county gave as its name "Union." The name was changed, however, to Buncombe in honor of Col. Edward Buncombe, a Revolutionary War hero from Tyrrell County.

The Buncombe bill was ratified on January 14, 1792. The new county included most of Western North Carolina and was so large it was commonly referred to it as the "State of Buncombe." Approximately 1,000 people lived in the county.

The Buncombe Turnpike was completed in 1827 connecting Tennessee and Kentucky to South Carolina. The turnpike ran along the French Broad River in the northern part of the county and through the heart of the county in the south. The turnpike caused an economic revolution to the region. By 1840, the first public schools had opened and by 1850 there were 57 schools enrolling more than 4,500 students.

Economic prosperity in 1850 was based on the drover trade; driving hogs, cattle, sheep and turkeys from the West to markets in South Carolina. Corn, used to feed the animals being driven to market, was the key money crop. However, new railroads running into Tennessee and Kentucky greatly diminished the drover trade, as did the Civil War.

Zebulon Vance, Buncombe native and Governor of North Carolina, reflected the views of most citizens regarding the issues that resulted in the Civil War. He was opposed to secession, nevertheless he said, "If war must come, I prefer to be with my own people." Support for the Confederacy, however, formed quickly after the fall of Fort Sumter. The Buncombe Riflemen were the first to ride out. The war left Buncombe County's economy drained.

Economic salvation for Buncombe County arrived on October 3, 1880 when the first train pulled into Asheville. Building the railroad across the Blue Ridge Mountains was an engineering feat only equaled by the strength of the men who built it.

During the next ten years, the County's population increased by more than 13,000 people-- 61 percent. The most important agricultural commodity was tobacco. It replaced corn as the county's key money crop. Fruit and dairy products continued to grow in importance as well.

In 1890, George Vanderbilt began building Biltmore House, the largest private home in America. The artisans and others he brought to build his estate brought changes in views about forestry, agriculture and handicrafts. During this era, 1890-1910, Buncombe County's

cool, crisp mountain air made the area a popular location for tuberculosis sanatorium. The area also became one of America's best-known tourist centers.

By 1920, Buncombe County was firmly established as a transportation, manufacturing, forestry, agricultural, educational, medical and tourist center. Thomas Wolfe put Asheville on the literary map as well.

Despite the profound impact of the "great depression" that began in 1929, those same industries exist today in a vibrant metropolitan area surrounded by unsurpassed natural beauty. Our population has grown to more than 200,000. Yet, the qualities of intelligence, hard work, faith, honesty and "people to match our mountains" are prevalent today, as they have been throughout Buncombe County's extraordinary history.

A five-member Board of County Commissioners governs Buncombe County today, and they appoint a County Manager. However, due to House Bill 471, the number of Commissioners will increase from five to seven after the November 2012 general election. The chairman will be elected separately by all the qualified voters in Buncombe County every four years. Two commissioners will be elected from each of the three House of Representative Districts in Buncombe County, with the highest vote-getter elected to a four-year term and the person receiving the second highest number of votes elected to a two-year term. Each commissioner will be required to reside in and represent one of the districts, and only the qualified voters of that district will be eligible to vote for that district seat.

The Commissioners set policy, determine budgets for several agencies and set property tax rates for the entire county. The County Manager is the chief administrative officer, and prepares and recommends the annual budget. Also, the County Manager is responsible for program development and personnel management.

The FY2013 budget reflects the Commissioners' continuing commitment to education, economic development and public safety.

The goal of this Board is to continue to provide the citizens of Buncombe County quality services and first-rate government. They will accomplish this goal through motivated professionals who are dedicated to serving all of our people. The foundation has been laid that will ensure a bright and prosperous future for our citizens and for generations yet to come.



# Buncombe County

## BOARD OF COUNTY COMMISSIONERS



### **David Gantt – Chairman**

David Gantt, an attorney, is serving his fourth term on the Board. He is currently an active member of the Boards of the Asheville Regional Airport Authority, Eblen Charities, Asheville Buncombe Community Relations Council, and Martin Luther King, Jr. Committee. Commissioner Gantt is an advocate for education and the working people of Buncombe County.

### **Bill Stanley – Vice Chairman**

A retired high school coach and principal, Bill Stanley is serving his sixth term. In addition to his local involvement in civic affairs, he is a former President of the North Carolina Association of County Commissioners and is currently serving as a member of the Metropolitan Sewage District Board, MPO, RPO, NC Advisory Commission on Military Affairs and as NCACC District Representative.



### **Holly Jones**

Commissioner Holly Jones was elected to the Buncombe County Board of Commissioners in 2008. She served on Asheville City Council from 2001-2008. She currently serves on the Transportation Advisory Committee, Community Energy Advisory Committee and Land of Sky Council. Commissioner Jones works as the Regional Manager for the YWCA Southeast Region.



## Carol Peterson

A fifth generation native of Buncombe County and a retired Director of Vocation for the Asheville City Schools, Carol Peterson is serving her second term of office. She also serves on the Asheville Buncombe Technical Community College Board of Trustees, Board of Health and on Boards for Children First, College for Seniors, UNC-A, Juvenile Crime Prevention Committee, and Smart Start.

## K. Ray Bailey

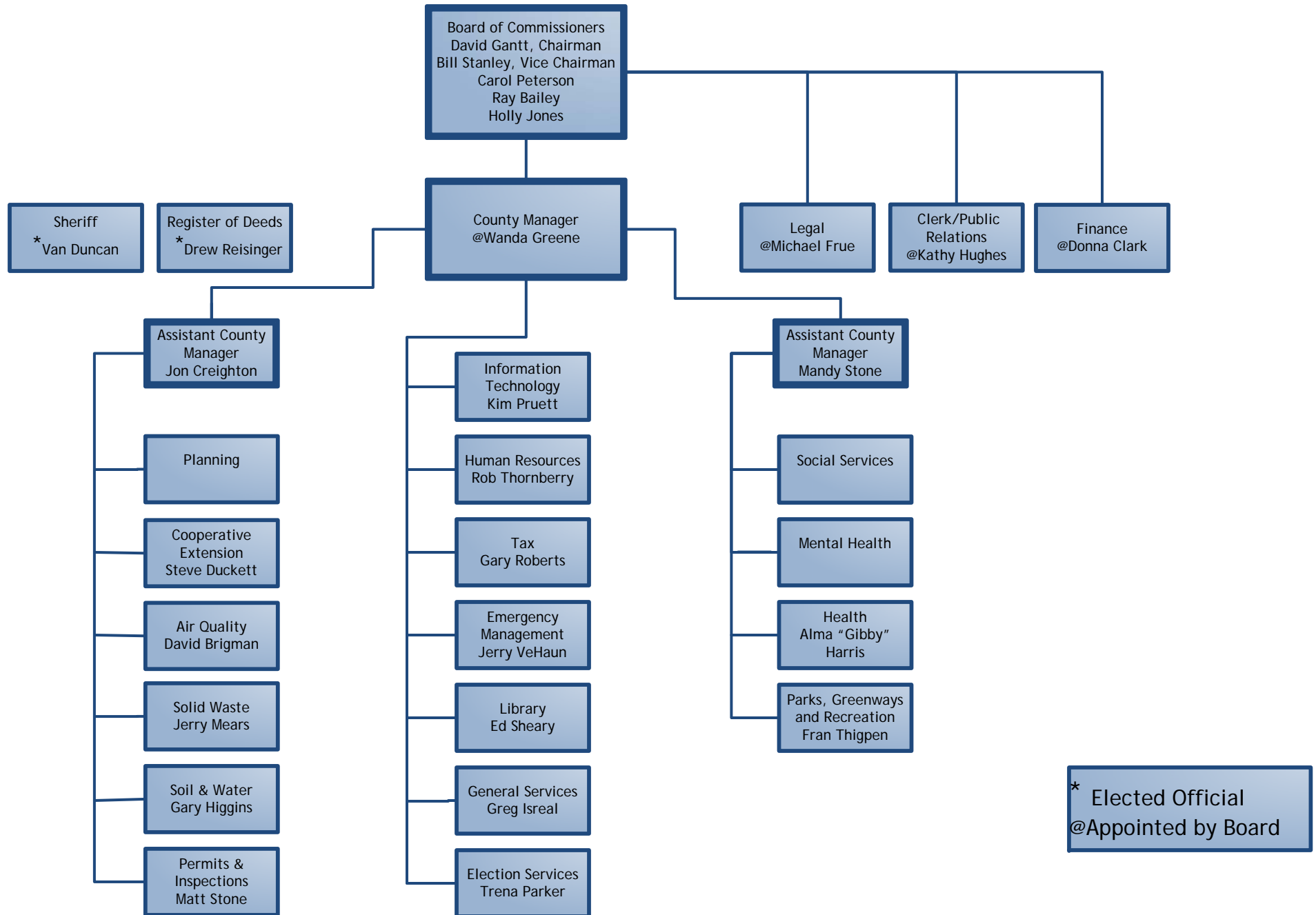
Commissioner K. Ray Bailey was elected to the Buncombe County Board of Commissioners in 2008. He is the President Emeritus of Asheville Buncombe Technical Community College where he served for 42 years, the last 15 as president. Commissioner Bailey currently serves as Chair for the Economic Development Coalition, and serves on the Tourism Development Authority and Mission Hospitals Board.



## County Officials

Wanda S. Greene, PhD, CPA	County Manager
Jon Creighton, MBA	Asst. County Manager/Planning Director
Amanda Stone, MSW	Asst. County Manager/Social Services Director
Kathy Hughes	Clerk to the Board
Michael Frue, JD	County Attorney
Donna B. Clark	Finance Director
Drew Reisinger	Register of Deeds
Van Duncan	Sheriff
Fran Thigpen	Parks, Greenways, & Recreation Services Director
Pat Freeman	City/County Bureau of Identification Director
Trena Parker, MPA	Elections Supervisor
Alma "Gibbie" Harris, MSPH, FNP	Health Director
Ed Sheary, MSLS	Library Director
Jerry VeHaun	Emergency Services Director
Matt Stone	Permits & Inspections Director
Robert Thornberry, Jr., MA	Human Resources Director
Kim Pruett	Information Technology Director
Gary Roberts	Tax Director
Gary Higgins	Soil & Water Conservation Director
Steve Duckett	Cooperative Extension Director
Greg Isreal	General Services Director

# Buncombe County Government



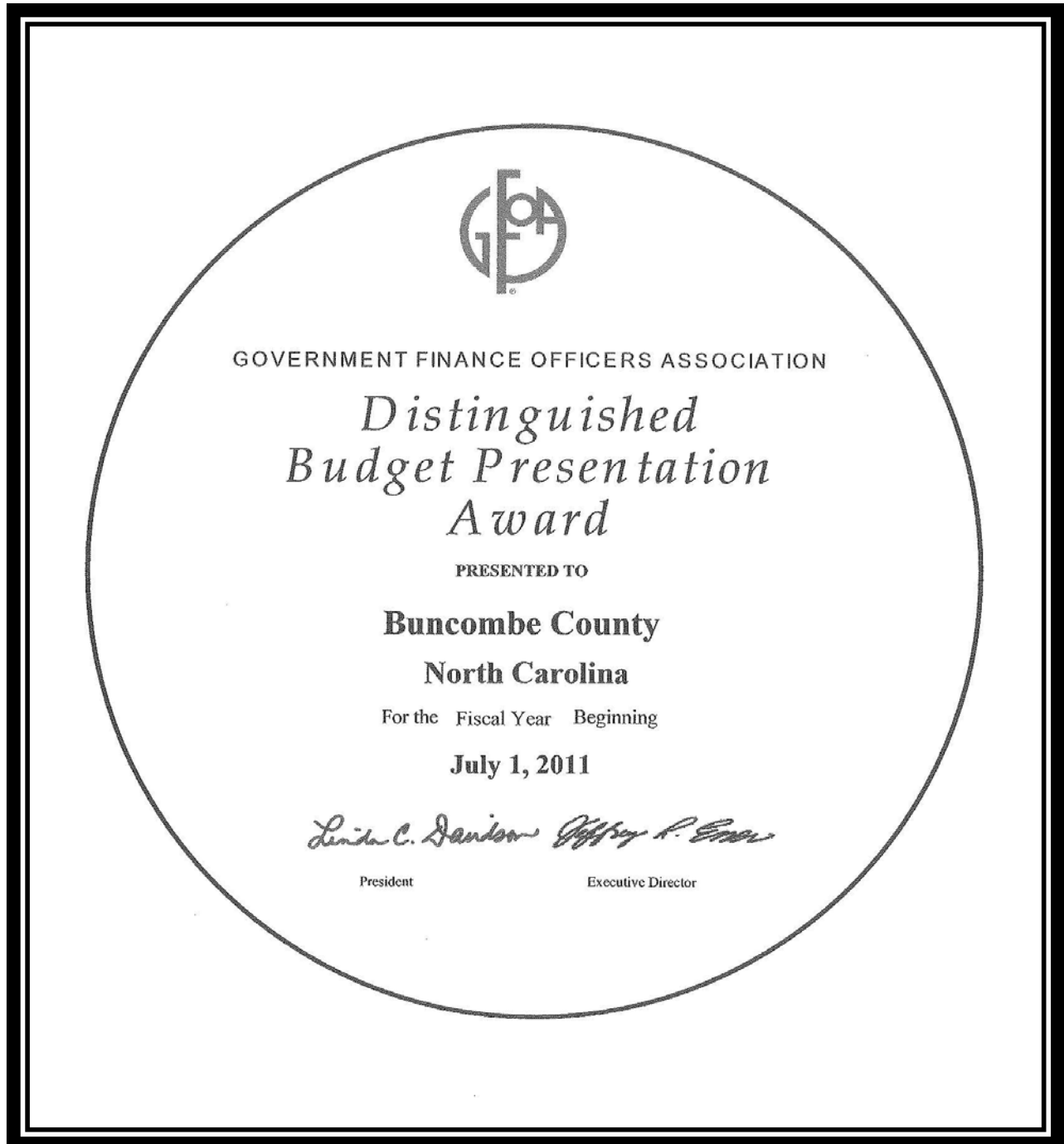
\* Elected Official  
@Appointed by Board

# Budget Award

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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Buncombe County, North Carolina for its annual budget for the fiscal year beginning July 1, 2011. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.





**Wanda Greene, PhD, CPA**  
County Manager

## Buncombe County Manager

**Jon Creighton, MBA**  
Assistant County Manager / Planning Director

**Mandy Stone, MSW**  
Assistant County Manager / DSS Director

May 15, 2012

Buncombe County Board of Commissioners:

The Honorable David Gantt, Chairman  
The Honorable William (Bill) Stanley, Vice-Chairman  
The Honorable K. Ray Bailey  
The Honorable Holly Jones  
The Honorable Carol Peterson

Mr. Chairman and Members of the Board:

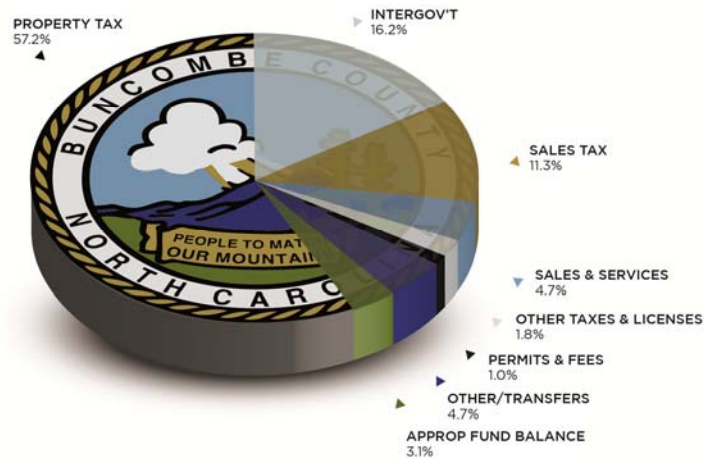
It is my pleasure and privilege to present Buncombe County's Fiscal Year 2012-2013 (FY2013) Budget Estimate of \$337,702,237. The budget is balanced and prepared under the guidelines of the North Carolina Local Government Budget and Fiscal Control Act. This balanced budget uses our current 52.5 cent tax rate and includes a General Fund Budget Estimate of \$265,830,585 and Non-General Fund operating plans totaling \$71,871,652. This is a 1% increase over the FY2011/12 budget. Since the non-general fund operation plans are paid for with fees and special revenues, this message focuses on the General Fund portion of the budget.

We believe the FY2013 Budget Estimate continues our strong financial management of County resources. Following is information on revenues and expenditures specific to the FY2013 Budget Estimate:

### **Revenues - Where the Money Comes From:**

Property tax represents 57.2 percent of our general fund revenue. In North Carolina, counties can access only those limited revenue streams that the North Carolina General Assembly authorizes counties to use. While conditions continue to improve in certain sections of the economy, public sector revenue streams have not returned to the pre-recession levels. The following chart reflects the sources of revenue included for the general fund budget:





Composition of the County's General Fund Revenues is reflected in the following table:

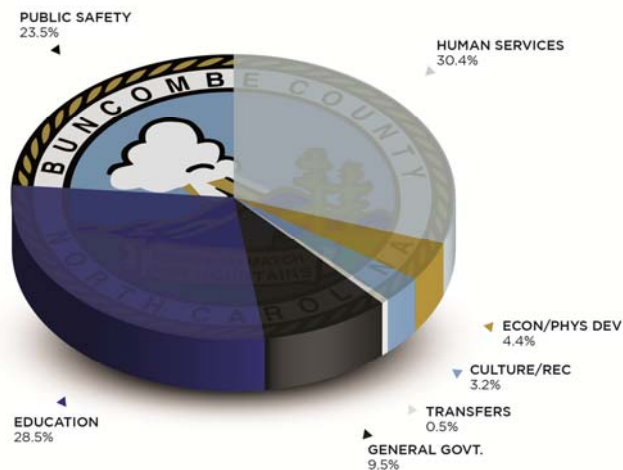
Revenue Source	Revenues	% of 2013 Budget
Property Tax	\$152,174,182	57.2%
Intergovernmental	43,041,744	16.2%
Sales Tax	30,017,067	11.3%
Other Taxes & Licenses	4,723,520	1.8%
Permits & Fees	2,609,745	1.0%
Sales & Services	12,474,333	4.7%
Other Revenues	12,433,238	4.7%
Fund Balance	8,356,756	3.1%
<b>TOTAL</b>	<b>\$265,830,585</b>	<b>100%</b>

### Expenditures - Where the Money Goes:

We are budgeting a 0.8% percent increase in property tax based on some growth in the assessed values and improved collections. We also budgeted a 6 percent increase in sales tax based on actual collections over the last 12 months.

We continue to focus on providing core services to our citizens. This budget holds departments at previous year programming levels except in the core, mandated services that are experiencing case load growth. The budget also continues City School, County School and ABTCC operational funding at the FY2012 levels.





While funding remains relatively level, demand for service, especially public safety and human service, continues to increase.

Core business budgets consume 82.4 percent (\$219,139,622) of our FY2013 General Fund Budget Estimate. The history of core service expenditures are reflected in the following table:

Function	Adopted Expenditures					
	FY2011	<i>NCC</i>	FY2012	<i>NCC</i>	FY2013	<i>NCC</i>
Education	72,490,575	<i>63,755,300</i>	75,531,762	<i>66,453,589</i>	75,809,954	<i>66,153,591</i>
Human Services	76,420,365	<i>33,523,656</i>	79,249,542	<i>37,725,686</i>	80,871,220	<i>40,842,803</i>
Public Safety	56,730,379	<i>47,505,452</i>	59,544,009	<i>48,438,302</i>	62,458,448	<i>50,373,431</i>
Total Exp	205,641,319	<i>144,784,408</i>	214,325,313	<i>152,617,577</i>	219,139,622	<i>157,369,825</i>
% of Budget	81.3		83.2		82.4	

\*NCC = Net County Cost

The increases in the FY2013 budget are driven by: loss of federal funding for mandated Social Services (\$2.5m); federal government narrow banding requirements for radio systems (\$700,000); fuel cost increases for fleet and utilities (\$400,000); job creation incentives (\$2.5m); general election (\$700,000); reappraisal (\$200,000); and infrastructure investments in public safety and the Civic Center (\$640,000 and \$340,000 respectively).

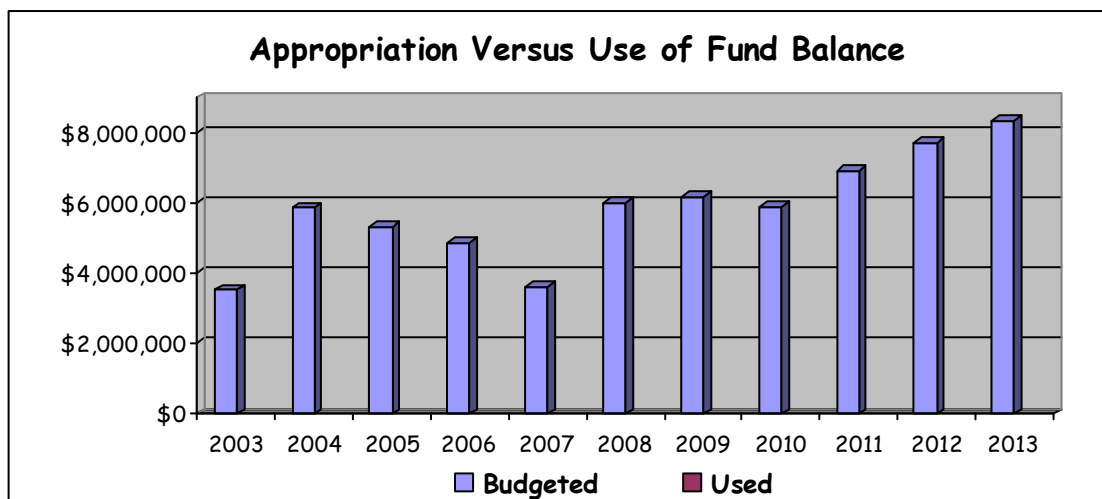


The balance of the General Fund budget includes services such as administration, information technology, finance, human resources, facilities, tax, election services, Register of Deeds, economic development, planning, permitting, recreation, and libraries. The following table reflects the expenditure breakdown for the General Fund:

Function	Expenditures	Revenues	Net County Cost	% of Total Budget
General Government	\$25,198,040	\$5,119,125	\$20,078,915	9.5%
Education	75,809,954	9,656,363	66,153,591	28.5%
Public Safety	62,458,448	12,085,017	50,373,431	23.5%
Human Services	80,871,220	40,028,417	40,842,803	30.4%
Economic/Phys Dev	11,659,303	574,924	11,084,379	4.4%
Culture/Recreation	8,588,947	1,205,066	7,383,881	3.2%
Capital/Transfers	1,244,673	0	1,244,673	0.5%
<b>TOTAL</b>	<b>265,830,585</b>	<b>68,668,912</b>	<b>197,161,673</b>	<b>100%</b>

### Balancing the Budget:

Fund Balance Appropriation is one means to help lower the burden on property tax owners. Each year we appropriate fund balance with the challenge to save the appropriated amount. Historically, we have been able to do that, and we expect to be able to achieve this savings in FY2013. The FY2013 Budget Estimate includes a fund balance appropriation of \$8,356,756. The following graph reflects the historical appropriation versus use of fund balance in our annual budgets:





## Other Taxing Districts:

During the budget process, the County also sets property tax rates for other taxing districts. The following schedule reflects the current and requested rates for the fire districts and Asheville City Schools.

Buncombe County - Fire, Ambulance and Rescue Service Districts Ad Valorem Tax Rates (in cents)		
District	FY2012 Tax Rate	FY 2013 Requested Tax Rate
Asheville Suburban	8.5	8.5
Barnardsville/Barnardsville N.E.	15.0	15.0
Beaverdam/Beaverdam N.C.	11.0	11.0
Broad River	10.0	10.0
East Buncombe	9.0	9.0
Enka-Candler	7.5	7.5
Fairview	7.5	9.0
Fletcher	7.8	7.8
French Broad	12.0	12.0
Garren Creek	14.0	14.0
Haw Creek-Asheville	9.0	9.0
Haw Creek-Reems Creek	9.0	9.0
Haw Creek-Riceville	9.0	9.0
Jupiter	9.5	9.5
Leicester/Leicester N.W.	10.0	10.0
N. Buncombe /N. Buncombe N.E.	10.6	10.6
N. Buncombe N. C.	10.6	10.6
Reems Creek/Reems Creek N.C.	12.0	12.0
Reems Creek N. E.	12.0	12.0
Reynolds	11.0	11.0
Riceville	11.0	11.0
Skyland/Skyland-S. Buncombe	7.8	7.8
Swannanoa	12.0	12.0
Upper Hominy/Upper Hominy S.D.	11.0	11.0
Woodfin/Woodfin N.C.	10.0	10.0
W. Buncombe/W. Buncombe N.W.	9.0	9.0
School District Ad Valorem Tax Rate (in cents)		
Asheville City Schools	15.0	15.0

These are difficult and uncertain economic times that require discipline and sacrifice in all aspects of government and life in general. The County continues to use the current



economic climate as an opportunity to reorganize and streamline operations leading to a leaner organization that is more effectively and efficiently serving our citizens.

We appreciate the Board of County Commissioners' support and guidance as we serve our citizens. That guidance has been critical in these economically turbulent times. We are in the people business - and that includes a wide spectrum of services. With continuing economic challenges, we find our citizens need our services even more than in years past. Every day most of our employees touch a person's life, often having a very significant impact on the person and our community. This budget focuses on maintaining quality in our core service areas that citizens need most.

It is our intention to SERVE our citizens well within the constraints that honor the need to hold costs down for all citizens while serving more citizens than have traditionally needed our services.

As always, Buncombe County Government is here to SERVE.

Respectfully submitted,



Wanda S. Greene, PhD, CPA  
County Manager



# EXECUTIVE SUMMARY

The following summary presents a general overview of the 2012-2013 budget for Buncombe County. The information explains where the money comes from (revenues) and where the money goes (expenses). Also, significant changes to the budget are highlighted. The text, charts and graphs in the following sections of this document provide a more in-depth study of the budget.



# Total County Funds

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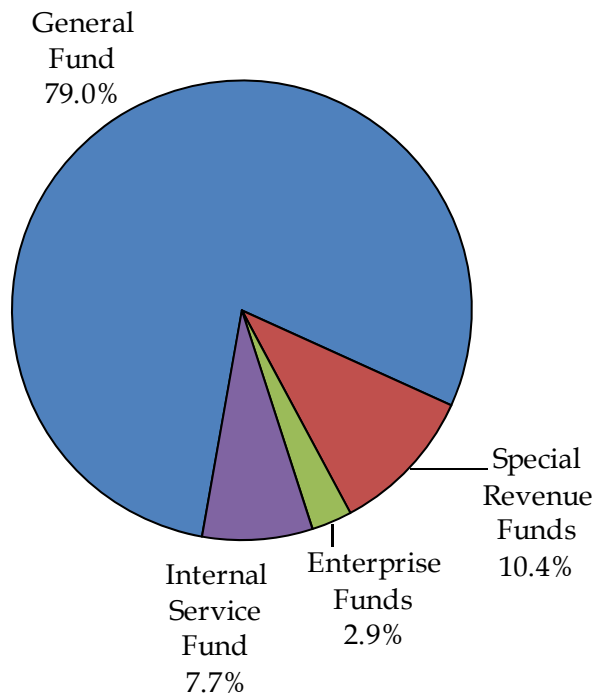
The total operating budget for Buncombe County in fiscal year 2013 is \$337,217,182. The largest fund is the **General Fund**, which is the County's main operating fund. The General Fund budget total is \$266,399,941 an increase of 3.47% from the 2011-2012 adopted budget. There was only a nominal change in the General Fund budget from the time of the budget message to budget adoption. The many factors which affected the FY2013 General Fund budget were specifically addressed in the budget message presented by the County Manager to the Board of Commissioners on May 15, 2012.

The next largest group of funds is the **Special Revenue Funds**. The total operating expenditures for these funds are \$35,076,434, an increase of \$1,051,440 from last year.

The **Enterprise Funds** have budgeted expenditures of \$9,613,555. This is a decrease of 35.88% for these funds. This decrease is due to the consolidation of the Parking Deck, Human Services Facilities, and Mental Health Enterprise Funds with the General Fund. The remaining Enterprise Funds are self-supporting and do not rely on any contributions from the General Fund.

The **Internal Service Fund** expenditures of \$26,127,252 are for County insurance premiums and insurance benefits for County employees. This is a decrease of 0.47% from the FY12 adopted budget.

**Total Operating Budget By Fund  
FY 2012-2013**



# General Fund

## WHERE DOES THE MONEY COME FROM? FY2013 REVENUES/SOURCES – GENERAL FUND



Primary Revenue Sources	2010/11 Adopted	2010/11 Actuals	2011/12 Adopted	2011/12 Estimate	2012/13 Adopted	% Change from FY 12 Estimate
Ad Valorem Levied	\$ 150,278,615	\$ 150,862,616	\$ 150,958,603	\$ 152,024,842	\$ 152,174,182	0.10%
Sales Tax	\$ 27,957,326	\$ 29,166,746	\$ 28,213,411	\$ 30,700,326	\$ 30,017,067	-2.23%
Intergovernmental	\$ 42,684,716	\$ 43,798,250	\$ 42,221,116	\$ 42,513,461	\$ 43,513,744	2.35%
Other Taxes and Licenses	\$ 4,446,000	\$ 4,317,150	\$ 4,283,783	\$ 4,584,289	\$ 4,723,520	3.04%
Permits & Fees	\$ 2,622,425	\$ 2,637,544	\$ 2,749,745	\$ 2,419,599	\$ 2,609,745	7.86%
Sales & Services	\$ 13,222,744	\$ 15,195,797	\$ 13,512,216	\$ 15,666,614	\$ 12,474,333	-20.38%
<b>Total</b>	<b>\$ 241,211,826</b>	<b>\$ 245,978,103</b>	<b>\$ 241,938,874</b>	<b>\$ 247,909,131</b>	<b>\$ 245,512,591</b>	<b>-0.97%</b>

### MAJOR REVENUE SOURCES:

The total budget for the General Fund is \$266,399,941. The General Fund derives its revenue from a variety of sources. The County's largest revenue source, accounting for 57% of the General Fund revenues for FY2013, is Ad Valorem, or property tax, which totals \$152,174,182 for the 2012 - 2013 year. This is an increase of \$1,215,579, or 0.8%, from the FY2012 adopted budget.

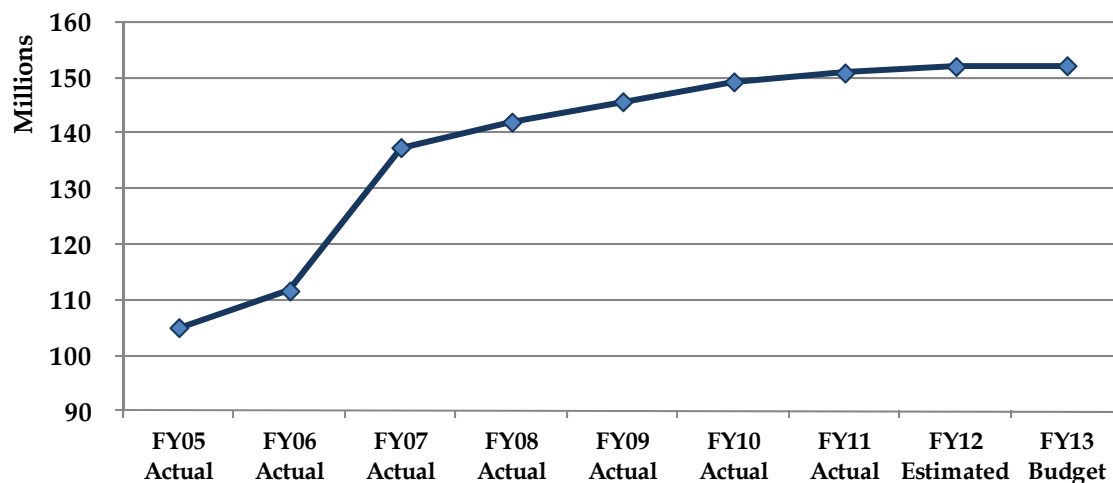
Buncombe County's real estate market is slowly recovering and the FY2013 budget estimate is based on the values below. During the budget process Buncombe County assumes a 98.25% collection rate.

Fiscal Year	2013
Tax Year	2012
Real Property	\$ 25,846,699,300
Personal Property	1,453,949,370
Public Service Companies	525,643,818
Registered Motor Vehicles	1,675,548,155
<b>Total Value</b>	<b>\$ 29,501,840,643</b>

In 2006, Buncombe County conducted its revaluation by the County Tax Department staff. The 2006-07 tax rate was reduced from \$0.59 to \$0.53 per \$100 of property value based on the increase in property values from \$18.9 billion to \$26.2 billion. The tax rate was reduced again in FY2007-2008 from \$0.53 to \$0.525 per \$100 of property value. It has remained at \$0.525 since FY2008. Buncombe County has included the next revaluation in the FY13 budget. The effects of this revaluation will be seen in FY2014.

	2010/11 Adopted	2010/11 Actuals	2011/12 Adopted	2011/12 Estimate	2012/13 Adopted	% Change from FY 12 Estimate
Ad Valorem Levied (does not include penalties or interest)	\$ 150,278,615	\$ 150,862,616	\$ 150,958,603	\$ 152,024,842	\$ 152,174,182	0.10%

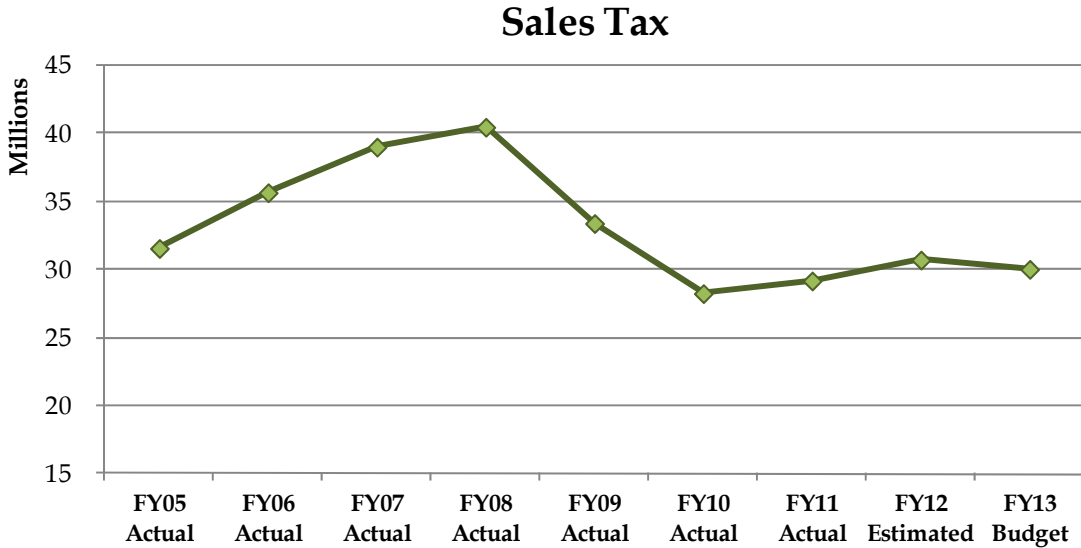
### Ad Valorem Levied



The next largest source of revenue is Sales Tax. It is estimated to increase from fiscal year 2012 by 6.39% to \$30,017,067. Buncombe County continues to be the retail hub of western North Carolina, supported by two major malls, a vibrant central business district, and several new shopping centers and mixed use developments. Sales tax is a volatile revenue source and has been negatively affected by the decrease in consumer spending during the recession; however, we are conservative with budget estimates as is evident by the actual collections in FY2012. Sales tax revenue is reviewed monthly and estimates are based on actual revenue received over the last twelve months.

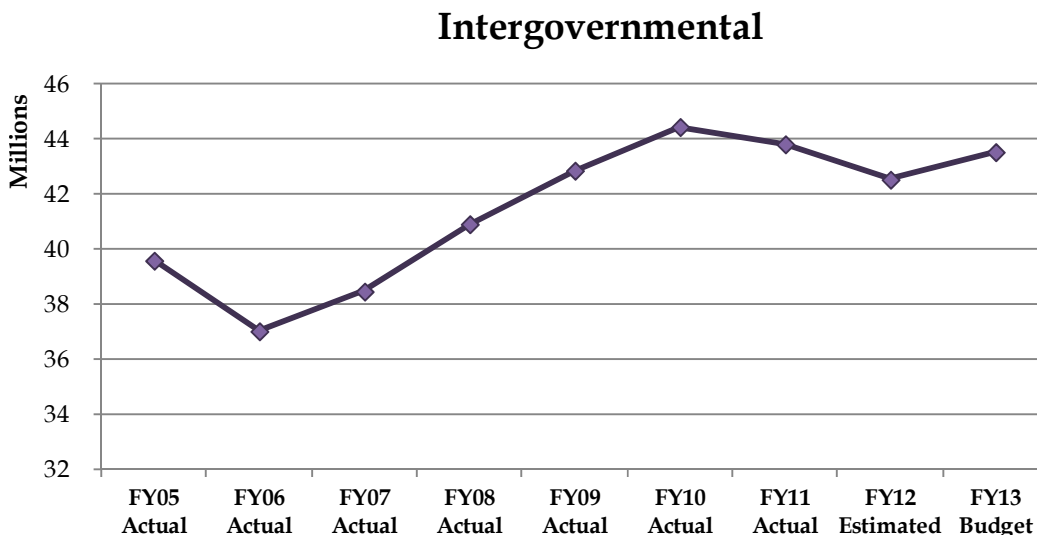
Buncombe County levies four local-option retail sales and use taxes: the one percent tax authorized in 1971 (Article 39); the one-half percent authorized in 1983 (Article 40); the second one-half percent authorized in 1986 (Article 42); and the quarter cent authorized by referendum in 2011 (Article 46). House Bill #507 designates one-half of the proceeds of the one-percent sales tax for the School Capital Commission Fund of Buncombe County. The sales tax proceeds designated for this Fund must be used to finance new public school construction or improvement and renovation projects in excess of \$100,000. Also, 30 percent of the proceeds from the Article 40 sales tax and 60 percent of the Article 42 sales tax must be spent for school capital outlay or debt service on school bonds. The remaining proceeds from the 1971, 1983, and 1986 sales and use taxes are allocated among the municipalities, fire districts, and County on the ad valorem or tax levy basis. The proceeds of the quarter cent sales tax are designated for Asheville-Buncombe Technical Community College and are accounted for in the AB Tech Capital Projects Fund.

General Fund Sales Tax	2010/11 Adopted	2010/11 Actuals	2011/12 Adopted	2011/12 Estimate	2012/13 Adopted	% Change from FY 12 Estimate
Article 39	\$ 9,070,774	\$ 9,055,488	\$ 8,831,463	\$ 9,483,635	\$ 9,339,549	-1.52%
Article 40	\$ 8,655,520	\$ 8,671,802	\$ 8,503,320	\$ 9,439,382	\$ 9,167,160	-2.88%
Article 42	\$ 10,231,032	\$ 11,142,895	\$ 10,878,628	\$ 11,727,581	\$ 11,510,358	-1.85%
Article 44 (Medicaid Relief Swap)	\$ -	\$ 296,562	\$ -	\$ 49,728	\$ -	
<b>Total</b>	<b>\$ 27,957,326</b>	<b>\$ 29,166,746</b>	<b>\$ 28,213,411</b>	<b>\$ 30,700,326</b>	<b>\$ 30,017,067</b>	<b>-2.23%</b>



Intergovernmental revenues include grants and payments from federal, state, and other local governmental units and increased 3.06% from FY2012 to FY2013. Intergovernmental revenues account for 16.33% of general fund revenues in the FY2013 budget.

The County expects to receive approximately \$34.4 million in federal and state funds for the Social Service Department (DSS) in 2012-2013. The Health Center is also expected to receive \$3.5 million in state and federal revenues. Due to the level of federal and state funding Buncombe County receives, a very conservative approach is taken with regard to anticipated revenues during the budget process. As grants are realized throughout the year the budget is amended to reflect the increased revenues. We anticipate this same trend to continue in the FY2013 fiscal year.



## OTHER REVENUE SOURCES:

### Other Taxes & Licenses

This revenue source, representing 1.77% of the budget, includes \$2,640,000 for the real property transfer tax (excise tax) and \$1,602,520 for video programming taxes. The Privilege License Tax is budgeted at \$26,000, the Rental Car Tax at \$325,000, and the Heavy Equipment Rental Tax at \$130,000 for FY2013.

### Permits & Fees

The permits and fees revenues include building permits and inspection fees and Register of Deeds' fees such as marriage licenses and recording fees. The revenue generated for licenses and permits makes up 0.98%, or \$2,609,745, of the general fund revenue. Permits and inspections make up 47% of these total revenues.

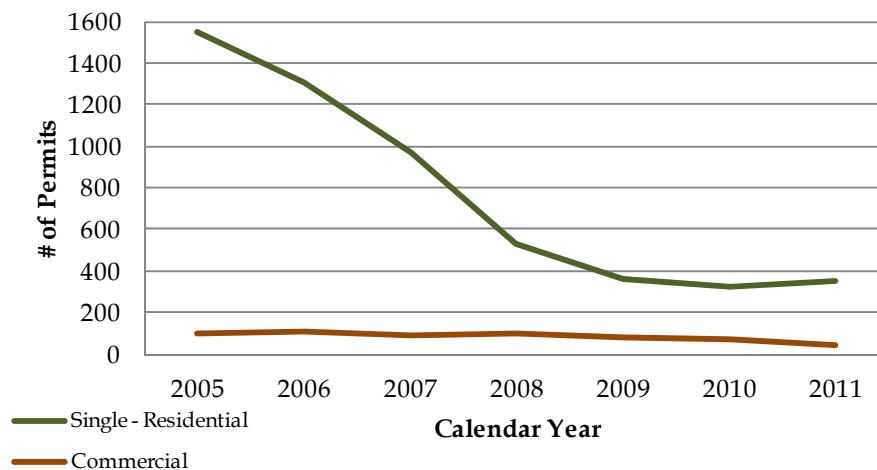
The Permits & Inspections Department inspects new construction using staff inspectors to enforce the North Carolina State Building Code. Of the construction related revenues, single-family construction was 48.99% of the total revenue for calendar year 2011, the latest year for which data is available.

Single-family construction increased by 7.7% from calendar year 2010 to 2011. In calendar year 2010, 323 single-family construction permits were issued, while in calendar year 2011, 348 were issued.

Multi-family construction decreased from calendar year 2010 to 2011. In calendar year 2010, 22 buildings were constructed consisting of 519 units total, while in calendar year 2011, no multi-family construction permits were issued.

Commercial construction decreased 39.13% in calendar year 2011 over the previous year. In calendar year 2010, 69 commercial construction permits were issued and 42 were issued in calendar year 2011.

## Building Permits Issued





### Sales & Services

These revenues represent charges for County services that are provided by County Departments. Included in revenues for sales and services are Health Center revenues, EMS fees, Jail revenues, and revenues for County operated parks and recreation programs. For 2012-13, general fund revenues for sales and services are estimated at \$12,474,333 a 7.68% decrease from last year. Much of this decrease is due to the continuing transition of Public Health programs as well as the loss of election revenues due to the election cycle. Sales and Services represent 4.68% of the total general fund budget. Revenues are estimated to be \$1.2 million for the Health Center, \$6 million for EMS, and \$366,000 for County operated Parks, Greenways, and Recreation, which includes Child Care Services.



### Other Revenues

These revenues include investment earnings; indirect cost charges, proceeds of capitalized leases, donations, and sale of assets. Other revenues for the general fund are estimated to be \$9,591,312 for FY2013, an increase of \$8 million from the previous year. This increase reflects the sale of a County-owned building to Linamar corporation.

Another large component of other revenues is investment earnings revenue derived from the short-term investment of County funds. This revenue source is budgeted at \$550,000 for FY13, which is no change from the FY12 budget.

### Fund Balance

In the general fund \$8,147,972 of fund balance is appropriated in the 2012-13 budget. This accounts for 3.06% of general fund revenues.

The unrestricted fund balance is estimated at 20.2% of total expenditures for fiscal year 2012. The Board of County Commissioners is committed to maintaining a high level of service to the citizens of Buncombe County without increasing the burden on the taxpayer. The projected fund balance assures the county will maintain its sound financial position.

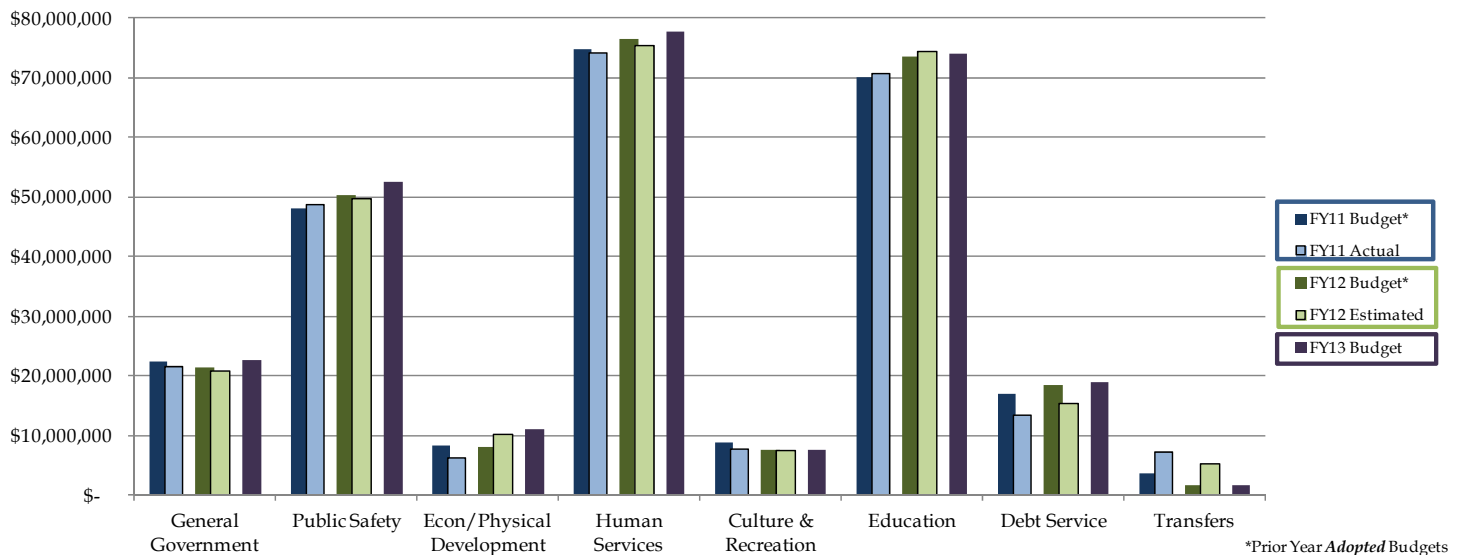
# WHERE DOES THE MONEY GO?

## FY2013 EXPENDITURES/USES – GENERAL FUND



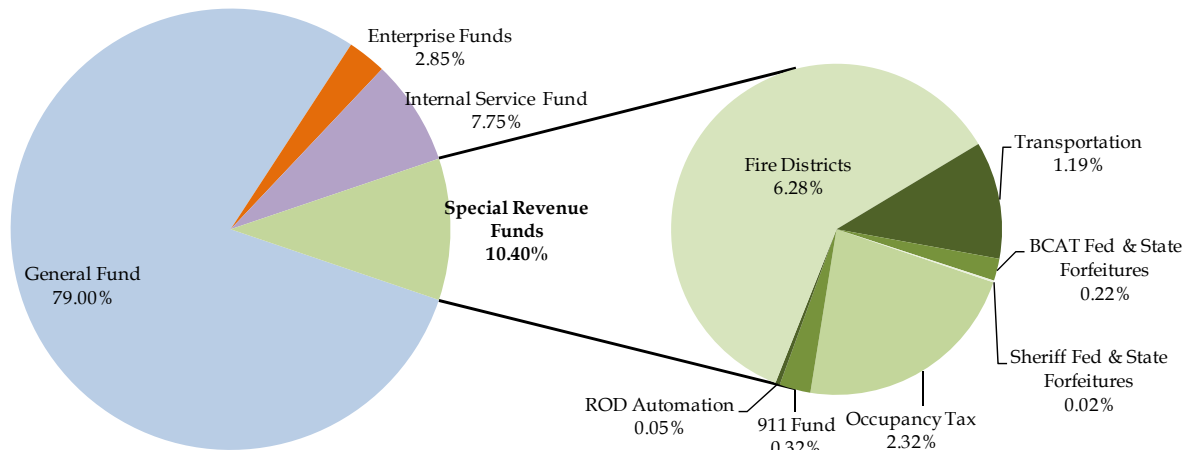
### BUDGET YEAR HIGHLIGHTS:

- General Government expenditure increases include the 2012 general election and Buncombe County’s property revaluation.
- General and liability claims are budgeted.
- Education funding for Buncombe County Schools, Asheville City Schools, and ABTCC operations is continued at the FY2012 levels.
- Economic Development includes increases for job creation incentives (\$2.5 million) and infrastructure investment in the Civic Center (\$340,000).
- Human Services continues to see caseload growth in Social Services. The loss of federal funding for mandated social services has also driven increases in the County’s FY2013 budget.
- Public Safety includes increases for caseload growth as well as infrastructure investments.
- Culture and Recreation total expenditures remain at previous year levels.



# Special Revenue Funds

The total budget for Special Revenue Funds is \$35,076,434. These funds represent 10.4% of the total County budget. The funds that make up the group of Special Revenue Funds are the Register of Deeds Automation Fund, Occupancy Tax Fund, 911 Fund, Fire Districts Fund, Transportation Fund, and the BCAT and Sheriff Federal and State Forfeiture Funds. The Air Quality Fund and Buncombe County Service Foundation Fund are component units of Buncombe County and are no longer reported as a Special Revenue Funds in this budget document.

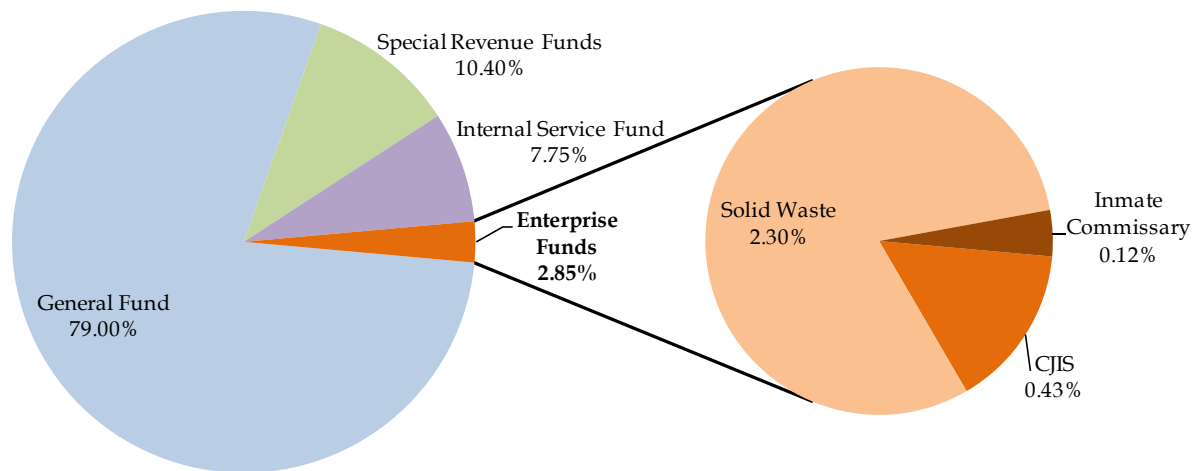


- The Register of Deeds Automation Fund has a budget of \$155,000 for FY2013. All of these funds are used for automating the Register of Deeds records.
- The Occupancy Tax Fund has a budget of \$7,836,400. This represents the revenues generated through the room occupancy tax on hotel and motel rooms. There was an increase of 4% in the budget amount from FY12 to FY13. These funds are used to further the development of travel, tourism and conventions in Buncombe County through state, national and international advertising promotions.
- The 911 Fund is budgeted at \$1,068,186. Much of the budget is for emergency communication equipment for the 911 system. The NC 911 Board approved a new 911 funding method effective FY12. The amount distributed to Buncombe County is based on data collected for the last five years of approved eligible expenditures reported to the 911 Board.
- The Fire Districts Fund has a budget of \$21,172,197 for FY2013, an increase of 1.97% from FY12. Buncombe County has twenty-six Fire Districts. Revenues for this fund are generated through sales taxes and ad valorem taxes. The ad valorem tax rates are recommended by each district and approved by the Board of Commissioners.

- The Federal and State Forfeiture Funds account for monies received from federal and state forfeiture programs as well as the state unauthorized substances excise tax. These proceeds are designated for law enforcement purposes. Due to the nature of forfeiture revenues, available fund balance and revenue estimates are appropriated at the beginning of the budget year and budget amendments are completed throughout the year as federal and state revenue is received. The Sheriff's Department and the Buncombe County Anti-Crime Task Force, also known as BCAT, receive forfeiture revenue:
  - The BCAT Federal Forfeiture Fund has a FY2013 budget of \$449,550.
  - The BCAT State Forfeiture Fund has a FY2013 budget of \$306,850.
  - The Sheriff Federal Forfeiture Fund has a FY2013 budget of \$41,430.
  - The Sheriff State Forfeitures Fund has a FY2013 budget of \$25,175.
  
- The Transportation Fund budget for FY2013 is \$4,021,646. This is a 5.05% increase over FY2012. However, the County- funded portion for FY13 has remained at the FY12 adopted level of \$1,169,673. The County's Transportation program, Mountain Mobility, provides transportation to several human service and non-profit agencies as well as general public transportation service outside the City of Asheville. During the FY2012 budget process the administration of the transportation program transitioned to outside service providers. Transportation is now administered and operated through contracts between Buncombe County, the Land of Sky Regional Council and McDonald Transit Associates, Inc.

# Enterprise Funds

The total budget for the Enterprise Funds is \$9,613,555. This is a decrease of 35.88% from FY12. This decrease is due to the consolidation of the Mental Health, Human Services Facilities, and the Parking Deck Enterprise Funds with the General Fund. The Enterprise Funds include Solid Waste, Inmate Commissary & Welfare, and Criminal Justice Information System (CJIS). All of these Funds are self-supporting through revenues and fees they collect.

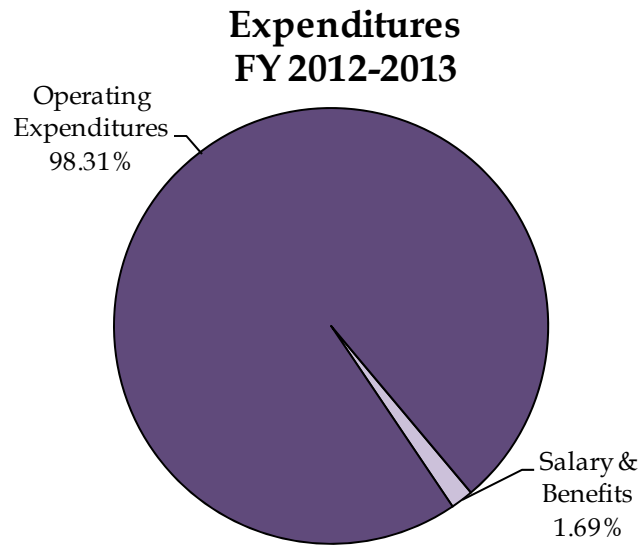


- The total budget for the Solid Waste Fund is \$7,742,087 which represents an increase of 13.80% from the FY2012 budget. The Solid Waste Fund includes the Landfill and Waste Transfer Station.
- The budget for the Inmate Commissary & Welfare Fund is \$413,207 which is a decrease of \$124,015, or 23.08%, from last year's budget. Revenues for this fund are generated through sales to the inmate population in the County's Detention Center.
- The Criminal Justice Information System (CJIS) Fund was created during the FY2009 budget process. This is an intergovernmental public safety fund that was previously budgeted in the General Fund. The FY13 budget is \$1,458,261. CJIS maintains connectivity to County, City and State data to make available to public safety agencies 24/7/365.

# Internal Service Fund

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The Internal Service Fund was established to fund all of the insurance premiums and health benefits for County employees. These expenditures consist of health insurance, workers' compensation, premiums and claims. Budgeted expenditures are \$26,127,252, a small decrease from last year's budget. The revenues for this fund are collected through direct charges to other funds for insurance purposes and employee payments for insurance premiums.



## OPERATING BUDGET SUMMARY: ALL FUNDS

	2010/11 Actual	2011/12 Estimated	2012/13 Budget
<b>Revenues:</b>			
General Fund	250,065,578	258,682,985	266,399,941
Special Revenue Funds:			
Volunteer Fire Departments Fund	18,540,328	18,512,154	21,172,197
Transportation Fund	2,595,298	3,664,517	4,021,646
Emergency Telephone System Fund	1,748,536	950,691	1,068,186
Occupancy Tax Fund	6,882,365	7,457,663	7,836,400
Workforce Investment Act Fund	2,748,697	-	-
Register of Deeds Automation Fund	153,807	143,288	155,000
BCAT Federal Forfeitures	536,414	95,393	449,550
Sheriff Federal Forfeitures	206,669	8,892	41,430
BCAT State Forfeitures	305,061	43,598	306,850
Sheriff State Forfeitures	22,223	33,449	25,175
Enterprise Funds:			
Solid Waste Disposal Fund	7,342,591	7,248,811	7,742,087
Human Services Facilities Fund	490,375	699,698	-
Mental Health Fund	2,663	358,988	-
Inmate Commissary Fund	413,941	507,420	413,207
Parking Deck Fund	699,267	480,845	-
Criminal Justice Info System Fund	1,285,825	1,313,314	1,458,261
Internal Service Fund	21,442,253	23,477,018	26,127,252
<b>Total</b>	<b>315,481,891</b>	<b>323,678,724</b>	<b>337,217,182</b>
<b>Expenditures</b>			
General Fund	249,733,032	258,493,537	266,399,941
Special Revenue Funds:			
Volunteer Fire Departments Fund	18,540,328	18,515,001	21,172,197
Transportation Fund	2,654,915	3,664,517	4,021,646
Emergency Telephone System Fund	1,679,191	2,179,050	1,068,186
Occupancy Tax Fund	6,882,365	7,457,663	7,836,400
Workforce Investment Act Fund	2,748,698	-	-
Register of Deeds Automation Fund	296,936	286,813	155,000
BCAT Federal Forfeitures	418,006	249,545	449,550
Sheriff Federal Forfeitures	150,641	67,966	41,430
BCAT State Forfeitures	20,782	31,636	306,850
Sheriff State Forfeitures	21,659	5,192	25,175
Enterprise Funds:			
Solid Waste Disposal Fund	10,436,308	5,676,855	7,742,087
Human Services Facilities Fund	356,381	570,227	-
Mental Health Fund	675,452	963,063	-
Inmate Commissary Fund	508,525	290,802	413,207
Parking Deck Fund	1,271,591	1,960,689	-
Criminal Justice Info System Fund	1,487,737	1,249,738	1,458,261
Internal Service Fund	21,888,988	19,988,065	26,127,252
<b>Total</b>	<b>319,771,535</b>	<b>321,650,359</b>	<b>337,217,182</b>

**BUDGET SUMMARY ALL FUNDS - REVENUES**

Summary of County Funds	2010/11 Actual	2011/12 Estimated	2012/13 Budget
<b>General Fund</b>			
Property Taxes	153,298,703	154,720,881	152,174,182
Local Option Sales Tax	29,166,746	30,700,326	30,017,067
Other Taxes	4,317,150	4,584,290	4,723,520
Intergovernmental	43,798,250	42,513,460	43,513,744
Permits & Fees	2,637,544	2,419,599	2,609,745
Sales & Services	15,195,797	15,190,011	12,474,333
Investment Earnings	682,868	515,543	550,000
Miscellaneous	676,708	1,334,801	9,041,312
Interfund Transfers/Other Financing Sources	291,811	6,704,074	3,148,066
Appropriated Fund Balance	-	-	8,147,972
<b>Total</b>	<b>250,065,578</b>	<b>258,682,985</b>	<b>266,399,941</b>
<b>Special Revenue Funds</b>			
Property Taxes	14,554,910	14,773,899	16,820,373
Other Taxes	10,867,783	11,195,918	12,188,224
Intergovernmental	7,648,647	3,543,590	3,931,459
Permits & Fees	150,457	140,834	151,695
Charges for Services	30	-	-
Investment Earnings	42,147	32,427	40,330
Miscellaneous	123,202	144,123	106,200
Interfund Transfers	352,222	1,078,854	1,169,673
Appropriated Fund Balance	-	-	668,480
<b>Total</b>	<b>33,739,398</b>	<b>30,909,645</b>	<b>35,076,434</b>
<b>Enterprise Funds</b>			
Other Taxes	341,098	282,343	257,487
Intergovernmental	1,270,566	1,326,111	1,409,578
Charges for Services	8,461,909	8,503,662	7,857,807
Investment Earnings	157,204	135,692	40,000
Miscellaneous	3,885	361,268	-
Other Financing Sources	-	-	-
Interfund Transfers	-	-	-
Appropriated Fund Balance	-	-	48,683
<b>Total</b>	<b>10,234,662</b>	<b>10,609,076</b>	<b>9,613,555</b>
<b>Internal Service Fund</b>			
Charges for Services	19,144,816	23,438,828	26,127,252
Investment Earnings	35,004	38,190	-
Interfund Transfers	2,262,433	-	-
Appropriated Fund Balance	-	-	-
<b>Total</b>	<b>21,442,253</b>	<b>23,477,018</b>	<b>26,127,252</b>



**BUDGET SUMMARY ALL FUNDS- EXPENDITURES**

<b>SERVICE AREA</b>	<b>2010/11 Actual</b>	<b>2011/12 Estimated</b>	<b>2012/13 Budget</b>
Departments			
<b>General Government</b>			
Governing Body	922,506	801,925	850,468
County Manager	903,033	965,335	1,014,189
Human Resources	690,163	607,427	623,019
Finance	2,551,975	2,215,361	2,332,183
Tax Department	4,256,983	4,069,292	4,479,816
Board of Elections	1,011,247	1,398,575	1,656,702
Register of Deeds	3,295,975	2,681,411	2,779,462
Information Technology	7,997,772	8,144,157	8,994,336
Register of Deeds Automation Fund	296,936	286,813	155,000
Internal Service Fund - Health/Dental	21,888,988	19,988,065	26,127,252
<b>Public Safety</b>			
Sheriff	27,583,529	28,288,716	28,965,084
Emergency Services	8,646,826	8,943,760	9,449,750
Justice Resource Center	164,052	158,254	162,961
Pretrial Release	673,598	610,030	631,585
City-County Bureau of Identification/ Centralized Data Entry	1,171,910	1,245,020	1,251,660
Permits & Inspections	1,631,421	1,576,887	1,626,607
General Services	6,197,064	6,046,780	7,674,216
College Street Parking Deck	-	4,867	252,534
Nondepartmental	2,539,878	2,820,330	2,660,153
Volunteer Fire Departments Fund	18,540,328	18,515,001	21,172,197
Emergency Telephone System Fund	1,679,191	2,179,050	1,068,186
Criminal Justice Info System Fund	1,487,737	1,249,738	1,458,261
Inmate Commissary Fund	508,525	290,802	413,207
BCAT Federal Forfeitures	418,006	249,545	449,550
Sheriff Federal Forfeitures	150,641	67,966	41,430
BCAT State Forfeitures	20,782	31,636	306,850
Sheriff State Forfeitures	21,659	5,192	25,175
<b>Human Services</b>			
Public Health	16,214,939	13,729,017	13,070,525
Social Services	54,946,070	58,551,470	61,797,596
Aging Services	634,184	570,086	570,766
Human Services Support Team	766,046	672,473	666,172
Nondepartmental	1,618,906	1,857,723	1,625,000
Transportation Fund	2,654,915	3,664,517	4,021,646
Human Services Facilities Fund	356,381	570,227	-
Mental Health Fund	675,452	963,063	-
<b>Economic &amp; Physical Development</b>			
Planning & Development	1,924,697	1,836,802	2,661,678
Economic Development	2,650,747	6,964,466	6,995,655
Cooperative Extension	389,573	363,877	465,762
Soil & Water Conservation	473,159	401,739	465,110
Recycling	729,822	544,365	458,621
Occupancy Tax Fund	6,882,365	7,457,663	7,836,400
Workforce Investment Act Fund	2,748,698	-	-
Parking Decks Fund	1,271,591	1,960,689	-
Solid Waste Disposal Fund	10,436,308	5,676,855	7,742,087
<b>Culture &amp; Recreation</b>			
Library	5,088,897	4,988,155	5,021,684
Parks, Greenways, & Recreation	2,621,887	2,378,575	2,376,960
Arts, Museums & History	59,625	50,000	104,500
<b>Education</b>			
City Schools	8,121,889	9,103,369	9,134,788
County Schools	54,498,728	57,166,903	56,923,484
Community College	8,013,999	8,063,999	8,063,999
Interfund Transfers	7,277,123	5,220,437	1,543,923
General Debt Service	13,464,809	15,451,954	19,048,993
<b>TOTAL</b>	<b>319,771,535</b>	<b>321,650,359</b>	<b>337,217,182</b>

## BUDGET SUMMARY BY FUND: Sources & Uses Fiscal Year 2012 - 2013

	General Fund	Special Revenue Funds	Enterprise Funds	Internal Service Fund
<b>Sources of Funds:</b>				
Property Taxes	152,174,182	16,820,373	-	-
Local Option Sales Tax	30,017,067	4,351,824	-	-
Other Taxes	4,723,520	7,836,400	257,487	-
Intergovernmental	43,513,744	3,931,459	1,409,578	-
Permits & Fees	2,609,745	151,695	-	-
Charges for Services	12,474,333	-	7,857,807	26,127,252
Investment Earnings	550,000	40,330	40,000	-
Miscellaneous	9,041,312	106,200	-	-
Other Financing Sources	-	-	-	-
Interfund Transfers	3,148,066	1,169,673	-	-
Appropriated Fund Balance	8,147,972	668,480	48,683	-
<b>Total</b>	<b>266,399,941</b>	<b>35,076,434</b>	<b>9,613,555</b>	<b>26,127,252</b>
<b>Uses of Funds:</b>				
Salary & Benefits	102,500,338	80,738	2,261,100	442,448
Operating	35,171,074	5,052,308	4,673,497	25,684,804
Contributions	107,841,773	18,472,197	-	-
Capital Outlay	-	934,791	45,000	-
Contingency	293,840	2,700,000	249,945	-
Contra	-	-	-	-
Debt Service	19,048,993	-	1,834,013	-
Interfund Transfers	1,543,923	7,836,400	550,000	-
<b>Total</b>	<b>266,399,941</b>	<b>35,076,434</b>	<b>9,613,555</b>	<b>26,127,252</b>

**Total Expenditures By Fund & Function  
Fiscal Year 2013**

**USE OF ANNUAL OPERATING FUNDS BY FUNCTION**

FUND (Fund #)	General Govt	Public Safety	Human Services	Econ & Physical Development	Culture & Recreation	Education
General (10)	22,730,175	52,674,550	77,730,059	11,046,826	7,503,144	74,122,271
Occupancy Tax (20)				7,836,400		
911 (23)		1,068,186				
ROD Automation (25)	155,000					
Volunteer Fire Depts (28)		21,172,197				
Transportation (30)			4,021,646			
Criminal Justice Info System (60)		1,458,261				
Solid Waste (66)				7,742,087		
Inmate Commissary (69)		413,207				
BCAT Federal Forfeitures (70)		449,550				
Sheriff Federal Forfeitures (71)		41,430				
BCAT State Forfeitures (77)		306,850				
Sheriff State Forfeitures (78)		25,175				
Health/Dental (80)	26,127,252					
<b>GRAND TOTAL</b>	<b>49,012,427</b>	<b>77,609,406</b>	<b>81,751,705</b>	<b>26,625,313</b>	<b>7,503,144</b>	<b>74,122,271</b>

**USE OF PROJECT FUNDS BY FUNCTION**

FUND (Fund #)	General Govt	Public Safety	Human Services	Econ & Physical Development	Culture & Recreation	Education
Special Projects (24)				x		
School Capital (26)						x
Grant Projects (27)		x	x	x	x	
PDF Woodfin Downtown Dist. (31)				x		
PDF Woodfin Debt Service (32)				x		
AB Tech Capital Projects (33)						x
Capital Projects (41)	x	x	x	x	x	
Solid Waste Capital Projects (42)				x		
CJIS Capital (46)		x				

# Fund Balance Analysis

<b>General Fund</b>			
	<b>2010/11 Actual</b>	<b>2011/12 Estimated</b>	<b>2012/13 Budget</b>
Total Revenues	\$250,065,578	\$ 258,682,985	\$ 258,251,969
Total Expenditures	249,733,032	258,493,537	266,399,941
Revenues Over (Under) Expenditures	332,546	189,448	(8,147,972)*
Fund Balance, Beginning as Restated	70,489,626	70,822,172	71,011,620
Fund Balance, End of Year	70,822,172	71,011,620	62,863,648

\*The General Fund appropriated fund balance for FY2013 is \$8,147,972. This is a 6% increase from last year. Fund balance, as described below, is appropriated each year with the challenge to save the appropriated amount.

<b>Other Governmental Funds</b>			
	<b>2010/11 Actual</b>	<b>2011/12 Estimated</b>	<b>2012/13 Budget</b>
Total Revenues	\$ 33,739,398	\$ 30,909,645	\$ 34,407,954
Total Expenditures	33,413,521	32,457,383	35,076,434
Revenues Over (Under) Expenditures	325,877	(1,547,738)	(668,480)*
Fund Balance, Beginning as Restated	4,878,677	5,204,554	3,656,816
Fund Balance, End of Year	5,204,554	3,656,816	2,988,336

\*The FY2013 appropriated fund balance for other Governmental Funds consists of the Forfeiture Funds (Sheriff & BCAT State/Federal) appropriation of \$668,480. Due to the nature of forfeiture revenues, available fund balance is appropriated at the beginning of the budget year. Budget amendments are completed throughout the budget year as federal and state revenues are received.

Fund Balance is created from excess revenues over expenditures.

North Carolina's Local Government Commission recommends an available fund balance of at least 8% of expenditures. This represents approximately one month's average expenditures. However, most cities and counties need to maintain a higher percentage so they will have enough fund balance on hand to quickly respond to emergencies or other unforeseen expenditures. Buncombe County's reserve policy requires an unallocated General Fund balance of 15% of total actual expenditures and transfers out. This reserve policy allows Buncombe County to plan for contingencies and maintain good standing with rating agencies. To view the policy in its entirety, see [Appendix B](#).

Buncombe County estimates the unrestricted fund balance for fiscal year 2012 to be \$52,369,518 for the General Fund. This is 20.2% of estimated General Fund expenditures for 2012. The fiscal year 2012-2013 General Fund budget includes an appropriated fund balance of \$8,147,972, which is 3% of appropriations. As our County Manager describes in her Budget Message, fund balance appropriation is one means to lower the burden on property tax owners. We appropriate fund balance each year with the challenge to save the appropriated amount. We have been able to do this historically.

BUNCOMBE COUNTY, NORTH CAROLINA

UNRESTRICTED FUND BALANCES (Post GASB Statement 54)

*Non-Audited (Projected) Fund Balances*

FUND BALANCE AT JUNE 30, 2012

<u>Unrestricted Fund Balance</u>	=	<u>52,369,518</u>	=	20.2%
Expenditures & Operating Transfers Out		258,679,223		

*Audited (Actual) Fund Balances*

FUND BALANCE AT JUNE 30, 2011

<u>Unrestricted Fund Balance</u>	=	<u>52,180,066</u>	=	20.9%
Expenditures & Operating Transfers Out		249,733,035		

UNRESERVED FUND BALANCES (Pre GASB Statement 54)

*Audited (Actual) Fund Balances*

FUND BALANCE AT JUNE 30, 2010

<u>Unreserved Fund Balance</u>	=	<u>50,940,052</u>	=	19.2%
Expenditures & Operating Transfers Out		264,763,863		

FUND BALANCE AT JUNE 30, 2009

<u>Unreserved Fund Balance</u>	=	<u>52,256,067</u>	=	20.8%
Expenditures & Operating Transfers Out		250,725,598		

FUND BALANCE AT JUNE 30, 2008

<u>Unreserved Fund Balance</u>	=	<u>46,578,265</u>	=	17.8%
Expenditures & Operating Transfers Out		261,908,641		

FUND BALANCE AT JUNE 30, 2007

<u>Unreserved Fund Balance</u>	=	<u>47,834,281</u>	=	19.8%
Expenditures & Operating Transfers Out		242,031,766		

FUND BALANCE AT JUNE 30, 2006

<u>Unreserved Fund Balance</u>	=	<u>43,981,586</u>	=	21.0%
Expenditures & Operating Transfers Out		209,552,928		

FUND BALANCE AT JUNE 30, 2005

<u>Unreserved Fund Balance</u>	=	<u>39,239,257</u>	=	19.1%
Expenditures & Operating Transfers Out		205,231,677		

FUND BALANCE AT JUNE 30, 2004

<u>Unreserved Fund Balance</u>	=	<u>34,033,114</u>	=	17.6%
Expenditures & Operating Transfers Out		193,765,706		

FUND BALANCE AT JUNE 30, 2003

<u>Unreserved Fund Balance</u>	=	<u>26,552,475</u>	=	14.8%
Expenditures & Operating Transfers Out		179,690,706		

# Personnel Summary

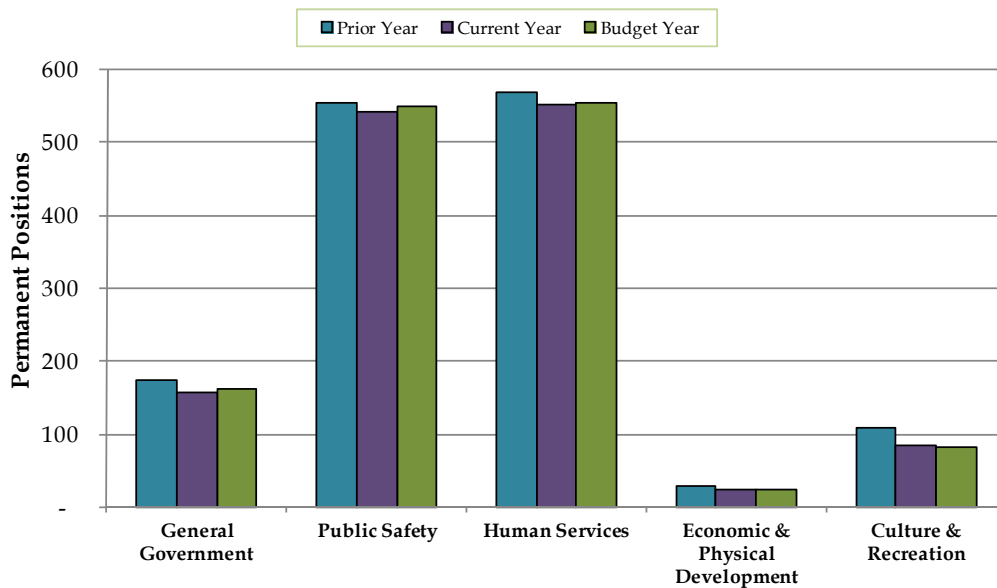
## Summary of Positions by Fund:

Personnel Summary - Budgeted Permanent Positions				
Fund	Prior Year	Current Year	Budget Year	Percent Change
General Fund	1,434	1,360	1,370	1%
Special Revenue	18	-	-	0%
Enterprise Fund	41	32	31	-3%
Internal Service Fund	1	2	5	150%
<b>Total All Funds</b>	<b>1,494</b>	<b>1,394</b>	<b>1,406</b>	<b>1%</b>

## General Fund Summary - Positions by Service Area:

Personnel Summary - Budgeted Permanent Positions				
Service Area	Prior Year	Current Year	Budget Year	Percent Change
General Government	174	156	161	3%
Public Safety	555	543	550	1%
Human Services	569	552	555	1%
Economic & Physical Development	28	25	23	-8%
Culture & Recreation	108	84	81	-4%
<b>Total General Fund</b>	<b>1,434</b>	<b>1,360</b>	<b>1,370</b>	<b>1%</b>

### General Fund



Further detail and explanation of personnel changes can be found within the Service Areas & Departments Section.

# POLICIES & GOALS



# Basis of Accounting

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Basis of Accounting refers to the specific time at which revenues and expenditures (expenses) are recorded in the accounts and reported in the financial statements.

All funds of the County are accounted for during the year on the modified accrual basis of accounting in accordance with North Carolina General Statutes. Briefly, this means that obligations of the County are budgeted as expenditures in the accounting period, month or year, in which it occurs, but revenues are recognized only when they are measurable and available. "Measurable" means the amount of the transaction can be determined and "available" means the amount is collectible within the current month/year or soon enough thereafter to be used to pay liabilities of that same month/year. Exceptions to this form of accounting are unmatured principal and interest on long term debt that are recognized when due, and certain compensated absences and claims and judgments, which are recognized when the obligations are expected to be liquidated. The General Fund and Agency Funds are presented in the financial statements on this same basis. (The General Fund is used to account for transactions of the governmental unit and Agency Funds are used to account for agencies, governmental units, outside the County that receive County funding or other types of assistance).

The County considers all revenues available if they are collected within 60 days after year-end. Property taxes not collected within 60 days after June 30 are not recorded as revenue because the amount is not considered to be an available resource to finance the operations of the current year. Sales taxes, collected and held by the State at year-end on behalf of the County, are recognized as revenue. Intangible taxes and other intergovernmental revenues, and sales and services are not susceptible to being recorded when earned because generally they are not measurable until received in cash. Expenditure driven grants are recognized as revenue when the qualifying expenditures have been incurred and all other grant requirements have been satisfied.

The Enterprise Funds, i.e. Solid Waste Disposal Fund, and Insurance Internal Service Fund are presented on the accrual basis of accounting. Under this basis, revenues are recognized in the accounting period when earned, regardless of when the cash from these revenues is received; and expenses are recognized in the period when incurred, instead of when they are paid. The Enterprise Funds are funds that account for the acquisition, operation and maintenance of governmental facilities and services which are entirely or predominantly self-supporting by user charges. The Internal Service Fund accounts for goods or services provided to other departments on a cost-reimbursement basis.



# Basis of Budgeting

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Budgets are adopted as required by State Statute. An annual budget ordinance is adopted for the General, Special Revenue, Internal Service Fund, and Enterprise Funds. The General Fund is where all the transactions of the County that are not required to be accounted for elsewhere are recorded. The Special Revenue Funds account for revenues that must be spent for a specific purpose. All annual appropriations lapse at fiscal year end. Project ordinances spanning more than one year are adopted for the Grant Project and Capital Project Funds, where expenditures for multi-year grants and infrastructure and facilities are accounted for. All of these budgets are prepared using the modified accrual basis of accounting, which is consistent with the accounting system used to record transactions. Under this method, revenues are recognized when they become both “measurable” and “available” to finance expenditures of the current period. Expenditures are recognized when the liability is incurred in most cases.

Expenditures are accounted for at three levels. The functional level represents a group of departments with the same or similar purpose, i.e. public safety. The departmental level represents the budget for each department as a stand alone entity. The object level is each line item within the department’s budget. Expenditures may not legally exceed appropriations at the functional level for the General Fund, at the department level for the Special Revenue and Enterprise Funds, and at the object level for the Capital Projects Funds. The balances in the Capital Reserve Funds, the fund where a budget is “set aside” for a particular capital project, will be appropriated when transferred to their respective Capital Projects Funds.

The County utilizes the encumbrance method of accounting, as required by State Statute. An encumbrance is an amount of money committed and set aside, but not yet expended, for the purchase of a specific good or service. Encumbrances outstanding at year-end represent the estimated amounts of the expenditures ultimately to result if unperformed purchase orders and other contracts in process at year-end are completed. All unexpected annual budget appropriations lapse at year-end. Encumbrances outstanding at year-end are reported as part of fund balances since they do not constitute expenditures or liabilities. The subsequent year’s appropriations provide authority to complete these transactions. Encumbrances at year-end in funds that are budgeted on a multi-year project basis automatically carry forward to the next fiscal year along with their related appropriations and are not subject to annual cancellation and reappropriation.

# The Budget Process

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Buncombe County operates under an annual balanced budget ordinance as required by North Carolina statutes. This means that the sum of estimated net revenues and appropriated fund balance in each fund will be equal to appropriations in that fund. State statutes also require that the County operate on a fiscal year beginning July 1 and ending on June 30.

## **BUDGET DEVELOPMENT**

Budgets are developed on a departmental basis by expenditure function within a fund. The budgets display all of the County financial operations including funding for various agencies outside of the County's organizational structure.

The Finance office initially compiles all personnel information including projected salary and wages for the upcoming budget year. This information is reviewed by the budget personnel and departments and changes are made as needed. County departments then compile their budget requests for the upcoming year. For the 2013 Fiscal Year, departments submitted their budget requests using the County's web-based budget application. The FY2013 budget is very much a hold-the-line budget following FY2012's budget reductions of 3, 5, and 7%.

The Buncombe County Strategic Plan and Capital Plan are also reviewed during the budget process. The Strategic Plan, adopted in 2009, provides guidance on budget year initiatives. The Capital Plan is reviewed early in the budget process so operating costs and debt service costs are anticipated and budgeted as necessary.

The chart and budget calendar on the following pages provide a deeper look into the FY2013 budget process.

## **ADOPTION OF BUDGET ORDINANCE**

The annual balanced budget is submitted to the Board of Commissioners in June. A public hearing on the budget is held in the middle of June with an expected budget adoption by June 30. In accordance with North Carolina statutes, the governing board shall adopt a budget not earlier than ten days after the budget is presented to the Board and not later than July 1. The FY2013 budget was presented to the Board of Commissioners on May 15, 2012, and a Public Hearing was held June 5, 2012. The Buncombe County Board of Commissioners adopted the FY2013 budget on June 19, 2012.

## **AMENDMENTS TO THE BUDGET ORDINANCE**

### **BUDGET TRANSFERS**

The County Manager is authorized by the budget ordinance to transfer appropriations between functional areas within a fund up to \$50,000 per expenditure; however, any revisions that change functional appropriations by more than \$50,000 per expenditure must be approved by the governing board. The Budget Officer may approve line item transfers within a functional area upon requests by County departments. Line-item and function transfers do not alter the total expenditures of a fund.

### **BUDGET AMENDMENTS**

Budget amendments alter the total expenditures of a fund and are completed throughout the fiscal year as necessary. The receipt of special revenues (grants, forfeiture revenues, etc.), interfund activity, and other program/project changes are a few instances when budget amendments may be necessary. All budget amendments are required to be approved by the governing board.

No amendment may increase or reduce a property tax levy or in any manner alter a property taxpayer's liability.

# The Budget Process – Developing the FY13 Budget

Budget Drivers



## Guiding Principles

- Focus on core services
- Maintain current tax rate of 52.5 cents
- Maintain long term planning focus

## Federal Budget Pressures

- Loss of federal funding for mandated Social Services (\$2.5 million)
- Narrow banding requirements
- FY14 Affordable Care Act

## Other Drivers

- Modest economic growth
- General Election in Nov 2012
- Tax reappraisal schedule
- Rising fuel costs

Response



## Allocating Resources to Address Needs & Mandates

### Available Resources

- Sales tax collections growth
- Jail diversion programs have resulted in increased capacity for the Detention Center, allowing for increased revenue from housing federal and state prisoners.
- Sale of building to Linamar Corporation
- Reinstated Beer and Wine Tax revenue previously withheld by the state.

**County departments held at previous year programming levels except in the core, mandated service areas. Shifting items within the budget and appropriating available resources has allowed the County to meet new needs and mandates with only a 1% increase in the total budget:**

- Human Services* – Increased caseload growth in Social Services as well as loss of federal funding to be covered by County funds
- Public Safety* – Increase in caseload (Patrol Division calls for service)
- Infrastructure Investments* – Civic Center improvements of \$340,000
- Economic Development Incentives* - \$2.5 million to Linamar corporation
- Tax Changes* – Tax revaluation (in progress) to be effective in Fiscal Year 2014, Tax Year 2013; Vehicle property tax collections to be collected by NC DMV effective July 1, 2013 (implementation will begin in March 2013)
- Elections* – General election in November 2012 (no revenue received for general elections)
- Narrow banding* – Federal requirements for radio systems (\$700,000)
- Fuel Costs* – \$400,000 appropriated for rising fleet and utility fuel costs
- Planning for FY14 Affordable Care Act requirements*

Results

## Meeting Objectives & Looking Ahead

- ✓ Current Tax Rate Maintained
- ✓ Increases in Human Services and Public Safety core services; Maintained funding for Education
- ✓ Early implementation of FY14 Affordable Care Act requirement – 90 day waiting period for health insurance (currently 6 months)
- ✓ Other needs and mandates addressed

## Budget Calendar Fiscal Year 2013

Date	Budget Procedure	Action By:
Nov 7	Capital and IT requests due to County Manager.	Senior Leadership Team
Dec 12	FY2013 salary and wage report run by IT and sent to Finance.	IT
Jan 12	Instructions for FY2013 budget requests sent to Department Heads.	Finance
Jan 13 - Jan 27	FY2013 budget requests submitted by departments via web-based budget application.	Department Heads
Jan 30 - Feb 24	Review and analyze department budgets; provide summary to County Manager.	Finance
Mar 1	Meet with commissioners to review budget status (FY2012 budget-to-actual through 6 months with full year projection).	County Manager/Finance
Mar 2	Debt Service schedule complete and input into Lawson.	Finance
Mar 5-16	Hold 2-by-2 meetings with Commissioners	County Manager/Finance
Mar 30	Property tax base & collection rate estimates due to Finance.	Tax
Mar 30	Department deadline for submitting performance measures.	Directors
Apr 4	Mail sales tax and property tax base data to fire districts and schools with instructions for calculating revenues and budget submission deadline.	Finance/Tax
Apr 25	Fire Districts budgets due.	Fire Districts
Apr 30	Fund balance projections submitted for FY2012.	Finance
Apr 30	FY2013 budget recommendation for all funds submitted to County Manager.	Finance
May 3	Updated property tax estimates provided.	Tax
May 3	Updated revenue projections provided.	Finance/Directors
May 12	Budgets submitted by school districts.	Sch Distr/ABTCC
May 15	Budget message presentation.	County Manager
Jun 5	Public hearing.	Board of Comm
Jun 19	Adoption of FY2013 Budget.	Board of Comm

# Operating Funds

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All of the funds described below have been subject to the budget process and all appropriations have been approved by the Board of Commissioners and they are included in the County's budget ordinance.

## **General Fund**

The General Fund is the main operating fund of the County. It is used to account for all financial resources except those required to be accounted for in another fund. This fund receives the major portion of ad valorem tax revenues, local option sales tax, federal and state shared revenues, licenses, permits and fees. The major operating activities include: public safety, economic and physical development, human services, education, library and recreation, debt services, and general government service functions. The Commissioners annually adopt appropriations for this fund.

## **Special Revenue Funds**

Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditures for specified purposes. The Commissioners annually adopt appropriations for these funds. Buncombe County maintains nine Special Revenue Funds:

Register of Deeds Automation  
Occupancy Tax  
911  
Fire Districts  
Transportation  
Federal and State Forfeiture Funds (4)

## **Internal Service Fund**

Internal Service Funds are used to account for the financing of goods by one department or agency to other departments or agencies of the County on a cost reimbursement basis. The Insurance Fund is used to account for the activities of the County's health and dental insurance plans for County employees. Also included in the Insurance Fund is all activity for worker's compensation, property, professional liability, and general liability premiums and claims. The Commissioners annually adopt appropriations for this fund.

## **Enterprise Funds**

The Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that costs of providing services to the general public be recovered primarily through user charges. The Commissioners annually adopt appropriations for these funds. Buncombe County has three Enterprise Funds:

Criminal Justice Information System (CJIS)  
Solid Waste  
Inmate Commissary & Welfare

# Buncombe County Fund Structure

## All Funds

### Governmental Funds

### Proprietary Funds

#### General Fund

#### Debt Service Funds

#### Capital Project Funds

#### Special Revenue Funds

#### Enterprise Funds

#### Internal Service Fund

#### Fiduciary - Agency Funds

#### Component Units

PDF Woodfin Debt Service

Special Projects Fund

Capital Projects Fund

School Capital Commission Fund

AB Tech Capital Projects Fund

Fire Departments Fund

911 Fund

Occupancy Tax Fund

ROD Automation Fund

Grant Projects Fund

Transportation Fund

Drug Forfeiture Funds (4)

PDF Woodfin Downtown Fund

Solid Waste Fund

Solid Waste Capital Projects Fund

CJIS Fund

CJIS Capital Projects Fund

Inmate Commissary Fund

Air Quality Fund

BC Service Foundation Fund

Inmate Trust Fund

General Agency

Social Services Fund

Sondley Estate Trust

NC Motor Vehicle Interest

Deed of Trust Fund

BC Anticrime Task Force (BCAT)

Annual Fund

Multiyear/Project Fund

Other

# Fiscal Policies (Adopted by Commissioners June 18, 1996)

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## Revenue Policy

As directed by Management the County shall project revenues biannually updating the projections annually.

Recreational programs shall be funded by user fees for all programs for which it is practical to charge.

Building Inspections and Permits and Soil Erosion shall be fully funded through user fees in the form of building permits, inspections and plan review fees. These fees shall represent 100% of direct costs.

The direct costs of Environmental Health Programs, except for state mandated inspections, shall be fully funded through user fees for permits.

Direct EMS costs shall be funded to the maximum extent possible.

The average daily cost of housing federal prisoners shall be calculated by the Sheriff's Department, approved by the Finance Director, and reported to the U.S. Marshal to establish an updated reimbursement rate at regular intervals as deemed appropriate by the Sheriff and Finance Director.

All Enterprise Funds shall be totally self-supporting.

State and federal funds available for operating expenses and capital outlay shall be aggressively sought.

The County shall consider market rates and charges levied by other public and private organizations for similar services in establishing tax rates, fees, and charges.

## Capital Improvement Policy

The County shall prepare, adopt and amend, as necessary, a ten-year capital projects needs assessment and a five-year capital improvement program detailing each capital project with a cost greater than \$250,000, the estimated total cost, description, and funding source.

The County shall provide for the adequate maintenance and the orderly replacement of the capital plan and equipment from current revenues where possible.

Operating expenditures shall be programmed to include the cost of implementing the capital improvement program and provide all workforce, operating costs, and capital outlay required.



## **Operating Budget Policy**

Current operating revenues, operating transfers into the General Fund, and appropriated fund balance shall be sufficient to support current operating expenditures, including debt service.

Debt or bond financing shall not be used to finance current expenditures.

The County shall focus on holding net County costs of operations steady and aggressively pursue non-tax funding to add or expand programs. The County shall focus on shifting recurring capital costs to routine operating costs and ensuring that departments have current/safe equipment to provide services.

The County will endeavor to purchase facilities and move them from leased space to reduce long-run facility costs.

As directed by Management, the County shall prepare financial forecasts that will include projections of annual growth plus allowances for operating costs of new capital facilities.

The County shall integrate performance measures with the annual budget.

## **Vehicle Replacement Policy**

County departments must justify the need for a county-owned vehicle. The cost-benefit of paying an employee mileage for use of a personal vehicle versus use of a county-owned vehicle must be documented. Evaluation of the on-going need for county-owned vehicles assigned to a department will be made on an annual basis before bidding new county vehicles.

The Board of Commissioners must approve all new vehicle purchases and requests for a vehicle from the surplus list when that vehicle increases the fleet assigned to that department.

Public Safety and special use vehicles required for a specific job will be considered based on need, usage, and cost-benefits over the life of the vehicle.

The County Manager may, at the request of Fleet Management, remove or recall any county-vehicle from a department for one of the following reasons: 1) vehicle does not meet minimum mileage requirements, 2) vehicle abuse, or, 3) termination of position with assigned vehicle.

A department shall turn in the old vehicle before receiving a replacement vehicle. Any exception requires the approval of the Board of Commissioners.

Department Directors must complete a vehicle change form for purchase, sale, disposal or transfer of vehicles.

## Accounting Policy

The County shall establish and maintain the accounting system according to the generally accepted principles and standards of the Government Finance Officers Association and the National Committee on Governmental Accounting.

Full disclosure shall be provided in financial statements and bond representations.

Financial systems shall be maintained to monitor expenditures and revenues on a monthly basis with a thorough analysis and adjustment (if required) at mid-year.

The Finance Department shall review and recommend improvements in billing and collections procedures to enhance the collection of delinquent revenues on an annual basis.

## Debt Policy

(Revised 08-07-12; [Appendix C](#))

Long-term debt shall not be used to finance ongoing operational expenses

Long-term debt will not be amortized for a period beyond the life of the asset it is financing.

Net direct debt per capita is not to exceed \$1,200.

The net direct debt shall not exceed 3% of the assessed valuation of the taxable property of the County.

Net direct debt service cannot exceed 8% of total General Fund expenditures.

The County shall maintain a payout ratio of at least 65% of all outstanding principal in ten years.

Description	Policy Requirement	Current Status
Net direct debt as a % of GF expenditures	Less than 8%	6% (FY13 Appropriation)
Net direct debt as a % of assessed valuation	Less than 3%	0.17% (FY12 estimate)

## Reserve Policy

(Revised 08-07-12; [Appendix B](#))

The County shall maintain an unallocated fund balance of 15.0 percent of the total General Fund expenditures and transfers to be used for unanticipated emergencies. These funds shall be used to avoid cash flow interruptions, generate interest income, reduce the need for short-term borrowing, and assist in maintaining an investment grade bond rating.

Fund balance appropriated will not exceed an amount management can reasonably expect to save during the year. If fund balance is appropriated to balance the following year's budget in an amount that, if spent, would reduce the percentage below fifteen percent (15%) an explanation of the circumstances of the utilization and a plan to save or replenish the fund balance will be included in the transmittal letter of the Comprehensive Annual Financial Report (CAFR).

Description	Policy Requirement	Current Status
GF unallocated fund balance	At least 15%	20.2% (FY12 Estimate)

## Investment Policy

([Appendix D](#))

The County's investment program will focus on three objectives – safety, liquidity, and yield, with safety being the top priority.

Investment types are limited to those permitted by the investment policy although others are authorized by NC General Statute 159-30(c).

Investments will be diversified by security type and institution and not exceed maturities of three years unless specific authority is given to exceed. To the extent possible, the County will attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow, the County will not directly invest in securities maturing more than two (2) years from the date of purchase. The Finance Director shall determine what the appropriate average weighted maturity of the portfolio shall be.

# Strategic Planning & Budgeting Process

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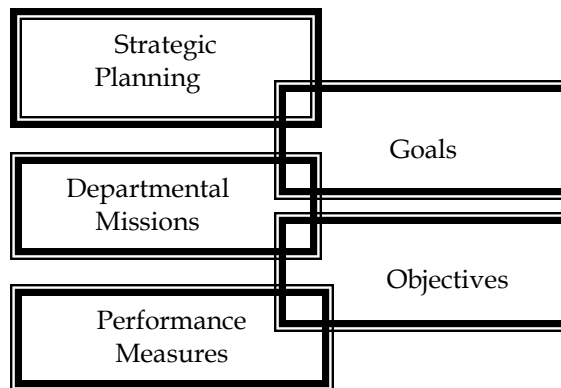
The goals and strategies that follow were extracted from the strategic plan for Buncombe County. The complete strategic plan can be viewed at <http://buncombecounty.org/Governing/Depts/Administration/StrategicPlan.aspx>. The purpose of the strategic plan is provide priorities, strategic direction, and concrete goals and objectives for the County Commissioners, County Manager, and County departments. Each department has developed a mission statement that supports the County’s goals and has selected certain goals that they will specifically support. The departments then developed objectives to support these goals and workload indicators to measure their progress toward accomplishing their mission.

The Department Summaries, in a later section, clearly illustrate each department’s mission, the County goals they support, and the performance measures they are using to keep their department on track with the County’s overall vision.

While County government *alone* cannot achieve all of the goals in the strategic plan, the Board of Commissioners intends to make significant contributions to every goal.

## BUNCOMBE COUNTY VISION

### PLANNING



### BUDGETING

## Sustainability Plan

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The Buncombe County Board of Commissioners adopted the Sustainability Plan on May 15, 2012. This is a community-wide plan that was created through the development of goals and objectives that address the wide-reaching and interconnected needs and desires of the community. This plan can be viewed at <http://www.buncombecounty.org/common/planning/SustainabilityPlan.pdf>.

# Buncombe County Strategic Plan

## Focus Area

### Economy

**Goal:**  
Improve Workforce Development

**Goal:**  
Identify, target and support new and existing industries that show promise for employment retention and growth

**Goal:**  
Provide leadership and support to provide a well trained and educated workforce for area businesses

**Goal:**  
Reduce High school dropout rate by 2020

**Goal:**  
Promote accessible, high quality and affordable child care to remove barriers to employment

**Goal:**  
Work with safety net providers to promote and expand access to healthcare to underinsured and uninsured citizens of Buncombe County

### Objectives and Action Steps

- Focus on improving Accountability, Results, Coordination and Communication
  - Identify a lead workforce development agency and consolidate workforce development efforts to improve accountability and assign responsibility
  - Work with economic development practitioners to identify workforce needs of existing and future businesses; and train workforce to meet these needs
  - Support land purchase through providing subsidies and/or other tax incentives for worthwhile manufacturing/business projects; and identify and prioritize unused commercial sites for clean-up and redevelopment
  - Support economic development that attracts/generates “place based” quality, higher paying jobs and businesses within the community that focus on the unique strengths and capabilities of the community; increase incentives for small business job creation
- Work with school districts and colleges to provide vocational training and/or exposure to programs that prepare students and county residents for existing and anticipated jobs
- Improve and expand the involvement of local public colleges and universities (AB Tech, UNC-A, Western Carolina University) within the county by seeking and requiring continuing education and training for employment opportunities and economic development outreach
- Require drop out benchmarking and reporting by city and county school systems.
- Devise a program to utilize education and community resources in a cooperative, focused effort toward drop out reduction; encourage incentives (scholarships) for training in high demand/low enrollment training programs
- Build support systems for families to support children finishing school
- Re-align current resources to leverage additional care
- Examine economies of scale for common services to reduce overall cost of care
- Re-align county and community resources to expand capacity
- Explore potential waivers to leverage additional federal dollars into the community to expand healthcare options
- Work with legislative delegation on health care issues including those that affect small businesses
- Feasibility study to be completed by March 15, 2009

## Focus Area

### Lands

### Objectives and Action Steps

**Goal:**

Preserve the Mountains including steep slopes and ridges setting clear balanced standards

- Study sessions on preserving the mountains including steep slopes and ridges will be held as needed
- Buncombe County will set reasonable and balanced standards for the protection of steep slopes and ridges by July 1, 2009

**Goal:**

To sustain productivity and acreage of farming in Buncombe county. Encourage and educate citizens on farm preservation

- Work with general assembly delegation to preserve farm productivity and acreage. Coordinate with farm land conservation programs
- Develop strategies to promote local farm products
- Encourage the collaboration of agricultural agencies and interested parties to develop effective means to improve agri-business

**Goal:**

Encourage a thoughtful process of land subdivision and development, considering the importance of preserving open space and the relationship between adjacent developments

- Identify and prioritize unincorporated areas for future growth based on existing population density in an area, availability of utilities, road capacities, housing unit densities, protection of scenic views, environmental impacts, etc. Develop incentives and criteria requiring a prescribed percent of development allocated for affordable housing
- In cooperation with the municipalities and sewer district, develop a Utility Extension Master Plan for extension of water and sewer to support future development
- Collaborate with municipalities in development of a Land Use Plan for development through utility extensions to include community hearings to encourage public input and support. Develop a utility extension policy setting forth extension criteria including developer funding responsibilities as appropriate

**Goal:**

Ensure preservation of open space

- Expand conservation easements to protect critical and valuable lands
- Support future development in areas where there is adequate infrastructure, thus facilitating preservation of open space
- Consider providing matching funding to municipalities for land preservation
- Determine the percentage of "open space" that should be conserved within the county. When determining percentage of "open space" study other counties

## Focus Area

### Social

**Goal:**

Maintain and improve core services to ensure basic health, safety and welfare of county citizens

**Goal:**

Improve access to and convenience of County Human Services for all residents

**Goal:**

Ensure that county facilities support the functions of the county in an effective and way

**Goal:**

Buncombe County will continue to explore community partnerships for non-core services and those services not traditionally provide by government

### Objectives and Action Steps

- Continue to have open dialogue with staff and citizens and solicit their opinions channeled through the chain of command

- Install a "Safety NET" computer system with shared data between local health care and social service providers
- Encourage an increase in the number of child care subsidy slots, including drop-in and after hours care
- Increase human services language capabilities through innovative human resource recruitment strategies for non-English speaking personnel
- Initiate multi-county discussions for potential of joint efforts/information systems/service delivery in health and human services

- Consolidate county administrative offices in efficient facilities to improve organization effectiveness and improve ease of access for residents
- Provide court facilities to both support current and future case loads and better serve the community
- Create multiple regional full service satellite facilities to include social services, health, child care and other relevant county services and locate in and/or with school facilities where feasible
- Conduct needs assessments using multiple indicators (population, poverty statistics, health care statistics, etc.) overlaid by zip code to determine areas with highest levels of need
- Establish and maintain current inventory of community buildings for possible satellite locations including school facilities
- Complete an overall assessment of the use of county facilities including schools

## Focus Area

### Housing

**Goal:**

Ensure there is an adequate supply of affordable housing in the county

**Goal:**

Promote affordable housing initiatives county wide to accommodate current and future residents. Support affordable housing initiatives in urban areas, in proximity to employment, and in locations with access to existing public transit service.

**Goal:**

Provide a variety of housing types (rental and ownership) countywide that are affordable to a wide range of households and that can be supported by market demand

### Objectives and Action Steps

- The County Manager will collect data and analyze relevant information in preparation for study sessions. Study sessions on affordable housing issues in the county will be held by April 15, 2009
- The Board of Commissioners will set policy direction and act based on the findings of the study sessions. The manager will carry out these policies

- Build an inventory of needs/assets. Conduct a substantial analysis of current and projected housing needs by income levels, determine the current rate of supply creation by cost range, inventory those local organizations assisting in creating affordable and workforce housing assess barriers in home acquisition, evaluate the most effective approaches for addressing shortfall in workforce housing needs and initiate programs that address those needs

- Expand owner occupied repair and rehabilitative options and emergency repair services with federal and state funding



## Focus Area

### Energy

### Objectives and Action Steps

**Goal:**

Reduce energy consumption in county facilities to the greatest extent possible without reducing the level of service citizens have come to expect

- Introduce and apply energy saving principles, such as, LEED and Energy Star, to the greatest extent possible
- Continually monitor building energy consumption to detect abnormalities and track performance
- Expand the use of sustainable practices in all building construction and renovation
- Explore the possibilities of alternative energy production and utilization
- Seek out and apply innovative energy saving techniques

**Goal:**

Reduce the demand of fossil fuel use and carbon from the county vehicle fleet without impacting the safety and security of citizens

- Implement strategies that reduce emissions and fuel consumption
- Constantly manage fleet maintenance to the highest level possible to extend the useful life of assets
- Evaluate alternative fuels and emerging technology in advanced transportation systems
- Continually monitor total fuel use and emissions to track performance and detect any abnormalities
- Efficiently landscape facilities and parks to reduce demand for mowing equipment

**Goal:**

Education of public and staff regarding the efficient use of energy at home and in the workplace

- Help employees understand decisions they make everyday effect energy consumption
- Provide education on ways to reduce energy and water consumption
- Provide information on alternative transportation available
- Provide information to the public regarding the current level of energy consumed by the county

# Long-Term Goals by Function

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To be more accountable to our citizens, the departments of Buncombe County government are implementing performance measures so that our citizens can monitor and review our progress toward County goals. Each departmental short-term goal is tied to one of the following long-term countywide goals and has a specific identifier next to it that corresponds to one of the goals listed below. For instance, a General Government department listed in the General Government section of this document may have the identifier GG1 listed next to it. This means their departmental goal aligns with the countywide General Government goal number one listed below. Most departments' goals align with the function within which they operate (i.e. Sheriff in Public Safety), but there are some departments whose goals are cross-functional.

## **General Government (GG)**

- 1) Improve communications with citizens through public meetings, media, and integrated technology.
- 2) Provide high quality, cost-effective, fair and equitable service through process improvement, efficient use of resources, contracted services, materials, and equipment.
- 3) Ensure high quality service by attracting and retaining a qualified work force through competitive compensation, employment benefits, employee training, and employee recognition.
- 4) Continuously improve internal and external customer satisfaction through ongoing analysis and response to customer feedback.
- 5) Assure fiscal and programmatic accountability to citizens through internal and external reporting and well-documented, clearly communicated procedures.

## **Human Services (HS)**

- 1) Encourage client independence and self-sufficiency by providing basic care and protection while promoting self-reliance.
- 2) Address the current and changing needs of individuals by making efficient use of available resources.
- 3) Respond effectively to the needs of individuals and families by providing flexibility in service delivery.
- 4) Maximize the effectiveness of county services by establishing collaborative planning, developing, and evaluation of human service programs among county departments.
- 5) Enhance human service programs by encouraging collaboration through community partnerships.
- 6) Meet the changing needs of our diverse community by developing, supporting, and encouraging access to appropriate technological, educational, and recreational programs.

## **Library and Recreation (CR)**

- 1) Improve the cost-effectiveness of recreational services by developing recreation facilities and programs that are self-maintained through user fees, sponsorships, donations, and grants.
- 2) Enhance citizens' quality of life by developing library and recreation facilities with easy access to neighborhoods.
- 3) Respond to the growth and diversity of community-wide programs and facilities through appropriate staffing levels.
- 4) Ensure the quality of recreation and library facilities by establishing and maintaining countywide construction and operation standards.

## **Environmental (EN)**

- 1) Minimize the cost of solid waste disposal by utilizing the most appropriate, environmentally sensitive and economically sound technologies available.
- 2) Improve water quality through pollutant source reduction and public education.
- 3) Reduce the amount of disposed household hazardous wastes through effective public education initiatives.
- 4) Improve customer convenience and service by streamlining the permitting process.
- 5) Improve air quality through public education and cooperation between agencies, departments, and private corporations.

## **Public Safety (PS)**

- 1) Improve service by reducing response time while maintaining or increasing the quality of service.
- 2) Address the current and changing community needs by enhancing facilities and services and by applying available technology effectively.
- 3) Maximize the effectiveness of services through the sharing of information and resources among all public safety agencies.
- 4) Assure high quality service by improving employee retention, education, and training.
- 5) Reduce crime, the fear of crime, substance abuse, and drug trafficking in our neighborhoods through visible, interactive, and effective law enforcement.

## **Economic and Physical Development (EDP)**

- 1) Attract and sustain companies providing above average wages through the recruitment, development, and retention of a highly skilled and competent work force.
- 2) Strengthen economic vitality by attracting and retaining high-wage industries with emphasis on technology-driven companies while maintaining a balanced mix of employment opportunities.
- 3) Balance the need for additional economic and population growth opportunities with environmental stewardship through well-planned infrastructure expansion.
- 4) Promote economic development within the region by fostering cooperative partnerships with local, regional, and state entities.
- 5) Facilitate economic growth by eliminating impediments to small business and entrepreneurial expansions.

## **Education (ED)**

- 1) Improve the likelihood of students' success by assuring that all children enter primary school equipped to learn and gain maximum benefits from their educational opportunities.
- 2) Create an environment which encourages high school graduation including: expectations of both a demonstrated competence in fundamental skills and knowledge at the end of the 8<sup>th</sup> grade and a commitment to either college prep., tech prep., or occu-prep.
- 3) Enable students to succeed in the technology-oriented global marketplace by graduating them with the necessary skills setting uncompromising standards of high performance, and requiring accountability for the educators, students, and parents.
- 4) Meet the region's complex education needs by establishing programs that make education more accessible, expand graduate programs, and promote high-quality research, technology transfer, and economic development.

# SERVICE AREAS & DEPARTMENTS

The following section presents a more detailed look at the 2012-2013 budget for Buncombe County service areas and departments.

Goals and performance measures are also reported in this section for County departments. Each departmental short-term goal is tied to one of the long-term countywide goals. Long-term goals by function can be found in the Policies & Goals section of this Annual Budget Report.



# General Fund

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The **General Fund** is the County's main operating fund and accounts for resources traditionally associated with government that are not required legally or by sound financial management to be accounted for in other funds.

The following pages provide a more detailed look at the service areas and departments that comprise the General Fund. The major operating activities include:

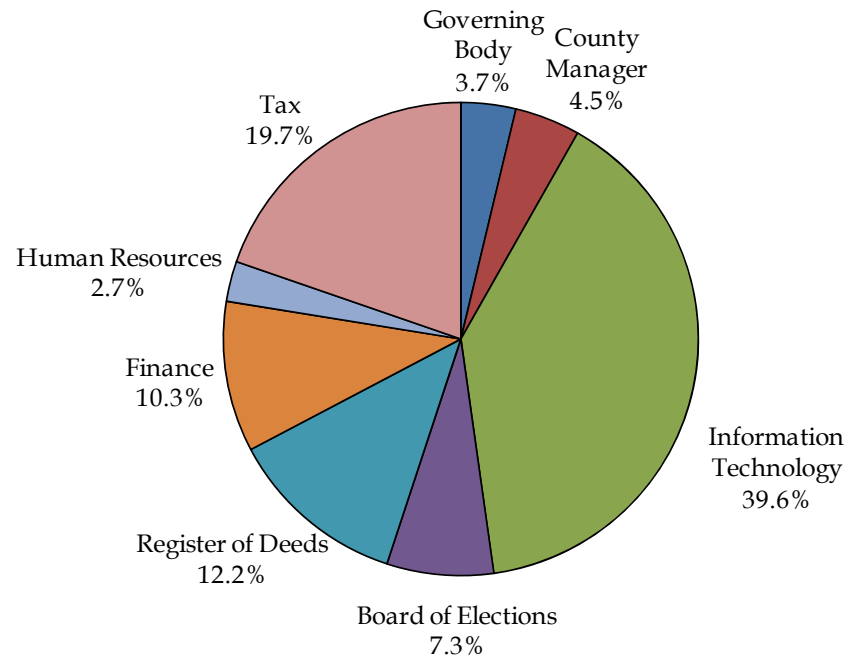
- General Government
- Public Safety
- Human Services
- Economic & Physical Development
- Library & Recreation
- Education

## General Government

The General Government function provides administrative support for county government. It includes the Governing Body, County Manager, Human Resources, Tax, Board of Elections, Register of Deeds, Information Technology, and Finance. The General Government function's budget is \$22,730,175 or 8.53% of the total General Fund expenditures for the fiscal year.

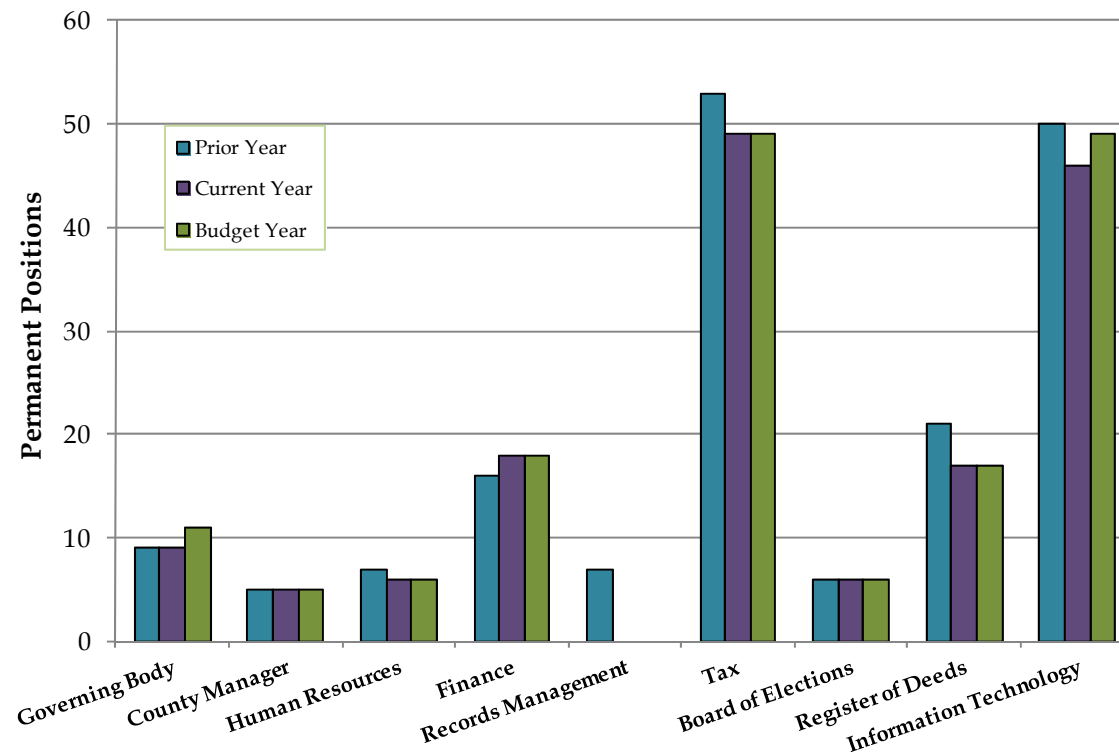
This function ensures smooth administration of all areas of the County services by maintaining compliance with accepted accounting principles and personnel statutes, by registering votes, by issuing marriage licenses, by recording property transactions, and by maintaining central record keeping. Buncombe County bills and collects taxes for six municipalities within the County.

### *General Government Approved Budget FY2013*



# General Government Personnel Summary – Budgeted Permanent Positions

Department	Prior Year	Current Year	Budget Year	Percent Change	Explanation of Changes
Governing Body	9	9	11	22%	New County Commissioner positions (2)
County Manager	5	5	5	0%	
Human Resources	7	6	6	0%	
Finance	16	18	18	0%	One position transfer to Information Technology; one temporary position converted to permanent
Records Management	7	0	0	0%	
Tax	53	49	49	0%	
Board of Elections	6	6	6	0%	
Register of Deeds	21	17	17	0%	
Information Technology	50	46	49	7%	Two positions added; one position transfer from Finance
<b>Total General Government</b>	<b>174</b>	<b>156</b>	<b>161</b>	<b>3.2%</b>	





# Governing Body

## Mission

To provide effective and efficient government our citizens can trust and to deliver the needed services through a responsible work force committed to excellence, integrity and teamwork.

## Program Description

The Buncombe County Board of Commissioners is the County's legislative and policy making body, consisting of five members serving four-year terms. The Commissioners set policy, determine budgets for several agencies and set property tax rates for the entire county. The Governing Body department also includes the Public Information Division. Public Information is responsible for BCTV 2 (the County's television station) and the County's website, [www.buncombecounty.org](http://www.buncombecounty.org).

Governing Body	2010/11 Actual	2011/12 Adopted Budget	2011/12 Estimated	2012/13 Adopted Budget
<b>Expenditures:</b>				
Personnel	688,168	660,623	673,898	729,038
Operating	216,721	130,701	128,027	121,430
Capital	17,617	0	0	0
<b>TOTAL:</b>	<b>922,506</b>	<b>791,324</b>	<b>801,925</b>	<b>850,468</b>
<b>Revenues:</b>				
Other Taxes	43,178	34,783	24,457	32,520
Sales & Services	0	0	39,329	36,000
County	879,328	756,541	738,139	781,948
<b>TOTAL:</b>	<b>922,506</b>	<b>791,324</b>	<b>801,925</b>	<b>850,468</b>

## Performance Measures

		FY 2010	FY2011	FY2012		FY2013
		Actual	Actual	Target	Actual	Target
<b>County-Wide Goal:</b>	<b>GG1</b>	<i>Improve communications with citizens through public meetings, media, and integrated technology.</i>				
<b>Department Goal</b>		Improve and increase citizens' knowledge of County services.				
<b>Objective</b>		Increase non-repetitive original programming produced by BCTV.				
<b>Measure</b>		Number of Public Service Announcements, special programs and monthly programs produced annually.				
		90	137	150	234	175
<b>Department Goal</b>		Improve Citizen Awareness of County Services and Special Events.				
<b>Objective</b>		Focus public attention on County's core services.				
<b>Measure</b>		Number of advertising campaigns focusing on core services.				
		5	9	9	11	5
<b>County-Wide Goal:</b>	<b>GG4</b>	<i>Continuously improve internal and external customer satisfaction through ongoing analysis and response to customer feedback.</i>				
<b>Department Goal</b>		Increase interaction and site traffic from County residents, organizations, and other entities through social media, e-services, and feedback forums.				
<b>Objective</b>		Utilize social media forums and create interactive tools and features on the website to engage citizens via the web.				
<b>Measure</b>		Yearly site traffic and number of subscribers to social media sites and eZine.				
		Social Media (# of Facebook & Twitter fans) -				
		511	882	1,500	1,422	1,500
		eZine (# of subscribers) -				
		2,500	3,077	4,000	2,854	4,000
		YouTube (views) -				
		11,197	24,366	35,000	50,111	55,000

# County Manager's Office

## Mission

Provide a clear vision of Buncombe County government's purpose.

## Program Description

The County Manager serves as the Chief Executive Officer of Buncombe County Government, appointed by and serving at the pleasure of the Board of County commissioners, which sets policies and adopts ordinances that regulate Buncombe County government. In addition to carrying out the day-to-day administration of County government, the County Manager is responsible for implementing policies established by the Board of Commissioners, coordinating the work of all County agencies, and representing the County in dealings with other governmental units and agencies. The Manager's duties include preparing the countywide recommended budget, recommending new and revised policies and programs to the Board of Commissioners, and implementing county programs and services in an effective and efficient manner.

County Manager	2010/11 Actual	2011/12 Adopted Budget	2011/12 Estimated	2012/13 Adopted Budget
<b>Expenditures:</b>				
Personnel	706,192	704,417	757,835	723,253
Operating	196,841	290,311	207,500	290,936
<b>TOTAL:</b>	<b>903,033</b>	<b>994,728</b>	<b>965,335</b>	<b>1,014,189</b>
<b>Revenues:</b>				
County	903,033	994,728	965,335	1,014,189
<b>TOTAL:</b>	<b>903,033</b>	<b>994,728</b>	<b>965,335</b>	<b>1,014,189</b>

## Performance Measures

		FY 2010	FY2011	FY2012		FY2013
		Actual	Actual	Target	Estimate	Target
<b>County-Wide Goal:</b>	<b>GG 5</b>	<i>Assure fiscal and programmatic accountability to citizens through internal and external reporting and well-documented, clearly communicated procedures.</i>				
<b>Department Goal</b>	Control the tax rate.					
<b>Objective</b>	Focus on providing core services in an effective and efficient manner.					
<b>Measure</b>	Property tax per capita.	\$662	\$652	<b>\$645</b>	\$635	<b>\$624</b>
<b>Measure</b>	General Fund per capita.	\$1,157	\$1,062	<b>\$1,101</b>	\$1,068	<b>\$1,092</b>
<b>Measure</b>	Property tax rate (in cents).	52.5	52.5	<b>52.5</b>	52.5	<b>52.5</b>
<b>Objective</b>	Manage Buncombe County workforce.					
<b>Measure</b>	Number of permanent positions.	1,583	1,494	<b>1,394</b>	1,394	<b>1,406</b>

# Human Resources

## Mission

The Human Resources Office provides a comprehensive system of personnel services to County employees, administration and the general public which ensures high quality service by attracting and retaining a qualified workforce through competitive compensation, employment benefits, employee training, and employee recognition in a cost efficient and courteous manner.

## Program Description

The Human Resources office is responsible for advertising current openings and continued efforts to offer employees quality and affordable medical insurance by introducing wellness programs to help reduce health care expenditures.

Human Resources	2010/11 Actual	2011/12 Adopted Budget	2011/12 Estimated	2012/13 Adopted Budget
<b>Expenditures:</b>				
Personnel	601,800	574,752	584,846	584,626
Operating	88,363	180,298	22,581	38,393
<b>TOTAL:</b>	<b>690,163</b>	<b>755,050</b>	<b>607,427</b>	<b>623,019</b>
<b>Revenues:</b>				
County	690,163	755,050	607,427	623,019
<b>TOTAL:</b>	<b>690,163</b>	<b>755,050</b>	<b>607,427</b>	<b>623,019</b>

## Performance Measures

		FY 2010	FY2011	FY2012		FY2013
		Actual	Actual	Target	Actual	Target
<b>County-Wide Goal:</b>	<b>GG2</b>	<i>Provide high quality, cost effective, fair, and equitable service through process improvement, efficient use of resources, contracted services, materials, and equipment.</i>				
<b>Department Goal</b>		Create paperless application process for job openings by enhancing online application capabilities.				
<b>Objective</b>		Advertise and promote online application process.				
<b>Measure</b>		94.5%	95.3%	97.0%	92.7%	97.0%
<b>County-Wide Goal:</b>	<b>GG3</b>	<i>Ensure high quality service by attracting and retaining a qualified work force through competitive compensation, employment benefits, employee training, and employee recognition.</i>				
<b>Department Goal</b>		Introduce new wellness programs while promoting existing programs and increasing participation.				
<b>Objective</b>		Increase overall participation in County wellness programs.				
<b>Measure</b>		43.0%	43.0%	45.0%	48.6%	55.0%

# Finance

## Mission

To support a fiscally sound government, to effectively and efficiently deliver services, and provide good business decision support in an environment of teamwork with a commitment to excellence.

## Program Description

The Finance Department assures fiscal and programmatic accountability to citizens through internal and external reporting and well-documented, clearly communicated procedures in the delivery of the following services: purchasing, records management, payroll, accounts payable, debt management and finance, financial forecasting, internal audit and budget, including analysis, assessment and evaluation of County programs and budgets.

<b>Finance</b>	<b>2010/11 Actual</b>	<b>2011/12 Adopted Budget</b>	<b>2011/12 Estimated</b>	<b>2012/13 Adopted Budget</b>
<b>Expenditures:</b>				
Personnel	1,932,921	1,933,797	1,836,088	1,638,459
Operating	619,054	455,711	379,273	693,224
Contributions	0	0	0	500
<b>TOTAL:</b>	<b>2,551,975</b>	<b>2,389,508</b>	<b>2,215,361</b>	<b>2,332,183</b>
<b>Revenues:</b>				
Miscellaneous	160,672	130,000	139,363	130,000
County	2,391,303	2,259,508	2,075,998	2,202,183
<b>TOTAL:</b>	<b>2,551,975</b>	<b>2,389,508</b>	<b>2,215,361</b>	<b>2,332,183</b>

## Performance Measures (see next page)

# Finance (continued)

## Performance Measures

		FY 2010	FY2011	FY2012		FY2013
		Actual	Actual	Target	Estimate	Target
<b>County-Wide Goal:</b>	<b>GG5</b> <i>Assure fiscal and programmatic accountability to citizens through internal and external reporting and well-documented, clearly communicated procedures.</i>					
<b>Department Goal</b>	To appropriate a sufficient and reasonable fund balance consistent with prudent budgeting practices					
<b>Objective</b>	To save appropriated fund balance within 2% of target.					
<b>Measure</b>	Percentage of adopted Appropriated Fund Balance saved	104%	105%	100%	102%	100%
<b>Department Goal</b>	To enhance accuracy and accountability of financial reporting throughout the fiscal year by internally preparing financial statements					
<b>Objective</b>	Reduce the number of audit adjusting journal entries by 50%.					
<b>Measure</b>	Number of audit adjusting journal entries	34	36	18		
<b>Department Goal</b>	Minimize the debt issued while continuing to meet capital needs and maintaining capacity for future growth					
<b>Objective</b>	Maintain high quality bond rating.					
<b>Measure</b>	Debt Rating - Moody's	Aa2	Aa2	Aa2	Aa2	Aa2
<b>Measure</b>	Debt Rating - Standard & Poor's	AA+	AA+	AA+	AAA	AAA
<b>Objective</b>	Maintain focus on debt management best practices and continue to outperform benchmark group					
o <b>Measure</b>	General Fund Debt Service as a percentage of expenditures	5%	6%	7%	6%	7%
* <b>Benchmark</b>	<i>Benchmark Group Average-General Fund Debt Service as % of exp</i>	13%	14%		N/A	
<b>Objective</b>	Maintain an aggressive debt repayment schedule.					
<b>Measure</b>	General Fund ten year payout ratio - the percentage of debt principal that will retire in 10 years				70%	

\* Benchmark group consists of the largest NC urban counties. These counties are Catawba, Cumberland, Durham, Forsyth, Gaston, Guilford, Mecklenburg, New Hanover, and Wake.

o Measure targets are based on adopted/recommended General Fund budget

# Tax Department

## Mission

The Tax Department will respond to taxpayer concerns quickly, fairly and with compassion.

## Program Description

The Tax Department fairly and accurately assesses and lists all real, business and personal property taxes, generates timely and accurate tax bills, collects and accounts for all taxes owed, and conducts the quadrennial revaluation.

## Performance Measures

Tax	2010/11 Actual	2011/12 Adopted Budget	2011/12 Estimated	2012/13 Adopted Budget
<b>Expenditures:</b>				
Personnel	3,293,774	3,462,312	3,448,126	3,504,524
Operating	963,209	819,252	604,899	975,292
Capital	0	0	16,267	0
<b>TOTAL:</b>	<b>4,256,983</b>	<b>4,281,564</b>	<b>4,069,292</b>	<b>4,479,816</b>
<b>Revenues:</b>				
Restricted	707,837	797,700	713,793	797,700
Sales & Services	111,512	0	165,030	0
Miscellaneous	56,872	68,700	51,501	68,700
County	3,380,762	3,415,164	3,138,968	3,613,416
<b>TOTAL:</b>	<b>4,256,983</b>	<b>4,281,564</b>	<b>4,069,292</b>	<b>4,479,816</b>

		FY 2010	FY2011	FY2012		FY2013
		Actual	Actual	Target	Actual	Target
<b>County-Wide Goal:</b>	<b>GG5</b>	<i>Assure fiscal and programmatic accountability to citizens through internal and external reporting and well-documented, clearly communicated procedures.</i>				
<b>Department Goal</b>	Review all real estate parcels before next reappraisal date.					
<b>Objective</b>	Visit property locations to make sure property information is correct for billing.					
<b>Measure</b>	Percent of properties inspected annually by appraisers.					
		65.00%	90.00%	<b>95.00%</b>	99.00%	<b>25.00%</b>
<b>Department Goal</b>	Collect the highest revenue percentage possible for Buncombe County.					
<b>Objective</b>	Contact all property owners with uncollected tax amounts.					
<b>Measure</b>	Percent of taxes collected by June 30th.					
		98.63%	98.67%	<b>98.75%</b>	N/A	<b>98.85%</b>
<b>County-Wide Goal:</b>	<b>GG2</b>	<i>Provide high quality, cost effective, fair, and equitable service through process improvement, efficient use of resources, contracted services, materials, and equipment.</i>				
<b>Department Goal</b>	Provide the best and most updated property tax data to Citizens by way of website.					
<b>Objective</b>	Post tax information to County's website daily to give Citizens the most updated tax information available on real estate, business, and personal property.					
<b>Measure</b>	Annual number of visits to Tax Department website by Citizens					
		414,980	454,362	<b>500,000</b>	496,210	<b>525,000</b>

# Board of Elections

## Mission

The Board of Elections provides qualified citizens in Buncombe County the opportunity to register and vote in all primaries and elections irrespective of race, sex, religion, party affiliation, or physical disability. The board also strives to protect the integrity of the election process and to maintain accurate voter registration records.

## Program Description

The Board of Elections is responsible for filing candidates, accepting and auditing campaign reports from local candidates and political committees, and providing general election information and assistance to the public.

Board of Elections	2010/11 Actual	2011/12 Adopted Budget	2011/12 Estimated	2012/13 Adopted Budget
<b>Expenditures:</b>				
Personnel	628,907	625,162	735,198	916,695
Operating	382,340	646,513	622,877	640,007
Capital	0	0	40,500	0
Contingency	0	0	0	100,000
<b>TOTAL:</b>	<b>1,011,247</b>	<b>1,271,675</b>	<b>1,398,575</b>	<b>1,656,702</b>
<b>Revenues:</b>				
Sales & Services	393	315,850	371,641	1,250
County	1,010,854	955,825	1,026,934	1,655,452
<b>TOTAL:</b>	<b>1,011,247</b>	<b>1,271,675</b>	<b>1,398,575</b>	<b>1,656,702</b>

## Performance Measures

		FY 2010 Actual	FY2011 Actual	FY2012		FY2013
				Target	Actual	Target
<b>County-Wide Goal:</b>	<b>GG1</b>	<i>Improve communications with citizens through public meetings, media, and integrated technology.</i>				
<b>Department Goal</b>	To increase public awareness of the electoral process.					
<b>Objective</b>	Attend civic programs and assist Kids Voting Buncombe County.					
<b>Measure</b>	Number of persons contacted by these programs.					
		3,420	2,593	6,000	6,000	10,000
<b>County-Wide Goal:</b>	<b>GG3</b>	<i>Ensure high quality service by attracting and retaining a qualified work force through competitive compensation, employment benefits, employee training, and employee recognition.</i>				
<b>Department Goal</b>	To enhance the professionalism of staff, as well as the level of service provided.					
<b>Objective</b>	Election Administrator Certification for all permanent staff and staff participation in extracurricular trainings and county committees.					
<b>Measure</b>	Percentage of staff certified and participating in other programs/trainings/events.					
		90%	95%	100%	80%	100%
<b>County-Wide Goal:</b>	<b>GG4</b>	<i>Continuously improve internal and external customer satisfaction through ongoing analysis and response to customer feedback.</i>				
<b>Department Goal</b>	To enhance the level of service to voters.					
<b>Objective</b>	Increase participation in early voting.					
<b>Measure</b>	Number of persons participating in early voting program.					
		4,590	30,123	25,000	22,291	100,000

# Register of Deeds

## Mission

To operate the office of Register of Deeds in statutory compliance and to accurately produce a legible and complete record in a timely manner, and to insure the preservation and security of the public's most vital records.

## Program Description

The Register of Deeds office maintains the following records: real property index of the county, instruments of security such as mortgages and deeds of trust and uniform commercial code fixture filings, military service records, records of the office of notaries public and businesses operating under assumed names, vital records, and various other records.

Register of Deeds	2010/11 Actual	2011/12 Adopted Budget	2011/12 Estimated	2012/13 Adopted Budget
<b>Expenditures:</b>				
Personnel	1,872,705	1,189,773	1,167,678	1,179,916
Operating	1,423,270	1,579,578	1,513,733	1,599,546
<b>TOTAL:</b>	<b>3,295,975</b>	<b>2,769,351</b>	<b>2,681,411</b>	<b>2,779,462</b>
<b>Revenues:</b>				
Permits & Fees	1,428,035	1,521,855	1,379,066	1,381,855
Excise Tax	2,225,172	2,300,000	2,491,124	2,640,000
County	-357,232	-1,052,504	-1,188,779	-1,242,393
<b>TOTAL:</b>	<b>3,295,975</b>	<b>2,769,351</b>	<b>2,681,411</b>	<b>2,779,462</b>

## Performance Measures

			FY 2010	FY2011	FY2012		FY2013
			Actual	Actual	Target	Actual	Target
<b>County-Wide Goal:</b>	<b>GG1</b>	<i>Improve communications with citizens through public meetings, media, and integrated technology.</i>					
<b>County-Wide Goal:</b>	<b>GG2</b>	<i>Provide high quality, cost effective, fair, and equitable service through process improvement, efficient use of resources, contracted services, materials, and equipment.</i>					
<b>Department Goal</b>		Increase productivity through technology.					
<b>Objective</b>		To show an increase in the number of online vital records requests.					
<b>Measure</b>		Number of online requests received and processed.	0	0	N/A	N/A	500
<b>County-Wide Goal:</b>	<b>GG2</b>	<i>Provide high quality, cost effective, fair, and equitable service through process improvement, efficient use of resources, contracted services, materials, and equipment.</i>					
<b>Department Goal</b>		Continue to improve the number of marriage licenses issued per year with the assistance of the Online Marriage Application.					
<b>Objective</b>		To increase the total number of marriage licenses issued for the year.					
<b>Measure</b>		Number of marriage licenses issued.	1,786	1,937	2,100	2,035	2,300
<b>County-Wide Goal:</b>	<b>GG4</b>	<i>Continuously improve internal and external customer satisfaction through ongoing analysis and response to customer feedback.</i>					
<b>Department Goal</b>		Provide an online Customer Service Feedback Center that will allow customers to give feedback.					
<b>Objective</b>		To improve internal and external customer satisfaction.					
<b>Measure</b>		Number of customer responses received.	0	0	150	0	150



# Information Technology

## Mission

Information Technology provides leadership for the collaborative planning and application of an accessible integrated technology environment for all department/agencies to help them achieve their operational goals and delivery of services to citizens through quality cost effective solutions.

## Program Description

The Information Technology department installs and maintains the PCs, laptops and telephone system for County employees. The department also provides technical and application support to registered County users.

Information Technology	2010/11 Actual	2011/12 Adopted Budget	2011/12 Estimated	2012/13 Adopted Budget
<b>Expenditures:</b>				
Personnel	4,557,863	4,542,012	4,470,997	4,852,894
Operating	2,954,898	3,705,862	3,408,701	4,141,442
Capital	485,011	0	264,459	0
<b>TOTAL:</b>	<b>7,997,772</b>	<b>8,247,874</b>	<b>8,144,157</b>	<b>8,994,336</b>
<b>Revenues:</b>				
Sales & Services	5,100	0	5,304	5,100
County	7,992,672	8,247,874	8,138,853	8,989,236
<b>TOTAL:</b>	<b>7,997,772</b>	<b>8,247,874</b>	<b>8,144,157</b>	<b>8,994,336</b>

## Performance Measures

		FY 2010	FY2011	FY2012		FY2013
		Actual	Actual	Target	Actual	Target
<b>County-Wide Goal:</b>	<b>GG1</b>	<i>Improve communications with citizens through public meetings, media, and integrated technology.</i>				
<b>Department Goal</b>	Expand applications to provide on-line services to the public.					
<b>Objective</b>	Be responsive to customer needs for access to County services online.					
* <b>Measure</b>	Number of accesses to County website.					
		N/A	1,326,613	1,591,935	1,479,312	1,627,243
<b>County-Wide Goal:</b>	<b>GG2</b>	<i>Provide high quality, cost effective, fair, and equitable service through process improvement, efficient use of resources, contracted services, materials, and equipment.</i>				
<b>Department Goal</b>	Meet technology needs of County departments.					
<b>Objective</b>	Assure technology needs of departments are met on a 24/7 basis.					
<b>Measure</b>	Percent time Server is available.					
		99.60%	99.60%	99.70%	99.72%	99.80%
<b>Measure</b>	Percent time Network is available.					
		99.85%	99.85%	99.90%	99.99%	99.90%
<b>County-Wide Goal:</b>	<b>GG3</b>	<i>Ensure high quality service by attracting and retaining a qualified work force through competitive compensation, employment benefits, employee training, and employee recognition.</i>				
<b>Department Goal</b>	Maintain a highly trained IT staff.					
<b>Objective</b>	Provide sufficient training so IT staff can provide exceptional customer service.					
<b>Measure</b>	Educational hours received per IT employee.					
		28	34	40	35	40

\* New software used in FY11 to more accurately record and report website usage. (Prior year data not available)

## *Public Safety*

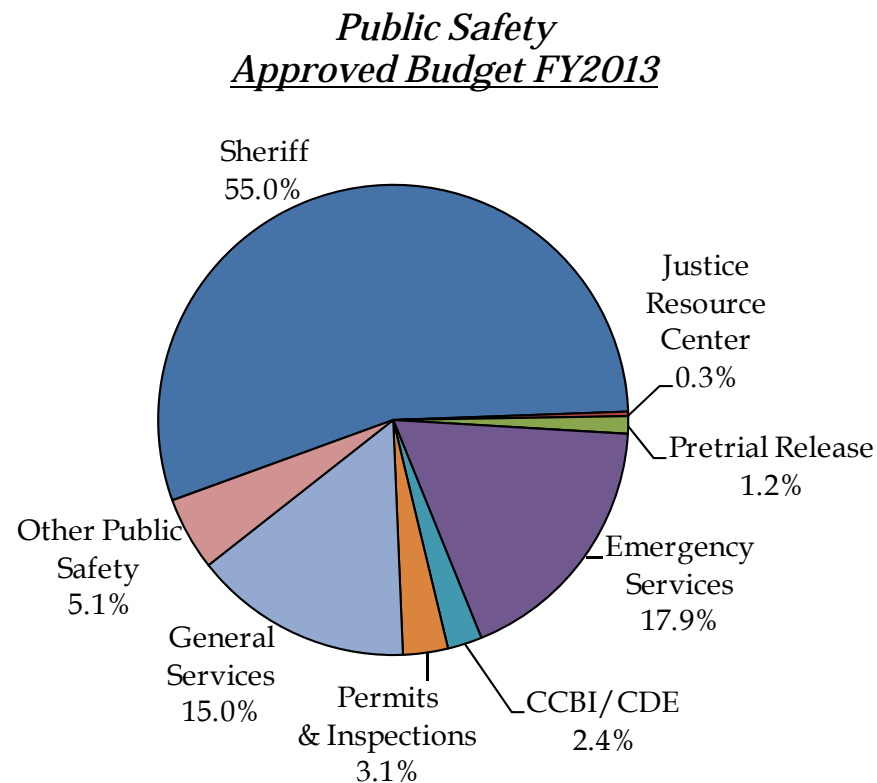
The Public Safety function is composed of the Sheriff's Department, Emergency Services, Court Support, Justice Resource Center, Pre-Trial Services, Identification Bureau & Centralized Data Entry (CCBI/CDE), Permits & Inspections, General Services, and the College Street Parking Deck. The Public Safety budget totals \$52,674,550 accounting for 19.77% of the total General Fund expenditures for the fiscal year.

The Sheriff's Department includes Crimestoppers, BCAT, School Resource Center, Animal Control, Patrol and Investigations, Court Security, and the Detention Center.

Emergency Services includes Emergency Management, Radio, and Emergency Medical Services. They provide emergency communication and transportation to medical care facilities.

The Identification Bureau and Central Data Entry provide a centralized database system of complete and accurate criminal history information on all persons arrested or cited in the County.

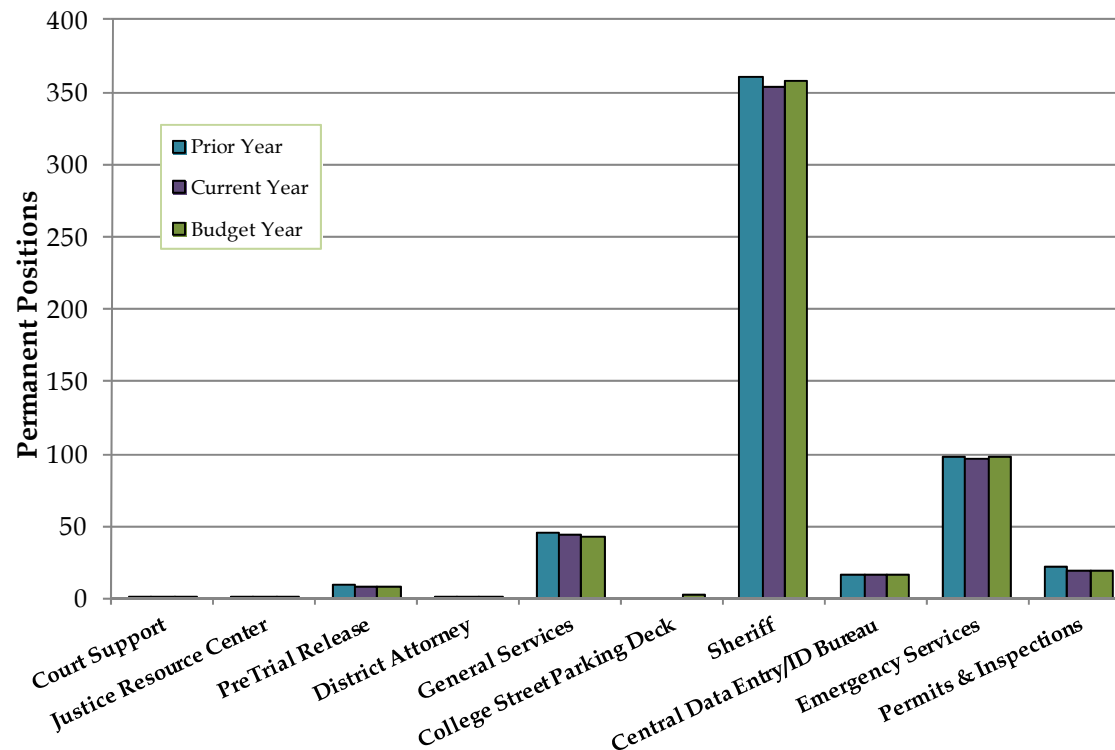
General Services provides maintenance for all County facilities, grounds, and vehicles.



# Public Safety

## Personnel Summary – Budgeted Permanent Positions

Department	Prior Year	Current Year	Budget Year	Percent Change	Explanation of Changes
Court Support	1	1	1	0%	
Justice Resource Center	1	1	1	0%	
PreTrial Release	9	8	8	0%	
District Attorney	2	2	2	0%	
General Services	45	44	43	-2%	Previously transferred Parking Deck position is now reported separately
College Street Parking Deck			3		One position transfer from Gen. Svcs; two positions reinstated
Sheriff	360	354	358	1%	One Animal Control position added; three new Patrol & Investigation positions added for Task Force
Central Data Entry/ID Bureau	17	17	17	0%	
Emergency Services	98	97	98	1%	One position reinstated for FY13
Permits & Inspections	22	19	19	0%	
<b>Total Public Safety</b>	<b>555</b>	<b>543</b>	<b>550</b>	<b>1.3%</b>	



# Sheriff's Department

## Mission

Provide and maintain a safe, orderly and peaceful community in which to live and work. We will continue to enhance the quality of life in our County by providing cost effective, responsible and efficient law enforcement services, guided by integrity and compassion for those we serve.

## Program Description

The Sheriff's Office is comprised of the following departments: Civil Process, Detention Center, Court Security, Sex Offender Registration, Gun Permits, Tax Collection Enforcement, Gambling Machine & Site Registration and Enforcement, Sheriff's Training, Patrol, Criminal Investigations, Communications Center, Metropolitan Enforcement Group, Senior Citizens Reassurance Program, Crime Prevention, Victim Assistance, School Resource, Animal Control, and Crimestoppers.

<b>Sheriff</b>	<b>2010/11 Actual</b>	<b>2011/12 Adopted Budget</b>	<b>2011/12 Estimated</b>	<b>2012/13 Adopted Budget</b>
<b>Expenditures:</b>				
Personnel	22,733,630	23,611,408	23,754,771	24,308,004
Operating	4,839,071	4,412,923	4,502,663	4,651,380
Capital	5,128	0	25,582	0
Contributions	5,700	5,700	5,700	5,700
<b>TOTAL:</b>	<b>27,583,529</b>	<b>28,030,031</b>	<b>28,288,716</b>	<b>28,965,084</b>
<b>Revenues:</b>				
Restricted	505,313	445,367	543,754	445,966
Sales & Services	1,566,864	1,251,400	2,478,057	1,895,900
Miscellaneous	24,575	0	0	0
County	25,486,777	26,333,264	25,266,905	26,623,218
<b>TOTAL:</b>	<b>27,583,529</b>	<b>28,030,031</b>	<b>28,288,716</b>	<b>28,965,084</b>

## Performance Measures (see next page)

# Sheriff's Department (continued)

## Performance Measures

		FY 2010	FY2011	FY2012		FY2013
		Actual	Actual	Target	Actual	Target
<b>County-Wide Goal:</b>	<b>PS 3</b> <i>Maximize the effectiveness of services through the sharing of information and resources among all public safety agencies.</i>					
<b>Department Goal</b>	Improve the efficiency and operations of all areas of the Sheriff's office.					
<b>Objective</b>	Maintain a responsible and manageable average response time to priority calls for service that does not exceed 10 minutes.					
<b>Measure</b>	Average response time for Level 1 priority calls (in minutes).	9.45	9.15	10.00	9.17	10.00
<b>County-Wide Goal:</b>	<b>PS 2</b> <i>Address the current and changing community needs by enhancing facilities and services and by applying available technology effectively.</i>					
<b>Department Goal</b>	Improve the efficiency and operations of all areas of the Sheriff's office.					
<b>Objective</b>	Improve facility practices with a focus toward reducing recidivism by identifying mental health and substance abuse services consumers and coordinating effective resources for them.					
<b>Measure</b>	Number of jail days saved through mental health case management, substance abuse case management and jail diversion (JUST) as a percentage of jail capacity.	15.8%	17.0%	10.0%	12.9%	10.0%
<b>County-Wide Goal:</b>	<b>PS 5</b> <i>Reduce crime, the fear of crime, substance abuse, and drug trafficking in our neighborhoods through visible, interactive, and effective law enforcement.</i>					
<b>Department Goal</b>	Improve the efficiency and operations of all areas of the Sheriff's office.					
<b>Objective</b>	Deploy resources and implement strategies, in cooperation with community substance abuse programs and coalitions, to help reduce the overall negative impact of illicit drug and alcohol use in the county's middle and high schools.					
<b>Measure</b>	Number of hours reported by Sheriff's personnel engaged in educational programs, related enforcement, student and/or family interactions and administrative planning and coordination of specific shorter term substance abuse reduction goals.	N/A	3,246	3,300	3,526	3,300

# Emergency Services

## Mission

To preserve and enhance the quality of life of our citizens in the most efficient and effective manner possible.

## Program Description

Emergency Services is comprised of EMS, Emergency Management, Radio/911 and Training & Development.

## Performance Measures

Emergency Services	2010/11 Actual	2011/12 Adopted Budget	2011/12 Estimated	2012/13 Adopted Budget
<b>Expenditures:</b>				
Personnel	7,171,371	7,605,876	7,426,032	7,865,610
Operating	1,340,854	1,348,984	1,412,970	1,415,713
Capital	0	0	8,003	0
Contributions	134,601	146,587	96,755	146,587
Contingency	0	0	0	21,840
<b>TOTAL:</b>	<b>8,646,826</b>	<b>9,101,447</b>	<b>8,943,760</b>	<b>9,449,750</b>
<b>Revenues:</b>				
Restricted	310,330	229,898	245,393	229,898
Sales & Services	6,134,889	5,700,000	5,746,377	6,000,000
County	2,201,607	3,171,549	2,951,990	3,219,852
<b>TOTAL:</b>	<b>8,646,826</b>	<b>9,101,447</b>	<b>8,943,760</b>	<b>9,449,750</b>

		FY 2010	FY2011	FY2012		FY2013
		Actual	Actual	Target	Actual	Target
<b>County-Wide Goal:</b>	<b>PS 1</b>	<i>Improve service by reducing response time while maintaining or increasing the quality of service.</i>				
<b>Department Goal</b>		Improve quality of service.				
<b>Objective</b>		Reduce average response time for ambulances.				
<b>Measure</b>		Percent of all calls for services with response time of 10 minutes or less (emergency & non-emergency calls).				
		67%	69%	72%	67%	75%
<b>Department Goal</b>		Improve quality of service.				
<b>Objective</b>		Reduce dispatch time.				
<b>Measure</b>		Percent of all calls for service dispatched within 90 seconds after location confirmation.				
		60%	88%	98%	78%	95%
<b>County-Wide Goal:</b>	<b>PS 2</b>	<i>Address the current and changing community needs by enhancing facilities and services and by applying available technology effectively.</i>				
<b>Department Goal</b>		Address community needs by enhancing services				
<b>Objective</b>		Reduce errors in billing information.				
<b>Measure</b>		Error Rate on Bills				
		15%	15%	12%	10%	8%

# Justice Resource Center

## Mission

The Buncombe County Justice Resource Center seeks to rehabilitate eligible offenders under the Structured Sentencing Act toward successful completion of their conditions of probation while specifically addressing the issues of substance abuse, inadequate educational and life skills and low employability.

## Program Description

This department offers on-site rehabilitative services for eligible offenders who have a desire to make positive changes in their lives. Available services offered, depending on assessed offenders needs, are substance abuse, education, employment and life skills training.

Justice Resource Center	2010/11 Actual	2011/12 Adopted Budget	2011/12 Estimated	2012/13 Adopted Budget
<b>Expenditures:</b>				
Personnel	87,636	93,697	92,471	95,510
Operating	76,416	69,264	65,783	67,451
<b>TOTAL:</b>	<b>164,052</b>	<b>162,961</b>	<b>158,254</b>	<b>162,961</b>
<b>Revenues:</b>				
Restricted	161,109	162,961	162,273	162,961
County	2,943	0	-4,019	0
<b>TOTAL:</b>	<b>164,052</b>	<b>162,961</b>	<b>158,254</b>	<b>162,961</b>

## Performance Measures

			FY 2010	FY2011	FY2012		FY2013
			Actual	Actual	Target	Actual	Target
<b>County-Wide Goal:</b>	<b>PS 5</b>	<i>Reduce crime, the fear of crime, substance abuse, and drug trafficking in our neighborhoods through visible, interactive, and effective law enforcement.</i>					
<b>Department Goal</b>		Reduce alcohol & drug dependency among offenders.					
<b>Objective</b>		Ensure all clients who need it receive substance abuse assessments and treatment.					
<b>Measure</b>		Percent of participants receiving assessment and treatment.	100%	100%	100%	100%	100%
<b>Department Goal</b>		Reduce probation revocations.					
<b>Objective</b>		Maintain high graduation rate among program enrollees so their probation isn't revoked.					
<b>Measure</b>		Percent of offenders enrolled that successfully complete program.	24%	65%	65%	53%	65%
<b>County-Wide Goal:</b>	<b>PS 3</b>	<i>Maximize the effectiveness of services through the sharing of information and resources among all public safety agencies.</i>					
<b>Department Goal</b>		Assist offenders in obtaining/maintaining employment.					
<b>Objective</b>		Enroll offenders in career development course.					
<b>Measure</b>		Percent of offenders that complete coursework and obtain/maintain employment.	42%	67%	70%	63%	65%

# Pretrial Release

## Mission

To expedite the release of those defendants who are appropriate while increasing public safety by providing supervision for these defendants.

## Program Description

The Supervised Pretrial Release Office provides services to the Buncombe County Detention Facility that encourages jail population management through supervised release of defendants resulting in reduction of jail costs and increased public safety. The office provides information to the court on all defendants held in custody. This information is used by the Judges and attorneys involved in the bond process. If defendants are released, the Pretrial Release staff provides case management and supervision of the defendant while in the community.

Pretrial Release	2010/11 Actual	2011/12 Adopted Budget	2011/12 Estimated	2012/13 Adopted Budget
<b>Expenditures:</b>				
Personnel	632,294	582,733	581,516	593,289
Operating	41,304	25,717	28,514	38,296
<b>TOTAL:</b>	<b>673,598</b>	<b>608,450</b>	<b>610,030</b>	<b>631,585</b>
<b>Revenues:</b>				
County	673,598	608,450	610,030	631,585
<b>TOTAL:</b>	<b>673,598</b>	<b>608,450</b>	<b>610,030</b>	<b>631,585</b>

## Performance Measures

		FY 2010	FY2011	FY2012		FY2013
		Actual	Actual	Target	Actual	Target
<b>County-Wide Goal:</b>	<b>PS 2</b> <i>Address the current and changing community needs by enhancing facilities and services and by applying available technology effectively.</i>					
<b>Department Goal</b>	Facilitate and expedite the release of appropriate defendants at the jail.					
<b>Objective</b>	Provide a validated risk assessment measuring risk of reoffending and failure to appear for every defendant scheduled for a bond hearing in district court.					
* <b>Measure</b>	Number of bond investigations with risk scores provided to the court as a percentage of bond hearings held in district court.	N/A	95.0%	96.0%	97.0%	97.0%
<b>County-Wide Goal:</b>	<b>PS 3</b> <i>Maximize the effectiveness of services through the sharing of information and resources among all public safety agencies.</i>					
<b>Department Goal</b>	Reduce incarceration costs by providing supervision for appropriate defendants.					
<b>Objective</b>	Facilitate the release of appropriate defendants.					
** <b>Measure</b>	Number of jail days saved by pretrial releases as a percentage of jail capacity.	35.4%	33.7%	35.0%	26.0%	28.0%
<b>County-Wide Goal:</b>	<b>PS 4</b> <i>Assure high quality service by improving employee retention, education, and training.</i>					
<b>Department Goal</b>	Provide efficient and appropriate case management for released defendants.					
<b>Objective</b>	Safely return defendants to court for case disposition.					
<b>Measure</b>	Number of successful completions as a percentage of all supervised cases.	87.7%	89.0%	90.0%	88.0%	90.0%

\* New measure implemented in FY2011 due to program changes. Prior year data unavailable.

\*\* Percentage decreased in FY2012 due to increase in Detention Center capacity (full utilization of the new addition)



# City – County Bureau of Identification/Centralized Data Entry

## Mission

To support the Criminal Justice/Public Safety community and citizens of Buncombe County through timely and accurate data entry services, and complete and precise dissemination of information with integrity, fairness, respect and professionalism.

## Program Description

The City-County Bureau of Identification (CCBI) maintains criminal history records, mug shot photos, and fingerprints generated through felony arrests, and provides criminal histories for background checks. Centralized Data Entry (CDE) creates and maintains the electronic record especially in regard to the master name index, warrants, processes, citations, arrests, detention, and pawn records.

This department also processes concealed weapon and pistol purchase permits.

CCBI/CDE	2010/11 Actual	2011/12 Adopted Budget	2011/12 Estimated	2012/13 Adopted Budget
<b>Expenditures:</b>				
Personnel	1,095,444	1,143,945	1,183,975	1,179,133
Operating	76,466	75,512	61,045	72,527
<b>TOTAL:</b>	<b>1,171,910</b>	<b>1,219,457</b>	<b>1,245,020</b>	<b>1,251,660</b>
<b>Revenues:</b>				
Restricted	628,094	626,901	674,403	661,008
Sales & Services	57,971	56,000	69,614	56,000
County	485,845	536,556	501,003	534,652
<b>TOTAL:</b>	<b>1,171,910</b>	<b>1,219,457</b>	<b>1,245,020</b>	<b>1,251,660</b>

## Performance Measures

		FY 2010	FY2011	FY2012		FY2013
		Actual	Actual	Target	Actual	Target
<b>County-Wide Goal:</b>	<b>PS 3</b> <i>Maximize the effectiveness of services through the sharing of information and resources among all public safety agencies.</i>					
<b>Department Goal</b>	Identify and maintain name files associated with an alias name					
<b>Objective</b>	Provide public safety and the courts with current, accurate, and precise data					
<b>Measure</b>	Percentage of names associated with an alias name	36%	42%	39%	32%	36%
<b>Department Goal</b>	Identify, process, and maintain processes involving identity theft/obstruction of justice					
<b>Objective</b>	Provide public safety and the courts with current, accurate, and precise data					
<b>Measure</b>	Percentage of identity theft/obstruction of justice warrants served	86%	78%	82%	93%	85%
<b>County-Wide Goal:</b>	<b>PS 2</b> <i>Address the current and changing community needs by enhancing facilities and services and by applying available technology effectively.</i>					
<b>Department Goal</b>	Process, identify, and maintain arrestee information via fingerprint technology					
<b>Objective</b>	Provide public safety and the courts with current, accurate, and precise data					
<b>Measure</b>	Percentage of arrests having fingerprints submitted to SBI	55%	56%	58%	54%	55%

# Permits & Inspections

## Mission

Create an environment that supports economic development by providing a convenient and customer friendly permitting process.

## Program Description

Promote our citizen's safety, health and general welfare by administering and enforcing the North Carolina State Building Codes as adopted by the Building Code Council.

## Performance Measures

Permits & Inspections	2010/11 Actual	2011/12 Adopted Budget	2011/12 Estimated	2012/13 Adopted Budget
<b>Expenditures:</b>				
Personnel	1,504,704	1,443,256	1,460,342	1,459,102
Operating	126,717	165,186	116,545	167,505
<b>TOTAL:</b>	<b>1,631,421</b>	<b>1,608,442</b>	<b>1,576,887</b>	<b>1,626,607</b>
<b>Revenues:</b>				
Permits & Fees	1,209,509	1,227,890	1,040,533	1,227,890
Sales & Services	4,581	2,800	4,959	4,100
County	417,331	377,752	531,395	394,617
<b>TOTAL:</b>	<b>1,631,421</b>	<b>1,608,442</b>	<b>1,576,887</b>	<b>1,626,607</b>

		FY 2010	FY2011	FY2012		FY2013
		Actual	Actual	Target	Actual	Target
<b>County-Wide Goal:</b>	<b>PS 4</b> <i>Assure high quality service by improving employee retention, education, and training.</i>					
<b>Department Goal</b>	Promote citizen safety by enforcing the North Carolina Building Codes.					
<b>Objective</b>	Maintain a quality control audit process executed twice/year/inspector.					
<b>Measure</b>	Percent of code compliant inspections, including violations found by audit & corrected by contractor.	93%	92%	95%	93%	95%
<b>County-Wide Goal:</b>	<b>EN 4</b> <i>Improve customer convenience and service by streamlining the permitting process.</i>					
<b>Department Goal</b>	Provide accurate and prompt plan review.					
<b>Objective</b>	Review residential plans within 3 working days.					
<b>Measure</b>	Percent of residential plans reviewed within 3 working days.	97%	98%	99%	99%	99%
<b>Department Goal</b>	Provide timely service delivery in performing inspections.					
<b>Objective</b>	Perform trade inspections the same day if they are requested by 9 AM.					
<b>Measure</b>	Percent of inspections performed on same day.	98%	98%	99%	98%	99%

# General Services

## Mission

The General Services Department regularly and routinely maintains a safe, sanitary, effectively functioning, aesthetic, ergonomic environment, and complies with all regulatory agencies in those facilities designated as the responsibility of this department.

## Program Description

General Services consists of Building Maintenance, Grounds Maintenance, and Fleet Maintenance. They provide routine, emergency & construction building maintenance at over 93 County locations. The Grounds crew provides mowing, debris & trash removal, and storm clean up at County parks & pools and the Fleet Maintenance crew provides preventative maintenance and repairs for the County vehicle fleet.

General Services	2010/11 Actual	2011/12 Adopted Budget	2011/12 Estimated	2012/13 Adopted Budget
<b>Expenditures:</b>				
Personnel	2,525,926	2,739,451	2,531,957	2,701,848
Operating	3,305,209	3,999,150	3,139,055	4,817,518
Capital	97,565	0	137,948	0
Contributions	268,364	154,850	237,820	154,850
<b>TOTAL:</b>	<b>6,197,064</b>	<b>6,893,451</b>	<b>6,046,780</b>	<b>7,674,216</b>
<b>Revenues:</b>				
Restricted	437,611	445,000	433,889	445,000
Sales & Services	15,708	90,000	15,708	648,328
Miscellaneous	0	0	0	52,266
County	5,743,745	6,358,451	5,597,183	6,528,622
<b>TOTAL:</b>	<b>6,197,064</b>	<b>6,893,451</b>	<b>6,046,780</b>	<b>7,674,216</b>

## Performance Measures

		FY 2010	FY2011	FY2012		FY2013
		Actual	Actual	Target	Actual	Target
<b>County-Wide Goal:</b>	<b>PS 2</b>	<i>Address the current and changing community needs by enhancing facilities and services and by applying available technology effectively.</i>				
<b>Department Goal</b>	Provide overall facility maintenance to insure a productive work environment.					
<b>Objective</b>	Investigate and initiate cost savings programs.					
<b>Measure</b>	Operating expense per square foot.	\$4.40	\$4.12	\$4.10	\$3.72	\$4.10
<b>Measure</b>	Maintenance cost per mile driven for vehicles.	\$0.08	\$0.09	\$0.08	\$0.07	\$0.08
<b>Department Goal</b>	Provide timely and professional service for all fleet vehicles.					
<b>Objective</b>	Investigate and initiate cost savings programs.					
<b>Measure</b>	Average fleet monthly availability.	N/A	95.58%	100.00%	97.00%	100.00%
<b>Department Goal</b>	Provide and maintain the grounds for parks, pools and facilities by being fiscally responsible as well as environmentally friendly.					
<b>Objective</b>	Investigate and initiate cost savings programs.					
<b>Measure</b>	Operating expense per square yard.	\$0.60	\$0.54	\$0.50	\$0.51	\$0.50
<b>Department Goal</b>	Provide timely service.					
<b>Objective</b>	Complete 100% of monthly work orders.					
<b>Measure</b>	Percentage of monthly work orders completed.	N/A	N/A	100.00%	94.00%	100.00%

\* FY2012 decrease due to a mild winter and FY12 budget cuts.

# College Street Parking Deck

## Program Description

The College Street Parking Deck provides parking for citizens as well as employees of Buncombe County. This is a 650 space parking deck. Parking costs \$1/hour with a maximum daily charge of \$8.

Current and prior year data is not available as the Parking Deck was previously accounted for in the Parking Deck Enterprise Fund.

College Street Parking Deck	2010/11 Actual	2011/12 Adopted Budget	2011/12 Estimated	2012/13 Adopted Budget
<b>Expenditures:</b>				
Personnel				206,860
Operating				45,674
<b>TOTAL:</b>				<b>252,534</b>
<b>Revenues:</b>				
Sales & Services				252,900
County				-366
<b>TOTAL:</b>				<b>252,534</b>

## Performance Measures

Performance measures are currently being developed for the College Street Parking Deck.

## Other Public Safety

Other Public Safety includes contributions for Court Support, Juvenile Detention System, Medical Examiner, District Attorney, OSSI/CJIS Transfer, and Animal Services.

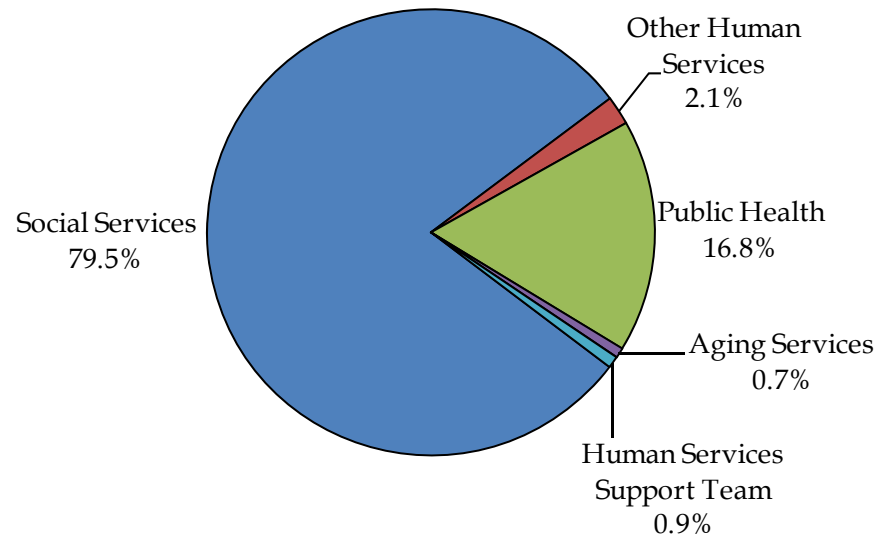
<b>Other Public Safety</b>	<b>2010/11 Actual</b>	<b>2011/12 Adopted Budget</b>	<b>2011/12 Estimated</b>	<b>2012/13 Adopted Budget</b>
<b>Expenditures:</b>				
Personnel	262,789	250,136	269,546	232,557
Operating	2,277,089	2,542,068	2,550,784	2,427,596
<b>TOTAL:</b>	<b>2,539,878</b>	<b>2,792,204</b>	<b>2,820,330</b>	<b>2,660,153</b>
<b>Revenues:</b>				
Sales & Services	0	823,785	0	0
Miscellaneous	0	43,705	0	0
County	2,539,878	1,924,714	2,820,330	2,660,153
<b>TOTAL:</b>	<b>2,539,878</b>	<b>2,792,204</b>	<b>2,820,330</b>	<b>2,660,153</b>

## *Human Services*

The Human Services function is composed of Public Health, Social Services, Aging Services, Other Human Services, and the Human Services Support Team. The Human Services function has a budget of \$77,730,059, which is 29.17% of the total General Fund expenditures for the fiscal year. Public Health expenditures, \$13,070,525, will be used for specialized public health service. The Social Services expenditures of \$61,797,596 will be used to support human needs. The Human Services Support Team division has a budget of \$666,172. The remaining \$2,195,766 will be used to provide specialized human service needs to citizens through mental health programs as well as services to youth and assistance to the elderly.

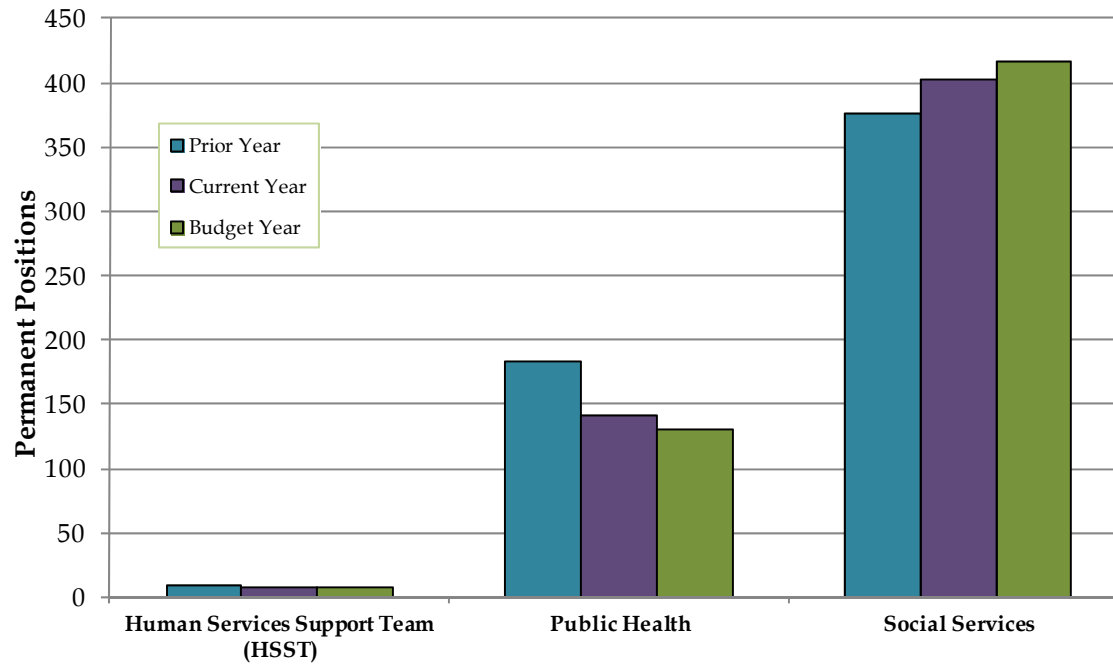
The dependence of the services on federal and state grants makes the budget process very difficult. Therefore, Buncombe County has a very conservative approach to anticipated revenues and a realistic approach to the service levels. This cushions the impact that federal and state funding fluctuations have on service levels.

### *Human Services Approved Budget FY2013*



# Human Services Personnel Summary – Budgeted Permanent Positions

Department	Prior Year	Current Year	Budget Year	Percent Change	Explanation of Changes
Human Services Support Team (HSST)	10	8	8	0%	
Public Health	183	141	131	-7%	Positions reduced due to program changes
Social Services	376	403	416	3%	Increase in positions due to increase in caseload
<b>Total Human Services</b>	<b>569</b>	<b>552</b>	<b>555</b>	<b>1%</b>	



# Public Health

## Mission

To protect, promote and assure the health of all people in Buncombe County.

## Program Description

The Department of Health works to promote and protect the public's health and to assure through community partnerships that all people in Buncombe County have the opportunity to make healthy choices within a healthy environment. The Department offers the following services to Buncombe County residents: ***Disease Control*** (Communicable Disease and TB); ***Clinical Services*** (Family Planning, breast and cervical cancer and cardiovascular screening, Immunizations, STD/HIV); ***Community Health Services*** including Health Promotion, School Health Nurses, Nurse Family Partnership, Social Work and Nutrition (WIC, Breastfeeding); ***Support Services*** including Environmental Health (Food & Lodging, On-Site Waste Water & Wells), Preparedness Planning, Lab, and Pharmacy.

Public Health	2010/11 Actual	2011/12 Adopted Budget	2011/12 Estimated	2012/13 Adopted Budget
<b>Expenditures:</b>				
Personnel	13,090,539	10,819,266	10,619,905	10,336,520
Operating	3,024,007	3,806,095	2,881,629	2,553,605
Capital	30,443	0	0	0
Contributions	69,950	220,000	227,483	180,400
<b>TOTAL:</b>	<b>16,214,939</b>	<b>14,845,361</b>	<b>13,729,017</b>	<b>13,070,525</b>
<b>Revenues:</b>				
Restricted	4,862,934	3,712,120	3,919,164	3,573,292
Sales & Services	4,703,638	2,709,378	4,129,218	1,206,566
Miscellaneous	150,265	150,000	151,814	150,000
County	6,498,102	8,273,863	5,528,821	8,140,667
<b>TOTAL:</b>	<b>16,214,939</b>	<b>14,845,361</b>	<b>13,729,017</b>	<b>13,070,525</b>

## Performance Measures (see next page)



# Public Health (continued)

## Performance Measures

		FY 2010	FY2011	FY2012		FY2013
		Actual	Actual	Target	Actual	Target
<b>County-Wide Goal:</b>	<b>HS 4</b>	<i>Maximize the effectiveness of county services by establishing collaborative planning, developing, and evaluation of human service programs among county departments.</i>				
<b>Department Goal</b>	Focus on results.					
<b>Objective</b>	Increase public well-being.					
<b>Measure</b>	Percentage of total program benchmarks achieved.					
		94.6%	91.2%	≥ 90%	96.2%	≥ 90%
<b>Overall Results for year-end benchmarks (benchmarks achieved/total number of benchmarks):</b>		<b>35/37</b>	<b>31/34</b>		<b>25/26</b>	
Community Health Promotion:		18/19	15/17		9/9	
Community Protection & Preparedness:		7/7	6/7		7/7	
Clinical Services:		10/11	10/10		9/10	
<b>County-Wide Goal:</b>	<b>HS 6</b>	<i>Meet the changing needs of our diverse community by developing, supporting, and encouraging access to appropriate technological, educational, and recreational programs.</i>				
<b>Department Goal</b>	Excellence in business operations.					
<b>Objective</b>	Maximize resources.					
* <b>Measure</b>	Percentage of reimbursement & collection captured for eligible expenses.					
		92.9%	90.1%	≥ 85%	90.5%	≥ 85%
<b>County-Wide Goal:</b>	<b>HS 2</b>	<i>Address the current and changing needs of individuals by making efficient use of available resources.</i>				
<b>Department Goal</b>	Smart partnerships					
<b>Objective</b>	Foster effective collaborations.					
o <b>Measure</b>	Percent of partnerships that meet or exceed their established outcomes.					
		98.6%	100.0%	≥ 90%	100.0%	≥ 90%
<b>Quarterly monitorings rated "Satisfactory":</b>		68 of 69				
<b>Semiannual monitorings rated "Satisfactory":</b>			29 of 29		25 of 25	

\* Results are for the one year period April-March

o Quarterly results are for the first 3 quarters of the fiscal year; Semiannual results are for the first half of the fiscal year.

# Social Services

## Mission

To provide Buncombe citizens resources and services to maximize their well being and self-determination.

## Program Description

The Social Services Department is made up of seven divisions. In addition, this department oversees the County's Medicaid contract. The divisions work together to provide protective and supportive social work services for the elderly and disabled adults; assure that absent parents continue to assume the financial responsibility for the support of their children; public assistance; protection and provision of permanency to children; services to veterans, their spouses and children; and assistance to Work First customers to attain and maintain employment.

Social Services	2010/11 Actual	2011/12 Adopted Budget	2011/12 Estimated	2012/13 Adopted Budget
<b>Expenditures:</b>				
Personnel	26,410,631	29,649,287	28,574,581	31,222,677
Operating	6,026,191	6,924,653	7,753,958	6,837,730
Capital	0	0	7,266	0
Contributions	22,509,248	22,723,099	22,215,665	23,737,189
<b>TOTAL:</b>	<b>54,946,070</b>	<b>59,297,039</b>	<b>58,551,470</b>	<b>61,797,596</b>
<b>Revenues:</b>				
Restricted	33,604,822	34,145,330	32,962,846	34,412,054
Sales & Services	327,879	628,219	340,304	601,505
Miscellaneous	153,108	178,809	71,350	85,000
County	20,860,261	24,344,681	25,176,970	26,699,037
<b>TOTAL:</b>	<b>54,946,070</b>	<b>59,297,039</b>	<b>58,551,470</b>	<b>61,797,596</b>

## Performance Measures

			FY 2010	FY2011	FY2012		FY2013
			Actual	Actual	Target	Actual	Target
<b>County-Wide Goal:</b>	<b>HS 1</b>	<i>Encourage client independence and self-sufficiency by providing basic care and protection while promoting self-reliance.</i>					
<b>Department Goal</b>		Link our actions to client success.					
<b>Objective</b>		Increase public well-being.					
<b>Measure</b>		Percentage of total program benchmarks achieved.	88.0%	86.0%	<b>88.0%</b>	85.0%	<b>88.0%</b>
<b>County-Wide Goal:</b>	<b>HS 3</b>	<i>Respond effectively to the needs of individuals and families by providing flexibility in service delivery.</i>					
<b>Department Goal</b>		Develop and improve communication networks.					
<b>Objective</b>		Foster effective collaborations.					
<b>Measure</b>		Percentage of partnerships that meet or exceed their established outcomes.	100.0%	97.0%	<b>90.0%</b>	97.0%	<b>90.0%</b>
<b>County-Wide Goal:</b>	<b>HS 4</b>	<i>Maximize the effectiveness of county services by establishing collaborative planning, developing, and evaluation of human service programs among county departments.</i>					
<b>Department Goal</b>		Build internal capacity.					
<b>Objective</b>		Cultivate a capable/invested workforce.					
<b>Measure</b>		Detailed stability factor.	93.9%	89.5%	<b>88.0%</b>	91.7%	<b>88.0%</b>

# Aging Services

## Program Description

Buncombe County currently provides funding to the Land of Sky Regional Council to provide aging services. The Council works in conjunction with the Buncombe County Aging Coordinating Consortium (ACC) and Buncombe County Human Services to ensure the needs of the aging community are met.

The Buncombe County Aging Plan (2008-2012), developed by the ACC, focuses on the following priorities:

- Safety & Security
- Financial Wellbeing
- Health & Wellness
- Social Engagements
- Living Environments – Housing, Transportation & Natural Environment
- Service & Support Coordination

<b>Aging Services</b>	<b>2010/11 Actual</b>	<b>2011/12 Adopted Budget</b>	<b>2011/12 Estimated</b>	<b>2012/13 Adopted Budget</b>
<b>Expenditures:</b>				
Contributions	634,184	570,766	570,086	570,766
<b>TOTAL:</b>	<b>634,184</b>	<b>570,766</b>	<b>570,086</b>	<b>570,766</b>
<b>Revenues:</b>				
County	634,184	570,766	570,086	570,766
<b>TOTAL:</b>	<b>634,184</b>	<b>570,766</b>	<b>570,086</b>	<b>570,766</b>

The 2008-2012 plan can be viewed in its entirety at [http://www.buncombecounty.org/common/dss/BCAgingPlan\\_2008-2012.pdf](http://www.buncombecounty.org/common/dss/BCAgingPlan_2008-2012.pdf).

The new 2013-2017 Aging Plan is currently being developed and will be focused on specific and measurable outcomes and strategies to improve life for the existing and emerging aging population.

Highlights of 2008 – 2012 accomplishments:

- Development of Community Resource Connections (CRC), which is part of a federal and state initiative to reduce the confusion that many have experienced in trying to find services. Core functions of the CRC include: information and assistance, options counseling, streamlined access to services and public funding, transitions partnership with hospitals and nursing facilities, and quality assurance and evaluation.
- Financial Fraud, Scam, and Exploitation summits held. Buncombe County Adult Protective Services reports better working relationships with banks and more reports of suspected exploitation as a direct result of the summits.
- Created BC – CAN (Buncombe County Culture Change in Aging Network) – dedicated to creating a culture of aging that is life affirming, satisfying, humane, and meaningful.

[Click Here](#) to view the 2012 progress report presented to Buncombe County Commissioners on May 15, 2012.

## Human Services Support Team

The Human Services Support Team was created to assist the Human Services departments with programmatic and fiscal monitoring. In addition, this division provides support for establishing and monitoring performance measures, compliance issues with the Office of State Personnel, and personnel training and capacity building.

<b>Human Services Support Team</b>	<b>2010/11 Actual</b>	<b>2011/12 Adopted Budget</b>	<b>2011/12 Estimated</b>	<b>2012/13 Adopted Budget</b>
<b>Expenditures:</b>				
Personnel	737,199	653,813	665,282	665,572
Operating	28,847	0	7,191	600
<b>TOTAL:</b>	<b>766,046</b>	<b>653,813</b>	<b>672,473</b>	<b>666,172</b>
<b>Revenues:</b>				
County	766,046	653,813	672,473	666,172
<b>TOTAL:</b>	<b>766,046</b>	<b>653,813</b>	<b>672,473</b>	<b>666,172</b>

## Other Human Services

Other Human Services includes contributions to Western Highlands Network, Buncombe County Medical Society, Youth Services, and other Mental Health programs.

Youth Services includes Juvenile Crime Prevention Council (JCPC) funding from the NC Dept. of Juvenile Justice and Delinquency Prevention. Buncombe County serves as a pass-through agency for the JCPC funds. Once JCPC allocations are determined and program agreements are received mid-September, the budget is amended to reflect JCPC funding levels for the budget year. JCPC funds distributed in FY2012 totaled \$546,564.

<b>Other Human Services</b>	<b>2010/11 Actual</b>	<b>2011/12 Adopted Budget</b>	<b>2011/12 Estimated</b>	<b>2012/13 Adopted Budget</b>
<b>Expenditures:</b>				
Operating	14,725	0	15,313	373,000
Contributions	1,604,181	1,050,000	1,842,410	1,080,000
Contingency	0	0	0	172,000
<b>TOTAL:</b>	<b>1,618,906</b>	<b>1,050,000</b>	<b>1,857,723</b>	<b>1,625,000</b>
<b>Revenues:</b>				
Restricted	517,697	0	546,564	0
County	1,101,209	1,050,000	1,311,159	1,625,000
<b>TOTAL:</b>	<b>1,618,906</b>	<b>1,050,000</b>	<b>1,857,723</b>	<b>1,625,000</b>

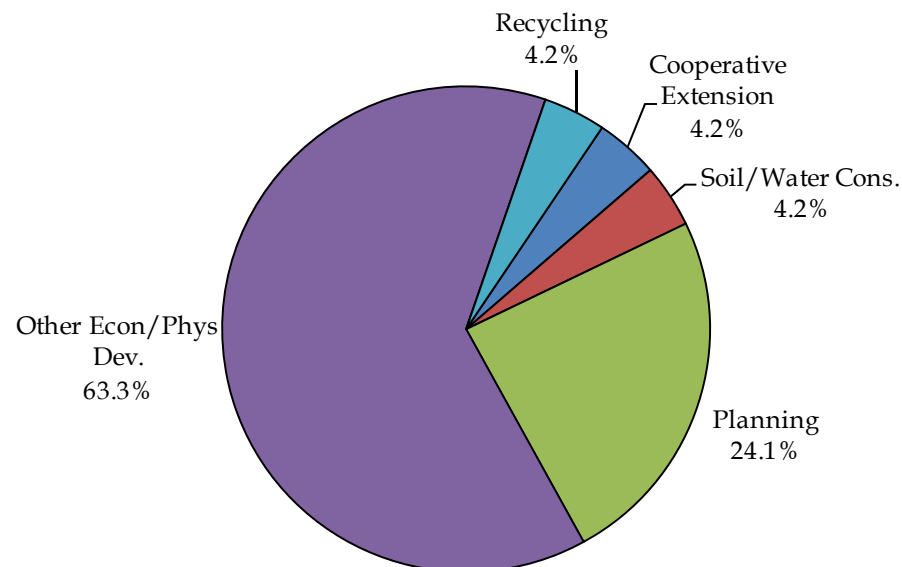
Mental Health agencies and programs were previously accounted for in the Mental Health Enterprise Fund. The enterprise fund has been consolidated with the General Fund beginning with the 2013 fiscal year. The FY2013 budget for these programs is \$575,000.

## *Economic & Physical Development*

The Economic and Physical Development function includes Planning, Land of Sky, Economic Development, Recycling, Cooperative Extension, and Soil & Water Conservation. Economic Development includes the following activities: the Asheville Chamber of Commerce, Economic Incentive and the Technology Commercialization Center. Economic and Physical Development has a budget of \$11,046,826, which is 4.15% of the total General Fund expenditures for the fiscal year.

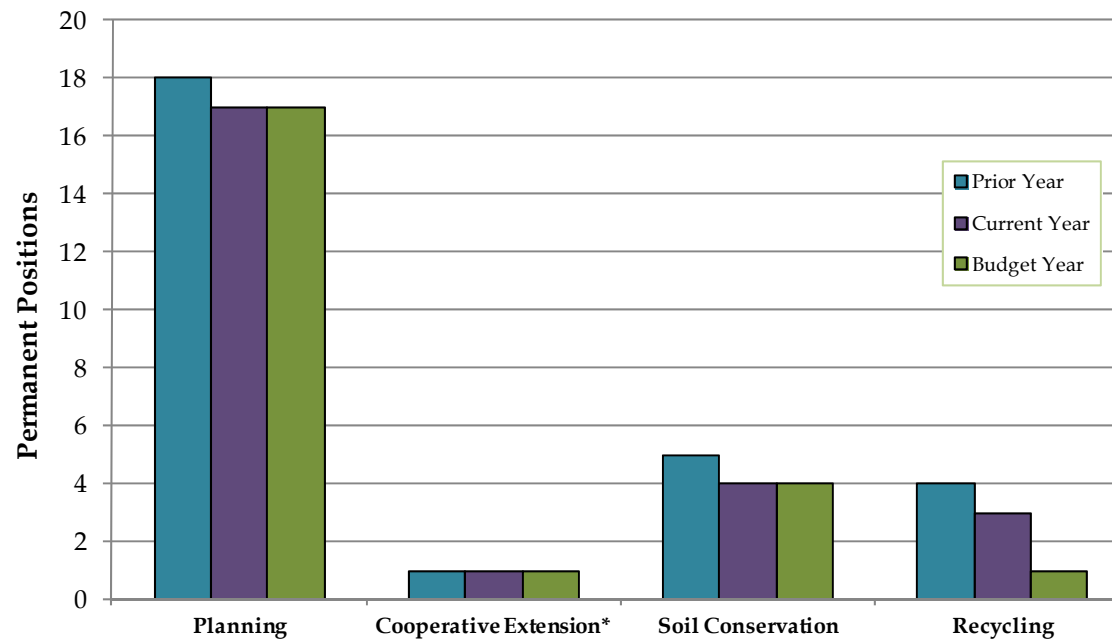
The \$2,661,678 in Planning expenditures will be utilized in planning routine and specialized projects for the County. The Economic Development expenditures, \$6,995,655 will be used to stimulate economic growth. Cooperative Extension expenditures, \$465,762, will be used to help assist and protect farmland. Soil Conservation will use its expenditures of \$465,110 to improve the environment by promoting water and soil quality. Recycling expenditures of \$458,621 will be used to educate citizens about the environmental benefits of recycling and provide the community with convenient options for recycling.

### *Economic & Physical Development Approved Budget FY2013*



# Economic & Physical Development Personnel Summary – Budgeted Permanent Positions

Department	Prior Year	Current Year	Budget Year	Percent Change	Explanation of Changes
Planning	18	17	17	0%	
Cooperative Extension*	1	1	1	0%	
Soil Conservation	5	4	4	0%	
Recycling	4	3	1	-67%	Position reductions requested during budget process
<b>Total Economic &amp; Physical Development</b>	<b>28</b>	<b>25</b>	<b>23</b>	<b>-8%</b>	



\*Note: The Cooperative Extension is a joint effort between the State and County governments. All of the employees except an Administrative Assistant are State Employees. Therefore, they are not listed here as they do not impact the position count for the General Fund.

# Planning & Development

## Mission

Buncombe County Planning & Development provides direction to citizens of Buncombe County, and to those whose actions may directly impact citizens, in maintaining orderly and responsible growth. The Department provides administration and support services for special projects undertaken by the County.

## Program Description

The Planning and Development department oversees a variety of activities that relate to the planning and development of the county. These include working in partnership with several non-profit housing agencies, establishing the Historic Districts and Historic Properties Commission for the City of Asheville and Buncombe County, and administering various County planning and development ordinances including land development and soil erosion and sedimentation control.

Planning & Development	2010/11 Actual	2011/12 Adopted Budget	2011/12 Estimated	2012/13 Adopted Budget
<b>Expenditures:</b>				
Personnel	1,446,530	1,582,807	1,506,142	1,622,331
Operating	280,245	639,985	262,260	749,025
Contributions	197,922	197,922	68,400	290,322
<b>TOTAL:</b>	<b>1,924,697</b>	<b>2,420,714</b>	<b>1,836,802</b>	<b>2,661,678</b>
<b>Revenues:</b>				
Sales & Services	72,653	101,800	105,734	87,250
County	1,852,044	2,318,914	1,731,068	2,574,428
<b>TOTAL:</b>	<b>1,924,697</b>	<b>2,420,714</b>	<b>1,836,802</b>	<b>2,661,678</b>

## Performance Measures

		FY 2010	FY2011	FY2012		FY2013
		Actual	Actual	Target	Actual	Target
<b>County-Wide Goal:</b>	<b>EDP 3</b>	<i>Balance the need for additional economic and population growth opportunities with environmental stewardship through well-planned infrastructure expansion.</i>				
<b>Department Goal</b>	Facilitate safe and responsible land use development in a timely manner.					
<b>Objective</b>	Review 99% of residential zoning permit applications within the same date of receipt.					
<b>Measure</b>	Percent of applications reviewed within same day.					
		99%	99%	99%	99%	99%
<b>Department Goal</b>	Ensure that land disturbance within the County is permitted and regulated.					
<b>Objective</b>	Inspect 99% of sites within 24 hours of receipt of complaints.					
<b>Measure</b>	Percent of sites inspected within 24 hours.					
		99%	99%	99%	99%	99%
<b>Department Goal</b>	Increase the supply of affordable housing and maintain existing affordable housing, while providing opportunities for persons at or below 80% of median income to move into affordable housing.					
<b>Objective</b>	Increase the number of affordable housing units associated with County administered funds.					
<b>Measure</b>	Total number of affordable housing units completed with County assistance.					
		71	73	73	69	73

# Cooperative Extension

## Mission

Cooperative Extension is an educational partnership helping people put research-based knowledge to work for economic prosperity, environmental stewardship and an improved quality of life.

## Program Description

Through workshops, consultations, Web sites, short courses, demonstration projects, tours, publications and more, Cooperative Extension delivers reliable information addressing high-priority local needs in five areas:

- Enhancing agricultural, forest and food systems.
- Conserving and improving the environment and natural resources.
- Building quality communities.
- Strengthening and sustaining families.
- Developing responsible youth.

Cooperative Extension	2010/11 Actual	2011/12 Adopted Budget	2011/12 Estimated	2012/13 Adopted Budget
<b>Expenditures:</b>				
Personnel	47,234	50,815	51,201	51,503
Operating	30,903	40,822	36,653	42,333
Contributions	311,436	344,917	276,023	371,926
<b>TOTAL:</b>	<b>389,573</b>	<b>436,554</b>	<b>363,877</b>	<b>465,762</b>
<b>Revenues:</b>				
Sales & Services	5,835	5,000	11,700	4,000
Miscellaneous	900	0	4,118	900
County	382,838	431,554	348,059	460,862
<b>TOTAL:</b>	<b>389,573</b>	<b>436,554</b>	<b>363,877</b>	<b>465,762</b>

## Performance Measures

		FY 2010	FY2011	FY2012		FY2013
		Actual	Actual	Target	Actual	Target
<b>County-Wide Goal:</b>	<b>EDP 4</b> <i>Promote economic development within the region by fostering cooperative partnerships with local, regional, and state entities.</i>					
<b>Department Goal</b>	Provide profitable, environmentally sustainable agricultural systems.					
<b>Objective</b>	Enhance knowledge of sustainable systems through educational programs.					
<b>Measure</b>	Number of individuals who increase knowledge/skills.	18,915	17,111	<b>17,196</b>	18,605	<b>18,100</b>
<b>County-Wide Goal:</b>	<b>EN 2</b> <i>Improve water quality through pollutant source reduction and public education.</i>					
<b>Department Goal</b>	Protect, conserve, enhance the natural resources of Buncombe County.					
<b>Objective</b>	Increase the knowledge of best management practices for land use & conservation.					
<b>Measure</b>	Number of individuals who increase knowledge/skills.	29,210	29,301	<b>29,447</b>	45,053	<b>40,500</b>
<b>County-Wide Goal:</b>	<b>ED 4</b> <i>Meet the region's complex education needs by establishing programs that make education more accessible, expand graduate programs, and promote high-quality research, technology transfer, and economic development.</i>					
<b>Department Goal</b>	Youth & families will lead healthier lives & develop leadership skills.					
<b>Objective</b>	Empower youth & families to lead healthier lives & become community leaders.					
<b>Measure</b>	Number of individuals who increase knowledge/skills.	37,851	35,176	<b>35,351</b>	37,723	<b>36,250</b>



# Soil & Water Conservation

## Mission

To ensure an urban and rural natural environment with clean water, protected soil resources, properly managed forest and wildlife; and an environmentally, economically, and culturally viable agricultural community.

## Program Description

The staff of the Soil & Water Conservation department provides technical assistance (advice and/or planning) on erosion control and water quality issues. We serve clients through visits to our office, phone consultations, and site visits. The staff also provides educational programs and administers or helps to administer state, federal, and local conservation programs such as: North Carolina Agriculture Cost Share Program, Environmental Quality Incentives Program (EQIP), and the Buncombe County Voluntary Farmland Preservation Program.

Soil & Water Conservation	2010/11 Actual	2011/12 Adopted Budget	2011/12 Estimated	2012/13 Adopted Budget
<b>Expenditures:</b>				
Personnel	396,435	349,977	353,981	368,307
Operating	52,974	57,956	39,180	58,446
Contributions	23,750	29,732	8,578	38,357
<b>TOTAL:</b>	<b>473,159</b>	<b>437,665</b>	<b>401,739</b>	<b>465,110</b>
<b>Revenues:</b>				
Restricted	45,589	39,100	43,335	42,100
Sales & Services	6,589	24,000	3,807	24,000
Miscellaneous	500	0	200	500
County	420,481	374,565	354,397	398,510
<b>TOTAL:</b>	<b>473,159</b>	<b>437,665</b>	<b>401,739</b>	<b>465,110</b>

## Performance Measures

		FY 2010 Actual	FY2011 Actual	FY2012		FY2013
				Target	Estimate	Target
<b>County-Wide Goal:</b>	<b>EN 2</b> <i>Improve water quality through pollutant source reduction and public education.</i>					
<b>Department Goal</b>	Provide prompt and effective customer service.					
<b>Objective</b>	Help landowners/managers solve natural resource related problems.					
<b>Measure</b>	Percent of technical assistance calls responded to within 1 working day.	97%	97%	98%	98%	98%
<b>Department Goal</b>	Provide a comprehensive environmental awareness program.					
<b>Objective</b>	Help citizens make informed decisions relating to soil & water resources.					
<b>Measure</b>	Percent of non-school age population reached through public outreach efforts.	19%	19%	20%	22%	23%
<b>County-Wide Goal:</b>	<b>EDP 3</b> <i>Balance the need for additional economic and population growth opportunities with environmental stewardship through well-planned infrastructure expansion.</i>					
<b>Department Goal</b>	Complete delivery of mandated services quickly and efficiently.					
<b>Objective</b>	Perform erosion control, stormwater, and environmental impact reviews.					
<b>Measure</b>	Percent of reviews completed within 10 working days or less.	97%	90%	95%	93%	95%

# Recycling

## Mission

Enhance and maintain the quality of the environment, conserve natural resources, and prevent pollution by providing a comprehensive and effective means of regulating solid waste disposal and increase the recycling participation rates of the citizens of Buncombe County.

## Program Description

Educate Buncombe County's citizens to increase understanding of the environmental benefits of waste reduction and proper waste disposal, thus providing the community with convenient options for recycling, therefore increasing the recycling rates while complying with state mandates.

Recycling	2010/11 Actual	2011/12 Adopted Budget	2011/12 Estimated	2012/13 Adopted Budget
<b>Expenditures:</b>				
Personnel	416,471	209,947	242,396	64,646
Operating	313,351	383,900	301,969	393,975
<b>TOTAL:</b>	<b>729,822</b>	<b>593,847</b>	<b>544,365</b>	<b>458,621</b>
<b>Revenues:</b>				
Restricted	16,596	0	18,533	10,000
Sales & Services	74,307	86,000	90,284	86,000
County	638,919	507,847	435,548	362,621
<b>TOTAL:</b>	<b>729,822</b>	<b>593,847</b>	<b>544,365</b>	<b>458,621</b>

## Performance Measures

		FY 2010 Actual	FY2011 Actual	FY2012		FY2013
				Target	Estimate	Target
<b>County-Wide Goals:</b>	<b>EN 1</b>	<i>Minimize the cost of solid waste disposal by utilizing the most appropriate, environmentally sensitive and economically sound technologies available.</i>				
	<b>EN 2</b>	<i>Improve water quality through pollutant source reduction and public education.</i>				
<b>Department Goal</b>	Increase the number of pounds of material recycled.					
<b>Objective</b>	Increase residential curbside recycling participation throughout the County.					
<b>Measure</b>	Tons of recycled commodities collected curbside (cardboard, mixed paper, newspaper, plastic, aluminum)					
		3,623	4,451	<b>4,500</b>	4,800	<b>4,850</b>
<b>County-Wide Goals:</b>	<b>EN 2</b>	<i>Improve water quality through pollutant source reduction and public education.</i>				
	<b>EN 3</b>	<i>Reduce the amount of disposed household hazardous wastes through effective public education initiatives.</i>				
<b>Department Goal</b>	Decrease the amount of items that are recyclable and/or banned by the state from entering the waste stream.					
<b>Objective</b>	Educate public about recycling through media such as website, government channel, brochures, newspapers, and quarterly newsletters.					
<b>Measure</b>	Recycled tons of electronics and HHW in Buncombe County.					
		197	172	<b>180</b>	198	<b>199</b>

# Other Economic & Physical Development

## Mission

The purpose of Economic Development is to broaden and diversify the tax base, create new job opportunities for the citizens of Buncombe County, and promote the economic growth and welfare of Buncombe County. The program is adopted with the intent of complimenting any incentive program that may be adopted by a municipality within Buncombe County or by the State of North Carolina.

## Program Description

In Economic Development, the County encourages and supports the development of the industrial base of the County by providing incentives for new industry and the expansion of current industries. Normally, assistance is provided through infrastructure development; however, in compliance with the North Carolina General Statutes (NCGS), such assistance may also be provided through land development, site preparation, building preparation and other means identified in NCGS 158-7.1.

## Performance Measures

The following measures are provided by the Asheville-Buncombe County Economic Development Coalition (EDC):

		FY 2010	FY2011	FY2012		FY2013
		Actual	Actual	Target	Actual	Target
<b>County-Wide Goals:</b>	<b>EDP 2</b>	<i>Strengthen economic vitality by attracting and retaining high-wage industries with emphasis on technology-driven companies while maintaining a balanced mix of employment opportunities.</i>				
	<b>EDP 4</b>	<i>Promote economic development within the region by fostering cooperative partnerships with local, regional, and state entities.</i>				
<b>Department Goal</b>	Develop new business in Buncombe County.					
<b>Objective</b>	Increase Buncombe County income levels through investment in economic development.					
<b>Measure</b>	Economic Return on \$1 invested (based on Buncombe County's contribution to EDC).					
		\$98.84	\$295.39	N/A	\$159.29	N/A
<b>Objective</b>	Increase capital investment in local businesses.					
<b>Measure</b>	Investment announced.					
		\$44,400,000	\$343,550,000	N/A	\$263,300,000	N/A
<b>Objective</b>	Increase number of jobs created for Buncombe County citizens.					
<b>Measure</b>	Jobs announced.					
		549	1,287	N/A	617	N/A

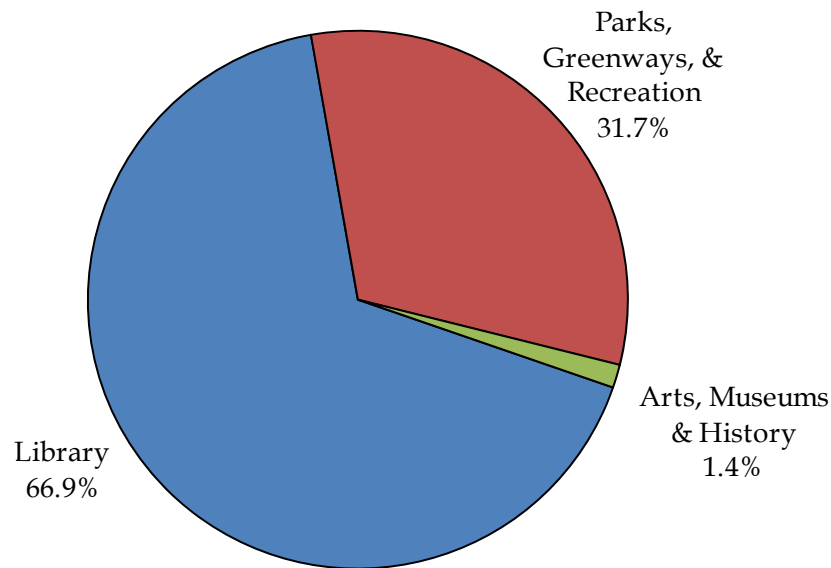
Other Econ/Physical Dev.	2010/11 Actual	2011/12 Adopted Budget	2011/12 Estimated	2012/13 Adopted Budget
<b>Expenditures:</b>				
Contributions	2,650,747	4,183,155	6,964,466	6,995,655
<b>TOTAL:</b>	<b>2,650,747</b>	<b>4,183,155</b>	<b>6,964,466</b>	<b>6,995,655</b>
<b>Revenues:</b>				
Restricted	0	0	0	472,000
Sales & Services	89,400	78,850	60,613	0
County	2,561,347	4,104,305	6,903,853	6,523,655
<b>TOTAL:</b>	<b>2,650,747</b>	<b>4,183,155</b>	<b>6,964,466</b>	<b>6,995,655</b>

## *Library & Recreation*

Library and Recreation is composed of the Library; Parks, Greenways, & Recreation; and Arts, Museum, and History. The Parks, Greenways, & Recreation activities include: Child Care Services, Recreation Administration, Pools, Recreation Programs, Lake Julian, Skyland Recreation and Enka Sports Park.

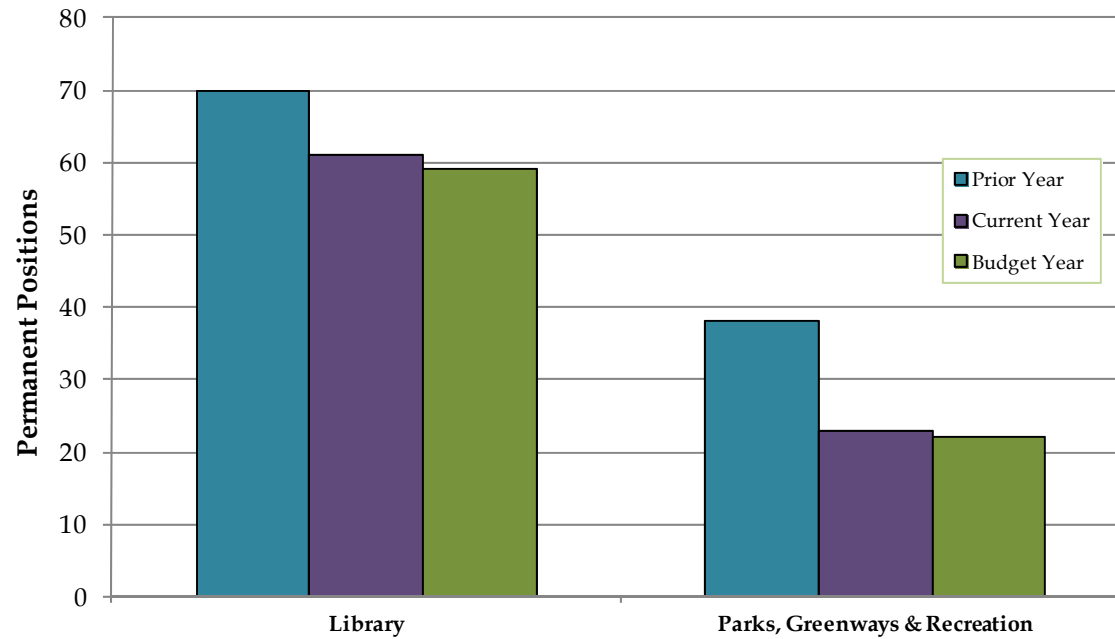
The Library and Recreation budget for this fiscal year is \$7,503,144, which accounts for 2.8% of the total General Fund expenditures for the year. The County Government ranks Library and Recreation as a high priority for the quality of life of its residents.

### *Library & Recreation Approved Budget FY2013*



# Library & Recreation Personnel Summary – Budgeted Permanent Positions

Department	Prior Year	Current Year	Budget Year	Percent Change	Explanation of Changes
Library	70	61	59	-3%	Two position reductions
Parks, Greenways & Recreation	38	23	22	-4%	One position reduction
<b>Total Culture &amp; Recreation</b>	<b>108</b>	<b>84</b>	<b>81</b>	<b>-4%</b>	



# Library

## Mission

The Library makes available the works of human knowledge, information and creative endeavor, in whatever format, to all citizens and thus promotes and fosters the free flow of information and ideas.

## Program Description

The library system's services include answering reference questions, in person and over the phone, providing books, cassettes, DVDs and videotapes, as well as being a center for free public programs to enlighten and delight, for both children and adults.

More specialized services include "Interlibrary Loan," and access to our NC Collection, containing many rare and interesting materials by or about our native son, Thomas Wolfe, and a huge collection of area photographs, historical postcards, books by local authors and genealogical materials.

<b>Library</b>	<b>2010/11 Actual</b>	<b>2011/12 Adopted Budget</b>	<b>2011/12 Estimated</b>	<b>2012/13 Adopted Budget</b>
<b>Expenditures:</b>				
Personnel	3,662,493	3,672,843	3,696,572	3,646,703
Operating	1,426,404	1,350,031	1,291,583	1,374,981
<b>TOTAL:</b>	<b>5,088,897</b>	<b>5,022,874</b>	<b>4,988,155</b>	<b>5,021,684</b>
<b>Revenues:</b>				
Restricted	333,252	290,000	332,469	313,566
Sales & Services	305,201	320,000	262,761	260,500
Miscellaneous	12,079	15,000	258	0
County	4,438,365	4,397,874	4,392,667	4,447,618
<b>TOTAL:</b>	<b>5,088,897</b>	<b>5,022,874</b>	<b>4,988,155</b>	<b>5,021,684</b>

## Performance Measures (see next page)

# Library (continued)

## Performance Measures

			FY 2010	FY2011	FY2012		FY2013
			Actual	Actual	Target	Actual	Target
<b>County-Wide Goal:</b>	<b>CR 2</b>	<i>Enhance citizens' quality of life by developing library and recreation facilities with easy access to neighborhoods.</i>					
<b>Department Goal</b>		Increase the number of active library users.					
<b>Objective</b>		Increase the percentage of County residents with active library cards.					
*	<b>Measure</b>	Percent of residents with active library cards.	51%	51%	<b>51%</b>	50%	<b>51%</b>
<b>County-Wide Goal:</b>	<b>CR 3</b>	<i>Respond to the growth and diversity of community-wide programs and facilities through appropriate staffing levels.</i>					
<b>Department Goal</b>		Increase public perception of the library as a community center and resource.					
<b>Objective</b>		Enhance promotion of the various library programs.					
**	<b>Measure</b>	Number of residents attending library programs.	78,709	84,214	<b>85,000</b>	82,243	<b>85,000</b>
<b>County-Wide Goal:</b>	<b>CR 4</b>	<i>Ensure the quality of recreation and library facilities by establishing and maintaining countywide construction and operation standards.</i>					
<b>Department Goal</b>		Enhance the electronic services offered by the library.					
<b>Objective</b>		Facilitate citizen access to electronic library resources in the library and from home.					
	<b>Measure</b>	Number of downloadable books available to the public.	3,798	6,181	<b>10,000</b>	24,385	<b>28,500</b>

\* FY2012 Target is based on the 2010 census.

\*\* FY2012 estimate. Programming continues through June 30, 2012. Total reflects cancellation of programs in September, 2011 because of the migration to Evergreen ILS.

# Parks, Greenways & Recreation

## Mission

*Parks, Greenways & Recreation:* To maintain and improve the quality of life for residents and visitors through recreational, cultural and educational opportunities.

*Child Care:* To maintain and improve the quality of life for children and families through supporting, educating and assisting families and early childhood educators.

## Program Description

Parks, Greenways and Recreation Services provide health and recreation opportunities through the creation of high quality programs, facilities and community special events. In addition to the care and management of our parks and swimming pools, Parks, Greenways and Recreations Services is working to preserve the natural beauty and enhance our environmental resources through the development of greenways and the procurement of open spaces.

Buncombe County also operates the Valley Child Development Center. To learn more about this child care center and other child care resources, click here to visit our website - [Buncombe County Child Care](#).

## Performance Measures (see next page)

<b>Parks, Greenways &amp; Recreation</b>	<b>2010/11 Actual</b>	<b>2011/12 Adopted Budget</b>	<b>2011/12 Estimated</b>	<b>2012/13 Adopted Budget</b>
<b>Expenditures:</b>				
Personnel	1,963,608	1,800,672	1,744,774	1,750,761
Operating	578,644	576,134	446,487	583,449
Contributions	79,635	42,750	187,314	42,750
<b>TOTAL:</b>	<b>2,621,887</b>	<b>2,419,556</b>	<b>2,378,575</b>	<b>2,376,960</b>
<b>Revenues:</b>				
Restricted	336,466	237,000	235,641	263,500
Sales & Services	568,287	383,000	401,169	366,000
Miscellaneous	10,461	4,000	3,688	1,500
County	1,706,673	1,795,556	1,738,077	1,745,960
<b>TOTAL:</b>	<b>2,621,887</b>	<b>2,419,556</b>	<b>2,378,575</b>	<b>2,376,960</b>



# Parks, Greenways & Recreation (continued)

## Performance Measures

		FY 2010	FY2011	FY2012		FY2013
		Actual	Actual	Target	Actual	Target
<b>County-Wide Goal:</b>	<b>CR 3</b>	<i>Respond to the growth and diversity of community-wide programs and facilities through appropriate staffing levels.</i>				
<b>Department Goal</b>	Develop a participant feedback plan for programs, greenways, parks and facilities.					
<b>Objective</b>	Staff will offer programs that reflect citizen feedback.					
<b>Measure</b>	Number of Citizens who respond to surveys or participate in community planning sessions					
		497	861	1,000	3,215	1,500
<b>Department Goal</b>	Offer community special events in partnership with agencies, businesses and volunteers.					
<b>Objective</b>	Special events are held that focus on recreation, education, greenways, wellness and cultural arts.					
<b>Measure</b>	Number of events held					
		26	34	36	63	40
<b>Department Goal</b>	Provide activities that promote recreation, wellness, exercise and safety.					
<b>Objective</b>	Offer programs for children, youth, adults and seniors.					
<b>Measure</b>	Numbers of participants					
		4,934	5,292	6,000	7,215	7,500
<b>County-Wide Goal:</b>	<b>HS 5</b>	<i>Enhance human service programs by encouraging collaboration through community partnerships.</i>				
<b>Department Goal</b>	Enhance human service programs by encouraging collaboration through community partnerships.					
<b>Objective</b>	Offer collaborative opportunities for community partners including early childhood programs/educators.					
<b>Measure</b>	Number of opportunities provided.					
		N/A	119	140	178	160

# Arts, Museums & History

## Program Description

The Arts, Museums and History line item contributes funding to outside agencies. This year's funding is \$4,500 for the Historic Resources Commission and \$100,000 for the Asheville Art Museum.

<b>Arts, Museums, &amp; History</b>	<b>2010/11 Actual</b>	<b>2011/12 Adopted Budget</b>	<b>2011/12 Estimated</b>	<b>2012/13 Adopted Budget</b>
<b>Expenditures:</b>				
Contributions	59,625	21,600	50,000	104,500
<b>TOTAL:</b>	<b>59,625</b>	<b>21,600</b>	<b>50,000</b>	<b>104,500</b>
<b>Revenues:</b>				
County	59,625	21,600	50,000	104,500
<b>TOTAL:</b>	<b>59,625</b>	<b>21,600</b>	<b>50,000</b>	<b>104,500</b>

## Performance Measures

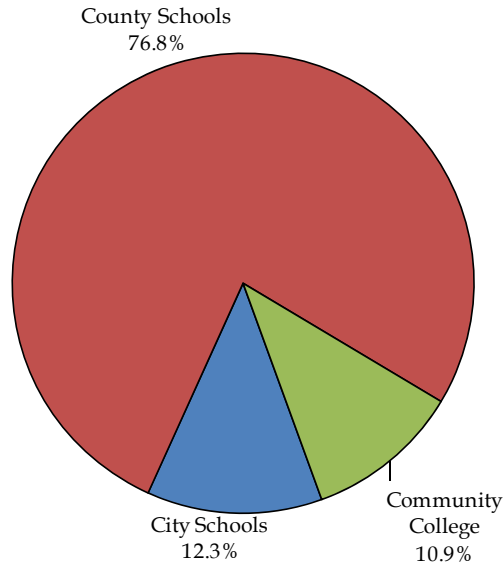
		<b>FY 2010</b>	<b>FY2011</b>	<b>FY2012</b>		<b>FY2013</b>
		<b>Actual</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>
<b>Funded Organization</b>	<i>Asheville Art Museum</i>					
<b>Organization Goal</b>	To present exciting exhibitions & public programs for citizens & visitors of Western NC.					
<b>Objective</b>	Provide an active schedule of events based on our collection of 20th & 21st century art.					
<b>Measure</b>	Number of annual attendees.	96,634	101,402	<b>105,000</b>	167,092	<b>150,000</b>

## *Education*

The County's Education function is comprised of Buncombe County Schools, Asheville City Schools, and Asheville-Buncombe Technical Community College. The total budgeted expenditures for Education are \$74,122,271, which is 27.8% of the total General Fund budget.

Funding for public education is a major responsibility of the County government. In recent years, Buncombe County has undertaken major initiatives to support effective education and to secure accountability for educational funds expended.

### **Education Approved Budget FY2013**



Buncombe County provides funding for Asheville City Schools, Buncombe County Schools and Asheville-Buncombe Technical College. For the 2012-2013 fiscal year, the general fund appropriation for the County Schools is \$48,346,758 for current expenses (facility operations costs), \$8,300,610 for capital outlay and \$276,116 for the community school. The City of Asheville School System has been appropriated \$7,779,035 for current expenses and \$1,355,753 for capital outlay. Asheville-Buncombe Technical Community College has been appropriated \$8,063,999 for fiscal year 2012-2013.

**CURRENT & CAPITAL  
APPROPRIATIONS FOR EDUCATION  
FISCAL YEARS 2004-2013**

<u>Fiscal Year</u>	<u>City Schools</u>	<u>County Schools</u>	<u>A-B Tech</u>	<u>Education Total</u>	<u>Increase (Decrease)</u>
2013	9,134,788	56,923,484	8,063,999	74,122,271	0.8%
2012	8,565,157	56,914,925	8,063,999	73,544,081	4.9%
2011	7,988,281	54,080,334	8,013,999	70,082,614	-0.1%
2010	7,971,327	54,332,466	7,861,223	70,165,016	-0.9%
2009	8,139,541	54,615,327	8,037,732	70,792,600	7.9%
2008	7,619,364	50,365,918	7,633,254	65,618,536	2.2%
2007	7,710,281	47,136,868	9,379,205	64,226,354	13.9%
2006	6,699,943	43,200,058	6,493,254	56,393,255	5.9%
2005	6,596,353	40,803,088	5,875,543	53,274,984	5.7%
2004	6,342,020	38,670,330	5,375,543	50,387,893	5.9%

The County is required by North Carolina law to distribute funds to the two public school systems on the basis of average daily membership (ADM). Funding ratios for the two school systems have changed in accordance with the ADM changes.

As outlined in the following table, the average daily membership in the Asheville City Schools and Buncombe County Schools has seen some growth during the last 10 years. There has been total growth of 2.53% from 2003-2012, which is an average growth of 0.28% each year.

<b>Public School Average Daily Membership Fiscal Years 2003 - 2012</b>		
<b>Fiscal Year</b>	<b>Total Enrollment</b>	<b>Percent Increase/Decrease</b>
2012	29,238	0.4%
2011	29,113	0.5%
2010	28,979	-0.4%
2009	29,085	0.1%
2008	29,050	-0.3%
2007	29,148	-0.2%
2006	29,211	1.5%
2005	28,766	0.4%
2004	28,649	0.5%
2003	28,516	1.3%

# Special Revenue Funds

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Special Revenue Funds are used to account for specific revenues that are legally restricted to expenditures for particular purposes.

## Volunteer Fire Departments Fund

The County's Board of Commissioners serves as the tax levying body for twenty-six special fire protection districts. Taxes levied and collected on behalf of these districts are distributed under contract to volunteer fire departments serving the respective districts.

## Transportation Fund

This fund was established to account for intergovernmental revenues received to operate Mountain Mobility van service which provides transportation to the senior citizens, persons with disabilities, children and the general public of Buncombe County.

## Emergency Telephone System Fund

This fund was established in accordance with North Carolina law to account for the accumulation of telephone surcharges to be used for emergency telephone systems.

## Occupancy Tax Fund

This fund was established to account for the revenues from the room occupancy tax to fund the development and implementation of strategies designed to promote tourism in Buncombe County. Occupancy taxes net of a collection fee are transferred to the component unit, Tourism Development Authority, to achieve this purpose.

## Register of Deeds Automation Fund

The Automation Fund receives most of its revenue from permits and fees and appropriated fund balance. This fund is used to budget for capital expenditures that help to automate all of the documents that the Register of Deeds keeps records of so that the citizens will have easier access to these forms and records.

## Sheriff Federal Forfeiture Fund & BCAT Federal Forfeiture Fund

The Sheriff Federal Forfeiture Fund and Buncombe County Anti-Crime Task Force (BCAT) Federal Forfeiture Fund account for monies received from the federal government's asset forfeiture program. Federal law authorizes the Attorney General to share federally forfeited property with participating state and local law enforcement agencies. Any state or local law enforcement agency that directly participates in an investigation or prosecution that results in a federal forfeiture may request an equitable share of the net proceeds of the forfeiture. These proceeds must be used for law enforcement purposes.

## Sheriff State Forfeiture Fund & BCAT State Forfeiture Fund

The Sheriff State Forfeiture Fund and Buncombe County Anti-Crime Task Force (BCAT) State Forfeiture Fund account for the unauthorized substances tax received from state and for proceeds from State Judicial Forfeitures. The unauthorized substances tax is an excise tax on controlled substances. Seventy-five percent of the tax collected is returned to the law enforcement agency whose investigation led to the assessment.

## Fire Districts Fund

The ad valorem property tax is the major revenue source for the Fire Districts Fund. Property tax is expected to produce \$16,820,373 in revenue for the fund for FY2013.

Sales taxes and inventory tax reimbursements make up the remaining budget revenues. The County expects to receive \$4,351,824 in sales tax for the districts in FY2013.

The total revenues and expenditures for the Fire Districts Fund are projected to increase from the FY12 budget by 1.97% to \$21,172,197. All expenditures are used to fund volunteer fire departments in twenty-six special fire protection districts throughout the County.

Fire Districts	2010/11 Actual	2011/12 Adopted Budget	2011/12 Estimated	2012/13 Adopted Budget
<b>Expenditures:</b>				
Operating	7,986	0	0	0
Contingency	0	2,700,000	0	2,700,000
Contributions	18,532,342	18,063,978	18,515,001	18,472,197
<b>TOTAL:</b>	<b>18,540,328</b>	<b>20,763,978</b>	<b>18,515,001</b>	<b>21,172,197</b>
<b>Revenues:</b>				
Ad Valorem	14,554,910	16,625,501	14,773,899	16,820,373
Sales Tax	3,985,418	4,138,477	3,738,255	4,351,824
<b>TOTAL:</b>	<b>18,540,328</b>	<b>20,763,978</b>	<b>18,512,154</b>	<b>21,172,197</b>

## Emergency Telephone System Fund

The 911 Fund is budgeted at \$1,068,186. Much of the budget is for emergency communication equipment for the 911 system. The NC 911 Board approved a new 911 funding method effective FY12. The amount distributed to Buncombe County is based on data collected for the last five years of approved eligible expenditures reported to the 911 Board.

Emergency Telephone System	2010/11 Actual	2011/12 Adopted Budget	2011/12 Estimated	2012/13 Adopted Budget
<b>Expenditures:</b>				
Personnel	236,226	185,958	250,233	0
Operating	535,004	470,344	404,871	811,400
Capital	462,695	278,000	1,523,946	256,786
Transfers	445,266	0	0	0
Contingency	0	14,506	0	0
Debt Service	0	5,000	0	0
<b>TOTAL:</b>	<b>1,679,191</b>	<b>953,808</b>	<b>2,179,050</b>	<b>1,068,186</b>
<b>Revenues:</b>				
Restricted	1,717,210	923,808	923,808	1,038,186
Investments	31,326	30,000	26,883	30,000
<b>TOTAL:</b>	<b>1,748,536</b>	<b>953,808</b>	<b>950,691</b>	<b>1,068,186</b>

# Transportation

Restricted revenue for this fund comes from various federal, local, and state agencies, including the North Carolina Department of Transportation. Restricted funding for FY13 provides \$2,745,773 or 68.3% of total revenue for this fund. Other revenue sources include vehicle advertising and contributions/donations.

In FY2012 Transportation operations transitioned to an outside agency. Transportation is now administered and operated through contracts between Buncombe County, the Land of Sky Regional Council and McDonald Transit Associates, Inc.

<b>Transportation</b>	<b>2010/11 Actual</b>	<b>2011/12 Adopted Budget</b>	<b>2011/12 Estimated</b>	<b>2012/13 Adopted Budget</b>
<b>Expenditures:</b>				
Personnel	1,550,459	0	702	0
Operating	841,442	3,556,939	3,453,744	3,493,641
Capital	261,130	271,377	204,346	528,005
Transfers	1,884	0	5,725	0
<b>TOTAL:</b>	<b>2,654,915</b>	<b>3,828,316</b>	<b>3,664,517</b>	<b>4,021,646</b>
<b>Revenues:</b>				
Restricted	2,352,622	2,547,203	2,441,540	2,745,773
Miscellaneous	123,202	111,440	144,123	106,200
Transfers	119,474	1,169,673	1,078,854	1,169,673
<b>TOTAL:</b>	<b>2,595,298</b>	<b>3,828,316</b>	<b>3,664,517</b>	<b>4,021,646</b>

Performance Measures (see next page)

# Transportation (continued)

## Performance Measures

		FY 2010	FY2011	FY2012		FY2013
		Actual	Actual	Target	Actual	Target
<b>County-Wide Goal:</b>	<b>GG 2</b>	<i>Provide high quality, cost-effective, fair and equitable service through process improvement, efficient use of resources, contracted services, materials, and equipment.</i>				
<b>Department Goal</b>		Provide high quality, cost-effective, fair and equitable service through process improvement, efficient use of resources, contracted services, materials and equipment.				
<b>Objective</b>		Enhance quality of service and customer satisfaction by providing a minimum of 95% of passenger trips on time.				
<b>Measure</b>		Percent of passengers dropped off and picked up within +/- 15 minutes of their scheduled time.				
		93.00%	93.00%	<b>95.00%</b>	93.30%	<b>95.00%</b>
<b>County-Wide Goal:</b>	<b>HS 2</b>	<i>Address the current and changing needs of individuals by making efficient use of available resources.</i>				
<b>Department Goal</b>		Address the current and changing needs of individuals by making efficient use of available resources.				
<b>Objective</b>		Improve productivity and lower costs associated with providing transportation services by improving route efficiency and increasing the coordination of paratransit trips, achieving a system-wide average of at least 2.34 revenue trips per revenue hour.				
<b>Measure</b>		Number of revenue trips per hour of revenue service.				
		2.27	2.35	<b>2.35</b>	2.33	<b>2.35</b>
<b>County-Wide Goal:</b>	<b>PS 4</b>	<i>Assure high quality service by improving employee retention, education, and training.</i>				
<b>Department Goal</b>		Assure high quality service by improving employee retention, education, and training.				
<b>Objective</b>		Ensure the safety of passengers, staff and the public by reducing driver turn-over and maintaining a high level of staff training, observation and re-certifications.				
<b>Measure</b>		Percentage of drivers meeting or exceeding requirements for evaluations, initial training, retraining, and recertifications.				
		100%	100%	<b>100%</b>	100%	<b>100%</b>



## Occupancy Tax

Revenues for the Occupancy Tax Fund are generated from the taxes collected by lodging facilities within the County. The projected amount for the FY 2013 budget is \$7,836,400. Occupancy taxes net of collection fees are transferred to the Tourism Development Authority for expenditures to promote tourism in Buncombe County.

Occupancy Tax	2010/11 Actual	2011/12 Adopted Budget	2011/12 Estimated	2012/13 Adopted Budget
<b>Expenditures:</b>				
Transfers	6,882,365	7,535,000	7,457,663	7,836,400
<b>TOTAL:</b>	<b>6,882,365</b>	<b>7,535,000</b>	<b>7,457,663</b>	<b>7,836,400</b>
<b>Revenues:</b>				
Other Taxes	6,882,365	7,535,000	7,457,663	7,836,400
<b>TOTAL:</b>	<b>6,882,365</b>	<b>7,535,000</b>	<b>7,457,663</b>	<b>7,836,400</b>

## Register of Deeds Automation Fund

The FY2013 budget for this fund is \$155,000. This is down \$60,300 from last year, or 28%. The primary source of revenue for this fund is permits and fees.

ROD Automation	2010/11 Actual	2011/12 Adopted Budget	2011/12 Estimated	2012/13 Adopted Budget
<b>Expenditures:</b>				
Personnel	0	0	47,695	80,738
Operating	140,360	50,000	73,818	74,262
Transfers	156,576	165,300	165,300	0
<b>TOTAL:</b>	<b>296,936</b>	<b>215,300</b>	<b>286,813</b>	<b>155,000</b>
<b>Revenues:</b>				
Permits & Fees	150,457	151,695	140,834	151,695
Investments	3,350	6,000	2,454	3,305
Appropriated Fund Balance	0	57,605	0	0
<b>TOTAL:</b>	<b>153,807</b>	<b>215,300</b>	<b>143,288</b>	<b>155,000</b>

# Sheriff & Buncombe County Anti-Crime Task Force (BCAT) Forfeiture Funds

The County currently maintains four forfeiture funds: Sheriff Federal Forfeiture, BCAT Federal Forfeiture, Sheriff State Forfeiture, and BCAT State Forfeiture Fund.

Due to the unpredictable nature of forfeiture revenues, available fund balance or revenue estimates are appropriated at the beginning of the budget year. Budget amendments are completed throughout the year to budget federal and state revenue as it is received.

## Federal Forfeitures

The Sheriff & BCAT Federal Forfeiture Funds account for monies received under federal asset forfeiture programs. These proceeds must be used for law enforcement purposes. Permissible uses of forfeiture funds are: to support law enforcement investigations; law enforcement training; detention facility costs; law enforcement equipment; law enforcement travel and transportation; law enforcement awards and memorials; drug and gang education and awareness programs; matching funds for law enforcement grants; asset accounting and tracking; language assistance services; and to support community based programs.

Sheriff Federal Forfeitures	2010/11 Actual	2011/12 Adopted Budget	2011/12 Estimated	2012/13 Adopted Budget
<b>Expenditures:</b>				
Operating	103,243	60,226	52,619	41,430
Capital	0	3,641	15,347	0
Transfers	47,398	0	0	0
<b>TOTAL:</b>	<b>150,641</b>	<b>63,867</b>	<b>67,966</b>	<b>41,430</b>
<b>Revenues:</b>				
Restricted	205,953	0	8,667	7,500
Investments	716	0	225	450
Appropriated Fund Balance	0	63,867	0	33,480
<b>TOTAL:</b>	<b>206,669</b>	<b>63,867</b>	<b>8,892</b>	<b>41,430</b>

BCAT Federal Forfeitures	2010/11 Actual	2011/12 Adopted Budget	2011/12 Estimated	2012/13 Adopted Budget
<b>Expenditures:</b>				
Operating	45,514	183,293	137,041	299,550
Capital	155,142	216,437	112,504	150,000
Transfers	217,350	0	0	0
<b>TOTAL:</b>	<b>418,006</b>	<b>399,730</b>	<b>249,545</b>	<b>449,550</b>
<b>Revenues:</b>				
Restricted	532,600	0	93,450	70,000
Investments	3,814	0	1,943	4,550
Appropriated Fund Balance	0	399,730	0	375,000
<b>TOTAL:</b>	<b>536,414</b>	<b>399,730</b>	<b>95,393</b>	<b>449,550</b>

## Sheriff & Buncombe County Anti-Crime Task Force (BCAT) Forfeiture Funds (continued)

### State Forfeitures

The Sheriff & BCAT State Forfeiture Funds account for proceeds from the state unauthorized substances tax and from state judicial forfeitures. These proceeds are to be used for law enforcement purposes and are designed to be used to enhance the ability of law enforcement agencies to deter and investigate crimes, especially drug offenses.

Sheriff State Forfeitures	2010/11 Actual	2011/12 Adopted Budget	2011/12 Estimated	2012/13 Adopted Budget
<b>Expenditures:</b>				
Operating	2,085	0	5,192	25,175
Capital	19,574	0	0	0
<b>TOTAL:</b>	<b>21,659</b>	<b>0</b>	<b>5,192</b>	<b>25,175</b>
<b>Revenues:</b>				
Restricted	6,691	0	33,380	25,000
Investments	134	0	69	175
Interfund Transfers	15,398	0	0	0
Appropriated Fund Balance	0	0	0	0
<b>TOTAL:</b>	<b>22,223</b>	<b>0</b>	<b>33,449</b>	<b>25,175</b>

BCAT State Forfeitures	2010/11 Actual	2011/12 Adopted Budget	2011/12 Estimated	2012/13 Adopted Budget
<b>Expenditures:</b>				
Operating	20,782	264,995	18,136	306,850
Capital	0	0	13,500	0
<b>TOTAL:</b>	<b>20,782</b>	<b>264,995</b>	<b>31,636</b>	<b>306,850</b>
<b>Revenues:</b>				
Restricted	84,904	0	42,745	45,000
Investments	2,807	0	853	1,850
Interfund Transfers	217,350	0	0	0
Appropriated Fund Balance	0	264,995	0	260,000
<b>TOTAL:</b>	<b>305,061</b>	<b>264,995</b>	<b>43,598</b>	<b>306,850</b>

# Enterprise Funds

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Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises - where the intent of the governing board is that the costs (expenses, including depreciation) for providing services to the general public be recovered primarily through user charges; where the governing body has decided that the periodic determination of net income is appropriate for accountability purposes.

## Solid Waste Disposal Fund

This fund is used to account for the landfill and transfer station activities.

## Inmate Commissary/Welfare Fund

This fund is used to account for Commissary revenues and expenditures at the County Detention Center.

## Criminal Justice Information System (CJIS)

CJIS revenues and expenditures were previously accounted for in the general fund. Starting in FY2009, data from the Criminal Justice Information System was offered out to all local towns & municipalities on a per officer charge. CJIS operates as a business enterprise under this new system and therefore was moved to an enterprise fund for accounting purposes.

# Solid Waste Disposal Fund

## Mission

To protect the health and safety of all citizens by disposing of all waste generated in Buncombe County in the most efficient, cost effective, and environmentally sound manner possible.

## Program Description

The Solid Waste Fund is made up of the Landfill and Transfer Station. The Transfer Station serves as a drop off location for residential waste, which is then transferred to the landfill. The Landfill is an EPA Bioreactor Project and provides residential, commercial & industrial waste disposal.

Solid Waste	2010/11 Actual	2011/12 Adopted Budget	2011/12 Estimated	2012/13 Adopted Budget
<b>Expenditures:</b>				
Personnel	1,441,567	1,421,178	1,539,214	1,518,331
Operating	2,188,410	3,312,128	2,356,341	3,681,222
Capital	274,898	282,000	0	45,000
Contingency	0	41,455	0	201,008
Debt Service	2,516,433	1,746,526	1,781,300	1,746,526
Transfers	4,015,000	0	0	550,000
<b>TOTAL:</b>	<b>10,436,308</b>	<b>6,803,287</b>	<b>5,676,855</b>	<b>7,742,087</b>
<b>Revenues:</b>				
Other Taxes	341,098	292,487	282,343	257,487
Sales & Services	6,910,219	6,505,800	6,871,080	7,444,600
Investments	87,437	5,000	90,982	40,000
Miscellaneous	3,837	0	4,406	0
<b>TOTAL:</b>	<b>7,342,591</b>	<b>6,803,287</b>	<b>7,248,811</b>	<b>7,742,087</b>

<b>Personnel Summary – Budgeted Permanent Positions</b>					
	Prior Year	Current Year	Budget Year	Percent Change	Explanation of Changes
Solid Waste	27	22	23	5%	One position added

Performance Measures (see next page)

# Solid Waste Disposal Fund (continued)

## Performance Measures

		FY 2010	FY2011	FY2012		FY2013
		Actual	Actual	Target	Estimate	Target
<b>County-Wide Goal:</b>	<b>EN 1</b>	<i>Minimize the cost of solid waste disposal by utilizing the most appropriate, environmentally sensitive and economically sound technologies available.</i>				
<b>Department Goal</b>		Develop goals to keep costs down & maintain sufficient funds in Solid Waste fund.				
<b>Objective</b>		Closely monitor past due accounts to maintain a high collection rate.				
<b>Measure</b>		Collection rate for past due accounts.				
		82%	82%	83%	82%	82%
<b>County-Wide Goals:</b>	<b>EN 2</b>	<i>Improve water quality through pollutant source reduction and public education.</i>				
	<b>EN 3</b>	<i>Reduce the amount of disposed household hazardous wastes through effective public education initiatives.</i>				
<b>Department Goal</b>		Keep hazardous and other banned materials from entering the waste stream.				
<b>Objective</b>		Perform random inspections of waste loads & issue violation notices.				
<b>Measure</b>		Percent of loads in violation.				
		20%	18%	17%	17%	17%
<b>Department Goal</b>		Decrease number and size of illegal dumps in Buncombe County.				
<b>Objective</b>		Increase public awareness of ordinance and complaint procedure.				
<b>Measure</b>		Percent of illegal dump cases resolved with no warrant issued.				
		98%	98%	99%	99%	99%

# Criminal Justice Information System Fund

This program was previously budgeted as a department in the General Fund. It was moved to an Enterprise Fund because the services offered by the system are now being offered on a per officer cost basis to the surrounding law enforcement agencies.

The Criminal Justice Information System maintains connectivity to data from other County, City and State agencies and makes this data available to public safety employees 24 hours a day, 365 days a year

CJIS	2010/11 Actual	2011/12 Adopted Budget	2011/12 Estimated	2012/13 Adopted Budget
<b>Expenditures:</b>				
Personnel	567,546	653,322	704,558	694,751
Operating	520,362	676,023	493,533	676,023
Capital	49,829	0	51,647	0
Debt Service	0	86,877	0	87,487
Transfers	350,000	0	0	0
<b>TOTAL:</b>	<b>1,487,737</b>	<b>1,416,222</b>	<b>1,249,738</b>	<b>1,458,261</b>
<b>Revenues:</b>				
Restricted	1,270,566	1,416,222	1,326,111	1,409,578
Miscellaneous	48	0	0	0
Investments	15,211	0	-12,797	0
Fund Balance	0	0	0	48,683
<b>TOTAL:</b>	<b>1,285,825</b>	<b>1,416,222</b>	<b>1,313,314</b>	<b>1,458,261</b>

<b>Personnel Summary – Budgeted Permanent Positions</b>				
	Prior Year	Current Year	Budget Year	Percent Change
Criminal Justice Information System	6	7	7	0%

## Inmate Commissary Fund

Sale of commissary and telephone concessions generates the revenue used for operations in the Inmate Commissary/Welfare Fund.

<b>Inmate Commissary</b>	<b>2010/11 Actual</b>	<b>2011/12 Adopted Budget</b>	<b>2011/12 Estimated</b>	<b>2012/13 Adopted Budget</b>
<b>Expenditures:</b>				
Personnel	246,447	189,943	28,052	48,018
Operating	262,078	297,279	262,750	316,252
Contingency	0	50,000	0	48,937
<b>TOTAL:</b>	<b>508,525</b>	<b>537,222</b>	<b>290,802</b>	<b>413,207</b>
<b>Revenues:</b>				
Sales & Services	412,890	379,607	506,367	413,207
Investments	1,051	0	1,053	0
Fund Balance	0	157,615	0	0
<b>TOTAL:</b>	<b>413,941</b>	<b>537,222</b>	<b>507,420</b>	<b>413,207</b>

<b>Personnel Summary – Budgeted Permanent Positions</b>					
	<b>Prior Year</b>	<b>Current Year</b>	<b>Budget Year</b>	<b>Percent Change</b>	<b>Explanation of Changes</b>
Inmate Commissary	5	3	1	-67%	Positions reduced due to program changes



# Internal Service Fund

Internal Service Funds are used to account for the financing of goods and services by one department or agency to other departments or agencies of the County on a cost reimbursement basis. The County maintains the Insurance Internal Service Fund to account for the financing of its commercial liability programs and the operations of its self-insurance, group health, dental and workers' compensation liability programs.

The Internal Service Fund's major revenue source is derived from departmental charges, retiree payments, employee payments and insurance settlements. In FY2013 it is anticipated that the Internal Service Fund will receive \$26,127,252 from charges. Total fund revenues and expenditures for FY2013 are projected to remain consistent with the previous fiscal year budget.

<b>Internal Service Fund</b>	<b>2010/11 Actual</b>	<b>2011/12 Adopted Budget</b>	<b>2011/12 Estimated</b>	<b>2012/13 Adopted Budget</b>
<b>Expenditures:</b>				
Personnel	129,790	671,997	366,635	442,448
Operating	21,759,198	25,579,837	19,621,430	25,684,804
<b>TOTAL:</b>	<b>21,888,988</b>	<b>26,251,834</b>	<b>19,988,065</b>	<b>26,127,252</b>
<b>Revenues:</b>				
Sales & Services	19,144,816	24,254,412	23,438,828	26,127,252
Investments	35,004	0	38,190	0
Transfers	2,262,433	0	0	0
Appropriated Fund Balance	0	1,997,422	0	0
<b>TOTAL:</b>	<b>21,442,253</b>	<b>26,251,834</b>	<b>23,477,018</b>	<b>26,127,252</b>

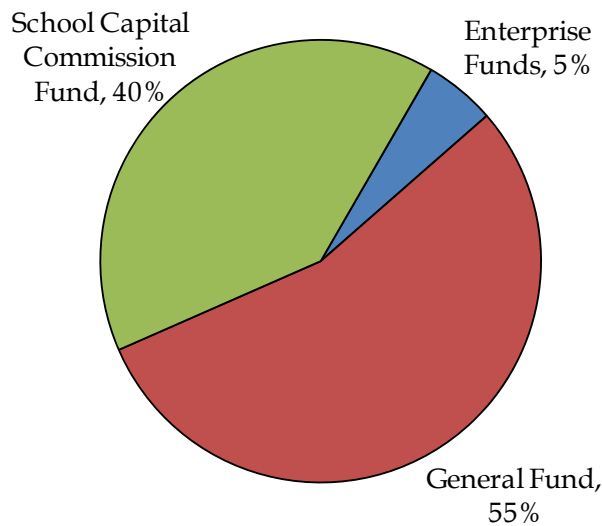
<b>Personnel Summary – Budgeted Permanent Positions</b>					
	<b>Prior Year</b>	<b>Current Year</b>	<b>Budget Year</b>	<b>Percent Change</b>	<b>Explanation of Changes</b>
Internal Service Fund	1	2	5	150%	Employee Health positions transferred from General Fund (3)

# Debt Service

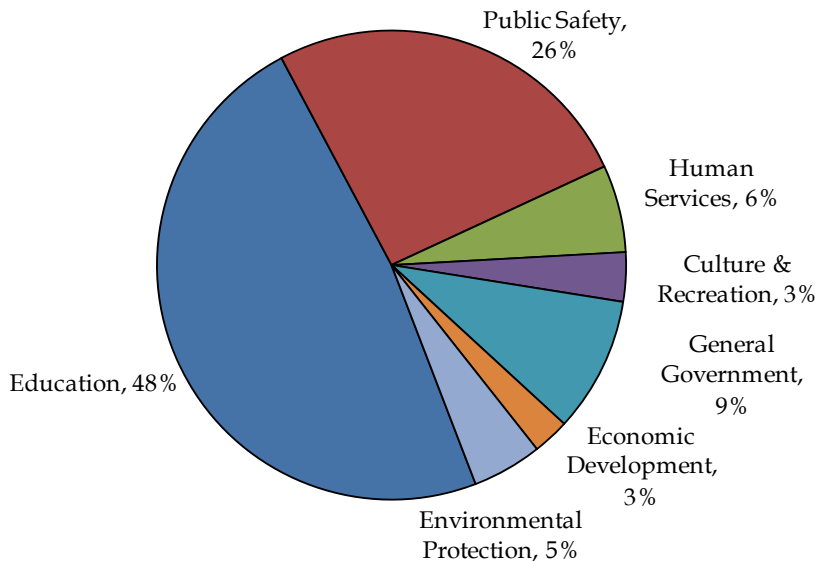
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Debt Service is an accounting function established in the General Fund, CJIS Fund, School Capital Commission Capital Projects Fund, and Solid Waste Fund to record retirement of the County's debt obligations. Costs associated with each type of debt (general obligation debt, lease purchase payments, and other long-term financing) include principal and interest payments as well as administrative cost associated with selling bonds. Anticipated debt, not yet issued, can be seen in the Capital Improvement Program section of the budget document.

**Principal & Interest By Fund  
FY2013**



**Principal & Interest By Function  
FY2013**



## DEBT POLICY

The Buncombe County debt policy establishes parameters for issuing and managing debt to meet capital needs for essential county services to citizens. The updated policy was adopted by the Board of Commissioners on August 7th, 2012 and can be viewed in its entirety in [Appendix C](#).

The policy outlines permissible debt instruments, restrictions on debt issuance, structuring practices, and the debt issuance process. The following are just a few of the restrictions outlined in the policy:

- \* Net direct debt per capita is not to exceed \$1,200.
- \* The net direct debt shall not exceed 3% of the assessed valuation of the taxable property of the County.
- \* Net direct debt service cannot exceed 8% of total General Fund expenditures.
- \* The County shall maintain a payout ratio of at least 65% of all outstanding principal in ten years.

Buncombe County  
Annual Debt Service Requirements to Maturity  
**Governmental Activities**

*General Obligation Bonds*

Year Ending June 30	Principal	Interest
2013	\$ 6,379,000	\$ 1,684,440
2014	6,319,000	1,481,200
2015	6,259,000	1,275,405
2016	3,264,000	1,098,485
2017	3,264,000	986,465
2018-2022	15,527,000	3,253,048
2023-2026	10,074,000	769,185
	<u>\$ 51,086,000</u>	<u>\$ 10,548,228</u>

*Installment Note Obligations*

2013	\$ 15,850,000	\$ 10,950,393
2014	13,845,000	10,669,618
2015	15,620,000	10,163,163
2016	14,565,000	9,460,618
2017	14,580,000	8,816,033
2018-2022	68,015,000	34,422,670
2023-2027	49,065,000	18,576,014
2028-2032	34,535,000	4,866,125
	<u>\$ 226,075,000</u>	<u>\$ 107,924,634</u>

Buncombe County  
Annual Debt Service Requirements to Maturity  
**Business-Type Activities**

*Special Obligation Bonds*

Year Ending June 30	Principal	Interest
2013	\$ 1,345,000	\$ 162,413
2014	1,400,000	115,126
2015	1,460,000	57,126
	<u>\$ 4,205,000</u>	<u>\$ 334,665</u>

*Installment Note Obligations*

2013	\$ 150,000	\$ 80,542
2014	170,000	85,400
2015	175,000	80,300
2016	185,000	71,550
2017	195,000	62,300
2018-2022	1,110,000	164,000
	<u>\$ 1,985,000</u>	<u>\$ 544,092</u>

**BUNCOMBE COUNTY  
GENERAL OBLIGATION BONDS  
JUNE 30, 2012**

Description	Balance June 30, 2011	Additions	Retirements	Balance June 30, 2012
Airport Bonds, 1991 \$2,000,000 issue, interest at 6% to 6.5% payable semi-annually, due serially to 2021.	\$ 100,000	\$ -	\$ 100,000	\$ -
Refunding Bonds, 2001 \$12,365,000 issue, interest at 4.0% to 4.4% payable semiannually due serially to 2012.	1,365,000	-	1,365,000	-
Refunding Bonds, 2002 \$24,500,000 issue, interest at variable rates in the weekly mode payable semiannually, due serially to 2026.	21,389,512	-	1,240,506	20,149,006
School Bonds, 2002 \$15,000,000 issue, interest at variable rates in the weekly mode payable semiannually, due serially to 2026.	13,110,488	-	759,494	12,350,994
Public Improvement, 2002 \$4,340,000 issue, interest at 4% payable semi-annually, due serially to 2014.	300,000	-	100,000	200,000
Refunding Bonds, 2005 \$12,430,000 issue, interest at 3% to 4% payable semiannually, due serially to 2015.	4,155,000	-	1,030,000	3,125,000
Public Improvement, 2005 \$5,835,000 issue, interest at 3% to 4% payable semiannually, due serially to 2020.	3,500,000	-	390,000	3,110,000
Qualified School Construction Bond, 2009 \$5,685,000 issue, interest at 0.50% payable semiannually, due serially to 2020.	5,685,000	-	474,000	5,211,000
Refunding Bonds, 2009 \$8,995,000 issue, interest at 2% to 3% payable semiannually, due serially to 2014.	8,925,000	-	1,985,000	6,940,000
<b>Total general obligation bonds</b>	<b>\$ 58,530,000</b>	<b>\$ -</b>	<b>\$ 7,444,000</b>	<b>\$ 51,086,000</b>

**BUNCOMBE COUNTY  
INSTALLMENT NOTE OBLIGATIONS  
JUNE 30, 2012**

Description	Balance June 30, 2011	Additions	Retirements	Balance June 30, 2012
COPS 2003, detention center and other improvements, \$19,620,000 issue, interest at 2.0% to 5.0% payable semiannually to 2023.	11,210,000		1,020,000	10,190,000
COPS 2005, detention center \$14,500,000 issue, interest at 2.75% to 5.0% payable semiannually to 2025. A premium of \$393,944 is reported as an increase to long-term debt and will be amortized over the life of the debt.	10,140,000		725,000	9,415,000
COPS 2006, schools and community college \$51,985,000 issue, interest at 3.5% to 5.0% payable to 2026. A premium of \$2,223,983 is reported as an increase to long-term debt and will be amortized over the life of the debt.	36,490,000		3,230,000	33,260,000
COPS 2007, general government buildings and equipment, \$21,230,000 issue, interest at 4.0% to 4.75% payable to 2027.	17,015,000		1,470,000	15,545,000
COPS 2009A, general government buildings and equipment, \$12,065,000 issue, interest at 4.0% to 5.0% payable semiannually to 2029.	10,225,000		1,000,000	9,225,000
COPS 2009B, refunding \$8,120,000 issue, interest at 4.0% to 5.0% payable semiannually to 2013	4,200,000		2,055,000	2,145,000
LOBS 2009C, schools and general government building, \$36,465,000 issue, interest at 1.60% to 6.50% payable semiannually to 2030	34,920,000		1,545,000	33,375,000
LOBS 2009D, general government building, \$3,340,000 issue, interest at 1.60% to 6.50% payable semiannually to 2017	2,860,000		480,000	2,380,000
LOBS 2010A, public safety and human services buildings and equipment, \$31,500,000 issue, interest at 3.0% to 5.25% payable semiannually to 2022	30,620,000		1,930,000	28,690,000
LOBS 2010B, public safety and human services buildings and equipment, \$20,420,000 issue, interest at 6.5% to 6.8% payable semiannually to 2030	20,420,000		-	20,420,000
LOBS 2010C, school building, \$3,800,000 issue, interest at 6.375% payable at single maturity in 2025	3,675,000		265,000	3,410,000
<b>Total installment note obligations</b>	<b>\$ 181,775,000</b>	<b>\$ -</b>	<b>\$ 13,720,000</b>	<b>\$ 168,055,000</b>

Buncombe County, North Carolina  
 LEGAL DEBT MARGIN  
 June 30, 2012 (Unaudited)

<b>Imposed by State of North Carolina General Statutes</b>	
Assessed value of taxable property	<u>\$ 29,314,987,619</u>
Debt limit- Eight Percent (8%) of assessed value	<u>2,345,199,010</u>
Gross debt:	
Total bonded debt	51,086,000
Authorized and unissued bonds (1)	915,000
Installment Purchase Agreements	<u>168,055,000</u>
	220,056,000
Less: Authorized and unissued bonds (1)	<u>915,000</u>
Total amount of debt applicable to debt limit (net debt)	<u>219,141,000</u>
Legal debt margin	<u>\$ 2,126,058,010</u>
<b>Percentage of total debt outstanding to legal debt limit</b>	<b><u>9.34%</u></b>

<b>Imposed by Buncombe County Board of Commissioners</b>	
Assessed value of taxable property	<u>\$ 29,314,987,619</u>
Debt limit- Three Percent (3%) of assessed value	<u>879,449,629</u>
Net debt:	
Total bonded debt	51,086,000
Authorized and unissued bonds (1)	<u>915,000</u>
	52,001,000
Less: Authorized and unissued bonds (1)	<u>915,000</u>
Total amount of debt applicable to debt limit (net debt)	<u>51,086,000</u>
Legal debt margin	<u>\$ 828,363,629</u>
<b>Percentage of bonded debt outstanding to legal debt limit</b>	<b><u>5.81%</u></b>

## Debt Service Schedule

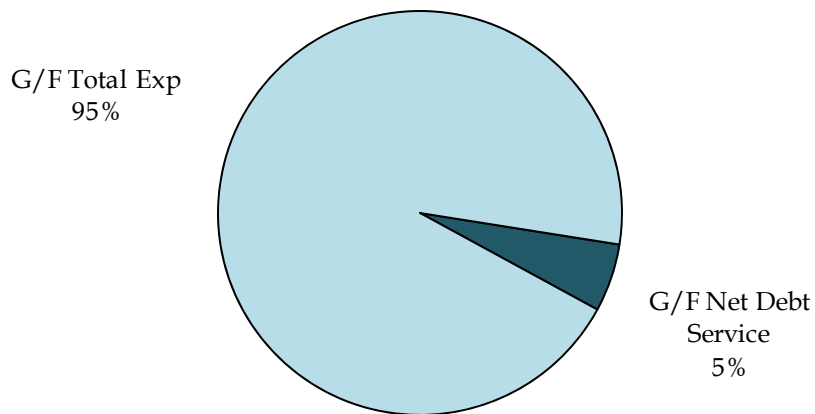
Purpose		Original Issue	Principal		FY 2013 Debt Service Requirement	
			Outstanding 7/1/2012	Principal	Interest	Total
<b>Education</b>						
2009B Qualified School Construction	100.0000%	5,685,000	5,211,000	474,000	24,870	498,870
2012A Limited Obligation		3,370,754	-	145,000	142,186	287,186
2010C Limited Obligation	100.0000%	3,800,000	3,410,000	265,000	242,250	507,250
2009A General Obligation	100.0000%	8,995,000	6,940,000	2,355,000	172,875	2,527,875
2005A General Obligation	7.2240%	421,520	224,666	28,174	8,353	36,526
2005B General Obligation	100.0000%	12,430,000	3,125,000	1,060,000	106,195	1,166,195
2002B General Obligation	100.0000%	39,500,000	32,500,000	2,000,000	1,260,000	3,260,000
2009C Limited Obligation	84.6017%	30,850,010	28,235,817	1,307,096	1,521,716	2,828,813
2006 Certificates of Participation		51,315,000	32,860,000	3,185,000	1,605,981	4,790,981
2003 Certificates of Participation		495,000	265,000	35,000	2,423	37,423
<b>Total Education</b>		<b>156,862,284</b>	<b>112,771,484</b>	<b>10,854,270</b>	<b>5,086,849</b>	<b>15,941,119</b>
<b>Public Safety</b>						
2005A General Obligation	42.8449%	2,500,000	1,332,476	167,095	49,539	216,635
2012A Limited Obligation		68,178,880	-	785,000	2,980,341	3,765,341
2010A Limited Obligation	77.2076%	24,320,394	22,150,860	2,779,474	917,063	3,696,536
2010B Limited Obligation	77.2076%	15,765,792	15,765,792	-	1,048,402	1,048,402
2009B Certificates of Participation	42.8130%	3,476,416	918,339	918,339	45,917	964,256
2007 Certificates of Participation	100.0000%	22,250,000	15,545,000	615,000	686,456	1,301,456
2005 Certificates of Participation	100.0000%	14,500,000	9,415,000	725,000	187,273	912,273
2003 Certificates of Participation		15,075,000	9,515,000	795,000	55,042	850,042
<b>Total Public Safety</b>		<b>166,066,481</b>	<b>74,642,468</b>	<b>6,784,908</b>	<b>5,970,033</b>	<b>12,754,941</b>
<b>Human Services</b>						
2005A General Obligation	49.9311%	2,913,480	1,552,857	194,731	57,733	252,464
2012A Limited Obligation		1,535,000	-	285,000	56,261	341,261
2010A Limited Obligation	22.7924%	7,179,606	6,539,140	820,526	270,725	1,091,252
2010B Limited Obligation	22.7924%	4,654,208	4,654,208	-	309,498	309,498
2002A General Obligation	36.4465%	1,581,778	72,893	36,447	1,777	38,223
2009B Certificates of Participation	11.1283%	903,618	238,702	238,702	11,935	250,637
<b>Total Human Services</b>		<b>18,767,690</b>	<b>13,057,800</b>	<b>1,575,406</b>	<b>707,929</b>	<b>2,283,335</b>
<b>Culture &amp; Recreation</b>						
2002A General Obligation	29.3849%	1,275,305	58,770	29,385	1,433	30,817
2012A Limited Obligation		295,366	-	-	13,061	13,061
2009A Certificates of Participation	24.4399%	2,948,674	2,254,581	244,399	99,177	343,576
2009B Certificates of Participation	25.8114%	2,095,886	553,655	553,655	27,683	581,337
2003 Certificates of Participation		3,750,000	410,000	200,000	13,847	213,847
<b>Total Culture &amp; Recreation</b>		<b>10,365,230</b>	<b>3,277,005</b>	<b>1,027,438</b>	<b>155,200</b>	<b>1,182,639</b>
<b>General Government</b>						
2002A General Obligation	34.1686%	1,482,917	68,337	34,169	1,666	35,834
2009C Limited Obligation	15.3983%	5,614,990	5,139,183	237,904	276,967	514,870
2009D Limited Obligation Taxable	100.0000%	3,340,000	2,380,000	480,000	88,250	568,250
2009A Certificates of Participation	21.5886%	2,604,665	1,991,548	215,886	87,607	303,493
2009B Certificates of Participation	20.2473%	1,644,081	434,305	434,305	21,715	456,020
<b>Total General Government</b>		<b>14,686,653</b>	<b>10,013,373</b>	<b>1,402,263</b>	<b>476,204</b>	<b>1,878,467</b>
<b>Economic Development</b>						
2009A Certificates of Participation	53.9715%	6,511,661	4,978,871	539,715	219,016	758,731
2006 Certificates of Participation		670,000	400,000	45,000	19,600	64,600
<b>Total Economic Development</b>		<b>7,181,661</b>	<b>5,378,871</b>	<b>584,715</b>	<b>238,616</b>	<b>823,331</b>
<b>Environmental Protection</b>						
2012A Limited Obligation		1,985,000	-	150,000	80,542	230,542
2005 Special Obligation	100.0000%	16,140,000	4,205,000	1,345,000	162,413	1,507,413
<b>Total Environmental Protection</b>		<b>18,125,000</b>	<b>4,205,000</b>	<b>1,495,000</b>	<b>242,955</b>	<b>1,737,955</b>
<b>TOTAL</b>		<b>\$ 392,055,000</b>	<b>\$ 223,346,000</b>	<b>\$ 23,724,000</b>	<b>\$ 12,877,787</b>	<b>\$ 36,601,787</b>



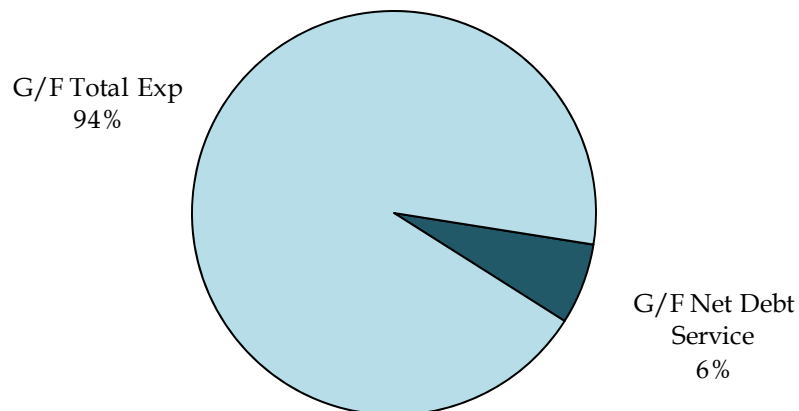
# DEBT SERVICE EXPENDITURES

The Board adopted debt policy requires that net General Fund debt service not exceed 8 percent of the total General Fund operating expenditures. The charts below show that the net debt service expenditures for fiscal year 2012 year end estimate and fiscal year 2013 budget are below the 8 percent requirement.

**General Fund Debt Service vs. Total Operating Exp  
FY2012 Estimate**



**General Fund Debt Service vs. Total Operating Exp  
FY2013 Budget**



## BOND RATINGS

Rating agencies are an independent source of information and analysis for capital markets. A bond rating assigned by the rating agencies is an independent assessment of relative credit risk associated with purchasing and holding a particular bond, and the likelihood that the obligation will be repaid. The higher the bond rating the lower the credit risk to the investor and the lower the cost of borrowing. Buncombe County holds an Aa2 rating from Moody's and an AAA rating from Standard & Poor's. The following chart illustrates where the County's ratings (underlined below) fall within the rating scale of the particular agency:

Moody's (ranges from a high of Aaa to a low of C)

Aaa	Best Quality
Aa1, <u>Aa2</u> , Aa3	High quality by all standards

Standard & Poor's (ranges from a high of AAA to a low of D)

<u>AAA</u>	Highest quality; extremely strong capacity to pay
AA+ (+ or -)	High quality; very strong capacity to pay

Buncombe County is one of only six counties in North Carolina to have a AAA rating.

# Capital Improvement Program

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The purpose of the Capital Improvement Program (CIP) is to identify all capital projects for the next budget year and five additional years. The CIP is formulated at the direction of the County Manager for financial planning purposes.

The County defines a capital expenditure as any item costing over \$5,000. The FY2013 adopted budget does not contain any appropriation for capital expenditures in the General Fund. Generally, throughout the fiscal year as capital needs arise, departments transfer budget (by line item transfer) from their operating accounts to capital accounts to pay for capital expenditures.

A capital project is defined as any purchase(s) over \$250,000. These are generally for major information technology projects, buildings, land, vehicle replacement programs, etc. The CIP must review all capital projects. This generally occurs in November of the budget year. After the committee reviews and prioritizes all of the projects, they then make recommendations on capital projects to the County Manager. Each capital project must include a detailed description, estimated total cost, impact on operating budget and funding source.

The Buncombe County Board has approved the 2012-2013 capital projects with approval for subsequent years depending on the availability of funds and priorities set by the Commissioners.

The stated priorities of the Board of Commissioners are the following:

1. Mandated services by the state and federal government including the Health Department and Social Services Department.
2. Public Safety, including the Sheriff's Department and Emergency Services.
3. Parks and Recreation Facilities.
4. Increased productivity in County government.

The Capital Improvement Program budget for fiscal year 2013 is \$2,200,000. This total is for the expansion of the Construction and Demolition (C&D) Landfill. No General Fund dollars are needed for this project. Proceeds from the 2012A Limited Obligation Bonds (issued July 3, 2012) will be used to fund this project. The Solid Waste Enterprise Fund will be responsible for all project and debt service costs.

No increase in annual operating costs are expected over the next year. Annual net debt service is expected to be \$150,000 for FY13 and \$255,400 for FY14.

## Construction and Demolition (C&D) Landfill Expansion—Phase 5

Buncombe County's construction and demolition (C&D) landfill is an integral part of the solid waste management facility, which also includes a municipal solid waste landfill, a landfill gas to energy facility, a leachate recirculation system, recycling, household hazardous waste facility, white goods recycling, and a used tire drop-off area. The current C&D landfill area is near capacity. As a result, the existing C&D landfill will expand to the northeast and west of the existing facility. This will provide the county with additional C&D disposal volume, and provide primary erosion control for future phases. In addition, one of the primary benefits to continued operation of the C&D landfill is extending the life of the Subtitle D Lined Municipal Landfill because all the construction debris is diverted into its own disposal area. This practice substantially expands the life of the entire landfill facility for Buncombe County.



POND 13 CONSTRUCTION FOR PHASE 5 C&D LF



FUTURE PHASE 5 C&D DISPOSAL AREA

**BUNCOMBE COUNTY CAPITAL PLAN  
FY 2013 - FY 2017**

FY Funding Needed	Requested By	Building	Description	Total Est. Cost	Other Funding	Source	Estimated County Dollars Needed	Pay-As-You Go	Annual Debt Service	Est. Annual Operating Costs Increase
FY 2013	Solid Waste	C&D Expansion	Expansion of C&D landfill (remainder of project cost)	2,200,000	2,200,000	Enterprise Fd				
<b>FY 2013 Total</b>				<b>\$ 2,200,000</b>	<b>\$ 2,200,000</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
FY 2014	Solid Waste	Landfill Cell #7	Construction of Cell #7 (\$8.5 M) and Construction Oversight (\$850,000)	9,350,000	9,350,000	Enterprise Fd	-	-		
FY 2014	Social Services	Satellite Office - South Buncombe	Build satellite office for Human Services/DSS.	1,500,000	450,000	State/Federal (assumes 30% reimb)	1,050,000		75,095	18,250
FY 2014	Social Services	Satellite Office - West Buncombe	Expand satellite office for Human Services/DSS.	2,000,000	600,000	State/Federal (assumes 30% reimb)	1,400,000		100,126	18,250
FY 2014	Library/Social Services	Library Branch and Satellite Office - East Asheville	Build 8,000 square foot replacement branch library and 5,000 square foot satellite office for Human Services/DSS.	3,241,000			3,241,000		269,207	29,200
FY 2014	Planning	Courthouse	Phase III - Renovations to and new sprinkler system for existing courthouse.	2,471,080			2,471,080		205,255	4,100
<b>FY 2014 Total</b>				<b>\$ 18,562,080</b>	<b>\$ 10,400,000</b>		<b>\$ 8,162,080</b>	<b>\$ -</b>	<b>\$ 649,683</b>	<b>\$ 69,800</b>
FY 2015	Sheriff	Detention Center	Replace roof	1,000,000			1,000,000		174,049	900
FY 2015	Parks, Greenways, & Rec	Community Aquatics Center	Phase I land acquisition and preliminary design for replacement of Zeugner Pool with joint community center/indoor aquatic center.	3,000,000			3,000,000		214,554	
FY 2015	Parks, Greenways, & Rec		Implementation of Sports Park Master Plan	6,099,810			6,099,810		506,669	
FY 2015	Parks, Greenways, & Rec		Implementation of Lake Julian Master Plan	3,406,350			3,406,350		243,615	
FY 2015	Parks, Greenways, & Rec		Begin implementation of Greenway Master Plan	1,000,000			1,000,000		71,518	
<b>FY 2015 Total</b>				<b>\$ 14,506,160</b>	<b>\$ -</b>		<b>\$ 14,506,160</b>	<b>\$ -</b>	<b>\$ 1,210,405</b>	<b>\$ 900</b>
FY 2016	Parks, Greenways, & Rec		Build outdoor pool in TC Roberson school/district.	3,000,000			3,000,000		249,189	36,000
FY 2016	Recreation Services	Community Aquatics Facility	Construct new aquatics facility with indoor competition pool with spectator areas; lap pool and warm water pool; outdoor splash pool; locker rooms; exercise room; gym; classroom/meeting room for programming and community events and offices for pool staff.	30,000,000			30,000,000		2,491,890	
FY 2016	Library	Library Branch	Sweeten Creek Branch (Relocation of Oakley Branch Library)	2,435,000			2,435,000		202,258	31,300
FY 2016	Library	Enka Library	Expand current library into space currently occupied by Post Office. Would increase from 4,800 to 9,000 square feet.	545,000			545,000		94,857	32,850
<b>FY 2016 Total</b>				<b>\$ 35,980,000</b>	<b>\$ -</b>		<b>\$ 35,980,000</b>	<b>\$ -</b>	<b>\$ 3,038,194</b>	<b>\$ 100,150</b>
FY 2017	Library	Swannanoa Library	Relocate the Swannanoa branch to a new location along the US 70 corridor.	2,435,000			2,435,000		202,258	29,200
<b>FY 2017 Total</b>				<b>\$ 2,435,000</b>	<b>\$ -</b>		<b>\$ 2,435,000</b>	<b>\$ -</b>	<b>\$ 202,258</b>	<b>\$ 29,200</b>
<b>FY 2013-2017 Total</b>				<b>\$ 73,683,240</b>	<b>\$ 12,600,000</b>		<b>\$ 61,083,240</b>	<b>\$ -</b>	<b>\$ 4,898,282</b>	<b>\$ 170,850</b>

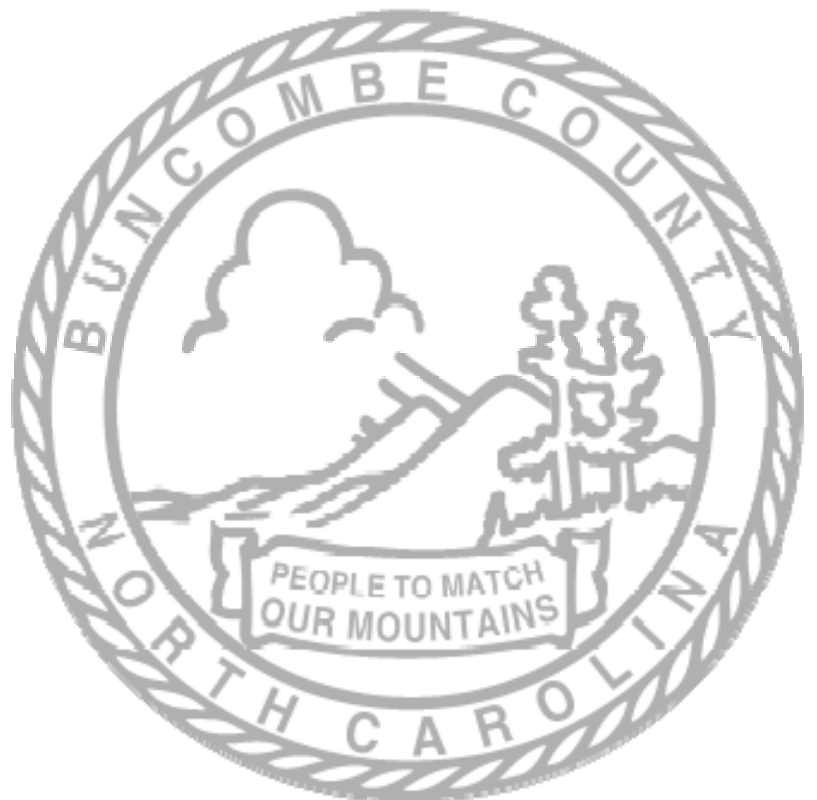
**FY 2020**

FY 2020	Planning	Jail Addition Phase II	Detention Center addition	24,000,000			24,000,000		1,993,513	
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**As facilities become available:**

	Library	New Building - Avery's Creek Library	Build new library branch in Avery's Creek area to accommodate population growth.	2,500,000			2,500,000		207,658	-
	Library	New Building - North Buncombe Library	Build new library branch north of Weaverville to accommodate population growth.	2,500,000			2,500,000		207,658	-

SUPPLEMENTAL  
INFORMATION



# Community Profile

Government	
Date of Incorporation	December 5, 1791
Form of Government	Commission-Manager
County Seat	Asheville, NC

Area Statistics	
Population	243,855
Area in Square Miles	656
Average Elevation	2,117 feet
Municipalities (6)	City of Asheville Town of Biltmore Forest Town of Black Mountain Town of Weaverville Town of Woodfin Town of Montreat

Climate	
Annual Average Temperature	55 F
January Average Temperature	37 F
July Average Temperature	73 F
Annual Precipitation	47 inches
Annual Snowfall	13 inches



Population Characteristics	
% Population Non-White	12.60%
Age Composition of Population:	
0-4 years	6.30%
5-14 years	11.30%
15-19 years	5.90%
20-24 years	5.90%
25-34 years	13.20%
35-44 years	13.40%
45-54 years	14.70%
55-64 years	13.10%
65-74 years	8.40%
75-84 years	5.40%
85+ years	2.60%
Median Age	40.7

<b>Top Area Employers</b>		
<i>Company</i>	<i>Description</i>	<i>Employee Range</i>
Buncombe County Public Schools	Educational Services	3000+
Mission Health System and Hospital	Hospitals	3000+
City of Asheville	Executive, Legislative & Other General Government Support	1000-2999
The Biltmore Company	Museums, Historical Sites, and Similar Institutions	1000-2999
Buncombe County Government	Executive, Legislative & Other General Government Support	1000-2999
The Grove Park Inn Resort & Spa	Accommodation	1000-2999
Ingles Markets, Inc.	Food & Beverage Stores	1000-2999
VA Medical Center - Asheville Department of Veterans Affairs	Hospitals	1000-2999
BorgWarner Turbo & Emissions Systems	Transportation Equip. Mfg.	750-999
CarePartners	Nursing & Residential Care Facilities	750-999
Eaton Corporation - Electrical Division	Electrical Equip., Appliance & Component Mfg.	750-999

<b>Employment in the Asheville Metro Area</b>	
<i>Major Industry</i>	<i>Employment</i>
Health Services & Private Education	31,200
Government (Federal, State, Local)	27,200
Leisure & Hospitality	22,000
Retail Trade	22,400
Manufacturing	18,300
Professional & Business Services	15,700
Construction	7,500



<b>Unemployment/Labor Force (as of July 2012)</b>	
Unemployment Rate	7.60%
Labor Force	128,360
Total Employed	118,598

<b>Income Levels</b>	
Under \$15,000	14.00%
\$15,000 - \$24,999	13.30%
\$25,000 - \$34,999	12.30%
\$35,000 - \$49,999	16.40%
\$50,000 - \$74,999	19.80%
\$75,000 - \$99,999	11.10%
\$100,000 - \$149,999	8.10%
\$150,000 +	5.00%
Median Household Income	\$44,099
Average Household Income	\$61,912






<b>Culture &amp; Recreation</b>	
<i>Library Facilities:</i>	
Bookmobiles	0
Book Circulation	1,654,975
Library Materials	550,090
Branches	12
<i>Parks:</i>	
River, Neighborhood & Community Parks	50+
Swimming Pools	9

<b>Education</b>	
<i>Public Schools:</i>	
Elementary Schools	28
Secondary Schools	19
Combined	2
<i>Area Colleges &amp; Universities:</i>	
University of North Carolina at Asheville Asheville-Buncombe Technical College Mars Hill College Montreat College Western Carolina University Warren Wilson College South College	



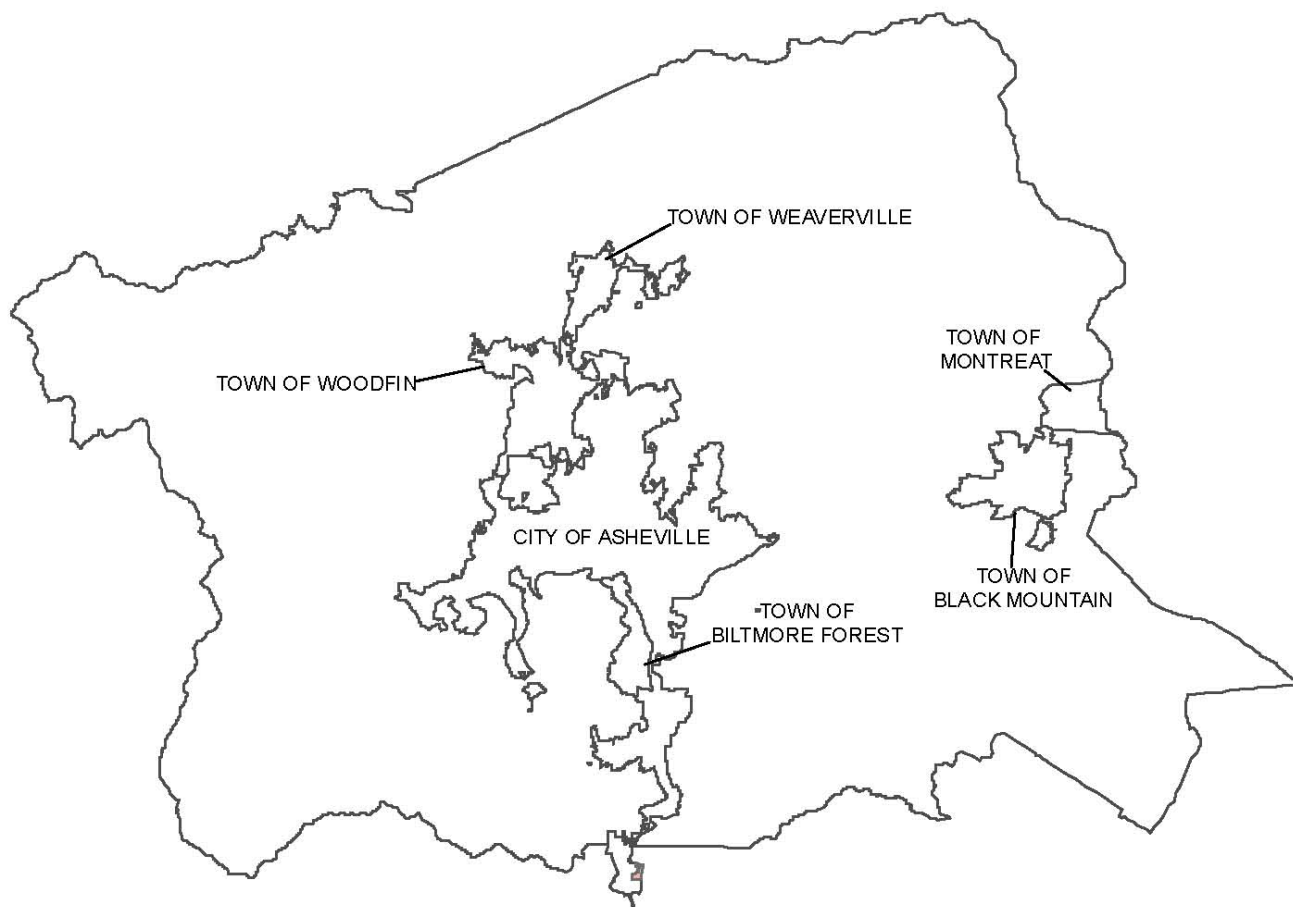
**Voted:**

-  **2012 #1 Best Place to Retire**
-  **2012 One of 10 Great Sunny Places to Retire**
-  **2012 One of 15 Destinations on the Rise**  
**2011 Top 10 Food and Wine Destinations in the US**
-  **2011 One of the "Most Beautiful Places in America"**  
**2011 #24 of 200 Metros in Best Places for Business and Careers**
-  **2011 Top Small City for Art**  
**2010 #1 of Top 25 Small Cities**
-  **2010 One of 10 Best Places for Second Homes**
-  **2010 #1 of 10 Places to Retire**

<b>Crime/Law Enforcement Statistics</b>	
Violent Crimes/100,000 residents	260.4
Property Crimes/100,000 residents	2,751.5
# of Dispatched Calls for Service	58,684
Number of Inmates Processed	15,048

<b>Sources of Information</b>
Departments of Buncombe County
Asheville Chamber of Commerce & Economic Development Coalition
NC Employment Security Commission
NC State Bureau of Investigation

BUNCOMBE COUNTY  
AND MUNICIPALITIES



CREATED BY:  
BUNCOMBE COUNTY LAND RECORDS  
AUGUST 24, 2010

APPENDIX A  
FY2013 Budget Ordinance



**BUNCOMBE COUNTY  
BUDGET ORDINANCE  
FISCAL YEAR 2012- 2013**

**BE IT ORDAINED** by the Board of County Commissioners of Buncombe County, North Carolina this the 19th day of June, 2012:

Section 1: The following amounts are hereby appropriated and revenues estimated to be available in the General Fund for the operation of the County government and its activities for the fiscal year beginning July 1, 2012 and ending June 30, 2013:

**APPROPRIATION**

General Government	\$22,730,175
Public Safety	52,674,550
Human Services	77,730,059
Economic and Physical Development	11,046,826
Culture and Recreation	7,503,144
Education	74,122,271
Debt Service	19,048,993
Transfers to Other Funds	1,543,923
<b>Total Appropriation</b>	<b><u><u>\$266,399,941</u></u></b>

**REVENUE**

Ad Valorem Taxes	\$152,174,182
Sales Tax	30,017,067
Other Taxes and Licenses	4,723,520
Intergovernmental	43,513,744
Permits and Fees	2,609,745
Sales and Services	12,474,333
Other	9,591,312
Transfers from Other Funds	3,148,066
Appropriated Fund Balance	8,147,972
<b>Total Revenue</b>	<b><u><u>\$266,399,941</u></u></b>

Section 2: The following is hereby appropriated and revenues estimated to be available for the indicated funds for the fiscal year beginning July 1, 2012 and ending June 30, 2013:

<b>FUND</b>	<b>APPROPRIATION</b>	<b>REVENUE</b>
<b><i>Occupancy Tax Special Revenue Fund:</i></b>		
Transfers to Other Funds	<b><u><u>\$7,836,400</u></u></b>	
Other Taxes & Licenses		<b><u><u>\$7,836,400</u></u></b>
<b><i>911 Special Revenue Fund:</i></b>		
Public Safety	<b><u><u>\$1,068,186</u></u></b>	
Intergovernmental		\$1,038,186
Other		30,000
		<b><u><u>\$1,068,186</u></u></b>

***ROD Automation Special Revenue Fund:***

General Government	<u><u>\$155,000</u></u>	
Permits & Fees		\$151,695
Other		3,305
		<u><u>\$155,000</u></u>

***Fire and Service Districts Special Revenue Fund:***

Public Safety	<u><u>\$21,172,197</u></u>	
Ad Valorem Tax		\$16,820,373
Sales Tax		4,351,824
		<u><u>\$21,172,197</u></u>

***Mountain Mobility Special Revenue Fund:***

Human Services	<u><u>\$4,021,646</u></u>	
Intergovernmental		\$2,745,773
Other		106,200
Transfer from Other Funds		1,169,673
		<u><u>\$4,021,646</u></u>

***CJIS Enterprise Fund***

Enterprises - Public Safety	<u><u>\$1,458,261</u></u>	
Intergovernmental		\$1,409,578
Appropriated Fund Balance		48,683
		<u><u>\$1,458,261</u></u>

***Solid Waste Enterprise Fund:***

Enterprises - Landfill	<u><u>\$7,742,087</u></u>	
Other Taxes & Licenses		\$257,487
Sales & Services		7,444,600
Other		40,000
		<u><u>\$7,742,087</u></u>

***Inmate Commissary and Welfare Fund:***

Enterprises - Public Safety	<u><u>\$413,207</u></u>	
Sales & Services		\$413,207

***BCAT Federal Forfeitures***

Enterprises - Public Safety	<u><u>\$449,550</u></u>	
Intergovernmental		\$70,000
Other		4,550
Appropriated Fund Balance		375,000
		<u><u>\$449,550</u></u>

***Sheriff Federal Forfeitures***

Enterprises - Public Safety	<u><u>\$41,430</u></u>	
Intergovernmental		\$7,500
Other		450
Appropriated Fund Balance		33,480
		<u><u>\$41,430</u></u>

***BCAT State Forfeitures***

Enterprises - Public Safety	<u><u>\$306,850</u></u>	
Intergovernmental		\$45,000
Other		1,850
Appropriated Fund Balance		260,000
		<u><u>\$306,850</u></u>

**Sheriff State Forfeitures**

Enterprises - Public Safety	<u>\$25,175</u>	
Intergovernmental		\$25,000
Other		175
		<u>\$25,175</u>

**Insurance Internal Service Fund:**

Enterprises - Insurance	<u>\$26,127,252</u>	
Sales & Services		<u>\$26,127,252</u>

Section 3: **Tax Levy**

A tax rate of 52.5 cents per \$100 of assessed valuation is hereby levied for fiscal year 2012-2013, all of which is levied in the General Fund. This rate is based on an estimated total assessed, taxable property value of \$29.5 billion, and an estimated collection rate of 98.25 percent.

The tax rate of 15.0 cents per \$100 of assessed, taxable valuation is hereby levied for fiscal year 2012-2013 for the Asheville Local Tax School District.

The following tax rate is levied, for fiscal year 2012-2013, for Fire Districts per \$100 of assessed, taxable valuation:

<u>CODE</u>	<u>DISTRICT</u>	<u>TAX RATE (in cents)</u>
DAS	Asheville Suburban	8.5
FBA	Barnardsville	15.0
DBA	Barnardsville N. E.	15.0
FBE	Beaverdam	11.0
DBE	Beaverdam N. C.	11.0
FBR	Broad River	10.0
FEB	East Buncombe	9.0
FEC	Enka-Candler	7.5
FFA	Fairview	7.5
FFL	Fletcher	7.8
FFB	French Broad	12.0
FGC	Garren Creek	14.0
DHA	Haw Creek-Asheville	9.0
DHC	Haw Creek-Reems Creek	9.0
DHI	Haw Creek-Riceville	9.0
FJU	Jupiter	9.5
FLE	Leicester	10.0
DLE	Leicester N. W.	10.0
FNB	N. Buncombe	10.6
DNN	N. Buncombe N. E.	10.6
FRC	Reems Creek	12.0
DRC	Reems Creek N. C.	12.0
DNR	Reems Creek N. E.	12.0
FRE	Reynolds	11.0
FRI	Riceville	11.0
FSK	Skyland	7.8
DSK	Skyland S. B.	7.8
FSW	Swannanoa	12.0
FUH	Upper Hominy	11.0
DUH	Upper Hominy S. D.	11.0

FWO	Woodfin	10.0
DWO	Woodfin N. C.	10.0
FWB	W. Buncombe	9.0
DWB	W. Buncombe N. W.	9.0
DNB	N. Buncombe N. C.	10.6

- Section 4: Through November 30, 2012, compensation for the Chairman, Vice-Chairman, and Commissioners will be \$34,989, \$30,732, and \$26,475 respectively. After the new 7-member board is seated in December, the board will adopt the commissioner compensation package for the balance of FY2013. Travel for official activities will be reimbursed under the same plan used for county employees.
- Section 5: Subject to a pre-audit certificate thereon by the Finance Director, if applicable, and approval as to form and legality by the County Attorney, the County Manager and/or her designee and the Clerk to the Board are hereby authorized to sign all contracts where money has been appropriated in this fiscal budget, to execute contracts as well as the necessary documents and agreements and any amendments thereto which are not required to be bid, and those contracts needed to properly document budgeted appropriations, on behalf of Buncombe County within funds included in the Budget Ordinance. The County Manager shall further be authorized to reject any and/or all bids received if it is in the best interest of the County. The County Manager is authorized to transfer appropriations between functional areas within a fund up to \$50,000 per expenditure; however, any revisions that alter total expenditures of any fund must be approved by the Governing Board.
- Section 6: The County Manager may transfer salary and wage appropriations to fund balance or contingency for each position vacated during fiscal year 2013. The intent is to reduce the fund balance appropriation and save all available funds as the savings opportunity arises.
- Section 7: The County Manager is hereby authorized to submit to the State of North Carolina a list of County requirements of apparatus, supplies, materials, or equipment and to make purchases for the County in any amount by participating in State Contracts under the rules established by the Department of Administration through its Division of Purchase and Contract from items bid by the State of North Carolina in accordance with the laws of this State, subject to budget limits approved by the Board of County Commissioners with no further bidding by County staff or award by the Commissioners, to the extent authorized by law.
- Section 8: The County Manager is authorized to use contracts established by the State of North Carolina, in accordance with statutes, policies, and rules of the Office of Information Technology Services, to make purchases of information technology equipment for the County in any amount at the same prices, terms, and conditions as the State contracts, without further compliance by the County with otherwise applicable competitive bidding requirements as authorized by the N.C.G.S. 147-33.82(b), subject to budget limits approved by the Board of Commissioners.
- Section 9: Pursuant to the authority provided in N.C.G.S. 153A-13, within the limitations set forth above, the Chairman of the Board of Commissioners and County Manager are authorized to execute on behalf of Buncombe County, continuing contracts, some portion or all of which are to be performed in ensuing fiscal years, provided sufficient funds are appropriated to meet any amount to be paid under the contract in the current fiscal year and further provided, in each future year, sufficient funds are to be included in the appropriations to meet the amounts to be paid under continuing contracts previously entered into.
- Section 10: Small Claims Committee. The small claims committee, consisting of the County Attorney, County Manager, and Finance Director, is hereby given authority to settle matters up to \$20,000.

Section 11: Pursuant to NCGS § 143-64.32, the County Manager, or her authorized designee, is hereby authorized to make written exemption of the provisions of Article 3D, Chapter 143 regarding the announcement of all requirements for architectural, engineering, surveying and construction management at risk services on proposed projects where an estimated professional fee is in an amount less than thirty thousand dollars (\$30,000) as well as any and all projects related to or associated with a previously awarded or authorized acquisition or construction project, subject to budget limits approved by the Board of Commissioners. A report shall be made to the Board of Commissioners of all such exemptions.

Section 12: Copies of this Budget Ordinance will be furnished to the County Manager, Assistant County Managers, Finance Director, Human Resources Director, and Tax Director for direction in fulfilling the responsibilities of their offices.

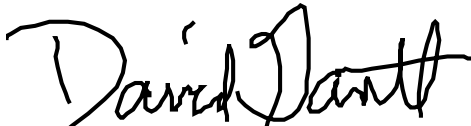
This Ordinance shall be effective upon its adoption.

Adopted this the 19th day of June, 2012.

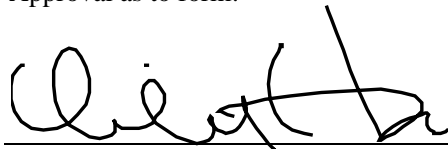
Attest:

  
Clerk to the Board

Buncombe County Board of Commissioners:

  
David Gantt, Chairman

Approval as to form:

  
Michael Frue, County Attorney



APPENDIX B  
Fund Balance Policy



# Buncombe County General Fund Balance Policy

Original Effective Date: 06-18-96  
Dates of Revision: 08-07-12

## Purpose

The County desires to maintain a prudent level of financial reserves to guard its citizens against service disruption in the event of unexpected temporary revenue shortfalls or unpredicted one-time expenditures. The fund balance has been accumulated to meet this purpose – to provide stability and flexibility to respond to unexpected adversity and/or opportunities.

The primary reasons for a general fund reserve policy are to:

- **Plan for contingencies.** Because of the volatile revenue sources such as property and sales tax, governments will always face challenges when it comes to matching planned revenues with actual expenditures. Local events, such as the closure of a major employer, can also negatively affect revenue. Finally, extreme events such as winter storms or hurricanes can increase operating and/or capital costs. Reserves can be used to make up these temporary shortfalls.
- **Maintain good standing with rating agencies.** Bond rating agencies consider an adequate level of reserves a sign of creditworthiness because it enhances a government's ability to repay debt on time and in full.
- **Avoid interest expenses.** Cash reserves may be used rather than debt to fund capital projects.
- **Generate investment income.** Reserves can be a source for investment revenue, effectively reducing the burden on the property tax rate. To maintain the reserve's value as a risk mitigation device, investments will remain relatively liquid in compliance with the County Investment Policy.
- **Serve as a cash flow management tool.** Reserves can be used to cover times of the year that normally experience low levels of cash.
- **Create a shared understanding.** A formal reserve policy clearly outlines appropriate use of the reserves.

<p>Buncombe County General Fund Balance Policy</p>
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### ***Administration and Implementation***

The County Manager and Finance Director are charged with carrying out the policy.

#### **Components of Fund Balance**

*Fund Balance vs. Reserves* - *Fund balance* is an accounting term defined as the difference between assets and liabilities in a governmental fund. The term *reserves* is often used by public finance practitioners, but isn't an actual government accounting term. It refers to the portion of fund balance held in reserve to provide a buffer against financial distress or risk.

In governmental funds, "reserves" comprise a portion of total fund balance. Governmental Accounting Standards Board (GASB) Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions* governs the descriptions used to report fund balance. The statement focuses on the "extent to which the government is bound to honor constraints on the specific purposes for which amounts in the fund can be spent" and breaks total fund balance into five (5) different components:

- **Nonspendable fund balance.** Fund balance in this category is inherently nonspendable.
- **Restricted fund balance.** This category has externally enforceable limitations on the use of fund balance, imposed by parties such as creditors, grantors, or laws or regulations of other governments.
- **Committed fund balance.** This encompasses limitations imposed by the government on itself at its highest level of decision making (e.g., governing board through a resolution). For example, the governing board might like to commit a portion of fund balance to a "stabilization fund" to provide a cushion against unknown economic downturns and revenue declines.
- **Assigned fund balance.** This category is for the portion of fund balance that is earmarked for an intended use. The intent is established at either the highest level of decision making or by a body or an official designated for that purpose. For example, a portion of fund balance might be assigned to offset a gap in the budget stemming from a decline in revenues or a portion could be assigned to pay for an upcoming special project.

## Buncombe County General Fund Balance Policy

- **Unassigned fund balance.** This encompasses all fund balances that are left after considering the other four categories. Use is least constrained in this category of fund balance.

The last three components (committed, assigned and unassigned fund balance) together comprise “unrestricted fund balance”, which is the part of fund balance covered by this reserve policy because unrestricted fund balances are either unconstrained or the constraints are self-imposed, so they could be lifted in order to make fund balances available for other purposes. Conversely, restricted fund balances or nonspendable fund balances are not suited to many of the purposes a reserve policy typically is intended to fulfill.

### ***Required Reserve Levels***

The North Carolina State Treasurer recommends a minimum unallocated general fund balance of eight percent (8%). However, the County policy is more restrictive, requiring a minimum unallocated general fund balance of fifteen percent (15%) of the total actual expenditures and transfers. The minimum requirement will be reviewed by the Finance Director as changes in economic conditions occur, new legislation is enacted or revenue sources change. Fund balance appropriated will not exceed an amount management can reasonably expect to save during the year. If fund balance is appropriated to balance the following year’s budget in an amount that, if spent, would reduce the percentage below fifteen percent (15%) an explanation of the circumstances of the utilization and a plan to save or replenish the fund balance will be included in the transmittal letter of the Comprehensive Annual Financial Report (CAFR).

APPENDIX C  
Debt Policy



Buncombe County  
Debt Policy

Original Effective Date: 06-18-96  
Dates of Revision: 08-07-12

***Purpose***

The debt policy establishes parameters for issuing and managing debt to meet capital needs for essential county services to citizens. The scope of this policy includes debt issued and managed by the County for the capital needs of Buncombe County Schools, Asheville City Schools, Asheville-Buncombe Technical Community College, and the Woodfin Downtown District. It is designed to provide financial flexibility by ensuring future capacity in order to take advantage of potential future savings opportunities.

Debt is issued in accordance with North Carolina General Statutes (NCGS) 160A-19, 160A-20 and 153A-165, and under the guidance and approval of the Local Government Commission, a division of the North Carolina State Treasurer, Buncombe County recognizes that a formally adopted local debt policy is an essential financial management tool and is fundamental to:

- Ensure fiscal prudence and promote financial sustainability;
- Document the decision-making process and enhance the quality of decisions;
- Identify objectives for staff to implement; and
- Demonstrate to investors and rating agencies that the County is dedicated to sound financial management.

It is the objective of the policy that:

- The county obtain financing only when necessary;
- The process for identifying the timing and amount of debt or other financing be as efficient as possible;
- The most favorable interest rate and other related costs be obtained, and
- The credit rating of the County is protected.

Both the Government Finance Officers Association (GFOA) and bond rating agencies strongly encourage the development of a formal debt policy.

### ***Administration and Implementation***

Per NCGS 159-36 “the Governing Board shall enact a budget ordinance levying the necessary taxes or allocating the necessary revenue to meet all installments of principal and interest falling due on its debt during the budget year.”

The County Manager and Finance Director are charged with carrying out the policy. The Finance Director is responsible for developing recommendations for debt financing. In addition, per NCGS 159-24, the Finance Director “shall maintain all records concerning the bonded debt and other obligations of the local government . . . and determine the amount of money that will be required for debt service or the payment of other obligations during each fiscal year . . .”

The debt policy is to be used in conjunction with the operating and capital budgets, the Capital Improvement Program (CIP), and other financial policies.

The County will evaluate this policy at least every five (5) years.

### ***Conditions for Issuance of Debt***

The following standards help determine if debt is an appropriate option as circumstances change over time.

- **Favorable market conditions** - The County will strongly consider debt issuance, rather than paying cash, when interest rates are low and/or when construction costs are low or are projected to increase.
- **Favorable financial ratios** - See “Financial Limitations” beginning on page 5 of this policy.
- **Distribute costs and benefits appropriately** - Debt will be used to distribute the payments for an asset over its useful life so that benefits more closely match costs and the type of debt instrument will be chosen to help distribute public and private benefits appropriately.
- **Investment-grade bond ratings** - The particular project being funded will support an investment-grade credit rating.
- **Project characteristics support use of debt** - The County may issue debt for the purpose of acquiring or constructing capital assets including land, buildings, machinery, equipment, furniture and fixtures.

## Buncombe County Debt Policy

- **Minimum useful life** - Long-term debt will be issued to purchase or construct capital improvements or equipment with a minimum expected life of five years.
- **Resources adequate to cover debt service** - Long-term revenue and expenditure forecasts will support the assumption the government will be able to repay any debt without causing financial distress. Other non-financial factors such as population and property could influence the government's ability to service its debt over the long term and will be projected and taken into consideration.
- **Resources adequate to cover operating and maintenance costs** - Debt may be considered for maintenance projects that expand an asset's capacity or significantly extends its useful life; otherwise, the County will consider these costs when developing the capital improvement plan and a strategy developed to absorb these costs into the operating budget.

Annually, the County will prepare and adopt a Capital Improvement Program (CIP) to identify and establish an orderly plan to meet the County's infrastructure needs. The CIP will also identify all debt-funded projects and the related debt service impact covering at least five (5) years.

### ***Permissible Debt Instruments***

- **General Obligation Bonds** are bonds secured by a promise to levy taxes in an amount necessary to pay debt service, principal and interest, coming due each fiscal year. General obligation bonds are backed by the full faith and credit of the County. These bonds are authorized by a referendum or by non-voted two-thirds (2/3's) authorization by the governing body. The non-voted authorization allows governments to issue up to two-thirds of the previous year's general obligation net debt reduction without a referendum.
- **Revenue Bonds** are a pledge of the revenues generated by the debt financed asset or by the operating system of which that asset is a part.
- **Special Obligation Bonds** are bonds that are payable from the pledge of any revenues other than locally levied taxes.
- **Certificates of Participation (COPs)/Limited Obligation Bonds (LOBs)** are an alternative financing method that does not require voter approval. These certificates/bonds represent an undivided interest in the payments made by a public agency pursuant to a financing lease or an installment purchase agreement. The security for this financing is represented by a lien on the property acquired or constructed.



## Buncombe County Debt Policy

- **An Installment Purchase Contract** is an agreement in which the equipment or property is acquired and periodic payments, which are sufficient to pay debt service, are made.

### ***Restrictions on Debt Issuance***

It is the goal of the County to fund current services with current resources so a burden is not passed on to future taxpayers. This also assures future generations are not paying for an asset without benefiting from it, therefore:

- Long-term debt shall not be used to finance ongoing operational expenses;
- Long-debt will not be amortized for a period beyond the life of the asset it is financing;
- An analysis of all debt options for the size of issuance will be completed to ensure the most cost efficient method of issuing and managing bonds is chosen;
- The County will limit the ratio of variable rate debt to fifteen percent (15%) of the total outstanding debt.
- The County will adhere to all legally authorized debt limits and tax or expenditure ceilings as well as coverage requirements and additional bond tests imposed by bond covenants.
- Pay-as-you-go financing (also known as *cash* or *PayGo* financing) uses current resources, such as current tax dollars or accumulated reserves, to purchase a capital asset. This can be justified on the grounds of keeping the community's debt burden down thereby preserving flexibility and because the net benefits derived from the asset are likely to be greater during the early years of its life, before maintenance costs begin to rise.

### ***Financial Limitations***

Per NCGS 159-55, net debt shall not exceed eight percent (8%) of the appraised value of property subject to taxation. However, local policy places the following additional restrictions and guidance on the use of debt financing and debt structuring beyond the terms of the General Statutes:

Buncombe County  
Debt Policy

Ratio	Definition	Restriction
<b>Net Direct Debt Per Capita</b>	Measures the burden of debt placed on the size of the population supporting the debt and is widely used by rating analysts as a measure of an issuers' ability to repay debt.	Not to exceed \$1,200
<b>Net Direct Debt as a Percentage of Assessed Valuation</b>	Measures debt levels against the property tax base which generates the tax revenues that are the main source of debt repayment.	Less than 3%
<b>Net Direct Debt Service as a Percentage of Total Governmental Fund Expenditures</b>	Measures the budgetary flexibility government-wide to adapt spending levels and respond to economic condition changes.	Not to exceed 10%
<b>Net Debt Service as a Percentage of Total General Fund Expenditures</b>	Measures the budgetary flexibility of the general fund to adapt spending levels and respond to economic condition changes.	Less than 8%
<b>Payout of Total Outstanding Debt Principal</b>	Measures speed at which the County's outstanding debt is amortized.	Greater than or equal to 65% in 10 years
<b>Outstanding Variable Rate Debt as a Percentage of Total Outstanding Debt</b>	Measures the amount of variable rate debt to which the debt portfolio is exposed.	Not to exceed 15%

Net direct debt is debt supported by general revenue and taxes less resources restricted for debt service.

## Buncombe County Debt Policy

Target debt ratios will be annually calculated, comparisons made to “like” Counties in North Carolina, in conjunction with the capital budget process, the annual financial audit and as needed for fiscal analysis. In developing the benchmark group, the County will look for similarities along key dimensions like:

- Level of urbanization
- Population size
- Economy
- Geography and weather
- Demographics, such as age and income
- Total general fund revenues and expenditures
- Revenue mix and diversity
- Scope of services delivered
- Form of government
- Bond Rating

### ***Structuring Practices***

The life of the debt, interest mode and principal maturity schedule make up the structure of the debt.

- **Maturity Guidelines** - Debt will be paid off in a timeframe that is less than or equal to the useful life of the asset or project acquired through the financing.
- **Debt Service Schedule** - County debts will be amortized for the shortest period consistent with a fair allocation of costs to current and future beneficiaries or users of assets financed by the debt. Further, debt capacity should not be tied up servicing a defunct asset. It is the goal of the County to amortize all debt issuances within twenty (20) years or less.
- **Level Principal Payments** - Debt service for each issue will be structured in an attempt to level out the county's principal debt service payments over the life of the debt portfolio. This structuring will assist in minimizing the interest payments over the life of the issue. The use of these techniques will be evaluated based on market conditions and the maximum benefit to the County while minimizing risk.

## Buncombe County Debt Policy

- **Credit enhancements** are financial instruments that provide additional assurances to investors in the form of an added source of security for bond payments. These may be a letter of credit from a bank, bond insurance or surety policy and will be used only when the cost of the enhancement will result in a net decrease in borrowing costs or provide other significant benefits (e.g., make the bonds easier to sell).
- **Redemption features** give the County the right to prepay or retire debt prior to its stated maturity. These features may be a call option or optional redemption provision and permit the County to achieve interest savings by refunding bonds early. Redemption features require constant monitoring and cost-benefit analysis and will be used only when the potential to reduce the cost of borrowing is present as evaluated on the following factors:
  - The call premium required.
  - Level of rates relative to historical standards.
  - The time until the bonds may be called at a premium or at par.
  - Interest rate volatility.
- **Capitalized Interest** is the practice of using bond proceeds to pay the interest due on debt during the construction period of an asset. Capitalization of interest will never exceed the time necessary to construct the asset.
- **Pool Projects** - when feasible, debt issuance will be pooled together to minimize issuance expense.

### ***Debt Issuance Process***

All long-term financing shall comply with federal, state, and local legal requirements and the Board of Commissioners will approve each issue.

- **Method of Sale** - The County will use the following methods to sale bonds and installment purchase transactions:
  - **Fixed rate general obligation bond sales** are conducted on a competitive basis by the Local Government Commission (LGC), a division of the Office of the State Treasurer.
  - **COPs/LOBs, variable rate bonds, revenue and special obligation bonds** will be sold on a negotiated basis.

## Buncombe County Debt Policy

- **Reimbursement Resolution** - If the cash requirements for capital projects are minimal in any given year, the County may choose not to issue debt. Instead, the County may adopt a reimbursement resolution, then fund up-front project costs and reimburse these costs when financing is arranged.

### ***Professional Service Providers***

- **Financial Advisor** –These duties include identifying capital financing alternatives and planning the debt program, working with other members of the financing team to determine the structure and timing of the issues, preparing bond documents and rating agency presentations. The Finance Director and staff can perform these duties, or can contract any or all financial advisory services if desired. The Financial Advisor should be independent of the Underwriter.
- **Bond Counsel** – The primary role of the Bond Counsel is to certify the issue has legal authority to issue the bonds and the securities qualify for federal and state income tax exemption. Bond Counsel drafts bond documents including the official statement, ordinances and resolutions authorizing issuance and sale of a bond offering, and other necessary documents. Bond Counsel firms will be chosen based on experience in the area of municipal bonds and will be compensated on a negotiated fixed-fee basis.
- **Underwriter** – the primary function of the underwriter is to purchase securities from the County and resell them to investors. Underwriters will be selected for each issue based on the particular experience and expertise necessary for that issue. The underwriter’s compensation (an “underwriter’s discount”) is a percentage of the amount of bonds sold and is negotiated for each issuance. When the amount of bonds to be issued exceeds twenty million dollars (\$20 million) the LGC requires a Co-Manager Underwriting firm in addition to the primary Underwriting firm (Senior Managing Underwriter). Underwriter’s employ their own Counsel.
- **Trustee** – The Trustee receives funds from the County and makes payments to bondholders, maintains records of bond ownership and acts as fiduciary agent for the benefit of the bondholders in enforcing the terms of the bond contract.

### ***Debt Management Process***

- **Investment of Debt Proceeds** – Debt proceeds can be invested before they are spent on acquiring or constructing the assets they were issued to finance.
- **Arbitrage** - Typically, proceeds can be invested in instruments allowed for general government investments under NCGS. However, the one major difference specific to tax-exempt bond proceeds is that of arbitrage limits. Limits apply to interest earnings on funds received from the issuance of tax-exempt bonds, and where and when the proceeds are spent. The Finance Director, or designee, is to manage the investment of debt proceeds in order to minimize arbitrage liability and avoid penalties and protect the tax-exempt status.
- **Compliance Practices** - The County will monitor and comply with all requirements issued by the Securities and Exchange Commission (SEC) and Municipal Securities Rulemaking Board (MSRB) and file required documents in a timely manner.
- **Separate Accounts** - Debt proceeds are to be invested in accounts separate from general idle cash.
- **Refunding Bonds** is the practice of selling bonds to refinance outstanding bonds. The County will monitor the debt portfolio for refunding opportunities for any of the following reasons:
  - Interest rate savings.
  - Restructuring debt service schedule.
  - Restructure other compliance requirements.
- **Market and Investor Relations** - A policy of full and open disclosure on every financial report and long-term obligation transaction will be enforced. A credit rating agency presentation/update shall be conducted at least bi-annually.
- **Credit Rating Goals** - The County will manage in a way to obtain the highest credit rating possible and seek ratings from two (2) agencies.

### ***Special Situations***

- **Use of Derivatives** - A derivative is a financial instrument whose value depends on other, more basic underlying variables. Derivatives may take the form of interest rate swaps; futures and options contracts; options on swaps; and other hedging mechanisms such as caps, floors, collars, and rate locks. Derivatives can provide interest rate savings, alter debt service patterns, and provide a hedge against risk associated with variable interest rate debt. However, derivatives also come with multiple risks that currently outweigh the benefits. The County believes capital objectives can be accomplished with traditional and more conservative financing methods and therefore prohibits the use of derivatives.
- **Interfund Borrowing** is considered a loan and repayment is necessary.
  - The County Manager and the Finance Director are authorized to approve interfund borrowings for cash flow purposes whenever the cash shortfall is expected to be resolved within 90 days.
  - Any other Interfund borrowings for cash flow or other purposes require approval by the Board of Commissioners.
  - Any transfers between funds where reimbursement is not expected within one fiscal year shall not be recorded as interfund borrowings. They shall be recorded as interfund operating transfers.
  - The fund receiving the loan shall repay the fund providing the loan on a level or accelerated repayment schedule at a prevailing rate of interest set by the Finance Department.
- **Variable Rate Debt (VRD)** does not have a set or fixed long-term interest rate, but rather has an interest rate that varies over the life of the debt based on prevailing market interest rates at the time. Financial market disruptions have increased the County's wariness of variable rate debt due to interest rate, budgetary, repayment and political risk; however, VRD has traditionally represented an opportunity to make more effective use of tax dollars by lowering the cost of financing long-term capital assets. Therefore, staff is directed to forecast interest rate volatility over the short and long terms and expected performance of selected financial products under various interest rate scenarios and consider VRD when interest rates are dropping. Interest payments on VRD will be budgeted at the prevailing rate for fixed-rate debt and the interest savings will be used to pay down debt more quickly if permissible within the terms of the debt issuance.

## Buncombe County Debt Policy

- **Project Development Financing (PDF)** - The North Carolina State Treasurer advises there is not a market for this type of debt in the current environment; therefore, it is excluded from the County's permissible debt instruments.<sup>1</sup>
- **Short-term debt** - may be used by the County for three (3) primary purposes:
  - To cover a gap in financing when capital projects begin before long-term bond proceeds have been received.
  - To take advantage of variable interest rates.
  - To finance short-lived assets such as vehicles.
- **Leases** - most appropriate for smaller borrowings mainly because of the low cost of issuance. Leases may be used by the County for assets that cost over \$200,000 and have a useful life that equals or exceeds three years.
- **Alternative financing products** - Products such as direct lending by banks are particularly useful for short-term financing needs and may have a variable rate. Covenants that could lead to acceleration of repayment are prohibited and the debt may not be transferred or sold to a third party.

<sup>1</sup> The County currently has outstanding PDF Debt for the Woodfin Downtown District.



APPENDIX D  
Investment Policy



## BUNCOMBE COUNTY, NORTH CAROLINA INVESTMENT POLICY

### SCOPE

This policy applies to all financial assets of Buncombe County except authorized petty cash accounts and trust funds administered by the Social Services Director. The County pools the cash resources of its various funds into a single pool in order to maximize investment opportunities. These funds are accounted for in the County's Comprehensive Annual Financial Report. Each fund's portion of total cash and investments is summarized by fund type in the combined balance sheet as equity or deficit in pooled cash and investments. This policy applies to all transactions involving the financial assets and related activity of all the various funds accounted for in the County's Comprehensive Annual Financial Report.

### OBJECTIVES

#### 1. Safety

Safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate **credit risk** and **interest rate risk**.

**Credit risk** is the risk of loss due to the failure of the security issuer or backer. Credit risk may be mitigated by:

- a. Limiting investments to the safest types of securities;
- b. Pre-qualifying the financial institutions, brokers/dealers, intermediaries, and advisors with which an entity will do business; and
- c. Diversifying the investment portfolio so that potential losses on individual securities will be minimized.

**Interest rate risk** is the risk that the market value of securities in the portfolio will fall due to changes in general interest rates. Interest rate risk may be mitigated by:

- a. Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity, and
- b. By investing operating funds primarily in shorter-term securities.

#### 2. Liquidity

The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands (**static liquidity**). Furthermore, since all possible cash demands cannot be

anticipated, the portfolio should consist largely of securities with active secondary or resale markets (**dynamic liquidity**).

### 3. **Yield**

The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of least importance compared to the safety and liquidity objectives described above. The core of investments are limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. Securities shall not be sold prior to maturity with the following exceptions:

- a. A declining credit security could be sold early to minimize loss of principal;
- b. A security swap would improve the quality, yield, or target duration in the portfolio; or
- c. Liquidity needs of the portfolio require that the security be sold.

## **STANDARDS OF CARE**

### 1. **Prudence**

The standard of prudence to be used by investment officials shall be the “prudent person” standard and shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with written procedures and this investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security’s credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and the liquidity and the sale of securities are carried out in accordance with the terms of this policy.

Investments shall be made with judgement and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

### 2. **Ethics and Conflicts of Interest**

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Employees and officers shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of their entity.

### 3. **Delegation of Authority**

Authority to manage the investment program is granted to the Finance Director by North Carolina General Statute 159-30(a). Responsibility for the operation of the investment program is delegated by the Finance Director to the Investment Officer or other County employee who shall carry out established written procedures and internal controls for the operation of the investment program consistent with this investment policy. Procedures shall include references to: safekeeping, delivery v. payment, investment accounting, repurchase agreements, wire transfer agreements, collateral/depository agreements, and banking service contracts. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Finance Director. The Finance Director shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials.

## **SAFEKEEPING AND CUSTODY**

### 1. **Authorized Financial Dealer and Institution**

A list will be maintained of financial institutions authorized to provide investment services. In addition, a list will also be maintained of approved security broker/dealers selected by creditworthiness (minimum capital requirement \$10,000,000 and at least five years of operation). These may include “primary” dealers or regional dealers that qualify under Securities and Exchange Commission Rule 15C3-1 (uniform net capital rule).

All financial institutions and broker/dealers who desire to become qualified bidders for investment transactions must supply the following as appropriate:

- a. Audited financial statements;
- b. Proof of National Association of Securities Dealers (NASD) certification;
- c. Proof of state registration;
- d. Completed broker/dealer questionnaire; and
- e. Certification of having read the entity’s Investment Policy.

An annual review of the financial condition and registration of qualified bidders will be conducted by the Finance Director.

### 2. **Internal Controls**

The Finance Director is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the entity are protected from loss, theft, or misuse. The internal control structure shall be designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that: (1) the cost of a control should not exceed the benefits

likely to be derived; and (2) the valuation of costs and benefits requires estimates and judgements by management.

Accordingly, the Finance Director shall establish a process for annual independent review by an external auditor to assure compliance with policies and procedures. The internal controls shall address the following points:

- a. **Control of collusion.** Collusion is a situation where two or more employees are working in conjunction to defraud their employer.
- b. **Separation of transaction authority from accounting and record keeping.** By separating the person who authorizes or performs the transaction from the people who record or otherwise account for the transaction, a separation of duties is achieved.
- c. **Custodial safekeeping.** Securities purchased from any bank or dealer including appropriate collateral (as defined by State Law) shall be placed with an independent third party for custodial safekeeping.
- d. **Avoidance of physical delivery securities.** Book entry securities are much easier to transfer and account for since actual delivery of a document never takes place. Delivered securities must be properly safeguarded against loss or destruction. The potential for fraud and loss increases with physically delivered securities.
- e. **Clear delegation of authority to subordinate staff members.** Subordinate staff members must have a clear understanding of their authority and responsibilities to avoid improper actions. Clear delegation of authority also preserves the internal control structure that is contingent on the various staff positions and their respective responsibilities.
- f. **Written confirmation of telephone transactions for investments and wire transfers.** Due to the potential for error and improprieties arising from telephone transactions, all telephone transactions should be supported by written communications and approved by the appropriate person. Written communications may be via fax if on letterhead and the safekeeping institution has a list of authorized signatures.
- g. **Development of a wire transfer agreement with the lead bank or third party custodian.** This agreement should outline the various controls, security provisions, and delineate responsibilities of each party making and receiving wire transfers.

From time to time, investors may choose to invest in instruments offered by minority and community financial institutions. These financial institutions may not meet all the criteria under Paragraph 1. All terms and relationships will be fully disclosed prior to purchase and will be reported to the Finance Director on a consistent basis and should be consistent with state or local law.

### 3. **Delivery vs. Payment**

All trades where applicable will be executed by Delivery vs. Payment (DVP). This ensures that securities are deposited in the eligible financial institution prior to the release of funds. Securities will be held by a third party custodian as evidenced by safekeeping receipts.

## **SUITABLE AND AUTHORIZED INVESTMENTS**

### 1. **Investment Types**

Only the following investments will be permitted by this policy although others are authorized by North Carolina General Statute 159-30(c):

- a. Obligations of the United States or obligations fully guaranteed both as to principal and interest by the United States.
- b. Obligations of the Federal Financing Bank, the Federal Farm Credit Bank, the Bank for Cooperatives, the Federal Intermediate Credit Bank, the Federal Land Banks, the Federal Home Loan Banks, the Federal Home Loan Mortgage Corporation, Fannie Mae, the Government National Mortgage Association, the Federal Housing Administration, the Farmers Home Administration, the United States Postal Service.
- c. Obligations of the State of North Carolina.
- d. Bonds and notes of any North Carolina local government or public authority, subject to such restrictions as the Secretary of the Local Government Commission may impose.
- e. Deposits at interest or savings certificates of deposit with any bank, savings and loan association or trust company in North Carolina, provided such deposits or certificates of deposit are fully collateralized.
- f. Prime quality commercial paper bearing the highest rating of at least one nationally recognized rating service and not bearing a rating below the highest (A1, P1, F1) by any nationally recognized rating service which rates the particular obligation.
- g. Banker's Acceptances provided the accepting bank or its holding company is either (1) incorporated in the State of North Carolina or (2) has outstanding publicly held obligations bearing the highest rating of at least one nationally recognized rating service and not bearing a rating below the highest (Aaa or AAA) by any nationally recognized rating service which rates the particular obligations.

- h. Participating shares in a mutual fund for local government investment (such as the N.C. Capital Management Trust) which is certified by the N.C. Local Government Commission.

Consistent with GFOA Recommended Practice on Use of Derivatives by State and Local Governments, extreme caution shall be exercised in the use of derivative instruments.

## 2. **Collateralization**

In accordance with North Carolina General Statute 159-31(b) and the GFOA Recommended Practices on the Collateralization of Public Deposits, full collateralization will be required on deposits at interest and savings certificates of deposit. The County shall utilize the pooling method of collateralization and shall use only banking institutions approved by the North Carolina Local Government Commission.

## 3. **Repurchase Agreements**

Use of repurchase agreements is prohibited.

## **INVESTMENT PARAMETERS**

### 1. **Diversification**

- a. The investments will be diversified by security type and institution.
- b. The combined total investment in commercial paper and bankers' acceptances shall not exceed twenty-five (25%) of the total portfolio and the investment in commercial paper or bankers' acceptances of a single issuer shall not exceed the lesser of five million dollars (\$5,000,000) or five percent (5%) of the total portfolio at the time of investment.

### 2. **Maximum Maturities**

The County's general intent is to make investments and hold until maturity. However, early liquidation may be necessary if cash flow demand warrants an earlier date of sale.

The County shall limit the maximum final stated maturities of investments to three years unless specific authority is given to exceed. To the extent possible, the County will attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow, the County will not directly invest in securities maturing more than two (2) years from the date of purchase. The Finance Director shall determine what the appropriate average weighted maturity of the portfolio shall be.

Reserve funds may be invested in securities exceeding two (2) years if the maturity of such investments are made to coincide as nearly as practicable with the expected use of funds. The ability of investing these types of funds should be disclosed to and approved by the Board of County Commissioners including appropriate time restrictions, if any apply.

## **REPORTING**

### **1. Methods**

The Investment Officer shall submit a monthly investment report to the Finance Director. The report shall include a general description of the portfolio in terms of investment securities, maturities, yields and other features. The report will show investment earnings for the month and fiscal year-to-date, including the annualized earned yield percentage for the portfolio. The report will compare actual investment earnings with budgeted earnings.

The Finance Director shall prepare an investment report at least semi-annually, including a succinct management summary that provides a clear picture of the status of the current investment portfolio and transactions made over the last six months. This management summary will be prepared in a manner which will disclose whether investment activities during the reporting period have conformed to the investment policy. The report shall be provided to the County Manager and the Board of County Commissioners. The report will include the following at a minimum:

- a. A listing of individual securities held at the end of the reporting period.
- b. Maturity dates.
- c. The percentage of the total portfolio which each type of investment represents.
- d. Average weighted yield to maturity as compared to applicable benchmarks.

### **2. Performance Standards**

The investment portfolio will be managed in accordance with the parameters specified within this policy. The portfolio shall obtain a market average rate of return during a market/economic environment of stable interest rates. Portfolio performance shall be compared to appropriate benchmarks on a regular basis.

### **3. Marking to Market**

A statement of the market value of the portfolio shall be issued at least semi-annually. This will ensure that the minimal amount of review has been performed on the investment portfolio in terms of value and subsequent price volatility. Review shall be consistent with the GFOA Recommended Practice on Mark-to-Market Practices for State and Local Government Investment Portfolios and Investment Pools.



## **POLICY**

### **1. Exemption**

Any investment currently held that does not meet the guidelines of this policy shall be exempted from the requirements of this policy. At maturity of liquidation, such monies shall be reinvested only as provided by this policy.

### **2. Amendment**

This policy shall be reviewed on an annual basis. Any changes must be approved by the County Manager and the Board of County Commissioners as well as the individual(s) charged with maintaining internal controls.

**ADOPTED 06/18/96**

# Glossary

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## **ACCOUNTABILITY**

The state of being obliged to explain one's actions, to justify what one does. Accountability requires governments to answer to the citizenry; to justify the raising of public resources and the purposes for which they are used.

## **ACCRUAL**

An expense that is recorded at the time it occurs or revenue recorded when earned.

## **ACCRUAL BASIS OF ACCOUNTING**

A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

## **ADOPTED BUDGET**

The budget approved by the County Commissioners and enacted via a budget appropriation ordinance, on or before June 30 of each year.

## **AD VALOREM TAXES**

Commonly referred to as property taxes, ad valorem taxes are levied on the value of real, certain personal, and public utility property according to the property's valuation and tax rate.

## **AGENCY FUNDS**

One type of fiduciary (trustee) fund. Agency funds are used to report resources held by the reporting government in a purely custodial capacity. Agency funds typically involve only receipt, temporary investment, and remittance of financial resources to individuals, private organizations or other governments.

## **ALLOCATE**

Set apart portions of budgeted expenditures that are specifically designated to organizations for special activities or purposes.

## **AMORTIZATION SCHEDULE**

A schedule of debt-service payments separating the portions of payments attributable to principal and interest.

## **ANNUAL BUDGET**

A budget covering a single fiscal year.

## **APPROPRIATED FUND BALANCE**

The unspent amount (fund balance) appropriated as a revenue for a given fiscal year to offset operating expenses that exceed current revenue.

## **APPROPRIATION**

An authorization granted by the Board of Commissioners to make budgeted expenditures and to incur obligations for purposes specified in the budget.

## **ASSETS**

Property owned by the County that has monetary value.

**ASSESSED VALUE**

The value of real estate or personal property as determined by tax assessors and used as a basis for levying taxes.

**ASSESSMENT**

The process for determining values of real estate and personal property for taxation purposes.

**BASIS OF ACCOUNTING**

A term used referring to when revenues, expenditures, expenses, transfers, and the related assets and liabilities are recognized in the accounts and reported in the financial statements. Specifically, it relates to the *timing* of the measurement, on either the cash or the accrual method.

**BENCHMARKING**

The process of measuring an organization's performance and processes against the best-in-class private and public organizations.

**BIENNIAL BUDGET**

A budget applicable to a two-year budget.

**BOND**

A written promise to pay a specified sum of money (principal or face value) at a specified future date (the maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate).

**BONDED DEBT**

The portion of indebtedness represented by outstanding bonds.

**BUDGET**

An annual financial plan that identifies revenues, specifies the type and level of services to be provided and establishes the amount of money which may be spent within a certain time period.

**BUDGET DOCUMENT**

A formal document presented to the Board of Commissioners containing the county's financial plan for a fiscal year.

**BUDGET MESSAGE**

A written overview of the proposed budget from the county manager to the Board of Commissioners which discusses the major budget items and the county's present and future financial condition.

**BUDGET ORDINANCE**

The ordinance that levies taxes and appropriates revenues for specified purposes, functions, activities, or objectives during a fiscal year.

**BUDGET YEAR**

The fiscal year for which a budget is proposed or a budget ordinance is adopted.

**BUDGETARY CONTROL**

The control or management of a government or enterprise in accordance with an approved budget to keep expenditures within the limitations of available appropriations and available revenues.

**BUNCOMBE COUNTY ANTI-CRIME TASK FORCE (BCAT)**

A drug suppression and investigative unit.

**CAPITAL IMPROVEMENT PROGRAM**

A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from a long-term work program. It sets forth each project and specifies the resources needed to finance the projected expenditures.

**CAPITAL OUTLAY**

An expenditure expected to have a useful life greater than one year and an estimated total cost of \$5,000 or more.

**CAPITAL PROJECT**

A project expected to have a useful life greater than ten years or an estimated cost of \$250,000 or more. Capital projects include the construction, purchase, or major renovation of a building or the purchase of land.

**CAPITAL PROJECTS FUND**

A fund type used to account for financial resources to be used for the acquisition or construction of major capital facilities.

**CAPITAL RESERVE FUND**

A fund used to segregate a portion of the government's resources to be used for future capital program expenditures.

**CCBI**

City-County Bureau of Identification. This department maintains criminal and other identity records for local law enforcement agencies.

**CDE**

Central Data Entry. This division maintains a centralized database of criminal history information on all persons arrested or cited in the County.

**CERTIFICATES OF PARTICIPATION (COPs)**

A financing mechanism in which certificates, or securities, are sold to investors who underwrite a project. The issuance of COPs is secured by lease-purchase agreements to which the County is a party.

**CJIS**

Criminal Justice Information System. This division maintains an information system of criminal data from the state, counties and cities of North Carolina for public safety agencies and the citizens of Buncombe County.

**CONTINGENCY ACCOUNT**

An appropriation of funds to cover unanticipated events that may occur during the fiscal year. Transfers from this account must be approved by the Board of Commissioners.

**CURRENT PERIOD**

Defines the near-term time frame, month or year, in which expenditures are made and revenue received.

**DEBT SERVICE**

Payment of interest and principal on an obligation resulting from the issuance of bonds.

**DEBT SERVICE REQUIREMENTS**

The amount of money required to pay interest on outstanding debt and required contributions to accumulate monies for future retirement of term bonds.

**DEFICIT**

Expenditures exceed revenues.

**DEPRECIATION**

An accounting charge associated with expiration in the service life of fixed assets. Depreciation is not recorded as an expense for budget purposes.

**DESIGNATED FUND BALANCE**

The amount of fund balance that is unavailable for future appropriations.

**DISCRETIONARY EXPENDITURES**

These are expenditures that the County can use or regulated by it's own discretion or judgment.

**EGRESS**

A means of leaving/exiting.

**EMS**

Emergency Medical Services.

### **ENCUMBRANCE**

Commitments of appropriated funds related to unperformed contracts for goods or services.

### **ENTERPRISE FUND**

Account for operations that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

### **EXPENDABLE TRUST FUND**

Fund to account for contributions from individuals and organizations to be used for a specific purpose.

### **EXPENDITURES**

The measurement focus of governmental fund accounting. Financial resources expended during a period for operations, capital outlay, and long-term principal retirement and interest on debt. Expenditures reflect the cost incurred to acquire goods or services.

### **FISCAL YEAR (FY)**

The annual period for the compilation of fiscal operations. The time period beginning July 1 of a calendar year and ending on June 30 of the following calendar year.

### **FUNCTIONAL LEVEL**

The level where a group of related activities aimed at accomplishing a major service or regulatory program for which the government is responsible are reported together (e.g. *public safety*).

### **FUND**

An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

### **FUND BALANCE**

Amounts which remain unspent after all budgeted expenditures have been made.

### **GASB**

Governmental Accounting Standards Board

### **GASB STATEMENT 54**

This GASB Statement (Fund Balance Reporting and Governmental Fund Type Definitions) redefines fund balance classifications and clarifies government fund type definitions.

### **GENERAL FUND**

The general operating fund of the county used to account for all financial resources except those required to be accounted for in another fund.

### **GEOGRAPHIC INFORMATION SYSTEM (GIS)**

A computer-based technology that captures, stores, analyzes and displays information about places on the earth's surface: what's on it; what's under it; what the land is worth; where the natural resources, people and utilities are located.

### **GOALS**

Realistic expression of specific things to achieve that relate directly to the mission; clear, measurable, attainable and in most cases, exceedable. They outline specific steps taken to accomplish the mission.

### **GOVERNMENTAL FUNDS**

Funds generally used to account for tax-supported activities.

### **GROSS DEBT**

Total debt plus authorized but not issued bonds plus installment purchase agreements.

### **HHW**

Household Hazardous Waste

### **INFRASTRUCTURE**

Facilities on which the continuance and growth of a community depend, such as roads, waterlines, etc.

### **INGRESS**

A place or means of access; an entrance.

### **INTERGOVERNMENTAL REVENUES**

Revenues (grants, shared revenues, etc.) received from another government (state, local, federal) for a specified purpose.

### **INTERNAL SERVICE FUND**

A fund used to account for the financing of services provided by one department to other departments on a cost-reimbursement basis.

### **LINE ITEM**

The detailed categories of expenditures for goods and services that the County purchases throughout the year.

### **LONG TERM DEBT**

Debt with a maturity of more than one year after the date of issuance.

### **MEASUREMENT FOCUS**

The accounting convention which determines (1) which assets and which liabilities are included on an entity's balance sheet and (2) whether its operating statement presents "financial flow" information (revenues and expenditures) or "capital maintenance" information (revenues and expenses).

### **MISSION STATEMENT**

Fundamental purpose; a statement of what a department really wants to accomplish. The statement should refer to the impact on the County and it's people.

### **MODIFIED ACCRUAL BASIS OF ACCOUNTING**

A method for recording receipts and expenditures in which expenditures are recognized when the goods or services are received, and the revenues are recognized when measurable and available to pay expenditures in the accounting period.

### **NET DEBT**

The difference between total gross debt less authorized but not issued bonds. It is the amount of debt that is applicable to the calculation of the County's debt limit.

### **OBJECT LEVEL**

An expenditure classification, referring to the lowest and most detailed level of classification, such as utilities, office supplies, or contracted services.

### **OPERATING BUDGET**

The County's financial plan which outlines proposed expenditures for the fiscal year and estimates the revenues which will be used to finance them.

### **OPERATING EXPENDITURES**

The cost for personnel, materials and equipment required for a department to function.

### **OPERATING FUND**

This is a fund that is adopted for the current fiscal year only.

### **OPERATING TRANSFERS**

Legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended.

### **OUTCOME**

The results specified in organizational goals or the positive effects or results an organization has on the community it serves.

### **OUTPUT**

What an organization produces as it attempts to provide public services. (Ex: The number of patrol cars a police department purchases.)



**PAY-AS-YOU-GO**

The practice of financing expenditures with funds that are currently available rather than borrowed.

**PROJECT FUND**

This is a fund that includes on-going revenues and expenditures that “roll” from one year to the next. These funds do not require annual adoption by the Commissioners.

**PROPRIETARY FUND**

A type of fund that accounts for governmental operations that are financed and operated in a manner similar to a private business enterprise. It is financed primarily from charges to users for services provided. There are two types of proprietary funds: enterprise funds and internal service funds.

**PRIOR PERIOD ADJUSTMENT**

Prior period adjustments are the net effect of changes resulting from the correction of an error in the previous fiscal year.

**REQUIRED EXPENDITURES**

These are expenditures that the County must spend according to a law or ruling from a State or Federal agencies. These include Medicaid expenditures and School Capital and Operating funds.

**RESERVED FUND BALANCE**

The portion of a governmental fund’s net assets that is not available to budget to spend.

**REVENUE**

Income (excluding transfers and proceeds from the sale of bonds or notes) for the fiscal year. The major categories of revenue include local taxes, state shared revenues, fees and charges, interest on investments, federal revenue sharing, and fines and forfeitures.

**SERVICE DISTRICTS**

A unit of local government that is created for the operation of a particular public service enterprise. These include fire and rescue.

**SPECIAL ASSESSMENTS**

A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

**SPECIAL REVENUE FUND**

A governmental accounting fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

**STRATEGIC PLAN**

This is a long-range plan that guides the direction of the County departments in how to conduct day-to-day business in order to reach longer term goals.

**SURPLUS**

Revenues exceeded expenditures.

**TAX LEVY**

The total amount to be raised by general property taxes for purposes specified in the Budget Ordinance.

**TAX RATE**

The amount of tax levied for each \$100 of assessed valuations.

**TRANSFERS (IN/OUT)**

Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

**UNDESIGNATED FUND BALANCE**

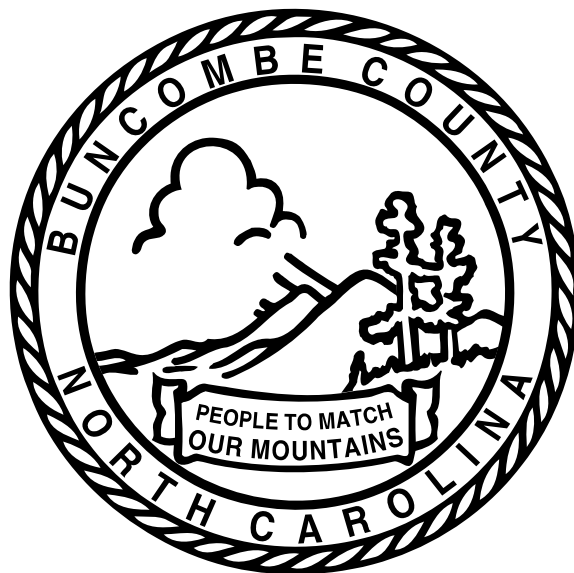
The amount of fund balance that is available for future appropriations.

**UNRESTRICTED FUND BALANCE**

The sum of committed, assigned, and unassigned fund balance as defined in GASB Statement 54.

**WATER AGREEMENT**

The Water Agreement was approved in 1981. It created a Regional Water Authority between the City of Asheville, Buncombe County, and, in the mid-1990s, Henderson County. In the agreement, the city got “patrol and investigation” payments – compensation from the county for law enforcement services inside the city. Black Mountain, Montreat, Biltmore Forest, Woodfin and Weaverville also get these payments. Another part of the 1981 water agreement called for the county to take over McCormick Field, the former Municipal Golf Course and some other recreational facilities that had been run by the city. The city still owned the water lines, the reservoir and other system assets, but through the water authority, the county gained a say in the policies of the water system.



*[www.buncombecounty.org](http://www.buncombecounty.org)*