

# ANNUAL BUDGET REPORT

Fiscal Year 2014  
July 1, 2013 - June 30, 2014

# BUNCOMBE COUNTY, NORTH CAROLINA

## ANNUAL BUDGET FISCAL YEAR 2013-2014



### **BOARD OF COMMISSIONERS**

David Gantt, Chair

Holly Jones, Vice Chair

Joe Belcher

Ellen Frost

Mike Fryar

David King

Brownie Newman

### **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, Budget Analyst

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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:

***S**how pride in our work*

***E**xhibit caring in all we do*

***R**espect others*

***V**alue and practice honesty*

***E**xercise 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

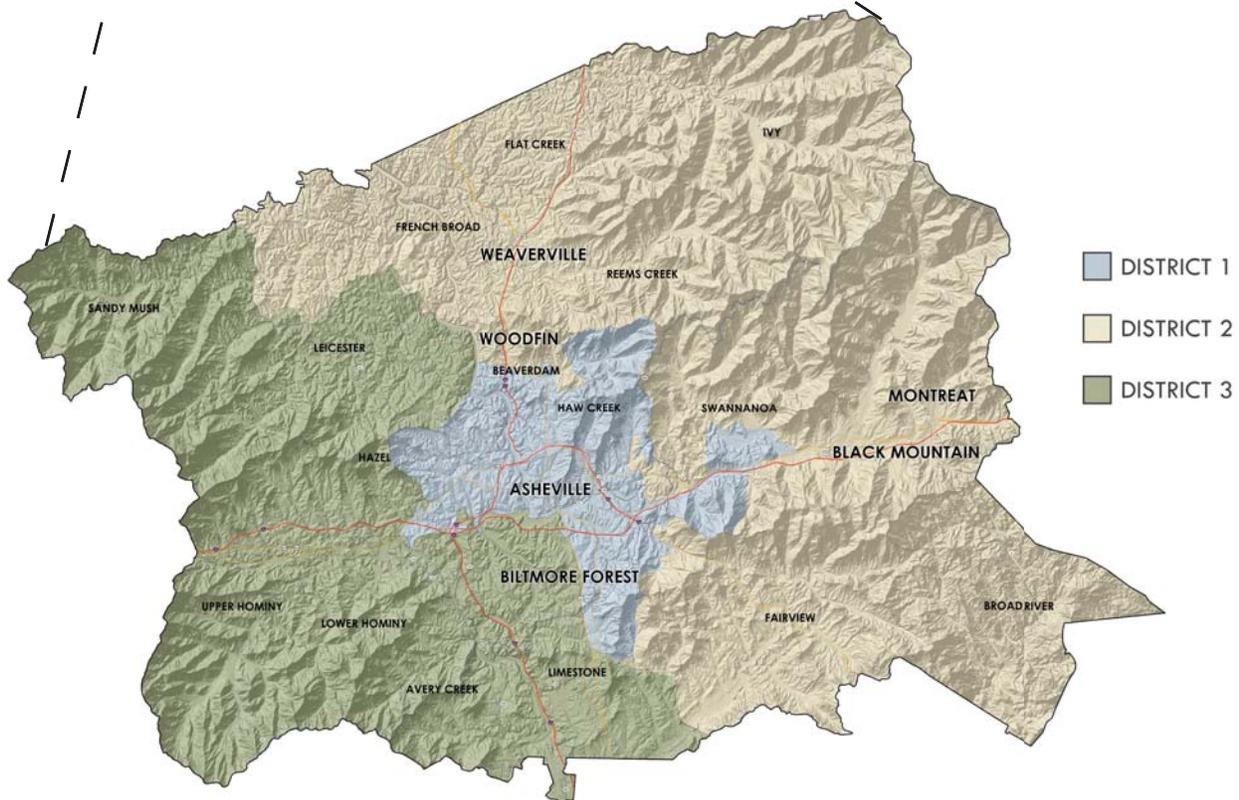


## The Buncombe County Seal

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.

# Buncombe County

## NORTH CAROLINA



<i>Population</i>	245,535
<i>Area</i>	656.55 square miles
<i>Date Established</i>	December 5, 1791
<i>County Seat</i>	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 seven-member Board of County Commissioners governs Buncombe County today. The Chair is elected separately by all the qualified voters in Buncombe County every four years. Two commissioners are 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 is 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 Board also appoints a County Manager. 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 FY2014 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 COMMISSIONERS

### DISTRICT 1

### DISTRICT 2

### DISTRICT 3

### CHAIR



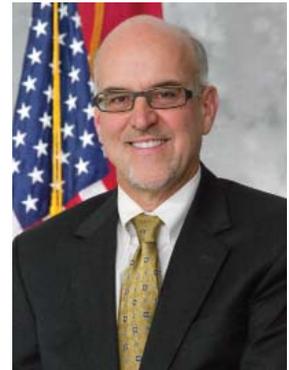
David Gantt



Holly Jones,  
Vice Chair



Mike Fryar



Joe Belcher



Brownie Newman



Ellen Frost



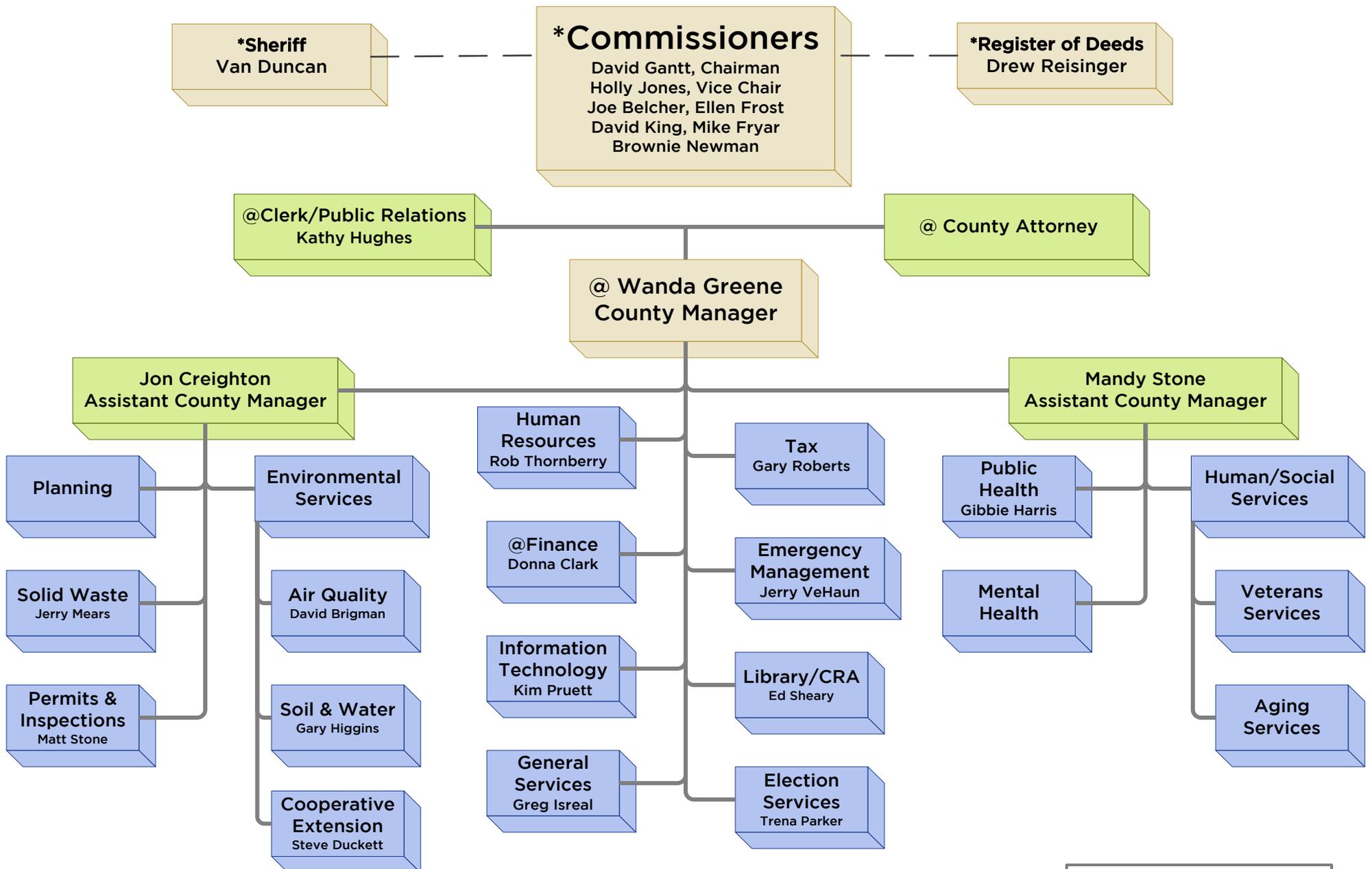
David King

## COUNTY OFFICIALS

Wanda S. Greene, PhD, CPA  
 Jon Creighton, MBA  
 Amanda Stone, MSW  
 Kathy Hughes  
 Donna B. Clark  
 Drew Reisinger  
 Van Duncan  
 Pat Freeman  
 Trena Parker, MPA  
 Alma "Gibbie" Harris, MSPH, FNP  
 Jerry VeHaun  
 Matt Stone  
 Robert Thornberry, Jr., MA  
 Kim Pruet  
 Gary Roberts  
 Gary Higgins  
 Steve Duckett  
 Greg Isreal  
 Ed Sheary

County Manager  
 Asst. County Manager/Planning Director  
 Asst. County Manager/Social Services Director  
 Clerk to the Board  
 Finance Director  
 Register of Deeds  
 Sheriff  
 City/County Bureau of Identification Director  
 Elections Supervisor  
 Health Director  
 Emergency Services Director  
 Permits & Inspections Director  
 Human Resources Director  
 Information Technology Director  
 Tax Director  
 Soil & Water Conservation Director  
 Cooperative Extension Director  
 General Services Director  
 Library/CRA

# Buncombe County Government



\*Elected  
@Appointed by Commissioners

# GFOA *Budget Award*

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, 2012. 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.





## Buncombe County Manager

Wanda Greene, PhD, CPA  
County Manager

Jon Creighton, MBA  
Assistant County Manager/Planning Director

Mandy Stone, MSW  
Assistant County Manager/HHS Director

May 28, 2013

Buncombe County Board of Commissioners:

The Honorable David Gantt, Chairman  
The Honorable Holly Jones, Vice-Chairwoman  
The Honorable Brownie Newman  
The Honorable Joe Belcher  
The Honorable David King  
The Honorable Mike Fryar  
The Honorable Ellen Frost

Mr. Chairman and Members of the Board:

Each year, it is my pleasure, privilege and responsibility to present the Board of County Commissioners and citizens of Buncombe County a balanced budget. The recommended budget for fiscal year 2013-2014 (FY2014) is \$337,116,416. The budget is prepared and balanced under the guidelines of the North Carolina Local Government Budget and Fiscal Control Act. This recommendation includes a General Fund Budget of \$264,608,920 and Non-General Fund operating plans totaling \$72,507,496. This is a 0.7 percent decrease (\$1.8 million) from the FY2012-2013 General Fund budget. 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.

Since late 2008, the nation has struggled through a recession. Nowhere is that clearer than in the results of the county property reappraisal. We saw county-wide values decrease by \$2.8 billion, from \$30.4 billion to \$27.6 billion, dropping the value of a penny on the tax rate from \$2,990,718 to \$2,714,897. In 2003, the North Carolina General Assembly enacted S.L. 2003-64 requiring every jurisdiction to publish a "revenue-neutral" tax rate that produces the level of property tax generated with the previous rate and tax base. Once all the components are factored into the calculation, our revenue neutral rate is 57.83 cents.

As we have for many years, this budget was prepared using three key principles to guide the decision-making process:

- Focus on core services and priorities
- Realign existing resources to meet priority needs

- Maintain our long-term planning focus

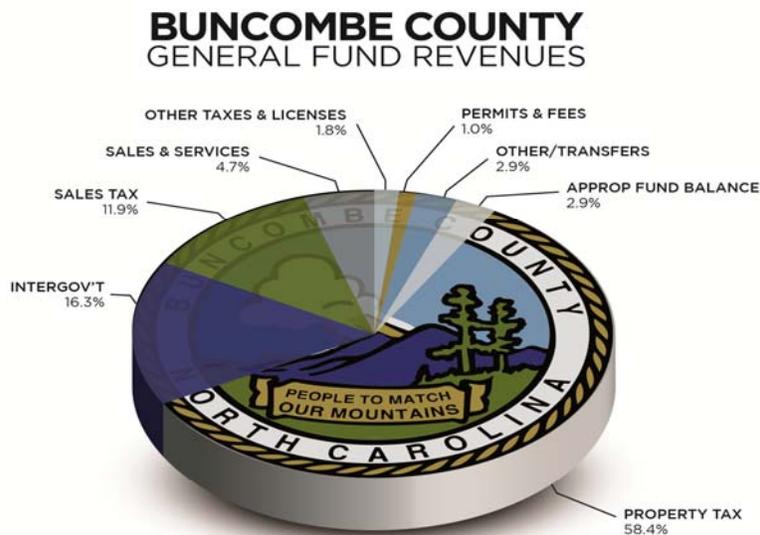
The FY2014 Recommended Budget reflects these principles and continues our strong financial management of County resources.

I am cautiously optimistic that we have hit bottom in this recession and are seeing some upward mobility. There are modest signs of economic recovery in recent months. Unemployment levels are down to 7 percent and are the 3<sup>rd</sup> lowest of the state's 14 metro areas. We continue to be below the state's unemployment rate of 8.5 percent and the national rate of 7.1 percent. Existing home sales are up by 21 percent over the same period last year and the existing months of "inventory for sale" are down by 19 percent. Jobs, which our citizens list as one of their top priorities, continue to grow. Since the recession began in late 2008, we have announced new investment of \$656 million and 2,717 new jobs. I believe we will see several additional announcements in FY2014.

Following is information on revenues and expenditures specific to the FY2014 Recommended Budget:

### Revenues - Where the Money Comes From

Property tax represents 58 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 in the general fund budget:

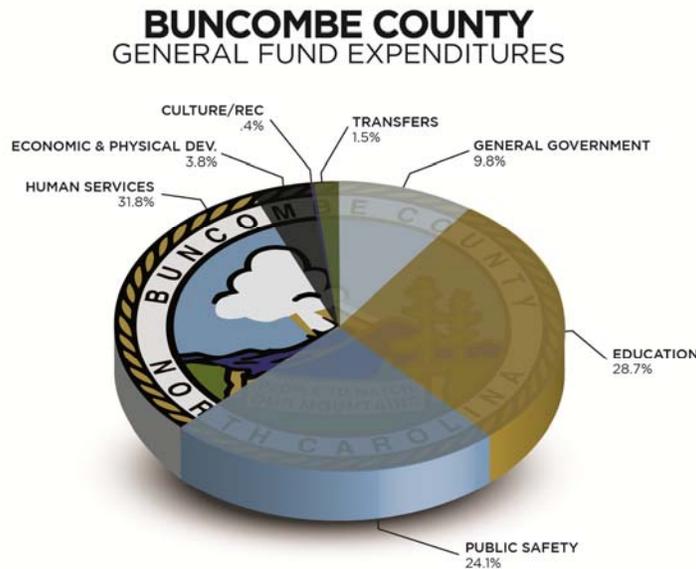


Composition of the County's General Fund Revenues is reflected in the following table:

Revenue Source	Revenues	% of 2014 Budget
Property Tax	\$154,477,663	58.4%
Intergovernmental	43,260,654	16.3%
Sales Tax	31,607,626	11.9%
Other Taxes & Licenses	4,837,184	1.8%
Permits & Fees	2,548,615	1.0%
Sales & Services	12,523,262	4.7%
Other Revenues	7,607,262	2.9%
Fund Balance	7,746,654	2.9%
<b>TOTAL</b>	<b>\$264,608,920</b>	<b>100%</b>

### Expenditures - Where the Money Goes:

We continue to focus on providing core services to our citizens. While funding remains relatively level, demand for service, especially public safety and human service, continues to increase.



Core businesses of human services, public safety and education consume 84.5 percent (\$223,702,641) of our FY2014 General Fund Recommended Budget. The history of core service expenditures are reflected in the following table:

Function	Adopted Expenditures					
	FY2012	<i>NCC</i>	FY2013	<i>NCC</i>	FY2014	<i>NCC</i>
Education	\$75,531,762	<i>\$66,453,589</i>	\$75,809,954	<i>\$66,153,591</i>	\$75,867,142	<i>\$65,767,563</i>
Human Services	79,249,542	<i>37,725,686</i>	80,871,220	<i>40,842,803</i>	84,102,091	<i>43,948,706</i>
Public Safety	59,544,009	<i>48,438,302</i>	62,458,448	<i>50,373,431</i>	63,733,408	<i>51,442,400</i>
Total Exp	\$214,325,313	<i>\$152,617,577</i>	\$219,139,622	<i>\$157,369,825</i>	\$223,702,641	<i>\$161,158,669</i>
% of Budget	83.2%		82.4%		84.5%	

\*NCC = net County cost

A number of factors are driving net county cost changes in the FY2014 budget. Reductions in federal government participation for adult protective services, child welfare services and IV-E TANF funding result in a \$2,377,000 increase in net costs. The school safety committee requests eight new social workers and seven school resource officers to improve safety in the school system. The total cost to fund the school safety recommendations is \$1,263,000. Affordable Care Act provisions require coverage of adult children under the age of 26 and a new reinsurance fee of \$63 per insured person. The fee, which begins January 1, 2014, and covering adult children increase our cost by \$928,000. Public Safety costs increase by \$1,202,000. Those costs include general operations and court security for our new courthouse which we expect to open in October. We are also opening two additional pods in our jail to accommodate the state changes in length of time misdemeanants have to be held in local jails. That legislation was effective in FY2013 and our daily population has increased by around 80 inmates.

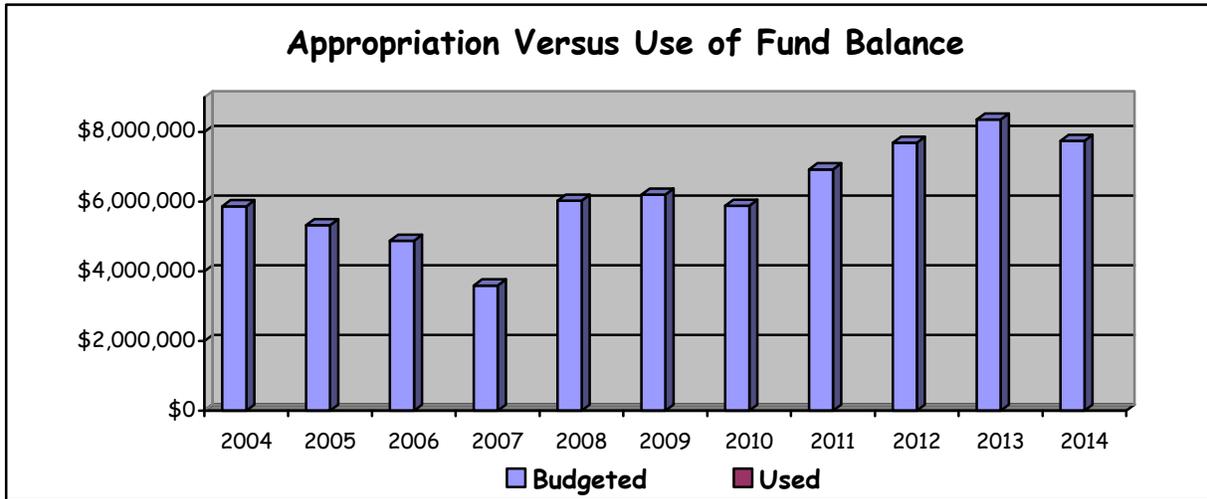
Asheville City Schools and Buncombe County Schools funding increase by \$1,673,778. This includes: a one percent increase for staff; health insurance rate increases; retirement rate contributions; technology support staff increases; and home based product/support. Asheville-Buncombe Community College (ABTCC) funding is reduced by \$2 million based on the \$2.6 million in local funds currently held in investment by ABTCC.

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	\$25,980,627	\$5,626,539	\$20,354,088	9.8%
Education	75,867,142	10,099,579	65,767,563	28.7%
Public Safety	63,733,408	12,291,008	51,442,400	24.1%
Human Services	84,102,091	40,153,385	43,948,706	31.8%
Economic/Phys Dev	9,940,229	1,439,251	8,500,978	3.8%
Culture/Recreation	998,835	293,000	705,835	0.4%
Capital/Transfers	3,986,588		3,986,588	1.5%
<b>TOTAL</b>	<b>\$264,608,920</b>	<b>\$69,902,762</b>	<b>\$194,706,158</b>	<b>100%</b>

Fund Balance Appropriation is one means to keep property tax rates lower. Each year we appropriate fund balance with the challenge to save the appropriated amount. Historically, we have been able to do that. The FY2014 Budget Estimate includes a fund balance appropriation of \$7,746,654. The following graph reflects the historical appropriation versus use of fund balance in our annual budgets:



**Culture and Recreation Authority:**

Over the years, we have been challenged to strike an equitable funding balance between core and non-core services. It has been very difficult for non-core services such as libraries, parks, recreation and greenways to compete annually for funding. While these services are not part of our core requirements, they are significant to our quality of life. As the economy recovers, we anticipate it will still be challenging to balance the core/non-core funding requests. However, the County is committed to supporting our valuable quality of life services. Through HB418, we have the opportunity to establish a Culture and Recreation Authority that will serve as an independent entity focused on wellness and cultural amenities. The Authority will have a dependable, dedicated and sustainable revenue source to secure our recreational and cultural services and facilities.

**County Tax Rate Impact:**

To better preserve and enhance culture and recreation amenities, we are asking that you establish a Culture and Recreation Authority and set a 3.5 cent tax rate for the Authority. This would cover County programs and facilities that would be transferred to the Authority. Should municipalities opt to become part of the Authority before budget adoption, the rate would be adjusted based on the programs and facilities that each municipality transfers to the Authority.

In addition to the Culture and Recreation Authority rate, I am recommending a 56.9 cent tax rate for Buncombe County Government. This is the rate used to bring you a balanced FY2014 budget. Should HB418 be delayed, it will take the combination of these two rates to fund the existing programs.

## Other Taxing Districts:

During the budget process, the County also sets property tax rates for other taxing districts. The following schedule reflects the revenue neutral and requested rates for the fire districts and Asheville City Schools. The requested increases noted in red.

Buncombe County Fire, Ambulance and Rescue Service Districts Ad Valorem Tax Rates (in cents)		
District	FY 2014 Revenue Neutral Tax Rate	FY 2014 Requested Tax Rate
Asheville Suburban	8.6	8.5
Barnardsville/Barnardsville N.E.	15.5	15.0
Beaverdam/Beaverdam N.C.	12.0	13.0
Broad River	12.0	14.0
East Buncombe	9.9	9.9
Enka-Candler	8.3	9.0
Fairview	8.8	10.5
French Broad	14.0	14.0
Garren Creek	15.0	14.0
Haw Creek-Asheville	9.9	9.7
Haw Creek-Riceville	9.3	9.0
Jupiter	10.2	12.0
Leicester/Leicester N.W.	11.1	11.0
N. Buncombe /N. Buncombe N.E. N. Buncombe N. C.	11.2	11.2
Reems Creek/Reems Creek N.C. Reems Creek N. E. Haw Creek-Reems Creek	13.0	13.0
Reynolds	11.3	11.3
Riceville	11.3	11.0
Skyland/Skyland-S. Buncombe Fletcher	9.1	9.1
Swannanoa	12.9	12.9
Upper Hominy/Upper Hominy S.D.	13.9	12.5
Woodfin/Woodfin N.C.	10.3	10.0
W. Buncombe/W. Buncombe N.W.	10.9	10.0
School District Ad Valorem Tax Rate (in cents)		
Asheville City Schools	14.7	15.0

These difficult and uncertain economic times have required discipline and sacrifice in all aspects of government and life in general. The County will continue finding opportunities to reorganize and streamline operations leading to a leaner organization that effectively and efficiently serves our citizens.

We appreciate the Board of County Commissioners' support and guidance as we prepare the budget that serves our citizens. 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 as much as in years past. Every day most of our employees touch a person's life, often significantly impacting the person and our community. While providing an opportunity to segregate our culture and recreation programs and ensure their security with separate funding, this budget focuses on maintaining quality in our core service areas that citizens need for their health and safety.

It is our intention to SERVE our citizens using guidelines and practices that honor the need to hold costs down for everyone while serving more citizens than were served before the recession.

As always, Buncombe County Government is here to SERVE.

Respectfully submitted,

A handwritten signature in cursive script that reads "Wanda S. Greene". The signature is written in black ink and is positioned above the typed name and title.

Wanda S. Greene, PhD, CPA  
County Manager

# EXECUTIVE SUMMARY

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The following summary presents a general overview of the Fiscal Year 2013-2014 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

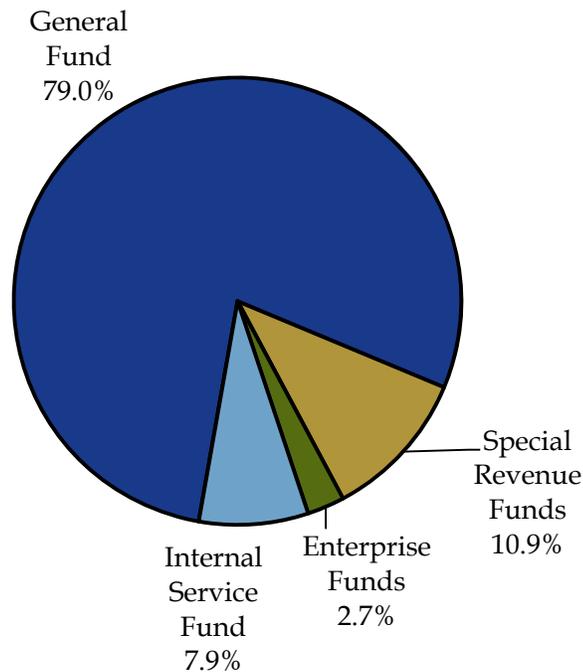
The total operating budget for Buncombe County in fiscal year 2014 is \$337,549,754. The largest fund is the **General Fund**, which is the County's main operating fund. The General Fund budget total is \$265,037,396 a decrease of 0.51% from the FY2012-2013 adopted budget. There was only a nominal change in the General Fund budget from the time of the budget message to budget adoption. The many factors which affected the FY2014 General Fund budget were specifically addressed in the budget message presented by the County Manager to the Board of Commissioners on May 28, 2013.

The next largest group of funds is the **Special Revenue Funds**. The total operating expenditures for these funds are \$36,763,016, an increase of \$1,686,582 from last year.

The **Enterprise Funds** have budgeted expenditures of \$9,128,065. This is a decrease of 5.05% from last year. The Enterprise Funds are self-supporting and do not rely on any contributions from the General Fund.

The **Internal Service Fund** expenditures of \$26,621,277 are for County insurance premiums and insurance benefits for County employees. This is an increase of 1.89% from the FY2013 adopted budget.

Total Operating Budget By Fund  
FY 2013-2014



# GENERAL FUND

## WHERE DOES THE MONEY COME FROM? FY2014 REVENUES/SOURCES – GENERAL FUND



### MAJOR REVENUE SOURCES:

Primary Revenue Sources	2011/12 Adopted	2011/12 Actuals	2012/13 Adopted	2012/13 Estimate	2013/14 Adopted	% Change from FY 13 Estimate
Ad Valorem Levied	\$ 150,958,603	\$ 151,759,102	\$ 152,174,182	\$ 154,421,497	\$ 157,002,494	1.67%
Sales Tax	\$ 28,213,411	\$ 30,662,795	\$ 30,017,067	\$ 32,149,496	\$ 32,032,174	-0.36%
Intergovernmental	\$ 42,221,116	\$ 42,522,920	\$ 43,513,744	\$ 41,935,818	\$ 43,260,654	3.16%
Other Taxes and Licenses	\$ 4,283,783	\$ 4,540,467	\$ 4,723,520	\$ 4,904,126	\$ 4,837,184	-1.37%
Permits & Fees	\$ 2,749,745	\$ 2,419,599	\$ 2,609,745	\$ 2,630,342	\$ 2,548,615	-3.11%
Sales & Services	\$ 13,512,216	\$ 15,312,872	\$ 12,474,333	\$ 13,606,365	\$ 12,523,262	-7.96%
<b>Total</b>	<b>\$ 241,938,874</b>	<b>\$ 247,217,755</b>	<b>\$ 245,512,591</b>	<b>\$ 249,647,643</b>	<b>\$ 252,204,383</b>	<b>1.02%</b>

The total budget for the General Fund is \$265,037,396. The General Fund derives its revenue from a variety of sources. The County's largest revenue source, accounting for 59% of the General Fund revenues for FY2014, is Ad Valorem, or property tax, which totals \$157,002,494 for the FY2013 - 2014 year. This is an increase of \$4,828,312, or 3.17%, from the FY2013 adopted budget.

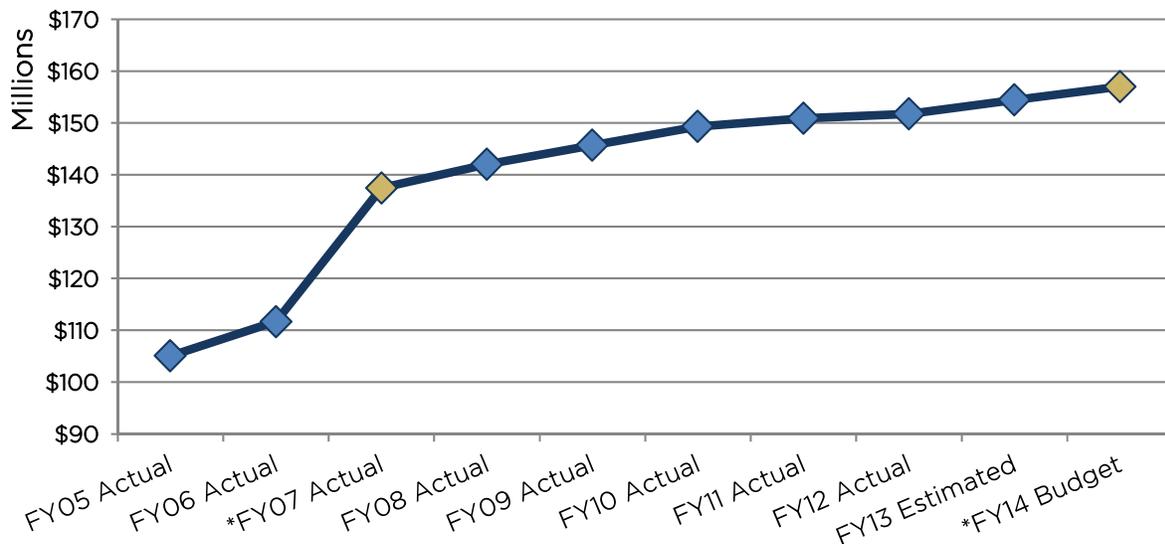
The FY2014 budget estimate is based on the following values. A loss for appeals as well as a 98.25% collection rate is assumed during the budget process.

Fiscal Year	2014
Tax Year	2013
Real Property	\$ 25,070,366,800
Personal Property	1,525,312,881
Public Service Companies	529,268,249
Registered Motor Vehicles	1,761,114,055
<b>Total Value</b>	<b>\$ 28,886,061,985</b>

In 2013 Buncombe County conducted its reappraisal by the County Tax Department staff. County-wide values decreased by \$2.8 billion, from \$30.4 billion to \$27.6 billion, resulting in a revenue-neutral tax rate of 57.83 cents per \$100 of property value. Buncombe County Commissioners adopted a tax rate of 56.9 cents for FY2014. The previous tax rate was 52.5 cents for Fiscal Years 2008-2013.

	2011/12 Adopted	2011/12 Actuals	2012/13 Adopted	2012/13 Estimate	2013/14 Adopted	% Change from FY 13 Estimate
Ad Valorem Levied (does not include penalties or interest)	\$ 150,958,603	\$ 151,759,102	\$ 152,174,182	\$ 154,421,497	\$ 157,002,494	1.67%

### Ad Valorem Levied

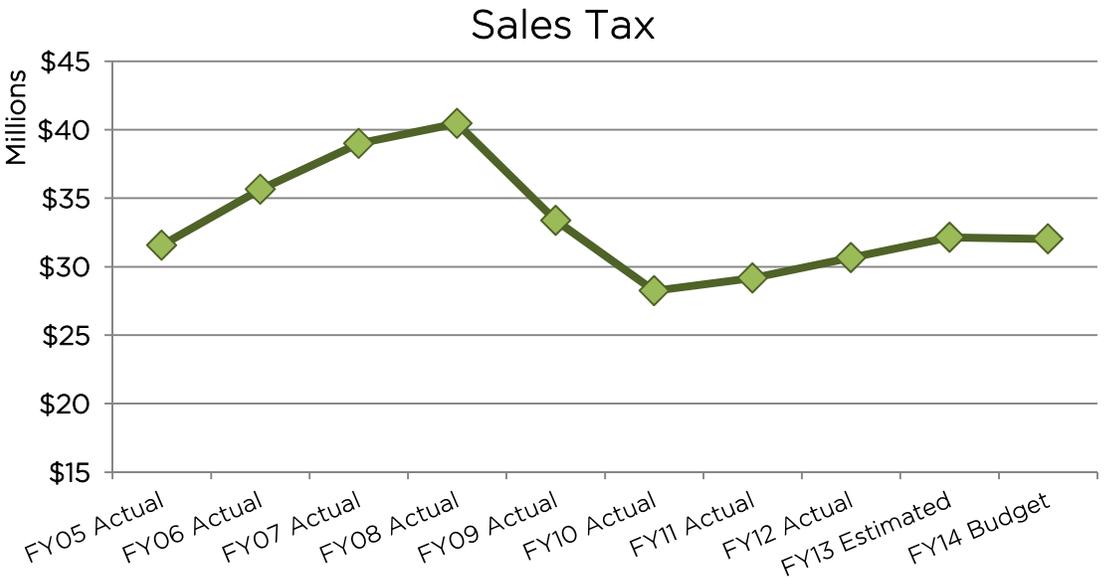


\* Revaluation Year

The next largest source of revenue is Sales Tax. It is estimated to increase from fiscal year 2013 by 6.71% to \$32,032,174. 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 FY2013. Sales tax revenue is reviewed monthly and estimates are based on actual revenue received over the last twelve months.

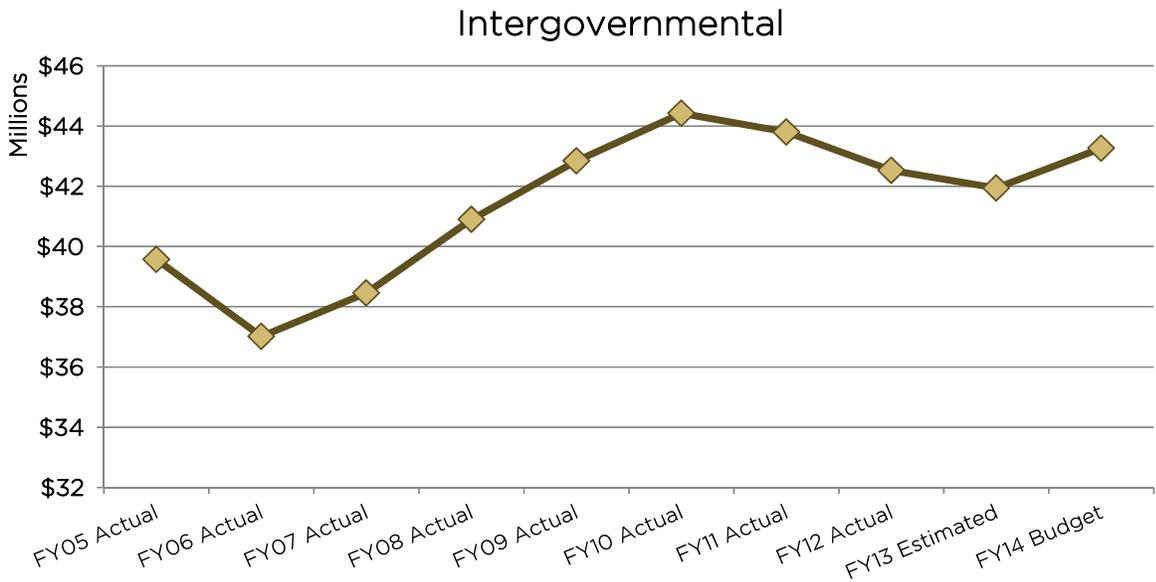
Buncombe County levies four local-option retail sales and use taxes: the one percent tax authorized in 1971 (Article 39); the one-half percent authorized in 1983 (Article 40); the second one-half percent authorized in 1986 (Article 42); and the quarter cent authorized by referendum in 2011 (Article 46). 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	2011/12 Adopted	2011/12 Actuals	2012/13 Adopted	2012/13 Estimate	2013/14 Adopted	% Change from FY 13 Estimate
Article 39	\$ 8,831,463	\$ 9,456,074	\$ 9,339,549	\$ 9,929,248	\$ 10,421,635	4.96%
Article 40	\$ 8,503,320	\$ 9,449,274	\$ 9,167,160	\$ 9,769,967	\$ 9,555,814	-2.19%
Article 42	\$ 10,878,628	\$ 11,705,540	\$ 11,510,358	\$ 12,301,610	\$ 12,054,725	-2.01%
Article 44 (Medicaid Relief Swap)	\$ -	\$ 51,907	\$ -	\$ 148,670	\$ -	
<b>Total</b>	<b>\$ 28,213,411</b>	<b>\$ 30,662,795</b>	<b>\$ 30,017,067</b>	<b>\$ 32,149,496</b>	<b>\$ 32,032,174</b>	<b>-0.36%</b>



Intergovernmental revenues include grants and payments from federal, state, and other local governmental units and decreased 0.58% from FY2013 to FY2014. Intergovernmental revenues account for 16.32% of General Fund revenues in the FY2014 budget.

The County expects to receive approximately \$34.3 million in federal and state funds for the Social Service Department (DSS) in FY2013-2014. The Health Center is also expected to receive \$3.7 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 FY2014.



## OTHER REVENUE SOURCES:

### Other Taxes & Licenses

This revenue source, representing 1.83% of the budget, includes \$2,773,664 for the real property transfer tax (excise tax) and \$1,557,520 for video programming taxes. The Privilege License Tax is budgeted at \$26,000, the Rental Car Tax at \$350,000, and the Heavy Equipment Rental Tax at \$130,000 for FY2014.

### Permits & Fees

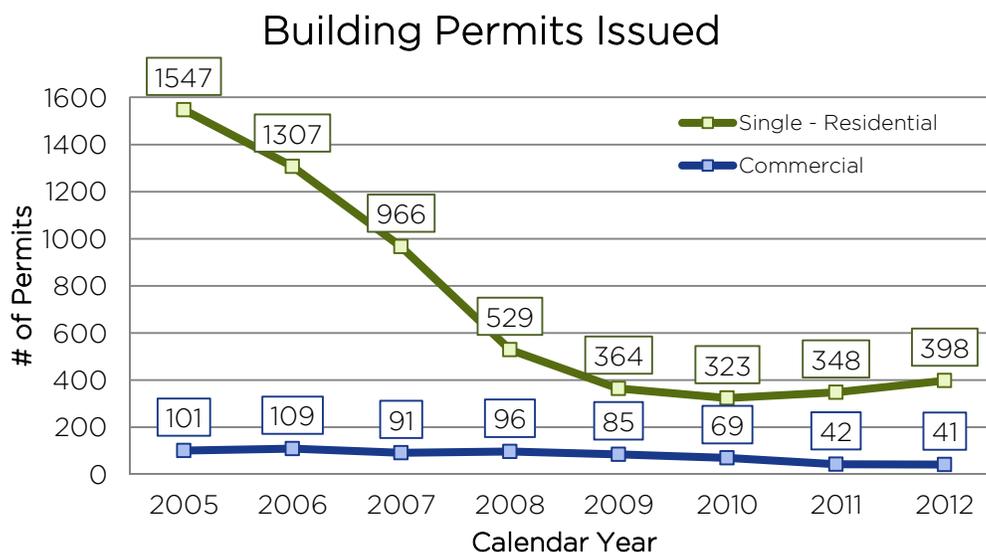
The permits and fees revenues include building permits and inspection fees and Register of Deeds' fees such as marriage licenses and recording fees. The revenue generated for licenses and permits makes up 0.96%, or \$2,548,615, of the General Fund revenue. Permits and inspections make up 46% of these 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 49.91% of the total revenue for calendar year 2012, the latest year for which data is available.

Single-family construction increased by 14.37% from calendar year 2011 to 2012. In calendar year 2011, 348 single-family construction permits were issued, while in calendar year 2012, 398 were issued.

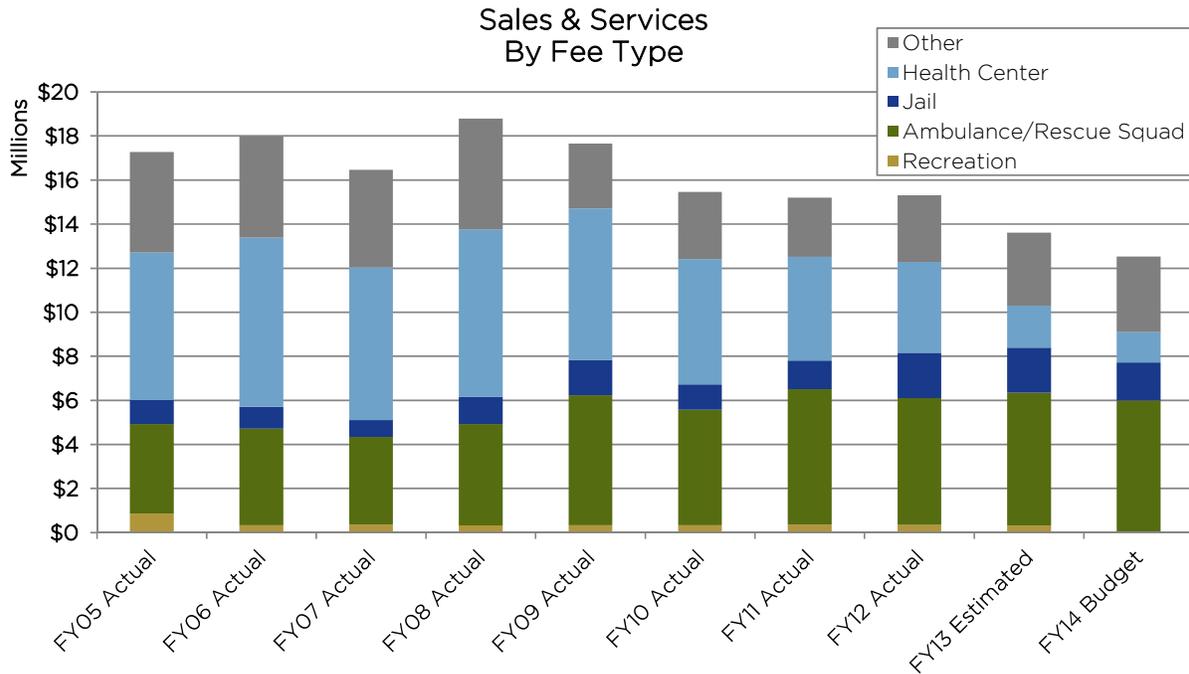
Multi-family construction increased slightly from calendar year 2011 to 2012. In calendar year 2011, no multi-family construction permits were issued, while in calendar year 2012, 1 building was constructed consisting of 4 units total.

Commercial construction decreased 2.38% in calendar year 2012 over the previous year. In calendar year 2011, 42 commercial construction permits were issued and 41 were issued in calendar year 2012.



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, and Jail revenues. Due to the creation of the Culture and Recreation Authority, FY2014 revenues for County operated parks and recreation programs are not appropriated in the General Fund. For FY2014, General Fund revenues for sales and services are estimated at \$12,523,262 a 0.39% increase from last year. Sales and Services represent 4.73% of the total General Fund budget. Revenues are estimated to be \$1.4 million for the Health Center, \$6 million for EMS, and \$1.7 million for the Jail.



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 \$1,129,928 for FY2014, a decrease of \$8.4 million from the previous year. This decrease is largely due to the sale of a County-owned building to Linamar corporation, which was budgeted in FY2013.

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 \$175,000 for FY2014, which is a decrease of 68% from the FY2013 budget. This budget was adjusted to reflect current market conditions.

Fund Balance

In the General Fund \$7,001,237 of fund balance is appropriated in the FY2013-2014 budget. This accounts for 2.64% of General Fund appropriations.

The unrestricted fund balance is estimated at 18.2% of total expenditures for FY2013. 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.

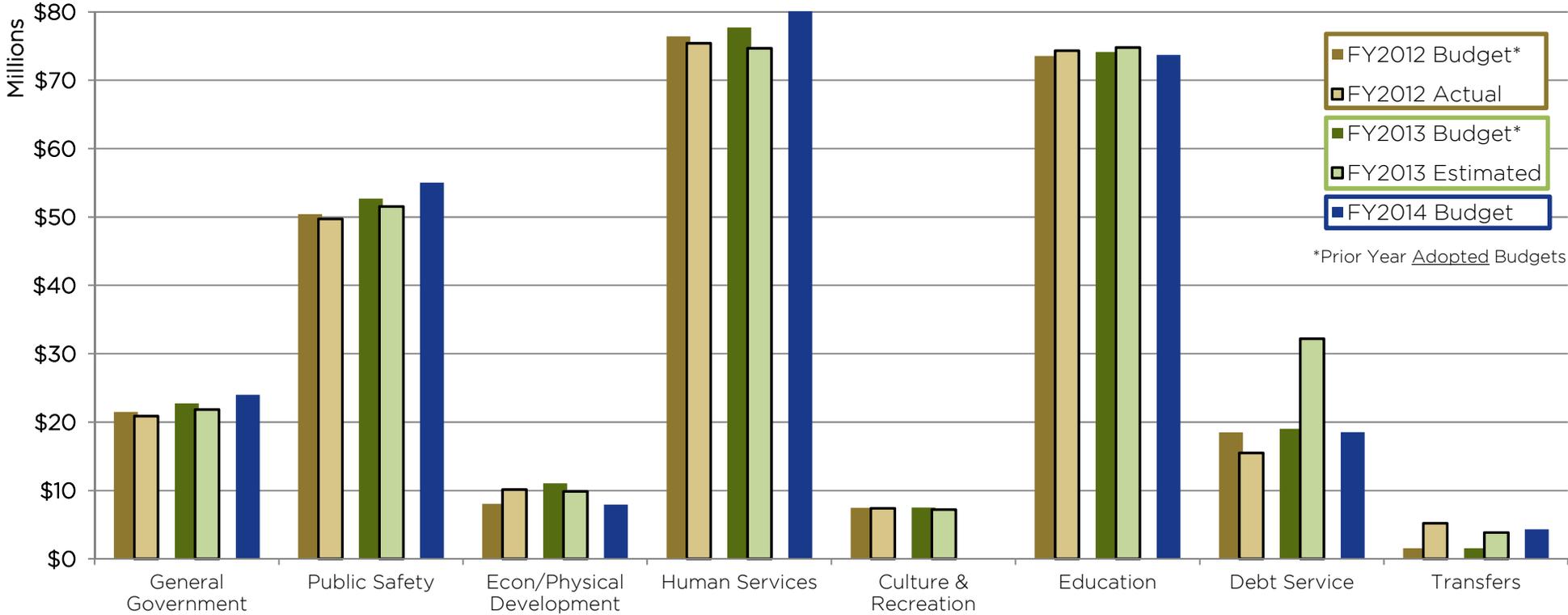
WHERE DOES THE MONEY GO?  
 FY2014 EXPENDITURES/USES – GENERAL FUND



BUDGET YEAR HIGHLIGHTS:

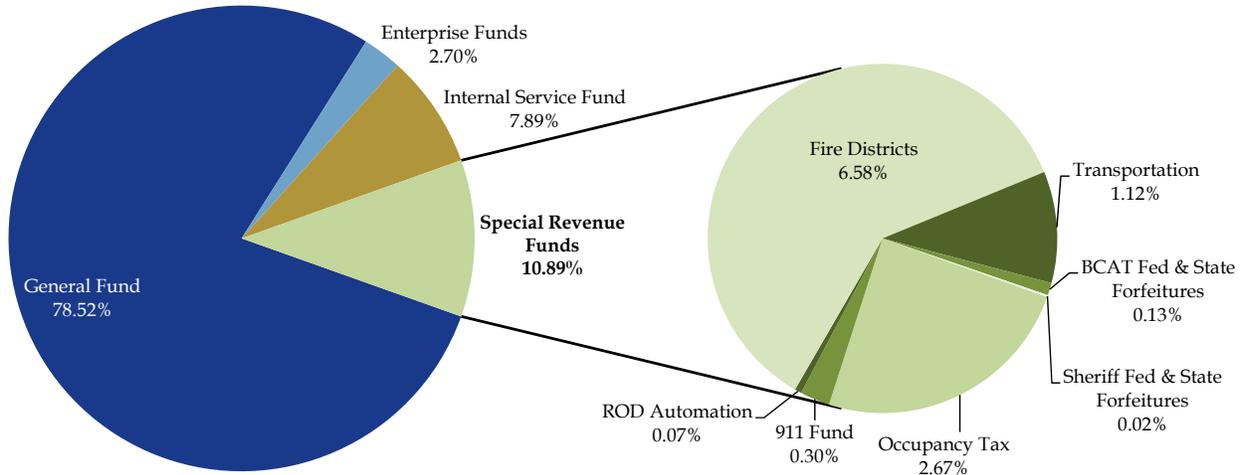
- County retirement rate contributions increased per state mandate.
- General Government expenditures increased due to costs related to technology and software needs required to support all County functions, including Public Safety and Human Services.
- Asheville City Schools and Buncombe County Schools funding increased by \$1.6 million. This included a 1% increase for staff, health insurance rate increases, retirement rate contributions, technology support staff increases, and home based product/support. AB Tech funding decreased by \$2 million based on the \$2.6 million in local funds held in investment by the college.
- Human Services net cost increased by \$2.3 million due to reductions in federal funding for adult protective services, child welfare services, and IV-E TANF funding.
- Economic and Physical Development expenditures decreased due to reduction in job creation incentives (\$2.5 million appropriated in FY2013).
- Public Safety includes increased costs of \$1.2 million due to operating and staffing needs for the new Courts Building and the opening of two additional pods in the Detention Center. The addition of 7 school resource officers and 8 social workers to improve school safety also resulted in a \$1.2 million increase.
- Culture and Recreation is not appropriated in the General Fund for FY2014 due to the establishment of the Culture and Recreation Authority authorized by the NC General Assembly through new legislation. The Buncombe County Commissioners funded the Authority by adopting a 3.5 cent tax rate. During FY2014 the programs and facilities previously accounted for in the Buncombe County General Fund Culture and Recreation function will transition to the new Culture and Recreation Authority.

# General Fund Expenditures By Function



# SPECIAL REVENUE FUNDS

The total budget for Special Revenue Funds is \$36,763,016. These funds represent 10.89% 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.

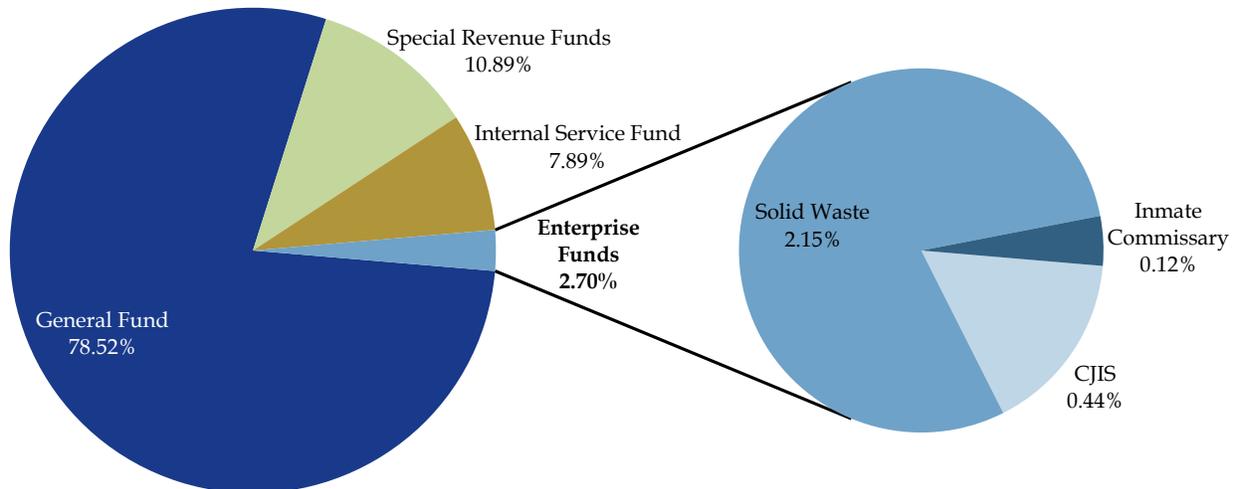


- The Register of Deeds Automation Fund has a budget of \$231,562 for FY2014. All of these funds are used for automating the Register of Deeds records.
- The Occupancy Tax Fund has a budget of \$9,011,860. This represents the revenues generated through the room occupancy tax on hotel and motel rooms. There was an increase of 15% in the budget amount from FY2013 to FY2014. 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 \$1,014,067. Much of the budget is for emergency communication equipment for the 911 system. The NC 911 Board approved a new 911 funding method effective FY2012. 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 \$22,224,943 for FY2014, an increase of 4.97% from FY2013. 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 FY2014 budget of \$226,055.
  - The BCAT State Forfeiture Fund has a FY2014 budget of \$196,100.
  - The Sheriff Federal Forfeiture Fund has a FY2014 budget of \$39,073.
  - The Sheriff State Forfeitures Fund has a FY2014 budget of \$25,175
  
- 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. The Transportation Fund budget for FY2014 is \$3,794,181. This is a decrease of 5.66% from FY2013. The County-funded portion for FY2014 increased by \$256,775 to \$1,426,448. This increase is due to increase in service demand, Medicaid Transportation change to statewide brokerage contract, and the conversion of four vehicles to bio-fuel.

# ENTERPRISE FUNDS

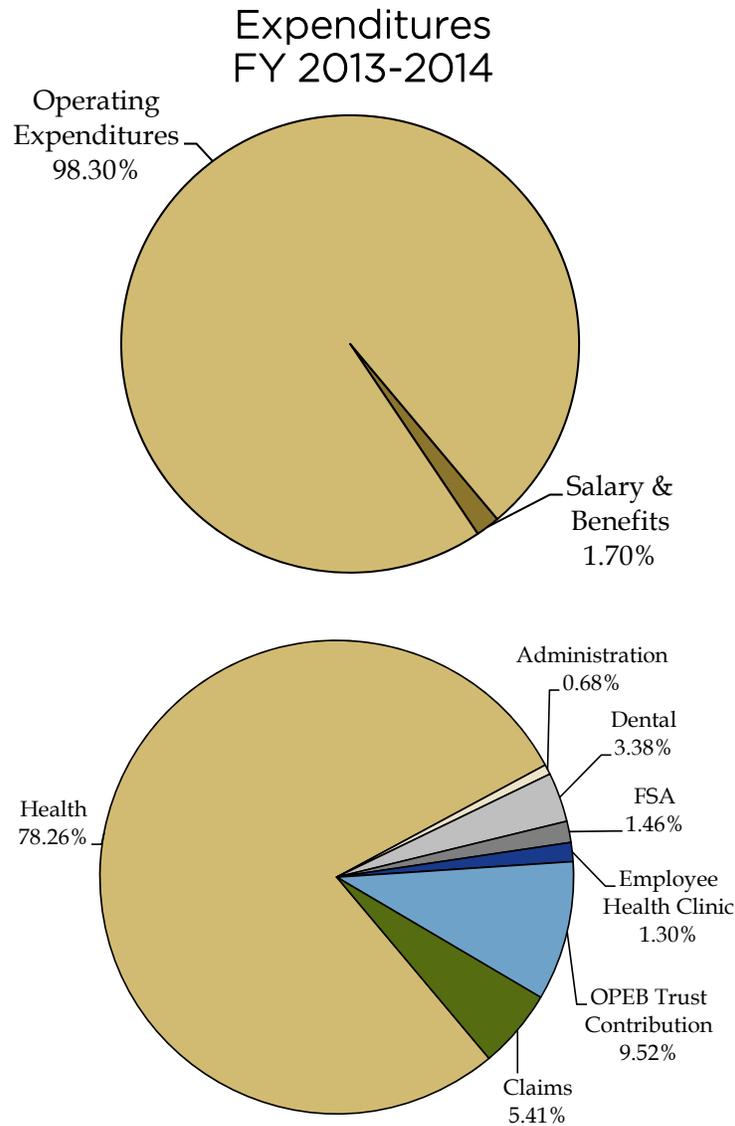
The total budget for the Enterprise Funds is \$9,128,065. This is a decrease of 5.05% from FY2013. The Enterprise Funds include Solid Waste, Inmate Commissary & Welfare, and Criminal Justice Information System (CJIS). All of these funds are self-supporting through revenues and fees they collect.



- The total budget for the Solid Waste Fund is \$7,246,287 which represents a decrease of 6.40% from the FY2013 budget. The Solid Waste Fund includes the Landfill and Waste Transfer Station.
- The budget for the Inmate Commissary & Welfare Fund is \$401,846 which is a decrease of \$11,361, or 2.75%, 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 FY2014 budget is \$1,479,932. CJIS maintains connectivity to County, City and State data to make available to public safety agencies 24/7/365.

# INTERNAL SERVICE FUND

The Internal Service Fund was established to fund all of the insurance premiums and health benefits for County employees. These expenditures consist of health and dental insurance premiums and claims, employee health clinic, workers' compensation, unemployment, and general liability claims. Budgeted expenditures are \$26,621,277, a small increase 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.



FSA – Flexible Spending Accounts

OPEB – Other Post Employment Benefits

Claims – Includes workers compensation, unemployment, and general liability claims

## OPERATING BUDGET SUMMARY: ALL FUNDS

	2011/12 Actual	2012/13 Estimated	2013/14 Budget
<b>Revenues:</b>			
General Fund	258,721,056	276,045,352	265,037,396
Special Revenue Funds:			
Volunteer Fire Departments Fund	18,912,351	18,811,459	22,224,943
Transportation Fund	3,663,216	3,343,749	3,794,181
Emergency Telephone System Fund	950,691	1,049,534	1,014,067
Occupancy Tax Fund	7,457,663	8,204,628	9,011,860
Register of Deeds Automation Fund	143,288	156,265	231,562
BCAT Federal Forfeitures	95,393	34,321	226,055
Sheriff Federal Forfeitures	8,892	84,562	39,073
BCAT State Forfeitures	43,598	72,290	196,100
Sheriff State Forfeitures	33,449	509	25,175
Enterprise Funds:			
Solid Waste Disposal Fund	7,393,185	9,463,632	7,246,287
Human Services Facilities Fund	699,698	-	-
Mental Health Fund	715,849	-	-
Inmate Commissary Fund	507,531	352,162	401,846
Parking Deck Fund	320,826	-	-
Criminal Justice Info System Fund	1,313,404	1,285,502	1,479,932
Internal Service Fund	23,477,018	22,644,664	26,621,277
<b>Total</b>	<b>324,457,108</b>	<b>341,548,629</b>	<b>337,549,754</b>
<b>Expenditures</b>			
General Fund	258,564,991	275,970,116	265,037,396
Special Revenue Funds:			
Volunteer Fire Departments Fund	18,912,351	18,836,200	22,224,943
Transportation Fund	3,663,216	3,281,778	3,794,181
Emergency Telephone System Fund	2,384,889	709,700	1,014,067
Occupancy Tax Fund	7,457,663	8,204,628	9,011,860
Register of Deeds Automation Fund	286,813	40	231,562
BCAT Federal Forfeitures	248,981	402,278	226,055
Sheriff Federal Forfeitures	67,966	21,547	39,073
BCAT State Forfeitures	31,636	149,959	196,100
Sheriff State Forfeitures	5,192	18,919	25,175
Enterprise Funds:			
Solid Waste Disposal Fund	5,932,505	8,169,639	7,246,287
Human Services Facilities Fund	3,345,910	-	-
Mental Health Fund	959,817	-	-
Inmate Commissary Fund	310,037	208,099	401,846
Parking Deck Fund	5,743,149	-	-
Criminal Justice Info System Fund	1,241,274	1,155,154	1,479,932
Internal Service Fund	20,914,466	21,631,593	26,621,277
<b>Total</b>	<b>330,070,856</b>	<b>338,759,650</b>	<b>337,549,754</b>

## BUDGET SUMMARY ALL FUNDS - REVENUES

Summary of County Funds	2011/12 Actual	2012/13 Estimated	2013/14 Budget
<b>General Fund</b>			
Property Taxes	154,455,025	156,498,075	157,002,494
Local Option Sales Tax	30,662,795	32,149,496	32,032,174
Other Taxes	4,540,467	4,904,126	4,837,184
Intergovernmental	42,522,920	41,935,820	43,260,654
Permits & Fees	2,419,599	2,630,342	2,548,615
Sales & Services	15,312,873	13,606,363	12,523,262
Investment Earnings	551,278	48,851	175,000
Miscellaneous	858,197	9,066,436	954,928
Interfund Transfers/Other Financing Sources	7,397,902	15,205,844	4,701,848
Appropriated Fund Balance	-	-	7,001,237
<b>Total</b>	<b>258,721,056</b>	<b>276,045,352</b>	<b>265,037,396</b>
<b>Special Revenue Funds</b>			
Property Taxes	14,773,899	14,894,192	17,608,818
Other Taxes	11,596,115	12,121,895	13,627,985
Intergovernmental	3,543,590	3,408,734	3,540,600
Permits & Fees	140,834	155,972	151,695
Investment Earnings	32,427	3,671	36,085
Miscellaneous	144,123	58,071	106,200
Interfund Transfers	1,077,553	1,114,782	1,426,448
Appropriated Fund Balance	-	-	265,185
<b>Total</b>	<b>31,308,541</b>	<b>31,757,317</b>	<b>36,763,016</b>
<b>Enterprise Funds</b>			
Other Taxes	368,570	274,107	257,487
Intergovernmental	1,333,682	1,284,979	1,440,578
Charges for Services	8,405,001	7,188,457	7,289,800
Investment Earnings	105,091	55,570	40,000
Miscellaneous	4,406	2,151	-
Other Financing Sources	20,020	2,296,032	-
Interfund Transfers	713,723	-	-
Appropriated Fund Balance	-	-	100,200
<b>Total</b>	<b>10,950,493</b>	<b>11,101,296</b>	<b>9,128,065</b>
<b>Internal Service Fund</b>			
Charges for Services	23,438,828	22,643,788	26,621,277
Investment Earnings	38,190	876	-
Interfund Transfers	-	-	-
Appropriated Fund Balance	-	-	-
<b>Total</b>	<b>23,477,018</b>	<b>22,644,664</b>	<b>26,621,277</b>

**BUDGET SUMMARY ALL FUNDS- EXPENDITURES**

SERVICE AREA	2011/12 Actual	2012/13 Estimated	2013/14 Budget
Departments			
<b>General Government</b>			
Governing Body	801,925	835,365	1,043,831
County Manager	965,335	972,408	1,039,442
Human Resources	607,427	721,029	659,347
Finance	2,215,361	2,230,117	2,532,682
Tax Department	4,076,524	4,140,738	4,301,000
Board of Elections	1,398,575	1,538,340	1,472,440
Register of Deeds	2,668,181	2,880,607	2,884,773
Information Technology	8,141,558	8,511,817	10,081,041
Register of Deeds Automation Fund	286,813	40	231,562
Internal Service Fund - Health/Dental	20,914,466	21,631,593	26,621,277
<b>Public Safety</b>			
Sheriff	28,288,716	29,627,804	31,399,620
Emergency Services	8,945,707	9,271,332	10,018,771
Justice Resource Center	158,254	139,335	159,827
Pretrial Release	610,030	656,630	647,380
City-County Bureau of Identification/ Centralized Data Entry	1,245,020	1,241,757	1,287,519
Permits & Inspections	1,576,887	1,626,514	1,809,900
General Services	6,072,334	6,542,753	6,665,866
Parking Services	4,867	274,688	333,253
Public Safety Training Center	-	41,116	472,581
Nondepartmental	2,820,330	2,123,009	2,255,159
Volunteer Fire Departments Fund	18,912,351	18,836,200	22,224,943
Emergency Telephone System Fund	2,384,889	709,700	1,014,067
Criminal Justice Info System Fund	1,241,274	1,155,154	1,479,932
Inmate Commissary Fund	310,037	208,099	401,846
BCAT Federal Forfeitures	248,981	402,278	226,055
Sheriff Federal Forfeitures	67,966	21,547	39,073
BCAT State Forfeitures	31,636	149,959	196,100
Sheriff State Forfeitures	5,192	18,919	25,175
<b>Human Services</b>			
Public Health	13,729,681	13,088,871	13,688,840
Social Services	58,561,982	58,103,984	63,960,959
Aging Services	570,086	570,766	570,766
Child Care Services	529,966	512,799	569,708
Human Services Support Team	672,473	776,538	760,058
Mental Health	600,000	1,178,055	1,051,000
Nondepartmental	1,257,723	960,733	860,250
Transportation Fund	3,663,216	3,281,778	3,794,181
Human Services Facilities Fund	3,345,910	-	-
Mental Health Fund	959,817	-	-
<b>Economic &amp; Physical Development</b>			
Planning & Development	1,836,802	2,228,442	2,439,850
Economic Development	6,964,466	6,456,564	3,946,585
Cooperative Extension	363,877	371,756	438,237
Soil & Water Conservation	401,739	440,292	423,338
Recycling	562,278	362,197	427,917
Other Economic/Physical Development	-	-	255,000
Occupancy Tax Fund	7,457,663	8,204,628	9,011,860
Parking Decks Fund	5,743,149	-	-
Solid Waste Disposal Fund	5,932,505	8,169,639	7,246,287
<b>Culture &amp; Recreation</b>			
Library	4,988,155	4,920,873	-
Parks, Greenways, & Recreation	1,848,608	1,669,001	-
Arts, Museums & History	50,000	104,500	-
<b>Education</b>			
City Schools	9,101,993	9,183,838	9,735,914
County Schools	57,158,022	57,530,027	57,905,099
Community College	8,063,999	8,063,999	6,063,999
Interfund Transfers	5,219,136	3,874,815	4,333,276
General Debt Service	15,486,974	32,196,707	18,542,168
<b>TOTAL</b>	<b>330,070,856</b>	<b>338,759,650</b>	<b>337,549,754</b>

## BUDGET SUMMARY BY FUND: Sources & Uses Fiscal Year 2013 - 2014

	General Fund	Special Revenue Funds	Enterprise Funds	Internal Service Fund	Total
<b>Sources of Funds:</b>					
Property Taxes	157,002,494	17,608,818	-	-	174,611,312
Local Option Sales Tax	32,032,174	4,616,125	-	-	36,648,299
Other Taxes	4,837,184	9,011,860	257,487	-	14,106,531
Intergovernmental	43,260,654	3,540,600	1,440,578	-	48,241,832
Permits & Fees	2,548,615	151,695	-	-	2,700,310
Charges for Services	12,523,262	-	7,289,800	26,621,277	46,434,339
Investment Earnings	175,000	36,085	40,000	-	251,085
Miscellaneous	954,928	106,200	-	-	1,061,128
Other Financing Sources	-	-	-	-	-
Interfund Transfers	4,701,848	1,426,448	-	-	6,128,296
Appropriated Fund Balance	7,001,237	265,185	100,200	-	7,366,622
<b>Total</b>	<b>265,037,396</b>	<b>36,763,016</b>	<b>9,128,065</b>	<b>26,621,277</b>	<b>337,549,754</b>

<b>Uses of Funds:</b>					
Salary & Benefits	102,249,913	-	2,364,774	452,944	105,067,631
Operating	37,825,763	4,718,706	4,716,570	26,168,333	73,429,372
Program Support	102,086,276	19,524,943	-	-	121,611,219
Capital Outlay	-	650,207	36,000	-	686,207
Contingency	-	2,700,000	150,351	-	2,850,351
Debt Service	18,542,168	-	1,860,370	-	20,402,538
Interfund Transfers	4,333,276	9,169,160	-	-	13,502,436
<b>Total</b>	<b>265,037,396</b>	<b>36,763,016</b>	<b>9,128,065</b>	<b>26,621,277</b>	<b>337,549,754</b>

## Total Expenditures By Fund & Function Fiscal Year 2014

### USE OF ANNUAL OPERATING FUNDS BY FUNCTION

FUND (Fund #)	General Govt	Public Safety	Human Services	Econ & Physical Development	Culture & Recreation	Education
General (10)	24,014,556	55,049,876	81,461,581	7,930,927	-	73,705,012
Occupancy Tax (20)				9,011,860		
911 (23)		1,014,067				
ROD Automation (25)	231,562					
Volunteer Fire Depts (28)		22,224,943				
Transportation (30)			3,794,181			
Criminal Justice Info System (60)		1,479,932				
Solid Waste (66)				7,246,287		
Inmate Commissary (69)		401,846				
BCAT Federal Forfeitures (70)		226,055				
Sheriff Federal Forfeitures (71)		39,073				
BCAT State Forfeitures (77)		196,100				
Sheriff State Forfeitures (78)		25,175				
Health/Dental (80)	26,621,277					
<b>GRAND TOTAL</b>	50,867,395	80,657,067	85,255,762	24,189,074	-	73,705,012

### 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				

**DEPARTMENT & FUND MATRIX  
FISCAL YEAR 2014**

SERVICE AREA	MAJOR FUNDS		NONMAJOR FUNDS				GRAND TOTAL
	General Fund	Solid Waste Enterprise Fund	Special Revenue	Enterprise	Internal Service	Total Nonmajor Funds	
Departments							
<b>General Government</b>							
Governing Body	1,043,831	-	-	-	-	-	1,043,831
County Manager	1,039,442	-	-	-	-	-	1,039,442
Human Resources	659,347	-	-	-	-	-	659,347
Finance	2,532,682	-	-	-	-	-	2,532,682
Tax Department	4,301,000	-	-	-	-	-	4,301,000
Board of Elections	1,472,440	-	-	-	-	-	1,472,440
Register of Deeds	2,884,773	-	231,562	-	-	231,562	3,116,335
Information Technology	10,081,041	-	-	-	-	-	10,081,041
Nondepartmental - Internal Service Fund	-	-	-	-	26,621,277	26,621,277	26,621,277
<b>General Government Total</b>	<b>24,014,556</b>	<b>-</b>	<b>231,562</b>	<b>-</b>	<b>26,621,277</b>	<b>26,852,839</b>	<b>50,867,395</b>
<b>Public Safety</b>							
Sheriff	31,399,620	-	486,403	401,846	-	888,249	32,287,869
Emergency Services	10,018,771	-	-	-	-	-	10,018,771
Justice Resource Center	159,827	-	-	-	-	-	159,827
Pretrial Release	647,380	-	-	-	-	-	647,380
City-County Bureau of Identification/Centralized Data Entry	1,287,519	-	-	-	-	-	1,287,519
Permits & Inspections	1,809,900	-	-	-	-	-	1,809,900
General Services	6,665,866	-	-	-	-	-	6,665,866
Parking Services	333,253	-	-	-	-	-	333,253
Public Safety Training Center	472,581	-	-	-	-	-	472,581
Nondepartmental	2,255,159	-	-	-	-	-	2,255,159
Nondepartmental - Volunteer Fire Departments	-	-	22,224,943	-	-	22,224,943	22,224,943
Nondepartmental - Emergency Telephone System	-	-	1,014,067	-	-	1,014,067	1,014,067
Nondepartmental - Criminal Justice Info System	-	-	-	1,479,932	-	1,479,932	1,479,932
<b>Public Safety Total</b>	<b>55,049,876</b>	<b>-</b>	<b>23,725,413</b>	<b>1,881,778</b>	<b>-</b>	<b>25,607,191</b>	<b>80,657,067</b>
<b>Human Services</b>							
Public Health	13,688,840	-	-	-	-	-	13,688,840
Social Services	63,960,959	-	-	-	-	-	63,960,959
Aging Services	570,766	-	-	-	-	-	570,766
Child Care Services	569,708	-	-	-	-	-	569,708
Human Services Support Team	760,058	-	-	-	-	-	760,058
Mental Health	1,051,000	-	-	-	-	-	1,051,000
Nondepartmental	860,250	-	-	-	-	-	860,250
Nondepartmental - Transportation	-	-	3,794,181	-	-	3,794,181	3,794,181
<b>Human Services Total</b>	<b>81,461,581</b>	<b>-</b>	<b>3,794,181</b>	<b>-</b>	<b>-</b>	<b>3,794,181</b>	<b>85,255,762</b>
<b>Economic &amp; Physical Development</b>							
Planning & Development	2,439,850	-	-	-	-	-	2,439,850
Economic Development	3,946,585	-	-	-	-	-	3,946,585
Cooperative Extension	438,237	-	-	-	-	-	438,237
Soil & Water Conservation	423,338	-	-	-	-	-	423,338
Recycling	427,917	-	-	-	-	-	427,917
Solid Waste	-	7,246,287	-	-	-	-	7,246,287
Nondepartmental	255,000	-	-	-	-	-	255,000
Nondepartmental - Occupancy Tax	-	-	9,011,860	-	-	9,011,860	9,011,860
<b>Economic &amp; Physical Development Total</b>	<b>7,930,927</b>	<b>7,246,287</b>	<b>9,011,860</b>	<b>-</b>	<b>-</b>	<b>9,011,860</b>	<b>24,189,074</b>
<b>Education</b>							
City Schools	9,735,914	-	-	-	-	-	9,735,914
County Schools	57,905,099	-	-	-	-	-	57,905,099
Community College	6,063,999	-	-	-	-	-	6,063,999
<b>Education Total</b>	<b>73,705,012</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>73,705,012</b>
Interfund Transfers	4,333,276	-	-	-	-	-	4,333,276
General Debt Service	18,542,168	-	-	-	-	-	18,542,168
<b>GRAND TOTAL</b>	<b>265,037,396</b>	<b>7,246,287</b>	<b>36,763,016</b>	<b>1,881,778</b>	<b>26,621,277</b>	<b>65,266,071</b>	<b>337,549,754</b>

# FUND BALANCE ANALYSIS

<b>General Fund</b>			
	<b>2011/12 Actual</b>	<b>2012/13 Estimated</b>	<b>2013/14 Budget</b>
Total Revenues	\$258,721,056	\$ 276,045,352	\$ 258,036,159
Total Expenditures	258,564,991	275,970,116	265,037,396
Revenues Over (Under) Expenditures	156,065	75,236	(7,001,237)*
Fund Balance, Beginning as Restated	70,822,173	70,978,238	71,053,474
Fund Balance, End of Year	70,978,238	71,053,474	64,052,237

\*The General Fund appropriated fund balance for FY2014 is \$7,001,237. This is a 14% decrease 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>2011/12 Actual</b>	<b>2012/13 Estimated</b>	<b>2013/14 Budget</b>
Total Revenues	\$ 31,308,541	\$ 31,757,317	\$ 36,497,831
Total Expenditures	33,058,707	31,625,049	36,763,016
Revenues Over (Under) Expenditures	(1,750,166)	132,268	(265,185)*
Fund Balance, Beginning as Restated	5,204,554	3,454,388	3,586,656
Fund Balance, End of Year	3,454,388	3,586,656	3,321,471

\*The FY2014 appropriated fund balance for other Governmental Funds consists of the Forfeiture Funds (Sheriff & BCAT State/Federal) appropriation of \$188,623 and the Register of Deeds Automation Fund appropriation of \$76,562.

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 2013 to be \$50,321,015 for the General Fund. This is 18.2% of estimated General Fund expenditures for FY2013. The fiscal year 2013-2014 General Fund budget includes an appropriated fund balance of \$7,001,237 which is 2.6% 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			
<b>Fund Balance at June 30, 2013</b>			
<u>Unrestricted Fund Balance</u>	=	<u>50,321,015</u>	= 18.2%
<u>Expenditures &amp; Operating Transfers Out</u>		<u>275,970,116</u>	
Audited (Actual) Fund Balances			
<b>Fund Balance at June 30, 2012</b>			
<u>Unrestricted Fund Balance</u>	=	<u>50,245,779</u>	= 19.4%
<u>Expenditures &amp; Operating Transfers Out</u>		<u>258,564,991</u>	
<b>Fund Balance at June 30, 2011</b>			
<u>Unrestricted Fund Balance</u>	=	<u>52,180,066</u>	= 20.9%
<u>Expenditures &amp; Operating Transfers Out</u>		<u>249,733,035</u>	

### UNRESERVED FUND BALANCES (Pre GASB Statement 54)

Audited (Actual) Fund Balances			
<b>Fund Balance at June 30, 2010</b>			
<u>Unreserved Fund Balance</u>	=	<u>50,940,052</u>	= 19.2%
<u>Expenditures &amp; Operating Transfers Out</u>		<u>264,763,863</u>	
<b>Fund Balance at June 30, 2009</b>			
<u>Unreserved Fund Balance</u>	=	<u>52,256,067</u>	= 20.8%
<u>Expenditures &amp; Operating Transfers Out</u>		<u>250,725,598</u>	
<b>Fund Balance at June 30, 2008</b>			
<u>Unreserved Fund Balance</u>	=	<u>46,578,265</u>	= 17.8%
<u>Expenditures &amp; Operating Transfers Out</u>		<u>261,908,641</u>	
<b>Fund Balance at June 30, 2007</b>			
<u>Unreserved Fund Balance</u>	=	<u>47,834,281</u>	= 19.8%
<u>Expenditures &amp; Operating Transfers Out</u>		<u>242,031,766</u>	
<b>Fund Balance at June 30, 2006</b>			
<u>Unreserved Fund Balance</u>	=	<u>43,981,586</u>	= 21.0%
<u>Expenditures &amp; Operating Transfers Out</u>		<u>209,552,928</u>	
<b>Fund Balance at June 30, 2005</b>			
<u>Unreserved Fund Balance</u>	=	<u>39,239,257</u>	= 19.1%
<u>Expenditures &amp; Operating Transfers Out</u>		<u>205,231,677</u>	
<b>Fund Balance at June 30, 2004</b>			
<u>Unreserved Fund Balance</u>	=	<u>34,033,114</u>	= 17.6%
<u>Expenditures &amp; Operating Transfers Out</u>		<u>193,765,706</u>	

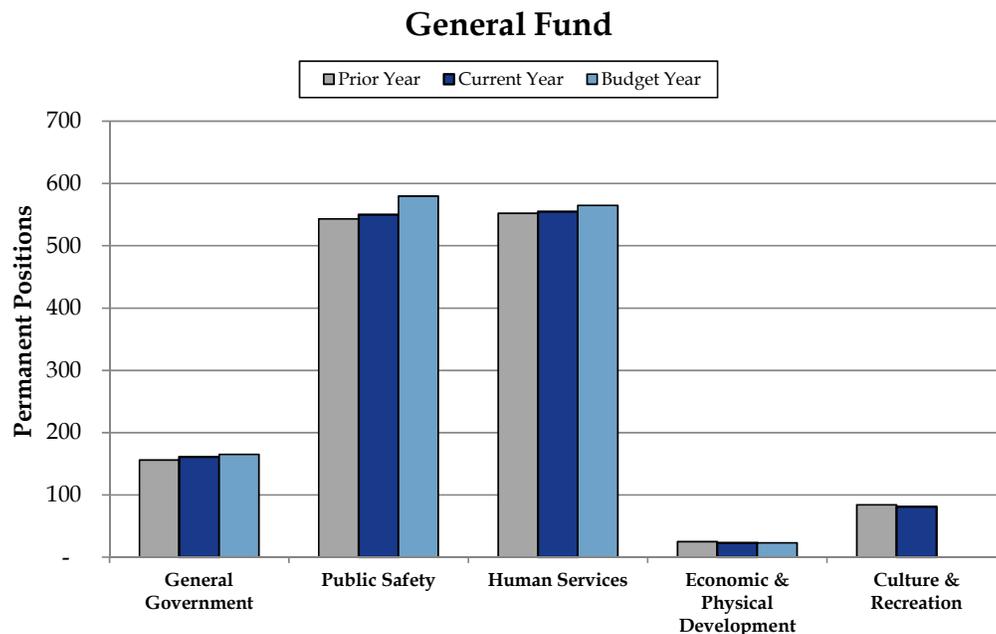
# PERSONNEL SUMMARY

## Summary of Positions by Fund:

Personnel Summary - Budgeted Permanent Positions				
Fund	Prior Year	Current Year	Budget Year	Percent Change
General Fund	1,360	1,370	1,333	-3%
Enterprise Fund	32	31	31	0%
Internal Service Fund	2	5	5	0%
<b>Total All Funds</b>	<b>1,394</b>	<b>1,406</b>	<b>1,369</b>	<b>-3%</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	156	161	165	2%
Public Safety	543	550	580	5%
Human Services	552	555	565	2%
Economic & Physical Development	25	23	23	0%
Culture & Recreation	84	81	-	-100%
<b>Total General Fund</b>	<b>1,360</b>	<b>1,370</b>	<b>1,333</b>	<b>-3%</b>



Major personnel changes include increased Public Safety positions due to staffing needs of new Courts Building, the opening of two additional pods in the Detention Center, and the addition of seven school resource officers to improve school safety. Please note Culture & Recreation positions have transferred to the new Culture & Recreation Authority. For further detail on personnel changes, please view the personnel information presented in the Service Areas and Departments Section.

# POLICIES & GOALS

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# BASIS OF ACCOUNTING

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, Special Revenue Funds, 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 certain 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

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 Fund, Debt Service Fund and Capital Project Funds; where expenditures for multi-year grants/projects and infrastructure and facilities are accounted for.

Both the annual and project 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 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

Buncombe County operates under an annual balanced budget ordinance as required by North Carolina State 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 2014 Fiscal Year, departments submitted their budget requests using the County's web-based budget application. These requests are reviewed by the budget personnel and additional information is gathered if needed. The requests are then presented to the County Manager and then Board of Commissioners.

The Buncombe County Capital Improvement Plan (CIP) is also reviewed during the budget process. The CIP 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 FY2014 budget process. The budget calendar presented is developed prior to the budget process and serves as a tentative plan during budget development.

## ADOPTION OF ANNUAL 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 FY2014 budget was presented to the Board of Commissioners on May 28, 2013, and a Public Hearing was held June 4, 2013. Due to state legislative delays Buncombe County Board of Commissioners were unable to adopt a budget ordinance by July 1. In accordance with the Local Government Budget and Fiscal Control Act (GS 159-16) the Board adopted an interim budget for the purpose of paying salaries, debt service payments, and usual ordinary expenses for the interval between the beginning of the budget year and the adoption of the budget ordinance. The Buncombe County Board of Commissioners adopted the FY2014 budget ordinance on July 18, 2014.

## AMENDMENTS TO THE ANNUAL BUDGET ORDINANCE

### **BUDGET TRANSFERS**

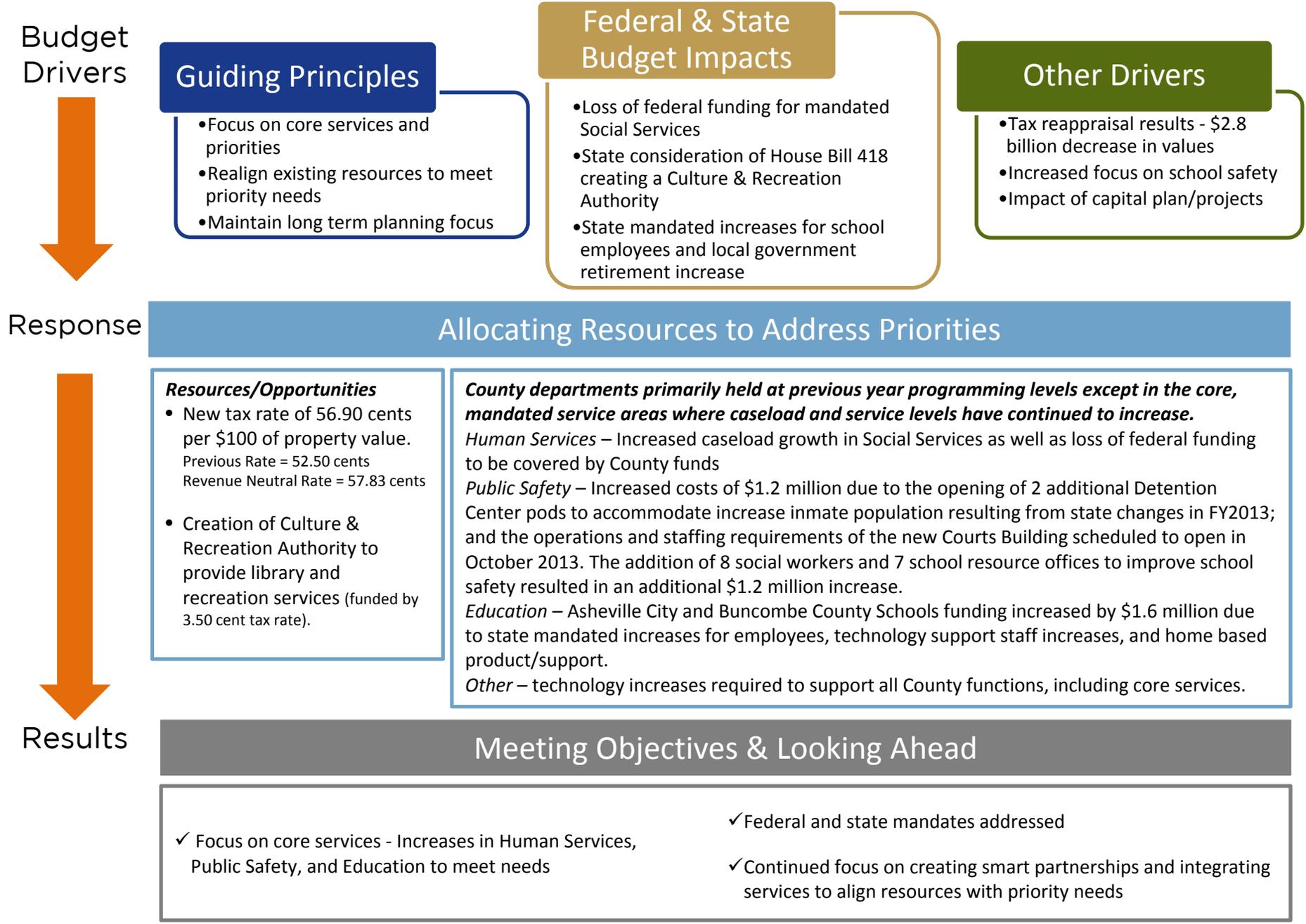
The County Manager is authorized by the budget ordinance to transfer appropriations between functional areas within a fund up to \$75,000 per expenditure; however, any revisions that change functional appropriations by more than \$75,000 per expenditure must be approved by the governing board. The Budget 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 FY2014 Budget



## Budget Calendar Fiscal Year 2014

<b>Date</b>	<b>Budget Procedure</b>	<b>Action By:</b>
Oct 12	Capital and IT request information sent to departments	Finance
Oct 15	Community funding letters and applications sent to agencies	Finance
Oct 31	Capital and IT requests due to County Manager.	Senior Leadership Team
Nov 30	Community funding applications due	Community agencies
Dec 14	Salary and wage report run by IT and sent to Finance.	IT
Jan 4	Instructions for budget requests sent to Department Heads.	Finance
Jan 14	Tax value notices mailed	Tax
Jan 14 - Jan 25	FY2013 budget requests submitted by departments via web-based budget application.	Department Heads
Jan 28 - Feb 15	Review and analyze department budgets; provide summary to County Manager.	Finance
Feb 12	Community funding applicants present requests to Commissioners	Community agencies/Board of Comm
Feb 26	Board retreat	Board of Comm
Mar 4	Debt Service schedule complete and input into Lawson.	Finance
Mar 4-15	Hold 2-by-2 meetings with Commissioners	County Manager/Finance
Mar 13	Property tax base & collection rate estimates due to Finance.	Tax
Mar 19	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 1-Dec 31	Formal tax appeals heard	Tax
Apr 15	Fire Districts budgets due.	Fire Districts
Apr 19	Fund balance projections submitted for FY2013.	Finance
Apr 19	FY2014 budget recommendation for all funds submitted to County Manager.	Finance
Apr 19	Updated property tax estimates provided.	Tax
Apr 19	Updated revenue projections provided.	Finance/Directors
Apr 19	Budgets submitted by school districts.	Sch Distr/ABTCC
May 7	Budget message presentation.	County Manager
May 21	Public hearing.	Board of Comm
Jun 4	Budget adoption.	Board of Comm

# OPERATING FUNDS

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, 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

Inmate Trust Fund

General Agency

Social Services Fund

Sondley Estate Trust

NC Motor Vehicle Interest

Deed of Trust Fund

BC Anticrime Task Force (BCAT)

Air Quality Fund

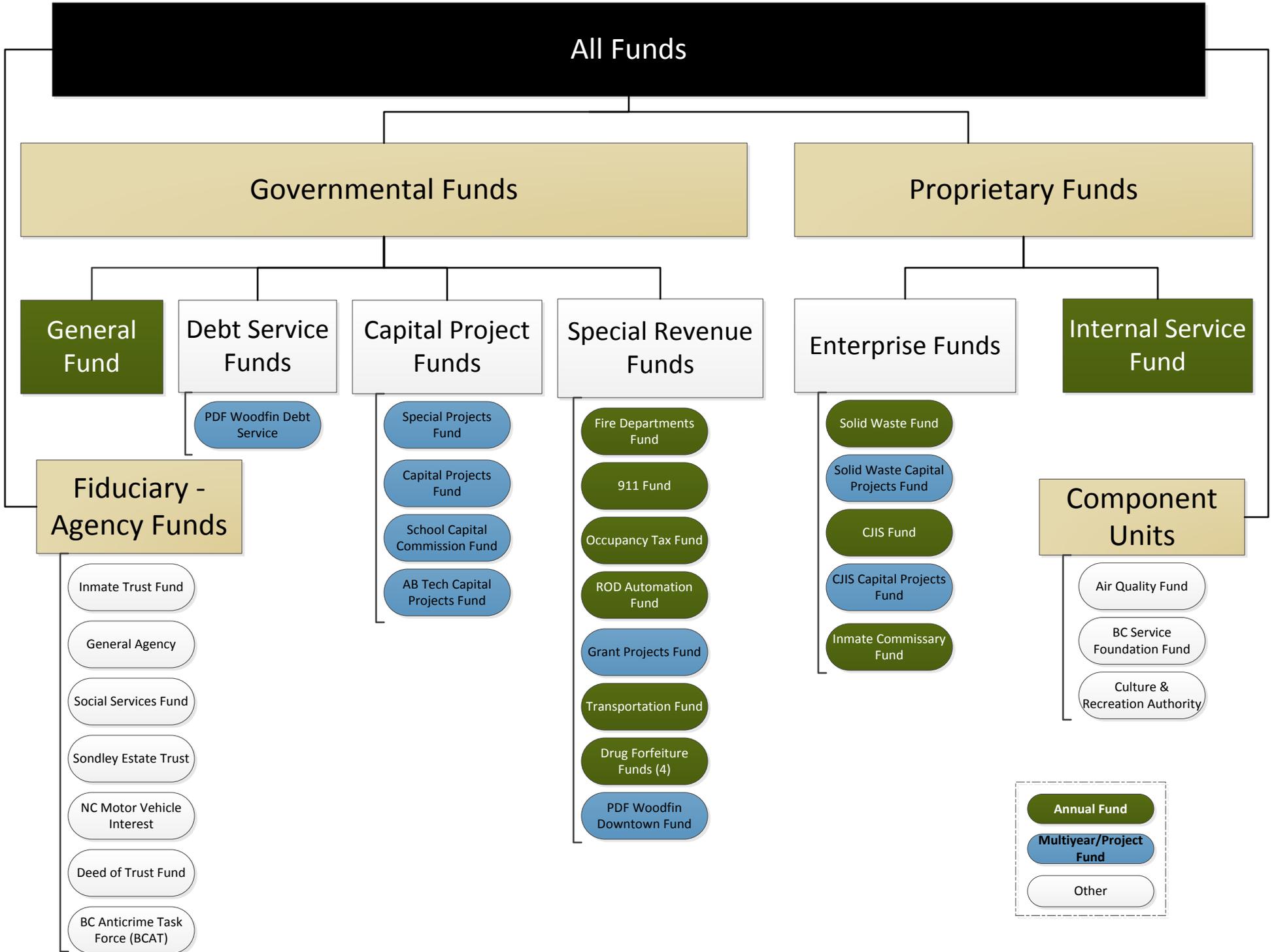
BC Service Foundation Fund

Culture & Recreation Authority

Annual Fund

Multiyear/Project Fund

Other



# FISCAL POLICIES (Adopted by Commissioners June 18, 1996)

## 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% (FY2014 Appropriation)
Net direct debt as a % of assessed valuation	Less than 3%	0.15% (FY2013 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%	18.2% (FY2013 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.

# SUSTAINABILITY PLAN

The Buncombe County Board of Commissioners adopted a 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. Click [here](#) to view the complete Sustainability Plan. This Plan is expected to be updated every five years, with an annual report provided to track and detail progress. The 2013 Annual Report can be found in Appendix E.



The Long Term County Goals By Function, detailed on the following page, support Buncombe County’s Sustainability Goals. 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.

## BUNCOMBE COUNTY VISION



# LONG-TERM GOALS BY FUNCTION

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

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The following section presents a more detailed look at the Fiscal Year 2013-2014 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

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
- Education

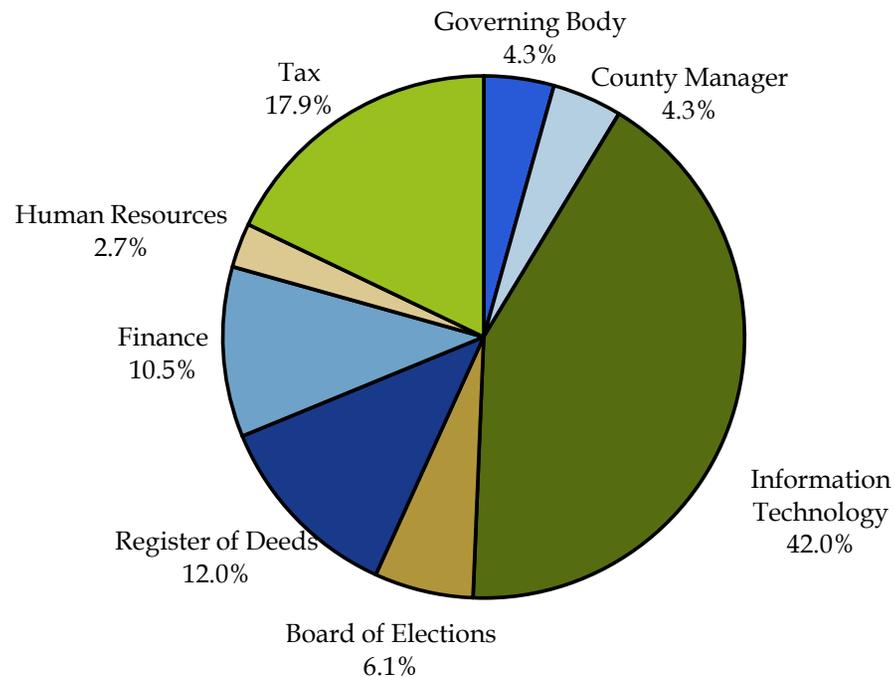
Culture and Recreation is no longer included as a General Fund function due to the creation of the Culture & Recreation Authority. The NC General Assembly passed legislation (House Bill 418) authorizing Buncombe County to establish a Culture and Recreation Authority to serve as an independent entity focused on wellness and cultural amenities. Buncombe County Commissioners established the Authority and funded it by adopting a 3.5 cent tax rate. During FY2014 the programs and facilities previously accounted for in the Buncombe County General Fund Culture and Recreation function will transition to the new Culture and Recreation Authority.

# 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 \$24,014,556 or 9.06% 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.

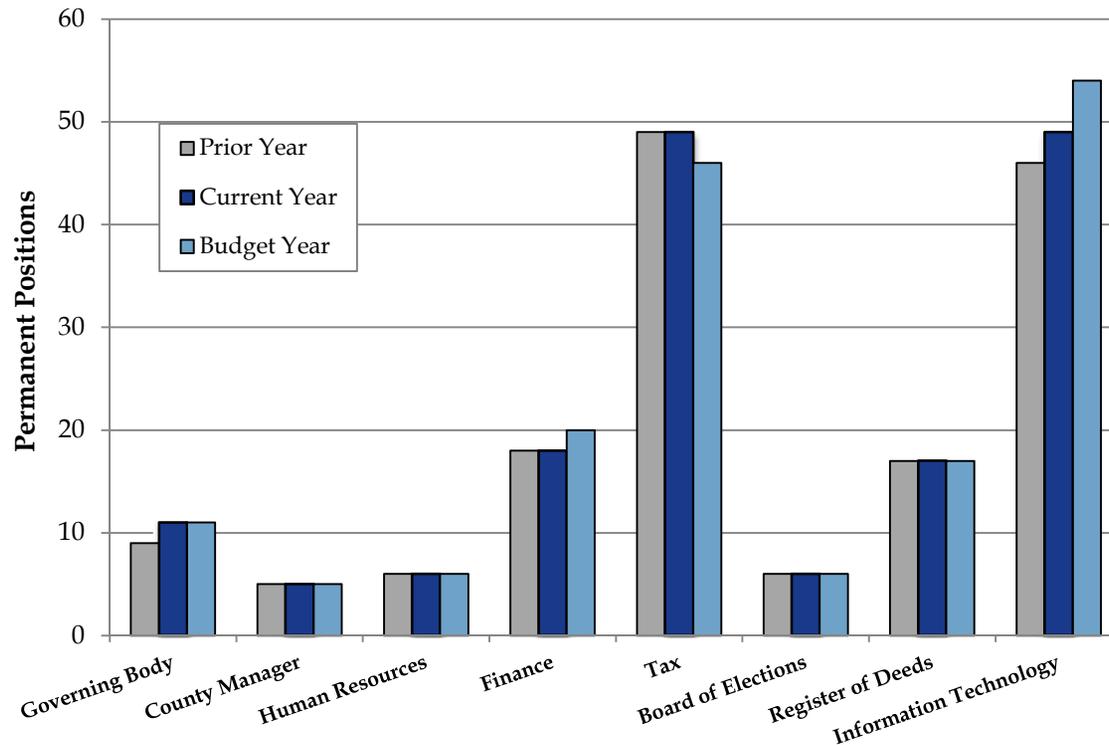
## *General Government Approved Budget FY2014*



# General Government

## Personnel Summary – Budgeted Permanent Positions

Department	Prior Year	Current Year	Budget Year	Percent Change	Explanation of Changes
Governing Body	9	11	11	0%	
County Manager	5	5	5	0%	
Human Resources	6	6	6	0%	
Finance	18	18	20	11%	One position transfer from ID Bureau; one temporary position converted to permanent
Tax	49	49	46	-6%	Three positions transferred to Information Technology
Board of Elections	6	6	6	0%	
Register of Deeds	17	17	17	0%	
Information Technology	46	49	54	10%	Three positions transferred from Tax; Two positions transferred from Social Services
<b>Total General Government</b>	<b>156</b>	<b>161</b>	<b>165</b>	<b>2.5%</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 consists of seven members and is the County's legislative and policy making body. 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	2011/12 Actual	2012/13 Adopted Budget	2012/13 Estimated	2013/14 Adopted Budget
<b>Expenditures:</b>				
Personnel	673,898	729,038	698,683	761,456
Operating	128,027	121,430	136,682	282,375
Capital	0	0	0	0
<b>TOTAL:</b>	<b>801,925</b>	<b>850,468</b>	<b>835,365</b>	<b>1,043,831</b>
<b>Revenues:</b>				
Other Taxes	32,721	32,520	31,409	32,520
Sales & Services	39,329	36,000	34,595	36,000
County	729,875	781,948	769,361	975,311
<b>TOTAL:</b>	<b>801,925</b>	<b>850,468</b>	<b>835,365</b>	<b>1,043,831</b>

## Performance Measures

		FY2012		FY2013		FY2014
		Target	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.	<b>150</b>	234	<b>175</b>	170	<b>175</b>
<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.	<b>9</b>	11	<b>5</b>	5	<b>5</b>
<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) -	<b>1,500</b>	1,422	<b>1,500</b>	3,212	<b>6,000</b>
	eZine (# of subscribers) -	<b>4,000</b>	2,854	<b>4,000</b>	2,613	<b>4,000</b>
	YouTube (views) -	<b>35,000</b>	50,111	<b>55,000</b>	79,479	<b>100,000</b>

# 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	2011/12 Actual	2012/13 Adopted Budget	2012/13 Estimated	2013/14 Adopted Budget
<b>Expenditures:</b>				
Personnel	757,835	723,253	749,313	748,408
Operating	207,500	290,936	201,971	291,034
Capital	0	0	21,124	0
<b>TOTAL:</b>	<b>965,335</b>	<b>1,014,189</b>	<b>972,408</b>	<b>1,039,442</b>
<b>Revenues:</b>				
County	965,335	1,014,189	972,408	1,039,442
<b>TOTAL:</b>	<b>965,335</b>	<b>1,014,189</b>	<b>972,408</b>	<b>1,039,442</b>

## Performance Measures

		FY2012		FY2013		FY2014
		Target	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.	<b>\$645</b>	\$633	<b>\$624</b>	\$637	<b>\$639</b>
<b>Measure</b>	General Fund per capita.	<b>\$1,101</b>	\$1,060	<b>\$1,092</b>	\$1,124	<b>\$1,079</b>
<b>Measure</b>	Property tax rate (in cents).	<b>52.5</b>	52.5	<b>52.5</b>	52.5	<b>56.9</b>
<b>Objective</b>	Manage Buncombe County workforce.					
<b>Measure</b>	Number of permanent positions.	<b>1,394</b>	1,394	<b>1,406</b>	1,406	<b>1,369</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	2011/12 Actual	2012/13 Adopted Budget	2012/13 Estimated	2013/14 Adopted Budget
<b>Expenditures:</b>				
Personnel	584,846	584,626	605,040	597,590
Operating	22,581	38,393	115,989	61,757
<b>TOTAL:</b>	<b>607,427</b>	<b>623,019</b>	<b>721,029</b>	<b>659,347</b>
<b>Revenues:</b>				
County	607,427	623,019	721,029	659,347
<b>TOTAL:</b>	<b>607,427</b>	<b>623,019</b>	<b>721,029</b>	<b>659,347</b>

## Performance Measures

		FY2012		FY2013		FY2014
		Target	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>		Percent of online applications received.				
		<b>97.0%</b>	92.7%	<b>97.0%</b>	95.9%	<b>97.0%</b>
<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>		Overall participation in County wellness programs.				
		<b>45.0%</b>	48.6%	<b>55.0%</b>	44.3%	<b>55.0%</b>

# 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>2011/12 Actual</b>	<b>2012/13 Adopted Budget</b>	<b>2012/13 Estimated</b>	<b>2013/14 Adopted Budget</b>
<b>Expenditures:</b>				
Personnel	1,836,088	1,638,459	1,737,899	1,839,029
Operating	379,273	693,224	421,869	693,103
Capital	0	0	69,799	0
Program Support	0	500	550	550
<b>TOTAL:</b>	<b>2,215,361</b>	<b>2,332,183</b>	<b>2,230,117</b>	<b>2,532,682</b>
<b>Revenues:</b>				
Miscellaneous	139,363	130,000	204,530	160,000
County	2,075,998	2,202,183	2,025,587	2,372,682
<b>TOTAL:</b>	<b>2,215,361</b>	<b>2,332,183</b>	<b>2,230,117</b>	<b>2,532,682</b>

## Performance Measures (see next page)

# Finance (continued)

## Performance Measures

		FY2012		FY2013		FY2014
		Target	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					
		<b>100%</b>	102%	<b>100%</b>	101%	<b>100%</b>
<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					
		<b>18</b>	6	<b>15</b>		
<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					
<b>Measure</b>	Debt Rating - Standard & Poor's					
		<b>Aa2</b>	Aa2	<b>Aa2</b>	Aa2	<b>Aa2</b>
		<b>AA+</b>	AAA	<b>AAA</b>	AAA	<b>AAA</b>
<b>Objective</b>	Maintain focus on debt management best practices and continue to outperform benchmark group					
<b>Measure</b>	General Fund Debt Service as a percentage of expenditures					
<b>Benchmark</b>	<i>Benchmark Group Average-General Fund Debt Service as % of exp</i>					
		<b>7%</b>	6%	<b>7%</b>	12%	<b>7%</b>
			15%		N/A	
<b>Objective</b>	Maintain an aggressive debt repayment schedule.					
<b>Measure</b>	Governmental Activities ten year payout ratio - the percentage of debt principal that will retire in 10 years					
			70%		69%	

\* 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 reappraisal.

## Performance Measures

Tax	2011/12 Actual	2012/13 Adopted Budget	2012/13 Estimated	2013/14 Adopted Budget
<b>Expenditures:</b>				
Personnel	3,448,126	3,504,524	3,447,170	3,457,617
Operating	612,131	975,292	663,854	843,383
Capital	16,267	0	29,714	0
<b>TOTAL:</b>	<b>4,076,524</b>	<b>4,479,816</b>	<b>4,140,738</b>	<b>4,301,000</b>
<b>Revenues:</b>				
Restricted	713,793	797,700	823,386	827,700
Sales & Services	165,030	0	28,903	0
Miscellaneous	51,501	68,700	63,084	68,700
County	3,146,200	3,613,416	3,225,365	3,404,600
<b>TOTAL:</b>	<b>4,076,524</b>	<b>4,479,816</b>	<b>4,140,738</b>	<b>4,301,000</b>

		FY2012		FY2013		FY2014
		Target	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.					
		<b>95.00%</b>	99.00%	<b>25.00%</b>	20.00%	<b>40.00%</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.					
		<b>98.75%</b>	98.84%	<b>98.85%</b>	99.00%	<b>99.00%</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					
		<b>500,000</b>	496,210	<b>525,000</b>	588,294	<b>600,000</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.

## Performance Measures

Board of Elections	2011/12 Actual	2012/13 Adopted Budget	2012/13 Estimated	2013/14 Adopted Budget
<b>Expenditures:</b>				
Personnel	735,198	916,695	949,146	889,237
Operating	622,877	640,007	589,194	583,203
Capital	40,500	0	0	0
Contingency	0	100,000	0	0
<b>TOTAL:</b>	<b>1,398,575</b>	<b>1,656,702</b>	<b>1,538,340</b>	<b>1,472,440</b>
<b>Revenues:</b>				
Restricted	7,545	0	0	0
Sales & Services	371,641	1,250	670	315,000
County	1,019,389	1,655,452	1,537,670	1,157,440
<b>TOTAL:</b>	<b>1,398,575</b>	<b>1,656,702</b>	<b>1,538,340</b>	<b>1,472,440</b>

		FY2012		FY2013		FY2014
		Target	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>		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.				
		<b>6,000</b>	6,000	<b>10,000</b>	100,000	<b>6,000</b>
<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.				
		<b>100%</b>	80%	<b>100%</b>	99%	<b>100%</b>
<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.				
		<b>25,000</b>	22,291	<b>100,000</b>	84,000	<b>30,000</b>

\* FY2013 increase due to added media

# 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 publics' 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	2011/12 Actual	2012/13 Adopted Budget	2012/13 Estimated	2013/14 Adopted Budget
<b>Expenditures:</b>				
Personnel	1,167,678	1,179,916	1,202,885	1,218,281
Operating	1,500,503	1,599,546	1,677,722	1,666,492
<b>TOTAL:</b>	<b>2,668,181</b>	<b>2,779,462</b>	<b>2,880,607</b>	<b>2,884,773</b>
<b>Revenues:</b>				
Permits & Fees	1,379,066	1,381,855	1,532,903	1,381,855
Excise Tax	2,491,124	2,640,000	2,851,593	2,773,664
County	-1,202,009	-1,242,393	-1,503,889	-1,270,746
<b>TOTAL:</b>	<b>2,668,181</b>	<b>2,779,462</b>	<b>2,880,607</b>	<b>2,884,773</b>

## Performance Measures

		FY2012		FY2013		FY2014
		Target	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.				
		<b>N/A</b>	N/A	<b>500</b>	2,031	<b>3,000</b>
<b>Department Goal</b>		Continue to improve the number of eRecordings that are received and processed each year online.				
<b>Objective</b>		To increase the number of eRecordings.				
<b>Measure</b>		Number of eRecordings received and processed online.				
			1,226		6,337	<b>7,500</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>		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.				
		<b>2,100</b>	2,035	<b>2,300</b>	2,173	<b>2,200</b>

# 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	2011/12 Actual	2012/13 Adopted Budget	2012/13 Estimated	2013/14 Adopted Budget
<b>Expenditures:</b>				
Personnel	4,470,345	4,852,894	4,948,344	5,476,330
Operating	3,406,754	4,141,442	3,523,345	4,604,711
Capital	264,459	0	40,128	0
<b>TOTAL:</b>	<b>8,141,558</b>	<b>8,994,336</b>	<b>8,511,817</b>	<b>10,081,041</b>
<b>Revenues:</b>				
Sales & Services	5,304	5,100	5,516	5,100
County	8,136,254	8,989,236	8,506,301	10,075,941
<b>TOTAL:</b>	<b>8,141,558</b>	<b>8,994,336</b>	<b>8,511,817</b>	<b>10,081,041</b>

## Performance Measures

	FY2012		FY2013		FY2014
	Target	Actual	Target	Actual	Target
<b>County-Wide Goal: 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.				
	<b>1,591,935</b>	1,479,312	<b>1,627,243</b>	1,597,443	<b>1,715,823</b>
<b>County-Wide Goal: 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.				
	<b>99.70%</b>	99.72%	<b>99.80%</b>	99.82%	<b>99.90%</b>
<b>Measure</b>	Percent time Network is available.				
	<b>99.90%</b>	99.99%	<b>99.90%</b>	99.92%	<b>99.95%</b>
<b>County-Wide Goal: 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.				
	<b>40</b>	35	<b>40</b>	32	<b>40</b>

# 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, Parking Services, and the Public Safety Training Center. The Public Safety budget totals \$55,049,876 accounting for 20.77% of the total General Fund expenditures for the fiscal year.

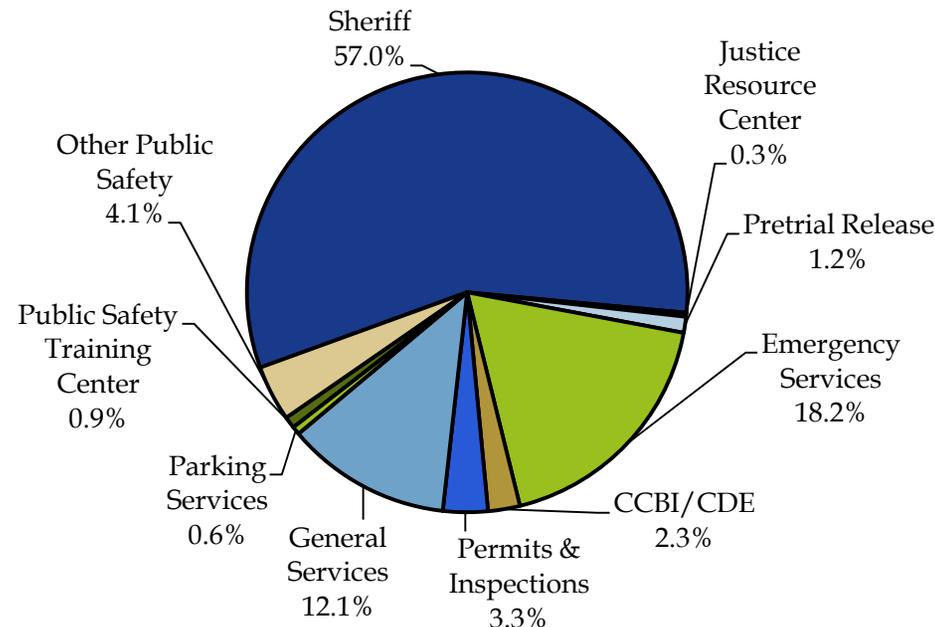
The Sheriff's Department includes Crimestoppers, BCAT, School Resource Center, Animal Control, Patrol and Investigations, Court Security, and the Detention Center.

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.

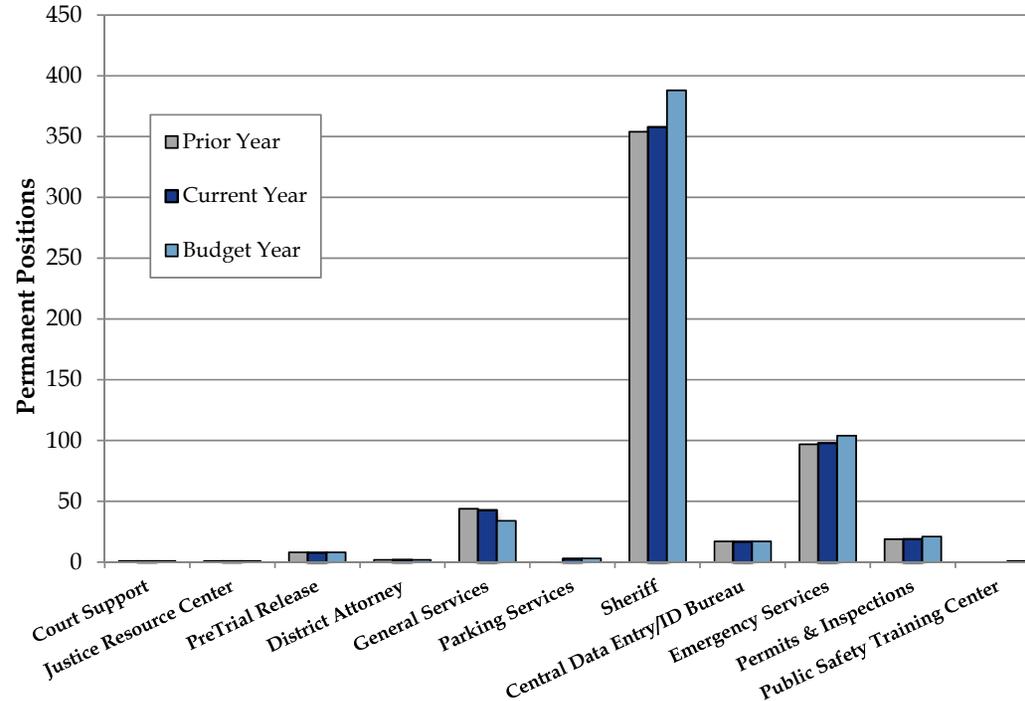
*Public Safety  
Approved Budget FY2014*



# 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	8	8	8	0%	
District Attorney	2	2	2	0%	
General Services	44	43	34	-21%	Positions transferred to Culture & Recreation Authority
Parking Services		3	3	0%	
Sheriff	354	358	388	8%	New positions approved: 5 Court Security, 14 Detention Center, 7 School Resource. Previously frozen positions budgeted for FY14
Central Data Entry/ID Bureau	17	17	17	0%	One position unfrozen and transferred to Finance
Emergency Services	97	98	104	6%	Six new positions for new ambulance approved during budget process
Permits & Inspections	19	19	21	11%	Two new positions
Public Safety Training Center			1		Facility completed in FY13. Position transferred from Library
<b>Total Public Safety</b>	<b>543</b>	<b>550</b>	<b>580</b>	<b>5.5%</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>2011/12 Actual</b>	<b>2012/13 Adopted Budget</b>	<b>2012/13 Estimated</b>	<b>2013/14 Adopted Budget</b>
<b>Expenditures:</b>				
Personnel	23,754,771	24,308,004	24,765,595	26,436,239
Operating	4,502,663	4,651,380	4,796,152	4,957,681
Capital	25,582	0	60,357	0
Program Support	5,700	5,700	5,700	5,700
<b>TOTAL:</b>	<b>28,288,716</b>	<b>28,965,084</b>	<b>29,627,804</b>	<b>31,399,620</b>
<b>Revenues:</b>				
Restricted	543,754	445,966	542,578	451,466
Sales & Services	2,478,057	1,895,900	2,464,734	2,103,400
Miscellaneous	0	0	0	0
County	25,266,905	26,623,218	26,620,492	28,844,754
<b>TOTAL:</b>	<b>28,288,716</b>	<b>28,965,084</b>	<b>29,627,804</b>	<b>31,399,620</b>

## Performance Measures (see next page)

# Sheriff's Department (continued)

## Performance Measures

		FY2012		FY2013		FY2014
		Target	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).					
		<b>10.00</b>	9.17	<b>10.00</b>	9.19	<b>9.50</b>
<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.					
		<b>10.0%</b>	12.9%	<b>10.0%</b>	17.0%	<b>15.0%</b>
<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.					
		<b>3,300</b>	3,526	<b>3,300</b>	3,310	<b>3,300</b>

# 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	2011/12 Actual	2012/13 Adopted Budget	2012/13 Estimated	2013/14 Adopted Budget
<b>Expenditures:</b>				
Personnel	7,426,032	7,865,610	7,772,138	8,442,696
Operating	1,414,467	1,415,713	1,482,045	1,563,325
Capital	8,003	0	0	0
Program Support	97,205	146,587	17,149	12,750
Contingency	0	21,840	0	0
<b>TOTAL:</b>	<b>8,945,707</b>	<b>9,449,750</b>	<b>9,271,332</b>	<b>10,018,771</b>
<b>Revenues:</b>				
Restricted	245,393	229,898	246,892	254,860
Sales & Services	5,746,377	6,000,000	6,035,492	6,000,000
County	2,953,937	3,219,852	2,988,948	3,763,911
<b>TOTAL:</b>	<b>8,945,707</b>	<b>9,449,750</b>	<b>9,271,332</b>	<b>10,018,771</b>

		FY2012		FY2013		FY2014
		Target	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).				
		<b>72%</b>	67%	<b>75%</b>	74%	<b>75%</b>
<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.				
		<b>98%</b>	78%	<b>95%</b>	95%	<b>95%</b>
<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				
		<b>12%</b>	10%	<b>8%</b>	8%	<b>8%</b>

# 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	2011/12 Actual	2012/13 Adopted Budget	2012/13 Estimated	2013/14 Adopted Budget
<b>Expenditures:</b>				
Personnel	92,471	95,510	95,669	99,574
Operating	65,783	67,451	43,666	60,253
<b>TOTAL:</b>	<b>158,254</b>	<b>162,961</b>	<b>139,335</b>	<b>159,827</b>
<b>Revenues:</b>				
Restricted	162,273	162,961	86,511	159,827
County	-4,019	0	52,824	0
<b>TOTAL:</b>	<b>158,254</b>	<b>162,961</b>	<b>139,335</b>	<b>159,827</b>

## Performance Measures

		FY2012		FY2013		FY2014
		Target	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>		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>		65%	53%	65%	20%	60%
<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>		70%	63%	65%	60%	85%

# 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	2011/12 Actual	2012/13 Adopted Budget	2012/13 Estimated	2013/14 Adopted Budget
<b>Expenditures:</b>				
Personnel	581,516	593,289	596,934	608,816
Operating	28,514	38,296	59,696	38,564
<b>TOTAL:</b>	<b>610,030</b>	<b>631,585</b>	<b>656,630</b>	<b>647,380</b>
<b>Revenues:</b>				
Sales & Services	0	2,800	0	2,800
County	610,030	628,785	656,630	644,580
<b>TOTAL:</b>	<b>610,030</b>	<b>631,585</b>	<b>656,630</b>	<b>647,380</b>

## Performance Measures

	FY2012		FY2013		FY2014
	Target	Actual	Target	Actual	Target
<b>County-Wide Goal: 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.				
	<b>96.0%</b>	97.0%	<b>97.0%</b>	95.0%	<b>96.0%</b>
<b>County-Wide Goal: 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.				
	<b>35.0%</b>	26.0%	<b>28.0%</b>	34.0%	<b>35.0%</b>
<b>County-Wide Goal: 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.				
	<b>90.0%</b>	88.0%	<b>90.0%</b>	92.0%	<b>93.0%</b>

\*\* 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	2011/12 Actual	2012/13 Adopted Budget	2012/13 Estimated	2013/14 Adopted Budget
<b>Expenditures:</b>				
Personnel	1,183,975	1,179,133	1,179,787	1,208,678
Operating	61,045	72,527	61,970	78,841
<b>TOTAL:</b>	<b>1,245,020</b>	<b>1,251,660</b>	<b>1,241,757</b>	<b>1,287,519</b>
<b>Revenues:</b>				
Restricted	674,403	661,008	713,047	683,201
Sales & Services	69,614	56,000	77,499	60,000
County	501,003	534,652	451,211	544,318
<b>TOTAL:</b>	<b>1,245,020</b>	<b>1,251,660</b>	<b>1,241,757</b>	<b>1,287,519</b>

## Performance Measures

		FY2012		FY2013		FY2014
		Target	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					
		<b>39%</b>	32%	<b>36%</b>	32%	<b>36%</b>
<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					
		<b>82%</b>	93%	<b>85%</b>	91%	<b>87%</b>
<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					
		<b>58%</b>	54%	<b>55%</b>	55%	<b>55%</b>

# 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.

Permits & Inspections	2011/12 Actual	2012/13 Adopted Budget	2012/13 Estimated	2013/14 Adopted Budget
<b>Expenditures:</b>				
Personnel	1,460,342	1,459,102	1,487,287	1,642,283
Operating	116,545	167,505	139,227	167,617
<b>TOTAL:</b>	<b>1,576,887</b>	<b>1,626,607</b>	<b>1,626,514</b>	<b>1,809,900</b>
<b>Revenues:</b>				
Permits & Fees	1,040,533	1,227,890	1,097,439	1,166,760
Sales & Services	4,959	4,100	5,886	3,100
County	531,395	394,617	523,189	640,040
<b>TOTAL:</b>	<b>1,576,887</b>	<b>1,626,607</b>	<b>1,626,514</b>	<b>1,809,900</b>

## Performance Measures

		FY2012		FY2013		FY2014
		Target	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.					
		<b>95%</b>	93%	<b>95%</b>	93%	<b>95%</b>
<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.					
		<b>99%</b>	99%	<b>99%</b>	98%	<b>99%</b>
<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.					
		<b>99%</b>	98%	<b>99%</b>	99%	<b>99%</b>

# 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 and Fleet Maintenance. They provide routine, emergency & construction building maintenance at over 93 County locations. The Fleet Maintenance crew provides preventative maintenance and repairs for the County vehicle fleet.

## Performance Measures (see next page)

<b>General Services</b>	<b>2011/12 Actual</b>	<b>2012/13 Adopted Budget</b>	<b>2012/13 Estimated</b>	<b>2013/14 Adopted Budget</b>
<b>Expenditures:</b>				
Personnel	2,531,957	2,701,848	2,596,044	2,280,976
Operating	3,164,609	4,817,518	3,660,066	4,384,890
Capital	137,948	0	51,522	0
Program Support	237,820	154,850	235,121	0
<b>TOTAL:</b>	<b>6,072,334</b>	<b>7,674,216</b>	<b>6,542,753</b>	<b>6,665,866</b>
<b>Revenues:</b>				
Restricted	433,889	445,000	385,663	445,000
Sales & Services	15,708	648,328	699,900	648,328
Miscellaneous	0	52,266	0	52,266
County	5,622,737	6,528,622	5,457,190	5,520,272
<b>TOTAL:</b>	<b>6,072,334</b>	<b>7,674,216</b>	<b>6,542,753</b>	<b>6,665,866</b>

# General Services (continued)

## Performance Measures

		FY2012		FY2013		FY2014
		Target	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.					
		<b>\$4.10</b>	\$3.72	<b>\$4.10</b>	\$4.03	<b>\$4.10</b>
<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.					
		<b>100.00%</b>	97.00%	<b>100.00%</b>	98.24%	<b>100.00%</b>
<b>Measure</b>	Maintenance cost per mile driven for vehicles.					
		<b>\$0.08</b>	\$0.07	<b>\$0.08</b>	\$0.07	<b>\$0.08</b>

		CY2011		CY2012		CY2013
		Target	Actual	Target	Actual	Target
<b>Department Goal</b>	Provide and maintain energy efficient utilities for all facilities by being fiscally responsible as well as environmentally friendly.					
<b>Objective</b>	Investigate and initiate cost savings programs.					
* <b>Measure</b>	Energy cost per square foot.					
			\$1.23		\$1.16	<b>\$1.09</b>
<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.					
		<b>100.00%</b>	94.00%	<b>100.00%</b>	85.00%	<b>100.00%</b>

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

Increase reflects the use of different parameters to quantify data resulting in more consistent tracking of costs.

# Parking Services

## Program Description

Parking Services consists of the College Street Parking Deck and surface parking lots owned or leased by the County throughout downtown Asheville. These parking facilities service Buncombe County employees, jurors, parking deck lessees, and the general public.

The College Street Parking Deck is located at 164 College Street and is a 650 space parking deck. Parking costs \$1/hour with a maximum daily charge of \$8.

Prior to FY2013 Parking Services was accounted for in the Parking Deck Enterprise Fund.

Parking Services	2011/12 Actual	2012/13 Adopted Budget	2012/13 Estimated	2013/14 Adopted Budget
<b>Expenditures:</b>				
Personnel		206,860	198,112	261,475
Operating		45,674	46,676	71,778
Capital		0	29,900	0
<b>TOTAL:</b>		<b>252,534</b>	<b>274,688</b>	<b>333,253</b>
<b>Revenues:</b>				
Sales & Services		252,900	270,600	260,000
County		-366	4,088	73,253
<b>TOTAL:</b>		<b>252,534</b>	<b>274,688</b>	<b>333,253</b>

## Performance Measures

		FY2012		FY2013		FY2014
		Target	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>	Increase Parking Revenues from lease of parking facilities for special events.					
<b>Objective</b>	Lease/Rent out the parking deck and county lots when opportunities are available.					
<b>Measure</b>	Annual Revenue from lot/deck leases.					
		N/A	N/A	N/A	N/A	\$5,000
<b>County-Wide Goal:</b>	<b>GG 4</b>	<i>Continuously improve internal and external customer satisfaction through ongoing analysis and response to customer feedback.</i>				
<b>Department Goal</b>	Continuously improve customer satisfaction for individuals that use county parking services.					
<b>Objective</b>	Maintain a balanced schedule for parking services that ensures timely responsiveness to customers, as well as regular and timely cleaning and overall maintenance of parking facilities.					
<b>Measure</b>	Number of days that parking services does not have full coverage for all facilities.					
		N/A	N/A	N/A	N/A	≤10

## Public Safety Training Center

The Public Safety Training Center is a 30 acre facility that includes live fire burn buildings, flammable liquids simulator, road skills course, and other facilities that accommodate state-of-the-art training techniques and foster teamwork across various disciplines of law enforcement and emergency response. The facility's ribbon cutting was held in October 2012, and the first class was completed in December 2012.

<b>Public Safety Training Center</b>	<b>2011/12 Actual</b>	<b>2012/13 Adopted Budget</b>	<b>2012/13 Estimated</b>	<b>2013/14 Adopted Budget</b>
<b>Expenditures:</b>				
Personnel	0	0	34,582	108,210
Operating	0	0	6,534	364,371
<b>TOTAL:</b>	<b>0</b>	<b>0</b>	<b>41,116</b>	<b>472,581</b>
<b>Revenues:</b>				
County	0	0	41,116	472,581
<b>TOTAL:</b>	<b>0</b>	<b>0</b>	<b>41,116</b>	<b>472,581</b>

## Other Public Safety

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

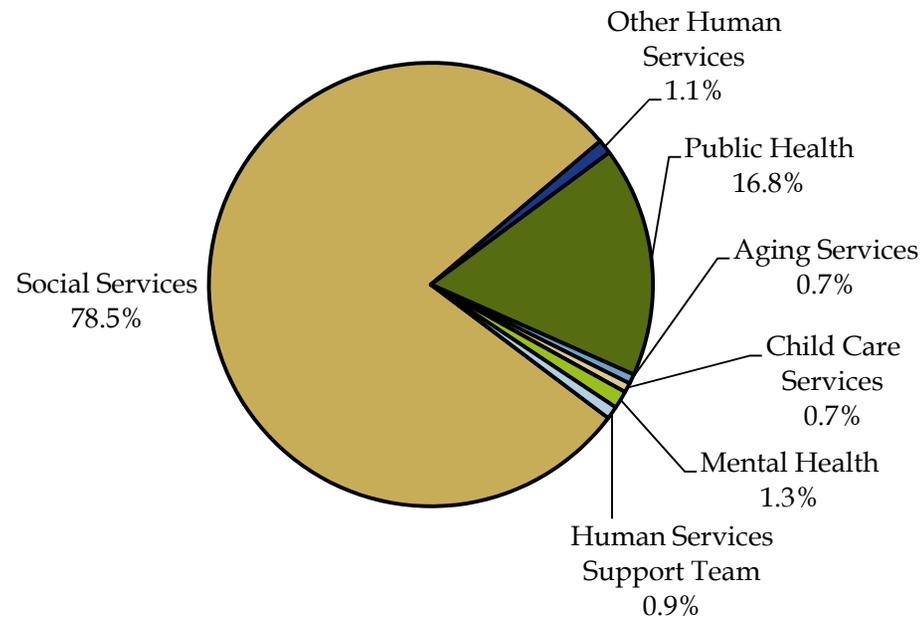
<b>Other Public Safety</b>	<b>2011/12 Actual</b>	<b>2012/13 Adopted Budget</b>	<b>2012/13 Estimated</b>	<b>2013/14 Adopted Budget</b>
<b>Expenditures:</b>				
Personnel	269,546	232,557	278,303	242,692
Operating	2,550,784	2,427,596	1,844,706	2,012,467
<b>TOTAL:</b>	<b>2,820,330</b>	<b>2,660,153</b>	<b>2,123,009</b>	<b>2,255,159</b>
<b>Revenues:</b>				
County	2,820,330	2,660,153	2,123,009	2,255,159
<b>TOTAL:</b>	<b>2,820,330</b>	<b>2,660,153</b>	<b>2,123,009</b>	<b>2,255,159</b>

# Human Services

The Human Services function is composed of Public Health, Social Services, Aging Services, Human Services Support Team, Child Care Services, Mental Health, and Other Human Services. The Human Services function has a budget of \$81,461,581, which is 30.74% of the total General Fund expenditures for the fiscal year. Public Health expenditures, \$13,688,840, will be used for specialized public health service. The Social Services expenditures of \$63,960,959 will be used to support human needs. The Human Services Support Team division has a budget of \$760,058 to assist Human Services departments with programmatic and fiscal monitoring. Child Care Services expenditures of \$569,708 will be used for the operation of the Valley Child Development Center. The remaining \$2,482,016 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.

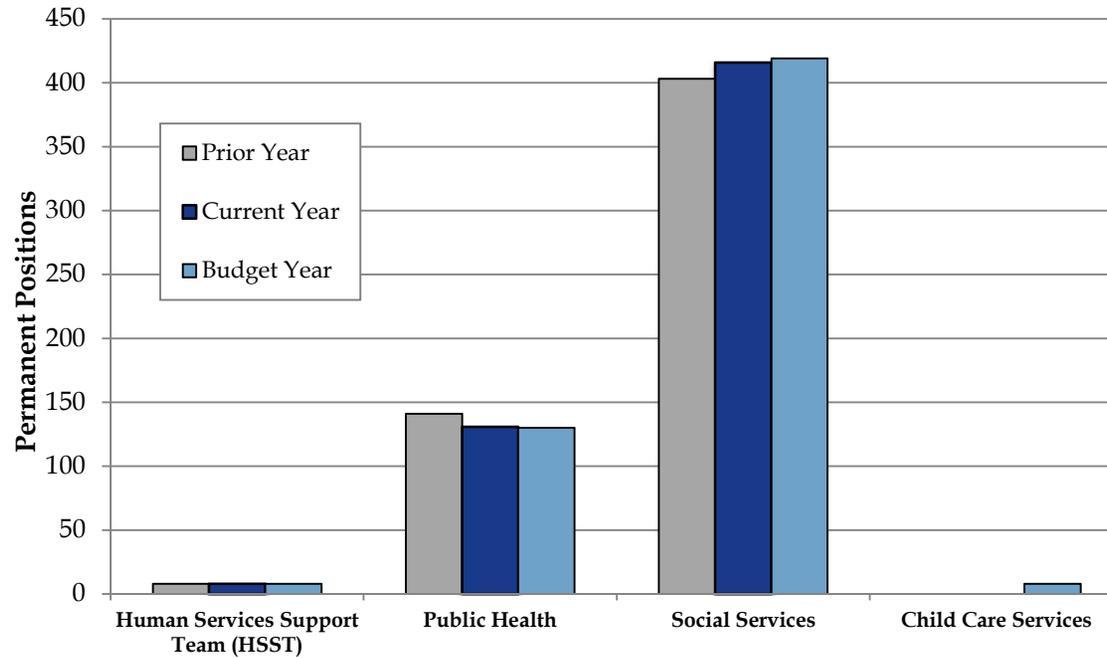
*Human Services  
Approved Budget FY2014*



# Human Services

## Personnel Summary – Budgeted Permanent Positions

Department	Prior Year	Current Year	Budget Year	Percent Change	Explanation of Changes
Human Services Support Team (HSST)	8	8	8	0%	
Public Health	141	131	130	-1%	Two positions transferred to Social Services; One position previously unfunded
Social Services	403	416	419	1%	Positions transferred to Social Services
Child Care Services			8		Department transferred from Culture & Recreation
<b>Total Human Services</b>	<b>552</b>	<b>555</b>	<b>565</b>	<b>2%</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	2011/12 Actual	2012/13 Adopted Budget	2012/13 Estimated	2013/14 Adopted Budget
<b>Expenditures:</b>				
Personnel	10,619,905	10,336,520	10,282,364	10,825,659
Operating	2,882,293	2,553,605	2,670,507	2,727,181
Capital	0	0	0	0
Program Support	227,483	180,400	136,000	136,000
<b>TOTAL:</b>	<b>13,729,681</b>	<b>13,070,525</b>	<b>13,088,871</b>	<b>13,688,840</b>
<b>Revenues:</b>				
Restricted	3,919,164	3,573,292	4,288,964	3,744,125
Sales & Services	4,129,218	1,206,566	1,905,309	1,393,365
Miscellaneous	151,814	150,000	150,156	150,000
County	5,529,485	8,140,667	6,744,442	8,401,350
<b>TOTAL:</b>	<b>13,729,681</b>	<b>13,070,525</b>	<b>13,088,871</b>	<b>13,688,840</b>

## Performance Measures (see next page)

# Public Health (continued)

## Performance Measures

		FY2012		FY2013		FY2014
		Target	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.					
		≥ 90%	96.2%	≥ 90%	96.3%	≥ 90%
		<b>Overall Results for year-end benchmarks (benchmarks achieved/total number of benchmarks):</b>				
		Community Health Promotion:				
		25/26		26/27		
		9/9		12/12		
		7/7		2/3		
		9/10		12/12		
<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.					
		≥ 85%	90.5%	≥ 85%	93.8%	≥ 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.					
		≥ 90%	100.0%	≥ 90%	100.0%	≥ 90%
		<b>Quarterly monitorings rated "Satisfactory":</b>				
		25 of 25		30 of 30		
		<b>Semiannual monitorings rated "Satisfactory":</b>				

\* 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	2011/12 Actual	2012/13 Adopted Budget	2012/13 Estimated	2013/14 Adopted Budget
<b>Expenditures:</b>				
Personnel	28,574,581	31,222,677	30,213,429	31,790,144
Operating	7,764,605	6,837,730	9,025,470	10,177,152
Capital	7,266	0	189,399	0
Program Support	22,215,530	23,737,189	18,675,686	21,993,663
<b>TOTAL:</b>	<b>58,561,982</b>	<b>61,797,596</b>	<b>58,103,984</b>	<b>63,960,959</b>
<b>Revenues:</b>				
Restricted	32,962,846	34,412,054	32,127,537	34,311,110
Sales & Services	340,304	601,505	310,232	479,785
Miscellaneous	71,350	85,000	79,785	75,000
County	25,187,482	26,699,037	25,586,430	29,095,064
<b>TOTAL:</b>	<b>58,561,982</b>	<b>61,797,596</b>	<b>58,103,984</b>	<b>63,960,959</b>

## Performance Measures

	FY2012		FY2013		FY2014
	Target	Actual	Target	Actual	Target
<b>County-Wide Goal:</b> HS 1	<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.				
	<b>88.0%</b>	85.0%	<b>88.0%</b>	85.0%	<b>88.0%</b>
<b>County-Wide Goal:</b> HS 3	<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.				
	<b>90.0%</b>	97.0%	<b>90.0%</b>	100.0%	<b>90.0%</b>
<b>County-Wide Goal:</b> HS 4	<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.				
	<b>88.0%</b>	91.7%	<b>88.0%</b>	90.2%	<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.

For more information and to view the Buncombe County Aging Plan, visit <http://www.landofsky.org/bcagingplan.html>.

<b>Aging Services</b>	<b>2011/12 Actual</b>	<b>2012/13 Adopted Budget</b>	<b>2012/13 Estimated</b>	<b>2013/14 Adopted Budget</b>
<b>Expenditures:</b>				
Program Support	570,086	570,766	570,766	570,766
<b>TOTAL:</b>	<b>570,086</b>	<b>570,766</b>	<b>570,766</b>	<b>570,766</b>
<b>Revenues:</b>				
County	570,086	570,766	570,766	570,766
<b>TOTAL:</b>	<b>570,086</b>	<b>570,766</b>	<b>570,766</b>	<b>570,766</b>

## Child Care Services

### Program Description

Buncombe County operates the Valley Child Development Center. This Five Star Program provides developmentally appropriate activities and nurturing care for children 0 - 5 years through excellent child/staff ratios and highly trained and experienced staff. The program collaborates with the Buncombe Community School, offers an enhanced curriculum, and accepts child care subsidy.

<b>Child Care Services</b>	<b>2011/12 Actual</b>	<b>2012/13 Adopted Budget</b>	<b>2012/13 Estimated</b>	<b>2013/14 Adopted Budget</b>
<b>Expenditures:</b>				
Personnel	435,684	457,882	425,516	463,458
Operating	94,282	106,277	87,283	106,250
<b>TOTAL:</b>	<b>529,966</b>	<b>564,159</b>	<b>512,799</b>	<b>569,708</b>
<b>Revenues:</b>				
Restricted	237,555	263,500	227,637	243,000
Sales & Services	48,378	40,000	42,912	50,000
Miscellaneous	1,848	0	547	0
County	242,185	260,659	241,703	276,708
<b>TOTAL:</b>	<b>529,966</b>	<b>564,159</b>	<b>512,799</b>	<b>569,708</b>

## 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>2011/12 Actual</b>	<b>2012/13 Adopted Budget</b>	<b>2012/13 Estimated</b>	<b>2013/14 Adopted Budget</b>
<b>Expenditures:</b>				
Personnel	665,282	665,572	701,598	697,458
Operating	7,191	600	74,940	62,600
<b>TOTAL:</b>	<b>672,473</b>	<b>666,172</b>	<b>776,538</b>	<b>760,058</b>
<b>Revenues:</b>				
County	672,473	666,172	776,538	760,058
<b>TOTAL:</b>	<b>672,473</b>	<b>666,172</b>	<b>776,538</b>	<b>760,058</b>

## Mental Health

Mental Health includes funding for Western Highlands Network and other agencies and programs that were previously accounted for in the Mental Health Enterprise Fund. The enterprise fund was consolidated with the General Fund at the beginning of FY2013.

<b>Mental Health</b>	<b>2011/12 Actual</b>	<b>2012/13 Adopted Budget</b>	<b>2012/13 Estimated</b>	<b>2013/14 Adopted Budget</b>
<b>Expenditures:</b>				
Operating	0	373,000	454,055	451,000
Program Support	600,000	630,000	724,000	600,000
Contingency	0	172,000	0	0
<b>TOTAL:</b>	<b>600,000</b>	<b>1,175,000</b>	<b>1,178,055</b>	<b>1,051,000</b>
<b>Revenues:</b>				
Miscellaneous	0	0	10,000	0
County	600,000	1,175,000	1,168,055	1,051,000
<b>TOTAL:</b>	<b>600,000</b>	<b>1,175,000</b>	<b>1,178,055</b>	<b>1,051,000</b>

# Other Human Services

Other Human Services includes Youth Services and Community Funding.

Youth Services consists of 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 FY2013 totaled \$510,564.

The Buncombe County Board of Commissioners approved \$860,250 in Community Funding for FY2014. This funding will be used by various agencies and nonprofits to provide human services to the community. Funding in previous years for this purpose was accounted for in the appropriate departmental budget as program support.

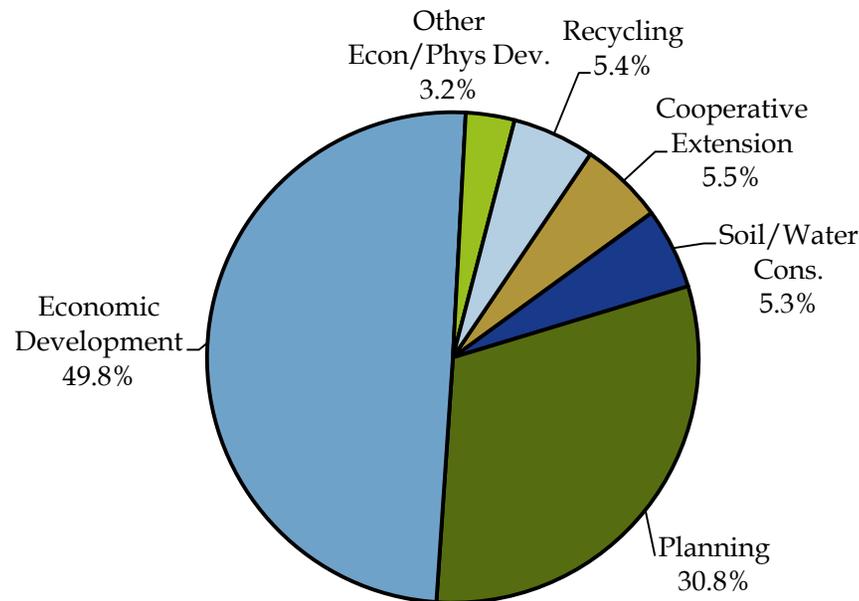
<b>Other Human Services</b>	<b>2011/12 Actual</b>	<b>2012/13 Adopted Budget</b>	<b>2012/13 Estimated</b>	<b>2013/14 Adopted Budget</b>
<b>Expenditures:</b>				
Operating	15,313	0	7,282	0
Program Support	1,242,410	450,000	953,451	860,250
<b>TOTAL:</b>	<b>1,257,723</b>	<b>450,000</b>	<b>960,733</b>	<b>860,250</b>
<b>Revenues:</b>				
Restricted	546,564	0	510,564	0
County	711,159	450,000	450,169	860,250
<b>TOTAL:</b>	<b>1,257,723</b>	<b>450,000</b>	<b>960,733</b>	<b>860,250</b>

# 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 Asheville Chamber of Commerce and Economic Incentive. Economic and Physical Development has a budget of \$7,930,927, which is 2.99% of the total General Fund expenditures for the fiscal year.

The \$2,439,850 in Planning expenditures will be utilized in planning routine and specialized projects for the County. The Economic Development expenditures, \$3,946,585 will be used to stimulate economic growth. Cooperative Extension expenditures, \$438,237, will be used to help assist and protect farmland. Soil Conservation will use its expenditures of \$423,338 to improve the environment by promoting water and soil quality. Recycling expenditures of \$427,917 will be used to educate citizens about the environmental benefits of recycling and provide the community with convenient options for recycling.

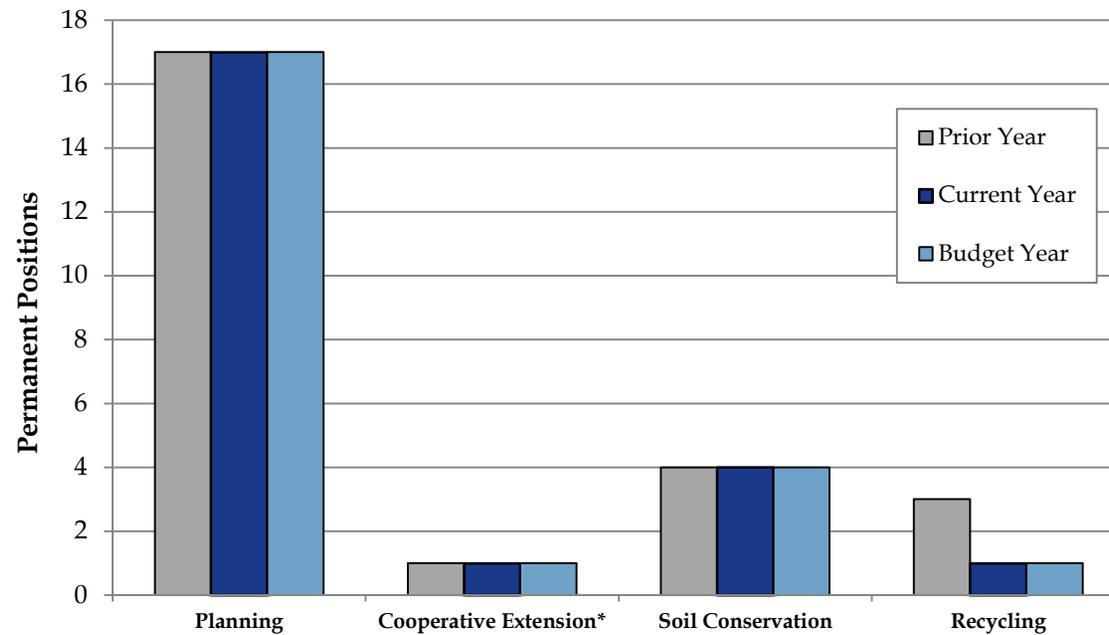
*Economic & Physical Development  
Approved Budget FY2014*



# Economic & Physical Development

## Personnel Summary – Budgeted Permanent Positions

Department	Prior Year	Current Year	Budget Year	Percent Change	Explanation of Changes
Planning	17	17	17	0%	
Cooperative Extension*	1	1	1	0%	
Soil Conservation	4	4	4	0%	
Recycling	3	1	1	0%	
<b>Total Economic &amp; Physical Development</b>	<b>25</b>	<b>23</b>	<b>23</b>	<b>0%</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.

<b>Planning &amp; Development</b>	<b>2011/12 Actual</b>	<b>2012/13 Adopted Budget</b>	<b>2012/13 Estimated</b>	<b>2013/14 Adopted Budget</b>
<b>Expenditures:</b>				
Personnel	1,506,142	1,622,331	1,528,768	1,668,722
Operating	262,260	749,025	531,274	771,128
Program Support	68,400	290,322	168,400	0
<b>TOTAL:</b>	<b>1,836,802</b>	<b>2,661,678</b>	<b>2,228,442</b>	<b>2,439,850</b>
<b>Revenues:</b>				
Sales & Services	105,734	87,250	150,364	116,250
County	1,731,068	2,574,428	2,078,078	2,323,600
<b>TOTAL:</b>	<b>1,836,802</b>	<b>2,661,678</b>	<b>2,228,442</b>	<b>2,439,850</b>

## Performance Measures

		FY2012		FY2013		FY2014
		Target	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.	<b>99%</b>	99%	<b>99%</b>	99%	<b>99%</b>
<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.	<b>99%</b>	99%	<b>99%</b>	99%	<b>99%</b>
<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 (including repair, rehab, new construction, downpayment assistance, TBRA, and permit fee rebates).					
<b>Measure</b>	Total number of affordable housing units completed with County assistance.	<b>73</b>	69	<b>73</b>	122	<b>110</b>

# 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	2011/12 Actual	2012/13 Adopted Budget	2012/13 Estimated	2013/14 Adopted Budget
<b>Expenditures:</b>				
Personnel	51,201	51,503	52,449	53,202
Operating	36,653	42,333	289,307	385,035
Program Support	276,023	371,926	30,000	0
<b>TOTAL:</b>	<b>363,877</b>	<b>465,762</b>	<b>371,756</b>	<b>438,237</b>
<b>Revenues:</b>				
Sales & Services	11,700	4,000	5,933	4,000
Miscellaneous	4,118	900	1,445	900
County	348,059	460,862	364,378	433,337
<b>TOTAL:</b>	<b>363,877</b>	<b>465,762</b>	<b>371,756</b>	<b>438,237</b>

## Performance Measures

		FY2012		FY2013		FY2014
		Target	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>		17,196	18,605	18,100	22,090	19,100
<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>		29,447	45,053	40,500	40,506	40,000
<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>		35,351	37,723	36,250	35,489	35,000

# 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	2011/12 Actual	2012/13 Adopted Budget	2012/13 Estimated	2013/14 Adopted Budget
<b>Expenditures:</b>				
Personnel	353,981	368,307	365,746	364,741
Operating	39,180	58,446	36,189	58,597
Program Support	8,578	38,357	38,357	0
<b>TOTAL:</b>	<b>401,739</b>	<b>465,110</b>	<b>440,292</b>	<b>423,338</b>
<b>Revenues:</b>				
Restricted	43,335	42,100	43,864	43,500
Sales & Services	3,807	24,000	6,354	24,000
Miscellaneous	200	500	0	300
County	354,397	398,510	390,074	355,538
<b>TOTAL:</b>	<b>401,739</b>	<b>465,110</b>	<b>440,292</b>	<b>423,338</b>

## Performance Measures

		FY2012		FY2013		FY2014
		Target	Actual	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.	<b>98%</b>	98%	<b>98%</b>	99%	<b>99%</b>
<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.	<b>20%</b>	22%	<b>23%</b>	21%	<b>22%</b>
<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.	<b>95%</b>	93%	<b>95%</b>	100%	<b>97%</b>

# 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	2011/12 Actual	2012/13 Adopted Budget	2012/13 Estimated	2013/14 Adopted Budget
<b>Expenditures:</b>				
Personnel	242,396	64,646	72,710	66,942
Operating	319,882	393,975	289,487	360,975
<b>TOTAL:</b>	<b>562,278</b>	<b>458,621</b>	<b>362,197</b>	<b>427,917</b>
<b>Revenues:</b>				
Restricted	18,533	10,000	13,996	10,000
Sales & Services	90,284	86,000	58,664	86,000
County	453,461	362,621	289,537	331,917
<b>TOTAL:</b>	<b>562,278</b>	<b>458,621</b>	<b>362,197</b>	<b>427,917</b>

## Performance Measures

		FY2012		FY2013		FY2014
		Target	Actual	Target	Actual	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)					
		<b>4,500</b>	4,442	<b>4,850</b>	4,466	<b>4,470</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.					
		<b>180</b>	198	<b>199</b>	203	<b>200</b>

\* FY2012 Actual reinstated -Due to an accounting error at Waste Pro, tonnages were over-reported for parts of FY2012. FY2013 Target based on original FY2012 Actual of 4,800.

# Economic 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.

<b>Economic Development</b>	<b>2011/12 Actual</b>	<b>2012/13 Adopted Budget</b>	<b>2012/13 Estimated</b>	<b>2013/14 Adopted Budget</b>
<b>Expenditures:</b>				
Program Support	6,964,466	6,995,655	6,456,564	3,946,585
<b>TOTAL:</b>	<b>6,964,466</b>	<b>6,995,655</b>	<b>6,456,564</b>	<b>3,946,585</b>
<b>Revenues:</b>				
Restricted	0	472,000	0	425,000
Sales & Services	60,613	0	0	0
County	6,903,853	6,523,655	6,456,564	3,521,585
<b>TOTAL:</b>	<b>6,964,466</b>	<b>6,995,655</b>	<b>6,456,564</b>	<b>3,946,585</b>

## Performance Measures

The following measures are provided by the Asheville-Buncombe County Economic Development Coalition (EDC). Targets are not available.

		<b>FY 2010</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>
		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
<b>County-Wide Goals:</b>	<b>EDP 2</b>				
	<b>EDP 4</b>				
<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	\$159.29	\$56.72
<b>Objective</b>	Increase capital investment in local businesses.				
<b>Measure</b>	Investment announced.	\$44,400,000	\$343,550,000	\$263,300,000	\$134,680,000
<b>Objective</b>	Increase number of jobs created for Buncombe County citizens.				
<b>Measure</b>	Jobs announced.	549	1,287	617	210

## Other Economic/Physical Development

Other Economic and Physical Development includes funding for community agencies and nonprofits to provide services that support Buncombe County's Economic and Physical Development function. Buncombe County Commissioners approved \$255,000 in community funding for FY2014. Funding in previous years for this purpose was accounted for in the appropriate departmental budget as program support.

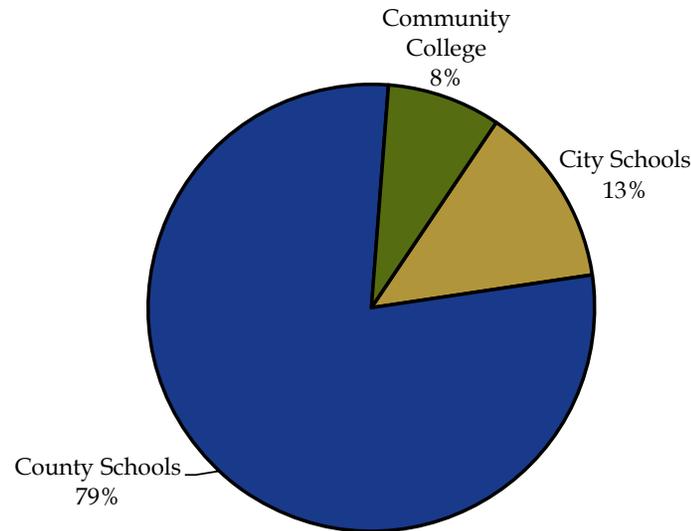
<b>Other Econ/Phys Development</b>	<b>2011/12 Actual</b>	<b>2012/13 Adopted Budget</b>	<b>2012/13 Estimated</b>	<b>2013/14 Adopted Budget</b>
<b>Expenditures:</b>				
Program Support	0	0	0	255,000
<b>TOTAL:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>255,000</b>
<b>Revenues:</b>				
County	0	0	0	255,000
<b>TOTAL:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>255,000</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 \$73,705,012, 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 FY2014***



Buncombe County provides funding for Asheville City Schools, Buncombe County Schools and Asheville-Buncombe Technical College. For the 2013-2014 fiscal year, the general fund appropriation for the County Schools is \$48,984,753 for current expenses (facility operations costs), \$8,644,230 for capital outlay and \$276,116 for the community school. The City of Asheville School System has been appropriated \$8,280,565 for current expenses and \$1,455,349 for capital outlay. Asheville-Buncombe Technical Community College has been appropriated \$6,063,999 for fiscal year 2013-2014.

**CURRENT & CAPITAL  
APPROPRIATIONS FOR EDUCATION  
FISCAL YEARS 2005-2014**

<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>
2014	9,735,914	57,905,099	6,063,999	73,705,012	-0.6%
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%

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 2.80% from 2004-2013, which is an average growth of 0.31% each year.

<b>Public School Average Daily Membership</b>		
<b>Fiscal Year</b>	<b>Total Enrollment</b>	<b>Percent Increase/Decrease</b>
2013	29,451	0.7%
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%

# SPECIAL REVENUE FUNDS

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 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 \$17,608,818 in revenue for the fund for FY2014.

Sales taxes and inventory tax reimbursements make up the remaining budget revenues. The County expects to receive \$4,616,125 in sales tax for the districts in FY2014.

The total revenues and expenditures for the Fire Districts Fund are projected to increase from the FY2013 budget by 4.97% to 22,224,943. All expenditures are used to fund volunteer fire departments in twenty-six special fire protection districts throughout the County.

<b>Fire Districts</b>	<b>2011/12 Actual</b>	<b>2012/13 Adopted Budget</b>	<b>2012/13 Estimated</b>	<b>2013/14 Adopted Budget</b>
<b>Expenditures:</b>				
Operating	0	0	1,440	0
Contingency	0	2,700,000	0	2,700,000
Program Support	18,912,351	18,472,197	18,834,760	19,524,943
<b>TOTAL:</b>	<b>18,912,351</b>	<b>21,172,197</b>	<b>18,836,200</b>	<b>22,224,943</b>
<b>Revenues:</b>				
Ad Valorem	14,773,899	16,820,373	14,894,192	17,608,818
Sales Tax	4,138,452	4,351,824	3,917,267	4,616,125
<b>TOTAL:</b>	<b>18,912,351</b>	<b>21,172,197</b>	<b>18,811,459</b>	<b>22,224,943</b>

## Emergency Telephone System Fund

The Emergency Telephone System Fund is budgeted at \$1,014,067. Much of the budget is for emergency communication equipment for the 911 system. The NC 911 Board approved a new 911 funding method effective FY2012. 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.

<b>Emergency Telephone System</b>	<b>2011/12 Actual</b>	<b>2012/13 Adopted Budget</b>	<b>2012/13 Estimated</b>	<b>2013/14 Adopted Budget</b>
<b>Expenditures:</b>				
Personnel	250,885	0	63,207	0
Operating	404,871	611,400	578,471	611,400
Capital	1,729,133	456,786	68,022	402,667
<b>TOTAL:</b>	<b>2,384,889</b>	<b>1,068,186</b>	<b>709,700</b>	<b>1,014,067</b>
<b>Revenues:</b>				
Restricted	923,808	1,038,186	1,038,186	984,067
Investments	26,883	30,000	2,320	30,000
Transfers	0	0	9,028	0
<b>TOTAL:</b>	<b>950,691</b>	<b>1,068,186</b>	<b>1,049,534</b>	<b>1,014,067</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 FY2013 provides \$2,261,533 or 59.6% 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>2011/12 Actual</b>	<b>2012/13 Adopted Budget</b>	<b>2012/13 Estimated</b>	<b>2013/14 Adopted Budget</b>
<b>Expenditures:</b>				
Personnel	702	0	0	0
Operating	3,452,443	3,493,641	3,266,236	3,546,641
Capital	204,346	528,005	0	247,540
Transfers	5,725	0	15,542	0
<b>TOTAL:</b>	<b>3,663,216</b>	<b>4,021,646</b>	<b>3,281,778</b>	<b>3,794,181</b>
<b>Revenues:</b>				
Restricted	2,441,540	2,745,773	2,179,924	2,261,533
Miscellaneous	144,123	106,200	58,071	106,200
Transfers	1,077,553	1,169,673	1,105,754	1,426,448
<b>TOTAL:</b>	<b>3,663,216</b>	<b>4,021,646</b>	<b>3,343,749</b>	<b>3,794,181</b>

Performance Measures (see next page)

# Transportation (continued)

## Performance Measures

		FY2012		FY2013		FY2014
		Target	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>		95.00%	93.30%	95.00%	93.27%	95.00%
<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>		2.35	2.33	2.35	2.42	2.35
<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>		100%	100%	100%	100%	100%

## 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 FY2014 budget is \$9,011,860. Occupancy taxes net of collection fees are transferred to the Tourism Development Authority for expenditures to promote tourism in Buncombe County.

<b>Occupancy Tax</b>	<b>2011/12 Actual</b>	<b>2012/13 Adopted Budget</b>	<b>2012/13 Estimated</b>	<b>2013/14 Adopted Budget</b>
<b>Expenditures:</b>				
Transfers	7,457,663	7,836,400	8,204,628	9,011,860
<b>TOTAL:</b>	<b>7,457,663</b>	<b>7,836,400</b>	<b>8,204,628</b>	<b>9,011,860</b>
<b>Revenues:</b>				
Other Taxes	7,457,663	7,836,400	8,204,628	9,011,860
<b>TOTAL:</b>	<b>7,457,663</b>	<b>7,836,400</b>	<b>8,204,628</b>	<b>9,011,860</b>

## Register of Deeds Automation Fund

The FY2014 budget for this fund is \$231,562. This is an increase of \$76,562 from last year, or 49%. These funds will be used for record automation projects and related automation costs.

<b>ROD Automation</b>	<b>2011/12 Actual</b>	<b>2012/13 Adopted Budget</b>	<b>2012/13 Estimated</b>	<b>2013/14 Adopted Budget</b>
<b>Expenditures:</b>				
Personnel	47,695	80,738	40	0
Operating	73,818	74,262	0	74,262
Transfers	165,300	0	0	157,300
<b>TOTAL:</b>	<b>286,813</b>	<b>155,000</b>	<b>40</b>	<b>231,562</b>
<b>Revenues:</b>				
Permits & Fees	140,834	151,695	155,972	151,695
Investments	2,454	3,305	293	3,305
Appropriated Fund Balance	0	0	0	76,562
<b>TOTAL:</b>	<b>143,288</b>	<b>155,000</b>	<b>156,265</b>	<b>231,562</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.

<b>Sheriff Federal Forfeitures</b>	<b>2011/12 Actual</b>	<b>2012/13 Adopted Budget</b>	<b>2012/13 Estimated</b>	<b>2013/14 Adopted Budget</b>
<b>Expenditures:</b>				
Operating	52,619	41,430	4,252	39,073
Capital	15,347	0	17,295	0
<b>TOTAL:</b>	<b>67,966</b>	<b>41,430</b>	<b>21,547</b>	<b>39,073</b>
<b>Revenues:</b>				
Restricted	8,667	7,500	84,466	25,000
Investments	225	450	96	450
Fund Balance	0	33,480	0	13,623
<b>TOTAL:</b>	<b>8,892</b>	<b>41,430</b>	<b>84,562</b>	<b>39,073</b>

<b>BCAT Federal Forfeitures</b>	<b>2011/12 Actual</b>	<b>2012/13 Adopted Budget</b>	<b>2012/13 Estimated</b>	<b>2013/14 Adopted Budget</b>
<b>Expenditures:</b>				
Operating	136,477	299,550	102,278	226,055
Capital	112,504	150,000	300,000	0
<b>TOTAL:</b>	<b>248,981</b>	<b>449,550</b>	<b>402,278</b>	<b>226,055</b>
<b>Revenues:</b>				
Restricted	93,450	70,000	33,891	200,000
Investments	1,943	4,550	430	1,055
Fund Balance	0	375,000	0	25,000
<b>TOTAL:</b>	<b>95,393</b>	<b>449,550</b>	<b>34,321</b>	<b>226,055</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	2011/12 Actual	2012/13 Adopted Budget	2012/13 Estimated	2013/14 Adopted Budget
<b>Expenditures:</b>				
Operating	5,192	25,175	7,929	25,175
Capital	0	0	0	0
Transfers	0	0	10,990	0
<b>TOTAL:</b>	<b>5,192</b>	<b>25,175</b>	<b>18,919</b>	<b>25,175</b>
<b>Revenues:</b>				
Restricted	33,380	25,000	0	25,000
Investments	69	175	509	175
Fund Balance	0	0	0	0
<b>TOTAL:</b>	<b>33,449</b>	<b>25,175</b>	<b>509</b>	<b>25,175</b>

BCAT State Forfeitures	2011/12 Actual	2012/13 Adopted Budget	2012/13 Estimated	2013/14 Adopted Budget
<b>Expenditures:</b>				
Operating	18,136	306,850	60,341	196,100
Capital	13,500	0	89,618	0
<b>TOTAL:</b>	<b>31,636</b>	<b>306,850</b>	<b>149,959</b>	<b>196,100</b>
<b>Revenues:</b>				
Restricted	42,745	45,000	72,267	45,000
Investments	853	1,850	23	1,100
Fund Balance	0	260,000	0	150,000
<b>TOTAL:</b>	<b>43,598</b>	<b>306,850</b>	<b>72,290</b>	<b>196,100</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.

<b>Solid Waste</b>	<b>2011/12 Actual</b>	<b>2012/13 Adopted Budget</b>	<b>2012/13 Estimated</b>	<b>2013/14 Adopted Budget</b>
<b>Expenditures:</b>				
Personnel	1,536,342	1,518,331	1,580,371	1,615,904
Operating	2,576,732	3,681,222	2,634,230	3,718,506
Capital	38,132	45,000	0	36,000
Contingency	0	201,008	0	100,351
Debt Service	1,781,299	1,746,526	1,755,038	1,775,526
Transfers	0	550,000	2,200,000	0
<b>TOTAL:</b>	<b>5,932,505</b>	<b>7,742,087</b>	<b>8,169,639</b>	<b>7,246,287</b>
<b>Revenues:</b>				
Other Taxes	368,570	257,487	274,107	257,487
Restricted	7,571	0	0	0
Sales & Services	6,896,703	7,444,600	6,837,408	6,948,800
Investments	95,915	40,000	53,934	40,000
Other Financing Sources	20,020	0	2,296,032	0
Miscellaneous	4,406	0	2,151	0
<b>TOTAL:</b>	<b>7,393,185</b>	<b>7,742,087</b>	<b>9,463,632</b>	<b>7,246,287</b>

<b>Personnel Summary - Budgeted Permanent Positions</b>				
	<b>Prior Year</b>	<b>Current Year</b>	<b>Budget Year</b>	<b>Percent Change</b>
Solid Waste	22	23	23	0%

Performance Measures (see next page)

# Solid Waste Disposal Fund (continued)

## Performance Measures

		FY2012		FY2013		FY2014
		Target	Actual	Target	Actual	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>		83%	82%	82%	93%	87%
<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>		17%	17%	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>		99%	99%	99%	100%	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	2011/12 Actual	2012/13 Adopted Budget	2012/13 Estimated	2013/14 Adopted Budget
<b>Expenditures:</b>				
Personnel	696,094	694,751	666,217	699,066
Operating	493,533	676,023	488,937	696,022
Capital	51,647	0	0	0
Debt Service	0	87,487	0	84,844
Transfers	0	0	0	0
<b>TOTAL:</b>	<b>1,241,274</b>	<b>1,458,261</b>	<b>1,155,154</b>	<b>1,479,932</b>
<b>Revenues:</b>				
Restricted	1,326,111	1,409,578	1,284,979	1,440,578
Miscellaneous	0	0	0	0
Investments	-12,707	0	523	0
Fund Balance	0	48,683	0	39,354
<b>TOTAL:</b>	<b>1,313,404</b>	<b>1,458,261</b>	<b>1,285,502</b>	<b>1,479,932</b>

Personnel Summary - Budgeted Permanent Positions				
	Prior Year	Current Year	Budget Year	Percent Change
CJIS	7	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>2011/12 Actual</b>	<b>2012/13 Adopted Budget</b>	<b>2012/13 Estimated</b>	<b>2013/14 Adopted Budget</b>
<b>Expenditures:</b>				
Personnel	47,287	48,018	46,501	49,804
Operating	262,750	316,252	161,598	302,042
Contingency	0	48,937	0	50,000
<b>TOTAL:</b>	<b>310,037</b>	<b>413,207</b>	<b>208,099</b>	<b>401,846</b>
<b>Revenues:</b>				
Sales & Services	506,367	413,207	351,049	341,000
Investments	1,164	0	1,113	0
Fund Balance	0	0	0	60,846
<b>TOTAL:</b>	<b>507,531</b>	<b>413,207</b>	<b>352,162</b>	<b>401,846</b>

<b>Personnel Summary - Budgeted Permanent Positions</b>				
	<b>Prior Year</b>	<b>Current Year</b>	<b>Budget Year</b>	<b>Percent Change</b>
Inmate Commissary	3	1	1	0%

# 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, unemployment, and general liability programs.

The Internal Service Fund's major revenue source is derived from departmental charges, retiree payments, employee payments and insurance settlements. In FY2014 it is anticipated that the Internal Service Fund will receive \$26,621,277 from charges.

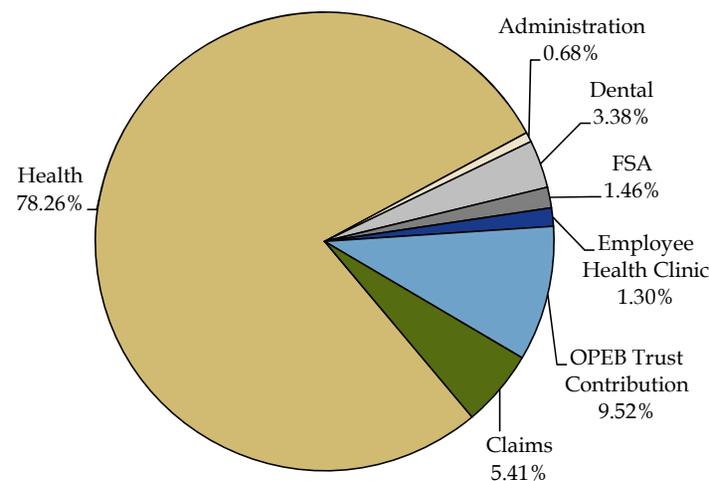
The FY2014 Internal Service Fund budget includes federal and state changes stemming from the Affordable Care Act and other new legislation. Under the FY2014 Affordable Care Act, Buncombe County is now required to provide coverage to children under the age of 26. A reinsurance fee of \$63 per insured person is also required, effective January 1, 2014. It is anticipated that these and other Affordable Care Act requirements will increase costs by \$928,000 over the next couple of years.

The state of North Carolina passed legislation in 2013 reforming North Carolina's unemployment insurance system. As part of this legislation counties and municipalities are required to make quarterly payments in FY2014 to build up an unemployment reserve fund equaling 1% of unemployment insurance taxable wages. This is in addition to the regular payment of unemployment claims submitted annually. Beginning in FY2015 one annual payment will be required to replenish the reserve fund.

Internal Service Fund	2011/12 Actual	2012/13 Adopted Budget	2012/13 Estimated	2013/14 Adopted Budget
<b>Expenditures:</b>				
Personnel	366,635	442,448	452,193	452,944
Operating	20,547,831	25,684,804	21,179,400	26,168,333
<b>TOTAL:</b>	<b>20,914,466</b>	<b>26,127,252</b>	<b>21,631,593</b>	<b>26,621,277</b>
<b>Revenues:</b>				
Sales & Services	23,438,828	26,127,252	22,643,788	26,621,277
Investments	38,190	0	876	0
<b>TOTAL:</b>	<b>23,477,018</b>	<b>26,127,252</b>	<b>22,644,664</b>	<b>26,621,277</b>

Personnel Summary - Budgeted Permanent Positions				
	Prior Year	Current Year	Budget Year	Percent Change
Internal Service Fund	2	5	5	0%

Expenditures by Type  
FY 2013 - 2014



FSA – Flexible Spending Accounts  
 OPEB – Other Post-Employment Benefits  
 Claims – Includes workers compensation, unemployment, and general liability claims

# DEBT SERVICE

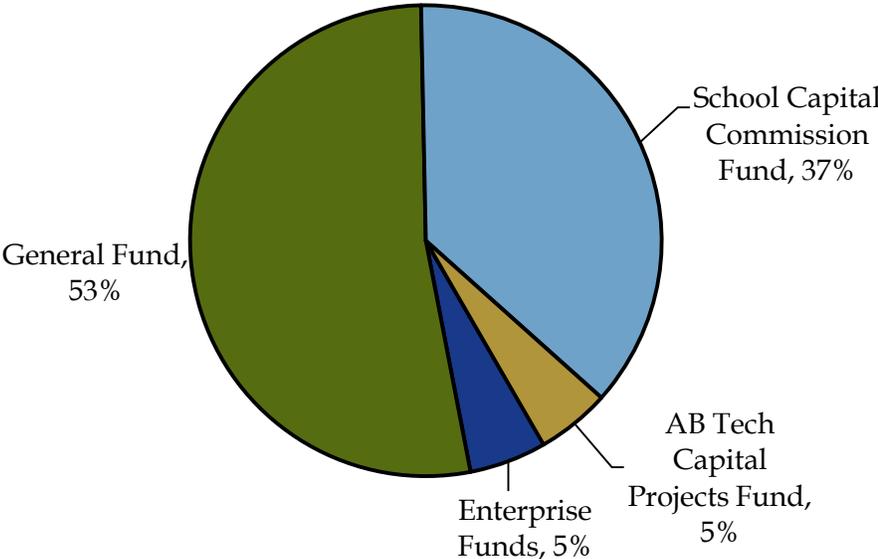
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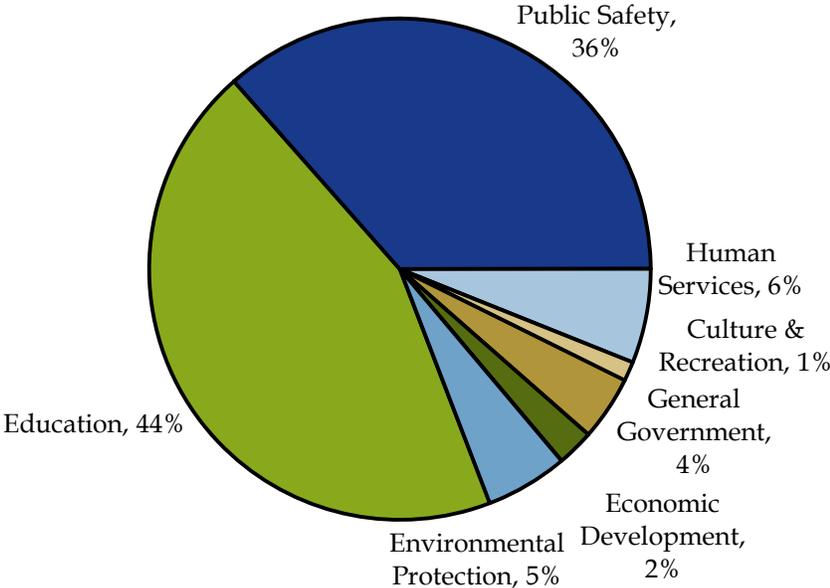
# Debt Service Overview

Debt Service is an accounting function established in the General Fund, CJIS Fund, School Capital Commission Capital Projects Fund, AB Tech 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  
FY2014



Principal & Interest By Function  
FY2014



# 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.

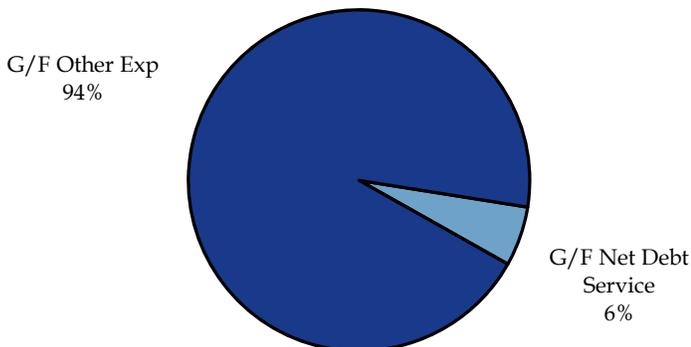
The policy outlines permissible debt instruments, restrictions on debt issuance, structuring practices, and the debt issuance process. The following are just a few of the restrictions outlined in the policy:

- \* 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.

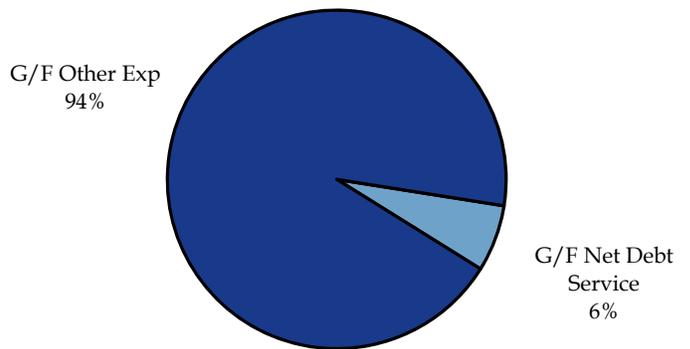
# DEBT SERVICE EXPENDITURES

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 2013 year end estimate and fiscal year 2014 budget are below the 8 percent requirement.

General Fund Debt Service vs. Total Operating Exp  
FY2013 Estimate



General Fund Debt Service vs. Total Operating Exp  
FY2014 Budget



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

*General Obligation Bonds*

Year Ending June 30	Principal	Interest
2014	\$ 6,249,000	\$ 802,700
2015	6,259,000	644,055
2016	3,264,000	518,885
2017	3,264,000	462,065
2018	3,264,000	405,245
2019-2023	15,137,000	1,197,788
2024-2028	7,200,000	183,600
	<u>\$ 44,637,000</u>	<u>\$ 4,214,338</u>

*Installment Note Obligations*

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	13,835,000	8,151,883
2019-2023	65,630,000	31,225,301
2024-2028	49,055,000	15,561,538
2029-2032	25,610,000	2,926,088
	<u>\$ 212,740,000</u>	<u>\$ 96,974,242</u>

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

*Special Obligation Bonds*

Year Ending June 30	Principal	Interest
2014	\$ 1,400,000	\$ 115,126
2015	1,460,000	57,126
	<u>\$ 2,860,000</u>	<u>\$ 172,252</u>

*Installment Note Obligations*

2014	\$ 170,000	\$ 85,400
2015	175,000	80,300
2016	185,000	71,550
2017	195,000	62,300
2018	205,000	52,700
2019-2022	905,000	111,300
	<u>\$ 1,835,000</u>	<u>\$ 463,550</u>

**BUNCOMBE COUNTY  
GENERAL OBLIGATION BONDS  
JUNE 30, 2013**

Description	Balance June 30, 2012	Additions	Retirements	Balance June 30, 2013
Refunding Bonds, 2002 \$24,500,000 issue, interest at variable rates in the weekly mode payable semiannually, due serially to 2012.	20,149,006	-	20,149,006	-
School Bonds, 2002 \$15,000,000 issue, interest at variable rates in the weekly mode payable semiannually, due serially to 2012.	12,350,994	-	12,350,994	-
Public Improvement, 2002 \$4,340,000 issue, interest at 2.25% to 3.25% payable semi-annually, due serially to 2014.	200,000	-	100,000	100,000
Refunding Bonds, 2005 \$12,430,000 issue, interest at 3% to 3.5% payable semiannually, due serially to 2015. A premium of \$101,954 is reported as an increase to long-term debt and will be amortized over the life of the debt.	3,125,000	-	1,060,000	2,065,000
Public Improvement, 2005 \$5,835,000 issue, interest at 3% to 4% payable semiannually, due serially to 2020. A premium of \$43,503 is reported as an increase to long-term debt and will be amortized over the life of the debt.	3,110,000	-	390,000	2,720,000
Qualified School Construction Bond, 2009 \$5,685,000 issue, interest at 0.50% payable semiannually, due serially to 2022.	5,211,000	-	544,000	4,667,000
Refunding Bonds, 2009 \$8,995,000 issue, interest at 2% to 3% payable semiannually, due serially to 2014. A premium of \$463,270 is reported as an increase to long-term debt and will be amortized over the life of the debt.	6,940,000	-	2,355,000	4,585,000
Refunding Bonds, 2012 \$32,500,000 issue, interest at 1.7% payable semiannually, due serially to 2025.		32,500,000	2,000,000	30,500,000
<b>Total general obligation bonds</b>	<b>\$ 51,086,000</b>	<b>\$ 32,500,000</b>	<b>\$ 38,949,000</b>	<b>\$ 44,637,000</b>

**BUNCOMBE COUNTY**  
**INSTALLMENT NOTE OBLIGATIONS**  
**JUNE 30, 2013**

Description	Balance June 30, 2012	Additions	Retirements	Balance June 30, 2013
COPS 2003, detention center and other improvements, \$19,620,000 issue, partially refunded by LOBS 2012A, interest at 3.75% to 5% payable semiannually to 2014. A remaining premium of \$46,973 is reported as an increase to long-term debt and will be amortized over the remaining life of the debt.	10,190,000		9,150,000	1,040,000
COPS 2005, detention center \$14,500,000 issue, partially refunded by LOBS 2012A, interest at 4% to 4.3% payable to 2025. A remaining premium of \$90,620 is reported as an increase to long-term debt and will be amortized over the remaining life of the debt.	9,415,000		5,450,000	3,965,000
COPS 2006, schools and community college \$51,985,000 issue, interest at 3.5% to 5.0% payable semiannually 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.	33,260,000		3,230,000	30,030,000
COPS 2007, general government buildings, equipment, and parking deck, \$21,230,000 issue, interest at 4.0% to 4.75% payable to 2032. A discount of \$89,541 is reported as a decrease to long-term debt and will be amortized over the life of the debt.	15,545,000		615,000	14,930,000
COPS 2009A, general government buildings and equipment, \$12,065,000 issue, interest at 4.0% to 5.0% payable semiannually to 2029. A premium of \$417,756 is reported as an increase to long-term debt and will be amortized over the life of the debt.	9,225,000		1,000,000	8,225,000
COPS 2009B, refunding \$8,120,000 issue, interest at 4.0% to 5.0% payable semiannually to 2013. A premium of \$580,380 is reported as an increase to long-term debt and will be amortized over the life of the debt.	2,145,000		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	33,375,000		1,545,000	31,830,000
LOBS 2009D, general government building, \$3,340,000 issue, interest at 1.60% to 6.50% payable semiannually to 2017	2,380,000		480,000	1,900,000
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. A premium of \$1,619,653 is reported as an increase to long-term debt and will be amortized over the life of the debt.	28,690,000		3,600,000	25,090,000

**BUNCOMBE COUNTY**  
**INSTALLMENT NOTE OBLIGATIONS**  
**JUNE 30, 2013**

Description	Balance June 30, 2012	Additions	Retirements	Balance June 30, 2013
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 semiannually to 2025.	3,410,000		265,000	3,145,000
LOBS 2012A, public safety buildings and radio network, human services automation and AB Tech building and equipment, \$61,535,000 issue, interest at 2% to 5% payable semiannually to 2032. A premium of \$9,712,762 is reported as an increase to long-term debt and will be amortized over the life of the debt.	-	61,535,000	1,215,000	60,320,000
LOBS 2012A, COPS 2003 and 2005 Refunding, \$11,845,000 issue, interest at 2% to 5% payable semiannually to 2024. A premium of \$2,170,702 is reported as an increase to long-term debt and will be amortized over the life of the debt.	-	11,845,000	-	11,845,000
<b>Total installment note obligations</b>	<b>\$ 168,055,000</b>	<b>\$ 73,380,000</b>	<b>\$ 28,695,000</b>	<b>\$ 212,740,000</b>

**BUNCOMBE COUNTY**  
**INSTALLMENT NOTE OBLIGATIONS - BUSINESS TYPE ACTIVITIES**  
**JUNE 30, 2013**

Description	Balance June 30, 2012	Additions	Retirements	Balance June 30, 2013
LOBS 2012A, landfill cell expansion, \$1,985,000 issue, interest at 2% to 5% payable semiannually to 2022. A premium of \$311,032 is reported as an increase to long-term debt and will be amortized over the life of the debt.	-	1,985,000	150,000	1,835,000
<b>Total installment note obligations</b>	<b>\$ -</b>	<b>\$ 1,985,000</b>	<b>\$ 150,000</b>	<b>\$ 1,835,000</b>

Buncombe County, North Carolina  
LEGAL DEBT MARGIN  
June 30, 2013 (Unaudited)

<b>Imposed by State of North Carolina General Statutes</b>	
Assessed value of taxable property	<u>\$ 29,679,980,977</u>
Debt limit- Eight Percent (8%) of assessed value	<u>2,374,398,478</u>
Gross debt:	
Total bonded debt	44,637,000
Authorized and unissued bonds (1)	915,000
Installment Purchase Agreements	<u>212,740,000</u>
	258,292,000
Less: Authorized and unissued bonds (1)	<u>915,000</u>
Total amount of debt applicable to debt limit (net debt)	<u>257,377,000</u>
Legal debt margin	<u>\$ 2,117,021,478</u>
<b>Percentage of total debt outstanding to legal debt limit</b>	<b><u>10.84%</u></b>

<b>Imposed by Buncombe County Board of Commissioners</b>	
Assessed value of taxable property	<u>\$ 29,679,980,977</u>
Debt limit- Three Percent (3%) of assessed value	<u>890,399,429</u>
Net debt:	
Total bonded debt	44,637,000
Authorized and unissued bonds (1)	<u>915,000</u>
	45,552,000
Less: Authorized and unissued bonds (1)	<u>915,000</u>
Total amount of debt applicable to debt limit (net debt)	<u>44,637,000</u>
Legal debt margin	<u>\$ 845,762,429</u>
<b>Percentage of bonded debt outstanding to legal debt limit</b>	<b><u>5.01%</u></b>

## Debt Service Schedule

Purpose		Original Issue	Principal Outstanding 7/1/2013	<u>FY 2014 Debt Service Requirement</u>		
				Principal	Interest	Total
<b>Education</b>						
2009B Qualified School Construction	100.0000%	5,685,000	4,667,000	404,000	22,500	426,500
2012A Limited Obligation	4.4726%	3,370,754	3,225,754	165,000	153,158	318,158
2010C Limited Obligation	100.0000%	3,800,000	3,145,000	265,000	242,250	507,250
2009A General Obligation	100.0000%	8,995,000	4,585,000	2,315,000	102,825	2,417,825
2005A General Obligation	7.2240%	421,520	196,493	28,174	7,367	35,540
2005B General Obligation	100.0000%	12,430,000	2,065,000	1,040,000	72,275	1,112,275
2012 General Obligation	100.0000%	32,500,000	30,500,000	2,000,000	501,500	2,501,500
2009C Limited Obligation	84.6017%	30,850,010	26,928,721	1,307,096	1,485,771	2,792,867
2006 Certificates of Participation	98.7112%	51,315,000	29,675,000	3,180,000	1,456,081	4,636,081
2003 Certificates of Participation	2.6280%	495,000	27,331	27,331	683	28,014
<b>Total Education</b>		149,862,284	105,015,299	10,731,601	4,044,409	14,776,010
<b>Public Safety</b>						
2005A General Obligation	42.8449%	2,500,000	1,165,381	167,095	43,691	210,786
2012A Limited Obligation	90.4649%	68,178,880	67,393,880	870,000	3,255,406	4,125,406
2010A Limited Obligation	77.2076%	24,320,394	19,371,387	2,771,753	833,678	3,605,431
2010B Limited Obligation	77.2076%	15,765,792	15,765,792	-	1,048,402	1,048,402
2007 Certificates of Participation	100.0000%	22,250,000	14,930,000	630,000	661,856	1,291,856
2005 Certificates of Participation	100.0000%	14,500,000	3,965,000	725,000	162,273	887,273
2003 Certificates of Participation	93.3452%	15,375,000	970,790	970,790	24,270	995,060
<b>Total Public Safety</b>		162,890,066	123,562,230	6,134,638	6,029,576	12,164,214
<b>Human Services</b>						
2005A General Obligation	49.9311%	2,913,480	1,358,126	194,731	50,917	245,649
2012A Limited Obligation	2.0368%	1,535,000	1,250,000	315,000	56,050	371,050
2010A Limited Obligation	22.7924%	7,179,606	5,718,613	818,247	246,110	1,064,357
2010B Limited Obligation	22.7924%	4,654,208	4,654,208	-	309,498	309,498
2002A General Obligation	36.4465%	1,581,778	36,447	36,447	592	37,039
<b>Total Human Services</b>		17,864,072	13,017,394	1,364,425	663,167	2,027,592
<b>Culture &amp; Recreation</b>						
2002A General Obligation	29.3849%	1,275,305	29,385	29,385	478	29,862
2012A Limited Obligation	0.3919%	295,366	295,366	-	14,335	14,335
2009A Certificates of Participation	24.4399%	2,948,674	2,010,182	244,399	86,957	331,356
2003 Certificates of Participation	4.0268%	3,750,000	41,879	41,879	1,047	42,926
<b>Total Culture &amp; Recreation</b>		8,269,345	2,376,812	315,663	102,817	418,480
<b>General Government</b>						
2002A General Obligation	34.1686%	1,482,917	34,169	34,169	555	34,724
2009C Limited Obligation	15.3983%	5,614,990	4,901,279	237,904	270,424	508,328
2009D Limited Obligation Taxable	100.0000%	3,340,000	1,900,000	475,000	75,050	550,050
2009A Certificates of Participation	21.5886%	2,604,665	1,775,662	215,886	76,812	292,698
<b>Total General Government</b>		13,042,572	8,611,110	962,958	422,842	1,385,800
<b>Economic Development</b>						
2009A Certificates of Participation	53.9715%	6,511,661	4,439,156	539,715	192,031	731,746
2006 Certificates of Participation	1.2888%	670,000	355,000	45,000	17,475	62,475
<b>Total Economic Development</b>		7,181,661	4,794,156	584,715	209,506	794,221
<b>Environmental Protection</b>						
2012A Limited Obligation	2.6338%	1,985,000	1,835,000	170,000	85,400	255,400
2005 Special Obligation	100.0000%	16,140,000	2,860,000	1,400,000	115,126	1,515,126
<b>Total Environmental Protection</b>		18,125,000	4,695,000	1,570,000	200,526	1,770,526
<b>TOTAL</b>		\$ 377,235,000	\$ 262,072,000	\$ 21,664,000	\$ 11,672,843	\$ 33,336,843

## 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 FY2014 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 projects are reviewed and prioritized, they are presented to the Board of Commissioners for discussion and approval. Each capital project must include a detailed description, estimated total cost, impact on operating budget and funding source.



# Buncombe County Capital Plan

## FY2014 - FY2018

The Buncombe County Board has approved the FY 2013-2014 capital projects with approval for subsequent years depending on the availability of funds and priorities set by the Commissioners.

The FY2014 Capital Improvement Program includes funding for Public Safety, Education, and General Government projects.

<b>FY Funding Needed</b>	<b>Description</b>	<b>Total Est. Cost</b>	<b>Annual Debt Service</b>
FY 2014	Sheriff's Dept - New HVAC and elevator	\$ 1,800,000	\$ 297,367
FY 2014	Detention Center - Replace elevator	\$ 600,000	\$ 99,122
FY 2014	Detention Center - Replace roof	\$ 1,000,000	\$ 165,204
FY 2014	New building to house voting systems and supplies	\$ 1,000,000	\$ 73,112
FY 2014	Build new elementary school	\$ 18,000,000	\$ 1,316,016
FY 2014	Build classroom building at Public Safety Training Center	\$ 7,000,000	\$ 511,784
FY 2014	Build parking deck on ABTCC Asheville campus	\$ 15,000,000	\$ 1,096,680
FY 2014	Build Allied Health building on ABTCC Asheville campus	\$ 35,000,000	\$ 2,558,920
FY 2016	Voting system replacement	\$ 2,500,000	\$ 305,783
FY 2016	Build new middle school	\$ 35,000,000	\$ 2,558,920
<b>TOTAL BUNCOMBE COUNTY REQUESTS - FY2014 - FY2018</b>		<b>\$ 116,900,000</b>	<b>\$ 6,118,206</b>
FY 2020	Detention Center addition	\$ 24,000,000	\$ 1,912,128

## Education

### *Asheville City Schools*

New Elementary School	\$18,000,000
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Buncombe County is working with Asheville City Schools to replace Isaac Dickson Elementary. The project cost is estimated at \$18,000,000 with annual debt service of \$1,316,016. The project will be accounted for in the School Capital Commission Fund.

### *AB Technical Community College*

Parking Deck	\$15,000,000
Allied Health Building	\$35,000,000
PSTC Classroom	\$7,000,000

These projects will be accounted for in the AB Tech Capital Projects Fund. These items are part of AB Tech's major capital improvements since the adoption of the Article 46 sales tax. The Public Safety Training Center (PSTC) classroom facility is included in this list. The Public Safety Training Center was completed this past fiscal year and is a joint effort between AB Tech and Buncombe County with some operating expenses accounted for in Buncombe County's General Fund.

## General Government

### *Board of Elections*

Building	\$1,000,000
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This new building will house voting systems and supplies that are currently housed in three separate locations. This capital project is expected to increase efficiency and save money currently spent on traveling between locations. The project cost is estimated at \$1,000,000 with annual debt service of \$73,112.

## Public Safety

### *Detention Center*

Elevator Replacement	\$600,000
Roof Replacement	\$1,000,000

Both the Detention Center elevator and roof will be replaced over the next fiscal year due to age. The total costs for the projects is estimated at \$1.6 million with annual debt service of \$264,326. The general operating budget has not been affected at this time.

### *Sheriff*

New HVAC & Elevator	\$1,800,000
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A new elevator will be installed at the Sheriff's Department to meet ADA requirements and a new HVAC system is needed due to age. A more efficient HVAC system will be installed. The projects are estimated at \$1.8 million with \$297,367 in annual debt service.

# Project Update - Courthouse Addition

The FY2012 Capital Improvement Program included appropriation for a new courts building addition. This was the second phase of a project that also included a life safety tower addition to the existing Courthouse. Construction of the Courts Building began in February 2012 and is nearing completion with an anticipated opening date of November 2013.

The new Courts Building includes five courtrooms and associated court offices as well as room for additional expansion. The building is anticipated to meet the long-term needs of Buncombe County Courts until 2030.

The construction of the new Courts building also includes related work such as the connection of the existing Courthouse to the Detention Center, secured parking areas, and the final renovation work to the ground level of the Courthouse.

As anticipated, the courts additions impacts the FY2014 operating budget by approximately \$420,000. This includes utilities and building maintenance as well as additional court security staffing.



Architectural Rendering



# Project Update - Public Safety Training Center

The Public Safety Training Center is a training facility for law enforcement, fire service, emergency medical services, hazardous materials emergency response teams, and other rescue and emergency personnel. The training facility is now open with work continuing on the classroom facility (included in the FY2014 CIP). The facility includes:

- Live fire burn buildings for residential, commercial, mobile home, and high rise buildings
- Flammable liquids simulator
- Road and skill courses
- Driving course
- Apparatus building that allows trainees to participate in a number of simulated potential rescue scenarios
- Classroom facility (in progress)

The facility is owned and maintained by Buncombe County, and utilized by Asheville Buncombe Community College to teach their Emergency Services Certificate, Diploma, Degree and Continuing Education programs.



# **SUPPLEMENTAL** INFORMATION

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# COMMUNITY PROFILE

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

Area Statistics	
Population	245,535
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	46 inches
Annual Snowfall	12 inches



Population Characteristics	
% Population Non-White	13.20%
Age Composition of Population:	
0-4 years	5.50%
5-14 years	11.20%
15-19 years	5.80%
20-24 years	6.20%
25-34 years	13.50%
35-44 years	13.20%
45-54 years	14.20%
55-64 years	14.10%
65-74 years	8.70%
75-84 years	5.10%
85+ years	2.40%
Median Age	41.1

<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+
The Biltmore Company	Museums, Historical Sites, and Similar Institutions	1000-2999
Buncombe County Government	Executive, Legislative & Other General Government Support	1000-2999
Ingles Markets, Inc.	Food & Beverage Stores	1000-2999
VA Medical Center - Asheville Department of Veterans Affairs	Hospitals	1000-2999
The Grove Park Inn Resort & Spa	Accommodation	1000-2999
City of Asheville	Executive, Legislative & Other General Government Support	1000-2999
Asheville Buncombe Community College (AB-Tech)	Educational Services	1000-2999
Eaton Corporation - Electrical Division	Electrical Equip., Appliance & Component Mfg.	750-999
CarePartners	Nursing & Residential Care Facilities	750-999

<b>Employment in the Asheville Metro Area</b>	
<i>Major Industry</i>	<i>Employment</i>
Health Services & Private Education	31,700
Government (Federal, State, Local)	26,800
Leisure & Hospitality	23,400
Retail	23,300
Manufacturing	18,500
Professional & Business Services	16,400
Construction	7,000



<b>Unemployment/Labor Force (as of July 2013)</b>	
Unemployment Rate	6.70%
Labor Force	129,728
Total Unemployed	8,735

<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	\$42,900
Average Household Income	\$60,854

<b>Culture &amp; Recreation</b>	
<i>Library Facilities:</i>	
Book Circulation	1,592,279
Library Materials	615,953
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 (middle/early college)	2
<i>Area Colleges &amp; Universities:</i>	
University of North Carolina at Asheville Asheville-Buncombe Technical College Mars Hill University 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	243.9
Property Crimes/100,000 residents	3,057.2
# of Dispatched Calls for Service	63,464
Number of Inmates Processed	14,714

<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

# **APPENDIX A**

## FY2014 BUDGET ORDINANCE

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**BUNCOMBE COUNTY  
BUDGET ORDINANCE  
FISCAL YEAR 2013- 2014**

**BE IT ORDAINED** by the Board of County Commissioners of Buncombe County, North Carolina this the 18th day of July, 2013:

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, 2013 and ending June 30, 2014:

**APPROPRIATION**

General Government	\$24,014,556
Public Safety	55,049,876
Human Services	81,461,581
Economic and Physical Development	7,930,927
Education	73,705,012
Debt Service	18,542,168
Transfers to Other Funds	4,333,276
<b>Total Appropriation</b>	<b><u>\$265,037,396</u></b>

**REVENUE**

Ad Valorem Taxes	\$157,002,494
Sales Tax	32,032,174
Other Taxes and Licenses	4,837,184
Intergovernmental	43,260,654
Permits and Fees	2,548,615
Sales and Services	12,523,262
Other	1,129,928
Transfers from Other Funds	4,701,848
Appropriated Fund Balance	7,001,237
<b>Total Revenue</b>	<b><u>\$265,037,396</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, 2013 and ending June 30, 2014:

<b>FUND</b>	<b>APPROPRIATION</b>	<b>REVENUE</b>
<b><i>Occupancy Tax Special Revenue Fund:</i></b>		
Transfers to Other Funds	<u>\$9,011,860</u>	
Other Taxes & Licenses		<u>\$9,011,860</u>
<b><i>911 Special Revenue Fund:</i></b>		
Public Safety	<u>\$1,014,067</u>	
Intergovernmental		\$984,067
Other		30,000
		<u>\$1,014,067</u>
<b><i>ROD Automation Special Revenue Fund:</i></b>		
General Government	<u>\$231,562</u>	
Permits & Fees		\$151,695
Other		3,305
Appropriated Fund Balance		76,562
		<u>\$231,562</u>

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

Public Safety	<u><u>\$22,224,943</u></u>	
Ad Valorem Tax		\$17,608,818
Sales Tax		4,616,125
		<u><u>\$22,224,943</u></u>

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

Human Services	<u><u>\$3,794,181</u></u>	
Intergovernmenta		\$2,261,533
Other		106,200
Transfer from Other Fund		1,426,448
		<u><u>\$3,794,181</u></u>

***CJIS Enterprise Fund***

Enterprises - Public Safety	<u><u>\$1,479,932</u></u>	
Intergovernmental		\$1,440,578
Appropriated Fund Balance		39,354
		<u><u>\$1,479,932</u></u>

***Solid Waste Enterprise Fund:***

Enterprises - Landfill	<u><u>\$7,246,287</u></u>	
Other Taxes & Licenses		\$257,487
Sales & Services		6,948,800
Other		40,000
		<u><u>\$7,246,287</u></u>

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

Enterprises - Public Safety	<u><u>\$401,846</u></u>	
Sales & Services		\$341,000
Appropriated Fund Balance		\$60,846
		<u><u>\$401,846</u></u>

***BCAT Federal Forfeitures***

Enterprises - Public Safety	<u><u>\$226,055</u></u>	
Intergovernmental		\$200,000
Other		1,055
Appropriated Fund Balance		25,000
		<u><u>\$226,055</u></u>

***Sheriff Federal Forfeitures***

Enterprises - Public Safety	<u><u>\$39,073</u></u>	
Intergovernmental		\$25,000
Other		450
Appropriated Fund Balance		13,623
		<u><u>\$39,073</u></u>

***BCAT State Forfeitures***

Enterprises - Public Safety	<u><u>\$196,100</u></u>	
Intergovernmental		\$45,000
Other		1,100
Appropriated Fund Balance		150,000
		<u><u>\$196,100</u></u>

***Sheriff State Forfeitures***

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

**Insurance Internal Service Fund:**

Enterprises - Insurance

\$26,621,277

Sales & Services

\$26,621,277

Section 3: **Tax Levy**

A tax rate of 56.9 cents per \$100 of assessed valuation is hereby levied for fiscal year 2013-2014, all of which is levied in the General Fund. This rate is based on an estimated total assessed, taxable property value of \$28.9 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 2013-2014 for the Asheville Local Tax School District.

The tax rate of 3.5 cents per \$100 of assessed, taxable valuation is hereby levied for fiscal year 2013-2014 for the Buncombe County Culture & Recreation Authority.

The following tax rate is levied, for fiscal year 2013-2014, 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	13.0
DBE	Beaverdam N. C.	13.0
FBR	Broad River	14.0
FEB	East Buncombe	9.9
FEC	Enka-Candler	9.0
FFA	Fairview	10.5
FFL	Fletcher	9.1
FFB	French Broad	14.0
FGC	Garren Creek	14.0
DHA	Haw Creek-Asheville	9.7
DHC	Haw Creek-Reems Creek	13.0
DHI	Haw Creek-Riceville	9.0
FJU	Jupiter	12.0
FLE	Leicester	11.0
DLE	Leicester N. W.	11.0
FNB	N. Buncombe	11.2
DNN	N. Buncombe N. E.	11.2
FRC	Reems Creek	13.0
DRC	Reems Creek N. C.	13.0
DNR	Reems Creek N. E.	13.0
FRE	Reynolds	11.3
FRI	Riceville	11.0
FSK	Skyland	9.1
DSK	Skyland S. B.	9.1
FSW	Swannanoa	12.9
FUH	Upper Hominy	12.5
DUH	Upper Hominy S. D.	12.5
FWO	Woodfin	10.0
DWO	Woodfin N. C.	10.0
FWB	W. Buncombe	10.0
DWB	W. Buncombe N. W.	10.0
DNB	N. Buncombe N. C.	11.2

- Section 4: Compensation for the Chairman, Vice-Chairman, and Commissioners will be \$35,584, \$31,254, and \$26,925 respectively. 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 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 \$75,000 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 2014. 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, or either of them, 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: The position classification and pay plan and the positions listed in Exhibit A are hereby approved effective July 1, 2013.

Section 13: As authorized by House Bill 418, Ratified as Session Law 2013-262 by the North Carolina General Assembly on July 16, 2013, the Buncombe County Cultural & Recreation Authority is hereby established for purposes of funding pursuant to Section 3 of this Ordinance and all funds so collected shall be kept as a separate and special fund to be used only for cultural and recreational purposes under the jurisdiction of the Authority.

Section 14: 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.

Section 15: All acts and doings of officers, employees and agents of the County, whether taken prior to, on, or after the date of this Ordinance, that are in conformity with and in the furtherance of the purposes and intents of this Ordinance as well as the Buncombe County Interim Budget Ordinance adopted by this Board on June 28, 2013 shall be, and the same hereby are, in all respects ratified, approved and confirmed.

Adopted this the 18th day of July, 2013.

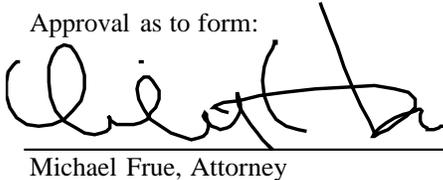
Attest:

  
Clerk to the Board

Buncombe County Board of Commissioners:

  
David Gantt, Chairman

Approval as to form:

  
Michael Frue, Attorney

# **APPENDIX B**

## FUND BALANCE POLICY

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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.

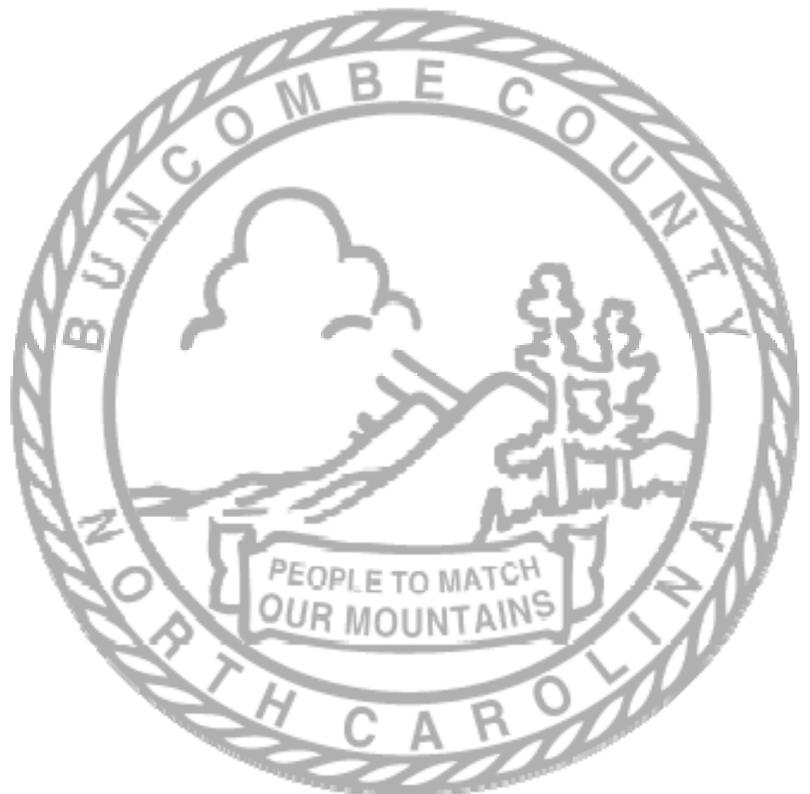
### ***Required Reserve Levels***

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

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Buncombe County Debt Policy
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Original Effective Date: 06-18-96 Dates of Revision: 08-07-12
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### ***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

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## 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**

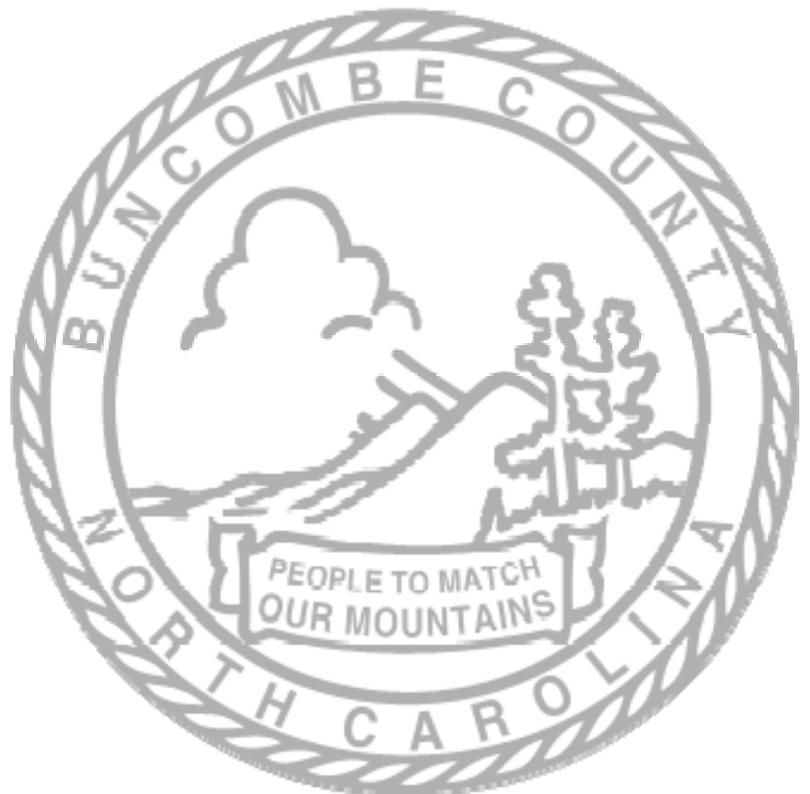
This policy shall be reviewed on an annual basis. Any changes must be approved by the County Manager and the Board of County Commissioners as well as the individual(s) charged with maintaining internal controls.

**ADOPTED 06/18/96**

# APPENDIX E

## SUSTAINABILITY PLAN ANNUAL REPORT

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# ANNUAL REPORT | BUNCOMBE COUNTY SUSTAINABILITY PLAN

May 2013





# MEASURING SUSTAINABILITY



## VISION STATEMENT

**Buncombe County is a leader in sustainable practices through the collaboration of citizens, institutions, businesses, and government. We promote a sense of community through public engagement. We celebrate a healthy, safe, well-educated, and thriving community with a sustainable quality of life. We are stewards of the environment who advocate the conservation, preservation, and restoration of resources. We are part of a community and environmentally-conscious economy that is stable and diverse. We have a strong sense of place, and continue to work to preserve our distinctive landscape and culture. We are committed to continually improving our community for the betterment of future generations.**

The first Sustainability Plan for Buncombe County, adopted in 2009, was crafted as a response to the environmental and economic imperatives for sustainability and efficiency. This plan was primarily focused on the operation of the County's facilities and fleet. In adopting this plan, the County's leadership recognized that sustainable decision making is "a balance of environmental stewardship, social responsibility and economic vitality."<sup>1</sup> The balance of these critical and interrelated elements continues to be reflected in the efforts of the County's governance today. The Board of Commissioners recommitted the County to these principles with the adoption of a County-wide Sustainability Plan on May 15, 2012. The plan is intended to guide the efforts of both local government and the greater community toward sustainable practices.

The vision statement above, crafted by Buncombe County and its Sustainability Partners in 2011, helped guide the development of the goals and objectives which comprise the Sustainability Plan. County departments and area agencies then helped to define the strategies for implementation and the indicators used to measure progress. Over the past year these departments and agencies have worked

to act on the Plan's strategies, in alignment with the goals identified by the Sustainability Plan, as well as those of the individual departments and agencies. For this reason, the Sustainability Plan for Buncombe County was also formally adopted as Buncombe County's Strategic Plan.

As a part of the process of building a more sustainable Buncombe County, a commitment has been made to provide an annual report on the progress of the Plan's implementation. Furthermore, the Sustainability Plan will be reviewed and updated every five years. The intent of the Plan is to both guide and inform residents of Buncombe County as we strive for a more conscientious management of our resources and improvement of the quality of our lives.

This document serves as the first annual report on the Sustainability Plan for Buncombe County. It briefly reflects some of the successes and challenges realized during the first year of implementation of the Plan. This Annual Report is offered as an additional resource to those seeking to better the environment, community and economy within Buncombe County.

<sup>1</sup> Buncombe County Sustainability Plan (2009)



# SUSTAINABILITY GOALS AND OBJECTIVES

The Sustainability Plan was crafted using goals and objectives that address the interconnected needs and desires of our community. The 14 goals that were established can be categorized in the areas of economy, environment, and community. Each goal is supported by objectives that serve as statements of action to guide activities toward goal accomplishment. During the first year of implementation, County departments and agencies worked toward accomplishing the objectives identified through the Plan's

development, and also added a few new objectives that clarify actions. In measuring progress on these objectives, indicators are tracked to establish a statistical basis for evaluation. For each goal listed in the annual report, the objective that is being tracked is shown in italics (beginning on page 5). Shown below are each goal and its objectives, followed by an example of a strategy currently employed to accomplish the goal.



## EDUCATIONAL RESOURCES:

- Increase high school graduation rate.
- Increase access to higher education.
- Expand quality and quantity of early childhood development programs.
- Increase parent and community involvement in the educational system and in the education of individual children.
- Promote programs that supplement equitable educational opportunities for all ages.
- Ensure that all children are reading at grade-level by the end of 3rd grade or have a reading intervention program/curriculum in place.

*Buncombe County Schools Graduation Initiative program includes Twilight School and minimesters. The goal of the program is to increase opportunities for students to get back on track for graduation.*



## HEALTHY PEOPLE:

- Decrease rates of childhood and adult obesity.
- Reduce tobacco use and exposure to second hand smoke.
- Assure the availability of a medical home for all to increase appropriate, age-specific health screenings and preventative care and improve equality in access to health care.
- Decrease infant mortality and low weight births.
- Increase access to mental health and substance abuse prevention programs.
- Increase access to affordable health insurance.

*Buncombe County Parks, Greenways and Recreation Services started a "Take a Walk with a Doc" program, where walkers join volunteer doctors for an hour and half long walk at a local park to learn about important health topics and get answers to basic health questions in an informal, relaxed and fun way.*



## AFFORDABLE, GREEN, AND LIVABLE HOUSING:

- Provide educational opportunities in financial planning and homebuyer education.
- Expand housing rehabilitation and repair programs.
- Provide affordable and workforce housing assistance funding for new developments in areas served with existing infrastructure.
- Promote home ownership while also supporting quality rental developments that are required to remain affordable and safe.
- Ensure the availability of a diverse housing stock.
- Ensure that County regulations, ordinances, and other programs do not impede, and where possible, provide incentives for the adoption of sustainable products and strategies.
- Work in partnership with outside organizations to assist families in finding safe, affordable housing. (new)

*Buncombe County Building Permits and Inspections developed and posted guidelines for the acceptance of alternate materials and methods, providing the potential opportunity for less costly and more energy efficient construction.*



### CITIZEN PARTICIPATION IN COMMUNITY DECISIONS:

- Create partnerships across multiple sectors of the community to reduce duplication of services and to assist in prioritizing and funding initiatives.
- Increase opportunities for civic engagement and participation.
- Ensure that information reaches citizens.
- Value and respect contributions of all Buncombe County citizens.

*Buncombe County Public Relations is developing Volunteer and Community Board Member 101 Courses, which will train and inform new members on County functions and programs.*



### EQUITY IN ACCESS:

- Improve equality in access to healthcare.
- Promote an array of transportation options.
- Increase quantity and quality of recreational activities.
- Build an extensive network of social services with locations in each high school district.
- Increase the availability of locally produced foods to low income individuals and increase their

educational opportunities regarding farms and locally produced foods.

- Ensure reliable access to information resources (i.e. broadband internet).
- Assure the availability of a medical home for all to increase appropriate, age specific health screenings and preventative care and improve equality in access to healthcare. (new)

*An Expanded Food and Nutrition Education Program for low income youth and adults is offered by the North Carolina Cooperative Extension Services office. This program offers hands-on demonstrations of healthful food choices and preparation practices.*



### SAFE, LOW-CRIME COMMUNITIES:

- Support neighborhood watches and community policing.
- Foster a sense of neighborhood pride and civic responsibility.
- Provide a comprehensive criminal justice system that includes law enforcement, court staff, alternative treatment providers, and members of the community who collaborate to deliver justice while protecting the public.
- Promote crime prevention through environmental design for residences, businesses and our parks.
- Engage with the community as a partner to problem solve community issues. (new)
- Provide a comprehensive public safety system in which communication between agencies

is seamless and effective, and staff is continually trained using best methods and practices. (new)

*The Buncombe County Sheriff's Department's Community Oriented Problem Solving (COPS) program is working in partnership with the NC Department of Transportation to utilize inmate labor to clean up trouble spots within the County. These projects focus on trash and graffiti removal, as well as beautification and maintenance activities.*



### RESISTANCE TO NATURAL AND MANMADE HAZARDS:

- Locate critical facilities outside high hazard areas.
- Ensure local preparedness for emergencies (floods, fuel shortages, climate change, fires, droughts, earthquakes, food shortages, landslides, hazardous materials incidents, medical epidemics, etc.).

*Community Emergency Response Team (CERT) and emergency response plan training is provided by Emergency Management Services. The training is grant funded and offered to local communities within the County as requested.*



### HEALTHY ENVIRONMENTS:

- Improve and increase opportunities for safe, active living.
- Promote healthy buildings and homes.
- Decrease unintentional injuries.
- Improve safety for pedestrians and cyclists.

*The Public Safety Training Facility was completed in late 2012, where firefighters, EMS staff, and law enforcement receive specialized training.*



### **PARTNERSHIPS FOR CONSERVATION/PRESERVATION/RESTORATION OF NATURAL RESOURCES:**

- Conserve and protect water resources.
- Protect ecological systems/wildlife.
- Promote energy conservation programs.
- Restore natural resources.
- Encourage sustainable land use.
- Educate the public to help them reduce their environmental footprints.

*Buncombe County's Soil and Water Conservation District and Buncombe County's Cooperative Extension Services provide training and certification workshops for County residents to learn best management practices regarding agricultural activities, runoff, and water quality.*



### **POLLUTION AND WASTE PREVENTION:**

- Improve air quality.
- Improve water quality.
- Reduce the use of harmful chemicals.
- Manage waste - reduce, reuse, recycle.

*The WNC Regional Air Quality Agency partnered with Buncombe County Solid Waste and outside sponsors to swap almost 900 conventional gas cans for lower emitting cans, resulting in a total*

*emissions reduction of 3,400 pounds of volatile organic compounds (VOCs).*



### **ACCESSIBLE, MULTI-MODAL, AND EFFICIENT TRANSPORTATION NETWORK:**

- Reduce Vehicle Miles Traveled (VMT).
- Increase multi-modal options.
- Encourage land development connected to existing transportation corridors.
- Promote access to goods and services in areas of significant population density and in neighborhood hubs.
- Support the development of the County Greenways and Trails Master Plan. (new)

*The Safe Routes to School program provides funding and program ideas for schools to make infrastructure and program changes so that youth can more safely walk or bike to school.*



### **SUSTAINABLE LOCAL FOOD SYSTEMS:**

- Promote farmland preservation and decrease loss of agricultural land.
- Promote sustainable agricultural production and personal and community gardening in connection with the County's agricultural heritage.
- Increase demand for locally produced foods.

*Buncombe County supports community gardening activities with grant funding and training.*



### **SUSTAINABLE LOCALIZED ECONOMY:**

- Provide incentives to businesses for growth.
- Encourage a "business-friendly" regulatory environment.
- Promote "Buy Local" programs.
- Ensure a diverse economy with competitive wages.
- Support small business development.

*The Chamber of Commerce is developing a Business Accelerator program, where small businesses will be paired with investors and mentors over a three-month period. The program is being designed to make these businesses more solvent and ready to succeed.*



### **WORKFORCE DEVELOPMENT:**

- Identify and reduce barriers to employment (e.g., childcare, transportation, housing, insurance).
- Provide robust job training that fits present and anticipated workforce demand.
- Encourage collaboration among workforce and educational institutions.

*AB Tech's Economic and Workforce Development Continuing Education programming is coordinated with existing and expanded industry to customize or design specialized courses for current and future employees.*

# BUNCOMBE COUNTY SUSTAINABILITY REPORT



## EDUCATIONAL RESOURCES THAT MATCH THE NEEDS OF THE COMMUNITY



*75.3% of third graders in Buncombe County scored at or above grade level for reading proficiency in 2011-2012 school year.*

Working to *expand the quality and quantity of early childhood development programs*, there are 23 four-star facilities and 51 five-star facilities within Buncombe County. Fifty-nine of these centers are enrolled in the Subsidized Childcare Program. There are 1,799 preschoolers, ages 0-4 years, who are served by the Daycare Subsidy Program, with an average waiting list time of 7.75 months.

The *high school graduation rate* increased from 73.1% to 77.9% in Buncombe County Schools and from 73.7% to 80.7% in Asheville City Schools in 2011 (four year cohort graduation rate).

The number of *higher education degrees* through AB Tech increased as associates degrees awarded rose from 587 in the previous year to 728, but there were fewer certificates and diplomas awarded, decreasing slightly from 282 to 268 certificates and 148 to 136 diplomas.



## HEALTHY PEOPLE



In 2012, 33.7% of the K-5 students in Buncombe County were overweight or obese. Targeted in part to *decrease rates of childhood and adult obesity*, the Cooperative Extension Master Gardeners Program worked to provide grants and technical support to 19 school gardens in 2012. Buncombe County Parks, Greenways and Recreation Services operated 17 facilities that are open to the public for physical activity.

To *reduce tobacco use and exposure to second hand smoke*, the Health Center trained 151 health providers in 2012 in implementing the "5 A's" Cessation Counseling Method to use with patients to help them quit smoking. The smoking rate in 2009 was 17.5%, and has risen to 18.3% in 2012.

*Increasing access to mental health and substance abuse programs*, there were 325 substance abuse assessments that resulted from food assistance programs referrals in 2012. Also, 6.6% of adults reported that they were unable to receive desired mental health services or counseling in the past year, down from 18.2% in 2010.

*Through the Senior Reassurance Program administered by the Sheriff's Department, 59,130 phone calls were made serving 162 residents in 2012.*



# BUNCOMBE COUNTY SUSTAINABILITY REPORT



## AFFORDABLE, GREEN, AND LIVABLE HOUSING



*To date, 664 homes have been certified as Healthy Built in Buncombe County; 140 more are in progress at this time. (2012)*

In ensuring that County regulations, ordinances, and other programs support sustainable products and strategies, Buncombe County Permits and Inspections completed 1,108 house wrap and window flashing inspections, issued 41 commercial statements of compliance for HVAC system installations, and issued 398 residential energy efficiency certificates. The County also developed and posted guidelines for the acceptance of alternative materials and methods that are not specified under the Building Code, but satisfy its prescriptive requirements, and which may be less costly and more energy efficient than traditional products and methods.

The County provided affordable and workforce housing assistance funding in support of 33 repairs/rehabilitations, 16 single family homes, and 72 multi-family units in 2012.

In support of providing educational opportunities in financial planning and homebuyer education, homebuyer and financial planning classes were provided to 256 families through OnTrack, and 84 families received similar training through Asheville Area Habitat for Humanity.



## CITIZEN PARTICIPATION IN COMMUNITY DECISIONS



To ensure that information reaches citizens, the Public Relations department posts information in a variety of formats including Twitter (1,053 followers), YouTube (250 subscribers), and Facebook (1,474 friends/responses). The agency OnTrack distributed 6,722 rental guides in 2012, linking citizens searching for rental units to information on housing availability and services.

Increasing opportunities for civic engagement and participation, fair housing activities reached 183 participants, including workshops and one-on-one community outreach and assistance. The County's first Smart Justice Fair was held in April, through which nearly 50 residents learned about the court and criminal justice process, including alternative sentencing programs.

*In 2012, there were 183 participants in fair housing activities.*

# BUNCOMBE COUNTY SUSTAINABILITY REPORT



## EQUITY IN ACCESS



To increase the availability of locally produced foods to low income individuals and increase educational opportunities regarding farms and locally produced foods, the Expanded Food and Nutrition Education Program through Cooperative Extension trained 2,511 youth and adults in good nutrition practices for healthy living. There are two community gardens on County property, and 11 garden groups that participate in the 'Gardens that Give Alliance' initiative in conjunction with Parks, Greenways and Recreation Services.

In support of building an extensive network of social services, there are 43 locations served by nurse-social worker teams, prevention staff, and/or economic services community outreach representatives.

Recreational activities were extended to 518 athletes through Special Olympics in 2012. In addition, there are 18 parks and pools managed by Buncombe County Parks, Greenways and Recreation Services. There are 13 miles of existing greenways in Buncombe County and 132 miles of trails, including federal parkway trails.

*417 citizens connected to services through the newly implemented Community Navigator Program administered by Health and Human Services.*



## SAFE, LOW-CRIME COMMUNITIES



*18 additional community watch programs were formed in 2012, totaling 102 throughout the County.*

In providing an effective public safety system, the average response time for emergency calls continues to decrease, from 9.53 minutes in 2009 down to 9.26 minutes in 2012. Through the Drug Take Back programs and drop boxes at the Sheriff's Department and the Asheville Police Department, 586 pounds of prescription drugs were collected and were properly disposed (see adjacent picture from a program held at a local middle school). In 2012, 7,035 individuals toured the Detention Prevention Vehicle, and 6,050 students participated in the weekly reading program where deputies visit and read to students at 22 different elementary schools.

The County's comprehensive criminal justice system inclusive of law enforcement, court staff, treatment providers, and members of the community supports programs targeting adjudicated youth and those at risk of offending such as those through the Juvenile Crime Prevention Council, which served 464 youth in 2012. The comprehensive criminal justice system also supports alternative sentencing programs and innovative courts such as Pretrial Release (1,197 supervised in 2012), Nuisance Court (326 defendants in 2012), Drug Court (52 in 2012), SOAR Court (27 in 2012), and the Justice Resource Center (226 in 2012, partial year).

As criminal justice staff members are trained in best methods and practices, the Crisis Intervention Training (CIT) was provided to 221 individuals in 2012, including officers, magistrates, and E-911 operators.

# BUNCOMBE COUNTY SUSTAINABILITY REPORT



## RESISTANCE TO NATURAL AND MANMADE HAZARDS



*In the first three months of 2013, 1,230 firefighters, law enforcement and emergency services personnel received training at the Public Safety Training Facility.*

In ensuring local preparedness for emergencies, all newly hired Buncombe County Department of Health staff completed Incident Command System courses, and at-risk staff were fitted for N-95 respirators to be better able to fulfill their role in a disaster. Community Emergency Response Team (CERT) training has been provided to 240 individuals, and a grant has been received for additional training to be held in 2013. The Public Safety Training Facility became operational in December 2012 and provides training opportunities for firefighters, law enforcement and EMS responders.



## HEALTHY ENVIRONMENTS



In working to improve safety for pedestrians and cyclists, the Safe Routes to Schools (SRTS) program is being implemented with 11 schools that have received funds, made infrastructure and/or program changes through intentional SRTS activities, or are engaged in planning activities.

To promote healthy buildings and homes, there were 2,226 homes inspected for fire safety plans during DSS home visits, 608 homes inspected for safe sleeping arrangements for children/infants, and 376 homes inspected for firearm safety plans/proper firearm storage. In addition, there were 87 adult care homes inspected in 2012. Building Permits and Inspections completed 23,378 building or trade inspections in 2012, and issued 1,482 certificates of occupancy. Eblen Charities performed 68 housing quality inspections.

*2,290 homes were inspected for working smoke alarms through DSS home visits in 2012.*

# BUNCOMBE COUNTY SUSTAINABILITY REPORT



## PARTNERSHIPS FOR CONSERVATION/PRESERVATION/RESTORATION OF NATURAL RESOURCES



*480 students participated in classroom lessons offered by the Soil and Water Conservation District this year.*

In *protecting ecological systems/wildlife*, and *conserving and protecting resources*, eight easements were recorded in 2012 which conserved 359 acres. To date, 72,079 acres have been protected through conservation efforts. Measures were taken to exclude 80 livestock from streams. As of March 2013, 357 farms have enrolled in the Voluntary Agricultural District Program (VAD) to conserve 26,579 acres as farmland.

*Promoting energy conservation programs*, Buncombe County operations had a total of 26,528 metric tons of carbon dioxide emissions in 2012, primarily resulting from vehicle fleet, building operation, and off-road equipment.



## POLLUTION AND WASTE PREVENTION



The *Air Quality* index is 35, keeping the County in Air Quality Attainment Status for 2012. The current design value for ozone is 68 parts per billion, and the design value for fine particulate matter is 9.4 micrograms per cubic meter.

Aimed at *reducing the use of harmful chemicals*, there were 1,118 participants trained in safe pesticide use through the Cooperative Extension office, and 9,319 participants trained in Integrated Pest Management (IPM) practices.

To help *improve water quality*, there were two NC Agricultural Cost Share Program projects installed, and six projects are planned for the next fiscal year.

In *managing waste (reduce, reuse, recycle)*, the County collected 90 tons of household hazardous waste, 260 tons of white goods, 4,964 gallons of used oil, 315 gallons of antifreeze, 558 lead acid batteries, and 91 tons of electronic equipment. There were 1,244 new on-site wastewater permits and 109 repair permits for existing septic systems issued in 2012. There are 9 trash/recycling centers at County parks.

*The County collected and recycled 2,698 tons of tires in 2012.*





# BUNCOMBE COUNTY SUSTAINABILITY REPORT



## ACCESSIBLE, MULTI-MODAL, AND EFFICIENT TRANSPORTATION NETWORK



To help *reduce vehicle miles traveled (VMT), and increase multi-modal options*, 37 employers and 342 employees participated in the Strive not to Drive Challenge. Asheville Redefines Transit (ART) ridership declined slightly over two years from approximately 1.5 million riders to 1.4 million; Mountain Mobility ridership increased from 148,578 to 166,680 between FY 2010 and 2012.

The *County Greenways and Trails Master Plan is being developed*, beginning with 667.7 miles of roads with ratings for bicycle use within the County, with 570 of these listed as suitable for biking.

*The number of passengers registered with Mountain Mobility increased by 21% from FY2010 to FY2012.*



## SUSTAINABLE LOCAL FOOD SYSTEMS



*The Cooperative Extension Master Gardeners supported the development of 19 school gardens in FY2012.*

In *promoting sustainable agricultural production and personal and community gardening, and increasing the demand for locally produced foods*, the NC Cooperative Extension Office, Appalachian Sustainable Agriculture Project (ASAP), and Blue Ridge Food Ventures work to increase marketing to connect farms with buyers. The number of participating producers in ASAP's certified local program is 109, with 10 certified processors. Participating vendors in Buy Local Programming include 5 bed and breakfasts, 14 bakers/caterers, 9 distributors/wholesalers, 13 grocers, 1 hospital, 65 restaurants, 1 school system, 12 farmers markets, and 23 Community Supported Agriculture programs (CSAs). There were 16 community gardens which received grant funding through the Buncombe County Health and Human Services Department in 2012. Cooperative Extension programs reached over 9,500 clients with workshops and information on enhancing farm profitability and sustainability.

# BUNCOMBE COUNTY SUSTAINABILITY REPORT



## SUSTAINABLE LOCALIZED ECONOMY



*482 jobs were created,  
and 231 jobs were  
retained through existing  
businesses in 2012.*

*Providing incentives to businesses for growth and encouraging a diverse economy with competitive wages, the average annual wage of new jobs created was \$42,300. The total capital investment of new or expanding companies was \$256.1 million (including new and expanded building, machinery and equipment) in 2012. The per capita income was \$26,347.*



## WORKFORCE DEVELOPMENT



*Robust job training that fits present and anticipated workforce demand is provided through AB Tech's Economic and Workforce Development/Continuing Education programming, which customized 80 courses or services for businesses, serving 62 participating companies in 2012. Through this *collaboration among the workforce and educational institution*, NC Career Readiness Certifications were awarded to 818 individuals.*

*Reducing the barriers to employment, there were 1,799 childcare subsidies, 582 bus passes, 401 bus tickets, 466 car repairs, and 749 gas cards provided. There were 1,352 people diverted from ongoing/continuous unemployment benefits through the benefits diversion program. There were 307 Work First recipients served by the Aspire program, and 121 served by the Client Supply/Job Readiness program.*

*127 individuals found  
employment through  
participation in  
Work First this year.*

# SUMMARY



As we conclude the first year of implementation and move into the next, we must acknowledge the nature of the Plan as a “living” document. Although formal development and adoption of the Sustainability Plan for Buncombe County have passed, successful implementation of the Plan will rely on the continuous improvement of strategies and the performance measures that guide them, as well as proactive efforts to identify and resolve the challenges which impede our path to a better Buncombe County.

In this light, the development of the Sustainability Plan continues as we work to identify trends and common themes related to the needs and challenges we face as a community. Although the first Annual Report does not contain enough data over time to establish statistical trends, several key themes are identifiable when considering the County’s efforts during the first year of the Plan’s implementation: self-sufficiency, accessibility, and collaboration. The establishment of community and school gardens serves as just one example which embodies the triple bottom line approach to sustainability within Buncombe County. While it is immediately apparent that local gardens increase the availability of locally produced, quality foods, these enterprises also introduce new producers and consumers to our local economy, as well as promote healthy personal and environmental choices. It is ongoing activities such as these which the Plan seeks to foster, support, and promote.

Despite the adoption of the Plan as a County-wide initiative, efforts in the first year of the Plan’s implementation were largely limited to the internal activities of the County Government. While we strive to work in the best interest of County residents on a daily basis, this must be done within the bounds of strict financial, regulatory and political constraints. Though there were many successes realized in the first year, challenges included: the general economic climate; a continuously evolving regulatory environment; and engaging cooperation and participation outside of local government. As our community works together to shape a better Buncombe County, we must also be careful not to counteract or invalidate the work that has already been done.

Within the second year of implementation, we anticipate receiving additional input from community agencies on updating strategies and monitoring indicators. County departments, now familiar with the process, will continue to provide reliable information on a full year of activity. Additional indicators which may be more relevant in tracking the progress of certain objectives have been identified by our partners, and will begin to be tracked in this second year. The coordination and development of other plans, such as the 2013 Comprehensive Land Use Plan Update, will include specific information and linkages to our sustainability efforts. Existing and new strategies will be employed that will help us continue to achieve progress on meeting the goals established through the Sustainability Plan, and ultimately improve our environment, community and economy.

To access the full Sustainability Plan and further details on its development and adoption, please visit [www.buncombecounty.org/sustainability](http://www.buncombecounty.org/sustainability). In addition, we invite you to send questions and comments to [sustainability@buncombecounty.org](mailto:sustainability@buncombecounty.org).



# 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**

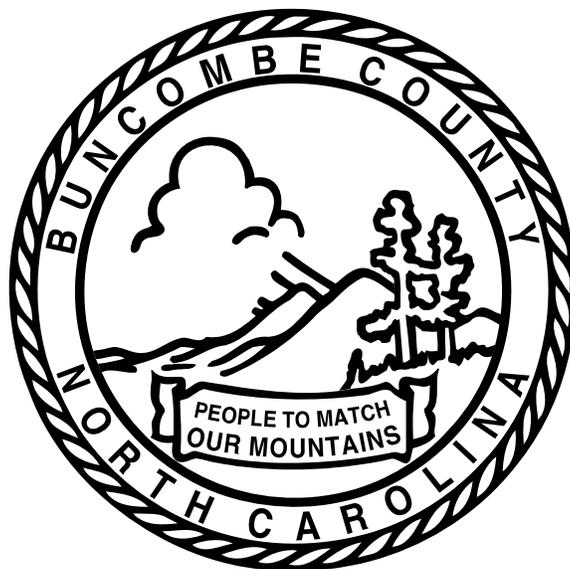
The amount of fund balance that is available for future appropriations.

**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)*