

2017

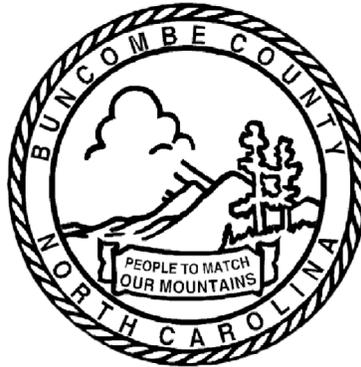
ANNUAL **BUDGET** REPORT
FOR THE FISCAL YEAR ENDING JUNE 30, 2017



BUNCOMBE COUNTY
NORTH CAROLINA

BUNCOMBE COUNTY, NORTH CAROLINA

ANNUAL BUDGET FISCAL YEAR 2016-2017



BOARD OF COMMISSIONERS

David Gantt, Chair
Joe Belcher, Vice Chair
Ellen Frost
Mike Fryar
Holly Jones
Timothy D. Moffitt
Brownie Newman

COUNTY MANAGER

Wanda S. Greene, PhD, CPA

Prepared By:
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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*

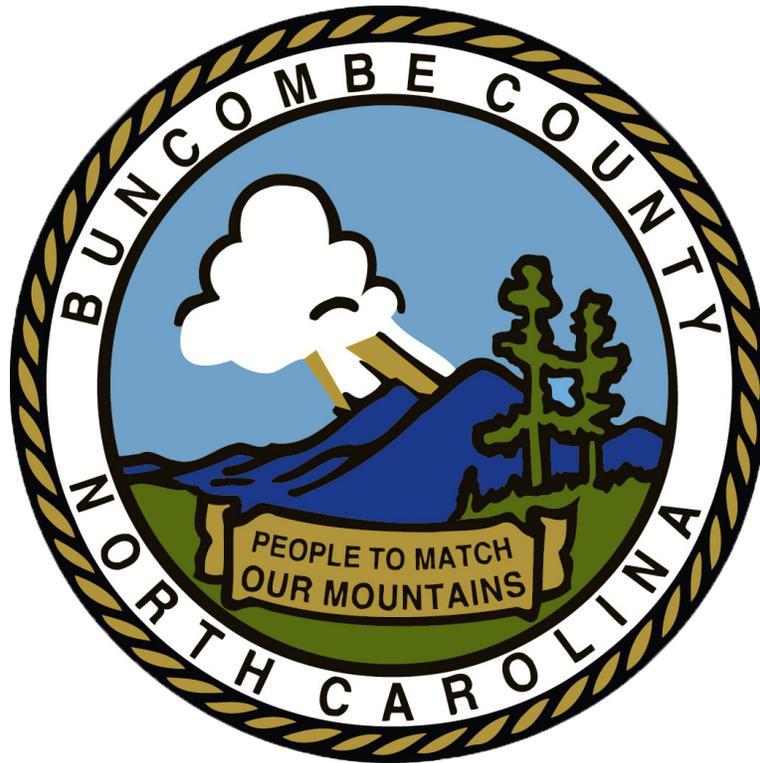
Our Mission:

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

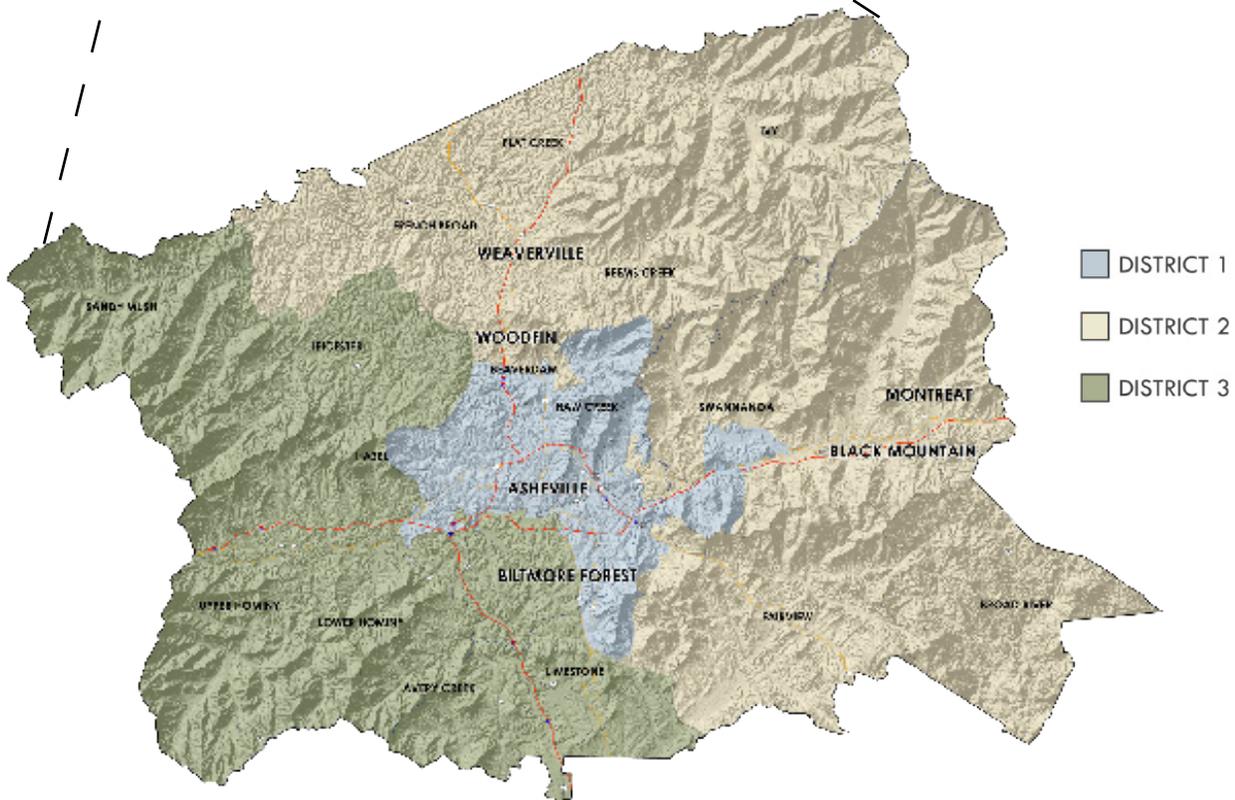


The Buncombe County Seal

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>	251,275
<i>Area</i>	656 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 FY2017 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.

The following visual look at Buncombe County’s history was presented in the 2013 Spring/Summer edition of *Buncombe Life* magazine.

NORTH CAROLINA ROOM

COUNTY BUNCOMBE LOCAL HISTORY

1791
The County of Buncombe was established on December 5, 1791 by an act of the legislature, initiated by William Davidson and Colonel David Vance. A log courthouse was constructed in 1793 at a point which is now Pack Square.



Thomas Clayton Wolfe was born in Asheville, NC on October 3, 1900. He is considered North Carolina's most famous writer.

1896
Vance Monument was constructed.



Asheville Then
1902



Asheville Now
2013



1904



In 1889 the Electric Trolley Era begins. Downtown Pack Square with electric trolleys in 1904 taken by Richard Putnam.

DISCOVER NORTH CAROLINA HISTORY

Visit the North Carolina Room at Pack Memorial Public Library to explore the history of Asheville, Buncombe County, and Western North Carolina. The NC Room houses an extensive collection of books, historic photographs, postcards, maps, manuscripts, family papers, and architectural drawings. Asheville newspapers from as early as the 1840s are available on microfilm.

241,419
Population of Buncombe County in 2011.



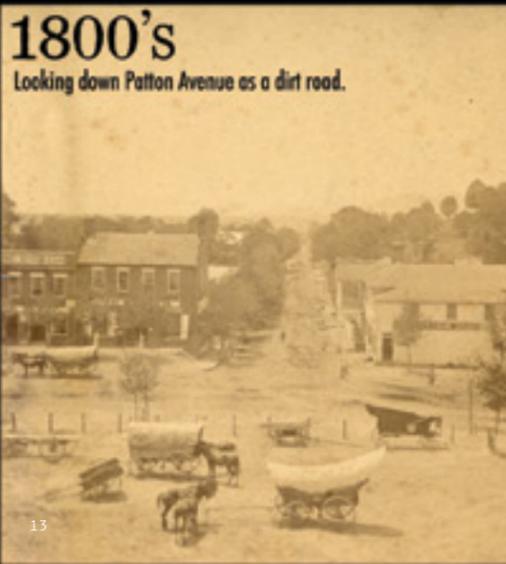
2013
Buncombe County elects 7 Commissioners for the first time. In previous years only 5 were elected.



1927

The Court House was almost complete and 6th grader Roy Fox's design won the County seal design contest.

1800's
1797
Morristown was renamed Asheville after North Carolina Governor Samuel Ashe.



1895
Construction of the Biltmore Estate was complete. It is the largest privately owned estate in the US.



1900's
44,288
Population of Buncombe County in 1900.



NORTH CAROLINA ROOM
The NC Room is located on the lower level of the library. It is open Tuesday through Thursday, 10 a.m. to 8 p.m. Friday, 10 a.m. to 6 p.m. Saturday, 10 a.m. to 5 p.m.

Contact us at packnc@buncombecounty.org call us at 828-250-4740; or check our website at www.buncombecounty.org/library and click on NC Collection.

Buncombe County

BOARD OF COMMISSIONERS

DISTRICT 1

DISTRICT 2

DISTRICT 3

CHAIR



David Gantt



Holly Jones



Mike Fryar



Joe Belcher,
Vice Chair



Brownie Newman



Ellen Frost



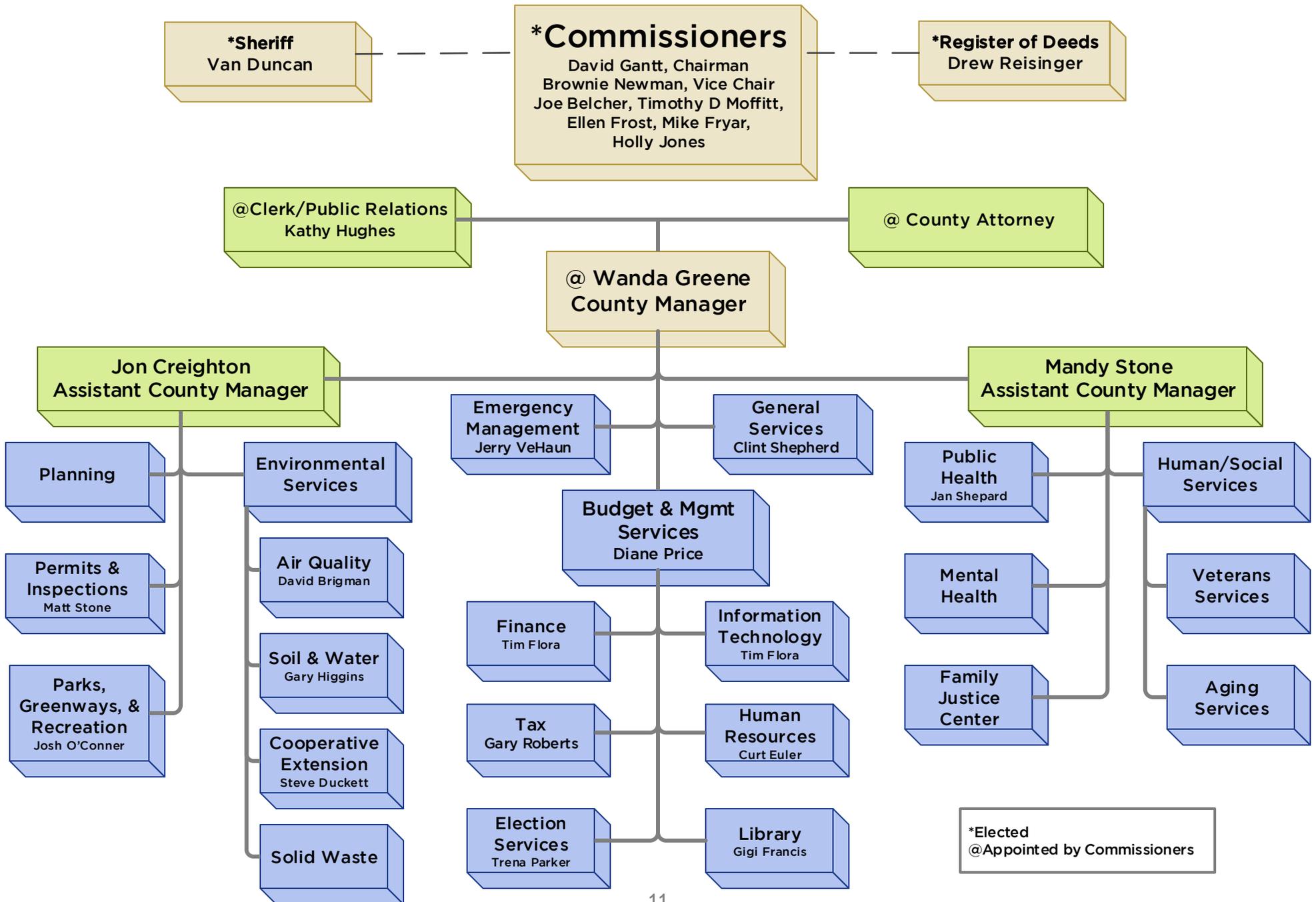
Timothy D. Moffitt

COUNTY OFFICIALS

Wanda S. Greene, PhD, CPA
Jon Creighton, MBA
Amanda Stone, MSW
Kathy Hughes
Tim Flora, CPA
Drew Reisinger
Van Duncan
Gary Higgins
Steve Duckett
David Brigman
Curt Euler
Diane Price, MBA
Trena Parker, MPA
Pat Freeman
Jerry VeHaun
Jan Shepard
Matt Stone
Gary Roberts
Clint Shepherd
Gigi Francis
Josh O'Conner

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

Buncombe County Government





Wanda Greene, PhD, CPA
County Manager

Buncombe County Manager

Jon Creighton, MBA
Assistant County Manager/Planning Director

Mandy Stone, MSW
Assistant County Manager/HHS Director

May 31, 2016

Buncombe County Board of Commissioners:

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

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 2016-2017 (FY2017) is \$407,169,686 and holds the tax rate at 60.4 cents. 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 \$320,349,603 and non-General Fund operating plans totaling \$86,820,083. This is a 0.01 percent decrease (\$40,739) from the FY2015-2016 amended General Fund budget.

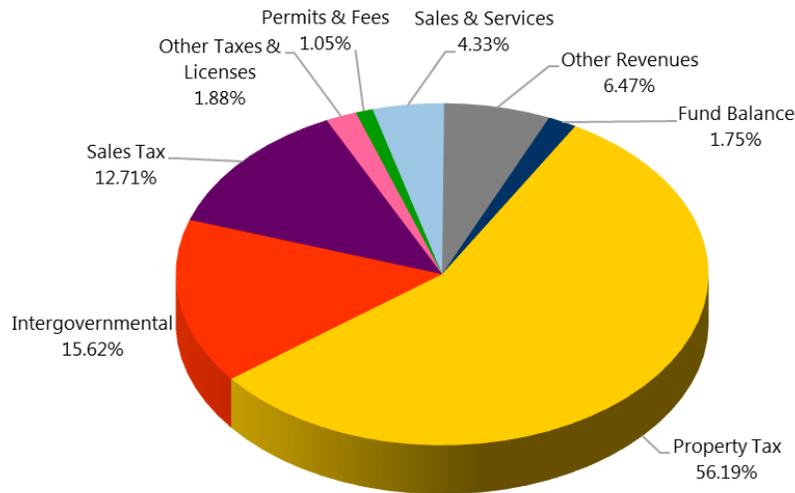
The non-General Fund operation plans are paid for with fees and special revenues. Non-General Funds include: Occupancy Tax Fund, Emergency Telephone System (911) Fund, Register of Deeds Automation Fund, Fire Service Districts Fund, Mountain Mobility Fund, Solid Waste Enterprise Fund, Inmate Commissary Enterprise Fund, Sheriff and BCAT Federal/State Forfeiture Funds, and the Insurance Fund. Since we use property taxes primarily in the General Fund, this message focuses on the General Fund portion of the budget.

Our goal was to focus on core services and priorities and addressing our greatest needs while balancing those needs with our revenue streams. Our resources continue to be allocated, and reallocated as needed, to our highest priorities. Following is information on revenues and expenditures specific to the FY2017 Recommended Budget:

Revenues

The following chart reflects the sources of revenue included in the General Fund budget:

Buncombe County General Fund Revenues FY 2017

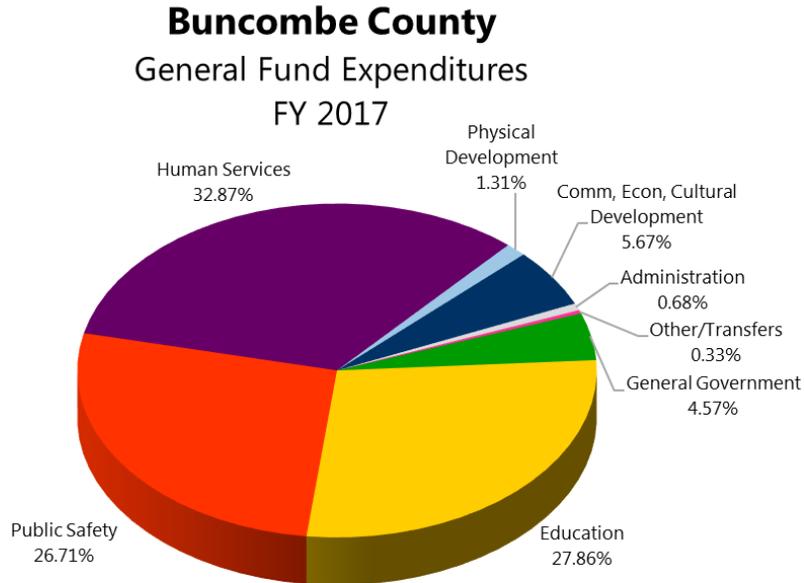


Composition of the County's General Fund Revenues is reflected in the following table:

Revenue Source	Revenues	% of 2017 Budget
Property Tax	\$180,002,531	56.19%
Intergovernmental	50,048,964	15.62%
Sales Tax	40,713,814	12.71%
Other Taxes & Licenses	6,037,520	1.88%
Permits & Fees	3,361,855	1.05%
Sales & Services	13,866,000	4.33%
Other Revenues	20,711,084	6.47%
Fund Balance	5,607,835	1.75%
TOTAL	\$320,349,603	100.00%

Expenditures

We continue to focus on providing core services to our citizens. While revenues remain relatively level and are challenged with state and federal legislation, demand for service, especially public safety, human service, and education continues to increase.



Core businesses of human services, public safety and education consume 87.4 percent (\$280,127,702) of our FY2017 General Fund Recommended Budget. The history of core service expenditures are reflected in the following table:

Function	Amended Expenditures		Recommended Expenditures	
	FY2016	<i>NCC</i>	FY2017	<i>NCC</i>
Education	87,049,888	<i>75,496,637</i>	89,253,475	<i>75,543,656</i>
Human Services	105,557,113	<i>58,693,075</i>	105,314,601	<i>60,531,651</i>
Public Safety	81,729,618	<i>65,574,840</i>	85,559,626	<i>69,725,015</i>
Total Exp	274,336,619	<i>199,764,552</i>	280,127,702	<i>205,800,322</i>
% of Budget/ <i>NCC</i>	88.1	<i>84.2</i>	87.4	<i>86.7</i>

*NCC = net County cost

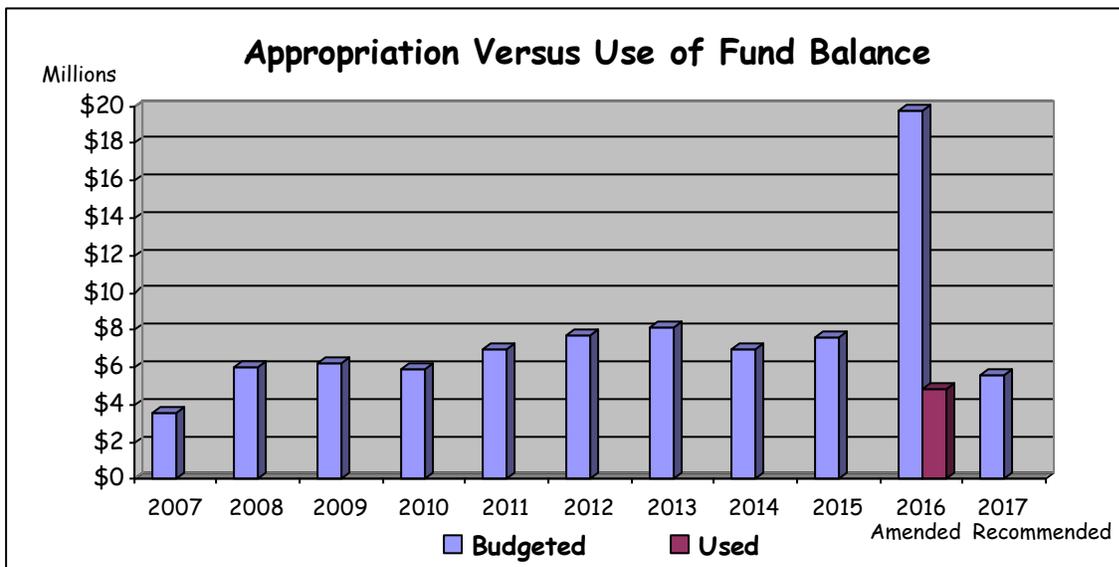
For FY2017, we included support services (information technology, finance, human resources, etc.) with the program functions to more accurately reflect the cost of services. The balance of the General Fund budget includes: administration, tax, election services, Register of

Deeds, economic development, planning, permitting, libraries and recreation. The following table reflects the expenditure breakdown for the General Fund:

Function	Expenditures	% of Total Budget	Net County Cost	% of Net County Cost
Education	89,253,475	27.86%	75,543,656	31.84%
Public Safety	85,559,626	26.71%	69,725,015	29.39%
Human Services	105,314,601	32.87%	60,531,651	25.51%
Culture/Recreation	18,160,165	5.67%	16,119,811	6.79%
General Government	14,647,763	4.57%	8,426,616	3.55%
Economic/Phys Dev	4,187,458	1.31%	3,776,065	1.59%
Administration	2,175,519	0.68%	2,106,227	0.89%
Other/Transfers	1,050,996	0.33%	1,050,996	0.44%
TOTAL	320,349,603	100.00%	237,280,037	100.00%

Fund balance appropriation is one means to maintain the property tax rate. Each year we appropriate fund balance with the challenge to save the appropriated amount. Historically, we have been able to do that.

However, as we end FY2015-2016, it is clear we will not be able to save all of the \$19.7 million of fund balance that we appropriated. Due to settlement of the Medford lawsuit we expect to use up to \$5.5 million of appropriated fund balance. The FY2017 Budget Estimate includes a fund balance appropriation of \$5,607,835 for county government operations. The following graph reflects the historical appropriation versus use of fund balance in our annual budgets:



Other Taxing Districts:

During the budget process, the County also sets property tax rates for other taxing districts. There are no increases requested for these taxing districts. The following schedule reflects the FY2016 adopted and FY2017 requested rates for the fire districts and Asheville City Schools.

Buncombe County Fire, Ambulance and Rescue Service Districts Ad Valorem Tax Rates (in cents)		
District	FY 2016 Adopted Tax Rate	FY 2017 Requested Tax Rate
Asheville Special	9.7	9.7
Barnardsville	15.0	15.0
Broad River	14.0	14.0
East Buncombe	9.9	9.9
Enka	9.0	9.0
Fairview	10.5	10.5
French Broad	14.0	14.0
Garren Creek	15.0	15.0
Jupiter	12.0	12.0
Leicester	14.0	14.0
North Buncombe	11.2	11.2
Reems Creek/Beaverdam	13.0	13.0
Reynolds	11.3	11.3
Riceville	11.0	11.0
Skyland	9.1	9.1
Skyland - Biltmore Forest	8.5	8.5
Swannanoa	12.9	12.9
Upper Hominy	12.5	12.5
West Buncombe	12.0	12.0
Woodfin	10.0	10.0
Other Districts Ad Valorem Tax Rate (in cents)		
Asheville City Schools	15.0	15.0

Summary:

The recommended FY2017 budget is \$407,169,686 and it maintains our current tax rate of 60.4 cents.

Department revenue and expenditure breakdowns are reflected on the attached spreadsheet. As you consider the FY2017 budget, there are a couple of key thoughts to keep in mind. We prepare the recommended budget without a perfect picture of the future. Given what we know about the economy, the state and federal governments, and current challenges, we make

our best assumptions. We will continue to follow closely state and federal activities that can impact our budget.

We appreciate the Board of County Commissioners' support and guidance as we prepare the budget. This budget focuses on maintaining quality in our core service areas that citizens need for their health, safety, and prosperity. I am also very grateful for the employees of Buncombe County who touch the lives of all 257,000 citizens making a meaningful, life changing impact through the programs we offer.

The next step is to hold a public hearing on the budget. The hearing is scheduled for June 7, 2016 at 4:30 pm in the Commissioner Board Room at 200 College Street.

As always, Buncombe County Government is here to SERVE.

Respectfully submitted,

Wanda S. Greene, PhD, CPA
County Manager

EXECUTIVE SUMMARY

The following summary presents a general overview of the Fiscal Year 2016-2017 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.



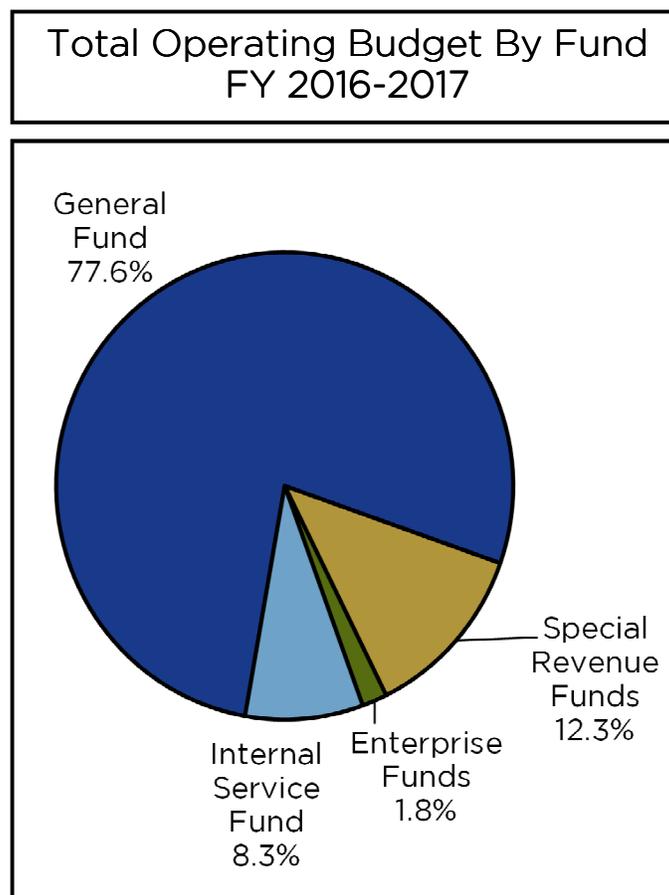
TOTAL COUNTY FUNDS

The total operating budget for Buncombe County in fiscal year 2017 is \$397,254,880. The largest fund is the **General Fund**, which is the County’s main operating fund. The General Fund budget total is \$308,228,889 a decrease of 4.85% from the FY2015-2016 amended budget, and a decrease of \$12.1 million from the time of the budget message. These decreases are primarily due to a \$13.3 million shift in in Article 40 (30%) and Article 42 (60%) sales tax from the General Fund to a Public Schools ADM Capital Project Fund. This sales tax revenue is statutorily designated for public school capital outlay.

The next largest group of funds is the **Special Revenue Funds**. The total operating expenditures for these funds are \$48,894,175, an increase of 12.73% from last year. This increase largely stems from increased occupancy tax revenue within the Occupancy Tax Special Revenue Fund.

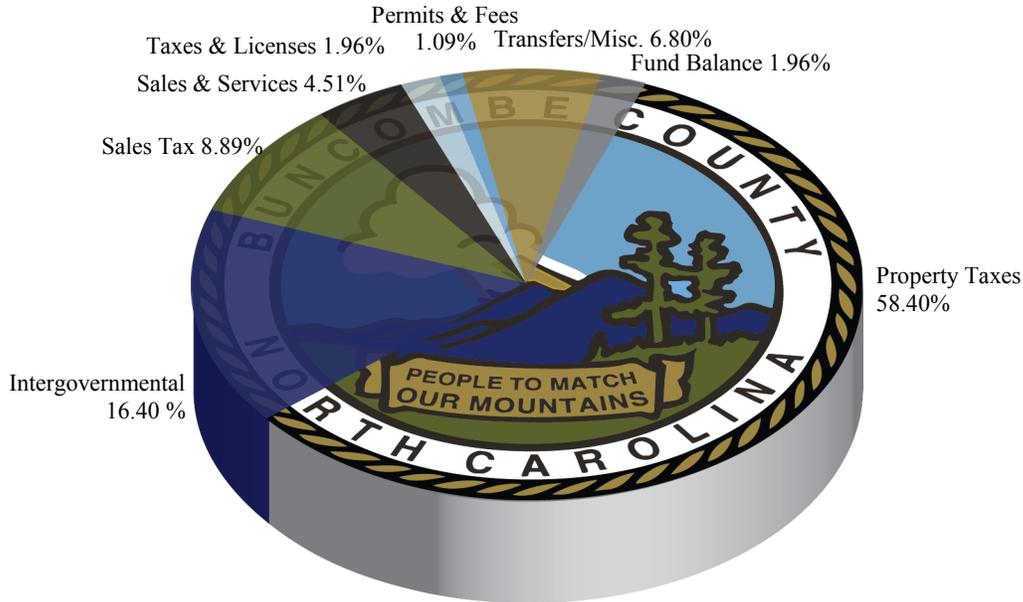
The **Enterprise Funds** have budgeted expenditures of \$7,057,726. This is an increase of 1.04% from last year. Enterprise Funds are self-supporting and do not rely on any contributions from the General Fund.

The **Internal Service Fund** expenditures of \$33,074,090 are for County commercial liability programs and the operations of its self-insurance, group health, dental and workers’ compensation, unemployment, and general liability programs. This is a decrease of 15% from the FY2016 amended budget.



GENERAL FUND

WHERE DOES THE MONEY COME FROM? FY2017 REVENUES/SOURCES – GENERAL FUND



MAJOR REVENUE SOURCES:

Primary Revenue Sources	2014/15		2015/16 Amended	2015/16 Estimate	2016/17 Adopted	% Change from FY 2016 Estimate
	Amended	2014/15 Actuals				
Property Tax	\$ 173,578,438	\$ 173,531,936	\$ 177,467,823	\$ 177,960,848	\$ 180,002,531	1.15%
Sales Tax	\$ 23,014,968	\$ 26,393,949	\$ 25,831,733	\$ 28,423,080	\$ 27,395,245	-3.62%
Intergovernmental	\$ 49,545,145	\$ 51,208,126	\$ 52,556,074	\$ 52,710,830	\$ 50,545,104	-4.11%
Other Taxes and Licenses	\$ 5,412,184	\$ 5,876,588	\$ 5,912,520	\$ 6,510,308	\$ 6,037,520	-7.26%
Permits & Fees	\$ 2,802,185	\$ 3,451,565	\$ 3,311,008	\$ 3,604,379	\$ 3,361,855	-6.73%
Sales & Services	\$ 14,419,793	\$ 13,933,422	\$ 14,182,808	\$ 14,450,993	\$ 13,892,880	-3.86%
Total	\$ 268,772,713	\$ 274,395,586	\$ 279,261,966	\$ 283,660,439	\$ 281,235,135	-0.86%

*The Property Tax data presented above includes NCDMV Tax, but does not include prior year, penalties or interest revenue.

**Prior year sales tax revenue has been restated to reflect creation of Public School ADM Capital Projects Fund in FY2017.

MAJOR REVENUE SOURCE: PROPERTY TAX

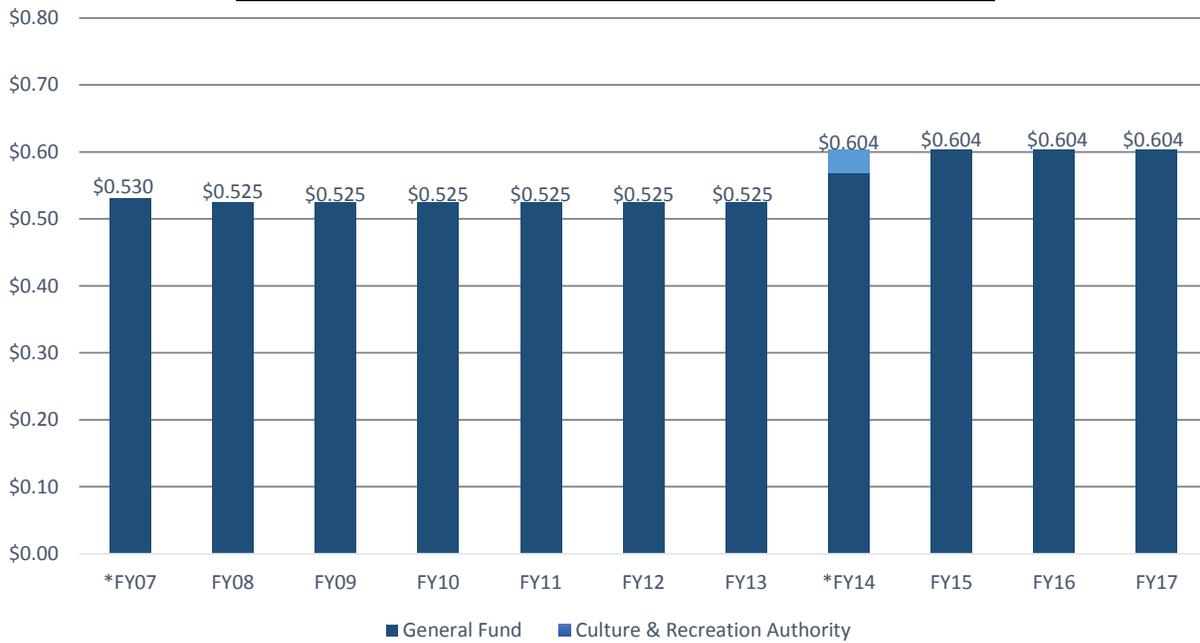
The total budget for the General Fund is \$308,228,889. The General Fund derives its revenue from a variety of sources. The County's largest revenue source, accounting for 58% of the General Fund revenues for FY2017, is Property Tax, which totals \$180,002,531 for the FY2016 – 2017 year. This is an increase of \$2,534,708, or 1.43%, from the FY2016 amended budget.

The FY2017 budget estimate for Property Tax is based on the following values. A 99.50% collection rate is assumed during the budget process.

Fiscal Year	2017
Tax Year	2016
Real Property	\$ 25,520,672,639
Personal Property	1,832,922,917
Public Service Companies	588,226,406
Registered Motor Vehicles	2,009,679,127
Total Value	\$ 29,951,501,089

The tax rate has remained at 60.4 cents since Buncombe County’s last reappraisal conducted in 2013. On April 5, 2016 the Buncombe County Board of Commissioners approved advancement of the octennial reappraisal schedule with the next reappraisal of real property to be effective as of January 1, 2017.

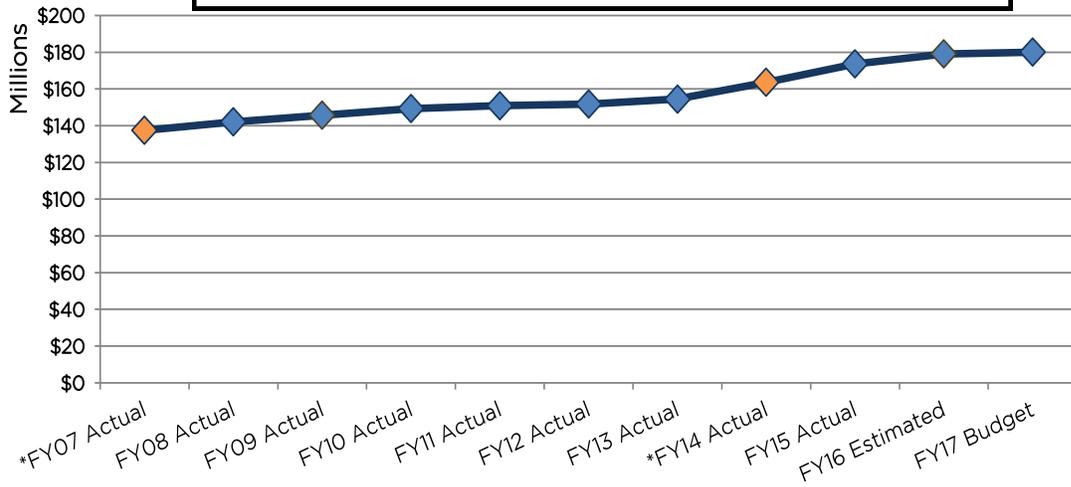
Tax Rate per \$100 Assessed Valuation



* Reappraisal Year

**In FY2015 the Culture & Recreation Authority transitioned to the General Fund Culture & Recreation function.

General Fund Property Tax Revenue



* Reappraisal Year

Primary Revenue Source	2014/15 Amended	2014/15 Actuals	2015/16 Amended	2015/16 Estimate	2016/17 Adopted	% Change from FY 2016 Estimate
Property Tax	\$ 173,578,438	\$ 173,531,936	\$ 177,467,823	\$ 177,960,848	\$ 180,002,531	1.15%

*The data presented above does not include prior year, penalties or interest revenue.

MAJOR REVENUE SOURCE: SALES TAX

The next largest source of revenue is Sales Tax. It is estimated to increase from FY2016 by 6% to \$27,395,245. Buncombe County continues to be the retail hub of western North Carolina supported by a major mall, a vibrant central business district, and several new shopping centers and mixed use developments including Asheville Outlets, a major retailer outlet mall which opened in May 2015. Sales tax is a volatile revenue source and was negatively affected by the decrease in consumer spending during the recession. In addition, in 2007 the General Assembly passed legislation to repeal the Article 44 sales tax, the third one-half percent local-option sales tax authorized in 2001. This is often referred to as the Medicaid Relief Swap as the State assumed County Medicaid costs in exchange for elimination of the local Article 44 sales tax and a commensurate increase in the State sales tax rate. The State took over one-quarter cent of the Article 44 sales tax on October 1, 2008, and the remaining one-quarter cent on October 1, 2009.

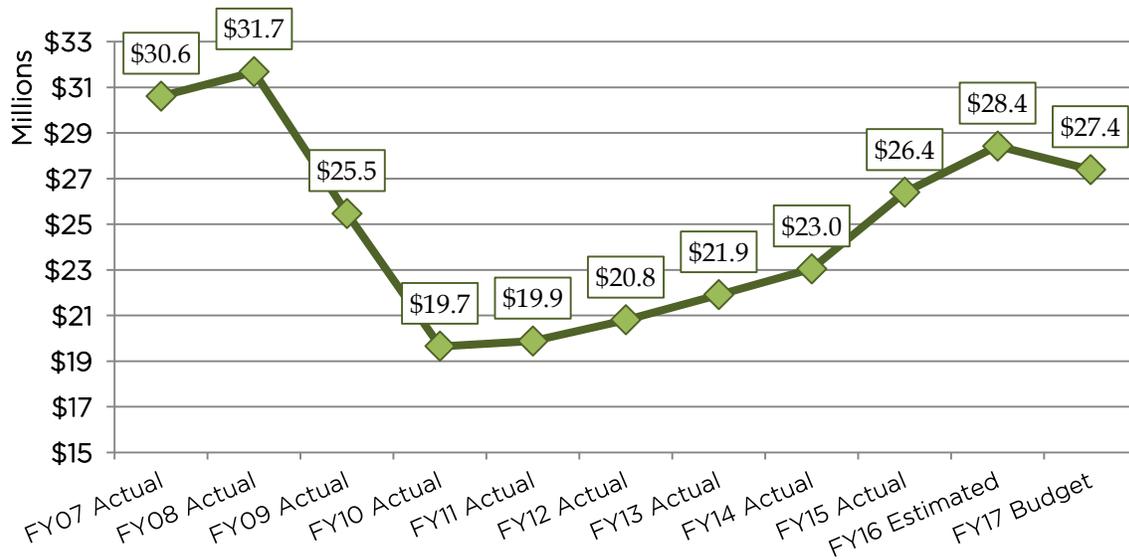
We are conservative with budget estimates as is evident by the actual collections in FY2016. Sales tax revenue is reviewed monthly and estimates are based on actual revenue received over the last twelve months. In light of recent legislative changes, some projections for FY2017 show slight decline as we factor in the uncertainty of the changes. Buncombe County levies four local-option retail sales and use taxes:

- The one percent tax authorized in 1971 (Article 39) . House Bill #507 originally designated one-half of the proceeds of Article 39 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. Senate Bill 888 ratified on June 21, 2016 rewrites Chapter 134 of the 1983 Session Law creating the Buncombe County School Capital Fund Commission. The bill reinstates the Commission, establishes membership and meeting requirements, and creates the Public School Capital Needs Fund. Prior to SB 888, one half of Article 39 sales and use tax revenue was allocated to Buncombe County Schools and Asheville City Schools pro rata according to average daily membership in the two school systems. SB 888 removes this distribution method and allocates funding based on prioritization of needs
- The one-half percent authorized in 1983 (Article 40). Thirty percent of the proceeds from this sales tax must be spent for school capital outlay or debt service on school bonds.
- The second one-half percent authorized in 1986 (Article 42). Sixty percent of the proceeds from this sales tax must be spent for school capital outlay or debt service on school bonds.
- The quarter cent authorized by referendum in 2011 (Article 46) . 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.

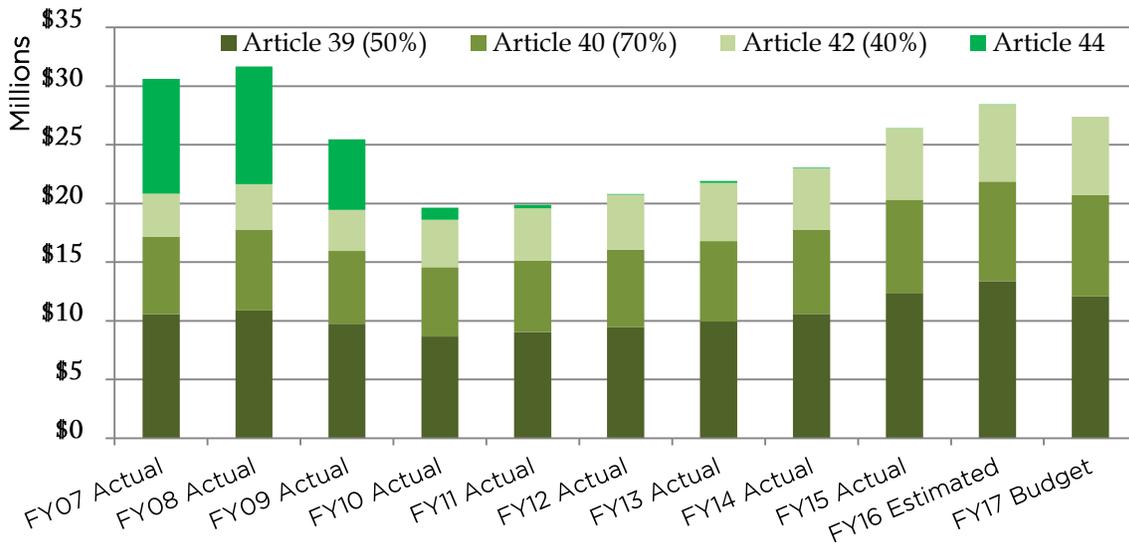
The remaining proceeds from the Article 39 (50%), Article 40 (70%), and Article 42 (40%) sales and use taxes are allocated among the municipalities, fire districts, and County on the ad valorem or tax levy basis. The ad valorem basis distributes sales tax revenues based on relative property tax levies of local government units.

Beginning in FY2017, the portions of Article 40 (30%) and Article 42 (60%) designated for school capital outlay will be accounted for in a Public Schools ADM Capital Project Fund. This fund was created to account for all public school capital funding required to be distributed to Buncombe County Schools and Asheville City Schools pro rata according to average daily membership (ADM) in the two school systems. Due to the shift in in Article 40 (30%) and Article 42 (60%) sales tax revenue from the General Fund to the Public Schools ADM Capital Project Fund, prior year sales tax data presented in this annual budget report excludes these articles.

General Fund Sales Tax



General Fund Sales Tax by Article



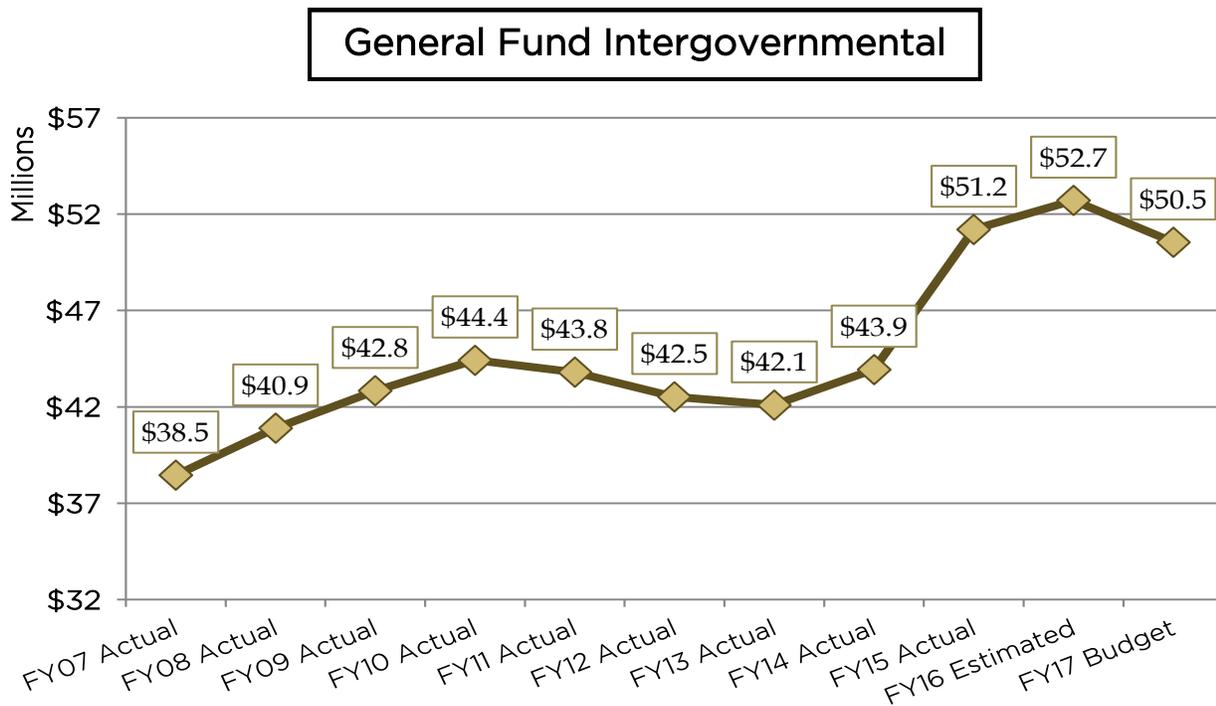
General Fund Sales Tax	2014/15		2015/16 Amended	2015/16 Estimate	2016/17 Adopted	% Change from FY 2016 Estimate
	Amended	2014/15 Actuals				
Article 39 (50%)	\$ 10,587,234	\$ 12,385,491	\$ 12,775,741	\$ 13,384,190	\$ 12,081,743	-9.73%
Article 40 (70%)	\$ 7,153,611	\$ 7,943,662	\$ 7,528,021	\$ 8,481,831	\$ 8,635,319	1.81%
Article 42 (40%)	\$ 5,274,123	\$ 6,061,376	\$ 5,527,971	\$ 6,547,116	\$ 6,678,183	2.00%
Article 44 (Medicaid Relief Swap)	\$ -	\$ 3,420	\$ -	\$ 9,943	\$ -	
Total	\$ 23,014,968	\$ 26,393,949	\$ 25,831,733	\$ 28,423,080	\$ 27,395,245	-3.62%

*Article 44 amounts incurred are due to late filed returns, audits, and refunds that affect periods prior to October 1, 2009.

MAJOR REVENUE SOURCE: INTERGOVERNMENTAL

Intergovernmental revenues include grants and payments from federal, state, and other local governmental units and increased slightly from FY2016 to FY2017. Intergovernmental revenues account for 16.4% of General Fund revenues in the FY2017 budget.

The County expects to receive approximately \$41.1 million in federal and state funds for the Social Service Department (DSS) in FY2016-2017. The Health Center is also expected to receive \$3.5 million in state and federal revenues. Due to the level of federal and state funding Buncombe County receives, a very conservative approach is taken with regard to anticipated revenues during the budget process. As grants are realized throughout the year the budget is amended to reflect the increased revenues. We anticipate this same trend to continue in FY2017.



General Fund Intergovernmental Revenue	2014/15 Amended	2014/15 Actuals	2015/16 Amended	2015/16 Estimate	2016/17 Adopted	% Change from FY 2016 Estimate
Intergovernmental	\$ 49,545,145	\$ 51,208,125	\$ 52,556,074	\$ 52,710,830	\$ 50,545,104	-4.11%

OTHER REVENUE SOURCES:

Other Taxes & Licenses

This revenue source, representing 1.96% of the budget, includes \$3,900,000 for the real property transfer tax (excise tax) and \$1,582,520 for video programming taxes. The Rental Car Tax is budgeted at \$425,000, and the Heavy Equipment Rental Tax at \$130,000 for FY2017.

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 1.09%, or \$3,361,855, of the General Fund revenue. Permits and inspections make up 59% of these total revenues.

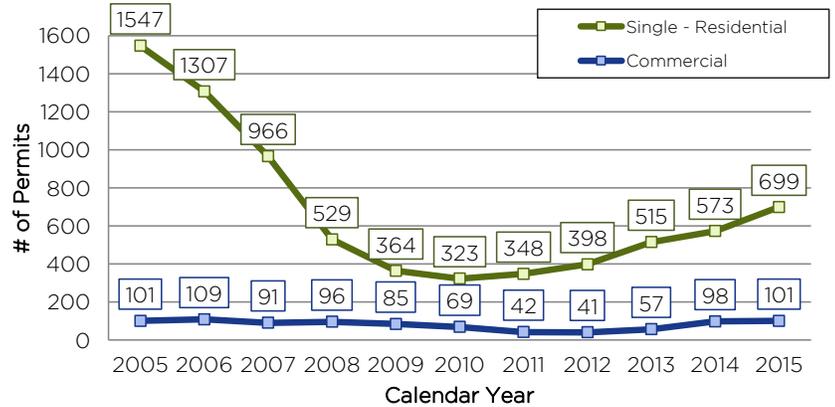
59% of these total revenues.

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 53.04% of the total revenue for calendar year 2015, the latest year for which data is available.

Single-family construction increased by 22% from calendar year 2014 to 2015. In calendar year 2014, 573 single-family construction permits were issued, while in calendar year 2015, 699 were issued.

Multi-family construction decreased from calendar year 2014 to 2015. In calendar year 2014, 18 buildings were constructed consisting of 351 units total, while in calendar year 2015, 14 buildings were constructed consisting of 254 units total.

Building Permits Issued

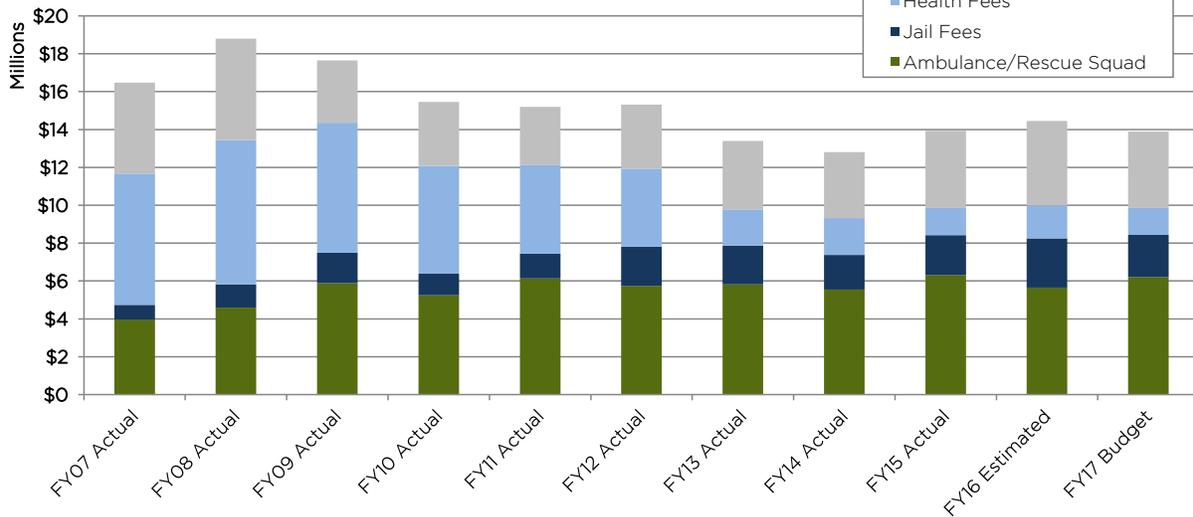


Commercial construction increased 3% in calendar year 2015 over the previous year. In calendar year 2014, 98 commercial construction permits were issued and 101 were issued in calendar year 2015.

Sales & Services

These revenues represent charges for County services that are provided by County Departments. Included in revenues for sales and services are Public Health revenues, EMS fees, and Jail revenues. For FY2017, General Fund revenues for sales and services are estimated at \$13,892,880, a 2.04% decrease from last year. Sales and Services represent 4.51% of the total General Fund budget. Revenues are estimated to be \$1.4 million for the Public Health, \$6.2 million for EMS, and \$2.2 million for the Jail.

Sales & Services By Fee Type



Other Revenues

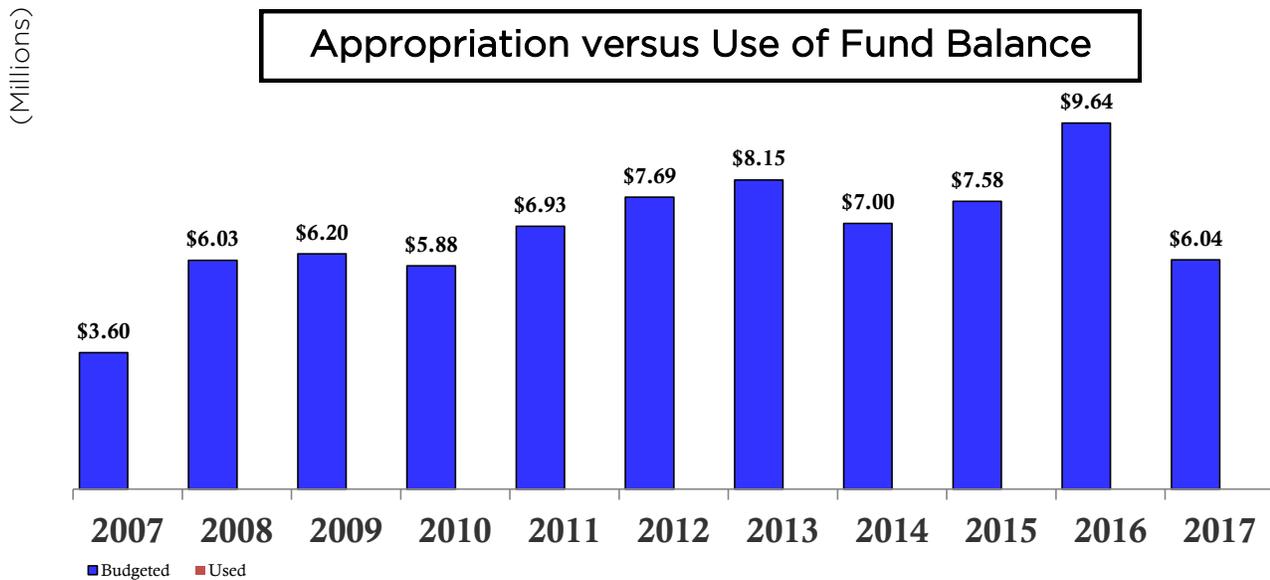
These revenues include investment earnings; indirect cost charges, proceeds of capitalized leases, donations, and sale of assets. Other revenues for the General Fund are estimated to be \$8,432,243 for FY2017, a large increase of \$7 million from the previous year. This increase is due to the sale of County owned property estimated at \$6.8 million.

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 \$285,000 for FY2017, which is an increase of \$85,000 from the FY2016 budget.

Fund Balance

In the General Fund \$6,039,085 of fund balance is appropriated in the FY2016-2017 budget. This accounts for 1.96% of General Fund appropriations. 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.

The unrestricted fund balance is estimated at 17.3% of total expenditures for FY2016. 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.

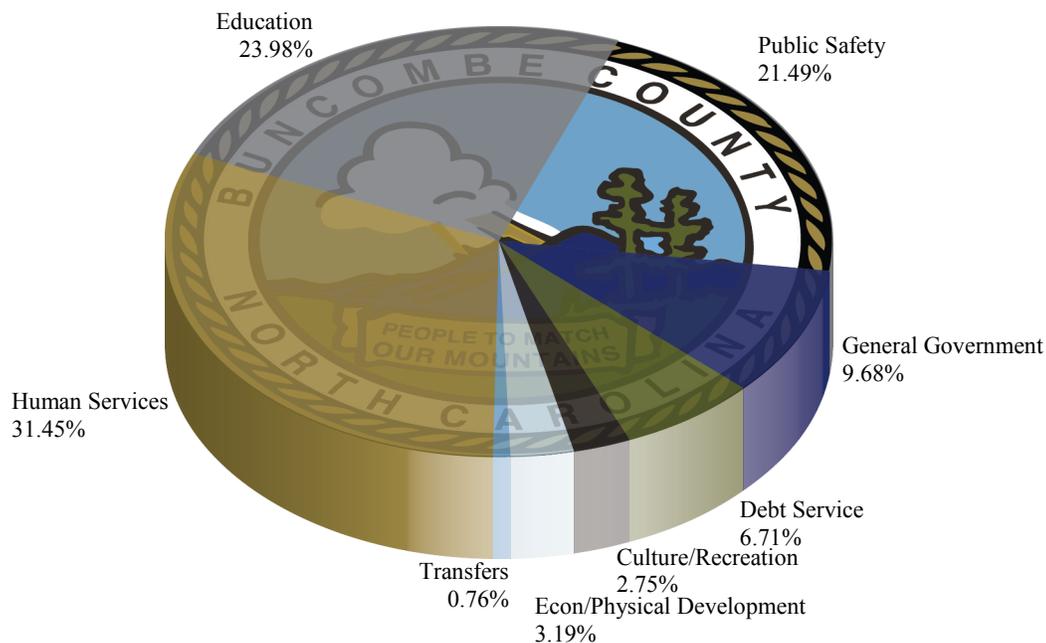


*Adopted Appropriated Fund Balance

GENERAL FUND (CONTINUED)

WHERE DOES THE MONEY GO?

FY2017 EXPENDITURES/USES – GENERAL FUND



BUDGET YEAR HIGHLIGHTS:

Buncombe County continues to focus on core services – Education, Human Services, and Public Safety. These core services consume 82% (\$252.5 million) or our FY2017 General Fund Budget Estimate.

- Education funding was greatly impacted by the ratification of Senate Bill 888. This bill allowed Buncombe County to shift debt service requirements of \$5 million for public school capital projects from the General Fund to the Public School Capital Needs Fund in FY2017. The Buncombe County Board of Commissioners approved utilizing the gained capacity in the General Fund to fund the following, with the remainder to be placed in an Education Contingency for anticipated personnel salary increases to be included in the State budget:
 - \$100,000 Greenways funding (to be added to the existing \$300,000 allocation)
 - \$75,000 Asheville Museum of Science funding
 - Funding for Buncombe County Schools for the following items, with a proportionate share going to Asheville City Schools based on average daily membership in the two school systems:
 - \$1,648,656 – First year of teacher supplement increases to be phased in over a 2 year period
 - \$423,650 – Pay increases for non-certified employees
 - \$1,349,400 – Enka Intermediate personnel and start up instructional supplies cost
 - \$199,839 – Nesbitt Discovery Academy personnel – Unified Arts and Physical Education
 - \$174,265 – Estimated increase in the retirement contribution rate and health insurance premium
 - \$120,000 – Cost for HOMEBASE and CANVAS student subscription

- General Fund Education expenditures have also been affected by the shift of Article 40 (30%) and Article 42 (60%) sales tax from the General Fund to a Public Schools ADM Capital Project Fund. This sales tax revenue is statutorily designated for public school capital outlay, which will be accounted for in the Public Schools ADM Capital Project Fund going forward.
- Public Safety funding includes \$200,000 for the Detention Center kitchen remodel, \$436,844 personnel and operating costs for the newly opened Firing Range personnel, and \$150,000 for Animal Services Resource Officers.
- Human Services has primarily been affected by decreasing federal and state revenues. The largest impact we are seeing for FY2017 is in Non-Emergency Medicaid Transportation. NC DHHS has indicated they are planning to institute direct provider enrollment, which we anticipate will change the program from 100% Federal reimbursement to a 50/50 County/ Federal cost share. In addition to decreased revenues, expenditures for this service continue to increase due to an increase in trips and higher trip cost.

In addition to funding for core services, expenditures in General Government have increased in Elections, Tax, and Information Technology.

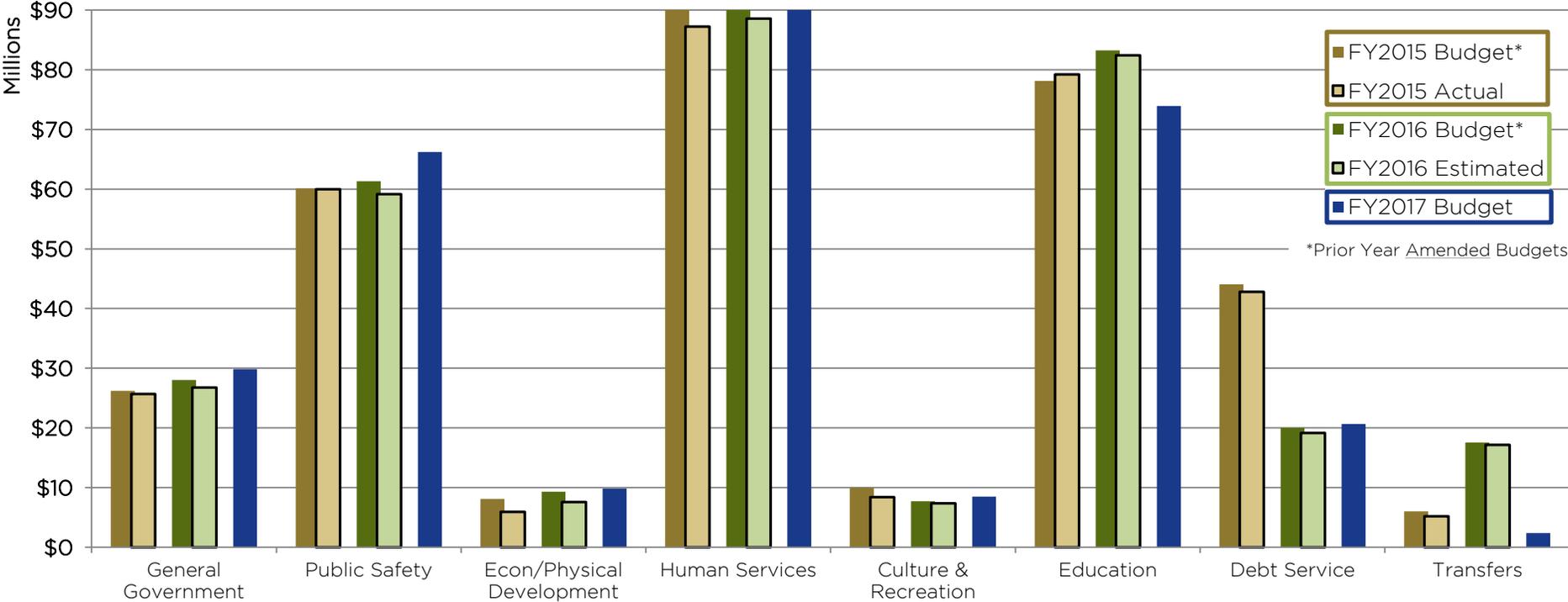
- Tax - On April 5, 2016 the Buncombe County Board of Commissioners approved advancement of the octennial reappraisal schedule with the next reappraisal of real property to be effective as of January 1, 2017. Funding of \$158,600 has been included in the FY2017 budget for the reappraisal. This is a one-time cost, not recurring.
- Elections - \$424,213 has been included in the budget for the 2016 General Election. This is to cover staffing, equipment, and supplies. This funding also allows Buncombe County to comply with State Board of Elections requirements mandating six Election Officials at each precinct and five Election Officials at each early voting site.
- Information Technology – FY2017 funding includes \$286,000 for infrastructure refresh and computer licensing and maintenance.

Culture & Recreation includes new funding of \$55,000 for outdoor pool resurfacing. This will be a recurring expense in future budgets. An additional \$100,000 has also been appropriated for Greenways funding as a result of Senate Bill 888.

The FY2017 budget includes an increased retirement contribution rate mandated by the State Local Government Employees Retirement System (LGERS). In accordance with the LGERS Employer Contribution Rate Stabilization Policy, the retirement rate will be increasing each year for the next five years. The FY2017 impact is approximately \$430,000. We are estimating an annual impact of \$170,000 for the four subsequent years FY2018-FY2021.

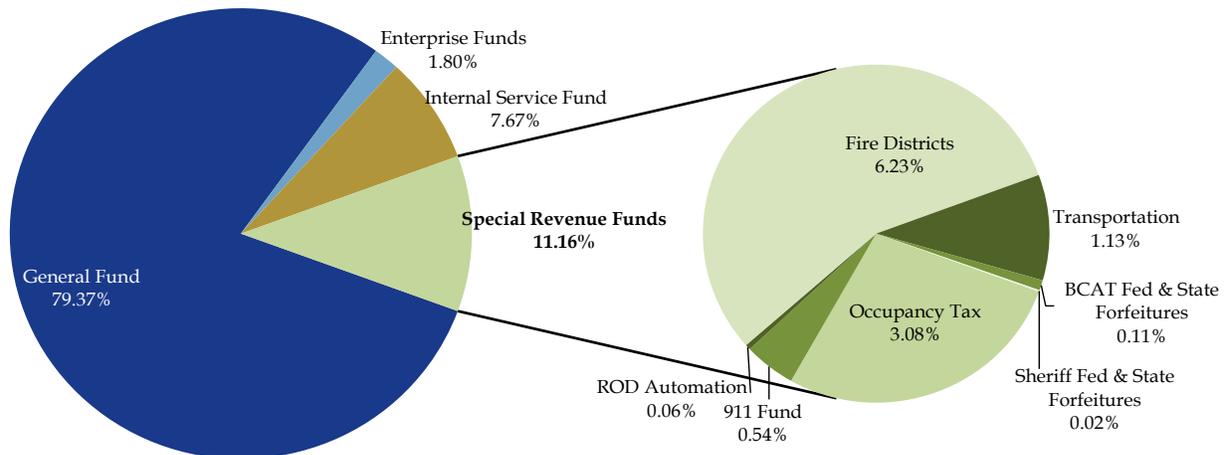
Other increases affecting all areas of the General Fund include an increased health insurance premium (county paid portion) for Buncombe County employees and \$2 million funding for Other Post-Employment Benefits (OPEB). Additionally, to make commensurate with City of Asheville budget action, included in the base budget is a compensation increase of 3.5%. Two percent of that amount shall go to all employees effective July 1, 2016. The County Manager retains discretion in dispersing the remaining 1.5%.

General Fund Expenditures By Function



SPECIAL REVENUE FUNDS

The total budget for Special Revenue Funds is \$48,894,175. These funds represent 12.31% 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, PDF Woodfin Downtown Fund, and the BCAT and Sheriff Federal and State Forfeiture Funds.



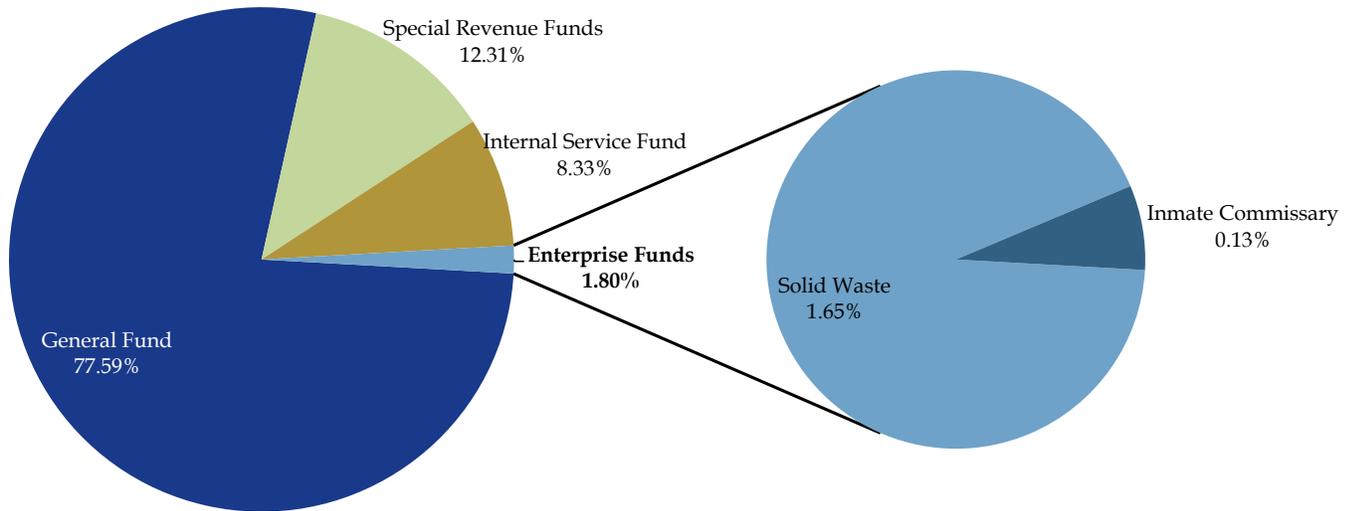
- The Register of Deeds Automation Fund has a budget of \$283,230 for FY2017. All of these funds are used for automating the Register of Deeds records.
- The Occupancy Tax Fund has a budget of \$15,914,004. This represents the revenues generated through the room occupancy tax on hotel and motel rooms. There was an increase of 32.95% in the budget amount from FY2016 to FY2017. This increase reflects continued growth in tourism as well as a 2% Occupancy Tax increase effective November 1, 2015. The current Occupancy Tax rate is now at 6%. 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 \$2,102,500. The FY2017 budget includes appropriations for major capital projects including replacement of dispatch console hardware. 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 \$25,144,016 for FY2017, an increase of 3.83% from FY2016. In FY2016 Buncombe County's Fire Districts were consolidated resulting in twenty districts, down from the previous twenty-six. 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. No increases in ad valorem rates were recommended for FY2017.
- 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 FY2017 is \$4,387,071. This is an increase of 0.16% from FY2016. The County funded portion for FY2017 remains at \$1,626,448.

- The PDF Woodfin Downtown Fund is a new Special Revenue Fund that will account for ad valorem tax revenues pledged to meet the debt service requirements related to the Woodfin Downtown Project. The Woodfin Downtown Project was previously accounted for in a project fund, but is now complete with only debt service remaining. The FY2017 budget for this fund is \$576,950 for debt principal and interest payments.
- 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 fiscal 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 FY2017 budget of \$226,055.
 - The BCAT State Forfeiture Fund has a FY2017 budget of \$196,100.
 - The Sheriff Federal Forfeiture Fund has a FY2017 budget of \$39,073.
 - The Sheriff State Forfeitures Fund has a FY2017 budget of \$25,175.

ENTERPRISE FUNDS

The total budget for the Enterprise Funds is \$7,057,726. This is a small increase of 1.04% from FY2016. The two Enterprise Funds, Solid Waste and Inmate Commissary, are self-supporting through revenues and fees they collect.

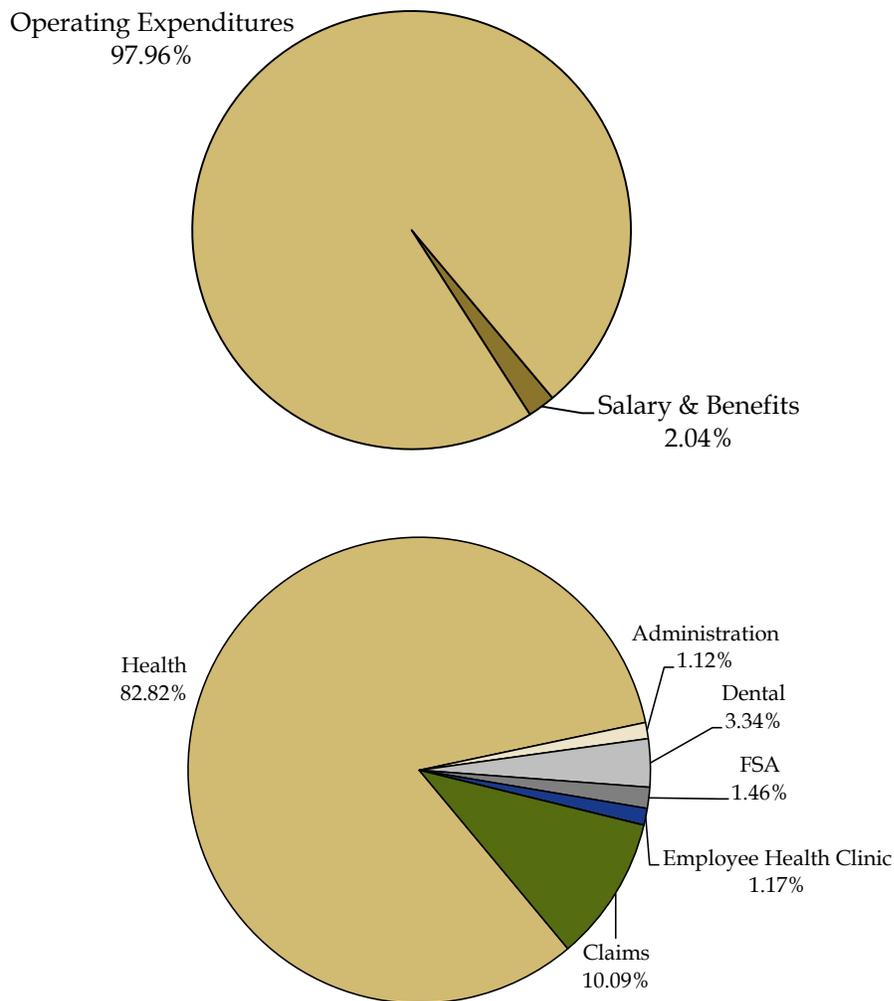


- The total budget for the Solid Waste Fund is \$6,547,287 which is no change from the FY2016 budget. The Solid Waste Fund includes the Landfill and Waste Transfer Station.
- The budget for the Inmate Commissary & Welfare Fund is \$510,439 which is a slight increase of \$72,924 from last year's budget. Revenues for this fund are generated through sales to the inmate population in the County's Detention Center.

INTERNAL SERVICE FUND

The Internal Service Fund was established to fund the County’s self-insurance, group health, dental and workers’ compensation, unemployment, and general liability programs. These expenditures consist of health and dental insurance premiums and claims, employee health clinic, flexible spending accounts (FSA), other post-employment benefits (OPEB), workers’ compensation, unemployment, and general liability claims. Budgeted expenditures are \$33,074,090, a decrease of 15% from last year’s amended budget. The revenues for this fund are collected through direct charges to other funds for insurance purposes and employee payments for insurance premiums.

Expenditures FY 2016-2017



FSA – Flexible Spending Accounts

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

OPERATING BUDGET SUMMARY: ALL FUNDS

	2014/15 Actual	2015/2016 Amended	2015/16 Estimated	2016/17 Budget
Revenues:				
General Fund	318,806,174	323,950,963	309,211,290	308,228,889
Special Revenue Funds:				
Volunteer Fire Departments Fund	21,360,916	24,217,091	21,525,066	25,144,016
Transportation Fund	3,652,677	4,690,795	4,104,855	4,387,071
Emergency Telephone System Fund	909,763	2,102,500	891,215	2,102,500
Occupancy Tax Fund	10,590,065	17,470,004	16,226,135	15,914,005
Register of Deeds Automation Fund	146,023	216,230	149,067	283,230
BCAT Federal Forfeitures	113,725	216,690	68,741	226,055
Sheriff Federal Forfeitures	182,914	151,183	9,952	39,073
BCAT State Forfeitures	487	136,363	10,727	196,100
Sheriff State Forfeitures	82,599	187,284	117,686	25,175
PDF Woodfin Downtown Fund	469,427		467,997	576,950
Enterprise Funds:				
Solid Waste Disposal Fund	7,222,240	6,892,287	7,688,592	6,547,287
Inmate Commissary Fund	312,822	496,568	344,617	510,439
Internal Service Fund	30,960,659	39,122,962	37,767,638	33,074,090
Total	394,810,491	419,850,920	398,583,578	397,254,880
Expenditures				
General Fund	314,380,550	323,950,963	308,216,248	308,228,889
Special Revenue Funds:				
Volunteer Fire Departments Fund	21,356,081	24,217,091	20,920,902	25,144,016
Transportation Fund	3,610,075	4,690,795	4,061,102	4,387,071
Emergency Telephone System Fund	1,032,227	2,102,500	1,546,090	2,102,500
Occupancy Tax Fund	10,590,065	17,470,004	16,226,135	15,914,005
Register of Deeds Automation Fund	184,319	216,230	133,712	283,230
BCAT Federal Forfeitures	94,621	216,690	23,794	226,055
Sheriff Federal Forfeitures	107,715	151,183	123,355	39,073
BCAT State Forfeitures	67,893	136,363	24,537	196,100
Sheriff State Forfeitures	23,991	187,284	61,130	25,175
PDF Woodfin Downtown Fund	563,292		561,449	576,950
Enterprise Funds:				
Solid Waste Disposal Fund	6,284,818	6,892,287	5,739,857	6,547,287
Inmate Commissary Fund	363,763	496,568	305,642	510,439
Internal Service Fund	26,395,314	39,122,962	36,640,253	33,074,090
Total	385,054,724	419,850,920	394,584,206	397,254,880

BUDGET SUMMARY ALL FUNDS - REVENUES

Summary of County Funds	2014/15 Actual	2015/2016 Amended	2015/16 Estimated	2016/17 Budget
General Fund				
Property Tax	174,977,977	177,467,823	179,061,069	180,002,531
Local Option Sales Tax	38,890,438	40,099,984	41,878,824	27,395,245
Other Taxes	5,876,588	5,912,520	6,510,307	6,037,520
Intergovernmental	51,208,125	52,556,074	52,710,829	50,545,104
Permits & Fees	3,451,566	3,311,008	3,604,379	3,361,855
Sales & Services	13,933,422	14,182,808	14,450,994	13,892,880
Investment Earnings	251,348	200,000	415,191	285,000
Miscellaneous	1,159,338	1,213,115	1,019,440	8,147,243
Interfund Transfers/Other Financing Sources	29,057,372	9,270,581	9,560,257	12,522,426
Appropriated Fund Balance	-	19,737,050	-	6,039,085
Total	318,806,174	323,950,963	309,211,290	308,228,889
Special Revenue Funds				
Property Tax	16,586,098	19,079,610	17,416,439	20,009,279
Local Option Sales Tax	5,107,964	5,137,481	4,440,343	5,711,687
Other Taxes	10,590,065	17,470,004	16,226,135	15,914,005
Intergovernmental	3,701,020	4,036,262	3,953,164	4,147,604
Permits & Fees	144,980	151,695	148,211	151,695
Investment Earnings	11,893	13,305	7,577	13,305
Miscellaneous	34,067	57,000	16,040	30,000
Interfund Transfers	1,332,509	1,626,448	1,363,532	1,626,448
Appropriated Fund Balance	-	1,816,335	-	1,290,152
Total	37,508,596	49,388,140	43,571,441	48,894,175
Enterprise Funds				
Other Taxes	393,715	257,487	312,174	257,487
Intergovernmental	-	10,000	24,192	10,000
Charges for Services	7,084,025	6,580,800	7,633,539	6,580,800
Investment Earnings	55,526	40,000	57,014	40,000
Miscellaneous	1,796	-	6,290	-
Other Financing Sources	-	345,000	-	-
Interfund Transfers	-	-	-	-
Appropriated Fund Balance	-	155,568	-	169,439
Total	7,535,062	7,388,855	8,033,209	7,057,726
Internal Service Fund				
Charges for Services	28,423,372	30,532,962	28,602,638	33,074,090
Investment Earnings	37,287	-	-	-
Interfund Transfers	2,500,000	8,590,000	9,165,000	-
Appropriated Fund Balance	-	-	-	-
Total	30,960,659	39,122,962	37,767,638	33,074,090
Grand Total	394,810,491	419,850,920	398,583,578	397,254,880

Note: Prior year Local Option Sales Tax data presented above shows total actuals for FY2015 and total estimated for FY2016.

BUDGET SUMMARY ALL FUNDS- EXPENDITURES

SERVICE AREA				
Departments	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Budget
General Government				
Governing Body	1,007,460	1,040,825	980,784	985,568
County Manager	943,693	984,829	840,136	832,393
Human Resources	568,413	692,879	689,066	914,551
Finance	2,080,772	2,082,856	2,023,782	2,360,021
Tax Department	4,726,846	4,686,270	4,326,112	4,849,338
Board of Elections	1,313,180	1,841,239	1,842,833	2,353,898
Register of Deeds	3,429,604	3,860,996	3,602,810	3,633,830
Budget & Management Services	1,032,297	1,433,235	1,397,900	1,348,689
Information Technology	10,562,836	11,384,531	11,056,693	12,150,479
Nondepartmental	-	-	-	410,163
Register of Deeds Automation Fund	184,319	216,230	133,712	283,230
Internal Service Fund - Health/Dental	26,395,314	39,122,962	36,640,253	33,074,090
Public Safety				
Sheriff	34,042,816	33,272,162	33,451,785	35,725,285
Emergency Services	11,210,760	10,795,254	10,959,317	11,899,284
Pretrial Release	798,784	871,502	883,795	851,713
City-County Bureau of Identification/ Centralized Data Entry	1,415,299	1,424,319	1,458,080	1,433,925
Permits & Inspections	1,919,730	2,058,712	1,931,873	2,282,724
General Services	6,949,020	8,417,148	6,912,657	8,484,458
Public Safety Training Center	357,039	815,255	416,771	1,259,860
Criminal Justice Information System	1,330,434	1,502,586	1,288,247	1,601,994
Nondepartmental	1,945,962	2,189,220	1,876,601	2,687,614
Volunteer Fire Departments Fund	21,356,081	24,217,091	20,920,902	25,144,016
Emergency Telephone System Fund	1,032,227	2,102,500	1,546,090	2,102,500
Inmate Commissary Fund	363,763	496,568	305,642	510,439
BCAT Federal Forfeitures	94,621	216,690	23,794	226,055
Sheriff Federal Forfeitures	107,715	151,183	123,355	39,073
BCAT State Forfeitures	67,893	136,363	24,537	196,100
Sheriff State Forfeitures	23,991	187,284	61,130	25,175
Human Services				
Public Health	15,166,728	15,719,219	15,438,673	16,122,639
Social Services	68,602,524	75,830,371	69,559,794	77,878,625
Aging Services	570,766	570,766	569,503	570,766
Child Care Services	208,240	207,508	207,508	207,508
Mental Health	1,029,642	1,053,500	955,896	1,051,000
Nondepartmental	1,648,427	3,415,933	1,858,948	1,094,686
Transportation Fund	3,610,075	4,690,795	4,061,102	4,387,071
Economic & Physical Development				
Planning & Development	2,431,020	2,999,407	2,331,748	3,318,193
Economic Development	2,082,507	5,247,238	4,271,127	5,271,585
Cooperative Extension	414,533	411,609	363,836	410,375
Soil & Water Conservation	430,158	427,748	399,852	437,188
Recycling	375,810	-	(4,099)	-
Nondepartmental	210,000	227,500	227,500	382,362
Occupancy Tax Fund	10,590,065	17,470,004	16,226,135	15,914,005
PDF Woodfin Downtown Fund	563,292	-	561,449	576,950
Solid Waste Disposal Fund	6,284,818	6,892,287	5,739,857	6,547,287
Culture & Recreation				
Library	5,498,657	5,124,917	4,929,515	5,501,217
Parks, Greenways, & Recreation	1,645,466	1,492,085	1,379,353	1,913,392
Nondepartmental	1,240,378	1,072,811	1,063,275	1,056,367
Education				
City Schools	10,801,172	11,706,117	11,605,322	10,329,379
County Schools	62,360,219	65,460,543	64,748,832	57,590,436
Community College	6,063,999	6,063,999	6,063,999	6,000,000
Interfund Transfers	5,178,697	17,541,673	17,162,555	2,355,698
General Debt Service	42,786,662	20,024,201	19,143,869	20,671,686
TOTAL	385,054,724	419,850,920	394,584,206	397,254,880

Note: Nondepartmental budgets presented above include appropriations for the Other Post Employment Benefit (OPEB) Trust Fund contribution, which are approved at the functional level. Actual/estimated OPEB contributions are accounted for in each department per auditor guidance.

BUDGET SUMMARY BY FUND: Sources & Uses Fiscal Year 2016 - 2017

	General Fund	Special Revenue Funds	Enterprise Funds	Internal Service Fund	Total
Sources of Funds:					
Property Taxes	180,002,531	20,009,279		-	200,011,810
Local Option Sales Tax	27,395,245	5,711,687		-	33,106,932
Other Taxes	6,037,520	15,914,005	257,487	-	22,209,012
Intergovernmental	50,545,104	4,147,604	10,000	-	54,702,708
Permits & Fees	3,361,855	151,695	-	-	3,513,550
Charges for Services	13,892,880	-	6,580,800	33,074,090	53,547,770
Investment Earnings	285,000	13,305	40,000	-	338,305
Miscellaneous	8,147,243	30,000	-	-	8,177,243
Other Financing Sources	-	-	-	-	-
Interfund Transfers	12,522,426	1,626,448	-	-	14,148,874
Appropriated Fund Balance	6,039,085	1,290,152	169,439	-	7,498,676
Total	308,228,889	48,894,175	7,057,726	33,074,090	397,254,880

Uses of Funds:					
Salary & Benefits	126,493,723	12,918	1,974,672	673,971	129,155,284
Operating	53,104,322	5,100,462	4,354,953	32,400,119	94,959,856
Program Support	104,803,570	22,444,016	-	-	127,247,586
Capital Outlay	-	1,949,774	210,000	-	2,159,774
Contingency	799,890	2,700,000	50,817	-	3,550,707
Debt Service	20,671,686	576,950	337,300	-	21,585,936
Interfund Transfers	2,355,698	16,110,055	129,984	-	18,595,737
Total	308,228,889	48,894,175	7,057,726	33,074,090	397,254,880

Total Expenditures By Fund & Function Fiscal Year 2017

USE OF ANNUAL OPERATING FUNDS BY FUNCTION

FUND (Fund #)	General Govt	Public Safety	Human Services	Econ & Physical Development	Culture & Recreation	Education
General (10)	29,838,930	66,226,857	96,925,224	9,819,703	8,470,976	73,919,815
Occupancy Tax (20)				15,914,005		
911 (23)		2,102,500				
ROD Automation (25)	283,230					
Volunteer Fire Depts (28)		25,144,016				
Transportation (30)			4,387,071			
PDF Woodfin Downtown Dist. (31)				576,950		
Solid Waste (66)				6,547,287		
Inmate Commissary (69)		510,439				
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)	33,074,090					
GRAND TOTAL	63,196,250	94,470,215	101,312,295	32,857,945	8,470,976	73,919,815

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	
AB Tech Capital Projects (33)						x
Public School ADM Capital Projects (35)						x
Capital Projects (41)	x	x	x	x	x	
Solid Waste Capital Projects (42)				x		

**DEPARTMENT & FUND MATRIX
FISCAL YEAR 2017**

SERVICE AREA	MAJOR FUNDS		NONMAJOR FUNDS				GRAND TOTAL
	General Fund	Solid Waste Enterprise Fund	Special Revenue	Enterprise	Internal Service	Total Nonmajor Funds	
Departments							
General Government							
Governing Body	985,568	-	-	-	-	-	985,568
County Manager	832,393	-	-	-	-	-	832,393
Human Resources	914,551	-	-	-	-	-	914,551
Finance	2,360,021	-	-	-	-	-	2,360,021
Tax Department	4,849,338	-	-	-	-	-	4,849,338
Board of Elections	2,353,898	-	-	-	-	-	2,353,898
Register of Deeds	3,633,830	-	283,230	-	-	283,230	3,917,060
Information Technology	12,150,479	-	-	-	-	-	12,150,479
Budget & Management Services	1,348,689	-	-	-	-	-	1,348,689
Nondepartmental	410,163	-	-	-	-	-	410,163
Nondepartmental - Internal Service Fund	-	-	-	-	33,074,090	33,074,090	33,074,090
General Government Total	29,838,930	-	283,230	-	33,074,090	33,357,320	63,196,250
Public Safety							
Sheriff	35,725,285	-	486,403	510,439	-	996,842	36,722,127
Emergency Services	11,899,284	-	-	-	-	-	11,899,284
Pretrial Release	851,713	-	-	-	-	-	851,713
City-County Bureau of Identification/Centralized Data Entry	1,433,925	-	-	-	-	-	1,433,925
Permits & Inspections	2,282,724	-	-	-	-	-	2,282,724
General Services	8,484,458	-	-	-	-	-	8,484,458
Public Safety Training Center	1,259,860	-	-	-	-	-	1,259,860
Criminal Justice Information System	1,601,994	-	-	-	-	-	1,601,994
Nondepartmental	2,687,614	-	-	-	-	-	2,687,614
Nondepartmental - Volunteer Fire Departments	-	-	25,144,016	-	-	25,144,016	25,144,016
Nondepartmental - Emergency Telephone System	-	-	2,102,500	-	-	2,102,500	2,102,500
Public Safety Total	66,226,857	-	27,732,919	510,439	-	28,243,358	94,470,215
Human Services							
Public Health	16,122,639	-	-	-	-	-	16,122,639
Social Services	77,878,625	-	-	-	-	-	77,878,625
Aging Services	570,766	-	-	-	-	-	570,766
Child Care Services	207,508	-	-	-	-	-	207,508
Mental Health	1,051,000	-	-	-	-	-	1,051,000
Nondepartmental	1,094,686	-	-	-	-	-	1,094,686
Nondepartmental - Transportation	-	-	4,387,071	-	-	4,387,071	4,387,071
Human Services Total	96,925,224	-	4,387,071	-	-	4,387,071	101,312,295
Economic & Physical Development							
Planning & Development	3,318,193	-	-	-	-	-	3,318,193
Economic Development	5,271,585	-	-	-	-	-	5,271,585
Cooperative Extension	410,375	-	-	-	-	-	410,375
Soil & Water Conservation	437,188	-	-	-	-	-	437,188
Solid Waste	-	6,547,287	-	-	-	-	6,547,287
PDF Woodfin Downtown Fund	-	-	576,950	-	-	576,950	576,950
Nondepartmental	382,362	-	-	-	-	-	382,362
Nondepartmental - Occupancy Tax	-	-	15,914,005	-	-	15,914,005	15,914,005
Economic & Physical Development Total	9,819,703	6,547,287	16,490,955	-	-	16,490,955	32,857,945
Culture & Recreation							
Library	5,501,217	-	-	-	-	-	5,501,217
Parks, Greenways, & Recreation	1,913,392	-	-	-	-	-	1,913,392
Nondepartmental	1,056,367	-	-	-	-	-	1,056,367
Economic & Physical Development Total	8,470,976	-	-	-	-	-	8,470,976
Education							
City Schools	10,329,379	-	-	-	-	-	10,329,379
County Schools	57,590,436	-	-	-	-	-	57,590,436
Community College	6,000,000	-	-	-	-	-	6,000,000
Education Total	73,919,815	-	-	-	-	-	73,919,815
Interfund Transfers	2,355,698	-	-	-	-	-	2,355,698
General Debt Service	20,671,686	-	-	-	-	-	20,671,686
GRAND TOTAL	308,228,889	6,547,287	48,894,175	510,439	33,074,090	82,478,704	397,254,880

FUND BALANCE ANALYSIS

General Fund

	2014/15 Actual	2015/16 Estimated	2016/17 Budget
Total Revenues	\$318,806,174	\$ 309,211,290	\$ 302,189,804
Total Expenditures	314,380,550	308,216,248	308,228,889
Revenues Over (Under) Expenditures	4,425,624	995,042	(6,039,085)*
Fund Balance, Beginning as Restated	71,151,486	75,577,110	76,572,152
Fund Balance, End of Year	75,577,110	76,572,152	70,533,067

*The General Fund appropriated fund balance for FY2017 is \$6,039,085. This is a 37% decrease from last year's adopted budget. Fund balance, as described below, is appropriated each year with the challenge to save the appropriated amount.

Other Governmental Funds

	2014/15 Actual	2015/16 Estimated	2016/17 Budget
Total Revenues	\$ 37,508,593	\$ 43,571,441	\$ 47,604,023
Total Expenditures	37,630,279	43,682,206	48,894,175
Revenues Over (Under) Expenditures	(121,686)	(110,765)	(1,290,152)*
Fund Balance, Beginning as Restated	3,629,777	3,508,091	3,397,326
Fund Balance, End of Year	3,508,091	3,397,326	2,107,174

*The FY2017 appropriated fund balance for other Governmental Funds consists of the Register of Deeds Automation Fund appropriation of \$128,230 and the 911 Fund appropriation of \$1,161,922.

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 2016 to be \$53,222,172 for the General Fund. This is 17.3% of estimated General Fund expenditures for FY2016. The fiscal year 2016-2017 General Fund budget includes an appropriated fund balance of \$6,039,085 which is 1.96% of appropriations. As our County Manager describes in her Budget Message, fund balance appropriation is one means to maintain the property tax rate. We appropriate fund balance each year with the challenge to save the appropriated amount. We have been able to do this historically.

FUND BALANCE ANALYSIS (CONTINUED)

Solid Waste Enterprise Fund:

	2014/15	2015/16	2016/17
	Actual	Estimated	Budget
Total Revenues	\$ 7,222,240	\$ 7,688,592	\$ 6,547,287
Total Expenditures	6,284,818	5,739,857	6,547,287
Revenues Over (Under) Expenditures	937,422	1,948,735	-
Reconciling Items to Full Accrual Basis	(1,545,704)	-	-
Net Position, Beginning as Restated	27,795,541	27,187,259	29,135,994
Net Position, End of Year	27,187,259	29,135,994	29,135,994

Other Enterprise Funds:

	2014/15	2015/16	2016/17
	Actual	Estimated	Budget
Total Revenues	\$ 312,822	\$ 344,617	\$ 341,000
Total Expenditures	363,763	305,642	510,439
Revenues Over (Under) Expenditures	(50,941)	38,975	(169,439)
Reconciling Items to Full Accrual Basis	5,857	-	-
Net Position, Beginning as Restated	558,416	513,332	552,307
Net Position, End of Year	513,332	552,307	382,868

Buncombe County's Enterprise Funds are reported using the accrual basis of accounting, which reports net position rather than fund balance. During the County's annual audit process necessary entries are completed to reconcile these funds from the budgetary basis (modified accrual) to the accounting basis (full accrual). Current year estimates for reconciling items are not yet available. As you can see from the tables above, the Solid Waste Enterprise Fund is not expected to use any reserves in FY2017. The Inmate Commissary Enterprise fund has appropriated \$169,439 of reserves for FY2017.

BUNCOMBE COUNTY, NORTH CAROLINA

UNRESTRICTED FUND BALANCES (Post GASB Statement 54)

Non-Audited (Projected) Fund Balances			
Fund Balance at June 30, 2016			
<u>Unrestricted Fund Balance</u>	=	<u>53,222,172</u>	= 17.3%
Expenditures & Operating Transfers Out		308,216,248	
Audited (Actual) Fund Balances			
Fund Balance at June 30, 2015			
<u>Unrestricted Fund Balance</u>	=	<u>52,227,130</u>	= 17.9%
Expenditures & Operating Transfers Out		291,484,141	
Fund Balance at June 30, 2014			
<u>Unrestricted Fund Balance</u>	=	<u>50,653,976</u>	= 18.3%
Expenditures & Operating Transfers Out		277,479,026	
Fund Balance at June 30, 2013			
<u>Unrestricted Fund Balance</u>	=	<u>51,667,642</u>	= 19.8%
Expenditures & Operating Transfers Out		261,543,123	
Fund Balance at June 30, 2012			
<u>Unrestricted Fund Balance</u>	=	<u>50,245,779</u>	= 19.4%
Expenditures & Operating Transfers Out		258,564,991	
Fund Balance at June 30, 2011			
<u>Unrestricted Fund Balance</u>	=	<u>52,180,066</u>	= 20.9%
Expenditures & Operating Transfers Out		249,733,035	

UNRESERVED FUND BALANCES (Pre GASB Statement 54)

Audited (Actual) Fund Balances			
Fund Balance at June 30, 2010			
<u>Unreserved Fund Balance</u>	=	<u>50,940,052</u>	= 19.2%
Expenditures & Operating Transfers Out		264,763,863	
Fund Balance at June 30, 2009			
<u>Unreserved Fund Balance</u>	=	<u>52,256,067</u>	= 20.8%
Expenditures & Operating Transfers Out		250,725,598	
Fund Balance at June 30, 2008			
<u>Unreserved Fund Balance</u>	=	<u>46,578,265</u>	= 17.8%
Expenditures & Operating Transfers Out		261,908,641	
Fund Balance at June 30, 2007			
<u>Unreserved Fund Balance</u>	=	<u>47,834,281</u>	= 19.8%
Expenditures & Operating Transfers Out		242,031,766	
Fund Balance at June 30, 2006			
<u>Unreserved Fund Balance</u>	=	<u>43,981,586</u>	= 21.0%
Expenditures & Operating Transfers Out		209,552,928	

PERSONNEL SUMMARY

Summary of Positions by Fund:

Personnel Summary - Budgeted Permanent Positions

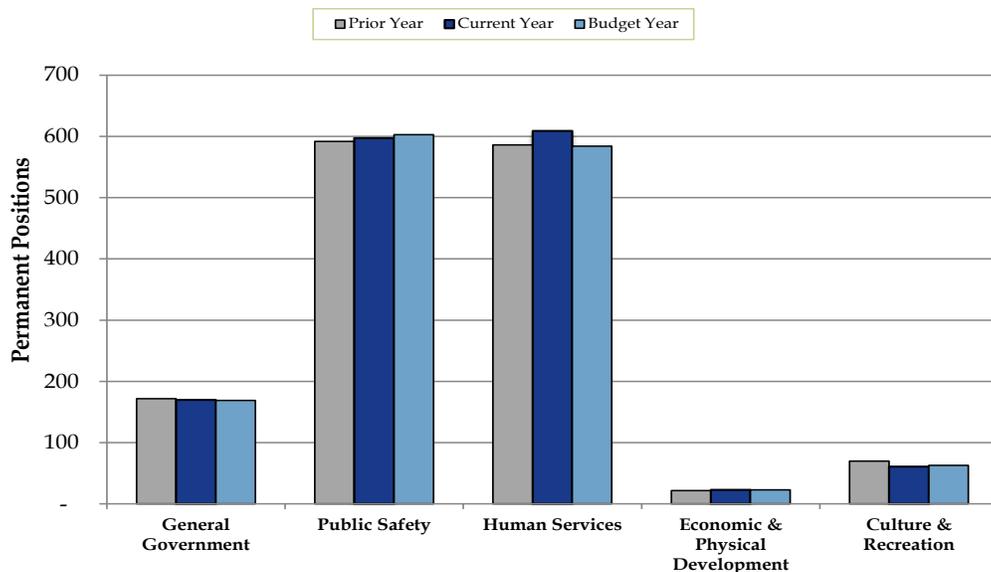
Fund	Prior Year	Current Year	Budget Year	Percent Change
General Fund	1,442	1,460	1,442	-1%
Enterprise Fund	25	23	26	13%
Internal Service Fund	5	7	7	0%
Grant Projects Fund	9	2	1	-50%
Total All Funds	1,481	1,492	1,476	-1.1%

General Fund Summary - Positions by Service Area:

Personnel Summary - Budgeted Permanent Positions

Service Area	Prior Year	Current Year	Budget Year	Percent Change
General Government	172	170	169	-1%
Public Safety	592	597	603	1%
Human Services	586	609	584	-4%
Economic & Physical Development	22	23	23	0%
Culture & Recreation	70	61	63	3%
Total General Fund	1,442	1,460	1,442	-1%

General Fund



Major personnel changes include decreased positions (25) in Human Services primarily due to partnership with MAHEC and position transfers between departments. For additional detail on personnel changes, please view the personnel information presented in the Service Areas and Departments Section.

LONG TERM FINANCIAL OUTLOOK

Buncombe County's Budget & Management Services office maintains a financial outlook for the General Fund, extending at least two years out from the current budget year. This outlook allows evaluation of the long term sustainability of the annual operating budget and provides a starting point for future decision making by identifying the balance between potential spending needs and the projected revenue outlook.

Revenue Assumptions

We remain conservative with our revenue estimates. We do anticipate growth in our property tax base over the next few years. Buncombe County has returned to a 4-year reappraisal cycle. The next reappraisal will be conducted in 2017 and will be reflected in the FY2018 General Fund budget.

Expenditure Assumptions

Salaries & Benefits. Employee wages are annually adjusted based on the Consumer Price Index (CPI). This adjustment is estimated at 2.0% each year in the outlook period. Additionally we are anticipating salary and benefit savings over the coming years due to an Early Retirement Incentive (ERI) Program implemented in FY2014.

Operating Expenditures. It is our aim to maintain current operating levels, however there are fluctuations from year to year based on certain operating cycles and variable items such as utilities and fuel. A moderate increase for operating expenditures has been included in the financial outlook.

Capital Outlay. A capital outlay expenditure is defined as any item costing over \$25,000. Generally, as capital needs arise departments transfer budget from their operating accounts to pay for these capital expenditures.

Program Support. Program support expenditures primarily consist of support given to Buncombe County and Asheville City schools for current expenses.

Debt Service. Debt is primarily issued to acquire or construct capital assets. The County prepares and adopts a Capital Improvement Program (CIP) annually to identify and establish an orderly plan to meet the County's infrastructure needs. The CIP also identifies all debt-funded projects and the related debt service impact covering at least five years. It is our practice to structure debt issuances so that debt service payments will remain level over the life of the debt portfolio. A closer look at General Fund Debt Service is presented in the Annual Budget Report Debt Service section.

As discussed previously, fund balance appropriation is one means to lower the burden on property owners. Historically we have been able to save appropriated fund balance and we are aiming to do the same with the FY2017 appropriation of \$6,039,085.

In addition to the financial outlook presented in the following schedule, the Budget and Management Services office maintains current budget year projections for each General Fund revenue source and department that are reviewed and updated on a monthly basis. This allows the department to monitor activity throughout the fiscal year and identify items that are not in line with previous budget estimates or projections. This ongoing review and analysis allows early identification of potential problems as well as potential areas of savings.

Buncombe County General Fund Financial Outlook

	FY2015 Actual	FY2016 Estimate	FY2017 Adopted Budget	FY2018 Projected	FY2019 Projected
Revenues:					
Property Tax	\$ 174,977,977	\$ 179,061,069	\$ 180,002,531	\$ 187,207,276	\$ 189,640,970
Sales Tax	38,890,438	41,878,824	27,395,245	29,038,960	30,781,298
Other Taxes	5,876,588	6,510,307	6,037,520	6,101,520	6,140,910
Intergovernmental Revenue	51,208,125	52,710,829	50,545,104	50,270,157	50,305,902
Permits & Fees	3,451,566	3,604,379	3,361,855	3,381,655	3,401,653
Sales & Services	13,933,422	14,450,994	13,892,880	14,244,880	14,017,500
Investment Earnings	251,348	415,191	285,000	350,000	367,500
Misc. Income	1,159,338	1,019,440	8,147,243	1,344,143	1,344,143
Other Financing Sources (OFS)	29,057,372	9,560,257	12,522,426	11,734,806	11,739,676
TOTAL REVENUES	\$ 318,806,174	\$ 309,211,290	\$ 302,189,804	\$ 303,673,397	\$ 307,739,552
Expenditures:					
Salaries	\$ 120,978,655	\$ 117,607,255	\$ 126,493,723	\$ 126,493,723	\$ 126,493,723
ERI Savings				(2,000,000)	(3,000,000)
State Retirement Increase				170,000	340,000
COLA/CPI Adjustment				1,601,665	3,203,330
Operating Expenditures	38,976,473	41,440,166	53,104,322	53,635,365	54,171,719
Contingency			799,890	400,000	400,000
Capital Outlay	214,490	339,514	-	-	-
Program Support	27,020,184	30,104,736	31,283,645	31,283,645	31,283,645
Program Support - Education	79,225,390	82,418,153	73,519,925	77,269,076	77,269,076
Debt Service	19,890,253	19,143,869	20,671,686	21,814,230	21,291,099
Other Financing Uses (OFU)/Payments to Escrow	22,896,409				
CIP Debt Service				1,472,131	3,095,235
Transfers Out	5,178,696	17,162,555	2,355,698	2,155,698	2,155,698
TOTAL EXPENDITURES	\$ 314,380,550	\$ 308,216,248	\$ 308,228,889	\$ 314,295,533	\$ 316,703,525
Fund Balance Change (Budgetary Appropriation)	\$ 4,425,624	\$ 995,042	\$ (6,039,085)	\$ (10,622,136)	\$ (8,963,974)
Unrestricted Fund Balance	\$ 52,227,130	\$ 53,222,172	\$ 47,183,087		
Ratios & Indicators:					
Gross Debt as a % of GF Exp (adjusted for OFU/Transfers)	6.95%	6.58%	6.76%	7.46%	7.75%
Net Debt as a % of GF Exp (adjusted for OFU/Transfers)	6.59%	6.08%	6.28%	6.78%	7.08%
Fund Balance %	17.92%	17.27%	15.31%		
Operations Ratio	1.01	1.00	0.98	0.97	0.97
Operations Ratio (adjusted for OFS/OFU/Transfers)	1.01	1.03	0.95	0.94	0.94

POLICIES & GOALS



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.

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 ten Special Revenue Funds:

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

INTERNAL SERVICE FUND

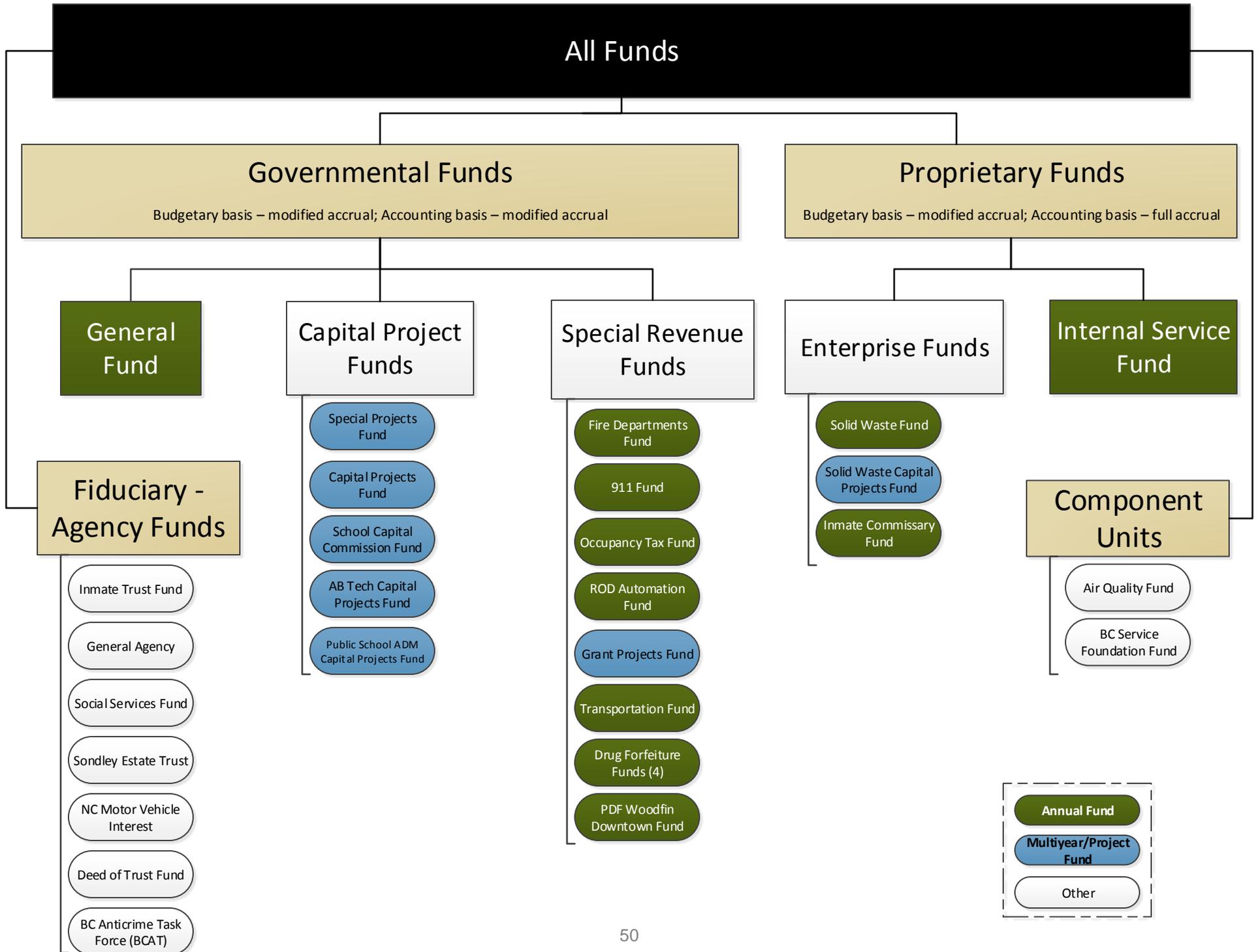
Internal Service Funds are used to account for the financing of goods by one department or agency to other departments or agencies of the County on a cost reimbursement basis. The Insurance Fund is used to account for the activities of the County's health and dental insurance plans for County employees. 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 two Enterprise Funds:

Solid Waste
Inmate Commissary & Welfare

Buncombe County Fund Structure



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 Budget & Management Services 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 2017 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 budget calendar on the following page provides a deeper look into the FY2017 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 FY2017 budget was presented to the Board of Commissioners on May 31, 2016, and a Public Hearing was held June 7, 2016. The Buncombe County Board of Commissioners adopted the FY2017 budget ordinance on June 21, 2016.

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.

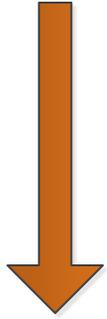
BUDGET AMENDMENTS

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.

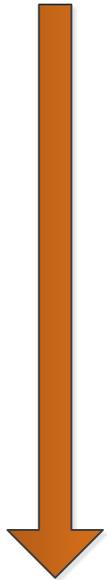
No amendment may increase or reduce a property tax levy or in any manner alter a property taxpayer's liability.

The Budget Process - Developing the FY2017 Budget

Budget Drivers



Response



Results

Guiding Principles

- Focus on core services - Education, Public Safety, and Human Services
- Realign existing resources to meet priority needs
- Maintain long term planning focus

Federal & State Budget Impacts

- Ratification of Senate Bill 888, impacting sales tax distribution, allocating education funding based on prioritization of capital needs

Allocating Resources to Address Priorities

Buncombe County continues to operate in a framework that allows the County to focus on core services and what the County alone can do best. Smart Partnerships, Performance Based Contracting, and Streamlined & Integrated Services are cornerstones of this framework. These principles are being applied to all County departments. Departments are primarily held at previous year programming levels except in the core, mandated service areas:

Public Safety – increased costs of \$436,844 for Firing Range personnel and operations, \$200,000 for the Detention Center kitchen remodel

Tax – increased costs of \$158,600 for the upcoming Tax reappraisal

Changes due to Senate Bill 888 resulted in gained capacity for funding:

Education – \$1,648,656 for first year of teacher supplement increases to be phased in over a 2 year period, \$423,650 in pay increases for non-certified employees, \$1,349,400 for Enka Intermediate personnel and start up instructional supplies, \$199,839 for Nesbitt Discovery Academy Personnel, \$120,000 for HOMEBASE and CANVAS student subscription, and \$174,265 estimated increase in the retirement contribution rate and health insurance premium.

Other increases include a \$400,000 increase in Elections due to the general election cycle, and a \$365,080 increase for Nonemergency Medicaid Transportation Service.

Meeting Objectives & Looking Ahead

- ✓ Maintained focus on core services
- ✓ Federal and state mandates addressed. County staff will continue to monitor potential sales tax legislation that may impact the FY2018 budget.

- ✓ Continued focus on improvement
- ✓ Continued focus on long term planning and opportunities for cost savings

Buncombe County Budget Calendar FY2017

Date	Budget Procedure	Action By:
Oct. 6	Capital, IT, and vehicle replacement request guidelines sent to departments	Budget
Oct. 20	IT-related capital requests due to Budget	Departments
	IT-related capital requests due to IT for assessment and prioritization	Budget
Nov. 3	Prioritized IT capital request list sent to Budget	IT
	Capital and vehicle replacement requests due to Budget	Departments
Nov. 5	Capital and IT requests due to County Manager	Budget
	Community funding application instructions sent to agencies	Budget
Dec. 3	Community funding applications due	Community agencies
	Salary and wage report run by IT and sent to Budget	IT
Jan. 5	Instructions for budget requests sent to departments	Budget
Jan. 6-20	Budget requests submitted by departments	Departments
Jan. 21 – Feb. 5	Budget requests reviewed and analyzed and summary provided to County Manager	Budget
Feb. 26	Debt service schedule sent to Budget	Finance
Mar. 1-15	Hold 3-by-3 meetings with Commissioners	County Manager
Mar. 23	Property tax base and collection rate estimates due to Budget	Tax
Mar. 23	Sales tax estimates due to Budget	Finance
Mar. 25	Revenue estimates sent to school and fire districts	Budget
Apr. 25	Fire district budget requests due	Fire Districts
Apr. 29	Fund balance projections submitted for FY2016	Finance
	Updated property tax estimates provided	Tax
	Updated revenue projections provided	Budget, Finance, Directors
May 2	Education budgets due	Public schools & ABTCC
May 31	Budget message presented	County Manager
Jun. 7	Public hearing	Board of Commissioners
Jun. 21	Budget adoption	Board of Commissioners

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%	6.3% (FY2017 Appropriation)
Net direct debt as a % of assessed valuation	Less than 3%	0.09% (FY2016 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%	17.3% (FY2016 Estimate)

INVESTMENT POLICY
 (Appendix D)

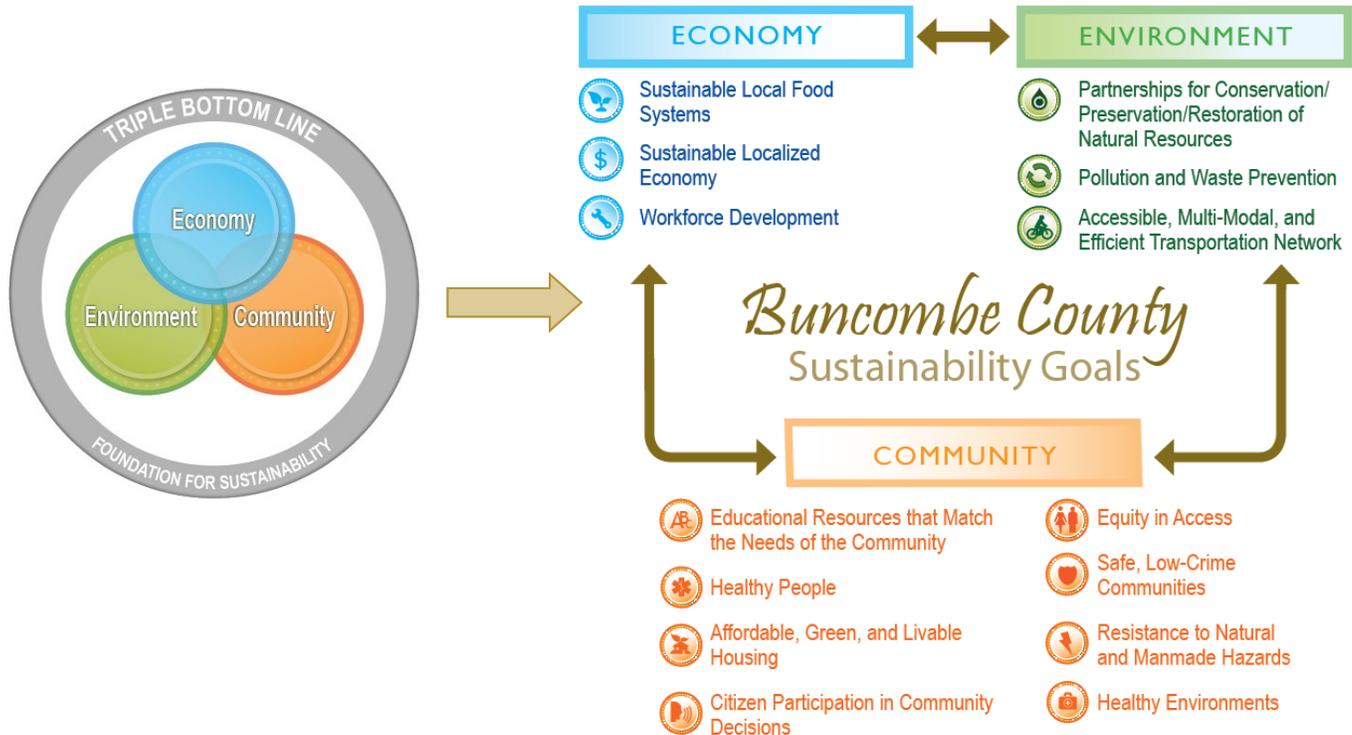
The County’s investment program will focus on three objectives – safety, liquidity, and yield, with safety being the top priority.

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 2016 Annual Report can be found in Appendix E.



Each department has developed a mission statement and department goals that support the County’s Sustainability Goals. The departments also developed objectives to support these goals and indicators to measure their progress toward accomplishing their mission. The Department Summaries, in a later section, clearly illustrate each department’s mission, the County Sustainability goals they support, and the performance measures they are using to keep their department on track with the County’s overall vision.



SERVICE AREAS & DEPARTMENTS

The following section presents a more detailed look at the Fiscal Year 2016-2017 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 County's Sustainability Goals. More information on the Sustainability Plan 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.

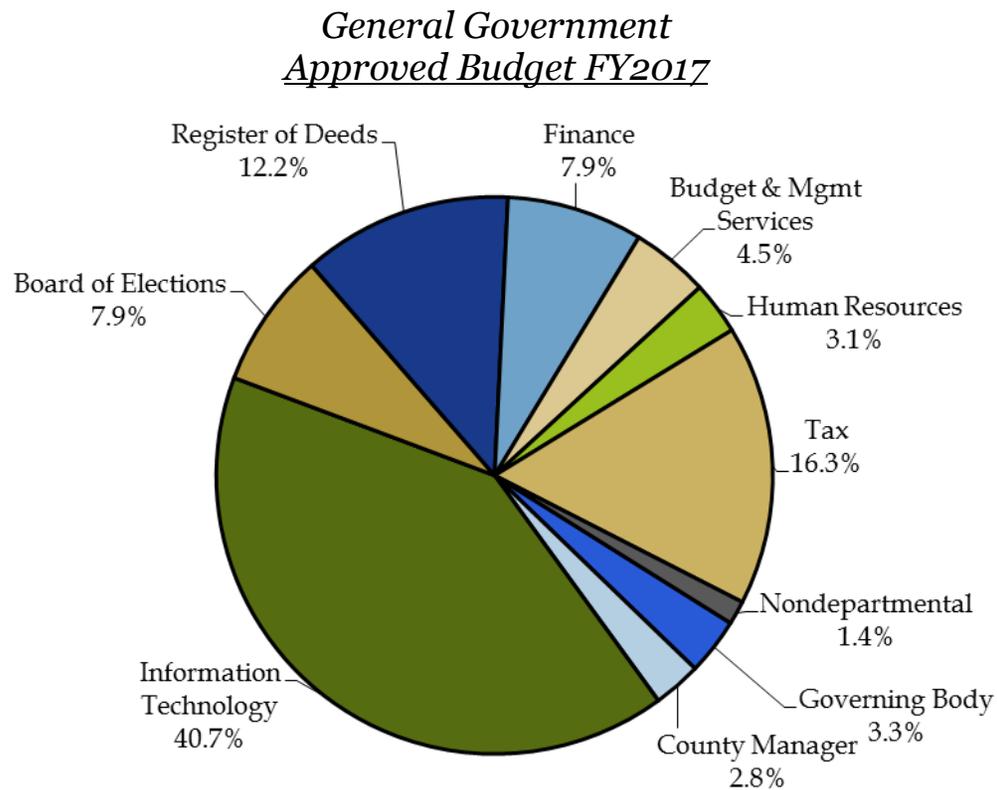
The following pages provide a more detailed look at the service areas and departments that comprise the General Fund. The major operating activities include:

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

General Government

The General Government function provides administrative support for county government. It includes the Governing Body, County Manager, Human Resources, Tax, Board of Elections, Register of Deeds, Information Technology, Finance, and Budget & Management Services. The General Government function's budget is \$29,838,930 or 9.68% of the total General Fund expenditures for the fiscal year.

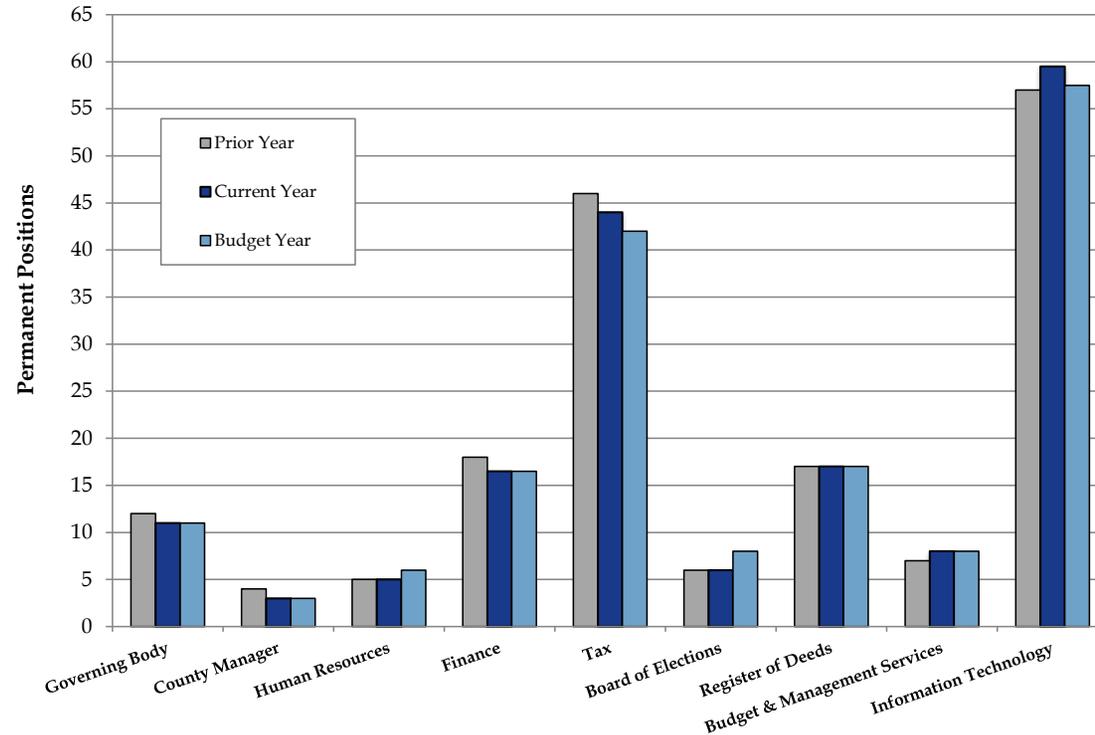
This function ensures smooth administration of all areas of the County services by maintaining compliance with accepted accounting principles and personnel statutes, by registering votes, by issuing marriage licenses, by recording property transactions, and by maintaining central record keeping. Buncombe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



General Government

Personnel Summary – Budgeted Permanent Positions

Department	Prior Year	Current Year	Budget Year	Percent Change	Explanation of Changes
Governing Body	12	11	11	0%	
County Manager	4	3	3	0%	
Human Resources	5	5	6	20%	Position transfer from Tax
Finance	18	16.5	16.5	0%	
Tax	46	44	42	-5%	Position transfer to Human Resources, position transfer to Board of Elections
Board of Elections	6	6	8	33%	Position transfer from IT, position transfer from Tax
Register of Deeds	17	17	17	0%	
Budget & Management Services	7	8	8	0%	
Information Technology	57	59.5	57.5	-3%	Position transfer to Board of Elections, position reduction due to retirement
Total General Government	172	170	169	-0.6%	



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.

Governing Body	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Personnel	846,951	826,627	826,627	783,886
Operating	160,509	214,198	154,157	201,682
TOTAL:	1,007,460	1,040,825	980,784	985,568
Revenues:				
Other Taxes	28,419	32,520	20,979	32,520
Sales & Services	17,449	33,000	14,688	33,000
County	961,592	975,305	945,117	920,048
TOTAL:	1,007,460	1,040,825	980,784	985,568

Performance Measures

Sustainability Plan Goal:  Citizen Participation in Community Decisions

		FY2015		FY2016		FY2017
		Target	Actual	Target	Actual	Target
Department Goal	Improve and increase citizens' knowledge of County services.					
Objective	Increase non-repetitive original programming produced by BCTV.					
Measure	Number of Public Service Announcements, special programs and monthly programs produced annually.	300	275	200	263	200
Department Goal	Improve Citizen Awareness of County Services and Special Events.					
Objective	Focus public attention on County's core services.					
Measure	Number of advertising campaigns focusing on core services.	15	16	16	16	17
Department Goal	Increase interaction and site traffic from County residents, organizations, and other entities through social media, e-services, and feedback forums.					
Objective	Utilize social media forums and create interactive tools and features on the website to engage citizens via the web.					
Measure	Yearly site traffic and number of subscribers to social media sites and eZine.					
	Social Media - # of Facebook Fans/Likes -	3,700	3,744	4,500	4,875	6,000
	Social Media - Twitter followers -	3,000	3,554	4,000	4,605	6,000
	YouTube (views) -	125,000	158,803	170,000	231,185	250,000

County Manager's Office

Mission

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

Program Description

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

County Manager	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Personnel	795,113	690,606	654,107	535,823
Operating	148,581	294,223	186,029	296,570
TOTAL:	943,694	984,829	840,136	832,393
Revenues:				
County	943,694	984,829	840,136	832,393
TOTAL:	943,694	984,829	840,136	832,393

Performance Measures

Sustainability Plan Goals:



Aligns with/supports all three areas of sustainability.

Department Goal	Objective	Measure	FY2015		FY2016		FY2017
			Target	Actual	Target	Estimate	Target
Control the tax rate.	Focus on providing core services in an effective and efficient manner.	Property tax per capita.	\$697	\$703	\$699	\$713	\$708
		General Fund per capita.	\$1,173	\$1,263	\$1,227	\$1,227	\$1,212
		Property tax rate (in cents).	60.4	60.4	60.4	60.4	60.4
	Manage Buncombe County workforce.						
**		Number of permanent positions.	1,481	1,481	1,488	1,488	1,476

** Certain positions contracted to outside agencies in FY2017.

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	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Personnel	498,645	602,006	602,006	757,451
Operating	69,768	90,873	87,060	157,100
TOTAL:	568,413	692,879	689,066	914,551
Revenues:				
County	568,413	692,879	689,066	914,551
TOTAL:	568,413	692,879	689,066	914,551

Performance Measures

Sustainability Plan Goal:



Support Service - provides support for those departments and services that directly align with Buncombe County's Sustainability Plan goals.

		FY2015		FY2016		FY2017
		Target	Actual	Target	Actual	Target
Department Goal	Create paperless application process for job openings by enhancing online application capabilities.					
Objective	Advertise and promote online application process.					
Measure	Percent of online applications received.	98.5%	98.0%	99.0%	98.5%	100.0%
Department Goal	Introduce new wellness programs while promoting existing programs and increasing participation.					
Objective	Increase overall participation in County wellness programs.					
Measure	Overall participation in County wellness programs.	55.0%	58.4%	65.0%	33.7%	65.0%

Finance

Mission

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

Program Description

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

Finance	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Personnel	1,712,235	1,654,523	1,654,523	1,907,312
Operating	368,537	427,783	369,259	452,159
Program Support	0	550	0	550
TOTAL:	2,080,772	2,082,856	2,023,782	2,360,021
Revenues:				
Miscellaneous	113,408	160,000	119,808	175,000
County	1,967,364	1,922,856	1,903,974	2,185,021
TOTAL:	2,080,772	2,082,856	2,023,782	2,360,021

Performance Measures (see next page)

Finance (continued)

Performance Measures

Sustainability Plan Goal:



Support Service - provides support for those departments and services that directly align with Buncombe County's Sustainability Plan goals.

		FY2015		FY2016		FY2017
		Target	Estimate	Target	Estimate	Target
Department Goal	To enhance accuracy and accountability of financial reporting throughout the fiscal year by internally preparing financial statements					
Objective	Reduce the number of audit adjusting journal entries by 50%.					
Measure	Number of audit adjusting journal entries	5	1	0	0	0
Department Goal	Minimize the debt issued while continuing to meet capital needs and maintaining capacity for future growth					
Objective	Maintain high quality bond rating.					
Measure	Debt Rating - Moody's	Aaa	Aa1+	Aaa	Aaa	Aaa
Measure	Debt Rating - Standard & Poor's	AAA	AAA	AAA	AAA	AAA
Objective	Maintain focus on debt management best practices and continue to outperform benchmark group					
o Measure	General Fund Debt Service as a percentage of expenditures	7%	7%	7%	7%	7%
* Benchmark	<i>Benchmark Group Average</i>		12%			
Department Goal	To maintain a financial position that will aid in retaining high quality bond rating.					
Objective	Increase available fund balance as a percentage of expenditures and transfers.					
Measure	Available fund balance %		19.50%	19.75%	15%	15%
* Benchmark	<i>Benchmark Group Average</i>		26%			
Department Goal	To maximize interest income while staying within the County's investment policy guidelines.					
Objective	Increase interest revenues from investment portfolio					
Measure	Investment earnings -- Governmental Funds		290,000	320,000	400,000	350,000
Department Goal	To enhance accuracy and accountability of payroll by distributing correct pay to all employees					
Objective	Reduce the amount of manual checks processed throughout the year due to payroll and other errors					
Measure	Number of manual checks created		24	15	17	15
Measure	Number of payroll checks void (due to PR or other error)		13	10	15	10

* 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.

Tax	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Personnel	3,883,123	3,567,673	3,463,997	3,543,458
Operating	843,723	1,118,597	862,115	1,305,880
TOTAL:	4,726,846	4,686,270	4,326,112	4,849,338
Revenues:				
Restricted	812,136	780,200	852,937	780,200
Sales & Services	43,961	47,500	43,141	47,500
Miscellaneous	45,528	68,700	43,355	68,700
County	3,825,221	3,789,870	3,386,679	3,952,938
TOTAL:	4,726,846	4,686,270	4,326,112	4,849,338

Performance Measures

Sustainability Plan Goal:



Citizen Participation in Community Decisions

		FY2015		FY2016		FY2017
		Target	Actual	Target	Actual	Target
Department Goal	Review all real estate parcels before next reappraisal date.					
Objective	Visit property locations to make sure property information is correct for billing.					
Measure	Percent of properties inspected annually by appraisers.	65.00%	66.00%	70.00%	88.00%	100.00%
Department Goal	Collect the highest revenue percentage possible for Buncombe County.					
Objective	Contact all property owners with uncollected tax amounts.					
Measure	Percent of taxes collected by June 30th.	99.50%	99.70%	99.75%	99.80%	99.82%
Department Goal	Provide the best and most updated property tax data to Citizens by way of website.					
Objective	Post tax information to County's website daily to give Citizens the most updated tax information available on real estate, business, and personal property.					
Measure	Annual number of visits to Tax Department website by Citizens.	610,000	681,234	700,000	623,416	650,000

Board of Elections

Mission

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

Program Description

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

Board of Elections	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Personnel	845,453	573,487	600,325	709,852
Operating	467,727	1,267,752	1,242,508	1,644,046
TOTAL:	1,313,180	1,841,239	1,842,833	2,353,898
Revenues:				
Sales & Services	15,972	307,500	311,999	17,500
County	1,297,208	1,533,739	1,530,834	2,336,398
TOTAL:	1,313,180	1,841,239	1,842,833	2,353,898

Performance Measures

Sustainability Plan Goal:  Citizen Participation in Community Decisions

		FY2015		FY2016		FY2017
		Target	Actual	Target	Actual	Target
Department Goal	To enhance the professionalism of staff, as well as the level of service provided.					
Objective	Election Administrator Certification for all permanent staff and staff participation in extracurricular trainings and county committees.					
Measure	Percentage of staff certified and participating in other programs/trainings/events.	100%	99%	100%	99%	100%
Department Goal	To enhance the level of service to voters.					
Objective	Increase participation in early voting.					
Measure	Number of persons participating in early voting program.	60,000	50,007	60,000	37,455	125,000

Register of Deeds

Mission

To operate the office of Register of Deeds in statutory compliance and to accurately produce a legible and complete record in a timely manner, and to insure the preservation and security of the 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	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Personnel	1,310,195	1,338,211	1,254,622	1,391,077
Operating	2,119,409	2,522,785	2,348,188	2,242,753
TOTAL:	3,429,604	3,860,996	3,602,810	3,633,830
Revenues:				
Permits & Fees	1,510,064	1,399,855	1,538,186	1,381,855
Excise Tax	3,693,292	3,900,000	4,232,106	3,900,000
County	-1,773,752	-1,438,859	-2,167,482	-1,648,025
TOTAL:	3,429,604	3,860,996	3,602,810	3,633,830

Performance Measures

Sustainability Plan Goal:  Equity in Access

		FY2015		FY2016		FY2017
		Target	Actual	Target	Actual	Target
Department Goal	Increase productivity through technology.					
Objective	To show an increase in the number of online vital records requests.					
Measure	Number of online requests received and processed.	2,200	2,567	2,700	3,190	3,400
Department Goal	Continue to improve the number of eRecordings that are received and processed each year online.					
Objective	To increase the number of eRecordings.					
Measure	Number of eRecordings received and processed online.	7,500	8,253	8,500	10,259	10,500
Objective	To increase the number of eRecording vendors.					
Measure	Number of eRecording submitters requesting to eRecord with Buncombe County.		406	500	498	525

Budget & Management Services

Mission

To provide budgetary and program guidance while ensuring statutory compliance, maintaining the integrity of the County's resources, and achieving the goals and priorities of the County and its citizens.

Program Description

The Budget & Management Services department works closely with the County Manager in developing and administering the County's annual and capital budgets, performing program evaluations and ensuring compliance with applicable policies, laws, and standard accepted budgetary controls and practices. The department also administers the County's Risk Management function and manages the Business Intelligence function.

Budget & Management Services	2014/15 Actual	2015/16 Amended Budget	2015/16* Estimated	2016/17 Adopted Budget
Expenditures:				
Personnel	934,617	1,298,965	1,298,965	1,217,574
Operating	97,680	134,270	98,935	131,115
TOTAL:	1,032,297	1,433,235	1,397,900	1,348,689
Revenues:				
Sales & Services*	0	54,232	246,514	151,200
County	1,032,297	1,379,003	1,151,386	1,197,489
TOTAL:	1,032,297	1,433,235	1,397,900	1,348,689

*Assumed Parking Revenues in FY16

Performance Measures (see next page)

Budget & Management Services (continued)

Performance Measures

Sustainability Plan Goal:



Support Service - provides support for those departments and services that directly align with Buncombe County's Sustainability Plan goals.

		FY2015		FY2016		FY2017
		Target	Actual	Target	Estimate	Target
Department Goal	To appropriate a sufficient and reasonable fund balance consistent with prudent budgeting practices					
Objective	To save appropriated fund balance within 2% of target.					
Measure	Percentage of adopted Appropriated Fund Balance saved	100%	158%	100%	110%	100%
Department Goal	To provide County leadership with robust data to assist in strategic, tactical and operational decision making.					
Objective	To complete scheduled Phase I, Phase 2 & Phase 3 implementations. Phase I in all cases includes the initially identified and agreed upon data gathering, modeling and reports at each department. Phase 2 includes identification and delivery of a second wave of projects at departments. Phase 3 includes expanding scope to new departments.					
Measure	Phase I implementations completed.	5	5	5	8	5
Measure	Phase 2 implementations completed.			5	8	5
Measure	Phase 3 implementations completed.					5
* Department Goal	To protect and preserve Buncombe County assets and its employees against losses by focusing on prevention.					
Objective	To outperform Workers Compensation Benchmark Group and Best Practice standard.					
Measure	Ultimate number of workers comp claims	<69	59	<69	66	<69
Benchmark	<i>Benchmark Group</i>		96		98	
Benchmark	<i>Best Practice</i>		77		79	
Measure	Workers comp claims per \$1 million of payroll	<0.92	0.74	<0.91	0.79	<0.91
Benchmark	<i>Benchmark Group</i>		1.20		1.18	
Benchmark	<i>Best Practice</i>		0.96		0.94	

* Workers compensation data based on policy year, which begins October 14th. FY2016 Estimate = data from 10/14/2015 thru 8/23/2016.

Information Technology

Mission

To provide services that meet the diverse needs of our customers and build strong partnerships through leadership, collaboration and best practices in IT services management.

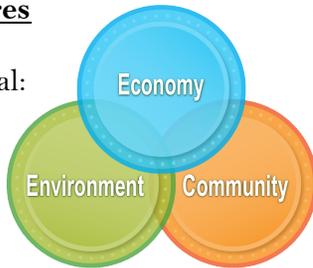
Program Description

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	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Personnel	5,980,935	5,945,531	5,890,654	6,262,323
Operating	4,535,826	5,139,579	4,866,619	5,888,156
Capital	46,075	299,421	299,420	0
TOTAL:	10,562,836	11,384,531	11,056,693	12,150,479
Revenues:				
Sales & Services	61,825	51,025	78,867	72,592
County	10,501,011	11,333,506	10,977,826	12,077,887
TOTAL:	10,562,836	11,384,531	11,056,693	12,150,479

Performance Measures

Sustainability Plan Goal:



Support Service - provides support for those departments and services that directly align with Buncombe County's Sustainability Plan goals.

		FY2015		FY2016		FY2017
		Target	Actual	Target	Actual	Target
Department Goal	Create a structure and culture that continually enhances the technology skills and abilities of the County workforce.					
Objective	Create/Improve technology training opportunities for County employees.					
Measure	Number of events and training opportunities offered.			40	33	25
Measure	Number of attendees.			200	364	250
Department Goal	Continuous improvement of service desk support operations.					
Objective	Reduce the most frequent and critical service desk submissions via the iSupport System.					
* Measure	Number of service desk submissions involving identified target issues.			N/A	-60.74	-20%
Department Goal	Provide reliable, secure, and efficient technology infrastructure for all County departments.					
Objective	Minimize service interruptions via unscheduled server/network/radio downtime.					
Measure	Minutes of unscheduled service interruptions for County systems. (Percentage of available minutes).			99.90%	99.74%	99.90%

* The county has a new incident management system and began reporting on targeted issues in FY2016. Prior year data is not available as these are new measures implemented by the department.

Public Safety

The Public Safety function is composed of the Sheriff's Department, Emergency Services, Court Support, Pre-Trial Services, Identification Bureau & Centralized Data Entry (CCBI/CDE), Permits & Inspections, General Services, CJIS (Criminal Justice Information System), and the Public Safety Training Center. The Public Safety budget totals \$66,226,857 accounting for 21.49% of the total General Fund expenditures for the fiscal year.

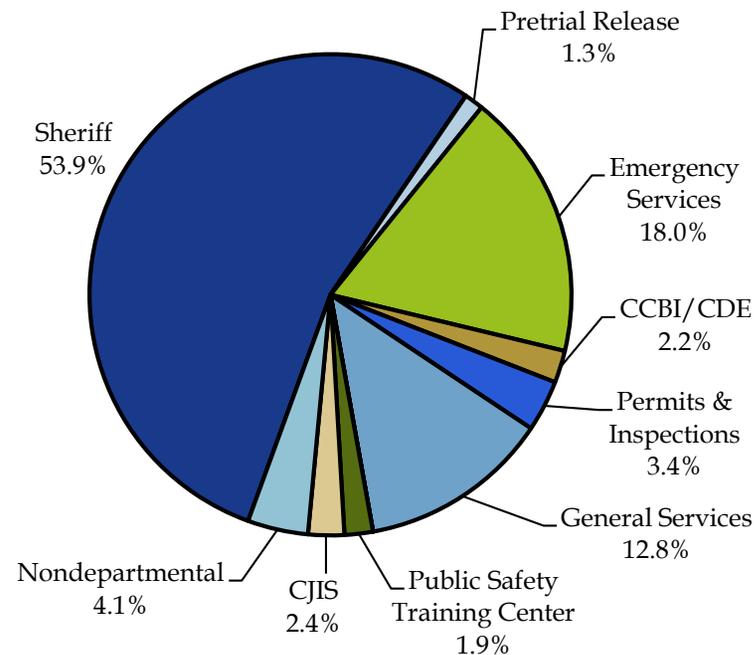
The Sheriff's Department includes Crimestoppers, BCAT, School Resource Center, Animal Control, Patrol and Investigations, Court Security, and the Detention Center.

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.

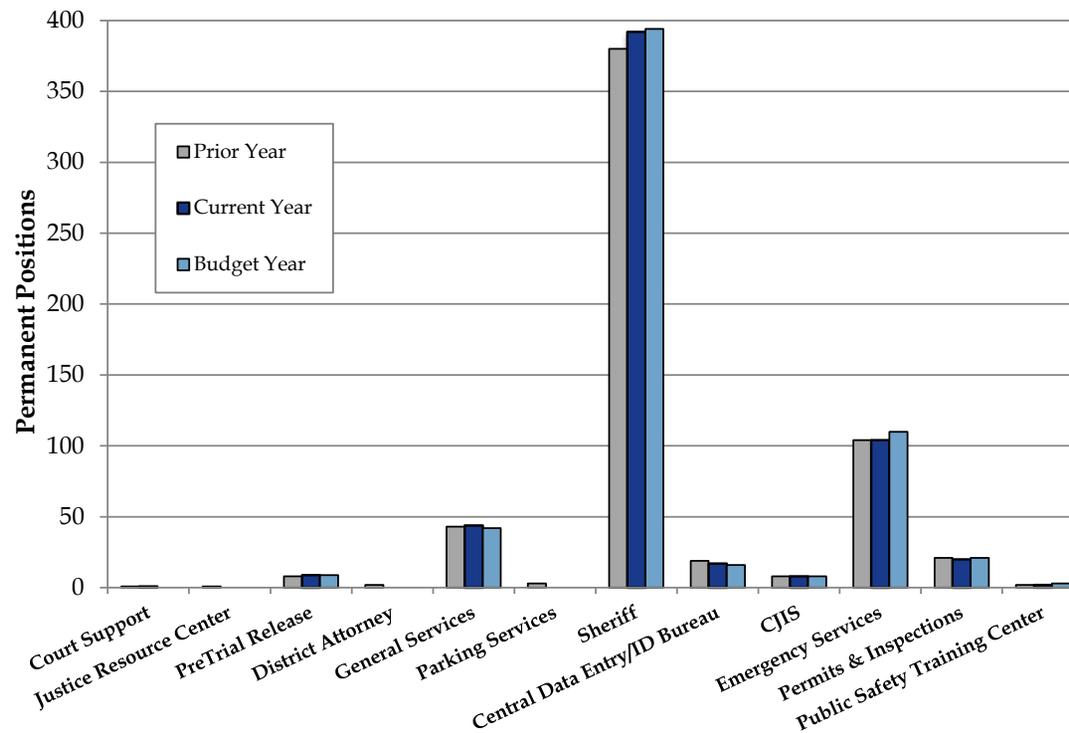
*Public Safety
Approved Budget FY2017*



Public Safety

Personnel Summary - Budgeted Permanent Positions

Department	Prior Year	Current Year	Budget Year	Percent Change	Explanation of Changes
Court Support	1	1	0	-100%	Position transfer to Sheriff
Justice Resource Center	1	0	0	0%	
PreTrial Release	8	9	9	0%	
District Attorney	2	0	0	0%	
General Services	43	44	42	-5%	Two position reductions due to retirement
Parking Services	3	0	0	0%	
Sheriff	380	392	394	1%	Position transfer from Court Support, position transfer to Inmate Commissary Fund, two positions transfers from Grant Fund
Central Data Entry/ID Bureau	19	17	16	-6%	Position reduction
CJIS	8	8	8	0%	
Emergency Services	104	104	110	6%	Position transfers from Public Safety and Human Services
Permits & Inspections	21	20	21	5%	Position transfer from Human Services
Public Safety Training Center	2	2	3	50%	Position transfer from Human Services
Total Public Safety	592	597	603	1.0%	



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.

Sheriff	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Personnel	28,905,326	27,822,839	28,583,105	30,042,648
Operating	5,131,790	5,388,629	4,833,206	5,676,937
Capital	0	54,494	29,600	0
Program Support	5,700	6,200	5,874	5,700
TOTAL:	34,042,816	33,272,162	33,451,785	35,725,285
Revenues:				
Restricted	556,692	550,053	563,280	505,942
Sales & Services	2,467,540	2,493,400	2,937,913	2,601,400
Miscellaneous	0	175,000	163,000	175,000
County	31,018,584	30,053,709	29,787,592	32,442,943
TOTAL:	34,042,816	33,272,162	33,451,785	35,725,285

Performance Measures

Sustainability Plan Goal:  Safe, Low-Crime Communities

		FY2015		FY2016		FY2017
		Target	Actual	Target	Actual	Target
Department Goal	Improve the efficiency and operations of all areas of the Sheriff's office.					
Objective	Maintain a responsible and manageable average response time to priority calls for service that does not exceed 10 minutes.					
Measure	Average response time for Level 1 priority calls (in minutes).	9.50	8.40	9.50	9.09	9.50
Department Goal	Improve the efficiency and operations of all areas of the Sheriff's office.					
Objective	Improve facility practices with a focus toward reducing recidivism by identifying mental health and substance abuse services consumers and coordinating effective resources for them.					
Measure	Number of jail days saved through mental health case management, substance abuse case management and jail diversion (JUST) as a percentage of jail capacity.	15.0%	24.0%	15.0%	29.0%	20.0%
Department Goal	Improve the efficiency and operations of all areas of the Sheriff's office.					
Objective	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.					
Measure	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.	4,000	4,144	4,000	4,240	4,000

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.

Emergency Services	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Personnel	9,249,904	8,869,502	9,295,238	9,893,295
Operating	1,860,200	1,913,002	1,657,784	1,993,239
Capital	93,531	0	0	0
Program Support	7,125	12,750	6,295	12,750
TOTAL:	11,210,760	10,795,254	10,959,317	11,899,284
Revenues:				
Restricted	364,167	355,044	322,507	335,044
Sales & Services	6,306,505	6,000,000	6,041,215	6,220,000
County	4,540,088	4,440,210	4,595,595	5,344,240
TOTAL:	11,210,760	10,795,254	10,959,317	11,899,284

Performance Measures

Sustainability Plan Goal:



Resistance to Natural and Manmade Hazards

		FY2015		FY2016		FY2017
		Target	Actual	Target	Actual	Target
Department Goal	Improve quality of service.					
Objective	Reduce average response time for ambulances.					
Measure	Percent of all calls for services with response time of 10 minutes or less (emergency & non-emergency calls).	77%	79%	80%	80%	75%
Department Goal	Improve quality of service.					
Objective	Reduce dispatch time.					
Measure	Percent of all calls for service dispatched within 90 seconds after location confirmation.	97%	97%	97%	97%	98%
Department Goal	Address community needs by enhancing services					
Objective	Reduce errors in billing information.					
Measure	Error Rate on Bills	8%	2%	2%	2%	2%

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	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Personnel	750,395	800,584	819,829	787,395
Operating	48,389	70,918	63,966	64,318
TOTAL:	798,784	871,502	883,795	851,713
Revenues:				
County	798,784	871,502	883,795	851,713
TOTAL:	798,784	871,502	883,795	851,713

Performance Measures

Sustainability Plan Goal:



Safe, Low-Crime Communities

		FY2015		FY2016		FY2017
		Target	Actual	Target	Actual	Target
Department Goal	Facilitate and expedite the release of appropriate defendants at the jail.					
Objective	Provide a validated risk assessment measuring risk of reoffending and failure to appear for every defendant scheduled for a bond hearing in district court.					
Measure	Number of bond investigations with risk scores provided to the court as a percentage of bond hearings held in district court.	98.0%	100.0%	100.0%	100.0%	100.0%
Department Goal	Reduce incarceration costs by providing supervision for appropriate defendants.					
Objective	Facilitate the release of appropriate defendants.					
Measure	Number of jail days saved by pretrial releases as a percentage of jail capacity.	58.0%	51.0%	50.0%	51.0%	52.0%
Department Goal	Provide efficient and appropriate case management for released defendants.					
Objective	Safely return defendants to court for case disposition.					
Measure	Number of successful completions as a percentage of all supervised cases.	94.0%	94.0%	95.0%	91.0%	92.0%

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	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Personnel	1,345,616	1,312,698	1,370,780	1,311,791
Operating	69,683	111,621	87,300	122,134
TOTAL:	1,415,299	1,424,319	1,458,080	1,433,925
Revenues:				
Restricted	710,112	778,732	793,412	782,670
Sales & Services	70,150	65,000	83,981	65,000
County	635,037	580,587	580,687	586,255
TOTAL:	1,415,299	1,424,319	1,458,080	1,433,925

Performance Measures

Sustainability Plan Goal:  Safe, Low-Crime Communities

		FY2015		FY2016		FY2017
		Target	Actual	Target	Actual	Target
Department Goal	Identify and maintain name files associated with an alias name.					
Objective	Provide public safety and the courts with current, accurate, and precise data.					
Measure	Percentage of names associated with an alias name.	33%	35%	35%	33%	34%
Department Goal	Identify, process, and maintain processes involving identity theft/obstruction of justice.					
Objective	Provide public safety and the courts with current, accurate, and precise data.					
Measure	Percentage of identity theft/obstruction of justice warrants served.	92%	90%	91%	92%	92%
Department Goal	Process, identify, and maintain arrestee information via fingerprint technology.					
Objective	Provide public safety and the courts with current, accurate, and precise data.					
Measure	Percentage of arrests having fingerprints submitted to SBI.	54%	55%	55%	53%	55%

Permits & Inspections

Mission

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

Program Description

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

Permits & Inspections	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Personnel	1,774,182	1,857,748	1,764,465	2,070,920
Operating	145,548	200,964	167,408	211,804
TOTAL:	1,919,730	2,058,712	1,931,873	2,282,724
Revenues:				
Permits & Fees	1,941,501	1,911,153	2,066,193	1,980,000
Sales & Services	8,730	6,600	9,558	6,600
County	-30,501	140,959	-143,878	296,124
TOTAL:	1,919,730	2,058,712	1,931,873	2,282,724

Performance Measures

Sustainability Plan Goals:



Affordable, Green, and Livable Housing



Healthy Environments

		FY2015		FY2016		FY2017
		Target	Actual	Target	Actual	Target
Department Goal	Promote citizen safety by enforcing the North Carolina Building Codes.					
Objective	Maintain a quality control audit process executed twice/year/inspector.					
Measure	Percent of code compliant inspections, including violations found by audit & corrected by contractor.	95%	89%	95%	90%	95%
Department Goal	Provide accurate and prompt plan review.					
Objective	Review residential plans within 3 working days.					
Measure	Percent of residential plans reviewed within 3 working days.	99%	99%	99%	99%	99%
Department Goal	Provide timely service delivery in performing inspections.					
Objective	Perform trade inspections the same day if they are requested by 9 AM.					
Measure	Percent of inspections performed on same day.	99%	98%	99%	99%	100%

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.

General Services	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Personnel	3,013,908	3,005,926	3,160,087	3,077,451
Operating	3,919,537	5,400,728	3,742,076	5,407,007
Capital	15,575	10,494	10,494	0
TOTAL:	6,949,020	8,417,148	6,912,657	8,484,458
Revenues:				
Restricted	377,342	355,000	388,635	375,000
Sales & Services	543,728	680,000	374,761	393,234
Miscellaneous	0	52,266	0	52,266
County	6,027,950	7,329,882	6,149,261	7,663,958
TOTAL:	6,949,020	8,417,148	6,912,657	8,484,458

Performance Measures

Sustainability Plan Goal:



Partnerships for Conservation/Preservation/
Restoration of Natural Resources

		FY2015		FY2016		FY2017
		Target	Estimate	Target	Estimate	Target
Department Goal	Provide overall facility maintenance to insure a productive work environment.					
Objective	Investigate and initiate cost savings programs.					
Measure	Operating expense per square foot.	\$4.10	\$3.80	\$4.10	\$3.70	\$4.10
Department Goal	Provide timely and professional service for all fleet vehicles.					
Objective	Investigate and initiate cost savings programs.					
Measure	Average fleet monthly availability.	100.00%	95.23%	100.00%	99.65%	100.00%
Measure	Maintenance cost per mile driven for vehicles.	\$0.08	\$0.06	\$0.08	\$0.04	\$0.08
Department Goal	Provide and maintain energy efficient utilities for all facilities by being fiscally responsible as well as environmentally friendly.					
Objective	Investigate and initiate cost savings programs.					
Measure	Energy cost per square foot.	\$1.09	\$1.11	\$1.09	\$1.01	\$1.09
Department Goal	Provide timely service.					
Objective	Complete 100% of monthly work orders.					
Measure	Percentage of monthly work orders completed.	100.00%	99.98%	100.00%	99.98%	100.00%

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.

Public Safety Training Center	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Personnel	180,351	196,425	224,247	290,442
Operating	176,688	618,830	192,524	969,418
TOTAL:	357,039	815,255	416,771	1,259,860
Revenues:				
County	357,039	815,255	416,771	1,259,860
TOTAL:	357,039	815,255	416,771	1,259,860

Criminal Justice Information System (CJIS)

Prior to FY2015 Criminal Justice Information System operated as an Enterprise Fund with only the County's per officer cost being accounted for in the General Fund. In FY2015 the CJIS Enterprise Fund merged with the General Fund. The services offered by the system are 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	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Personnel	838,841	906,237	862,773	1,028,332
Operating	474,824	596,349	425,473	573,662
Capital	16,769	0	0	0
TOTAL:	1,330,434	1,502,586	1,288,246	1,601,994
Revenues:				
Restricted	758,334	749,062	638,631	791,740
Miscellaneous	0	3,100	3,100	3,100
County	572,100	750,424	646,515	807,154
TOTAL:	1,330,434	1,502,586	1,288,246	1,601,994

Other Public Safety

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

Parking Services and the Justice Resource Center were previously included in Other Public Safety. In FY2016, Parking Services revenues transitioned to Budget & Management Services and operations for the Justice Resource Center were transitioned to an outside service provider. That provider and contract was selected and managed by the NC Department of Public Safety.

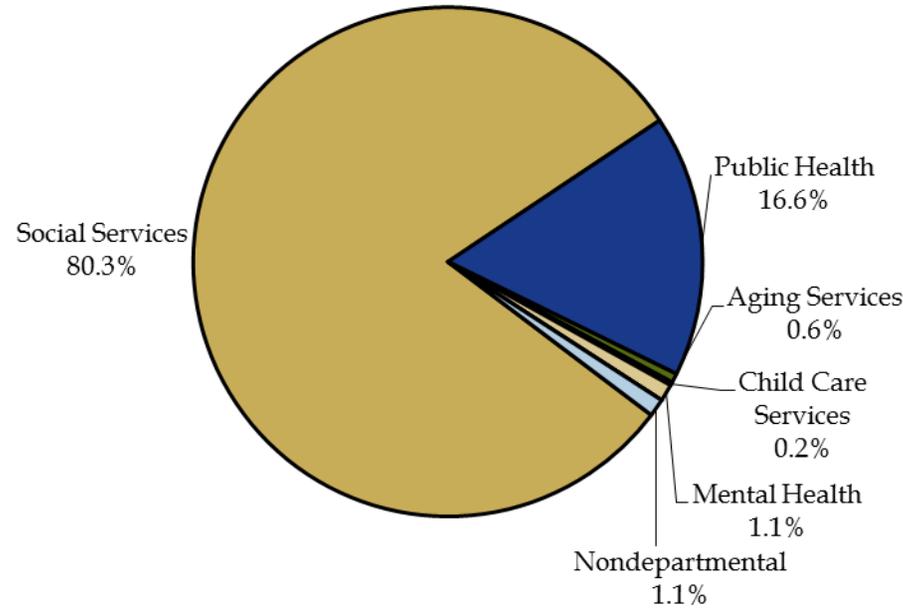
Other Public Safety	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Personnel	613,245	203,293	229,622	33,855
Operating	1,306,535	1,664,656	1,408,108	1,771,018
Program Support	26,182	264,708	238,871	254,708
TOTAL:	1,945,962	2,132,657	1,876,601	2,059,581
Revenues:				
Restricted	133,709	21,353	20,189	0
Sales & Services	310,548	0	0	0
County	1,501,705	2,111,304	1,856,412	2,059,581
TOTAL:	1,945,962	2,132,657	1,876,601	2,059,581

Human Services

The Human Services function is composed of Public Health, Social Services, Aging Services, Child Care Services, Mental Health, and Other Human Services. The Human Services function has a budget of \$96,925,224, which is 31.45% of the total General Fund expenditures for the fiscal year. Public Health expenditures, \$16,122,639, will be used for specialized public health service. The Social Services expenditures of \$77,878,625 will be used to support human needs. Child Care Services expenditures of \$207,508 will be used by Southwestern Child Development Commission for the operation of the Valley Child Development Center. The remaining \$2,716,452 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.

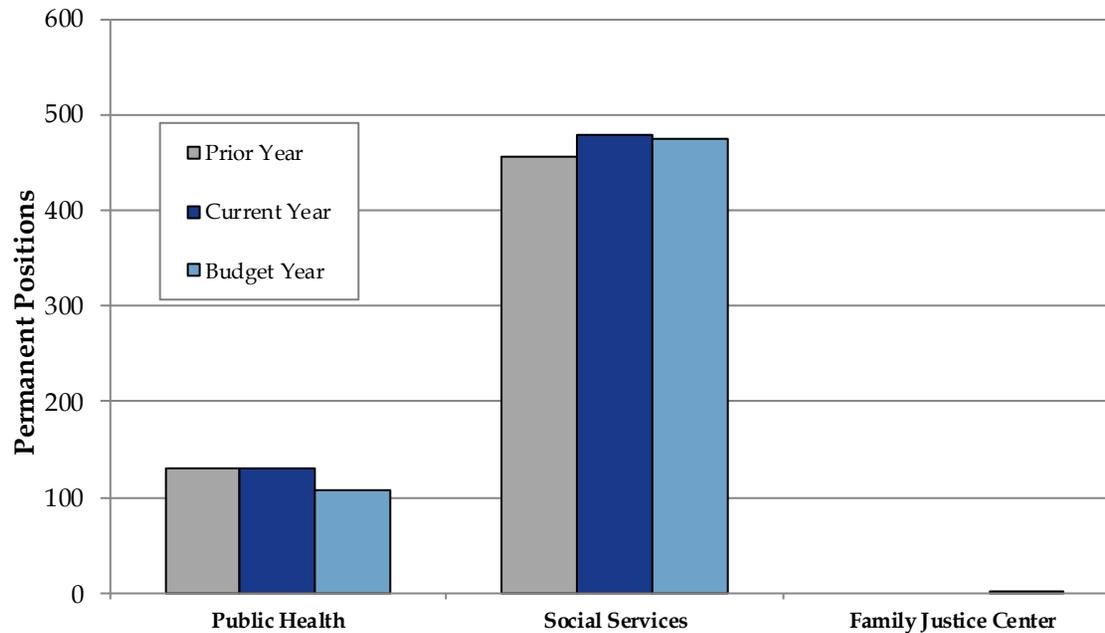
*Human Services
Approved Budget FY2017*



Human Services

Personnel Summary - Budgeted Permanent Positions

Department	Prior Year	Current Year	Budget Year	Percent Change	Explanation of Changes
Public Health	130	131	108	-18%	Decrease in School Health positions due to partnership with MAHEC
Social Services	456	478	475	-1%	Position transfers to other departments
Family Justice Center	0	0	1	100%	Newly created department in FY2017
Total Human Services	586	609	584	-4%	



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	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Personnel	11,928,483	10,685,242	10,888,790	10,539,905
Operating	3,063,975	4,897,977	4,413,883	5,546,734
Capital	38,270	0	0	0
Program Support	136,000	136,000	136,000	36,000
TOTAL:	15,166,728	15,719,219	15,438,673	16,122,639
Revenues:				
Restricted	4,113,282	4,015,792	3,988,586	3,592,037
Sales & Services	1,434,509	1,451,673	1,743,426	1,430,572
Miscellaneous	150,190	125,000	5,378	0
County	9,468,747	10,126,754	9,701,283	11,100,030
TOTAL:	15,166,728	15,719,219	15,438,673	16,122,639

Performance Measures

Sustainability Plan Goals:  Healthy People  Healthy Environments

Department Goal	Objective	Measure	FY2015		FY2016		FY2017
			Target	Actual	Target	Actual	Target
Focus on results.	Increase public well-being.	Percentage of total program benchmarks achieved.	≥ 90%	87.9%	≥ 90%	89.7%	90%
Excellence in business operations.	Maximize resources.	Percentage of reimbursement & collection captured for eligible expenses.	≥ 85%	91.6%	≥ 85%	88.1%	≥ 85%
Smart partnerships	Foster effective collaborations.	Percent of partnerships that meet or exceed their established outcomes.	≥ 90%	100.0%	≥ 90%	100.0%	≥ 90%

* 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	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Personnel	37,949,018	38,719,637	37,413,402	40,551,733
Operating	10,204,228	12,775,146	11,086,398	14,330,581
Capital	4,269	0	0	0
Program Support	20,445,009	24,335,588	21,059,994	22,996,311
TOTAL:	68,602,524	75,830,371	69,559,794	77,878,625
Revenues:				
Restricted	40,388,156	42,227,240	42,006,516	41,106,193
Sales & Services	296,467	415,447	201,573	312,015
Miscellaneous	76,878	60,000	76,413	75,000
County	27,841,023	33,127,684	27,275,292	36,385,417
TOTAL:	68,602,524	75,830,371	69,559,794	77,878,625

Performance Measures

Sustainability Plan Goal:



Equity in Access



Workforce Development



Healthy People

		FY2015		FY2016		FY2017
		Target	Actual	Target	Actual	Target
Department Goal	Link our actions to client success.					
Objective	Increase public well-being.					
Measure	Percentage of total program benchmarks achieved.	88.0%	89.0%	88.0%	88.5%	88.0%
Department Goal	Develop and improve communication networks.					
Objective	Foster effective collaborations.					
Measure	Percentage of partnerships that meet or exceed their established outcomes.	90.0%	99.0%	90.0%	100.0%	90.0%
Department Goal	Build internal capacity.					
Objective	Cultivate a capable/invested workforce.					
Measure	Detailed stability factor.	88.0%	82.4%	88.0%	88.9%	88.0%

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>.

Aging Services	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Program Support	570,766	570,766	569,503	570,766
TOTAL:	570,766	570,766	569,503	570,766
Revenues:				
County	570,766	570,766	569,503	570,766
TOTAL:	570,766	570,766	569,503	570,766

Child Care Services

Program Description

Buncombe County contracts with Southwestern Child Development Commission to operate 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.

Child Care Services	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Operating	208,240	207,508	207,508	207,508
TOTAL:	208,240	207,508	207,508	207,508
Revenues:				
County	208,240	207,508	207,508	207,508
TOTAL:	208,240	207,508	207,508	207,508

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.

Mental Health	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Operating	429,642	453,500	355,896	451,000
Program Support	600,000	600,000	600,000	600,000
TOTAL:	1,029,642	1,053,500	955,896	1,051,000
Revenues:				
Restricted	0	2,500	2,500	0
County	1,029,642	1,051,000	953,396	1,051,000
TOTAL:	1,029,642	1,053,500	955,896	1,051,000

Other Human Services

Other Human Services includes Youth Services, the Family Justice Center, 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 FY2016 totaled \$549,172.

Opening its doors in early FY2017, the Family Justice center will provide a safe place where victims of domestic violence, sexual assault and elder abuse can come for help. Buncombe County has partnered with various local agencies and non-profits to see that the community has the best support that can be offered. Anticipated expenditures for FY2017 consist of \$114,799 personnel costs and \$55,844 operating costs.

The Buncombe County Board of Commissioners approved \$1,354,000 in Community Funding for FY2017. This funding will be used by various agencies and nonprofits to provide human services to the community. Funding prior to FY2014 for this purpose was accounted for in the appropriate departmental budget as program support. In FY2017, funding designated as contracts is budgeted as part of the Social Services budget. The \$1,354,000 will be managed by the Buncombe County Service Foundation, a non-profit agency that serves as a component unit of Buncombe County. The Service Foundation manages performance contracts with each agency receiving County funds to ensure certain benchmarks and performance standards are met. Performance snapshots from the Service Foundation's FY2016 Performance Analysis Report can be viewed in Appendix F.

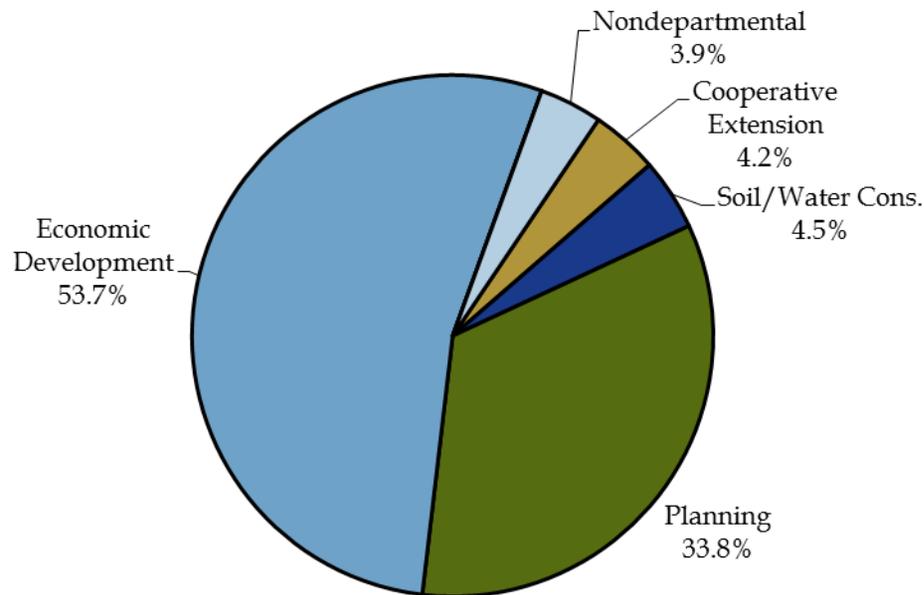
Other Human Services	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Personnel				114,799
Operating	15,491	15,500	15,500	55,844
Program Support	1,632,937	1,843,449	1,843,449	199,500
TOTAL:	1,648,428	1,858,949	1,858,949	370,143
Revenues:				
Restricted	508,064	521,914	549,172	0
County	1,140,364	1,337,035	1,309,777	370,143
TOTAL:	1,648,428	1,858,949	1,858,949	370,143

Economic & Physical Development

The Economic and Physical Development function includes Planning, Economic Development, 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 \$9,819,703, which is 3.19% of the total General Fund expenditures for the fiscal year.

The \$3,318,193 in Planning expenditures will be utilized in planning routine and specialized projects for the County. The Economic Development expenditures, \$5,271,585, will be used to stimulate economic growth. Cooperative Extension expenditures, \$410,375, will be used to help assist and protect farmland. Soil Conservation will use its expenditures of \$437,188 to improve the environment by promoting water and soil quality.

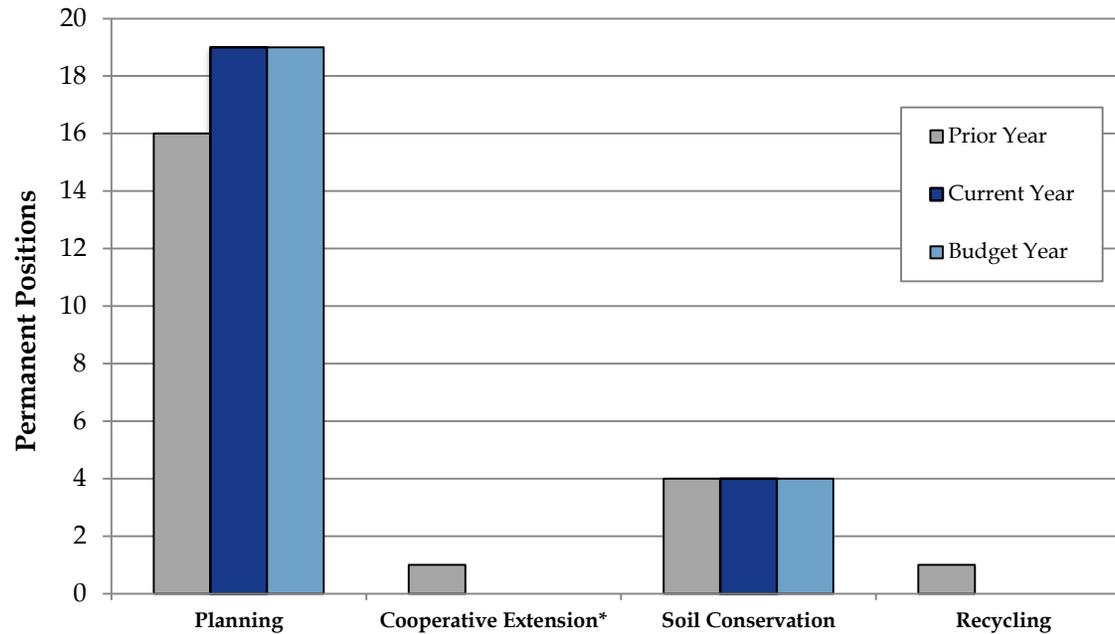
*Economic & Physical Development
Approved Budget FY2017*



Economic & Physical Development

Personnel Summary – Budgeted Permanent Positions

Department	Prior Year	Current Year	Budget Year	Percent Change	Explanation of Changes
Planning	16	19	19	0%	
Cooperative Extension*	1	0	0	0%	
Soil Conservation	4	4	4	0%	
Recycling	1	0	0	0%	
Total Economic & Physical Development	22	23	23	0%	



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

Planning & Development

Mission

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

Program Description

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

Planning & Development	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Personnel	1,800,642	1,865,065	1,883,110	2,345,908
Operating	630,378	1,134,342	448,638	972,285
Capital	0	0	0	0
TOTAL:	2,431,020	2,999,407	2,331,748	3,318,193
Revenues:				
Sales & Services	408,627	291,200	622,559	349,500
County	2,022,393	2,708,207	1,709,189	2,968,693
TOTAL:	2,431,020	2,999,407	2,331,748	3,318,193

Performance Measures

Sustainability Plan Goals:



Partnerships for Conservation/Preservation/Restoration of Natural Resources



Affordable, Green, and Livable Housing

		FY2015		FY2016		FY2017
		Target	Actual	Target	Actual	Target
Department Goal	Facilitate safe and responsible land use development in a timely manner.					
Objective	Review 99% of residential zoning permit applications within the same date of receipt.					
Measure	Percent of applications reviewed within same day.	99%	99.45%	99%	99%	99%
Department Goal	Ensure that land disturbance within the County is permitted and regulated.					
Objective	Inspect 99% of sites within 24 hours of receipt of complaints.					
Measure	Percent of sites inspected within 24 hours.	99%	100%	99%	100%	99%
Department Goal	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.					
Objective	Increase the number of affordable housing units associated with County administered funds (including repair, rehab, new construction, downpayment assistance, TBRA, and permit fee rebates).					
Measure	Total number of affordable housing units completed with County assistance.	75	72	75	87	75

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	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Personnel	53,852	11,263	17,784	26,063
Operating	360,681	400,346	346,052	384,312
TOTAL:	414,533	411,609	363,836	410,375
Revenues:				
Sales & Services	4,655	3,500	8,007	3,500
Miscellaneous	4,276	900	435	900
County	405,602	407,209	355,394	405,975
TOTAL:	414,533	411,609	363,836	410,375

Performance Measures

Sustainability Plan Goals:



Partnerships for Conservation/
Preservation/Restoration of
Natural Resources



Healthy People



Sustainable Local Food Systems

		FY2015		FY2016		FY2017
		Target	Actual	Target	Actual	Target
Department Goal	Provide profitable, environmentally sustainable agricultural systems.					
Objective	Enhance knowledge of sustainable systems through educational programs.					
Measure	Number of individuals who increase knowledge/skills.	21,000	34,324	23,000	30,651	23,000
Department Goal	Protect, conserve, enhance the natural resources of Buncombe County.					
Objective	Increase the knowledge of best management practices for land use & conservation.					
Measure	Number of individuals who increase knowledge/skills.	41,000	57,064	43,000	71,163	46,000
Department Goal	Youth & families will lead healthier lives & develop leadership skills.					
Objective	Empower youth & families to lead healthier lives & become community leaders.					
Measure	Number of individuals who increase knowledge/skills.	36,000	45,440	38,000	51,295	41,000

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	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Personnel	380,607	353,843	350,867	371,083
Operating	49,551	73,905	48,985	66,105
TOTAL:	430,158	427,748	399,852	437,188
Revenues:				
Restricted	44,902	35,677	33,448	30,134
Sales & Services	5,292	24,000	5,796	24,000
Miscellaneous	0	500	0	500
County	379,964	367,571	360,608	382,554
TOTAL:	430,158	427,748	399,852	437,188

Performance Measures

Sustainability Plan Goal:



Partnerships for Conservation/Preservation/Restoration of Natural Resources

		FY2015		FY2016		FY2017
		Target	Estimate	Target	Estimate	Target
Department Goal	Provide prompt and effective customer service.					
Objective	Help landowners/managers solve natural resource related problems.					
Measure	Percent of technical assistance calls responded to within 1 working day.	100%	98%	100%	99%	99%
Department Goal	Provide a comprehensive environmental awareness program.					
Objective	Help citizens make informed decisions relating to soil & water resources.					
Measure	Percent of non-school age population reached through public outreach efforts.	22%	20%	22%	22%	22%
Department Goal	Complete delivery of mandated services quickly and efficiently.					
Objective	Perform erosion control, stormwater, and environmental impact reviews.					
Measure	Percent of reviews completed within 10 working days or less.	98%	93%	95%	89%	92%

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.

Economic Development	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Operating	0	653	653	
Capital	0	0	0	0
Program Support	2,082,507	5,246,585	4,270,474	5,271,585
TOTAL:	2,082,507	5,247,238	4,271,127	5,271,585
Revenues:				
Restricted	382,000	335,000	335,000	302,000
County	1,700,507	4,912,238	3,936,127	4,969,585
TOTAL:	2,082,507	5,247,238	4,271,127	5,271,585

Performance Measures

Sustainability Plan Goal:  Sustainable Localized Economy

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

		FY2014 Actual	FY2015 Actual	FY2016 Actual
Department Goal	Develop new business in Buncombe County.			
Objective	Increase Buncombe County income levels through investment in economic development.			
Measure	Economic Return on \$1 invested (based on Buncombe County's contribution to EDC).	\$71.11	\$81.74	\$20.87
Objective	Increase capital investment in local businesses.			
Measure	Investment announced.	\$113,670,000	\$146,220,000	\$6,000,000
Objective	Increase number of jobs created for Buncombe County citizens.			
Measure	Jobs announced.	329	417	58

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 \$235,500 in community funding for FY2017. Funding prior to FY2014 for this purpose was accounted for in the appropriate departmental budget as program support. The \$235,500 will be managed by the Buncombe County Service Foundation, a non-profit agency that serves as a component unit of Buncombe County. The Service Foundation manages performance contracts with each agency receiving County funds to ensure certain benchmarks and performance standards are met.

Other Econ/Phys Development	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Program Support	210,000	227,500	227,500	235,500
TOTAL:	210,000	227,500	227,500	235,500
Revenues:				
County	210,000	227,500	227,500	235,500
TOTAL:	210,000	227,500	227,500	235,500

Performance snapshots from the Service Foundation's FY2016 Performance Analysis Report can be viewed in Appendix F.

Education

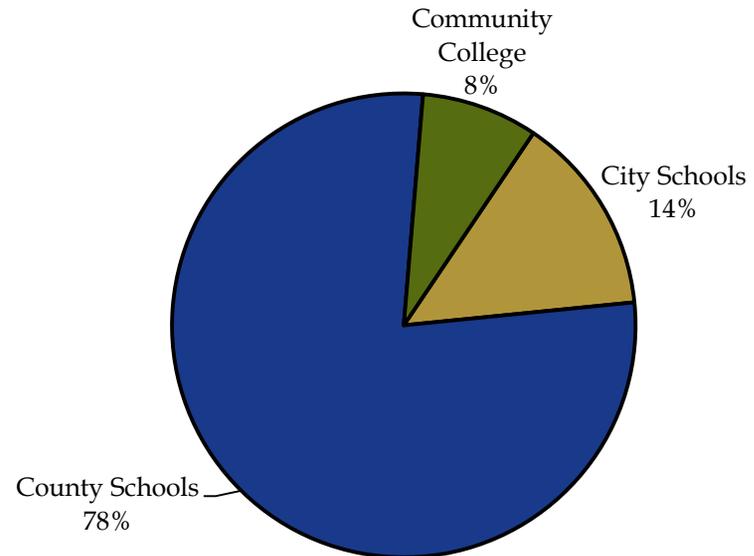
The County’s Education function is comprised of Buncombe County Schools, Asheville City Schools, and Asheville-Buncombe Technical Community College. The total budgeted expenditures for Education are \$73,919,815 which is 24% of the total General Fund budget. Buncombe County Schools and Asheville City Schools also receive capital funding as mandated through Senate Bill 888, which was ratified on June 21, 2016. Prior to SB 888 one half of Article 39 sales and use tax revenue was allocated to Buncombe County Schools and Asheville City Schools pro rata according to average daily Membership in the two school systems. SB 888 removes this distribution method and allocates funding based on prioritization of capital needs, decided by a newly created School Capital Commission.

Funding for public education is a major responsibility of the County government. The State is primarily responsible for funding public school operations, while Counties are largely responsible for capital needs. In North Carolina, County Boards of Commissioners act as taxing authority for local school boards; review entire school budget as well as approve county appropriations for current expense and capital outlay; and issue bonds and arrange other financing for school capital outlay purposes. In recent years, Buncombe County has undertaken major initiatives to support effective education and to secure accountability for educational funds expended.

FY2017 Education Appropriations - General Fund

Buncombe County Schools:	
Current Expense (Operations)	\$ 57,314,320
Community School	\$ 276,116
	<u>\$ 57,590,436</u>
Asheville City Schools:	
Current Expense (Operations)	<u>\$ 10,329,379</u>
AB Technical Community College:	
	<u>\$ 6,000,000</u>
Total Appropriation:	<u>\$ 73,919,815</u>

Education Approved Budget FY2017



**GENERAL FUND
CURRENT & CAPITAL
APPROPRIATIONS FOR EDUCATION
FISCAL YEARS 2008-2017**

<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>
2017	10,329,379	57,590,436	6,000,000	73,919,815	7.2% *
2016	11,061,915	63,354,745	6,063,999	80,480,659	3.6%
2015	10,571,303	61,038,940	6,063,999	77,674,242	5.4%
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%

* Reflects omission of prior year Capital Outlay to stay consistent with legislation affecting sales tax Articles 40 (30%) & 42 (60%) in FY2017.

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 combined average daily membership for Asheville City Schools and Buncombe County Schools has decreased in the last year.

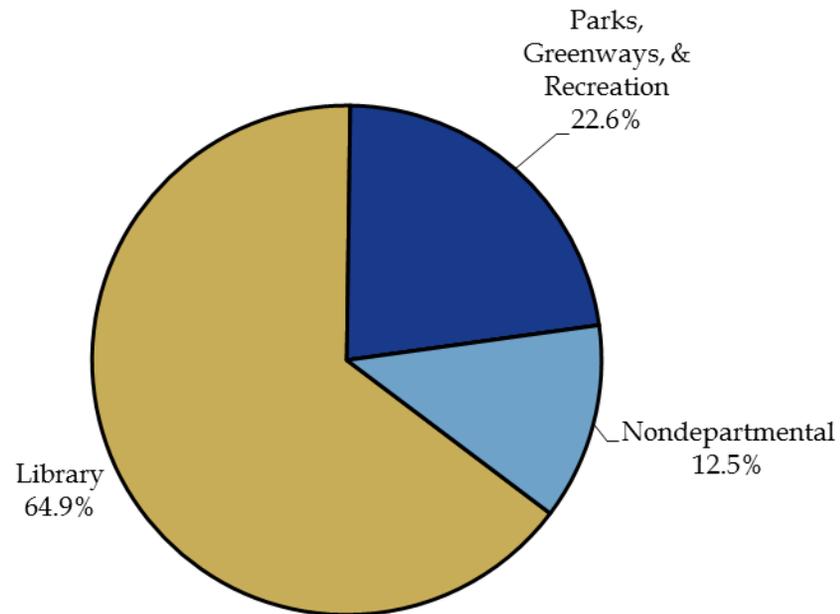
Public School Average Daily Membership		
Fiscal Year	Final ADM*	Percent Increase/Decrease
2016	28,701	-1.2%
2015	29,056	-1.7%
2014	29,558	0.4%
2013	29,451	0.7%
2012	29,238	0.4%
2011	29,113	0.5%
2010	28,979	-0.4%
2009	29,085	0.1%
2008	29,050	-0.3%
2007	29,148	-0.2%

Culture & Recreation

Culture and Recreation is composed of Libraries, Parks, Greenways & Recreation, and other wellness and cultural amenities. Parks, Greenways, & Recreation activities include: Pools, Recreation Programs, Lake Julian, Skyland Recreation and Enka Sports Park.

The Culture and Recreation budget for this fiscal year is \$8,470,976, which accounts for 2.75% of the total General Fund expenditures for the year. The County Government ranks Culture and Recreation as a high priority for the quality of life of its residents.

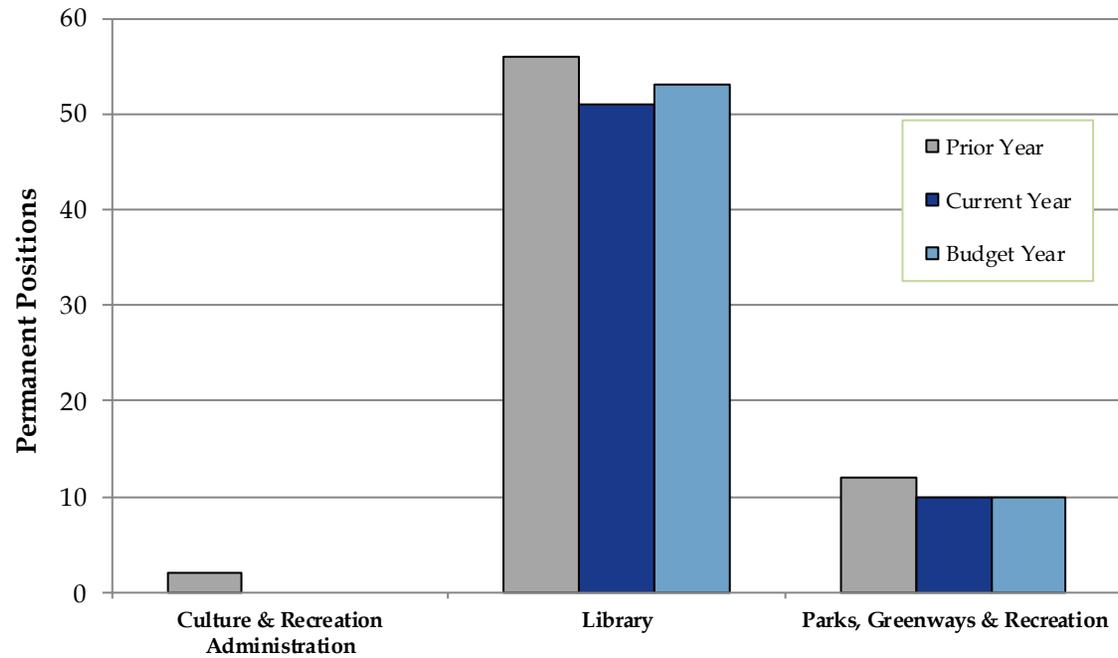
*Culture & Recreation
Approved Budget FY2017*



Culture & Recreation

Personnel Summary – Budgeted Permanent Positions

Department	Prior Year	Current Year	Budget Year	Percent Change	Explanation of Changes
Culture & Recreation Administration	2	0	0	0%	
Library	56	51	53	4%	Two previously unfunded positions funded in FY2017
Parks, Greenways & Recreation	12	10	10	0%	
Total Culture & Recreation	70	61	63	3%	



Library

Mission

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

Program Description

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

Library	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Personnel	4,153,762	3,696,588	3,646,150	4,043,106
Operating	1,344,896	1,428,329	1,283,365	1,458,111
TOTAL:	5,498,658	5,124,917	4,929,515	5,501,217
Revenues:				
Restricted	281,377	216,793	225,220	216,793
Sales & Services	234,580	242,500	234,889	227,500
County/CRA*	4,982,701	4,665,624	4,469,406	5,056,924
TOTAL:	5,498,658	5,124,917	4,929,515	5,501,217

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

Performance Measures

Sustainability Plan Goal:



Equity in Access



Citizen Participation in Community Decisions

		FY2015		FY2016		FY2017
		Target	Actual	Target	Actual	Target
Department Goal	Increase the number of active library users.					
Objective	Increase the percentage of County residents with active library cards.					
* Measure	Percent of residents with active library cards.	61%	63%	62%	65%	63%
Department Goal	Increase public perception of the library as a community center and resource.					
Objective	Enhance promotion of the various library programs.					
Measure	Number of residents attending library programs.	110,000	110,179	115,000	115,465	118,000
Department Goal	Enhance the electronic services offered by the library.					
Objective	Facilitate citizen access to electronic library resources in the library and from home.					
** Measure	Number of downloadable books available to the public.	135,000	195,751	217,000	78,589	83,000

* FY2015 target is based on the 2012 census estimate; FY2016 target is based on the 2014 census estimate
 NCLIVE, a source for over 150,000 ebooks available to library users in FY2015 reduced the number of ebooks available to 26,725 in FY2016.

Parks, Greenways & Recreation

Mission

To improve the quality of life within our community by providing high quality recreational facilities, opportunities for social interaction, and programming which encourages health and wellness through active lifestyles.

Program Description

Recreation Services provides recreational opportunities that inspire active living, health, and wellness through access to high quality facilities and programming. The department leverages key community partnerships to extend the recreational opportunities available to residents. In addition to the care and oversight of our parks and swimming pools, Recreation Services is working to preserve the County's natural beauty and to enhance its natural resource through the development of greenways and the procurement of open spaces.

Parks, Greenways & Recreation	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Personnel	1,138,549	864,995	855,642	900,548
Operating	443,337	543,068	440,210	522,844
Capital	0	0	0	0
Program Support	63,580	84,022	83,501	90,000
Contingency	0	0	0	400,000
TOTAL:	1,645,466	1,492,085	1,379,353	1,913,392
Revenues:				
Sales & Services	215,904	130,880	130,244	130,880
Miscellaneous	609	400	628	400
County	1,428,953	1,360,805	1,248,481	1,782,112
TOTAL:	1,645,466	1,492,085	1,379,353	1,913,392

Performance Measures

Sustainability Plan Goals:



Accessible, Multi-Modal and Efficient Transportation Network



Healthy People



Equity in Access

		FY2015		FY2016		FY2017
		Target	Actual	Target	Actual	Target
Department Goal	Develop a participant feedback plan for programs, greenways, parks and facilities.					
Objective	Staff will offer programs that reflect citizen feedback.					
Measure	Number of citizens who respond to surveys or participate in community planning sessions	1,500	1,509	1,500	1,706	1,500
Department Goal	Offer community special events in partnership with agencies, businesses and volunteers.					
Objective	Special events are held that focus on recreation, education, greenways, wellness and cultural arts.					
Measure	Number of events held	45	45	45	47	45
Department Goal	Provide activities that promote recreation, wellness, exercise and safety.					
Objective	Offer programs for children, youth, adults and seniors.					
Measure	Numbers of participants	8,500	8,636	8,500	8,681	8,500
Department Goal	Enhance human service programs by encouraging collaboration through community partnerships.					
Objective	Offer collaborative opportunities for community partners including early childhood programs/educators.					
Measure	Number of opportunities provided.	200	237	200	234	200

Other Culture & Recreation

Other funding in Culture & Recreation includes certain administrative expenses as well as funding for community agencies and nonprofits to provide services that support Buncombe County's Culture & Recreation function. Beginning in FY2016 administrative personnel and expenses have been merged with the appropriate Culture & Recreation department.

Buncombe County Commissioners approved \$1,010,275 in Community Funding for FY2017. This funding will be used by various agencies and nonprofits to that provide cultural and recreational amenities and services to the community. Funding prior to FY2014 for this purpose was accounted for in the appropriate departmental budget as program support. The \$1,010,275 will be managed by the Buncombe County Service Foundation, a non-profit agency that serves as a component unit of Buncombe County. The Service Foundation manages performance contracts with each agency receiving County funds to ensure certain benchmarks and performance standards are met. Performance snapshots from the Service Foundation's FY2016 Performance Analysis Report can be viewed in Appendix F.

Other Culture & Recreation	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Program Support	1,240,378	1,063,275	1,063,275	1,010,275
TOTAL:	1,240,378	1,063,275	1,063,275	1,010,275
Revenues:				
County	1,240,378	1,063,275	1,063,275	1,010,275
TOTAL:	1,240,378	1,063,275	1,063,275	1,010,275

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 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.

PDF Woodfin Downtown Fund

This fund accounts for a portion of County and Town of Woodfin ad valorem tax revenues pledged to meet the debt service requirements related to the Woodfin Downtown Project.

Fire Districts Fund

The ad valorem property tax is the major revenue source for the Fire Districts Fund. Property tax is expected to produce \$19,432,329 in revenue for the fund for FY2017.

Sales taxes and inventory tax reimbursements make up the remaining budget revenues. The County expects to receive \$5,711,687 in sales tax for the districts in FY2017.

The total revenues and expenditures for the Fire Districts Fund are projected to increase from the FY2016 budget by 3.83% to 25,144,016. All expenditures are used to fund volunteer fire departments in twenty special fire protection districts throughout the County.

Fire Districts	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Operating	43,266	0	43,776	0
Contingency	0	2,700,000	0	2,700,000
Program Support	21,312,815	21,517,091	20,877,126	22,444,016
TOTAL:	21,356,081	24,217,091	20,920,902	25,144,016
Revenues:				
Ad Valorem	16,252,952	19,079,610	17,084,723	19,432,329
Sales Tax	5,107,964	5,137,481	4,440,343	5,711,687
TOTAL:	21,360,916	24,217,091	21,525,066	25,144,016

Emergency Telephone System Fund

The Emergency Telephone System Fund is budgeted at \$2,102,500. The FY2017 budget includes appropriations for major capital projects including replacement of the current 911 phone 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.

Emergency Telephone System	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Personnel	189,054	0	228,263	0
Operating	584,489	692,500	608,525	692,500
Capital	258,684	1,410,000	709,302	1,410,000
TOTAL:	1,032,227	2,102,500	1,546,090	2,102,500
Revenues:				
Restricted	853,821	875,308	875,308	930,578
Investments	9,476	10,000	5,582	10,000
Transfers	46,466	0	10,325	0
Fund Balance	0	1,217,192	0	1,161,922
TOTAL:	909,763	2,102,500	891,215	2,102,500

Transportation

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.

Restricted revenue for this fund comes from various federal, local, and state agencies, including the North Carolina Department of Transportation. Restricted funding for FY2017 provides \$2,730,623 or 62.2% of total revenue for this fund. The County funded portion for FY2017 remains at \$1,626,448. Other revenue sources include vehicle advertising and contributions/donations.

Performance Measures

Sustainability Plan Goals:



Equity in Access



Accessible, Multi-Modal and Efficient Transportation Network

Transportation	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Personnel	0	0	33033	0
Operating	3,590,725	3,767,318	3,406,906	3,847,297
Capital	0	870,134	567,820	539,774
Transfers	19,350	53,343	53,343	0
TOTAL:	3,610,075	4,690,795	4,061,102	4,387,071
Revenues:				
Restricted	2,332,567	2,964,750	2,735,608	2,730,623
Miscellaneous	34,064	57,000	16,040	30,000
Transfers	1,286,043	1,626,448	1,353,207	1,626,448
TOTAL:	3,652,674	4,648,198	4,104,855	4,387,071

		FY2015		FY2016		FY2017
		Target	Actual	Target	Actual	Target
Department Goal	Provide high quality, cost-effective, fair and equitable service through process improvement, efficient use of resources, contracted services, materials and equipment.					
Objective	Enhance quality of service and customer satisfaction by providing a minimum of 95% of passenger trips on time.					
Measure	Percent of passengers dropped off and picked up within +/- 15 minutes of their scheduled time.	95.00%	89.98%	95.00%	92.08%	95.00%
Department Goal	Address the current and changing needs of individuals by making efficient use of available resources.					
Objective	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.					
Measure	Number of revenue trips per hour of revenue service.	2.35	2.51	2.35	2.51	2.35
Department Goal	Assure high quality service by improving employee retention, education, and training.					
Objective	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.					
Measure	Percentage of drivers meeting or exceeding requirements for evaluations, initial training, retraining, and recertifications.	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 FY2017 budget is \$15,914,005. Occupancy taxes net of collection fees are transferred to the Tourism Development Authority for expenditures to promote tourism in Buncombe County.

Occupancy Tax	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Transfers	10,590,065	17,470,004	16,226,135	15,914,005
TOTAL:	10,590,065	17,470,004	16,226,135	15,914,005
Revenues:				
Other Taxes	10,590,065	17,470,004	16,226,135	15,914,005
TOTAL:	10,590,065	17,470,004	16,226,135	15,914,005

Register of Deeds Automation Fund

The FY2017 budget for this fund is \$283,230. This is an increase of \$67,000 from last year, or 31%. These funds will be used for record automation projects and related automation costs.

ROD Automation	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Personnel	12,071	12,918	344	12,918
Operating	886	74,262	4,318	74,262
Capital	42,312	0	0	0
Transfers	129,050	129,050	129,050	196,050
TOTAL:	184,319	216,230	133,712	283,230
Revenues:				
Permits & Fees	144,980	151,695	148,211	151,695
Investments	1,043	3,305	856	3,305
Appropriated Fund Balance	0	61,230	0	128,230
TOTAL:	146,023	216,230	149,067	283,230

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

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

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

Federal Forfeitures

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

Sheriff Federal Forfeitures	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Operating	107,715	65,183	38,205	39,073
Capital	0	86,000	85,150	0
TOTAL:	107,715	151,183	123,355	39,073
Revenues:				
Restricted	182,554	11,924	9,729	39,073
Investments	360	0	223	0
Fund Balance	0	139,259	0	0
TOTAL:	182,914	151,183	9,952	39,073

BCAT Federal Forfeitures	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Operating	75,852	199,690	7,710	226,055
Capital	18,769	17,000	16,084	0
TOTAL:	94,621	216,690	23,794	226,055
Revenues:				
Restricted	113,271	68,383	68,383	226,055
Investments	454	0	358	0
Fund Balance	0	148,307	0	0
TOTAL:	113,725	216,690	68,741	226,055

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	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Operating	23,991	187,284	61,130	25,175
TOTAL:	23,991	187,284	61,130	25,175
Revenues:				
Restricted	82,526	105,470	117,428	25,175
Investments	73	0	258	0
Fund Balance	0	81,814	0	0
TOTAL:	82,599	187,284	117,686	25,175

BCAT State Forfeitures	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Operating	14,085	136,363	24,537	196,100
Capital	53,808	0	0	0
TOTAL:	67,893	136,363	24,537	196,100
Revenues:				
Restricted	0	10,427	10,427	196,100
Investments	487	0	300	0
Fund Balance	0	125,936	0	0
TOTAL:	487	136,363	10,727	196,100

PDF Woodfin Downtown Fund

This fund accounts for ad valorem tax revenues pledged to meet the debt service requirements related to the Woodfin Downtown Project. The Woodfin Downtown Project was previously accounted for in a project fund, but is now complete with only debt service remaining. The FY2017 budget for this Fund is \$576,950 for debt principal and interest payments.

PDF Woodfin Downtown	2014/15 Actual	2015/16 Amended Budget*	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Debt Service	563,292	0	561,449	576,950
TOTAL:	563,292	0	561,449	576,950
Revenues:				
Ad Valorem	333,146	0	331,716	576,950
Unrestricted	136,281	0	136,281	0
TOTAL:	469,427	0	467,997	576,950

*Debt Service and Revenues budgeted as multi-year funds for PDF Woodfin Downtown were closed during FY2016 and adopted as annual funds in the FY2017 budget. FY2015 actuals and FY2016 estimates are reported here for comparative purposes.

ENTERPRISE FUNDS

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.

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. The Solid Waste Fund also includes recycling services.

Solid Waste	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Personnel	1,585,955	1,603,862	1,529,761	1,856,157
Operating	2,701,190	4,082,992	3,178,338	4,013,846
Capital	148,320	868,883	700,156	210,000
Debt Service	1,849,353	336,550	331,602	337,300
Transfers	0	0	0	129,984
TOTAL:	6,284,818	6,892,287	5,739,857	6,547,287
Revenues:				
Other Taxes	393,715	257,487	312,174	257,487
Restricted	0	10,000	24,192	10,000
Sales & Services	6,772,949	6,239,800	7,290,137	6,239,800
Investments	53,780	40,000	55,799	40,000
Other Financing Sources	0	345,000	0	0
Miscellaneous	1,796	0	6,290	0
TOTAL:	7,222,240	6,892,287	7,688,592	6,547,287

Performance Measures (see next page)

Budgeted Permanent Positions	2015	2016	2017	% Change
	24	22	24	9%

Solid Waste Disposal Fund (continued)

Performance Measures

Sustainability Plan Goal:  Pollution and Waste Prevention

		FY2015		FY2016		FY2017
		Target	Actual	Target	Actual	Target
Department Goal	Develop goals to keep costs down & maintain sufficient funds in Solid Waste fund.					
Objective	Closely monitor past due accounts to maintain a high collection rate.					
Measure	Collection rate for past due accounts.	87%	91%	87%	98%	90%
Department Goal	Decrease number and size of illegal dumps in Buncombe County.					
Objective	Increase public awareness of ordinance and complaint procedure.					
Measure	Percent of illegal dump cases resolved with no warrant issued.	99%	100%	99%	99%	99%
Department Goal	Increase the number of pounds of material recycled.					
Objective	Increase residential curbside recycling participation throughout the County.					
Measure	Tons of recycled commodities collected curbside (cardboard, mixed paper, newspaper, plastic, aluminum)	4,470	4,356	4,500	4,789	4,500
Department Goal	Decrease the amount of items that are recyclable and/or banned by the state from entering the waste stream.					
Objective	Educate public about recycling through media such as website, government channel, brochures, newspapers, and quarterly newsletters.					
Measure	Recycled tons of electronics and HHW in Buncombe County.	200	248	200	232	200

Inmate Commissary Fund

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

Inmate Commissary	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Personnel	54,198	111,704	114,009	118,515
Operating	292,540	335,336	191,633	341,107
Capital	17,025	0	0	0
Contingency	0	49,528	0	50,817
TOTAL:	363,763	496,568	305,642	510,439
Revenues:				
Sales & Services	311,076	341,000	343,402	341,000
Investments	1,746	0	1,215	0
Fund Balance	0	155,568	0	169,439
TOTAL:	312,822	496,568	344,617	510,439

Budgeted Permanent Positions	2015	2016	2017	% Change
	1	1	2	0%

INTERNAL SERVICE FUND

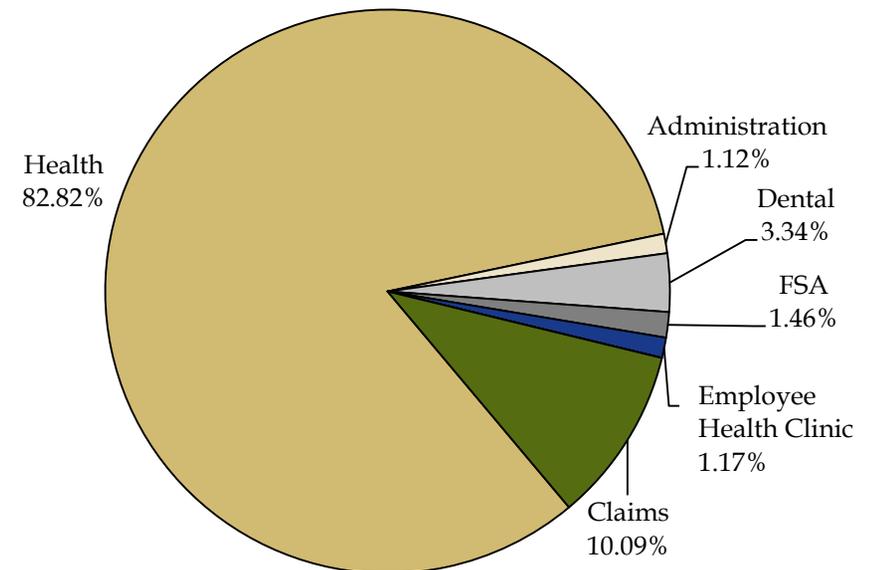
Internal Service Funds are used to account for the financing of goods and services by one department or agency to other departments or agencies of the County on a cost reimbursement basis. The County maintains the Insurance Internal Service Fund to account for the financing of its commercial liability 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 FY2017 it is anticipated that the Internal Service Fund will receive \$33,074,090 from charges.

With mandated changes related to the Affordable Care Act impacting health insurance costs, the County continues to look for ways to manage expenses while continuing to offer employees valuable health and wellness programs and services. Increases in departmental charges were implemented for FY2017, and future liabilities reduced with changes in retiree eligibility.

Internal Service Fund	2014/15 Actual	2015/16 Amended Budget	2015/16 Estimated	2016/17 Adopted Budget
Expenditures:				
Personnel	582,193	681,858	417,841	673,971
Operating	25,813,121	38,441,104	36,222,412	32,400,119
TOTAL:	26,395,314	39,122,962	36,640,253	33,074,090
Revenues:				
Sales & Services	28,423,372	30,532,962	28,602,638	33,074,090
Investments	37,287	0	0	0
Transfers	2,500,000	8,590,000	9,165,000	0
TOTAL:	30,960,659	39,122,962	37,767,638	33,074,090
Budgeted Permanent Positions	2015	2016	2017	% Change
	5	7	7	0%

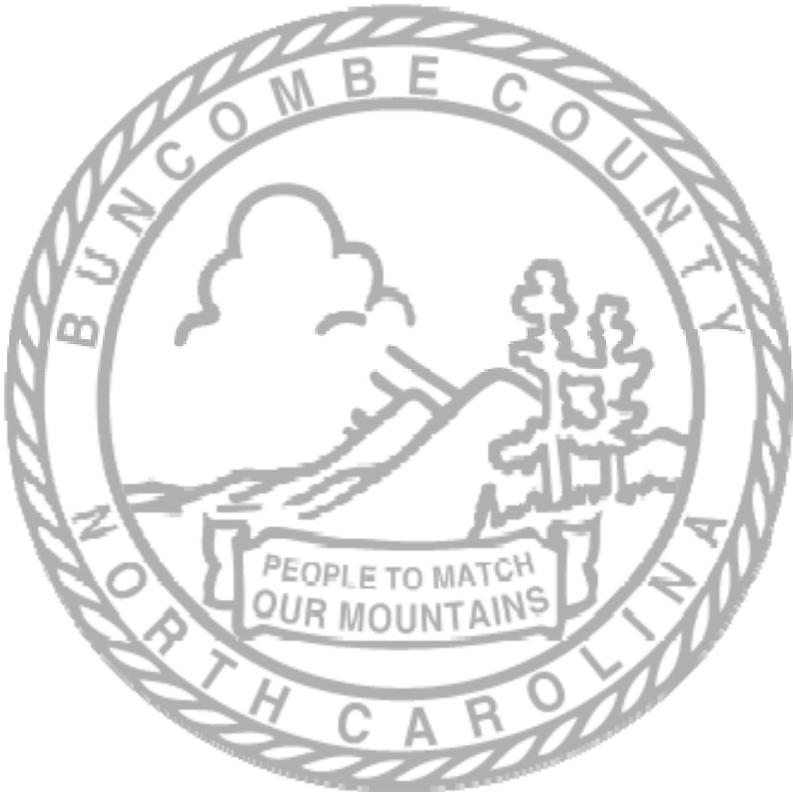
Expenditure Appropriations by Type
FY 2016 - 2017



FSA - Flexible Spending Accounts

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

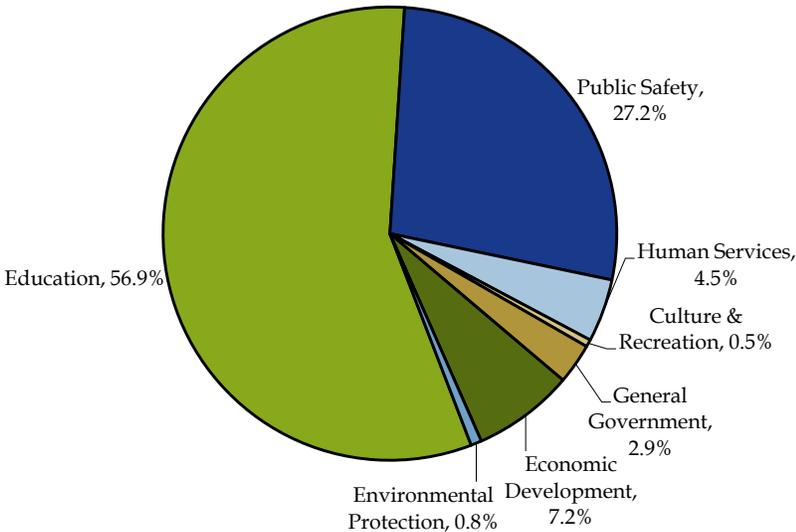
DEBT SERVICE



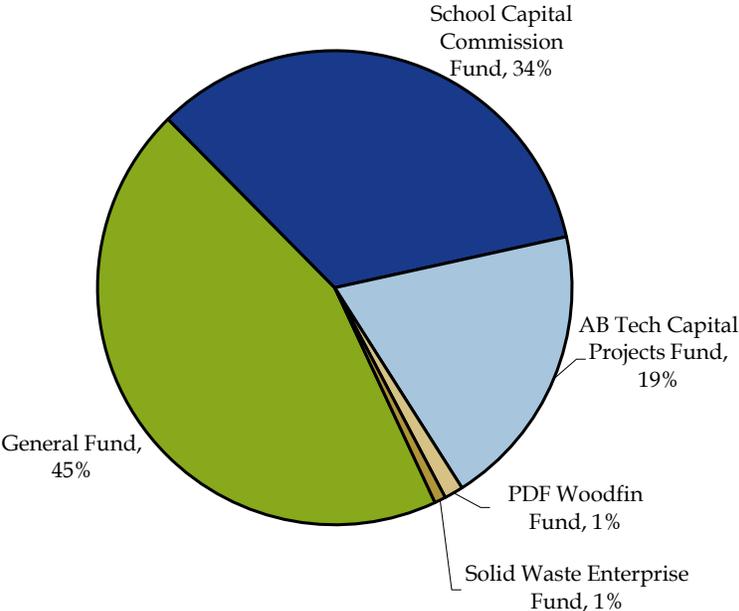
Debt Service Overview

Debt Service is an accounting function established in the General Fund, School Capital Commission Capital Projects Fund, AB Tech Capital Projects Fund, PDF Woodfin Downtown 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. The following schedules detail FY2017 debt service requirements by fund and function, as well as anticipated General Fund debt service resulting from the Capital Improvement Program (CIP).

Principal & Interest By Function
FY2017



Principal & Interest By Fund
FY2017



Debt Service Schedule By Function FY2017

Purpose Debt Issuance	Debt Type	Original Issue	Principal		FY 2017 Debt Service Requirement		
			Outstanding 7/1/2016		Principal	Interest	Total
Education							
COPS 2007 (Unrefunded)	Installment	\$ 62,446	\$ 31,223	\$ 31,223	\$ 741	\$ 31,964	
GO 2009B	General Obligation	5,685,000	3,245,000	474,000	15,390	489,390	
GO 2012	General Obligation	32,500,000	24,000,000	2,400,000	387,600	2,787,600	
LOBS 2010A	Installment	2,777,593	1,352,644	225,735	62,645	288,379	
LOBS 2010B	Installment	1,956,829	1,956,829	-	130,126	130,126	
LOBS 2010C	Installment	3,800,000	2,270,000	265,000	237,150	502,150	
LOBS 2012A	Installment	12,440,754	9,970,965	640,025	480,419	1,120,443	
LOBS 2014A	Installment	137,931,054	131,401,054	6,250,000	6,570,053	12,820,053	
LOBS 2015	Installment	60,485,345	58,932,582	4,777,051	1,717,366	6,494,417	
Total Education		\$ 257,639,021	\$ 233,160,296	\$ 15,063,033	\$ 9,601,490	\$ 24,664,523	
Public Safety							
COPS 2007 (Unrefunded)	Installment	1,030,000	\$ 525,000	525,000	24,370	549,370	
LOBS 2010A	Installment	21,542,802	10,491,002	1,750,780	485,867	2,236,647	
LOBS 2010B	Installment	13,441,974	13,441,974	-	893,872	893,872	
LOBS 2012A	Installment	59,108,880	50,295,279	4,363,969	2,431,176	6,795,145	
LOBS 2014A	Installment	2,210,000	1,980,000	110,000	99,000	209,000	
LOBS 2015	Installment	14,199,032	13,734,075	462,099	671,861	1,133,961	
Total Public Safety		\$ 111,532,688	\$ 90,467,331	\$ 7,211,849	\$ 4,606,146	\$ 11,817,994	
Human Services							
COPS 2007 (Unrefunded)	Installment	\$ 247,554	\$ 123,777	\$ 123,777	\$ 2,939	\$ 126,716	
COPS 2009A	Installment	2,442,953	1,266,529	98,204	54,063	152,267	
LOBS 2010A	Installment	7,179,605	3,496,354	583,484	161,926	745,410	
LOBS 2010B	Installment	5,021,197	5,021,197	-	333,902	333,902	
LOBS 2012A	Installment	1,535,000	310,000	310,000	15,350	325,350	
LOBS 2015	Installment	47,179,305	47,004,485	177,317	89,190	266,507	
Total Human Services		\$ 63,605,614	\$ 57,222,341	\$ 1,292,783	\$ 657,369	\$ 1,950,152	
Culture & Recreation							
COPS 2009A	Installment	\$ 2,948,676	\$ 1,528,717	\$ 118,534	\$ 65,255	\$ 183,788	
LOBS 2012A	Installment	295,366	233,756	31,006	11,255	42,261	
Total Culture & Recreation		\$ 3,244,042	\$ 1,762,473	\$ 149,540	\$ 76,509	\$ 226,049	
General Government							
COPS 2009A	Installment	\$ 2,604,664	\$ 1,350,367	\$ 104,705	\$ 57,642	\$ 162,346	
LOBS 2009D	Installment	3,340,000	475,000	475,000	21,375	496,375	
LOBS 2015	Installment	4,729,105	4,366,644	381,319	213,029	594,349	
Total General Government		\$ 10,673,769	\$ 6,192,011	\$ 961,024	\$ 292,046	\$ 1,253,070	
Economic Development							
COPS 2009A	Installment	\$ 4,068,707	\$ 2,109,388	\$ 163,558	\$ 90,041	\$ 253,599	
LOBS 2014A	Installment	11,448,946	11,378,946	40,000	530,147	570,147	
LOBS 2014B	Installment	28,725,000	26,510,000	1,120,000	1,043,217	2,163,217	
CTS 2014	Revolving Loan	1,964,204	1,964,204	98,211	-	98,211	
LOBS 2015	Installment	42,213	42,213	42,213	1,804	44,016	
Total Economic Development		\$ 46,249,070	\$ 42,004,751	\$ 1,463,982	\$ 1,665,209	\$ 3,129,191	
Environmental Protection							
ARRA 2012	Installment	\$ 1,500,000	\$ 1,125,000	\$ 75,000	\$ -	\$ 75,000	
LOBS 2012A	Installment	1,985,000	1,305,000	195,000	62,300	257,300	
Total Environmental Protection		\$ 3,485,000	\$ 2,430,000	\$ 270,000	\$ 62,300	\$ 332,300	
TOTAL DEBT SERVICE		\$ 496,429,204	\$ 433,239,203	\$ 26,412,210	\$ 16,961,070	\$ 43,373,280	

Debt Service Schedule By Fund FY2017

Fund Debt Issuance	Debt Type	Original Issue	Principal Outstanding 7/1/2016	FY 2017 Debt Service Requirement		
				Principal	Interest	Total
General Fund						
COPS 2007 (Unrefunded)	Installment	\$ 1,277,554	\$ 648,777	\$ 648,777	\$ 27,309	\$ 676,086
COPS 2009A	Installment	12,065,000	6,255,000	485,000	267,000	752,000
LOBS 2009D	Installment	3,340,000	475,000	475,000	21,375	496,375
LOBS 2010A	Installment	28,722,407	13,987,356	2,334,264	647,793	2,982,057
LOBS 2010B	Installment	18,463,171	18,463,171	-	1,227,774	1,227,774
GO 2012	General Obligation	1,067,073	787,992	78,799	12,726	91,525
LOBS 2012A	Installment	61,130,000	50,990,000	4,725,000	2,465,050	7,190,050
LOBS 2014A	Installment	4,987,641	4,757,641	110,000	237,882	347,882
LOBS 2014B	Installment	28,725,000	26,510,000	1,120,000	1,043,217	2,163,217
CTS 2014	Revolving Loan	1,964,204	1,964,204	98,211	-	98,211
LOBS 2015	Installment	72,518,493	71,211,032	2,025,176	1,267,832	3,293,008
Total General Fund		\$ 234,260,543	\$ 196,050,173	\$ 12,100,227	\$ 7,217,958	\$ 19,318,185
School Capital Commission Fund						
GO 2009B	General Obligation	\$ 5,685,000	\$ 3,245,000	\$ 474,000	\$ 15,390	\$ 489,390
GO 2012	General Obligation	31,432,928	23,212,008	2,321,201	374,874	2,696,075
LOBS 2010C	Installment	3,800,000	2,270,000	265,000	237,150	502,150
LOBS 2014A	Installment	69,617,359	66,557,359	3,060,000	3,327,868	6,387,868
LOBS 2015	Installment	47,897,039	46,949,499	3,514,824	1,136,236	4,651,061
Total School Capital Commission Fund		\$ 158,432,326	\$ 142,233,866	\$ 9,635,025	\$ 5,091,518	\$ 14,726,543
AB Tech Capital Projects Fund						
COPS 2007 (Unrefunded)	Installment	\$ 62,446	\$ 31,223	\$ 31,223	\$ 741	\$ 31,964
LOBS 2010A	Installment	2,777,593	1,352,644	225,735	62,645	288,379
LOBS 2010B	Installment	1,956,829	1,956,829	-	130,126	130,126
LOBS 2012A	Installment	12,250,000	9,820,000	620,000	473,150	1,093,150
LOBS 2014A	Installment	65,700,000	62,230,000	3,190,000	3,111,500	6,301,500
LOBS 2015	Installment	6,219,468	5,919,468	300,000	289,181	589,181
Total AB Tech Capital Projects Fund		\$ 88,966,336	\$ 81,310,164	\$ 4,366,958	\$ 4,067,344	\$ 8,434,301
PDF Woodfin Downtown Fund						
LOBS 2014A	Installment	\$ 11,285,000	\$ 11,215,000	\$ 40,000	\$ 521,950	\$ 561,950
Total PDF Woodfin Downtown Fund		\$ 11,285,000	\$ 11,215,000	\$ 40,000	\$ 521,950	\$ 561,950
Solid Waste Enterprise Fund						
ARRA 2012	Installment	\$ 1,500,000	\$ 1,125,000	\$ 75,000	\$ -	\$ 75,000
LOBS 2012A	Installment	1,985,000	1,305,000	195,000	62,300	257,300
Total Solid Waste Enterprise Fund		\$ 3,485,000	\$ 2,430,000	\$ 270,000	\$ 62,300	\$ 332,300
TOTAL DEBT SERVICE		\$ 496,429,204	\$ 433,239,203	\$ 26,412,210	\$ 16,961,069	\$ 43,373,280

**Debt Service Schedule
General Fund By Function FY2017**

Purpose		Original Issue	Principal Outstanding 7/1/2016	FY 2017 Debt Service Requirement		
				Principal	Interest	Total
Debt Issuance						
Education						
GO 2012	General Obligation	\$ 1,067,073	\$ 787,992	\$ 78,799	\$ 12,726	\$ 91,525
LOBS 2012A	Installment	190,754	150,965	20,025	7,269	27,293
LOBS 2014A	Installment	2,613,694	2,613,694	-	130,685	130,685
LOBS 2015	Installment	6,368,838	6,063,616	962,226	291,949	1,254,175
Total Education		\$ 10,240,359	\$ 9,616,267	\$ 1,061,050	\$ 442,628	\$ 1,503,678
Public Safety						
COPS 2007 (Unrefunded)	Installment	\$ 1,030,000	\$ 525,000	\$ 525,000	\$ 24,370	\$ 549,370
LOBS 2010A	Installment	21,542,802	10,491,002	1,750,780	485,867	2,236,647
LOBS 2010B	Installment	13,441,974	13,441,974	-	893,872	893,872
LOBS 2012A	Installment	59,108,880	50,295,279	4,363,969	2,431,176	6,795,145
LOBS 2014A	Installment	2,210,000	1,980,000	110,000	99,000	209,000
LOBS 2015	Installment	14,199,032	13,734,075	462,099	671,861	1,133,961
Total Public Safety		\$ 111,532,688	\$ 90,467,331	\$ 7,211,849	\$ 4,606,146	\$ 11,817,994
Human Services						
COPS 2007 (Unrefunded)	Installment	\$ 247,554	\$ 123,777	\$ 123,777	\$ 2,939	\$ 126,716
COPS 2009A	Installment	2,442,953	1,266,529	98,204	54,063	152,267
LOBS 2010A	Installment	7,179,605	3,496,354	583,484	161,926	745,410
LOBS 2010B	Installment	5,021,197	5,021,197	-	333,902	333,902
LOBS 2012A	Installment	1,535,000	310,000	310,000	15,350	325,350
LOBS 2015	Installment	47,179,305	47,004,485	177,317	89,190	266,507
Total Human Services		\$ 63,605,614	\$ 57,222,341	\$ 1,292,783	\$ 657,369	\$ 1,950,152
Culture & Recreation						
COPS 2009A	Installment	\$ 2,948,676	\$ 1,528,717	\$ 118,534	\$ 65,255	\$ 183,788
LOBS 2012A	Installment	295,366	233,756	31,006	11,255	42,261
Total Culture & Recreation		\$ 3,244,042	\$ 1,762,473	\$ 149,540	\$ 76,509	\$ 226,049
General Government						
COPS 2009A	Installment	\$ 2,604,664	\$ 1,350,367	\$ 104,705	\$ 57,642	\$ 162,346
LOBS 2009D	Installment	3,340,000	475,000	475,000	21,375	496,375
LOBS 2015	Installment	4,729,105	4,366,644	381,319	213,029	594,349
Total General Government		\$ 10,673,769	\$ 6,192,011	\$ 961,024	\$ 292,046	\$ 1,253,070
Economic Development						
COPS 2009A	Installment	\$ 4,068,707	\$ 2,109,388	\$ 163,558	\$ 90,041	\$ 253,599
CTS 2014	Revolving Loan	1,964,204	1,964,204	98,211	-	98,211
LOBS 2014A	Installment	163,946	163,946	-	8,197	8,197
LOBS 2014B	Installment	28,725,000	26,510,000	1,120,000	1,043,217	2,163,217
LOBS 2015	Installment	42,213	42,213	42,213	1,804	44,016
Total Economic Development		\$ 34,964,070	\$ 30,789,751	\$ 1,423,982	\$ 1,143,259	\$ 2,567,241
TOTAL GENERAL FUND DEBT SERVICE		\$ 234,260,543	\$ 196,050,173	\$ 12,100,227	\$ 7,217,958	\$ 19,318,185

**Buncombe County
General Fund Debt Service Projections
FY 2017 - 2021**

	FY2017	FY2018	FY2019	FY 2020	FY 2021
Current Debt Service:					
Principal	12,100,227	13,063,436	13,103,510	13,096,763	12,260,864
Interest	7,217,959	8,700,794	8,137,589	7,553,010	6,977,515
Charges	50,000	50,000	50,000	50,000	50,000
Total Current Debt Service	19,368,186	21,814,230	21,291,099	20,699,772	19,288,379

Capital Improvement Projects (CIP):

FY 2017:

ERP System Replacement/IT Storage Equipment	1,189,469	1,189,469	1,189,469	1,189,469	1,189,469
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FY2018:

Detention Center A Cooling Tower		88,065	88,065	88,065	88,065
Detention Center/Jail Annex/Judicial Complex Intercom Upgrade		61,786	61,786	61,786	61,786
200 College Street Window Repair and Maintenance		94,793	94,793	94,793	94,793
Enka Library renovations		38,018	38,018	38,018	38,018

FY 2019:

IT Projects - Radio Equipment/System \$2,295,734, Storage Equipment \$744K, Phone System \$2,265,000			1,181,115	1,181,115	1,181,115
East Asheville Library Branch Renovation			219,336	219,336	219,336
Document Mgmt System Replacement			222,653	222,653	222,653

FY 2020:

Elections Central Staging and Supply Building				73,112	73,112
Interchange Building Renovations				548,340	548,340
Detention Center Balcony Enclosures				32,900	32,900

FY 2021:

IT Projects - Audio Visual (Courts) \$308K, Security/ Access Control \$1,032,250					298,411
Total Debt Service with CIP	20,557,655	23,286,361	24,386,334	24,449,359	23,336,377

Debt Service Adjustments:

BAB Subsidy Payments	(398,351)	(400,500)	(400,500)	(400,500)	(400,500)
GE Rental Income	(1,056,922)	(1,056,922)	(1,056,922)	(1,056,922)	(1,056,922)
HS Drawdown for Campus Expansion		(662,927)	(662,927)	(662,927)	(662,927)
Total Debt Service Adjustments	(1,455,273)	(2,120,349)	(2,120,349)	(2,120,349)	(2,120,349)

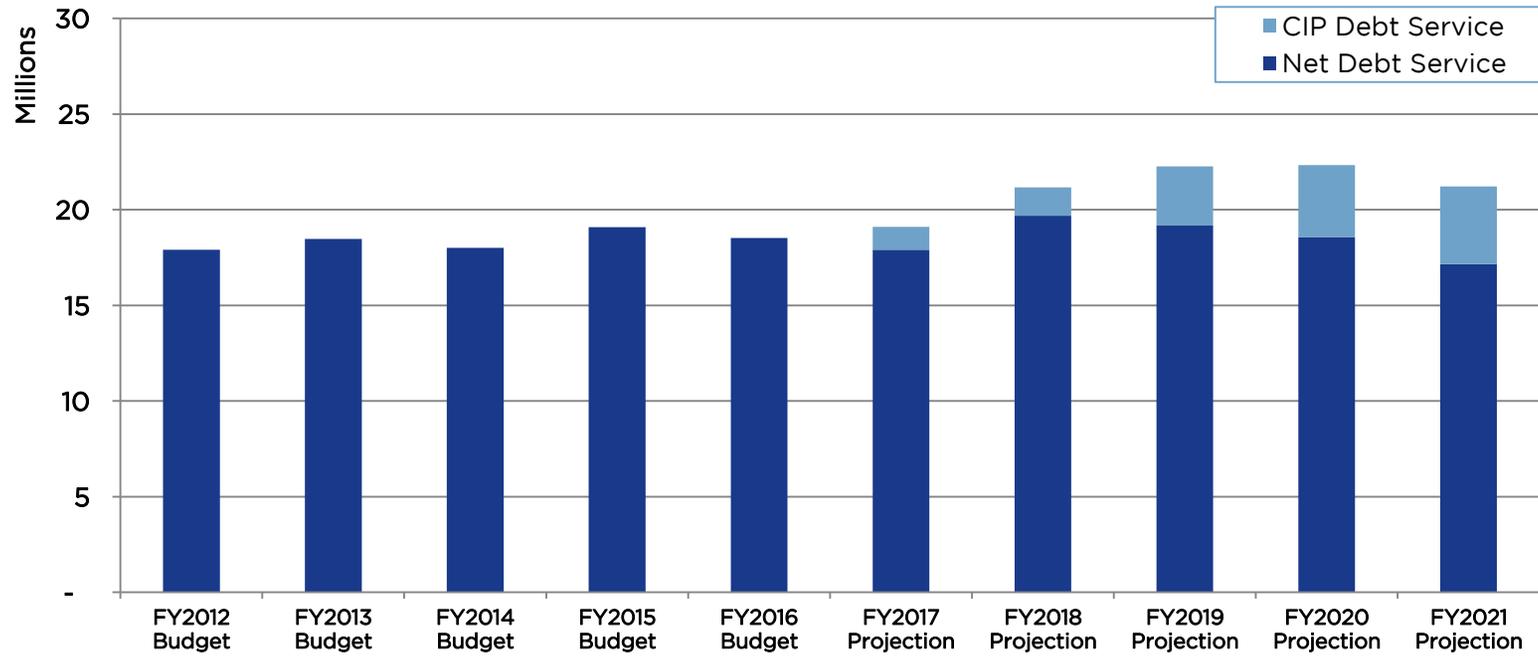
Adjusted Debt Service (Net Debt) with CIP	19,102,382	21,166,012	22,265,985	22,329,010	21,216,028
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BAB Subsidy Payments - Federal subsidy payments received for Build America Bonds (BAB) issued.

GE Rental Income - Rental payments received from General Electric (GE); used to offset debt service issued for GE Economic Development.

HS Drawdown for Campus Expansion - the expected federal reimbursement for the Human Services campus expansion project (LOBS 2015 debt issuance) to be received over thirty years per federal guidelines.

General Fund Debt Service



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.

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 Aa1 rating with a positive outlook 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
<u>Aa1</u> , Aa2, 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, North Carolina
LEGAL DEBT MARGIN
June 30, 2016 (Unaudited)**

Imposed by State of North Carolina General Statutes	
Assessed value of taxable property	<u>\$ 29,544,516,113</u>
Debt limit- Eight Percent (8%) of assessed value	<u>2,363,561,289</u>
Gross debt:	
Total bonded debt	27,245,000
Installment Purchase Agreements	<u>401,809,540</u>
Total amount of debt applicable to debt limit (net debt)	<u>429,054,540</u>
Legal debt margin	<u>\$ 1,934,506,749</u>
Percentage of total debt outstanding to legal debt limit	18.15%

Imposed by Buncombe County Board of Commissioners	
Assessed value of taxable property	<u>\$ 29,544,516,113</u>
Debt limit- Three Percent (3%) of assessed value	<u>886,335,483</u>
Gross debt:	
Total bonded debt	27,245,000
Total amount of debt applicable to debt limit (net debt)	<u>27,245,000</u>
Legal debt margin	<u>\$ 859,090,483</u>
Percentage of bonded debt outstanding to legal debt limit	3.07%

CAPITAL IMPROVEMENT PROGRAM

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 \$25,000. The FY2017 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 that aren't otherwise accounted for in the Capital Projects Fund.

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.

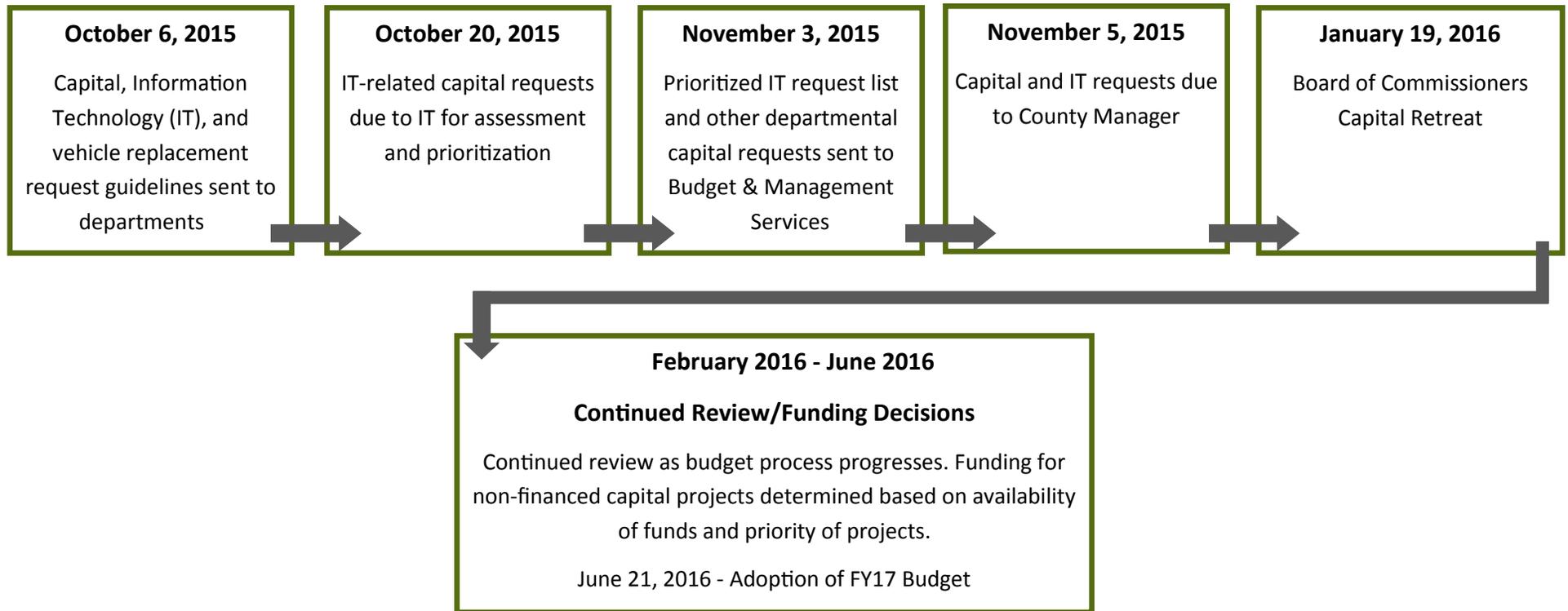


Buncombe County Capital Plan

FY2017 - FY2021

Requested Funding Year	Requested By	Description	Total Est. Cost	Other Funding	Source	Estimated County Dollars Needed	Pay-As-You Go	Annual Debt Service
FY 2017	Information Technology	Enterprise Resource Planning System Replacement/IT Storage Equipment and Redundant Network Core	\$ 7,200,000			\$ 7,200,000		\$ 1,189,469
FY 2017	Information Technology	Dispatch Console Hardware Replacement	\$ 500,000	\$ 500,000	911 Fund	\$ -		
TOTAL FY2017			\$ 7,700,000	\$ 500,000	\$ -	\$ 7,200,000	\$ -	\$ 1,189,469
FY 2018	General Services	Detention Center/Jail Annex/Judicial Complex Intercom Upgrade	\$ 277,500			\$ 277,500		\$ 61,786
FY 2018	General Services	200 College Street Window Repair and Maintenance	\$ 775,000			\$ 775,000		\$ 94,793
FY 2018	General Services	Detention Center A Cooling Tower Replacement	\$ 220,000			\$ 220,000		\$ 26,909
FY 2018	General Services	Detention Center A Exterior Cleaning	\$ 500,000			\$ 500,000		\$ 61,157
FY 2018	Planning	Enka Library renovations and construction of Community Room	\$ 520,000			\$ 520,000		\$ 38,018
FY 2018	Planning	New Solid Waste Transfer Facility	\$ 8,200,000	\$ 8,200,000	Enterprise Fund	\$ -		
FY 2018	Recreation Services	Lake Julian Children's Playground	\$ 300,000			\$ 300,000	\$ 300,000	
FY 2018	Recreation Services	Greenways Master Plan	\$ 500,000			\$ 500,000	\$ 500,000	
FY 2018	Sheriff	Vehicle Replacement	\$ 300,000			\$ 300,000	\$ 300,000	
FY 2019	Information Technology	IT Projects - Radio Equipment/System \$2,295,734, Document Management System Replacement \$1M, Storage Equipment \$744K, Phone System \$2,265,000	\$ 6,304,734			\$ 6,304,734		\$ 1,403,768
FY 2019	Library	Renovate/Replace East Asheville branch library	\$ 3,000,000			\$ 3,000,000		\$ 219,336
FY 2019	Recreation Services	New park in Candler on Orchard St. property	\$ 250,000			\$ 250,000	\$ 250,000	
FY 2019	Sheriff	Vehicle Replacement	\$ 300,000			\$ 300,000	\$ 300,000	
FY 2020	Elections	Central Staging and Supply Building	\$ 1,000,000			\$ 1,000,000		\$ 73,112
FY 2020	Information Technology	Renovations to Interchange Building	\$ 7,500,000			\$ 7,500,000		\$ 548,340
FY 2020	Sheriff	Detention Center Balcony Enclosures	\$ 450,000			\$ 450,000		\$ 32,900
FY 2020	Sheriff	Vehicle Replacement	\$ 300,000			\$ 300,000	\$ 300,000	
FY 2021	Information Technology	IT Projects - Audio Visual (Courts) \$308K, Security/Access Control \$1,032,250	\$ 1,340,250			\$ 1,340,250		\$ 298,411
FY 2021	Sheriff	Vehicle Replacement	\$ 300,000			\$ 300,000	\$ 300,000	
FY 2021	Governing Body	I-26 Infrastructure Project - Multimodal Design Elements (local match for DOT funding)	\$ 1,000,000			\$ 1,000,000	\$ 1,000,000	
TOTAL FY2017-FY2021			\$ 41,037,484	\$ 8,700,000	\$ -	\$ 32,337,484	\$ 3,250,000	\$ 4,047,998
FY 2022	Planning	Design and construction of an addition to the existing Detention Center on Davidson Street	\$ 45,000,000			\$ 45,000,000		\$ 3,585,240
FY 2022	Information Technology	IT Projects - Audio Visual (Courts)	\$ 364,000			\$ 364,000		\$ 81,046
	Recreation Services	Implementation of Sports Park Master Plan	\$ 6,100,000			\$ 6,100,000		\$ 445,983
	Recreation Services	Implementation of Lake Julian Master Plan	\$ 3,200,000			\$ 3,200,000		\$ 233,958

FY2017 CIP - Process



FY2017 CIP - Funding

The funding matrix provides insight on funding of capital requests. To save costs and issue debt as efficiently as possible, projects are packaged together so that Buncombe County is only accessing the debt market once every 12-18 months if necessary. Projects not financed were considered in the FY17 budget process and were funded through budgetary appropriations if funds were available and approved.

Buncombe County Capital Plan—FY2017
Funding Matrix

Requested By	Description	Total Est. Cost	Funding Source					TOTAL
			Debt Issuance (TBD)	FY16 Appropriation	FY17 Appropriation	Other Funding (Non-County)	Funding Not Approved/Available	
Information Technology	Enterprise Resource Planning System Replacement/IT Storage Equipment and Redundant Network Core	\$ 7,200,000	\$ 7,200,000					\$ 7,200,000
Information Technology	Dispatch Console Hardware Replacement	500,000				500,000		500,000
Total FY2017		\$ 7,700,000	\$ 7,200,000	\$ -	\$ -	\$ 500,000	\$ -	\$ 7,700,000

During the FY2017 CIP process departments also submitted requests for capital items that fell below the \$250,000 CIP threshold, but above the \$25,000 capitalization threshold. The following capital outlay requests were approved for funding during the FY17 budget process. These items will be accounted for in the Capital Projects Fund, and are funded with an interfund transfer from the General Fund.

Project	Description	Amount
Detention Kitchen Remodel	Kitchen and equipment modification remodel and redesign. Architectural design was completed in FY2016.	\$ 200,000
Pool Resurfacing	Recurring cost to maintain and upkeep Buncombe County Pools. Resurfacing is recommended to occur approximately every 10-12 years. North Buncombe Pool will be resurfaced in FY2017.	\$ 55,000

FY2017 CIP - Information Technology Projects

Information Technology (IT) requests are also part of the CIP process. Once received by Budget & Management Services the requests are sent to IT for assessment and prioritization. Two IT projects have been included in the FY2017 CIP:

Project	Description	Amount
Enterprise Resource Planning System Replacement/IT Storage Equipment and Redundant Core Network	<p>Buncombe County's current suite of business software has been in use since 2002. The County anticipates major changes to the current ERP which will impact end-users' interface and will require a significant shift in the technical management of the system. The County has initiated a business systems improvement project with the primary focus of replacing the existing legacy ERP. The goal is to implement an enterprise-level information management system that effectively and sustainably integrates all key functions and meets the needs of end-users at each level of the organization.</p>	\$ 7,200,000
	<p>Buncombe County IT utilizes (3) storage area network devices (SANs) to house 95%+ of the data Buncombe County maintains. The existing SAN devices have been in service for some time now and hardware failures are becoming increasingly frequent and overall SAN performance is being impacted at a level that directly affects Buncombe County employee performance. Buncombe County IT plans to replace the (3) SAN devices with (2) new SAN devices - (1) for the primary datacenter and (1) for the secondary datacenter. The priorities for selecting the new SAN devices are performance, resiliency, ease of use, data reduction, and accessibility.</p>	
	<p>The redundant network core projects have been established to enhance the Resiliency and Recovery aspects of business continuity for Buncombe County. These projects will help to reduce outages of critical business and public safety systems by attempting to keep them unaffected by outages due to hardware failures, configuration errors, natural disasters, and/or malicious destruction. In the event of a critical failure, these projects will reduce the RTO and RPO (Recovery Time & Recovery Point Objectives) that have been defined by county leadership. These projects also include security enhancements to better monitor and defend against internal and external threats to Buncombe County's critical systems.</p>	
Dispatch Console Hardware Replacement	<p>Buncombe County operates a centralized emergency dispatch command center which is the primary answering point for calls to several emergency response agencies within the County's limits. These organizations include law enforcement, emergency medical response, and fire departments. In an effort to increase emergency call-handling capacity, Information Technology and Emergency Management services are upgrading, replacing, and installing new Telecommunicator consoles at both the primary and backup/secondary answering point locations. This will support an increase in both human and technical capacity to effectively respond to all types of emergency situations within the County.</p>	\$ 500,000

SUPPLEMENTAL INFORMATION



COMMUNITY PROFILE

Government	
Date of Incorporation	December 5, 1791
Form of Government	Commission-Manager
County Seat	Asheville, NC
Area Statistics	
Population	251,275
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	10 inches



Population Characteristics	
% Population Non-White	12.60%
Age Composition of Population:	
0-4 years	5.10%
5-14 years	11.10%
15-19 years	5.40%
20-24 years	6.10%
25-34 years	13.60%
35-44 years	13.10%
45-54 years	13.50%
55-64 years	13.60%
65-74 years	10.20%
75-84 years	5.50%
85+ years	2.30%
Median Age	41

Top Area Employers	
Company	Description
<i>Employee Range 3,000+:</i>	
Buncombe County Public Schools	Educational Services
Mission Health System and Hospital	Hospitals
<i>Employee Range 1,000-2,999:</i>	
The Biltmore Company	Museums, Historical Sites, and Similar Institutions
Buncombe County Government	Executive, Legislative & Other General Government Support
Ingles Markets, Inc.	Food & Beverage Stores
VA Medical Center - Asheville Department of Veterans Affairs	Hospitals
The Omni Grove Park Inn	Accommodation
City of Asheville	Executive, Legislative & Other General Government Support
Asheville Buncombe Community College	Educational Services
<i>Employee Range 750-999:</i>	
Eaton Corporation - Electrical Division	Electrical Equip., Appliance & Component Mfg.
CarePartners	Nursing & Residential Care Facilities

Principal Property Taxpayers (December 31, 2015)	
Taxpayer (Ranked from 1-10)	% of Total Taxable Assessed Value
Duke Energy Progress Inc.	1.23%
Ingles Markets Inc.	0.98%
GPI Resort Holdings LLC (Grove Park)	0.38%
Biltmore Company	0.35%
Jacob Holm Industries Inc.	0.31%
Town Square West LLC	0.30%
Asheville Mall	0.27%
Novo Nordisk Pharmaceutical Ind Inc.	0.27%
Public Service Co. of NC Inc.	0.24%
Borgwarner Turbo Systems	0.22%

Employment in the Asheville Metro Area	
Major Industry	Employment
Health Services & Private Education	33,700
Government (Federal, State, Local)	25,900
Leisure & Hospitality	26,100
Retail	24,300
Manufacturing	19,000
Professional & Business Services	17,000
Construction	7,100

Income Levels	
Median Household Income	\$45,462
Average Household Income	\$62,346

Unemployment/Labor Force (as of June 2016)	
Unemployment Rate	3.9%
Labor Force	128,944
Total Unemployed	6,726



Culture & Recreation	
<i>Library Facilities:</i>	
Book Circulation	2,106,387
Library Materials	648,118
Branches	12
<i>Parks:</i>	
River, Neighborhood & Community Parks	50+
Swimming Pools	9

Education	
<i>Public Schools:</i>	
Elementary Schools	28
Secondary Schools	20
Combined (middle/early college)	2
<i>Area Colleges & 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	

Crime/Law Enforcement Statistics	
Violent Crimes/100,000 residents (2014)	247.4
Property Crimes/100,000 residents (2014)	2,615.2
# of Dispatched Calls for Service	70,125
Number of Inmates Processed	12,978

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

Rankings:

TRAVEL+LEISURE 2016 One of the top 10 Best Cities in the US

LIVABILITY 2013 One of the Top 100 Best Places to Live

greener ideal 2013 One of 5 Healthiest & Greenest Cities in America

TopRetirements.com 2013 #1 Retirement Community in "100 Best Places to Retire for 2013"

Forbes 2012 #17 of "25 Best Places for Business and Careers"

Outside 2012 One of America's best river towns

AARP Real Possibilities 2012 One of "10 Great Sunny Places to Retire"

tripadvisor 2012 One 15 Destinations on the Rise
2011 Top 10 Food & Wine Destination in the US

GOOD MORNING AMERICA 2011 One of the "Most Beautiful Places in America"



APPENDIX A

FY2017 BUDGET ORDINANCE



**BUNCOMBE COUNTY
BUDGET ORDINANCE
FISCAL YEAR 2016 – 2017**

BE IT ORDAINED by the Board of County Commissioners of Buncombe County, North Carolina this the 21st day of June, 2016:

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, 2016 and ending June 30, 2017:

APPROPRIATION

General Government	\$29,838,930
Public Safety	66,226,857
Human Services	96,925,224
Economic & Physical Development	9,819,703
Culture & Recreation	8,470,976
Education	73,919,815
Debt Service	20,671,686
Transfers to Other Funds	2,355,698
Total Appropriation	<u>\$308,228,889</u>

REVENUE

Ad Valorem Taxes	\$180,002,531
Sales Tax	27,395,245
Other Taxes and Licenses	6,037,520
Intergovernmental	50,545,104
Permits and Fees	3,361,855
Sales and Services	13,892,880
Other	8,432,243
Transfers from Other Funds	12,522,426
Appropriated Fund Balance	6,039,085
Total Appropriation	<u>\$308,228,889</u>

Section 2: The following is hereby appropriated and revenues estimated to be available for the indicated funds for the fiscal year beginning July 1, 2016 and ending June 30, 2017:

FUND	APPROPRIATION	REVENUE
<i>Occupancy Tax Special Revenue Fund:</i>		
Transfers to Other Funds	<u>\$15,914,005</u>	
Other Taxes & Licenses		<u>\$15,914,005</u>

FUND	APPROPRIATION	REVENUE
<i>911 Special Revenue Fund:</i>		
Public Safety	<u>\$2,102,500</u>	
Intergovernmental		\$930,578
Other		10,000
Appropriated Fund Balance		<u>1,161,922</u>
		<u>\$2,102,500</u>
<i>ROD Automation Special Revenue Fund:</i>		
General Government	<u>\$283,230</u>	
Permits & Fees		\$151,695
Other		3,305
Appropriated Fund Balance		<u>128,230</u>
		<u>\$283,230</u>
<i>Fire & Service Districts Special Revenue Fund:</i>		
Public Safety	<u>\$25,144,016</u>	
Ad Valorem		\$19,432,329
Sales Tax		<u>5,711,687</u>
		<u>\$25,144,016</u>
<i>Mountain Mobility Special Revenue Fund:</i>		
Human Services	<u>\$4,387,071</u>	
Intergovernmental		2,730,623
Other		30,000
Transfers from Other Funds		<u>1,626,448</u>
		<u>\$4,387,071</u>
<i>PDF Woodfin Special Revenue Fund</i>		
Economic & Physical Development	<u>\$576,950</u>	
Ad Valorem		<u>\$576,950</u>
<i>Solid Waste Enterprise Fund:</i>		
Enterprises – Landfill	<u>\$6,547,287</u>	
Other Taxes & Licenses		\$257,487
Intergovernmental		10,000
Sales & Services		6,239,800
Other		<u>40,000</u>
		<u>\$6,547,287</u>

FUND	APPROPRIATION	REVENUE
<i>Inmate Commissary and Welfare Fund:</i>		
Enterprises – Public Safety	<u>\$510,439</u>	
Sales & Services		\$341,000
Appropriated Fund Balance		<u>169,439</u>
		<u>\$510,439</u>
<i>BCAT Federal Forfeitures:</i>		
Enterprises – Public Safety	<u>\$226,055</u>	
Intergovernmental		<u>\$226,055</u>
<i>Sheriff Federal Forfeitures:</i>		
Enterprises – Public Safety	<u>\$39,073</u>	
Intergovernmental		<u>\$39,073</u>
<i>BCAT State Forfeitures:</i>		
Enterprises – Public Safety	<u>\$196,100</u>	
Intergovernmental		<u>\$196,100</u>
<i>Sheriff State Forfeitures:</i>		
Enterprises – Public Safety	<u>\$25,175</u>	
Intergovernmental		<u>\$25,175</u>
<i>Insurance Internal Service Fund:</i>		
Enterprises – Insurance	<u>\$33,074,090</u>	
Sales & Services		<u>\$33,074,090</u>

Section 3: ***Tax Levy***

A tax rate of 60.4 cents per \$100 of assessed valuation is hereby levied for fiscal year 2016-2017, all of which is levied in the General Fund. This rate is based on an estimated total assessed, taxable property value of \$29.95 billion, and an estimated collection rate of 99.50 percent.

The tax rate of 15.0 cents per \$100 of assessed, taxable valuation is hereby levied for fiscal year 2016-2017 for the Asheville Local Tax School District.

The following tax rates are levied, for fiscal year 2016-2017, for Fire Districts per \$100 of assessed, taxable valuation which include the services contracted in a Rural Fire District known as West Buncombe Fire District pursuant to Article 3A of NCGS Chapter 69, and in

an Ambulance and/or Rescue Service District known as the West Buncombe Ambulance and Rescue Service District pursuant to Article 16 of NCGS 153A:

CODE	DISTRICT	TAX RATE (in cents)
DAS	Skyland – Biltmore Forest	8.5
FBA, DBA	Barnardsville	15.0
FBR	Broad River	14.0
FEB	East Buncombe	9.9
FEC	Enka	9.0
FFA	Fairview	10.5
FFB	French Broad	14.0
FGC	Garren Creek	15.0
DHA	Asheville Special	9.7
FJU	Jupiter	12.0
FLE, DLE	Leicester	14.0
FNB, DNN, DNB	N. Buncombe	11.2
FRC, DNR, DRC, DBE, FBE, DHC	Reems Creek/Beaverdam	13.0
FRE	Reynolds	11.3
FRI, DHI	Riceville	11.0
FSK, FFL, DSK	Skyland	9.1
FSW	Swannanoa	12.9
FUH, DUH	Upper Hominy	12.5
FWO, DWO	Woodfin	10.0
FWB, DWB	W. Buncombe	12.0

Section 4: Compensation for the Chairman, Vice-Chairman, and Commissioners will be \$37,650, \$32,548, and \$28,916 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 County Legal Services, the County Manager 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 2017. 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 NCGS 153A-82, the County Manager shall appoint a Deputy Finance Officer with the full power and authority to act in the place and stead of the Buncombe County Finance Officer.
- Section 10: The position classification and pay plan listed in Exhibit A are hereby approved effective July 1, 2016.
- Section 11: *Official Declaration of Intent to Reimburse.* The County presently intends, and reasonably expects, to reimburse itself for expenditures (the “*Original Expenditures*”) related to (1) a new enterprise resource planning (ERP) software system and other information technology upgrades and (2) improvements to and, potentially, construction of school facilities (collectively, the “*Project*”) prior to the date of execution and delivery of certain tax-exempt obligations (the “*Obligations*”) that the County intends to use to finance the Project. The Original Expenditures have been incurred and paid by the County on or after the date occurring 60 days prior to the date of adoption of this Budget Ordinance. The County reasonably expects to execute and deliver the Obligations to finance all or a portion of the costs of the Project during fiscal year 2017 and the maximum principal amount of Obligations expected to be executed and delivered by the County to pay for all or a portion of the costs of the Project is \$44,200,000.

The County adopts this as a declaration of official intent under Section 1.150-2 of the Treasury Regulations promulgated under Section 103 of the Internal Revenue Code of 1986, as amended, to evidence the County’s intent to reimburse itself for the Original Expenditures from proceeds of the Obligations.

The Finance Officer of the County, with advice from special counsel, is hereby authorized, directed and designated to act on behalf of the County in determining and itemizing all of the Original Expenditures incurred and paid by the County in connection with the Project during the period commencing on the date occurring 60 days prior to the date of adoption of this Budget Ordinance and ending on the date of execution and delivery of the Obligations.

- Section 12: Pursuant to the authority provided in N.C.G.S. 153A-13, and subject to budget limits approved by the Board of Commissioners, 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 13: Small Claims Committee. The small claims committee, consisting of the County Legal Services, County Manager, and Finance Director, is hereby given authority to settle matters up to \$30,000.
- Section 14: Pursuant to N.C. Gen. Stat. §159-30(g) and the June 21, 2011 Trust Agreement Establishing an Other Post-Employment Benefits Fund (“OPEB Fund”), it is hereby ordained that the Finance Director of Buncombe shall be appointed “Plan Administrator” for that Trust Agreement Establishing an OPEB Fund.
- Section 15: Pursuant to NCGS § 159-32, which requires each officer and employee of the County whose duty it is to collect or receive any monies to deposit these collections and receipts daily unless the governing board authorizes that deposits shall be required only when the monies on hand amount to as much as two hundred fifty dollars (\$250.00), each and every separate cash collection site of the County is hereby authorized to retain funds overnight and are not required to make daily deposits so long as no site has on hand collected cash exceeding \$250.00 in total. Each cash collection site must, however, deposit all funds on the last business day of each month even if that amount is less than \$250.00.
- Section 16: The County Manager is hereby authorized to amend and revise, as needed, the Buncombe County Purchasing Card Policy and Procedures and the County Travel Policy, subject to budget limits approved by the Board of Commissioners.
- Section 17: The asset capitalization threshold as established in Buncombe County Resolution # 14-09-07 is hereby increased to \$25,000 with the following exceptions: 1) All vehicles acquired by the County shall continue to be recorded as capital assets regardless of the cost; and 2) All assets acquired with award/grant monies, in part or in whole, required to be recorded as capital assets in order to fulfill the requirements set out in the Code of Federal Regulations or other applicable award/grant contracts.
- Section 18: 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 on behalf of the County to particular projects in the case of proposed projects where an estimated professional fee is in an amount less than fifty thousand dollars (\$50,000).
- Section 19: As required by the Payment Card Industry Data Security Standard (PCI DSS) Program, Buncombe County shall adopt a formalized Payment Card Industry (PCI) Compliance

Policy to ensure reduced risk and improved security for citizens making credit/debit card payments to the county. As found in Exhibit B this policy reflects the County's new security designation of SAQ B-IP, which regulates the level of oversight required to maintain PCI compliance.

Section 20: Article III, Section 10.P of the Buncombe County Personnel Ordinance is amended by deleting the existing section and adding the following:

"P. Thru December 31, 2019, all exempt employees shall receive the equivalent of one week of compensatory time on July 1 of each year. Exempt compensatory time not taken may be rolled over to the following fiscal year. Exempt compensatory time over 100 hours can be sold with Department Director approval."

Section 21: Any salary increase personnel action shall require County Manager approval. All reclassifications of positions require County Manager approval before submitting a Personnel Action Form.

Section 22: To make commensurate with City of Asheville budget action, included in the base budget is a compensation increase of 3.5%. 2.0% of that amount shall go to all employees effective July 1, 2016. The County Manager retains discretion in dispersing the remaining 1.5%.

Section 23: The Planning and Development fee schedule detailed in Exhibit C is hereby approved effective July 1, 2016.

Section 24: The Permits and Inspection fee schedule detailed in Exhibit D is hereby approved effective July 1, 2016.

Section 25: The County Manager is hereby authorized to approve and adjust annual rates for Mountain Mobility services.

Section 26: Restrict county departments from applying for regional grants that involve more than Buncombe County, municipalities inside the county, and county based partner agencies.

Section 27: The 2014 Buncombe County Employee Retirement Incentive Plan attached as Exhibit M of the Buncombe County Personnel Ordinance is amended as follows:

Section I: By deleting Section I.A in its entirety and replacing it with the following:

"A. The 2014 Buncombe County Employee Retirement Incentive Plan includes:

1. One year of the employee's annual salary to be paid out on a bi-weekly basis over three years or may be advanced for retention purposes as approved by the Board Chairman or County Manager. Any remaining payments shall terminate upon the retiree's death and any remainder shall not be paid out to the retiree's beneficiary or estate.

2. Consistent with the Buncombe County Personnel Ordinance, Employees may choose one of the two options as follows:

a. Medicare Supplement Payment Plan: Upon the attainment of age 65 and eligibility for Medicare, the County of Buncombe shall pay a monthly sum of \$268.00 (minus taxes) for the purpose of purchasing a Medicare Supplement and assisting in prescription drug costs. This amount shall be paid to the retiree for the remainder of the retiree's life. The amount of \$268.00 shall not be decreased or increased as future Medicare reforms and revisions take effect. Any and all payments shall terminate upon the retiree's death.

b. Lump Sum Payment Plan. At the time of retirement the retiree is entitled to a one-time payment of one-half of the retiree's annual salary. (As specified in Article VII Section 4.H.2.c of the Buncombe County Personnel Ordinance.)”

Section II: By deleting Section II in its entirety and replacing it with the following:

“II. In lieu of severance pay as provided in Article VIII of the Buncombe County Personnel Ordinance, the 2014 Buncombe County Employee Retirement Incentive Plan shall be offered to any employee whose position is eliminated due to a Reduction-In-Force in through September 1, 2016 if such employee is eligible to receive an early (reduced) or service (unreduced) retirement benefit from the North Carolina Local Governmental Employees' Retirement System as of the effective date of such Reduction-In-Force.”

Section III: By adding the following section:

“III. Effective July 1, 2016, any employee who files a letter of retirement with the Human Resources Department by September 1, 2016 specifying a specific date of retirement between July 1, 2016 and January 1, 2020 and retires from the County no later than to January 1, 2020, shall only need to complete 18 years of service with Buncombe County and qualify for an unreduced retirement under the Local Government Employee Retirement System (LGERS) on his or her selected date of retirement to be eligible for the early retirement benefits as set forth in Paragraph I of this Policy. Employees who fail to retire by the date set out in their letter of retirement must requalify for eligibility under Paragraph I of this Policy. Employees may be able to retire earlier than the date set forth in their letter of retirement so long as the employee meets the eligibility retirement set forth in Paragraph III on their new date of retirement.”

Section 28: Article I, Section 3.B.1.e of the Buncombe County Personnel Ordinance is amended to read as follows by deleting the existing Section 3.B.1.e and replacing it with the following section:

“e. Granted “Covered Employee” status after the first twelve months of consecutive service.”

Section 29: Article I, Section 3.B.2.e of the Buncombe County Personnel Ordinance is amended to read as follows by deleting the existing Section 3.B.2.e and replacing it with the following section:

“e. Granted “Covered Employee” status after the first twelve months of consecutive service.”

Section 30: Article I, Section 3.B.6 of the Buncombe County Personnel Ordinance is amended to read as follows by deleting the words “twenty-four” in the first sentence and replacing it with the word “twelve”.

Section 31: Article I, Section 4 of the Buncombe County Personnel Ordinance is amended to read as follows by deleting the words “twenty-four” in the first sentence of the definition of Covered Employee and replacing it with the word “twelve”.

Section 32: Article IV, Section 13.A, of the Buncombe County Personnel Ordinance is amended to read as follows by deleting the existing Sec. 13.A and replacing it with the following section:

“Section 13. At-Will Periods of Employment

A. An employee appointed to a regular position will be an employee at-will with no property interest in his or her position from the time of appointment to the position until the employee has successfully completed twelve months of continuous service. For employee hired prior to July 1, 2016, this section applies retroactively and the twelve month period shall be counted from the employee’s time of appointment.

If the employee meets the requirements after twelve months of continuous service, the employee will achieve Covered Employee status.”

Section 33: Article IV, Section 13.B, of the Buncombe County Personnel Ordinance is amended to read as follows by deleting the existing Section 13.B and replacing it with the following:

“B. The work of a new employee shall receive a special performance rating at six months and twelve months. An overall rating of “Meets Expectations” or better must be received to continue employment. Should an employee receive a rating below a “Meets Expectations” in any portion of the six- or twelve- month appraisal, continued employment must be approved by the Department Head and a timeframe must be set to reassess the employee’s performance not to exceed three months so that a final decision of continued employment may be made.”

Section 34: Article VI, Section 30, of the Buncombe County Personnel Ordinance is amended to read as follows by deleting the existing Section 30 and replacing it with the following:

“If employees are unable to report to work, or feel it necessary to leave work due to severely inclement weather, road conditions and natural or manmade disasters, they may elect to take the day off as a day of vacation, compensatory time or if all applicable leave

balances have been exhausted a day off without pay. This section shall not be applicable to Emergency Services personnel or other personnel in key positions needed to maintain County services.”

Section 35: Article III, Section 4 of the Buncombe County Personnel Ordinance is amended to read as follows by deleting the existing Section 4 and replacing it with the following:

“Section 4. Hiring Rate/Starting Salary

- A. The minimum rate established for the class is the lowest rate of the first quartile on the salary scheduled.
- B. Appointment may be made anywhere within the first or second quartile upon recommendation of the Department Head and approval of the Human Resources Director.
- C. Appointment in the third quartile and above may be made upon the recommendation of the Department Director and Human Resources Director and approval by the County Manager.
- D. Above the second quartile, appointment shall be based on such factors as the qualifications of the applicant being hiring than the minimum education and/or training for the class, and/or shortage of qualified applicants to accept employment within the first or second quartile on the salary schedule.”

Section 36: Article VI, Section 6.D.1 of the Buncombe County Personnel Ordinance is amended to read as follows by deleting the existing Section 6.D.1 and replacing it with the following:

“1. Any employee with more than two years of annual leave at their existing accrual rate shall have the excess accumulation converted to sick leave once per year.”

Section 37: The County Manager’s Employment Agreement recorded in the Clerk Minutes Book 107, Page 761 Section 3.A is amended by deleting phrase “six (6) months” and replacing it with “Twelve (12) months”, and adding “Two thirds of extra hours worked without pay will convert to exempt compensatory time.”

Section 38: All non-elected appointed officials shall be awarded 300 hours of exempt compensation time as of July 1, 2016.

Section 39: Article III, Section 5 of the Buncombe County Personnel Ordinance is amended to read as follows by adding subsection E to read as follows:

“E. The County Manager and Chairman for appointed positions have authority to award bonuses and incentive payments to employees subject to availability of funds in the departmental appropriations.” This action retroactively approves any incentive payments.

Section 40: Article VIII, Section 7.C.3 of the Buncombe County Personnel Ordinance is amended to read as follows by deleting the existing Article VIII, Section 7.C.3 and replacing it with the following:

“3. Disciplinary actions remain active for 18 months unless further disciplinary action occurs prior to the action becoming inactive. Should further disciplinary action occur within the active 18 month period, then all active disciplinary actions will be extended for the time period of the most recently issued actions.”

Section 41: Appendix B, Section 9 of the Buncombe County Personnel Ordinance is amended by adding the following:

“E. If an employee has more than one current FMLA circumstance which requires intermittent or reduced schedule leave, the employee should indicate on his or her timecard the circumstance necessitating the leave.”

Section 42: Article I, Section 4 of the Buncombe County Personnel Ordinance shall be amended to read as follows by adding the following after the last sentence in the definition of “Aggregate Service”:

“For an employee rehired on or after July 1, 2016, this definition is not applicable for annual leave and longevity accrual rates and said accrual rates shall be calculated based on the date of rehire.”

Section 43: Article VII, Section 4.D.1.f of the Buncombe County Personnel Ordinance is amended by adding the following sentence to the end of the paragraph:

“For an employee hired on or after July 1, 2016, the employee shall not be eligible for a pro-rated longevity payment upon separation by retirement if the employee retires before December 1.”

Section 44: Article VII, Section 4.D.3. of the Buncombe County Personnel Ordinance is amended by adding the following subparagraph:

“e. For persons rehired after July 1, 2016, the individual’s total aggregate longevity county service shall be calculated from the date of rehire.”

Section 45: Copies of this Budget Ordinance will be furnished to the County Manager, Assistant County Managers, Finance Director, Budget & Management Services Director, Human Resources Director, and Tax Director for direction in fulfilling the responsibilities of their offices.

Adopted this the 21st day of June, 2016.

Attest:


Clerk to the Board

Buncombe County Board of Commissioners:


David Gantt, Chairman

Approval as to form:


Attorney

APPENDIX B

FUND BALANCE POLICY



Buncombe County General Fund Balance Policy

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

Purpose

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

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

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

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

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

Components of Fund Balance

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

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

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

Buncombe County General Fund Balance Policy

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

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

Required Reserve Levels

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

APPENDIX C

DEBT POLICY



Buncombe County
Debt Policy

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

Purpose

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

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

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

It is the objective of the policy that:

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

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

Administration and Implementation

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

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

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

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

Conditions for Issuance of Debt

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

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

Buncombe County Debt Policy

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

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

Permissible Debt Instruments

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

Buncombe County Debt Policy

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

Restrictions on Debt Issuance

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

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

Financial Limitations

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

Buncombe County
Debt Policy

Ratio	Definition	Restriction
Net Direct Debt Per Capita	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
Net Direct Debt as a Percentage of Assessed Valuation	Measures debt levels against the property tax base which generates the tax revenues that are the main source of debt repayment.	Less than 3%
Net Direct Debt Service as a Percentage of Total Governmental Fund Expenditures	Measures the budgetary flexibility government-wide to adapt spending levels and respond to economic condition changes.	Not to exceed 10%
Net Debt Service as a Percentage of Total General Fund Expenditures	Measures the budgetary flexibility of the general fund to adapt spending levels and respond to economic condition changes.	Less than 8%
Payout of Total Outstanding Debt Principal	Measures speed at which the County's outstanding debt is amortized.	Greater than or equal to 65% in 10 years
Outstanding Variable Rate Debt as a Percentage of Total Outstanding Debt	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.¹
- **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.

¹ The County currently has outstanding PDF Debt for the Woodfin Downtown District.

APPENDIX D

INVESTMENT POLICY



BUNCOMBE COUNTY, NORTH CAROLINA INVESTMENT POLICY

SCOPE

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

OBJECTIVES

1. Safety

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

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

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

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

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

2. Liquidity

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

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

3. **Yield**

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

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

STANDARDS OF CARE

1. **Prudence**

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

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

2. **Ethics and Conflicts of Interest**

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

3. **Delegation of Authority**

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

SAFEKEEPING AND CUSTODY

1. **Authorized Financial Dealer and Institution**

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

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

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

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

2. **Internal Controls**

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

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

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

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

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

3. **Delivery vs. Payment**

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

SUITABLE AND AUTHORIZED INVESTMENTS

1. **Investment Types**

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

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

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

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

2. **Collateralization**

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

3. **Repurchase Agreements**

Use of repurchase agreements is prohibited.

INVESTMENT PARAMETERS

1. **Diversification**

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

2. **Maximum Maturities**

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

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

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

REPORTING

1. Methods

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

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

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

2. Performance Standards

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

3. Marking to Market

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

POLICY

1. Exemption

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

2. Amendment

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

ADOPTED 06/18/96

APPENDIX E

SUSTAINABILITY PLAN ANNUAL REPORT



SUSTAINABILITY ANNUAL REPORT FOR BUNCOMBE COUNTY



INTRODUCTION

BUNCOMBE COUNTY'S Sustainability Plan was adopted four years ago, on May 15, 2012. The Plan outlined a five year process for improving Buncombe County's community, economy, and environment. Within these three areas, 14 goals were adopted as part of the original Plan. This fourth year Annual Report provides information related to the 14 goals, their objectives, and the indicators used to measure progress. At the bottom of each goal page is the "Sustainability in Action" area, highlighting specific programs or accomplishments during this period.

In the Sustainability Plan, as well as within each of the Annual Reports, photos have been used that represent each of the goals. These photos have been graciously provided by local sustainability partners including County staff, outside agencies and organizations. The photos are of people, places and activities within our beautiful County, and we are grateful for the stories our partners have shared through their pictures as well as their words.

Information in the Sustainability Annual Report comes from many sources. Most information is directly reported from those individuals whose daily work activities impact the indicators' status. These individuals and those with whom they work maintain high quality programs and strive to improve services for Buncombe County. In addition to reports that are received annually from our sustainability partners, data is also tracked through agency reports and websites.

This fourth year Annual Report tracks the progress that has been made on implementing strategies related to the 14 Sustainability Goals and their objectives. Buncombe County remains committed to accomplishing each of the goals through the conscious decisions we make as County departments and outside partnering agencies in regard to our expenditures of time, resources, and effort. It is only by being aware and intentional in our actions that we can make improvements to our community, environment, and economy.



GOALS AND OBJECTIVES

COMMUNITY



EDUCATIONAL RESOURCES THAT MATCH THE NEEDS OF THE COMMUNITY

- 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.



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.



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 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.



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 the contributions of all Buncombe County citizens.

GOALS AND OBJECTIVES



EQUITY IN ACCESS

- Improve equality in access to health care.
- 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).



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.



RESISTANCE TO NATURAL AND MANMADE HAZARDS

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



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 following Objectives have been added since the Plan adoption in order to provide additional guidance to reach our goals:

AFFORDABLE, GREEN, AND LIVABLE HOUSING

- Work in partnership with outside organizations to assist families in finding safe, affordable housing.

SAFE, LOW-CRIME COMMUNITIES

- Engage with the community as a partner to problem solve community issues.
- Provide a comprehensive public safety system in which communication between agencies is seamless and effective, and staff is continually trained using best methods and practice.

GOALS AND OBJECTIVES

ENVIRONMENT



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.



POLLUTION AND WASTE PREVENTION

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



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.

ECONOMY



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.



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.



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.

COMMUNITY

Buncombe County promotes a sense of community through public engagement. We celebrate a healthy, safe, well-educated, and thriving community with a sustainable quality of life.

The Buncombe County Sustainability Plan Vision Statement



CITIZEN PARTICIPATION

Buncombe County YouTube views in 2015 were

195,564

AFFORDABLE, GREEN AND LIVABLE HOUSING

For FY17, housing applications for construction projects on existing infrastructure will continue to be prioritized to receive affordable housing funding.

EDUCATIONAL RESOURCES

Asheville City Schools published a new 5-year strategic plan with three focus points – Early Childhood, Academic Achievement, and Whole Child.



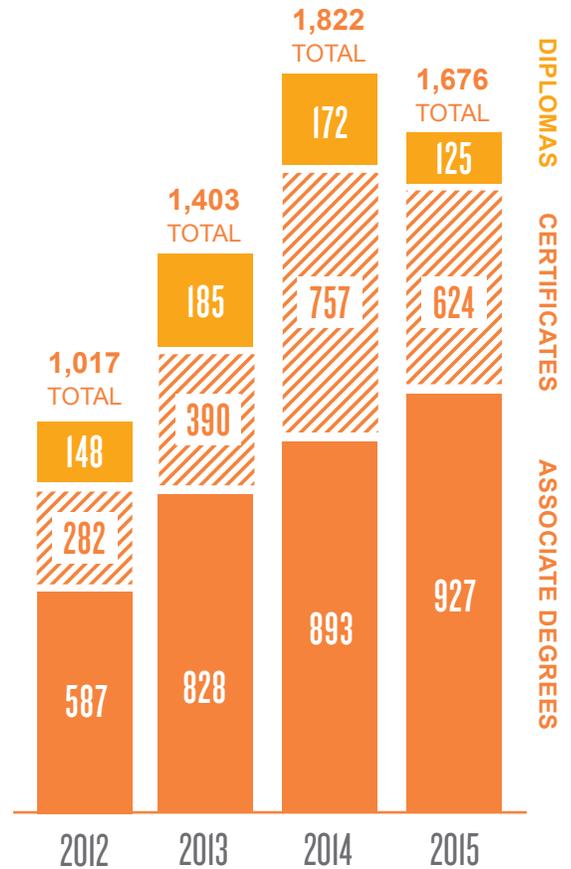
The Buncombe County Special Olympics Young Athletes Program for children ages two through seven provides an opportunity for youth to participate in fun activities which helps them develop motor skills and hand-eye coordination.



EDUCATIONAL RESOURCES THAT MATCH THE NEEDS OF THE COMMUNITY

PROGRESS

- Increase high school graduation rate.**
 - The high school graduation rate for Buncombe County Schools (BCS) has improved from 73.1% in the 2010-2011 school year to 85.2% in the 2014-2015 school year.
 - The Asheville City Schools (ACS) graduation rate increased from 73.7% in the 2010-2011 school year to 85.4% in the 2014-2015 school year.
- Expand quality and quantity of early childhood development programs.**
 - The number of children enrolled in pre-K programs has fallen from 5,235 in 2011 to 4,101 in 2015.
- Increase parent and community involvement in the educational system and in the education of individual children.**
 - The number of volunteer hours contributed to the Buncombe County School System increased from 102,178 in the 2009–2010 school year to 121,140 in the 2014-2015 school year.
- Ensure that all children are reading at grade level by the end of 3rd grade or have a reading intervention program/curriculum in place.**
 - The rate of Buncombe County Schools’ 3rd grade students reading at grade level has increased from 52.4% in the 2012-2013 school year to 63.9% in the 2014-2015 school year.



Number of Individuals Receiving Associate Degrees, Certificates and Diplomas at A-B Tech

SUSTAINABILITY IN ACTION

- Literacy continues to be a major focus for BCS. New teachers and new teachers to K-3 grade levels are trained each fall on best literacy practices. School literacy teams collaborate in conjunction with curriculum specialists and instructional coaches to provide ongoing professional development for teachers. State mandated mCLASS benchmark assessments are completed three times each year with progress monitoring and interventions for those students who are at-risk of not being on grade level.
- ACS is constructing two new schools, Asheville Middle School and Isaac Dickson Elementary. Buncombe County has invested approximately \$56 million in these two facilities, both of which are designed around sustainable principles and enhanced learning. The new Isaac Dickson Elementary school may become the 'greenest' school in the state and perhaps the Southeast.





HEALTHY PEOPLE

PROGRESS

- **Decrease rates of childhood and adult obesity.**
 - The percentage of diagnosed obesity among adults age 20 and older in Buncombe County decreased from 24% in 2009 to 23.5% in 2015.
 - The prevalence of overweight and obesity among students in kindergarten through fifth grade increased from 33.17% in 2012 to 33.8% in 2015.
 - The percentage of adults meeting physical activity guidelines decreased from 62.1% in 2012 to 55.7% in 2015.
- **Decrease infant mortality and low weight births.**
 - The percentage of low birth weight decreased from 10% in 2012 to 9.2% in 2015.
 - The infant mortality rate has increased from 5.4 per 1,000 live births in 2010 to 6.6 in 2015.
- **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.**
 - The percent of people without access to mental health care or counseling has increased from 6.6% in 2012 to 8.3% in 2015.
 - The rates of uninsured non-elderly adults decreased from 23.6% in 2012 to 19.2% in 2015.
- **Reduce tobacco use and exposure to second hand smoke.**
 - The smoking rate in Buncombe County decreased from 17.5% in 2009 to 15% in 2015.

SUSTAINABILITY IN ACTION

- Buncombe County's Health and Human Services (HHS) partners with MANNA Food Bank to distribute nutrient dense, perishable food to citizens who qualify for federal food assistance. At each of the nine distribution sites across the County, which are set up like small farmers markets, residents are able to choose healthy foods in these "pop-up markets" while connecting with neighbors and volunteers. From June 2014 to June 2015, the pop-up program has distributed 176,169 pounds of food (approximately 146,807 meals) to families throughout the County. The markets are voluntarily staffed by Community Service Navigators with HHS to ensure residents have information on immunizations, HIV and STDs, flu prevention, and safe sleep for babies. Cooperative Extension agents provide cooking demonstrations at the markets, and law enforcement officers are there to build relationships with residents.





AFFORDABLE, GREEN, AND LIVABLE HOUSING

PROGRESS

- **Provide affordable and workforce housing assistance funding for new developments in areas with existing infrastructure.**
 - Funding in support of affordable housing continues to be a priority. Since FY11, over \$2.8 million has been allocated to support affordable housing through the Affordable Housing Services Program.
- **Work in partnership with outside organizations to assist families in finding safe, affordable housing.**
 - Through the affordable housing programs supported in the County, 781 families have been assisted since FY11.
- **Provide educational opportunities in financial planning and homebuyer education.**
 - Through OnTrack and Habitat for Humanity's educational efforts, 1,569 individuals have participated in financial planning and homebuyer education classes since FY11.

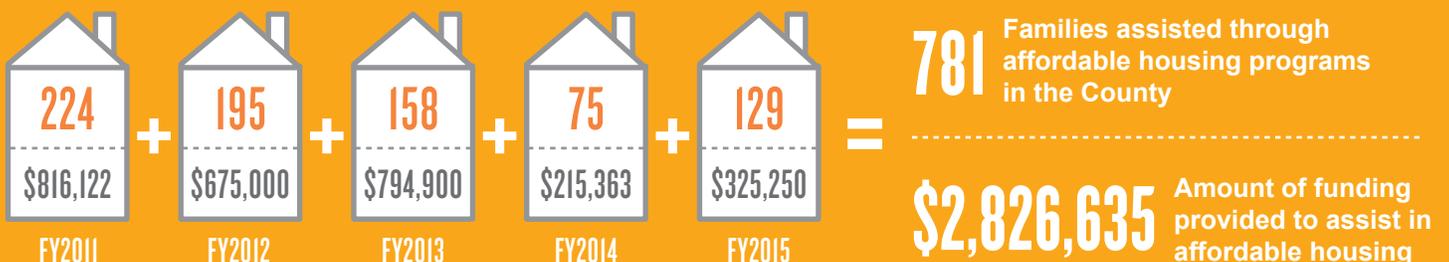


SUSTAINABILITY IN ACTION

- In April 2016, Asheville Area Habitat for Humanity celebrated the relationship between the City of Asheville, the County of Buncombe and the nonprofit by breaking ground for a new house. This affordable, Green Built NC house is named in honor of the public funds that helped create the infrastructure for the West Asheville subdivision, where it will be the last and 25th house constructed.

The house is located on Soulshine Court, a new street built off Johnston Boulevard and named for a Warren Haynes song, in honor of the musician's years of commitment to Asheville Area Habitat. The street was created with a combination of grants and loans from Buncombe County's Affordable Housing Services Program and from Housing and Urban Development (HUD) HOME funds through the City of Asheville. This creative collaboration between the County, the City, and a nonprofit demonstrates the commitment needed from many sources to address the affordable housing crisis faced by so many Buncombe County residents.

The energy-efficient 3-bedroom house will be purchased by a single mother with two children, who works for another nonprofit performing intake services for veterans. Like so many others in our County, she works hard on behalf of others but falls short in her ability to purchase a safe, affordable home for her family. After completing 200 hours of sweat equity – or volunteer labor helping to build her house – she will close on the home and begin paying a zero-percent interest mortgage. When completed, the City/County House will be the 293rd house built by Asheville Area Habitat for Humanity in Buncombe County.





CITIZEN PARTICIPATION IN COMMUNITY DECISIONS

PROGRESS

- **Increase opportunities for civic engagement and participation.**
 - In 2013, 2,700 individuals volunteered 22,000 hours with nonprofits. In 2015, more than 3,400 individuals volunteered 23,000 hours with 170 nonprofits. The volunteer participation rate for Asheville is 29% and Asheville is ranked 30th in the country for mid-size cities.
 - The number of youth involved in four nonprofit organizations (YMCA of Western North Carolina; the YWCA of Asheville; the Girl Scouts, Buncombe County; and Boy Scouts of America, Daniel Boone Council) was 19,360 in 2010 and increased to 20,813 in 2015.
- **Ensure that information reaches citizens.**
 - Links for additional sources of information on the Building Permits & Inspections page of the County's website have increased from eight in 2012 to 53 in 2015.
 - The number of users of Buncombe County social media continues to increase:
 - Facebook friends - 316 in 2011 and in 2015 there were 4,196.
 - Twitter followers - 460 in 2011 and in 2015 there were 3,969.
 - E-Zine subscribers – 5,000 in 2010 and in 2015 there were 3,100.
 - Buncombe County funding for community, economic, and cultural development increased from \$13,282,070 in FY11 to \$15,075,977 in FY16.
 - The percent of residents not proficient in English was 3% in 2009 and dropped to 1.8% in 2015.
- **Value and respect the contributions of all Buncombe County citizens.**
 - The number of surveys collected with comments and feedback from participants of Parks and Recreation programs and facilities jumped from 98 in 2012 to 1,500 in 2015.



SUSTAINABILITY IN ACTION

Volunteer Services for Region B (Buncombe, Henderson, Transylvania, and Madison counties) reports that over 600 senior adult volunteers served more than 190,000 hours through the Foster Grandparent Program (FGP), Senior Companion Program (SCP), and Retired and Senior Volunteer Program (RSVP). In FY15, Volunteer Services sponsored three events:

- 9/11 National Day of Service and Remembrance: Volunteer Services sponsored a toiletry drive for Operation North State, a nonprofit organization that sends holiday boxes to North Carolina troops overseas.
- Martin Luther King, Jr. National Day of Service: Volunteer Services partnered with Hands-On Asheville-Buncombe and AmeriCorps to celebrate the MLK National Day of Service. An estimated 200 volunteers gathered to work on six "Hands On" service projects.
- Mayors' and Elected Officials' Day of Service: Volunteers gathered in each of the four counties to celebrate National Service with local Mayors and other elected officials.



EQUITY IN ACCESS

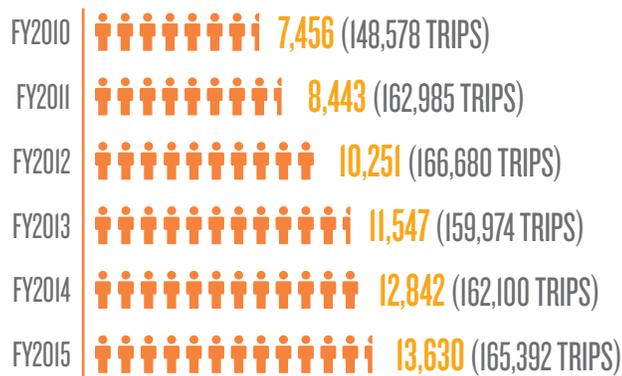
PROGRESS

- **Improve equality in access to health care.**
 - The ratio of primary health care providers to population has improved from one per 821 in 2012 to one per 786 in 2015.
- **Promote an array of transportation options.**
 - Miles of Asheville Redefines Transit (ART) routes have increased from 176.2 in 2010 to 179.7 in 2015.
 - Miles of sidewalks in the County have increased from 417.3 in 2011 to 493.2 in 2015.
 - Mountain Mobility ridership has increased from 148,578 trips provided for 7,456 subscribed passengers in FY10 to 165,392 trips provided for 13,630 subscribed passengers in FY15.
 - A 0.4 mile section of greenway was completed in 2015 adding to the existing 13 miles of County greenways, for a total of 13.4 miles.



MOUNTAIN MOBILITY RIDERSHIP HAS INCREASED

SUBSCRIBED PASSENGERS



- **Increase quantity and quality of recreational activities.**
 - The number of athletes involved in the Special Olympics increased from 518 in 2012 to 522 athletes in 2015.
 - The number of municipally owned parks, pools, and recreation centers in the County increased from 92 in 2012 to 101 in 2015.
- **Increase the availability of locally produced foods to low income individuals and increase their educational opportunities regarding farms and locally produced foods.**
 - The Buncombe County Cooperative Extension provided technical assistance to 19 school gardens in 2012. There were 27 school gardens in 2015.
 - There were three community gardens on County property in 2013 and in 2015 there were at least 13.
 - The Buncombe County Cooperative Extension educated the community on healthy food options and preparation through Expanded Food and Nutrition Education Program (EFNEP) nutrition classes. Participation in the classes decreased from 2,511 in 2012 to 2,500 children and adults in 2015.

SUSTAINABILITY IN ACTION

- The Buncombe County Special Olympics hosts year round athletic programs including powerlifting, bowling, swimming, soccer, bocce, basketball, gymnastics, and cheerleading. Approximately 50 athletes compete in these events annually. In addition, Buncombe County Special Olympics hosts the annual Spring Games where 500 athletes compete locally, requiring the support of approximately 1,000 generous volunteers and support personnel.





SAFE, LOW CRIME COMMUNITIES

PROGRESS

- **Support neighborhood watches and community policing.**
 - In 2015, 19 new community watch programs were established, for a total of 162 programs throughout the County. This has increased from 84 programs in August 2011.
- **Foster a sense of neighborhood pride and civic responsibility.**
 - A drop box for disposal of unused prescription and illegal drugs was offered throughout the year, and two Drug Take Back events were held, in which 735 pounds of drugs were collected. With the 2,328 pounds collected in the previous three years, 3,063 pounds of drugs have been collected to date through these programs.
 - The detention prevention vehicle visited schools and was featured at 15 different events in 2015.
 - The Major Mouse program reached 865 children during school visits.
- **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.**
 - The number of offenders supervised by Pretrial Release increased from 1,197 in 2012 to 1,522 in 2015. This saved 98,930 jail days that offenders awaiting trial may otherwise have spent in the detention facility.
 - The average response time for emergency calls has decreased from 10.75 minutes in 2007 to 8.42 minutes in 2015, with the call volume increasing to 70,125 calls.
- **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.**
 - There were 178 additional officers trained in Crisis Intervention Training (CIT) in 2015, bringing the total to 450.

SUSTAINABILITY IN ACTION

- In 2015, 26 residences/businesses received information about crime proofing their individual locations. The Community Oriented Problem Solving (COPS) Team works within the community and seeks partnerships to facilitate good relations and learning opportunities.
- The Buncombe County Anti-Crime Task Force (BCAT) is the longest running multi-agency drug task force in the state. BCAT's main objective is to address long-term narcotic investigations and to disrupt narcotic sales and flow through Buncombe County, the City of Asheville, and western North Carolina. The total street value of seizures (including vehicles, currency, drugs, and firearms) from this unit's work is over \$8.2 million.

DRUGS COLLECTED

2,328 + **735**
POUNDS **POUNDS**
 IN FY2012 - 2014 IN FY2015



Drug Take Back Program





RESISTANCE TO NATURAL AND MANMADE HAZARDS

PROGRESS

- **Locate critical facilities outside high hazard areas.**
 - A private middle school was permitted this year in the 100-year floodplain, but outside the floodway. This is the first critical facility to be built within the 100-year floodplain since the adoption of the Sustainability Plan.
- **Ensure local preparedness for emergencies (floods, fuel shortages, climate change, fire, droughts, earthquakes, food shortages, landslides, hazardous materials incidents, medical epidemics, etc.).**
 - Since 2003, 265 individuals have received Community Emergency Response (CERT) training. No funding was available in 2014 or 2015 for training new responders.
 - Through the Public Safety Training Center, 10,644 emergency service providers and law enforcement personnel received training in 2015, bringing the total to 31,092 since the Center was opened in 2013.
 - In 2015, 65% of jurisdictional dams with a dam hazard potential of high or intermediate had an Emergency Action Plan in place. This has increased from 20.8% in 2012.



SUSTAINABILITY IN ACTION

- Flood events can occur throughout the year and throughout the County. The worst flood event in 2015 occurred on December 28, and primarily hit northern and eastern Buncombe County. There were eight water rescues made by fire departments during the storm, with people being assisted from their homes as well as their vehicles. There were 38 post flood inspections that occurred involving both a building official and the floodplain manager to determine if homes could still be occupied safely. No structure was condemned due to the storm damage, but several repair permits were necessary.
- In 2014, the most damaging flood event occurred on April 28, primarily affecting the Town of Woodfin in northern Buncombe County. Five inches of rain fell within 24 hours in the Woodfin-Weaverville area, while at the Asheville Airport, it was reported that less than one inch fell within that same time period. There were 64 post flood inspections that occurred, and 10 structures condemned due to the storm damage.
- Buncombe County implemented the Nixle Community Engagement/Emergency Notification platform for emergency messages. All the telephone numbers in the 911 database were uploaded to Nixle to receive emergency messages via telephone calls, and cell phone users have the option to also participate in receiving emergency messages. Residents can opt-in to the system and configure their account with preferences for receiving various types of message. For example, residents might want to receive emergency messages by phone call, text and email but then only receive community information via email. In the sense that the 911 database is included and anyone in the County can opt-in with their cell phone, the system is countywide. Residents can go to www.nixle.com to register, or may text BCAlert to 888-7777 to register for emergency alerts.



HEALTHY ENVIRONMENTS

PROGRESS

- **Promote healthy buildings and homes.**

- The total number of Healthy Built certified buildings has increased from 468 in 2011 to 1,116 in 2015, with 130 in progress.
- Buncombe County Building Permits and Inspections provided more inspections in 2015 than in 2012, up from 23,378 to 36,701. These inspections include building and trade inspections for code compliance and safety.
- The number of residential energy efficiency certificates issued in Buncombe County increased from 398 in 2012 to 633 in 2015.

- **Improve safety for pedestrians and cyclists.**

- The number of traffic accidents involving cyclists/pedestrians was 73 in 2008 and 113 in 2015.

- **Decrease injuries.**

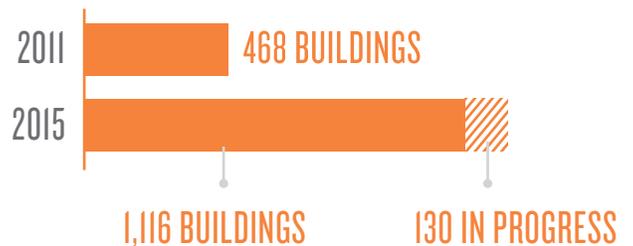
- The percent of children kept safe from maltreatment while in foster homes was 100% in both 2012 and 2015.

- **Improve and increase opportunities for safe, active living.**

- There were 18 Buncombe County owned parks facilities in 2015, including soccer fields, walking trails, swimming pools, boating, etc.



NUMBER OF HEALTHY BUILT CERTIFIED BUILDINGS HAS INCREASED



SUSTAINABILITY IN ACTION

- A community meeting was held at Enka Middle School in April 2015 titled, “Clean Up Candler.” Community residents, business owners, County staff, and state and local officials attended the meeting, which drew more than 250 attendees. Volunteers organized the event which allowed residents to voice their concerns about how they want their community to look. Sidewalks, appearance standards, and future NCDOT projects were discussed as well as ways to make the community safer from drug activity, graffiti and speeding. The meeting allowed a public exchange of information to occur between local officials and residents.



ENVIRONMENT

We are stewards of the environment who advocate the conservation, preservation, and restoration of resources.

The Buncombe County Sustainability Plan Vision Statement



POLLUTION AND WASTE PREVENTION

The County Solid Waste facility purchased a Global Positioning System (GPS) for its compacting equipment allowing the operator to efficiently compact waste. This GPS system indicates when optimum compaction of trash has occurred, saving expensive landfill space, extending the life of the landfill, and reducing fuel consumption.

PARTNERSHIPS FOR CONSERVATION OF NATURAL RESOURCES

The Sustainability Committee at Asheville-Buncombe Technical Community College (A-B Tech) is committed to reducing A-B Tech's carbon footprint and helping A-B Tech become a model for sustainability in Western NC. The committee is pursuing potential grant opportunities for water-refilling bottle stations and more renewable energy projects on campus.



EFFICIENT TRANSPORTATION NETWORK

Mountain Mobility is presenting SERVE Awards to drivers that go above and beyond. To receive the SERVE Award, drivers must reflect the County's values toward employees and others every day: Show pride in our work; Exhibit caring in all we do; Respect others; Value and practice honesty; Exercise responsibility.

The Metropolitan Planning Organization (MPO) staff developed a Pedestrian Count Program for the region and administered more than thirty pedestrian counts using the MPO's automated pedestrian counter. These counts help inform local staff of pedestrian volumes on corridors.



PARTNERSHIPS FOR CONSERVATION / PRESERVATION / RESTORATION OF NATURAL RESOURCES

PROGRESS

- **Conserve and protect water resources.**

- The Soil and Water Conservation District (SWCD) completed 242 feet (2.5 acres) of riparian buffers in FY15, bringing the total to 14,255 feet (7.25 acres) completed since FY12.
- The number of livestock excluded from streams by measures installed by the SWCD has increased from 80 in FY12 to 300 in FY15.

- **Protect ecological systems/wildlife.**

- The number of conservation easements with some Buncombe County funding has increased from a total of 23 projects and 3,835 acres in 2010 to 43 projects and 5,948 acres in 2015.
- The number of endangered species in Buncombe County has increased from four in 2013 to seven in 2015.

- **Promote energy conservation programs.**

- Energy consumption in Buncombe County Government buildings has declined from 71,010 BTU/SF (39,020 electric and 31,990 natural gas) in FY13 to 55,709 BTU/SF (33,609 electric and 22,100 natural gas) in FY15.

- **Restore natural resources.**

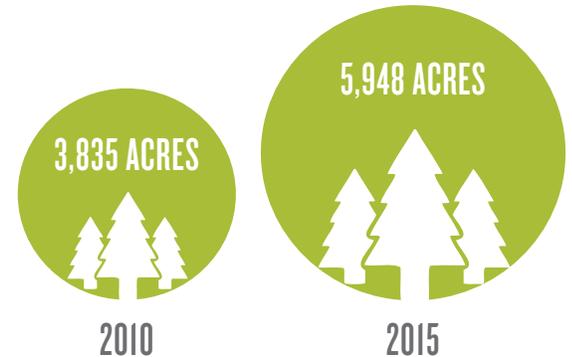
- The SWCD restored 121 linear feet of streams in FY15, bringing the total to 5,013 feet restored since FY11.

- **Encourage sustainable land use.**

- The number of conservation plans by the SWCD has increased from six in FY12 to 14 plans in FY15.

- **Educate the public to help them reduce their environmental footprints.**

- The number and reach of environmental education programs have grown from 13 programs reaching a total population of 57,068 in 2009 to 15 programs reaching a total population of 71,707 in FY15.



NUMBER OF CONSERVATION EASEMENTS HAS INCREASED



SUSTAINABILITY IN ACTION

- The Sustainability Committee at Asheville-Buncombe Technical Community College (A-B Tech) has recommended an energy performance contract for A-B Tech campuses. Reports show significant opportunities to save substantial amounts of energy and water through various efficiency measures. The committee is also pursuing potential grant opportunities to reduce disposable plastic bottles on campus and more renewable energy projects on campus that can offset energy and demonstrate cutting edge photovoltaic technologies.
- Buncombe County changed exterior lighting to more efficient LED fixtures on six of its buildings; changed partial interior lighting fixtures from old fluorescent to efficient LED in three of its buildings; and conducted HVAC system efficiency upgrades in five of its buildings last year. The County is in the process of changing old screw-in type CFLs to screw-in LED in all of its buildings.



POLLUTION AND WASTE PREVENTION

PROGRESS

- **Improve air quality.**
 - Current Design Value for Ozone in the County fell from 68 ppb in 2012 to 63 ppb in 2015.
 - Current Design Value for Fine Particulate Matter in the County declined from 9.3 µg/m³ in 2011 to 8.5 µg/m³ in 2014 (Fine particulate matter data for 2015 not available at date of publishing).
 - Annual median Air Quality Index (AQI) for Buncombe County has increased from 35 in 2012 to 36 in 2015 (based on 180 of approximately 365 days of monitoring data; AQI data for 2015 not final at date of publishing).
- **Improve water quality.**
 - The number of NC Agricultural Cost Share Program (NCACSP) projects increased from six planned and two installed in 2012 to 15 installed in FY15.
 - The number of impaired waters in Buncombe County has increased from six streams on the 303(d) list in 2010 to eight streams in 2014.
- **Reduce the use of harmful chemicals.**
 - 824 citizens were trained in safe pesticide use in 2015, bringing the total number of citizens trained since 2012 to 3,468.
 - 8,175 residents were trained in Integrated Pest Management (IPM) in 2015, bringing the total to 34,294 residents trained since 2012.
- **Manage waste—reduce, reuse, recycle.**
 - The number of trash/recycling centers in Buncombe County parks has increased from nine in 2012 to 26 in 2015.



AMOUNT OF HAZARDOUS & SPECIAL WASTE RECYCLED IN FY2015



64 TONS
HOUSEHOLD
HAZARDOUS WASTE

196 TONS
TOTAL SINCE FY2012



260 TONS
WHITE GOODS

1,211 TONS
TOTAL SINCE FY2012



2,345 TONS
TIRES

9,713 TONS
TOTAL SINCE FY2012



3,484 GALLONS
USED OIL

16,309 GALLONS
TOTAL SINCE FY2012



440 GALLONS
ANTIFREEZE

1,344 GALLONS
TOTAL SINCE FY2012



311
LEAD ACID
BATTERIES

1,563 BATTERIES
TOTAL SINCE FY2012



232 TONS
ELECTRONIC
EQUIPMENT

578 TONS
TOTAL SINCE FY2012

SUSTAINABILITY IN ACTION

- The Buncombe County landfill captures and destroys methane gas in a generator creating electricity for renewable energy and removing a toxic greenhouse gas from the environment. Removing this toxic gas from the environment allows the County to create carbon credits that can be sold on the open market. Last year Buncombe County registered 33,016 carbon credits, which is equivalent to removing 6,951 vehicles from the road. Since the inception of the program, the equivalent of 19,156 vehicles has been removed.
- Approximately 4.6 million gallons of leachate have been recirculated through the bioreactor program since 2007, resulting in 926 less truck trips to the wastewater treatment plant (WWTP); providing a savings of \$345,638 in avoided hauling and treatment costs.



ACCESSIBLE, MULTI-MODAL, AND EFFICIENT TRANSPORTATION NETWORK

PROGRESS

- **Reduce vehicle miles traveled.**
 - Vehicle Miles Traveled (VMT) has increased from 2,683 million in 2010 to 2,899 million in 2015.
 - The percentage of people driving alone to work in the County in 2015 was 80%.
- **Increase multi-modal options.**
 - The number of individuals using alternative transportation options:
 - Asheville Transit ridership declined from 1,525,212 riders in FY10 to 1,458,306 in FY15.
 - Mountain Mobility ridership increased from 7,456 passengers taking 148,578 trips in FY10 to 13,630 passengers taking 165,392 trips in FY15.
 - A 0.4 mile section of greenway was completed in 2015 adding to the existing 13 miles of County greenways.
 - Annual bike and pedestrian counts in the City of Asheville increased from 4,086 in 2012 to 9,281 in 2015.
- **Promote access to goods and services in areas of significant population density and in neighborhood hubs.**
 - The number of new commercial building permits issued by Buncombe County within ¼ mile of transportation options increased from 13 in FY10 to 30 in FY15.
 - The percentage of County households within ¼ mile of transportation options was 70.8% in January 2016, an increase from 69% in 2011.



SUSTAINABILITY IN ACTION

- Mountain Mobility completed a Community Transportation Service Plan (CTSP), a five-year vision for transportation in Buncombe County. The focus of this plan is to evaluate the transportation services that already exist; to identify ways to maximize operating efficiencies; and to enhance the mobility options for Buncombe County citizens.

- The Metropolitan Planning Organization (MPO) Board passed the 2016-2025 Transportation Improvement Program (TIP), a document that reflects funded transportation projects as well as projects that are in development.
- The 25-year Metropolitan Transportation Plan (MTP) was developed to highlight the region's vision, goals, and projects that are planned for the next twenty-five years.

2015 ALTERNATIVE TRANSPORTATION USAGE

1,458,306

ASHEVILLE TRANSIT
RIDERSHIP

165,392

MOUNTAIN MOBILITY
TRIPS

ECONOMY

We are part of a community and environmentally-conscious economy that is stable and diverse.

The Buncombe County Sustainability Plan Vision Statement

SUSTAINABLE LOCALIZED ECONOMY

Venture Asheville is the entrepreneurship initiative of the Economic Development Coalition for Asheville-Buncombe County, with the mission to transform Asheville into a thriving hub for top-tier entrepreneurs who build world-class companies. Venture Asheville's work connects entrepreneurs with mentors and startup funding. The program acts as a hub for entrepreneurship resources and education, bringing visibility to Asheville's unique startups and talent pool.



WORKFORCE DEVELOPMENT

The Annual Homecoming Career Fair sponsored by the Asheville Area Chamber of Commerce was held at the WNC Agricultural Center on January 7, 2016. Over 2,000 job seekers attended and 110 employers and resources were available.



SUSTAINABLE LOCAL FOOD SYSTEM

The opening of the Farm Heritage Trail, a scenic driving route of several conserved farms in northwest Buncombe County, was celebrated in the Spring, 2016. The trail is open to the public to serve Buncombe County residents, as well as visiting tourists.

Through the NCWorks Customized Training Program, A-B Tech trained 935 employees of local businesses and industries in fiscal year 2015, a record for this category of training at A-B Tech.



SUSTAINABLE LOCAL FOOD SYSTEMS

PROGRESS

- **Promote farmland preservation and decrease loss of agricultural land.**
 - The number of acres in the Voluntary Agricultural District program (VAD) has remained steady with 27,033 acres in 2011 and 27,015 acres in 2015.
 - One farm (157 acres) was added to the Enhanced Voluntary Agricultural District program (EVAD) in FY15 with a total of eight farms (890 acres) in the program, which began in 2011.
 - Buncombe County contributed funding towards four conservation easements which permanently protected 387 acres in 2015. The County has contributed funding towards 20 conservation easements since 2010, permanently protecting an additional 2,113 acres. County funding has leveraged an additional \$10,400,199 in grants and owner and private donations since 2010.
- **Promote sustainable agricultural production and personal and community gardening in connection with the County's agricultural heritage.**
 - The number of Community Supported Agriculture (CSA) programs increased from 23, offering 1,070 shares, in 2011 to 28 CSAs, offering over 1,300 shares, in 2015.
 - Approximately 112,000 citizens obtained knowledge or developed new skills in farming, gardening, agri-tourism, farm marketing and related areas as a result of Cooperative Extension training and information in 2015.
 - The number of community and school gardens has decreased from 32 in 2011 to 27 in 2015.
- **Increase demand for locally produced foods.**
 - The number of farmers markets has grown from 12 in 2011 to 17 in 2015. Additionally, there are 20 U-pick operations, 18 roadside stands, and the regional farmers market in the County.
 - The number of local outlets (restaurants, retail, and tailgate markets in Buncombe County) grew from 232 in 2011 to 287 in January 2016.

NUMBER OF FARMS IN ENHANCED VOLUNTARY AGRICULTURAL DISTRICT PROGRAM (EVAD) KEEPS GROWING



8 EVAD FARMS, 890 ACRES



SUSTAINABILITY IN ACTION

- The SWCD worked with the Agricultural Advisory Board, using a grant from the Buncombe County Recreation Services to establish a Farm Heritage Trail in Buncombe County. The scenic driving route is on public roads passing by several of the conserved farms in northwest Buncombe County. There is signage throughout the route, an online downloadable map, printed maps, and a calendar on the website (www.farmheritagetrail.org) that highlights events at farms and other special events along the trail, such as farm demonstrations, Farm to Table meals, hikes, and traditional crafts demonstrations. The farms on the route, which are open to the public during posted hours, must be permanently conserved or in the VAD or EVAD programs. The offerings at the farm stops include: local wine, jams, honey, plants, trout, apple cider, corn, peppers, squash, onions, lamb, pork, beans, tomatoes, asparagus, eggs, and Amish goods.



SUSTAINABLE LOCALIZED ECONOMY

PROGRESS

- **Provide incentives to businesses for growth.**
 - In FY15, the number of new jobs created through economic development incentives was 417, up from 329 the previous year. The total capital investment in FY15 for new economic development incentive activity totalled \$4.8 million. The number of jobs created through the expansion of existing businesses was 352, up from 295 the prior year.
- **Promote “Buy Local” programs.**
 - In 2015 the number of participating producers in the Appalachian Sustainable Agriculture Project (ASAP) was 17 certified processors and 123 certified farms, up from ten processors and 109 farms in 2012.
- **Ensure a diverse economy with competitive wages.**
 - The unemployment rate has decreased significantly since 2010. The unemployment rate was 4.1% in 2015, down from an annual average in 2010 of 8.4%.
 - Per capita income was \$26,209 in 2009 and \$26,424 in 2015.
- **Support small business development.**
 - The number of businesses with fewer than ten employees was 5,411 in 2008 and 5,399 in 2015.

JOBS CREATED INCREASES

THROUGH ECONOMIC DEVELOPMENT INCENTIVES

329	⋮	417
FY2014		FY2015

THROUGH EXPANSION OF EXISTING BUSINESS

295	⋮	352
FY2014		FY2015

SUSTAINABILITY IN ACTION

- Burial Beer announced its second brewing facility and tasting room with an investment of \$1.8 million and 17 new jobs.
- The newest strategic plan for the Asheville-Buncombe Economic Development Coalition (EDC) is the AVL 5X5 Vision 2020 Strategic Plan. While integrating with the existing AVL 5X5 plan framework, the new plan focuses primarily on core areas where the EDC has the greatest potential to affect positive change, beginning with the traditional areas of industry-specific business retention, expansion, and recruitment. The specific goals for this plan with measurable targets include the following: 3,000 new direct jobs; \$50,000 average annual wage; \$650,000,000 of new capital investment; 50 new high-growth companies; and \$10 million of new equity investment.





WORKFORCE DEVELOPMENT

PROGRESS

- **Provide robust job training that fits present and anticipated workforce demand.**
 - The number of people placed in employment through participation in Work First was 127 in 2012 and 85 in 2015.
 - The number of referrals to the ASPIRE economic development job readiness program has decreased from 307 participants in 2012 to 215 in 2015.
 - The number of individuals served by the Client Supply job readiness program has increased from 121 in 2012 to 170 in 2015.
 - The number of NC Career Readiness Certifications issued in 2010 was 257, and in 2015 there were 152 issued.
 - The number of individuals served by the Mountain Area Workforce Development Board job readiness and job search programs has increased from 3,339 in 2010 to 3,776 in 2015. This includes those individuals served by the four career centers in and around Buncombe County.
- **Identify and reduce barriers to employment.**
 - The number of preschoolers (ages 0-4 years) served by the daycare subsidy program was 1,962 in 2011, and averaged 1,885 per month in FY15.
 - The number of children on the waiting list for subsidized childcare was 1,262 in 2011, and decreased to 757 in 2015.
 - Types of transportation assistance provided by HHS in 2015 included 206 bus passes, 253 bus ticket books, 284 mileage reimbursements, 219 Eblen gas vouchers, and 23 car repairs.
- **Encourage collaboration among workforce and educational institutions.**
 - The number of companies participating in training and/or services through the A-B Tech Economic and Workforce Development-Continuing Education Programming increased from 62 in 2012 to 70 in 2015.



THE UNEMPLOYMENT RATE HAS DECREASED SIGNIFICANTLY



SUSTAINABILITY IN ACTION

- The Mountain Area Workforce Development Board helped to create the Raising Awareness of Manufacturing Possibilities Career Pathways initiative. In cooperation with the public schools, community colleges, and the NC Works Career Centers, the initiative supports efforts to increase the knowledge and consideration of advanced manufacturing careers in areas as diverse as biotechnology, healthcare, communication, and aviation.
- A-B Tech has completed the purchase and installation of the first round of training equipment to establish its new Advanced Manufacturing Center. Short term training courses that can lead directly to jobs or skill enhancement include: Industrial Maintenance Academy, Fundamentals of Automated Machining (completion earns students the NCWorks Pre-Apprenticeship Certificate), Computer Numerical Control (CNC) Machining, Automation Academy, Aerospace and Structural Composites, and Beverage Logistics.

CONCLUSION

BUNCOMBE COUNTY'S Sustainability Plan has become the "living" document that it was intended to be. The Plan's implementation has been the direct result of County departments and local agencies who have remained committed in participating with these efforts. As agencies' priorities change, funding is reduced, or staff transitions, tracking and reporting reliable indicator information can be difficult. Much effort has been made to include indicator measurements from consistent data sources and reporting periods, as this has been the benchmark for information used in the Annual Reports.

Throughout the fifth year of implementation, the focus will be on continued progress in meeting the established goals and objectives from the current plan, and extending the recent focus of connectivity. New initiatives highlighted in the fourth Annual Report are similar in that each one's success relies on reaching out and extending programs and services:

- The Nixle emergency notification system connects residents with important, potentially life-saving information.
- The new A-B Tech Advanced Manufacturing Center connects students who need training and employment to manufacturing careers using modern equipment and apprenticeship programs.
- The Farm Heritage Trail connects farms and farm goods to residents and tourists through a marketed driving route in northwest Buncombe County. These conserved farms may otherwise remain unknown and uncelebrated without this designation.
- The addition of a greenway in the Brevard Road area to connect to the existing French Broad River Greenway would provide an important linkage in the greenway system.

In addition to completing the implementation of the current five year Sustainability Plan, the five-year update of the Sustainability Plan will be developed this year. The development framework for the update is being established, and input meetings with County staff, outside agencies, and organizations' representatives will begin in July 2016. The document is expected to be complete by January 2017.

The Sustainability Plan continues to track the changes in our community. Our progress in meeting the Plan's goals and objectives is directly related to our progress in making improvements in our community, economy, and environment.



APPENDIX F

COMMUNITY DEVELOPMENT GRANTS PERFORMANCE ANALYSIS REVIEW





Buncombe County Community Funding Performance Analysis Review Fiscal Year 2016 - 4th Quarter



Listing by Sustainability Goal

Community

-  Citizenship..... n/a
-  Education..... page 1
-  Equity in Access..... page 2
-  Health..... page 4
-  Healthy Environments..... page 5
-  Housing..... page 6
-  Preparedness..... n/a
-  Safety..... page 7

Environment

-  Conservation..... page 8
-  Transportation..... n/a
-  Waste Prevention..... page 8

Economy

-  Local Economy..... page 9
-  Local Food..... page 11
-  Workforce..... page 12

Listing by Agency

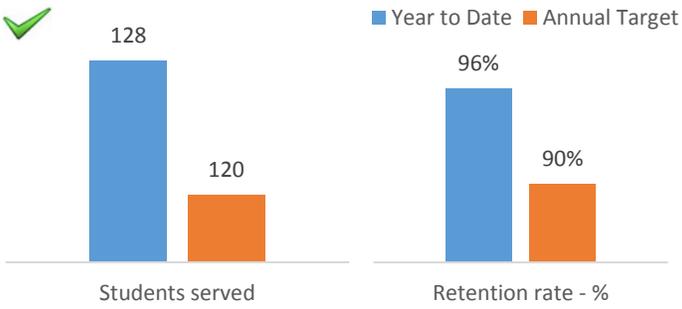
- | | |
|---|---|
| A-B Regional Sports Commission..... page 9 | Helpmate..... page 7 |
| ABCCM..... page 2 | Homeward Bound..... page 6 |
| ABIPA..... page 2 | Just Economics..... page 12 |
| All Souls Counseling Center..... page 4 | MANNA FoodBank..... page 3 |
| ARC of Buncombe County..... page 4 | Mountain Housing Opportunities..... page 7 |
| ASAP..... page 11 | Mt. Zion Community Development..... page 4 |
| Asheville Area Arts Council..... page 9 | Nazareth First Baptist Church..... page 5 |
| Asheville Art Museum..... page 9 | One Youth at a Time..... page 2 |
| Asheville Community Theatre..... page 9 | Pack Place Cultural Partnership..... page 10 |
| Asheville Downtown Association..... page 9 | Pisgah Legal Services..... page 7 |
| Asheville Greenworks..... page 8 | Swannanoa Valley Christian Ministry... page 3 |
| Asheville Housing Authority..... page 5 | The Mediation Center..... page 8 |
| Big Ivy Community Club..... pages 2, 5 | The Support Center..... page 11 |
| Buncombe County Schools..... page 1 | WNC Communities..... page 8, 11 |
| Child Abuse Prevention Services..... page 7 | YMI Cultural Center..... page 11 |
| Children First / Communities in Schools..... page 1 | YWCA..... pages 3,5,12 |
| City of Asheville..... page 10 | |
| Eblen Charities..... page 1 | |
| Environmental Quality Institute..... page 8 | |
| Folk Heritage Committee..... page 10 | |
| Friends of the Nature Center..... page 10 | |
| Getting Back to the Basics..... page 1 | |
| Green Opportunities..... page 12 | |
| Habitat for Humanity..... page 6 | |

Buncombe County Community Funding Performance Analysis Review Fiscal Year 2016 - 4th Quarter

**Buncombe County Schools
Career Academy at Erwin High** Education

Provides dropout prevention services at Erwin High through a work-based learning program focused on career and college readiness

 \$94,000



Metric	Year to Date	Annual Target
Students served	128	120
Retention rate - %	96%	90%

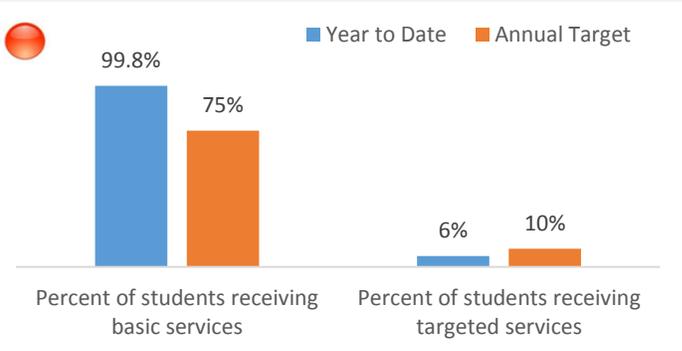
Utilizes evidence-based national Career Academy model

Nonprofit financial assurances on file:
n/a - public agency

**Children First/CIS
Success Coordinators** Education

Provides learning, support, and engagement services to students at Johnston, Estes, and Emma Elementary and Eblen Intermediate schools

 \$80,000



Metric	Year to Date	Annual Target
Percent of students receiving basic services	99.8%	75%
Percent of students receiving targeted services	6%	10%

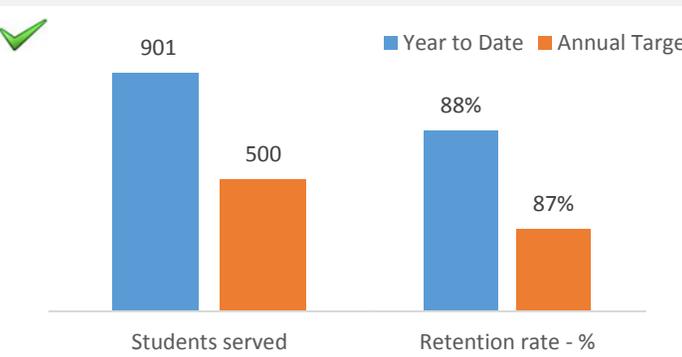
Eblen and Estes are developing sites

Nonprofit financial assurances on file:
IRS form 990, Audited financial statements

**Eblen Charities
Graduation Initiative** Education

Provides services to eliminate barriers to graduation (contracts with Buncombe County Schools)

 \$50,000



Metric	Year to Date	Annual Target
Students served	901	500
Retention rate - %	88%	87%

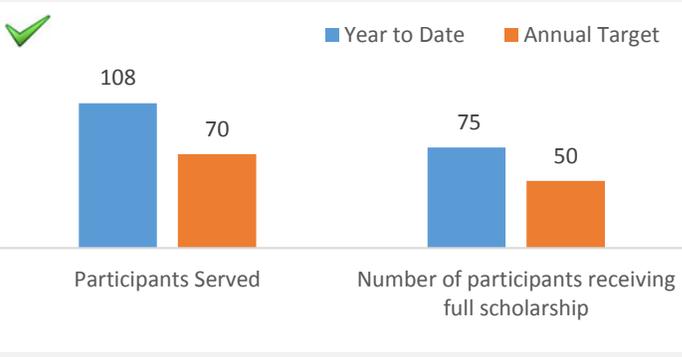
Services include advisement and linkage with community resources; Retention calculated annually

Nonprofit financial assurances on file:
IRS form 990, Audited financial statements

**Getting Back to the Basics
Project Lighten Up** Education

Operates a summer day camp for underserved/economically disadvantaged children

 \$43,000



Metric	Year to Date	Annual Target
Participants Served	108	70
Number of participants receiving full scholarship	75	50

Serves youth from kindergarten through 8th grade

Nonprofit financial assurances on file:
IRS Form 990, Profit & Loss statement, Balance sheet

  Desirable or   undesirable trends  Met performance standard  Slightly below performance standard  Below performance standard *Slightly below= within 5%*

Buncombe County Community Funding Performance Analysis Review Fiscal Year 2016 - 4th Quarter

One Youth at a Time Youth Mentoring Education

Provides mentoring/tutoring and outreach/education services to support children and families in moving out of poverty



\$50,000

✓

Metric	Year to Date	Annual Target
Mentoring/Tutoring participants	15	15
Mentoring/Tutoring hours per participant per month	6	6
Outreach/Education participants	173	150

Outreach/Education at Mt. Zion Baptist, Hall Fletcher, Asheville Middle, WNC Baptist Fellowship, and Avery's Creek

Nonprofit financial assurances on file:
IRS form 990, Compiled financial statements

ABCCM Community Service Navigator Equity in Access

Links people with Buncombe County Health and Human Services and community resources in west & south Buncombe County



\$50,000

✓

Metric	Year to Date	Annual Target
Participants served	4,424	500
Referrals to Health & Human Services	6,210	700

Top needs included: food, utility assistance, and affordable housing

Nonprofit financial assurances on file:
Audited financial statements - not subject to filing 990

ABIPA Community Service Navigator Equity in Access

Links people with Buncombe County Health and Human Services and community resources & healthcare in central Buncombe County



\$50,000

✓

Metric	Year to Date	Annual Target
Participants served through Pathways	80	80
Number of referrals to Health and Human Services	166	80

Uses Pathways model; Top needs: child care, medical care, transportation, housing, and employment

Nonprofit financial assurances on file:
IRS Form 990, Profit & Loss statement, Balance sheet

Big Ivy Community Club Community Service Navigator Equity in Access

Links people with Buncombe County Health and Human Services and community resources in north Buncombe County



\$25,000

✓

Metric	Year to Date	Annual Target
Food pantry participants receiving Health & Human Services information	1,692	1,000
Community health & outreach events	8	5

Maintains community bulletin board, holds information sessions, and distributes newsletters

Nonprofit financial assurances on file:
IRS Form 990, Profit & Loss statement, Balance sheet

 Desirable or  undesirable trends
  Met performance standard
  Slightly below performance standard
  Below performance standard
 Slightly below= within 5%

Buncombe County Community Funding Performance Analysis Review Fiscal Year 2016 - 4th Quarter

**Swannanoa Valley Christian Ministry
Community Service Navigator**

Links people with Buncombe County Health and Human Services and community resources in east Buncombe County

Equity in Access
\$25,000



✓

Metric	Year to Date	Annual Target
Unduplicated participants served	179	150
Referrals to Health & Human Services	50	30

Top needs included: housing, employment, and medical

Nonprofit financial assurances on file:
Financials prepared internally - not subject to filing 990

**YWCA
Community Service Navigator**

Links people with Buncombe County Health and Human Services and community resources in central Buncombe County

Equity in Access
\$25,000



○

Metric	Year to Date	Annual Target
Participants served	244	200
Referrals to Health & Human Services	202	300

Top needs included: Child Care, Employment, Financial, Housing, and Food Assistance

Nonprofit financial assurances on file:
IRS Form 990, Audited financial statements

**MANNA FoodBank
Food Distribution**

Operates a food bank that distributes food to partner agencies that serve individuals and families in need

Equity in Access
\$30,000



○

Metric	Year to Date	Annual Target
Partner agencies served	97	110
Pounds of food distributed	181,726	108,000

This food represents 3% of the total food distributed in Buncombe County for this period

Nonprofit financial assurances on file:
IRS Form 990, Audited financial statements

**MANNA FoodBank
Food and Nutrition Services Outreach**

Operates outreach program to provide assistance to those who may be potentially eligible for NC's Food and Nutrition Services program

Equity in Access
\$10,000



✓

Metric	Year to Date	Annual Target
Number of FNS applications	1,309	1,027
Number of FNS Helpline calls	3,041	3,030

46% of the applications/recertifications were completed through the Helpline

Nonprofit financial assurances on file:
IRS Form 990, Audited financial statements

 Desirable or  undesirable trends  Met performance standard  Slightly below performance standard  Below performance standard *Slightly below= within 5%*

Buncombe County Community Funding Performance Analysis Review Fiscal Year 2016 - 4th Quarter

**All Souls Counseling Center
Accessible Mental Health Care**

Health

Provides and/or arranges low cost behavioral/mental health care for uninsured and under-insured residents

\$90,000

Metric	Year to Date	Annual Target
Clients served annually	3,385	270
Number of therapy client visits	7,083	6,900

89% of clients have incomes less than \$30,000; 74% uninsured

Nonprofit financial assurances on file:
 IRS form 990, Audited financial statements

**ARC of Buncombe County
Wellness & Basic Needs**

Health

Provides health & wellness programming and emergency assistance (utilities, rent)

\$30,000

Metric	Year to Date	Annual Target
Emergency assistance participants	128	108
Health & wellness participants	217	200

Health & wellness at four sites: TC Roberson, Valley Springs Middle, Irene Wortham, and Blue Ridge Homes

Nonprofit financial assurances on file:
 IRS form 990, Audited financial statements

**Mt. Zion Community Development
Project EMPOWER**

Health

Works towards reducing pregnancy rates and STDs among African American 11-16 year olds

\$10,000

Metric	Year to Date	Annual Target
Number of students served	66	80
Number of students reporting a decrease in unprotected sex	11	36

Classes were only held at Asheville High School this semester

Nonprofit financial assurances on file:
 IRS Form 990, Profit & Loss statement, Balance sheet

**Mt. Zion Community Development
Project NAF**

Health

Provides case management, health education, and support services to improve birth outcomes for African American women

\$45,000

Metric	Year to Date	Annual Target
Participants served	41	40
# Home visits/community visits/telephone calls	246	80

3 births by program participants this FY, born full term and at healthy weight

Nonprofit financial assurances on file:
 IRS Form 990, Profit & Loss statement, Balance sheet

Desirable or undesirable trends
 Met performance standard
 Slightly below performance standard
 Below performance standard
 Slightly below= within 5%

Buncombe County Community Funding Performance Analysis Review Fiscal Year 2016 - 4th Quarter

YWCA MotherLove

Health

Provides case management services to pregnant and parenting teens and delivers pregnancy prevention education in area high schools

\$25,000

Category	Year to Date	Annual Target
Case management participants	33	30
Outreach/education participants	44	70

Goal to increase healthy birth outcomes, decrease repeat pregnancies, and support education

Nonprofit financial assurances on file:
 IRS Form 990, Audited financial statements

Asheville Housing Authority Edington Center

Healthy Environments

Replacement of gymnasium floor to improve energy efficiency and sustainability

\$120,000

Funding Source	Amount	Percentage
Buncombe County funds	\$120,000	2%
Other funding sources	\$5,725,431	98%

Completed in May 2016; Basketball court named the Garry Briggs Court

Nonprofit financial assurances on file:
 n/a - public agency

Big Ivy Community Club Community Center

Healthy Environments

Operates a community center in Barnardsville, including swimming pool, recreation, events, and holiday programs

\$48,000

Category	Year to Date	Annual Target
Community-wide special events	6	6
Number of community club meetings	11	10

Facilities include swimming pool, walking trail, basketball/volleyball courts, and playgrounds

Nonprofit financial assurances on file:
 IRS Form 990, Profit & Loss statement, Balance sheet

Nazareth First Baptist Church Senior Care Fellowship

Healthy Environments

Provides weekly meal and fellowship program for older adults

\$1,500

Category	Year to Date	Annual Target
Participants served	20	20
Events held	50	50

Recreational & educational opportunities

Nonprofit financial assurances on file:
 Bank statement

↗ Desirable or ↘ undesirable trends
 ✓ Met performance standard
 ⚠ Slightly below performance standard
 ● Below performance standard
 Slightly below= within 5%

Buncombe County Community Funding Performance Analysis Review Fiscal Year 2016 - 4th Quarter

Habitat for Humanity Home Repair Housing

Provides low-income homeowners assistance in prioritizing, financing, and completing home repairs

\$15,000



Year to Date Annual Target

Metric	Year to Date	Annual Target
Number of home repair contracts signed	43	40
Number of home repairs completed	44	40

Offers free home assessments to home repair clients

Nonprofit financial assurances on file:
IRS form 990, Audited financial statements

Habitat for Humanity Housing Services Housing

Provides homeownership assistance and financial education to low-income families

\$72,500



Year to Date Annual Target

Metric	Year to Date	Annual Target
Number of households enrolled in homeownership program	15	14
Number of new home closings	15	14

Family services include homeownership courses and sweat equity monitoring

Nonprofit financial assurances on file:
IRS form 990, Audited financial statements

Homeward Bound Coordinated Assessment Housing

Provides assessment and support services to assist people in finding and maintaining safe, affordable housing

\$100,000



Year to Date Annual Target

Metric	Year to Date	Annual Target
Number of coordinated assessments completed	1,814	1,800
Number of individuals receiving mental health treatment and/or substance abuse counseling	460	450

Responsible for implementing Buncombe County's Coordinated Assessment System

Nonprofit financial assurances on file:
IRS form 990, Audited financial statements

Homeward Bound Project Rebound Housing

Provides intensive case management & permanent supportive housing for high-need chronically homeless people

\$50,000



Year to Date Annual Target

Metric	Year to Date	Annual Target
Participants served	30	25
Number of pathways completed	80	75

Top needs included: substance abuse services, transportation, legal services

Nonprofit financial assurances on file:
IRS Form 990, Audited financial statements

 Desirable or
  undesirable trends
  Met performance standard
  Slightly below performance standard
  Below performance standard
 Slightly below= within 5%

Buncombe County Community Funding Performance Analysis Review Fiscal Year 2016 - 4th Quarter

Mountain Housing Opportunities Affordable Housing

Housing

\$90,000

Supports affordable housing through the provision of home repair, homeownership, and affordable rentals



	Year to Date	Annual Target
Home repairs	132	130
New homeowner households	33	30
Renter households	735	605

881 unduplicated households served

Nonprofit financial assurances on file:
IRS Form 990, Audited financial statements

Child Abuse Prevention Services Child Advocacy Services

Safety

\$19,000

Provides school-based abuse prevention education, parenting skills training, and abuse recovery therapy for children & families



	Year to Date	Annual Target
Children receiving Trauma Focused Cognitive Behavioral Therapy	52	20
Students served through prevention services	8,004	8,000

Lead agency in development of a Child Advocacy Center

Nonprofit financial assurances on file:
IRS Form 990, Profit & Loss statement, Balance sheet

Helpmate Crisis Support

Safety

\$82,455

Operates 24-hour hotline, emergency shelter, counseling, and safety planning for survivors of domestic violence



	Year to Date	Annual Target
Participants served	2,594	750
Number of adults admitted to the shelter	159	100

4th quarter outcomes: Counseled 48 participants;
Administered 70 danger assessments

Nonprofit financial assurances on file:
IRS Form 990, Profit & Loss statement, Balance sheet

Pisgah Legal Services Legal Assistance

Safety

\$230,000

Provides legal assistance to help low-income people meet basic needs, avoid homelessness, and maintain safety from violence and abuse



	Year to Date	Annual Target
Cases	3,505	3,000
Case outcomes	6,170	5,500
Households assisted	3,505	1,800

\$6.7 million total case benefits; Top cases: domestic violence, consumer rights, and housing

Nonprofit financial assurances on file:
IRS Form 990, Audited financial statements

  Desirable or   undesirable trends
  Met performance standard
  Slightly below performance standard
  Below performance standard
 Slightly below= within 5%

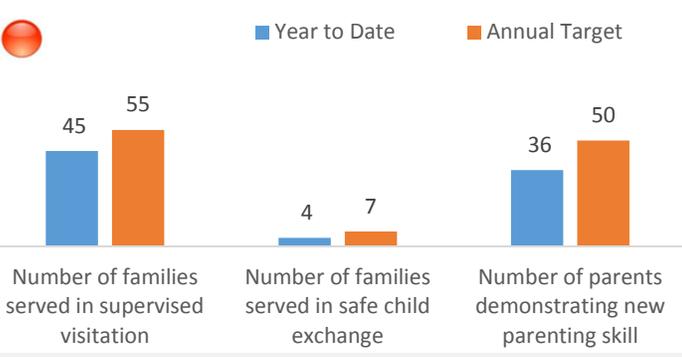
Buncombe County Community Funding Performance Analysis Review Fiscal Year 2016 - 4th Quarter

**The Mediation Center
Family Visitation Program**

Safety

Provides supervised visitation and safe child exchanges

\$10,000

Metric	Year to Date	Annual Target
Number of families served in supervised visitation	45	55
Number of families served in safe child exchange	4	7
Number of parents demonstrating new parenting skill	36	50

All visitations have a monitor present; Parents receive skills coaching by the visit monitor

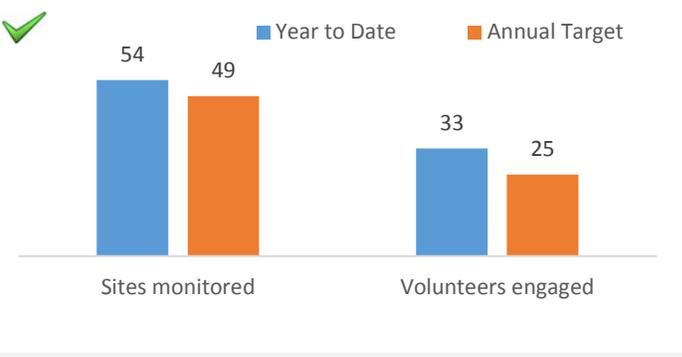
[Nonprofit financial assurances on file:](#)
IRS Form 990, Audited financial statements

**Environmental Quality Institute
Water Information Network**

Conservation

Conducts surface water monitoring, including stream water sampling, lab analysis, and reporting

\$8,000

Metric	Year to Date	Annual Target
Sites monitored	54	49
Volunteers engaged	33	25

Measures levels of ammonia, nitrogen, nitrates, orthophosphates, turbidity, ph. levels, etc.

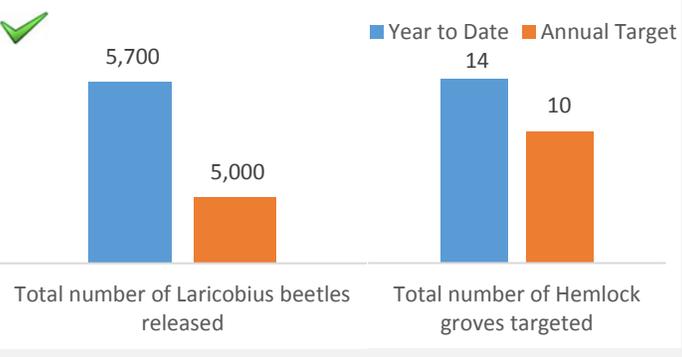
[Nonprofit financial assurances on file:](#)
IRS form 990, Compiled financial statements

**WNC Communities
Hemlock Preservation Project**

Conservation

Establishes wilderness preservation areas for the endangered Carolina hemlocks and build up the population of Laricobius beetles

\$25,000

Metric	Year to Date	Annual Target
Total number of Laricobius beetles released	5,700	5,000
Total number of Hemlock groves targeted	14	10

An additional 1,200 beetles were released in Buncombe County by partner organizations.

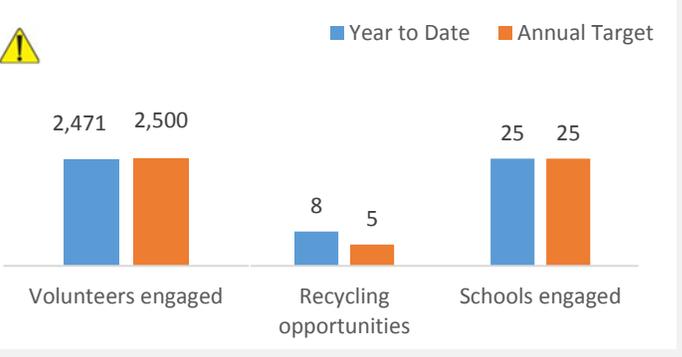
[Nonprofit financial assurances on file:](#)
IRS Form 990, Audited financial statements

**Asheville Greenworks
Cleaning and Greening Asheville**

Waste Prevention

Coordinates community recycling opportunities, waste reduction education, and tree plantings

\$50,000

Metric	Year to Date	Annual Target
Volunteers engaged	2,471	2,500
Recycling opportunities	8	5
Schools engaged	25	25

Implemented 172 projects, resulting in 1,246 bags of trash and 749 tires collected and 517 trees planted.

[Nonprofit financial assurances on file:](#)
IRS Form 990, Audited financial statements

 Desirable or
   undesirable trends
  Met performance standard
  Slightly below performance standard
  Below performance standard
 Slightly below= within 5%

Buncombe County Community Funding Performance Analysis Review Fiscal Year 2016 - 4th Quarter

**A-B Regional Sports Commission
Southern Conference Championship** Local Economy

Recruits and supports local sporting events for tourism & economic development

\$30,000

Metric	Year to Date	Annual Target
Event attendance	29,422	27,445
Economic Impact	\$4,000,000	\$4,000,000

Economic Impact still being calculated.

Nonprofit financial assurances on file:
IRS Form 990, Audited financial statements

**Asheville Area Arts Council
Arts Regranting** Local Economy

Provides grants to local artists, neighborhoods, organizations, and cultural institutions

\$20,000

Metric	Year to Date	Annual Target
Buncombe Artist Grant Recipients	13	11
Creative Placemaking grant recipients	4	4
Grassroots Arts grants recipients	17	19

AARC also facilitates the Buncombe Cultural Alliance.

Nonprofit financial assurances on file:
IRS Form 990, Reviewed financial statements

**Asheville Community Theatre
Improving Access to the Arts** Local Economy

Provides summer day camp and youth theatre production classes with scholarships for low-income participants

\$15,000

Metric	Year to Date	Annual Target
Day camp & youth production class participants	365	325
Participants receiving subsidy	47	50

4th quarter included: Broadway Bootcamp and Tanglewood Youth Theater Summer Camp

Nonprofit financial assurances on file:
IRS Form 990, Audited financial statements

**Asheville Downtown Association
2015/2016 Events** Local Economy

Provides free cultural programming events in downtown Asheville

\$25,000

Metric	Year to Date	Annual Target
Events held	70	80
Estimated attendance	116,505	100,000

Homegrown in Pritchard series; Holiday events; Downtown After 5

Nonprofit financial assurances on file:
IRS form 990, Compiled financial statements

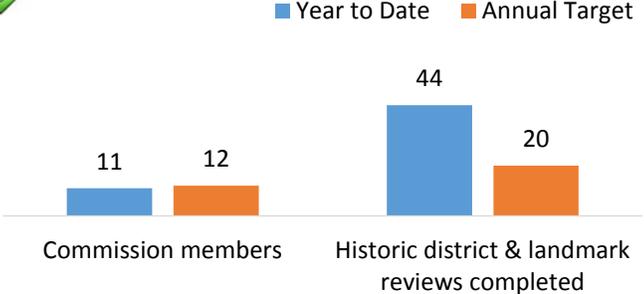
Desirable or undesirable trends
 Met performance standard
 Slightly below performance standard
 Below performance standard
 Slightly below= within 5%

Buncombe County Community Funding Performance Analysis Review Fiscal Year 2016 - 4th Quarter

**City of Asheville
Historic Resources Commission** Local Economy

Coordinates historic preservation activities for the City and County, including historic districts, landmarks, and National Register designations

\$4,500

Category	Year to Date	Annual Target
Commission members	11	12
Historic district & landmark reviews completed	44	20

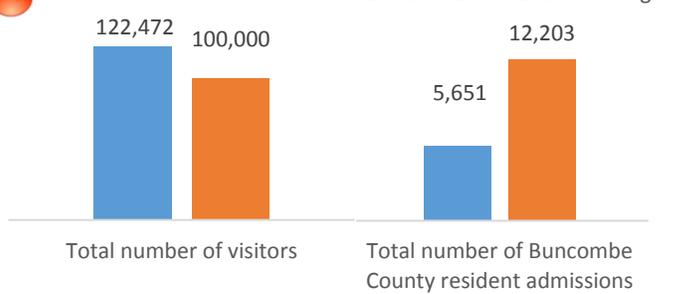
Reports only annually

Nonprofit financial assurances on file:
n/a - public agency

**Friends of the WNC Nature Center
Offset of Differential Admissions** Local Economy

Uses funds to offset admission costs so Buncombe County residents pay equitable rates as City of Asheville visitors

\$36,000

Category	Year to Date	Annual Target
Total number of visitors	122,472	100,000
Total number of Buncombe County resident admissions	5,651	12,203

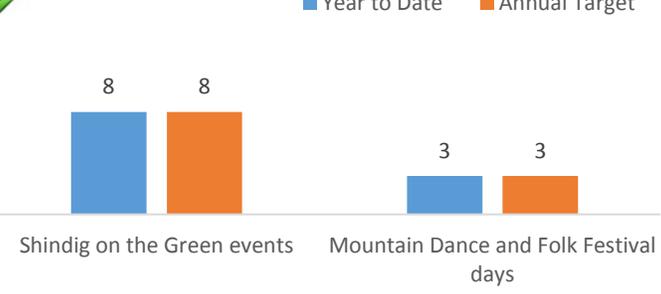
Project began September 1st; Reimbursed based on number of visitors

Nonprofit financial assurances on file:
IRS Form 990, Audited financial statements

**Folk Heritage Committee
Shindig on the Green** Local Economy

Operates Shindig on the Green & Mountain Dance and Folk Festival

\$4,275

Category	Year to Date	Annual Target
Shindig on the Green events	8	8
Mountain Dance and Folk Festival days	3	3

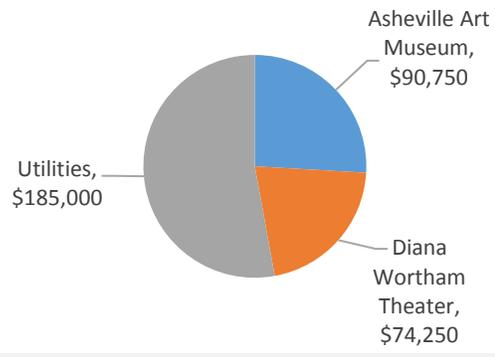
Attendance at each Shindig was about 2,500;
Attendance at Festival was about 300 each night

Nonprofit financial assurances on file:
IRS Form 990, Profit & Loss statement, Balance sheet

**Pack Place Cultural Partnership
Maintenance and Operations** Local Economy

Works towards enhancing the arts by maintaining and operating Pack Place art facility

\$74,250



Category	Amount
Asheville Art Museum	\$90,750
Diana Wortham Theater	\$74,250
Utilities	\$185,000

Asheville Art Museum and Diana Wortham funding is used for building maintenance and management

Nonprofit financial assurances on file:
IRS Form 990, Audited financial statements

 Desirable or
  undesirable trends
  Met performance standard
  Slightly below performance standard
  Below performance standard
 Slightly below= within 5%

Buncombe County Community Funding Performance Analysis Review Fiscal Year 2016 - 4th Quarter

The Support Center
WBCW Capital Access

Local Economy

Operates the Women's Business Center of WNC, provide capital for small businesses, and provide training and technical assistance

\$50,000

Category	Year to Date	Annual Target
Number served through training and technical assistance programs	273	150
Total borrowers accessing business capital	25	14

The Western Women's Business Center Conference was held at the US Cellular Center on June 30, 2016.

[Nonprofit financial assurances on file:](#)
IRS Form 990, Audited financial statements

YMI Cultural Center
Cultural Programs

Local Economy

Provides educational, economic, entrepreneurial, and cultural programming with an emphasis on African American heritage

\$40,000

Category	Year to Date	Annual Target
Exhibits & events hosted	22	24
Visitors to center	3,700	5,000

4th quarter events included: Brother Wolf, Biker's Tour, and Vegan Foodies

[Nonprofit financial assurances on file:](#)
IRS form 990, Compiled financial statements

ASAP
Building Demand for Locally Grown

Local Food

Supports local food economy through promotional support and technical assistance for producers, farms, markets, & local food businesses

\$27,500

Category	Year to Date	Annual Target
Participating farms	127	120
Appalachian Grown...	13	13

5 new farms and partners have signed on for the Appalachian Grown program.

[Nonprofit financial assurances on file:](#)
IRS Form 990, Audited financial statements

WNC Communities
Agriculture Development

Local Food

Provides agricultural programming, including scholarships, commissions, awards, and events with a focus on livestock, dairy & growers

\$10,000

Category	Year to Date	Annual Target
Sales at WNC Regional Livestock Center	\$11,309,559	\$12,800,000
Program areas	8	8

The numbers of cattle head being sold this year is down because producers sold when prices peaked prior to this

[Nonprofit financial assurances on file:](#)
IRS Form 990, Audited financial statements

Desirable or undesirable trends Met performance standard Slightly below performance standard Below performance standard *Slightly below= within 5%*

Buncombe County Community Funding Performance Analysis Review Fiscal Year 2016 - 4th Quarter

Green Opportunities
GO Kitchen Ready

Workforce

Provides job and life skills training to address barriers to employment to help people attain meaningful jobs in the restaurant industry

\$50,000

⚠️
■ Year to Date ■ Annual Target

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Number of new participants	Average placement wage

GO's 13th training cycle begins on August 8. They have received 23 applications for the kitchen ready program.

Nonprofit financial assurances on file:
IRS Form 990, Audited financial statements

Just Economics
Poverty Support

Workforce

Supports the Living Wage Employer Certification program and the Voices for Economic Justice program

\$12,500

✔️
■ Year to Date ■ Annual Target

<div style="display: flex; justify-content: space-around;"> <div style="width: 45%;"> <p>45</p> <div style="width: 100%; height: 40px; background-color: #0070c0;"></div> </div> <div style="width: 45%;"> <p>25</p> <div style="width: 100%; height: 40px; background-color: #e67e22;"></div> </div> </div>	<div style="display: flex; justify-content: space-around;"> <div style="width: 45%;"> <p>35</p> <div style="width: 100%; height: 40px; background-color: #0070c0;"></div> </div> <div style="width: 45%;"> <p>30</p> <div style="width: 100%; height: 40px; background-color: #e67e22;"></div> </div> </div>
Number of new Living Wage Certified businesses	Number of Voices for Economic Justice graduates

Living wage is \$12.50/hour or \$11/hour with employer provided health insurance

Nonprofit financial assurances on file:
IRS form 990, Compiled financial statements

YWCA
Drop-in Childcare

Workforce

Provides child care on a no-cost, flexible, short-term basis to families working toward financial stability

\$50,000

⚠️
■ Year to Date ■ Annual Target

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Participants & children served	Free childcare hours provided

Need: Education & Training = 64%,
Employment = 14%, Health & Social Services = 22%

Nonprofit financial assurances on file:
IRS Form 990, Audited financial statements

Desirable or undesirable trends
 Met performance standard
 Slightly below performance standard
 Below performance standard

Slightly below= within 5%

GLOSSARY

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.

BALANCED BUDGET

A budget in which the sum of estimated net revenues and appropriated fund balance is equal to appropriations.

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 \$10,000 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.

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.

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.

GENERAL OBLIGATION (GO) BONDS

A bond backed by the strongest form of security that a county can pledge for debt, its full faith and credit. A full faith and credit pledge is a promise to levy whatever amount of property tax is necessary to repay the debt.

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.

INSTALLMENT FINANCING

A loan transaction in which a local government borrows money to finance or refinance the purchase of a capital asset or the construction or repair of fixtures or improvements on real property. Instead of taxing power (GO Bonds), the unit grants a security interest in the asset to the lender.

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.

LIMITED OBLIGATION BONDS (LOBS)

A type of installment financing similar to Certificates of Participation (COPS). Certificates, or securities, are sold to individual investors.

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 OBLIGATION BONDS

A type of borrowing secured by a pledge of any revenue source or asset available to the borrowing government, except for the unit's taxing power.

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)

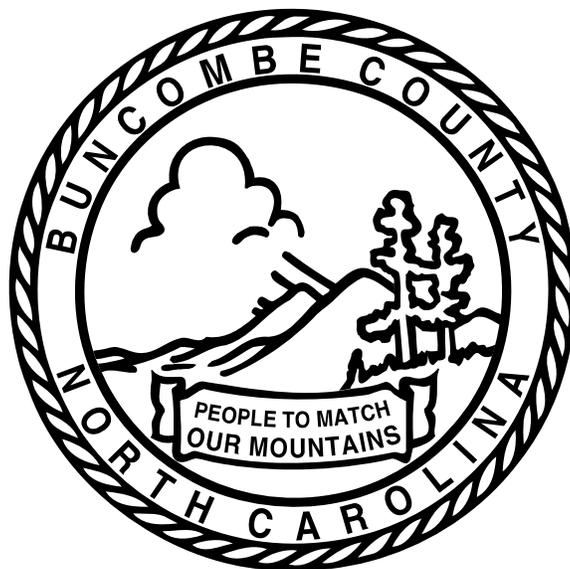
Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

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.



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