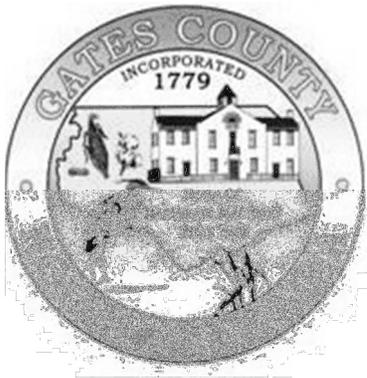


Gates County
Fiscal Year 2013-2014 Budget



May 1, 2013

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I. Introduction: Manager's Message

May 1, 2013

Dear Governing Board Members:

It is with great pleasure that I present for your review and consideration the proposed budget for the Fiscal Year beginning July 1, 2013. I am able to report to you that the County will discharge all of its financial obligations for the current budget year in a manner that will enable the County to leave the current fiscal year and enter into the next fiscal year in a healthy financial position.

Rather than summarize the challenges of budget preparation in a time of austerity where all governments are struggling to achieve balanced budgets it is prudent at this time to highlight the struggles of the men and women of Gates County. These men and women provide for their families in these times of economic uncertainty and constraint and while so doing participate in the governance of this County for the benefit of themselves and their posterity. It is them ultimately, the people of Gates County, that this budget seeks to emulate; sound in its resolve, resolute in its purpose: to serve the people of Gates County in an open and constructive manner within the resources that have so fittingly been provided.

This budget proposal includes that there be no property tax increase or any increase to utility rates (notwithstanding the establishment of a sanitary sewer fee schedule), solid waste management fees, zoning permit fees, or building inspection fees. The proposed General Fund budget is \$10,149,754 with the ad valorem tax rate remaining at \$0.64 per \$100 of valuation.

Expenditures of note planned for the fiscal year include the addition of three new part-time deputies; an expansion of crime control and prevention efforts including comprehensive community initiatives with the focus on healthy and safe communities; increases to the funds devoted to technology modernization, sustainability, and efficiency; protection of current investment with increased funding devoted to school aged child education; early repayment of debt; funding for renovations to the historic courthouse using current monies without the issuance of debt; funding for a vehicle and equipment replacement program; reorganization of departments and offices to facilitate a more streamlined process for the benefit of customer service.

I believe that this budget will enable the County to perform its essential mission while only modestly expanding services that are provided. The budget contains no funds for across the board or merit pay increases, nor additional retirement contributions to 401k funds other than those mandated for law enforcement.

I would like to express my appreciation to the Board of County Commissioners for their participation and input in the budget process, and to the members of the County's Management Team including

Agency Leadership from all the various constituent functional areas of county government both elected and appointed for the submission of their respective department/agency budgets.

Copies of the proposed budget are being made available to news media of Gates County, and copies for the public to view will be available in the County Administrative Building and at the Gates County Public Library, and on the County's website.

Respectfully Submitted,

Jon M. Mendenhall
County Manager

Key Budget Deliverables

- This budget is balanced
- This budget proposes no new taxes or fees
- This budget does not appropriate from fund balance (County savings was not used to provide operational monies to balance this budget)
- This budget provides Gates County Schools with an increase in funding; transfers SRO cost to the County while allowing the Schools to keep the SRO reimbursement, and provides for additional monies in instructional supplies
- This budget reduces appropriations to outside agencies as State revenues have improved
- This budget provides for the early repayment of debt
- This budget consolidates and reorganizes County government to provide for:
 - Commensurate with statewide changes, the elimination of motor vehicle tax payment (motor vehicle taxes will be collected by DMV)
 - Centralized customer service consolidating and augmenting customer service that is spread around various County departments; following centralization a “one-stop shop” for residents will be available for payments, inquiries, permits, et.al.
 - Elimination of one department and one director position
 - A full-time information technology employee eliminating the outsourcing of information technology while doubling information technology hours available to the county at only an incremental cost
 - A full-time supervisor in Utilities to support consolidation of town-county water systems and expansion of the sewer system
 - Redoubles efforts at maintenance activities for all public assets including buildings, grounds, vehicles, and equipment
 - Provides organizational enhancement in crime control and public safety including the addition of deputies and safety personnel for crime prevention, courthouse security, school security, and inmate transport/work crews
 - Creates three distinct enterprise funds: Water/Sewer, Solid Waste, and Transit; these funds and their associated costs all operate as businesses without county taxpayer support
 - Allocates cost based on departmental function (e.g. the Board of Commissioners are also the Board of Directors of various County run business units or enterprise funds such as water/sewer, solid waste)
- This budget appropriates monies to accomplish needed improvements to infrastructure:
 - Repair and renovate the Historic Courthouse for County use without the use of outside funds: following renovation, three departments will move to the courthouse (back office areas, WPA addition): Central Administration, Public Services, and Information Technology; agencies and partners will be offered the 1st floor space as appropriate (e.g. Chamber of Commerce, Historic Society, et.al), the courtroom will be renovated for use by the Board of Commissioners as they deem appropriate

- Provide for security upgrades at the County Courthouse as well as other public facilities
- Provide for the anticipated acquisition of the prison property
- Provide a revolving vehicle and equipment asset fund to regularly replace vehicles and equipment on a predetermined schedule (based on asset life)
- This budget creates a Sustainability Fund to:
 - Off-set future health insurance liability
 - Provide continuous improvement monies to support quality improvement initiatives organization wide (e.g. spend a dollar to save five dollars)
 - Provide for limited economic development incentives
- This budget alters the health insurance benefit for employees, due to the Affordable Care Act, health insurance premiums have and will continue to skyrocket. This budget seeks to change health insurance providers with the County continuing to pay 100% of the premium, the plan change will increase co-pays and deductibles, but is a better reflection of what private industry plans provide. With the monies saved by changing plan providers this budget will allocate the savings to the Sustainability Fund to offset anticipated rate increases next fiscal year as the true cost of the Affordable Care Act begins to be realized.

II. Budget Summary: Revenues, Expenditures

REVENUES

General Fund

Ad Valorem Taxes-Property	\$	5,262,060
Ad Valorem Taxes-Motor Vehicle	\$	619,000
Tax Interest	\$	75,000
Prior Year Taxes	\$	400,000
Tax Refunds	\$	(40,000)
County 1 Cent Sales Tax	\$	366,076
County 1/2 Cent Sales Tax - Art 40	\$	450,466
Article 40 - Restricted	\$	190,253
County 1/2 Cent Sales Tax - Art 42	\$	73,771
Article 42 - Restricted	\$	120,470
Fees & Licenses	\$	216,450
Lottery Proceeds	\$	124,250
Grants & Reimbursements	\$	1,612,517
Medicaid Hold Harmless	\$	608,267
ABC 5 Cents Per Bottle Tax	\$	2,000
Property Tax Collection Fees	\$	1,150
Rent	\$	40,304
Miscellaneous	\$	9,400
Transfer from USDA Reserve Fund	\$	18,320

Total General Fund \$ 10,149,754

Sustainability Fund

Transfer from General Fund	\$	<u><u>70,679</u></u>
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Register of Deeds Automation

Automation Fees	\$	<u><u>5,000</u></u>
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Emergency 911 System

Telephone Surcharge	\$	<u><u>118,395</u></u>
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Fire Protection Fund

Fire Protection Fees	\$	<u><u>260,000</u></u>
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Tax Revaluation Reserve Fund

Transfer from General Fund	\$	33,750
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USDA Reserve Fund

Fund Balance Appropriated	\$	18,320
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Debt Service Fund

Transfer from General Fund	\$	1,500,000
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Capital Improvement Program Fund

Transfer from General Fund	\$	200,000
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Vehicle and Equipment Asset Fund

Transfer from General Fund	\$	55,000
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Water and Sewer Fund

Water/Sewer Fees	\$	1,028,000
New Connections	\$	24,000
Impact Fees	\$	26,000
Reinstallations	\$	3,500
Interest Earned	\$	5,000
	\$	1,086,500

Solid Waste Fund

Solid Waste User Fees	\$	745,000
Scrap Tire Disposal Fees	\$	15,000
White Goods Disposal Fees	\$	5,000
Solid Waste Disposal Tax	\$	7,000
Electronics Recycling Grant	\$	1,700
	\$	773,700

Transit Fund

NCDOT Grant	\$	302,693
HCCBG Grant	\$	30,000
MEDICAID	\$	75,000
ROAP Grant	\$	96,307

DSS - Special Assistance	\$	95,000
DSS - Medicaid Transportation	\$	62,500
DSS – Adoption Assistance	\$	3,575
Crisis Intervention	\$	101,757
Juvenile Crime Prevention Grant	\$	32,831
HCCBG Home Repairs	\$	1,150
Veterans Service	\$	4,000
Services for the Blind	\$	1,000
Child Day Care	\$	302,920
DSS Special Donations	\$	200
Schools - Current Expense	\$	2,610,000
Schools - Capital Outlay	\$	100,000
Community Colleges	\$	8,000
Library	\$	88,000
Recreation	\$	230,135
Special Appropriations	\$	38,700
Debt Service	\$	1,500,000
Transfers to Special Funds	\$	104,429
Transfer to Capital Improvement Fund	\$	455,000
	\$	10,149,754

Sustainability Fund

Sustainable Projects	\$	10,000
Health Insurance Reserve	\$	60,679
	\$	70,679

Register of Deeds Automation

Equipment Maintenance	\$	3,176
Debt Service	\$	1,824
	\$	5,000

Emergency 911 System

Telephone Surcharge	\$	118,395
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Fire Protection Fund

Volunteer Fire Departments	\$	260,000
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Tax Revaluation Reserve Fund

Revaluation Reserve	\$	33,750
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USDA Revaluation Reserve	
USDA Reserve	<u>\$ 18,320</u>
Debt Service Fund	
Debt Service	<u>\$ 1,500,000</u>
Capital Improvement Program Fund	
Capital Outlay	<u>\$ 200,000</u>
Vehicle and Equipment Asset Fund	
Capital Outlay	<u>\$ 55,000</u>
Water/Sewer Fund	
Water Operations	\$ 1,002,600
Sewer Operations	\$ 83,900
	<u>\$ 1,086,500</u>
Solid Waste Fund	
Solid Waste Expenses	<u>\$ 773,700</u>
Transit Fund	
GITS Expenses	<u>\$ 621,048</u>
Total Expenditures - All Funds	\$ 14,892,146

III. General Fund

11-4110 BOARD OF COUNTY COMMISSIONERS

121	SALARY	\$	44,050
170	MEMBERS PER DIEM & TRAVEL	\$	1,000
172	JURY COMMISSION	\$	300
181	FICA	\$	3,576
183	HOSPITALIZATION	\$	25,436
299	MISCELLANEOUS AND EMERGENCY	\$	1,500
352	COMPUTER MAINTENANCE AND REPAIR	\$	250
370	ADVERTISING	\$	2,000
491	DUES AND SUBSCRIPTIONS	\$	11,600
861	WATER/SEWER FUND REIMBURSEMENT	\$	(17,942)
862	SOLID WASTE FUND REIMBURSEMENT	\$	(4,486)
865	TRANSIT FUND REIMBURSEMENT	\$	(897)
	TOTAL BOARD OF COUNTY COMMISSIONERS	\$	66,387

11-4120 CENTRAL ADMINISTRATION

121	SALARIES-REGULAR	\$	112,876
181	FICA	\$	8,635
182	RETIREMENT	\$	7,789
183	HOSPITALIZATION	\$	12,718
184	VISION INSURANCE BENEFIT	\$	87
185	UNEMPLOYMENT INSURANCE	\$	420
189	RETIREEES HEALTH INSURANCE	\$	12,067
199	PROFESSIONAL SERVICES	\$	4,000
261	OFFICE SUPPLIES	\$	2,100
299	DEPARTMENTAL SUPPLIES	\$	2,550
311	TRAVEL ALLOWANCE	\$	2,000
321	TELEPHONE & POSTAGE	\$	4,000
352	OFFICE EQUIPMENT MAINTENANCE	\$	750
370	ADVERTISING	\$	1,000
453	OFFICIALS BOND & DUES	\$	2,000
861	WATER/SEWER FUND REIMBURSEMENT	\$	(34,599)
862	SOLID WASTE FUND REIMBURSEMENT	\$	(8,650)
865	TRANSIT FUND REIMBURSEMENT	\$	(8,650)
	TOTAL CENTRAL ADMINISTRATION	\$	121,095

11-4130 FINANCIAL SERVICES

121	SALARIES-REGULAR	\$	257,052
181	FICA	\$	19,664
182	RETIREMENT	\$	17,385
183	HOSPITALIZATION	\$	44,513
185	UNEMPLOYMENT INSURANCE	\$	1,582
189	RETIREEES HEALTH INSURANCE	\$	6,034
191	PROFESSIONAL SERVICES - AUDIT	\$	45,000
198	CONTRACTED SERVICES	\$	41,500
261	OFFICE SUPPLIES	\$	2,500
299	DEPARTMENTAL SUPPLIES	\$	2,300
311	TRAVEL ALLOWANCE	\$	4,000
321	TELEPHONE & POSTAGE	\$	9,000
352	OFFICE EQUIPMENT MAINTENANCE	\$	1,500
453	OFFICIALS BOND & DUES	\$	700
510	CAPITAL OUTLAY EQUIPMENT	\$	5,000
861	WATER/SEWER FUND REIMBURSEMENT	\$	(68,659)
862	SOLID WASTE FUND REIMBURSEMENT	\$	(68,659)
865	TRANSIT FUND REIMBURSEMENT	\$	(22,886)
	TOTAL FINANCIAL SERVICES	\$	297,524

11-4140 TAX DEPARTMENT

121	SALARIES-REGULAR	\$	136,978
181	FICA	\$	10,479
182	RETIREMENT	\$	9,684
183	HOSPITALIZATION	\$	25,436
185	UNEMPLOYMENT INSURANCE	\$	840
196	MOTOR VEHICLE FEES	\$	30,000
199	PROFESSIONAL SERVICES	\$	13,000
261	OFFICE SUPPLIES	\$	3,800
311	TRAVEL	\$	2,400
321	TELEPHONE & POSTAGE	\$	10,000
352	OFFICE EQUIPMENT MAINTENANCE	\$	1,500
370	ADVERTISING EXPENSE	\$	3,000
453	OFFICIALS BOND & DUES	\$	800
	TOTAL TAX DEPARTMENT	\$	247,917

11-4150 LEGAL

192	LEGAL EXPENSE - RETAINER	\$	16,000
	TOTAL LEGAL	\$	16,000

11-4160	COURT FACILITIES		
351	MAINTENANCE AND REPAIRS- EQUIP	\$	19,500
695	GUARDIAN AD LITEM RENT	\$	500
	TOTAL COURT FACILITIES	\$	20,000
11-4170	ELECTIONS		
121	SALARIES-REGULAR	\$	29,723
126	SALARIES-PART-TIME & TEMP.	\$	9,750
171	BD MEMBERS PER. DIEM/TRAVEL	\$	4,900
181	FICA	\$	3,020
182	RETIREMENT	\$	2,101
183	HOSPITALIZATION	\$	6,359
185	UNEMPLOYMENT EXPENSE	\$	308
192	ATTORNEY FEES	\$	500
199	ELECTION DAY EXP - POLL WORKER/RENT	\$	7,339
261	OFFICE SUPPLIES	\$	2,500
299	DEPARTMENTAL SUPPLIES	\$	3,500
311	TRAVEL	\$	2,000
321	TELEPHONE & POSTAGE	\$	2,500
370	ADVERTISING	\$	500
	TOTAL ELECTIONS	\$	75,000
11-4180	REGISTER OF DEEDS		
121	SALARIES-REGULAR	\$	73,410
126	SALARIES - PART TIME	\$	1,988
134	SUPPLEMENTAL PENSION	\$	700
181	FICA	\$	5,767
182	RETIREMENT	\$	5,190
183	HOSPITALIZATION	\$	12,718
185	UNEMPLOYMENT INSURANCE	\$	230
199	CONTRACTED SERVICES	\$	5,681
261	PRINTING & SUPPLIES	\$	4,155
311	TRAVEL	\$	1,900
321	TELEPHONE & POSTAGE	\$	3,000
349	MICROFILM PROCESSING AND INDEXING	\$	50
352	REPAIRS TO MACHINES	\$	1,000
359	REPAIRS TO BOOKS	\$	1,727
453	OFFICIALS BOND & DUES	\$	500
	TOTAL REGISTER OF DEEDS	\$	118,015

11-4260 GENERAL SERVICES

121	SALARIES-REGULAR	\$	70,545
126	PART TIME SALARIES	\$	22,000
181	FICA	\$	7,080
182	RETIREMENT	\$	4,988
183	HOSPITALIZATION	\$	19,077
185	UNEMPLOYMENT INSURANCE	\$	850
189	RETIRES HEALTH INSURANCE	\$	6,034
199	CONTRACTED SERVICES	\$	5,000
211	REPAIRS & SUPPLIES	\$	54,200
212	UNIFORMS	\$	1,000
251	VEHICLE EXPENSE	\$	3,000
261	OFFICE SUPPLIES	\$	1,500
311	TRAVEL	\$	1,000
321	TELEPHONE & POSTAGE	\$	2,600
331	UTILITIES, FUEL & ELECTRICITY	\$	70,000
451	INSURANCE	\$	103,000
861	WATER/SEWER FUND REIMBURSEMENT	\$	(55,781)
862	SOLID WASTE FUND REIMBURSEMENT	\$	(3,719)
	TOTAL GENERAL SERVICES	\$	312,373

11-4310 SHERIFF

121	SALARIES-REGULAR	\$	463,573
126	SALARIES - PART TIME	\$	87,447
133	SUPPLEMENTAL RETIREMENT	\$	21,832
181	FICA	\$	42,153
182	RETIREMENT	\$	32,906
183	HOSPITALIZATION	\$	82,667
185	UNEMPLOYMENT INSURANCE	\$	3,394
212	UNIFORMS	\$	8,400
251	COUNTY AUTO EXPENSE	\$	71,500
261	OFFICE SUPPLIES	\$	5,000
296	K9 UNIT EXPENSES	\$	2,500
298	ANIMAL CONTROL	\$	2,150
299	DEPARTMENTAL SUPPLIES	\$	16,400
311	TRAVEL	\$	5,000
321	TELEPHONE & POSTAGE	\$	17,000
352	COMPUTER AND FINGERPRINT EQUIP MAINTENANCE	\$	18,000
398	ALCOHOL ENFORCEMENT	\$	1,200
399	DRUG ENFORCEMENT	\$	3,800

453	OFFICIALS BOND & DUES	\$	1,000
861	WATER/SEWER FUND REIMBURSEMENT	\$	(62,015)
862	SOLID WASTE FUND REIMBURSEMENT	\$	(8,859)
865	TRANSIT FUND REIMBURSEMENT	\$	(8,859)
	TOTAL SHERIFF	\$	806,189
11-4320	JAIL		
695	BOARDING INMATES	\$	215,000
	TOTAL JAIL	\$	215,000
11-4330	EMERGENCY SERVICES		
121	SALARIES	\$	155,571
126	PART TIME SALARIES	\$	65,500
181	FICA	\$	16,912
182	RETIREMENT	\$	10,999
183	HOSPITALIZATION	\$	31,795
185	UNEMPLOYMENT INSURANCE	\$	1,705
212	UNIFORMS	\$	500
251	VEHICLE EXPENSE	\$	7,800
261	OFFICE SUPPLIES	\$	500
292	ROAD SIGNS	\$	1,000
297	RESPONSE EXPENSES	\$	1,000
299	DEPARTMENTAL SUPPLIES	\$	3,300
311	TRAVEL	\$	1,500
321	TELEPHONE AND POSTAGE	\$	4,700
453	OFFICIAL BONDS & DUES	\$	200
511	CAPITAL OUTLAY-SURRY EQUIPMENT	\$	700
861	E911 FUND REIMBURSEMENT	\$	(40,000)
861	WATER/SEWER FUND REIMBURSEMENT	\$	(18,458)
862	SOLID WASTE FUND REIMBURSEMENT	\$	(2,637)
865	TRANSIT FUND REIMBURSEMENT	\$	(2,637)
	TOTAL EMERGENCY SERVICES	\$	239,951
11-4350	DEVELOPMENT SERVICES		
121	SALARIES-REGULAR	\$	48,758
126	PART-TIME SALARIES	\$	23,000
181	FICA	\$	5,489
182	RETIREMENT	\$	3,447
183	HOSPITALIZATION	\$	6,359
185	UNEMPLOYMENT INSURANCE	\$	440
170	BOARD MEMBERS PER DIEM	\$	3,000

212	UNIFORMS	\$	500
251	VEHICLE EXPENSE	\$	3,500
261	SUPPLIES & EQUIPMENT	\$	1,000
299	DEPARTMENTAL SUPPLIES	\$	450
311	TRAVEL	\$	1,000
321	TELEPHONE & POSTAGE	\$	4,000
352	OFFICE EQUIPMENT MAINTENANCE	\$	1,500
370	ADVERTISING	\$	2,000
453	OFFICIALS BOND & DUES	\$	200
861	WATER/SEWER FUND REIMBURSEMENT	\$	(15,697)
862	SOLID WASTE FUND REIMBURSEMENT	\$	(1,046)
	TOTAL DEVELOPMENT SERVICES	\$	87,901
11-4360	MEDICAL EXAMINER		
193	PROFESSIONAL SER - MEDICAL EXAMINER	\$	4,500
	TOTAL MEDICAL EXAMINER	\$	4,500
11-4370	AMBULANCE/RESCUE		
694	RESCUE SQUAD	\$	15,000
	TOTAL AMBULANCE/RESCUE	\$	15,000
11-4380	ANIMAL SHELTER		
693	SHELTER OPERATION	\$	45,000
	TOTAL ANIMAL SHELTER	\$	45,000
11-4750	FORESTRY		
693	FOREST FIRE PROTECTION	\$	55,000
	TOTAL FORESTRY	\$	55,000
11-4940	ALBEMARLE HOSPITAL FOUNDATION GRANT		
220	FOOD SUPPLIES		\$1,000
231	EDUCATIONAL SUPPLIES		\$250
232	INCENTIVES		\$1,600
311	TRAVEL		\$174
	TOTAL ALBEMARLE HOSPITAL FOUNDATION GRANT		\$3,024
11-4950	COOPERATIVE EXTENSION		
100	PERSONNEL EXPENSE	\$	134,605
172	ADVISORY COUNCIL EXPENSE	\$	250
261	OFFICE SUPPLIES	\$	1,860
299	DEPARTMENTAL SUPPLIES	\$	1,050

311	TRAVEL	\$	1,000
321	TELEPHONE & POSTAGE	\$	3,184
352	OFFICE EQUIPMENT MAINTENANCE	\$	960
431	OFFICE EQUIPMENT LEASE	\$	3,066
491	DUES AND CONVENTION EXPENSE	\$	1,640
699	ALBEMARLE YOUTH LIVESTOCK SHOW	\$	300
	TOTAL COOPERATIVE EXTENSION	\$	147,915
11-4952	SCHOOL AGE CHILDCARE		
100	PERSONNEL EXPENSE		\$27,875
186	WORKERS' COMP INSURANCE		\$1,036
265	PROGRAM SUPPLIES		\$2,000
310	CLIENT TRAVEL		\$500
311	STAFF TRAVEL		\$500
	TOTAL SCHOOL AGE CHILDCARE		\$31,911
11-4954	4-H/UNITED WAY		
299	MISCELLANEOUS		\$1,357
	TOTAL 4-H/UNITED WAY		\$1,357
11-4957	GENESIS		
100	PERSONNEL EXPENSE		\$25,710
186	WORKERS' COMP INSURANCE		\$267
310	CLIENT TRAVEL		\$1,000
311	STAFF TRAVEL		\$491
690	RESTITUTION		\$1,000
	TOTAL GENESIS		\$28,468
11-4959	LIFESMARTS		
231	EDUCATIONAL		\$1,400
299	MISCELLANEOUS		\$94
	TOTAL LIFESMARTS		\$1,494
11-4960	SOIL CONSERVATION		
121	SALARIES-REGULAR	\$	59,109
181	FICA	\$	4,522
182	RETIREMENT	\$	4,179
183	HOSPITALIZATION	\$	12,718
185	UNEMPLOYMENT INSURANCE	\$	420
198	CONTRACTED SERVICES - COPIER	\$	150
251	VEHICLE FUEL AND REPAIR	\$	1,050

261	OFFICE SUPPLIES	\$	1,000
311	STAFF TRAVEL	\$	1,500
439	OFFICE EQUIPMENT LEASE	\$	3,126
453	DUES	\$	1,500
	TOTAL SOIL CONSERVATION	\$	89,274
11-5110	HEALTH DEPARTMENT		
693	ALBEMARLE REGIONAL HEALTH SERVICES	\$	100,000
	TOTAL HEALTH DEPARTMENT	\$	100,000
11-5210	MENTAL HEALTH		
630	ALCOHOLIC REHABILITATION-5CT-BOTTLE	\$	2,000
693	MENTAL HEALTH	\$	28,000
	TOTAL MENTAL HEALTH	\$	30,000
11-5311	SOCIAL SERVICES		
121	SALARIES REGULAR	\$	744,854
171	BOARD MEMBERS PER DIEM	\$	5,000
181	FICA	\$	56,981
182	RETIREMENT	\$	52,661
183	HOSPITALIZATION	\$	127,250
185	UNEMPLOYMENT INSURANCE	\$	4,620
186	WORKMAN'S COMP LIABILITY & UI	\$	18,000
189	RETIREEES HEALTH INSURANCE	\$	24,134
192	PROF SERV LEGAL/CONSULT/COST PLAN	\$	1,000
193	PROFESSIONAL SERVICES - MED & BIRTH	\$	2,500
197	CONTRACTED SERVICES - CHILD SUPPORT	\$	110,311
198	CHILD SUPPORT FILING FEES	\$	6,500
199	PROFESSIONAL SERVICES - INDIRECT COST PLAN	\$	4,900
251	VEHICLE EXPENSE	\$	1,750
261	OFFICE SUPPLIES & EQUIPMENT	\$	11,500
299	MISCELLANEOUS	\$	200
311	TRAVEL	\$	8,000
321	TELEPHONE & POSTAGE	\$	11,500
329	FIRE ALARM	\$	300
352	OFFICE EQUIPMENT MAINTENANCE	\$	3,000
399	CHILD SUPPORT TESTING	\$	1,000
413	CHILD SUPPORT OFFICE RENT	\$	7,050
453	OFFICIALS BOND & DUES	\$	800
	TOTAL SOCIAL SERVICES	\$	1,203,812

11-5330	STATE IN HOME SERVICES		
685	HCCBG IN HOME AID MATCH	\$	5,526
	TOTAL STATE IN HOME SERVICES	\$	5,526
11-5371	FOOD STAMP PROGRAM		
199	FOOD STAMP PROGRAM	\$	4,000
	TOTAL FOOD STAMP PROGRAM	\$	4,000
11-5372	JOB SEARCH (WORK FIRST)		
684	WORK FIRST PURCHASES	\$	16,000
	TOTAL JOB SEARCH (WORK FIRST)	\$	16,000
11-5400	DSS PAYMENTS		
684	INDEPENDENT LIVING (LINKS)	\$	925
	TOTAL DSS PAYMENTS	\$	925
11-5415	TANF FOSTER CARE		
684	TANF (AFDC) FOSTER CARE	\$	4,000
	TOTAL TANF FOSTER CARE	\$	4,000
11-5421	SPECIAL ASSISTANCE FOR ADULTS		
684	SPECIAL ASSISTANCE FOR ADULTS	\$	95,000
	TOTAL SPECIAL ASSISTANCE FOR ADULTS	\$	95,000
11-5451	MEDICAID		
313	MEDICAID TRANSPORTATION-XIX	\$	62,500
	TOTAL MEDICAID	\$	62,500
11-5470	DSS OTHER SERVICES		
684	ADOPTION ASSISTANCE SUBSIDY AND VENDOR PAYMENTS	\$	3,575
685	CHILD ADOPTION INCENTIVE		
	TOTAL DSS OTHER SERVICES	\$	3,575
11-5481	CRISIS INTERVENTION		
684	CRISIS INTERVENTION PAYMENTS	\$	40,699
685	LIEAP	\$	61,058
	TOTAL CRISIS INTERVENTION	\$	101,757
11-5530	JUVENILE SERVICES		
698	JUVENILE CRIME PREVENTION GRANTS	\$	32,831
	TOTAL JUVENILE SERVICES	\$	32,831

11-5550	HCCBG MINOR HOME REPAIRS		
684	HCCBG MINOR HOME REPAIRS	\$	1,150
	TOTAL HCCBG MINOR HOME REPAIRS	\$	1,150
11-5820	VETERANS SERVICE		
686	VETERANS SERVICE	\$	4,000
	TOTAL VETERANS SERVICE	\$	4,000
11-5840	AID TO THE BLIND		
684	SERVICES FOR THE BLIND	\$	1,000
	TOTAL AID TO THE BLIND	\$	1,000
11-5851	CHILD DAY CARE		
684	DAYCARE INCLUDING TRANSPORTATION	\$	302,920
	TOTAL CHILD DAY CARE	\$	302,920
11-5860	DSS SPECIAL DONATIONS		
681	PRESCRIPTION PROGRAM	\$	200
	TOTAL DSS SPECIAL DONATIONS	\$	200
11-5911	SCHOOL CURRENT EXPENSE		
632	SCHOOL CURRENT EXPENSE	\$	2,610,000
	TOTAL SCHOOL CURRENT EXPENSE	\$	2,610,000
11-5912	SCHOOL CAPITAL OUTLAY		
633	SCHOOL CAPITAL OUTLAY	\$	100,000
	TOTAL SCHOOL CAPITAL OUTLAY	\$	100,000
11-5920	COMMUNITY COLLEGES		
688	ROANOKE CHOWAN COMMUNITY COLLEGE	\$	2,000
689	COLLEGE OF THE ALBEMARLE	\$	6,000
	TOTAL COMMUNITY COLLEGES	\$	8,000
11-6110	LIBRARY		
691	LIBRARY	\$	88,000
	TOTAL LIBRARY	\$	88,000
11-6120	RECREATION		
121	SALARY	\$	21,779
126	PART TIME SALARIES	\$	12,500

181	FICA	\$	2,622
182	RETIREMENT	\$	1,540
183	HOSPITALIZATION	\$	6,359
185	UNEMPLOYMENT EXPENSE	\$	335
631	COMMUNITY CENTER APPROPRIATION	\$	185,000
	TOTAL RECREATION	\$	230,135
11-8300	SPECIAL APPROPRIATIONS		
600	BEAVER MANAGEMENT PROGRAM	\$	4,000
601	ALBEMARLE COMMISSION - RPO MATCH	\$	1,900
602	GATES PARTNERS FOR HEALTH	\$	5,000
604	ELDERLY FOOD PROGRAM AND RENT	\$	25,000
690	ALBEMARLE HOPELINE	\$	500
695	RES CONSERVATION & DEVEL.	\$	500
698	RED CROSS	\$	500
699	CHAMBER OF COMMERCE	\$	500
706	BEAVER LAKE ANNUAL SUPPORT	\$	800
	TOTAL SPECIAL APPROPRIATIONS	\$	38,700
11-9820	TRANSFERS TO SPECIAL RESERVES		
980	REVALUATION RESERVE	\$	33,750
988	SUSTAINABILITY FUND	\$	70,679
	TOTAL TRANSFERS TO SPECIAL RESERVES	\$	104,429
11-9830	TRANSFERS TO DEBT SERVICE FUND		
980	TRANSFER TO DEBT SERVICE FUND	\$	1,500,000
	TOTAL TRANSFERS TO DEBT SERVICE FUND	\$	1,500,000
11-9840	TRANSFERS TO CAPITAL PROJECT FUNDS		
981	TRANSFER TO OLD COURTHOUSE RESTORATION PROJECT FUND	\$	200,000
982	TRANSFER TO CAPITAL IMPROVEMENT PROGRAM FUND	\$	200,000
983	TRANSFER TO VEHICLE AND EQUIPMENT ASSET FUND	\$	55,000
	TOTAL TRANSFERS TO CAPITAL PROJECT FUNDS	\$	455,000
	TOTAL GENERAL FUND	\$	10,149,754

IV. Enterprise Funds

FUND	61 WATER AND SEWER FUND	
61-7120	WATER OPERATIONS	
121	SALARIES	\$ 223,438
181	FICA	\$ 17,080
182	RETIREMENT	\$ 15,196
183	HOSPITALIZATION	\$ 38,154
185	UNEMPLOYMENT EXPENSE	\$ 1,345
189	RETIREE'S HOSPITALIZATION	\$ 6,034
198	PROFESSIONAL SERVICES	\$ 15,000
199	ANALYSIS OF WATER	\$ 6,000
212	UNIFORMS	\$ 4,500
251	FUEL AND VEHICLE EXPENSE	\$ 32,000
261	OFFICE SUPPLIES	\$ 1,000
292	MAINTENANCE SUPPLIES AND MATERIALS	\$ 40,000
311	TRAVEL	\$ 2,000
321	TELEPHONE & POSTAGE	\$ 6,500
331	UTILITIES	\$ 50,000
351	REPAIRS TO BUILDING & EQUIPMENT	\$ 20,000
453	OFFICIALS BONDS & DUES	\$ 3,200
481	GEN FUND REIMB FOR ADMIN SERVICES	\$ 273,150
990	HEALTH INS SUSTAINABILITY RESERVE	\$ 5,500
499	MISCELLANEOUS & EMERGENCY	\$ 200
540	CAPITAL OUTLAY - VEHICLE	\$ 21,000
599	CAPITAL RESERVE - SYSTEM CAPACITY EXPANSION	\$ 45,000
710	DEBT REPAYMENT	\$ 167,964
720	INTEREST EXPENSE	\$ 8,339
	TOTAL WATER OPERATIONS	\$ 1,002,600
61-7140	SEWER OPERATIONS	
196	ANALYSIS OF WATER	\$ 3,400
251	VEHICLE EXPENSE	\$ 500
292	SUPPLIES	\$ 2,000
311	TRAVEL	\$ 500
331	UTILITIES	\$ 1,000
453	OFFICIAL BONDS AND DUES	\$ 1,500
599	CAPITAL RESERVE	\$ 75,000
	TOTAL SEWER OPERATIONS	\$ 83,900
	TOTAL WATER AND SEWER FUND	\$ 1,086,500

FUND 62 SOLID WASTE FUND

62-4720 SOLID WASTE

352	EQUIPMENT MAINTENANCE	\$	3,944
630	SCRAP TIRE	\$	15,000
631	WHITE GOODS	\$	5,000
635	ELECTRONICS RECYCLING GRANT	\$	1,700
693	LANDFILL OPERATION	\$	360,000
694	CONVENIENCE SITE OPERATION	\$	290,000
481	GEN FUND REIMB FOR ADMIN SERVICES	\$	98,056
	TOTAL SOLID WASTE	\$	773,700

TOTAL SOLID WASTE FUND \$ 773,700

FUND 65 TRANSIT FUND

65-4520 GITS

121	SALARIES - REGULAR	\$	89,283
126	SALARIES - PARTTIME	\$	82,185
181	FICA	\$	13,715
182	RETIREMENT	\$	6,312
183	HOSPITALIZATION	\$	19,077
185	UNEMPLOYMENT INSURANCE	\$	1,530
186	WORKER'S COMP INSURANCE	\$	10,400
191	PROF SERVICES - LEGAL & ACCT	\$	1,825
199	CONTRACTED SERVICES	\$	90,000
211	BUILDING MAINTENANCE	\$	2,300
212	UNIFORMS	\$	4,071
251	VEHICLE EXPENSE	\$	93,004
261	OFFICE SUPPLIES	\$	850
299	DEPARTMENTAL SUPPLIES	\$	3,000
311	TRAVEL & TRAINING	\$	6,000
321	TELEPHONE & POSTAGE	\$	9,000
331	UTILITIES	\$	5,000
352	REPAIRS TO MACHINES	\$	1,600
370	ADVERTISING AND MARKETING	\$	3,318
399	DRUG TESTING	\$	800
419	OFFICE EQUIPMENT & RENTAL	\$	8,000
451	INSURANCE	\$	9,348
453	OFFICIALS BONDS & DUES	\$	350
510	CAPITAL OUTLAY - EQUIPMENT	\$	6,000

540	CAPITAL OUTLAY - VEHICLES	\$	107,750
481	GEN FUND REIMB FOR ADMIN SERVICES	\$	43,929
990	HEALTH INSURANCE SUSTAINABILITY RESERVE	\$	2,400
	TOTAL GITS	\$	621,048
	 TOTAL TRANSIT FUND	 \$	 621,048
	 TOTAL ENTERPRISE FUNDS	 \$	 2,481,247

V. Internal Service Fund

Reserved

VI. Debt Service and Capital Improvement Program

Debt Service

Gates County in Fiscal Year 2013-2014 has the following General Fund debt service:

FUND	30 DEBT SERVICE FUND	
30-9100	DEBT SERVICE	
710	SCHOOL DEBT REPAYMENT (REFINANCE)	\$ 276,321
711	DEBT REPAYMENT -DSS BUILDING	\$ 103,856
712	SCHOOL DEBT REPAYMENT - BB&T	\$ 433,334
713	REG OF DEEDS EQUIP PRINCIPAL	\$ 4,752
714	LIBRARY PRINCIPAL	\$ 300,000
720	SCHOOL DEBT INTEREST (REFINANCE)	\$ 5,043
721	INTEREST EXPENSE - DSS BUILDING	\$ 38,199
722	SCHOOL DEBT INTEREST EXPENSE - BB&T	\$ 110,338
723	REG OF DEEDS EQUIP INTEREST	\$ 178
724	LIBRARY INTEREST EXPENSE	\$ 19,913
750	ADDITIONAL DEBT SERVICE PAYMENT	\$ 208,066
	TOTAL DEBT SERVICE	\$ 1,500,000

Capital Improvement Plan

Gates County in Fiscal Year 2013-2014 has the following capital improvement plan:

11-9840	TRANSFERS TO CAPITAL PROJECT FUNDS	
981	TRANSFER TO OLD COURTHOUSE RESTORATION PROJECT FUND	\$ 200,000
982	TRANSFER TO CAPITAL IMPROVEMENT PROGRAM FUND	\$ 200,000
983	TRANSFER TO VEHICLE AND EQUIPMENT ASSET FUND	\$ 55,000
	TOTAL TRANSFERS TO CAPITAL PROJECT FUNDS	\$ 455,000

Old Courthouse Restoration Project Fund: \$200,000

- \$100,000 Structural Repair
- \$100,000 Building Up-fit

Capital Improvement Program Fund: \$200,000

- \$100,000 Public Building Security
- \$50,000 County Maintenance Facility Upgrades (former DOC prison)
- \$50,000 County Building Repair and Maintenance

VII. Supplemental Information: Fiscal Policy, Authorized Positions List

Fiscal Policy

A. REVENUE POLICY

1. As provided by the North Carolina Local Government Budget and Fiscal Control Act, estimated revenue from the Ad Valorem Tax levy will be budgeted as follows:
 - a. Assessed valuation shall be estimated based on historical trends and growth patterns in a conservative manner.
 - b. The estimated percentage rate of collection of the tax levy shall not exceed the actual rate of the preceding fiscal year.
 - c. The tax rate shall be set each year based on the cost of providing general government services.
 - d. The County shall operate under an annual balanced budget ordinance adopted and administered in accordance with G.S. 159-8(a). A budget ordinance is balanced when the sum of estimated net revenues and appropriated fund balance is equal to appropriations.
2. The County will set fees for services to maximize user charges for identifiable services.
 - a. To the extent possible, the rate structure established for water and sewer customers will be sufficient to finance all operating, capital and debt service costs for providing said services.
 - b. To the extent practical, any general County service which is of a higher level to benefit recipients shall be supported by user fees designed to recover costs from those recipients. Examples are certain recreation programs to be funded through user fees and registration charges, and zoning and code enforcement activities funded through zoning permit fees and demolition charges.
 - c. Where user fees are based on cost recovery, costs should be reviewed annually during the budget process and user fees adjusted as practicable.

B. CAPITAL IMPROVEMENT POLICY

1. The County will update annually a five-year capital improvement program, which details each capital project, the estimated cost, project description and anticipated funding source.
2. A Capital Improvement Projects Ordinance will be adopted along with the County's Operating Budget automatically transferring approved dollars to project funds and establishing budgets for projects included in year one of the Capital Improvement Plan.
3. Current Operating Budget expenditures will be used to maintain and provide all salaries, operating costs, and small capital outlay required for the Capital Improvement Projects adopted.

C. ACCOUNTING POLICY

1. The County will establish and maintain its accounting systems in compliance with the North Carolina Local Government Budget and Fiscal Control Act.
2. Financial systems will be maintained to monitor revenues and expenditures on a monthly basis.
3. All revenue collections will be consolidated under the Financial Services Director and audited annually.
4. The Financial Services Department's Standard Operating Procedures Manual will be maintained as a central reference source and handbook for all procedures which have a fiscal impact within the County. It will serve as the County's authoritative source for fiscal procedure.
5. An annual audit will be performed by an independent certified public accounting firm which will issue an official opinion on the annual financial statements, with a management letter explaining recommended improvements, if required.

D. DEBT POLICY

1. Capital projects financed through the issuance of bonds shall be financed for a period not to exceed the anticipated useful life of the project.
2. In compliance with NC Statutes and in addition thereto, general obligation debt of the County of Gates will not exceed 2% of the assessed valuation of the taxable property of the County.

E. RESERVE POLICY

1. The County will maintain an unassigned General Fund fund balance minimum between 25% and 30% of General Fund expenditures.
2. The County will evaluate ending unassigned General Fund fund balance each year to determine if an amount is available for transfer to the capital reserve fund. Any amount over the unassigned General Fund balance target is deemed available for transfer to the capital reserve account for future capital projects.
3. These policies will be evaluated each year during the budget process.

F. ADMINISTRATIVE APPROVAL AUTHORIZATION

1. The County Manager is authorized to reallocate departmental appropriations among the various objects of expenditures as necessary.
2. The County Manager is authorized to effect interdepartmental transfers in the same fund, not to exceed 10% of the appropriated monies for the department whose allocation is reduced. Interfund transfers, which are already established in the budget document may be accomplished without recourse to the Board of Commissioners.
3. The County Manager is authorized to award contracts, rejects bids, re-advertise to receive bids and waive bid bonds or other deposit requirements, pursuant to G.S. 143-129(a). Specifically the Manager is authorized to:
 - a. Exempt particular projects from the provision of the NC General Statute Chapter 143, Article 3D, Procurement of Architectural, Engineering and Surveying Services in cases where the estimated professional fee for a particular project is less than \$30,000.
 - b. Approve and execute contracts involving informal bids of up to \$100,000 for construction projects budgeted in an annual budget ordinance as amended.
 - c. Approve and execute maintenance contracts.
 - d. Approve and execute leases of County real property that do not require formal advertising.
 - e. Approve and execute engineering contracts under \$100,000.
 - f. Approve and execute professional service contracts.
 - g. Approve and execute change orders to all approved contracts not to exceed \$50,000 in the total amount of change order. Change orders in excess of \$5,000 shall be reported to the Board of Commissioners in a timely manner.
 - h. Approve and execute the purchases of apparatus, supplies, materials, or equipment for all purchases that do not exceed \$90,000.
4. The County Manager is authorized to dispose of surplus property under the informal procedures described in G.S. 160A-266(c) of up to \$30,000 in value.
5. The County Manager is authorized to approve the purchase of a capital item when the purchase price does not exceed \$100,000.

Authorized Positions

Title	Status	Grade	#
Central Administration			
County Manager	FT		1
Assistant to the County Manager	FT	21	1
Financial Services			
Director	FT	27	1
<u>Accounting Division</u>			
Accounting Supervisor	FT	19	1
Accounting Technician	FT	14	1
<u>Customer Service Division</u>			
Customer Service Supervisor	FT	17	1
Customer Service Representative	FT	13	1
Customer Service Representative	PT	13	1
<u>Personnel Division</u>			
Personnel Coordinator	FT	18	1
<u>IT Division</u>			
IT Coordinator	FT	18	1
Development Services			
Director	FT	24	1
<u>Planning Division</u>			
Planner	PT	18	1
<u>Inspections Division</u>			
Building Inspector	PT	17	1
Public Services			
Director	FT	27	1
<u>Utilities Division</u>			
Utilities Supervisor	FT	19	1
Crew Leader	FT	15	1
Equipment Operator	FT	12	1
Field Technician	FT	10	2
<u>Sanitation Division</u>			
Sanitation Coordinator	PT	15	1
General Services			
Director	FT	18	1
<u>Facilities Division</u>			
Facilities Supervisor	FT	13	1
Facilities Technician	FT	9	0

Facilities Technician	PT	9	1
Custodian	FT	9	1
Custodian	PT	9	1
<u>Fleet Division</u>			
Fleet Coordinator	PT	13	1
Emergency Services			
Director	FT	25	1
<u>Communications Division</u>			
Communications Supervisor	FT	16	1
Communications Operator	FT	13	3
Communications Operator	PT	13	3
<u>Emergency Management Division</u>			
Emergency Management Technician	PT	12	2
Tax Administration			
Tax Administrator	FT	25	1
<u>Assessment Division</u>			
Assistant Tax Assessor	FT	17	1
Assessment Technician	FT	14	1
<u>Collections Division</u>			
Assistant Tax Collector	FT	17	1
Community Services			
Director	FT	25	0
<u>Parks & Recreation Division</u>			
Parks & Recreation Supervisor	FT	17	0
Recreation Specialist	FT	14	1
Recreation Specialist	PT	14	1
<u>Senior Services Division</u>			
Senior Services Coordinator	PT	15	0
Nutrition Assistant	PT	9	0
Transit Services			
Director	FT	25	1
<u>Transit Division</u>			
Transit Supervisor	FT	13	1
Transit Operator	FT	11	1
Transit Operator	PT	11	5

Office of the County Sheriff

Sheriff	FT	29	1
Chief Deputy	FT	23	1
Captain	FT	22	1
Office Manager	FT	16	1
Office Assistant	PT	11	1

Operations Division

Lieutenant	FT	20	1
Sergeant	FT	19	1

Patrol Section

Senior Deputy	FT	18	2
Deputy II	FT	17	4
Deputy	FT	16	0

Resource Division

Special Service Lieutenant	PT	21	1
Special Service Deputy	PT	17	1

Animal Welfare Section

Senior Deputy	FT	18	1
Animal Welfare Officer	FT	12	0

Safety Section

Safety Coordinator	PT	14	1
Safety Monitor	PT	12	2

Crime Prevention Division

Special Service Lieutenant	PT	21	1
Special Service Deputy	PT	17	1

Office of the Register of Deeds

Register of Deeds	FT	22	1
Deputy Register	FT	10	1
Deputy Register	PT	10	1

Board of Elections

Director of Elections	FT	17	1
Office Assistant	PT	11	1

Soil & Water Conservation Dist

Office Manager	FT	15	1
Soil & Water Specialist	FT	17	1

Department of Social Services

Director of Social Services FT 28 1

Office Manager FT 16 1

Social Work Division

Social Work Supervisor FT 23 1

Social Worker III FT 19 1

Social Worker II FT 18 1

Social Worker I FT 17 1

Social Worker I FT 17 1

Case Manager FT 17 1

Income Maintenance Division Intake

Income Maintenance Supervisor II FT 18 1

Income Maintenance Case Worker III FT 15 1

Income Maintenance Case Worker II FT 14 1

Income Maintenance Case Worker II FT 14 1

Income Maintenance Case Worker I FT 13 1

Public Information Asst FT 13 1

Office Assistant FT 11 1

Income Maintenance Division II

Income Maintenance Supervisor II FT 18 1

Income Maintenance Case Worker II FT 14 1

Income Maintenance Case Worker I FT 13 1

GLOSSARY OF BUDGET & PERFORMANCE MEASUREMENT TERMS & COMMON ACRONYMS

Accrual Basis of Accounting (or Full Accrual): Accounting method for proprietary funds that recognizes revenues in the accounting period in which they are earned and become measurable. Expenses are recognized in the period incurred, if measurable.

Ad Valorem Tax: A tax levied in proportion to the value of real property.

Agency: A major administrative division of the County that has overall management responsibility for an operation within a functional area, that reports to an elected official, elected/appointed board, or by some other means not controlled by the Board of Commissioners.

Amortization: Paying the principal amount of a debt issue through periodic payments either directly to bondholders or to a sinking fund for later payment to bondholders. Amortization payments include interest and any payment on principal.

Appropriation: Expenditure authority created by the Board of Commissioners.

Assessed Value: The value of real estate or personal property as determined by tax assessors and used as a basis for levying taxes. (Note: the County establishes Property values.)

Assigned Fund Balance: Monies over the years that remain unspent after all budgeted expenditures have been made, but which are reserved for specific purposes.

Authorized Bond: Bonds that have been legally approved but may or may not have been sold.

Balanced Budget: Occurs when planned expenditures equal anticipated revenues. North Carolina state law requires the annual operating budget to be balanced.

Base Budget: Those resources necessary to meet an established and existing service level.

Basis of Accounting: The accounting method that determines when, for accounting purposes, expenditures, expenses, and revenues are recognized. The two bases of governmental accounting include accrual (or full accrual) and modified accrual.

Benchmarking: The systematic process of searching for best practices, innovative ideas and highly effective operating procedures that lead to superior performance; The process of identifying the best-in-class and duplicating or surpassing their performance.

Board of Commissioners: The Governing Body of Gates County representing 5 districts, elected in staggered terms.

Bond: A written promise to pay a specific amount of money with interest within a specific time period, usually long-term.

Bond Rating: A grade indicating a governmental unit's investment qualities. Generally, the higher the bond rating, the less risk investors assume resulting in a more favorable interest rate and lower cost of financing capital projects for the governmental unit. The three main bond-rating agencies include: Standard and Poor's, Moody's, and Fitch.

Budget: The budget translates organizational intentions into actions, allocating resources in support of organizational goals, objectives, and desired service levels.

Budget Amendment: A legal procedure used by the County staff and the Board of Commissioners to revise a budget appropriation.

Budget Document: A formal document outlining 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 that discusses the major budget items and changes and the County's present and future financial condition.

Budget Ordinance: The official enactment by the County Council to establish legal authority for County officials to obligate and expend resources.

Capital Improvement Program (CIP): A multi-year plan (5years for the County) for the construction or acquisition of major capital items (over \$100,000). The plan usually outlines spending needs, the financing source or sources expected, and the impact of the CIP on future annual operating budgets.

Capital Outlay: An expenditure expected to have a useful life greater than one year or a total value of \$5,000 or more resulting in the acquisition of or addition to a fixed asset. Examples of capital outlay expenditures include vehicles, mowing equipment, and buildings. The portion of the budget pertaining to the purchase of capital outlay items.

Capital Project: A capital improvement that usually requires a major initial investment, and a significant and continuing financial commitment in the form of operating costs.

Certificates of Participation (COPS): A security created as a part of a lease-purchase agreement. The lender, the holder of the certificate, owns a right to participate in periodic lease payments (interest and return of principal) as they are paid.

County Manager: An individual appointed at the discretion of the Board of Commissioners to serve as the chief administrative officer of the County.

Committed Fund Balance: Used for specific purpose pursuant to constraints imposed by formal action of the government's highest level of decision-making authority

Community Development Block Grant (CDBG): An entitlement grant from the U.S. Department of Housing and Urban Development (HUD) to assist low and moderate income persons of the county

in targeted neighborhoods. This fund is required by federal regulations to account for the use of these funds.

Cost Allocations: Portion of the budget pertaining to payments made to other departments for costs involved in supporting a primary service.

Cost Center: An organizational budget / operating unit within each County department or division (e.g. waterline maintenance is a cost center within the Public Services department.).

Debt Service: The portion of the budget pertaining to payment of principal and interest requirements on outstanding debts.

Debt Service Funds: Funds used for the accumulation and disbursement of financial resources that will be used to make principal and interest payments on general long-term debt.

Deficit: The amount by which expenditures exceed revenues during an accounting period.

Department: A major administrative division of the County that has overall management responsibility for an operation within a functional area, that reports to the County Manager.

Depreciation: The process of estimating and recording the lost usefulness, expired useful life, or diminution of service from a fixed asset that cannot or will not be restored by repair and must be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to the reserve to replace the item at the end of its useful life.

Effectiveness Measure: A performance measure identifying quality or extent to which an organization is obtaining its objectives (ex. percentage of yard waste/leaf collection points serviced on time).

Efficiency Measure: A performance measure identifying inputs used per unit of output, or unit costs (ex. cost per ton of yard waste/leaves collected).

Encumbrance: A financial commitment or earmark for services, contracts, or goods that have not as yet been delivered by a specified time frame, usually the end of the fiscal year.

Enterprise Fund: A fund that accounts for governmental activities supported wholly or partially with user fees or charges and operated using business principles.

Expenditures: The measurement focus of governmental fund accounting identifying financial resources expended during a period for operations, capital outlay, and long-term debt principal retirement and interest. With the exception of long-term debt principal retirement expenditures, expenditures reflect the cost incurred to acquire goods and services.

Expenses: The measurement focus of proprietary fund accounting identifying costs expired during a period, including depreciation and other allocations as in business accounting. Expenses reflect the cost of goods or services used.

External Agency: A non-governmental agency, usually of nonprofit legal status, which may request public funds for use on programs benefiting social, cultural, or economic needs of the County.

Fiscal Policy: The financial plan embracing the general goals and acceptable procedures for managing the County's financial resources.

Fiscal Year: A 12-month period of time, from July 1 through June 30, to which the annual budget applies.

Fixed Asset: An asset of long-term character. For budgetary purposes, a fixed asset is defined as an item costing \$5,000 or more with an expected life of more than one year.

Fringe Benefits: For budgeting purposes fringe benefits include employer payments for social security, retirement, group health insurance, life insurance, dental insurance, workers compensation, and travel allowances.

Fiduciary Funds: Funds used to separate, control, and track financial resources in which the government oversees as a third party, or on behalf of, another public entity.

Full Cost Accounting: Type of accounting concerned with accumulating both direct and indirect costs for financial reporting and decision-making purposes. By using this accounting technique, the County is able to assess the complete total cost of providing a service and its associated benefits.

Full-time Equivalent (FTE): An FTE converts the hours worked by a position into a percentage of a full year's number of hours. Generally, one FTE equals 2080 hours per year per permanent position (based on a 40hr. work week and a 52 week work year; does not include temporary part-time staff).

Function: A group of related programs crossing organizational (departmental) boundaries and aimed at accomplishing a similar broad goal or major service. Examples of functions within the County of Gates include Public Safety, Cultural and Recreational, and General Government.

Fund: A fiscal and accounting entity that has a self-balancing set of accounts recording cash and other financial resources, as well as related liabilities and residual equity. These are segregated to carry on specific activities or objectives in accordance with special regulations, restrictions or limitations as established by State and Federal governments.

Fund Balance: Amounts shown as fund balance represent a running total of monies over the years that remain unspent after all budgeted expenditures have been made. Generally speaking, fund balance includes reserve or "rainy day" monies. North Carolina Local Government Commission requires general fund balance reserves of at least 8% of General Fund expenditures at the end of the fiscal year.

Funding Sources: Identifies fund(s) that will provide money for project expenditures.

Goal: A broad policy statement outlining the general direction or intent of an organizational unit's major activities within a medium-range time period, usually 3-5 years.

Generally Accepted Accounting Principles (GAAP): Uniform minimum standards and guidelines for financial accounting and reporting. GAAP encompasses the conventions, rules, and procedures necessary to define accepted accounting practices.

General Obligation Bonds (GO Bonds): Bonds issued by a government that are backed by the full faith and credit of its taxing authority.

General Fund: A governmental fund used to account for all financial resources of the County, except those required to be accounted for in another fund. Revenues to support the General Fund are derived from sources such as property tax, sales tax, franchise fees and service fees.

Governmental Funds: Funds used to separate, control, and track financial resources of general government operations. The four governmental fund types include: 1) General Fund, 2) Special Revenue Funds, 3) Capital Projects Funds, and 4) Debt Service Funds.

Grant: A contribution by a government or other organization to support a particular function.

Indirect Cost: The component of the total cost for a service that is provided by and budgeted within another department or division. Indirect costs are budgeted to more accurately reflect the true total cost for such services such as those provided by the Administrative Departments.

Intergovernmental Revenues: Revenues from other governments (State, Federal or local) that can be in the form of grants, shared revenues, or entitlements.

Internal Service Fund: This fund is used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, on a cost-reimbursement, or cost allocation, basis.

Lease/Installment-Purchase Financing: A method of purchasing equipment in which payments are spread over a period of time, usually 3-7 years. The purchased equipment serves as collateral.

Line-Item: A budgetary account representing a specific object of expenditure.

Mission: A broad statement outlining a department's purpose for existing.

Modified Accrual Basis of Accounting: Accounting method for governmental funds that recognizes revenues in the accounting period in which they become available and measurable. Expenditures are recognized in the period the fund liability is incurred, if measurable, except for un-matured interest on (and principal of) general long-term debt, which should be recognized when due.

Objective: Outcome-based statements that specify – in measurable terms - what will be accomplished within the budget year.

Operating Budget: A financial plan for the provision of direct services and support functions.

Operations: The portion of the budget pertaining to the daily operations that provides basic governmental services. The operating portion of the budget contains appropriations for such expenditures as supplies, utilities, materials, and travel.

Ordinance: A formal legislative enactment by the Board of Commissioners that has the full force and effect of law within the boundaries of local, State, and Federal law.

Outcome Management: A refinement of the Performance Management concept, Outcome Management is structured to place the focus on the end product, not the process. It is defined by high level, core outcomes that determine the service delivery components.

Pay-As-You-Go (or Pay-Go): Financial policy of a government unit that finances capital outlays from current revenues rather than from borrowing.

Performance Based Budget: A budget wherein expenditures, planning, and management decisions are based primarily upon measurable performance of activities.

Performance Indicator: A performance indicator is a measurement designed to determine whether or not a service objective has been met. It measures the effectiveness of achieving the objective or how well the objective has been accomplished.

Performance Measurement: The regular collection of quantifiable information regarding the results of county services. It includes the measurement of the kind of job we are doing and includes the effects our efforts are having in our community.

Personnel Services: Salaries and wages paid to employees for full-time, part-time, and temporary work including overtime and similar compensation. Also included in this account group are fringe benefits paid for employees.

Policy: A direction that must be followed to advance toward a goal. The direction can be a course of action or a guiding principle.

Productivity Measure: A performance measure combining efficiency and effectiveness measures into a single factor (ex. cost per ton of on-time yard waste/leaf collection).

Program: A well-defined portion of the operating plan for which a distinct set of goals and outcomes may be developed.

Proprietary Funds: Funds used to separate, control, and track financial resources of business-type activities carried out by a government. The two proprietary fund types include: 1) Enterprise Funds and 2) Internal Service Fund.

Public Safety: A group of expenditure related to the provision and enforcement of law enforcement, fire, disaster protection, traffic safety, and communication.

Reappraisal: The process of revaluing a jurisdiction's real property in order to adjust the tax value to the market value. By North Carolina law, a revaluation must be conducted at a minimum of every eight years.

Reserve: An account designated for a portion of the fund balance that is to be used for a specific purpose.

Retained Earnings: Amounts shown as retained earnings represent accumulated earnings of proprietary funds after all budgeted business expenses have been made.

Revenue: Funds the County receives as income. It includes tax payments, fees for services, grants, fines, forfeitures and interest income.

Revenue Bonds: Bonds issued by a government that are backed by a specific revenue source – such as special assessments, and water/sewer fees.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments. This term, also, does not refer to user charges for enterprise type services (i.e. water, wastewater, electricity) or special or enhanced services or products benefiting a single party. See also “User Fees/Charges.”

Tax Levy: The resultant product when the tax rate per one-hundred dollars valuation is multiplied by the total taxable valuation, or tax base.

Special Revenue Fund: A fund used to account for the proceeds from specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects.

Surplus: The amount by which revenues exceed expenditures.

Unassigned Fund Balance/Undesignated Retained Earnings: The portion of a fund’s unspent monies, or reserves, that is not restricted for a specific purpose and is available for general appropriation.

User Fee/Charge: The payment for direct receipt of a service by the party benefiting from the service.

Working Capital: The result of Current Assets minus Current Liabilities which is considered a good measure of both an organization’s efficiency and its financial health.

Workload Measure: A performance measure identifying how much or how many products or services were produced.

**COMMON BUDGET & PERFORMANCE
MEASUREMENT ACRONYMS**

CDBG = Community Development Block Grant
CIP = Capital Improvement Plan
COPS = Certificates of Participation
FTE = Full-time Equivalent
FY = Fiscal Year
GAAP = Generally Accepted Accounting Principles
GASB = Governmental Accounting Standards Board
GFOA = Government Finance Officers Association
GO Bonds = General Obligation Bonds
NCGS = North Carolina General Statute
NCLGPMP = North Carolina Local Government Performance
Measurement Project
PM = Performance Measurement