



PLACE

HENDERSON COUNTY PARTNERSHIP FOR ECONOMIC DEVELOPMENT | ANNUAL REPORT 13-14

“It is PLACE, permanent position in both the social and topographical sense, that gives us our identity.”

- J.B. Jackson, “Discovering the Vernacular Landscape”





The Henderson County Partnership for Economic Development is an exceptional organization committed to protecting the manufacturing assets we've been able to secure through the years, while maintaining focused attention on future growth. Henderson County's vibrant manufacturing industry is largely responsible for the success of our **LOCAL** economy in recent years. Besides the employ-

ment of over 5,250 employees in Henderson County, the manufacturers themselves are also contributing a substantial tax base to our local governments. These combined dollars fund the quality of life, security, and education assets that we all enjoy in Henderson County.

"Made in Henderson County" was officially launched this past year and is quickly becoming a replicable model of how to connect schools and industry. The collaborative effort with our educators and manufacturers opens the eyes and minds of the students as they walk away from the tours with a realization that today's manufacturing careers are highly diverse with competitive wages. The effort has a concrete foundation to work from, with strong buy-in from manufacturers and growing interest among schools with the ultimate goal of meeting our future workforce needs.

The 2013-2014 fiscal year allowed us the opportunity to reflect on our economic development assets, as well as the inherent challenges we face as we seek to attract future businesses to our area (see page 17). The challenges we face today with the need for immediate labor availability and the ongoing need for industrial land for future development are challenges we accept. Henderson County has the foundation and has established a **PLACE** for manufacturers to thrive and citizens to call **HOME**.

Even though we've enjoyed some recent successes, complacency is not an option in this ever increasing, highly competitive environment. Our continued assurance to Partnership members and investors is that we're committed to enhancing our relationship and supporting our existing industry, which we value more than ever, while we ensure Henderson County maintains its competitive **POSITION** for ongoing economic development efforts. Thank you for your continued loyalty and support of our quiet, yet effective organization. The future of **HENDERSON COUNTY** is bright!

NATHAN KENNEDY
HCPED Board Chair, FY 2013-2014
First Citizens Bank

BOARD OF DIRECTORS & STAFF

EXECUTIVE COMMITTEE

- NATHAN KENNEDY, Chair, First Citizens Bank
- CHIP GOULD, Past Chair, Cason Companies
- DAVE MODAFF, Chair Elect, Friday Staffing Services
- ADAM SHEALY, Treasurer, The Van Winkle Law Firm
- PETE SZELWACH, Exisiting Industry, Clement Pappas
- WILL BUIE, Product Development, WGLA Engineering
- KELLY LEONARD, Board Development, Carolina Alliance Bank

ELECTED DIRECTORS

- MIKE ARMSTRONG, GE Lighting Solutions
- TOM COOPER, Cooper Construction Company
- CRAIG DEBREW, Duke Energy
- JIM HALL, Investors Realty Group
- DON HALLINGSE, PSNC Energy
- BILL HARRIS, IMOCO
- KATHY HOYLE, Hoyle Office Solutions
- LAVOY SPOONER, AT&T

APPOINTED DIRECTORS

- JIM RASMUSSEN, Morrow Insurance Agency, Inc.
- PAT WAGNER, Continental

EX-OFFICIO DIRECTORS

- CHAIRMAN ERVIN BAZZLE,
Henderson County Board of Education
- COUNCILMAN HUGH CLARK, Town of Fletcher
- MAYOR LARRY FREEMAN, Town of Mills River
- CHAIRMAN CHARLIE MESSER,
Henderson County Board of Commissioners
- MAYOR CAREY O'CAIN, Town of Laurel Park
- DR. MOLLY PARKHILL, Blue Ridge Community College
- MAYOR BOB STATON, Village of Flat Rock
- MAYOR BARBARA VOLK, City of Hendersonville

STAFF

- BRITTANY BRADY, Director of Marketing
- JOSH HALLINGSE, Director of Industry Relations
- ANDREW TATE, President & CEO

HOME EX



Continental Automotive Systems, Inc. has become a fixture in Henderson County. Located at One Quality Way, Fletcher, the brake caliper manufacturer has consistently added employment numbers through the years. In July of 2013, the company committed to creating 40 new jobs and expanding the existing footprint by 88,000 square feet, bringing total employment numbers to more than 660 with average wages exceeding \$40,000 annually.

The expansion was prompted by the production of the new electronic parking brake system. The system is integrated with the brake caliper and is operated with the touch of a button instead of a parking brake lever. The new technology makes for a safer vehicle, as part of Continental's commitment to 'Safety for Everyone'.



PANSION

In celebration of the expansion, the Partnership hosted an Investors Update Lunch on August 2, 2013. HCPED Patron and Presidential members received a behind-the-scenes tour of the plant and enjoyed an intimate lunch with company leadership. The lunch provided a better understanding of the technology and safety behind the electronic brake.

On March 28, 2014, the company officially opened the expansion with a grand opening celebration. Pat McCrory, Governor of North Carolina, was in attendance as Continental employees and community leaders officially cut the ribbon to celebrate the expansion and employment growth.



“

*Henderson County is **HOME** for Continental.*

*This is a good **LOCATION** for us and we are fortunate to have access to a quality workforce. Expanding at the Henderson Plant is exciting not only for Continental as a company, but also for our suppliers. We are excited about this new product and the safety it provides.*

”

Jeff Scott
Vice President, Continental



PROJECT PRECEPT

“

*This expansion signifies an optimistic future for our company and is a reflection of the extremely talented workforce **HERE**. Our work gives us tremendous pride.*

”

Bob Lennon, Vice President,
Supply Chain & General Manager, ASG



ASG (AGI Shorewood), an innovative global packaging manufacturer located in East Flat Rock, announced plans to add 50 new jobs in January of 2014. The expansion was a reflection of the company's focus on staying competitive, and efficiently filling customer demand across product platforms. The company produces packaging products for market segments including entertainment, personal care, health care and pharmaceutical.

The new positions will have average wages exceeding \$40,000 per year, surpassing the county's annual average of \$34,528. ASG will be filling positions in the press room, die-cutting, gluing, digital pre-press, customer service, production planning, and shipping and receiving. The new jobs will be coupled with an \$8.55 million investment, including a potential expansion of their 136,000-square-foot building.

ASG employs nearly 3,000 people worldwide at 18 plants in North America, Europe, Asia and Latin America, and 8 service centers in the United States, United Kingdom, France, China and Australia. The packaging operation has been an employer in Henderson County since 1962.

“We are proud ASG (AGI Shorewood) has chosen to grow the East Flat Rock facility. Existing businesses are the backbone of our local economy and are the reason we remain focused on protecting and improving our local business environment,” remarked Chairman Charlie Messer of the Henderson County Board of Commissioners.

Bob Lennon, Vice President, Supply Chain & General Manager, said, “This expansion signifies an optimistic future for our company and is a reflection of the extremely talented workforce here. Our work gives us tremendous pride.”





GROWING FOR THE FUTURE

In 2006, Henderson County welcomed German-based manufacturer, Elkamet. The company located to the East Flat Rock community on nine acres of the former Fairgrounds, off Mills Street. Once they were open for business, they began manufacturing plastic-related products to support the automotive industry. By 2013, the company had doubled the footprint of their building, diversified the markets and customers they served, and in effect doubled their workforce.

In March of 2014, the company announced plans for expansion, once again. The announcement would add 15-20 employees to the employee base of 54. The expansion allowed the company to invest \$2,350,000 in machinery and equipment and serve a new customer base including Ford, Volkswagen, Caterpillar and more. Elkamet Plant Manager Artur Bitner said, "Since the beginning of our engagement here in Henderson County, we found the support and the

right resources for a successful development. This most recent investment is introducing one of our key manufacturing lines to the East Flat Rock location and another important step towards the full integration of the whole value added process."

In addition to serving the community through jobs and investment, Elkamet has been a pillar in the "Made in Henderson County" campaign. The company hosted several student tours, showcasing manufacturing careers that made a connection between manufacturing and a finished product. Students could see firsthand where hydraulic oil tanks and windshield profiles were made and then recognize where their finished product is used. "Growing up in Henderson County, it was fun to tour students around Elkamet and showcase our facility and careers," said Elkamet employee Mickey Maxwell. "I want students to know that Henderson County is a great place to build a career, family and lifestyle."

“

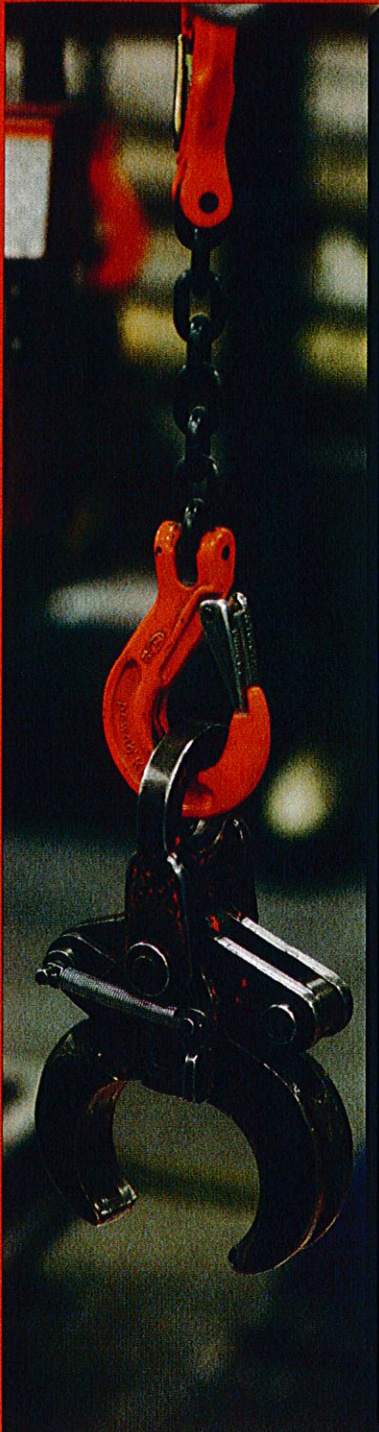
As a Hendersonville native, I want students to know that Henderson County is a great PLACE to build a career, family and lifestyle.

”

Mickey Maxwell
Elkamet employee

THE 2014 INDUSTRIAL EXECUTIVES FORUM

The 2014 Industrial Executives Forum took place on April 29th at Blue Ridge Community College, providing industry leaders the opportunity to explore new business opportunities, learn best practices from their peers and hear an existing industry update. The agenda for the event was created by the Existing Industry Committee. The event was hosted free for members and manufacturers thanks to the generous support of Patron Members.



INDUSTRIAL EXECUTIVES FORUM

Tuesday, April 29, 2014

Blue Ridge Community College
Technology, Education & Development Center

SCHEDULE

8:00 am - 8:45 am	Networking
8:45 am - 9:00 am	Welcome
	■ "Made in Henderson County" Video & Update
9:00 am - 10:00 am	NC Department of Commerce International Trade
	■ Introduction by Representative Chuck McGrady
	■ John Loyack & Liz Isley of NC Commerce International Trade
9:50 am - 10:50 am	Best Practices Panel
	■ Sissy Rogers, SELEE (Heath/Wellness Plan)
	■ Scott Little, Earth Fare (Market Development)
	■ Chris McCulloch, Wilsonart (Zero Waste)
11:00 am - 12:00 pm	Dan Ellzey, Labor Attorney
	■ Unionization Update/National Labor Relations Board
	■ United Automobile Workers Strategies & How Companies Can be Proactive with Workforce
	■ Industry Best Practices
	■ Volkswagen Vote: What Does This Mean for Your Business?
	■ Industry-Specific Working Lunch & Employer Assessment
12:15 pm - 1:00 pm	Unionization Assessment/ Working Lunch for Manufacturers

A SENSE OF PLACE

On a snowy day in January, more than forty Presidential and Patron members made the trek to the Historic Rugby Grange in Fletcher, NC. The winter Investors Update Lunch happened to fall on the day of one of the largest snowfalls of the year, yet guests were still eager to see the home, hear the history and learn more about the Golden LEAF organization. Golden LEAF financially supports a variety of economic development projects in Henderson County and across the State of North Carolina.

As guests arrived, they were greeted by a warm fireplace in the historic home. Networking and wandering about the house took place and soon after lunch Bill Moss, Editor of the Hendersonville Lightning and author of "The Westfeldts of Rugby Grange," shared a history of the home and the connection the family had to the area. "The Historic Rugby Grange is a testament to the importance of place," stated Moss. "The Westfeldts established a home and a large farm that helped grow the community and expand opportunity. Some 150 years after George Westfeldt first put down roots in Fletcher, we saw the family connection play out in another important contribution to our economy. Westfeldt descendants (the Fitzpatricks) sold the land to the Sierra Nevada Brewing Co." Vaughan Fitzpatrick stated, "Sierra Nevada has a highly developed sense of place. That's why they're here, where the beautiful French Broad bends north to Buck Shoals."

Dan Gerlach of Golden LEAF then shared how Golden LEAF program funds are distributed across the State for economic development projects. Gerlach made mention of several grants that Henderson County had received through the program, including Sierra Nevada Brewing Company, and how he anticipates the relationship to grow.

“

*The Historic Rugby Grange is a testament to the importance of **PLACE**. The Westfeldts established a home and a large farm that helped grow the community and expand opportunity. Some 150 years after George Westfeldt first put down roots in Fletcher, we saw the family connection play out in another important contribution to our economy. Westfeldt descendants (the Fitzpatricks) sold the land to the Sierra Nevada Brewing Co.*

”

Bill Moss, Author of "The Westfeldts of Rugby Grange"

Golden LEAF
FOUNDATION 





“

*The first Made in Henderson County event I attended was at Meritor. When I arrived at the facility, I was greeted by Jeremiah Ponder. Jeremiah's dad used to work for me. It reminded me why we do what we do at the Partnership. I was able to see our work come full circle, recruiting a company 30 years ago that now employs a Henderson County native. This effort is not just about showing kids careers, it is about creating a place for them to come **HOME** to.*

”

Chip Gould, HCPED Board Member

For two years, the Henderson County Partnership for Economic Development cultivated a relationship and a plan with the Henderson County Public Schools. After echoing cries from industry about workforce woes, a realization that schools and industry needed to connect became apparent. The campaign began by meeting with educators and counselors to share what opportunities were available in Henderson County and learn the best way to showcase manufacturing as a career to students. More manufacturers became aware of how they could partner with the school system and soon began opening their doors with the first official student tours taking place on October 4, 2013, National Manufacturing Day.

By the spring semester, the Partnership had launched a web page, MadeinHendersonCounty.com and developed a marketing plan for the rest of the year. By partnering with Rugby Middle School's 8th Grade Career classes, HCPED staff were able to develop a video to promote jobs in Henderson County as well as design Made in Henderson County t-shirts, provided to students for the April 9th tours.

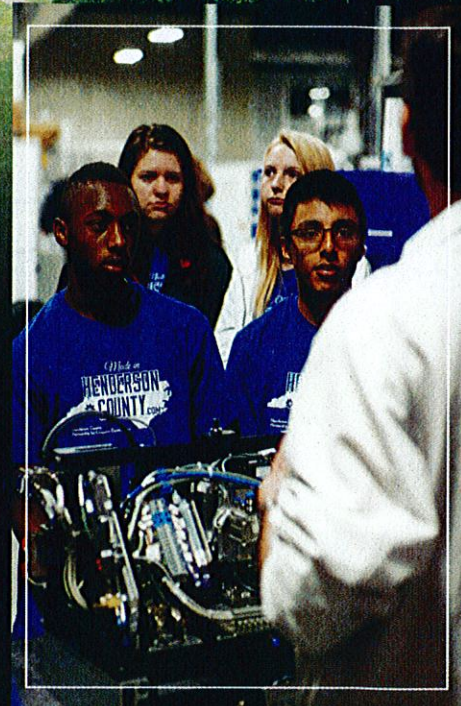
METRICS

- 22** Planned interactions with K-12
- 8** Industry luncheons with teachers and guidance counselors
- 14** Student tour opportunities
- 590** Students reached during tours
- 10** Schools impacted*
- 14** Manufacturing employers involved
- 1,000** Made in Henderson County video views**
- 75** Total number of K-12 staff involved***

* 100% of middle, high schools, also includes Balfour and early college

** Since April 8, 2014

*** 100% of CTE teachers & guidance counselors





ANNUAL EVENT 13

"Made In Henderson County" came to life late in the year 2012. As the campaign with the Henderson County School System became a reality, the idea began to take shape and more people were associating manufacturing with education in Henderson County. To reinforce the Partnership's efforts to increase the visibility of manufacturing, the annual dinner event was hosted at the Oriole Mill. The venue allowed guests to see a manufacturing facility in production, to see the finished products, and ultimately it brought the "Made in Henderson County" concept to life.

On October 17, 2013, the Oriole Mill opened its doors to host "Made in Henderson County," the 2013 HCPED annual event. The mill, located on Oriole Drive in Hendersonville, creates luxury, quality Jacquard and Dobby woven textiles. As guests arrived, they were toured around the facility by Oriole Mill employees. The tour showcased the different parts of production as well as distribution and where consumers can buy products locally. After a tour, guests were able to network and dine.

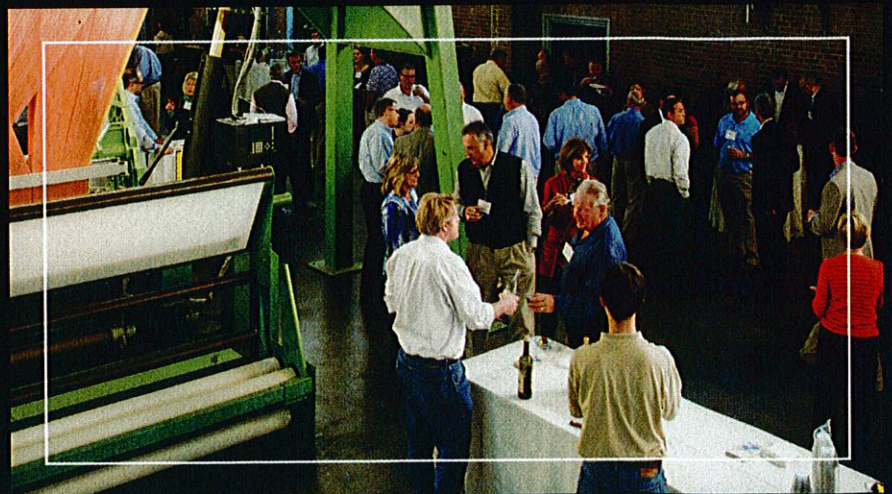
After dinner, owners Stephan Michelson and Bethanne Knudson formally welcomed the group and shared their background and how the Oriole Mill came to be located in Henderson County in 2006. "This whole area—you might say, this side of the tracks—was redeveloped decades ago. Ray Avenue became Oriole Drive across the track. We took that name, letting outsiders think the city had named the street after the mill. First came the place, then came the name," stated Stephan Michelson. Tony Almeida, former adviser for jobs and the economy under Governor Pat McCrory, then provided an economic outlook for the State of North Carolina. The Partnership recognized the North Carolina Department of Transportation, Division 14 as Partner of the Year for their support and service to quality job creation and economic development. Pete Szelwach of Clement Pappas was honored with the Chairman's Award for his leadership in exploring the skills gap challenge, and working to better connect manufacturing and the school system.

“

This whole area—you might say, this side of the tracks—was redeveloped decades ago. Ray Avenue became Oriole Drive across the track. We took that name, letting outsiders think the city had named the street after the mill. First came the PLACE, then came the name.

”

Stephan Michelson
Oriole Mill



BACK TO THE BASICS

Returning to its roots, the Partnership initiated a more robust and targeted marketing program, focused on being less reliant on traditional partners for lead generation and project activity. As the State of North Carolina commenced efforts to privatize the sales and marketing functions of the Department of Commerce, and AdvantageWest continued its transition, marketing and project management emphasis returned to the local level.

JULY Presented to Duke Energy Business & Economic Development Team

AUGUST ♦ Outdoor Retailer Summer Market call mission ♦ CarolinaWest Charlotte presentation ♦ Detroit call mission to automotive companies.

SEPTEMBER ♦ Atlanta call mission. ♦ Each year, the Partnership attends the Outdoor Rendezvous event as an opportunity to get in front of outdoor company stakeholders. One of the events at the Rendezvous is focused on team building, bringing leaders from different organizations together for an afternoon of competitive games. At the event, Brittany Brady provided her team with Outdoor Destination shirts, allowing for the entire team to market Henderson County in San Diego, CA.



OCTOBER South TEC Trade Show in Greenville, SC

NOVEMBER CarolinaWest call mission to Dallas, TX

DECEMBER Hosted Upstate South Carolina consultants lunch in Greenville, SC

JANUARY Outdoor Retailer ♦ Winter Market

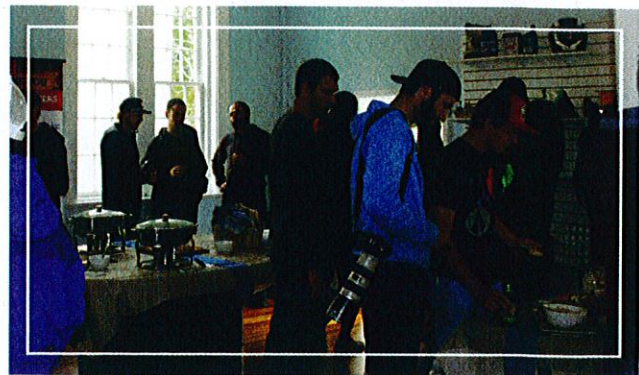
FEBRUARY Site Selectors Guild

MARCH Atlanta call mission

APRIL On April 7, Partnership Staff and Artur Bitner of Elka-met attended the German American Chamber of Commerce SME show in Greenville, SC. Bitner provided welcoming remarks at the event. He shared with fellow German companies how doing business in Henderson County has proven successful for his company and manufacturing operation. The testimonial of personal experience complemented great networking opportunities.



MAY ♦ OESA Suppliers Meeting. ♦ Cane Creek Cycling Components approached the Partnership in the Spring about helping with a product launch. Cane Creek would be hosting more than 20 journalists from around the globe in an effort to showcase their new shock and tout the area biking trails. HCPED seized the opportunity to gain exposure for Henderson County and hosted a dinner for the journalists on May 15th in conjunction with the first Rhythm and Brews of the season.



JUNE Chicago call mission

HOME SWEET HOME

In 1987, entrepreneur and inventor Peter Thom started Mona Lisa Foods, a manufacturer of unique chocolate decoration products, in Salinas, California. Following a period of steady growth, the company was relocated in 1993 to its current location in Edneyville, North Carolina. In 2012, Mona Lisa Foods was acquired by Barry Callebaut, the world's leading manufacturer of high-quality cocoa and chocolate products, setting the stage for continued growth.



be responsible for the development of innovative chocolate cups and decorations as well as rolled fondant.

According to Operations Manager Marc Garrett, "the growth of Mona Lisa confirms Barry Callebaut's intention to further accelerate the growth of its gourmet and specialties products business, and add capabilities to the company's current product offerings, most commonly used by professional chocolatiers, pastry chefs, and bakers."

In Spring of 2014, the company broke ground to begin working on a 25,000-square-foot expansion to the existing Henderson County facility (as seen pictured). This \$6.1 million investment in real and business personal property will lead to the addition of between 12 and 29 new positions to the 52 incumbent employees through 2016. The expansion will enable installation of several new production lines that will

Mona Lisa chocolate cups and decorations bring a world of color, texture, and rich flavor to any dessert. The product line is comprised of a variety of unique and inspired chocolate products which are distributed worldwide within many segments of the food industry including in-store bakeries, hotels, restaurants and industrial commissary bakeries.



EMPIRE BUILDING



Broadpointe Industrial Park and the Town of Mills River welcomed Empire Distributors of North Carolina, Inc., in late 2013 with the purchase of 25 acres. Empire became the park's newest tenant, and the first land purchase for new construction since the FedEx Ground facility in late 2006. Empire is a wholly-owned subsidiary of McLane Company, providing alcoholic beverage distribution in the southeastern U.S., employing more than 800 persons.

The company has initiated plans to construct a 165,000-square-foot facility and hire 15 new full-time employees in addition to their existing 92 employees in the region. Positions at the new facility will include drivers, transportation support, warehouse, maintenance, inventory control, customer service, sales and management. The average annual wage for jobs created will be \$40,000 plus health, dental, optical, vacation and 401K benefits. Empire will invest approximately \$14 million in their new Henderson County location, most of which will be reflected through real property investment.



OUR PLACE

EXISTING INDUSTRY

61 **228**

Industrial Retention
& Expansion Visitations

Existing Industry Consulting
& Trouble Shooting Contacts

PROJECT ACTIVITY

100 **27**

Leads Generated

Projects

MARKETING

17 **32,645**

Marketing Activities

Web Visits

HENDERSON COUNTY STATS

JAN 05 >>> JULY 14

LABOR FORCE
46,148 >>> 51,704
12%

EMPLOYED
43,926 >>> 49,050
11.7%

UNEMPLOYMENT RATE
4.8% >>> 5.1%
6.3%

ESTABLISHED BUSINESSES
2,608 >>> 2,830
8.5%

AVERAGE WEEKLY WAGE
\$579 >>> \$667
15.2%

THE COMPETITIVE ASSESSMENT COMPARISON



In 2002, a Competitive Assessment was performed by Lockwood Greene to benchmark Henderson County's strengths, neutrals and weaknesses against selected peer communities (Morgan, AL; Spartanburg, SC; Blount, TN; Chesterfield, VA, etc.) The assessment measured 24 economic development factors from the perspective of business investment: How an outside business investor might view the area and its communities as a potential location for a new facility or as a location for an expansion of an existing facility.

To start the 13-14 fiscal year, HCPED Board members were surveyed on the same 24 factors. The results, shown below, demonstrate improvement in many categories and reinforce the Partnership's continued commitment to addressing our primary weaknesses, industrial land costs and availability, immediate labor availability and potential available workers.

2002

2013

STRENGTHS

- Potential available workers
- Labor productivity, work ethic & labor management relations
- Blue Ridge Community College & technical training
- K-12 education
- Quality of life
- Health care
- Proximity to a metro area with national visibility
- Favorable economic geography & highway access
- Ground transportation

- State & local taxes
- Labor productivity, work ethic & labor management relations
- Blue Ridge Community College & technical training
- K-12 education
- Quality of life
- Health care
- Proximity to a metro area with national visibility
- Favorable economic geography & highway access
- Ground transportation
- Telecommunications
- Electricity & natural gas
- Perceived business climate
- Unified support & vision for economic development
- Resources devoted to economic development
- Air transportation

NEUTRAL

- Labor cost
- Immediate labor availability
- Air transportation
- State & local taxes
- State & local incentives
- Water & sewer
- Telecommunications services
- Electricity & natural gas






- State & local incentives
- Water & sewer
- Cooperation among regional governments
- Labor cost
- Health insurance costs
- Cost of living

WEAKNESS




- Industrial land cost & availability
- Perceived business climate
- Unified support & vision for economic development
- Cooperation among regional governments
- Resources devoted to economic development
- Cost of living
- Health insurance costs

- Industrial land cost & availability
- Immediate labor availability
- Potential available workers








PRESIDENTIAL MEMBERS

Asheville Regional Airport
Bank of North Carolina 
Carolina Specialties
Construction
Cason Companies, Inc.
City of Hendersonville
Clement Pappas
Dixon Hughes Goodman, LLP
Elkamet 
Ferncliff
Henderson County
HomeTrust Bank
IMOCO, Inc.
Johnson Price Sprinkle PA 
Kiln Drying Systems &
Components, Inc. 
Kimberly-Clark Corporation
Legacy Paddlesports
Margaret R. Pardee
Memorial Hospital
Morrow Insurance Agency,
Inc.
SELEE Corporation
SunTrust
TD Bank
Tennoca Construction
Company 
Town of Fletcher
Town of Mills River
UPM Raflatac, Inc.
Western Carolina University

EXECUTIVE MEMBERS

AT&T
All-States Medical Supply, Inc.
BB&T
Bazzle, Carr & Parce, P.A.
BorgWarner Thermal
ECS Carolinas, LLP
Energy United Propane
Flavor 1st Growers & Packers
Fletcher Business Park
HD Investors, LLC
Haynes Wire Company
Henderson Oil Company
Hendersonville Lightning
Hoyle Office Solutions, Inc.
Inn on Church
Investors Realty Group
MB Kahn Construction Co. 
Macon Bank
Moss & Associates
PNC Bank
Ray Denny (Coldwell Banker
King) 
Reaben Oil Company
Thos. Shepherd & Son
Sierra Nevada Brewing
Company
Southern Alarm & Security
Town of Laurel Park
Van Wingerden
International
WGLA Engineering
Wells Fargo 

GENERAL MEMBERS

ASG (AGI Shorewood)
Accurate Technology, Inc. 
Advanced Business
Equipment
Advanced Data & Network
Solutions 
Advanced Technical
Welding, Inc.
Altamont Environmental,
Inc. 
The Alternative Board 
Atlas Bolt & Screw, Inc.
Beverly-Hanks & Associates
Blue Ridge Metals
Corporation
Boyd Automotive
Brown & Bigelow
Byers Precision Fabricators
Carl E. Shaw, CPA, PLLC
Carolina Alliance Bank
Carolina Information
Technology Resource Corp.
Carolina Smile Makers,
Dr. Pete Richards, DDS
ClearWater Environmental,
Inc.
Community Foundation of
Henderson County 
CoveStar Investment
Realty Advisors
Dave Steel Co., Inc.
Dunlap Construction 
Egolf Motors
Excel Consulting Group, LLC
Exit Realty Vistas 
Farmhouse Graphics

KEY

-  NEW MEMBERS
-  INCREASING MEMBERS

Fletcher Warehousing
Company

Hajoca Corporation 

Henderson County
Education Foundation

Henderson County Public
Schools


Henderson County Tourism
Development Authority

Hendersonville Country
Club, Inc.

Hendersonville Printing
Company

Holiday Inn Express

Horizon Heating & Air
Conditioning

i2 Marketing, Inc. 

IPM Corporation

Industrial Chemical
Company

Kenmure Enterprises, Inc.

Kenneth R. Youngblood

Manual Woodworkers &
Weavers, Inc.

Mars Hill University

Mast General Store

Mattern & Craig, Inc.

McDonald's - Edwards
Group

McGill Associates 

Meritor

Miller Brothers

Miller's Fine Dry Cleaning

Morosani & Associates

Mountain Credit Union

Mountain Inn & Suites

National Technical
Honor Society

Norm's Minit Marts

NC Department of
Commerce Division of
Workforce Solutions

The Obsidian Collective

Park Ridge Health

Pepsi-Cola Bottling
Company

Platt Architecture, P.A.

Prince Manufacturing

S&ME

Southeastern Sureties Group

Southern Concrete Materials

Standard Tytape Company

Stuller Power Solutions

Summit Marketing Group

Sycamore Cycles

The Times-News

Turf Mountain Sod

United Community Bank

United Way of Henderson
County

Village of Flat Rock

Vocational Solutions of
Henderson County

Ward and Smith, P.A.

Waverly Inn

Wells Fargo Advisors

Whitney Commercial Real
Estate Services

Wilsonart International

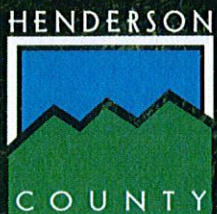
Wingate University

THANK YOU

PATRON MEMBERS



Henderson County Partnership for Economic Development



PARTNERSHIP FOR
ECONOMIC DEVELOPMENT

☎ 828.692.6373
📱 HendersonCoEDC
🏠 StrategicLocation.com

ANALYSIS OF DEBT OF
 NORTH CAROLINA COUNTIES AT 6-30-2014
 DEPARTMENT OF STATE TREASURER
 DIVISION OF STATE AND LOCAL GOVERNMENT FINANCE

Counties (Population)	Number of Units with Outstanding General Obligation Debt (Excluding Enterprise Debt)	Number of Units with Authorized and Unissued General Obligation Debt (Excluding Enterprise Debt)	Number of Units with Outstanding Installment Purchase Debt (Excluding Enterprise Debt)	Appraised Property Valuation (%)		Ratios of Total Outstanding General Obligation Debt, Authorized and Unissued General Obligation Debt and Installment Purchases (Excluding All Enterprise Debt)		Per Capita (\$)	
				Low	Average	High	Low	Average	High
250,000 and Over	6	5	6	0.677	2.073	2.308	457	2,243	2,988
100,000 to 249,999	15	5	21	0.285	1.185	2.528	179	1,137	2,082
50,000 to 99,999	20	5	27	0.033	0.832	2.154	21	749	1,472
25,000 to 49,999	9	2	20	0.127	0.623	1.819	153	767	3,286
10,000 to 24,999	7	0	23	0.040	0.388	2.659	20	446	1,411
Under 10,000	1	0	3	0.256	0.303	0.335	386	462	498
All Counties	58	17	100	0.033	1.365	2.659	20	1,392	3,286

ANALYSIS OF DEBT OF
 NORTH CAROLINA MUNICIPALITIES AT 6-30-2014
 DEPARTMENT OF STATE TREASURER
 DIVISION OF STATE AND LOCAL GOVERNMENT FINANCE

Municipalities (Population)	Number of Units with Outstanding General Obligation Debt (Excluding Enterprise Debt)	Number of Units with Authorized and Unissued General Obligation Debt (Excluding Enterprise Debt)	Number of Units with Outstanding Installment Purchase Debt (Excluding Enterprise Debt)	Appraised Property Valuation (%)		Ratios of Total Outstanding General Obligation Debt, Authorized and Unissued General Obligation Debt and Installment Purchases (Excluding All Enterprise Debt)		Per Capita (\$)	
				Low	High	Low	High	Low	High
100,000 and Over	9	4	9	0.157	1.222	1.555	102	1,286	1,889
50,000 to 99,999	6	1	9	0.145	0.477	1.131	101	432	1,307
25,000 to 49,999	10	7	18	0.022	0.669	1.474	14	698	2,027
10,000 to 24,999	9	3	34	0.035	0.284	1.424	-	274	1,558
5,000 to 9,999	1	0	28	0.009	0.145	0.429	-	159	1,535
2,500 to 4,999	1	1	42	0.011	0.099	1.050	-	121	1,707
1,000 to 2,499	1	0	26	0.002	0.109	1.511	-	129	3,454
500 to 999	0	0	11	0.022	0.078	1.500	-	125	4,313
Under 500	0	1	8	0.084	0.340	2.220	-	738	110,796
All Municipalities	37	17	185	0.002	0.747	2.220	-	787	110,796

ANALYSIS OF DEBT OF NORTH CAROLINA COUNTIES 6-30-2014
DEPARTMENT OF STATE TREASURER
DIVISION OF STATE AND LOCAL GOVERNMENT FINANCE

Counties	Fitch, Moody's S & P	Range	07/01/13 Population		ASSESSED PROPERTY VALUATION		GENERAL OBLIGATION BONDED DEBT AND NOTES		INSTALLMENT PURCHASE DEBT		Total		Total Outstanding G.O.B. Debt Authorized & Unissued (Including Enterprise)	Ratio of Total Outstanding G.O.B. Debt Authorized & Unissued (Excluding Enterprise) to Total Debt (Including Enterprise)	Per Capita Value	Revenue bonds, Revolving and Special Obligation Bonds	Other Debt **	Industrial Revenue Bonds	
			Total Appraised Value 2013-2014	Year of Last Reval.	County per \$100 Valuation	Enterprise	Other	Enterprise	Other	Enterprise	Other								
Population 250,000 and Above																			
Cumberland	Aa1	AA+	332,553	\$ 22,440,944,833	2009	0.7400	\$ -	\$ 41,575,000	\$ 41,575,000	\$ -	\$ 16,193,315	\$ 26,637,820	\$ 137,054,523	\$ 151,991,703	0.677%	\$ 457	\$ 94,915	\$ -	\$ 58,138,800
Durham	Aa1	AAA	286,053	30,837,787,629	2008	0.7744	4,269,671	356,044,822	360,314,493	16,790,546	228,538,620	72,305,000	573,716,540	690,950,220	1.000%	2,006	22,862,862	0	24,082,232
Forsyth	Aa1	AAA	360,471	81,953,726,195	2013	0.7788	9,610,336	447,935,000	457,545,336	-	40,000,000	72,305,000	560,240,000	622,545,000	1.759%	1,554	-	0	30,060,427
Guilford	Aa1	AAA	307,419	46,005,707,984	2012	0.8157	4,704,672	778,425,000	783,129,672	53,830,819	350,313,344	404,144,163	2,549,053,673	2,949,197,837	2.183%	1,979	11,704,295	0	30,188,873
Rockingham	Aa1	AAA	891,867	116,443,851,237	2011	0.8157	4,704,672	1,210,405,000	1,215,109,672	53,830,819	350,313,344	404,144,163	2,549,053,673	2,949,197,837	2.183%	2,570	11,704,295	0	30,188,873
Wake	Aa1	AAA	864,616	124,953,075,090	2008	0.8340	-	1,958,660,862	1,958,660,862	275,257,103	275,257,103	2,882,367,985	2,882,367,985	2,882,367,985	2.389%	2,988	644,188,873	0	644,188,873
Totals			3,442,979	\$ 372,485,892,666			\$ 18,584,679	\$ 4,485,045,704	\$ 4,503,630,383	\$ 97,259,185	\$ 1,041,887,563	\$ 1,139,146,747	\$ 7,721,616,903	\$ 7,721,616,903	2.073%	\$ 2,243	\$ 34,602,073	\$ -	\$ 789,659,579
Population 100,000 - 249,999																			
Alamance	Aa2	AA-	153,595	\$ 12,472,208,558	2009	0.5400	-	\$ 46,525,000	\$ 46,525,000	-	\$ 15,000,000	\$ 18,676,242	\$ 18,676,242	\$ 80,201,242	0.643%	\$ 522	\$ -	\$ -	\$ 2,300,000
Brunswick	Aa2	AA	248,872	24,770,999,502	2011	0.4425	5,082,080	36,500,000	41,582,080	-	-	33,545,000	89,987,080	89,987,080	0.363%	775	141,408,451	0	32,181,060
Buncombe	Aa1	AAA	285,015	28,590,015,837	2013	0.5690	-	38,388,000	38,388,000	11,819,395	353,705,605	365,525,000	382,093,605	382,093,605	1.371%	1,575	3,810,000	0	4,700,715
Cabarrus	Aa1	AA+	186,457	19,195,836,998	2012	0.7000	-	80,395,000	80,395,000	-	239,931,923	239,931,923	300,326,923	300,326,923	1.659%	1,718	-	0	54,060,000
Catawba	Aa1	AA	155,411	16,304,029,317	2011	0.5300	-	760,000	760,000	12,609,273	141,418,522	154,027,795	142,179,522	142,179,522	0.872%	915	-	0	4,700,715
Craven	Aa2	AA-	104,421	9,789,089,756	2010	0.4675	-	21,030,000	21,030,000	4,737,183	41,488,767	46,225,950	62,518,767	62,518,767	0.639%	599	-	0	10,500,000
Dawson	Aa2	AA-	163,770	13,293,664,836	2007	0.5400	810,000	59,390,000	60,200,000	4,008,462	10,191,083	14,199,546	27,973,083	27,973,083	0.625%	568	6,589,951	0	78,667,152
Gaston	Aa3	AA-	209,371	15,198,317,659	2007	0.8700	-	173,762,000	173,762,000	24,489,716	138,754,757	160,244,473	135,754,757	135,754,757	1.710%	1,101	34,241,977	0	8,750,000
Harnett	Aa3	AA	103,319	12,936,810,397	2009	0.7250	-	38,110,000	38,110,000	2,770,462	93,627,183	96,397,645	197,509,638	197,509,638	0.764%	857	8,750,000	0	13,600,000
Henderson	Aa3	AA	164,974	20,635,100,372	2011	0.4850	-	268,835,000	268,835,000	70,180,000	158,389,638	198,569,638	197,509,638	197,509,638	0.957%	1,197	40,980,866	0	29,600,439
Johnston	Aa3	AA+	177,308	13,659,554,242	2011	0.7800	-	308,180,000	308,180,000	26,632,583	66,907,750	103,806,354	350,321,954	350,321,954	2.528%	1,976	289,000,000	0	2,321,250
New Hanover	Aa2	AAA	213,809	29,239,472,720	2012	0.5540	-	74,275,000	74,275,000	8,480,836	101,654,873	110,135,708	175,986,190	175,986,190	1.737%	1,941	289,000,000	0	2,321,250
Onslow	Aa2	AA	193,925	13,861,161,476	2010	0.5850	-	308,180,000	308,180,000	26,632,583	66,907,750	103,806,354	350,321,954	350,321,954	2.528%	1,976	40,980,866	0	29,600,439
Orange	Aa2	AA	139,694	16,198,310,801	2009	0.8580	832,061	76,317,939	77,150,000	6,757,278	122,157,473	128,914,751	188,478,412	188,478,412	1.225%	1,421	2,300,000	0	4,700,715
Pitt	Aa2	AA	142,561	11,521,973,510	2012	0.6800	-	32,800,000	32,800,000	1,384,676	152,739,556	154,124,232	185,539,556	185,539,556	1.610%	1,057	600,317	0	6,589,951
Randolph	Aa2	AA	134,010	10,414,908,107	2007	0.6100	-	17,487,543	17,487,543	1,512,500	29,014,417	30,531,960	87,327,314	87,327,314	0.812%	603	301,154	0	455,000
Robeson	Aa1	A	136,666	6,028,951,688	2010	0.7700	17,487,543	52,995,000	70,482,543	1,512,500	29,014,417	30,531,960	87,327,314	87,327,314	0.812%	217	514	0	10,355,000
Rowan	Aa1	AA	211,539	11,950,012,915	2011	0.6225	920,538	357,089,462	357,089,462	83,814	18,316,378	18,400,216	71,311,378	71,311,378	0.612%	514	58,376,090	0	10,355,000
Union	Aa1	AA	125,101	23,842,979,869	2008	0.6680	-	357,089,462	357,089,462	83,814	18,316,378	18,400,216	71,311,378	71,311,378	0.612%	2,082	58,376,090	0	10,355,000
Wayne	Aa2	AA-	125,101	7,851,066,662	2011	0.6680	-	357,089,462	357,089,462	83,814	18,316,378	18,400,216	71,311,378	71,311,378	0.612%	179	58,376,090	0	10,355,000
Totals			3,385,882	\$ 324,915,500,772			\$ 25,112,222	\$ 1,651,690,322	\$ 1,676,802,543	\$ 187,205,836	\$ 1,971,236,645	\$ 2,158,442,862	\$ 3,850,726,967	\$ 3,850,726,967	1.185%	\$ 1,137	\$ 642,842,529	\$ -	\$ 195,080,646
Population 50,000 - 99,999																			
Burke	Aa3	A	89,519	\$ 6,293,288,754	2013	0.6800	-	\$ 3,235,000	\$ 3,235,000	975,748	44,142,585	47,378,293	44,142,585	44,142,585	0.701%	\$ 493	\$ 184,143	\$ -	\$ 3,529,854
Caldwell	Aa2	AA+	82,504	6,116,096,000	2013	0.6000	-	1,385,000	1,385,000	-	45,816,015	47,201,015	47,201,015	47,201,015	0.772%	572	3,005,288	0	3,529,854
Carteret	Aa1	AAA	69,239	15,263,098,841	2011	0.2900	-	36,545,000	36,545,000	10,309,210	16,096,263	62,351,263	62,351,263	62,351,263	0.409%	901	3,915,566	0	20,105,000
Chatham	Aa2	AA+	67,620	9,131,023,983	2009	0.6719	-	2,925,000	2,925,000	-	39,235,262	42,160,262	39,235,262	39,235,262	0.507%	409	20,105,000	0	47,100,000
Cleveland	Aa2	A+	97,429	7,857,873,772	2008	0.7200	-	600,000	600,000	-	16,621,184	17,221,184	16,621,184	16,621,184	0.476%	288	370,717	0	47,100,000
Columbus	A3	A	57,739	3,494,768,599	2013	0.6050	-	6,610,000	6,610,000	15,410,000	12,400,646	28,010,646	17,720,978	17,720,978	0.572%	318	1,360,000	0	29,600,439
Duplin	A1	A	60,104	3,857,538,087	2009	0.8500	-	57,035,000	57,035,000	9,988,861	23,853,901	80,888,901	32,852,461	32,852,461	0.154%	1,472	2,286,601	0	7,600,000
Edgecombe	A1	A	35,704	3,897,745,063	2009	0.8200	-	35,075,000	35,075,000	17,467,587	16,059,955	51,134,955	16,059,955	16,059,955	0.396%	1,147	3,991,359	0	475,000
Franklin	Aa2	AA+	57,910	4,468,968,925	2012	0.8125	-	24,205,000	24,205,000	500,000	23,081,792	24,701,792	47,398,687	47,398,687	0.655%	759	7,600,000	0	7,600,000
Halifax	Aa1	AA	53,674	3,440,204,525	2007	0.6800	20,575,596	9,900,000	30,475,596	500,000	23,081,792	24,581,792	47,398,687	47,398,687	0.655%	759	3,991,359	0	475,000
Hoke	Aa3	AA	59,672	7,243,017,407	2011	0.5413	-	24,205,000	24,205,000	322,046	62,148,014	86,353,060	86,353,060	86,353,060	0.655%	759	22,784,000	0	7,600,000
Lee	A1	A	59,344	5,024,453,452	2013	0.7300	-	15,070,000	15,070,000	-	16,301,923	16,301,923	70,366,923	70,366,923	1.232%	1,043	-	0	6,995,000
Lenoir	Aa2	AA+	59,046	4,059,089,356	2009	0.8000	-	54,065,000	54,065,000	3,260,628	25,799,620	80,000,000	80,000,000	80,000,000	1.192%	1,192	2,932,271	0	6,995,000
Lincoln	Aa2	AA	79,745	8,421,873,275	2011	0.4880	15,238	64,805,000	64,805,000	33,806,628	33,806,628	33,806,628	33,806,628	33,806,628	0.733%	974	21,390,990	0	6,995,000
Moore	Aa2	AA	91,937	12,210,774,658	2007	0.4650	-	9,310,000	9,310,000	21,325,000	33,258,923	42,568,923	42,568,923	42,568,923	0.638%	477	729,300	0	6,995,000
Nash	Aa2	AA	94,744	7,077,532,711	2009	0.6700	-	9,310,000	9,310,000	21,325,000	33,258,923	42,568,923	42,568,923	42,568,923	0.638%	477	729,300	0	6,995,000
Pender	Aa2	A	64,015	6,401,895,105	2011	0.5120	-	72,125,000	72,125,00										

ANALYSIS OF DEBT OF
NORTH CAROLINA COUNTIES 6-30-2014
REVENUE BOND FINANCE
DIVISION OF STATE AND LOCAL GOVERNMENT FINANCE

Revised 01/06/2015

Counties	Rating	Fitch	Moody's	S & P	ASSESSED PROPERTY VALUATION			GENERAL OBLIGATION BONDED DEBT AND NOTES			INSTALLMENT PURCHASE DEBT			Total			Ratio of G.O.B. Debt to Total Debt	Ratio of G.O.B. Debt to Total Debt	Revenue Bonds	Other Debt			
					07/01/13	07/01/13	07/01/13	07/01/13	07/01/13	07/01/13	07/01/13	07/01/13	07/01/13	07/01/13	07/01/13	07/01/13					07/01/13	07/01/13	07/01/13
					Population	Total Assessed Value 2013-2014	Year of Last Reval	County Taxable Value \$100 valuation	Total	Enterprise	Other	Enterprise	Other	Enterprise	Other	Total	Enterprise	Other	Total				
Population 50,000 - 99,999 continued																							
Rockingham	Aa2				92,254	6,897,735,422	2011	0.6960	\$	\$	\$	\$	\$	\$	\$	80,830,348	75,313,484	1,092%	0.62%	941,149	\$	6,650,000	
Rutherford	Aa3				67,807	5,993,105,093	2012	0.6070	3,932,000							38,902,000	39,698,106	0.662%	0.62%	585		215,410	0
Stamps	Aa3				64,313	4,147,198,111	2011	0.7860	11,810,000							59,759,993	59,759,993	1.441%	0.62%	929		7,332,839	40,355,000
Stary	Aa3				60,612	4,349,764,553	2013	0.6700	1,060,000							1,562,500	1,562,500	0.724%	0.62%	506		1,203,114	7,794,465
Surry	Aa3				71,344	5,314,402,278	2012	0.6600	1,180,000							1,289,297	1,289,297	0.782%	0.62%	582			0
Watauga	Aa3				52,662	8,973,128,334	2006	0.6600	1,156,000							51,120,761	52,237,016	0.702%	0.62%	582			0
Wilkes	Aa2				68,794	5,562,000,000	2008	0.6600	7,270,000							48,190,000	48,190,000	0.900%	0.62%	691			0
Wilson	Aa2				61,397	6,015,079,500	2008	0.7300	7,270,000							32,826,319	31,418,319	0.473%	0.62%	386			0
Totals					1,867,063	168,058,827,596			54,984,428	458,793,168	513,697,596	43,200,000	116,424,104	862,512,300	1,013,936,404	1,397,503,468	0.832%	0.62%	749	70,463,946	147,282,837		
Population 10,000 - 49,999																							
Alexander	A1				37,436	2,590,354,198	2007	0.6050	\$	\$	\$	\$	\$	\$	\$	13,365,965	13,365,965	0.516%	0.51%	357		2,800,502	\$
Anson	Aa3				26,316	1,734,688,690	2010	0.7870	22,020,000							4,907,236	4,907,236	0.283%	0.51%	188		1,509,746	0
Ashie	Aa3				27,434	4,133,151,371	2011	0.4000	1,100,000							16,726,864	16,726,864	0.403%	0.51%	510			1,900,000
Bladen	Aa3				47,777	5,869,524,176	2010	0.5000	22,020,000							1,951,865	1,951,865	0.489%	0.51%	367			0
Blount	Aa3				35,209	2,643,575,020	2007	0.7400	10,575,000							18,217,170	18,217,170	0.602%	0.51%	663		338,304	0
Cherokee	Aa2				27,471	3,038,298,148	2012	0.5200	210,000							115,702,602	115,702,602	0.911%	0.51%	3,280		31,115,000	0
Dare	Aa2				35,273	12,722,487,403	2013	0.6600	5,710,000							9,733,039	74,943,038	1.819%	0.51%	1,896		6,751,874	0
Davis	Aa2				41,567	12,722,487,403	2013	0.6600	5,710,000							30,586,522	30,586,522	0.351%	0.51%	966		1,736,763	0
Jackson	Aa3				41,567	12,722,487,403	2013	0.6600	5,710,000							32,993,568	32,993,568	0.351%	0.51%	966		4,664,715	0
Macon	Aa3				34,151	9,388,937,188	2007	0.2700	2,627,579							23,022,091	23,022,091	0.786%	0.51%	829		13,950,666	0
Montgomery	A1				45,231	3,434,584,301	2011	0.5500	5,000,000							40,903,895	40,903,895	1.986%	0.51%	1,037			182,740,000
Perquimans	A1				39,182	3,414,140,205	2006	0.6900	20,104,000							10,849,284	16,849,284	0.384%	0.51%	430			0
Person	A2				39,182	3,414,140,205	2006	0.6900	20,104,000							14,300,000	14,300,000	0.424%	0.51%	748			0
Richmond	A1				48,041	3,062,890,734	2008	0.8100	2,272,000							3,281,713	3,281,713	0.107%	0.51%	725			0
Swain	A1				36,223	2,063,731,352	2011	1.0300	4,670,000							3,533,665	3,533,665	0.607%	0.51%	373		168,842	0
Stokes	Aa2				46,731	3,632,453,273	2013	0.6000	5,000,000							2,701,862	2,701,862	0.127%	0.51%	232			0
Transylvania	A1				33,220	6,053,434,497	2009	0.4989	2,265,000							18,582,810	20,797,810	0.729%	0.51%	462			0
Vance	A1				45,056	2,852,988,573	2008	0.7820	2,265,000							30,804,848	30,227,486	1.073%	0.51%	608			0
Yadon	A1				38,131	2,872,116,809	2009	0.6760	5,422,847							30,804,848	30,227,486	1.073%	0.51%	608			0
Totals					750,437	92,333,502,153			62,580,573	436,996,571	499,579,144	65,800,000	116,424,104	862,512,300	1,013,936,404	1,397,503,468	0.832%	0.62%	757	70,463,946	147,282,837		
Population 10,000 - 24,999																							
Albemarle	A1				11,052	1,792,891,494	2007	0.4700	\$	\$	\$	\$	\$	\$	\$	7,134,527	7,134,527	0.388%	0.38%	646		\$	0
Ashe	A1				17,872	4,585,414,063	2010	0.4050	16,226,454							6,162,963	6,162,963	0.134%	0.38%	1,443			0
Bladen	Aa3				20,596	1,092,947,570	2012	0.8400	2,227,993							29,062,829	29,062,829	0.237%	0.38%	1,411			0
Blount	Aa3				10,174	1,192,865,176	2010	0.5900	1,535,000							7,862,283	7,862,283	0.610%	0.38%	395			0
Carter	A1				23,844	1,533,097,813	2008	0.6900	1,535,000							17,962,479	17,962,479	1.186%	0.38%	1,214			0
Chowan	A3				14,815	1,515,634,018	2008	0.6950	520,000							10,076,472	11,486,472	0.551%	0.38%	1,065		456,147	0
Clay	Aa2				19,784	2,088,174,632	2010	0.3600	1,860,000							4,857,143	6,146,924	0.107%	0.38%	251		15,915,000	0
Currituck	Aa3				24,506	5,739,438,866	2013	0.6500	1,268,181							6,083,754	5,738,818	0.604%	0.38%	483			0
Dare	Aa2				11,880	1,858,930,096	2013	0.7860	680,219							418,430	418,430	0.040%	0.38%	20		15,254,091	0
Greene	A1				21,073	1,523,290,499	2011	0.8400	550,000							11,913,333	12,463,333	0.818%	0.38%	508			70,000,000
Hertford	A1				18,654	1,858,930,096	2013	0.6000	1,050,480							2,986,866	2,986,866	0.393%	0.38%	283			0
Henderson	A1				21,372	2,077,061,105	2012	0.5200	12,000,000							8,138,657	8,138,657	0.382%	0.38%	381			0
Johnston	A1				23,750	2,033,778,278	2009	0.7000	1,285,714							12,000,000	12,000,000	0.589%	0.38%	568			0
Madison	A1				15,407	1,937,795,552	2009	0.4000	19,937,000							1,285,714	1,285,714	0.066%	0.38%	330			0
Mecklenburg	A1				21,244	2,022,717,971	2011	0.9200	3,860,246							8,601,828	8,601,828	0.202%	0.38%	249		4,766,026	0
Person	A3				13,071	1,587,572,173	2012	0.6250	10,211,484							3,202,882	3,202,882	0.202%	0.38%	757		1,167,969	0
Perquimans	Aa3				13,771	1,743,432,473	2008	0.4400	8,509,321							8,032,655	8,032,655	0.291%	0.38%	380			0
Polk	Aa3				26,603	2,760,254,425	2008	0.5175	1,640,000							6,061,863	7,701,863	0.482%	0.38%	528			0
Swain	Baa1				14,590	1,966,412,516	2013	0.3600	164,500							4,484,552	4,484,552	0.181%	0.38%	227		908,033	0
Warren	A1				26,453	2,962,796,122	2009	0.8600	164,500							4,484,552	4,484,552	0.181%	0.38%	227			0

ANALYSIS OF DEBT OF
NORTH CAROLINA COUNTIES 6-30-2014
DEPARTMENT OF STATE TREASURER
DIVISION OF STATE AND LOCAL GOVERNMENT FINANCE

Counties	Rating Fitch, Moody's S & P	07/01/13 Population	ASSESSED PROPERTY VALUATION		GENERAL OBLIGATION BONDED DEBT AND NOTES		INSTALLMENT PURCHASE DEBT		Total Outstanding G O B Debt Authorized & G O B Debt and IP Debt (Excluding Enterpriseg)	Ratios of Total Outstanding G O B Authorized and Unissued G O B Debt and IP Debt to Property Appraised Value	Revenue bonds, Revolving and Bond Loans, and Special Obligation Bonds	Industrial Revenue Bonds
			Total Assessed Value 2013-2014	Yrs of Last Recal	County tax rate per \$1,000	Enterprise	Other	Enterprise				
Population 10,000 - 24,999 continued												
Washington	A-	12,828	681,227,698	2013	0.7900				350,000	0.500%		
Yancey		17,921	2,899,955,847	2008	0.5000				2,574,000	0.085%	27	10,000,000
Totals		396,708	45,621,616,446			14,006,713	12,228,787	38,326,189	177,050,095	0.350%	448	43,298,217
Population 5,999 and Below												
Granham	A2	8,854	1,251,955,133	2010	0.4600				1,892,852	0.335%	474	
Yancey		8,628	1,251,955,133	2008	0.6900				2,890,972	0.256%	498	1,388,000
Yone		4,143	481,884,339	2009	0.6900				1,598,340	0.325%	396	3,524,000
Totals		16,803	2,870,123,947			1,746,654	2,200,000	6,482,185	6,380,889	0.303%	462	4,912,000
All Counties		9,851,952	1,006,282,363,562			175,985,996	6,664,140,302	503,814,932	13,730,849,188	1.365%	1,392	6,621,996,901

* includes only debt approved by the Local Government Commission (LGC). Certain types of installment purchase debt, leases, etc., are excluded from LGC approval per statute, i.e. motor vehicles, certain short term financings and USDA loans.

** Other Debt includes Revenue Bonds and BANS, Revolving Loans, State Bond Loans, Special Obligation Bonds, and COP's.

ANALYSIS OF DEBT OF
NORTH CAROLINA MUNICIPALITIES 6-30-2014
DEPARTMENT OF STATE TREASURER
DIVISION OF STATE AND LOCAL GOVERNMENT FINANCE

Municipalities	Fitch	Moody's	S & P	7/1/2013 Population	ASSESSED PROPERTY VALUATION		GENERAL OBLIGATION BONDED DEBT AND NOTES		INSTALLMENT PURCHASE DEBT		Total G.O.B. Debt, Authorized & Unissued IP Debt (Excluding Enterprise)	Ratios of Total Outstanding G.O.B. Debt, Authorized & Unissued (Excluding Enterprise)		Revenue bonds, Revolving and State Bond Loans, and Special Tax Bonds	Other Debt **
					Total Appraised Value 2013-2014	Tax Rate per \$100 Valuation	Enterprise	Other	Enterprise	Other		Property Appraised Value	Per Capita		
Population 100,000 and Over															
City	AAA	Aaa	AAA	144,671	\$ 22,133,004,306	0.3500	\$ 87,014,236	\$ 204,090,000	\$ 47,085,000	\$ 22,350,000	\$ 186,510,764	0.843%	\$ 1,289	\$ 138,652,823	
Charlotte	AAA	Aaa	AAA	789,248	89,646,261,352	0.4687	182,453,808	843,542,000	266,006,771	558,042,003	1,366,532,561	0.843%	1,731	2,248,205,587	
Durham	AAA	Aaa	AAA	241,174	13,811,195,280	0.5675	44,912,424	216,445,000	60,310,201	122,580,000	231,842,777	1.524%	961	66,780,609	
Fayetteville	AAA	Aaa	AAA	210,468	11,489,723	0.4560	9,710,277	11,200,000	1,489,723	5,487,656	11,859,073	0.157%	102	144,708,469	
Greensboro	AAA	Aaa	AAA	278,654	24,973,919,471	0.6325	652,676	163,379,282	163,379,282	26,850,000	39,784,639	1.362%	1,220	224,406,756	
High Point	AAA	Aaa	AAA	107,642	8,951,620,149	0.6750	40,639,916	114,460,000	1,308,641	13,934,639	75,128,726	0.839%	698	164,688,646	
Raleigh	AAA	Aaa	AAA	425,424	51,686,716,778	0.3828	21,994,687	320,200,000	111,000,000	98,068,839	394,518,173	1.555%	1,889	671,072,373	
Wilmington	AAA	Aaa	AAA	111,773	12,933,082,128	0.4500	2,355,000	27,240,000	82,955,229	63,724,771	146,680,000	0.685%	793	11,180,000	
Winston-Salem	AAA	Aaa	AAA	235,527	19,897,756,997	0.5300	27,602	80,395,000	36,955,150	77,104,997	157,472,396	0.791%	669	510,008,663	
Totals				2,544,581	\$ 267,751,693,712		\$ 381,540,070	\$ 1,981,967,718	\$ 587,471,053	\$ 1,083,548,092	\$ 1,954,176,768	1.222%	\$ 1,286	\$ 4,179,703,418	
Population 50,000 to 99,999															
Ashville	AA+	Aa1	AA+	88,003	\$ 11,168,038,239	0.4600	\$ 442,132	\$ 670,000	\$ -	\$ 11,044,900	\$ 23,231,533	0.210%	\$ 267	\$ 63,303,465	
Burlington	AA2	Aa2	AA2	51,396	4,480,088,465	0.5800	8,865,220	14,050,000	-	8,000,000	800,000	0.216%	188	36,915,000	
Chapel Hill	AAA	Aaa	AAA	59,653	7,352,844,562	0.5140	28,141,000	28,141,000	-	8,499,039	15,965,961	0.600%	739	83,425,000	
Concord	AA	Aa1	AA	83,279	9,314,832,646	0.4800	430,000	34,812,000	-	6,885,626	26,529,374	0.285%	319	28,874,181	
Gastonia	AA	Aa2	AA	72,947	5,319,291,993	0.5300	4,343,244	14,430,000	-	7,550,000	8,608,333	0.805%	587	92,494,445	
Greenville	AA	Aa2	AA	87,241	5,733,195,224	0.5200	4,343,244	14,430,000	-	4,997,546	18,194,500	0.493%	324	52,600,259	
Huntersville	AA	Aa3	AA	52,278	6,044,172,961	0.2825	21,595,000	21,595,000	24,370,000	13,604,881	23,158,759	1.131%	1,307	6,947,866	
Jacksonville	AA	Aa3	AA	78,190	3,744,464,431	0.5380	-	-	-	19,052,083	5,701,463	0.142%	101	364,560,028	
Rocky Mount	A1	A+	A+	56,334	3,929,356,268	0.5800	-	-	-	19,052,083	5,701,463	0.142%	101	364,560,028	
Totals				629,321	\$ 57,085,894,789		\$ 103,097,845	\$ 113,496,000	\$ 24,370,000	\$ 144,569,924	\$ 216,203,989	0.477%	\$ 432	\$ 3,641,560,028	
Population 25,000 to 49,999															
Apex	AA1	Aa1	AA1	40,918	\$ 4,754,997,560	0.3900	\$ 34,315,000	\$ 52,700,000	\$ -	\$ 6,302,000	\$ 24,687,000	0.519%	\$ 603	\$ 5,284,000	
Ashboro	AA	Aa2	AA	25,676	2,322,342,283	0.5500	62,508	70,000	-	900,000	1,039,689	0.039%	35	6,320,950	
Cornelius	AA	Aa2	AA	27,655	4,895,306,241	0.2400	1,370,000	1,370,000	20,400,000	8,293,991	30,063,991	0.614%	1,087	18,685,917	
Garner	AA2	Aa2	AA2	27,035	3,065,947,038	0.4900	25,000	15,529,000	25,911,000	2,246,644	6,369,613	1.424%	1,615	14,016,616	
Goldensboro	AA2	Aa2	AA2	35,469	2,303,992,425	0.6500	15,445,702	19,200,000	-	5,662,921	9,417,219	0.409%	265	36,441,981	
Hickory	AA2	Aa2	AA2	40,216	4,727,215,708	0.5000	11,867,167	24,590,000	8,000,000	18,796,425	20,335,025	1.122%	1,430	33,497,438	
Holy Springs	AA2	Aa2	AA2	27,637	3,521,194,539	0.4350	10,481,000	10,481,000	14,500,000	1,548,600	18,796,425	0.791%	784	33,497,438	
Indian Trail	AA2	Aa2	AA2	35,795	3,486,136,338	0.5600	10,481,000	10,481,000	14,500,000	1,548,600	18,796,425	0.791%	784	33,497,438	
Kannapolis	AA3	Aa3	AA3	43,789	3,405,370,657	0.3175	1,400,000	1,400,000	10,500,000	5,126,785	41,050,027	1.177%	938	33,497,438	
Matthews	AA1	Aa1	AA1	29,464	3,469,605,627	0.5550	1,400,000	1,400,000	10,500,000	5,126,785	41,050,027	1.177%	938	33,497,438	
Monroe	AA1	Aa1	AA1	33,708	3,263,851,607	0.4100	23,875,000	23,875,000	30,000,000	30,155,000	2,807,775	0.081%	83	53,021,511	
Mooreville	AA1	Aa1	AA1	35,886	3,197,905,926	0.4100	23,875,000	23,875,000	30,000,000	30,155,000	2,807,775	0.081%	83	53,021,511	
New Bern	AA1	Aa1	AA1	29,889	2,764,903,322	0.6374	1,429,179	1,915,000	-	17,402,478	98,748,918	1.354%	2,027	75,690,794	
Salisbury	AA3	Aa3	AA3	33,726	2,438,983,425	0.5400	485,821	1,915,000	-	11,185,784	9,002,761	0.292%	301	54,438,313	
Santory	AA1	Aa1	AA1	28,862	1,707,669,203	0.5600	-	-	14,500,000	797,716	15,297,716	0.627%	500	33,125,914	
Thomasville	AA1	Aa1	AA1	20,897	4,068,999,905	0.5100	12,755,000	12,755,000	-	11,954,520	12,554,520	0.607%	763	47,936,723	
Wake Forest	AA1	Aa1	AA1	32,360	4,061,047,676	0.5150	9,785,000	9,785,000	-	32,060,202	25,722,515	0.633%	524	29,594,659	
Wilson	AA2	Aa2	AA2	45,094	63,003,360,321	0.5150	9,785,000	9,785,000	-	32,060,202	25,722,515	0.633%	524	29,594,659	
Totals				603,346	\$ 63,003,360,321		\$ 74,329,556	\$ 173,676,000	\$ 123,811,000	\$ 182,442,398	\$ 380,610,236	0.669%	\$ 698	\$ 452,196,862	
Population 10,000 to 24,999															
Atentarie	AA3	A	A	15,904	\$ 997,021,227	0.5600	\$ -	\$ -	\$ -	\$ 8,461,322	\$ 3,150,000	0.316%	\$ 198	\$ 2,729,398	
Totals				15,904	\$ 997,021,227		\$ -	\$ -	\$ -	\$ 8,461,322	\$ 3,150,000	0.316%	\$ 198	\$ 2,729,398	

ANALYSIS OF DEBT OF
NORTH CAROLINA MUNICIPALITIES 6/30/2014
DEPARTMENT OF STATE TREASURER
DIVISION OF STATE AND LOCAL GOVERNMENT FINANCE

Municipalities	Fitch	Ratings	7/1/2013 Population	ASSESSED PROPERTY VALUATION		GENERAL OBLIGATION BONDED DEBT AND NOTES		INSTALLMENT PURCHASE DEBT		G.O.B. Debt Authorized & Unissued (Excluding Enterprise)	Ratio of G.O.B. Debt to Total Debt (Excluding Enterprise)	Revenue Bonds, Mortgage and Special Obligation Bonds
				Total Appraised Value 2013-2014	Tax Rate per \$100 Valuation	Enterprise	Other	Enterprise	Other			
Asheville			11,746	\$	\$	\$	\$	\$	\$	\$	0.251%	\$
Beaufort	A2	A	10,634	1,148,705,822	0.2900			2,599,840	2,496,021	2,406,421	1.424%	2,180,250
Benoit	A1	A-	18,277	1,418,113,169	0.3750			993,590	4,369,264	16,369,204	1.539%	1,450,000
Carroll	A3	AA	20,510	2,022,351,179	0.5984	4,350,000				6,825,000	0.328%	2,560,000
Clayton	A1	A	17,174	1,606,175,884	0.5250	5,720,000		400,268	5,667,869	15,387,899	0.958%	6,917,146
Clermont	A1	A	19,158	1,965,071,877	0.1150							
Daniels	A3	A-	12,040	1,742,961,330	0.3500				2,302,162	2,302,162	0.137%	191
Edwards	A3	A	15,406	906,889,889	0.6090			8,563,201	730,400	9,293,601	0.073%	47
Elizabeth City	A3	A	18,054	1,390,654,966	0.4950			3,018,211		3,018,211	0.079%	2,664,745
Farmington	A2	AA	19,802	2,356,421,748	0.3850			1,400,000		1,400,000	0.057%	3,833,104
Franklin	A2	AA	14,177	999,494,990	0.4400	6,030,000	8,525,000	2,500,000	2,100,000	7,418,333	0.557%	1,860,186
Franklin	A2	AA	13,996	1,639,534,670	0.1585			9,826,241	806,889	10,633,130	0.049%	81
Franklin	A2	AA	20,021	922,543,030	0.4850					1,690,000	0.177%	58
Franklin	A2	AA	13,202	963,547,449	0.6700			1,865,125	2,213,532	4,078,657	0.225%	146
Franklin	A2	AA	13,473	1,632,510,187	0.4100		2,060,000	18,813,788	6,750,000	21,563,788	0.533%	6,066,654
Franklin	A2	AA	15,915	1,081,850,353	0.4200			5,300,000		5,300,000		
Franklin	A1	BBB+	10,615	2,408,841,185	0.3275		4,000,000		1,256,033	5,256,033	0.218%	219
Franklin	A2	AA	21,368	1,467,625,685	0.8600			399,590	1,317,270	1,716,860	0.134%	124
Franklin	A2	AA	12,892	1,371,625,985	0.4000	1,253,156	3,436,842	4,690,000	996,433	12,220,223	0.691%	963
Franklin	BBB1	A	15,910	1,817,234,296	0.4300	289,124		382,388	8,783,380	9,165,769	1.016%	522
Franklin	A2	A	12,448	1,927,719,137	0.1515			1,451,315	12,280,000	12,280,000	0.619%	796
Franklin	A2	A	12,912	1,705,706,143	0.3600			4,480,558	601,015	5,081,573	0.035%	34
Franklin	A2	A	12,912	1,305,308,319	0.1770			2,186,159	1,773,334	3,959,488	0.147%	137
Franklin	A1	AA-	16,655	1,502,229,655	0.5600		3,700,000	6,604,464	2,200,000	8,808,924	0.169%	136
Franklin	A	AA	21,607	1,473,816,047	0.8300	2,502,565		4,510,163	5,603,333	10,113,496	0.149%	102
Franklin	AA	AA	12,136	1,620,699,017	0.4700	605,000		6,716,667	12,320,000	19,041,667	0.346%	462
Franklin	AA	AA	24,700	2,375,000	0.2700	455,000			2,645,497	3,100,497	0.065%	158
Franklin	A2	AA	16,754	3,320,171,231	0.5300	3,700,000		1,530,000	2,645,497	32,325,081	0.889%	1,558
Franklin	A3	AAA	20,753	3,635,351,074	0.3900	10,377,223		13,499,449	13,499,449	26,998,898	0.781%	609
Franklin	A2	AA-	10,372	1,073,735,524	0.5200	147,777		14,108,702	6,760,713	20,869,415	0.639%	519
Franklin	A2	AA-	14,271	1,114,321,986	0.5300		3,700,000		4,997,545	8,697,545	0.045%	99
Franklin	A1	A+	15,525	3,439,368,141	0.2800				5,760,713	1,533,333		446,403
Franklin	A1	A+	14,246	1,103,296,003	0.7100				1,476,676	1,476,676	0.128%	14,208,366
Franklin	A1	A	20,179	1,740,945,892	0.4350			20,000	789,048	809,048	0.045%	39
Franklin	A1	A	11,027	1,028,292,981	0.5700	730,000		65,000	6,521,428	7,256,428	0.834%	23,349,769
Franklin	A2	AA-	13,089	2,223,819,385	0.3500			3,859,611	4,116,667	7,976,278	0.185%	4,084,001
Franklin	A1	AA	12,111	462,776,759	0.8600	1,236,000		414,596	1,631,605	1,851,995	0.398%	3,061,971
Franklin	A1	AA	24,981	2,967,257,510	0.4100			1,960,898	4,437,301	6,398,200	0.153%	11,048,147
Franklin	A3	A	10,886	1,349,354,750	0.0350				6,322,256	6,322,256	0.434%	117,412
Franklin	A3	A	11,285	881,022,079	0.4100							
Franklin	A3	A	11,311	1,455,072,955	0.3400							
Totals			741,048	71,441,537,665		42,516,501	56,565,124	127,872,244	126,327,978	254,000,222	0.284%	274
Population 5,000 to 9,999			7,342	739,895,802	0.4300				533,333	533,333	0.072%	73
Aberdeen	A-		5,014	222,454,015	0.5400							4,632,818

ANALYSIS OF DEBT OF
NORTH CAROLINA MUNICIPALITIES 6-30-2014
DEPARTMENT OF STATE TREASURER
DIVISION OF STATE AND LOCAL GOVERNMENT FINANCE

Municipalities	7/1/2013 Population		ASSESSED PROPERTY VALUATION		GENERAL OBLIGATION BONDED DEBT AND NOTES		INSTALLMENT PURCHASE DEBT		Total Outstanding G.O.B. Debt, Authorized & Unissued G.O.B. Debt and IP Debt (Excluding Enterprise)		Ratios of Total Outstanding G.O.B. Debt, Authorized and Unissued G.O.B. Debt and IP Debt (Excluding Enterprise)		Revenue bonds, Revolving and State Bond Loans, and Special Obligation Bonds	
	Fitch	Moody's	S & P	Total Appraised Value 2013-2014	Tax Rate per \$100 Valuation	Enterprise	Other	Enterprise	Other	Total	Property Value	Per Capita	Other Debt	
Bessemer City	A1	A+		341,091,116	0.4300	595,000		1,922,665		1,922,665	0.202%	244	34,740	
Black Mountain				996,883,660	0.3750			1,180,000		1,180,000	0.228%	201	1,866,194	
Boiling Spring Lakes				517,243,031	0.1400			85,000		85,000	0.009%	11	1,783,099	
Brevard				967,022,079	0.4525		136,928	2,200,000		2,200,000	0.391%	285	3,493,144	
Butler				562,811,057	0.3500	46,000		4,696,079		4,696,079	0.284%	799	515,490	
Carolina Beach	A1	A-		1,652,730,048	0.2350			891,805		891,805	0.242%	154	2,468,978	
Cherryville	A3	A+		368,927,001	0.4600			177,300		177,300	0.163%	134	1,325,310	
Clinch	A3	A		712,313,411	0.4000	500,000		1,879,300		1,879,300	0.246%	197	3,727,347	
Conover	A1	A		1,065,647,437	0.4000	1,540,000		2,256,275		2,256,275	0.258%	348	116,113	
Dunn	A3	A+		763,540,235	0.5000			2,600,000		2,600,000	0.137%	194	484,064	
Elon				543,530,154	0.4200			1,444,445		1,444,445	0.101%	5	49,038	
Fletcher				1,009,632,486	0.3250			3,275,559		3,275,559	0.422%	512	22,939,675	
Forest City				1,058,061,418	0.2900		29,950	3,358,920		3,358,920	0.166%	481	45,009	
Glossville	Baa1	A-		503,701,312	0.5100	566,050		808,799		808,799	0.068%	56	999,159	
Grovesville	A2	A		306,370,322	0.6600			392,857		392,857	0.037%	64		
Hamlet	A2	A		776,660,382	0.6800		29,950	840,304		840,304	0.090%	186	19,843,403	
Hillsborough	Aa3	A		2,019,744,511	0.3209			312,838		312,838	0.429%	1,535	97,598,628	
Kill Devil Hills				566,533,765	0.4220			1,737,000		1,737,000	0.429%	1,535	97,598,628	
King				443,817,575	0.5100			10,877,969		10,877,969	0.130%	17	6,199,806	
Macon				1,069,297,225	0.5000			1,110,000		1,110,000	0.44%	27		
Marvin				852,846,436	0.0974			225,000		225,000	0.26%	578		
Mills River				677,862,619	0.2900			482,171		482,171	0.077%	52	138,604	
Northwest City				1,920,707,945	0.3150			367,500		367,500	0.088%	60	94,090	
Northside				369,410,408	0.5600			200,000		200,000	0.047%	24	75,804	
Oak Island				2,537,468,532	0.2750			12,348,051		12,348,051	0.047%	24	75,804	
Oak Ridge				852,722,314	0.0863			833,386		833,386	0.228%	202	1,926,929	
Orford	A3	A		523,870,524	0.6200			1,961,700		1,961,700	0.381%	444	1,326,528	
Orton	A2	BBB+		1,616,893,141	0.3200			4,358,191		4,358,191	0.381%	444	1,326,528	
Pineville	A3	A		641,350,993	0.4800			185,762		185,762	0.039%	30	3,978,858	
Rockingham				669,151,317	0.6300			300,000		300,000	0.084%	56	2,718,667	
Robeson				219,148,872	0.2000			405,765		405,765	0.341%	259	4,492,266	
Saxtons River				416,037,400	0.5100			2,445,660		2,445,660	0.341%	259	4,492,266	
Siler City				429,813,921	0.4500			51,331,808		51,331,808	0.149%	159	186,164,051	
Stokesdale				539,860,005	0.0000	13,860,063		55,123,756		55,123,756	0.149%	159	186,164,051	
Trinity				511,973,427	0.0200			833,386		833,386	0.228%	202	1,926,929	
Unionville				318,740,141	0.4960			3,833,353		3,833,353	0.381%	444	1,326,528	
Wadesboro				859,922,649	0.5000	140,000		1,973,118		1,973,118	0.039%	30	3,978,858	
Washington	A1	A+		1,144,797,193	0.4082			185,762		185,762	0.039%	30	3,978,858	
Waynesville				2,059,291,105	0.0520			300,000		300,000	0.084%	56	2,718,667	
Weddington				471,288,924	0.4900			405,765		405,765	0.341%	259	4,492,266	
Wendell				958,548,713	0.0165			2,879,569		2,879,569	0.341%	259	4,492,266	
Wesley Chapel				435,359,388	0.5125			916,500		916,500	0.341%	259	4,492,266	
Whiteville				356,730,462	0.7400			5,325,249		5,325,249	0.341%	259	4,492,266	
Williamston				717,869,694	0.4750			5,325,249		5,325,249	0.341%	259	4,492,266	
Winterville				657,388,041	0.3050			5,325,249		5,325,249	0.341%	259	4,492,266	
Woodfin				657,388,041	0.3050			5,325,249		5,325,249	0.341%	259	4,492,266	
Totals				37,956,324,206		18,163,633	29,950	51,331,808	55,123,756	106,455,564	0.149%	159	186,164,051	
Population 5,000 to 9,999 continued				346,466		10,538,000	285,724	1,042,543	750,000	1,308,266	0.311%	211	3,109,811	
Population 2,500 to 4,999				4,946		1,115,144	750,000	1,042,543	750,000	1,308,266	0.254%	160	3,135,000	
Alonkie				295,732,135	0.5300			750,000		750,000	0.254%	160	3,135,000	
Angier				4,946	0.7600			1,042,543		1,042,543	0.311%	211	3,109,811	

ANALYSIS OF DEBT OF
NORTH CAROLINA MUNICIPALITIES 6-30-2014
DEPARTMENT OF STATE TREASURER
DIVISION OF STATE AND LOCAL GOVERNMENT FINANCE

Revised: 01/06/2015

Municipalities	Ratings	7/1/2013 Population	ASSESSED PROPERTY VALUATION		GENERAL OBLIGATION BONDED DEBT AND NOTES		INSTALLMENT PURCHASE DEBT		Total	Total Outstanding G.O.B. Debt, Authorized & IP Debt and Enterprise	Ratios of total Outstanding G.O.B. Debt, Authorized & IP Debt (Excluding Enterprise) to Property Value	Revenue bonds, Revolving and State Bond Loans, and Special Obligation Bonds	Other Debt **
			Total Assessed Value 2013-2014	Tax Rate per \$100 Valuation	Enterprise	Other	Enterprise	Other					
Acher Lodge		4,536	266,382,873	0.1500	\$ -	\$ -	\$ -	\$ -	433,333	433,333	0.163%	\$ 96	\$ -
Beaufort		4,152	928,446,340	0.3000	-	-	-	-	1,300,000	1,300,000	0.146%	313	16,894,030
Benson		3,377	283,808,947	0.5300	-	-	-	-	-	-	-	-	2,804,070
Bermuda Run		2,516	479,109,922	0.1500	-	-	-	-	304,583	304,583	0.064%	121	744,059
Boling Springs		4,626	274,475,356	0.2900	-	-	-	-	690,910	690,910	-	-	1,971,000
Burgaw		3,989	266,281,637	0.4800	515,853	-	-	-	166,667	166,667	0.063%	42	-
Cajah's Mountain		2,776	-	0.0000	-	-	-	-	-	-	-	-	1,345,763
Canton		4,218	461,577,745	0.5900	-	-	-	-	-	-	-	-	2,918,657
Carolina Shores		3,253	408,552,495	0.1616	-	-	-	-	-	-	-	-	5,519,864
China Grove		4,176	280,452,371	0.5400	-	-	-	-	1,000,000	1,000,000	0.233%	213	-
Cramerton		4,689	429,211,902	0.4750	-	-	-	-	3,473,873	3,473,873	0.495%	286	-
Crescentmoor		4,289	307,907,044	0.7000	-	-	-	-	-	-	-	-	-
Dallas		4,667	269,713,815	0.3600	-	-	-	-	-	-	-	-	-
Eastover		3,731	302,285,031	0.2050	-	-	-	-	-	-	-	-	-
Edenton		4,883	518,637,887	0.2900	-	-	-	-	-	-	-	-	-
Elizabethtown		3,620	263,987,769	0.6150	-	-	-	-	132,868	132,868	-	-	231,072
Ellen	A+	3,959	440,269,820	0.5500	-	-	-	-	477,149	477,149	0.108%	121	295,070
Emerald Isle	A+	3,784	2,989,153,857	0.1250	-	-	-	-	2,446,283	2,446,283	0.082%	646	-
Enfield	AA	2,524	96,677,723	0.7500	2,078,000	-	-	-	524,167	524,167	0.578%	208	217,392
Erwin		4,541	254,029,903	0.4800	-	-	-	-	-	-	-	-	379,000
Farmington		2,659	106,913,831	0.7300	2,554,000	-	-	-	-	-	-	-	-
Farmview		3,485	427,645,694	0.0200	-	-	-	-	-	-	-	-	-
Farmville		4,716	296,243,777	0.4900	-	-	-	-	2,294,664	2,294,664	-	-	-
Flat Rock		3,184	852,788,042	0.0840	-	-	-	-	-	-	-	-	-
Franklin		3,933	699,598,308	0.2500	12,000	-	-	-	1,313,476	1,313,476	0.188%	334	-
Garnettsville		4,013	367,217,012	0.4400	-	-	-	-	538,481	538,481	0.147%	115	-
Grainee Falls		4,877	201,022,735	0.4600	-	-	-	-	-	-	-	-	-
Granite Quarry		2,996	92,271,067	0.0500	-	-	-	-	-	-	-	-	-
Grifton		2,895	249,569,146	0.3800	-	-	-	-	225,000	225,000	0.096%	58	573,000
Hudson		3,881	1,084,550,699	0.3000	-	-	-	-	-	-	-	-	-
Jameson		3,603	1,106,650,699	0.4500	-	-	-	-	2,430,941	2,430,941	0.219%	713	-
Kitty Hawk		2,606	136,766,172	0.2300	-	-	-	-	-	-	-	-	-
Lake Park		5,647	265,782,102	0.2300	-	-	-	-	-	-	-	-	-
Lands		3,108	246,638,985	0.4800	3,566,000	-	-	-	669,380	669,380	-	-	90,864
Liberty		2,665	177,292,694	0.5125	-	-	-	-	-	-	-	-	-
Lillington		3,300	287,216,691	0.5200	-	-	-	-	83,555	83,555	-	-	-
Locust		3,033	559,578,623	0.3600	-	-	-	-	733,298	733,298	-	-	2,377,866
Long View		4,876	338,603,034	0.4200	-	-	-	-	193,037	193,037	-	-	343,852
Louisburg		3,426	271,567,495	0.5350	-	-	-	-	1,094,273	1,094,273	0.021%	17	2,790,692
Louisburg		3,614	265,989,884	0.4900	-	-	-	-	-	-	-	-	-
Lowell		3,387	1,300,136,082	0.3600	-	-	-	-	680,000	680,000	0.052%	201	-
Melrose		3,368	326,975,029	0.2000	-	-	-	-	608,500	608,500	0.170%	129	-
Midway		4,714	357,884,000	0.0500	-	-	-	-	-	-	-	-	-
Mineral Springs		2,783	276,749,434	0.0250	4,648,000	-	-	-	-	-	-	-	2,833,388
Mount Olive		4,710	246,843,219	0.5500	-	-	-	-	166,667	166,667	0.127%	54	3,061,794
Murfreesboro		3,082	130,800,818	0.6600	114,000	-	-	-	685,230	685,230	0.030%	236	7,200,000
Nags Head		2,901	2,318,377,420	0.2570	2,131,685	-	-	-	37,333	37,333	0.012%	8	767,500
Neuseport		4,786	310,786,187	0.3570	-	-	-	-	413,356	413,356	0.104%	94	1,858,858
North Wilkesboro		4,497	407,094,411	0.5200	-	-	-	-	-	-	-	-	86,846
Pembroke		3,014	176,076,275	0.6400	1,273,500	-	-	-	1,848,750	1,848,750	1.050%	613	972,868
Pittsboro		4,133	436,086,074	0.4033	743,500	-	-	-	-	-	-	-	-

ANALYSIS OF DEBT OF
NORTH CAROLINA MUNICIPALITIES 6-30-2014
DEPARTMENT OF STATE TREASURER
DIVISION OF STATE AND LOCAL GOVERNMENT FINANCE

Revised: 01/06/2015

Municipalities	Fitch	Moody's	S & P	7/1/2013 Population	ASSESSED PROPERTY VALUATION		GENERAL OBLIGATION BONDED DEBT AND NOTES			INSTALLMENT PURCHASE DEBT			Total	Outstanding G.O.B. Debt, Authorized & Unissued G.O.B. Debt and IP Debt and (Excluding Enterprise)*	Ratio of Total Outstanding G.O.B. Debt, Authorized and Unissued G.O.B. Debt and IP Debt (Excluding Enterprise) to Property Value	Revenue Source: Revolving Fund, Bond Loans, and Special Obligation Bonds	Other Debt		
					Total Appraised Value 2013-2014	Tax Rate per \$100 Valuation	Enterprise	Other	Total	Enterprise	Other	Per Capita							
Population 2,500 to 4,999 continued																			
Pleasant Garden				4,578	\$	366,178,094	0.0250	\$											
Plymouth				3,777		177,740,324	0.5400				111,502							1,374,639	
Poillon				3,191		42,940,481	0.2300				860,000							771,766	
Racford		A		4,887		427,623,778	0.4800	128,250			593,837							41	
Randleman		A3		4,163		391,037,410	0.5900											423	
Reno		BBB+		3,470		190,327,073	0.3700												
Red Oak				3,463		170,846,472	0.6400												
Red Springs				3,454		332,381,477	0.2850	2,935,000											
River Bend		AA-		3,104		560,618,683	0.4400	416,500											
Rolesville				3,025		366,814,683	0.2800												
Rural Hall				4,200		235,867,894	0.3670												
Rutherfordton				3,650		1,389,398,788	0.9500												
Saint James				4,033		792,373,990	0.3500												
Shalotte				2,846		1,305,785,245	0.2750			1,176,754									
Southern Shores				3,060		711,986,151	0.6400	330,000										53	
Southport				3,273		286,470,339	0.6200			374,483								989	
Spencer		Baa1		4,331		254,963,413	0.6800											114	
Spartanburg				3,609		1,862,617,965	0.1050	785,000											
Stanley		A1		3,812		1,641,679,811	0.3000												
Sunset Beach				2,870		425,212,651	0.3000												
Swainsboro				3,886		150,382,173	0.8700	1,767,044											
Sylvia				4,104		641,728,150	0.1700												
Tabor City				2,515		348,464,761	0.4400												
Trent Woods				3,284		168,393,472	0.4600	329,000											
Troy				4,442		354,724,453	0.4850	1,192,000											
Valdese				4,791		383,687,385	0.2000												
Wallace				3,972		243,598,601	0.5600												
Waltertown				3,112		157,324,850	0.5500												
Wallace				3,763		660,421,035	0.4000	2,695,000											
Watersburg		A2		2,763		436,787,946	0.3700												
Watersburg				3,126		610,874,451	0.4400												
Watersburg				3,443		113,623,609	0.1450												
Windsor				3,533		131,649,719	0.3900												
Wingate				3,674		2,455,266,597	0.1300												
Winterville				2,511		246,887,407	0.4100												
Yadonville				2,937		771,900,383	0.5250												
Zebulon		A3	AA-	4,541		3,347,678	0.5250	449,322	3,797,000	400,000									
Totals				346,423		42,609,701,602		40,116,797	3,347,678	43,464,476	400,000	24,707,089	38,283,990	62,990,180	42,030,769	0.999%	121	\$	99,132,738
Population 1,000 to 2,499																			
Alamance				1,002		91,140,385	0.2000												
Andrews				1,770		112,400,677	0.5150												
Asheboro				1,517		1,856,094,416	0.1650												
Atlantic Beach				1,967		54,525,435	0.3900												
Baob				1,121		241,342,396	0.4200	398,000											
Banner Elk				1,240		371,962,271	0.2250												
Bayboro				1,641		116,420,897	0.4500	1,951,500											
Behaven				2,061		195,412,428	0.6683												
Bethlehem																			

ANALYSIS OF DEBT OF
NORTH CAROLINA MUNICIPALITIES 6-30-2014
DEPARTMENT OF TREASURY
DIVISION OF STATE AND LOCAL GOVERNMENT FINANCE

Revised: 01/06/2015

Municipalities	Fitch Moody's S & P	7/1/2013 Population	ASSESSED PROPERTY VALUATION		GENERAL OBLIGATION BONDED DEBT AND NOTES		INSTALLMENT PURCHASE DEBT			Total Outstanding G O B Debt and Unsecured & Enterprise (Excluding Enterprise)	Ratios of Total Outstanding G O B Debt & Unsecured & Enterprise (Excluding Enterprise) Approved Value	Per Capita	Revenue Bonds, Revolving and State Special Obligations Bonds
			Total Appraised Value 01/01/2014	Tax Rate per \$100 Valuation	Enterprise	Other	Enterprise	Other	Total				
Beithel		1,387	\$ 56,913,812	0.6900	\$ 1,185,000	\$ -	\$ -	\$ -	\$ -	\$ -	0.048%	\$ -	\$ 3,966,654
Beaufort		1,342	94,018,967	0.4400	847,152	847,152	-	-	1,459,578	300,000	0.048%	216	2,524,000
Bilmore Forest		1,387	628,178,137	0.3850	-	-	-	-	-	-	-	-	-
Blount		1,713	123,650,541	0.5600	-	-	-	-	-	-	-	-	-
Bladenboro		1,773	82,035,323	0.5700	-	-	-	-	1,155,197	3,013,750	0.261%	2,345	43,757
Blowing Rock		1,285	1,156,073,679	0.2800	-	-	-	-	33,000	-	-	-	1,152,392
Bonville	A2	1,224	80,830,153	0.4600	-	-	-	-	-	-	-	-	-
Broadway		1,279	84,589,751	0.4400	440,000	-	-	-	-	-	-	-	668,772
Brunswick		1,104	18,359,887	0.4500	127,000	-	-	-	-	-	-	-	705,904
Bryson City		1,473	150,304,301	0.3500	1,066,000	-	-	-	-	-	-	-	1,056,000
Burnsville		1,717	171,767,922	0.5000	515,000	-	-	-	-	408,000	0.238%	238	705,904
Calabash		1,890	303,600,475	0.0875	-	-	1,918,500	-	-	1,000,000	0.270%	712	54,221
Cape Carter		2,127	418,321,829	0.1525	-	-	-	-	-	-	-	-	-
Carthage		2,278	225,761,672	0.4000	-	-	-	-	990,972	-	-	-	1,782,000
Cedar Point		1,382	386,634,425	0.0625	-	-	-	-	-	-	-	-	1,162,928
Chadbourn		1,840	80,102,243	0.6200	-	-	-	-	-	-	-	-	-
Claremont		1,404	370,398,852	0.4600	1,918,500	-	-	-	-	1,000,000	0.270%	712	54,221
Clyde		1,223	79,227,837	0.4300	-	-	-	-	-	-	-	-	-
Coats		2,238	101,576,512	0.5900	-	-	-	-	-	-	-	-	-
Connelly Springs		1,637	113,134,000	0.0500	-	-	-	-	-	-	-	-	-
Denton		1,615	120,308,775	0.5500	172,000	-	-	-	990,972	-	-	-	1,782,000
Dobson		1,562	138,934,450	0.3800	48,000	-	-	-	-	-	-	-	1,162,928
Drexel		1,847	95,493,295	0.3800	1,665,000	-	-	-	-	-	-	-	-
East Spencer		1,517	111,445,619	0.6300	-	-	-	-	-	-	-	-	-
Ellerbe		1,046	4,936,297	0.5000	-	-	-	-	-	-	-	-	-
Elm City		1,326	62,222,652	0.6300	2,972,000	-	-	-	-	-	-	-	-
Four Oaks		1,972	181,622,893	0.3300	-	-	-	-	-	-	-	-	-
Franklin		2,026	103,617,760	0.6500	1,288,500	-	-	-	-	-	-	-	-
Franklinville		1,156	36,392,430	0.4200	648,000	-	-	-	84,324	47,667	0.046%	24	385,037
Fremont		1,256	53,513,131	0.6500	-	-	-	-	-	-	-	-	189,600
Garysburg		1,028	31,667,858	0.6000	-	-	-	-	-	-	-	-	-
Gaston		1,127	44,416,858	0.5000	-	-	-	-	-	-	-	-	-
Glen Alpine		1,509	83,678,397	0.3000	-	-	-	-	-	-	-	-	-
Green Level		2,074	66,256,048	0.3400	-	-	-	-	-	-	-	-	-
Haw River		2,311	144,921,745	0.4800	-	-	-	-	-	-	-	-	-
Hemby Bridge		1,531	-	0.0000	-	-	-	-	-	-	-	-	-
Hertford		2,166	140,995,900	0.3500	4,581,000	-	-	-	-	-	-	-	-
Hidebran		1,983	150,991,587	0.1500	-	-	-	-	-	-	-	-	-
Holly Ridge		1,443	224,348,451	0.4150	206,000	-	-	-	524,507	730,507	0.325%	506	2,533,000
Jefferson		1,557	166,102,460	0.3300	395,000	-	-	-	-	-	-	-	365,471
Jonesville		2,278	193,901,880	0.4000	101,000	-	-	-	413,967	-	-	-	1,759,276
Kerny		1,340	129,629,517	0.6100	-	-	-	-	-	-	-	-	612,136
Kure Beach		2,110	805,945,359	0.2615	-	-	-	-	-	-	-	-	-
Lake Lure		1,210	856,376,146	0.2760	-	-	-	-	-	-	-	-	-
Lake Waccamaw		1,484	275,041,576	0.4800	-	-	-	-	-	-	-	-	-
Laurie Park		1,186	395,524,652	0.4600	-	-	-	-	-	-	-	-	-
Lucama		1,166	21,564,982	0.7300	716,000	-	-	-	-	-	-	-	-
Madison Valley		2,216	409,270,726	0.3900	1,381,000	-	-	-	-	-	-	-	67,431
Maple		1,252	546,138,885	0.3500	188,000	-	-	-	-	-	-	-	2,281,444
Mars Hill		1,506	116,049,876	0.4700	-	-	-	-	616,417	-	-	-	513,296
Marshville		2,467	175,314,520	0.4600	-	-	-	-	-	-	-	-	-

ANALYSIS OF DEBT OF
NORTH CAROLINA MUNICIPALITIES 6-30-2014
DEPARTMENT OF STATE TREASURER
DIVISION OF STATE AND LOCAL GOVERNMENT FINANCE

Municipalities	7/1/2013 Population		ASSESSED PROPERTY VALUATION		GENERAL OBLIGATION BONDED DEBT AND NOTES			INSTALLMENT PURCHASE DEBT			Ratios of Total			Revenue bonds, Bond Loans, and Special Obligation Bonds
	Fitch	Moody's	S & P	Total Appraised Value 2013-2014	Tax Rate per \$100 Valuation	Authorized & Unissued G.O.B. Debt (Excluding Enterprise)		Enterprise		Total Outstanding G.O.B. Debt, Authorized & Unissued G.O.B. Debt and IP Debt (Excluding Enterprise)		Property Value	Per Capita	
						Enterprise	Other	Enterprise	Other	Enterprise	Other			
Population 1,000 to 2,499 continued														
Maxton		2,402		86,939,243	0.6000	102,000	-	269,100	-	221,667	221,667	1,122,000	90	2,534,107
Mayoan		2,436		182,326,249	0.5400	-	-	-	-	500,000	500,000	1,115%	471	142,000
Mayfield		1,061		86,905,081	0.5700	605,000	-	-	-	-	-	-	-	-
Mount Glead		1,764		130,693,755	0.5050	-	-	-	-	443,333	443,333	0.339%	260	730,943
Mount Pleasant		1,622		216,291,216	0.4200	-	-	-	-	-	-	-	-	526,720
Murphy		1,626		134,680,495	0.2000	-	-	-	-	-	-	-	-	-
Navassa		3,668		34,628,822	0.6400	159,000	-	855,350	-	-	-	-	-	1,833,785
Norlina		2,668		263,563,224	0.4000	-	-	-	-	-	-	-	-	-
Norwood		1,986		148,286,305	0.4100	-	-	-	-	209,256	209,256	0.147%	140	1,704,706
Oakboro		1,482		142,089,200	0.5800	172,000	-	-	-	1,788,316	1,788,316	0.173%	1,303	442,187
Pilot Mountain		1,372		1,035,709,935	0.1560	3,426,000	-	-	-	-	-	-	-	315,392
Pine Knoll Shores		1,751		103,581,784	0.4400	-	-	-	-	1,545,610	1,545,610	1.511%	1,118	968,000
Pine Level		1,383		102,314,247	0.3700	-	-	-	-	97,062	97,062	-	-	190,000
Pinebluff		1,347		58,108,744	0.3300	164,600	-	12,917	-	12,917	12,917	-	-	358,000
Pinetops		1,209		72,251,156	0.5400	-	-	364,702	-	-	-	-	-	122,347
Princeton		2,159		52,904,567	0.6200	-	-	-	-	-	-	-	-	397,382
Princeville		1,694		115,657,524	0.6100	1,008,755	-	-	-	234,367	234,367	0.150%	140	772,963
Ramseur		1,075		36,091,382	0.5500	-	-	-	-	-	-	-	-	409,683
Rhoads		1,679		155,789,329	0.3600	-	-	-	-	-	-	-	-	1,814,414
Richlands		1,122		56,339,691	0.6400	-	-	-	-	-	-	-	-	-
Robbins		1,447		93,362,279	0.5800	-	-	-	-	-	-	-	-	-
Robersonville		2,121		153,280,108	0.3200	-	-	-	-	-	-	-	-	-
Rockwell		1,686		112,771,828	0.3600	-	-	-	-	-	-	-	-	-
Rose Hill		1,201		81,233,719	0.6900	900,500	-	-	-	-	-	-	-	-
Roseboro		1,028		44,066,327	0.7500	792,600	-	-	-	-	-	-	-	-
Rosemary		2,250		110,076,400	0.1000	990,500	-	-	-	-	-	-	-	-
Rutherford College		1,361		110,076,400	0.1000	990,500	-	-	-	-	-	-	-	-
Sartt Pools		2,020		93,211,631	0.7000	299,000	-	-	-	107,595	107,595	0.088%	79	62,057
Scotland Neck		1,987		67,681,393	0.6500	1,563,500	-	-	-	-	-	-	-	228,000
Sharonburg		1,592		104,402,786	0.3500	-	-	-	-	-	-	-	-	405,000
Shawboro		1,756		129,250,411	0.3600	-	-	-	-	75,689	75,689	0.059%	43	577,500
Spring Hill		1,318		79,867,913	0.5700	-	-	-	-	-	-	-	-	-
Spring Hope		2,209		221,945,640	0.4000	466,606	-	217,630	-	-	-	-	-	-
Spurce Pine		1,516		114,010,300	0.3800	777,200	-	311,141	-	-	-	-	-	-
Stanfield		1,073		87,529,585	0.3200	-	-	-	-	-	-	-	-	-
Stedman		1,044		85,532,212	0.6700	-	-	-	-	-	-	-	-	-
Stoneville		1,975		1,306,836,441	0.4100	-	-	12,530,972	-	6,821,490	6,821,490	0.522%	3,454	5,267,998
Surf City		1,190		185,048,361	0.0000	-	-	-	-	-	-	-	-	-
Swepsosville		2,109		180,762,818	0.0500	-	-	355,138	-	240,000	240,000	0.133%	97	812,551
Taylorsville		2,478		173,272,099	0.5508	-	-	-	-	12,400	12,400	0.007%	7	4,411,969
Tobaccoville		1,691		56,254,523	0.4600	-	-	-	-	-	-	-	-	-
Tryon		1,003		100,297,534	0.4000	476,799	-	-	-	-	-	-	-	-
Vanceboro		1,413		202,298,012	0.6600	1,131,561	-	-	-	-	-	-	-	-
Walnut Cove		1,602		253,341,214	0.4200	-	-	-	-	-	-	-	-	886,722
Weldon		1,347		121,159,375	0.3100	-	-	153,565	-	52,939	52,939	0.044%	22	3,804,056
West Jefferson		2,393		97,998,223	0.3300	-	-	-	-	172,742	172,742	0.176%	86	-
Wilson's Mills		2,012		143,333,967	0.5900	-	-	-	-	-	-	-	-	-
Youngsville		1,213		-	-	-	-	-	-	-	-	-	-	-
Totals		177,312		21,016,123,707		35,699,273	206,000	20,655,696	22,613,181	43,468,877	22,819,161	0.109%	129	64,344,684

ANALYSIS OF DEBT OF
NORTH CAROLINA MUNICIPALITIES 6-30-2014
DEPARTMENT OF STATE TREASURER
DIVISION OF STATE AND LOCAL GOVERNMENT FINANCE

Municipalities	Firm	Ratings	7/1/2013 Population	ASSESSED PROPERTY VALUATION		GENERAL OBLIGATION BONDED DEBT AND NOTES			INSTALLMENT PURCHASE DEBT			Total	Total Outstanding G.O.B. Debt, Authorized & IP Debt (Excluding Enterprise)	Ratio of Total Outstanding G.O.B. Debt, Authorized and Unissued G.O.B. Debt and IP Debt Excluding Enterprise, Property Value	Revenue Bonds, Revolving and State Bond Loans, and Special Obligation Bonds	Other Debt**	
				Total Appraised Value 2013-2014	Per \$100 Valuation	Enterprise	Other	Total	Enterprise	Other							
Population 500 to 999																	
Alliance			761	48,499,494	0.0500												
Ansonville			620	28,228,741	0.2500	640,000			640,000								
Asaphor			563	0	0.0000												
Aulander			868	31,196,435	0.7600					196,090							
Aurora			510	24,839,599	0.5600	39,000			39,000								
Bailey			553	32,028,050	0.6100					66,837							265,272
Behwood			940		0.0000												63,600
Black Creek			768	29,306,168	0.5500												
Bollen			720	75,484,897	0.0500				44,061								
Botten			693	17,615,055	0.6000												
Calypso			557	15,812,701	0.4700												
Candler			846	66,123,862	0.6200												
Calawda			604	72,340,933	0.4800												
Chocowinity			819	64,065,511	0.4500	2,773,000			2,773,000								67
Clarrton			823	50,473,815	0.6100												707,694
Cleveland			871	163,300,697	0.2500												77,800
Columbia			836	56,399,181	0.4460												2,531,380
Columbus			985	124,770,250	0.4000					392,954				174,835			1,032,111
Conway			825	35,169,619	0.4400												
Codenmeza			963	32,634,367	0.4200												
Codomo			832	17,961,302	0.3000												
Dobbin's Heights			954		0.0000												
Dorches			905	45,232,288	0.4600												
East Bend			879	23,874,794	0.2200												
Ellenboro			946	40,276,326	0.6000	351,000			351,000								
Fair Bluff			895	91,826,038	0.3300												
Faison			613	11,865,916	0.5000	1,461,000			1,461,000								
Farmington			601	41,665,747	0.6500												
Felton			960	163,439,183	0.3500												
Forrest Village			630	27,082,108	0.7200					234,816			1,784,523		1.092%	1,859	
Garland			530	16,248,983	0.6800												
Grassboro			688	47,689,715	0.6500												476,630
Greencroft			653	17,910,995	0.3000	26,000			26,000								
Grovet			708	35,412,634	0.3600												
Harmony			538	30,337,176	0.1000	231,000			231,000								
High Shoals			697	29,845,956	0.4100												
Hightlands			923	1,913,281,107	0.1350												
Hoffman			590	18,171,989	0.2000												
Holden Beach			601	1,223,572,366	0.1270												
Hut Springs			567	36,463,222	0.5100	163,500			163,500								1,178,334
Kemansville			846	68,041,425	0.4200	36,000			36,000								
Kragtown			675	22,292,010	0.3500												
Lavindale			606	22,369,118	0.2300												
Lawton-Woodville			541	18,122,240	0.6000												
Lifesville			534	16,495,554	0.4800												
Lifton			666	37,076,579	0.6500	245,500			245,500								61,072
Magnolia			968	24,695,473	0.6600												
Marshall			886	75,391,365	0.4900												
McAdenville			660	113,224,695	0.3000					155,000							

ANALYSIS OF DEBT OF
NORTH CAROLINA MUNICIPALITIES 6-30-2014
DEPARTMENT OF STATE TREASURER
DIVISION OF STATE AND LOCAL GOVERNMENT FINANCE

Revised 01/06/2015

Municipalities	7/1/2013 Population	ASSESSED PROPERTY VALUATION		GENERAL OBLIGATION BONDED DEBT AND NOTES		INSTALLMENT PURCHASE DEBT			Total Outstanding G.O.B. Debt, Authorized & Unsecured G.O.B. (Excluding IP Debt Enterprises) *	Rates of Total Outstanding G.O.B. Debt, Authorized & Unsecured G.O.B. Debt and IP Debt Approved Property Value	Revenue Bonds, Revolving and State Bond Loans, and Special Obligation Bonds
		Total Appraised Value 2013-2014	Tax Rate State Valuation	Enterprise	Other	Total	Enterprise	Other			
Population Under 500 continued											
Beth	244	49,274,515	0.1800	194,000	-	-	-	-	-	-	-
Bear Grass	73	5,403,948	0.2700	-	-	-	-	-	-	-	-
Besch Mountain	324	604,171,201	0.6400	-	-	1,234,026	655,109	1,889,134	655,109	0.108%	1,450,158
Bethania	327	32,456,344	0.3000	-	-	-	-	-	-	-	-
Boardman	153	6,697,407	0.0500	-	-	-	-	-	-	-	-
Bolivia	147	13,846,246	0.0500	-	-	-	-	-	-	-	-
Bozic	385	16,141,003	0.2800	445,903	-	240,000	358,371	598,371	358,371	2.220%	931
Brignton	463	69,271,016	0.5000	-	-	-	-	-	-	-	-
Brookford	379	26,647,265	0.5200	31,000	-	-	-	-	-	-	-
Bunn	344	22,674,730	0.6900	8,000	-	-	-	-	-	-	-
Cameron	306	22,737,711	0.5750	-	-	-	-	-	-	-	-
Casar	284	12,619,212	0.0500	-	-	-	-	-	-	-	-
Castalia	280	8,499,763	0.2000	-	-	-	-	-	-	-	1,275,000
Caswell Beach	422	330,817,471	0.1700	-	-	-	-	-	-	-	-
Cedar Rock	295	48,729,012	0.1500	-	-	-	-	-	-	-	-
Centerville	88	0.0000	0.0000	-	-	-	-	-	-	-	-
Cerro	203	7,266,000	0.2000	-	-	-	-	-	-	-	-
Cerro Gordo	113	59,488,892	0.0750	-	-	-	-	-	-	-	-
Chimney Rock	410	31,169,129	0.4500	159,000	-	-	-	-	-	-	63,781
Colrain	198	12,485,948	0.4500	-	-	-	-	-	-	-	543,000
Como	92	4,895,587	0.3000	-	-	-	-	-	-	-	182,399
Conetoe	288	11,544,728	0.1600	-	-	-	-	-	-	-	-
Cove City	383	18,173,565	0.1500	-	-	-	-	-	-	-	-
Creswell	268	12,716,946	0.3000	-	-	-	-	-	-	-	-
Creswell	268	10,699,847	0.2400	-	-	-	-	-	-	-	-
Crofton	216	4,115,737	0.2700	14,000	-	-	-	-	-	-	-
Dalbey	228	16,130,149	0.3100	-	-	-	-	-	-	-	364,486
Dalton	303	17,174,240	0.4600	-	-	-	-	-	-	-	-
Dover	346	1,573,939,672	0.2100	-	-	-	3,550,000	3,550,000	3,550,000	0.226%	9,221
Duck	395	9,925,212	0.1700	-	-	-	-	-	-	-	-
East	260	12,763,495	0.3500	-	-	-	-	-	-	-	-
East Arcadia	484	4,988,440	0.3000	-	-	-	-	-	-	-	-
East Laurinburg	296	21,242,235	0.2800	239,500	-	-	-	-	-	-	-
Elk Park	450	10,272,895	0.7600	-	-	-	-	-	-	-	-
Eureka	198	7,075,981	0.4000	-	-	-	-	-	-	-	-
Everetts	158	15,684,475	0.1500	-	-	-	-	-	-	-	-
Falcon	329	4,240,594	0.4500	-	-	-	-	-	-	-	-
Fallston	97	1,471,319	0.4400	-	-	-	-	-	-	-	-
Fontana Dam	20	36,580,817	0.1500	-	-	-	-	-	-	-	-
Forest Hills	365	20,294,596	0.6000	56,000	-	-	-	-	-	-	-
Fountain	433	34,981,250	0.1600	-	-	-	-	-	-	-	-
Forestville	313	13,440,721	0.1950	-	-	-	-	-	-	-	-
Stonew	140	23,526,844	0.1900	2,947,000	-	-	-	-	-	-	-
Goldston	274	0.0000	0.0000	-	-	-	-	-	-	-	-
Grandfather Village	25	16,668,896	0.4800	-	-	-	-	-	-	-	-
Grimstead	446	13,946,232	0.5500	244,500	-	-	-	-	-	-	-
Hallax	235	14,348,543	0.5200	47,000	-	-	-	-	-	-	115
Hamilton	398	11,522,487	0.1900	-	-	-	-	-	-	-	-
Hareels	205	6,332,476	0.3500	446,000	-	-	-	-	-	-	-
Harrisville	106	2,640,000	0.2500	-	-	-	-	-	-	-	-
Hassel	84	36,895,981	0.2650	58,000	-	-	-	-	-	-	-
Hayesville	317										

ANALYSIS OF DEBT OF
NORTH CAROLINA MUNICIPALITIES 6-30-2014
DEPARTMENT OF STATE TREASURER
DIVISION OF STATE AND LOCAL GOVERNMENT FINANCE

Revised 01/06/2015

Municipalities	Fitch	Moody's	S & P	7/1/2013 Population	ASSESSED PROPERTY VALUATION		GENERAL OBLIGATION BONDED DEBT AND NOTES			INSTALLMENT PURCHASE DEBT			Total Outstanding G.O.B. Debt and Unissued & Authorized (Excluding Enterprise)*		Ratios of Total Outstanding G.O.B. Debt Authorized & Unissued & Authorized (Excluding Enterprise) Appraised Value		Revenue Bonds, Revolving and State Special Obligation Bonds	Other Debt **	
					Total Appraised Value 2013-2014	Tax Rate per \$100 Valuation	Enterprise	Other	Total	Authorized & Unissued & Authorized (Excluding Enterprise)	Enterprise	Other	Total	Per Capita Value	Per Capita Debt				
Population Under 500 continued																			
Sims				304	\$	16,556,440	0.4600												
Spencer Mountain				80		3,875,354	0.3800												
Staley				399		19,238,082	0.0900												
Stoneywall				279		20,113,820	0.1500												
Stovall				419		16,433,246	0.4900	402,000											
Sugar Mountain				198		34,716,816	0.3400				1,284,994			1,284,994		0.370%	6,490		
Tar Heel				121		5,368,150	0.3000												
Teachey				386		22,305,405	0.4500				234,869			234,869					
Topsail Beach				387		620,797,474	0.2925												
Trenton				304		14,550,067	0.3800	107,000						107,000					
Turkey				302		9,520,274	0.2400												
Vandemere				251		21,278,198	0.2000												
Waco				322		13,328,070	0.1700												
Wallstonburg				219		11,354,711	0.5000												
Washington Park				449		53,221,769	0.2900												
Waiba				202		9,224,065	0.0500												
Webster				369		57,744,100	0.0500												
Totals				34,307		7,453,140,819		11,277,314		11,277,314	18,281,275	5,622,590	7,030,820	12,653,411	25,312,095	0.340%	788	9,945,387	

All Municipalities	Total Appraised Value 2013-2014	Tax Rate per \$100 Valuation	Enterprise	Other	Total	Authorized & Unissued & Authorized (Excluding Enterprise)	Enterprise	Other	Total	Total Outstanding G.O.B. Debt and Unissued & Authorized (Excluding Enterprise)*	Ratios of Total Outstanding G.O.B. Debt Authorized & Unissued & Authorized (Excluding Enterprise) Appraised Value	Per Capita Value	Per Capita Debt
	\$ 578,900,429,511		\$ 597,790,983	\$ 1,848,872,066	\$ 2,446,763,049	\$ 788,833,328	\$ 1,351,061,711	\$ 1,683,736,309	\$ 3,044,798,020	\$ 4,321,541,703	0.747%	\$ 787	\$ 5,567,117,426

Includes only debt approved by the Local Government Commission (LGC). Certain types of installment purchase debt, leases, etc., are excluded from LGC approval per statute, i.e., motor vehicles, certain short-term financings and USDA loans.

Other Debt includes: Revenue Bonds and BANS; Revolving Loans; State Bond Loans; Special Obligation Bonds; and COP's.



Tom Tveidt
SYNEVA Economics
PO Box 885
Asheville NC 28802

January 15, 2015

Commissioner William G. (Bill) Lapsley
Henderson County Board of Commissioners
1 Historic Courthouse Square, Suite 1
Hendersonville, North Carolina 28792

Dear Bill:

Thank you for the opportunity to submit this proposal to provide a Comprehensive Economic Assessment of Henderson County.

I believe my experience, local knowledge, and commitment to accurate and understandable results will generously satisfy the Board's needs. My passion has always been to put the highest quality, unbiased information into the hands of local decision makers.

I expect that the submission itself meets your wishes, but if you need adjustments, or have any questions, please don't hesitate to contact me.

Sincerely,

A handwritten signature in blue ink, appearing to read "T. Tveidt", is written over a faint, light blue circular stamp or watermark.

Tom Tveidt
President

Attached: "PROPOSAL TO CONDUCT A COMPREHENSIVE ECONOMIC ASSESSMENT OF HENDERSON COUNTY NC"

understand your economy

PROPOSAL TO CONDUCT A COMPREHENSIVE ECONOMIC ASSESSMENT OF HENDERSON COUNTY NC

By



January 14, 2015

Henderson County NC (client) wishes to obtain a Comprehensive Economic Assessment of the County.

MAJOR OUTCOME OFFERED

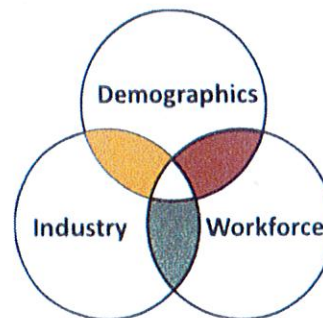
A comprehensive economic assessment will identify critical trends, strengths and unique attributes of the Henderson County economy. The assessment will provide a clear and unbiased evaluation; which leadership can use to assist in making informed and educated decisions.

AREAS TO BE ASSESSED

Local economies are a tapestry of interconnected dynamic forces. A truly comprehensive assessment must measure a variety of variables to present a complete understanding of a local economy. SYNEVA Economics will quantify Henderson County's trends, developments and unique characteristics across three main categories; demographics, industry and workforce.

To present an ideal contextual understanding, for each variable the County's recent trends will be compared against trends in the nation and state of North Carolina.

- **Demographics** will examine population trends, rates of growth, age group composition, gender, race, levels of education, family composition, housing, poverty, construction activity, in and out-migration and reliable population forecasts.
- **Industry** will examine industrial employment trends, economic impacts per industry, wages, number of establishments, worker demographics by industry, areas of unique local industrial specialization and comparative advantages.
- **Workforce** will examine occupations, wages, unemployment, labor participation, completions (degrees), commuting, areas of unique local occupational specialization and comparative advantages.



METHODOLOGY

SYNEVA Economics will primarily use data generated by governmental agencies, such as the U.S. Census Bureau, U.S. Bureau of Labor Statistics, North Carolina Department of Commerce and U.S. Bureau of Economic Analysis. This data has the benefit of being standardized, unbiased and providing transparent methodology; which will enable valid comparisons over time and against over geographies. To estimate economic impacts of specific industries (i.e. measure local supply chains, wage and job contributions), SYNEVA Economics will use economic modeling software based on industry input-output purchases. This modeling will be the only analysis in which third-party data will be used.

SYNEVA Economics will employ industry standard analytical practices and procedures. No *private black box* or proprietary methodologies will be employed.

DELIVERABLES

SYNEVA Economics will deliver the final Comprehensive Economic Assessment in a printable, digital format (PDF). In all cases, the most recent available data will used. All data and analyses will be clearly sourced. Narrative, data tables, and charting will be used to communicate findings. Additionally, if requested, SYNEVA Economics (Tom Tveidt) will present the assessment's key findings via a PowerPoint presentation to the client at a location of the client's choice within Henderson County.

A sample of questions the assessment will address;

- What industries in Henderson County have the highest wages, are growing/declining, are uniquely concentrated?
- What occupations in Henderson County have the highest wages, are growing/declining, are uniquely concentrated?
- What are the economic impacts of major or critical industries in Henderson County?
- What is the trend and how many Henderson County residents out-commute for work? In-commute?
- Do local postsecondary completions match workforce demands?
- How does Henderson County's workforce compare (age, education, gender, and wages) overtime, and against the state and nation?
- What are unique local economic, demographic or workforce strengths/assets that Henderson County might leverage to it benefit?
- What population demographic is Henderson County attracting? Losing?



CLIENT RESPONSIBILITIES

SYNEVA Economics will rely on the client to provide a single point of contact for normal communications to complete and schedule the assessment. As noted earlier, SYNEVA Economics will primarily use unbiased data generated by governmental agencies; however there may be some pertinent local information that is only available via local sources (for example, tourism statistics, agricultural activity, and building permits). SYNEVA Economic will rely on the client for assistance in identification of local datasets, and if needed, assistance in obtaining the data for use in the assessment.

Client is to supply any desired introductory or explanatory text, photographic images, logos, or formatting requirements for the final report.

FEES

SYNEVA Economics will conduct the aforementioned project for a total gross fee of **\$25,000** for all services detailed above.

PAYMENT SCHEDULE


The proposed payment structure for the project is as follows:

- Client will pay a project initiation fee to SYNEVA Economics in the amount of **\$5,000** upon receipt of an invoice and subject to invoice terms, such invoice to be submitted upon notification to proceed by the Client.
- Client will pay SYNEVA Economics the remaining **\$20,000** upon completion of the project, approval by client, and receipt of final invoice.

PROPOSED TIMELINE

From initiation to completion of the printable report will take a total of **10 weeks**.

AGREEMENT ACCEPTANCE

SYNEVA Economics, LLC	Henderson County (agent)
By: Tom Tveidt President	By:
Date: 01/14/2015	Date:
	

This proposal will remain in effect for six weeks. SYNEVA Economics has the right to withdraw this proposal at any time.



CONSULTANT'S PROFILE

Areas of Expertise

- Regional Economic Analysis
- Community Assessment
- Workforce Analysis
- Industry Target Selection
- Regional Demographic Analysis
- Site Selection Analysis
- Economic Impact Analysis

Years of Experience

With SYNEVA Economics: 13 Years

With Other Firms: 9 Years

Education

M.B.A., Finance

California Lutheran University

B.S., ECONOMICS

University of California, Santa Barbara

Chronology

SYNEVA Economic, LLC, 2003-Present,
President, Research Economist Economic and
demographic research firm dedicated solely
to community- level analysis

Asheville Area Chamber of Commerce,
1999-2009 Director, Asheville Metro
Business Research Center

Market Potential Mapping, LLC 1995-1999
President, Research Economist Economic and
demographic research firm serving
commercial real estate

TOM TVEIDT

Research Economist, President SYNEVA Economics, LLC

Overview

Tom is a research economist and President, Founder of SYNEVA Economics, LLC. His expertise is local, community-level economic assessment and evaluation. He is an active practitioner with experience in regional economy appraisals, industrial site selection, industry target selection, workforce analysis, and economic impact analyses.

SYNEVA Economics LLC expertise is assisting public and private decision makers with local and regional economic analysis. SYNEVA Economic LLC's value is providing clear and insightful information to help clients make knowledgeable, efficient and effective decisions.

Innovative projects have included in-depth evaluations of community and industry trends for the cities of Charlotte NC and Atlanta GA. Besides numerous community-level assignments, comprehensive workforce assessments have been conducted for the St. Joe Company in Florida, and recently, an exhaustive evaluation of precise workers skills for all workforce investment areas in the state of Mississippi.

SYNEVA Economics' projects have included the economic impacts of a permanent National Scouting Center for the Boys Scouts of America, the Greenville-Spartanburg International Airport, and the widening the Houma Navigational Canal in Louisiana.

Mr. Tveidt is the past Chair of the Council for Community and Economic Research (C2ER) in Arlington, Virginia. C2ER is a membership organization created to promote excellence in community and economic research by working to improve data availability, enhance data quality, and foster learning about regional economic analytic methods. Tom has been an invited instructor and presenter for the National Association of State Development Agencies (NASDA), International Economic Development Council (IEDC), North Carolina Association of CPA's (NCACPA), and the C2ER. In 2009, Tom, was formally recognized by the U.S. Census Bureau for "Outstanding Practices" for his work in regional economic analysis.

Mr. Tveidt regularly speaks before business groups, government organizations and public assemblies, detailing regional economic trends and issues. He is frequently quoted in newspapers, and business journals.



FIRM OVERVIEW

SYNEVA Economics is an economic research firm dedicated to the analysis of local economies. Client base includes municipalities, economic development agencies, national consultancies, colleges, universities, community organizations, airports and private industries. The firm's core competencies are 1) knowledge of regional data and, 2) analysis of regional data in the application of understanding local economies. SYNEVA Economic's value is converting these competencies into clear and insightful information in order that clients can make knowledgeable, efficient and effective decisions.

Since 2003 SYNEVA Economics has been following an adaptive business model, its role adjusting to the specific needs of each client and project. At times working directly with private, community and municipal leadership and at other times serving as economic research specialist in projects with national firms such as Deloitte, Garner Economics, and McCallum Sweeney Consulting.

SYNEVA Economics select recent projects:

- Neighborhood Gentrification Analysis: Asheville, North Carolina (2014)
- Workforce Skills & Knowledge Assessment: State of Mississippi (2014)
- Community Economic Analysis & Industry Target Selection: Midlothian, Texas (2014)
- Community Economic Analysis & Industry Target Selection: Martinsburgh, West Virginia (2014)
- Community Economic Analysis & Industry Target Selection: New Hanover, North Carolina (2014)
- Community Economic Analysis & Industry Target Selection: Lehigh Valley, Pennsylvania (2014)

References available upon request.

For a full project list go to www.syneva.com/about

INSURANCE ON RECORD

Specified Professions Professional Liability \$1,000,000

Commercial General Liability \$1,000,000

CONTACT INFORMATION

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Tom Tveidt
President
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Clyde, NC 28721

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Email: tom@syneva.com
Web: www.syneva.com
EIN: 20-8697176



Office of the Henderson County Tax Collector

200 NORTH GROVE STREET, SUITE 66

HENDERSONVILLE, NC 28792

PH: (828) 697-5595 | FAX: (828) 698-6153

Henderson County Board of Commissioners
1 Historic Courthouse Square, Suite 1
Hendersonville, NC 28792

Wednesday, January 21, 2015

Re: Tax Collector's Report to Commissioners - Meeting Date 21 January 2015

Please find outlined below collections information through 20 January 2015 for the 2014 real and personal property bills mailed out on 28 August 2014, as well as registered motor vehicles billed and collected by our office. As a point of reference, we also have included collections information as of the same date last year.

Annual Bills G01 Only:

2014 Beginning Charge: \$59,733,153.63
Discoveries & Imm. Irreg.: \$167,535.98
Releases & Refunds: (\$333,185.75)
Net Charge: \$59,567,503.86
Unpaid Taxes: \$3,604,263.54
Amount Collected: \$55,963,240.32
Percentage Collected: 93.95%
Through: 20-Jan-2015

2013 Beginning Charge: \$58,588,164.92
Discoveries & Imm. Irreg.: \$278,842.69
Releases & Refunds: (\$214,911.19)
Net Charge: \$58,652,096.42
Unpaid Taxes: \$3,696,503.58
Amount Collected: \$54,955,592.84
Percentage Collected: 93.70%
Through: 20-Jan-2014

Motor Vehicle Bills G01 Only:

2014 Beginning Charge: \$12,046.25
Discoveries & Imm. Irreg.: \$0.00
Releases & Refunds: (\$1,099.92)
Net Charge: \$10,946.33
Unpaid Taxes: \$2,868.68
Amount Collected: \$8,077.65
Percentage Collected: 73.79%
Through: 20-Jan-2015

2013 Beginning Charge: \$2,601,499.45
Discoveries & Imm. Irreg.: \$1,815.92
Releases & Refunds: (\$49,534.95)
Net Charge: \$2,553,780.42
Unpaid Taxes: \$514,319.48
Amount Collected: \$2,039,460.94
Percentage Collected: 79.86%
Through: 20-Jan-2014

Fire Districts All Bills:

2014 Beginning Charge: \$6,649,353.15
Discoveries & Imm. Irreg.: \$15,416.34
Releases & Refunds: (\$45,074.11)
Net Charge: \$6,619,695.38
Unpaid Taxes: \$464,776.80
Amount Collected: \$6,154,918.58
Percentage Collected: 92.98%
Through: 20-Jan-2015

2013 Beginning Charge: \$6,878,819.53
Discoveries & Imm. Irreg.: \$45,364.70
Releases & Refunds: (\$38,929.53)
Net Charge: \$6,885,254.70
Unpaid Taxes: \$92,431.84
Amount Collected: \$6,792,822.86
Percentage Collected: 98.66%
Through: 20-Jan-2014

Respectfully submitted,



Luke Small

Collections Specialist

Stan C. Duncan

Tax Collector

OFFICE OF THE SHERIFF

Henderson County

Budget Proposal FY 2016



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Sheriff Charles S. McDonald

After winning a full four year term in November 2014, the Henderson County Sheriff's Office embarked on a three year strategic budgeting process to determine what possible long term needs could be identified. Once our needs were identified, we began a restructuring program to best utilize the personnel assets already in place to accomplish our 2015 Strategic Plan and beyond. Through the use of existing personnel we were able to:

- **Restructure Criminal Investigations to create a fully staffed Domestic Violence Unit with two process servers and a full time domestic violence detective supervisor**
- **Retask one member of the narcotics unit to work as a full time drug diversion detective to work on prescription drug diversion cases**
- **Reassign members of the warrant/ traffic unit and one member of violent crimes to patrol, increasing squad size to 9 deputies**
- **Change Patrol shift assignments to a permanent day/ night shift with a flex on both that will deploy up to twelve Deputies at peak times, allowing for a better use of our resources and reduce overtime**



OFFICE OF THE SHERIFF Henderson County, NC

Sheriff Charles S. McDonald

"A Brotherhood in Pursuit of Excellence"

- Reassign our animal enforcement resources to reduce overtime in this critical unit.
- Approve a Communications Division shift change to reduce the amount of overtime necessary each pay period due to public safety exemption rules
- Enact a change to Detention shift assignments to a permanent day/ night shift with a power shift during weekdays when Detention operations are at a peak

We have accomplished each of these recent improvements without requesting increased manpower from the County.

Going forward we have developed a proposed four year plan for personnel/equipment that we believe will allow us to provide the level of service expected by the citizens of Henderson County, while continuing to be good stewards of our resources.



OFFICE OF THE SHERIFF Henderson County, NC

Sheriff Charles S. McDonald

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After a full evaluation of need within our agency, I am respectfully requesting the following personnel increases for FY 2016, with attached justification:

- Four (4) Call Takers for Communications
- One (1) Safety Compliance Officer for Detention
- Two (2) Administrative Assistants
- One (1) Courthouse Security Officer for Patrol
- One (1) Staff Attorney
- Pay increase of 5% for employees at first line supervisor and below



OFFICE OF THE SHERIFF Henderson County, NC

Sheriff Charles S. McDonald

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Four (4) Call Takers in the Communications Division

- In order to adequately staff our new 911 Center and provide the best possible customer service, *we are requesting the approval of four new call taker positions.* These call takers will focus exclusively on answering administrative phone lines.
- In calendar year 2014, the Henderson County E911 Center processed over 189,000 phone calls. Of these incoming and outgoing phone calls, *only 53,703 were incoming 911 calls.* The vast majority of the phone calls processed in the 911 Center were received on administrative lines for non-emergency reasons.
- NFPA guidelines state that “Ninety (90) percent of emergency 911 Calls received on emergency lines shall be answered within ten (10) seconds, and ninety-five (95) percent of emergency 911 calls received on nonemergency lines shall be answered within twenty (20) seconds.”
- *We are currently answering only 88.6% of 911 calls within 10 seconds.*
- NFPA guidelines also state that Eighty (80) percent of emergency fire calls should be dispatched in sixty (60) seconds, and ninety five (95) percent within 106 seconds.
- *We are currently dispatching less than 50% of Emergency fire calls in less than 60 seconds.*

Four (4) Call Takers in the Communications Division

- Because telecommunicators have to devote so much of their time to processing non-emergency phone calls, they are unable to adequately devote their full attention to emergency phone calls or radio traffic from first responders.
- More time to more efficiently and effectively handle high priority tasks such giving life saving EMD instructions, asking for suspect information, calming a frightened child, or answering first responders that are calling for assistance on the radio.
- Professional call takers can focus on customer service.
- Great way to groom future telecommunicators through decreased training time, while decreasing overtime spending and boosting morale

One (1) Safety Compliance Officer

The Prison Rape Elimination Act (PREA) was passed by both houses of the U.S. Congress and subsequently signed by President George W. Bush in a White House ceremony on September 4, 2003.

The Prison Rape Elimination Act (PREA) defines "prison" quite broadly, as "any federal, state, or local confinement facility, including local jails, police lockups, juvenile facilities, and state and federal prisons."

All confinement facilities covered under the Prison Rape Elimination Act (PREA) standards must be audited at least once every three years to be considered compliant with the PREA standards

Failure by local authorities and operators of local jails to comply with the provisions of PREA results in a 5% reduction in federal funding to that agency for each year they fail to comply. Facilities will be federally audited every three years for compliance.

We must comply because we participate in the Federal 287g Program.



OFFICE OF THE SHERIFF Henderson County, NC

Sheriff Charles S. McDonald

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One (1) Safety Compliance Officer

This Safety Compliance Officer will be responsible for:

- Managing the PREA program (Policy and Procedure Compliance)
- Training of detention staff to meet PREA requirements
- Investigating all complaints of alleged abuse
- Ensuring the jail meets all local, state, and federal inspection requirements
- Collecting and reporting all required statistical data required by PREA
- Conducting internal audits of the jail to ensure compliance
- Collecting and maintaining all required documentation
- Investigating all complaints of non-compliance
- Providing oversight for the correction of any non-compliance issues
- Safety inspections of the jail and camera placement audits
- Identify outside agencies to assist in compliance with PREA
- Collection and storage of all required local, state, and federal reports



OFFICE OF THE SHERIFF Henderson County, NC

Sheriff Charles S. McDonald

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Two (2) Administrative Assistants

2010- HCSO lost two Administrative Assistant positions during the 7.5% budget cuts that have never been replaced.

2013-HCSO reclassified two existing Administrative Assistant positions, based on Sheriff's Strategic Plan and consultant recommendations, as Professional Standards Specialists. One of these is a full time position, the other splits that duty with duties as the Sheriff's Administrative Assistant assisting both the Sheriff and Chief Deputy.

1. We need one Administrative Assistant in administration to split between the Support and Operations Bureaus. Supervisors are currently working approximately 40-45% of time on administrative duties (i.e. dictation and transcription, letter writing, filing, PowerPoint design, meeting agenda/action plan creation, etc.). This keeps those supervisors out of the field where I need them to be assisting and mentoring division leadership and subordinate personnel.



OFFICE OF THE SHERIFF Henderson County, NC

Sheriff Charles S. McDonald

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Two (2) Administrative Assistants (cont.)

2. We need one Administrative Assistant in the Criminal Investigations Division to assist in:
 - Transcribing audio logs / interviews;
 - Typing handwritten notes into case files;
 - Assisting in organizing, consistent filing system;
 - Delivering orders, picking up orders and other paperwork from courthouse;
 - Tabulating, calculating large amounts of files for check fraud / embezzlement cases;
 - Telephone contacts / victims, scheduling interviews with detectives;
 - Publishing via Outlook (or similar) schedules for CID, i.e., vacation training;
 - Typing dictation into search warrants, affidavits, etc.
 - Accompany transports of female arrestees, out of / back to Henderson County (if female employee);



OFFICE OF THE SHERIFF Henderson County, NC

Sheriff Charles S. McDonald

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One (1) Courthouse Security Officer

2012- Henderson County Board of Commissioners approved two new slots to increase the total of Courthouse Security Officers to 10. Since that time our officers have been averaging 90 hours per two week pay cycle to keep up with the demand for courtrooms, protective details, and training. We have recently changed the courthouse schedule to better accommodate the need, but with an increase in Superior Court dates in the upcoming year , as well as the ever increasing daily workload, we find we are still unable to account for officers on vacation, training, sick etc.

Based upon National Center for State Courts Best Practices 2013 calculations, revised for 2014 statistics, we should be prepared to deploy twelve officers to fully staff the courthouse during the year. Current CSO leadership believes that a good stop gap measure for this year would be one (1) additional CSO. See attached:



OFFICE OF THE SHERIFF Henderson County, NC

Sheriff Charles S. McDonald

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One (1) Staff Attorney

The legal needs of a law enforcement agency are very highly specialized, involving high liability and the need for a 24/7 response. A modern Sheriff's Office has a need for legal expertise that runs the gamut from operational areas like criminal investigations, K-9 law, civil process, use of force and SWAT to support functions such as detention, recruitment and selection, and policy development. Other areas where the need for this position are great include:

- Consulting with the Sheriff in analyzing risk management issues, employment law issues, public record requests, and proposed legislation that could effect the office.
- Assist the Senior Command Team with preparing budget proposals and department policies and procedures; collect data and statistics for budget and grant proposals and contracts.
- Advises and assists all divisions in operations that pose particular risks of liability to the office and/or County; may be called to the scene of serious felony investigations or in deadly force situations.
- Responds to requests from officers regarding validity of arrests, searches, interrogations, lineups, anticipated charges and other criminal law issues.

We are prepared to utilize an existing budget specialist position while requesting an increase in classification level to recruit into this position.



OFFICE OF THE SHERIFF Henderson County, NC

Sheriff Charles S. McDonald

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What is Ahead?

Three Year Personnel Outlook

(Each of these would be justified at the time based on documented need or deleted)

FY 2017

- One (1) General Investigator-Criminal Investigations
- One (1) Community Resource Coordinator

Unknown number of Detention Officers- Based on current manpower study underway

FY 2018

- One (1) Drug Diversion Detective- Criminal Investigations
 - One (1) Quality Assurance Coordinator-Communications
- Evaluating need for patrol deputies



OFFICE OF THE SHERIFF Henderson County, NC

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