



# FY 2016 Adopted Budget

July 1, 2015—June 30, 2016



GUILFORD COUNTY HOUSE  
NATHAN GREEN  
APPOINTED MAJOR GENERAL  
COMMAND OF THE SOUTHERN  
OCTOBER 14 1781  
BORN IN RHODE ISLAND AUGUST 3  
DIED IN GEORGIA JUNE 19 1783

IT IS WITH A PLEASURE WHICH FRIENDSHIP ALONE IS SUSCEPTIBLE  
OF THAT I CONGRATULATE YOU ON THE GLORIOUS END YOU  
HAVE PUT TO HOSTILITIES IN THE SOUTHERN STATES  
WASHINGTON

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I NEVER FE  
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MARCH XV MDCCCLXXXI

Guilford County  
STATE OF NORTH CAROLINA



# Guilford County

STATE of NORTH CAROLINA

## Fiscal Year 2015-2016 Adopted Budget

### Guilford County Board of Commissioners



Hank Henning, 2015 Board Chair



Jeff Phillips, 2015 Vice Chair



Alan Branson



Alan Perdue



Carolyn Coleman



J. Carlvena Foster



Justin Conrad



Kay Cashion



Ray Trapp

#### **County Manager**

Marty K. Lawing

#### **Deputy County Manager**

Clarence G. Grier

#### **Office of Budget Management and Evaluation**

Michael Halford, Budget Director

Tansy Ephriam Long, Senior Budget & Management Analyst

Randall Lyons, Budget & Management Analyst

Alex Smith, Budget & Management Analyst

Ben Kittelson, Budget & Management Analyst



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Guilford County  
North Carolina**

For the Fiscal Year Beginning

**July 1, 2014**

Executive Director

*The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Guilford County, North Carolina for its annual budget for the fiscal year beginning July 1, 2014. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.*

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

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## GUILFORD COUNTY ADMINISTRATIVE OFFICES

May 20, 2015

Guilford County Board of Commissioners:

The Honorable Hank Henning, Chair  
The Honorable Jeff Phillips, Vice-Chairman  
The Honorable Alan Branson  
The Honorable Katie S. (Kay) Cashion  
The Honorable Carolyn Q. Coleman  
The Honorable Justin Conrad  
The Honorable J. Carlvena Foster  
The Honorable Alan Perdue  
The Honorable Raymond Trapp

Guilford County Board of Commissioners and Residents of Guilford County:

It is my privilege to present to you the recommended budget for the 2015-16 fiscal year. In accordance with the General Statutes of North Carolina, the budget is balanced and prepared under the guidelines of the North Carolina Local Government Budget and Fiscal Control Act. A copy of this document has been filed with the Clerk to the Board and posted on the County's website where it is available to the public for inspection.

### **Local Economy**

The improving economy continues to have a positive impact on County revenue sources. The county's property tax base is projected to increase by 2.25% over the values used to prepare the FY 2014-15 budget. However, real property growth remains sluggish at just 1.3% higher than the prior year's values. In Guilford County, the unemployment rate continues to decrease. In March, the unemployment rate was 5.4%, compared to 6.7% at this time in 2014. The statewide unemployment rate was also 5.4% and the national unemployment rate was 5.5%. Taxable retail sales are returning to pre-recession levels. More property owners are paying their property taxes on time, helping to improve the county's tax collection rate and cash flow. The number of year-to-date inspections through December 2014 are up 3.6% from the same time period last year. Housing prices are up 3.1% since last year. The state's latest annual projected county population is 512,281 compared to 488,406 in 2010.



Despite these positive signs, growth in the tax base is still below pre-recession levels. In particular, the growth in the county's real property tax base is projected to increase by just 1.3% from the values used to prepare last year's budget. Strong growth in motor vehicle values, the result of consumers replacing their aging vehicles, has helped offset the sluggish growth in the real property base for the coming year. However, vehicle values depreciate over time and a more substantial increase in the value of other county property will be needed to fund service demands.

## **County Goals**

In developing this budget, I looked to the Board's guidance from several goal setting sessions during the winter and spring of 2015. Based on those sessions and the Vision and Mission Statements adopted by the Board, I have identified the following four broad organizational goals and ten priorities for Guilford County:

### **1. Be an Efficient, Effective and Responsive Government**

- *Invest in the development of a high-performing, engaged workforce that strives for excellence.*
- *Monitor and improve organizational performance and efficiency of operations.*
- *Operate in a fiscally responsible, sustainable manner.*

### **2. Support a High Quality of Life in Guilford County**

- *Support and encourage community health.*
- *Support citizen welfare in and through the community.*

### **3. Encourage Sustainable Economic Development and Growth**

- *Support a high quality of education and schools*
- *Collaborative economic development in coordination with other local organizations*

### **4. Engage Citizens in a Transparent Manner to Meet Community Needs**

- *Engage citizens to inform and to meet community needs*
- *Collaborate with community and state organizations to achieve common goals.*
- *Protect and improve the character of the community through public engagement and collaboration.*

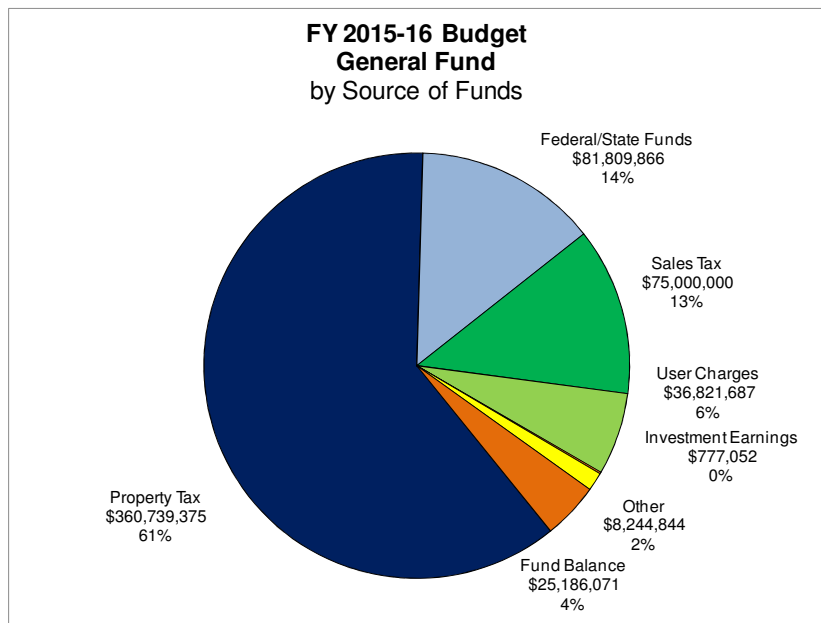
The goals, priorities, and specific achievable actions items included in this budget are outlined later in this document as a part of the Vision, Mission & Goals pages.

The proposed budget maintains the tax rate at 77 cents per \$100 of assessed valuation – no change from the current rate. The budget maintains county service levels, addresses employee compensation issues, covers an increase in the county's debt repayment obligations, and provides for increases in funding for the Guilford County Schools and Guilford Technical Community College.

## REVENUES

Total revenues are expected to increase by \$22.1 million next year as the recovery continues in the county's property tax and sales tax revenues. The amount of fund balance appropriated to balance the budget decreases by just over \$1.1 million.

**No increase in the county's general property tax rate of \$0.77 per \$100 of assessed valuation is needed to balance the recommended budget.**



### Summary of Sources of Funds

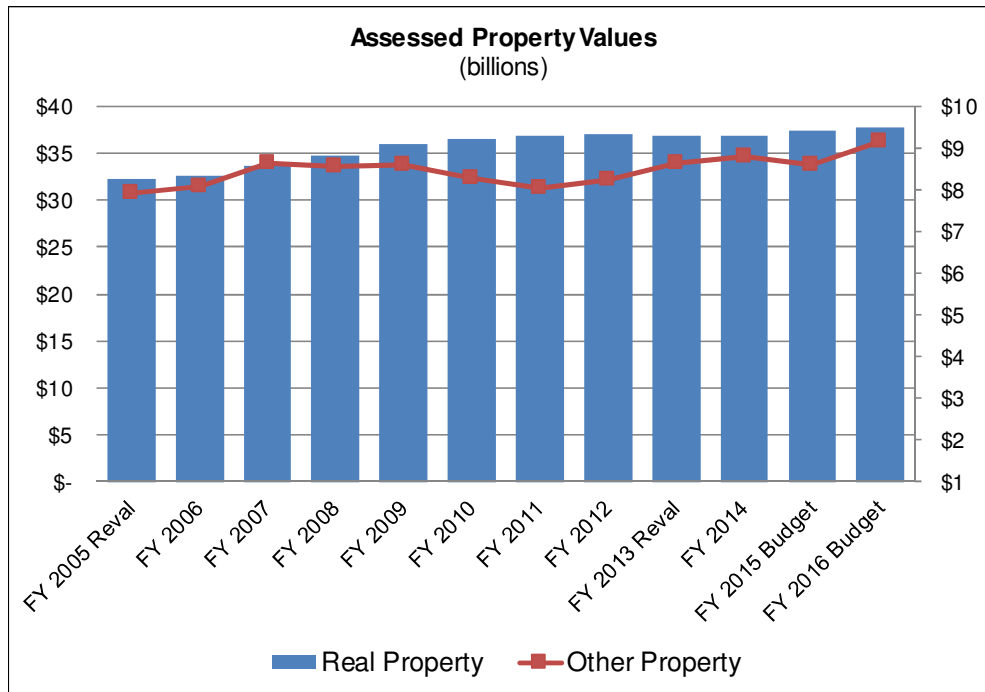
	FY14 Actual	FY15 Adopted	FY15 Amended	FY16 Recommended	vs. FY15 Adopted		FY17 Plan
					\$ chg	% chg	
Property Tax	\$ 360,910,702	\$ 349,520,000	\$ 349,520,000	\$ 360,739,375	\$ 11,219,375	3.2%	\$ 367,377,422
Federal/State Funds	\$ 76,683,120	\$ 78,383,957	\$ 81,516,172	\$ 81,809,866	\$ 3,425,909	4.4%	\$ 82,549,665
Sales Tax	\$ 70,219,326	\$ 69,800,000	\$ 69,800,000	\$ 75,000,000	\$ 5,200,000	7.4%	\$ 76,500,000
User Charges	\$ 35,880,612	\$ 35,987,239	\$ 35,948,160	\$ 36,821,687	\$ 834,448	2.3%	\$ 37,562,678
Investment Earnings	\$ 593,165	\$ 375,500	\$ 375,514	\$ 777,052	\$ 401,552	106.9%	\$ 777,465
Other	\$ 8,842,744	\$ 7,231,806	\$ 7,316,705	\$ 8,244,844	\$ 1,013,038	14.0%	\$ 8,058,739
<b>Total Revenues</b>	<b>\$ 553,129,669</b>	<b>\$ 541,298,502</b>	<b>\$ 544,476,551</b>	<b>\$ 563,392,824</b>	<b>\$ 22,094,322</b>	<b>4.1%</b>	<b>\$ 572,825,969</b>
Fund Balance	\$ (12,829,726)	\$ 26,313,278	\$ 31,718,760	\$ 25,186,071	\$ (1,127,207)	-4.3%	\$ 22,103,442
<b>Total</b>	<b>\$ 540,299,943</b>	<b>\$ 567,611,780</b>	<b>\$ 576,195,311</b>	<b>\$ 588,578,895</b>	<b>\$ 20,967,115</b>	<b>3.7%</b>	<b>\$ 594,929,411</b>

## Property Tax

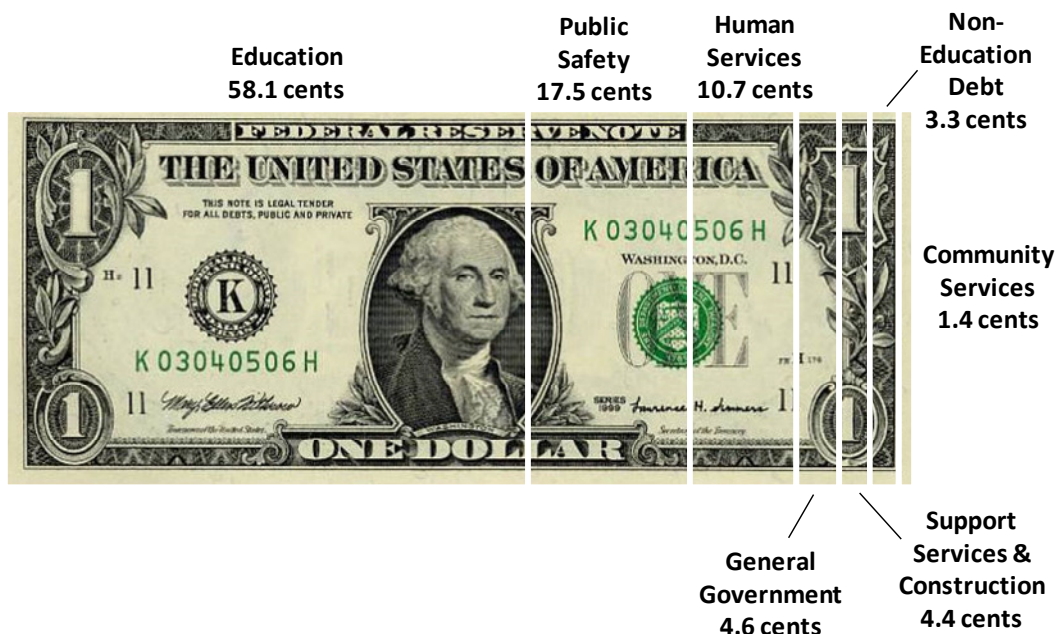
### Tax Base & Rate

Growth in the real property tax base remains sluggish at 1.3% over FY 2014-15 budgeted values. However, motor vehicle and other property values are projected to increase by 6% over the FY 2014-15 budget values as consumers continue to replace aging vehicles. In addition, the state's new Tax and Tag Together program has increased motor vehicle property tax collections to near 100%. In total, the tax base and current year tax revenues are projected to increase by 2.25% and \$10.7 million, respectively, over the values used to prepare the FY 2014-15 budget. Each cent of the property tax rate will generate about \$4.6 million.

Going forward, it is unlikely that that county’s motor vehicle tax base will continue to grow at the current rate. Although the county experiences an initial increase in the vehicle tax base when new vehicles are purchased, the value of these vehicles depreciates each year. A more substantial increase in the county’s real property tax base is needed to support strong property tax revenue growth in the future.



Education receives 58 cents of every dollar of property tax collected by the county. The following chart indicates how the rest of each dollar collected is allocated.



## **Federal & State Funds**

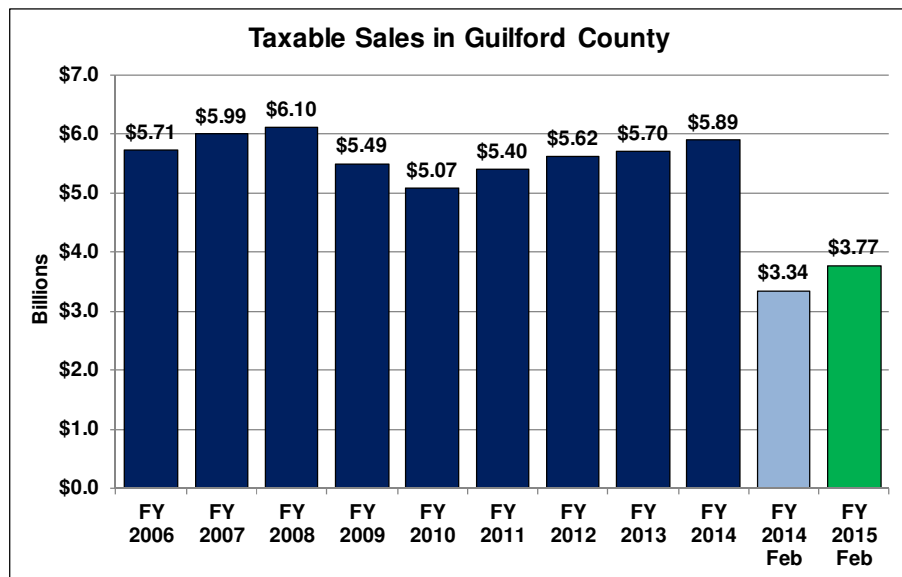
Revenues from the state and federal governments will increase by \$3.4 million to approximately \$81.8 million next year. Most of this increase is related to additional funding to be received by the Social Services department as it continues work in the state's new NC FAST Medicaid eligibility system. Staff time spent on work completed in the new system is reimbursed at 75% rather than 50% for work in the old system.

The 2015-16 budget includes \$4.8 million in lottery revenues that are earmarked to help pay for school debt service. The budget assumes no change by the General Assembly to the current allocation of lottery funds; however, final changes to the state budget will not be made until later this year. American Recovery and Reinvestment Act (ARRA) funds that are also used to help pay for debt repayment are budgeted at \$2.69 million.

## **Sales Tax**

Sales Tax revenues are budgeted at \$75 million for next fiscal year – \$5.2 million higher than the amount included in the FY 2014-15 budget.

Through February 2015, the latest month for which sales data are available, taxable retail sales in Guilford County are up 12.8% over the same period last year. Actual sales tax revenues through the May 2014 distribution (seven of the twelve distributions the county receives annually), are up 8.1% over the same period last year. Sales tax refunds for non-profits in Guilford County this year vs. last year account for most of the difference between retail sales and sales tax revenues. Unfortunately, these refunds change from month to month and can result in highly variable monthly and annual sales tax receipts. Since non-profit organizations apply directly to the state for refunds, counties have little advanced knowledge about pending reductions to their monthly sales tax revenues.



At the time this budget was presented, the North Carolina General Assembly was considering changes to the way local sales taxes are distributed to counties and municipalities. These changes, which impact both the total amount of sales tax revenue that is returned to local governments in Guilford and how those revenues are distributed within the county, could have a negative impact on county revenues. A final decision on the changes is not expected until after the county's budget must be adopted.

The North Carolina Association of County Commissioners recommends that counties consider increases in sales tax revenues of 3 – 4% over estimated actual revenues, depending on local economic conditions. Given the uncertainty surrounding the level of non-profit refunds, a conservative approach to budgeting sales tax revenues is prudent.

The FY 2015-16 budget for sales tax of \$75 million reflects no increase over estimated actual receipts for FY 2014-15, although this results in a 7.4% increase from budget to budget.

**Fees & Charges**

Total fees and charges are expected to increase by \$834,000 next fiscal year.

An additional \$540,000 in ambulance fees are expected as a result of increasing charges from 130% to 150% of Medicare allowable rates. These fees are proposed to offset increases in the county’s costs for medical supplies and drugs and are comparable to fees charged by peer counties. The fee increases are most likely to affect private insurance and self-pay patients.

<b>EMS Fees at 130% and 150% of Medicaid Allowable</b>					
	<b>Non-Emergency</b>		<b>Emergency</b>		
	<b>Basic Life</b>	<b>Advanced Life</b>	<b>Basic Life</b>	<b>Advanced Life</b>	<b>Advanced Life 2</b>
<b>Current Rate (130%)</b>	\$ 279.49	\$ 335.37	\$ 447.17	\$ 531.01	\$ 768.57
<b>Proposed Rate (150%)</b>	\$ 322.49	\$ 386.97	\$ 515.97	\$ 612.71	\$ 886.82
<b>Change</b>	\$ 43.00	\$ 51.60	\$ 68.80	\$ 81.70	\$ 118.25

More out-of-county juveniles housed at the county’s Juvenile Detention Center will result in an additional \$870,000 in revenues. Reimbursements from cities and towns for the direct costs of municipal elections in FY 2015-16 will add \$315,000 to the Elections Department’s revenue budget.

These revenue increases are offset by an \$830,000 reduction in Public Health fee revenues as a result of Medicaid reimbursement changes and more people with insurance coverage using private health services.

**Other Revenues**

Investment earnings are expected to increase by \$400,000 as a result of the issuance of additional school and college bonds and the investment of proceeds during the construction periods.

**Fund Balance**

The recommended budget includes a total Fund Balance appropriation of \$25.2 million from all sources. This is \$1.12 million less than the amount appropriated to balance the budget in FY 2014-15. An appropriation of this amount leaves an available fund balance equal to approximately seven weeks of projected General Fund expenditures (13.6%). This amount of fund balance is above the minimum 8% reserve amount recommended by the Local

Government Commission and required by the Board of Commissioners), but below the Government Finance Officers Association (GFOA) recommended percentage of 16.7%

Included in the \$25.2 million of total appropriated fund balance are the following amounts of restricted fund balance that can only be used for specific purposes:

- **Public Health - \$1.19 million** to offset expenses in program areas that generate Medicaid revenues as well as **\$7,000** from prior year Environmental Health Well Drillers' fees not yet appropriated.
- **Law Enforcement - \$270,000** of restricted Federal Forfeiture Funds and Unauthorized Substance Abuse Tax Funds. The Forfeiture and Substance Abuse Tax funds will be used to purchase various program supplies and equipment for Law Enforcement purposes. By law, these funds may only be used for law enforcement expenses.
- **Mental Health Court - \$136,207** of Inmate Welfare Funds will be used to pay for the county's Mental Health Court. This program provides assessments, treatment plans, and judicial monitoring for participants in an effort to avoid incarceration. The Board of Commissioners has directed that this program be funded using Inmate Welfare Funds. Inmate Welfare Funds are generated from inmate telephone charges and commissary sales. The Board of Commissioners has a policy to use these funds to pay for expenses that benefit inmates, although there is no statutory restriction on the use of these funds.
- **Register of Deeds (ROD) Automation Funds - \$71,041** of funds restricted for technology and automation enhancements for the ROD department. These funds are generated from a state-mandated set-aside of certain ROD fees.
- **Debt Repayment (Bond Premium Funds)** – no more funds are available for appropriation. The county has absorbed the reduction in this fund balance appropriation through reductions in other expenses and increases in other revenues

# EXPENDITURES

## Summary of Expenditures by Service Category

	FY14 Actual	FY15 Adopted	FY15 Amended	FY16 Recommended	vs. FY15 Adopted		FY17 Plan
					\$ chg	% chg	
Education	\$ 259,699,363	\$ 273,506,839	\$ 273,519,278	\$ 283,159,144	\$ 9,652,305	3.5%	\$ 289,458,193
<i>includes Education debt repayment</i>							
Human Services	\$ 119,602,927	\$ 125,798,859	\$ 128,417,794	\$ 129,021,812	\$ 3,222,953	2.6%	\$ 130,747,872
Public Safety	\$ 96,177,891	\$ 100,020,313	\$ 102,701,684	\$ 103,024,873	\$ 3,004,560	3.0%	\$ 108,778,367
Non-Education Debt	\$ 14,063,952	\$ 15,354,261	\$ 15,355,933	\$ 15,090,125	\$ (264,136)	-1.7%	\$ 14,340,290
Support Services	\$ 17,951,117	\$ 16,934,045	\$ 18,303,036	\$ 20,828,290	\$ 3,894,245	23.0%	\$ 24,086,825
General Government	\$ 23,623,605	\$ 26,056,531	\$ 25,863,532	\$ 27,080,076	\$ 1,023,545	3.9%	\$ 26,702,957
Community Services	\$ 9,181,088	\$ 9,940,932	\$ 12,034,054	\$ 10,374,575	\$ 433,643	4.4%	\$ 10,376,759
<b>Total Expenditures</b>	<b>\$ 540,299,943</b>	<b>\$ 567,611,780</b>	<b>\$ 576,195,311</b>	<b>\$ 588,578,895</b>	<b>\$ 20,967,115</b>	<b>3.7%</b>	<b>\$ 604,491,263</b>
<b>Permanent Positions</b>	<b>2,376.625</b>	<b>2,385.625</b>	<b>2,407.500</b>	<b>2,416.500</b>	<b>30.875</b>	<b>1.3%</b>	<b>2,416.500</b>

## Summary of Expenditures by Type of Expense

	FY14 Actual	FY15 Adopted	FY15 Amended	FY16 Recommended	vs. FY15 Adopted		FY17 Plan
					\$ chg	% chg	
Personnel	\$ 161,811,060	\$ 170,220,328	\$ 170,837,934	\$ 176,849,468	\$ 6,629,140	3.9%	\$ 180,586,686
Operating	\$ 256,275,204	\$ 267,160,429	\$ 273,188,212	\$ 278,812,940	\$ 11,652,511	4.4%	\$ 281,516,967
Debt Repayment	\$ 83,235,228	\$ 90,933,012	\$ 90,947,123	\$ 94,038,871	\$ 3,105,859	3.4%	\$ 99,588,085
Human Svc Assistance	\$ 34,912,236	\$ 36,427,622	\$ 37,032,506	\$ 35,750,580	\$ (677,042)	-1.9%	\$ 35,761,117
Capital Outlay	\$ 4,066,215	\$ 2,870,389	\$ 4,189,536	\$ 3,127,036	\$ 256,647	8.9%	\$ 7,038,408
<b>Total Expenditures</b>	<b>\$ 540,299,943</b>	<b>\$ 567,611,780</b>	<b>\$ 576,195,311</b>	<b>\$ 588,578,895</b>	<b>\$ 20,967,115</b>	<b>3.7%</b>	<b>\$ 604,491,263</b>

## Summary of Major Budget Changes

(in millions)

### Education (Operating, Capital, and Debt Repayment):

Guilford County Schools	\$8.59
Guilford Technical Community College	\$1.07
	<u>\$ 9.65</u>

### Department Major Changes:

Facility Maintenance & Construction	\$2.60
3% Merit Pool (effective 1/10/16)	\$1.74
Full-Year Impacts of Positions Added in FY 14-15	\$1.72
New Positions & Related Costs (+24)	\$1.20
Child Day Care, Adult Services, Crisis Programs (all mostly non-county \$)	\$1.08
High Cycle Election Year - municipal and general elections	\$0.64
Presidential Primary - new state mandate	\$0.59
Medicaid Recertification	\$0.47
Drugs & Medical Supplies	\$0.34
County Fleet - add cars for Human Services	\$0.28
	<u>\$10.64</u>

### Net All Other Changes (incl. 15 position cuts)

\$ 0.67

### Total Change

\$20.97

Highlights of the proposed expenditure budgets for the County's service areas are described below:

### **Education**

- Local operating funding for the Guilford County Schools (GCS) is increased by \$4.0 million, from \$179,360,398 to \$183,360,398. Total student population is projected to be 77,274 (71,917 Guilford County Schools and 5,357 charter schools). This appropriation increases the county's per pupil funding for all students from \$2,340 to \$2,372.
- The operating increase of \$4.0 million is about \$600,000 higher than the amount calculated using last year's proposed funding formula (\$3.38 million, increase based on the average of the percent change in property tax revenues and the percent change in student population).
- In FY 2014-15 (the latest information available from the NC Association of County Commissioners), Guilford County's per pupil local operating allocation was the 11<sup>th</sup> highest of all counties and 4<sup>th</sup> highest of counties with populations over 200,000.
- The budget also increases capital maintenance and repair funding for GCS by \$1.23 million to a total of \$5 million. The extra capital maintenance and repair funds will allow the school system to address additional high priority school maintenance needs.
- The operating allocation for Guilford Technical Community College (GTCC) is increased by \$1.05 million to \$14,350,000. The additional support is allocated to assist the College in paying for the full-year operating costs of new facilities, including the new Cameron Campus and Aviation Classroom Building, and other expenses for which the county is responsible for funding. The budget recommends a capital maintenance and repair appropriation of \$1.5 million, the same amount as appropriated in FY 2014-15.
- Debt service for school and community college facilities is projected to be \$78.95 million in next year, an increase of approximately \$3.37 million over the current year's budget.
- The budget assumes the county issues \$75 million in school and community college bonds after June 30, 2015 and \$54.9 of the remaining \$85.17 million in school bonds in the first half of fiscal year 2017 and the remainder in fiscal year 2018. Issue amounts may change based on revised cash needs for bond-funded projects, market conditions, and future timing decisions made by the Board of Commissioners. The use of the line of credit will enable the County to more closely match its borrowing with actual needs.

### **Human Services**

- Funding for the County's Human Services will increase by \$3.2 million to approximately \$129 million. This includes the addition of 13 new Human Services positions in Medicaid (3), Adult Services/Guardianship (4), Eligibility Quality Assurance (4), and (2) Elderly/Disabled Assistance (Community Alternatives Program) . These positions will help the Human Services department (Public Health and Social Services divisions) address increases in demands for service, meet state guidelines and recommended service levels, and help elderly/disabled clients avoid nursing home placements (\$680,000, with revenue reimbursement of about \$453,000).
- The budget also includes full-year funding for the 17 new positions added by the Board of Commissioners during the 2014-15 fiscal year. Fifteen social worker positions were added to help the county meet the state's child protective services caseload standards and two Environmental Health Specialists were added to reduce permit wait times. The annual impact of these new positions on the FY 2015-16 expense budget is about \$1.2



million. State/federal funds and additional permit fees will help offset some of the new costs.

- Funds are included for a Medicaid Recertification contract with an outside vendor to help the county process Medicaid recertifications in a timely manner (\$466,000, with revenue reimbursement of about \$346,000). At present, there are about 2,000 monthly recertifications that cannot be processed by existing staff because they are completing other eligibility duties. While an additional 21 positions are needed to process the recertifications (at a net cost of about \$253,000 annually), the budget recommends contracting with an outside vendor to process the recertifications (net cost of about \$120,000 annually). During the year, county staff will monitor vendor performance to ensure standards are being met. If the vendor cannot meet the performance standards on a regular basis, the county will have to hire its own staff to complete the work
- The budget also includes additional funding for replacement Electronic Medical Records software for the Public Health department (\$320,000), additional Home and Community Care program funding for elderly clients (\$330,000), and increases in drug and medical services costs in Public Health (\$140,000).
- The recommended budget maintains funding for Sandhills Center at \$9,674,000. This allocation is used to provide detoxification services, a residential substance abuse program, and crisis/emergency and medication management services to Guilford County residents.
- Funding for community-based organizations that provide various human services programs will remain the same at \$218,400. A list of agency requests is included in the Community Services and Appendices sections of the budget document. The Board will hold work session discussions to determine specific agency allocations before the budget is adopted.

### **Public Safety**

- Funding for the County's public safety departments will increase by approximately \$3.0 million in FY 2015-16, with most of the increase allocated to the Law Enforcement and Emergency Services departments.
- The budget recommends the addition of \$262,000 for four new Detention Officer positions to be assigned to the Greensboro and High Point Detention Centers and two Court Bailiff positions. (The Sheriff requested a total of 27 new positions - 17 Detention Officer positions, seven Patrol Deputies, two Bailiffs, and one Office Specialist position.) These positions are scheduled to be hired in October. The additional cost will be partially offset by an expected reduction in overtime costs of \$100,000. The budget also includes \$208,000 for the full-year impact of eight detention positions added in last year's adopted budget and one grant-funded position added by the Board earlier this fiscal year.
- Other increases include the full-year impact of compensation adjustments made to Law Enforcement positions as a result of last year's salary study, an increase in the county's required contribution to the Law Enforcement Special Separation Allowance Fund (provides a monthly allowance to a law enforcement officer from the date of retirement until the officer turns 62 years of age), inmate medical services, and a reduction in the amount of lapsed salary savings allocated to the department.
- County Farm Transition Plan – in April, the Board of Commissioners voted to transition the management of the land from Law Enforcement to the Facilities Department. As a part of this transition, the Board eliminated 15 detention positions that were assigned to the Farm. The employees in these positions will fill existing vacancies in the department. The elimination of these 15 positions will save about \$890,000 annually.

- The Emergency Services budget includes \$320,000 for increases in the cost of various medical supplies and drugs used on the county's ambulances, \$810,000 for the replacement of three ambulances and four staff vehicles, and \$92,000 for the full-year impact of 12 new ambulance positions added in October 2014.
- The budget includes \$183,000 for an increase in the county's share of the Guilford-Metro 911 Communication Center (GM 911) budget. GM 911 is the emergency communications center jointly operated and funded by the county and the City of Greensboro. The county's share of GM 911 costs is based on the prior calendar year's number of calls to GM 911 for county services. The county will pay 35% of GM 911's net expenses in FY 2015-16, up from 34% in FY 2014-15.
- In April 2015, the Board of Commissioners approved the creation of the **Family Justice Center** (FJC) department and the transfer for expenses from the Social Services Department (\$232,254). The FJC is a new public safety initiative launched by Guilford County to assist victims of family violence. When the center opens in June, it will be a single point of access to services for victims of domestic violence, sexual assault, child abuse, and elder abuse. Under one roof, more than 17 agencies will come together to provide consolidated and coordinated legal, social, and health services to families in need.
- The budget includes two new positions for the **Inspections** department – a Plans Examiner and a Building Inspector. A 2012 study by the Insurances Services Office, Inc., found that the workloads for the county's plans examination and certain inspections functions were substantially higher than those of similar jurisdictions. In addition, through the first six months of FY 2014-15, both the total number of inspections (5,150 to 6,305) and daily inspections per inspector (13 to 16) are up over 20% from the same time period in FY 2012-13. The additional positions will help the department address increases in demand for review and inspection services.
- The FY 2015-16 recommended budget increases the fire tax rates for eight fire districts or overlay districts to provide funding for departmental operations and capital needs. The tax rate increases were requested by the fire districts to replace aging fire trucks and safety equipment, make facility repairs, and address personnel training, insurance, and salary competition issues.

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**Fire District Tax Rate and Tax Revenue Changes**

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	<b>Tax Rate</b>		<b>Additional Revenue</b>
	<b>Current</b>	<b>Requested</b>	
Fire District 28	0.1000	0.1390	\$ 51,975
Guilford College	0.1255	0.1500	\$ 15,664
Horneytown	0.1040	0.1100	\$ 1,297
Julian	0.1011	0.1300	\$ 16,425
McLeansville	0.1000	0.1372	\$ 264,703
Pleasant Garden	0.1000	0.1107	\$ 59,738
PTIA	0.0227	0.0495	\$ 95,791
Whitsett	0.0866	0.1000	\$ 62,665

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**General Government, Support Services, and Capital**

- Funding for General Government and Support Services, together, will increase by 4.9 million. Three new positions are included in the budget – one Deputy County Attorney position to focus on foreclosures and two Tax Property Appraisers to enhance the

county's property appraisal program and begin preparations for the next general property revaluation.

- The Elections budget will increase by \$1.2 million next fiscal year as the department prepares to conduct up to five elections – municipal primary and general elections (municipalities will reimburse the County for direct costs of their 2015 city and town council elections), Presidential Preference Primary, county primary, and county secondary primary. The Presidential Preference Primary is a new, high-turnout election which will be held before the regularly scheduled May primary. The additional cost of this state-mandated election is \$589,000. Additional staff costs related to the other elections total just over \$430,000.
- The Facilities department budget includes additional funds (\$290,000) for implementing the county's new infrastructure maintenance plan (see the plan in the Multi-Year Plans section of this document). A total of \$1.24 million is included in the Facilities budget to address deferred maintenance and repair projects at county facilities. Additional funds are included in other budgets and in the capital plan for other major facility maintenance projects. The Facilities budget also includes an additional \$139,000 for increased utilities costs and \$50,000 for a new ground maintenance position as a result of the department assuming land management responsibilities at the County Farm.
- The budget includes \$586,000 in the Fleet Operations department to purchase 27 vehicles (for departments other than Law Enforcement and Emergency Services) that have condition issues or high mileage. This includes an additional 10 fleet vehicles for use by the Health and Human Services Department.

### **Community Services**

- Funding for the County's Community Services will increase by \$433,643.
- The Solid Waste budget includes funds for two new White Goods/Recycling Positions that were approved by the Board in April 2015 as part of the County Farm Transition plan. In prior years, Law Enforcement staff provided supervision of inmates who worked with the county's recycling/white goods program. As part of the farm transition plan, the funds used to pay for the Law Enforcement positions will be used to hire two new Solid Waste positions at a cost savings of about \$40,000. The annual cost for the positions is approximately \$93,000.
- The Park & Open Space budget will increase by approximately \$364,000 in FY 2015-16. Key changes in the department include the mid-year transfer of one grounds maintenance technician from the Facilities Department (\$43,000); costs associated with the opening of the new Hagan-Stone pool and increases in operating expenses for Triad Park (\$81,000); additional grounds maintenance, building repair and maintenance, and utilities expenses (\$122,000); and Replacement tractor and equipment for parks (\$73,500).
- Funding for the Greensboro, High Point, Gibsonville, and Jamestown Libraries is maintained at the amount appropriated for the current year.
- The overall Economic Development budget remains roughly the same at approximately \$2 million. This budget includes funding for Board-approved incentive grants to companies that make specific investments or create new jobs in Guilford County and county contributions to local and regional economic development agencies and community-based organizations (CBO's). An additional \$75,000 is included in the budget for the National Folk Festival that will be held in Greensboro from 2015 to 2017. The budget also recommends allocating \$300,000 for Guilford County Economic Development using funds previously provided to the Greensboro Economic Development Partnership and High Point Economic Development. A complete list of

expected incentive grant payments and economic development agency requests is included in the Community Services and Appendices sections of this document.

**Non-Education Debt**

- Non-Education Debt repayment is expected to decrease by \$264,000 to \$15.1 million in FY 2015-16 as the County continues to repay borrowed funds used to construct the new Greensboro Detention Facility and other non-education facilities.

**Capital Investment Plan**

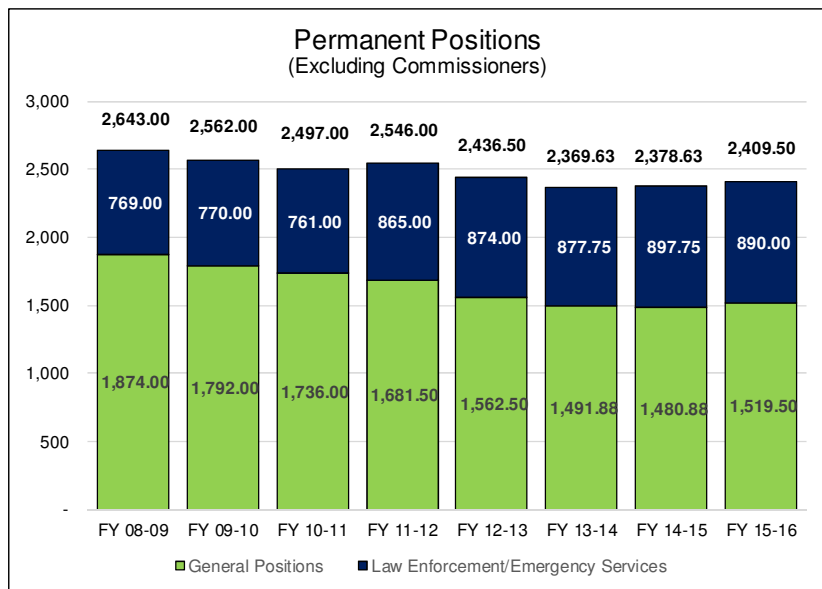
- The recommended budget includes a \$2.3 million transfer from the General Fund to the County’s capital construction fund. Prior to the last recession, an annual cash transfer into the construction fund was included in the annual operating budgets. This transfer of funds allowed the county to pay cash for many major infrastructure and building projects. In order to initiate or complete the projects included in the latest capital plan (see the capital section of this document), additional cash transfers are needed. Planned projects include a replacement Animal Shelter, renovations to the Bur-Mil Park Clubhouse, and heating and cooling system upgrades to the High Point Courthouse and Jail.

**Staffing and Employee Compensation**

**Staffing**

The recommended budget increases General Fund staffing by nine positions from 2,377.63 to 2,385.63. This is a net change that takes into account the addition of 24 new positions in Social Services, Public Health, Law Enforcement, Tax, and the County Attorney departments and the elimination of 15 positions at the County Farm.

Overall, the number of permanent positions has fallen by more than 233 since FY 2008-09, including the positions eliminated with the merger of The Guilford Center with Sandhills Center. Based on data collected by the North Carolina Association of County Commissioners in FY 2013-14, Guilford County has the second lowest number of employees per 1,000 residents, at 4.7 employees for every 1,000 residents. The average for all counties is over 42% higher at 6.7 employees for every 1,000 residents.



## **Employee Compensation**

The budget includes a merit pool equivalent to 3% of salaries and benefits. Employee merit pay increases will be awarded mid-year (expected date – 1/10/16) based on job performance and may be more or less than 3% based on individual and overall department performance scores. The first year net cost of the merit program is \$1,470,000 (\$1,740,000 gross expense less expected reimbursement revenue from non-county sources). A full year's net cost is approximately \$3.4 million.

## **Future Issues**

While the improving economy is a welcome change from the economy of prior years, and has allowed me to address a number of service issues in the recommended budget without a tax rate increase, a number of future challenges remain for Guilford County.

First, the county's real property tax base continues to show weak growth. Taken alone, the 1.3% increase over last year's budgeted values would not have produced enough revenue to address pressing service demands. Strong growth in motor vehicle values have helped provide some of the additional revenue needed to avoid a tax rate increase. Moving forward, however, it is unlikely that that county's motor vehicle tax base will continue to grow at the current rate as the new vehicles added this past year continue to depreciate in value. A more substantial, sustained increase in the county's real property tax base is needed.

Debt service will continue to be a major budget driver as Guilford County issues the final phases of voter-approved school and community college bonds from the 2008 referendum. As these bonds are issued, the county's debt repayment budget will increase. In addition, as new school and community college facilities are completed, the County's obligations for facility support will increase. A sales tax referendum that would have provided additional revenues with which to pay for education needs, including debt, did not pass last summer, eliminating one source of funding for future expense increases.

The recommended budget includes funding for a merit pool of up to 3%. This increase is necessary for county salaries to remain at levels that will attract and retain qualified employees. Additional discussions will be needed to ensure the county's entire compensation philosophy and compensation package support the goal of employee excellence.

For several years, the Board has taken positive steps to increase the level of available fund balance. This budget continues that effort by further increasing the projected amount of available fund balance. As the county begins to issue more debt, maintaining a healthy level of fund balance will be looked upon favorably by the county's bond rating agencies. As of June 2014, Guilford County was one of only five North Carolina counties with triple-A ratings from all three major rating agencies. Nationally, only about 35 – 40 counties are able to achieve triple-A's from the three rating agencies.

Finally, the potential restructuring of the local sales tax by state legislators is of major concern. Based on an analysis of the two Senate bills introduced in Raleigh, a worst case scenario could mean a loss of up to \$20 million of sales tax revenue for Guilford County and up to \$2.6 million for Guilford County Fire Departments by FY 2018-2019. If the legislature chooses to change how sales tax revenue is distributed to counties, substantial reductions in services or increases in other revenue sources, including the property tax, would be needed to make up for the difference.

The Goal of Guilford County Government is to provide exceptional public service that reflects the County's vision, mission and core values. Our department directors, managers and employees are committed to continuing the progress of the County's vision to be a high performing local government organization that provides efficient, accessible, responsive and dependable services that positively impacts the lives of Guilford County citizens.

In addition to my gratitude to Commissioners, I want to express my sincere appreciation to all of the Guilford County Team. I recognize we would not be able to continue to make progress to becoming a high performing organization without the contributions made by the County department directors and employees. The staff has committed to the County's vision, mission and values to continue to provide excellent public service regardless of the challenges. I am fortunate to work with such a dedicated and adaptable group of individuals. Thank you all very much.

Respectfully submitted,

Marty K. Lawing  
County Manager



**FY 2015-2016 Recommended Budget  
Board and Staff Changes**

	<u>Expense</u>	<u>Revenue</u>	<u>Still Need</u>
<b>RECOMMENDED BUDGET - General Fund</b>	\$ 588,578,895	\$ 588,578,895	\$ -
<b>BOARD CHANGES at 6/2/2015 Meeting</b>			
<b>Law Enforcement</b>			
Add 4 Positions	\$ 178,401	\$ -	\$ 178,401
<b>Emergency Services</b>			
Add 10 Positions - Fire Support	\$ 335,261	\$ -	\$ 335,261
<b>BOARD CHANGES at 6/16/2015 Meeting</b>			
Reduce Merit Pool	\$ (556,327)	\$ (86,327)	\$ (470,000)
Reduce Transfer to Capital Fund	\$ (500,000)	\$ -	\$ (500,000)
CBO/Economic Development Agencies	\$ (190,000)	\$ -	\$ (190,000)
Increase Permit Fees		\$ 100,000	\$ (100,000)
Adjust timing of next bond issue	\$ (1,875,000)		\$ (1,875,000)
JCPC - Reallocate Youth Focus' county \$ (\$48,877) to NC A&T			
	<u>\$ (2,607,665)</u>	<u>\$ 13,673</u>	<u>\$ (2,621,338)</u>
<b>STAFF CHANGES</b>			
<b>Social Services</b>			
Medicaid Recertification Contract (vs add'l staff)	\$ 331,880	\$ 248,910	\$ 82,970
Technology Updates - Meeting Rooms	\$ 35,000	\$ 17,500	\$ 17,500
<b>Law Enforcement</b>			
Reduce Software Maintenance/Board approved new system 6/18/15	\$ (140,000)		\$ (140,000)
Budget full Commissary and Phone Commission revenue in Inmate Welfare budget		\$ 207,000	\$ (207,000)
<b>Culture/Planning</b>			
Budget Historic Preservation pass-through grant funds	\$ 16,270	\$ 16,270	\$ -
<b>Solid Waste</b>			
Increase electronics household hazardous waste contract	\$ 60,000		\$ 60,000
<b>Emergency Services</b>			
Adjust County's share of GM-911 budget	\$ 82,250		\$ 82,250
	<u>\$ 385,400</u>	<u>\$ 489,680</u>	<u>\$ (104,280)</u>
<b>FINAL ADJUSTMENTS</b>			
Increase Appropriated Fund Balance		\$ 1,874,382	\$ (1,874,382)
Decrease Property Tax from \$0.77 to \$0.76		\$ (4,600,000)	\$ 4,600,000
<b>TOTAL</b>	<b>\$ 586,356,630</b>	<b>\$ 586,356,630</b>	<b>\$ -</b>
<b>No impact on General Fund:</b>			
<b>ROOM OCCUPANCY and TOURISM DEVELOPMENT - increase to \$6 million</b>	\$ 500,000	\$ 500,000	\$ -



## READER'S GUIDE TO THE GUILFORD COUNTY BUDGET DOCUMENT

The Annual Budget Document for Guilford County is grouped into nine primary sections, each with a specific theme and purpose. Taken together, they comprise a document designed to meet the information needs of a broad base of users. The following are the sections in the order in which they appear in the budget document.

### INTRODUCTION

This section provides general introductory information on the budget, the budget development process, and overall revenues and expenditures. It includes the following sections.

- ***Manager's Message & County Goals***

The original Manager's message describes the objectives for the County based on priorities previously discussed by the Board of Commissioners. It covers important issues such as the tax rate, budget issues and objectives, changes in services, fund balance, personnel, schools, and other changes that are incorporated into the annual budget.

- ***Budget Ordinance***

The annual budget is formally adopted at the time the Board of Commissioners adopts a budget ordinance. The ordinance includes specific expenditure and revenue appropriations for the County's departments, as well as the ad valorem tax rates and levies. The ordinance also delineates the authority of the County Manager to amend the budget during the year and to enter into certain contractual agreements. Other provisions cover restrictions on contingency funds and compensation/allowances of the County Commissioners.

- ***Vision, Mission, and Goals***

County's Vision, Mission, and Goals statement with specific achievable action items for the coming fiscal year.

- ***Organizational Chart*** of County functional areas and related departments.

- ***Budget Development and Amendment Information***

This section includes a description of the budget development process used to prepare the annual budget. It includes a copy of the budget development calendar, as well as an outline of the requirements that must be followed to amend the budget during the year.

This section also includes a summary of the budget financial guidelines that are used when developing the annual budget.

Finally, this section discusses the fund structure used to account for the financial affairs of the County, as well as the specific ways expenses and revenues are reported in the budget (Basis of Budgeting) and in the annual financial report (Basis of Accounting).

- ***Summary of Revenues, Expenditures, and Changes in Fund Balances***

This section includes several tables of summary information that provide the reader with a snapshot of the overall resources budgeted by the County. The data is presented in summary form for all budgeted funds and by individual major fund.

## GENERAL FUND SUMMARY INFORMATION

This section provides additional information regarding the General Fund, the primary operating fund of Guilford County.

- It includes a discussion of the major **expenditure** and **revenue** categories, information on historical trends, and details regarding the development of the estimates included in the adopted budget. Also included is a table showing how much **county funding is provided for each department**. Some departments have access to non-county sources of revenue, which reduces the amount of locally-raised funds (e.g., property tax, sales tax) that is needed to support department services. This chart shows how the county allocates the funding over which it has the most control.
- A comparison of prior and current year **staffing levels** and changes is also presented.

## COUNTY GOALS, PRIORITIES, & STRATEGIC PLAN SUMMARY INFORMATION

This section provides information about the County’s broad community goals, priorities, and the strategic plan. Also included is a presentation of the budget by goal and priority. County goals and priorities identified in the strategic plan guide many of the decisions made in the development of the budget.

 <p><b>Be an Efficient, Effective and Responsive Government</b></p>	 <p><b>Support a High Quality of Life in Guilford County</b></p>	 <p><b>Encourage Sustainable Economic Development and Growth</b></p>	 <p><b>Engage Citizens in a Transparent Manner to Meet Community Needs</b></p>
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Goal icons and color bars appear at the top of each department page offering an easy way to tie specific departmental services to the broader goals of the community. Also identified are specific priorities that each department works to achieve.

## FUNCTIONAL AREAS and DEPARTMENTS

County services are grouped into six general functions: **General Government**, **Education**, **Human Services**, **Public Safety**, **Support Services**, and **Community Services**.

Each function has its own section in this document. The first two pages of each section include **summary information regarding the overall expenditures and revenues for each function**.

The remaining pages of each functional section are comprised of individual **department pages**. These pages provide additional details about the County's specific departments.


The department service pages link each department to one or more county goals and priorities, as indicated by color bars and icons at the top of each page. The pages also show the expenditures and revenues associated with each department in a Budget Summary. Actual expenditures and revenues for FY 2014, the adopted budget for FY 2015, the amended budget for FY 2015 (includes changes to the adopted budget during the year), and the adopted budget for FY 2016 are included. The Board can only adopt a budget for the coming fiscal year, but to provide a long-term perspective of county issues, a Plan Budget for FY 2017 is provided, as well. Also displayed are each department's purpose and goals, budget highlights, major accomplishments, performance measures, and future issues.

**INSPECTIONS**  
 Leslie Bell, ACIP, Planning Director      400 W. Market St., PO Box 3427, Greensboro, NC 27402 (336) 641-3334

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*Links to County Goals and Strategic Priorities:*

COUNTY GOAL: Sustainable Economic Development and Growth  
 PRIORITY: Collaborative economic development.



*Links to County Goals and Strategic Priorities:*

COUNTY GOAL: Support a High Quality of Life in the County  
 PRIORITY: Support and encourage community health



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**BUDGET SUMMARY**

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Inspections	1,895,695	2,053,242	2,067,199	2,208,958	155,716	7.6%	2,275,005
<b>EXPENSE</b>							
Personnel Services	1,849,046	1,977,556	1,990,556	2,123,302	145,746	7.4%	2,208,199
Supplies & Materials	8,635	40,600	25,256	18,396	-22,204	(54.7%)	17,040
Other Services & Charges	38,013	35,086	51,367	45,264	10,178	26.0%	49,766
Capital	0	0	0	21,996	21,996	0.0%	0
<b>Total Expense</b>	<b>1,895,695</b>	<b>2,053,242</b>	<b>2,067,199</b>	<b>2,208,958</b>	<b>155,716</b>	<b>7.6%</b>	<b>2,275,005</b>
<b>REVENUE</b>							
Licenses and Permits	791,718	817,481	817,481	1,007,836	190,355	23.3%	1,407,832
Charges for Services	45,818	49,500	49,500	45,818	-3,682	(7.4%)	45,818
Appropriated Fund Balance	6,510	0	0	0	0	0.0%	6,510
Miscellaneous Revenues	215	0	0	215	215	0.0%	215
<b>Total Revenue</b>	<b>844,261</b>	<b>866,981</b>	<b>866,981</b>	<b>1,053,869</b>	<b>186,888</b>	<b>21.6%</b>	<b>1,460,375</b>
<b>County Funds</b>	<b>1,051,434</b>	<b>1,186,261</b>	<b>1,200,218</b>	<b>1,155,089</b>	<b>-31,172</b>	<b>(2.6%)</b>	<b>814,631</b>
<b>Positions</b>	<b>25</b>	<b>24</b>	<b>24</b>	<b>26</b>	<b>2</b>	<b>8.3%</b>	<b>26</b>

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**DEPARTMENTAL PURPOSE**

The Inspections and Permitting Division is a State-mandated program that falls under the Public Safety Service Area. The overall goal of the Division is to protect the lives, health and property of Guilford County citizens via enforcement of the International Building Code with North Carolina Amendments and per North Carolina General Statute (NCGS) 153A, Article 18 (more specifically, NCGS 153A-352). The Division's responsibilities include the review of building construction plans and specifications; issuance and tracking of permit and inspection data; performing all required state and local field inspections for code compliance, and issuance of Certificate of Occupancies (CO).

In an effort to further protect the safety, health and general welfare of our citizens, additional responsibilities also include:

## DEBT REPAYMENT & INFORMATION

The County issues debt, primarily through the issuance of general obligation bonds, to help fund large capital projects including new schools, detention facilities, emergency services bases, and other government needs.

- This section includes information about the annual **debt service payments** that must be made to pay for County debt.
- A graph and chart are included to provide the reader with an understanding of the **total general obligation debt requirements** for existing and planned debt over the next 20 plus years.
- It also includes information regarding the **legal debt limits** and **local guidelines** that govern the amount of debt the County can issue.

## CAPITAL

This section includes two categories: “**operating**” **capital expenditures** included in the budget (generally, items or projects that cost between \$5,000 and \$100,000) and a summary of the **major capital projects** (generally, those that cost \$100,000 or more) that are included in the County's 10-year Capital Investment Plan (CIP).

- A **list of all operating capital expenditures** for General Fund departments is included in this section.

- In addition, a summary of the proposed CIP, including the **estimated operating budget impacts** of capital projects and required funding, is also presented.

## **FIRE DISTRICTS**

This section includes information about the county's Rural Fire Districts that operate in areas of the county without a municipal fire department. Information about fire tax rates and the services provided by each fire district is included in this section.

## **OTHER FUNDS**

This section contains summary information regarding the two other funds of the County that include appropriations in the adopted budget. These funds are the Room Occupancy and Tourism Development Fund, and Internal Services Fund.

## **MULTI-YEAR PLANS**

The county engages in a number of multi-year planning processes for major expenditures. These plans help the county prepare for major purchases in future years. This section includes plans for major facility maintenance/repair needs, major equipment purchases, technology initiatives, and vehicle replacement over the next two fiscal years. These plans will be extended to five future years in FY 2015-16.

## **GLOSSARY**

A list of terms related to governmental budgeting and accounting.

## **APPENDICES**

The following information is contained in the Appendices section:

- Guilford County Profile & Demographics
- Summary of Community Based Organization Funding

*If you have any questions or would like more information about any part of the Guilford County budget, please call the Budget Management and Evaluation Department at (336) 641-3275.*



## Vision, Mission & Goals

### Guilford County Vision

Guilford County Government will be a high performing local government organization that maintains a culture which embraces diversity, strives for equality, inspires individual and organizational excellence in an effective, fiscally sound and sustainable manner, and promotes quality development while protecting the character of communities and citizen engagement in supporting community health, citizen welfare and prosperity, public safety and educational opportunities in a business friendly environment.

### Guilford County Mission

To provide efficient, effective responsive government that meets the public's needs while maintaining a high performance workforce that provides exceptional services that supports a high quality of life and sustainable economic growth.

### FY 2015-16 Goals & Priorities





1. *Be an Efficient, Effective and Responsive Government*
  - a. Invest in the development of a high performing, engaged workforce that strives for individual excellence.
    - i. Contract for a comprehensive re-write of the Guilford County Personnel Regulations. (Nov. 1, 2015)
    - ii. Establish a wellness program for employees, dependents, and retirees to improve overall health of members of the County's health plan while better managing and controlling costs. (Dec. 1, 2015)
    - iii. Develop a customer service training program specific to County services that all current and new employees participate in. (May 31, 2016)
    - iv. Identify and support professional development and cross-training opportunities for employees to maximize capability of County staff. (May 31, 2016)
  - b. Monitor and improve organizational performance and efficiency of operations.
    - i. Complete an analysis of costs/benefits of establishing an internal vehicle maintenance facility and operation. (March 31, 2016)

- ii. Expand and improve the County fleet incrementally to provide an adequate number of quality vehicles for use by employees on County business. (Jun. 30, 2017)
      - iii. Collaborate with Guilford County Schools to evaluate alternative means of funding construction and maintenance of new school facilities in an effort to reduce lifetime operating costs. (Jun. 30, 2016)
    - c. Operate in a fiscally responsible, sustainable manner.
      - i. Work with Guilford County Schools and Guilford Technical Community College to finalize the next bond sale package and projects to be funded in a timely manner that allows use of notably low interest rates. (Mar. 31, 2016)
      - ii. Implement a comprehensive approach to delinquent tax collection by adding a deputy attorney position to improve processing time of tax foreclosures. (Sep. 1, 2015)
      - iii. Complete implementation of the County Farm Transition Plan to optimize management of the land in a responsible manner while maintaining its rural character. (Sep. 30, 2015)
2. *Support a High Quality of Life in Guilford County*
- a. Support and encourage community health.
    - i. Finalize the organizational structure of the County Department of Health and Human Services. (Nov. 1, 2015)
    - ii. Complete the planning process for the construction of a new, improved County animal shelter to better accommodate the volume of animals while improving the visitor experience and reducing the cost of operations and maintenance. (Jun. 30, 2016)
  - b. Support citizen welfare in and through the community.
    - i. Assist volunteer fire departments in the County Fire Districts with the development of short- and long-term strategic plans to help them develop and maintain sustainable independent operations in their districts. (Jun. 30, 2016)
    - ii. Improve the County's jail population management programs and implement more cost-effective pre-trial release alternatives. (Feb. 1, 2016)
3. *Encourage Sustainable Economic Development and Growth*
- a. Support a high quality of education and schools.
    - i. Maintain a level of funding for education to keep Guilford County Schools within the top ten school systems in terms of funding in North Carolina. (July 1, 2015)
    - ii. Work with Guilford County Schools to develop metrics to better identify outcomes, educational attainment, and funding needs and align County resources accordingly. (Mar. 31, 2016)
  - b. Collaborative economic development in coordination with other local organizations.

- i. Develop and implement a new County economic development incentive policy to serve as a tool for recruitment and retention of businesses. (Sep. 1, 2015)
- ii. Collaborate with the cities of Greensboro and High Point, the Greensboro Partnership, and the High Point Partners to establish a centralized independent economic development non-profit to serve as the primary agency for all local and regional economic development initiatives and opportunities. (Jul. 1, 2015)

4. *Engage Citizens in a Transparent Manner to Meet Community Needs*

- a. Engage citizens to inform and to meet community needs.
  - i. Improve the County's responsiveness and transparency through improved access to public information, records, and communication. (Dec. 31, 2015)
  - ii. Develop and distribute effective communications to better inform the public about County programs, services, and other affairs. (Dec. 31, 2015)
- b. Collaborate with community and state organizations to achieve common goals.
  - i. Complete the renovation of the Family Justice Center and finalize agreements in cooperation with partner agencies. (Jul. 1, 2015)
- c. Protect and improve the character of the community through public engagement and collaboration.
  - i. Develop a strategic plan for the use of County property in a manner that reflects both County and community needs including maintenance schedules, demolition and redevelopment, and surplus sales of unused or unnecessary properties and buildings. (Dec. 31, 2015)

 <p><b>Be an Efficient, Effective and Responsive Government</b></p>	 <p><b>Support a High Quality of Life in Guilford County</b></p>	 <p><b>Encourage Sustainable Economic Development and Growth</b></p>	 <p><b>Engage Citizens in a Transparent Manner to Meet Community Individual Needs</b></p>
<b>Priorities</b>			
<ul style="list-style-type: none"> <li>• Invest in the development of a high performing, engaged workforce.</li> <li>• Monitor and improve performance and efficiency.</li> <li>• Operate in a fiscally responsible, sustainable way.</li> <li>• Responsive governance.</li> </ul>	<ul style="list-style-type: none"> <li>• Support and encourage community health.</li> <li>• Support citizen welfare in and through the community.</li> </ul>	<ul style="list-style-type: none"> <li>• Support a high quality of education and schools.</li> <li>• Collaborative economic development in coordination with other local organizations.</li> </ul>	<ul style="list-style-type: none"> <li>• Engage citizens to inform and to meet individual needs.</li> <li>• Collaborate with community and state organizations to achieve common goals.</li> <li>• Protect and improve the character of the community through public engagement and collaboration.</li> </ul>
<b>Primary Departments</b>			
<p>Board of Elections  Budget, Mgmt. &amp; Evaluation  Commissioners &amp; Clerk  County Administration  County Attorney  Facilities &amp; Parks  Finance &amp; Risk Mgmt.  Human Resources  Information Services  Internal Audit  Purchasing  Register of Deeds</p>	<p>Animal Services  Court Alternatives  Emergency Services  Facilities &amp; Parks  Family Justice Center  Health &amp; Human Services  Law Enforcement  Planning &amp; Inspections  Security  Soil &amp; Water Conservation  Solid Waste  Transportation  Veterans Services</p>	<p>Commissioners  Cooperative Extension  Guilford County Schools  Guilford Tech Community Col.  Libraries  Planning &amp; Inspections  Purchasing  Soil &amp; Water Conservation  Solid Waste  Transportation</p>	<p>CBOs &amp; JCPC  Commissioners &amp; Clerk  County Administration  County Attorney  Facilities &amp; Parks  Veterans Services  Cooperative Extension</p>







## **THE BUDGET DEVELOPMENT PROCESS**

### **GOALS AND OBJECTIVES**

County Management meets with the Board of County Commissioners (BOC) near the beginning of the calendar year for direction relative to issues and countywide goals, objectives and priorities.

These goals, objectives and priorities become the driving force behind the budget cycle and initiate a three-phase process:

- REQUEST by Departments
- RECOMMENDED by Manager
- APPROVED by Board of Commissioners

### **DEPARTMENT REQUESTS**

At the start of the budget development process, the Office of Budget Management & Evaluation gives directions and instructions to all departments on the submission of budget requests for the next fiscal year. Information submitted to the departments includes a budget calendar outlining time frames for the completion of certain aspects of the budget process and guidelines for preparing the budget, such as inflation factors, formulae for calculating fringe benefits, etc. The departments are made aware of the budgetary goals and specific policies that the Board of Commissioners has established to govern the development of the annual budget.

The departments are required to narratives describing their operations, plans for the next budget year, performance information, and expenditure and revenue requests by function/source. Expenditure and revenue requests are divided into three categories:

- Base – expenditures/revenues that are needed to support existing programs at existing service levels
- Expansion – expenditures/revenues associated with new programs or expanded service levels
- Cuts – expenditure/revenue reductions associated with programs proposed for elimination or reductions in service levels.

Information is requested for the next budget year and for a second planning year. While the Board of Commissioners cannot formally adopt the planning year budget, inclusion of the data provides a long-term perspective of county issues and the future impacts of decisions made for FY 2015-16.

Budget requests and related information is also received from external organizations funded by the County, including the Guilford County Schools, Guilford Technical Community College, and county fire districts.

Staff committees are convened to evaluate department requests for major facility

maintenance projects, large equipment purchases, vehicle acquisitions, and major technology expenditures. The focus is on prioritizing the requests and developing and updating multi-year inventories of needs.

Finally, the Office of Budget Management & Evaluation reviews and analyzes all revenue sources, including tax valuations, and determines the amount of projected revenues that will be available from all sources.

## **MANAGER'S RECOMMENDED BUDGET**

After receiving the budget requests from the departments, the Office of Budget Management & Evaluation analyzes the requests to determine if they are reasonable, justified and consistent with performance measures and budget directives; identifies adjustments to bring budget requests in line with established goals; and makes an initial recommendation on each request, including capital equipment and new positions.

Work sessions including the County Manager, the Budget Director, the appropriate Budget Analyst and the leadership from each department are held to acquaint the Manager with the initial recommendation for the department. Work sessions with the Board and selected departments are also conducted to receive BOC input prior to a final recommendation from the Manager.

The Budget Director and County Manager, working in conjunction with the budget staff, develop a recommended budget to be presented to the Board, along with the budget message in May.

## **BOARD APPROVED BUDGET**

The Board of Commissioners, or a Board-appointed sub-committee, the County Manager and the Budget Director schedule work sessions to discuss the Recommended Budget, if such sessions are requested by the Commissioners. The North Carolina General Statutes require that a public hearing on the budget be held before its adoption.

The Board reacts to the Recommended Budget, and the tax rates proposed to fund the recommendation. Adjustments are made to the Recommended Budget, based upon Board direction, citizens' input from public hearings, legislative actions, and other factors that arise during deliberations.

The General Statutes of North Carolina require the adoption of a budget by June 30.

In accordance with the General Statutes of North Carolina, the County prepares and adopts its budget for the General Fund, Fire Protection District Funds, County Building Construction Fund, and the Room Occupancy and Tourism Development Tax Fund on the modified accrual basis. A financial plan to operate the Internal Services Fund is adopted each fiscal year, with revenue derived from fees for services, fund balances, and other revenues being adequate to meet expenditures. Each of these funds is included in the Budget Ordinance and in the schedules and tables included in this document.

**GUILFORD COUNTY  
DEPARTMENT BUDGET CALENDAR**

**FY 2015-2016**

**2014**

- December 1            Budget system open for initial budget planning
- December 19        Multi-Year Requests due for Special Facilities Needs, Major Equipment, Technology Items.
- December 31        Multi-Year Requests due for Vehicles

**2015**

- January 9            Budget Kick-Off - system updated with current personnel estimates

**February 5 & 6    Board Retreat**  
*Additional information regarding Department Goals & Objectives distributed following retreat.*

- March 6             Department budgets due
- March 6             Tax - initial tax base value projections  
Finance - initial Fund Balance projections
- March 16 - April 2    Manager - Department meetings to review budget requests  
Manager - Fire District meetings to review budget requests
- April - May         Budget Committee Work Sessions

*May 1                Statutory deadline for School Superintendent to present budget and budget message to the Board of Education*

- May 6                All recommended adjustments completed

*May 15              Statutory deadline for Board of Education (GCS) and Board of Trustees (GTCC) to present budget request to Board of Commissioners*

**May 20             Manager's Recommended Budget to Board of Commissioners**

Notify fire districts of recommended tax rates and public hearing

- May                 Board work session(s) on Recommended Budget

**June 4             PUBLIC HEARING on the Recommended FY 2015-2016 Budget**

- June                Board work session(s) on Recommended Budget

**June 18            Adoption of Budget Ordinance**

- June 30            Statutory deadline for Board of County Commissioners to adopt the Budget Ordinance

## THE BUDGET AMENDMENT PROCESS

### LEVEL OF BUDGETARY CONTROL

Budgets in the General Fund and annually budgeted projects in the Capital Projects Funds are legally controlled at the department level. For these funds, the budget is appropriated by the Board by department or project. Any amendments that increase or decrease departmental budgets or projects must follow certain approval processes as described below. Projects in the Capital Projects Fund with project-length budgets are controlled by project. The legal level of control varies for the Special Revenue Funds. Appropriations in the Rural Fire District Fund are by rural fire tax district; the appropriations in the Room Occupancy/Tourism Development Tax Fund are on a fund basis.

Modifications to the original budget occur throughout the year for a variety of reasons. These modifications take one of four forms: (1) Budget Transfers; (2) Budget Revisions up to \$30,000; (3) Budget Revisions over \$30,000; (4) Budget Revisions from Technology Pool.

### BUDGET TRANSFERS

Budget transfers usually originate at the department level and are submitted to the Budget Department for processing. Transfers adjust various line items within the department's budget, but do not affect the overall total for the department. The request includes a justification and the conditions resulting in the availability of funds to support the transfer. Budget transfers may not be used to provide funding for the creation of unauthorized positions. The assigned Budget Analyst reviews the request and, upon approval, makes the adjustment in the financial system.

### BUDGET REVISIONS

**Up to \$30,000** - The County Manager is authorized in the Budget Ordinance to make transfers between departments within the same fund of up to \$30,000 per transaction. These budget revisions are treated in much the same manner as Budget Transfers with one exception -- the County Manager is required to report each revision of this nature to the Board at its next regularly scheduled meeting. As with Budget Transfers, these Budget Revisions may not be used to create unauthorized positions or raise salaries.

The County Manager is also authorized in the Budget Ordinance to make appropriations from the Reserve for Contingencies in an amount not to exceed \$30,000. These transactions must be reported to the BOC at its next regular meeting.

**\$30,000 and above** - Budget Revisions in equal to or in excess of \$30,000 require the approval of the Board of Commissioners. The preparation of these revisions is much the same as for transfers or revisions less than \$30,000. These types of transactions, however, must go through the Agenda Process for presentation to the Board. For this reason, additional supplemental information regarding the reason for the revision may be required.

### ***Technology Items & Other Centrally Calculated Budget Line Items***

The County Manager is authorized to transfer funds appropriated in the Technology Pool in the General Fund Capital Outlay to other departments within the General Fund for the purchase of computer hardware, software, and other technological items in amounts as he/she deems necessary. The County Manager is also authorized to transfer funds budgeted in the General Fund insurance, salaries & benefits, energy, and facility expense (53100 - Routine Building Maintenance/Repair, 53110 - Maintenance of Lawns/Grounds, 53290 - Special Facilities Maintenance/Repair) accounts to the same accounts in other departments within the General fund to adjust for projected expenditure patterns. Each such transfer shall be reported to the Board of Commissioners at its next regular meeting.

## **BASIS OF BUDGETING and BASIS OF ACCOUNTING**

### **Basis of Budgeting**

All funds of the County are budgeted for and accounted for during the year on the modified accrual basis of accounting in accordance with North Carolina General Statutes. Under the modified accrual basis, revenues are recognized in the accounting period in which they become measurable and available to pay liabilities of the current period. Expenditures are recognized in the accounting period in which the costs for goods or services are incurred (except for unmatured principal and interest on general long-term debt, which are recognized when due). The County maintains encumbrance accounts under which purchase orders, contracts and other commitments are reserved against available appropriations.

The appropriations in the General Fund and annually budgeted projects in the Capital Projects Funds are formally budgeted and legally controlled on a departmental basis. Projects in the Capital Projects Funds with project-length budgets are controlled by project. The legal level of control varies for the Special Revenue Funds. Appropriations in the Rural Fire District Fund are by rural fire tax district; the appropriations in the Room Occupancy/Tourism Development Tax Fund are on a fund basis.

Concurrent with the adoption of the annual budget ordinance, the County approves a balanced financial plan for the Internal Service Fund. A financial plan is balanced when estimated expenses do not exceed estimated revenues. Any change in the financial plan during the year must be approved by the Board of County Commissioners.

### **Basis of Accounting**

Basis of accounting refers to how revenues and expenditures or expenses and related assets and liabilities are recognized in the accounts and reported in the combined financial statements. Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting.

Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the government considers revenues, except for property taxes, to be available if they are collected within 90 days of the end of the current fiscal period. Expenditures are recorded when the related fund liability is incurred, except for principal and interest on general long-term debt, claims and judgments, and compensated absences, which are recognized as expenditures to the extent they have matured. General capital asset acquisitions are reported as expenditures in governmental funds. Proceeds of general long-term debt and acquisitions under capital leases are reported as other financing sources.

The government-wide, proprietary, and fiduciary fund financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, except for the agency funds which have no measurement focus. Revenues are recorded when earned and expenses are recorded at the time liabilities are incurred, regardless of when the related cash flows take place. Non-exchange transactions, in which the County gives (or receives) value without directly receiving (or giving) equal value in exchange, include property taxes, grants, entitlements, and donations. On an accrual basis, revenue from property taxes is recognized in the fiscal year for which the taxes are levied. Revenue from grants, entitlements, and donations is recognized in the fiscal year in which all eligibility requirements have been satisfied.

## **BUDGET FINANCIAL POLICIES & GUIDELINES**

Guilford County's financial policies and guidelines ensure fiscal strength and accountability, as well as guide the County in managing resources used to carry out governmental functions for its citizens. The guidelines presented below are specifically related to the development, adoption, and management of the budget.

The County's budget is prepared in accordance with the North Carolina Local Government Budget and Fiscal Control Act (North Carolina General Statutes, Chapter 159). The Budget and Fiscal Control Act regulates North Carolina governmental units in financial matters.

### **Operating Budget and Fund Balance**

1. The County will operate under an annual balanced budget ordinance whereby the sum of the net revenues and appropriated fund balances equals the expenditure appropriations as required by The Local Government Budget and Fiscal Control Act.
2. Guilford County's annual budget shall be adopted by July 1<sup>st</sup> of the new fiscal year, and shall begin on July 1 and end June 30.
3. The Board of Commissioners shall review and determine the property tax rate each fiscal year. The tax rate will be based on the county's cost of providing general government services.
4. Unreserved, undesignated fund balance of the General Fund at fiscal year end shall not fall below 8% of the subsequent year's adopted budget.
5. At June 30<sup>th</sup>, the minimum level of fund balance available for appropriation that should be on hand is 8% of the prior year's expenditures.
6. Revenues and expenses shall be budgeted at realistic levels that both avoid shortfalls and accurately reflect expenditure requirements.
7. The County shall avoid funding continuing expenses with one-time revenues.
8. The County will not assume funding responsibility for expired grant funded programs and positions without Board approval.
9. Amendments to the annual budget shall be made in accordance with Section VIII of the Budget Ordinance.
10. The County shall have its accounts independently audited at the close of each fiscal year by a certified public accountant.



## **Capital Projects**

1. The County shall prepare and present to the Board of Commissioners an updated 10-year Capital Investment Plan (CIP) each year.
2. Capital projects included in the CIP should cost at least \$100,000, take more than one year to complete, and have a useful life of at least 10 years. Other items may be included if they represent a substantial investment of County funds.
3. Anticipated changes in operating expenses related to capital projects shall be identified in the CIP and included in the appropriate departments in the annual operating budget.
4. The County shall transfer from the General Fund to the County Building Construction Fund annually an amount equal to the scheduled contribution according to the Future Capital Needs Financing Schedule.
5. The Board of Commissioners will authorize individual capital projects by approving a balanced capital project ordinance in accordance with state statutes.

## **Debt**

1. The approval, sale and repayment of debt for the County are determined by North Carolina statutes and regulations.
2. Per the state statutes, net debt shall not exceed 8% of the appraised value of property subject to taxation (NCGS 159-55).
3. Local policy places additional restrictions and guidance on the use of debt financing and debt structuring beyond the terms of the General Statutes:
  - a. Net general obligation debt per capita should not exceed \$3,000.
  - b. Net general obligation debt as a percentage of assessed valuation should not exceed 3.0%.
  - c. Net general obligation debt service as a percentage of the operating budget should not exceed 15.0%.
4. Debt affordability will be determined using an objective, analytical approach. This process involves the comparison of generally accepted standards and guidelines.
5. Selection of debt instruments is made with reference to risk, cost, and term.
6. The County will seek to maintain its high bond ratings.
7. The County shall seek to increase the level of pay-as-you-go funding for major capital projects to reduce reliance on debt financing.



**FUND STRUCTURE**

Guilford County uses a fund accounting system to account for its operations. This accounting method groups financial activities of common purposes into various "funds." In compliance with the North Carolina Local Government Budget and Fiscal Control Act, the County adopts an annual budget ordinance for all funds except the projects within the Community Development Special Revenue Fund authorized by grant ordinance; certain projects within the County Building Construction, Water and Sewer Construction, and School Capital Outlay Capital Projects Funds authorized by project ordinance; the Internal Service Fund and Trust and Agency Funds.

Shaded funds are included in the annual budget ordinance For FY 2015-16. Other funds are presented for information only to present a complete picture of the County's fund structure.

<b>Fund</b>	<b>Description</b>	<b>Category</b>	<b>Type</b>	<b>Appropriated in Budget Ordinance</b>
GENERAL	Primary operating fund for the County. Accounts for resources traditionally associated with government which are not required legally or by sound financial management to be accounted for in another fund.	Governmental	General	Yes
COUNTY BUILDING CONSTRUCTION	Accounts for capital projects in which the assets are retained entirely or in part by the County. (Note: Specific capital project budgets are appropriated by project ordinances. The amount appropriated in this fund in the budget ordinance reflects the County's contribution from the General Fund for various capital needs.)	Governmental	Capital Projects	Yes, partially
RURAL FIRE DISTRICTS	Accounts for voter-approved property taxes levied to provide fire protection services. Separate accounts are established within this fund for each of the fire protection districts.	Governmental	Special Revenue	Yes
ROOM OCCUPANCY/TOURISM DEVELOPMENT TAX	Accounts for occupancy taxes collected from various hotels, motels, and similar establishments in Guilford County. Under North Carolina General Statutes, Chapter 988, Guilford County levies a three percent occupancy tax. The County remits 70% of the net proceeds to the Greensboro/Guilford County Tourism Development Authority and the remaining 30% to the City of High Point.	Governmental	Special Revenue	Yes
INTERNAL SERVICES FUND	Accounts for the County's risk management services provided to other departments of the County on a cost reimbursement basis.	Proprietary	Internal Services	Financial Plan is prepared
WATER & SEWER CONSTRUCTION	Accounts for the construction of water and sewer lines and facilities which are transferred to the cities and towns upon completion.	Governmental	Capital Projects	No
SCHOOL CAPITAL OUTLAY	Accounts for the construction of school buildings and facilities for the Guilford County Board of Education and Guilford Technical Community College.	Governmental	Capital Projects	Yes, partially
COMMUNITY DEVELOPMENT FUND	Accounts for projects financed primarily with Community Development Block Grant Funds for rehabilitation and new construction of housing for individuals with low to moderate income levels.	Governmental	Special Revenue	No
LAW ENFORCEMENT OFFICER'S SPECIAL SEPARATION ALLOWANCE	Accounts for the activities of a single employer, public employee retirement system, which accumulates resources for pension benefit payments to qualified law enforcement officers.	Fiduciary	Pension Trust	No

Fund	Description	Category	Type	Appropriated in Budget Ordinance
TAX COLLECTION	Accounts for property, occupancy, and/or privilege taxes collected by the County Tax Collector in his/her capacity as agent for various municipalities, a special district, and an authority.	Fiduciary	Agency	No
FINES & FORFEITURES	Accounts for fines and forfeitures collected by the County that are required to be remitted to the Guilford County Board of Education.	Fiduciary	Agency	No
REPRESENTATIVE PAYEE	Accounts for funds deposited with the Mental Health and Social Services Departments for the benefit of specified clients being served by the County.	Fiduciary	Agency	No
NC TREASURER'S VEHICLE INTEREST	Accounts for three percent additional interest collected on the first month's interest assessed on delinquent registered motor vehicle property taxes as per House Bill 1779. The additional interest is remitted to the NC Department of State Treasurer monthly and will be used by the Division of Motor Vehicles to create a combined motor vehicle registration renewal and property tax collection system.	Fiduciary	Agency	No

**Guilford County  
FY 2015-16 Budget  
Funds Matrix**

Department	General Fund	Room Occupancy/ Tourism Development	Fire Funds	County Building Construction Fund	Total	Internal Services Financial Plan
<b>General Government</b>						
County Commissioners	\$ 487,299				\$ 487,299	
Clerk to the Board	\$ 205,886				\$ 205,886	
County Administration	\$ 1,318,426				\$ 1,318,426	
County Attorney	\$ 2,125,995				\$ 2,125,995	
Human Resources	\$ 7,844,449				\$ 7,844,449	
Budget and Management	\$ 472,092				\$ 472,092	
Internal Audit	\$ 502,883				\$ 502,883	
Finance	\$ 2,594,021				\$ 2,594,021	
Purchasing	\$ 399,036				\$ 399,036	
Tax	\$ 5,958,528				\$ 5,958,528	
Register of Deeds	\$ 2,199,451				\$ 2,199,451	
Elections	\$ 2,920,976				\$ 2,920,976	
	<b>\$ 27,029,042</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ 27,029,042</b>	<b>\$ -</b>
<b>Education - Operating &amp; Capital Funds</b>						
Guilford County Schools	\$ 188,360,398				\$ 188,360,398	
Guilford Technical Community College	\$ 15,850,000				\$ 15,850,000	
	<b>\$ 204,210,398</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ 204,210,398</b>	<b>\$ -</b>
<b>Community Service</b>						
Planning and Development	\$ 792,338				\$ 792,338	
Cooperative Extension Service	\$ 553,682				\$ 553,682	
Solid Waste	\$ 1,224,122				\$ 1,224,122	
Soil & Water	\$ 259,959				\$ 259,959	
Culture & Libraries	\$ 1,844,077				\$ 1,844,077	
Recreation (Parks)	\$ 3,789,522				\$ 3,789,522	
Economic Devel & Assistance	\$ 1,807,504				\$ 1,807,504	
Room Occupany/Tourism Development	\$ -	\$ 6,000,000			\$ 6,000,000	
	<b>\$ 10,271,204</b>	<b>\$ 6,000,000</b>	<b>\$ -</b>		<b>\$ 16,271,204</b>	<b>\$ -</b>
<b>Debt Repayment</b>						
Debt Repayment	\$ 92,163,871				\$ 92,163,871	
	<b>\$ 92,163,871</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ 92,163,871</b>	<b>\$ -</b>
<b>Human Services</b>						
Public Health	\$ 32,229,993				\$ 32,229,993	
Mental Health	\$ 9,674,000				\$ 9,674,000	
Social Services	\$ 73,270,883				\$ 73,270,883	
Public Assistance Mandates	\$ 4,797,456				\$ 4,797,456	
Child Support Enforcement	\$ 6,227,568				\$ 6,227,568	
Transportation-Human Serv	\$ 1,325,611				\$ 1,325,611	
Veteran Services	\$ 127,273				\$ 127,273	
Coordinated Services	\$ 1,476,114				\$ 1,476,114	
	<b>\$ 129,128,898</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ 129,128,898</b>	<b>\$ -</b>
<b>Public Safety</b>						

**Guilford County  
FY 2015-16 Budget  
Funds Matrix**

Department	General Fund	Room Occupancy/ Tourism Development	Fire Funds	County Building Construction Fund	Total	Internal Services Financial Plan
Security	\$ 1,610,932				\$ 1,610,932	
Law Enforcement	\$ 64,878,973				\$ 64,878,973	
Emergency Services	\$ 27,096,095				\$ 27,096,095	
Inspections	\$ 2,208,958				\$ 2,208,958	
Court Alternatives	\$ 2,606,164				\$ 2,606,164	
Family Justice Center	\$ 231,551				\$ 231,551	
Animal Services	\$ 3,169,109				\$ 3,169,109	
Other Protection	\$ 1,452,378				\$ 1,452,378	
Fire Districts	\$ -		\$ 16,332,187		\$ 16,332,187	
	<b>\$ 103,254,160</b>	<b>\$ -</b>	<b>\$ 16,332,187</b>		<b>\$ 119,586,347</b>	<b>\$ -</b>
<b>Support Services</b>						
Information Services	\$ 9,197,635				\$ 9,197,635	
Facilities	\$ 8,227,277				\$ 8,227,277	
Fleet Operation	\$ 1,074,145				\$ 1,074,145	
Capital Outlay - Transfer to Co Bldg Fund	\$ 1,800,000			\$ 1,800,000	\$ 3,600,000	
Risk Retention - Liability, Wk Comp, Property	\$ -				\$ -	\$ 3,194,917
Health Care & Wellness	\$ -				\$ -	\$ 39,114,318
	<b>\$ 20,299,057</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,800,000</b>	<b>\$ 22,099,057</b>	<b>\$ 42,309,235</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 586,356,630</b>	<b>\$ 6,000,000</b>	<b>\$ 16,332,187</b>	<b>\$ 1,800,000</b>	<b>\$ 610,488,817</b>	<b>\$ 42,309,235</b>
<b>SOURCES OF FUNDS</b>						
Property Taxes	\$ 356,139,375		\$ 13,661,081		\$ 369,800,456	
Federal & State Funds	\$ 81,999,749				\$ 81,999,749	
Sales Taxes	\$ 75,000,000		\$ 2,068,356		\$ 77,068,356	
User Charges	\$ 36,921,687				\$ 36,921,687	\$ 41,102,318
Other	\$ 9,235,366	\$ 6,000,000		\$ 1,800,000	\$ 17,035,366	\$ 92,000
Fund Balance	\$ 27,060,453		\$ 602,750		\$ 27,663,203	\$ 1,114,917
<b>TOTAL SOURCES OF FUNDS</b>	<b>\$ 586,356,630</b>	<b>\$ 6,000,000</b>	<b>\$ 16,332,187</b>	<b>\$ 1,800,000</b>	<b>\$ 610,488,817</b>	<b>\$ 42,309,235</b>

**Summary of FY 2015-2016 Budget**

**Appropriated Funds**

**Summary of Revenues, Expenditures, and Changes in Fund Balances**

*Actual expenses for FY 2014-15 will be available once audited amounts are available in Fall 2015.*

	<b>Actual FY 2013-14</b>	<b>Adopted FY 2014-15</b>	<b>Amended FY 2014-15</b>	<b>Budget FY 2015-16</b>	<b>vs. FY 2014-15 Adopted</b>		<b>Plan FY 2016-17</b>
					<b>\$ chg</b>	<b>%</b>	
<b>SUMMARY OF ALL APPROPRIATED FUNDS</b>							
<b>Revenues &amp; Other Sources of Funds</b>							
Property Taxes (current & prior years)	\$ 372,906,495	\$ 362,063,229	\$ 362,063,229	\$ 369,800,456	\$ 7,737,227	2.1%	\$ 376,711,725
Federal & State Funds	\$ 76,897,741	\$ 78,383,957	\$ 82,131,281	\$ 81,999,749	\$ 3,615,792	4.6%	\$ 82,798,575
Sales Taxes	\$ 72,383,124	\$ 71,769,865	\$ 71,769,865	\$ 77,068,356	\$ 5,298,491	7.4%	\$ 78,609,723
User Charges	\$ 35,880,612	\$ 35,987,239	\$ 35,960,360	\$ 36,921,687	\$ 934,448	2.6%	\$ 37,662,678
Other (includes Transfers In)	\$ 16,989,462	\$ 13,107,306	\$ 14,681,455	\$ 15,235,366	\$ 2,128,060	16.2%	\$ 14,543,203
<b>TOTAL Revenues</b>	<b>\$ 575,057,434</b>	<b>\$ 561,311,596</b>	<b>\$ 566,606,190</b>	<b>\$ 581,025,614</b>	<b>\$ 19,714,018</b>	<b>3.5%</b>	<b>\$ 590,325,904</b>
<b>Expenditures &amp; Other Uses of Funds</b>							
<b>Type of Expense</b>							
Personnel Services	\$ 161,811,060	\$ 170,220,328	\$ 170,806,079	\$ 176,680,901	\$ 6,460,573	3.8%	\$ 181,027,808
Operating Expenses	\$ 274,757,531	\$ 287,843,257	\$ 294,972,051	\$ 300,866,452	\$ 13,023,195	4.5%	\$ 303,750,648
Human Services Assistance	\$ 34,912,236	\$ 36,427,622	\$ 37,155,706	\$ 35,750,567	\$ (677,055)	-1.9%	\$ 35,761,117
Debt Repayment	\$ 83,235,228	\$ 90,933,012	\$ 90,947,123	\$ 92,163,871	\$ 1,230,859	1.4%	\$ 99,588,085
Capital Outlay	\$ 11,246,213	\$ 2,870,389	\$ 8,906,064	\$ 5,027,026	\$ 356,637	12.4%	\$ 7,038,408
<b>TOTAL Expenditures</b>	<b>\$ 565,962,268</b>	<b>\$ 588,294,608</b>	<b>\$ 602,787,023</b>	<b>\$ 610,488,817</b>	<b>\$ 22,194,209</b>	<b>3.8%</b>	<b>\$ 627,166,066</b>
<b>Service Area</b>							
General Government	\$ 23,623,605	\$ 26,056,531	\$ 24,303,493	\$ 27,029,042	\$ 972,511	3.7%	\$ 26,702,957
Education & Education Debt	\$ 259,699,363	\$ 273,506,839	\$ 273,519,278	\$ 281,284,144	\$ 7,777,305	2.8%	\$ 289,551,943
Human Services	\$ 119,602,927	\$ 125,798,859	\$ 127,975,365	\$ 129,128,898	\$ 3,330,039	2.6%	\$ 131,059,752
Public Safety	\$ 109,730,859	\$ 115,203,141	\$ 120,835,958	\$ 119,586,347	\$ 4,383,206	3.8%	\$ 125,751,289
Support Services	\$ 25,131,115	\$ 16,934,045	\$ 22,992,262	\$ 22,099,057	\$ 3,365,012	19.9%	\$ 24,086,825
Community Services	\$ 14,110,445	\$ 15,440,932	\$ 17,804,734	\$ 16,271,204	\$ 830,272	5.4%	\$ 15,766,759
Non-Education Debt	\$ 14,063,952	\$ 15,354,261	\$ 15,355,933	\$ 15,090,125	\$ (264,136)	-1.7%	\$ 14,340,290
<b>TOTAL Expenditures</b>	<b>\$ 565,962,266</b>	<b>\$ 588,294,608</b>	<b>\$ 602,787,023</b>	<b>\$ 610,488,817</b>	<b>\$ 22,194,209</b>	<b>3.8%</b>	<b>\$ 627,259,815</b>
<b>Excess (Deficiency) of Sources over Uses</b>	<b>\$ 9,095,168</b>	<b>\$ (26,983,012)</b>	<b>\$ (36,180,833)</b>	<b>\$ (29,463,203)</b>	<b>\$ (2,480,191)</b>	<b>9.2%</b>	<b>\$ (36,933,911)</b>
<b>Beginning Fund Balance*</b>	<b>\$ 174,046,328</b>	<b>\$ 183,141,496</b>	<b>\$ 183,141,496</b>	<b>\$ 183,805,917</b>	<b>\$ 664,421</b>	<b>0.4%</b>	<b>\$ 156,142,714</b>
<b>Ending Fund Balance*</b>	<b>\$ 183,141,496</b>	<b>\$ 156,158,484</b>	<b>\$ 146,960,663</b>	<b>\$ 156,142,714</b>	<b>\$ (15,770)</b>	<b>0.0%</b>	<b>\$ 119,208,803</b>

\* Not all fund balance is available to spend. See the county's Comprehensive Annual Financial Report for more information.

\*\* See note under General Fund for adjustment to beginning fund balance for FY 2015-16.

**Summary of FY 2015-2016 Budget**

**Appropriated Funds**

**Summary of Revenues, Expenditures, and Changes in Fund Balances**

*Actual expenses for FY 2014-15 will be available once audited amounts are available in Fall 2015.*

	<b>Actual FY 2013-14</b>	<b>Adopted FY 2014-15</b>	<b>Amended FY 2014-15</b>	<b>Budget FY 2015-16</b>	<b>vs. FY 2014-15 Adopted</b>		<b>Plan FY 2016-17</b>
					<b>\$ chg</b>	<b>%</b>	
<b>GENERAL FUND</b>							
The county's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in other funds presented below.							
<b>Revenues &amp; Other Sources of Funds</b>							
Property Taxes (current & prior years)	\$ 360,910,702	\$ 349,520,000	\$ 349,520,000	\$ 356,139,375	\$ 6,619,375	1.9%	\$ 362,777,422
Federal & State Funds	\$ 76,683,120	\$ 78,383,957	\$ 82,131,281	\$ 81,999,749	\$ 3,615,792	4.6%	\$ 82,798,575
Sales Taxes	\$ 70,219,326	\$ 69,800,000	\$ 69,800,000	\$ 75,000,000	\$ 5,200,000	7.4%	\$ 76,500,000
User Charges	\$ 35,880,612	\$ 35,987,239	\$ 35,960,360	\$ 36,921,687	\$ 934,448	2.6%	\$ 37,662,678
Other (includes Transfers In)	\$ 9,435,910	\$ 7,607,306	\$ 7,932,243	\$ 9,235,366	\$ 1,628,060	21.4%	\$ 9,043,203
<b>TOTAL Revenues</b>	<b>\$ 553,129,670</b>	<b>\$ 541,298,502</b>	<b>\$ 545,343,884</b>	<b>\$ 559,296,177</b>	<b>\$ 17,997,675</b>	<b>3.3%</b>	<b>\$ 568,781,878</b>
<b>Expenditures &amp; Other Uses of Funds</b>							
<i>Type of Expense</i>							
Personnel Services	\$ 161,811,060	\$ 170,220,328	\$ 170,806,079	\$ 176,680,901	\$ 6,460,573	3.8%	\$ 181,027,808
Operating Expenses	\$ 256,275,206	\$ 267,160,429	\$ 274,289,223	\$ 278,534,265	\$ 11,373,836	4.3%	\$ 281,591,817
Human Services Assistance	\$ 34,912,236	\$ 36,427,622	\$ 37,155,706	\$ 35,750,567	\$ (677,055)	-1.9%	\$ 35,761,117
Debt Repayment	\$ 83,235,228	\$ 90,933,012	\$ 90,947,123	\$ 92,163,871	\$ 1,230,859	1.4%	\$ 99,588,085
Capital Outlay	\$ 4,066,215	\$ 2,870,389	\$ 4,474,877	\$ 3,227,026	\$ 356,637	12.4%	\$ 7,038,408
<b>TOTAL Expenditures</b>	<b>\$ 540,299,945</b>	<b>\$ 567,611,780</b>	<b>\$ 577,673,008</b>	<b>\$ 586,356,630</b>	<b>\$ 18,744,850</b>	<b>3.3%</b>	<b>\$ 605,007,235</b>
<b>Service Area</b>							
General Government	\$ 23,623,605	\$ 26,056,531	\$ 24,303,493	\$ 27,029,042	\$ 972,511	3.7%	\$ 26,702,957
Education & Education Debt	\$ 259,699,363	\$ 273,506,839	\$ 273,519,278	\$ 281,284,144	\$ 7,777,305	2.8%	\$ 289,551,943
Human Services	\$ 119,602,927	\$ 125,798,859	\$ 127,975,365	\$ 129,128,898	\$ 3,330,039	2.6%	\$ 131,059,752
Public Safety	\$ 96,177,891	\$ 100,020,313	\$ 105,653,130	\$ 103,254,160	\$ 3,233,847	3.2%	\$ 109,092,458
Support Services	\$ 17,951,117	\$ 16,934,045	\$ 18,561,075	\$ 20,299,057	\$ 3,365,012	19.9%	\$ 24,086,825
Community Services	\$ 9,181,088	\$ 9,940,932	\$ 12,304,734	\$ 10,271,204	\$ 330,272	3.3%	\$ 10,266,759
Non-Education Debt	\$ 14,063,952	\$ 15,354,261	\$ 15,355,933	\$ 15,090,125	\$ (264,136)	-1.7%	\$ 14,340,290
<b>TOTAL Expenditures</b>	<b>\$ 540,299,943</b>	<b>\$ 567,611,780</b>	<b>\$ 577,673,008</b>	<b>\$ 586,356,630</b>	<b>\$ 18,744,850</b>	<b>3.3%</b>	<b>\$ 605,100,984</b>
<b>Excess (Deficiency) of Sources over Uses</b>	<b>\$ 12,829,727</b>	<b>\$ (26,313,278)</b>	<b>\$ (32,329,124)</b>	<b>\$ (27,060,453)</b>	<b>\$ (747,175)</b>	<b>2.8%</b>	<b>\$ (36,319,106)</b>
<b>Beginning Fund Balance*</b>	<b>\$ 138,300,097</b>	<b>\$ 151,129,824</b>	<b>\$ 151,129,824</b>	<b>\$ 155,610,153</b>	<b>\$ 4,480,329</b>	<b>3.0%</b>	<b>\$ 128,549,700</b>
<b>Ending Fund Balance*</b>	<b>\$ 151,129,824</b>	<b>\$ 124,816,546</b>	<b>\$ 118,800,700</b>	<b>\$ 128,549,700</b>	<b>\$ 3,733,154</b>	<b>3.0%</b>	<b>\$ 92,230,594</b>

\* Not all fund balance is available to spend. See the county's Comprehensive Annual Financial Report for more information.

\*\* Because of strong revenue and expense performance, particularly the Board's delay in the issuance of planned bond sales and higher tax revenue collection rates, the county's beginning fund balance is estimated to increase by approximately \$4.5 million by the end of FY 2014-15. The beginning balance in the FY 2015-16 Budget column has been adjusted accordingly.



**Summary of FY 2015-2016 Budget**

**Appropriated Funds**

**Summary of Revenues, Expenditures, and Changes in Fund Balances**

*Actual expenses for FY 2014-15 will be available once audited amounts are available in Fall 2015.*

	<b>Actual FY 2013-14</b>	<b>Adopted FY 2014-15</b>	<b>Amended FY 2014-15</b>	<b>Budget FY 2015-16</b>	<b>vs. FY 2014-15 Adopted</b>		<b>Plan FY 2016-17</b>
					<b>\$ chg</b>	<b>%</b>	
<b>RURAL FIRE DISTRICTS FUND</b>							
Transactions relating to the operation of the Fire Protection Districts in the County are reflected in these individual funds. Each district is funded, in large part, from a special district tax levied on the property in the district, with the proceeds of that tax dedicated for use in that district. The Board of Commissioners, with the adoption of the Budget Ordinance, establishes the tax rate for each district annually. The districts also receive funding from their shares of the local option sales taxes levied by the County.							
<i>All funds are consolidated here. For information about a specific district, please refer to the Other Funds section of this document.</i>							
<b>Revenues &amp; Other Sources of Funds</b>							
Property Taxes	\$ 11,995,793	\$ 12,543,229	\$ 12,543,229	\$ 13,661,081	\$ 1,117,852	8.9%	\$ 13,934,303
Sales Taxes	\$ 2,163,798	\$ 1,969,865	\$ 1,969,865	\$ 2,068,356	\$ 98,491	5.0%	\$ 2,109,723
Other	\$ 18,334	\$ -	\$ -	\$ -	\$ -	-	\$ -
<b>TOTAL Revenues</b>	<b>\$ 14,177,925</b>	<b>\$ 14,513,094</b>	<b>\$ 14,513,094</b>	<b>\$ 15,729,437</b>	<b>\$ 1,216,343</b>	<b>8.4%</b>	<b>\$ 16,044,026</b>
<b>Expenditures &amp; Other Uses of Funds</b>							
Operating	\$ 13,552,968	\$ 15,182,828	\$ 15,182,828	\$ 16,332,187	\$ 1,149,359	7.6%	\$ 16,658,831
<b>TOTAL Expenditures</b>	<b>\$ 13,552,968</b>	<b>\$ 15,182,828</b>	<b>\$ 15,182,828</b>	<b>\$ 16,332,187</b>	<b>\$ 1,149,359</b>	<b>7.6%</b>	<b>\$ 16,658,831</b>
<b>Excess (Deficiency) of Sources over Uses</b>	<b>\$ 624,957</b>	<b>\$ (669,734)</b>	<b>\$ (669,734)</b>	<b>\$ (602,750)</b>	<b>\$ 66,984</b>	<b>-10.0%</b>	<b>\$ (614,805)</b>
<b>Beginning Fund Balance*</b>	<b>\$ 1,377,810</b>	<b>\$ 2,002,767</b>	<b>\$ 2,002,767</b>	<b>\$ 1,368,834</b>	<b>\$ (633,933)</b>	<b>-31.7%</b>	<b>\$ 766,084</b>
<b>Ending Fund Balance*</b>	<b>\$ 2,002,767</b>	<b>\$ 1,333,033</b>	<b>\$ 1,333,033</b>	<b>\$ 766,084</b>	<b>\$ (566,949)</b>	<b>-42.5%</b>	<b>\$ 151,279</b>

*Appropriated fund balance (noted in the deficiency of revenues over expenditures) will decline as less fund balance is available for appropriation as a result of prior year allocations for capital radio purchases, facility renovations, and other needs and tax rates in some districts are increased to pay for service costs. The FY 2016 appropriation will limit the use of fund balance available in FY 2017. Budget estimates for fund balances are 75% of projected fund balance.*

*\* Not all fund balance is available to spend. See the county's Comprehensive Annual Financial Report for more information.*

**Summary of FY 2015-2016 Budget**

**Appropriated Funds**

**Summary of Revenues, Expenditures, and Changes in Fund Balances**

*Actual expenses for FY 2014-15 will be available once audited amounts are available in Fall 2015.*

	<b>Actual FY 2013-14</b>	<b>Adopted FY 2014-15</b>	<b>Amended FY 2014-15</b>	<b>Budget FY 2015-16</b>	<b>vs. FY 2014-15 Adopted</b>		<b>Plan FY 2016-17</b>
					<b>\$ chg</b>	<b>%</b>	
<b>ROOM OCCUPANCY AND TOURISM DEVELOPMENT FUND</b>							
The Greensboro/Guilford County Tourism Development Authority ("Authority") is a public authority created to promote activities and programs which encourage travel and tourism to the area. Guilford County levies the occupancy tax which is the major sources of revenues for the Authority. The Room Occupancy and Tourism Development Fund accounts for the receipt and transfer of occupancy tax revenues to the Authority and to the City of High Point for its share of the revenues.							
<b>Revenues &amp; Other Sources of Funds</b>							
Other - Occupancy Tax	\$ 4,929,357	\$ 5,500,000	\$ 5,500,000	\$ 6,000,000	\$ 500,000	9.1%	\$ 5,500,000
<b>TOTAL Revenues</b>	<b>\$ 4,929,357</b>	<b>\$ 5,500,000</b>	<b>\$ 5,500,000</b>	<b>\$ 6,000,000</b>	<b>\$ 500,000</b>	<b>9.1%</b>	<b>\$ 5,500,000</b>
<b>Expenditures &amp; Other Uses of Funds</b>							
Operating	\$ 4,929,357	\$ 5,500,000	\$ 5,500,000	\$ 6,000,000	\$ 500,000	9.1%	\$ 5,500,000
<b>TOTAL Expenditures</b>	<b>\$ 4,929,357</b>	<b>\$ 5,500,000</b>	<b>\$ 5,500,000</b>	<b>\$ 6,000,000</b>	<b>\$ 500,000</b>	<b>9.1%</b>	<b>\$ 5,500,000</b>
<b>Excess (Deficiency) of Sources over Uses</b>	\$ -	\$ -	\$ -	\$ -	\$ -	-	\$ -
<b>Beginning Fund Balance*</b>	\$ -	\$ -	\$ -	\$ -	\$ -	-	\$ -
<b>Ending Fund Balance*</b>	\$ -	\$ -	\$ -	\$ -	\$ -	-	\$ -

*\* Not all fund balance is available to spend. See the county's Comprehensive Annual Financial Report for more information.*

**Summary of FY 2015-2016 Budget**

**Appropriated Funds**

**Summary of Revenues, Expenditures, and Changes in Fund Balances**

*Actual expenses for FY 2014-15 will be available once audited amounts are available in Fall 2015.*

	<b>Actual FY 2013-14</b>	<b>Adopted FY 2014-15</b>	<b>Amended FY 2014-15</b>	<b>Budget FY 2015-16</b>	<b>vs. FY 2014-15 Adopted</b>		<b>Plan FY 2016-17</b>
					<b>\$ chg</b>	<b>%</b>	
<b>COUNTY BUILDING CONSTRUCTION FUND</b>							
Accounts for capital projects in which the assets are retained entirely or in part by the County.							
Specific capital project budgets are appropriated by project ordinances. The amount included in the FY 2015-16 Budget reflects the county's contribution from the General Fund for various capital needs.							
<b>Revenues &amp; Other Sources of Funds</b>							
Federal& State Funds	\$ 214,621	\$ -	\$ -	\$ -	\$ -	-	\$ -
Investment Earnings	\$ 40,854	\$ -	\$ -	\$ -	\$ -	-	\$ -
Transfers In	\$ 2,000,000	\$ -	\$ -	\$ 1,800,000			\$ 4,000,000
Other	\$ 565,007	\$ -	\$ 1,249,212	\$ -	\$ -	-	\$ -
<b>TOTAL Revenues</b>	<b>\$ 2,820,482</b>	<b>\$ -</b>	<b>\$ 1,249,212</b>	<b>\$ 1,800,000</b>	<b>\$ 1,800,000</b>	<b>-</b>	<b>\$ 4,000,000</b>
<b>Expenditures &amp; Other Uses of Funds</b>							
Capital Outlay	\$ 4,679,998	\$ -	\$ 4,431,187 **	\$ 1,800,000	\$ -	-	\$ 4,000,000
Transfers Out	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	-	\$ -
<b>TOTAL Expenditures</b>	<b>\$ 7,179,998</b>	<b>\$ -</b>	<b>\$ 4,431,187</b>	<b>\$ 1,800,000</b>	<b>\$ -</b>	<b>-</b>	<b>\$ -</b>
<b>Excess (Deficiency) of Sources over Uses</b>	<b>\$ (4,359,516)</b>	<b>\$ -</b>	<b>\$ (3,181,975)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	<b>\$ 4,000,000</b>
<b>Beginning Fund Balance*</b>	<b>\$ 34,368,421</b>	<b>\$ 30,008,905</b>	<b>\$ 30,008,905</b>	<b>\$ 26,826,930</b>	<b>\$ (3,181,975)</b>	<b>-10.6%</b>	<b>\$ 26,826,930</b>
<b>Ending Fund Balance*</b>	<b>\$ 30,008,905</b>	<b>\$ 30,008,905</b>	<b>\$ 26,826,930</b>	<b>\$ 26,826,930</b>	<b>\$ (3,181,975)</b>	<b>-10.6%</b>	<b>\$ 30,826,930</b>

*\* Not all fund balance is available to spend. At June 30, 2014, approximately \$3.5 million of the \$30 million of fund balance was not restricted or committed for specific uses or capital projects*

*\*\* Represented estimated actual uses across a range of projects -- budgets are established in lifetime capital projects, not in the annual budget ordinance.*

**Summary of FY 2015-2016 Budget**

**Appropriated Funds**

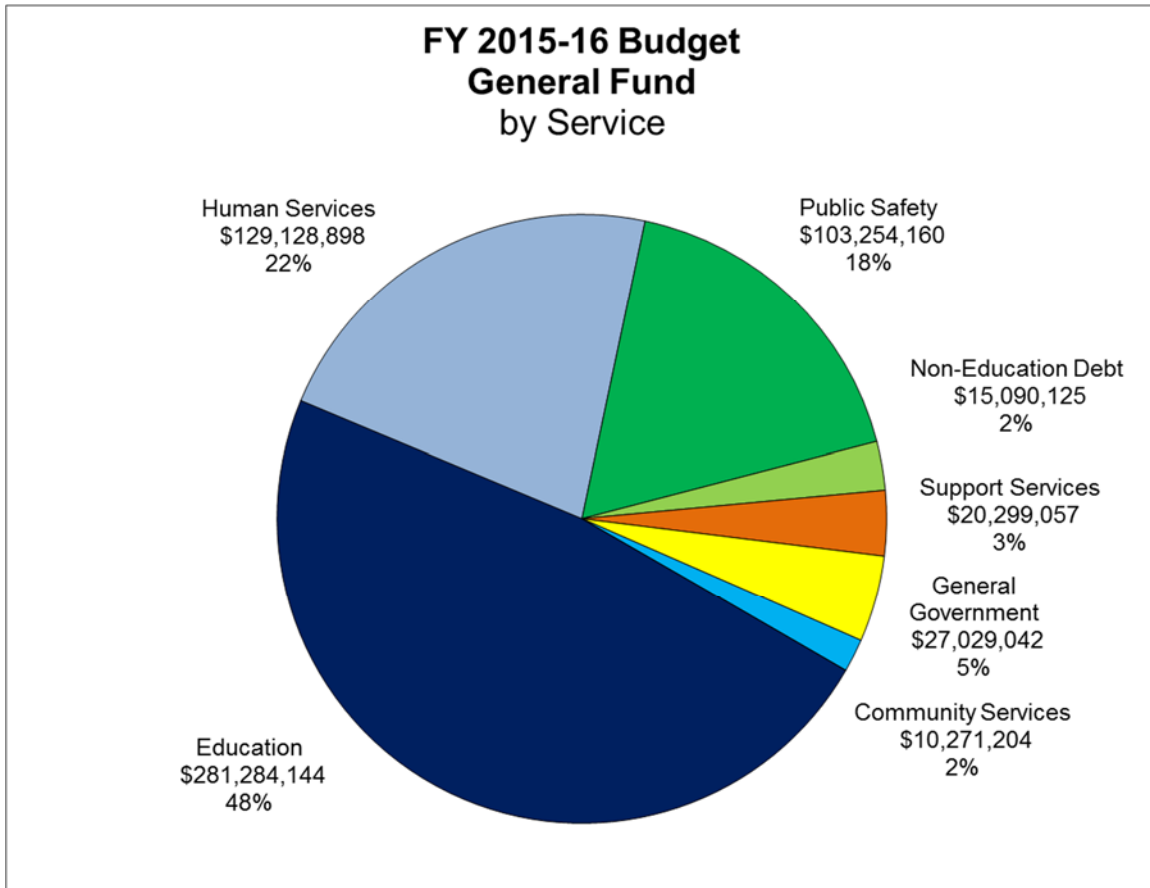
**Summary of Revenues, Expenditures, and Changes in Fund Balances**

*Actual expenses for FY 2014-15 will be available once audited amounts are available in Fall 2015.*

	<b>Actual FY 2013-14</b>	<b>Adopted FY 2014-15</b>	<b>Amended FY 2014-15</b>	<b>Budget FY 2015-16</b>	<b>vs. FY 2014-15 Adopted</b>		<b>Plan FY 2016-17</b>
					<b>\$ chg</b>	<b>%</b>	
<b>INTERNAL SERVICES (Financial Plan, not included in All Funds Summary above)</b>							
The Internal Services Fund accounts for risk management services provided to other departments of the County on a cost reimbursement basis.							
<b>Expenditures</b>							
<b>Risk Retention - Liability, Property, WC:</b>							
Personnel Services	\$ 118,982	\$ 190,484	\$ 190,484	\$ 195,435	\$ 4,951	2.6%	\$ 200,174
Operating	\$ 2,926,989	\$ 2,999,482	\$ 3,111,426	\$ 2,999,482	\$ -	0.0%	\$ 2,999,482
	\$ 3,045,971	\$ 3,189,966	\$ 3,301,910	\$ 3,194,917	\$ 4,951		\$ 3,199,656
<b>Health Care &amp; Wellness</b>							
Operating	\$ 34,982,080	\$ 38,263,174	\$ 38,263,174	\$ 39,114,318	\$ 851,144	2.2%	\$ 40,287,482
<b>TOTAL Expenditures</b>	\$ 38,028,051	\$ 41,453,140	\$ 41,565,084	\$ 42,309,235	\$ 856,095	2.1%	\$ 43,487,138
<b>Revenues</b>							
User Charges	\$ 40,496,276	\$ 40,263,174	\$ 40,263,174	\$ 41,102,318	\$ 839,144	2.1%	\$ 42,275,122
Other	\$ 488,292	\$ 40,000	\$ 40,000	\$ 40,000	\$ -	0.0%	\$ 40,000
<b>TOTAL Revenues</b>	\$ 40,984,568	\$ 40,303,174	\$ 40,303,174	\$ 41,142,318	\$ 839,144	2.1%	\$ 42,315,122
<b>Operating Gain/(Loss)</b>	\$ 2,956,517	\$ (1,149,966)	\$ (1,261,910)	\$ (1,166,917)	\$ (16,951)	1.5%	\$ (1,172,016)
Interest Income	\$ 104,722	\$ 40,000	\$ 40,000	\$ 52,000	\$ 12,000	30.0%	\$ 52,360
<b>Change</b>	\$ 3,061,239	\$ (1,109,966)	\$ (1,221,910)	\$ (1,114,917)	\$ (4,951)	0.4%	\$ (1,119,656)
<b>Beginning Net Position</b>	\$ 27,919,693	\$ 30,980,932	\$ 30,980,932	\$ 29,759,022	\$ (1,221,910)	-3.9%	\$ 28,644,105
<b>Ending Net Position</b>	\$ 30,980,932	\$ 29,870,966	\$ 29,759,022	\$ 28,644,105	\$ (1,226,861)	-4.1%	\$ 27,524,449

## General Fund Summary Information

The General Fund is the main operating fund for the county. It accounts for nearly all of the county's operations. The following graphs and charts summarize the more detailed information about General Fund departments and services presented throughout this document.

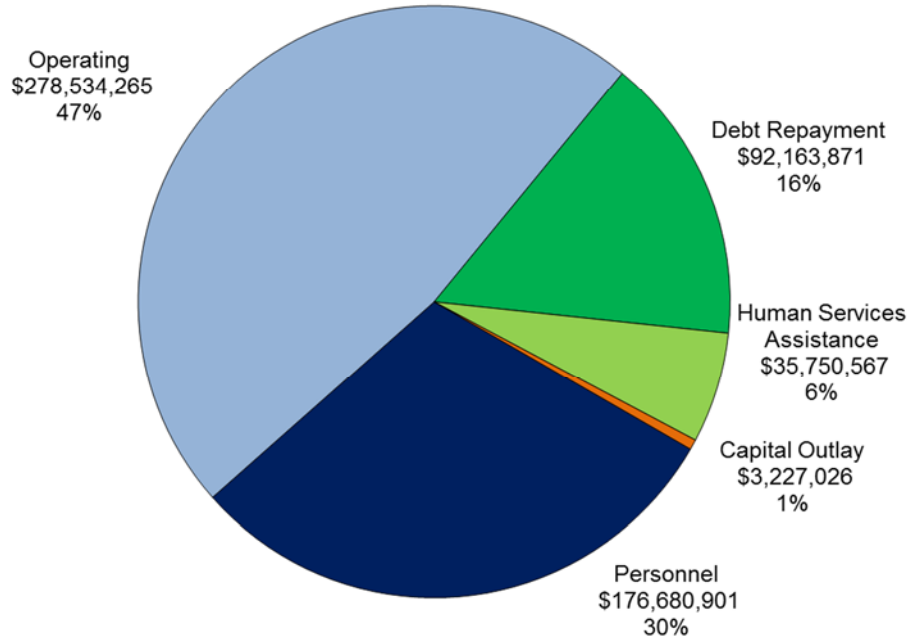


### Summary of Expenditures by Service Category

	FY14 Actual	FY15 Adopted	FY15 Amended	FY16 Adopted	vs. FY15 Adopted		FY17 Plan
					\$ chg	% chg	
Education	\$ 259,699,363	\$ 273,506,839	\$ 273,519,278	\$ 281,284,144	\$ 7,777,305	2.8%	\$ 289,551,943
<i>includes Education debt repayment</i>							
Human Services	\$ 119,602,927	\$ 125,798,859	\$ 127,975,365	\$ 129,128,898	\$ 3,330,039	2.6%	\$ 131,059,752
Public Safety	\$ 96,177,891	\$ 100,020,313	\$ 105,653,130	\$ 103,254,160	\$ 3,233,847	3.2%	\$ 109,092,458
Non-Education Debt	\$ 14,063,952	\$ 15,354,261	\$ 15,355,933	\$ 15,090,125	\$ (264,136)	-1.7%	\$ 14,246,540
Support Services	\$ 17,951,117	\$ 16,934,045	\$ 18,561,075	\$ 20,299,057	\$ 3,365,012	19.9%	\$ 24,086,825
General Government	\$ 23,623,605	\$ 26,056,531	\$ 24,303,493	\$ 27,029,042	\$ 972,511	3.7%	\$ 26,702,957
Community Services	\$ 9,181,088	\$ 9,940,932	\$ 12,304,734	\$ 10,271,204	\$ 330,272	3.3%	\$ 10,266,759
<b>Total Expenditures</b>	<b>\$ 540,299,943</b>	<b>\$ 567,611,780</b>	<b>\$ 577,673,008</b>	<b>\$ 586,356,630</b>	<b>\$ 18,744,850</b>	<b>3.3%</b>	<b>\$ 605,007,234</b>
<b>Permanent Positions</b>	<b>2,376.630</b>	<b>2,385.630</b>	<b>2,407.500</b>	<b>2,430.500</b>	<b>44.870</b>	<b>1.9%</b>	<b>2,430.500</b>

*Note: In accordance with state statutes, the Board of Commissioners does not formally adopt the FY 2016-17 Plan. This information is presented to show the Board and the public expected revenues and expenses for recommended programs and service levels for one year beyond the next fiscal year. As presented, the Plan is not balanced and will require \$9.6 million of additional reductions to expenses and programs/service levels and/or increases in revenues in FY 2016-17.*

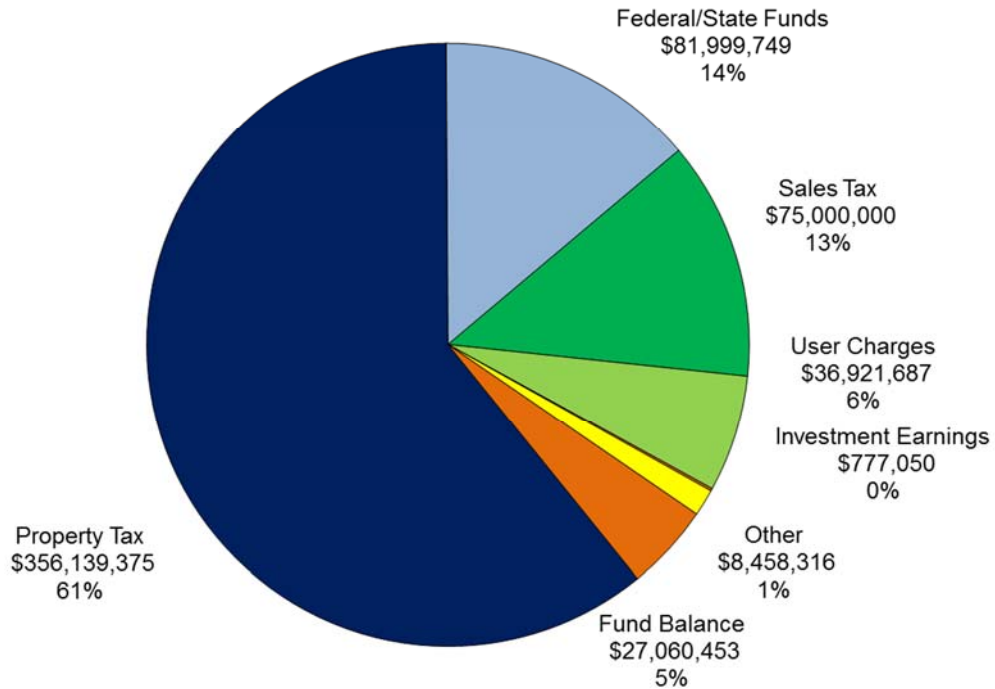
**FY 2015-16 Budget  
General Fund  
by Type of Expense**



**Summary of Expenditures by Type of Expense**

	FY14 Actual	FY15 Adopted	FY15 Amended	FY16 Adopted	vs. FY15 Adopted		FY17 Plan
					\$ chg	% chg	
Personnel	\$ 161,811,061	\$ 170,220,328	\$ 170,806,079	\$ 176,680,901	\$ 6,460,573	3.8%	\$ 181,027,807
Operating	\$ 256,275,206	\$ 267,160,429	\$ 274,289,223	\$ 278,534,265	\$ 11,373,836	4.3%	\$ 281,591,817
Debt Repayment	\$ 83,235,228	\$ 90,933,012	\$ 90,947,123	\$ 92,163,871	\$ 1,230,859	1.4%	\$ 99,588,085
Human Svc Assistance	\$ 34,912,236	\$ 36,427,622	\$ 37,155,706	\$ 35,750,567	\$ (677,055)	-1.9%	\$ 35,761,117
Capital Outlay	\$ 4,066,215	\$ 2,870,389	\$ 4,474,877	\$ 3,227,026	\$ 356,637	12.4%	\$ 7,038,408
<b>Total Expenditures</b>	<b>\$ 540,299,946</b>	<b>\$ 567,611,780</b>	<b>\$ 577,673,008</b>	<b>\$ 586,356,630</b>	<b>\$ 18,744,850</b>	<b>3.3%</b>	<b>\$ 605,007,234</b>
<b>Permanent Positions</b>	2,376.630	2,385.630	2,407.500	<b>2,430.500</b>	44.870	1.9%	2,430.500

### FY 2015-16 Budget General Fund by Source of Funds



#### Summary of Sources of Funds

	FY14 Actual	FY15 Adopted	FY15 Amended	FY16 Adopted	vs. FY15 Adopted		FY17 Plan
					\$ chg	% chg	
Property Tax	\$ 360,910,702	\$ 349,520,000	\$ 349,520,000	\$ 356,139,375	\$ 6,619,375	1.9%	\$ 362,777,422
Federal/State Funds	\$ 76,683,120	\$ 78,383,957	\$ 82,131,281	\$ 81,999,749	\$ 3,615,792	4.6%	\$ 82,798,575
Sales Tax	\$ 70,219,326	\$ 69,800,000	\$ 69,800,000	\$ 75,000,000	\$ 5,200,000	7.4%	\$ 76,500,000
User Charges	\$ 35,880,612	\$ 35,987,239	\$ 35,960,360	\$ 36,921,687	\$ 934,448	2.6%	\$ 37,662,678
Investment Earnings	\$ 593,165	\$ 375,500	\$ 375,514	\$ 777,050	\$ 401,550	106.9%	\$ 777,465
Other	\$ 8,842,744	\$ 7,231,806	\$ 7,556,729	\$ 8,458,316	\$ 1,226,510	17.0%	\$ 8,265,739
<b>Total Revenues</b>	<b>\$ 553,129,669</b>	<b>\$ 541,298,502</b>	<b>\$ 545,343,884</b>	<b>\$ 559,296,177</b>	<b>\$ 17,997,675</b>	<b>3.3%</b>	<b>\$ 568,781,879</b>
Fund Balance	\$ (12,829,726)	\$ 26,313,278	\$ 32,329,124	\$ 27,060,453	\$ 747,175	2.8%	\$ 22,103,442
<b>Total</b>	<b>\$ 540,299,943</b>	<b>\$ 567,611,780</b>	<b>\$ 577,673,008</b>	<b>\$ 586,356,630</b>	<b>\$ 18,744,850</b>	<b>3.3%</b>	<b>\$ 590,885,321</b>

*Note: In accordance with state statutes, the Board of Commissioners does not formally adopt the FY 2016-17 Plan. This information is presented to show the Board and the public expected revenues and expenses for recommended programs and service levels for one year beyond the next fiscal year. As presented, the Plan is not balanced and will require \$9.6 million of additional reductions to expenses and programs/service levels and/or increases in revenues in FY 2016-17.*

**GENERAL FUND BUDGETS BY DEPARTMENT**  
Expense & Revenue

Department	FY 2014 Actual		FY 2015 Adopted Budget		FY 2015 Amended Budget		FY 2016 Adopted		FY 2017 Plan	
	Expense	Revenue	Expense	Revenue	Expense	Revenue	Expense	Revenue	Expense	Revenue
<b>General Government</b>										
County Commissioners	\$ 401,712	\$ -	\$ 462,288	\$ -	\$ 543,689	\$ -	\$ 487,299	\$ -	\$ 469,101	\$ -
Clerk To Board	\$ 182,872	\$ -	\$ 169,882	\$ -	\$ 169,902	\$ -	\$ 205,886	\$ -	\$ 196,059	\$ -
County Administration	\$ 610,017	\$ 31,846	\$ 1,333,157	\$ 50,000	\$ 955,424	\$ 50,000	\$ 1,318,426	\$ 31,846	\$ 1,344,957	\$ 31,846
County Attorney	\$ 1,782,766	\$ -	\$ 1,906,070	\$ -	\$ 1,906,073	\$ -	\$ 2,125,995	\$ -	\$ 2,181,088	\$ -
Human Resources	\$ 7,838,341	\$ 58,591	\$ 8,756,543	\$ -	\$ 8,766,562	\$ -	\$ 7,844,449	\$ 58,591	\$ 7,892,772	\$ 58,591
Budget & Management	\$ 407,612	\$ -	\$ 474,407	\$ -	\$ 477,908	\$ -	\$ 472,092	\$ -	\$ 497,250	\$ -
Internal Audit	\$ 481,293	\$ -	\$ 511,337	\$ -	\$ 511,339	\$ -	\$ 502,883	\$ -	\$ 517,055	\$ -
Finance	\$ 2,418,020	\$ 83,132	\$ 2,478,943	\$ 78,000	\$ 2,563,005	\$ 78,000	\$ 2,594,021	\$ 78,000	\$ 2,660,354	\$ 78,000
Purchasing	\$ 356,236	\$ -	\$ 388,429	\$ -	\$ 391,511	\$ -	\$ 399,036	\$ -	\$ 408,677	\$ -
Tax	\$ 5,385,515	\$ 1,823,871	\$ 5,611,566	\$ 1,580,546	\$ 5,613,205	\$ 1,580,546	\$ 5,958,528	\$ 1,730,574	\$ 5,936,004	\$ 1,730,570
Register Of Deeds	\$ 2,052,564	\$ 4,875,014	\$ 2,268,141	\$ 4,431,623	\$ 2,268,145	\$ 4,431,623	\$ 2,199,451	\$ 4,377,563	\$ 2,247,039	\$ 4,378,415
Elections	\$ 1,706,658	\$ 351,643	\$ 1,695,768	\$ 47,700	\$ 1,696,769	\$ 47,700	\$ 2,920,976	\$ 357,222	\$ 2,352,600	\$ 357,222
<b>General Government Total</b>	<b>\$ 23,623,606</b>	<b>\$ 7,224,097</b>	<b>\$ 26,056,531</b>	<b>\$ 6,187,869</b>	<b>\$ 25,863,532</b>	<b>\$ 6,187,869</b>	<b>\$ 27,029,042</b>	<b>\$ 6,633,796</b>	<b>\$ 26,702,956</b>	<b>\$ 6,634,644</b>
<b>Education</b>										
Guilford County Schools	\$ 178,130,398	\$ -	\$ 183,130,398	\$ -	\$ 183,130,398	\$ -	\$ 188,360,398	\$ -	\$ 188,360,398	\$ -
Guilford Technical Community College	\$ 12,397,690	\$ -	\$ 14,797,690	\$ -	\$ 14,797,690	\$ -	\$ 15,850,000	\$ -	\$ 15,850,000	\$ -
<b>Education Total</b>	<b>\$ 190,528,088</b>	<b>\$ -</b>	<b>\$ 197,928,088</b>	<b>\$ -</b>	<b>\$ 197,928,088</b>	<b>\$ -</b>	<b>\$ 204,210,398</b>	<b>\$ -</b>	<b>\$ 204,210,398</b>	<b>\$ -</b>
<b>Community Services</b>										
Planning And Development	\$ 670,732	\$ 69,745	\$ 727,621	\$ 52,685	\$ 749,976	\$ 52,685	\$ 792,338	\$ 50,260	\$ 817,829	\$ 50,260
Cooperative Extension Service	\$ 450,087	\$ 35,228	\$ 584,601	\$ -	\$ 608,978	\$ 9,000	\$ 553,682	\$ 2,400	\$ 557,893	\$ -
Solid Waste	\$ 1,062,113	\$ 907,743	\$ 1,098,589	\$ 909,000	\$ 1,102,847	\$ 909,000	\$ 1,224,122	\$ 897,242	\$ 1,186,380	\$ 897,250
Soil & Water Conservation	\$ 244,058	\$ 30,909	\$ 257,494	\$ 30,275	\$ 257,497	\$ 30,275	\$ 259,959	\$ 30,360	\$ 265,221	\$ 30,360
Culture & Libraries	\$ 1,827,807	\$ -	\$ 1,827,807	\$ -	\$ 1,827,807	\$ -	\$ 1,844,077	\$ -	\$ 1,827,807	\$ -
Parks	\$ 3,131,555	\$ 986,549	\$ 3,431,121	\$ 1,069,342	\$ 3,647,504	\$ 1,127,122	\$ 3,789,522	\$ 1,236,378	\$ 4,180,512	\$ 1,236,373
Economic Devel & Assistance	\$ 1,794,736	\$ 383,388	\$ 2,013,699	\$ -	\$ 3,839,445	\$ 46,125	\$ 1,807,504	\$ -	\$ 1,431,118	\$ -
<b>Community Services Total</b>	<b>\$ 9,181,088</b>	<b>\$ 2,413,562</b>	<b>\$ 9,940,932</b>	<b>\$ 2,061,302</b>	<b>\$ 12,034,054</b>	<b>\$ 2,174,207</b>	<b>\$ 10,271,204</b>	<b>\$ 2,216,640</b>	<b>\$ 10,266,760</b>	<b>\$ 2,214,243</b>
<b>Debt Service</b>										
Debt Service	\$ 83,235,228	\$ 7,476,245	\$ 90,933,012	\$ 7,497,744	\$ 90,947,123	\$ 7,497,744	\$ 92,163,871	\$ 7,494,621	\$ 99,681,835	\$ 7,494,401
<b>Debt Service Total</b>	<b>\$ 83,235,228</b>	<b>\$ 7,476,245</b>	<b>\$ 90,933,012</b>	<b>\$ 7,497,744</b>	<b>\$ 90,947,123</b>	<b>\$ 7,497,744</b>	<b>\$ 92,163,871</b>	<b>\$ 7,494,621</b>	<b>\$ 99,681,835</b>	<b>\$ 7,494,401</b>
<b>Human Services</b>										
Public Health	\$ 29,311,605	\$ 19,912,818	\$ 31,262,327	\$ 16,432,975	\$ 31,472,827	\$ 16,588,965	\$ 32,229,993	\$ 15,683,514	\$ 32,877,377	\$ 15,729,098
Mental Health	\$ 9,962,019	\$ -	\$ 9,674,000	\$ -	\$ 9,747,609	\$ -	\$ 9,674,000	\$ -	\$ 9,674,000	\$ -
Social Services	\$ 66,539,081	\$ 49,245,114	\$ 70,023,056	\$ 51,643,000	\$ 72,205,164	\$ 53,551,198	\$ 73,270,883	\$ 55,491,226	\$ 74,311,363	\$ 55,605,620
Public Assistance Mandates	\$ 4,754,444	\$ 2,034,577	\$ 5,649,394	\$ 2,719,394	\$ 5,649,394	\$ 2,719,394	\$ 4,797,456	\$ 2,245,092	\$ 4,805,435	\$ 2,253,066
Child Support Enforcement	\$ 5,880,363	\$ 6,094,556	\$ 5,994,303	\$ 6,015,894	\$ 6,004,812	\$ 6,015,894	\$ 6,227,568	\$ 6,212,146	\$ 6,431,205	\$ 6,342,851
Transportation-Human Serv	\$ 1,547,743	\$ 955,200	\$ 1,573,497	\$ 1,151,347	\$ 1,672,398	\$ 1,223,679	\$ 1,325,611	\$ 947,088	\$ 1,353,379	\$ 947,084
Veteran Services	\$ 123,715	\$ 1,452	\$ 124,772	\$ 1,452	\$ 124,874	\$ 1,452	\$ 127,273	\$ -	\$ 130,498	\$ -
Coordinated Services	\$ 1,483,959	\$ 1,219,792	\$ 1,497,510	\$ 1,153,274	\$ 1,540,716	\$ 1,196,480	\$ 1,476,114	\$ 1,153,427	\$ 1,476,494	\$ 1,153,424
<b>Human Services Total</b>	<b>\$ 119,602,929</b>	<b>\$ 79,463,509</b>	<b>\$ 125,798,859</b>	<b>\$ 79,117,336</b>	<b>\$ 128,417,794</b>	<b>\$ 81,297,062</b>	<b>\$ 129,128,898</b>	<b>\$ 81,732,493</b>	<b>\$ 131,059,751</b>	<b>\$ 82,031,143</b>
<b>Public Safety</b>										
Security	\$ 1,459,644	\$ 23,514	\$ 1,632,888	\$ 20,000	\$ 1,632,890	\$ 20,000	\$ 1,610,932	\$ 23,799	\$ 1,685,269	\$ 23,799
Law Enforcement	\$ 62,674,676	\$ 8,717,962	\$ 63,794,042	\$ 5,272,643	\$ 66,128,326	\$ 6,396,646	\$ 64,878,973	\$ 5,212,226	\$ 66,378,999	\$ 5,855,253
Emergency Services	\$ 23,963,617	\$ 14,851,938	\$ 25,467,466	\$ 15,060,125	\$ 25,731,720	\$ 15,287,422	\$ 27,096,095	\$ 15,692,076	\$ 31,231,947	\$ 15,805,625
Inspections	\$ 1,895,695	\$ 844,261	\$ 2,053,242	\$ 866,981	\$ 2,032,199	\$ 866,981	\$ 2,208,958	\$ 1,053,869	\$ 2,275,005	\$ 1,460,375
Court Alternatives	\$ 2,081,701	\$ 1,737,029	\$ 2,563,284	\$ 1,759,631	\$ 2,564,230	\$ 1,760,531	\$ 2,606,164	\$ 2,628,492	\$ 2,611,777	\$ 2,628,492
Family Justice Center	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 231,551	\$ -	\$ 233,989	\$ -
Animal Services	\$ 2,816,417	\$ 691,048	\$ 3,119,455	\$ 705,289	\$ 3,128,195	\$ 705,289	\$ 3,169,109	\$ 741,339	\$ 3,193,626	\$ 753,464
Other Protection	\$ 1,286,141	\$ 141,553	\$ 1,389,936	\$ 132,925	\$ 1,484,124	\$ 137,425	\$ 1,452,378	\$ 136,207	\$ 1,481,846	\$ 136,207
<b>Public Safety Total</b>	<b>\$ 96,177,891</b>	<b>\$ 27,007,305</b>	<b>\$ 100,020,313</b>	<b>\$ 23,817,594</b>	<b>\$ 102,701,684</b>	<b>\$ 25,174,294</b>	<b>\$ 103,254,160</b>	<b>\$ 25,488,008</b>	<b>\$ 109,092,458</b>	<b>\$ 26,663,215</b>



**GENERAL FUND BUDGETS BY DEPARTMENT  
Expense & Revenue**

Department	FY 2014 Actual		FY 2015 Adopted Budget		FY 2015 Amended Budget		FY 2016 Adopted		FY 2017 Plan	
	Expense	Revenue	Expense	Revenue	Expense	Revenue	Expense	Revenue	Expense	Revenue
<b>Support Services</b>										
Information Services	\$ 8,312,889	\$ 3,216	\$ 8,751,963	\$ 7,500	\$ 9,289,991	\$ 7,500	\$ 9,197,635	\$ 3,216	\$ 8,963,909	\$ 3,216
Facilities	\$ 6,989,967	\$ 1,443,199	\$ 7,383,031	\$ 1,485,668	\$ 8,213,981	\$ 1,485,668	\$ 8,227,277	\$ 1,356,309	\$ 9,609,758	\$ 1,356,292
Property Management	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fleet Operation	\$ 648,262	\$ 22,558	\$ 799,051	\$ 20,000	\$ 799,064	\$ 20,000	\$ 1,074,145	\$ 22,559	\$ 1,513,158	\$ 22,558
Capital Outlay	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,800,000	\$ -	\$ 4,000,000	\$ -
<b>Support Services Total</b>	<b>\$ 17,951,118</b>	<b>\$ 1,468,973</b>	<b>\$ 16,934,045</b>	<b>\$ 1,513,168</b>	<b>\$ 18,303,036</b>	<b>\$ 1,513,168</b>	<b>\$ 20,299,057</b>	<b>\$ 1,382,084</b>	<b>\$ 24,086,825</b>	<b>\$ 1,382,066</b>
<b>Non-Departmental</b>										
General Revenues	\$ -	\$ 529,354,967	\$ -	\$ 447,416,767	\$ -	\$ 452,350,967	\$ -	\$ 461,408,988	\$ -	\$ 464,465,609
<b>Other Funds Total</b>	<b>\$ -</b>	<b>\$ 529,354,967</b>	<b>\$ -</b>	<b>\$ 447,416,767</b>	<b>\$ -</b>	<b>\$ 452,350,967</b>	<b>\$ -</b>	<b>\$ 461,408,988</b>	<b>\$ -</b>	<b>\$ 464,465,609</b>
<b>Grand Total</b>	<b>\$ 540,299,948</b>	<b>\$ 654,408,658</b>	<b>\$ 567,611,780</b>	<b>\$ 567,611,780</b>	<b>\$ 576,195,311</b>	<b>\$ 576,195,311</b>	<b>\$ 586,356,630</b>	<b>\$ 586,356,630</b>	<b>\$ 605,100,983</b>	<b>\$ 590,885,321</b>

### County Support of General Fund Department

This chart shows how much locally generated revenue (**County \$**), mostly from property and sales taxes, is used to support county programs and services. Revenues received by a department from federal and state governments, user fees and charges, donations, etc., make up the difference between a department's Expense and County \$ amounts.

Department	Adopted FY 2014-15			Adopted FY 2015-16			Cummulative	
	Expense	County \$	% County	Expense	County \$	% County	County \$	%
Education & Education Debt	\$ 273,506,839	\$ 266,547,683	97.5%	\$ 281,284,144	\$ 274,327,316	97.5%	\$ 274,327,316	59.5%
Law Enforcement	\$ 63,794,042	\$ 58,521,399	91.7%	\$ 64,878,973	\$ 59,666,747	92.0%	\$ 333,994,063	72.4%
Social Services	\$ 70,023,056	\$ 18,380,056	26.2%	\$ 73,270,883	\$ 17,779,657	24.3%	\$ 351,773,720	76.2%
Public Health	\$ 31,262,327	\$ 14,829,352	47.4%	\$ 32,229,993	\$ 16,546,479	51.3%	\$ 368,320,199	79.8%
Non-Education Debt	\$ 15,354,261	\$ 14,815,673	96.5%	\$ 15,090,125	\$ 14,552,332	96.4%	\$ 382,872,531	83.0%
Emergency Services	\$ 25,467,466	\$ 10,407,341	40.9%	\$ 27,096,095	\$ 11,404,019	42.1%	\$ 394,276,550	85.5%
Mental Health	\$ 9,674,000	\$ 9,674,000	100.0%	\$ 9,674,000	\$ 9,674,000	100.0%	\$ 403,950,550	87.6%
Information Services	\$ 8,751,963	\$ 8,744,463	99.9%	\$ 9,197,635	\$ 9,194,419	100.0%	\$ 413,144,969	89.5%
Human Resources	\$ 8,756,543	\$ 8,756,543	100.0%	\$ 7,844,449	\$ 7,785,858	99.3%	\$ 420,930,827	91.2%
Facilities	\$ 7,383,031	\$ 5,897,363	79.9%	\$ 8,227,277	\$ 6,870,968	83.5%	\$ 427,801,795	92.7%
Tax	\$ 5,611,566	\$ 4,031,020	71.8%	\$ 5,958,528	\$ 4,227,954	71.0%	\$ 432,029,749	93.6%
Elections	\$ 1,695,768	\$ 1,648,068	97.2%	\$ 2,920,976	\$ 2,563,754	87.8%	\$ 434,593,503	94.2%
Parks	\$ 3,431,121	\$ 2,361,779	68.8%	\$ 3,789,522	\$ 2,553,144	67.4%	\$ 437,146,647	94.7%
Public Assistance Mandates	\$ 5,649,394	\$ 2,930,000	51.9%	\$ 4,797,456	\$ 2,552,364	53.2%	\$ 439,699,011	95.3%
Finance	\$ 2,478,943	\$ 2,400,943	96.9%	\$ 2,594,021	\$ 2,516,021	97.0%	\$ 442,215,032	95.8%
Animal Services	\$ 3,119,455	\$ 2,414,166	77.4%	\$ 3,169,109	\$ 2,427,770	76.6%	\$ 444,642,802	96.4%
County Attorney	\$ 1,906,070	\$ 1,906,070	100.0%	\$ 2,125,995	\$ 2,125,995	100.0%	\$ 446,768,797	96.8%
Culture & Libraries	\$ 1,827,807	\$ 1,827,807	100.0%	\$ 1,844,077	\$ 1,827,807	99.1%	\$ 448,596,604	97.2%
Economic Develop	\$ 2,013,699	\$ 2,013,699	100.0%	\$ 1,807,504	\$ 1,807,504	100.0%	\$ 450,404,108	97.6%
Capital Transfer	\$ -	\$ -	-	\$ 1,800,000	\$ 1,800,000	100.0%	\$ 452,204,108	98.0%
Security	\$ 1,632,888	\$ 1,612,888	98.8%	\$ 1,610,932	\$ 1,587,133	98.5%	\$ 453,791,241	98.4%
Other Protection/Court Svcs	\$ 1,389,936	\$ 1,257,011	90.4%	\$ 1,452,378	\$ 1,316,171	90.6%	\$ 455,107,412	98.6%
County Administration	\$ 1,333,157	\$ 1,283,157	96.2%	\$ 1,318,426	\$ 1,286,580	97.6%	\$ 456,393,992	98.9%
Inspections	\$ 2,053,242	\$ 1,186,261	57.8%	\$ 2,208,958	\$ 1,155,089	52.3%	\$ 457,549,081	99.2%
Fleet Operation	\$ 799,051	\$ 779,051	97.5%	\$ 1,074,145	\$ 1,051,586	97.9%	\$ 458,600,667	99.4%
Planning and Development	\$ 727,621	\$ 674,936	92.8%	\$ 792,338	\$ 742,078	93.7%	\$ 459,342,745	99.6%
Cooperative Extension Svc	\$ 584,601	\$ 584,601	100.0%	\$ 553,682	\$ 551,282	99.6%	\$ 459,894,027	99.7%
Internal Audit	\$ 511,337	\$ 511,337	100.0%	\$ 502,883	\$ 502,883	100.0%	\$ 460,396,910	99.8%
County Commissioners	\$ 462,288	\$ 462,288	100.0%	\$ 487,299	\$ 487,299	100.0%	\$ 460,884,209	99.9%
Budget and Management	\$ 474,407	\$ 474,407	100.0%	\$ 472,092	\$ 472,092	100.0%	\$ 461,356,301	100.0%
Purchasing	\$ 388,429	\$ 388,429	100.0%	\$ 399,036	\$ 399,036	100.0%	\$ 461,755,337	100.1%
Transportation-Human Svcs	\$ 1,573,497	\$ 422,150	26.8%	\$ 1,325,611	\$ 378,523	28.6%	\$ 462,133,860	100.2%

### County Support of General Fund Department

This chart shows how much locally generated revenue (**County \$**), mostly from property and sales taxes, is used to support county programs and services. Revenues received by a department from federal and state governments, user fees and charges, donations, etc., make up the difference between a department's Expense and County \$ amounts.

Department	Adopted FY 2014-15			Adopted FY 2015-16			Cummulative	
	Expense	County \$	% County	Expense	County \$	% County	County \$	%
Coordinated Services	\$ 1,497,510	\$ 344,236	23.0%	\$ 1,476,114	\$ 326,880	22.1%	\$ 462,460,740	100.2%
Solid Waste	\$ 1,098,589	\$ 189,589	17.3%	\$ 1,224,122	\$ 322,687	26.4%	\$ 462,783,427	100.3%
Family Justice Center	\$ -	\$ -	-	\$ 231,551	\$ 231,551	100.0%	\$ 463,014,978	100.4%
Soil & Water Conservation	\$ 257,494	\$ 227,219	88.2%	\$ 259,959	\$ 229,599	88.3%	\$ 463,244,577	100.4%
Clerk to the Board	\$ 169,882	\$ 169,882	100.0%	\$ 205,886	\$ 205,886	100.0%	\$ 463,450,463	100.4%
Veteran Services	\$ 124,772	\$ 123,320	98.8%	\$ 127,273	\$ 127,273	100.0%	\$ 463,577,736	100.5%
Child Support Enforcement	\$ 5,994,303	\$ (21,591)	-0.4%	\$ 6,227,568	\$ 15,422	0.2%	\$ 463,593,158	100.5%
Court Alternatives	\$ 2,563,284	\$ 803,653	31.4%	\$ 2,606,164	\$ (22,328)	-0.9%	\$ 463,570,830	100.5%
Register of Deeds	\$ 2,268,141	\$ (2,163,482)	-95.4%	\$ 2,199,451	\$ (2,178,112)	-99.0%	\$ 461,392,718	100.0%
<b>TOTAL</b>	<b>\$ 567,611,780</b>	<b>\$ 447,416,767</b>	<b>78.8%</b>	<b>\$ 586,356,630</b>	<b>\$ 461,392,718</b>	<b>78.7%</b>		

### Breakdown of County \$:

Property Taxes	\$ 349,520,000	78.1%	\$ 356,139,375	77.2%
Sales Taxes	\$ 69,800,000	15.6%	\$ 75,000,000	16.3%
Fund Balance	\$ 24,628,767	5.5%	\$ 25,384,042	5.5%
Other Revenues	\$ 1,988,000	0.4%	\$ 3,319,302	0.7%
Federal & State Funds	\$ 1,410,000	0.3%	\$ 1,485,000	0.3%
User Charges & Fees	\$ 70,000	0.0%	\$ 64,999	0.0%
<b>TOTAL</b>	<b>\$ 447,416,767</b>	<b>100.0%</b>	<b>\$ 461,392,718</b>	<b>100.0%</b>



## Summary of Positions by Department

Departments	Adopted FY 11-12	Adopted FY 12-13	Adopted FY 13-14	Adopted FY 14-15	Adopted FY 15-16	Change
<b>General Fund</b>						
County Commissioners	11.00	11.00	9.00	9.00	9.00	-
County Administration	4.50	4.00	5.00	4.00	3.90	(0.100)
Tax Department	63.25	62.25	61.00	61.00	63.00	2.000
Budget and Management	5.00	4.90	4.90	4.90	4.95	0.050
County Attorney	15.00	15.00	15.00	16.00	17.00	1.000
Finance	29.00	29.00	28.00	27.00	27.00	-
Purchasing	5.00	5.00	5.00	5.00	5.00	-
Register of Deeds	25.00	25.00	25.00	25.00	25.00	-
Clerk to Board	2.00	2.00	2.00	2.00	2.00	-
Internal Audit	6.00	5.00	5.00	5.00	5.00	-
Human Resources	19.50	20.00	18.00	18.00	18.00	-
Elections	16.75	16.75	17.00	16.00	16.00	-
<b>General Government</b>	<b>202.00</b>	<b>199.90</b>	<b>194.90</b>	<b>192.90</b>	<b>195.85</b>	<b>2.950</b>
Public Health	419.25	396.25	390.75	383.00	389.50	6.500
Mental Health	192.00	97.00	-	-	-	-
Coordinated Services	-	0.10	0.10	0.10	0.15	0.050
Social Services	571.00	544.00	535.50	537.50	561.00	23.500
Child Support Enforcement	92.00	91.70	91.70	92.00	91.85	(0.150)
Veterans Services	2.00	2.00	2.00	2.00	2.00	-
Transportation	5.50	5.50	22.88	22.88	22.00	(0.875)
<b>Human Services</b>	<b>1,281.75</b>	<b>1,136.55</b>	<b>1,042.93</b>	<b>1,037.48</b>	<b>1,066.50</b>	<b>29.025</b>
Emergency Services	215.00	222.00	222.75	234.75	245.00	10.250
Family Justice Center	-	-	-	-	3.00	3.000
Court Alternatives	35.00	35.00	33.00	33.00	33.00	-
Law Enforcement	650.00	652.00	655.00	663.00	659.00	(4.000)
Animal Services	16.25	16.25	16.25	16.50	16.50	-
Security	15.00	15.00	15.00	15.00	15.00	-
Inspections	25.00	25.00	25.00	24.00	26.00	2.000
Other Protection	-	15.30	15.30	15.00	15.15	0.150
<b>Public Safety</b>	<b>956.25</b>	<b>980.55</b>	<b>982.30</b>	<b>1,001.25</b>	<b>1,012.65</b>	<b>11.400</b>
Facilities	45.00	58.00	61.00	61.00	61.00	-
Property Mgmt/Courts	2.00	2.00	2.00	-	-	-
Information Services	51.00	51.00	50.00	49.50	48.00	(1.500)
Fleet Operations	1.00	1.00	2.00	2.00	2.00	-
<b>Support Services</b>	<b>99.00</b>	<b>112.00</b>	<b>115.00</b>	<b>112.50</b>	<b>111.00</b>	<b>(1.500)</b>
Planning & Development	9.50	8.00	8.00	8.00	8.00	-
Solid Waste	2.50	4.00	4.00	4.00	6.00	2.000
Soil & Water Conservation	2.50	2.50	2.50	2.50	2.50	-
Recreation	2.00	2.00	27.00	27.00	28.00	1.000
<b>Community Services</b>	<b>16.50</b>	<b>16.50</b>	<b>41.50</b>	<b>41.50</b>	<b>44.50</b>	<b>3.000</b>
<b>Total General Fund</b>	<b>2,555.50</b>	<b>2,445.50</b>	<b>2,376.63</b>	<b>2,385.63</b>	<b>2,430.50</b>	<b>44.875</b>
<b>Internal Services</b>						
Risk Management	2.00	2.00	2.00	2.00	2.00	-
<b>Total Internal Services</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>
<b>Total All Departments</b>	<b>2,557.50</b>	<b>2,447.50</b>	<b>2,378.63</b>	<b>2,387.63</b>	<b>2,432.50</b>	<b>44.875</b>

**Summary of Position Changes from FY 2014-15 to FY 2015-16**

<b>Department</b>	<b>Position Name</b>	<b>FTE</b>
<b>FULL-YEAR IMPACTS OF POSITIONS ELIMINATED DURING FY 2014-15</b>		
Information Services	ISV ERP Specialist (elim January 2015)	(0.500)
Public Health	Community Health Educator (eliminated October 2015)	(0.250)
Public Health	PH Program Administrator (eliminated October 2015)	(0.250)
		<b>(1.000)</b>
<b>BOARD-APPROVED CHANGES DURING FY 2014-15</b>		
Transportation	Drivers - Part-time to Full-time	1.625
Emergency Services	Emergency Management Coordinator - Part-time to Full-time	0.250
Law Enforcement	Task Force Grant	1.000
Social Services	Child Protective Services positions	15.000
Public Health	Environmental Services positions	2.000
Facilities	Grounds Technician - County Farm Transition	1.000
Solid Waste	Recycling/White Goods positions - County Farm Transition	2.000
Law Enforcement	Detention Officers and Related Positions - County Farm Transition	(15.000)
	<i>Eliminate positions, transfer employees to vacant positions in the Greensboro or High Point Detention Centers</i>	
		<b>7.875</b>
<b>BOARD-APPROVED ADDITIONS FOR FY 2015-16</b>		
County Attorney	Attorney - Foreclosures (August 2015)	<b>1.000</b>
Tax	Real Property Appraisers (October 2015)	<b>2.000</b>
Law Enforcement	Bailiffs (October 2015)	2.000
Law Enforcement	Positions at Sheriff's discretion (October 2015)	4.000
Law Enforcement	Detention Officers (October 2015)	4.000
	<i>(offset by a \$100,000 reduction in overtime)</i>	<b>10.000</b>
Emergency Services	Firefighter II (January 2016)	8.000
Emergency Services	Fire Captain (January 2016)	2.000
		<b>10.000</b>
Social Services	Medicaid Eligibility Caseworkers - Hospitals (August 2015)	3.000
Social Services	Social Workers - Aging/Guardianship (August 2015)	4.000
Social Services	Lead Eligibility Caseworkers - Quality Assurance (August 2015)	4.000
		<b>11.000</b>
Public Health	Nurse Specialist - Community Alternatives Pgm (October 2015)	1.000
Public Health	Social Worker II - Community Alternatives Pgm (October 2015)	1.000
		<b>2.000</b>
Inspections	Building Inspector (October 2015)	1.000
Inspections	Plans Examiner (October 2015)	1.000
		<b>2.000</b>
<b>Total Board-Approved Additions for FY 2015-16</b>		<b>38.000</b>
<b>Grand Total FY 2015-16 Staffing Adjustments</b>		<b>44.875</b>

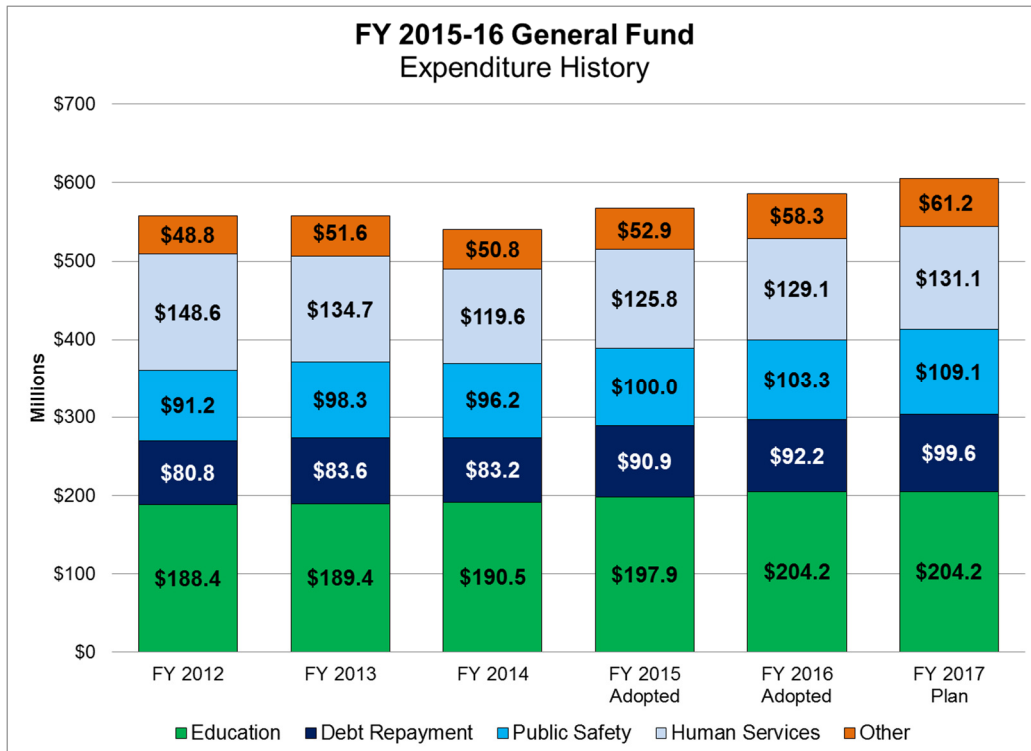
# General Fund Expenditures

The adopted fiscal year (FY) 2015-16 General Fund budget totals \$ \$586,356,630. This is \$18.74 million more (3.3%) than the budget approved for FY 2014-15. The approved general property tax rate was lowered 1 cent from the FY 2014-15 rate to \$0.76 per \$100 of assessed valuation. At this rate, a property owner will pay \$76 of general county property tax for every \$10,000 of property owned. An individual may also pay other taxes, like city taxes or fire district taxes, depending on where his/her property is located.

## Summary of Expenditures by Service Category

	FY14 Actual	FY15 Adopted	FY15 Amended	FY16 Adopted	vs. FY15 Adopted		FY17 Plan
					\$ chg	% chg	
Education	\$ 259,699,363	\$ 273,506,839	\$ 273,519,278	\$ 281,284,144	\$ 7,777,305	2.8%	\$ 289,551,943
<i>includes Education debt repayment</i>							
Human Services	\$ 119,602,927	\$ 125,798,859	\$ 127,975,365	\$ 129,128,898	\$ 3,330,039	2.6%	\$ 131,059,752
Public Safety	\$ 96,177,891	\$ 100,020,313	\$ 105,653,130	\$ 103,254,160	\$ 3,233,847	3.2%	\$ 109,092,458
Non-Education Debt	\$ 14,063,952	\$ 15,354,261	\$ 15,355,933	\$ 15,090,125	\$ (264,136)	-1.7%	\$ 14,246,540
Support Services	\$ 17,951,117	\$ 16,934,045	\$ 18,561,075	\$ 20,299,057	\$ 3,365,012	19.9%	\$ 24,086,825
General Government	\$ 23,623,605	\$ 26,056,531	\$ 24,303,493	\$ 27,029,042	\$ 972,511	3.7%	\$ 26,702,957
Community Services	\$ 9,181,088	\$ 9,940,932	\$ 12,304,734	\$ 10,271,204	\$ 330,272	3.3%	\$ 10,266,759
<b>Total Expenditures</b>	<b>\$ 540,299,943</b>	<b>\$ 567,611,780</b>	<b>\$ 577,673,008</b>	<b>\$ 586,356,630</b>	<b>\$ 18,744,850</b>	<b>3.3%</b>	<b>\$ 605,007,234</b>
<b>Permanent Positions</b>	<b>2,376.630</b>	<b>2,385.630</b>	<b>2,407.500</b>	<b>2,430.500</b>	<b>44.870</b>	<b>1.9%</b>	<b>2,430.500</b>

Note: In accordance with state statutes, the Board of Commissioners does not formally adopt the FY 2016-17 Plan. This information is presented to show the Board and the public expected revenues and expenses for recommended programs and service levels for one year beyond the next fiscal year. As presented, the Plan is not balanced and will require \$14.1 million of additional reductions to expenses and programs/service levels and/or increases in revenues in FY 2016-17.



## Summary of Budgeted Expenses

North Carolina counties are “arms” of the state government and are responsible for implementing mandated state and federal programs at the local level. While counties provide various services beyond the required programs, their primary responsibilities are focused on administering and funding core state programs in education, human services, and public safety. These core responsibilities are reflected in the recommended allocation of resources for FY 2015-16. Approximately 87% of the recommended budget, or nearly nine of every \$10 dollars included in the budget, will be used to support education, human services, and public safety activities.

The following table summarizes the changes in the total budget.

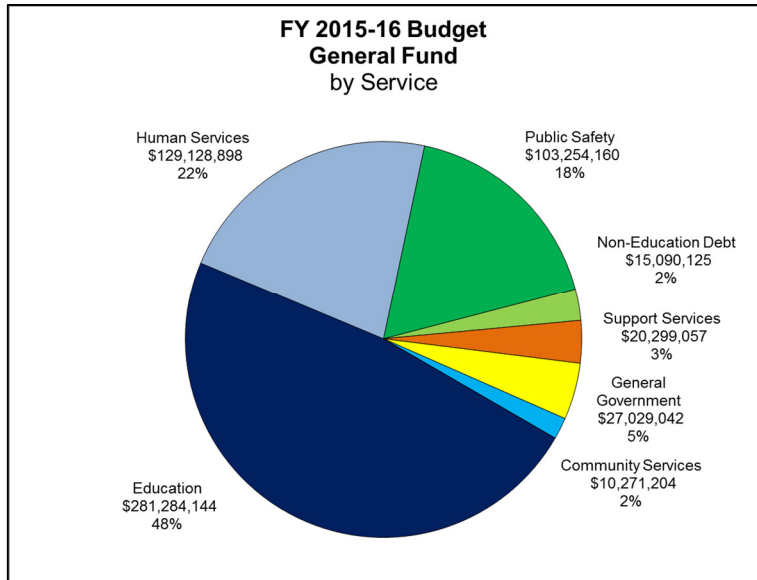
<b>Summary of Major Budget Changes</b>	
(in millions)	
	<u>Gross Change</u>
<b>Education (Operating, Capital, and Debt Repayment):</b>	
Guilford County Schools & Guilford Technical Community College	\$ 7.78
	\$ 7.78
<b>Department Major Changes:</b>	
Facility Maintenance & Construction	\$ 2.10
2% Merit Pool (effective 1/10/16)	\$ 1.18
Full-Year Impacts of Positions Added in FY 14-15	\$ 1.70
New Positions & Related Costs (+38)	\$ 1.71
Child Day Care, Adult Services, Crisis Programs	\$ 1.08
High Cycle Election Year - municipal and general elections	\$ 0.64
Presidential Primary - new state mandate	\$ 0.59
Medicaid Recertification	\$ 0.80
Drugs & Medical Supplies	\$ 0.34
County Fleet - add cars for Human Services	\$ 0.28
	\$ 10.43
<b>Net All Other Changes (incl. 15 position cuts)</b>	<u>\$ 0.53</u>
<b>Total Change</b>	<b>\$ 18.74</b>

## Expenditures by Service Area

The largest expense in the Guilford County budget is for **Education**, including the repayment of education-related debt for new or renovated schools and community college facilities. The Education service category accounts for 48% of the total county operating budget. **Human Services** and **Public Safety** services, the next largest expenditures, account for 22% and 18% of expenses, respectively.



About 42% of the budget's overall increase is for Education. The budget increases the county's operating and capital support for the **Guilford County Schools (GCS)** by \$5.2 million and for **Guilford Technical Community College (GTCC)** by \$1.05 million. The budget also includes an additional \$1.5 million for repayment of voter-approved debt for the construction and renovation of school and community college facilities.

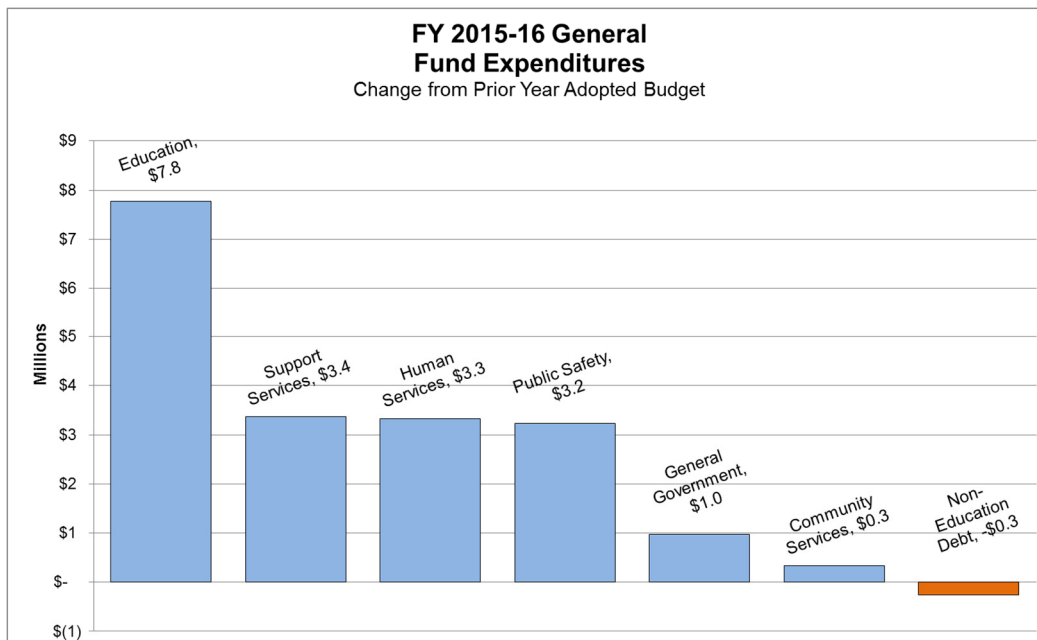


The adopted budget also includes an additional \$3.3 million for **Human Services** expenses. The additional funds will be used to add 13 new positions to help the department meet caseload and operational guidelines in Adult Services/Guardianship, Elderly and Disabled Adults, Eligibility Quality Assurance, and Medicaid Eligibility. The budget also includes funds for a contract with an outside vendor to help the county meet Medicaid recertification timelines.

The **Public Safety** budget includes increases for drugs and medical services, Law Enforcement and Emergency Services vehicle replacements, ten new Law Enforcement position (two Bailiffs, four Detention Officer positions, and four positions assigned at the Sheriff's discretion to address department needs), and 10 new Emergency Services positions to expand support for the county's fire service. The budget also reflects savings from closing the County Prison Farm, including the elimination of 15 Farm positions. Employees in these positions have been moved to vacancies in other areas of the department or have retired from county service.

The FY 15-16 budget also includes about \$2.6 million, mostly in the **Support Services** budget, for the construction or repair of county facilities.

The following chart illustrates the overall changes in the FY 2015-16 budget by service area.



## Expenditure Types

Summary of Expenditures by Type of Expense							
	FY14 Actual	FY15 Adopted	FY15 Amended	FY16 Adopted	vs. FY15 Adopted		FY17 Plan
					\$ chg	% chg	
Personnel	\$ 161,811,061	\$ 170,220,328	\$ 170,806,079	\$ 176,680,901	\$ 6,460,573	3.8%	\$ 181,027,807
Operating	\$ 256,275,206	\$ 267,160,429	\$ 274,289,223	\$ 278,534,265	\$ 11,373,836	4.3%	\$ 281,591,817
Debt Repayment	\$ 83,235,228	\$ 90,933,012	\$ 90,947,123	\$ 92,163,871	\$ 1,230,859	1.4%	\$ 99,588,085
Human Svc Assistance	\$ 34,912,236	\$ 36,427,622	\$ 37,155,706	\$ 35,750,567	\$ (677,055)	-1.9%	\$ 35,761,117
Capital Outlay	\$ 4,066,215	\$ 2,870,389	\$ 4,474,877	\$ 3,227,026	\$ 356,637	12.4%	\$ 7,038,408
<b>Total Expenditures</b>	<b>\$ 540,299,946</b>	<b>\$ 567,611,780</b>	<b>\$ 577,673,008</b>	<b>\$ 586,356,630</b>	<b>\$ 18,744,850</b>	<b>3.3%</b>	<b>\$ 605,007,234</b>
<b>Permanent Positions</b>	2,376.630	2,385.630	2,407.500	<b>2,430.500</b>	44.870	1.9%	2,430.500

Personnel Services (e.g., salaries and related benefits) account for 30% of all General Fund expenditures. Operating Expenses, which include appropriations to the Guilford County Schools and Guilford Technical Community College, represent 47% of total expenditures. Other expenditures are for Debt Repayment (16%), Human Services Assistance (6%), and funding for capital needs (<1%).

### Personnel Services

The county's underlying "base" payroll expense, including the position eliminations noted below, will increase by \$1.58 million in FY 2015-16. This figure includes the full year impact in FY 2015-16 of the 2% merit pool approved by the Board for FY 2014-15.

The table to the right summarizes the additions to the base payroll that are included in the budget. More detail regarding these changes is presented the sections below. Overall, total **Personnel Services** expenses are projected to increase by \$6.46 million in FY 2015-16. The total number of permanent full- and part-time positions is 2,430.50. This is a net increase of 44.87 positions from FY 2014-15.

Payroll Expense Change Summary (in millions)	
Base Payroll Change (incl. 15 position cuts)	\$ 1.58
PLUS:	
FY 14-15 Board Position Additions	\$ 1.72
2% Merit Pool (effective 1/10/16)	\$ 1.18
FY 15-16 New Positions (+38 positions)	\$ 1.58
Reduction in Vacancy Savings	\$ 0.40
<b>Total Payroll Change</b>	<b>\$ 6.46</b>

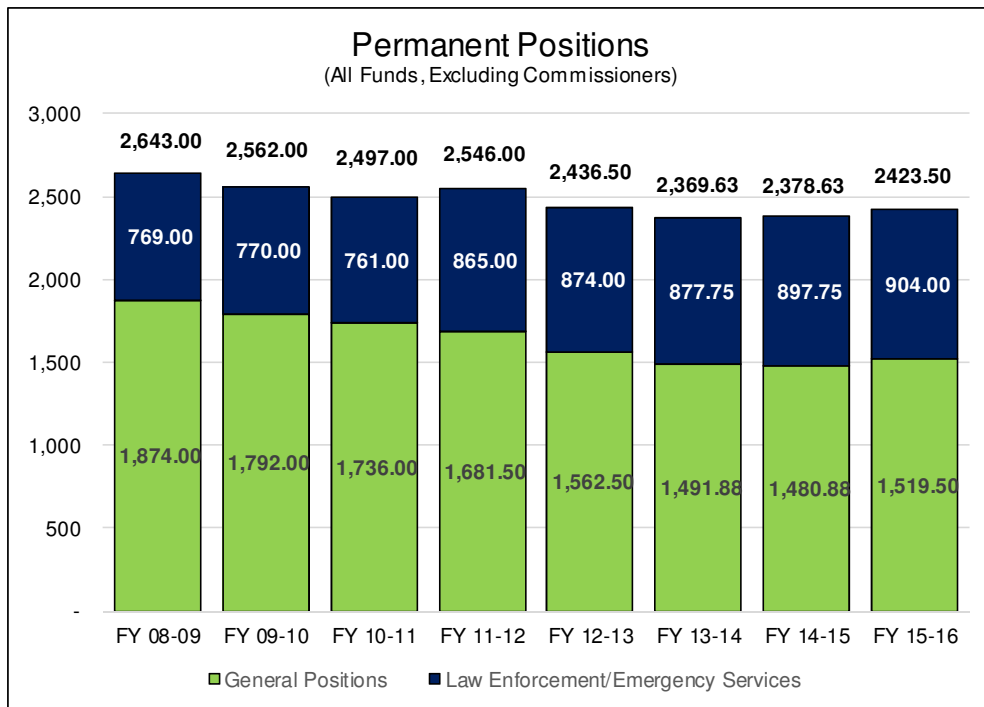
**FY 2014-15 Board Additions.** In the FY 2014-15 adopted budget, the Board approved 21 positions with start dates after July 1, 2015. In addition, the Board has added 22.875 positions since July 1, 2014 to address a number of service issues. Since these positions were included for only a partial year in FY 2014-15, their full-year costs must be included in the FY 2015-16 budget. The impact on the FY 2015-16 budget is approximately \$1.72 million

**Position Changes.** A total of 15 positions will be eliminated in the Law Enforcement department. These positions were assigned to the County's Prison Farm. In April 2015, the Board of Commissioners voted to close the Farm and eliminate the associated 15 positions. The

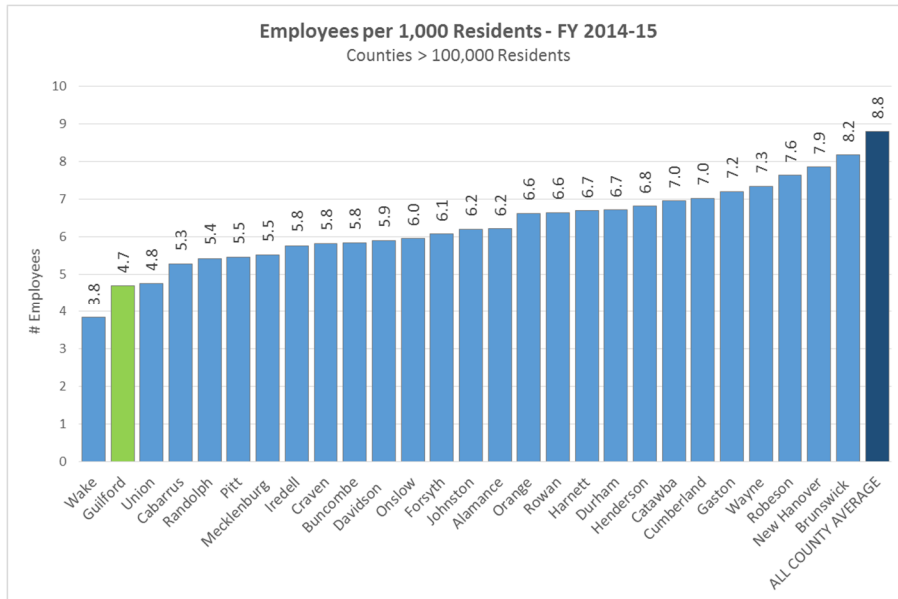
employees in these positions were to be moved to vacancies in other areas of the department or retired from county service.

The reduction in staff noted above is offset by the addition of the following **38 new positions**:

- 13 new Human Services positions in Medicaid (3), Adult Services/Guardianship (4), Eligibility Quality Assurance (4), and (2) Elderly/Disabled Assistance (Community Alternatives Program). These positions will help the Human Services department (Public Health and Social Services divisions) address increases in demands for service, meet state guidelines and recommended service levels, and help elderly/disabled clients avoid nursing home placements **(\$680,000, with revenue reimbursement of about \$453,000)**.
- 1 Deputy County Attorney in the County Attorney’s budget to handle the county’s foreclosure process. It is expected that this **position’s expense will be offset by the receipt of additional property tax and/or property sale revenues**.
- 10 new Law Enforcement positions – two Bailiffs to address requests from judges for additional court security, 4 Detention Officers to enhance staffing at the Greensboro and High Point Detention Centers, and 4 positions to be assigned at the Sheriff’s discretion to address department needs.
- 10 Emergency Services positions to expand support for the county’s fire service.
- 2 new Property Appraiser positions in the Tax Department to enhance the department’s property appraisal function and begin preparations for the next property reappraisal cycle. **Additional property tax revenues are expected to offset the new position costs.**
- 2 new positions for the **Inspections** department – a Plans Examiner and a Building Inspector. A 2012 study by the Insurances Services Office, Inc., found that the workloads for the county’s plans examination and certain inspections functions were substantially higher than those of similar jurisdictions. The additional positions will help the department address increases in demand for review and inspection services.



Since FY 2008-09, the county’s workforce has fallen by over 219 net positions, a decrease of about 8%.



Based on county employment data collected by the North Carolina Association of County Commissioners in FY 2014-15, Guilford County had the second lowest number of employees per 1,000 residents, at 4.7 employees for every 1,000 residents. The average for all counties is 87% higher at 8.8 employees for every 1,000 residents.

**Employee Raises.** The budget includes a merit pool equivalent to 2% of

salaries and benefits. Employee merit pay increases will be awarded mid-year (expected date – 1/10/16) based on job performance and may be more or less than 2% based on individual and overall department performance scores. The first year net cost of the merit program is \$1,000,000 (\$1.18 million gross expense less expected reimbursement revenue from non-county sources). A full year’s net cost is approximately \$2.4 million.

### Operating, Debt Repayment, and Capital Expenses

**Operating Expenses** will increase by \$11.65 million in FY 2015-16. The county’s allocation to Education (operating and capital) will increase by \$6.3 million - \$5.23 million for the Guilford County Schools and \$1.05 million for Guilford Technical Community College. The budget also includes \$2.6 million for facility maintenance and construction projects. Together, the education and facility expenses account for more than three-quarters of the overall increase in Operating Expenses.

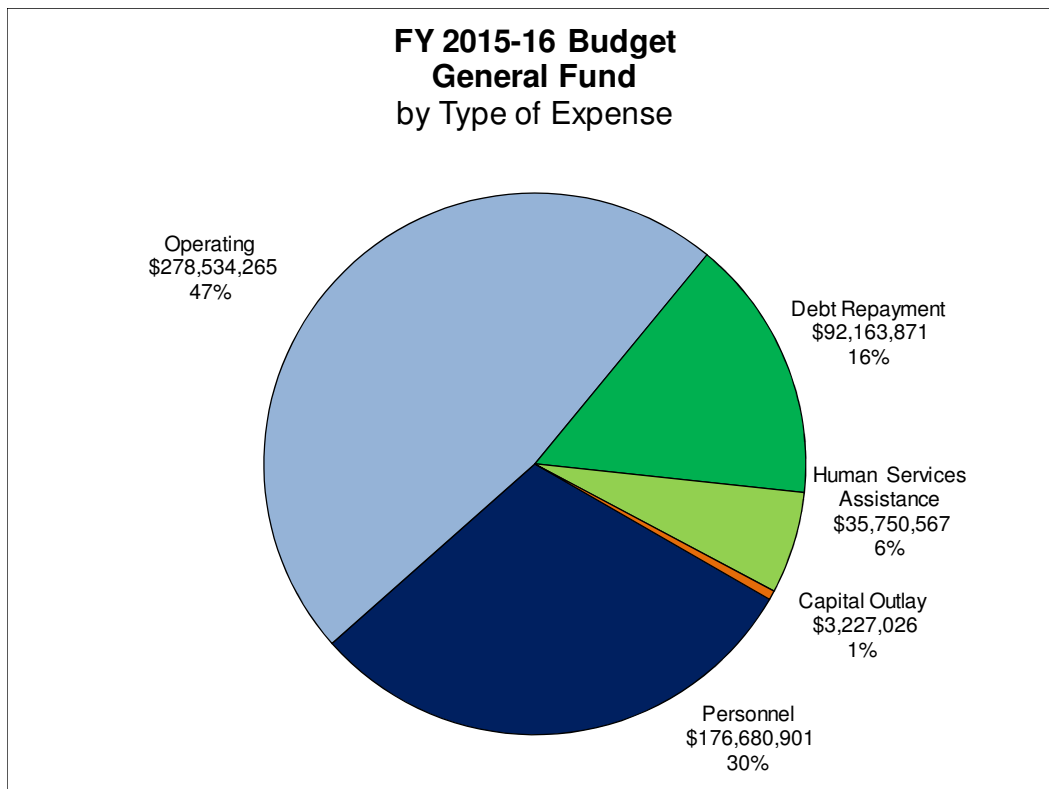
Other budget adjustments include:

- technology improvements including a replacement Public Health medical records system and a county-wide upgrade to Microsoft Office 365;
- the costs for a new, state-mandated Presidential Primary election, in addition to a high-cycle election year;
- increases in drug and medical supplies costs;
- a contract with an outside vendor to help the county process Medicaid recertifications on a timely basis;
- an increase in the county’s share of the Guilford-Metro 911 Center.

Scheduled **Debt Service Payments** and related fees for voter-approved bonds and other capital needs will increase by \$1.2 million. More information about the county’s outstanding debt and future debt repayment may be found in the Debt Repayment section of this document.

**Human Services Assistance** funds are used to provide direct services to or payments for the care of qualified human services clients, often children or elderly and disabled adults. Expenses include payments for child foster care and adoption assistance, child and elderly day care, assistance with heating and/or cooling emergencies, and the County's share of adult care home expenses for low-income older adults or adults with disabilities. This expense category is expected to fall by \$677,000 next year as a result of decreases in the county's share of mandated public assistance programs.

**Capital Outlay** is expected to increase by \$357,000. Capital funds are typically allocated for vehicle purchases and large equipment needs. The budget includes funds to replace aging, high mileage vehicles in Emergency Services, Law Enforcement, Animal Control and other county departments. Ten new vehicles are included in the budget for the Human Services Department as part of an effort to reduce the use of employees' personal cars to conduct county business.



## Education and Related Debt

\$281.3 million

The adopted budget allocates \$281.3 million for support of the Guilford County Schools (GCS) and Guilford Technical Community College (GTCC), including debt service on voter-approved bonds for school and college facilities. This is \$7.8 million more than the amount included in the FY 2014-15 budget. The budget includes an increase of \$5.23 million for GCS (\$4 million in operating funds and \$1.23 million in capital maintenance and repair funds) and \$1.05 million (all operating funds) for GTCC. An additional \$1.5 million is budgeted for repayment of voter-approved debt that was issued for the construction and renovation of school and community college facilities.

Education and education-related debt payments make up about 48% of total General Fund expenditures. However, only a small amount of non-county funding is received to offset these expenditures. As a result, the county must allocate about 58 cents of every dollar of property tax collected for Education expenses.

	FY14 Actual	FY15 Adopted	FY15 Amended	FY16 Adopted	vs. FY15 Adopted		FY17 Plan
					\$ chg	% chg	
<b>Guilford County Schools (GCS)</b>							
Operating Expenses	\$177,130,398	\$179,360,398	\$179,360,398	\$183,360,398	\$4,000,000	2.2%	\$183,360,398
Capital Maintenance	\$2,000,000	\$3,770,000	\$3,770,000	\$5,000,000	\$1,230,000	32.6%	\$5,000,000
Debt Repayment	\$57,584,492	\$64,440,207	\$64,451,760	\$66,296,870	\$1,856,663	2.9%	\$73,025,175
<b>Total</b>	<b>\$236,714,890</b>	<b>\$247,570,605</b>	<b>\$247,582,158</b>	<b>\$254,657,268</b>	<b>\$7,086,663</b>	<b>2.9%</b>	<b>\$261,385,573</b>
<b>Guilford Technical Community College (GTCC)</b>							
Operating Expenses	\$12,397,690	\$13,297,690	\$13,297,690	\$14,350,000	\$1,052,310	7.9%	\$14,350,000
Capital Maintenance	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$0	0.0%	\$1,500,000
Debt Repayment	\$11,586,784	\$11,138,544	\$11,139,430	\$10,776,876	(\$361,668)	-3.2%	\$12,316,370
<b>Total</b>	<b>\$25,484,474</b>	<b>\$25,936,234</b>	<b>\$25,937,120</b>	<b>\$26,626,876</b>	<b>\$690,642</b>	<b>2.7%</b>	<b>\$28,166,370</b>
<b>Total Education</b>	<b>\$262,199,364</b>	<b>\$273,506,839</b>	<b>\$273,519,278</b>	<b>\$281,284,144</b>	<b>\$7,777,305</b>	<b>2.8%</b>	<b>\$289,551,943</b>
<b>Sources of Funds</b>							
Federal & State Funds							
Lottery Funds	\$ 4,799,500	\$ 4,799,500	\$ 4,799,500	\$ 4,799,500	\$0	0.0%	\$ 4,799,500
American Rec/Reinvest Act	\$ 2,142,202	\$ 2,124,747	\$ 2,124,747	\$ 2,157,328	\$32,581	1.5%	\$ 2,157,328
County Funds	\$ 255,257,662	\$ 266,582,592	\$ 266,595,031	\$ 274,327,316	\$7,744,724	2.9%	\$ 282,595,115
<b>Sources of Funds</b>	<b>\$ 262,199,364</b>	<b>\$ 273,506,839</b>	<b>\$ 273,519,278</b>	<b>\$ 281,284,144</b>	<b>\$7,777,305</b>	<b>2.8%</b>	<b>\$ 289,551,943</b>

Although public education is primarily a responsibility of the state, and most funding is provided by the state directly to GCS and GTCC, all counties are required to fund certain operating and capital expenses for local public schools and community college systems. Counties appropriate a substantial portion of their budget to support Education programs.

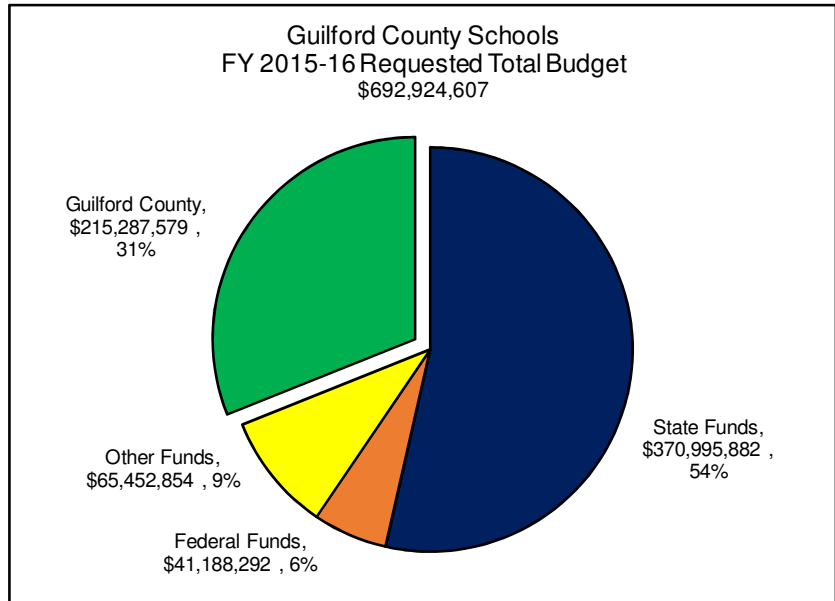
For public school systems, the General Statutes require that the following categories be provided for mainly from local funds: buildings, furniture, and apparatus; garage and maintenance equipment for school buses; liability insurance; maintenance of plant; site acquisition; furnishing of superintendent's office; school building supplies; and water supply and sewerage facilities.

For community college systems, counties are required to fund maintenance and repairs to buildings and equipment, rent, utilities, costs of custodians, insurance, legal fees, vehicles and vehicle maintenance, grounds maintenance, land acquisition, and facility construction.

Guilford County appropriates a substantial amount of funding for other items beyond the legal mandates. For instance, the County provides funds for educator salary supplements to encourage teachers to work in Guilford County and pays for approximately 700 locally-funded teaching positions to respond to local needs not provided for in the funding received from the state.

### Guilford County Schools

The total budget requested by the Guilford County Board of Education (BoE) from all funding agencies was \$692.9 million. About 68% of the requested funding would come from the state and federal governments and other non-Guilford County sources. The BoE requested \$215.3 million from Guilford County (\$205.3 million for the operating budget and \$10 million for capital maintenance and repair projects), an increase of \$32.2 million over the FY 2014-15 appropriation. This increase is



equivalent to a property tax rate increase of about 7 cents. More information about the Board of Education’s request is included in the Education section of this document.

**The FY 2014-15 Adopted Budget for the Guilford County Schools is \$188,360,398, an increase of \$5.23 million over the FY 2014-15 Adopted Budget.** The budget includes an increase in operating funding of \$4 million from \$179,360,398 to \$183,360,398. This allocation increases the county’s projected per pupil allocation from about \$2,340 to \$2,373. The Board of Education has responsibility for determining the final allocation of these funds and may choose to allocate all or some of the county budget for pay increases for locally funded teachers, operating expenses for new facilities, or other system needs. Per state law, the local county appropriation must be shared on a per pupil basis with charter schools that have enrolled students from Guilford County

**The adopted county funding for capital maintenance and repair projects is \$5 million, an increase of \$1.23 million over the FY 2014-15 budget.** The extra capital maintenance and repair funds will allow the school system to address additional high priority school maintenance needs. At the present time, the Board of Education is not required to appropriate local capital funds to charter schools.

**County Operating and Capital Allocation for Guilford County Schools**

	FY 13-14	FY 14-15	FY 15-16	% Change	Change
<b>Student Population Projections</b>					
Projected Change in GCS Students	71,787	72,191	<b>71,917</b>	-0.38%	(274)
Projected Change in Charter School Students	3,543	4,449	<b>5,357</b>	20.41%	908
Projected Total Change	75,330	76,640	<b>77,274</b>	0.83%	634
<b>Approved County Operating Allocation</b>					
Operating Funds	\$ 177,130,398	\$ 179,360,398	<b>\$ 183,360,398</b>	2.23%	\$ 4,000,000
Estimated per Pupil Allocation	\$ 2,351.39	\$ 2,340.30	<b>\$ 2,372.86</b>	1.39%	\$ 32.56
GCS's Estimated Distribution of Local Operating Allocation on a Per Pupil Basis:					
Guilford County Schools	\$ 168,799,414	\$ 168,948,415	<b>\$ 170,648,986</b>	1.01%	\$ 1,700,571
Charter Schools	\$ 8,330,984	\$ 10,411,983	<b>\$ 12,711,412</b>	22.08%	\$ 2,299,429
Total	\$ 177,130,398	\$ 179,360,398	<b>\$ 183,360,398</b>	2.23%	\$ 4,000,000
<b>Appred Capital Maintenance Allocation</b>	\$ 2,000,000	\$ 3,770,000	<b>\$ 5,000,000</b>	32.63%	\$ 1,230,000
<i>Note: Capital funds are not required to be allocated to local charter schools.</i>					
<b>TOTAL COUNTY ALLOCATION</b>	<b>\$ 179,130,398</b>	<b>\$ 183,130,398</b>	<b>\$ 188,360,398</b>	<b>2.86%</b>	<b>\$ 5,230,000</b>

In addition to the operating and capital maintenance funding described above, the budget includes \$66.3 million dollars for the repayment of voter-approved bonds for school construction and renovation projects. As additional bond issues are sold to pay for projects approved by the Board of Education and Board of Commissioners, the county's debt repayment budget will grow. Projected debt repayment for school debt is expected to be \$73 million in FY 2016-17.

A final total Board of Education budget that incorporates the approved local funding support will be adopted by the Board of Education once final state and federal funding amounts are known. More information on the overall budget for the Guilford County Schools may be found online at [www.gcsnc.com](http://www.gcsnc.com) and in the Education section of this document.

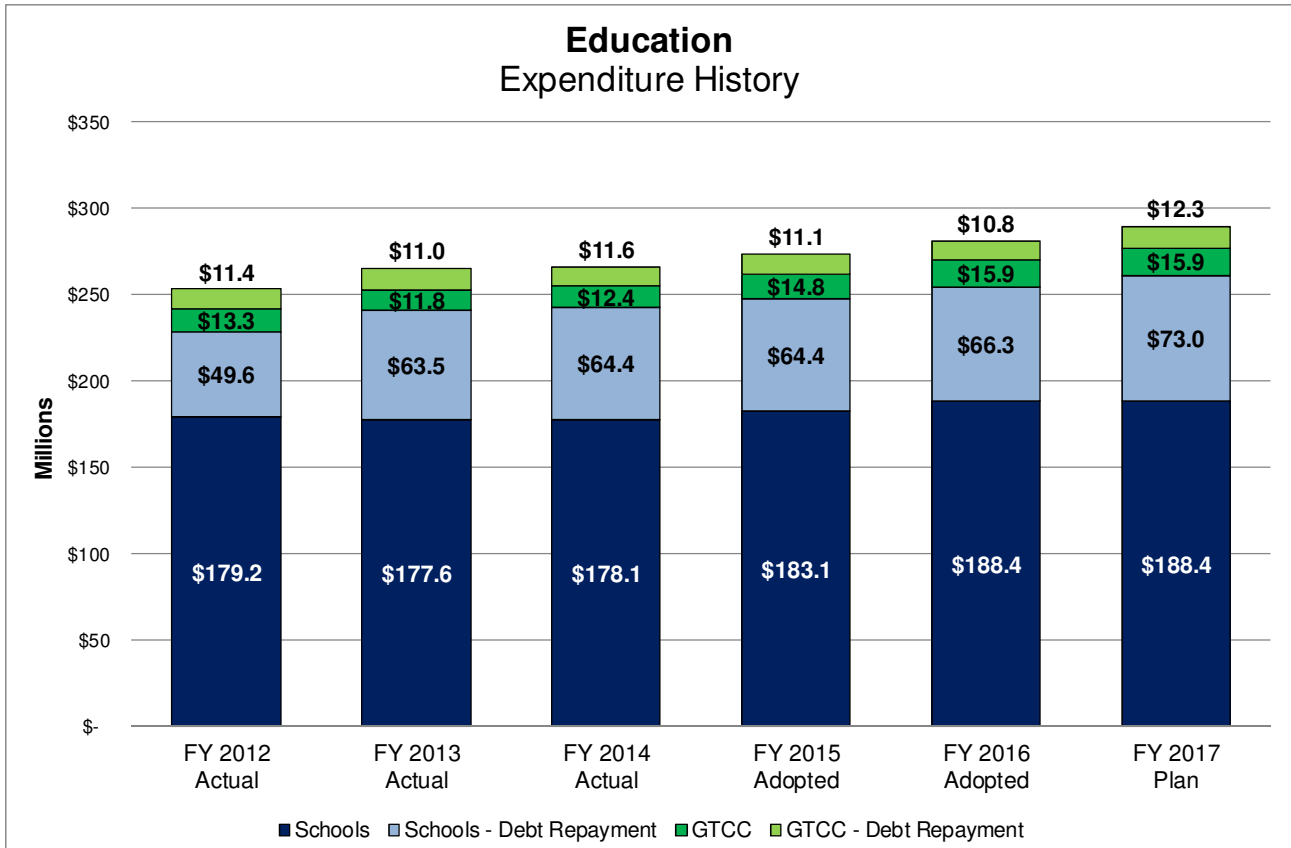
**Guilford Technical Community College**

The Guilford Technical Community College's Board of Trustees has requested a total budget of \$16,765,011 from Guilford County - \$14,449,711 in operating funds and \$2,315,300 in capital outlay funds. This request is \$1,967,321, or 13.3%, higher than the current year's budget. This requested increase is equivalent to a property tax rate increase of about 0.4 cents. More details about the Board of Trustee's request may be found in the Education section of this document.

**The FY 2015-16 Adopted Budget increases the operating allocation for Guilford Technical Community College by \$1.05 million to \$14,350,000.** The additional support will assist the College in paying for the operating costs of new facilities and other expenses for which the county is responsible for funding. **The adopted budget also includes \$1.5 million for capital maintenance and repairs, the same amount as appropriated in FY 2014-15.**

The county budget also allocates nearly \$10.8 million for debt repayment for voter-approved bonds for new and renovated community college facilities. In FY 2016-17, GTCC debt repayment is projected to increase to \$12.3 million.





*It is important to note that as the additional school and college facilities approved by voters through the 2008 bond referendum are completed, additional local funds will be requested to operate and maintain these facilities. Future budgets will need to consider additional appropriations to meet these local requirements.*

## Human Services

\$129.1 million

The adopted budget includes \$129.0 million for Human Services expenditures, an increase of \$3.3 million (+2.6%) from the current year's budget. Human Services is the second largest expenditure category and accounts for 22% of General Fund expenditures. Departments in this category include Public Health; local support for mental health, developmental disability, and substance abuse services; the Department of Social Services; Human Services Transportation; and the county's share of expenses for mandated public assistance programs.

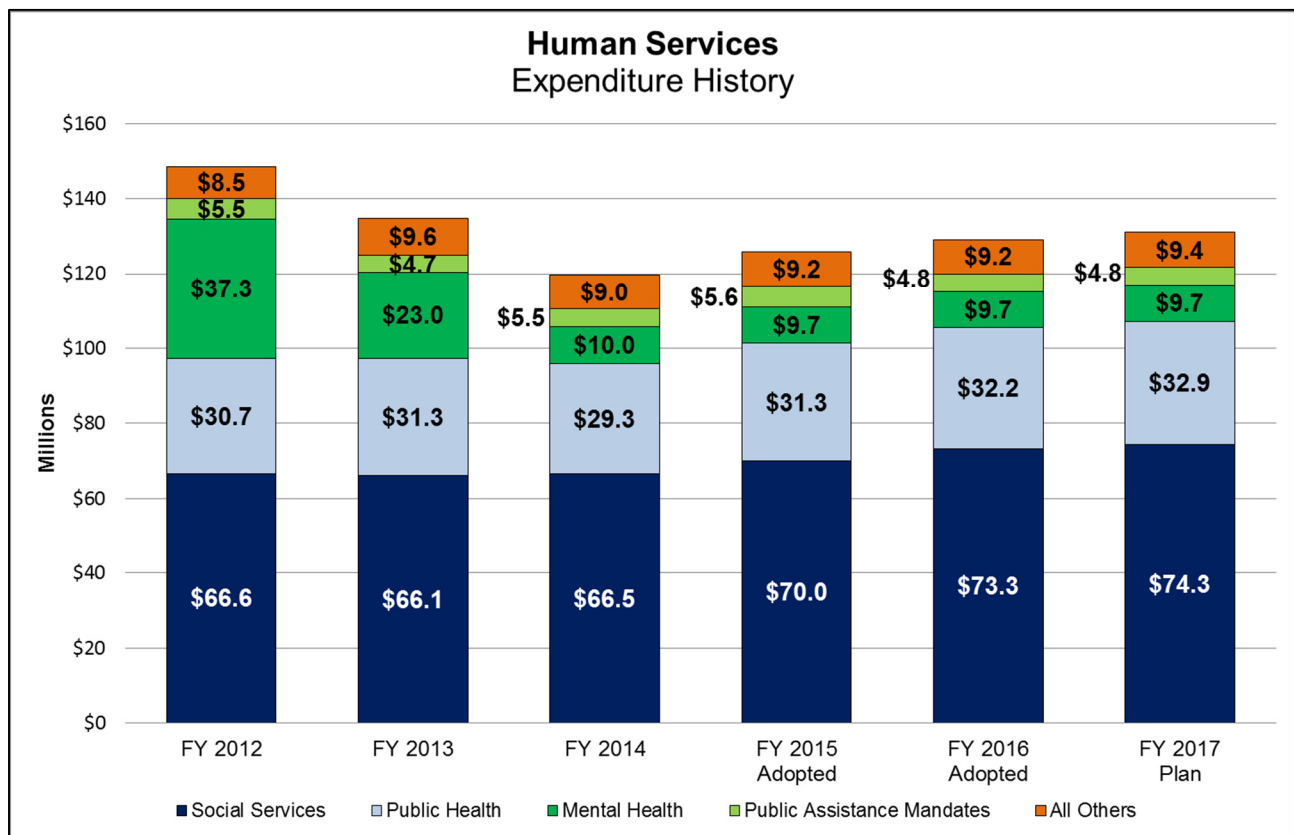
	FY14 Actual	FY15 Adopted	FY15 Amended	FY16 Adopted	vs. FY15 Adopted		FY17 Plan
					\$ chg	% chg	
<b>Department</b>							
Child Support Enforcement	\$5,880,363	\$5,994,303	\$6,044,812	\$6,227,568	\$233,265	3.9%	\$6,431,205
Coordinated Services	\$1,483,959	\$1,497,510	\$1,540,716	\$1,476,114	(\$21,396)	-1.4%	\$1,476,494
Mental Health	\$9,962,019	\$9,674,000	\$9,747,609	\$9,674,000	\$0	0.0%	\$9,674,000
Public Assistance Mandates	\$4,754,444	\$5,649,394	\$5,619,394	\$4,797,456	(\$851,938)	-15.1%	\$4,805,435
Public Health	\$29,311,605	\$31,262,327	\$31,610,532	\$32,229,993	\$967,666	3.1%	\$32,877,377
Social Services	\$66,539,081	\$70,023,056	\$71,593,030	\$73,270,883	\$3,247,827	4.6%	\$74,311,363
Transportation	\$1,547,743	\$1,573,497	\$1,694,398	\$1,325,611	(\$247,886)	-15.8%	\$1,353,379
Veterans Services	\$123,715	\$124,772	\$124,874	\$127,273	\$2,501	2.0%	\$130,498
<b>Total Expenditures</b>	<b>\$119,602,929</b>	<b>\$125,798,859</b>	<b>\$127,975,365</b>	<b>\$129,128,898</b>	<b>\$3,330,039</b>	<b>2.6%</b>	<b>\$131,059,751</b>
<b>Sources of Funds</b>							
Federal & State Funds	\$64,925,617	\$68,095,982	\$70,561,592	\$71,751,522	\$3,655,540	5.4%	\$72,011,390
User Charges	\$8,123,212	\$8,488,573	\$8,431,027	\$7,243,393	(\$1,245,180)	-14.7%	\$7,278,106
Other	\$1,360,654	\$1,434,532	\$1,491,580	\$1,537,415	\$102,883	7.2%	\$1,541,483
Fund Balance	\$5,054,026	\$1,098,249	\$1,109,533	\$1,200,163	\$101,914	9.3%	\$1,200,163
County Funds	\$40,139,420	\$46,681,523	\$46,381,633	\$47,396,405	\$714,882	1.5%	\$49,028,609
<b>Sources of Funds</b>	<b>\$119,602,929</b>	<b>\$125,798,859</b>	<b>\$127,975,365</b>	<b>\$129,128,898</b>	<b>\$3,330,039</b>	<b>2.6%</b>	<b>\$131,059,751</b>
<b>Permanent Positions</b>	<b>1,042.930</b>	<b>1,037.480</b>	<b>1,053.100</b>	<b>1,066.500</b>	<b>29.025</b>	<b>2.8%</b>	<b>1,066.500</b>

The recommended budget includes an additional \$4.2 million for the Department of Health and Human Services (Social Services and Public Health). Most of this increase will be used for:

- Full-year impact of 17 new positions added by the Board of Commissioners during the 2014-15 fiscal year. Fifteen social worker positions were added to help the county meet the state's child protective services caseload standards and two Environmental Health Specialists were added to reduce permit wait times. The annual impact of these new positions on the FY 2015-16 expense budget is about \$1.2 million. State/federal funds and additional permit fees will help offset some of the new costs.
- 11 new positions in Medicaid (3), Adult Services/Guardianship (4), and Eligibility Quality Assurance (4) positions to help the Social Services department address increases in demands for service and to meet state guidelines and recommended service levels (\$580,000, with revenue reimbursement of about \$360,000).
  - The three Medicaid positions will be located at Moses Cone and High Point Regional Hospitals to provide timely eligibility processing and patient outreach. The hospitals will pay for any costs not covered by state/federal funding.
  - The four Adult Services positions will help the county address significant increases in adult protection reports (+40% over the last three years), as well as an increase in the number of adult guardianship cases (+43% over the last five years). These positions will help the department meet the recommended standard caseload of no more than

25 wards per employee. State/federal revenues will cover about 50% of the total cost of these positions.

- The four Eligibility Quality Assurance positions will help the county meet state standards and audit requirements regarding the monitoring of the overall eligibility process. About 50% of the cost of these positions will be paid for with state/federal revenues.
- Medicaid Recertification Contract (\$783,000 annually, with revenue reimbursement of about \$587,000 for a net county cost of \$196,000). The county is required to process Medicaid recertifications in a timely manner to ensure only eligible clients continue to receive benefits. At the time the budget was prepared, there were about 2,000 monthly recertifications that could not be processed by existing staff who were completing other eligibility duties. During the year, county staff will monitor vendor performance to ensure standards are being met. If the vendor cannot meet the performance standards on a regular basis, the county will have to hire its own staff to complete the work (21 new positions at a net county cost of about \$253,000 per year).
- Two new positions for the Community Alternatives Program which provides a range of services to help disabled individuals remain in their homes and avoid nursing home placements. Currently, there are about 460 eligible people on waiting lists for this program. The cost of the new positions will be about \$100,000 and the county will receive revenues to cover nearly all of that expense.
- Replacement Electronic Medical Records software for the Public Health department (\$320,000).
- Additional Home and Community Care program funding for elderly clients (\$330,000) and increases in drug and medical services costs in Public Health (\$140,000).



Expense increases are partially offset by a decrease in the Public Assistance Mandates budget of \$852,000 and the Human Services Transportation budget of \$248,000.

In January 2013, the county completed a merger of the Guilford Center (the department that provided **mental health, developmental disabilities, and substance abuse services**) with **Sandhills Center**, a multi-county human services management entity. The recommended budget maintains funding for Sandhills Center at \$9,674,000. This allocation is used to provide detoxification services, a residential substance abuse program, and crisis/emergency and medication management services to Guilford County residents. More information about Sandhills Center may be found online at <http://www.sandhillscenter.org/>.

Funding for **community-based organizations** that provide various human services programs will decrease by \$20,000 from \$218,400 to \$198,400. A list of approved agency budgets is included in the Community Services and Appendices sections of this document. NOTE: In accordance with a Board directive, agencies that receive community-based funding in FY 2015-16 will not be eligible for community-based organization grants in future years.

**Public Safety**

**\$103.3 million**

At 18% of total county expenditures, Public Safety is the third largest service category in the General Fund. Guilford County’s Public Safety departments protect the safety of residents and visitors and include the Sheriff’s Department, Emergency Services, Building Inspections, and Animal Control Services. The budget includes \$103.3 million for Public Safety services, an increase of \$3.2 million (3%) over the current year’s budget. Increases in fees for housing out-of-county juveniles and additional emergency medical service revenues from increasing fees from 130% of Medicare allowable to 150% will offset a substantial portion of the overall expense increase in this service area.

	FY14 Actual	FY15 Adopted	FY15 Amended	FY16 Adopted	vs. FY15 Adopted		FY17 Plan
					\$ chg	% chg	
<b>Department</b>							
Animal Services	\$2,816,417	\$3,119,455	\$3,134,195	\$3,169,109	\$49,654	1.6%	\$3,193,626
Court Alternatives	\$2,081,701	\$2,563,284	\$2,398,230	\$2,606,164	\$42,880	1.7%	\$2,611,777
Emergency Services	\$23,963,617	\$25,467,466	\$25,586,720	\$27,096,095	\$1,628,629	6.4%	\$31,231,947
Family Justice Center	\$0	\$0	\$57,134	\$231,551	\$231,551	--	\$233,989
Inspections	\$1,895,695	\$2,053,242	\$2,067,199	\$2,208,958	\$155,716	7.6%	\$2,275,005
Law Enforcement	\$62,674,676	\$63,794,042	\$69,267,638	\$64,878,973	\$1,084,931	1.7%	\$66,378,999
Other Protection	\$1,286,141	\$1,389,936	\$1,484,124	\$1,452,378	\$62,442	4.5%	\$1,481,846
Security	\$1,459,644	\$1,632,888	\$1,657,890	\$1,610,932	(\$21,956)	-1.3%	\$1,685,269
<b>Total Expenditures</b>	<b>\$96,177,891</b>	<b>\$100,020,313</b>	<b>\$105,653,130</b>	<b>\$103,254,160</b>	<b>\$3,233,847</b>	<b>3.2%</b>	<b>\$109,092,458</b>
<b>Sources of Funds</b>							
Federal & State Funds	\$990,851	\$439,361	\$1,348,490	\$342,783	(\$96,578)	-22.0%	\$831,541
User Charges	\$21,971,632	\$22,167,456	\$22,198,123	\$23,868,737	\$1,701,281	7.7%	\$24,570,034
Other	\$1,136,704	\$824,515	\$849,718	\$870,281	\$45,766	5.6%	\$812,653
Fund Balance	\$2,908,118	\$386,262	\$1,106,675	\$406,207	\$19,945	5.2%	\$448,986
County Funds	\$69,170,586	\$76,202,719	\$80,150,124	\$77,766,152	\$1,563,433	2.1%	\$82,429,244
<b>Sources of Funds</b>	<b>\$96,177,891</b>	<b>\$100,020,313</b>	<b>\$105,653,130</b>	<b>\$103,254,160</b>	<b>\$3,233,847</b>	<b>3.2%</b>	<b>\$109,092,458</b>
<b>Permanent Positions</b>	<b>982.300</b>	<b>1,001.250</b>	<b>1,006.000</b>	<b>1,012.650</b>	<b>11.400</b>	<b>1.1%</b>	<b>1,012.650</b>

The **Law Enforcement** budget will increase by \$1.1 million. Specific changes in Law Enforcement include:

- \$440,000 for 10 new positions -- four new Detention Officer positions to be assigned to the Greensboro and High Point Detention Centers as determined by the Sheriff, two Court Bailiff positions, and four positions to be assigned to Law Enforcement functions as determined by the Sheriff. (The Sheriff requested a total of 27 new positions - 17 Detention Officer positions, seven Patrol Deputies, two Bailiffs, and one Office Specialist position.) These positions are scheduled to be hired in October. The additional cost will be partially offset by an expected reduction in overtime costs of \$100,000. The budget also includes \$208,000 for the full-year impact of eight detention positions added in last year’s adopted budget and one grant-funded position added by the Board earlier after the FY 2014-15 budget was adopted.
- Other increases include the full-year impact of compensation adjustments made as a result of last year’s salary study, an increase in the county’s required contribution to the Law Enforcement Special Separation Allowance Fund (provides a monthly allowance to a law enforcement officer from the date of retirement until the officer turns 62 years of age), inmate

medical services, and a reduction in the amount of lapsed salary savings allocated to the department.

- County Farm Transition Plan – in April, the Board of Commissioners voted to close the County's old prison farm and transition the management of the land from Law Enforcement to the Facilities Department. As a part of this transition, the Board eliminated 15 detention positions that were assigned to the Farm. The employees in these positions will fill existing vacancies in the department. The elimination of these 15 positions will save about \$890,000 annually.

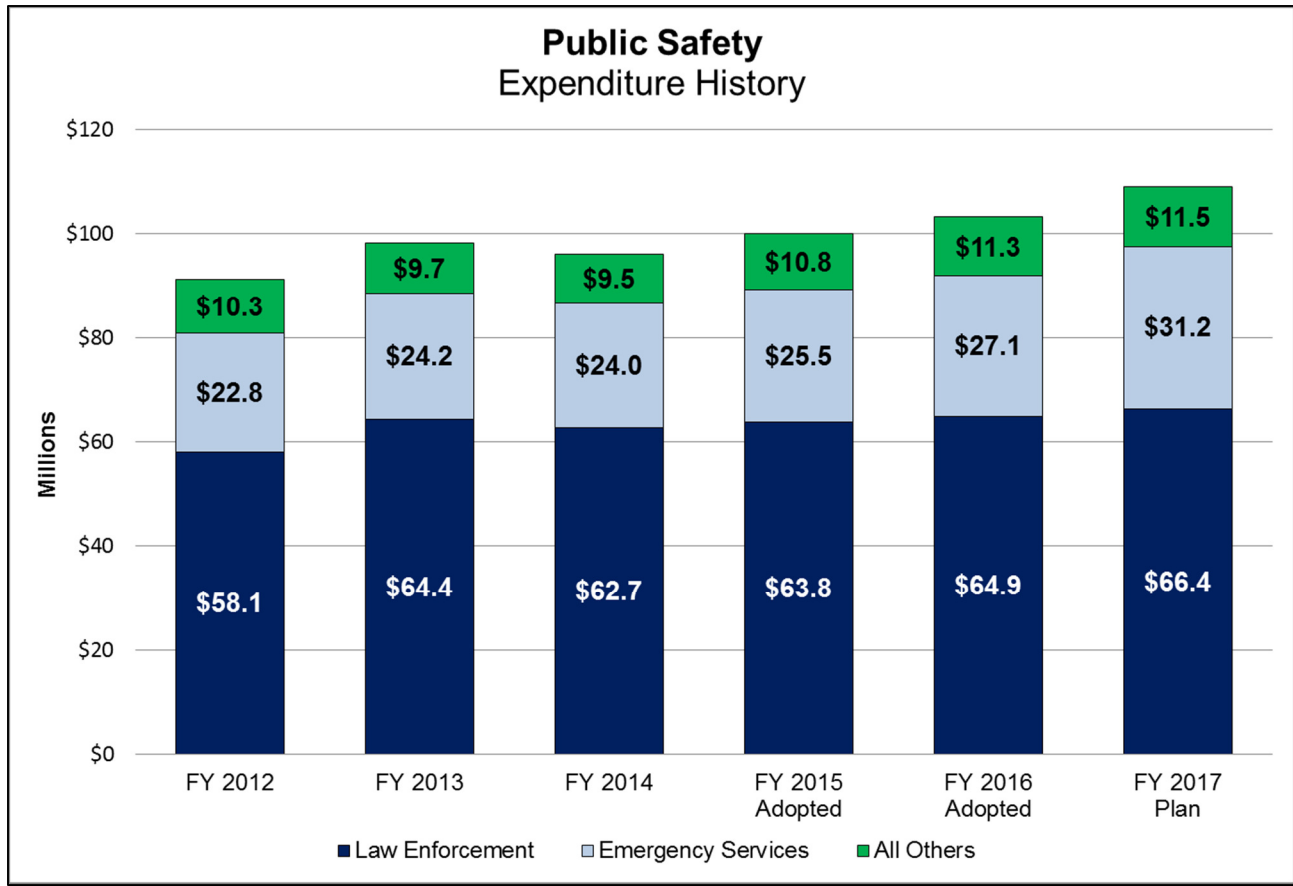
The **Emergency Services (ES)** and **Guilford-Metro 911 Communications** budgets include:

- An increase in ambulance fees from 130% of Medicare allowable rates to 150%. This change is expected to increase revenues by approximately \$540,000.
- 10 new positions to enhance county fire support for county fire districts in areas not covered by municipal fire departments (\$355,000 for personnel and associated equipment, partial year).
- \$320,000 for increases in the cost of various medical supplies and drugs used on the county's ambulances
- Three replacement ambulances and four replacement staff vehicles at a total cost of \$810,000.
- \$92,000 for the full-year impact of 12 new ambulance positions added in October 2014.
- \$183,000 for an increase in the county's share of the Guilford-Metro 911 Communication Center (GM 911) budget. GM 911 is the emergency communications center jointly operated and funded by the county and the City of Greensboro. The county's share of GM 911 costs is based on the prior calendar year's number of calls to GM 911 for county services. The county will pay 35% of GM 911's net expenses in FY 2015-16, up from 34% in FY 2014-15.

The **Court Alternatives/Juvenile Detention** budget includes additional revenue expected to be received as a result of the closing of other juvenile detention centers and an expanded catchment area. The county receives additional state revenue for each out-of-county juvenile housed in the detention center. The center expects an increase of 10 to 15 juveniles each day as a result of the statewide changes and will generate enough revenues to fully offset operational costs.

In April 2015, the Board of Commissioners approved the creation of the **Family Justice Center (FJC)** department and the transfer for expenses from the Social Services Department. The FJC is a new public safety initiative launched by Guilford County to assist victims of family violence. When the center opens in June, it will be a single point of access to services for victims of domestic violence, sexual assault, child abuse, and elder abuse. Under one roof, more than 17 agencies will come together to provide consolidated and coordinated legal, social, and health services to families in need.

The budget includes two new positions for the **Inspections** department – a Plans Examiner and a Building Inspector. A 2012 study by the Insurances Services Office, Inc., found that the workloads for the county's plans examination and certain inspections functions were substantially higher than those of similar jurisdictions. The additional positions will help the department address increases in demand for review and inspection services.



### ***Debt Repayment – Other than Education***

***\$15.1 million***

Total debt repayment expenditures in the FY 2015-16 budget are approximately \$92 million, including fees and other expenses related to debt management. Most of this expense is related to the repayment of bonds voters have approved to fund various public construction projects. Approximately \$77.1 million of this total is for Guilford County Schools and Guilford Technical Community College debt and is discussed in the Education section above. The remaining \$15.1 million will pay for all other debt-financed projects, including the new Greensboro Detention Center. This is \$264,000 lower than the amount budgeted in FY 204-15. Non-Education debt payments are expected to decrease next year to \$14.3 million as the county continues to pay off existing debt.

A complete discussion of the County’s debt obligations and repayment schedules is included in the Debt Service section of this document.

## Support Services & Capital Needs

\$20.3 million

At \$20.3 million, Guilford County's Support Services departments make up 3% of total expenditures in the General Fund budget. These departments provide many of the "behind-the-scenes" support functions that other department need to conduct business. The FY 2015-16 Support Services budget is expected to increase by \$3.4 million next fiscal year as the County reinstates a pay-as-you-go annual transfer to the capital construction fund and begins implementation of an infrastructure maintenance and preservation plan.

	FY14 Actual	FY15 Adopted	FY15 Amended	FY16 Adopted	vs. FY15 Adopted		FY17 Plan
					\$ chg	% chg	
<b>Department</b>							
Facilities	\$6,989,967	\$7,383,031	\$8,213,981	\$8,227,277	\$844,246	11.4%	\$9,609,758
Information Services	\$8,312,889	\$8,751,963	\$9,444,991	\$9,197,635	\$445,672	5.1%	\$8,963,909
Fleet Operations	\$648,262	\$799,051	\$902,103	\$1,074,145	\$275,094	34.4%	\$1,513,158
Transfer to Capital Plan	\$2,000,000	\$0	\$0	\$1,800,000	\$1,800,000	--	\$4,000,000
<b>Total Expenditures</b>	<b>\$17,951,118</b>	<b>\$16,934,045</b>	<b>\$18,561,075</b>	<b>\$20,299,057</b>	<b>\$3,365,012</b>	<b>19.9%</b>	<b>\$24,086,825</b>
<b>Sources of Funds</b>							
User Charges	\$751,273	\$736,500	\$736,500	\$726,753	(\$9,747)	-1.3%	\$726,750
Other	\$717,700	\$776,668	\$776,668	\$655,331	(\$121,337)	-15.6%	\$655,316
County Funds	\$16,482,145	\$15,420,877	\$17,047,907	\$18,916,973	\$3,496,096	22.7%	\$22,704,759
<b>Sources of Funds</b>	<b>\$17,951,118</b>	<b>\$16,934,045</b>	<b>\$18,561,075</b>	<b>\$20,299,057</b>	<b>\$3,365,012</b>	<b>19.9%</b>	<b>\$24,086,825</b>
<b>Permanent Positions</b>	<b>115.000</b>	<b>112.500</b>	<b>111.000</b>	<b>111.000</b>	<b>(1.500)</b>	<b>-1.3%</b>	<b>111.000</b>

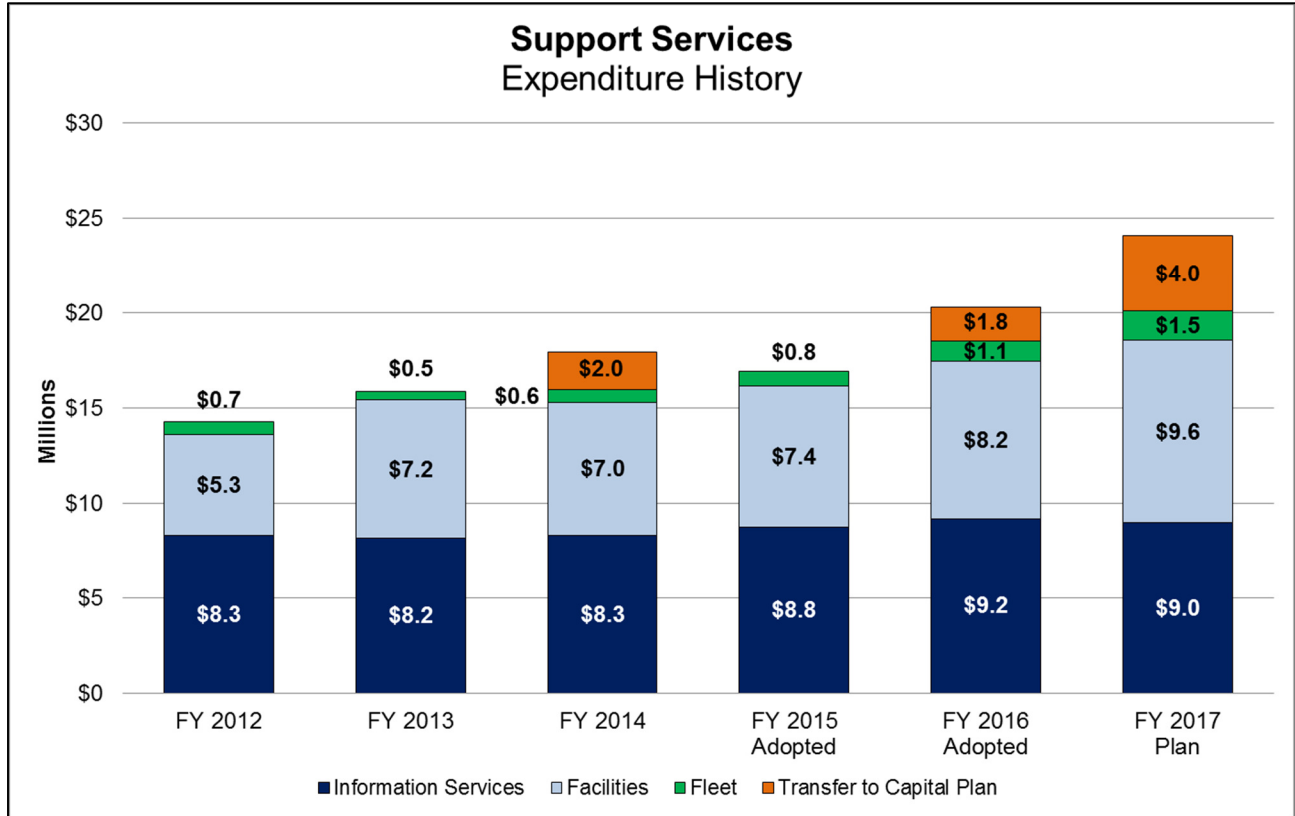
Most of the increase in Support Services is for a \$1.8 million transfer from the **General Fund to the County's capital construction fund**. Prior to the recession, the Board of Commissioners included an annual cash transfer into the construction fund in the budget. This transfer of funds allowed the county to pay cash for many major infrastructure and building projects. In order to initiate or complete the projects included in the latest capital plan (see the capital section of this document), additional cash transfers are needed. Planned projects include a replacement Animal Shelter, renovations to the Bur-Mil Park Clubhouse, and heating and cooling system upgrades to the High Point Courthouse and Jail.

The **Information Services** budget includes \$345,000 to transition the county to Microsoft Office 365. Microsoft Office is used by all County staff and is one of the county's core application suites. The current version is soon to be out of support from Microsoft and can pose as a significant security risk if not upgraded to the newer supported version.

The **Facilities** department budget includes additional funds (\$290,000) for implementing the county's new infrastructure maintenance plan (see the plan in the Multi-Year Plans section of this document). A total of \$1.24 million is included in the Facilities budget to address deferred maintenance and repair projects at county facilities. Additional funds are included in other budgets and in the capital plan for other major facility maintenance projects. The Facilities budget also includes an additional \$139,000 for increased utilities costs and \$50,000 for a new ground maintenance position as a result of the department assuming land management responsibilities at the county's prison farm.



The budget includes \$586,000 in the **Fleet Operations** department to purchase 27 vehicles (for departments other than Law Enforcement and Emergency Services) that have condition issues or high mileage. This includes an additional 10 fleet vehicles for use by the Health and Human Services Department.



## General Government

\$27.0 million

General Government departments provide for the overall policy direction, administration, record keeping, and fiscal and legal management of the county. Among others, this category includes the budgets for the Guilford County Board of Commissioners, the Clerk to the Board, County Administration, the County Attorney, the Register of Deeds, Elections, Finance, Human Resources, and Tax Assessment and Collections.

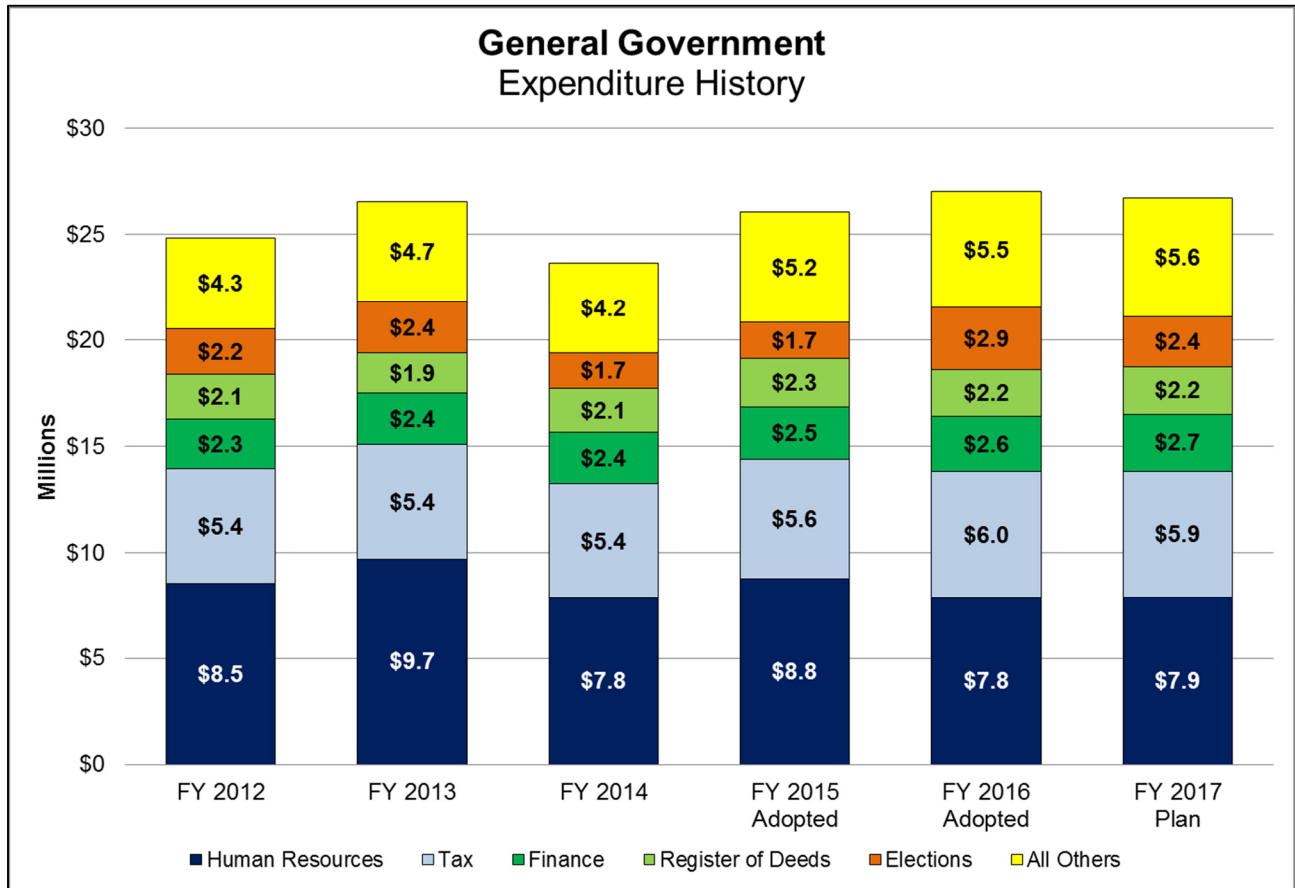
Department	FY14 Actual	FY15 Adopted	FY15 Amended	FY16 Adopted	vs. FY15 Adopted		FY17 Plan
					\$ chg	% chg	
Budget & Management	\$407,612	\$474,407	\$477,908	\$472,092	(\$2,315)	-0.5%	\$497,250
Clerk to the Board	\$182,872	\$169,882	\$169,902	\$205,886	\$36,004	21.2%	\$196,059
County Administration	\$610,017	\$1,333,157	\$850,385	\$1,318,426	(\$14,731)	-1.1%	\$1,344,957
County Attorney	\$1,782,766	\$1,906,070	\$1,911,073	\$2,125,995	\$219,925	11.5%	\$2,181,088
County Commissioners	\$401,712	\$462,288	\$543,689	\$487,299	\$25,011	5.4%	\$469,101
Elections	\$1,706,658	\$1,695,768	\$1,696,769	\$2,920,976	\$1,225,208	72.3%	\$2,352,600
Finance	\$2,418,020	\$2,478,943	\$2,463,005	\$2,594,021	\$115,078	4.6%	\$2,660,354
Human Resources	\$7,838,341	\$8,756,543	\$7,261,562	\$7,844,449	(\$912,094)	-10.4%	\$7,892,772
Internal Audit	\$481,293	\$511,337	\$511,339	\$502,883	(\$8,454)	-1.7%	\$517,055
Purchasing	\$356,236	\$388,429	\$391,511	\$399,036	\$10,607	2.7%	\$408,677
Register of Deeds	\$2,052,564	\$2,268,141	\$2,318,145	\$2,199,451	(\$68,690)	-3.0%	\$2,247,039
Tax	\$5,385,515	\$5,611,566	\$5,708,205	\$5,958,528	\$346,962	6.2%	\$5,936,004
<b>Total Expenditures</b>	<b>\$23,623,606</b>	<b>\$26,056,531</b>	<b>\$24,303,493</b>	<b>\$27,029,042</b>	<b>\$972,511</b>	<b>3.7%</b>	<b>\$26,702,956</b>
<b>Sources of Funds</b>							
Federal & State Funds	\$31,846	\$50,000	\$50,000	\$31,846	(\$18,154)	-36.3%	\$31,846
User Charges	\$3,972,403	\$3,433,233	\$3,433,233	\$3,793,076	\$359,843	10.5%	\$3,793,055
Other	\$2,734,011	\$2,504,636	\$2,504,636	\$2,738,833	\$234,197	9.4%	\$2,738,838
Fund Balance	\$485,837	\$200,000	\$200,000	\$70,041	(\$129,959)	--	\$70,905
County Funds	\$16,399,509	\$19,868,662	\$18,115,624	\$20,395,246	\$526,584	2.7%	\$20,068,312
<b>Sources of Funds</b>	<b>\$23,623,606</b>	<b>\$26,056,531</b>	<b>\$24,303,493</b>	<b>\$27,029,042</b>	<b>\$972,511</b>	<b>3.7%</b>	<b>\$26,702,956</b>
<b>Permanent Positions</b>	<b>194.900</b>	<b>192.900</b>	<b>192.900</b>	<b>195.850</b>	<b>2.950</b>	<b>1.5%</b>	<b>195.850</b>

General Government expenditures total \$27 million and are about 5% of total general fund expenditures. Total expenditures for FY 2015-16 are \$973,000 higher (+3.7%) than those adopted for FY 2014-15. The budget adds three positions -- one Deputy **County Attorney** position to focus on foreclosures and two **Tax** Property Appraisers to begin preparations for the next general property revaluation.

The **Elections** budget will increase by \$1.2 million next fiscal year as the department prepares to conduct up to five elections – municipal primary and general elections (municipalities will reimburse the County for direct costs of their 2015 city and town council elections), Presidential Preference Primary, county primary, and county secondary primary. The Presidential Preference Primary is a new, high-turnout, state-mandated election that will be held before the regularly scheduled May primary. The additional county cost of this new election is \$589,000. Additional staff costs related to the normal cycle of elections total just over \$430,000.

The FY 2014-15 **Human Resources Department** budget included a \$1 million reserve for salary adjustments as a result of the recent salary study. The study was implemented in early FY 2014-15, so these funds are no longer included in the departmental budget for FY 2015-16.

The increase in the **Finance Department** reflects the elimination of planned savings for positions that were held vacant for FY 2014-15. The department expects to fill key vacancies in FY 2015-16.



## Community Services

\$10.3 million

Guilford County's Community Service departments provide for orderly growth and development, encourage economic development and job creation, provide recreation outlets, and protect the environment. Community Services represents about 2% of total General Fund expenditures. Community Service expenditures are expected to increase by \$330,000 (3.3%) from the FY 2014-15 budget.

Department	FY14 Actual	FY15 Adopted	FY15 Amended	FY16 Adopted	vs. FY15 Adopted		FY17 Plan
					\$ chg	% chg	
Cooperative Extension	\$450,087	\$584,601	\$608,978	\$553,682	(\$30,919)	-5.3%	\$557,893
Culture & Libraries	\$1,827,807	\$1,827,807	\$1,827,807	\$1,844,077	\$16,270	0.9%	\$1,827,807
Economic Development	\$1,794,736	\$2,013,699	\$4,078,125	\$1,807,504	(\$206,195)	-10.2%	\$1,431,118
Parks	\$3,131,555	\$3,431,121	\$3,640,504	\$3,789,522	\$358,401	10.4%	\$4,180,512
Planning & Development	\$670,732	\$727,621	\$749,976	\$792,338	\$64,717	8.9%	\$817,829
Soil & Water Conservation	\$244,058	\$257,494	\$263,497	\$259,959	\$2,465	1.0%	\$265,221
Solid Waste	\$1,062,113	\$1,098,589	\$1,135,847	\$1,224,122	\$125,533	11.4%	\$1,186,380
<b>Total Expenditures</b>	<b>\$9,181,088</b>	<b>\$9,940,932</b>	<b>\$12,304,734</b>	<b>\$10,271,204</b>	<b>\$330,272</b>	<b>3.3%</b>	<b>\$10,266,760</b>
<b>Sources of Funds</b>							
Federal & State Funds	\$1,279,137	\$896,275	\$1,268,860	\$899,160	\$2,885	0.3%	\$889,360
User Charges	\$999,693	\$1,091,477	\$1,091,477	\$1,224,729	\$133,252	12.2%	\$1,224,733
Other	\$134,732	\$73,550	\$82,550	\$109,021	\$35,471	48.2%	\$100,151
County Funds	\$6,767,526	\$7,879,630	\$9,861,847	\$8,038,294	\$158,664	2.0%	\$8,052,516
<b>Sources of Funds</b>	<b>\$9,181,088</b>	<b>\$9,940,932</b>	<b>\$12,304,734</b>	<b>\$10,271,204</b>	<b>\$330,272</b>	<b>3.3%</b>	<b>\$10,266,760</b>
<b>Permanent Positions</b>	<b>41.500</b>	<b>41.500</b>	<b>44.500</b>	<b>44.500</b>	<b>3.000</b>	<b>7.2%</b>	<b>44.500</b>

The **Parks & Open Space** budget will increase by approximately \$360,000 in FY 2015-16. Key changes in the department include:

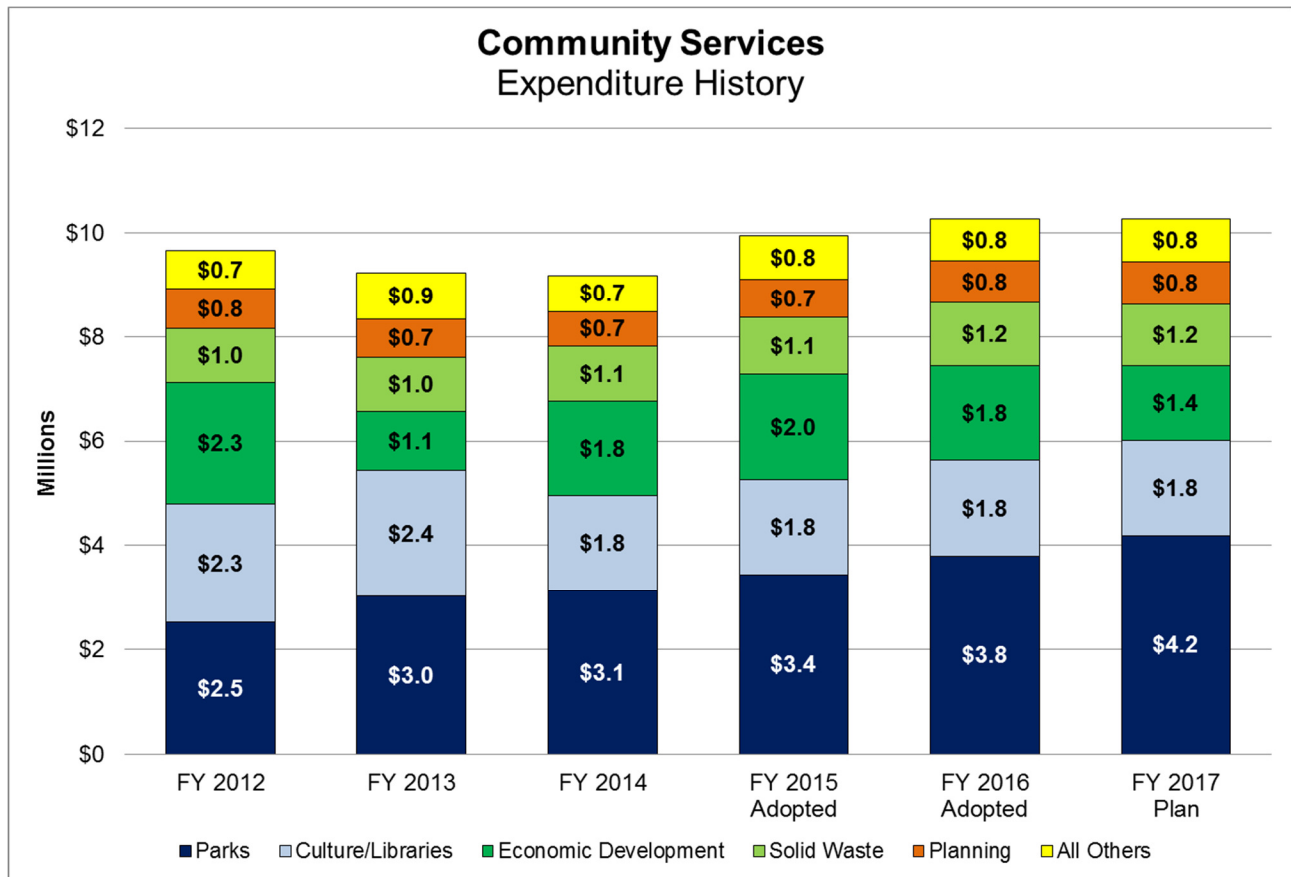
- The mid-year transfer of one grounds maintenance technician from the Facilities Department (\$43,000).
- Costs associated with the opening of the new Hagan-Stone pool and increases in operating expenses for Triad Park. Guilford County and Forsyth County jointly own Triad Park and share park expenses (\$81,000).
- Additional grounds maintenance, building repair and maintenance, and utilities expenses (\$122,000).
- Replacement tractor and equipment for parks (\$73,500).

The **Solid Waste** budget includes funds for two new White Goods/Recycling Positions that were approved by the Board in April 2015 as part of the Prison Farm Transition plan. In prior years, Law Enforcement staff provided supervision of inmates who worked with the county's recycling/white goods program. As part of the farm transition plan, the funds used to pay for the Law Enforcement positions will be used to hire two new Solid Waste positions at a cost savings of about \$40,000. The annual cost for the positions is approximately \$93,000.

Most of the increase in the **Planning & Development** budget is due to the elimination of planned vacancy savings that were included in the FY 2014-15 budget and the addition of part-time administrative funds.

The overall **Economic Development** budget has been reduced by \$206,000 to \$1.8 million. This budget includes funding for Board-approved incentive grants to companies that make specific investments or create new jobs in Guilford County and county contributions to local and regional economic development agencies and community-based organizations (CBO's). An additional \$75,000 is included in the budget for the National Folk Festival that will be held in Greensboro from 2015 to 2017. The budget also recommends allocating \$300,000 for Guilford County Economic Development using funds previously provided to the Greensboro Economic Development Partnership and High Point Economic Development. A complete list of expected incentive grant payments and economic development agency requests is included in the Community Services and Appendices sections of this document.

Guilford County does not operate a **library** system, but does provide operating support to area libraries based on an annual funding formula. Under the current funding contract, the Greensboro Public Library (the state-recognized county library system for Guilford County) and the High Point Municipal Library (a state-recognized municipal library) receive support based on their official service populations and the state's prior year allocation for library funding. The Gibsonville and Jamestown libraries receive per capita contributions from the County based on the allocations to the state-recognized systems. Because the county provides financial support to these libraries, county residents, regardless of where they live, may use any of these facilities free of charge. The adopted budget maintains library funding at FY 2014-15 levels. Specific allocations for each library are included in the Community Services section of this document.





# General Fund Revenues

General Fund revenues and appropriated fund balance for FY 2015-16 total \$586,356,630. This is \$18.75 million (+3.3%) more than the budget approved for FY 2014-15. A decrease in the general property tax rate of 1 cent from \$0.77 cents to \$0.76 cents per \$100 of assessed valuation resulted in additional appropriation of fund balance to balance the budget. Property Tax revenues account for 61% of the total revenue budget, or \$356.1 million (including current and past due taxes). The next largest sources of funds for general county operations are Federal/State Funds (14%) and Sales Tax revenues (13%).

## Summary of Sources of Funds

	FY14 Actual	FY15 Adopted	FY15 Amended	FY16 Adopted	vs. FY15 Adopted		FY17 Plan
					\$ chg	% chg	
Property Tax	\$ 360,910,702	\$ 349,520,000	\$ 349,520,000	\$ 356,139,375	\$ 6,619,375	1.9%	\$ 362,777,422
Federal/State Funds	\$ 76,683,120	\$ 78,383,957	\$ 82,131,281	\$ 81,999,749	\$ 3,615,792	4.6%	\$ 82,798,575
Sales Tax	\$ 70,219,326	\$ 69,800,000	\$ 69,800,000	\$ 75,000,000	\$ 5,200,000	7.4%	\$ 76,500,000
User Charges	\$ 35,880,612	\$ 35,987,239	\$ 35,960,360	\$ 36,921,687	\$ 934,448	2.6%	\$ 37,662,678
Investment Earnings	\$ 593,165	\$ 375,500	\$ 375,514	\$ 777,050	\$ 401,550	106.9%	\$ 777,465
Other	\$ 8,842,744	\$ 7,231,806	\$ 7,556,729	\$ 8,458,316	\$ 1,226,510	17.0%	\$ 8,265,739
<b>Total Revenues</b>	<b>\$ 553,129,669</b>	<b>\$ 541,298,502</b>	<b>\$ 545,343,884</b>	<b>\$ 559,296,177</b>	<b>\$ 17,997,675</b>	<b>3.3%</b>	<b>\$ 568,781,879</b>
Fund Balance	\$ (12,829,726)	\$ 26,313,278	\$ 32,329,124	\$ 27,060,453	\$ 747,175	2.8%	\$ 22,103,442
<b>Total</b>	<b>\$ 540,299,943</b>	<b>\$ 567,611,780</b>	<b>\$ 577,673,008</b>	<b>\$ 586,356,630</b>	<b>\$ 18,744,850</b>	<b>3.3%</b>	<b>\$ 590,885,321</b>

Note: In accordance with state statutes, the Board of Commissioners does not formally adopt the FY 2016-17 Plan. This information is presented to show the Board and the public expected revenues and expenses for recommended programs and service levels for one year beyond the next fiscal year. As presented, the Plan is not balanced and will require \$9.6 million of additional reductions to expenses and programs/service levels and/or increases in revenues in FY 2016-17.

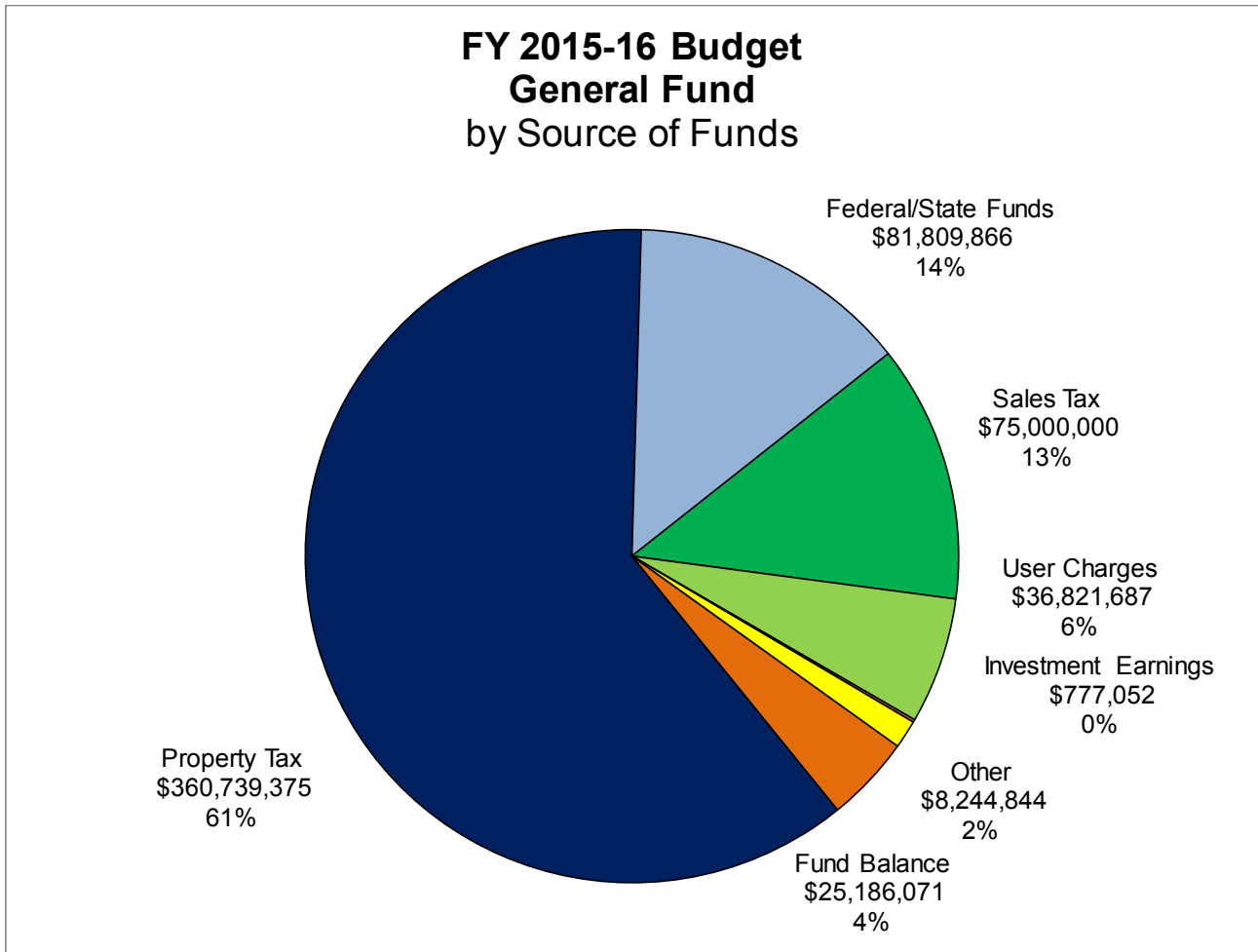
As the note below the table indicates, the FY 2016-17 Plan budget is not balanced. An additional \$14.2 million of program/service reductions or additional revenues will be needed to fund the FY 2016-17 budget if the assumptions used to prepare the estimates do not change (the Plan budget assumes no change to the funding levels for the Guilford County Schools and Guilford Technical Community College). The Plan Budget assumes the Board of Commissioners approves additional voter-approved bond issues from the May 2008 bond referendum for school construction needs, resulting in additional debt repayment expenses. Currently, each penny of the general property tax rate is projected to raise approximately \$4.6 million. If all of the projected deficit in FY 2016-17 were funded with property tax revenue, a tax rate increase of approximately 3.1 cents would be needed. Board changes regarding county expenses, program/service levels, the timing of additional bond issues, and changes in other revenue sources, such as the sales tax or the level of federal and state reimbursements received by the County, will impact the final tax rate needed to balance the FY 2016-17 budget.

## Property Tax Rate

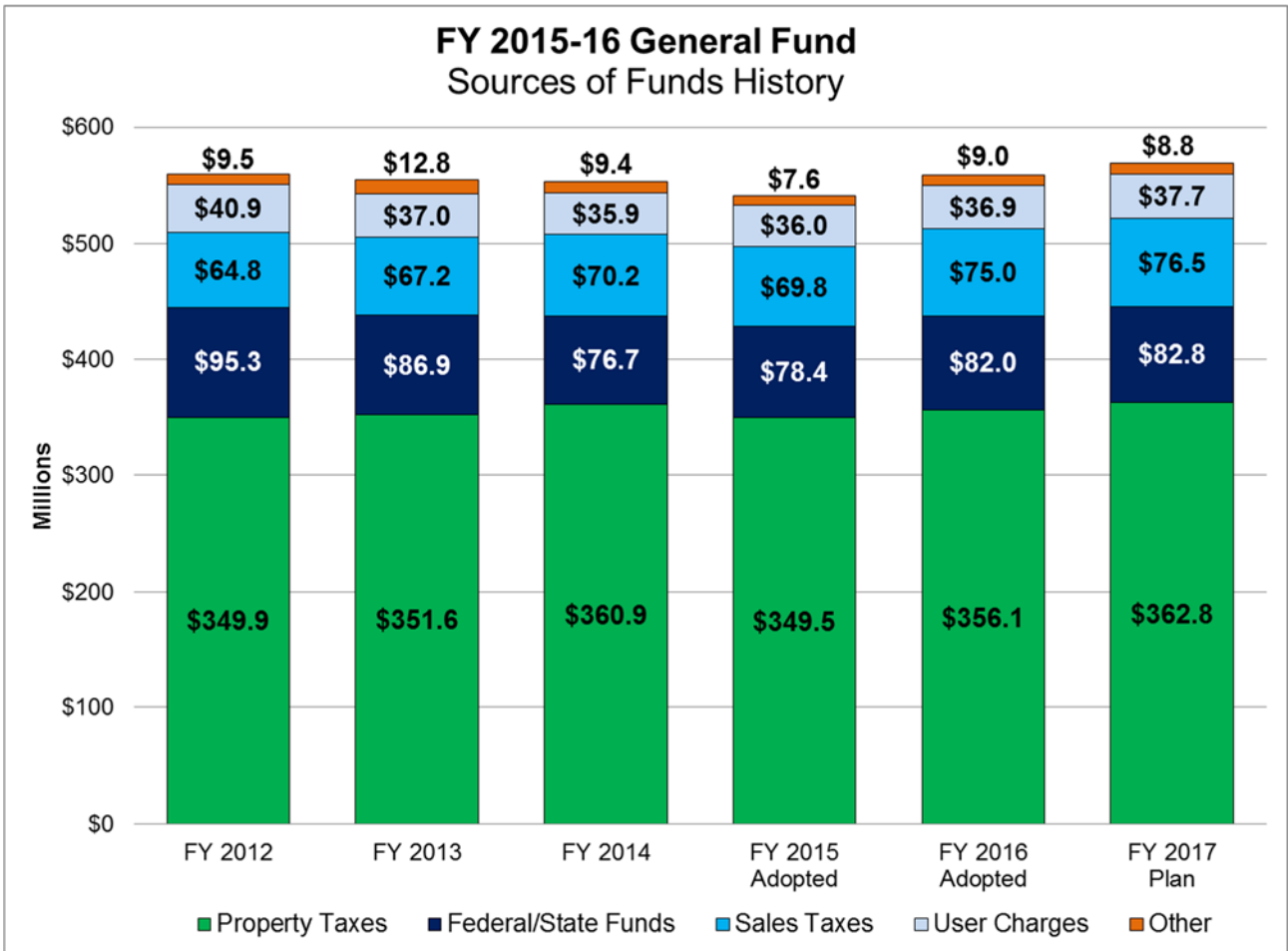
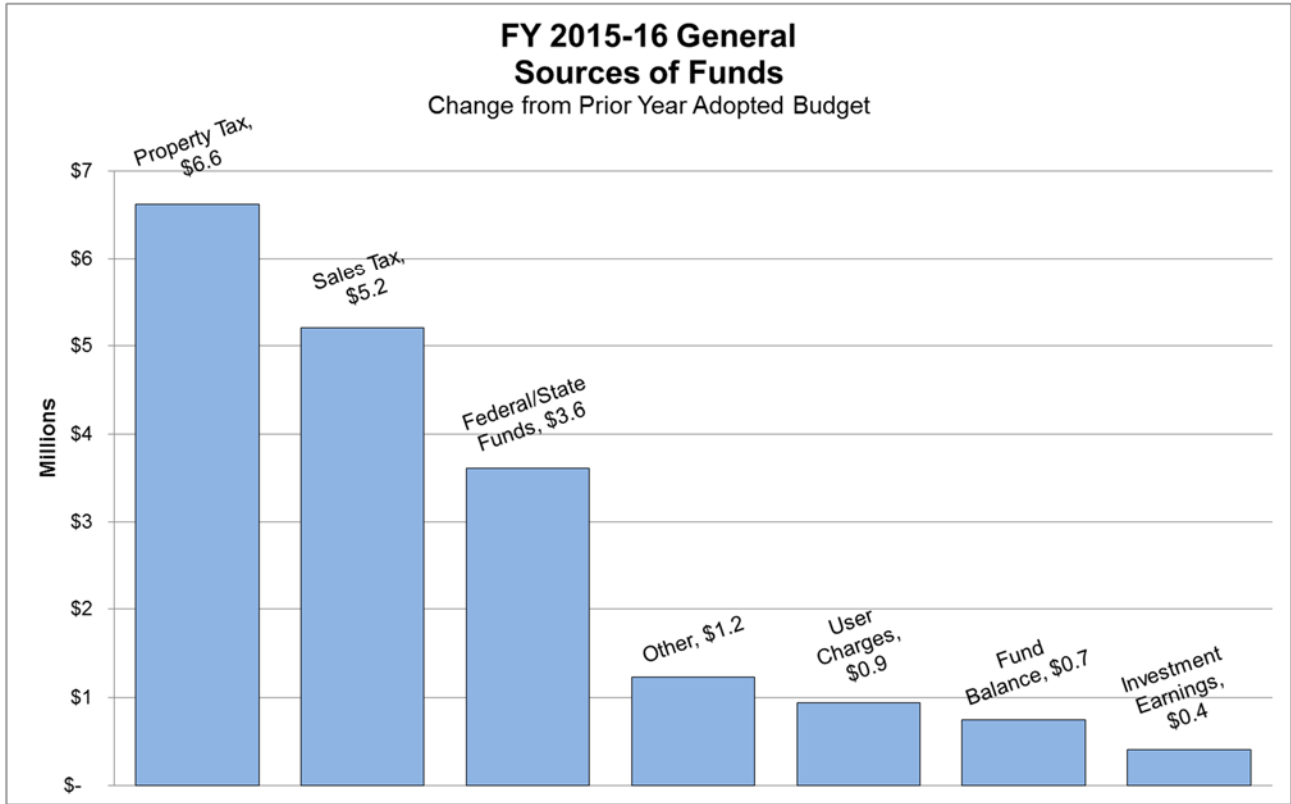
The general county-wide property tax rate for FY 2014-15 is \$0.76 for each \$100 of assessed valuation, a reduction of \$0.01 cents from the FY 2013-14 general tax rate. Depending on where you live in Guilford County, your property may be subject to additional municipal, fire, or other tax

rates. Please see the Fire District section of this document for more information regarding changes to several fire district/overlay rates.

Nearly nine of every ten dollars of revenue are generated from just three sources – property taxes (61%), federal and state funds (14%), and sales taxes (12%). Other revenues are generated by fees for various services, such as ambulance transportation and medical visits to Public Health clinics, investment earnings, and appropriations of fund balance.







## Property Tax

\$356.1 million

The property tax is the largest source of funds for Guilford County. Current year taxes (i.e., taxes paid in the year when due) are expected to generate \$352 million. Another \$4.1 million will come from payments made for taxes originally due in prior years.

### Estimating FY 2015-16 Property Tax Revenues

Property tax revenues are based on the assessed value of property in the county, the tax rate set by the Board of Commissioners, and a collection rate that represents the actual percentage of the total tax levy the county can reasonably expect to collect.

### Assessed Value of Taxable Property

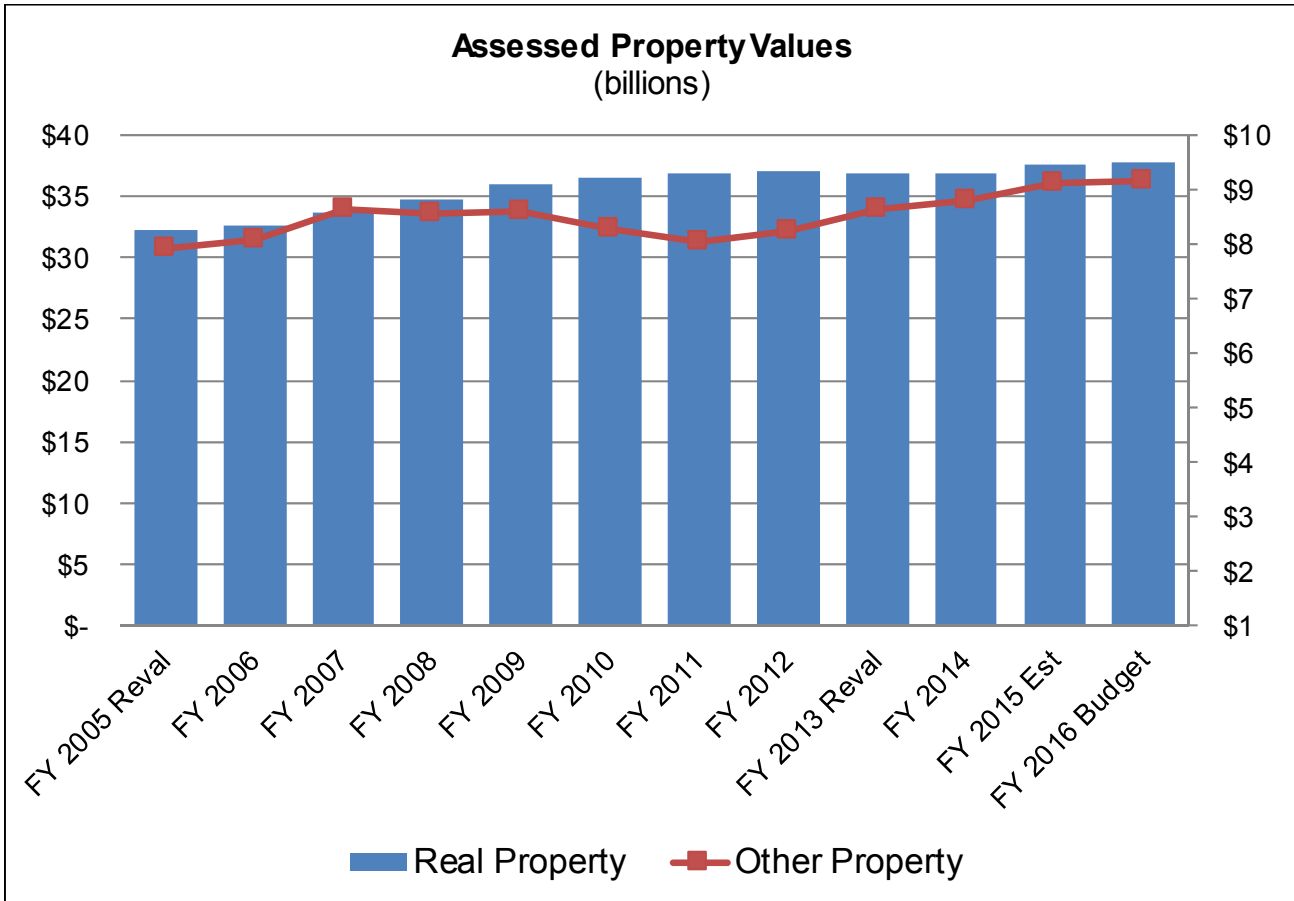
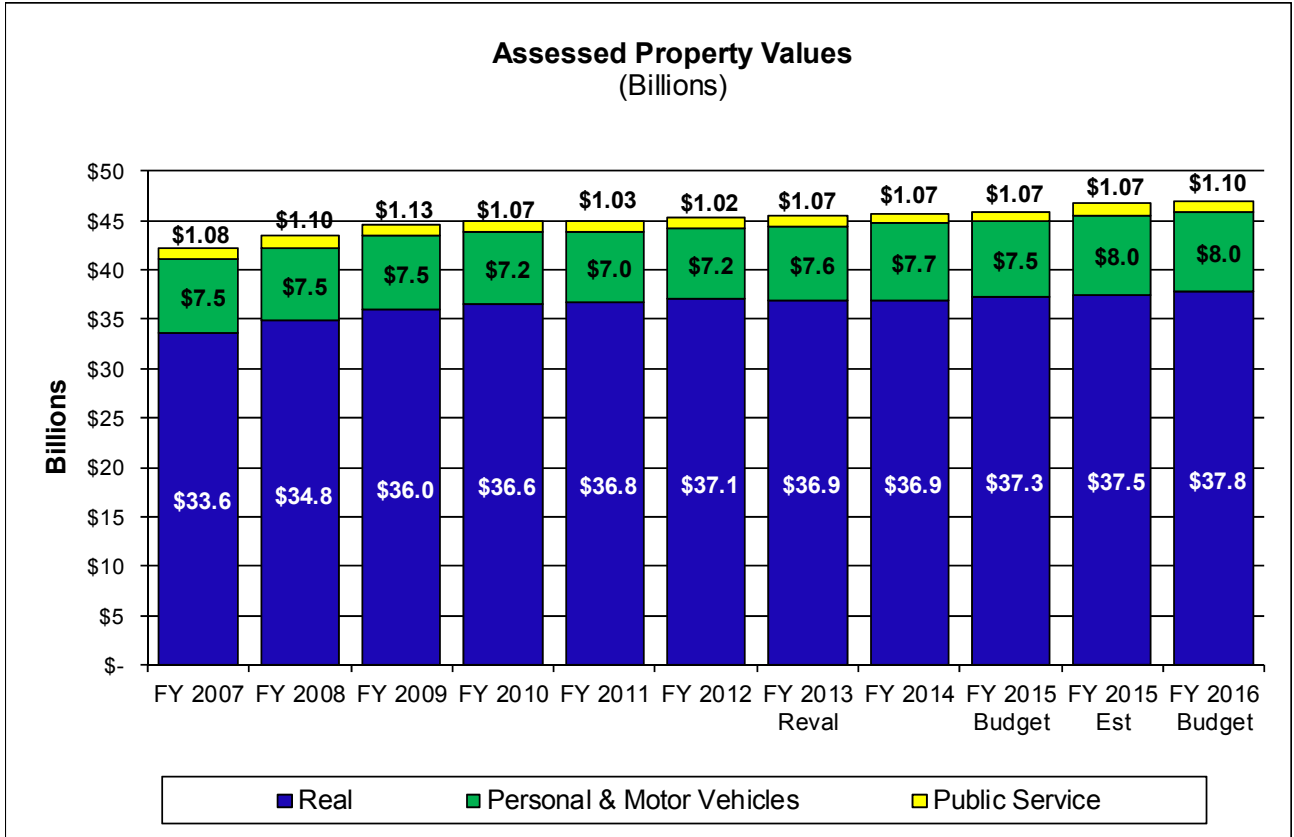
Like all North Carolina counties, Guilford County levies a property tax on four general types of property: Real Property (e.g., houses, land); Motor Vehicles/Automobiles; Personal Property (e.g., business machinery, boats); and property held by businesses that is routinely moved among various jurisdictions in the course of normal business, such as property owned by utilities, railroads, and trucking companies (called Public Service property). For FY 2015-2016, the total assessed valuation of all types of taxable property in Guilford County is estimated to be approximately \$46.97 billion. This reflects an increase of 2.25% over the values used to build the FY 2014-15 budget and a slight increase of 0.6% over actual billed values.

Estimated property tax values are based on the Tax Department's most recent estimate of values. For non-motor vehicle property values, these estimates take into account changes in real property value from new construction, discovered property, and appeal adjustments. Motor vehicle values are an approximation of the value of vehicles for which property taxes were paid between and including January 2014 and December 2014.

Assessed Property Values and General Tax Rates							
Fiscal Year	Tax Rate	Taxable Real Property	Personal Property & Motor Vehicles	Public Service Property	Total	% chg	
2002	67.42	\$ 23,114,025,234	\$ 7,378,751,313	\$ 1,093,908,849	\$ 31,586,685,396	4.65%	
2003	67.42	\$ 23,791,217,316	\$ 7,112,928,391	\$ 1,010,523,814	\$ 31,914,669,521	1.04%	
2004	71.35	\$ 24,527,780,895	\$ 6,883,615,331	\$ 925,129,727	\$ 32,336,525,953	1.32%	
2005	R 61.84	\$ 32,330,383,860	\$ 6,854,211,987	\$ 1,051,999,690	\$ 40,236,595,537	24.43%	
2006	64.28	\$ 32,679,098,070	\$ 7,016,390,035	\$ 1,047,823,964	\$ 40,743,312,069	1.26%	
2007	66.15	\$ 33,648,245,400	\$ 7,548,094,997	\$ 1,079,835,566	\$ 42,276,175,963	3.76%	
2008	69.14	\$ 34,819,671,635	\$ 7,476,297,491	\$ 1,101,662,076	\$ 43,397,631,202	2.65%	
2009	73.74	\$ 35,994,252,248	\$ 7,459,633,640	\$ 1,134,193,063	\$ 44,588,078,951	2.74%	
2010	73.74	\$ 36,596,181,356	\$ 7,223,197,327	\$ 1,072,382,177	\$ 44,891,760,860	0.68%	
2011	73.74	\$ 36,814,403,214	\$ 7,017,828,595	\$ 1,034,274,005	\$ 44,866,505,814	-0.06%	
2012	78.24	\$ 37,050,457,734	\$ 7,227,866,545	\$ 1,015,778,351	\$ 45,294,102,630	0.95%	
2013	R 78.04	\$ 36,878,183,334	\$ 7,590,981,343	\$ 1,067,428,654	\$ 45,536,593,331	0.54%	
2014	77.00	\$ 36,943,994,578	\$ 7,740,910,221	\$ 1,065,598,325	\$ 45,750,503,124	0.47%	
2015	B 77.00	\$ 37,329,250,000	\$ 7,538,500,000	\$ 1,065,600,000	\$ 45,933,350,000	0.40%	
2015	P 77.00	\$ 37,547,000,000	\$ 8,039,027,316	\$ 1,098,807,697	\$ 46,684,835,013	2.04%	
<b>2016</b>	<b>B</b>	<b>76.00</b>	<b>\$ 37,828,602,500</b>	<b>\$ 8,040,126,316</b>	<b>\$ 1,099,000,000</b>	<b>\$ 46,967,728,816</b>	<b>2.25%</b>

versus FY 2015 budgeted values

B = Budget, P = Projected Actual, R = Revaluation



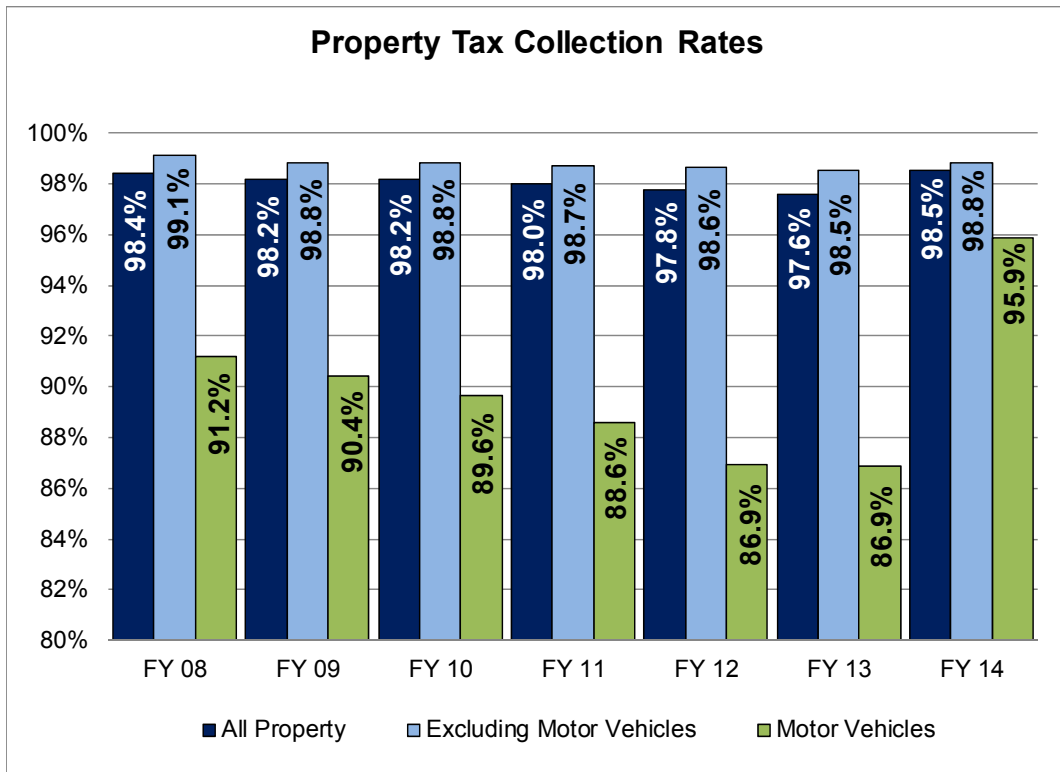
**Property Tax Rate**

The FY 2015-16 budget is based on a general, county-wide property tax rate of **76 cents** for every \$100 of assessed property valuation – a 1 cent reduction from the FY 2014-15 rate. In dollars, this means a property owner in Guilford County would pay \$76 in property taxes for each \$10,000 of taxable property owned. In addition to paying the general, county-wide property tax, property owners may pay additional property taxes for fire protection (see the Fire Districts section of this document) or municipal services, depending on where their property is located (contact your municipality for more information).

**Collection Rate and Discount Rate**

When estimating property tax revenues, North Carolina counties must consider the fact that they will not collect 100% of the total taxes billed in a given year. In Guilford County, the overall collection rate in FY 2013-14 was 98.8%, slightly higher than FY 12-13's overall collection rate of 98.5%. The overall collection rate for FY 2014-15 is estimated to be just over 99% as a result of a change in the way the state collects motor vehicle taxes. Under the new state Tax and Tag Together program, motor vehicle property tax collection rates are expected to increase to near 100% as residents will have to pay vehicles taxes at the same time they renew their vehicle registrations.

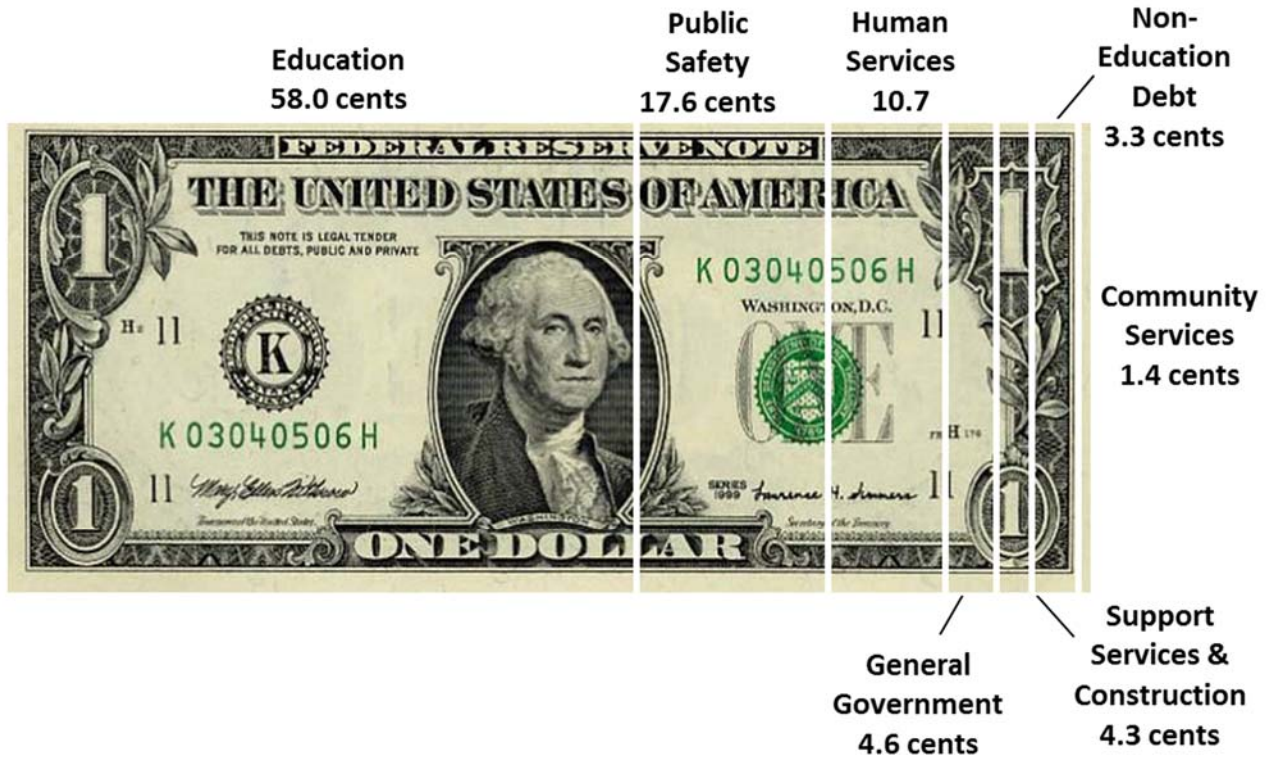
The FY 2015-16 budget assumes a conservative overall collection rate of approximately 98.4%. This rate is slightly lower than the collection rate projected for FY 2014-15 to provide protection against unexpected decreases in property values that could impact property tax revenues.



The county offers a discount of 0.5% on current year taxes paid by August 31. About 60% of property owners pay their tax bill(s) by the discount deadline. The reduction in tax revenues as a result of this discount is approximately \$940,000.

**How is each \$1 of Property Tax Revenue Used?**

Property tax revenues are used to support many county programs, but not all programs require the same amount of tax revenue. Some programs, particularly those in the Social Services and Health Departments, receive revenues from other levels of government, charges for services, or donations. As a result, departments with access to other revenue sources need fewer property tax dollars than departments that do not receive outside funds. The following chart shows how each dollar of property tax revenue is used after taking into account each department's access to non-property tax revenues.



## Federal and State Funds

\$81.8 million

Federal and state funds represent about 14%, or \$82.2 million, of total revenues anticipated to be received in FY 2015-16. This represents an increase of \$3.8 million (4.9%) over the amount of federal and state funds included in the FY 2014-15 adopted budget.

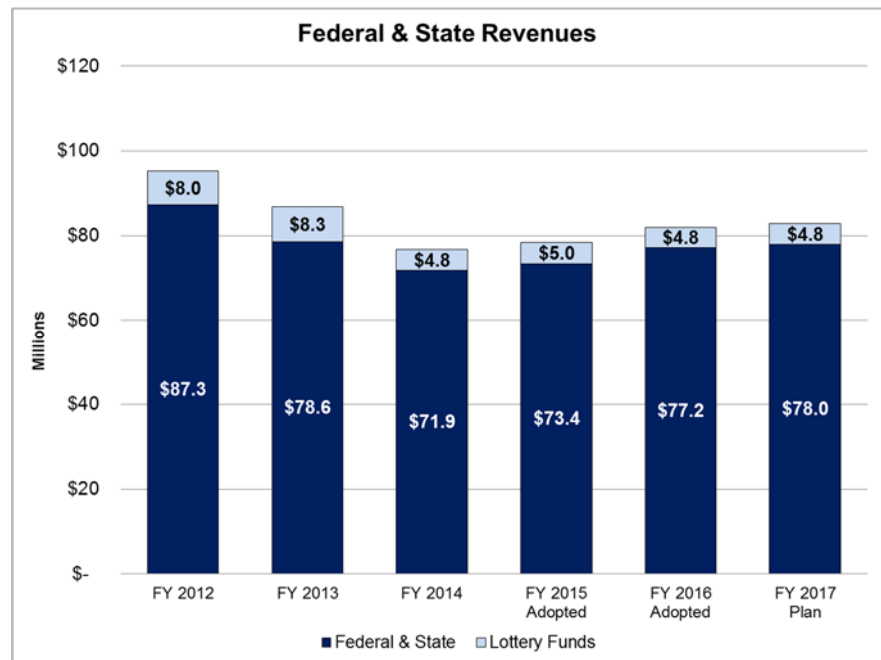
### Human Services Reimbursements and Grants

Most of the federal and state revenues the county receives are used to support Public Health and Social Services operations. These departments are responsible for administering a number of state and federal programs (see descriptions of their services in the Human Services section of this document) and receive outside funds for doing so.

Social Service revenues are expected to increase by \$3.9 million as the county receives enhanced reimbursement revenues for Medicaid eligibility work completed in the state's new NC FAST system.

### Lottery Funds

The original legislation that established the North Carolina Education Lottery directed 40% of lottery proceeds to counties for local school capital needs, including debt service on school facilities. Guilford County chose to allocate its share of lottery revenues to repay debt/bonds issued to build and renovate school facilities.



Several years ago, the state changed the lottery legislation and reduced the amount of money provided to counties. Many counties, including Guilford County, had already approved bonds and issued debt that was to be supported by lottery proceeds. As a result of this unexpected drop in revenue, Guilford County was forced to reduce spending in other areas of operation and increase property taxes to provide resources to replace the lost lottery funds.

The FY 2015-16 budget includes \$4.8 million of lottery revenues. If the original lottery legislation were still in effect, the county's share of lottery revenues would exceed \$10 million.

### American Recovery and Reinvestment Act Funds

A portion of the school bonds approved by voters in 2008 was issued using bonds authorized by the American Recovery and Reinvestment Act of 2009 (ARRA). As part of that act, the county is eligible to receive a federal subsidy payment for portions of the debt service paid for these ARRA-related debt instruments. The FY 2015-16 budget includes \$2.69 million of ARRA subsidy revenue.

## Sales Tax

\$75 million

Sales Tax revenues are budgeted at \$75,000,000 for next fiscal year – an increase of \$5.2 million from the FY 2014-15 budget. Sales Tax revenues account for about 13% of total county revenues.

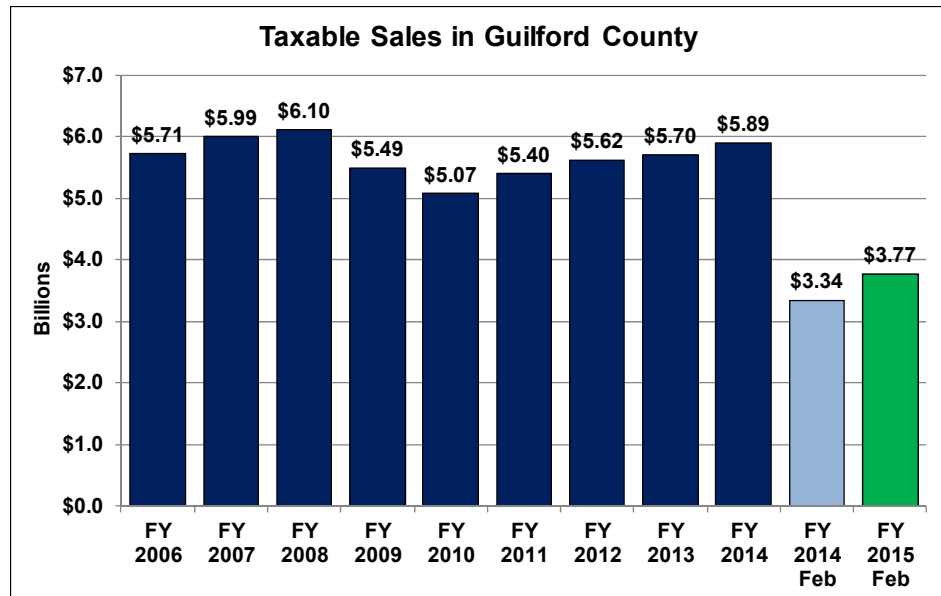
### Sales Tax Components & Distribution to Local Governments

The State of North Carolina levies a general sales tax of 4.75% on eligible purchases. Counties are authorized to levy general local sales taxes of up to 2.25%, for a combined rate of 7% for most purchases (some counties are also authorized to levy an additional 0.50% transit county tax for public transportation). Guilford County levies local sales taxes of 2%, for a combined general rate of 6.75%.

Sales tax revenues are collected by the state and later distributed to counties, less an administrative fee. The actual amount of sales tax revenues returned to the local governments in Guilford County depends on a number of factors, including Guilford County's share of the total state population, the strength of local collections, and sales tax performance statewide. Once the total amount of sales tax to be returned to the county as a whole is determined by the state, the amount of revenue a particular local government receives is based on the unit's property tax levy compared to the levies for all local units of government during the prior fiscal year. This amount varies from year to year as both the assessed values and property tax rates change in various jurisdictions.

### FY 2015-16 Projections

Through February 2015, the latest month for which sales data are available, taxable retail sales in Guilford County are up 12.8% over the same period last year. Actual sales tax revenues through the May 2014 distribution (seven of the twelve distributions the county receives annually), are up 8.1% over the same period last year. Sales tax refunds for non-profits in Guilford County this year vs. last year account for most of the difference between retail sales and sales tax revenues. Unfortunately, these refunds change from month to month and can result in highly variable monthly and annual sales tax receipts. Since non-profit organizations apply directly to the state for refunds, counties have little advanced knowledge about pending reductions to their monthly sales tax revenues.



The North Carolina Association of County Commissioners recommends that counties consider increases in sales tax revenues of 3 – 4% over estimated actual revenues, depending on local economic conditions. Given the uncertainty surrounding the level of non-profit refunds, a conservative approach to budgeting sales tax revenues is prudent. The FY 2015-16 budget for sales tax of \$75 million reflects no increase over estimated actual receipts for FY 2014-15, although this results in a 7.4% increase from budget to budget.

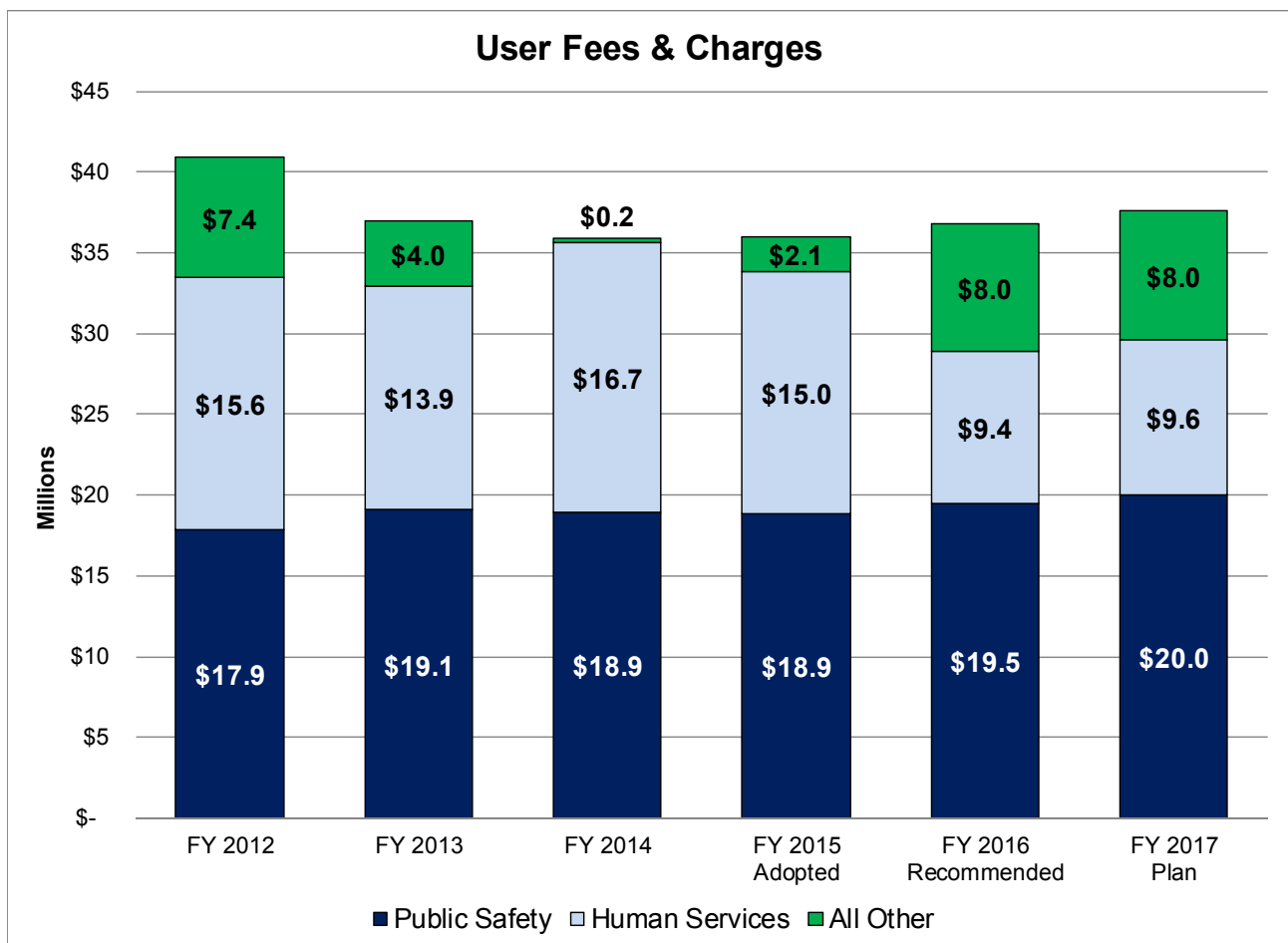
## User Fees and Charges

**\$36.9 million**

County departments expect to generate approximately \$36.9 million from fees and other charges for services, such as fees for ambulance transportation and medical visits to the Health Department. Most user fees and charges are collected by Public Safety and Human Services departments. Other fees include inspections and permitting charges, fees received from the state for housing out-of-county inmates, fees paid to the Register of Deeds for various documents and transactions, and park fees. Revenue from user charges and fees accounts for 6% of total county revenues.

Total user fees and charges for FY 2015-16 are expected to be about \$934,000 more than the amount adopted for the 2014-15 fiscal year. An additional \$540,000 in ambulance fees are expected as a result of increasing charges from 130% to 150% of Medicare allowable rates. More out-of-county juveniles housed at the county's Juvenile Detention Center will result in an additional \$870,000 in revenues. Reimbursements from cities and towns for the direct costs of municipal elections in FY 2015-16 will add \$315,000 to the Elections Department's revenue budget.

These revenue increases are offset by an \$830,000 reduction in Public Health fee revenues as a result of Medicaid reimbursement changes and more people with insurance coverage using private health services.



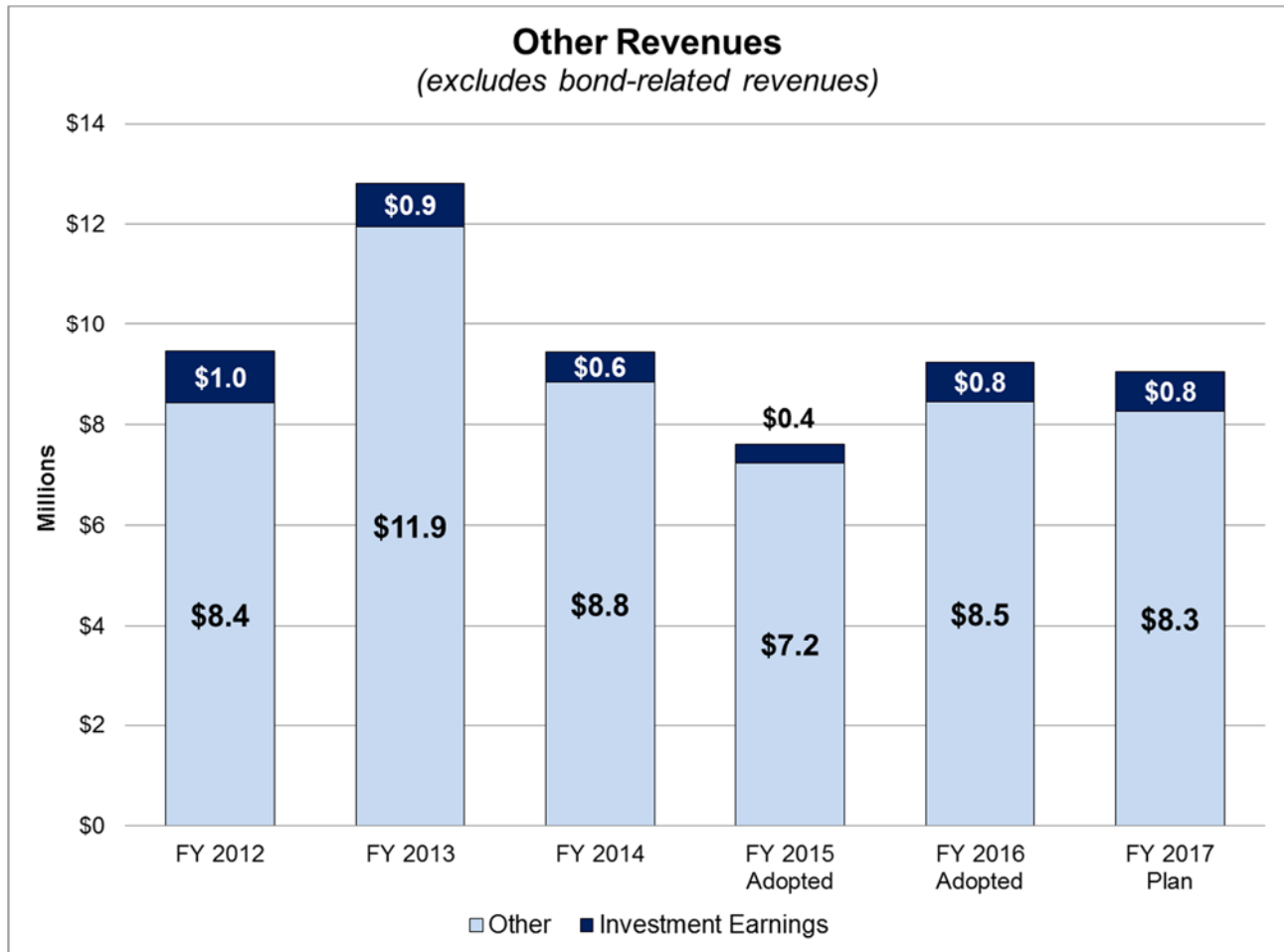


## Other Revenues

**\$9.3 million**

Next year, Guilford County expects to receive approximately \$9.3 million in Other Revenues for the General Fund. These revenues are from a number of sources, including investment earnings, penalties for late payment of property taxes, certain taxes paid to the Register of Deeds, cable television franchise revenues, and grants and donations from various organizations.

Investment earnings are expected to increase by \$400,000 as a result of the issuance of additional school and college bonds and the investment of proceeds during the construction periods.



## **Fund Balance (all General Fund sources)**

**\$27.0 million**

In general, Fund Balance is the money that remains unspent after all budgeted expenditures have been made and all revenues received. Fund Balance is generated when collected revenues exceed actual expenditures and is like a “savings account” for the county. The North Carolina General Statutes formally define fund balance as:

*...the sum of cash and investments minus the sum of liabilities, encumbrances, and deferred revenues arising from cash receipts, as those figures stand at the close of the fiscal year next preceding the budget year.*

Fund Balance is important for several reasons. First, it provides cash to pay expenditures in the early part of the fiscal year before taxes are collected. In addition, it provides a source of funds during the year that can be accessed if significant unplanned expenditures or revenue shortfalls occur. Like a savings account, fund balance may also be saved to build a “reserve” that can be used to pay for future large, one-time expenses, like a new ambulance base. Finally, it may be used by the Board during the budget process to help fund certain items in the county budget.

An adequate level of fund balance is looked upon favorably by bond rating agencies and is a recognized indicator of sound fiscal management. The North Carolina Local Government Commission (LGC) recommends that counties maintain a minimum unreserved, undesignated Fund Balance of about one month/four weeks of General Fund expenditures, or 8%, to ensure sufficient funds are available to support operations and address unexpected issues. In addition, the County has adopted a minimum fund balance policy for the General Fund which instructs management to conduct the business of the County in such a manner that unassigned fund balance be set and maintained at a minimum of no less than 8% of budgeted expenditures. A Fund Balance of higher than 8% strengthens a local government’s financial position as it provides a greater margin of protection for operations.

The FY 2015-16 General Fund budget includes a fund balance (from all sources) appropriation of \$27.0 million to help balance the budget -- **\$750,000 more** than the amount used to balance the budget in FY 2014-15. An appropriation of this amount leaves an available fund balance equal to approximately seven weeks of projected General Fund expenditures (13.0% vs. the minimum 8% reserve amount recommended by the Local Government Commission and required by the Board of Commissioners). This level is below the Government Finance Officers Association (GFOA) recommended level of 16.7%.

Included in the \$27.0 million of total appropriated fund balance are the following amounts of restricted fund balance that can only be used for specific purposes:

- **Public Health - \$1.19 million** to offset expenses in program areas that generate Medicaid revenues as well as **\$7,000** from prior year Environmental Health Well Drillers’ fees not yet appropriated.
- **Law Enforcement - \$270,000** of restricted Federal Forfeiture Funds and Unauthorized Substance Abuse Tax Funds. The Forfeiture and Substance Abuse Tax funds will be used to purchase various program supplies and equipment for Law Enforcement purposes. By law, these funds may only be used for law enforcement expenses.
- **Mental Health Court - \$136,207** of Inmate Welfare Funds will be used to pay for the county’s Mental Health Court. This program provides assessments, treatment plans, and judicial

monitoring for participants in an effort to avoid incarceration. The Board of Commissioners has directed that this program be funded using Inmate Welfare Funds. Inmate Welfare Funds are generated from inmate telephone charges and commissary sales. The Board of Commissioners has a policy to use these funds to pay for expenses that benefit inmates, although there is no statutory restriction on the use of these funds.

- **Register of Deeds (ROD) Automation Funds - \$71,041** of funds restricted for technology and automation enhancements for the ROD department. These funds are generated from a state-mandated set-aside of certain ROD fees.
- **Debt Repayment (Bond Premium Funds)** – no more funds are available for appropriation. The county has absorbed the reduction in this fund balance appropriation through reductions in other expenses and increases in other revenues

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**Available Fund Balance Analysis**

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	<u>FY 2014-15 Adopted</u>	<u>FY 2015-16 Adopted</u>	<u>% chg</u>
<b>Calculation of Recommended Reserve for the General Fund:</b>			
Adopted General Fund Expenditures	\$ 567,611,780	\$ <b>586,356,630</b>	3.3%
8% Recommended Reserve	\$ 45,408,942	\$ <b>46,908,530</b>	3.3%
<b>General Fund Fund Balance Analysis</b>			
Estimated Undesignated Fund Balance at 6/30 of prior fiscal year	\$ 95,000,000	\$ <b>103,500,000</b>	8.9%
LESS: 8% Recommended Reserve	\$ (45,408,942)	\$ <b>(46,908,530)</b>	3.3%
Fund Balance available above Recommended Reserve	\$ 49,591,058	\$ <b>56,591,470</b>	14.1%
LESS: General Fund Balance included in Budget	\$ (22,548,776)	\$ <b>(27,060,453)</b>	20.0%
Amount available above Recommended Reserve	\$ 27,042,282	\$ <b>29,531,017</b>	9.2%

**Total Fund Balance by Source and Planned Use**

General Amounts:

Debt Repayment (Bond Premium)	\$ 2,079,991	\$ -	-100.0%
General	\$ 22,548,776	\$ <b>27,060,453</b>	20.0%
	<u>\$ 24,628,767</u>	<u>\$ 27,060,453</u>	9.9%

PLUS Amounts Restricted for Specific Uses:

Public Health - Medicaid programs, Hazardous Materials	\$ 1,091,249	\$ <b>1,193,163</b>	9.3%
Public Health - Environmental Health - Well Drillers' Fees	\$ 7,000	\$ <b>7,000</b>	--
Law Enforcement - Federal Forfeiture Funds	\$ 200,000	\$ <b>220,000</b>	10.0%
Law Enforcement - Unauth Substance Tax Funds	\$ 50,000	\$ <b>50,000</b>	--
Law Enforcement - Inmate Welfare Funds	\$ 3,337	\$ -	--
Mental Health Court - Inmate Welfare Funds	\$ 132,925	\$ <b>136,207</b>	2.5%
Register of Deeds - Automation Funds	\$ 200,000	\$ <b>70,041</b>	--
	<u>\$ 26,313,278</u>	<u>\$ 28,736,864</u>	9.2%

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## **FY 2015-16 Goals & Priorities**

1. *Be an Efficient, Effective and Responsive Government*
  - a. Invest in the development of a high performing, engaged workforce that strives for individual excellence.
    - i. Contract for a comprehensive re-write of the Guilford County Personnel Regulations. (Nov. 1, 2015)
    - ii. Establish a wellness program for employees, dependents, and retirees to improve overall health of members of the County's health plan while better managing and controlling costs. (Dec. 1, 2015)
    - iii. Develop a customer service training program specific to County services that all current and new employees participate in. (May 31, 2016)
    - iv. Identify and support professional development and cross-training opportunities for employees to maximize capability of County staff. (May 31, 2016)
  - b. Monitor and improve organizational performance and efficiency of operations.
    - i. Complete an analysis of costs/benefits of establishing an internal vehicle maintenance facility and operation. (March 31, 2016)
    - ii. Expand and improve the County fleet incrementally to provide an adequate number of quality vehicles for use by employees on County business. (Jun. 30, 2017)
    - iii. Collaborate with Guilford County Schools to evaluate alternative means of funding construction and maintenance of new school facilities in an effort to reduce lifetime operating costs. (Jun. 30, 2016)
  - c. Operate in a fiscally responsible, sustainable manner.
    - i. Work with Guilford County Schools and Guilford Technical Community College to finalize the next bond sale package and projects to be funded in a timely manner that allows use of notably low interest rates. (Mar. 31, 2016)
    - ii. Implement a comprehensive approach to delinquent tax collection by adding a deputy attorney position to improve processing time of tax foreclosures. (Sep. 1, 2015)
    - iii. Complete implementation of the County Farm Transition Plan to optimize management of the land in a responsible manner while maintaining its rural character. (Sep. 30, 2015)
2. *Support a High Quality of Life in Guilford County*
  - a. Support and encourage community health.
    - i. Finalize the organizational structure of the County Department of Health and Human Services. (Nov. 1, 2015)
    - ii. Complete the planning process for the construction of a new, improved County animal shelter to better accommodate the volume of animals while improving the visitor experience and reducing the cost of operations and maintenance. (Jun. 30, 2016)
  - b. Support citizen welfare in and through the community.
    - i. Assist volunteer fire departments in the County Fire Districts with the development of short- and long-term strategic plans to help them develop

and maintain sustainable independent operations in their districts. (Jun. 30, 2016)

- ii. Improve the County's jail population management programs and implement more cost-effective pre-trial release alternatives. (Feb. 1, 2016)

3. *Encourage Sustainable Economic Development and Growth*

- a. Support a high quality of education and schools.
  - i. Maintain a level of funding for education to keep Guilford County Schools within the top ten school systems in terms of funding in North Carolina. (July 1, 2015)
  - ii. Work with Guilford County Schools to develop metrics to better identify outcomes, educational attainment, and funding needs and align County resources accordingly. (Mar. 31, 2016)
- b. Collaborative economic development in coordination with other local organizations.
  - i. Develop and implement a new County economic development incentive policy to serve as a tool for recruitment and retention of businesses. (Sep. 1, 2015)
  - ii. Collaborate with the cities of Greensboro and High Point, the Greensboro Partnership, and the High Point Partners to establish a centralized independent economic development non-profit to serve as the primary agency for all local and regional economic development initiatives and opportunities. (Jul. 1, 2015)

4. *Engage Citizens in a Transparent Manner to Meet Community Needs*

- a. Engage citizens to inform and to meet community needs.
  - i. Improve the County's responsiveness and transparency through improved access to public information, records, and communication. (Dec. 31, 2015)
  - ii. Develop and distribute effective communications to better inform the public about County programs, services, and other affairs. (Dec. 31, 2015)
- b. Collaborate with community and state organizations to achieve common goals.
  - i. Complete the renovation of the Family Justice Center and finalize agreements in cooperation with partner agencies. (Jul. 1, 2015)
- c. Protect and improve the character of the community through public engagement and collaboration.
  - i. Develop a strategic plan for the use of County property in a manner that reflects both County and community needs including maintenance schedules, demolition and redevelopment, and surplus sales of unused or unnecessary properties and buildings. (Dec. 31, 2015)

# General Government

General Government area departments provide for the overall policy direction, record keeping, fiscal and legal management of the county. Also, departments in this area provide services such as property assessment, collecting property taxes, conducting elections, and recording and maintaining various public records.

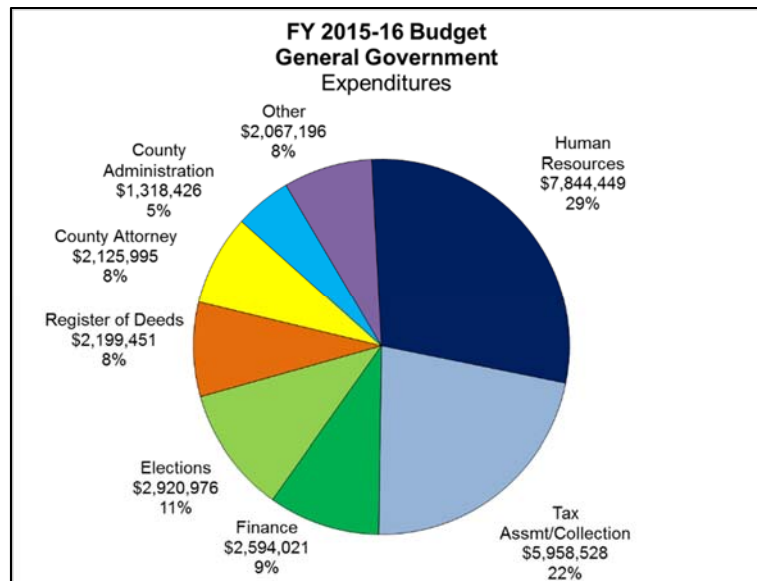
General Government departments include:

- Human Resources
- County Administration
- Board of Elections
- Finance
- County Attorney
- Clerk to the Board
- Budget & Management
- County Commissioners
- Purchasing
- Tax
- Register of Deeds
- Internal Audit

## Expenditures

Guilford County plans to spend \$27,029,042 for General Government programs and services in FY 2015-16, an increase of \$972,511 or 3.7% from the prior fiscal year. General Government departments account for about 5% of total expenditures.

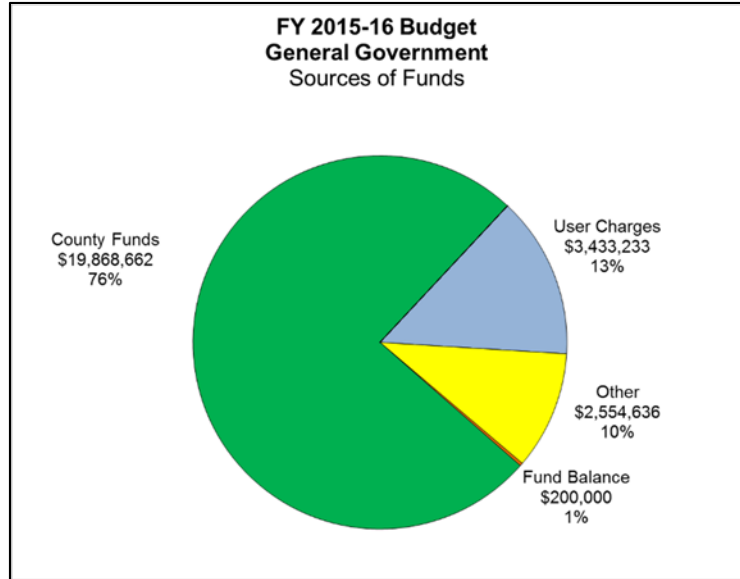
The increase is primarily due to presidential primaries for the fall 2016 presidential election. As a result of these additional primaries, funding for Elections has increased by approximately \$1.2 million.



The County Attorney has also added a deputy attorney position to handle tax foreclosure cases. This position is anticipated to be self-sustaining in FY2016-17 with revenues recovered in these cases.

## Revenues

County funds provide 76% of the support for General Government departments. User charges, including the fees paid by municipalities for tax collection and election services, account for 13% of revenues with the remainder from other sources.



	FY14 Actual	FY15 Adopted	FY15 Amended	FY16 Adopted	vs. FY15 Adopted		FY17 Plan
					\$ chg	% chg	
<b>Department</b>							
Budget & Management	\$407,612	\$474,407	\$477,908	\$472,092	(\$2,315)	-0.5%	\$497,250
Clerk to the Board	\$182,872	\$169,882	\$169,902	\$205,886	\$36,004	21.2%	\$196,059
County Administration	\$610,017	\$1,333,157	\$850,385	\$1,318,426	(\$14,731)	-1.1%	\$1,344,957
County Attorney	\$1,782,766	\$1,906,070	\$1,911,073	\$2,125,995	\$219,925	11.5%	\$2,181,088
County Commissioners	\$401,712	\$462,288	\$543,689	\$487,299	\$25,011	5.4%	\$469,101
Elections	\$1,706,658	\$1,695,768	\$1,696,769	\$2,920,976	\$1,225,208	72.3%	\$2,352,600
Finance	\$2,418,020	\$2,478,943	\$2,463,005	\$2,594,021	\$115,078	4.6%	\$2,660,354
Human Resources	\$7,838,341	\$8,756,543	\$7,261,562	\$7,844,449	(\$912,094)	-10.4%	\$7,892,772
Internal Audit	\$481,293	\$511,337	\$511,339	\$502,883	(\$8,454)	-1.7%	\$517,055
Purchasing	\$356,236	\$388,429	\$391,511	\$399,036	\$10,607	2.7%	\$408,677
Register of Deeds	\$2,052,564	\$2,268,141	\$2,318,145	\$2,199,451	(\$68,690)	-3.0%	\$2,247,039
Tax	\$5,385,515	\$5,611,566	\$5,708,205	\$5,958,528	\$346,962	6.2%	\$5,936,004
<b>Total Expenditures</b>	<b>\$23,623,606</b>	<b>\$26,056,531</b>	<b>\$24,303,493</b>	<b>\$27,029,042</b>	<b>\$972,511</b>	<b>3.7%</b>	<b>\$26,702,956</b>
<b>Sources of Funds</b>							
Federal & State Funds	\$31,846	\$50,000	\$50,000	\$31,846	(\$18,154)	-36.3%	\$31,846
User Charges	\$3,972,403	\$3,433,233	\$3,433,233	\$3,793,076	\$359,843	10.5%	\$3,793,055
Other	\$2,734,011	\$2,504,636	\$2,504,636	\$2,738,833	\$234,197	9.4%	\$2,738,838
Fund Balance	\$485,837	\$200,000	\$200,000	\$70,041	(\$129,959)	--	\$70,905
County Funds	\$16,399,509	\$19,868,662	\$18,115,624	\$20,395,246	\$526,584	2.7%	\$20,068,312
<b>Sources of Funds</b>	<b>\$23,623,606</b>	<b>\$26,056,531</b>	<b>\$24,303,493</b>	<b>\$27,029,042</b>	<b>\$972,511</b>	<b>3.7%</b>	<b>\$26,702,956</b>
<b>Permanent Positions</b>	<b>194.900</b>	<b>192.900</b>	<b>192.900</b>	<b>195.850</b>	<b>2.950</b>	<b>1.5%</b>	<b>195.850</b>



# BUDGET MANAGEMENT AND EVALUATION

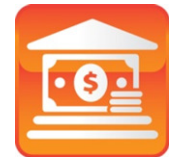
Michael Halford, Director

301 West Market St, PO BOX 3427, Greensboro, NC 27402 (336) 641-3275

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** *Be an Efficient, Effective and Responsive Government*

**PRIORITY:** *Performance and efficiency; fiscally responsible & sustainable operation.*



## BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Budget and Management	407,612	474,407	477,908	472,092	-2,315	(0.5%)	497,250
<b>Budget and Management</b>	<b>407,612</b>	<b>474,407</b>	<b>477,908</b>	<b>472,092</b>	<b>-2,315</b>	<b>(0.5%)</b>	<b>497,250</b>
<b>EXPENSE</b>							
Personnel Services	398,958	460,807	460,807	456,646	-4,161	(0.9%)	481,900
Supplies & Materials	2,371	5,700	8,810	6,946	1,246	21.9%	5,350
Other Services & Charges	6,283	7,900	8,291	8,500	600	7.6%	10,000
<b>Total Expense</b>	<b>407,612</b>	<b>474,407</b>	<b>477,908</b>	<b>472,092</b>	<b>-2,315</b>	<b>(0.5%)</b>	<b>497,250</b>
<b>County Funds</b>	<b>407,612</b>	<b>474,407</b>	<b>477,908</b>	<b>472,092</b>	<b>-2,315</b>	<b>(0.5%)</b>	<b>497,250</b>
<b>Positions</b>	<b>4.9</b>	<b>4.9</b>	<b>4.9</b>	<b>4.95</b>	<b>0.05</b>	<b>1.0%</b>	<b>4.95</b>

## DEPARTMENTAL PURPOSE

Budget, Management and Evaluation assists departments, county management, and the Board of Commissioners in the preparation and management of a balanced budget. The annual budget is prepared and maintained in a manner that is consistent with the goals and objectives of the Board of County Commissioners, in accordance with the Local Government Budget and Fiscal Control Act.

The department coordinates the development of the County's annual budget planning and development process, reviews and evaluates program performance and monitors expenditures to ensure adherence to county policies and procedures. In addition, employees assist departments with performance measures and respond to information requests from the Guilford County Board of Commissioners, county management, departments, government and community agencies, media, and the public.

The department will:

- Design and manage an annual budget development process that provides county leaders appropriate, timely, accurate, and complete information regarding budget issues and options so that a balanced budget is adopted by July 1.
- Prepare a budget document that supports sound financial, operational, and policy decisions, as evidenced by the receipt of the Government Finance Officers Association's Distinguished Budget Presentation Award

- Monitor and manage the County budget during the year, so that no department exceeds its approved budget allocation.
- Accurately, yet conservatively, estimate revenues and expenses so that actual county revenues are at least 100% of budget and actual expenditures are at most 100% of budget.
- Process all budget transfer and amendment requests within five days of approval.
- Respond to public requests for information within one week.
- Assist departments and leadership in allocating scarce resources by conducting management studies and evaluations of county operations to improve organizational effectiveness, efficiency, and productivity.

### **FY 2016 GOALS & OBJECTIVES**

- Providing the public, the Commissioners, and county staff easily understandable and accessible information to evaluate the effectiveness and efficiency of county operations and services by establishing a county-wide performance management function is a goal of the Budget Department.
- Improving the organization's resource allocation decisions by re-establishing the department's "evaluation" function to provide departmental and county management with impartial policy and program management analyses and studies.
- To provide the public, the Commissioners, and county staff easily understandable and accessible information to evaluate the financial condition of the county by establishing a one-stop, citizen-centric financial information web portal.

### **FY 2016 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2016 budget decreases county funding for the Budget Management and Evaluation department by \$2,315. This decrease is from the turnover of a Senior Budget & Management Analyst position. To accomplish the FY 2015-16 goals identified above, the department plans to fill the vacant position as a Budget & Management Analyst position in FY 2015-16.
- Some funds have been added to the Budget Management and Evaluation department to print additional copies of the final approved budget. In previous years the final approved budget has been posted to the county website after approval and limited hard copies were available.
- A portion (5%) of the Budget Director's position has been assigned to the Coordinated Services department to account for the work completed in support of the Juvenile Crime Prevention Council and other community organizations.

## FY 2015 SIGNIFICANT ACCOMPLISHMENTS

- Received the Government Finance Officers Association’s Distinguished Budget Presentation Award for the Fiscal Year 2014-2015 budget document.
- Continued the county-wide multi-year inventory, prioritization and evaluation program for major facility needs, major equipment purchases, vehicle acquisitions, and technology expenditures.
- Continued to educate and train departmental staff on PowerPlan and continued to work with PowerPlan staff on troubleshooting techniques and using best practices with the software.

## KEY PERFORMANCE MEASURES

	FY14 Actual	FY15 Estimated	FY16 Projected	FY17 Projected	Target
Received the Government Finance Officers' Association Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes	Yes
Number of Departments that exceed budget as noted in annual financial report	0	0	0	0	0
Actual revenue as a percent of budget revenue (at least 100%)	104%	102%	102%	101%	at least 100%
Actual expenditures as a percent of budget revenue (at most 100%)	95%	97%	98%	99%	at most 100%
Percent of Budget Amendments & Transfers processed within five days of receipt/approval	99%	94%	100%	100%	100%

## FUTURE ISSUES

- Continue to develop monthly budget-to-actual dashboards for departments and the public to support easy access to financial data and governmental transparency.
- Develop a Budget Dashboard information site on the County website to give the public updates on the real-time budget status throughout the fiscal year.
- Incorporate Fire District/CIP needs into our long term planning process to obtain broad view of county fire requirements/issues.

# CLERK TO THE BOARD

Robin Keller, Clerk to the Board

301 W. Market St., P.O. Box 3427, Greensboro, NC 27401 (336) 641-5532

## Links to County Goals and Strategic Priorities:

**COUNTY GOAL:** *Be an Efficient, Effective and Responsive Government*  
**PRIORITY:** *Responsive governance & stewardship.*



## Links to County Goals and Strategic Priorities:

**COUNTY GOAL:** *Engage Citizens to Meet Community Needs*  
**PRIORITY:** *Engage citizens to inform and to meet individual needs.*



## BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Clerk to the Board	182,872	169,882	169,902	205,886	36,004	21.2%	196,059
<b>Clerk to the Board</b>	<b>182,872</b>	<b>169,882</b>	<b>169,902</b>	<b>205,886</b>	<b>36,004</b>	<b>21.2%</b>	<b>196,059</b>
<b>EXPENSE</b>							
Personnel Services	159,529	150,910	150,910	165,328	14,418	9.6%	169,787
Supplies & Materials	1,662	2,500	1,200	1,500	-1,000	(40.0%)	1,500
Other Services & Charges	21,681	16,472	17,792	39,058	22,586	137.1%	24,772
<b>Total Expense</b>	<b>182,872</b>	<b>169,882</b>	<b>169,902</b>	<b>205,886</b>	<b>36,004</b>	<b>21.2%</b>	<b>196,059</b>
<b>County Funds</b>	<b>182,872</b>	<b>169,882</b>	<b>169,902</b>	<b>205,886</b>	<b>36,004</b>	<b>21.2%</b>	<b>196,059</b>
<b>Positions</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0.0%</b>	<b>2</b>

## DEPARTMENTAL PURPOSE

The Clerk to the Board attends all Board meetings, records and transcribes minutes, and produces and safeguards a permanent record of meetings/minutes for future use. The Clerk maintains the County Ordinance Book, separate from the official source of information regarding actions taken by the Board. Interested parties are notified of Board actions and all documents, maps, and minutes presented to be considered by the Board are kept available for public examination.

The Clerk serves as the historian for the County and acts as a direct link between the Community and Government. Finally, the Clerk to the Board prepares the agenda, advertises all notices of hearings and other issues as required by law, and attests all contracts, deeds, bonds, and other legal documents, and issues fireworks permits for all events in the County.

## FY 2016 GOALS & OBJECTIVES

- Complete minutes within 45 days of each meeting.
- Provide on boarding information for new appointees within 30 days.

- Post adopted county code and ordinance changes online within 2 weeks of the change.
- Responding to community and citizen requests within 48 hours

**FY 2016 ADOPTED BUDGET HIGHLIGHTS**

- The budgets for the Board of Commissioners, Clerk to the Board, and County Administration has been reorganized to better reflect the proper distribution of costs between the three departments. For example, the Commissioners’ budget will now include meeting web streaming and voting system costs and related expenses. These costs were distributed between the Clerk’s and The Administration Budgets in previous years. Decreases in the Clerk and County Administration budgets offset increases in the Commissioner’s budget.
- The Clerk’s budget has increased by \$36,004 with increases in advertising, personnel and professional services driving that cost. The advertising budget has increased to pay for the posting of foreclosure sales and professional services has increased to pay for costs associated with Board ceremonies.

**FY 2015 SIGNIFICANT ACCOMPLISHMENTS**

- Expanded community outreach by speaking at various organizations throughout the year.
- The Clerk’s Office has procured software to increase outward facing information associated with Boards and Commissions, as well as software to increase the efficiencies of Agenda Development and maintenance; meeting our FY2015 technology goals.
- The Clerk’s Office has successfully brought all back-logged minutes current and is maintaining a goal to complete minutes within 45 days of meetings.
- The Clerk’s Office has absorbed the facilitation and implementation of the Guilford County Annual Citizen’s Academy.

**KEY PERFORMANCE MEASURES**

	FY14 Actual	FY15 Estimated	FY16 Projected	FY17 Projected	Target
<b>Manage Records of legislative actions taken by the Board of County Commissioners</b>					
Provides and finalizes agreements, resolutions and ordinances for the Board of County Commissioners. The County Clerk’s goal is to provide minutes to the Board of County Commissioners within 45 days of a meeting	98%	98%	98%	98%	98%
<b>Prepares and Distributes Agenda Packets</b>					

	<b>FY14 Actual</b>	<b>FY15 Estimated</b>	<b>FY16 Projected</b>	<b>FY17 Projected</b>	<b>Target</b>
Agenda packets are compiled the week prior to a Board meeting. The County Clerk's goal is to aid in the coordination and review of staff items and have all packets distributed the Friday before a meeting, with information posted to the County Website on the same day.	100%	98%	98%	98%	98%

**Customer Services**

The Clerk's public office hours are Monday through Friday 8-5. With a Staff of two it is important that all mandated duties be completed timely and accurately, while maintaining a goal of responding to citizen and community requests within 48 hours.	80%	90%	90%	90%	90%
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**Boards & Commissions**

The Clerk's office provides support to board and commission secretaries and staff, maintains oaths of office, and oversees the appointment and on boarding of various board and commission members. The Clerk's office has a goal of providing on boarding information to each new appointee within 30 days of appointment.	50%	98%	98%	98%	98%
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**Post and/or publish legally required notices**

There are a variety of notices that are required to be posted and/or published, such as notices of hearings, ordinance adoption, meeting cancellations, and board and commission term expirations. All notices are to be published on time and in accordance with legal mandates.	100%	100%	100%	100%	100%
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**Maintain an update County Code/Ordinances**

As changes are made to the County Code/Ordinances, the Clerk's offices makes the required changes. The Clerk's Office as a goal of having adopted updates online within 2 weeks of the effective date of the ordinances.	100%	100%	100%	100%	100%
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**Public Records Act Requests**

	<b>FY14 Actual</b>	<b>FY15 Estimated</b>	<b>FY16 Projected</b>	<b>FY17 Projected</b>	<b>Target</b>
The Clerk's offices works in conjunction with the County Attorney's Office to process and coordinate requests made under public records laws. It is the Goal of the Clerk's offices to have initial responses, or at minimum communication with requestors within 15 days of receipt of request. Current staffing conditions greatly effect responsiveness in this area.	40%	60%	60%	60%	60%

## **FUTURE ISSUES**

- Scanning of public records to enable quicker retrieval and increase public access will be a priority for the department. Currently, the department has an estimated 1,500 Board meeting files dating from 1980 that would be a starting point for the scanning project.
- Workload for the Clerks' Office has grown due to the Clerk's office focusing on creating governmental transparency through the following: volunteerism, recruitment and management of 50+ volunteers and increase in committees of the board. Board turnover, additional citizen inquiries and additional duties have made meeting mandated services requirements a challenge.
- Due to an ever growing population of online users the need for available access to public records, the Clerk's office is noting a rising increase in public records requests. It is anticipated that the County will need to soon consider a designated system for requesting, processing and tracking these requests in order to meet the demands of the citizens.
- In an effort to improve transparency, and encourage ease of access to actions of the Board of Commissioners, the current video recording to which the meetings are televised, recorded, was originally purchased in 2000, will need to be adequately maintained and updated to ensure that the technology does not become antiquated and ill functioning. Maintenance and scheduled upgrades of the production equipment will need to be included in future budgeting schedules.
- With a staff of two, the Department will continue to collaborate with the Manager's Office and the County Attorney's office to cross-train others on our duties for back-up and to ensure the needs of the citizens are met and comply with mandated services; however, increases in each of the department's and their respective staff workloads predict that this is merely a short term solution. Re-distribution of work or additional staffing will need to be reviewed in the near future.

# COUNTY ADMINISTRATION

Marty Lawing, County Manager

301 W. Market St., P.O. Box 3427, Greensboro, NC 27401 (336) 641-3833

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** *Be an Efficient, Effective and Responsive Government*

**PRIORITY:** *Responsive governance; responsible & sustainable operation.*



## BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Administration	586,008	783,157	800,039	768,426	-14,731	(1.9%)	794,957
Reserve for Contingency	0	500,000	346	500,000	0	0.0%	500,000
Intergovernmental Services	24,009	50,000	50,000	50,000	0	0.0%	50,000
<b>County Administration</b>	<b>610,017</b>	<b>1,333,157</b>	<b>850,385</b>	<b>1,318,426</b>	<b>-14,731</b>	<b>(1.1%)</b>	<b>1,344,957</b>
<b>EXPENSE</b>							
Personnel Services	364,097	565,625	565,625	559,640	-5,985	(1.1%)	575,794
Supplies & Materials	21,154	14,600	29,902	9,495	-5,105	(35.0%)	10,600
Other Services & Charges	224,766	752,932	254,858	749,291	-3,641	(0.5%)	758,563
<b>Total Expense</b>	<b>610,017</b>	<b>1,333,157</b>	<b>850,385</b>	<b>1,318,426</b>	<b>-14,731</b>	<b>(1.1%)</b>	<b>1,344,957</b>
<b>REVENUE</b>							
Intergovernmental	31,846	50,000	50,000	31,846	-18,154	(36.3%)	31,846
<b>Total Revenue</b>	<b>31,846</b>	<b>50,000</b>	<b>50,000</b>	<b>31,846</b>	<b>-18,154</b>	<b>(36.3%)</b>	<b>31,846</b>
<b>County Funds</b>	<b>578,171</b>	<b>1,283,157</b>	<b>800,385</b>	<b>1,286,580</b>	<b>3,423</b>	<b>0.3%</b>	<b>1,313,112</b>
<b>Positions</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>3.9</b>	<b>-0.1</b>	<b>(2.5%)</b>	<b>3.9</b>

## DEPARTMENTAL PURPOSE

The County Manager's office provides professional management and support of Guilford County Government by directing and supervising all county offices, departments, boards, commissions and agencies under the general control of the Board of Commissioners.

Included in this department's budget is a Reserve for Contingency amount of \$500,000. This is used to address unexpected expenditures that may arise throughout the year. The transfer of funds from this account to other departments to address these expenses is reported to the Board of Commissioners at subsequent Board meetings.

## FY 2016 GOALS & OBJECTIVES

- Providing quality customer service to the citizens of Guilford County by assigning public information requests to appropriate departments within 24 hours of receipt and informing citizens regarding action taken on all requests within 14 business days.



- Increasing citizen awareness of County responsibilities and services by working with department directors in the development and distribution of information in a timely and efficient manner, including updating the county website.
- Monitoring and evaluating operations and implementing strategies to continually improve efficiency and effectiveness by working with departments to develop innovative and effective approaches to provide cost-effective delivery of programs and services.

### **FY 2016 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2016 County Administration budget decreases expenses by \$14,731. A portion of an employee's salary is now being charged to the Coordinated Services department since that employee has started to help support the Juvenile Crime Prevention Council. In addition, staff turnover has resulted in salary savings.
- The budgets for the Board of Commissioners, Clerk to the Board, and County Administration have been reorganized to better reflect the proper distribution of costs between three departments. For example, the Commissioners' budget will now include meeting web streaming and voting system costs. Decreases in the Clerk and County Administration budgets offset increases in the Commissioner's budget.

### **FY 2015 SIGNIFICANT ACCOMPLISHMENTS**

- Increased collaboration with cities and counties to reconcile any outstanding matters related to the Alamance County line boundary issue.
- Provided information on county issues to commissioners, directors, agencies and the community within a timely manner.

### **FUTURE ISSUES**

- There is a need for a communications of public affairs position in the long term, which should be located in the Administration department. Effective and talented communications officers can help the organization build better relationships with the media, cooperate with neighboring jurisdictions, and, most importantly, tell the story of Guilford County and the great work being done for the community.
- Continue to educate new staff on County policies and procedures.

# COUNTY ATTORNEY

Mark Payne, County Attorney

301 W. Market St., P.O. Box 3427, Greensboro, NC 27401 (336) 641-3852

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** *Be an Efficient, Effective and Responsive Government*

**PRIORITY:** *Responsive governance & stewardship.*



## BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
County Attorney	1,782,766	1,906,070	1,911,073	2,125,995	219,925	11.5%	2,181,088
<b>County Attorney</b>	<b>1,782,766</b>	<b>1,906,070</b>	<b>1,911,073</b>	<b>2,125,995</b>	<b>219,925</b>	<b>11.5%</b>	<b>2,181,088</b>
<b>EXPENSE</b>							
Personnel Services	1,515,205	1,600,981	1,577,981	1,737,291	136,310	8.5%	1,795,548
Supplies & Materials	10,578	15,520	15,521	14,760	-760	(4.9%)	11,600
Other Services & Charges	256,983	289,569	317,571	373,944	84,375	29.1%	373,940
<b>Total Expense</b>	<b>1,782,766</b>	<b>1,906,070</b>	<b>1,911,073</b>	<b>2,125,995</b>	<b>219,925</b>	<b>11.5%</b>	<b>2,181,088</b>
<b>County Funds</b>	<b>1,782,766</b>	<b>1,906,070</b>	<b>1,911,073</b>	<b>2,125,995</b>	<b>219,925</b>	<b>11.5%</b>	<b>2,181,088</b>
<b>Positions</b>	<b>15</b>	<b>16</b>	<b>16</b>	<b>17</b>	<b>1</b>	<b>6.3%</b>	<b>17</b>

## DEPARTMENTAL PURPOSE

The County Attorney and staff provide prompt, responsive, efficient and effective legal advice and representation to the Board of Commissioners, County Manager, County departments and related agencies. Legal counsel is provided on all areas of local government including contracts, civil procedure, litigation, constitutional law, open meetings, public records, purchasing, property tax assessment and collection, budget and financial procedures, and personnel matters. Because the County is self-funded for liability purposes, this office handles virtually all cases. This office serves two courthouses and a variety of clients in two major cities. The County Attorney's Office represents and defends individual commissioners, officials and all County-related employees in the absence of a conflict.

## FY 2016 GOALS & OBJECTIVES

- Implement a Contract Management System to replace the current, temporary, in-house Contract Tracking System. A finalized management system will serve to store county contracts in a centralized and readily accessible location, to foster open communication with clients/departments.
- Continue litigating Termination of Parental Rights (TPR) matters in-house, eliminating the use of outside counsel. Provide high level of response time to clients by continuing to shorten the timeframes in filing child welfare Petitions to Terminate Parental Rights

- Implement the process of litigating tax foreclosure proceedings in-house through the employment of a full-time Deputy County Attorney. Create a responsive focus on timeliness of finalizing tax foreclosures, with the goal of collecting delinquent tax revenue.
- In accordance with the above goals and objectives, the County Attorney's Office continues to undergoing efforts to upgrade its technology (i.e. replace old desktops with newer systems, iPads and laptops) to enable County departments to communicate with the County Attorney's staff promptly. The increase in technology has helped staff increase efficiencies and productivity through mobility and better use of technology.

## **FY 2016 ADOPTED BUDGET HIGHLIGHTS**

- The County Attorney's FY 2016 Budget has a net increase in funding of \$219,925 or 11.5% primarily due to the addition of an additional deputy attorney position to handle tax foreclosures in-house. Part of this increase is a transfer of \$48,000 from the Tax Department to the Attorney for foreclosure-related expenses previously paid by Tax.
- Some revenue recovery is anticipated from the foreclosures process due to reduced filing time and reduced reliance on contracted outside council, but the total revenue will not be known until this process begins during FY 2016.
- Supplies & Materials costs have decreased by \$760 or 5% due to an increased usage of electronic materials and reduced funding for computer equipment.
- Other Services & Charges increased by \$84,375 or 29.1% in an effort to reflect actual costs for telephones and anticipated equipment repair for aging, mandatory legal and recording equipment. A significant portion of this increase will be for purchasing new furniture and a computer for the new deputy attorney.

## **FY 2015 SIGNIFICANT ACCOMPLISHMENTS**

The County Attorney's office has continued to maintain and manage the County's legal needs as efficiently as possible within budgetary and resource constraints. The Department has maintained a staff of nine full-time attorneys; six full-time support staff; and one part-time support staff as well as limited case-specific contracted legal services. In defending, representing, enforcing, or advising clients, the County Attorney's Office has accomplished the following:

- Appeared in **794** DSS Abuse/Neglect/Dependency Court Hearings (as of 2/20/15 there were approximately 380 children in DSS custody to which the County Attorney's office is responsible for legal representation; not including the various court appearances required for Adult Protective Services matters, i.e. guardianships, wards of DHHS) **[Note: Every court hearing results in an order being drafted by support staff.]**
- Appeared in **170** Termination of Parental Rights (TPR) hearings as of 3/13/2015; **[Note: Every court hearing results in an order being drafted by support staff.]**
- Since the initiation of the FY 2015 budget season, the County Attorney's Office has closed **65** litigation matters (not including Tax Appeals (est. of 200+ ongoing cases), Child

Support Enforcement (est. of 20K ongoing cases) or DHHS abuse/neglect & dependency matters (est. of 380+ ongoing cases).

- The County Attorney’s Office is currently working on **84** active litigation matters [includes bankruptcy/collection matters, property foreclosure, and **53** Termination of Parental Rights (TPR) cases/trials.
- Reviewed, revised, advised, and/or processed **242** contracts as of 3/13/2015.
- Successful collection of \$622,965.03 in delinquent taxes, judgments, and assessments as of 3/13/2015.
- Provided departments with training on matters such public record laws and quasi-judicial proceedings, served on panels, attended departmental meetings, participated in finalizing real estate sales and acquisitions; responded daily to various inquiries from County departments and employees, including advising on employee relations matters and reviewed and/or drafted correspondence.
- Responded to public information requests in a citizen focused manner that balanced transparency with the County’s legal responsibilities, and met with the media. Advised the County Manager, Commissioners, and departments on various County management and Board matters.

## KEY PERFORMANCE MEASURES

	FY14 Actual	FY15 Estimated	FY16 Projected	FY17 Projected	Target
Percent of staff credential maintained through attainment of required CLE credits and CPE credits	100%	100%	100%	100%	100%
Percent of contracts reviewed within 15 business days	95%	95%	95%	95%	95%
Percent of child welfare cases adjudicated with 60 calendar days (or the time period required by the court)	99%	99%	99%	99%	99%
Percent of juvenile court orders filed within 30 calendar days	100%	100%	100%	100%	100%
Percent of protective services or guardianship petitions filed of adult services matters within 10 calendar days of referral	100%	100%	100%	100%	100%
Percent of initial ordinance enforcement matters processed within 15 days of referral to the County Attorney's Office	100%	100%	100%	100%	100%

	<b>FY14 Actual</b>	<b>FY15 Estimated</b>	<b>FY16 Projected</b>	<b>FY17 Projected</b>	<b>Target</b>
Percent of initial bankruptcy/collection matters initiated within 15 days of referral to the County Attorney's Office	n/a	n/a	100%	100%	100%
Percent of initial foreclosure matters initiated within 30 days of referral to the County Attorney's Office (or the time period required by the court or requested by our client)	n/a	n/a	95%	100%	100%

## **FUTURE ISSUES**

- The County Attorney's staff continues to manage high volumes of caseloads that exceed levels recommended for ideal efficiency, primarily as result of the strong work ethic, teamwork, and dedication of staff.
- The County Attorney's office continues to identify the increased need for representation in areas such as child support enforcement, human services, ordinance violations, employment law, law enforcement, collections, tax appeals and foreclosures, and general litigation matters. This increase continues to be largely attributed to the slow economic recovery, low employment rate, and absorption of previously outsourced Termination of Parental Rights matters. This steady increase in legal demand will soon necessitate either an expansion of the County Attorney's Office or increased utilization of outside counsel, as well as the development and implementation of a clerkship program in collaboration with local law schools to efficiently and effectively meet the needs of County departments.
- The County Attorney's Office continues to await implementation of an efficient contract management system to address improving contract processing, storage and accessibility by County departments. Additionally, the County Attorney's Office continues the on-going process of researching software to track and digitally house litigation matters that will better utilize the department's existing staff and fiscal resources in an efficient, responsible manner.

# COUNTY COMMISSIONERS

Hank Henning, Board Chairman

301 West Market St., P.O. Box 3427 Greensboro, NC 27401 (336) 641-3996

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** *Be an Efficient, Effective and Responsive Government*

**PRIORITY:** *Responsive governance & stewardship.*



## BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Recomm.	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
County Commissioners	401,712	462,288	543,689	487,299	25,011	5.4%	469,101
<b>EXPENSE</b>							
Personnel Services	294,783	308,561	308,561	309,386	825	0.3%	311,576
Supplies & Materials	17,777	12,000	12,001	12,000	0	0.0%	12,000
Other Services & Charges	89,151	136,727	182,427	165,913	29,186	21.3%	145,525
Capital	0	5,000	40,700	0	-5,000	(100.0%)	0
<b>Total Expense</b>	<b>401,712</b>	<b>462,288</b>	<b>543,689</b>	<b>487,299</b>	<b>25,011</b>	<b>5.4%</b>	<b>469,101</b>
<b>County Funds</b>	<b>401,712</b>	<b>462,288</b>	<b>543,689</b>	<b>487,299</b>	<b>25,011</b>	<b>5.4%</b>	<b>469,101</b>
<b>Positions</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>0</b>	<b>0.0%</b>	<b>9</b>

## DEPARTMENTAL PURPOSE & GOALS

The nine-member board is committed to rendering quality service to the citizens in a courteous, efficient and cost-effective manner. The Commissioners establish goals for County government, provide policy direction on specific issues to the County Manager, and ensure accountability by evaluating services to determine they are meeting the needs of those whom they serve and providing citizens with the highest return on each tax dollar.

Each year, the Board approves an annual budget and sets property tax rates and fees for the County and for special taxing districts. Specific actions include adopting appropriate ordinances, rules, and regulations as methods for executing the policies. Further, the Board of Commissioners appoints members to advisory boards and commissions that they establish, as well as to other boards established by State legislation. The Board of Commissioners also directly appoints five principal officials: County Manager, County Attorney, Tax Director, Finance Director and Clerk to the Board, all of whom serve at the pleasure of the Board.

## FY 2016 ADOPTED BUDGET HIGHLIGHTS

- The budgets for the Board of Commissioners, Clerk to the Board, and County Administration have been reorganized to better reflect the proper distribution of costs between three departments. For example, the Commissioners' budget will now include meeting web streaming and voting system costs. Decreases in the Clerk and County Administration budgets offset increases in the Commissioner's budget.

- The adopted budget includes funds for all commissioners to attend the National Association of Counties annual meeting.
- Overall the 2016 budget has increased by \$25,011 which is primarily driven by an increase in software costs associated with the addition of new Granicus software to manage agendas and minutes.

# BOARD OF ELECTIONS

Charlie Collicutt, Director

301 West Market St. P.O. Box 3427, Greensboro, NC 27402 (336) 641-3836

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** *Be an Efficient, Effective and Responsive Government*

**PRIORITY:** *Responsive governance & stewardship.*



## BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Administration	1,706,658	1,695,768	1,696,769	2,920,976	1,225,208	72.3%	2,352,600
<b>Elections</b>	<b>1,706,658</b>	<b>1,695,768</b>	<b>1,696,769</b>	<b>2,920,976</b>	<b>1,225,208</b>	<b>72.3%</b>	<b>2,352,600</b>
<b>EXPENSE</b>							
Personnel Services	1,413,925	1,335,432	1,407,478	2,299,104	963,672	72.2%	1,850,350
Supplies & Materials	74,828	84,942	81,751	192,660	107,718	126.8%	122,893
Other Services & Charges	217,905	275,394	207,540	429,212	153,818	55.9%	379,357
<b>Total Expense</b>	<b>1,706,658</b>	<b>1,695,768</b>	<b>1,696,769</b>	<b>2,920,976</b>	<b>1,225,208</b>	<b>72.3%</b>	<b>2,352,600</b>
<b>REVENUE</b>							
Charges for Services	350,258	45,600	45,600	355,837	310,237	680.3%	355,837
Miscellaneous Revenues	1,385	2,100	2,100	1,385	-715	(34.0%)	1,385
<b>Total Revenue</b>	<b>351,643</b>	<b>47,700</b>	<b>47,700</b>	<b>357,222</b>	<b>309,522</b>	<b>648.9%</b>	<b>357,222</b>
<b>County Funds</b>	<b>1,355,014</b>	<b>1,648,068</b>	<b>1,649,069</b>	<b>2,563,754</b>	<b>915,686</b>	<b>55.6%</b>	<b>1,995,378</b>
<b>Positions</b>	<b>17</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>0</b>	<b>0.0%</b>	<b>16</b>

## DEPARTMENTAL PURPOSE

The Board of Elections provides all qualified citizens with the opportunity to vote in fair, accurate, open elections, according to Constitutional and Statutory rights and requirements. Voter registration services are provided to all eligible county citizens and the registration file for the county is maintained. The Board of Elections files candidates for office, provide campaign finance reporting services, and conduct all elections for county and municipalities in the county.

## FY2016 GOALS AND OBJECTIVES

- Effectively and efficiently conduct up to 5 elections (Municipal primary and general, Presidential Preference Primary, county primary, and second primary). This will be the first time in 40 years that the Presidential primary will be conducted separately from the county primary, which will entail different use of resources, extra training, and education for the voters.
- Ensuring that the voting public is fully aware of all relevant voter law changes for the 2015 municipal and 2016 primaries through dissemination of information in various ways is a goal of the Board of Elections.



- Implement new voter identification laws for the first time in 2016, which will involve educating voters and enhanced training for precinct officials.

### **FY 2016 ADOPTED BUDGET HIGHLIGHTS**

- The Elections department total county funds will increase by \$1,225,208 or 72.3% due to a number of election cycle changes
- There is an additional election, the Presidential Preference Primary, which will be held before the regularly scheduled May primary. This is an additional high-turnout election that will add additional costs beyond the normal costs in similar fiscal years.
- All municipalities will reimburse the County for direct costs associated with the conduct of their 2015 city and town council elections.
- Greensboro’s city council districts may be redistricted, which will lead to increased postage and processing costs to send notice to registered voters of that municipality.
- The elections budget includes an increase in printing and office due to Election Day poll books and paper ballots for the increased elections.

### **FY 2015 SIGNIFICANT ACCOMPLISHMENTS**

- Successfully executed the 2014 second primary and general election. The general election saw a voter turnout of over 46%, the highest mid-term election in at least 16 years. This was also the largest, and among the first, elections conducted under new laws enacted in 2013 that shortened the early voting period, eliminated same day registration, and required precinct officials to inform voters of upcoming ID requirements.
- Used over 1,400 Election Day and early voting workers combined for the general election which involved recruitment, scheduling, and training prior to Election Day.
- Processed almost 57,000 voter transactions, including new registrations and information updates, during the year.

### **KEY PERFORMANCE MEASURES**

	<b>FY14 Actual</b>	<b>FY15 Estimated</b>	<b>FY16 Projected</b>	<b>FY17 Projected</b>	<b>Target</b>
% of Voting Age Population registered	97%	91%	92%	95%	98%
% of Provisional Ballots Counted	41%	60%	43%	35%	50%
Number of Elections	1	4	2	5	N/A
County funds per registered voter	\$7.22	\$5.13	\$5.10	\$8.70	N/A
Precinct Officials used					

	<b>FY14 Actual</b>	<b>FY15 Estimated</b>	<b>FY16 Projected</b>	<b>FY17 Projected</b>	<b>Target</b>
Number of duplicate registrations processed	22,605	6,937	15,070	15,500	15,500
Total transactions	105,726	29,878	56,296	62,000	62,000

## **FUTURE ISSUES**

- Legislation has been passed that would eliminate in 2018 the county's ability to use the current electronic touch-screen voting system that was purchased in 2006. This legislation will necessitate a purchase of a paper-based system of voting that could cost approximately \$10 million in future county funds.
- There have been lawsuits filed in both State and Federal courts regarding current voting laws passed in 2013. There may be some legal resolution this year, however it is possible that litigation stretches into future years.
- The City of High Point municipal elections will change from being held in November of the even-years to an October and November odd-year election schedule. This will change the schedule of when the revenue for conducting this election will be received, but not change substantially the amount.

# FINANCE

Reid Baker, Director

201 South Greene St, PO BOX 3427, Greensboro, NC 27402 (336) 641-3300

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** *Be an Efficient, Effective and Responsive Government*  
**PRIORITY:** *Fiscally responsible & sustainable operation.*



## BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Finance	2,418,020	2,478,943	2,463,005	2,594,021	115,078	4.6%	2,660,354
<b>Finance</b>	<b>2,418,020</b>	<b>2,478,943</b>	<b>2,463,005</b>	<b>2,594,021</b>	<b>115,078</b>	<b>4.6%</b>	<b>2,660,354</b>
<b>EXPENSE</b>							
Personnel Services	2,108,814	2,255,023	2,150,523	2,370,997	115,974	5.1%	2,436,329
Supplies & Materials	35,406	36,000	36,001	33,504	-2,496	(6.9%)	33,500
Other Services & Charges	273,801	187,920	276,481	189,520	1,600	0.9%	190,525
<b>Total Expense</b>	<b>2,418,020</b>	<b>2,478,943</b>	<b>2,463,005</b>	<b>2,594,021</b>	<b>115,078</b>	<b>4.6%</b>	<b>2,660,354</b>
<b>REVENUE</b>							
Charges for Services	83,132	78,000	78,000	78,000	0	0.0%	78,000
<b>Total Revenue</b>	<b>83,132</b>	<b>78,000</b>	<b>78,000</b>	<b>78,000</b>	<b>0</b>	<b>0.0%</b>	<b>78,000</b>
<b>County Funds</b>	<b>2,334,888</b>	<b>2,400,943</b>	<b>2,385,005</b>	<b>2,516,021</b>	<b>115,078</b>	<b>4.8%</b>	<b>2,582,354</b>
<b>Positions</b>	<b>28</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>0</b>	<b>0.0%</b>	<b>27</b>

## DEPARTMENTAL PURPOSE

The Finance Department advances the County vision by administering and managing its fiscal affairs in compliance with laws and regulations and in conformity with generally accepted accounting principles in an efficient and cost-effective manner. The Department maintains efficiency through frequent monitoring of procedures for improvements to allow it to absorb the continually increasing volume of transactions, information requests and reporting requirements. Fiscal responsibility is advanced through increased efficiency and operating and debt cost reductions as well as maximization of revenues. Funds are disbursed to County vendors and employees in compliance with laws, regulations, the budget ordinance and County policy. The department bills certain accounts receivable and invests County funds in accordance with state laws and county investment policy to maximize returns within the parameters of preserving principal and maintaining necessary liquidity. Financial analysts review and approve grant reports in order to maximize the County's financial resources. Finance prepares the County's Comprehensive Annual Financial Report and the annual financial report for the Local Government Commission which are important means of communication and provide transparency on County finances. Official Statements are prepared on an as needed basis for bond issues to communicate additional up-to-date information about the County to potential investors.

## **FY 2016 GOALS & OBJECTIVES**

- Contract for the services of a Municipal Advisor to meet new bond issue requirements.
- Effective management of debt through the utilization of bond anticipation notes and/or successful bond issuance including a refunding if savings opportunities are considered adequate under then market conditions. (Municipal Advisor and LGC recommended)
- Identify potential problem areas under the new metrics employed by the ratings agencies and be prepared to address during the ratings process.
- Fill open positions to mitigate risks related to continuity of operations with management-level staff through cross training; responsibilities include Finance Director, Risk Manager, Accounting Manager, Cash & Debt Manager, Financial Reporting Manager and Sr. Finance Business Analyst. Other related open positions to fill include Deputy Finance Director, Finance Business Analyst and a Risk Management position.
- Implement new accounting and reporting requirements of the Governmental Accounting Standards Board and/or Local Government Commission. (FY2015 includes new pension reporting requirements)

## **FY 2016 ADOPTED BUDGET HIGHLIGHTS**

- The Finance Department budget is \$115,078 higher than last year. In prior years, the department postponed the filling of several key vacancies. These positions are expected to be filled in FY 2015-16 and the budget has been adjusted to reflect a full complement of staff.
- The primary non-personnel increases are in professional services which increased by \$1,000 for the annual audit and \$600 for professional dues and memberships.

## **FY 2015 SIGNIFICANT ACCOMPLISHMENTS**

- Maintained a “triple A” rating with a stable outlook from all three rating agencies on all general obligation bonds.
- Maintained a high level of productivity per employee in all department functions.
- Finalized testing of updates to version 10 of the Lawson financial system and rolled out the update County-wide.
- Continued to manage School and Community College capital cash needs without long term bond financing to further minimize future debt peaks.

## KEY PERFORMANCE MEASURES

	FY14 Actual	FY15 Estimated	FY16 Projected	FY17 Projected	Target
Awarded the Certificate of Achievement for Excellence in Financial Reporting from GFOA	YES	YES	YES	YES	YES
GO Bond Rating evaluation from bond rating agencies	AAA	AAA	AAA	AAA	AAA
# of basis points (excluding bond funds) over/under average annual trust yield	28	32	32	35	40
# of vouchers and checks processed per accounts payable employee	22,288	20,400	21,000	21,000	21,000
# of checks and deposit advices per payroll employee (based on current bi-weekly payroll)	32,100	34,000	34,000	34,000	34,000
# of account receivable statements and payments per accounts receivable employee	24,000	24,500	24,500	24,500	24,500

## FUTURE ISSUES

- Gradual improvement in the economy has both the Federal Open Market Committee and the financial markets anticipating an increase in interest rates. While a rise in rates will help future investment returns, the current environment provides challenges both for investment of idle cash relative to extending maturities, and issuance of debt to take advantage of short-term opportunities without waiting too late to lock in current favorable long-term rates.
- The County's unfunded actuarial liability for non-retirement post-employment benefits (OPEB) amounts to almost \$142 million and the annual contribution to fund this liability is in excess of \$13 million, down significantly from the previous actuarial valuation amounts of \$246 million and \$23 million, respectively. (The County's current annual contribution is equal to the current year's cost of health insurance benefits for qualified retirees on a pay-as-you-go basis.) The issue of funding OPEB has been significantly improved with the provision of a fully insured Medicare advantage plan that removed the future claims liability of Medicare-eligible retirees from the self-funded plan. However, selection of an appropriate funding regimen in a tight budgetary environment will continue to present a challenge for the next several years as the \$2 million additional contribution to the pension trust fund was discontinued in FY2014.
- The department will maintain spending at a prudent level in the face of uncertain revenue streams, which will require increased scrutiny of the County's finances. Important revenue sources, such as sales tax, are continually monitored, as are more than 180 state and federal grants as the Finance Department seeks to maximize and project major revenue sources.

- Testing / implementing various systems/upgrades and continuing matters relating to the County's new tax system will place additional strain on our staff of business analysts, financial analysts and accounting manager. Heavily involved in numerous system implementations and upgrades in recent years, these individuals continue to have ongoing responsibilities in addition to lending support to these projects. Finance already supports six major application systems, more than any other County department, with the Lawson application now encompassing most of the County's major financial subsystems.
- The increasing burden created by new issues of authorized general obligation debt will continue to strain the County's resources for the next several years. The increase in the debt service budget has more than outweighed cost-cutting efforts in all other areas combined. Structuring future issues to minimize the budgetary impact of increased debt while providing for fiscally prudent amortization of the County's long-term obligations will be a challenge for the foreseeable future. The \$50 million privately placed General Obligation Bond Anticipation Note drawdown program initiated by Finance this past year is another tool now available to help meet this challenge.
- Finance's management and other high level staff are approaching retirement. While Finance has "done more with less" as requested by the Boards during the recent economic downturn, we have done so at some risk. Finance plans to mitigate risks related to continuity of operations by filling open positions and cross training duties and responsibilities where these risks lie. A side benefit to the cross training will include an expectation to recommend changes to policies and procedures that can improve efficiencies of our operations.

# HUMAN RESOURCES

John Dean, Director

201 South Greene St, PO BOX 3427, Greensboro, NC 27402 (336) 641-3224

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** *Be an Efficient, Effective and Responsive Government*

**PRIORITY:** *Invest in the development of a high performing, engaged workforce.*



## BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Administration	1,602,071	1,628,317	1,648,986	1,662,709	34,392	2.1%	1,711,032
Other/Retiree Insurance	6,236,270	7,128,226	5,612,576	6,181,740	-946,486	(13.3%)	6,181,740
<b>Human Resources</b>	<b>7,838,341</b>	<b>8,756,543</b>	<b>7,261,562</b>	<b>7,844,449</b>	<b>-912,094</b>	<b>(10.4%)</b>	<b>7,892,772</b>
<b>EXPENSE</b>							
Personnel Services	7,640,883	8,579,391	7,109,342	7,649,305	-930,086	(10.8%)	7,692,620
Supplies & Materials	10,555	14,000	10,650	15,492	1,492	10.7%	15,500
Other Services & Charges	186,903	163,152	141,570	179,652	16,500	10.1%	184,652
<b>Total Expense</b>	<b>7,838,341</b>	<b>8,756,543</b>	<b>7,261,562</b>	<b>7,844,449</b>	<b>-912,094</b>	<b>(10.4%)</b>	<b>7,892,772</b>
<b>REVENUE</b>							
Miscellaneous Revenues	58,591	0	0	58,591	58,591	0.0%	58,591
<b>Total Revenue</b>	<b>58,591</b>	<b>0</b>	<b>0</b>	<b>58,591</b>	<b>58,591</b>	<b>0.0%</b>	<b>58,591</b>
<b>County Funds</b>	<b>7,779,751</b>	<b>8,756,543</b>	<b>7,261,562</b>	<b>7,785,858</b>	<b>-970,685</b>	<b>(11.1%)</b>	<b>7,834,182</b>
<b>Positions</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>0</b>	<b>0.0%</b>	<b>18</b>

## DEPARTMENTAL PURPOSE

The Human Resources Department provides a variety of personnel management services in the following areas: Recruitment, Employee Relations, Training, Classification and Compensation, Benefits, and HRMS. The department is responsible for ensuring the County's compliance with various state and federal laws, the development and monitoring of the annual Health Care Budget, review and processing of various HR/Payroll transactions, maintenance of required personnel records, and creating and analyzing statistical reports for the County Commissioners, media, and departments. The budget for this department also contains the County's share of the group insurance premium expense for retirees enrolled under the County's Retiree Health Insurance Program.

## FY 2016 GOALS & OBJECTIVES

- Revise personnel regulations.
- Develop county-wide training initiative on various topics including customer service, leadership, and supervisory skills.
- Reintroduce popular pre-retirement seminar for employees considering retirement.

- Expand wellness opportunities, utilizing funds available from United Healthcare for this purpose.
- Engage consultant to perform and complete a dependent audit for the health plan.

#### **FY 2016 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2016 budget decreases county funding for Human Resources by \$912,094 or 10.4%. The decrease is largely due to the FY15 adopted budget including funds for the countywide compensation study that was conducted by the Piedmont Triad Regional Council last year. These funds were distributed to the appropriate department budgets over the course of the 2015 fiscal year.
- The 2016 operating budget has increased by \$34,392 or 2.1%. The increase represents HR's enhancement of the Training and Development function, which includes providing more training opportunities for county employees. The budget also includes funding for the biannual audit of the county's healthcare plan.
- The 2016 revenue budget for Human Resources remains unchanged, reflecting a stable projection of health savings forfeitures.

#### **FY 2015 SIGNIFICANT ACCOMPLISHMENTS**

- Implemented Piedmont Triad Regional Council (PTRC) recommendations regarding compensation analysis.
- Designed, implemented, communicated and managed new Halogen Performance Management System.
- Aligned performance review timeline and merit increase payout to one common date to improve efficiency.
- Contracted with benefit consultant and negotiated a 3-year administrative services agreement with UHC resulting in an 11.3% decrease in fixed costs for the next 3 years.
- Prepared formal Equal Employment Opportunity (EEO) plan for Guilford County.
- Revamped new employee orientation to make process more concise and relevant.
- Staffed a formal training division in County's Human Resource Department.
- Filled all director-level vacancies in County.



## KEY PERFORMANCE MEASURES

	FY14 Actual	FY15 Estimated	FY16 Projected	FY17 Projected	Target
Review all county positions for internal equity and evaluate each salary offer for internal equity on an ongoing basis.	100%	100%	100%	100%	100%
Process and administer disciplinary actions and complaints allegations	95%	100%	100%	100%	100%
Post 100% of vacancies within 2 business days	100%	100%	100%	100%	100%
Achieve KRONOS supervisor training satisfaction level at 95% or higher	96%	96%	96%	96%	95%
Conduct benefit enrollment and timekeeping training	100%	100%	100%	100%	100%
Increase participation in online health risk assessments	1%	25%	40%	50%	60%
Complete and return 100% of market survey requests	100%	100%	100%	100%	100%
Complete performance evaluations by established due dates	N/A	99%	99%	99%	99%

## FUTURE ISSUES

- Redesign wellness rewards program.
- Participate in major Lawson and Kronos system upgrades.
- Design and implement enhanced performance evaluation system/process.
- Review County Personnel Regulations and propose changes as needed.
- Evaluate and implement Affordable Care Act provisions as required.

# INTERNAL AUDIT

Deborah Alston, Director

201 S. Greene St., P.O. Box 3427, Greensboro, NC 27401 (336) 641-3242

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** *Be an Efficient, Effective and Responsive Government*  
**PRIORITY:** *Fiscally responsible & sustainable operation.*



## BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Internal Audit	481,293	511,337	511,339	502,883	-8,454	(1.7%)	517,055
<b>Internal Audit</b>	<b>481,293</b>	<b>511,337</b>	<b>511,339</b>	<b>502,883</b>	<b>-8,454</b>	<b>(1.7%)</b>	<b>517,055</b>
<b>EXPENSE</b>							
Personnel Services	471,547	497,633	497,633	484,370	-13,263	(2.7%)	497,938
Supplies & Materials	2,246	3,949	3,701	3,324	-625	(15.8%)	3,925
Other Services & Charges	7,500	9,755	10,005	15,189	5,434	55.7%	15,192
<b>Total Expense</b>	<b>481,293</b>	<b>511,337</b>	<b>511,339</b>	<b>502,883</b>	<b>-8,454</b>	<b>(1.7%)</b>	<b>517,055</b>
<b>County Funds</b>	<b>481,293</b>	<b>511,337</b>	<b>511,339</b>	<b>502,883</b>	<b>-8,454</b>	<b>(1.7%)</b>	<b>517,055</b>
<b>Positions</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>0.0%</b>	<b>5</b>

## DEPARTMENTAL PURPOSE

The Internal Audit Department serves the citizens of Guilford County by providing consulting and audit services that help County government reduce risk with proper internal controls and promote responsibility and accountability through the efficient use of resources to achieve results in a responsive and effective manner. Department focus areas include improving the effectiveness and responsiveness of service delivery through streamlining processes; reducing or avoiding costs, including through partnerships to achieve economies of scale; examining and recommending internal controls as services are merged, consolidated or changed; and ensuring new technologies are used to the fullest extent possible across departments.

## FY 2016 GOALS & OBJECTIVES

- Increase number of audits performed and conduct more audits identified through risk assessments.
- Increase efficiency and effectiveness of audit work through automated solutions.
- Enhance staff skills and knowledge with an emphasis on information technology and systems.
- Increase number of operational audits and internal control reviews of cash handling locations.

- Increase focus on fraud detection and revenue enhancement.

#### **FY 2016 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2016 budget reflects an overall budget decrease of slightly over \$8,454 or 1.7% due primarily to a reduction in supplies and materials costs, as well as salary savings from staff turnover.
- Personnel expenses continue to comprise the majority of the budget at approximately 96% of the department's total expenditures. The requested budget contains a decrease of \$13,263 or 2.7% in personnel while still funding all budgeted positions including the currently vacant Information Technology Auditor position.
- Other Services & Charges has increased by \$5,434 or 55.7% over previous year due primarily to the addition of \$4,190 for increased participation in professional trainings and conferences by department staff.

#### **FY 2015 SIGNIFICANT ACCOMPLISHMENTS**

- Internal Audit continues to manage Guilford County's Fraud Hotline. An employee fraud hotline is required by the 2007 Deficit Reduction Act. The County's Fraud Hotline is now available to the general public through the Guilford County website.
- Internal Audit assisted the County's external auditors with the Annual Single Audit of grants from state and federal sources. This work included preparation of control process documentation for all grants audited.
- Increased consulting engagements at the request of departments.
- Increased the number of special projects for County Management.
- Increased the number of internal control reviews and cash audits.
- Improved internal controls and enhanced revenue at High Point Parking Deck.
- Improved internal processes for handling petty cash throughout the County and enhanced sales tax reimbursement by requiring use of petty cash funds to make purchases rather than use of personal debit/credit cards.

## KEY PERFORMANCE MEASURES

	FY14 Actual	FY15 Estimated	FY16 Projected	FY17 Projected	Target
Recommendations accepted and implemented by departments	94%	95%	95%	95%	95%
Performance audit reports prepared and issued	8	13	8	8	8
Compliance audits completed	25	20	20	20	20
Data Internal Control Evaluations	4	4	4	4	4
Cash Audits and Internal Control Reviews	n/a	10	10	10	10

## FUTURE ISSUES

Data integrity and data security have increased in importance for the County. Recently installed systems, plans for enhanced technological capabilities, and outsourcing of applications require documentation and verification of new automated processes and controls. With the addition of an Information Service auditor, Internal Audit will be able to provide this much needed service.

# PURCHASING

Bonnie Stellfox, Director

301 West Market St, PO BOX 3427, Greensboro, NC 27402 (336) 641-3226

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** *Be an Efficient, Effective and Responsive Government*

**PRIORITY:** *Performance and efficiency; fiscally responsible & sustainable operation.*



## BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Administration	354,079	386,179	390,496	397,236	11,057	2.9%	406,877
Property and Other	2,157	2,250	1,015	1,800	-450	(20.0%)	1,800
<b>Purchasing</b>	<b>356,236</b>	<b>388,429</b>	<b>391,511</b>	<b>399,036</b>	<b>10,607</b>	<b>2.7%</b>	<b>408,677</b>
<b>EXPENSE</b>							
Personnel Services	337,160	363,819	363,819	377,897	14,078	3.9%	388,057
Supplies & Materials	8,135	2,915	4,672	3,960	1,045	35.8%	3,950
Other Services & Charges	10,940	21,695	23,020	17,179	-4,516	(20.8%)	16,671
<b>Total Expense</b>	<b>356,236</b>	<b>388,429</b>	<b>391,511</b>	<b>399,036</b>	<b>10,607</b>	<b>2.7%</b>	<b>408,677</b>
<b>County Funds</b>	<b>356,236</b>	<b>388,429</b>	<b>391,511</b>	<b>399,036</b>	<b>10,607</b>	<b>2.7%</b>	<b>408,677</b>
<b>Positions</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>0.0%</b>	<b>5</b>

## DEPARTMENTAL PURPOSE

The Purchasing Department's primary purpose is to obtain the necessary commodities and services required by the County and its departments on a best-value basis including quality, service and price. Purchasing fulfills this purpose by dealing with every supplier in an open, transparent, above board, fair, equal, responsive, businesslike and competitive manner. The procurement procedures adhere to the North Carolina General Statutes and Guilford County Purchasing Policies. Purchasing solicits bids for search using informal and formal bid processes, and the RFP and RFQ processes by utilizing our electronic bidding known as Strategic Sourcing. The Department encourages diversity through its Minority and Women Owned Business Enterprise Program (MWBE) that encourages and assists MWBE vendors to participate in the bidding process, and addresses any questions or concerns suppliers may have with the vendor registration and the bidding process. We work together to foster open communication at all organizational levels, and emphasize collaboration and sharing of ideas to achieve common goals. We hold ourselves accountable for delivering everyday excellence to our colleagues, customers and community. We promote a creative environment where employees fearlessly and enthusiastically search for new ways to improve processes and our everyday work.

## FY 2016 GOALS AND OBJECTIVES

- Increasing GOVDEAL sales to generate increase in revenue for the County by working with departments to increase knowledge of available services and sale procedures.

- Provide minorities and women equal opportunity to participate in all aspects of Guilford County's contracting and purchasing programs.
- Work with departments to encourage 30 day award turnaround for Strategic Sourcing Bid Events.

### **FY 2016 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2016 Purchasing budget has increased by \$10,607 as a result of being fully staffed and a small increase in Supplies and Materials.
- The FY 2016 budget both allocates additional funding and realigns existing funds from other areas to increase the overall capacity of the Minority and Women Owned Business Enterprise Program for outreach and informational sessions for these vendors as requested by the Board of Commissioners.

### **FY 2015 SIGNIFICANT ACCOMPLISHMENTS**

- Utilized GOVDEALS to sell surplus property and county assets, resulting in actual revenues of \$197,212.10 in FY14 and projected revenues of \$235,212.10 in FY15.
- Upgraded Strategic Sourcing software with required testing and completion as required for implementation for FY2014. Estimated project time frame 04-24-15.
- Reduced paper consumption by transmitting Purchase Orders electronically by either email or fax – continually looking at ways to transmit Purchase orders electronically.
- Managed the Guilford County GOGAS/WEX Fleet Fuel Card program which has approximately 1,696 drivers with an estimated 697 active fuel cards, totaling an average annual purchase of \$1,437,629 in FY14 with FY15 purchases projected to be \$1,039,260.00 or decrease \$398,369.00 due to price of fuel dropping.
- Conducted outreach efforts within the community to include MWBE efforts, encouraging vendor participation in the bidding process, addressing community concerns.

### **KEY PERFORMANCE MEASURES**

	<b>FY14 Actual</b>	<b>FY15 Estimated</b>	<b>FY16 Projected</b>	<b>FY17 Projected</b>	<b>Target</b>
Number of requisitions received	5,809	5,901	5,950	6,000	demand
Number of purchase orders processed	5,809	5,901	5,950	6,000	demand
Number of informal bid proposals	28	31	24	25	demand
Number of formal bid proposals	21	26	26	26	demand
Number of RFPs	15	18	14	14	demand

Number of contracts awarded-Strategic Sourcing	43	47	48	48	50
Number of contracts awarded via competitive bidding process	75	78	86	90	90
Active contracts managed per FTE	236	243	241	240	240
Percent of procurement dollars award to MWBE vendors	19%	20%	10%	10%	12%
Total number of vendors managed	2,889	2,931	4,610	4,610	demand
Percent of MWBE vendors of total vendors	37%	38%	32%	32%	30%
Dollar value of items sold on GovDeals and other auctions	197,212	235,212	273,000	300,000	300,000
Total number of GOGAS FLEET FUEL CARDS managed by Purchasing	725	751	700	700	demand
Total number of Guilford County Drivers Information for GOGAS Fleet Fuel Card Program managed by Purchasing	1,625	1,650	1,725	1,725	1,725

## FUTURE ISSUES

- The Purchasing and Finance Departments will be implementing the Procurement Card Program. The Procurement Card program will allow departments to purchase goods/services from approved vendors within certain parameters and in emergency situations. Working with Bank of America to set up a kick-off call to move this program forward. Bank of America has assigned a Project Manager to Guilford County.
- In conjunction with the Legal Department, Purchasing will provide training to Department Directors and designated employees on RFP's, Formal, and Informal Bids processes. Work with Legal Department in supporting the commodity and service contracting process.

# REGISTER OF DEEDS

Jeff L. Thigpen, Register of Deeds 201 South Eugene St. P.O. Box 3427, Greensboro, NC 27402 (336) 641-7556

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** *Be an Efficient, Effective and Responsive Government*  
**PRIORITY:** *Responsive governance & stewardship.*



## BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Greensboro	1,614,838	1,631,008	1,661,010	1,672,189	41,181	2.5%	1,714,457
High Point	200,206	204,142	224,144	223,798	19,656	9.6%	228,262
Automation Enhance & Preservtn	237,520	432,991	432,991	303,464	-129,527	(29.9%)	304,320
<b>Register of Deeds</b>	<b>2,052,564</b>	<b>2,268,141</b>	<b>2,318,145</b>	<b>2,199,451</b>	<b>-68,690</b>	<b>(3.0%)</b>	<b>2,247,039</b>
<b>EXPENSE</b>							
Personnel Services	1,695,081	1,696,780	1,749,280	1,763,440	66,660	3.9%	1,810,405
Supplies & Materials	194,672	299,500	98,902	101,677	-197,823	(66.1%)	101,675
Other Services & Charges	162,811	271,861	412,600	334,334	62,473	23.0%	334,959
Capital	0	0	57,363	0	0	0.0%	0
<b>Total Expense</b>	<b>2,052,564</b>	<b>2,268,141</b>	<b>2,318,145</b>	<b>2,199,451</b>	<b>-68,690</b>	<b>(3.0%)</b>	<b>2,247,039</b>
<b>REVENUE</b>							
Taxes	2,019,417	1,900,000	1,900,000	2,050,000	150,000	7.9%	2,050,000
Licenses and Permits	82,550	79,350	79,350	82,008	2,658	3.3%	82,000
Charges for Services	1,683,973	1,675,313	1,675,313	1,572,157	-103,156	(6.2%)	1,572,148
Appropriated Fund Balance	485,837	200,000	200,000	70,041	-129,959	(65.0%)	70,905
Miscellaneous Revenues	603,237	576,960	576,960	603,357	26,397	4.6%	603,362
<b>Total Revenue</b>	<b>4,875,014</b>	<b>4,431,623</b>	<b>4,431,623</b>	<b>4,377,563</b>	<b>-54,060</b>	<b>(1.2%)</b>	<b>4,378,415</b>
<b>County Funds</b>	<b>-2,822,450</b>	<b>-2,163,482</b>	<b>-2,113,478</b>	<b>-2,178,112</b>	<b>-14,630</b>	<b>0.7%</b>	<b>-2,131,376</b>
<b>Positions</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>0</b>	<b>0.0%</b>	<b>25</b>

## DEPARTMENTAL PURPOSE & GOALS

The Register of Deeds preserves, maintains and provides public access to real estate and vital records in an effective manner in accordance with North Carolina General Statute. Real estate records processed and services regulated by NC General Statutes include Deeds, Deeds of Trust including Excise Taxes, Right of Way Plans, Cancellations of Deeds of Trust and Mortgages, Plats, and Acknowledgements. The office administers oaths of office for Notary Publics and processes a variety of notarial acts. Vital records processed and documents issued in accordance with NC General Statutes include Marriage Licenses, Certified copies of Birth, Death, and Marriage Certificates, Delayed Birth Certificates, Removal of Grave Certificates, Legitimations, Amendments, and Military Discharges.



## **FY 2016 GOALS & OBJECTIVES**

- Increase the map transactions and increase individual listings per employee along with the number of parcels per appraiser.
- Establish platform for customer email notification within 5 minutes when land records are filed in their name.
- Reduce in-office customers and reduce processing times for funeral home requests.
- Increase amount of information online to reduce calls, emails, and office visits.
- Reduce the number of checks, cash and employee processing of payments.

## **FY 2016 ADOPTED BUDGET HIGHLIGHTS**

- The Register of Deeds Expenditures have decreased by \$68,690 due to reductions in the Automation Fund supplies and materials. These expenses are funded by a portion of department revenues and fund balance that is restricted to support technology needs. A reduction in Automation Fund expenses also results in a reduction in the amount of restricted fund balance that is needed in FY 2015-16. This fund balance reduction is the primary reason the department's total revenues have been reduced by about \$54,000.
- The Register of Deeds Office plans to enhance the office website to make it more customer friendly
- Implementing a Guilford County Veterans discount program is another initiative that the Register of Deeds office is planning for the coming fiscal year
- Staff Training through ROD School and Advanced ROD School is also planned for the year

## **FY 2015 SIGNIFICANT ACCOMPLISHMENTS**

- The Customer Survey of Land and Vital Records Services was favorable
- Online Vital Records Requests and Payment
- Receiving Credit Cards in Office was promoted and accepted
- The Fraud Alert System was maintained and utilized
- ROD PC Hardware was upgraded
- ROD, Tax and GIS had a partnership for the new Pictometry/ChangeFinder program

## KEY PERFORMANCE MEASURES

	<b>FY14 Actual</b>	<b>FY15 Estimated</b>	<b>FY16 Projected</b>	<b>FY17 Projected</b>	<b>Target</b>
<b>Greensboro &amp; High Point offices</b>					
Real Estate Documents Processed	80,000	82,000	82,000	85,000	85,000
Vital Records Processed	69,500	69,500	69,500	75,500	75,500
<b>Automation</b>					
Cost per document recorded	\$14	\$14	\$14	\$16	\$16
Amount of revenue taken per employee	270,000	270,000	270,000	290,000	290,000
Percent of documents indexed without errors	98%	98%	98%	99%	99%

## FUTURE ISSUES

- Maintain up to date audits on Land Records for high indexing proficiency
- Potential increase in eRecording of Land Records based on CFPB regulations
- SB 2 Religious Recusal and FMLA requests on potential impact on daily operations

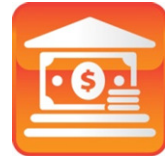
# TAX DEPARTMENT

Ben Chavis, Director

400 West Market St, PO BOX 3138, Greensboro, NC 27402 (336) 641-3362

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** *Be an Efficient, Effective and Responsive Government*  
**PRIORITY:** *Fiscally responsible & sustainable operation.*



## BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Greensboro	5,385,515	5,611,566	5,708,205	5,958,528	346,962	6.2%	5,936,004
<b>Tax</b>	<b>5,385,515</b>	<b>5,611,566</b>	<b>5,708,205</b>	<b>5,958,528</b>	<b>346,962</b>	<b>6.2%</b>	<b>5,936,004</b>
<b>EXPENSE</b>							
Personnel Services	3,958,480	4,015,902	4,110,902	4,275,868	259,966	6.5%	4,418,733
Supplies & Materials	49,113	121,825	38,933	211,608	89,783	73.7%	46,230
Other Services & Charges	1,377,922	1,473,839	1,558,370	1,471,052	-2,787	(0.2%)	1,471,041
<b>Total Expense</b>	<b>5,385,515</b>	<b>5,611,566</b>	<b>5,708,205</b>	<b>5,958,528</b>	<b>346,962</b>	<b>6.2%</b>	<b>5,936,004</b>
<b>REVENUE</b>							
Charges for Services	1,772,490	1,554,970	1,554,970	1,705,074	150,104	9.7%	1,705,070
Miscellaneous Revenues	51,381	25,576	25,576	25,500	-76	(0.3%)	25,500
<b>Total Revenue</b>	<b>1,823,871</b>	<b>1,580,546</b>	<b>1,580,546</b>	<b>1,730,574</b>	<b>150,028</b>	<b>9.5%</b>	<b>1,730,570</b>
<b>County Funds</b>	<b>3,561,643</b>	<b>4,031,020</b>	<b>4,127,659</b>	<b>4,227,954</b>	<b>196,934</b>	<b>4.9%</b>	<b>4,205,434</b>
<b>Positions</b>	<b>61</b>	<b>61</b>	<b>61</b>	<b>63</b>	<b>2</b>	<b>3.3%</b>	<b>63</b>

## DEPARTMENTAL PURPOSE

The Tax Department lists, appraises, and assesses real and personal property for taxation, and collects taxes due on these classifications of property; processes water and sewer assessments; collects hotel room occupancy taxes; intercepts state income tax refunds when appropriate to satisfy unpaid accounts due Guilford County; processes applications for tax relief and tax exemptions that may be granted under state law; maintains records of property ownership and detailed tax maps; and collects real and/or personal property taxes for the municipalities of Greensboro, High Point, Jamestown, Archdale, Sedalia, Summerfield, Oak Ridge, Burlington, Pleasant Garden, Whitsett, and Kernersville. The department also collects taxes for county fire districts and service districts.

## FY 2016 ADOPTED BUDGET HIGHLIGHTS

- The Tax Department's budget increased by \$346,962, or 6.2%. Major changes include:
  - Two new Real Property Appraiser positions (\$150,000) to list, classify, and appraise real property under the county's recently compressed five-year property revaluation cycle. The new positions will bring the number of property parcels handled per assessor closer to state recommendations. At time this document

was prepared, Guilford County = 17,300 parcels per appraiser, State Recommendation = 7,500 – 10,000 parcels per appraiser.

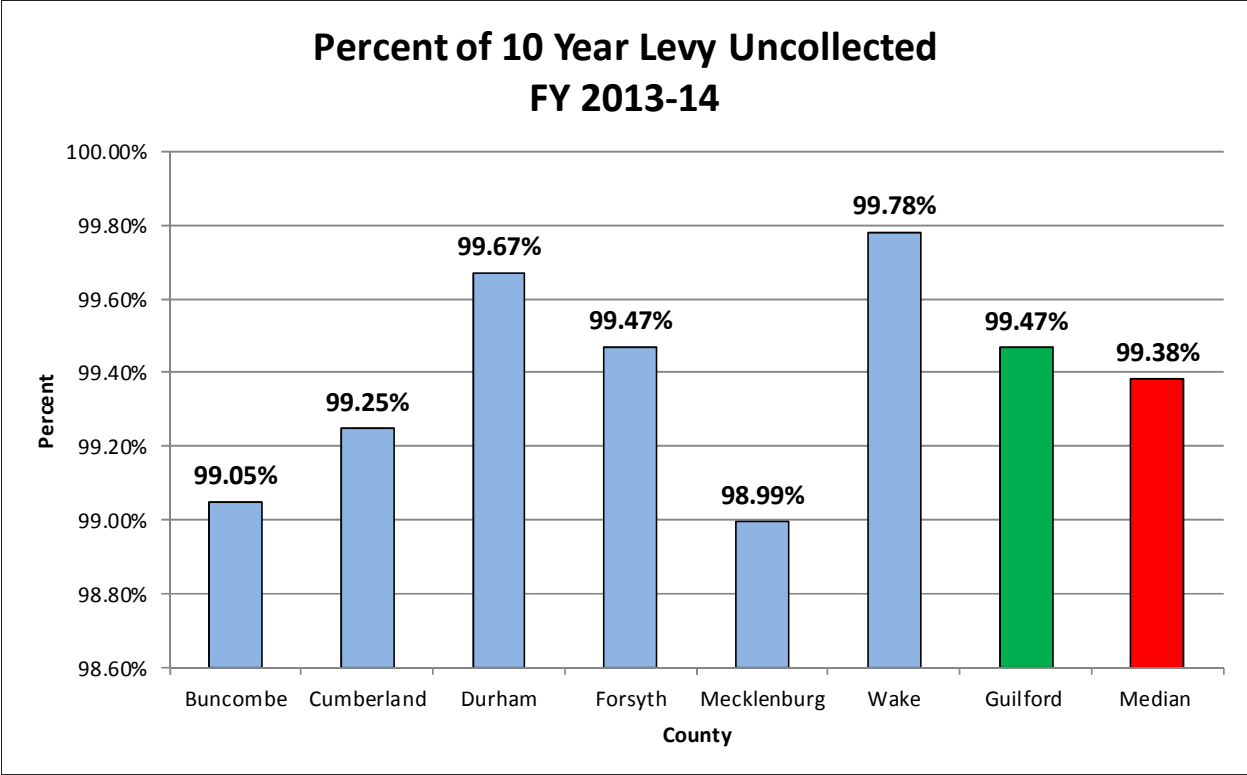
- \$165,000 is included in the Tax budget for the department’s share of the costs of the Pictometry and Changefinder software that will also be utilized by the Register of Deeds. (This is an increase of \$85,250 from the amount included in the FY 2014-15 budget.) This software will assist the department in discovering previously unlisted property in preparation of the next county revaluation. This funding completes the two year implementation plan for the project.
- The overall increased expense will be offset in part by an increase in revenue of \$150,000 from budgeting garnishments/collection fees closer to historical actual receipts.

**FY 2015 SIGNIFICANT ACCOMPLISHMENTS**

- Improved the combined tax collection rate over prior fiscal year.
- Implemented planning and data gathering stages of 2017 Real Property Revaluation.
- Maintained a +99% call handling ratio in the Tax Collection call center.
- Incorporated Julian and Southeast Fire Protection Service Districts as new tax districts.

**KEY PERFORMANCE MEASURES**

	<b>FY14 Actual</b>	<b>FY15 Estimated</b>	<b>FY16 Projected</b>	<b>FY17 Projected</b>	<b>Target</b>
County funding per \$1,000 tax dollars collected	\$10.63	\$11.35	\$11.35	\$11.35	\$12.35
Percent of current year tax levy collected	98.52%	99.00%	99.80%	99.80%	99.80%
Number of customer calls taken per customer representative per day	100	100	100	100	150



**FUTURE ISSUES**

- Re-new collection agreements with county’s municipalities.
- Continue data gathering stage of 2017 Real Property.
- Continue to create efficiencies and opportunities for expanded customer service improvements in Collection Division.
- Test, debug, and implement new Denali CAMA real property listing and appraisal system.
- Implement Pictometry and Changefinder Real Property Discovery system.
- Capture street level imagery for improved real property.



# Education

Although public education is primarily a responsibility of the state, all counties are required to fund a portion of the operating and capital expenses for local public school and community college systems. Most counties, including Guilford County, provide funding above and beyond the legal mandates. This additional funding is used to pay for local enhancements, such as extra teaching positions to reduce class sizes, teacher and staff salary supplements, and other programs and services in response to unique local needs.

Education expenditures support:

- Guilford County Schools
- Debt Service for Education Facilities
- Guilford Technical Community College
- Other capital expenditures

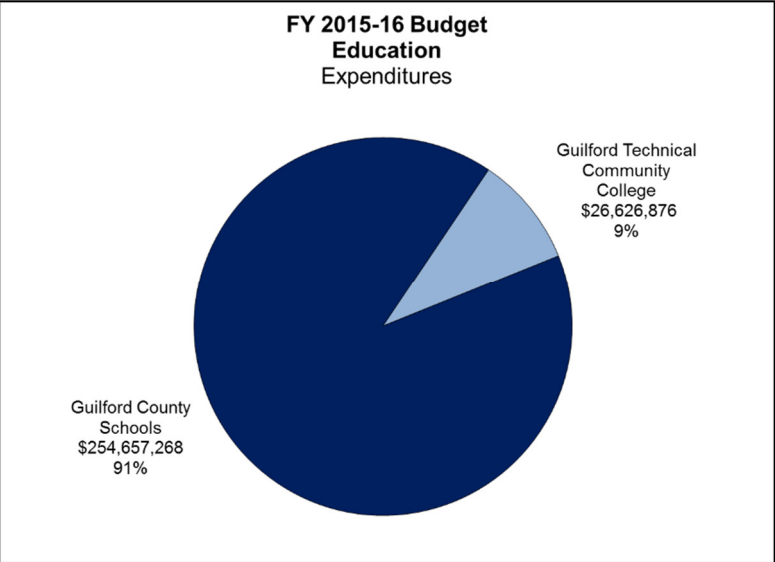
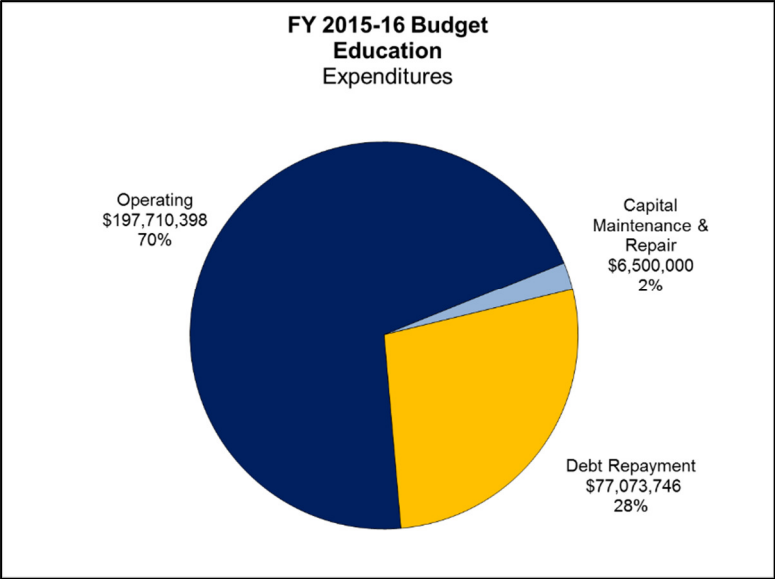
### Expenditures

The FY 2015-16 Adopted Budget includes approximately \$283 million for Education and Education Debt Repayment, an increase of \$9,639,866. Education, including repayment of facility debt for the Guilford County Schools (GCS) and Guilford Technical Community College (GTCC), is Guilford County’s largest expenditure, accounting for 48.2% of total general fund expenditures.

The FY 2015-16 Budget increases **operating funding for GCS by \$4 million and for GTCC by \$1,052,310**. For GCS, this appropriation increases the County’s projected per pupil funding from \$2,340 to \$2,373.

The budget also includes capital maintenance and repair allocations of \$5 million for GCS and \$1.5 million for GTCC.

Education-related **debt repayment** is expected to increase by \$3,357,556 in FY 2015-16. This represents the payments on existing and planned



issues of voter-approved debt and Qualified School Construction Bonds approved by the Board of Commissioners for school and community college capital needs. Debt repayment for future school and community college needs is expected to increase by approximately \$6.3 million in FY 2016-17. For more information on existing and future bond issues is included in the Debt Service section of this document.

## Revenues

Most (98%) Education expenditures are funded with general county revenues. The County expects to receive \$4.8 million from the state education lottery. These funds must be used for the capital and/or debt service needs of the Guilford County School System.

A portion of the debt used for school needs was authorized under the American Recovery and Reinvestment Act (ARRA). As a result, the County receives a “rebate” (\$2.2 million) based on the cost of repaying ARRA-related debt.

	FY14 Actual	FY15 Adopted	FY15 Amended	FY16 Adopted	vs. FY15 Adopted		FY17 Plan
					\$ chg	%chg	
<b>Guilford County Schools (GCS)</b>							
Operating Expenses	\$177,130,398	\$179,360,398	\$179,360,398	\$183,360,398	\$4,000,000	2.2%	\$183,360,398
Capital Maintenance	\$2,000,000	\$3,770,000	\$3,770,000	\$5,000,000	\$1,230,000	32.6%	\$5,000,000
Debt Repayment	\$57,584,492	\$64,440,207	\$64,451,760	\$66,296,870	\$1,856,663	2.9%	\$73,025,175
<b>Total</b>	<b>\$236,714,890</b>	<b>\$247,570,605</b>	<b>\$247,582,158</b>	<b>\$254,657,268</b>	<b>\$7,086,663</b>	<b>2.9%</b>	<b>\$261,385,573</b>
<b>Guilford Technical Community College (GTCC)</b>							
Operating Expenses	\$12,397,690	\$13,297,690	\$13,297,690	\$14,350,000	\$1,052,310	7.9%	\$14,350,000
Capital Maintenance	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$0	0.0%	\$1,500,000
Debt Repayment	\$11,586,784	\$11,138,544	\$11,139,430	\$10,776,876	(\$361,668)	-3.2%	\$12,316,370
<b>Total</b>	<b>\$25,484,474</b>	<b>\$25,936,234</b>	<b>\$25,937,120</b>	<b>\$26,626,876</b>	<b>\$690,642</b>	<b>2.7%</b>	<b>\$28,166,370</b>
<b>Total Education</b>	<b>\$262,199,364</b>	<b>\$273,506,839</b>	<b>\$273,519,278</b>	<b>\$281,284,144</b>	<b>\$7,777,305</b>	<b>2.8%</b>	<b>\$289,551,943</b>
<b>Sources of Funds</b>							
Federal & State Funds							
Lottery Funds	\$ 4,799,500	\$ 4,799,500	\$ 4,799,500	\$ 4,799,500	\$0	0.0%	\$ 4,799,500
American Rec/Reinvest Act	\$ 2,142,202	\$ 2,124,747	\$ 2,124,747	\$ 2,157,328	\$32,581	1.5%	\$ 2,157,328
County Funds	\$ 255,257,662	\$ 266,582,592	\$ 266,595,031	\$ 274,327,316	\$7,744,724	2.9%	\$ 282,595,115
<b>Sources of Funds</b>	<b>\$ 262,199,364</b>	<b>\$ 273,506,839</b>	<b>\$ 273,519,278</b>	<b>\$ 281,284,144</b>	<b>\$7,777,305</b>	<b>2.8%</b>	<b>\$ 289,551,943</b>

\* FY 2013-14 funding for capital maintenance came from County Building Construction Fund Reserves of \$1 million and \$1 million of "new" money from the General Fund. Because reserve funding is no longer available in the Construction Fund, the county must allocate \$ 2 million of "new" money to maintain the recommended level of capital maintenance expenditure in FY 2014-15 (\$1 million of reserves no longer available plus an increase of \$1 million for FY 2014-15).

\* FY 2013-14 funding for capital maintenance came from County Building Construction Fund Reserves totaling \$1.5 million. Because this level of reserve funding is no longer available in the Construction Fund, the county must allocate "new" money to maintain the current level of capital maintenance expenditure in FY 2014-15.



# EDUCATION

# Guilford County Schools

Maurice "Mo" Green, Superintendent

712 North Eugene Street, Greensboro, NC 27401 336-870-8100

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** Sustainable Economic Development and Growth  
**PRIORITY:** Support a high quality of education and schools.

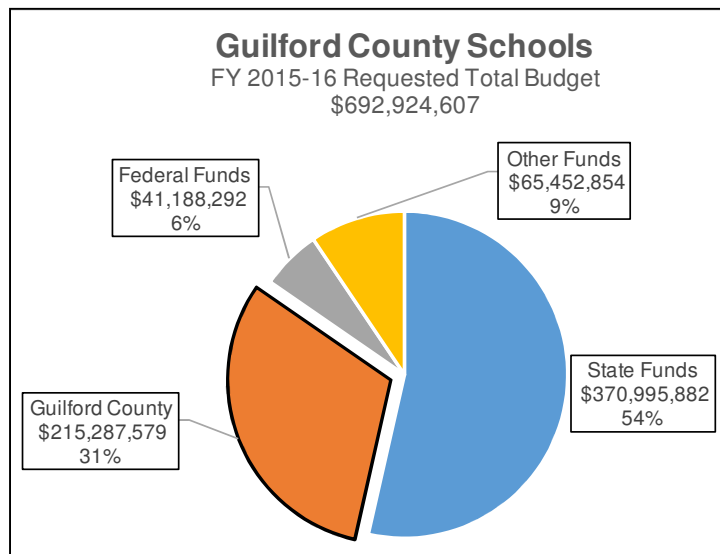


## BUDGET SUMMARY

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted	\$ Change	% Change	FY 2017 Plan
<b>Guilford County Schools</b>							
Operating Expenses	\$177,130,398	\$179,360,398	\$179,360,398	\$183,360,398	\$4,000,000	2.23%	\$183,360,398
Capital Maintenance	\$1,000,000	\$3,770,000	\$3,770,000	\$5,000,000	\$1,230,000	32.63%	\$5,000,000
Debt Repayment	\$57,584,492	\$64,440,207	\$64,451,760	\$66,296,870	\$1,856,663	2.88%	\$73,025,175
<b>Total</b>	<b>\$235,714,890</b>	<b>\$247,570,605</b>	<b>\$247,582,158</b>	<b>\$254,657,268</b>	<b>\$7,086,663</b>	<b>2.86%</b>	<b>\$261,385,573</b>
<b>Sources of Funds</b>							
Federal & State Funds							
<i>Lottery Funds</i>	\$4,799,500	\$4,799,500	\$4,799,500	\$4,799,500	\$0	0.00%	\$4,799,500
<i>American Rec/Reinvest Act</i>	\$1,816,741	\$1,831,543	\$1,801,938	\$1,829,569	-\$1,974	-0.11%	\$1,829,569
County Funds	\$229,098,649	\$240,939,562	\$240,980,720	\$248,028,199	\$7,088,637	2.94%	\$254,756,504
<b>Total</b>	<b>\$235,714,890</b>	<b>\$247,570,605</b>	<b>\$247,582,158</b>	<b>\$254,657,268</b>	<b>\$7,086,663</b>	<b>2.86%</b>	<b>\$256,586,073</b>

## DEPARTMENTAL PURPOSE

Although public education is primarily a responsibility of the state, all counties are required to fund a portion of the operating and capital expenses for local public school systems. Most counties, including Guilford County, provide funding above and beyond the legal mandates. This additional funding is used to pay for local enhancements, such as extra teaching positions to reduce class sizes, teacher and staff salary supplements, and other programs and services in response to unique local needs. Please see the Guilford County Schools website at <http://www.gcsnc.com/> for more details about the school system and its services.



The Superintendent must present a recommended budget to the Board of Education by May 1<sup>st</sup> of each year. The Board of Education must present its formal request budget to the county by

May 15<sup>th</sup> of each year. The Board of Education requested a total of \$215,287,579 from Guilford County -- \$205,287,579 for operating expenses and \$10 million for capital needs (see pie chart above). More detail about this request is available on the Guilford County Schools' website at [www.gcsnc.com](http://www.gcsnc.com).

### FY 2016 ADOPTED BUDGET HIGHLIGHTS

- The FY 2016 Adopted Budget increases operating funding for the Guilford County Schools by \$4 million or 2.23% to a total of \$183,360,398. This appropriation increases the County's per pupil funding from \$2,340 to \$2,373.
- A total of \$5 million is included for capital outlay for the Guilford County School System – an increase of \$1.23 over the FY 2014-15 budget.

County Allocation for Guilford County Schools				
	FY 2014-15	FY 2015-16		
	Adopted Budget	Recommended Change	Adopted Budget	% Change
Operating Funds	\$ 179,360,398	\$ 4,000,000	\$ 183,360,398	2.23%
Capital Maintenance & Repair Funds	\$ 3,770,000	\$ 1,230,000	\$ 5,000,000	32.63%
	<b>\$ 183,130,398</b>	<b>\$ 5,230,000</b>	<b>\$ 188,360,398</b>	<b>2.86%</b>
Student Population - GCS + Charter	76,640		77,274	0.83%
Per Pupil Operating Allocation	\$ 2,340		\$ 2,373	1.40%

# GUILFORD COUNTY SCHOOLS

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## Superintendent's Recommended 2015-16 Budget

**ACHIEVING  
EDUCATIONAL  
EXCELLENCE**

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## BOARD OF EDUCATION

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“Education is more than a luxury; it is a responsibility that society owes itself.”

– Robin Cook



# LETTER FROM THE SUPERINTENDENT

March 24, 2015

Dear Guilford County Board of Education Members:

After years of managing significant budgetary challenges, my budget recommendation for the 2015-16 fiscal year is to seek adequate funding to support the academic, social and emotional growth of all of our students. That recommendation includes requested increases from the Guilford County Commission of approximately \$25.9 million for operating expenses and \$10 million for capital outlay expenses.



In each of the past six years, we have gone through a thoughtful and deliberate budgeting process. We approached budget development in a conservative and fiscally prudent manner. That approach has caused us to make millions of dollars of cuts and redirections at the very outset of the budgeting process. Those adjustments have occurred at every school house and central office division. Our focus has been on becoming more efficient with more limited resources and, for the first few years of my tenure, this has limited our requests for additional resources.

The Board of Education has, with some notable exceptions, generally adopted my recommendations. Unfortunately, the school board has not been rewarded for these efforts. Rather, the board has been asked to make even more cuts than those already proposed. As a result, the school district has been left with many challenges such as ballooning class sizes, shortages of textbooks and instructional supplies, more educators leaving their jobs, leaky roofs and aging HVAC systems.

## **Failure of ¼ - Cent Sales Tax Impacts Recommendations**

As we entered the 2014-15 school year, there was some hope that the five-year downward spiral in local per pupil funding would reverse when the Board of County Commissioners placed a ¼ cent sales tax increase referendum on the November 2014 ballot.

Had that referendum been successful, the increase would have provided approximately \$14 million annually in additional revenue that would have been used to keep more teachers and teacher assistants in our classrooms, and purchase classroom supplies like paper, markers, crayons, beakers, digital tools, books and instructional technology. The additional dollars also would have been used to repair and maintain aging buildings and facilities.

Unfortunately, the referendum did not pass.

As a result, for this budget season, we have focused and debated our priorities as a leadership team. We have continued to look for efficiencies.

We even welcomed outside consultants who are analyzing our budgets and expenditures for the last five years with an eye towards making recommendations on how we may be able to be even more efficient with our limited resources. The consultants' recommendations should be available later this year.

In the meantime, I have determined that any potential cuts to funding for central services should go towards restoring resources that have been cut in our schools during the last six years.

Sadly, given the ongoing uncertainty of funding at the federal, state and local levels, projected increases in charter school enrollment, a potential, slight decrease in GCS student enrollment, and unfunded mandates, those potential redirections have not been given to schools at this time largely because they may be needed later to address budget shortfalls.

In addition, we have had to hold back some funding normally given to schools at this time of year because of more limited funding and concerns about being provided with adequate resources.

## **GCS – Achieving Educational Excellence**

These budget decisions are unfortunate, particularly when our students are striving to achieve educational excellence. The following are a few of the accomplishments that show what we can do, even with limited funding:

- In 2014, GCS achieved a graduation rate of 88.5%, an all-time high for the district since the state began calculating graduation rates based on a four-year cohort basis. GCS earned the highest graduation rate of North Carolina's largest five school districts and exceeded the state average of 83.9%.
- Seven schools achieved a 100% graduation rate in 2014. Fourteen schools, including 10 large, traditional high schools, had graduation rates between 90 and 99%.
- Thirty-five percent of the Class of 2014 "passed" at least one Advanced Placement or International Baccalaureate exam or one college course while still in high school. A record 663 students earned "passing" scores in at least five AP or IB exams and/or received a B or better in at least five qualifying college courses.
- The Class of 2014 earned a record-breaking \$149.5 million in total scholarship and grant dollars offered, including academic, athletic and need based aid.
- A record 914 students earned either a Service-Learning Diploma for completing at least 250 hours of service during high school or an exemplary award for completing at least 100 hours of service.

While we have enjoyed success, there is much more work left to be done. In particular, the district needs to continue its work in improving early literacy development, raising expectations



for all students while increasing student access to more rigorous course-work, and addressing implicit bias and racial disparities. And, while GCS has made significant improvements in high school graduation rates, now we must close the college and career preparation gap for more students. Our ability to do that work successfully has been and will continue to be severely affected without adequate funding. As a result, my budget recommendation for the 2015-16 fiscal year seeks additional funding to better meet the needs of our students.

## Budget Recommendation

My recommended total operating budget for the 2015-16 fiscal year is \$621,350,496 million (excluding capital outlay and enterprise funds such as child nutrition and After School Care Enrichment Services [ACES], as well as restricted dollars that make up special revenue funds).

Of that amount, the recommended request for local funds from the Guilford County Board of County Commissioners is \$205,287,579 million. The recommended request from the County for operating expenses includes requests for new funding in the amount of \$25.9 million that can be organized into five major categories:

1. **Covering increases to sustain operations.** The requested increase for the 2015-16 fiscal year is \$3.8 million. These costs reflect funding that is needed to sustain current operations and includes student enrollment growth in charter schools (which receive local funds directly from GCS), higher costs associated with state-mandated employee retirement and health insurance rate increases for some state employees that were proposed by the Governor in his 2015-16 recommended budget, and increases in liability insurance.
2. **Providing salary increases and supporting other compensation initiatives.** The requested increase in salaries aligns with increases included in the Governor's 2015-17 biennium budget:
  - a. \$2,000 increase for a category of "beginning" teachers. The amount requested, approximately \$600,000, would allow GCS to provide locally paid "beginning" teachers with the same salary increase proposed for certain state-paid "beginning" teachers.
  - b. An increase for teachers who are moving up one tier on the state salary schedule. The amount requested, approximately \$1 million, would allow GCS to provide locally paid teachers moving up a tier with the same salary increase proposed for similarly situated state-paid teachers and would allow for an increase in the local supplement.
  - c. A step increase on the state salary schedule for Principals and Assistant Principals. The amount requested is approximately \$610,500.

The recommendation also includes approximately \$1.2 million in funding for Mission Possible, the district's major compensation incentive plan. This funding replaces federal funding that is scheduled to end during the 2015-16 fiscal year.

3. **Funding for state budget impacts or mandates.** The state has long mandated that school districts provide driver's education to eligible students and has provided funding for schools districts to adequately meet that mandate. For the 2015-16 school year, the state

has continued the mandate; however, it has not indicated that it will continue the funding to support the mandate.

Indeed, the Governor's budget proposal did not include any funding for driver's education. Based on current student projections and the total costs for the service, it is projected to cost GCS in excess of \$1.3 million to pay for this mandate. That amount could be reduced by approximately \$395,000 if GCS charges students the maximum amount allowed by law (\$65 per student). GCS currently does not charge for this service.

Effective for the 2015-16 school year, the state also has mandated that all high school students take and pass an additional course, an American History course, in order to graduate. The amount needed to fund this mandate at the district's 15 comprehensive high schools is approximately \$797,000.

In addition, the state has not adequately provided dollars for the teacher assistants previously funded in the state budget. The amount not funded is at least \$1.2 million, per the Governor's budget, and could go as high as approximately \$4 million, depending on whether the General Assembly decides to provide funds for teacher assistant positions which were funded through lottery funds this year.

Finally, the state has mandated that all school districts develop electronic drawings of its properties. We anticipate that this mandate will cost the district approximately \$10,000.

- 4. Restoring cuts to schools.** During the last seven years, GCS has made substantial cuts to school-based positions, instructional materials and supplies and professional development, along with deep cuts in central services. Among other cuts, the system has increased the student-teacher ratio used to allocate positions to schools by 1.55 students in grades K-12, which increases class sizes and teacher workloads, and has cut \$6.6 million in funding available for schools through its weighted student formula funding.

As I did last year, I am recommending that we restore the student-teacher allocation formula by one student, which will provide schools with approximately 149 additional teacher positions. Without additional funding, many of the opportunities that attract families to Guilford County may be severely cut or lost, including but not limited to Advanced Placement and International Baccalaureate courses, tutoring services for struggling students, and Career and Technical Education (CTE) options.

At some point, class sizes simply get too large to manage well, especially in tested subjects such as reading, mathematics, English and science. Advanced courses in visual and performing arts, world languages, and other areas that traditionally have lower enrollments at the high school level may have to be cut.

I am also recommending that the Weighted Student Formula (WSF) funding be fully restored to pre-recession levels. These funds would be used to purchase instructional materials and supplies, and provide tutoring and similar services.

- 5. Funding certain strategic plan initiatives and capital needs.** For the past six years, the district has funded strategic plan initiatives through the redirection of existing resources and the acquisition of private and external funding, including state and federal grants.

Through these funding sources, the district has been able to provide many wonderful opportunities for our students and their families, including but not limited to two early/middle colleges, a middle school focused on high student engagement, a one-to-one technology school, a state and nationally recognized character development program, a summer arts program and a parent academy. We are continuing that methodology for many strategic plan initiatives next year.

As a strategy to increase expectations for students while expanding wraparound services and supports, for example, we are working with the school board, parents, educators, community members and others to become the next Say Yes to Education community. This community-wide partnership would provide last-dollar tuition scholarships to all eligible GCS students to attend public colleges and universities in North Carolina. The partnership also would strengthen wrap-around services for all students to better prepare them for post-secondary success.

We also are recommending that the board requests additional funds to pay for a facilities master plan (\$500,000) and to purchase a web-based program that provides instructional resources and assessments (approximately \$288,000).

In addition, I am also recommending that the Board request \$10 million in a capital outlay appropriation from the County so we can provide adequate and safe learning environments for our students and employees. Our current capital outlay funding from the County amounts to about 31 cents per-square-foot, a woefully inadequate amount in terms of routine and preventive maintenance, especially when half of all GCS schools are 50 years old or more.

### **Public Schools Require More Adequate Public Investment**

In total, during the last five years, GCS has requested an additional \$52 million in funds from the county to cover district operations. We have received approximately \$4.2 million. As a result, the district has struggled to offset increases in various areas, including student enrollment, health insurance, retirement, utilities, gas, insurance and the addition of hundreds of thousands of square feet of classroom and school space.

As I noted last year, North Carolina's funding for education continued to slip relative to the nation, causing our students and staff to once again do more with less. We cannot continue to endure budget cuts and expect academic success. As I wrote at the beginning of this budget message, I recommend that the Board of Education seek adequate funding to support the academic, social and emotional growth of all of our students.

Finally, thank you for allowing me to serve as the superintendent of Guilford County Schools. It remains my honor to serve our 72,000 plus students and 10,000 employees.

Respectfully,



Maurice O. Green  
Superintendent



## VISION

Achieving educational excellence – the successful combination of high academic achievement, strength of character, service to others and excellence in all that we do – comes only when our students, parents, employees, school board leaders and members of the community work together for our schools.

When we are united, we can ensure each student receives the personalized learning experience necessary for success in school and in life. This is the vision that drives GCS' Strategic Plan 2016 and the vision that is supported by the superintendent's 2015-16 budget recommendation to the Guilford County Board of Education.

As we personalize learning for all our students, we will continue our commitment to excellence in academics, character development, service-learning and all that we do. We will do this, even as we struggle with inadequate public funding of our public schools at the local, state and federal levels. However, we are far past the point where advising educators and other hard working GCS employees to simply do more with less is an appropriate response to meeting the growing needs of the children and families we serve.

Resources matter. Our ability to realize our hopes and dreams for our students and our community will suffer without more significant investments in our public schools.

## MISSION

Guilford County students will graduate as responsible citizens prepared to succeed in higher education, or in the career of their choice.\*

*\*This mission was adopted by the Guilford County Board of Education on Dec. 12, 2000.*

“Education is the most powerful weapon which you can use to change the world.”

-Nelson Mandela



# VALUES

## Diversity

We are committed to creating an educational organization where a variety of persons and perspectives are welcome. We are committed to providing an environment where students and staff from all cultures and backgrounds may succeed.

## Empathy

We are committed to developing a culture where our employees identify with and understand the feelings of our students and parents as well as their colleagues.

## Equality

We are committed to creating a school system where everyone is appreciated for who they are and evaluated solely on their contributions and performance. Through the work of this institution, we will create awareness of – and develop strategies to understand and eradicate – prejudice, discrimination and racism on the individual and organizational levels.

## Innovation

We are committed to fostering a work environment where the goal is not to manage innovations, but to become innovative. Problems are identified, adults in the district assume ownership of the problems, and everyone works together as agents of the solution until the problems are solved. We will not stop until obstacles are removed, clear and compelling goals are established, and solutions are found.

## Integrity

We are committed to creating a school district that acts with honesty and forthrightness, holding ourselves to high academic and ethical standards and treating everyone with respect.

“When you know better, you do better.”

-Maya Angelou





# EXECUTIVE SUMMARY

## By the Numbers 2015-16

**Total GCS budget: \$692,924,607.**

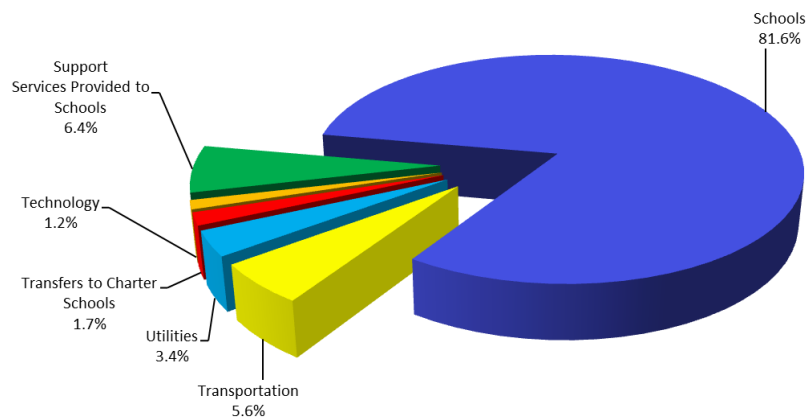
*Includes capital outlay, special revenue and enterprise funds.*

**Projected student enrollment for 2015-16:** 71,917. GCS is projecting enrollment be slightly less than the 2014-15 school year.

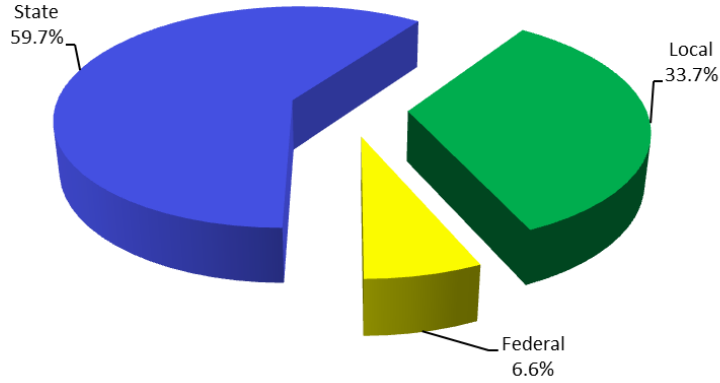
**Total GCS operating budget: \$621,350,496**

*Excludes capital outlay, special revenue and enterprise funds. Special revenue funds are restricted in purpose and not intended for the general K-12 population in the district (i.e. NC Pre-K funds). GCS has two enterprise funds, child nutrition and ACES (After-School Care Enrichment Services).*

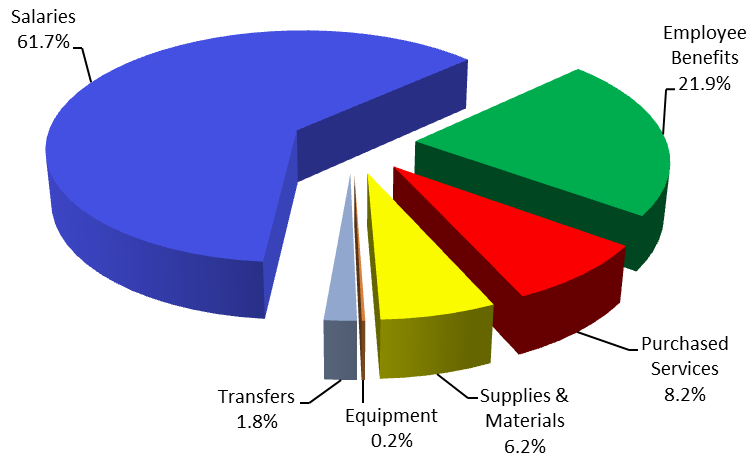
SUMMARY OF 2015-16 OPERATING BUDGET	
Schools	\$507,117,186
Transportation	34,498,915
Utilities	21,421,808
Transfers to Charter Schools	10,787,174
Technology	7,643,335
Support Services Provided to Schools	39,882,078
<b>Total</b>	<b>\$621,350,496</b>



2015-16 Operating Budget Revenues/Sources Where The Money Comes From	
State	\$370,995,882
Local	209,166,322
Federal	41,188,292
<b>Total</b>	<b>\$621,350,496</b>



2015-16 Operating Budget Expenditures/Uses Where the Money Goes	
Salaries	\$383,557,906
Employee Benefits	135,955,536
Purchased Services	51,078,757
Supplies & Materials	38,700,865
Equipment	1,145,258
Transfers	10,912,174
<b>Total</b>	<b>\$621,350,496</b>



## Budget Development Process

Serving as the district's financial plan, the budget aligns GCS resources with vision, mission, goals, objectives and strategies outlined in the district's Strategic Plan 2016, which was approved by the Guilford County Board of Education on February 12, 2013.

## State Funding

GCS anticipates reductions in state funding for driver education and teacher assistants. These reductions would result in a loss of approximately \$2.5 million for Guilford County Schools.

## Potential GCS Budget Increases

Following five years of essentially flat funding, the superintendent's recommended budget includes a request for additional funding from the County Commissioners in five areas: 1) covering increases in sustaining operations, 2) providing salary increases and supporting other compensation initiatives, 3) funding for state budget impacts or mandates, 4) restoring cuts to schools and 5) funding certain strategic plan initiatives. The recommended budget also includes \$10 million in capital outlay for facilities.

### Anticipated increases in sustaining operations costs for 2015-16 include:

- Growth in charter school enrollment (+907 charter school students) = \$2.1 million
- Increase in employer retirement and health insurance costs = \$1.5 million
- Increases in liability insurance = \$232,000

*Subtotal for anticipated increases in sustaining operations costs = \$3.8 million*

### Anticipated 2015-16 salary increases and other compensation-initiatives costs:

- Increase in base pay for teachers = \$600,000
- Increase for teachers moving up one tier on the state salary schedule and step increase on local supplement schedule = \$1.0 million
- Step increase for principals and assistant principals = \$610,000
- Increase costs in Mission Possible teacher incentive program = \$1.2 million

*Subtotal for anticipated salary increase and other compensation initiatives = \$3.5 million*

### Anticipated 2015-16 state budget impacts or mandates:

- Elimination of driver education funding = \$1.3 million
- Reduction in teacher assistant funding = \$1.2 million
- Additional American History course graduation requirement = \$797,000
- Requirement for electronic drawings of all Guilford County Schools' properties = \$10,000

*Subtotal for state budget impacts or mandates = \$3.3 million*

**Anticipated restoration of cuts to schools costs for 2015-16:**

- Restore 149 teaching positions = \$7.9 million
- Fully restore the Weighted Student Formula funding cuts from school budgets = \$6.6 million

*Subtotal for restoration cuts to schools = \$14.5 million*

**Strategic Plan costs for 2014-15:**

- Fund development of a GCS facilities master plan = \$500,000
- Purchase a web based program that provides instructional resources and assessments = \$288,000

*Subtotal for strategic plan initiatives = \$788,000*

## **Achieving Educational Excellence**

Reducing significant expenses from a budget that has already been sliced, slashed and severed for more than five years is a painful process for all concerned. For years, staff has reduced and redirected funds in all areas of GCS in order to keep as many resources in the classroom – and with our deserving students – as possible.

However, continuing down this dangerous path will impact our students. While GCS will keep its focus on improving instruction and increasing achievement for all children, **there comes a time when doing more with less is simply not possible.** This is that time.

The only way to ensure educational excellence is to work together. By setting aside differences and focusing on that goal, GCS can continue rising as one of the nation’s leading school districts, a place where every child has an equal opportunity to learn, achieve and excel.

**As Marian Wright Edelman said, “If we don't stand up for children, then we don't stand for much.”**

**ACHIEVING  
EDUCATIONAL  
EXCELLENCE**

# STRATEGIC PLAN 2016

The Guilford County Schools Strategic Plan 2016, *Achieving Educational Excellence: Personalizing Learning*, includes four areas: Area I: Personalized Learning; Area II: Character, Service and Safety; Area III: Parent, Family and Community, and Area IV: Educator and Organizational Excellence.

The plan debuted in January 2013 and includes a greater emphasis on tailoring learning to meet individual student needs along with expanding the African-American Male Initiative, virtual learning opportunities and Guilford Parent Academy.

The plan also continues the district’s focus on increasing access to rigorous and challenging coursework, meeting the needs of the whole child by addressing their social and emotional needs, systematically attacking longstanding racial inequities and disparities, and expanding partnerships with community groups to enhance the district’s award-winning character education and service-learning program.

Each of the four focus areas of Strategic Plan 2016 includes specific strategies designed to achieve the plan goals. While the strategic plan continues to guide the district’s work, the 2016 plan has been more significantly impacted by the ongoing budget constraints than the 2012 plan. For example, from 2009 to 2012, GCS placed 15 strategic plan initiatives on hold due to budgetary concerns. From 2013 to 2015, however, the district placed 20 strategic plan initiatives on hold due to budget constraints.

Strategic Plan 2016 Focus Areas	Goals	Strategies	Project Teams
I. Personalized Learning	16	34	9.5
II. Character, Service & Safety	8	17	6.5
III. Parent, Family & Community	12	23	6
IV. Educator & Organizational Excellence	8	25	7
Total = 4	44	99	29
Current Status  *Due to budget constraints.		28 complete 20 on hold* 51 active	1 closed 1 complete 3 on hold* 2 combined 22 active

Despite these challenges, the district continues to align its budget and focus its grant-writing and fund development efforts on the goals and initiatives outlined in Strategic Plan 2016. The chart below provides a brief overview of the plan’s four focus areas.

<p><b>I. Personalized Learning</b></p> <ul style="list-style-type: none"> <li>• Personalized Learning</li> <li>• Excellence &amp; Equity</li> <li>• Rigorous &amp; Relevant Curriculum</li> <li>• Early Intervention, Multiple Supports</li> <li>• Literacy</li> </ul>	<p><b>II. Character, Service and Safety</b></p> <ul style="list-style-type: none"> <li>• Character Development &amp; Service Learning</li> <li>• Health &amp; Well-being</li> <li>• Student Behavior &amp; Discipline</li> <li>• School Safety &amp; Emergency Management</li> </ul>
<p><b>III. Parent, Family, and Community</b></p> <ul style="list-style-type: none"> <li>• Respectful &amp; Responsive Service</li> <li>• Parent &amp; Public Engagement</li> <li>• Parent Academy Expansion</li> </ul>	<p><b>IV. Educator &amp; Organizational Excellence</b></p> <ul style="list-style-type: none"> <li>• Employee Communications &amp; Engagement</li> <li>• Human Resources</li> <li>• Working Conditions &amp; Environment</li> <li>• Key Performance Indicators</li> <li>• MWBE</li> </ul>

### Strategic Plan Initiatives Currently Underway

GCS continues to focus on a number of strategic plan initiatives. These include, but are not limited to, the expansion of the African-American Male Initiative, virtual learning, the one-to-one middle school strategy to personalize learning, strengthening and aligning career and technical education course offerings with business growth and development efforts in the Piedmont Triad and North Carolina, expanding Guilford Parent Academy, and strengthening supports and interventions for struggling students.

#### Literacy

During the 2014-2015 school year, all GCS students in kindergarten through third grade are learning to read, spell, and write with a literacy program called Foundations. More than 180 K-2 teachers were trained in August in preparation for the second year of implementation. In preparation for the first year of implementation in all GCS third grade classrooms, more than 280 GCS third grade teachers were trained.

Foundations is a phonics, spelling and handwriting program. Students learn by mastering a series of skills, then building on those skills, including letter formation, phonics and writing. Linking these skills to vocabulary and comprehension allows students to connect meaning with words at a complex level. One elementary teacher in High Point said, “Everything about Foundations has been positive for my students this year! The rules for letter sounds are terrific and have helped my students with reading independently.” In addition to summer training, teacher planning and support sessions are offered six times per year in both Greensboro and High Point.

In its second year of full implementation, students in the fourth and fifth grades are continuing to learn how to understand and use complex words by studying word patterns and word meaning using a program called Words Their Way. Each week, students are introduced to a new group of words with a specific feature. They may have the same vowel spelling patterns, prefixes and suffixes, or root or base word. Students do hands-on activities to sort words with the same or similar features into groups. They must decide whether the words fit into the groups based on the way they look or the way they sound – or both.

Sixty-five GCS fourth and fifth grade teachers attended beginner or advanced training in August and support sessions are offered throughout the school year to assist in planning and instruction. One parent commented, “My daughter is no longer memorizing words, but is learning spelling patterns.”

In 2013, AIMSWeb, a universal screener, was adopted for use in all GCS middle schools. A universal screener is a set of assessments that helps school staff assess the effectiveness of classroom instruction and identifies students at risk for failure. AIMSWeb consists of two reading and two math measures that are administered by the classroom teacher. The screener is given three times a year.

During the implementation year, teachers, curriculum facilitators and principals learned how to give the assessments, create data reports and interpret the data. Teachers and principals also gained an understanding of how to use data reports during parent conferences and for school improvement planning. Now in year two of implementation, teachers use the AIMSWeb data to set improvement goals for individual students and to determine the need for interventions and progress monitoring. During the school year, support sessions have been provided to give teachers time to work in small groups with curriculum coordinators. This allowed a personalized approach that enabled teachers to tailor their instruction and interventions based on their student’s AIMSWeb data.

#### **Expanding Opportunities to Earn College Credits - *The Middle College at UNC-Greensboro***

The Middle College at UNCG, which opened in 2011-12, will finish the 2014-15 school year with its first graduating class. The school, which operates on the campus of UNC-Greensboro, prepares students for careers in the medical and human sciences field through a student-centered and STEM-centered curriculum that includes a unique corporate work-study program. Leadership skills and character development are also emphasized throughout the program. The average teacher to student ratio at The Middle College at UNCG is 1 to 17.

In addition to offering honors-level classes, The Middle College at UNCG gives students the opportunity to earn up to two years of college credits, including medical and/or health-related courses, beginning in their freshmen year. These courses serve as a basic foundation to prepare students to pursue a degree in the health/medical fields. Students also have the chance to take Advanced Placement (AP) courses while attending The Middle College at UNCG.

Students engage in early hands-on exposure to health, medical, community and youth development careers. They participate in “Pathways to Medical and Health Careers” weekly, during which they are visited by guest speakers, travel to various businesses in the community or take advantage of the opportunities at UNCG to gain further insight into the

forementioned careers. In their junior and senior years, students are involved in shadowing and internship experiences with our partners.

### **Character Development and Service Learning**

Character Development is an integral part of how we educate our youth in Guilford County Schools. As a school district, it is our goal every day to challenge students intellectually, while instilling in them the importance of learning and leading with strong moral character.

All schools instill character development by applying the three fundamental areas: character education, service learning, and civic education throughout their classroom practices, student clubs and other student extracurricular activities. The district, parents and community are committed to transforming our youth into leaders who evoke the positive changes we wish to see in the world.

During the 2014-15 school year, GCS has achieved many accomplishments in the area of character development. The district was recognized as a District of Distinction by the national publication, District Administration, for positively transforming schools through innovative character development practices. Three additional schools have been named a State School of Character, totaling seven schools in our district that now carry this recognition and eight schools received State Schools of Character Honorable Mention.

High school students have documented more than 845,000 service-learning hours, which translates to more than \$18 million dollars of economic impact. High school students have engaged in more than 1,900 service-learning opportunities during non-school hours across our community and abroad.

GCS will continue to expand its work in in this area through a tiered support model designed to provide personalized character development assistance to all schools. The district also will continue to provide opportunities for youth to partake in service-learning through the expansion of partnerships with community agencies and local colleges/universities.

Service learning is being used as an instructional strategy to provide relevant connections to literacy, technology and global education. GCS will continue to demonstrate a commitment to graduating students who excel academically, lead with strong character, and desire to define their purpose in life through serving others.

### **Achieving Educational Excellence for African-American Male Students**

In August of 2014, five GCS high schools were added to the African-American Male Initiative as a part of the discipline expansion. These schools included Dudley, Page, Ragsdale, Smith and Southern high schools. These schools, along with Parkview Elementary, Ferndale Middle and High Point Central High, will continue the implementation of best practices and strategies addressing discrepancies in school discipline.

At the start of the initiative, district schools recorded a combined total of more than 20,000 accumulated lost instructional days for African-American male students. In the second year of using the focused strategies, Parkview, Ferndale and High Point Central reduced the number of lost instructional days for male students in the three schools by 49 percent. That's compared to a district reduction of 6.7 percent.



As a part of the discipline pilot, all participating schools are being offered additional support from the Office of Diversity, Equity and Inclusion, which include classroom coaching and mentoring for school staff, implicit bias and anti-racism training, introduction to equitable classroom practices, monthly discussions and analysis of disaggregated data, peer support and coaching, development of a student advisory group and workshops for effective parent engagement. All schools share a first-year goal of decreasing lost instructional days by at least 10 percent and a three-year goal of 30 percent.

Six schools continue to serve as pilots to address achievement in early literacy with a focus on grades kindergarten through third. Those schools include Allen Jay, Fairview, Irving Park, Montlieu, Peck and Sedgefield elementary schools. In 2014-15, GCS began expanding this initiative to include professional development for all 69 elementary principals to increase their knowledge and understanding of data analysis through an equity lens.

There are two three-year goals; first, to ensure 90 percent of those students are on grade level. The second three-year goal is that 67.9 percent of third-grade students will perform at Level III or higher on the EOG reading test. All GCS elementary schools have set individual K-3 goals on the DIBELS and TRC assessments for African-American male students using the National mClass Performance Quintiles.

At the beginning of the 2014-15 school year, 61 percent of African American male students in grades K-3 were achieving at benchmark as measured by the DIBELS assessment. After the middle of year testing window, the percentage of African American male students in grades K-3 performing at benchmark as measured by DIBELS is 66 percent. This is an increase of 5 percent. Despite the increase across the district in grades K-3, many grade levels and/or schools didn't reach the middle of year goals they set using the National mClass Performance Quintiles.

GCS is taking steps to address racial inequities and disparities in the pilot schools, as well as schools across the district. Teachers are receiving more diversity training to understand how to include culture when teaching literacy and how to choose books that are relevant to students. Teachers and other staff are also learning more about analyzing and utilizing literacy data and making cultural connections.

Schools have also received more culturally relevant books. Teachers are continuing to receive support in implementing literacy programs such as Foundations and pilot schools are receiving professional development on how to utilize TRC data to drive instruction. In addition to teacher support, school leaders (administrators and curriculum facilitators) are also receiving training on how to create culturally responsive schools in order to attain equity for all. Lastly, all 69 elementary schools will participate in the 2015 Achieving Academic Excellence for African American Male Students Summer Symposium during the week of June 22, 2015.

### **Virtual Middle School Courses**

Enrollments in online courses are increasing on the high school and college levels, and middle school students in Guilford County have the opportunity to prepare for this nontraditional means of teaching and learning. The current course offerings are specifically designed to support the standards being taught in their face-to-face math class. Students are being introduced to skills that will help them be successful in the online environment and prepare them for future online courses that they may take.

Last spring, two online course options were available for sixth and seventh grade students. Approximately 591 students completed the online courses. This year, five course options are available, and approximately 1,100 students in grades 6-8 are enrolled. These courses are currently taught by 38 highly qualified GCS math instructors.

The instructors are responsible for communicating with students and parents, grading assignments and providing feedback, posting announcements, and keeping students and parents updated on course progress. Students take these courses in addition to their regular math classes at school. The courses in this program are pass/fail, and do not show on report cards.

The online program has seen a significant increase in enrollments, and the virtual learning department will analyze end of year data to measure the overall impact on student performance. There is a broad range of students enrolled in the virtual courses. The sharing of online teaching practices has been a primary focus to support struggling students and reluctant learners; in order to make the program valuable for all students.

### **Educator and Organizational Development**

The Human Resources Division continues to provide outstanding service to GCS students, staff and community members despite the ongoing decline in projected revenues and support for our schools.

In collaboration with principals and hiring managers, the division was able to meet the following strategic plan goals and initiatives:

- Ensure that all licensed classroom teacher vacancies were filled on the first day of school
- Maintain a substitute fill-rate of more than 90 percent all year
- Design and implement a new applicant tracking system, making the identification and communication with qualified candidates more efficient.

In conjunction with the district's Historically Black College and University partners, the Guilford County Schools Alternative Certification Track (GCS-ACT) program will have graduated more than 225 licensed teachers since it began in 2009. Leveraging North Carolina's most aggressive performance-based compensation system, the division hopes to retain these graduates and other top educators in GCS by offering Mission Possible performance bonuses of up to \$20,000.

Sparked by these two accomplishments, the national 100Kin10 Project chose to partner with Guilford County Schools. We are one of only 11 school districts in the country to earn such an honor, to recruit, prepare and retain STEM teachers for our schools.

Working in partnership with the Urban Schools Human Capital Academy, we are aligning our efforts to maximize effective educator impacts upon our students. Through this effort we are identifying internal human resources and utilizing their talents to increase the benefits to the students of our school district.

Additionally, with limited resources, the division successfully navigated complex legal requirements to ensure compliance with the Affordable Care Act (ACA). We also adopted

an online employment and salary verification solution and adopted a new platform for benefit enrollment in an effort to increase efficiency and ease of use by employees.

The division also led the effort to create the Superintendent's Onboarding Committee, now called TEAM GCS. (See below for additional information.) This committee is designed to strengthen and expand employee entry/orientation processes with the intent of increasing retention, employee productivity and employee morale. The new employee onboarding system is also designed to provide new hires with ongoing support and development needed to make significant contributions to student success.

Finally, the division streamlined the staffing allocation process, collaborating with Exceptional Children and Title One to promote early identification of anticipated staffing needs, allowing for earlier surplus placements and external hiring.

### **Team GCS**

In 2015, the district launched Team GCS (Area IV.6), a comprehensive approach to welcoming and integrating new employees. Still in its early stages, Team GCS seeks to immerse new employees, particularly classified employees, into the culture and climate of a diverse and forward-thinking district.

The project's goal is for new hires to feel a sense of belonging within their department and with the district as a whole, giving them the tools they need to help students succeed. Ultimately, training and retaining employees helps GCS better serve the public and make better use of taxpayer dollars, as the hiring process can cost as much as \$3,500 to replace one \$8-per-hour employee.

Team GCS will take a four-step approach to onboarding:

- The Pre-Game, which shifts initial paperwork to an online system. Employees can complete this paperwork at home before they begin work.
- The Huddle, which will give employees a stronger sense of the district's vision, mission and values, as well as major Strategic Plan initiatives and successes
- The Home Game, a 90-day period of on-site, department-specific training
- The Post Game, an evaluation of the onboarding process to yield greater results in the future.

### **Key Performance Indicators and Process Improvement**

The district is currently analyzing data and key performance indicators (KPIs) for various operational areas as part of an ongoing partnership with the Council of the Great City Schools. Various operational area leaders are working with their teams to identify the KPIs they believe will yield the greatest improvements in terms of saving time and money, and reducing rework and duplication of effort. Originally placed on hold, the district expects this initiative to launch in the 2015-16 school year.

As mentioned in the Superintendent's Budget Recommendations, the district is also benefiting from an in-depth analysis of GCS spending patterns and trends over a five-year period by a consulting firm associated with Say Yes to Education. This analysis will help the district identify possible areas for reinvestment tied to better student outcomes, including post-secondary readiness.

### **School Security and Emergency Management**

The school security office has continued to work to strengthen school and district capacity to mitigate, prevent, prepare for, respond to and recover from crises and emergencies.

School security also has worked with staff from various departments to address the recommendations that emerged from the school board's task force, which met for several months to study ways to improve school and district safety following the Sandy Hook tragedy.

Strategic Plan 2016-related tasks that have been completed this school year include but are not limited to the following:

- Hosting the district's first scenario-based training exercise for school principals and central office personnel. This was conducted in partnership with County Emergency Management.
- Updating life, safety and security equipment at schools such as all-weather radios at 31 schools and AEDs at 13 sites.
- Upgrading and improving connections to fire monitoring systems at 79 sites, an effort led by Technology Services and Maintenance.
- Upgrading and expanding telecommunications equipment, providing classroom telephones at seven sites. All district school sites now have telephones in every classroom.
- Improving doors and locks at 46 sites, including both entry and interior needs. A total of 95 doors were replaced using QSCB funds.
- Installing Knox Boxes on GCS schools and facilities in partnership with the Fire Marshal and other County agencies in keeping with a new state mandate.
- Placing existing building plans and blueprints on a secured online site for easy first responder access.
- Reviewing and monitoring school safety and emergency response plans.
- Hosting joint trainings and meetings with local law enforcement agencies.

### **Guilford Parent Academy Expansion**

Guilford Parent Academy continues to thrive as a school-business-community partnership, thanks in large measure to generous in-kind donations of time and expertise by area non-profit organizations, houses of worship, local government agencies and departments, public libraries, community groups, and local businesses, as well as a \$5 million Race to the Top - District supplemental grant that continues through the 2015-16 school year.

Through GPA, parents and students now have 24/7 access to a live, online one-to-one tutoring service, a writing lab, test preparation help and more. Coming up this spring, GPA is launching several new online resources, including an online tutoring service for students, designed for a wide range of academic needs. Students will be able to receive help with classwork, extra help in difficult subjects or prepare for college preparatory tests, including the SAT.

There will also be an online tutoring component for parents, to help them brush up on skills, prepare for the GED, get ready for a job search, and much more. Community groups working with GCS students outside of school time also will have access to these resources, in addition to the programming already offered by GCSTV that aligns with the district's character development initiative.

Working in partnership with the Title I Office, GPA also has expanded its successful grassroots parent coordinator program to include all Title I schools. These parent volunteers attend professional development sessions, plan activities for and with other parents, and partner with principals and school personnel to actively engage other parents in the teaching and learning process, at home, in the community, and at school. The volunteers receive various incentives for participation.

By providing information and training, online resources, GCSTV programming, and by working with educators to help make schools more “parent friendly,” GPA’s goal is to create more caring and inclusive schools while also helping parents help their children achieve more success in the classroom and beyond. Through engaging workshops and events, GPA provides hundreds of opportunities each year for parents to take advantage of helpful information and resources.

In order to align GCS’ parent engagement programs with a research-based framework and create a more consistent, district-wide approach to parent engagement, the GPA strategic plan project team, which includes parents and community members, has recommended adoption of a model for parent engagement – the Epstein Framework of Six Types of Involvement. This model was then approved by the district’s Strategic Plan Advisory Committee (SPAC). The roll-out begins this spring.

Current statistics for GPA are provided in the table below.

<b>GPA Trend Data Comparison Table</b>										
<b>Month</b>	<b>Total # of Workshop</b>				<b>Total Participants</b>				<b>Total GPA Accounts**</b>	
	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2013-14</b>	<b>2014-15</b>
<b>July</b>	0	5	6	2	0	185	107	34	5843	8341
<b>August</b>	4	15	27	19	91	548	2499	5106	6169	8523
<b>September</b>	26	9	24	28	516	684	1861	2894	6347	8559
<b>October</b>	12	8	33	49	884	574	1812	2759	6580	8689
<b>November</b>	16	9	18	40	771	622	883	1736	6822	8767
<b>December</b>	11	13	11	35	169	1084	1054	2136	7026	8892
<b>January</b>	22	13	16	43	655	858	1757	2315	7140	9010
<b>February</b>	32	22	30	28	1028	1640	1114	1274	7400	9137
<b>March</b>	37	26	29		1691	2247	1977		7493	
<b>April</b>	24	35	29		834	2841	2656		7807	
<b>May</b>	17	13	22		5593	1951	6669		7807	
<b>June</b>	0	1	1		0	36	47		7817	
<b>Total</b>	<b>201</b>	<b>169</b>	<b>246</b>	<b>244</b>	<b>12232</b>	<b>13270</b>	<b>22436</b>	<b>18254</b>		

\*\*Represents the number of accounts created since GPA's inception.



# MAJOR INITIATIVES FOR 2015-16

## Strategies Launching in 2015-16

As indicated previously in the Superintendent's Budget Recommendations contained in this document, the developing partnership with Say Yes to Education represents the district's primary effort to meet the needs of the whole child and increase post-secondary readiness.

In addition, the following strategies are scheduled to launch in 2015-16, pending the availability of resources and adequate staff capacity:

- Expand online learning options for CTE students (I.23)
- Create partnerships that will open doors for students (I.24)
- Develop more targeted communications and "self-service" options for parents and other key publics (III.7)
- Develop and/or use new technologies to make it easier for parents and other individuals to connect with and access information from GCS (III.14)
- Expand recognition and celebration of individual, team and organizational success (IV.11)

Two strategic plan initiatives scheduled to launch in August of 2015 have already been completed or are already underway, including: 1) III.9 Upgrade content management system, mass notification system and other information communication technologies; and, 2) Expand print shop capabilities to better support school marketing and communication efforts.

Two strategic plan initiatives that had been placed on hold earlier due to staff transitions is now back on track: IV.20 Identify and adopt a national model for performance excellence to ensure alignment and integration of all components of the school system to achieve high performance; and IV.22 Incorporate effective business practices to increase efficiency, improve performance and strengthen accountability in all operational areas.





# PACE SCHOOLS PROJECT

GCS received a \$30 million grant in December 2012, when the district was named just one of 16 winners of the U.S. Department of Education's Race to the Top-District competition.

After a rocky start last year, when concerns regarding the safety, quality and reliability of the devices secured as part of the grant stopped implementation and put the initiative on hold, the Personalized Achievement, Curriculum and Environment (PACE) Schools Project is back in operation, creating and stimulating student-led learning in the district's 24 middle schools and reaching nearly 17,000 students and almost 1,400 faculty members. The PACE grant is the largest in GCS history.

The project is just one way GCS is using outside resources to meet the overall focus of *Strategic Plan 2016: Achieving Educational Excellence: Personalizing Learning*. A strategy in the 2012 Strategic Plan outlined that GCS would build a prototype technology school.

Thanks to the hard work from staff and students, as well as more than \$750,000 in funding from business and community partners, Montlieu Academy of Technology became a reality, and has since yielded significant increases in student engagement and achievement, as well as staff and parent satisfaction. Lessons learned from the Montlieu initiative shaped the PACE grant and continue to influence the district's approach to personalizing learning.

In January 2013, the district learned it had also received another \$5.2 million in optional grant funding, including \$1,995,065 for Guilford Parent Academy, \$1,656,307 for the African-American Male Achievement Initiative and \$1,570,646 for a Guilford County Schools Virtual Public Middle School. This brings the total RttT-D grant funding to \$35,222,003. (See section titled "Strategic Plan 2016" for updates on the initiatives funded through the supplemental grants.)

## **Personalized Achievement Curriculum Environment (PACE)**

In the 2014/15 school year, the Personalized Achievement Curriculum Environment Initiative (PACE), continued its work to improve teaching and learning in Guilford County's middle schools.

During the summer, each of the 24 middle schools held four days of on-site training, reaching approximately 1,150 teachers altogether. Each school tailored its training to the needs of its unique student and teacher population with common popular topics centering around differentiated learning, instructional design, digital learning (with tablets and other technologies), instructional groupings, knowing the learner, and data-driven assessment.

Departments across the district worked in concert to serve schools during these trainings, which had the effect of increasing interdepartmental collaboration, another important goal of the District's 2016 Strategic Plan.

Moving into the fall, PACE successfully re-deployed approximately 17,800 tablets, one of the larger successful deployments this year in the United States. Deployments began in late August and continued on a staggered basis through late November. The tablets were designed by Intel

specifically for classroom use, an improvement which has been reflected in breakage rates that are very low – a mere fraction of the previous year’s rates.

Alongside the deployment, PACE and GCS’ Guilford Parent Academy trained nearly 1,750 middle school parents on what to expect from personalized learning, in general, and from the tablets, in specific. PACE and Guilford Parent Academy also invited parents to check out a tablet from their child’s media center.

Throughout the year, 12 Personalized Learning Coordinators continued last year’s work with teachers and instructional leaders at the middle schools to nurture personalized learning, including integrating the use of the tablets and other technologies. In collaboration with other departments, PACE also began revising GCS’ Personalized Learning Navigators, which create a common language for teachers and instructional leaders.

Overall, the most significant changes in instruction are expected to come in the future once teachers have had time to learn more about and experiment with personalized learning, as well as time to acclimate to the tablets and other technologies. In classrooms, however, where teachers were already heavily personalizing before PACE or have been quicker to change, significant differences are already visible.

In Lauren Smith’s sixth grade math class at Jackson Middle School, for example, Mrs. Smith has developed a way to use technology to allow students to self-pace their way through core lessons. This allows students who need more time to have it and students who need more enrichment to have that, too.

Mrs. Smith reports that, “The kids are excited; they’re eager. I have kids coming to me on Friday saying, ‘Can I have extra stuff so I can get caught up over the weekend?’ That’s pretty encouraging.” Raymond Mills, a student in Mrs. Smith’s class, agrees. “There were a lot of questions being asked but not everyone needed those questions answered and stopped paying attention. [Now] I don’t have to worry about asking questions in front of other students, I can just ask [Mrs. Smith] when I need to.”

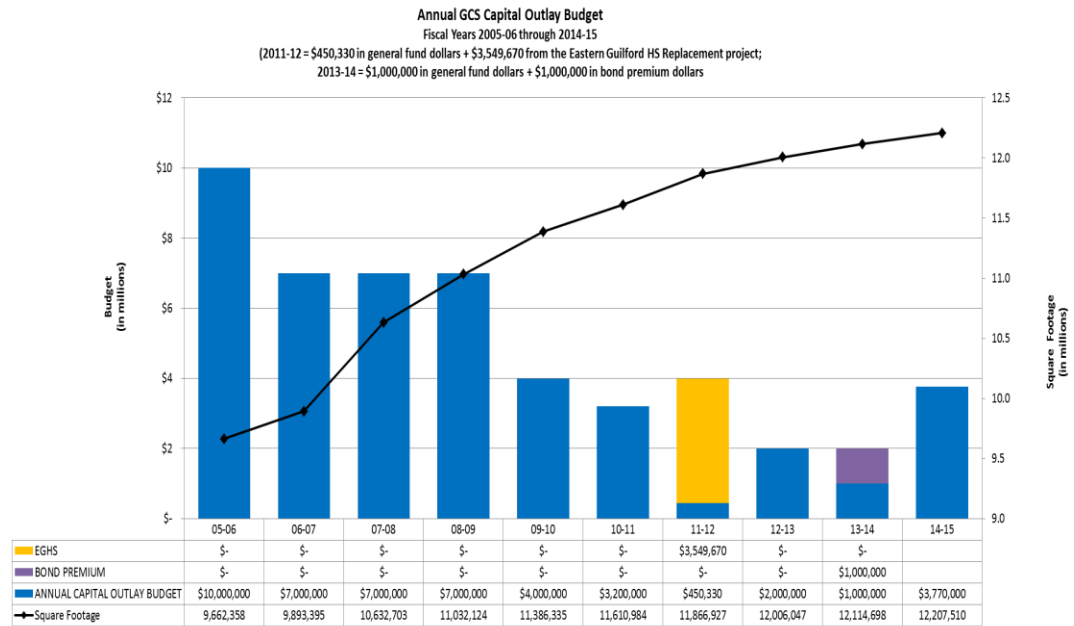
# BUDGET HISTORY

## Shifts in County Funding 2008-09 to 2014-15

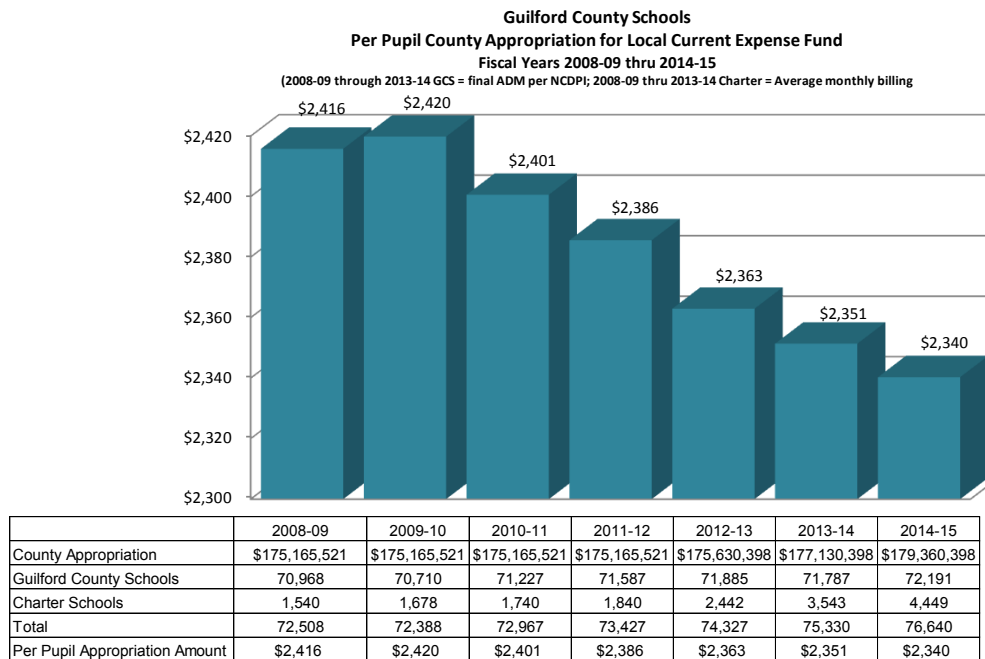
### ALLOCATION OF COUNTY APPROPRIATION FOR PUBLIC SCHOOLS



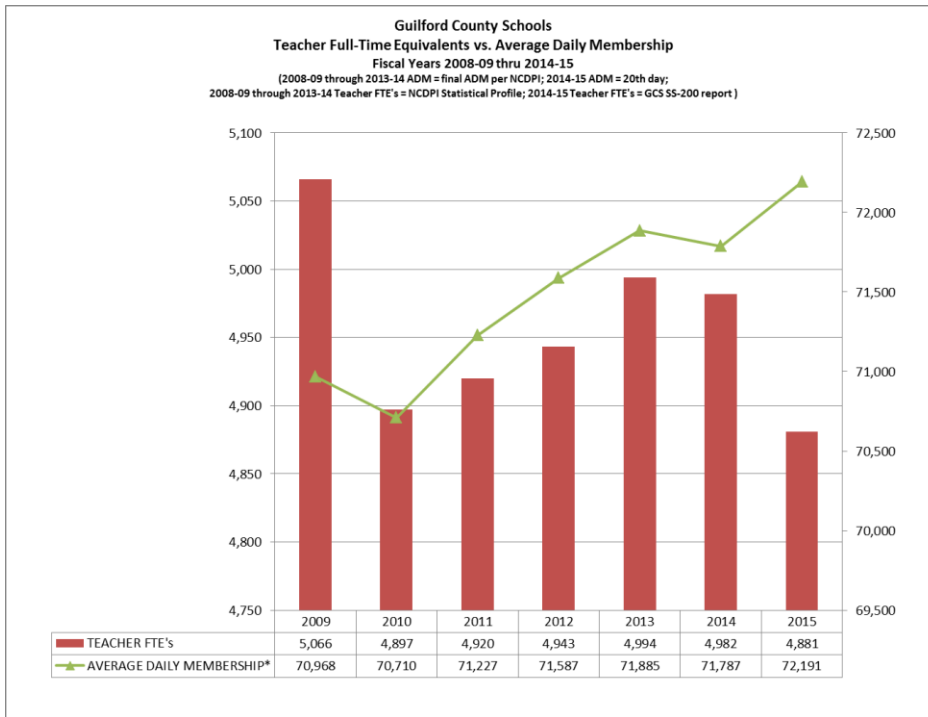
## GCS Capital Outlay 2005-06 to 2014-15



## GCS Per-Pupil Funding Changes 2008-09 to 2014-15



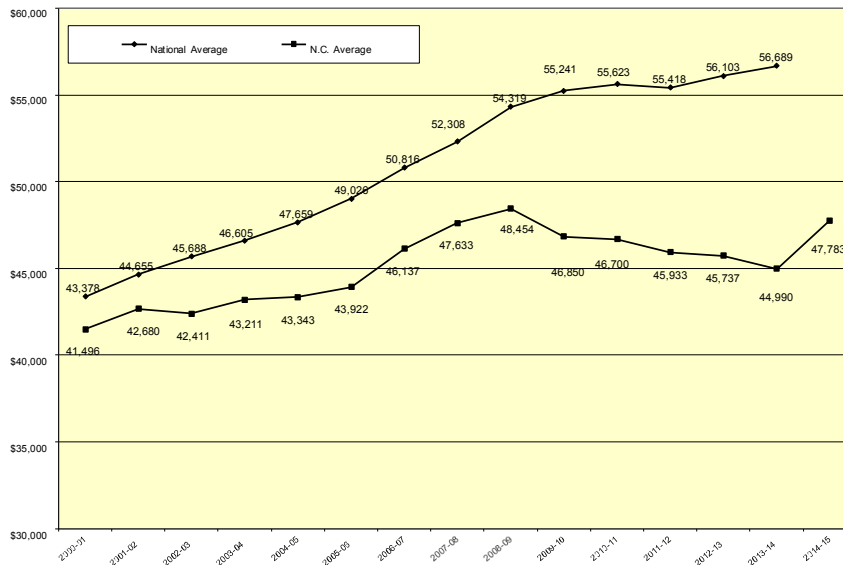
## Changes in GCS Teacher FTEs 2008-09 to 2015



## NC vs. National Average in Teacher Compensation

Source: NCDPI's Highlights of the North Carolina Public School Budget February 2015

### North Carolina vs. National Average Comparison of Average Teacher Compensation



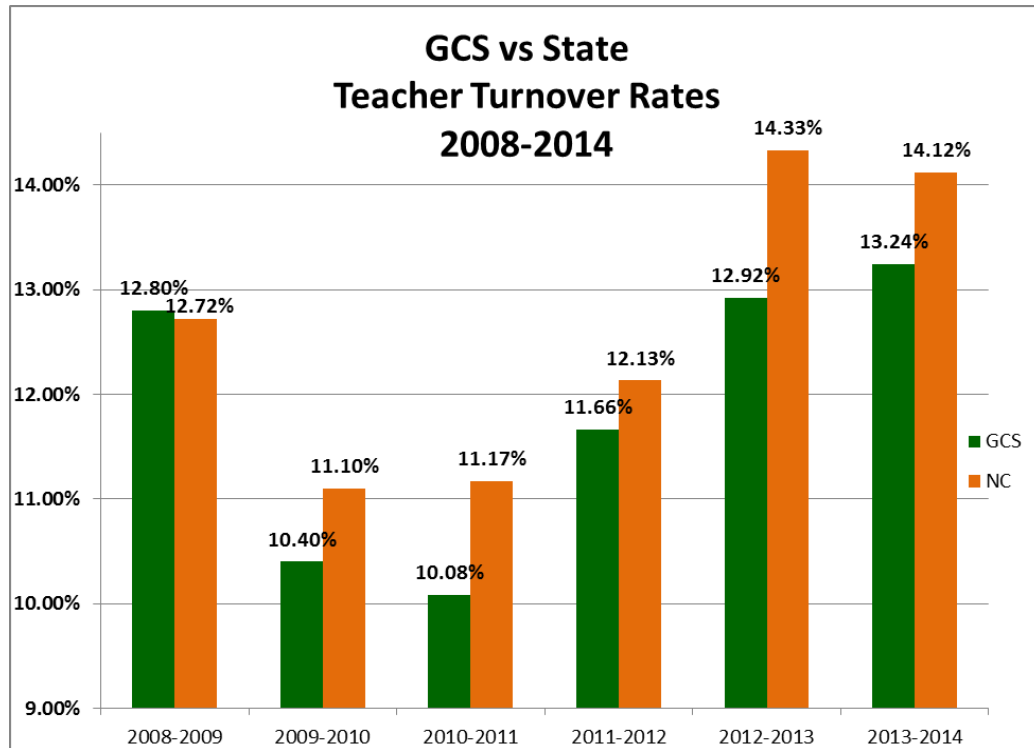
National Average from NEA Annual Rankings and Estimates.

Estimated Average Salary for Southeast Region FY 2014 was **\$48,384**.

North Carolina ranks 11<sup>th</sup> in the Southeast in Average Teacher Compensation.

States included are VA, WV, AL, AR, FL, GA, KY, LA, MS, SC, TN, NC

## Changes in GCS & NC Teacher Turnover Rate



## Changes in State Funding Allocations

When we apply the funding formulas that were in place in FY 2008-09 to the FY 2014-15 enrollment projections, the following areas are examples of what has been reduced.

	Positions	Amount	Change
<b>INSTRUCTIONAL PERSONNEL AND SUPPORT SERVICES</b>			
CLASSROOM TEACHERS	(123.89)	(\$7,248,772.91)	-3.68%
TEACHER ASSISTANTS		(6,814,341.88)	-28.71%
INSTRUCTIONAL SUPPORT	(30.46)	(2,029,236.99)	-8.44%
PRINCIPALS	(1.00)	(81,571.39)	-0.79%
ASSISTANT PRINCIPALS	(16.97)	(1,153,779.42)	-18.81%
CLASSROOM MATERIALS/INSTRUCTIONAL SUPPLIES/EQUIPMENT		(2,194,218.78)	-51.32%
TEXTBOOKS		(3,775,442.58)	-77.87%
<b>SUPPORT</b>			
NONINSTRUCTIONAL SUPPORT PERSONNEL		(2,420,211.04)	-12.24%
<b>CATEGORICAL PROGRAMS</b>			
DRIVER TRAINING		(345,083.06)	-21.67%
MENTOR POSITIONS (DOLLAR ALLOTMENT)		(605,670.00)	-100.00%
STAFF DEVELOPMENT		(424,215.00)	-100.00%
<b>TOTAL</b>		<b>(\$27,092,543.05)</b>	

## APPENDICES

2015-16 Budget Calendar

WSF Funds Distribution 2015-16 Projected Enrollment

Superintendent's Recommended 2015-16 Budget -

PowerPoint Presentation to Board of Education

GCS - Teacher Allotment Formulas (Traditional Schools)

2008-09 to 2015-16

2014 GCS Annual Report

GCS and Proud Fact Sheet

**ACHIEVING  
EDUCATIONAL  
EXCELLENCE**





# EDUCATION

# Guilford Technical Community College

Dr. George Parker, President

PO Box 309, Jamestown, NC 27282 (336) 334-4822

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** Sustainable Economic Development and Growth  
**PRIORITY:** Support a high quality of education and schools.

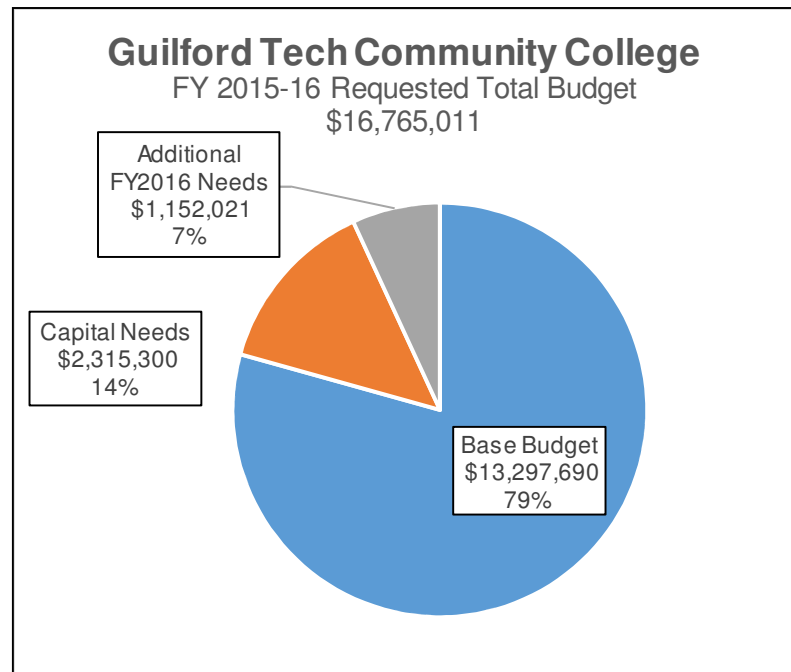


## BUDGET SUMMARY

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted	\$ Change	% Change	FY 2017 Plan
<b>Guilford Tech Comm. Coll.</b>							
Operating Expenses	\$12,397,690	\$13,297,690	\$13,297,690	\$14,350,000	\$1,052,310	7.91%	\$14,350,000
Capital Maintenance	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$0	0.00%	\$1,500,000
Debt Repayment	\$11,586,784	\$11,138,544	\$11,139,430	\$10,776,876	-\$361,668	-3.25%	\$12,316,370
<b>Total</b>	<b>\$25,484,474</b>	<b>\$25,936,234</b>	<b>\$25,937,120</b>	<b>\$26,626,876</b>	<b>\$690,642</b>	<b>2.66%</b>	<b>\$28,166,370</b>
<b>Sources of Funds</b>							
Federal & State Funds							
<i>American Rec/Reinvest Act</i>	\$325,461	\$322,809	\$322,809	\$327,759	\$4,950	1.53%	\$327,759
County Funds	\$25,159,013	\$25,613,425	\$25,614,311	\$26,299,117	\$685,692	2.68%	\$27,838,611
<b>Total</b>	<b>\$25,484,474</b>	<b>\$25,936,234</b>	<b>\$25,937,120</b>	<b>\$26,626,876</b>	<b>\$690,642</b>	<b>2.66%</b>	<b>\$28,166,370</b>

## DEPARTMENTAL PURPOSE

Guilford Technical Community College provides addressable and comprehensive instructional programs committed to excellence in teaching and successful student achievement; develops and maintains programs that are responsive to the changing educational and training needs of the people served through basic skills and lifelong learning opportunities; and develops and maintains programs that support and enhance the economic development needs of the local community. For more information about the College, please visit its website at <http://www.gtcc.edu/>.



The Community College's Board of Trustees requested a total budget of \$16,765,011 from Guilford County for FY 2016 (\$14,449,711 in operating funds and \$2,315,300 in capital outlay funds). This request is \$1,967,321 higher than the current year's budget.

**FY 2016 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2016 Adopted Budget increases operating funding for the community college by \$1,052,310 or 7.91% to a total of \$14,350,300. This additional funding will be used for on-going operating costs of new facilities, as well as other college expenses for which the county is responsible for funding.
- The budget maintains annual capital maintenance funding at \$1.5 million.

The funding noted above represents the County’s portion of the total budget for Guilford Technical Community College. The College receives additional funding from other sources, including the State of North Carolina.

<b>County Allocation for Guilford Tech Community College</b>				
	FY 2014-15	FY 2015-16		
	Adopted Budget	Recommended Change	Adopted Budget	% Change
Operating Funds	\$ 13,297,690	\$ 1,052,310	\$ 14,350,000	7.91%
Capital Maintenance & Repair Funds	\$ 1,500,000	\$ -	\$ 1,500,000	0.00%
	<b>\$ 14,797,690</b>	<b>\$ 1,052,310</b>	<b>\$ 15,850,000</b>	<b>7.11%</b>

April 14, 2015

Mr. Michael Halford  
Budget Management and Evaluation Director  
Guilford County  
301 W. Market Street, Suite 301  
Greensboro, NC 27402

**Mailing Address:**

Guilford Technical  
Community College  
P.O. Box 309  
Jamestown, NC 27282

(336) 334-4822  
(336) 454-1126

TTY (336) 841-2158

[www.gtcc.edu](http://www.gtcc.edu)

Jamestown Campus

Aviation Center

Greensboro Campus

High Point Campus

Small Business Center

Re: 2015-16 County Budget Request

Dear Michael:

Attached is GTCC's 2015-16 budget request as approved by our Board of Trustees on March 12, 2015. This represents our assessment of the College's needs for operations and maintenance of today's facilities. The operating budget totals \$14,449,711, an increase of 8.7%, or \$1,152,021 over the current fiscal year. The bulk of our requested increase is the balance of funding for the new facilities. The Business & Industry Training Center and Aviation Classroom Building were part of the 2008 bond referendum needed to relieve overcrowding and minimize unsafe lab conditions, as well as provide room for expansion to meet demands of area employers. We can now provide training to over 3,000 additional students to meet employer needs in these fields.

We have budgeted three new campus police positions in response to student and employee requests for increased security and visibility of officers. These positions will improve our officer-to-student ratio by 8.5% and will provide the resources to deliver emergency information to students and others on campus more efficiently. The cost of living adjustment and benefit rate increases may be adjusted based on action by the General Assembly. We are also seeking funding for hard cost increases in utilities, rent, and insurance.

Please remember that in 2016-17 we will be requesting operational budgets for the new Transportation and Welding/Center for Advanced Manufacturing and the \$150,000 annual rent for Union Square Campus as approved by the County Commissioners on October 16, 2014. Both facilities are scheduled to open fall 2016.

Given the County's financial situation over recent years, we have not requested what is needed to maintain our facilities at the level of service we believe is appropriate. I am enclosing a graph depicting how GTCC's county funding per gross square foot compares to our benchmark colleges. On that same page is a graph reflecting how we have dropped from fifth place in county funding to nineteenth as compared to other NC community colleges.

The 2015-16 annual capital projects list found on the second tab includes projects to address replacement of building systems at or near end of life cycle and facilities repairs and renovations to repurpose existing space for instructional and other needs.

Please let me know if you have any questions.

Sincerely,



Nancy Sollosi, CFO

cc: Randy Parker  
Rae Marie Smith

**GUILFORD TECHNICAL COMMUNITY COLLEGE  
2015-16 County Operating Budget Request**

**Operating Budget**

Building Maintenance	\$ 2,459,631	
Custodial Services	2,601,581	
Utilities	2,548,241	
Campus Police	2,150,506	
Institutional Support	1,618,967	
Rent & Insurance	925,735	
Grounds Maintenance	672,840	
General Facilities	482,527	
Construction Services	137,662	
One time carry forward from 2013/14	<u>(300,000)</u>	
Total Current Operating Budget		\$ 13,297,690

**Additional Needs 2015-16**

Unfunded Request from 2014/15	\$ 300,000	
Remaining 3 1/2 months for Cameron Campus	244,883	
Remaining 5 1/2 months for Aviation Classroom Building	188,119	
Remaining 5 months for High Point Black Box Theatre	26,510	
Utility Rate Increases	20,055	
Legislative Cost of Living Adjustment	116,596	
Mandatory Benefit Rate Increases	43,868	
3 Campus Police positions	182,738	
Increase in Insurance Premiums	5,637	
Rent Increases in Leased Property	<u>23,615</u>	
Total Additional Needs		<u>\$ 1,152,021</u>
<b>2015-16 Operating Needs</b>		<b>\$ 14,449,711</b> 8.7%

<b>Annual Capital Projects (1)</b>	<b>\$ 2,315,300</b>
<b>Total 2015-16 Budget Request</b>	<b>\$ 16,765,011</b>

(1) See second tab for list of capital needs.

**GUILFORD TECHNICAL COMMUNITY COLLEGE  
2015-16 Annual Capital Projects**

**Proposed Projects**

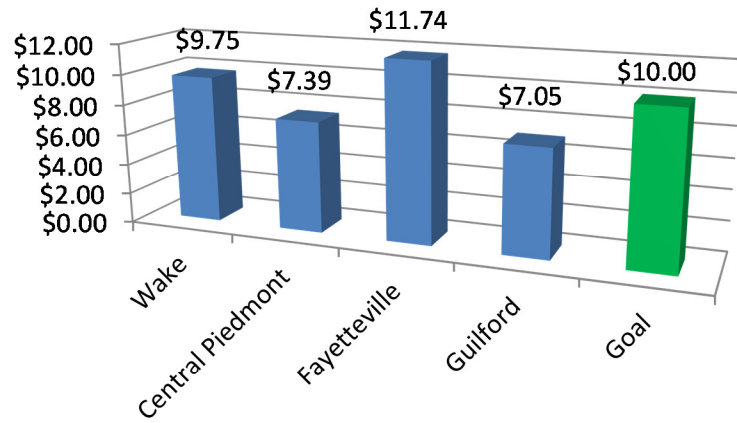
MCC Annex Connection to CEP	\$	400,000
HVAC Repairs - H4 Building		350,000
HVAC Equipment Replacements - Library		350,000
LEAP Lab/Open Lab Renovations		320,300
Replace Failing High Traffic Floor Finishes		300,000
MCC Pedestrian Bridges/Walkways Repairs		250,000
Renovate Furniture Program Facilities		170,000
Davis Hall Renovation - Feasibility Study/Planning		100,000
Transportation/Auto Body Renovation - Feasibility Study/Planning		75,000
Total Annual Capital Request	<b>\$</b>	<b><u>2,315,300</u></b>

	Updated Annual Cost	Funded 2013/14	Funded 2014/15	Needed 2015/16	Needed 2016/17
B & I	\$ 799,143	\$ 249,681	\$ 304,579	\$ 244,883	-
AVIII	\$ 392,881	\$ 74,228	\$ 130,534	\$ 188,119	-
T & W (6012)	\$ 1,012,748	\$ 321,091	-	-	Estimated \$691,657
Black Box	\$ 64,150	-	\$ 37,640	\$ 26,510	-
Union Square Campus	\$ 150,000	-	-	-	\$ 150,000
<b>TOTALS</b>	<b>\$ 2,418,922</b>	<b>\$ 645,000</b>	<b>\$ 472,753</b>	<b>\$ 459,512</b>	<b>\$ 841,657</b>
Appropriated		\$ 645,000	\$ 172,753	-	
One time Carry Forward from 2013/14			\$ 300,000		
One time Carry Forward from 2013/14			-	\$ 300,000	
<b>Unfunded Need</b>			-	<b>\$ 759,512</b>	est. \$841,657

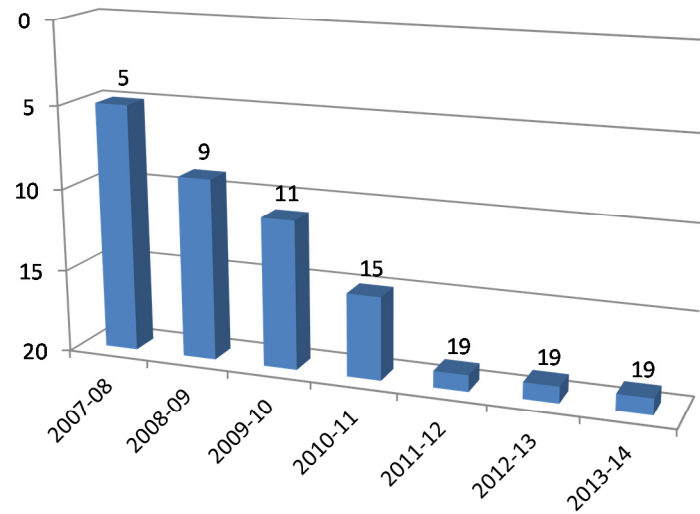
Presented at GTCC Finance and Facilities Committee meeting January 29, 2015.

# GUILFORD TECHNICAL COMMUNITY COLLEGE COUNTY OPERATING BUDGET PER GROSS SQUARE FOOTAGE (GSF) AND GTCC RANKINGS

## 2014-15 Funding per GSF - Benchmarks



## GTCC Ranking for County Funding Among NC Community Colleges 2008-2014







# Human Services

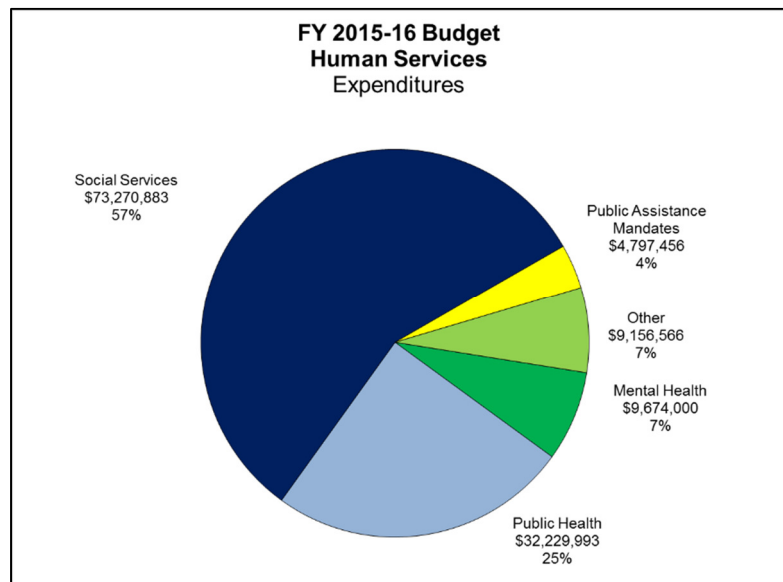
Guilford County’s Human Services programs are designed to promote healthy lifestyles, prevent and control disease, protect the well-being of children, and ensure that residents who are temporarily unable to provide for themselves and their families have access to health care, employment training, and other social services activities. Guilford County is mandated by various state and federal laws to provide and fund many of these services. Human Services expenditures include:

- Public Health
- Social Services
- TANF(Temporary Assistance for Needy Families)
- Mental Health
- Child Support Enforcement
- Medical Assistance
- Coordinated Services
- Transportation
- Veterans Service
- Special Assistance to Adults

\* Public Assistance Mandates includes Special Assistance to Adults, Medical Assistance & TANF

## Expenditures

Guilford County will spend approximately \$129 million for Human Services expenditures in FY 2015-16, an increase of approximately \$3.3 million or 2.6% more than the FY 2014-15 Adopted Budget. Net County fund use will only increase by approximately \$715,000 or 1.5% as the remainder of the increase will be funded through other sources including state and federal programs. Human Services is the second largest service area and accounts for 22% of the total expenditures for the County.



The Social Services and Public Health Departments merged into a single Department of Health & Human Services (DHHS) in FY 2014-15 under a single DHHS director with two respective divisions providing the same services. Because of the range of services provided by DHHS, the budget retains separate pages for the Public Health and Social Services divisions.

The Social Services expenditure budget has increased by \$3,247,827 or 4.6% and includes additional social worker positions to address demand and to meet State required cases-to-social-worker ratios that ensure effective service for clients. Overtime funds remain in the budget due to the ongoing transition to NC FAST, the state’s unified social services eligibility system, though the overall eligibility application and renewal processes have improved as staff gain experience with the system. The budget also includes the annualizing of new State-funded social worker

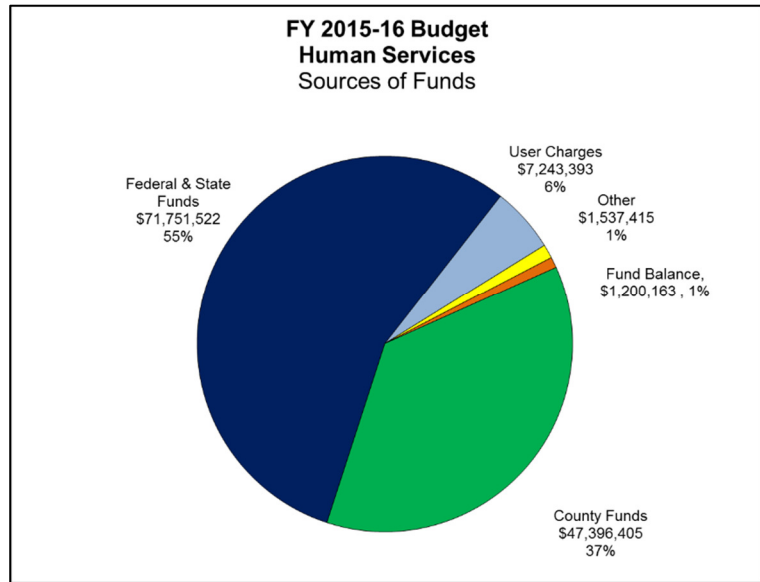
positions added in FY 2014-15 and several programs funded entirely by the State so the net impact on the County is significantly less than the total increase.

The Public Health expense budget will increase by \$967,666 in FY 2014-15. This budget included the full-year impact of two positions added during FY 2014-15 and two new positions approved beginning October 2015.

The budgets for most other Human Services departments will decrease in FY 2015-16.

## Revenues

For 2016-16, total Human Services revenues have increased \$2.5 million or 3% due primarily to an increase in the rate of federal and State reimbursement for certain programs and positions. Federal & State Revenues support 55% of the Human Services Budget while County Funds comprise 37%, User Charges 6%, and Other Revenues and Fund Balance 1% each.



	FY14 Actual	FY15 Adopted	FY15 Amended	FY16 Adopted	vs. FY15 Adopted		FY17 Plan
					\$ chg	% chg	
<b>Department</b>							
Child Support Enforcement	\$5,880,363	\$5,994,303	\$6,044,812	\$6,227,568	\$233,265	3.9%	\$6,431,205
Coordinated Services	\$1,483,959	\$1,497,510	\$1,540,716	\$1,476,114	(\$21,396)	-1.4%	\$1,476,494
Mental Health	\$9,962,019	\$9,674,000	\$9,747,609	\$9,674,000	\$0	0.0%	\$9,674,000
Public Assistance Mandates	\$4,754,444	\$5,649,394	\$5,619,394	\$4,797,456	(\$851,938)	-15.1%	\$4,805,435
Public Health	\$29,311,605	\$31,262,327	\$31,610,532	\$32,229,993	\$967,666	3.1%	\$32,877,377
Social Services	\$66,539,081	\$70,023,056	\$71,593,030	\$73,270,883	\$3,247,827	4.6%	\$74,311,363
Transportation	\$1,547,743	\$1,573,497	\$1,694,398	\$1,325,611	(\$247,886)	-15.8%	\$1,353,379
Veterans Services	\$123,715	\$124,772	\$124,874	\$127,273	\$2,501	2.0%	\$130,498
<b>Total Expenditures</b>	<b>\$119,602,929</b>	<b>\$125,798,859</b>	<b>\$127,975,365</b>	<b>\$129,128,898</b>	<b>\$3,330,039</b>	<b>2.6%</b>	<b>\$131,059,751</b>
<b>Sources of Funds</b>							
Federal & State Funds	\$64,925,617	\$68,095,982	\$70,561,592	\$71,751,522	\$3,655,540	5.4%	\$72,011,390
User Charges	\$8,123,212	\$8,488,573	\$8,431,027	\$7,243,393	(\$1,245,180)	-14.7%	\$7,278,106
Other	\$1,360,654	\$1,434,532	\$1,491,580	\$1,537,415	\$102,883	7.2%	\$1,541,483
Fund Balance	\$5,054,026	\$1,098,249	\$1,109,533	\$1,200,163	\$101,914	9.3%	\$1,200,163
County Funds	\$40,139,420	\$46,681,523	\$46,381,633	\$47,396,405	\$714,882	1.5%	\$49,028,609
<b>Sources of Funds</b>	<b>\$119,602,929</b>	<b>\$125,798,859</b>	<b>\$127,975,365</b>	<b>\$129,128,898</b>	<b>\$3,330,039</b>	<b>2.6%</b>	<b>\$131,059,751</b>
<b>Permanent Positions</b>	<b>1,042.930</b>	<b>1,037.480</b>	<b>1,053.100</b>	<b>1,066.500</b>	<b>29.025</b>	<b>2.8%</b>	<b>1,066.500</b>

## CHILD SUPPORT SERVICES

Angela Liverman, Director

400 West Market Street, Greensboro, NC 27401 (336) 641-6438  
300 East Russell Avenue, High Point, NC 27260 (336) 641-2660

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** *Support a High Quality of Life in the County*

**PRIORITY:** *Support citizen welfare in and through the community*



### BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Child Support Enforcement	5,880,363	5,994,303	6,044,812	6,227,568	233,265	3.9%	6,431,205
<b>Child Support Enforcement</b>	<b>5,880,363</b>	<b>5,994,303</b>	<b>6,044,812</b>	<b>6,227,568</b>	<b>233,265</b>	<b>3.9%</b>	<b>6,431,205</b>
<b>EXPENSE</b>							
Personnel Services	5,130,951	5,468,600	5,508,600	5,691,955	223,355	4.1%	5,841,238
Supplies & Materials	72,328	72,000	79,485	65,004	-6,996	(9.7%)	91,146
Other Services & Charges	557,023	453,208	456,232	470,609	17,401	3.8%	498,821
Human Services Assistance	0	495	495	0	-495	(100.0%)	0
Capital	120,060	0	0	0	0	0.0%	0
<b>Total Expense</b>	<b>5,880,363</b>	<b>5,994,303</b>	<b>6,044,812</b>	<b>6,227,568</b>	<b>233,265</b>	<b>3.9%</b>	<b>6,431,205</b>
<b>REVENUE</b>							
Intergovernmental	5,983,552	5,917,994	5,917,994	6,100,894	182,900	3.1%	6,231,599
Charges for Services	57,297	57,200	57,200	57,252	52	0.1%	57,252
Miscellaneous Revenues	53,707	40,700	40,700	54,000	13,300	32.7%	54,000
<b>Total Revenue</b>	<b>6,094,556</b>	<b>6,015,894</b>	<b>6,015,894</b>	<b>6,212,146</b>	<b>196,252</b>	<b>3.3%</b>	<b>6,342,851</b>
<b>County Funds</b>	<b>-214,193</b>	<b>-21,591</b>	<b>28,918</b>	<b>15,422</b>	<b>37,013</b>	<b>(171.4%)</b>	<b>88,354</b>
<b>Positions</b>	<b>91.7</b>	<b>92</b>	<b>92</b>	<b>91.85</b>	<b>-0.15</b>	<b>(0.2%)</b>	<b>91.85</b>

### DEPARTMENTAL PURPOSE

Created in 1975, the Child Support Enforcement Program works to assist children in single parent households by helping them receive a reliable source of private financial and medical support. The program increases family self-sufficiency, reduces child poverty, and encourages both parents to be involved and committed to their children. Child Support assures that children in single parent households are supported by their non-custodial parents.

Specific services include location of non-custodial parents, establishment of paternity, establishment of child support (including medical insurance coverage), collection and disbursement of payments and enforcement of orders. Goals for meeting performance measures are set by the State each year.

## **FY 2016 GOALS & OBJECTIVES**

- The agency would like to continue to use technology to increase efficiency through the use of the imaging system and purchase of desktop scanners for clerical staff.
- The agency would also like to encourage staff development and improve customer service by offering new training opportunities.

## **FY 2016 ADOPTED BUDGET HIGHLIGHTS**

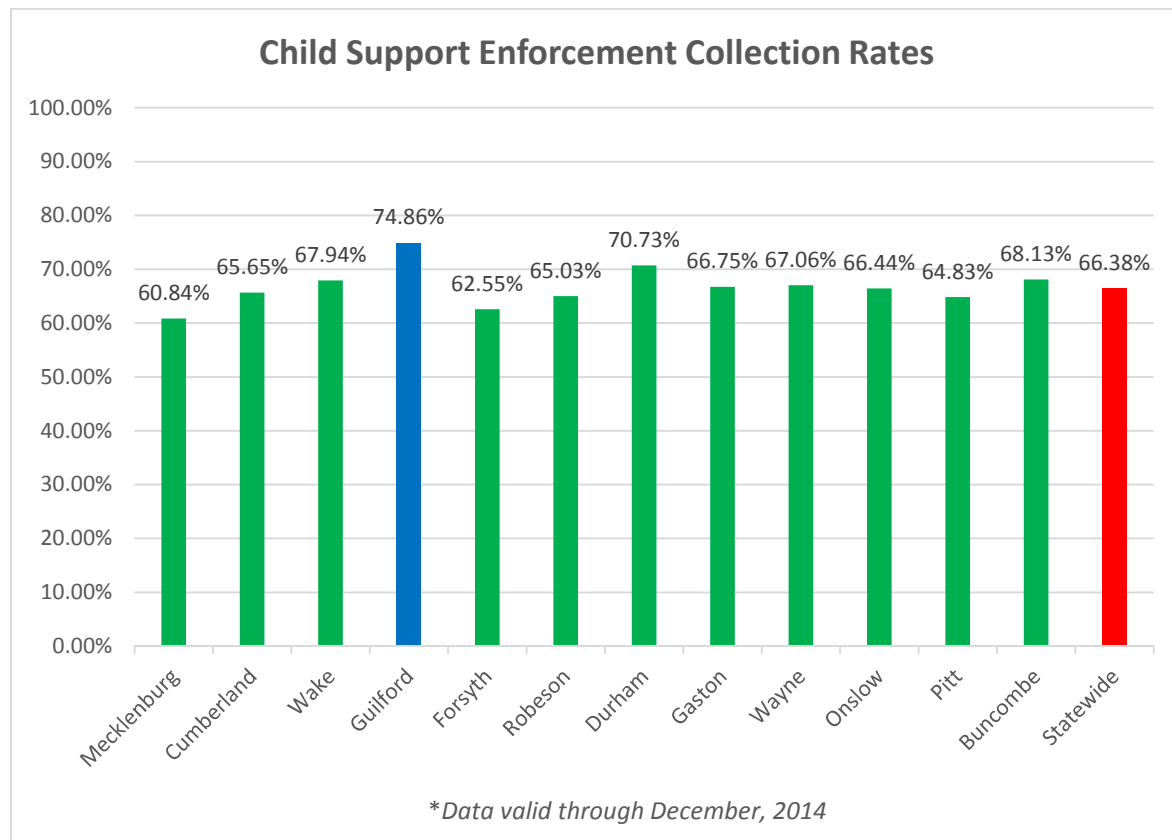
- The FY 2016 expense budget has increased by \$233,265 or about 3.9%. Most of this increase comes from personnel services.
- Other services and charges has increased by \$17,401 due primarily to an increase in Medical Services. The County is responsible for paying for paternity tests. This item used to be paid for out of the Professional Services line item, but for auditing purposes the department is now tracking it separately.
- The overall revenue budget for FY 2016 has increased by \$196,252 or about 3.3%. The largest revenue source in the budget, IV-D Administration, is a federal grant that reimburses the County at a rate of 66% for eligible expenditures. Because of increases in the department's budget this line item has increased as well.

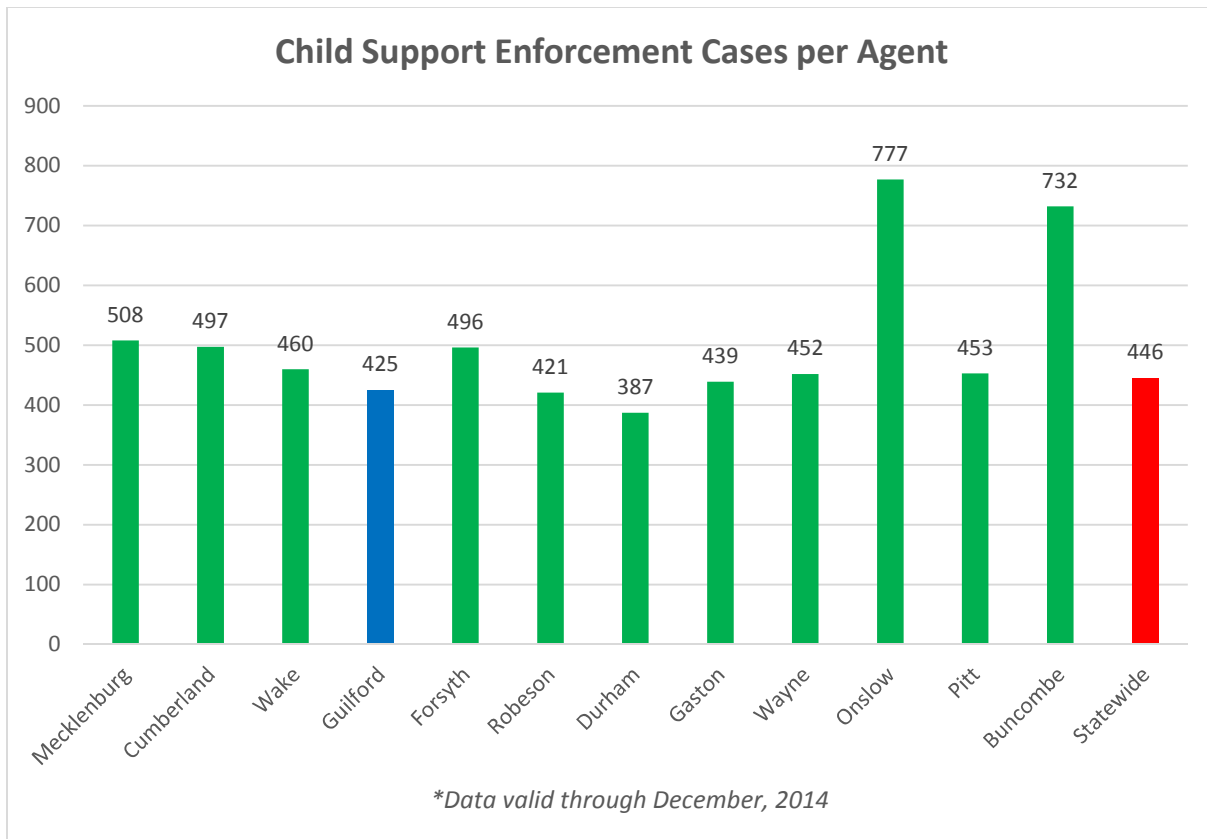
## **FY 2015 SIGNIFICANT ACCOMPLISHMENTS**

- The department collected \$36,093,073 during FY14. Approximately 98% of the collections were disbursed directly to families.
- The agency maintains the largest current support collection rate when compared to the 12 largest counties in the State.
- Child Support implemented the Compass Pilot software system in order to increase the efficiency of the program by providing a document management system in an electronic document environment.
- The agency created a new position for a Community Resource agent to assist under-employed and unemployed participants in finding employment, training, and educational opportunities.
- The agency created a Resource Room in the Greensboro Courthouse to provide employment and community resource information to courtroom visitors.

## KEY PERFORMANCE MEASURES

	FY14 Actual	FY15 Estimated	FY16 Projected	FY17 Projected	Target
Collection Rate	74.3%	74.6%	74.7%	74.7%	74.7%
Cases Under Order	88.5%	88.5%	89.0%	89.0%	89.0%
Paternity Establishment Rate	101.4%	100.0%	100.0%	100.0%	100.0%
Payment to Arrears	69.1%	69.5%	69.5%	69.5%	69.5%
Total Collections	\$36,093,073	\$36,000,000	\$36,500,000	\$36,500,000	\$36,500,000
Total Caseload	20,165	20,000	20,000	20,000	20,000
Total Caseload per FTE	219	217	217	217	217
Total Caseload per Agent	403	400	400	400	400





## FUTURE ISSUES

- Agency revenues could decrease due to a current bill in legislation, that if passed, would allow the state DHHS to retain 15% of the Federal incentives monies. Currently, the Counties statewide receive all of the Federal incentives return.
- The agency will place an increased emphasis on working with the unemployed and underemployed by directing resources to provide intensive case management to noncustodial parents that need assistance in this area.
- Agency caseloads could increase due to a current bill by the General Assembly, Child Care SB 114, mandating that recipients of child care vouchers be referred to the child support agency.

## COORDINATED SERVICES

Michael Halford, Budget and Management Director

P.O. Box 3427 Greensboro, NC 27401 (336) 641-3275

### Links to County Goals and Strategic Priorities:

**COUNTY GOAL:** Support a High Quality of Life in the County  
**PRIORITY:** Support citizen welfare in and through the community



### Links to County Goals and Strategic Priorities:

**COUNTY GOAL:** Sustainable Economic Development and Growth  
**PRIORITY:** Collaborative economic development.



## BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Administration	32,345	44,297	44,297	42,904	-1,393	(3.1%)	43,281
General Services	380,039	383,900	427,106	363,900	-20,000	(5.2%)	363,900
JCPC Services	1,071,575	1,069,313	1,069,313	1,069,310	-3	0.0%	1,069,313
<b>Coordinated Services</b>	<b>1,483,959</b>	<b>1,497,510</b>	<b>1,540,716</b>	<b>1,476,114</b>	<b>-21,396</b>	<b>(1.4%)</b>	<b>1,476,494</b>
<b>EXPENSE</b>							
Personnel Services	6,511	15,461	15,461	14,070	-1,391	(9.0%)	14,447
Other Services & Charges	1,477,448	1,482,049	1,525,255	1,462,044	-20,005	(1.3%)	1,462,048
<b>Total Expense</b>	<b>1,483,959</b>	<b>1,497,510</b>	<b>1,540,716</b>	<b>1,476,114</b>	<b>-21,396</b>	<b>(1.4%)</b>	<b>1,476,494</b>
<b>REVENUE</b>							
Intergovernmental	1,169,818	1,153,274	1,153,274	1,153,277	3	0.0%	1,153,274
Appropriated Fund Balance	49,824	0	0	0	0	0.0%	0
Miscellaneous Revenues	150	0	43,206	150	150	0.0%	150
<b>Total Revenue</b>	<b>1,219,792</b>	<b>1,153,274</b>	<b>1,196,480</b>	<b>1,153,427</b>	<b>153</b>	<b>0.0%</b>	<b>1,153,424</b>
<b>County Funds</b>	<b>264,167</b>	<b>344,236</b>	<b>344,236</b>	<b>322,687</b>	<b>-21,549</b>	<b>(6.3%)</b>	<b>323,070</b>
<b>Positions</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>	<b>0.15</b>	<b>0.05</b>	<b>50.0%</b>	<b>0.15</b>

## DEPARTMENTAL PURPOSE

Coordinated Services works to improve the quality of life for children and adults by collaborating with numerous nonprofit and public agencies to offer an array of human service programs across Guilford County. In addition, both prevention and intervention themed programs are provided to at-risk and vulnerable populations. Services are provided by community partners that fall into 2 categories:

- Community Based Organizations (CBO's)
- Juvenile Crime Prevention Council (JCPC) Agencies.

## **FY 2016 GOALS & OBJECTIVES**

- Expand E-Civis grant locator training to more county departments to encourage higher utilization of the grants database, which may enhance departmental goals by exploring alternative funding sources outside of county funding.

## **FY 2016 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2016 budget has decreased by \$21,396 which, combined with an increase in miscellaneous revenues, results in a reduction of \$21,549 in expended County funds.
- Funding for Juvenile Crime Prevention Council (JCPC) Agencies remains unchanged from the FY 14 Adopted Budget and is offset by revenue received from NC Department of Public Safety. Please see funding charts for details about funded agencies.
- Personnel expenses have decreased slightly by \$1,393 due to reassignment of support staff. A portion of two employees' salary expense is allocated to Coordinated Services based on time spent supporting the JCPC. The salary allocation is necessary to receive \$3,000 in reimbursement funds from the NC Department of Public Safety.
- The budget also maintains funding for the E-Civis grant locator software utilized by county departments and non-profit agencies to locate grant funds.
- Revenues remain relatively flat from the FY 15 Adopted Budget. The allocation from the North Carolina Department of Public Safety in the amount of \$987,774 remains unchanged from the FY 15 Adopted Budget. This revenue is used to offset non-profit program funding recommended by the Juvenile Crime Prevention Council. ABC Bottle Tax Revenue & Expenses in the amount of \$165,500 remain flat in the FY 16 Adopted Budget. Per General Statute 18B-804(b)(6), the County must use the proceeds for the treatment of alcoholism or substance abuse, or for research or education on alcohol or substance abuse.

## **FY 2015 SIGNIFICANT ACCOMPLISHMENTS**

- Facilitated the CBO (Community Based Organizations) annual grant application/RFP (Request for Proposals) process in accordance with the County CBO policy.
- Continued the electronic application process for grant applications in an effort to "go-green" and ensure accurate and timely receipt of applications.



## Human Service CBOs

Human Service Community Partners are agencies that promote meeting some type of human service need. Examples of human service programs funded in the past include services for at-risk youth, battered and/or disadvantaged women, and homeless citizens. The FY 2015-16 CBO allocation of \$198,400 is \$20,000 less than the amount allocated in FY 2014-15.

Per a directive of the Board of Commissioners, no CBO agency funded in FY 2015-16 will be eligible for CBO funding in future years.

In addition to CBO funding, the Board will allocate to Alcohol and Drug Services up to \$165,500 of the revenue received from the ABC Bottle Tax. Per General Statute 18B-804(b)(6), the County must use the proceeds of the bottle tax for the treatment of alcoholism or substance abuse, or for research or education on alcohol or substance abuse.

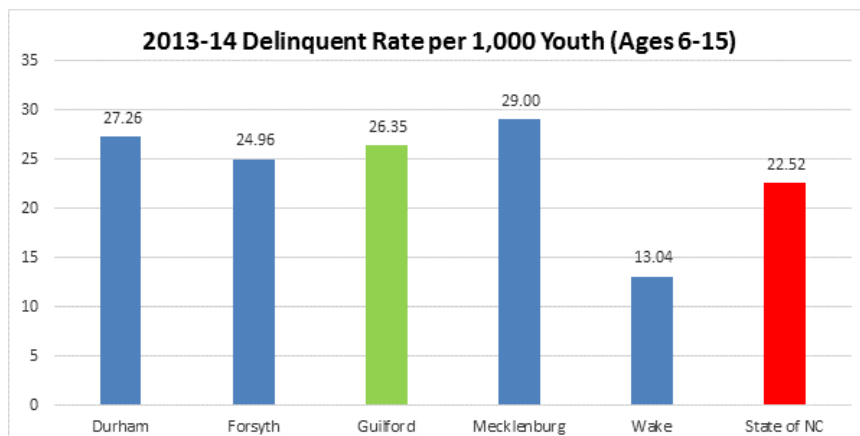
<b>Human Services Community Based Organizations</b>			
	<b>FY 2015 Adopted</b>	<b>FY 2016 Request</b>	<b>FY 2016 Approved</b>
<b>Community-Based Organizations - Human Services</b>			
Adult Center for Enrichment*	\$ -	\$ 50,000	\$ -
Big Bros/Big Sis of Central Piedmont	\$ 16,700	\$ 20,000	\$ 16,700
Black Child Development	\$ 16,700	\$ 16,000	\$ 16,700
Final Call-Guilford Food Pantry*	\$ -	\$ 25,000	\$ -
Guilford Child Development	\$ -	\$ 22,500	\$ -
Interactive Resource Center	\$ 30,000	\$ -	\$ 30,000
Junior Achievement	\$ 10,000	\$ 10,000	\$ 10,000
Mental Health Association of Greensboro	\$ -	\$ 20,000	\$ -
Nia Community Action Center	\$ -	\$ 25,000	\$ -
One Step Further - Mediation	\$ 20,000	\$ 20,000	\$ 20,000
One Step Further- Veterans Peer Support Program	\$ -	\$ 80,000	\$ -
Partners Ending Homelessness	\$ 20,000	\$ 20,000	\$ 20,000
Reading Connections	\$ -	\$ 15,000	\$ -
Room at the Inn of the Carolinas	\$ -	\$ -	\$ -
Salvation Army*	\$ -	\$ 150,000	\$ -
Teach for America	\$ -	\$ 10,000	\$ -
Unifour One	\$ -	\$ 20,000	\$ -
Unity Builders	\$ -	\$ -	\$ -
Welfare Reform Liaison Project	\$ -	\$ 30,000	\$ -
West End Ministries- Leslie's House	\$ 25,000	\$ 25,000	\$ 25,000
Win-Win BOTSO/LOTSO	\$ -	\$ -	\$ -
YMCA - Carl Chavis	\$ 20,000	\$ 20,000	\$ 20,000
YMCA -Hayes Taylor*	\$ 20,000	\$ -	\$ -
Youth Focus- Act Together	\$ -	\$ -	\$ -
Youth Focus - Big Bro/Big Sis	\$ -	\$ -	\$ -
Youth Focus - Transitional Housing	\$ -	\$ -	\$ -
YWCA - Greensboro	\$ 20,000	\$ 20,000	\$ 20,000
YWCA - High Point*	\$ 20,000	\$ 20,000	\$ 20,000
	<b>\$ 218,400</b>	<b>\$ 618,500</b>	<b>\$ 198,400</b>
<i>*denotes a capital campaign funding request</i>			
<b>NOTE: FY 2015-16 will be the final year of funding for agencies listed above in the FY 2016 Approved column.</b>			
<b>ABC Bottle Tax Revenue</b>			
Alcohol & Drug Services of Guilford (ADS)	\$ 165,500	\$ 165,500	\$ 165,500

## Juvenile Crime Prevention Council

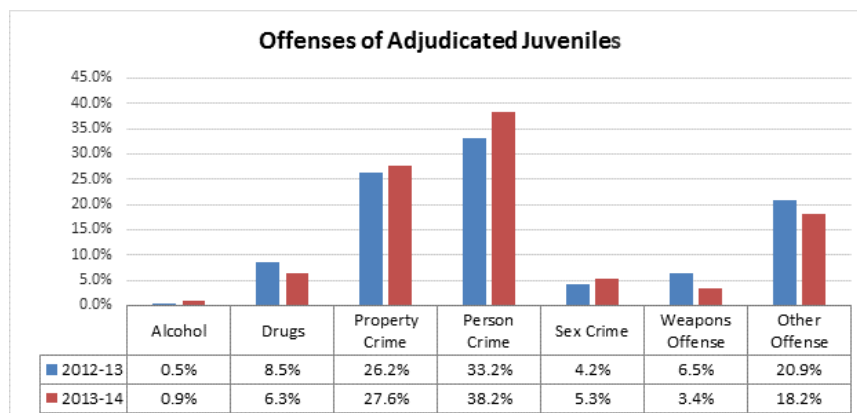
The Guilford County Juvenile Crime Prevention Council (JCPC), appointed by the Board of Commissioners (BOC), advises elected officials on the development of community-based alternatives to court-imposed incarceration of youth, as well as the provision of community-based youth delinquency and substance abuse prevention strategies and programs. Resource coordination and collaboration with both the Board of Commissioners and community-at-large is a significant function.

The Guilford County Juvenile Crime Prevention Council was formed as a direct result of the Juvenile Justice Reform Act, S.L. 1998-202, enacted by Governor James B. Hunt. The Act requires the Board of County Commissioners to appoint a Juvenile Crime Prevention Council to act as a local juvenile justice planning body in order to receive State funding for juvenile court services and delinquency prevention programs. The JCPC is responsible for recommending the allocation of state and county funds to achieve the program's goals.

Each year, the Guilford County JCPC reviews the risk factors and needs associated with youth involved with the court system. The Council then develops a community request for proposals to address the established needs. The tables below reflect statistics about at risk Guilford County Youth and the issues that the local JCPC aims to address through targeted prevention programming efforts.



\*Data extracted from NCDPS, Juvenile Justice Division, 2014 County Databook



\*Data extracted from NCDPS, Juvenile Justice Division, FY 16 Risk & Needs Assessment Report



# The Sandhills Center

Local Center

201 N. Eugene St. GSO, NC 27401 336-389-6210  
 PO Box 9 West End, NC 27376 800-256-2452

**Links to County Goals and Strategic Priorities:**

**COUNTY GOAL:** Support a High Quality of Life in the County  
**PRIORITY:** Support and encourage community health.



**Links to County Goals and Strategic Priorities:**

**COUNTY GOAL:** Engage Citizens to Meet Community Needs  
**PRIORITY:** Improve the community character through engagement and collaboration.



## BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Local Management Entity	7,262,019	6,974,000	7,047,609	6,974,000	0	0.0%	6,974,000
Safety Net Services	2,700,000	2,700,000	2,700,000	2,700,000	0	0.0%	2,700,000
<b>Mental Health</b>	<b>9,962,019</b>	<b>9,674,000</b>	<b>9,747,609</b>	<b>9,674,000</b>	<b>0</b>	<b>0.0%</b>	<b>9,674,000</b>
<b>EXPENSE</b>							
Personnel Services	62,019	0	73,609	0	0	0.0%	0
Other Services & Charges	9,900,000	9,674,000	9,674,000	9,674,000	0	0.0%	9,674,000
<b>Total Expense</b>	<b>9,962,019</b>	<b>9,674,000</b>	<b>9,747,609</b>	<b>9,674,000</b>	<b>0</b>	<b>0.0%</b>	<b>9,674,000</b>
<b>County Funds</b>	<b>9,962,019</b>	<b>9,674,000</b>	<b>9,747,609</b>	<b>9,674,000</b>	<b>0</b>	<b>0.0%</b>	<b>9,674,000</b>

## DEPARTMENTAL PURPOSE

The mission of Sandhills Center Local Management Entity - Managed Care Organization is to assure that persons in need have access to quality mental health, developmental disabilities services and substance abuse services. The Sandhills Center acts as an agent of the North Carolina Department of Health & Human Services to provide residents of nine North Carolina counties (Guilford, Anson, Harnett, Hoke, Lee, Montgomery, Moore, Randolph, and Richmond) with access to Medicaid and State-supported services for mental health, intellectual/developmental disabilities and substance abuse. Sandhills Center appropriates specialized state funds to community based providers to provide a complex array of mental health, developmental disabilities, and substance abuse services. These partnerships and community-based initiatives involve connecting Sandhills Center and its providers to people, resources and ideas through culturally appropriate efforts.

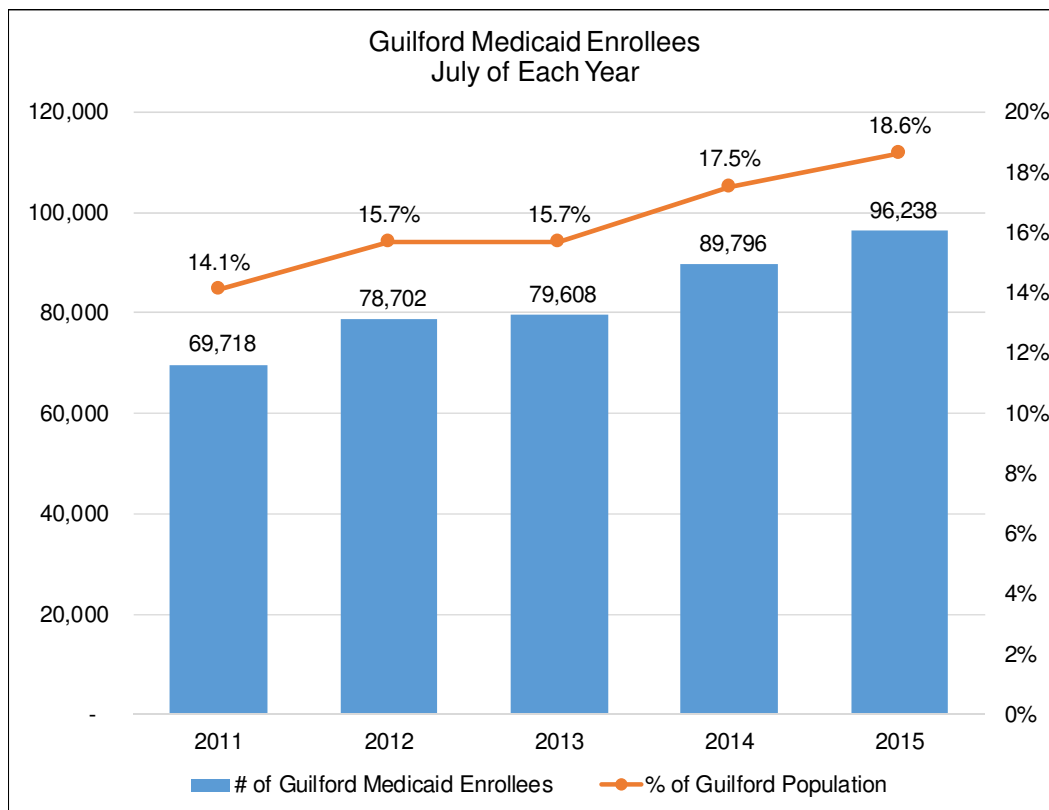
Sandhills Center's total 2015 budget was \$325.6 million. Of that total, the nine counties served by the Center contribute \$12.1 million, or just under 4% of the total budget. Guilford County's contribution of \$9,674,000 represents about 80% of all of the counties' contributions. Local Guilford county funds are used to provide services beyond the Center's basic Medicaid-funded programs and for clients not eligible for Medicaid services. The enhanced programs available to Guilford County residents include 24-hour walk-in/crisis services and the Guilford County Substance Abuse Treatment Center on Wendover Avenue.

## FY 2016 ADOPTED BUDGET HIGHLIGHTS

- The 2016 budget remains unchanged from the FY 2015 Adopted Budget.
- Level funding sustains the current level of crisis/psychiatric services for consumers and families in Guilford County.
- County Funding helps to support Sandhills' 24-hour County Walk-In/ Crisis Service and The Guilford County Substance Abuse Treatment Center on Wendover Avenue.

## FY 2015 SIGNIFICANT ACCOMPLISHMENTS

- Sandhills continues to maintain a strong local presence in Guilford County.
- Guilford County holds 4 of 23 Board of Directors positions on the Sandhills Center Board.
- Continue to assist service providers with process of getting necessary credentials.
- Continue monitoring standards for claims, appeals, and incoming calls
- Conducted Quarterly Community Needs Assessment Survey
- Presented quarterly community reports that focus on community, members served, and provider network



## PUBLIC ASSISTANCE MANDATES

Joe Raymond, Health & Human Services Director

1203 Maple St., P.O. Box 3388, Greensboro, NC 27402  
(336) 641-3007

### Links to County Goals and Strategic Priorities:

**COUNTY GOAL:** Ensure Community Health & Safety

**PRIORITY:** Physical & Environmental Health and Child, Aging, & Disabled Adult Care



## BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Adults	2,700,112	2,900,000	2,900,000	2,531,988	-368,012	(12.7%)	2,531,989
Families	20,380	30,000	30,000	20,376	-9,624	(32.1%)	20,380
Medical	2,033,951	2,719,394	2,689,394	2,245,092	-474,302	(17.4%)	2,253,066
<b>Public Assistance Mandates</b>	<b>4,754,444</b>	<b>5,649,394</b>	<b>5,619,394</b>	<b>4,797,456</b>	<b>-851,938</b>	<b>(15.1%)</b>	<b>4,805,435</b>
<b>EXPENSE</b>							
Human Services Assistance	4,754,444	5,649,394	5,619,394	4,797,456	-851,938	(15.1%)	4,805,435
<b>Total Expense</b>	<b>4,754,444</b>	<b>5,649,394</b>	<b>5,619,394</b>	<b>4,797,456</b>	<b>-851,938</b>	<b>(15.1%)</b>	<b>4,805,435</b>
<b>REVENUE</b>							
Intergovernmental	2,034,577	2,719,394	2,719,394	2,245,092	-474,302	(17.4%)	2,253,066
<b>Total Revenue</b>	<b>2,034,577</b>	<b>2,719,394</b>	<b>2,719,394</b>	<b>2,245,092</b>	<b>-474,302</b>	<b>(17.4%)</b>	<b>2,253,066</b>
<b>County Funds</b>	<b>2,719,866</b>	<b>2,930,000</b>	<b>2,900,000</b>	<b>2,552,364</b>	<b>-377,636</b>	<b>(12.9%)</b>	<b>2,552,369</b>

## DEPARTMENTAL PURPOSE

This group of expenditures reflects the local budgets for certain mandated public assistance programs. The following three programs encompass the public mandates budget:

- The **Special Assistance to Adults** program primarily provides cash assistance for low-income elderly adults in adult care homes or other residential settings, and also for adults age 18-64 with disabilities who are in domiciliary care facilities and meet state eligibility requirements for Special Assistance. The county has budgeted \$2,531,988 for its share of the estimated cost of this service. Funding is based upon the most recent State estimate provided to the county
- **Emergency Temporary Assistance for Needy Families (TANF)** is intended to provide cash and non-cash assistance to eligible families for help with basic needs and help mitigating crisis situations. This service is estimated to cost \$20,376 in FY 2016, which is aligned with prior year actual expenditures.
- The County **Medical Assistance** Program accounts for reimbursement-eligible medical transportation services provided by the County's Human Service Transportation Department. Medicaid-eligible transportation services are expected to cost approximately \$2.2 million in FY 2016. Medicaid reimbursement of 100% is provided to the County for this expense.

# PUBLIC HEALTH

Merle Green, Public Health Division Director 1203 Maple Street, P.O. Box 3508 GSO, NC 27401 (336) 641-3288

**Links to County Goals and Strategic Priorities:**

**COUNTY GOAL:** Support a High Quality of Life in the County  
**PRIORITY:** Support and encourage community health



## BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Administration	2,493,494	1,761,420	1,754,485	2,088,801	327,381	18.6%	1,980,033
Community Health	9,137,474	9,441,407	9,675,070	9,698,033	256,626	2.7%	9,926,629
Clinical Health	9,026,931	10,756,452	10,652,315	10,932,424	175,972	1.6%	11,255,653
Environmental Health	3,180,368	3,284,971	3,434,159	3,473,142	188,171	5.7%	3,550,625
Allied Health	5,192,471	5,714,756	5,768,370	5,727,750	12,994	0.2%	5,848,487
Preparedness	293,074	303,321	326,133	309,843	6,522	2.2%	315,951
<b>Public Health</b>	<b>29,323,811</b>	<b>31,262,327</b>	<b>31,610,532</b>	<b>32,229,993</b>	<b>967,666</b>	<b>3.1%</b>	<b>32,877,377</b>
<b>EXPENSE</b>							
Personnel Services	24,793,538	25,984,133	25,750,482	26,568,973	584,840	2.3%	27,351,119
Supplies & Materials	1,420,346	2,072,189	2,209,868	2,273,293	201,104	9.7%	2,005,224
Other Services & Charges	3,026,898	3,146,002	3,540,064	3,331,513	185,511	5.9%	3,428,831
Human Services Assistance	85,607	124,061	139,061	123,264	-797	(0.6%)	124,261
Capital	75,181	16,000	51,115	13,008	-2,992	(18.7%)	48,000
Other	-77,760	-80,058	-80,058	-80,058	0	0.0%	-80,058
<b>Total Expense</b>	<b>29,323,811</b>	<b>31,262,327</b>	<b>31,610,532</b>	<b>32,229,993</b>	<b>967,666</b>	<b>3.1%</b>	<b>32,877,377</b>
<b>REVENUE</b>							
Licenses and Permits	662,494	677,405	677,405	670,308	-7,097	(1.0%)	670,300
Intergovernmental	6,773,797	6,748,121	7,078,201	6,796,918	48,797	0.7%	6,810,060
Charges for Services	6,763,558	7,195,968	7,138,422	6,365,317	-830,651	(11.5%)	6,397,754
Appropriated Fund Balance	5,004,202	1,098,249	1,109,533	1,200,163	101,914	9.3%	1,200,163
Miscellaneous Revenues	720,974	713,232	727,074	650,808	-62,424	(8.8%)	650,820
<b>Total Revenue</b>	<b>19,925,025</b>	<b>16,432,975</b>	<b>16,730,635</b>	<b>15,683,514</b>	<b>-749,461</b>	<b>(4.6%)</b>	<b>15,729,098</b>
<b>County Funds</b>	<b>9,398,786</b>	<b>14,829,352</b>	<b>14,879,897</b>	<b>16,546,479</b>	<b>1,717,127</b>	<b>11.6%</b>	<b>17,148,280</b>
<b>Positions</b>	<b>390.75</b>	<b>383</b>	<b>387</b>	<b>389.5</b>	<b>6.5</b>	<b>1.7%</b>	<b>389.5</b>

## DEPARTMENTAL PURPOSE

The Department of Public Health provides clinical, community, environmental, education, and emergency preparedness services. These services include programs such as school nursing, restaurant inspections, in-home care for disabled and elderly, laboratory, pharmacy, maternal health, WIC, disease outbreak investigations and treatment, and child services (such as immunizations and Dentistry).

According to NCGS 130-A, public health agencies are mandated to provide inspection and regulation of:

- individual, on-site water supply;
- sanitary sewage collection, treatment, and disposal;
- food, lodging, and institutional sanitation;
- public swimming pools and spa sanitation;
- communicable disease control; and,
- vital records registration.

A second category of mandated services may either be directly provided via the local public health agency, provided by another agency under a contract with the Health Department, or by community agencies if the Health Department is able to assure the state that sufficient services exist in the community. These services include:

- grade “A” milk certification,
- public health laboratory services,
- child health services,
- maternal health,
- family planning,
- dental health,
- home health, and
- adult health.

The Department focuses on mandated and essential services such as communicable disease control (TB, HIV, influenza, etc.), family planning, refugee screening, dentistry, vital records management, and wellness education. Environmental Health oversees chemical spill investigations, conducts on-site water and sewage inspections, food and lodging inspections, lead poisoning investigations, and mosquito control. The department also works to mobilize the community in the event of wide-spread health-related emergencies (pandemics, natural disasters, etc.) affecting the community as a whole.

## **FY 2016 GOALS & OBJECTIVES**

- Maintain in-home services for disabled children (CAP/C) and disabled adults (CAP/DA) and reduce the waiting lists from 40 and 450 respectively by 10% each
- Increase the number of School Nurses by up to 6 in order to reduce the nurse to student ratio from 1:2000 nearer the generally accepted standard of 1:1200
- Maintain high percentage of WIC caseload at current > 90-100% rate
- Maintain high percentage of children  $\leq$  24 mo of age who receive required childhood



immunizations at 98%

- Maintain number of maternity clients assisted at 8,500
- Maintain number of family planning patients assisted at 12,000
- Maintain compliance rate of 92% for Food and Lodging inspections conducted on time
- Increase compliance with required wastewater system inspection from 60% to 65%
- Maintain teenage health promotion and disease prevention interventions via school programs, community centers, colleges, community health fairs, and other venues
- Maintain average number of days for filing birth certificates at 4.9 and decrease filing times for death certificates from 6.9 days to 5 days.

## **FY 2016 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2016 Public Health expenditure budget has increased \$967,666 or 3.1% from the FY 2015 adopted budget. Due to a reduction in forecasted revenues, county funding has increased by \$1,717,127 over the FY 15 adopted budget. The budget increase is attributed to increases in personnel, technology, special facilities projects, and professional services. FY 2016 revenues have decreased by \$749,461 or 4.6% primarily due to the loss of Medicaid revenue. The combination of increased expenditures along with decreased revenues has increased the net county funding request.
- Personnel expenses for 2016 have increased by \$584,840 or 2.3%. The 2016 personnel budget includes merit for county employees, and also reflects the full year impact of any adjustments made as a result of the compensation study conducted in the prior year. A vacant medical director position remains budgeted but has been unfilled since September of 2014, and funding is also sustained to secure a contracted medical director until the county position is filled.
- A Nurse Specialist position and Social Worker II position were added to the Public Health budget to address waiting lists for the Community Alternatives Program (CAP). CAP services are used to help qualified disabled individuals remain in their homes and avoid nursing home placements. The county will receive revenues to cover the cost of the additional positions. The budget also includes funding for two Environmental Health positions added by the Board at the end of the prior fiscal year. Other changes in the department's FTE count are the result of allocating parts of the costs of existing positions in Social Services to the Public Health budget now that the divisions are operating under a consolidated Human Services Department.
- Total operating expenses have increased by \$386,614 from the FY 15 adopted budget. Nearly half of the operating increase is in the Supplies and Materials category with an increase of \$201,004 or 9.7%. The increase is primarily due to Public Health's technology request for the Electronic Health Records (EHR) project that will be more compatible with state templates and will maximize efficiency. The other technology request includes replacing aging mobile Trimble devices for environmental health inspectors. A 2015 mandate requiring public health to have onsite drugs in the family planning program has also increased the request for supplies.

- Services and charges make up the remaining portion of the operating expense increase with a change of \$185,511 or 6%. Nearly half of the increase is the result of special facilities projects for Public Health, including repairs resulting from the Facilities Condition Assessment. The increase in services can also be attributed to the full year impact of a contract document imaging services. Medical services also accounts for a portion of the increase due to the full year impact of the department's contract services for a medical director as previously mentioned in the personnel budget changes.
- FY 2016 revenues have decreased by \$749,461 or -4.6%. Revenues in the charges for services category account for the greatest portion of reduced revenues. Public Health receives Medicaid reimbursement for several clinical services. In the recent year, the client profile for clinical services has shifted from clients with an identified payor source (Medicaid, private insurance, or self-pay) to clients that have no payor source. As a result, Public Health has had to absorb these costs, whether revenue from a payor source is identified or not.
- Public Health's FY 2016 Appropriated Fund Balance has increased \$101,914 or 9.3% over the FY 2015 adopted budget. Public Health's fund balance appropriation is based on a state formula that analyzes several factors, including the cost of medical services and reimbursements for each county and determines a settlement amount to allocate to each County. Public Health also analyzes the fund balance allocation by examining current expenditures, projected reserves, and the estimated settlement amount based on the formula by the State.
- In FY 2015 the North Carolina Department of Health & Human Services introduced a state mandated county funding level for Public Health Departments throughout North Carolina. The statute states that counties shall provide (using ad valorem property tax dollars) net-county funding for public health services equal to that appropriated during FY 2011. Since FY 2011 the county has cancelled its contract obligation with Guilford Child / Adult Health in lieu of providing for such services at local health facilities like the Evans Blount Clinic. Therefore, with information provided by the State of North Carolina Department of Health and Human Services along with the North Carolina Association of County Commissioners, staff developed a total net county funding logic for Public Health as highlighted below. No official announcement has been released for the potential impact the county funding mandate may have on the FY 2016 budget at this time.

**Public Health Funding Mandate**

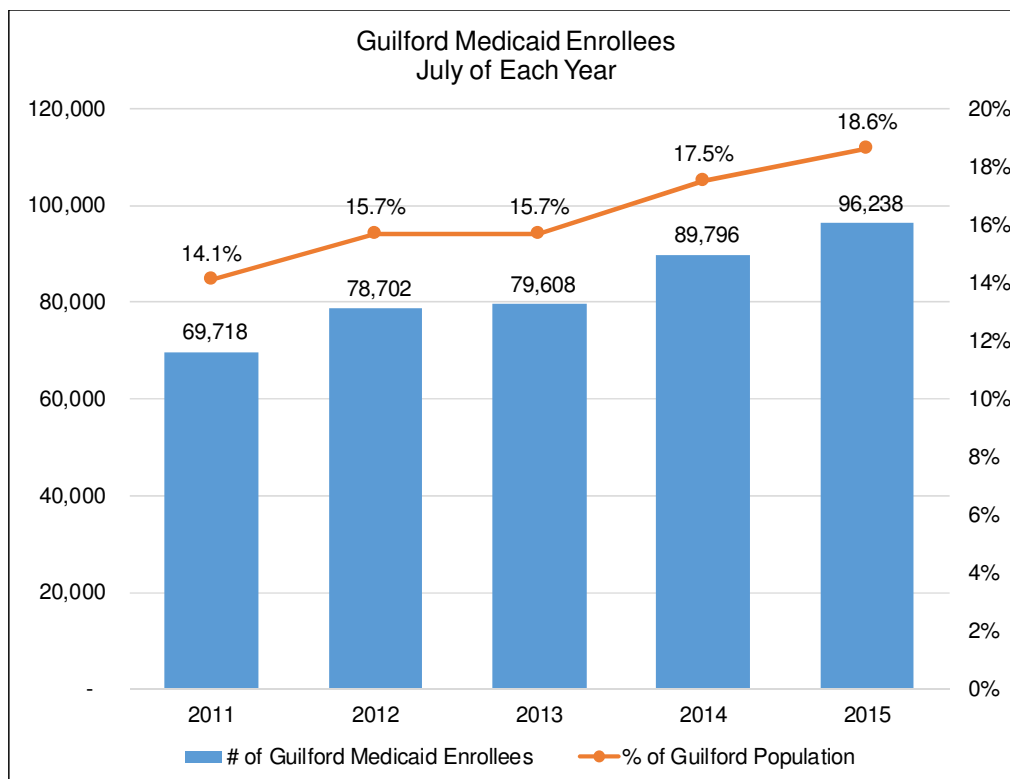
	<b>Mandated Funding Base Year FY 2010-11</b>	<b>Adopted FY 2013-14</b>	<b>Adopted FY 2014-15</b>	<b>Adopted FY 2015-16</b>
Expense	\$ 36,817,097	\$ 31,012,448	\$ 31,262,327	\$ 32,229,993
LESS:				
Department Revenues	\$(18,733,019)	\$(16,603,893)	\$(15,334,726)	\$(14,483,361)
Restricted Fund Balance	\$ (1,630,428)	\$ (1,704,485)	\$ (1,098,249)	\$ (1,200,163)
<b>Net County Funds</b>	<b>\$ 16,453,650</b>	<b>\$ 12,704,070</b>	<b>\$ 14,829,352</b>	<b>\$ 16,546,469</b>
<b>No longer in budget:</b>				
Guilford Adult Health	\$ (408,174)			
Guilford Child Health	\$ (1,117,700)			
<b>ADJUSTED Net County Funds</b>	<b>\$ 14,927,776</b>	<b>\$ 12,704,070</b>	<b>\$ 14,829,352</b>	<b>\$ 16,546,469</b>

## FY 2015 SIGNIFICANT ACCOMPLISHMENTS

- The Guilford County Board of Health addressed issues ranging from petroleum, gas, and other environmental risks to tobacco use and smoking. They continued to assist the department with monitoring various funding sources and developing plans for departmental sustainability.
- The dental department continued its growth process with the addition of a new Dental Director.
- Clinical Services added the Centering Pregnancy Model of Prenatal care. This model includes “group appointments” for patients in order to provide peer support during pregnancy and birth.
- Animal Services contracted with Project Bark to provide low cost spay and neutering services for low income households.
- The Health and Environmental Risk Assessment Team restructured as staffing changes occurred to gain more efficiencies.
- This was a challenging year with the addition of NC TRACKS Medicaid Billing System. Early system glitches at the state level trickled down to counties, but Guilford was able to notice more stable revenues at the latter end of the fiscal year.

## COMMUNITY MEDICAID POPULATION

Many of the Health Department clients are Medicaid-eligible. A change in the number of eligible residents impacts the level of service demand for the department.



## KEY PERFORMANCE MEASURES

	FY14 Actual	FY15 Estimated	FY16 Projected	FY17 Projected	Target
<b>Adult Health</b>					
Community Alternative Program for Disabled Adults -(CAP/DA) waiting list	269	350	370	450	500
Community Alternative Program for Disabled Children - (CAP/C) waiting list	45	30	40	45	25
School Health Nurse / Student Ratio	1:2,600	1:2,000	1:2,000	1:2,000	1:2,000
Newborn Home Visiting		5,000	5,000	5,500	5,600
<b>Clinical Services</b>					
Women, Infant and Children (WIC) % of "Base Caseload" within County (State Mandated 97%)	99%	100%	97%	100%	100%
# of Dental Visits Projected	4,818	5,580	5,500	6,880	6,880
# of Laboratory Tests Performed	194,378	194,894	185,000	185,000	185,000
# of Prescriptions Filled by Pharmacy	42,284	45,540	44,000	44,000	44,000
% of Children 24 Month of Age or Below Receiving Required Childhood Immunizations (State Goal is 85%)	95%	98%	98%	98%	98%
# of Maternity Clients Assisted	8,852	10,731	8,500	8,500	10,000
# of Family Planning Patient Assisted	11,227	12,929	12,000	12,000	12,000
<b>Communicable Disease</b>					
# of STD Clients that Obtain Clinical Services	9,723	11,346	8,000	8,000	10,000
# of TB Cases	19	17	17	16	17
# of Reportable Communicable Diseases Reported	5,673	5,542	5,600	5,600	5600
# of Refugee Clients Assisted within Clinic	6,667	7,000	8,000	8,000	6000
# of Refugees Health Assessments Completed	424	573	500	500	500
% of Refugees Health Assessments Completed within State Mandated 90 Day Timeframe		100%	100%	100%	100%
<b>Food and Lodging</b>					
# of Required Food and Lodging Inspections	5,400	5,073	5,123	5,174	5,226
% Compliance with Required Inspections	76%	70%	80%	90%	92%
# of Reported Food-Borne Illnesses	94	99	95	94	94
# of Restaurant Employees Trained in Serve Safe	329	241	200	175	175
# of Restaurant Employees Successfully Completing Serve Safe	83%	71%	75%	75%	75%
<b>Water Quality Program</b>					
# of Required Wastewater System Inspections (Pump Systems)	606	256	466	600	650

	<b>FY14 Actual</b>	<b>FY15 Estimated</b>	<b>FY16 Projected</b>	<b>FY17 Projected</b>	<b>Target</b>
% Compliance with Required Wastewater System Inspections	62%	26%	48%	61%	66%
<b>Health Education</b>					
# of Teen Girls Reached Through Teen Pregnancy Prevention Efforts	1,086	850	668	850	850
# of Citizens Contacted Through STD Outreach Activities	N/A	500	684	600	600
# of Citizens Tested During STD Outreach Activities	5,371	4,450	3,642	4,450	4,450
% of Citizens That Tested Positive for Any STD Through Health Ed Outreach Program	N/A	5%	8%	5%	5%
# of Media Contacts Made to Promote Public Health Prevention Goals and Messaging	11,732	7,900	3,483	5,500	5,500
<b>Vital Records</b>					
Average Number of Days for Death Registration (Filed Within 5 Days)	7.0	6.6	6.6	6.9	6.9
Average Number of Days for Birth Registration (Filed Within 5 Days)	4.9	4.8	4.8	4.9	4.6

## **FUTURE ISSUES**

- Locally, the healthcare marketplace and the various providers of health services have begun to use a computer system called Epic. The Epic software system is gaining momentum nationwide especially among mid-sized and large hospital systems. Recently our Greensboro hospital system approached local county officials and stated that efficiencies and streamlined patient care could be had if the PH Dept adopted the Epic Software system. This option and others will be considered over the next 12 months.
- With the official full rollout of the Affordable Care Act, including the requirement that all citizens must have health insurance by March 2014, all health care entities are constantly monitoring their statistics of new patients entering their various markets. Public Health expects that as more people are insured, revenues from insurance claims will increase.
- As we approach the ending our two-year grant from the Robert Wood Johnson Foundation entitled Sharing Public Health Services, our dental initiative, Project Smile, will have a final report of next steps toward increasing services in our pediatric dental clinics, and possibly expanding into adult dental services.
- Traditionally, PH has depended on State funding for many of our programs. Last year, we received budget reductions in our Maternal and Child Health Program, and in other clinical services programs. These types of cuts are devastating to our programs that critically depend on this funding in order to service the growing populations of needy local individuals and families. We hope that state and federal funding will remain

constant in the upcoming year, but contingency plans are being created in case budget cuts continue.

- The need for affordable in-home care for the elderly continues to grow. Our Community Alternatives Program, and our Community Health Response Program are our contribution to this issue. Both of these programs have experienced program changes that challenged our ability to increase the number of patients serviced. These programs will continue to be closely monitored by PH staff for efficiency and effectiveness.
- On May 22, 2014 the Board of Commissioners approved for the consolidating of all human service functions, which includes public health, in to one agency. Public Health staff will work to ensure this directive is properly implemented, so that all citizens of Guilford County continue to receive the highest level of service both now and in the future.

## SOCIAL SERVICES

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**Links to County Goals and Strategic Priorities:**

**COUNTY GOAL:** Support a High Quality of Life in the County  
**PRIORITY:** Support and encourage community health.



### BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Administration	37,967,916	42,750,455	43,164,395	45,320,350	2,569,895	6.0%	46,348,275
Family Supportive Services	26,478,701	25,504,254	26,198,377	25,867,044	362,790	1.4%	25,877,047
Older Adults	2,047,539	1,680,524	2,140,114	2,011,981	331,457	19.7%	2,014,541
Community Alternatives	15,000	15,500	15,500	15,000	-500	(3.2%)	15,000
County Financial Assistance	29,925	40,500	42,821	56,508	16,008	39.5%	56,500
Food & Shelter For Needy	0	31,823	31,823	0	-31,823	(100.0%)	0
<b>Social Services</b>	<b>66,539,081</b>	<b>70,023,056</b>	<b>71,593,030</b>	<b>73,270,883</b>	<b>3,247,827</b>	<b>4.6%</b>	<b>74,311,363</b>
<b>EXPENSE</b>							
Personnel Services	31,926,796	34,281,028	34,141,845	36,000,277	1,719,249	5.0%	37,027,472
Supplies & Materials	210,842	464,692	570,970	252,755	-211,937	(45.6%)	253,500
Other Services & Charges	4,321,997	4,626,364	5,486,159	6,189,504	1,563,140	33.8%	6,200,470
Human Services Assistance	30,069,232	30,650,972	31,394,056	30,828,347	177,375	0.6%	30,829,921
Capital	10,214	0	0	0	0	0.0%	0
<b>Total Expense</b>	<b>66,539,081</b>	<b>70,023,056</b>	<b>71,593,030</b>	<b>73,270,883</b>	<b>3,247,827</b>	<b>4.6%</b>	<b>74,311,363</b>
<b>REVENUE</b>							
Intergovernmental	48,037,389	50,464,400	52,527,598	54,548,249	4,083,849	8.1%	54,656,307
Charges for Services	609,696	498,000	498,000	110,520	-387,480	(77.8%)	112,800
Miscellaneous Revenues	598,030	680,600	680,600	832,457	151,857	22.3%	836,513
<b>Total Revenue</b>	<b>49,245,114</b>	<b>51,643,000</b>	<b>53,706,198</b>	<b>55,491,226</b>	<b>3,848,226</b>	<b>7.5%</b>	<b>55,605,620</b>
<b>County Funds</b>	<b>17,293,967</b>	<b>18,380,056</b>	<b>17,886,832</b>	<b>17,779,657</b>	<b>-600,399</b>	<b>(3.3%)</b>	<b>18,705,743</b>
<b>Positions</b>	<b>535.5</b>	<b>537.5</b>	<b>550</b>	<b>561</b>	<b>23.5</b>	<b>4.4%</b>	<b>561</b>

### DEPARTMENTAL PURPOSE

The Department of Social Services uses a holistic approach to assure safety, promote self-sufficiency and permanency in the lives of adults, children and families through collaboration and partnership within the community. The department operates under four primary divisions: Economic Services, Child Welfare Services, Aging & Adult Services, and Administration.

- The **Economic Services** division of Social Services assists all families in becoming self-supporting through financial assistance, counseling, community support, teaching skills for daily living, and employment. It administrates numerous Federal economic assistance programs, including access to safe child care for families.

- The **Children Welfare Services** division of Social Services strengthens families by preventing incidents of abuse, neglect or exploitation, and protecting children when these incidents occur. It works to reunite families whenever possible and create new families for children through Foster Care and Adoption Assistance. It assists all families in becoming safe and self-supporting through counseling, community support, and teaching skills for daily living.
- The **Aging & Adult Services** division of Social Services equips elderly or disabled adults and their families with the necessary skills and resources to care for their elderly and disabled members. All services provided are client-centered and place an emphasis upon helping the adult to maintain or increase self-sufficiency. For those elderly and disabled adults who encounter harm, there are services designed to protect these clients from abuse, neglect and exploitation.
- The **Administration** division of Social Services includes General Administration, Economic Services Administration, and Services Administration. Fiscal Operations, Social Services Board expense, as well as operating costs such as Program Support ensures that services and benefits are made available to all eligible County residents in the most professional and cost effective way.

## **FY 2016 GOALS & OBJECTIVES**

- Continue to monitor and transition all eligibility activities from the EIS system to the NC FAST system
- Continue to utilize technology to maximize efficiency and effectiveness of agency.
- Continue in the Elder Justice Committee (formerly G.A.I.N) to assure protection of rights for adults who may be at risk for abuse, neglect and exploitation.
  - *Goal 1:* Ensure the safety and rights of older and vulnerable and disabled adults providing services needed to prevent abuse, neglect and exploitation by promoting awareness through community outreach and collaboration.
  - *Goal 2:* Prepare Guilford County for an aging population.
  - *Goal 3:* Empower older adults, their families and other consumers to make informed decisions and to easily access existing health and long term care options.
  - *Goal 4:* Enable older adults to age in their place of choice with appropriate services and supports.

## **FY 2016 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2016 Adopted Budget for Social Services has a net decrease in County funding of \$600,399 or 3.3% compared to FY 2015 due to a projected increase in overall revenue of \$3,848,226 or 7.5%. FY 2016 expenditures have increased by \$3,247,827 or 4.6%.



- The largest increase in FY 2016 expenditures is in the personnel budget which is \$1,719,249 or 5% more than the FY 2015 adopted budget. Personnel expenditures include 11 new social worker positions planned for FY 2015-16 to help meet the county's Medicaid eligibility and adult services responsibilities, as well as the full year impact of 15 social worker positions added by the Board during the middle of last fiscal year to address high child protective services caseloads.
- The Supplies & Materials category of the budget has decreased by \$211,937 or 45.6%.
- The Other Services & Charges category has increased by \$1,563,140 or 33.8% from the FY 2015 Adopted Budget. A large portion of the increase is associated with securing a temporary contract for a vendor that will assist with the timely processing of Medicaid applications and re-certifications to continue the transition into the NC Fast system. Other contract service increases include vendors to assist with non-English speaking clients. The other significant increase in the Services & Charges category is attributed to aligning the FY 2016 budget with the Home & Community Care Block Grant the County receives to provide services for the aging population.
- Total revenues in the 2016 budget are up by \$3,848,226 or 7.5%. In FY 2015, the NC Department of Health & Human Services (NCDHHS) deemed counties eligible to receive Medicaid reimbursement for allowable administrative activities referred to as Medicaid Administrative Claiming or MAC funding. The full year impact of this additional funding is reflected in the 2016 Social Services budget. Other revenue increases are attributed to additional funding allocated for State & Federal programs.
- Counties will continue receiving 75% federal reimbursement for processing Medicaid eligibility cases in the NC FAST system.

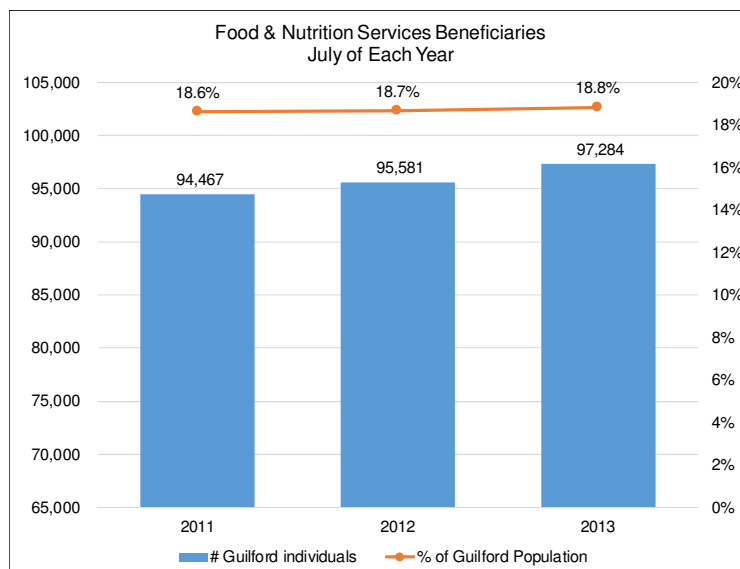
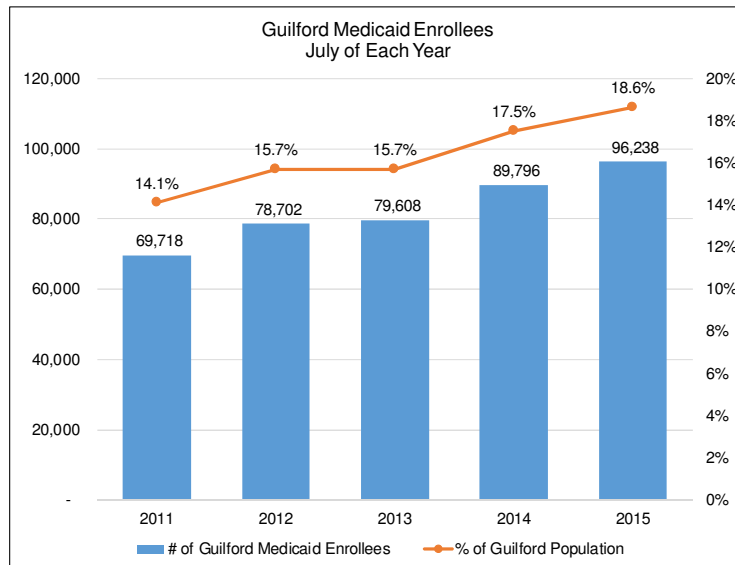
## **FY 2015 SIGNIFICANT ACCOMPLISHMENTS**

- The DCFS Division filled all 12 new assessment and 2 supervisory positions. All allocated positions have been filled as of 04/07/15.
- Assessments caseload ratios have been reduced to 10:1, and foster care caseloads have been reduced to 15:1.
- The backlog of overdue cases was reduced to 174.
- In the Child Day Care Program, 4,175 children were served in March 2015 with a spending coefficient of 99%
- In Adult Medicaid, 97% of applications were processed on time.
- Continuing in partnership with the Piedmont Triad Regional Council of Governments in planning of the World Elder Abuse Awareness Day Walk- June 13, 2015.
- Adult Guardianship provided comprehensive case management/protective services to 258 adult wards.
- In FY 2014, 68 children were adopted – a 24% increase since 2013. 55 children were adopted in FY 2013.

- The Childcare Program completed a state monitoring and had an accuracy rating of 97.5%, exceeding the required accuracy level by 2.5%
- Medicaid and Work First is now being processed in NC FAST (no statistical information available at this time)
- In Adult Protective Services (APS), follow-up has been provided to 77% (143 out of 187) of APS reports that do not meet the statutory criteria.

## COMMUNITY NEEDS

In addition to other requirements, the Department of Social Services is responsible for determining an individual's eligibility for the federal Medicaid and Food & Nutrition Services programs. Eligibility requirements are not set by Guilford County. An increase in the number of persons eligible for these services has a direct impact on the level of demand faced by the department. Below are some graphs that illustrate the demand patterns.



## KEY PERFORMANCE MEASURES

	FY14 Actual	FY15 Estimated	FY16 Projected	FY17 Projected	Target / State Standard
<b>Administration</b>					
Estimated Agency Efficiency Increases from Technology Initiatives In Progress	25%	50%	80%	80%	n/a
<b>Adult &amp; Aging Services</b>					
Adult Foster Care Guardianship caseload per SW	53	58	63	63	25-30
Adult Homes caseload per SW	19	20	22	22	12
Adult Protective Service apps per SW	28	38	50	50	
Adult Protective Service caseload per SW	16	16	26	26	12
In-Home Aide Caseload per SW	40	40	40	40	40
In-Home Aide/Adult Day Care Initial Visit Timeliness (Goal: 100% of assignments within 7 business days)	100%	100%	100%	100%	100%
<b>Children, Youth &amp; Families</b>					
Foster Care caseload per SW	17	17	15	15	15
Adoption caseload per SW	15	15	15	15	15
Abuse Assessment Cases per SW	20	18	26	26	10
In-Home Services Cases per SW	24	20	10	10	10
Number of Homes per Licensing Social Worker	15	15	15	15	15
Number of Homes per Placement Social Worker	25	23	21	21	32
Rate of repeat maltreatment	4%	3%	3%	3%	7%
<b>Economic Services</b>					
Average FNS apps per month	3,228	3,228	2,500	2,500	demand
FNS Applications per Caseworker	161	161	120	120	120
FNS Recertification cases per Caseworker - monthly	344	344	150	150	150
Percent of FNS applications processed within 30 days	N/A	N/A	98%	98%	97%
F&C Recertification cases per Caseworker - monthly	177	177	67	67	67
Program Integrity-Cases per Investigator	200	177	126	126	126

*Note: Effective November 2014, Medicaid application and recertification was moved to NC FAST and old statistics are no longer applicable. Processing time in the new system takes up to 2 hours vs. 30 minutes average in the previous system.*

## **FUTURE ISSUES**

- Continued investment in advanced technology for staff will enable the department to become more efficient, which results in less staff needed to handle caseloads.
- Explore the opportunity to have more out station centers for eligibility programs for easier client access.

# TRANSPORTATION

Heather Skeens Social Services Division Director, Department of Health & Human Services  
 Myra Thompson, Transportation Director 301 West Market St., P.O. Box 3427, Greensboro, NC 27402 (336) 641-4848

**Links to County Goals and Strategic Priorities:**

**COUNTY GOAL:** Support a High Quality of Life in the County  
**PRIORITY:** Support and encourage community health.



**Links to County Goals and Strategic Priorities:**

**COUNTY GOAL:** Engage Citizens to Meet Community Needs  
**PRIORITY:** Engage citizens to inform and to meet individual needs.



## BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Human Svcs Transportation	1,547,743	1,573,497	1,694,398	1,325,611	-247,886	(15.8%)	1,353,379
<b>Transportation-Human Serv</b>	<b>1,547,743</b>	<b>1,573,497</b>	<b>1,694,398</b>	<b>1,325,611</b>	<b>-247,886</b>	<b>(15.8%)</b>	<b>1,353,379</b>
<b>EXPENSE</b>							
Personnel Services	896,822	1,009,650	1,021,417	950,971	-58,679	(5.8%)	973,730
Supplies & Materials	9,504	6,700	6,700	26,712	20,012	298.7%	26,700
Other Services & Charges	2,648,078	3,274,041	3,383,175	2,591,520	-682,521	(20.8%)	2,604,515
Human Services Assistance	2,311	2,500	2,500	1,500	-1,000	(40.0%)	1,500
Capital	14,370	0	0	0	0	0.0%	0
Other	-2,023,344	-2,719,394	-2,719,394	-2,245,092	474,302	(17.4%)	-2,253,066
<b>Total Expense</b>	<b>1,547,743</b>	<b>1,573,497</b>	<b>1,694,398</b>	<b>1,325,611</b>	<b>-247,886</b>	<b>(15.8%)</b>	<b>1,353,379</b>
<b>REVENUE</b>							
Intergovernmental	925,032	1,091,347	1,163,679	907,092	-184,255	(16.9%)	907,084
Charges for Services	30,168	60,000	60,000	39,996	-20,004	(33.3%)	40,000
<b>Total Revenue</b>	<b>955,200</b>	<b>1,151,347</b>	<b>1,223,679</b>	<b>947,088</b>	<b>-204,259</b>	<b>(17.7%)</b>	<b>947,084</b>
<b>County Funds</b>	<b>592,543</b>	<b>422,150</b>	<b>470,719</b>	<b>378,523</b>	<b>-43,627</b>	<b>(10.3%)</b>	<b>406,295</b>
<b>Positions</b>	<b>22.875</b>	<b>22.875</b>	<b>22</b>	<b>22</b>	<b>-0.875</b>	<b>(3.8%)</b>	<b>22</b>

## DEPARTMENTAL PURPOSE

Guilford County Transportation and Mobility Services helps individuals without access to transportation by providing shared ride services for senior citizens, Medicaid recipients and disabled persons throughout the county and general public transportation to individuals residing outside of the Greensboro and High Point urban areas.

**Human Service Transportation** trips provide eligible citizens transportation to and from job sites, and also provides transportation to elderly citizens to ensure they receive community-based care

and services such as congregate meals at nutrition sites. Eligible residents also located in rural areas of the County are also served by transportation services.

**Medicaid Transportation** service helps transport eligible citizens to and from medical appointments.

**FY 2016 GOALS & OBJECTIVES**

- Continue to apply for transportation grants.
- Continue success with meeting safety goals.

**FY 2016 ADOPTED BUDGET HIGHLIGHTS**

- Net county funding for the Transportation Department has decreased by \$43,627 or 10% from the FY 2015 Adopted Budget. Both revenues and expenses decreased, but the significantly larger decrease in expenses resulted in a decrease in net County funding.
- Revenues have decreased by \$204,259 or 17.7%. This decrease is attributable to losing two grants, the Job Access & Reverse Commute (JARC) Federal Grant and the High Point Urban State Grant.
- As a result of losing one transportation provider that provided Medicaid trips for the County, more Medicaid trips will be done in house. Medicaid trips fluctuate and, since the county receives 100% reimbursement for such trips, this could allow for additional trips to be added during the fiscal year.

In addition to Medicaid trips, other types of transportation trips are reimbursable to the County due to federal and state grants. The County can choose to provide trips up to the allocated grant amount, or provide additional funding to meet service demand. See the chart below for the different type of non-Medicaid trips the County provides.

<b>Transportation Type</b>	<b>Acronym</b>	<b>Trip Purpose</b>	<b>Source of Funds</b>
Home Community Care Block Grant	HCCBG	Elderly	Federal/ State
Rural General Public	RGP	Rural Residents	State
Elderly & Disabled Transportation Assistance	EDTAP	Elderly/Disabled	State
Employment Transportation Assistance	ETA	Jobs	State
Community Transportation Program	CTP	Rural Residents	Federal/ State

## KEY PERFORMANCE MEASURES

	<b>FY14 Actual</b>	<b>FY15 Estimated</b>	<b>FY16 Projected</b>	<b>FY17 Projected</b>	<b>Target</b>
Trips	187,534	150,000	150,000	150,000	200,000
Bus Tickets	31,620	30,558	35,000	35,000	35,000
Gas Vouchers	31,863	32,000	35,000	35,000	32,000
Taxi Vouchers	40	4,500	40	40	20
Car Maintenance and Insurance	1	1	0	0	0
Cost per trip	N/A	N/A	\$26.00	\$26.00	\$26.00

# VETERANS' SERVICES

LaDawn Pearson, Director

301 W. Market St., Greensboro, NC 27401  
505 E. Green St., High Point, NC 27260

**Links to County Goals and Strategic Priorities:**

**COUNTY GOAL:** Support a High Quality of Life in the County  
**PRIORITY:** Support citizen welfare in and through the community.



**Links to County Goals and Strategic Priorities:**

**COUNTY GOAL:** Engage Citizens to Meet Community Needs  
**PRIORITY:** Engage citizens to inform and to meet individual needs.



## BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Veteran Services	123,715	124,772	124,874	127,273	2,501	2.0%	130,498
<b>Veteran Services</b>	<b>123,715</b>	<b>124,772</b>	<b>124,874</b>	<b>127,273</b>	<b>2,501</b>	<b>2.0%</b>	<b>130,498</b>
<b>EXPENSE</b>							
Personnel Services	120,413	120,832	120,832	122,871	2,039	1.7%	126,098
Supplies & Materials	421	435	436	435	0	0.0%	435
Other Services & Charges	2,881	3,505	3,606	3,967	462	13.2%	3,965
<b>Total Expense</b>	<b>123,715</b>	<b>124,772</b>	<b>124,874</b>	<b>127,273</b>	<b>2,501</b>	<b>2.0%</b>	<b>130,498</b>
<b>REVENUE</b>							
Intergovernmental	1,452	1,452	1,452	0	-1,452	(100.0%)	0
<b>Total Revenue</b>	<b>1,452</b>	<b>1,452</b>	<b>1,452</b>	<b>0</b>	<b>-1,452</b>	<b>(100.0%)</b>	<b>0</b>
<b>County Funds</b>	<b>122,263</b>	<b>123,320</b>	<b>123,422</b>	<b>127,273</b>	<b>3,953</b>	<b>3.2%</b>	<b>130,498</b>
<b>Positions</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0.0%</b>	<b>2</b>

## DEPARTMENTAL PURPOSE

The Veteran's Services Office advises local veterans and their dependents of their rights, responsibilities and available resources under various federal and state laws. Department staff counsel and actively assist them with completing forms, obtaining supporting documentation, and in presenting this material to the United States Department of Veterans' Affairs.

## FY 2016 GOALS & OBJECTIVES

- Continue to develop a database for tracking claims submitted by this department to VA is a goal of the department. This spreadsheet will include name of claimant, period of war, relationship to veteran, date and type of claim, and date of VA decision and outcome/results. There will be no additional cost for this database. This goal was previously difficult to achieve because of very limited access to VA systems and



databases, creating an inability to proactively follow through with claims and correspondence.

- The department needs to fill a vacancy because of a retirement in 2015. This employee will primarily work in the Greensboro office assisting local veterans and dependents obtaining federal and state benefits.
- The department will work very closely with Guilford County Information Services (ISV) Department to develop its webpage on Guilford County's website. This will attract more veterans and create more public exposure by detailing services the department offers and referring them to resources.

### **FY 2016 ADOPTED BUDGET HIGHLIGHTS**

- The Veterans Services Office FY 2016 expenses increased by \$2,501 or 2%. The majority of this increase is from personnel costs.
- The State of North Carolina is no longer providing any funding to County Veterans' Services offices. This decreases the department's revenues by \$1,452 from last year.
- The combination of increased expense and lower revenue result in a need for \$3,953 in additional county funding, an increase of 3.5% from FY2015.

### **FY 2015 SIGNIFICANT ACCOMPLISHMENTS**

- The Veterans' Services office continues to assist Guilford County's 34,000 veterans.
- VA benefits paid to Guilford County's Veterans total approximately \$139,242,000 for compensation, pension, education and vocational rehabilitation, medical care, and dependent benefits. These are federal, tax-free dollars spent, primarily, in Guilford County.
- The amount of veterans and dependents the Veteran's Services Department serves continues to increase not only as younger veterans from the recent wars are discharged but, aging veterans from previous wars and their surviving spouses begin seek services.
- The Veteran's Services Department has increased its community outreach efforts by establishing very close relationships with nursing homes, assisted and independent living facilities and other veterans' groups and organizations.
- A brochure for the department was developed to increase public exposure and further community outreach efforts. There were no additional costs associated with the development of this brochure as this was created by staff and printed in office.

## KEY PERFORMANCE MEASURES

	FY14 Actual	FY15 Estimated	FY16 Projected	FY17 Projected	Target
Veterans, Dependents, and Survivors Assisted	1,650	1,700	1,750	1,800	2,000
Veterans, Dependents, and Survivors Assisted with Obtaining Documentation for Claims	950	1,000	1,025	1,050	1,150
Veterans Helped with Applications for VA Veterans/Dependents Benefits	1,275	1,325	1,350	1,375	1,450
VA Forms prepared for Veterans and Dependents	2,575	2,650	2,675	2,700	2,800

*Key performance measures are currently being adjusted as numbers presented on this chart are redundant and not an accurate reflection of the performance of the department.*

## FUTURE ISSUES

- The department continues to operate two offices (High Point and Greensboro) with a limited staff. Budget reductions would force the closure of one of these offices.
- The number of veterans to be served will continue to increase as aging veterans seek VA services and as newly discharged veterans return from Iraq and Afghanistan and an increasing number of medical conditions, like PTSD, are becoming covered by the Department of Veterans' Affairs.

# Public Safety

Several departments in Guilford County work to protect and ensure the safety of Guilford County residents and visitors. The County addresses public safety in a variety of ways, whether it is through the provision of emergency medical transportation in times of crisis, animal control services or the enforcement of criminal and civil laws and ordinances. All of Guilford County's public safety activities are organized to safeguard our residents' and visitors' well-being.

Public Safety expenditures include:

- Emergency Services
- Court Alternatives
- Inspections
- Other Protection
- Law Enforcement
- Family Justice Center
- Animal Services
- Security

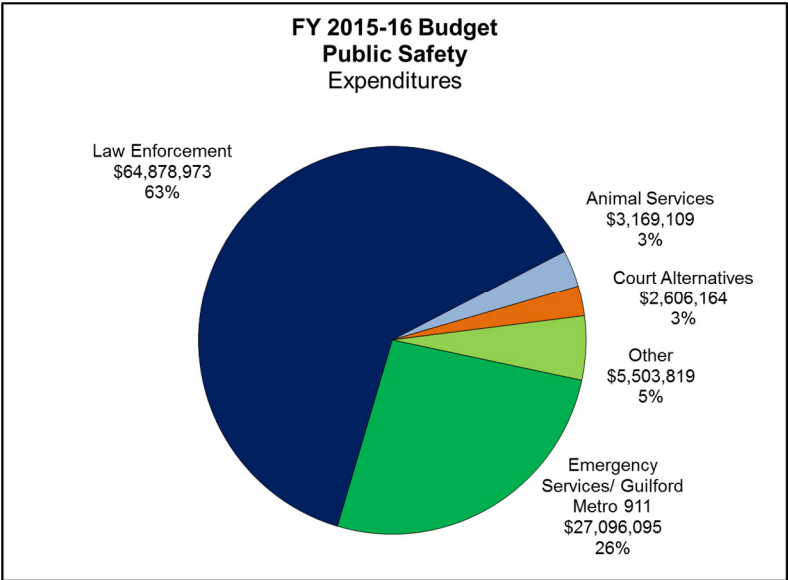
### Expenditures

Guilford County will spend a total of \$103,254,160 for Public Safety in FY 2015-16, an increase of approximately \$3.2 million or 3% over the FY 2014-15 Adopted Budget. The net increase in County funds will be approximately \$1.6 million due to an small increase in EMS fees. Public Safety accounts for approximately 18% of the total expenditures for the county.

The FY 2015-16 budget includes 10 new positions for Law Enforcement in to enhance staffing in the county's detention centers and courthouses. These additions are offset by the reduction of fifteen positions as part of the County Farm transition plan. Additional funds are also provided for equipment maintenance at the Greensboro and High Point Detention Centers and to replace vehicles at the end of their service life.

The Emergency Services (ES) FY 2015-16 budget has increased due to the addition of a new fire support squad, rising drug costs, and higher medical supply expenses. Some of this increase will be offset with changes in ambulance fee rates that are projected to bring an additional \$540,000. Funds are also included in the ES budget for replacement ambulances.

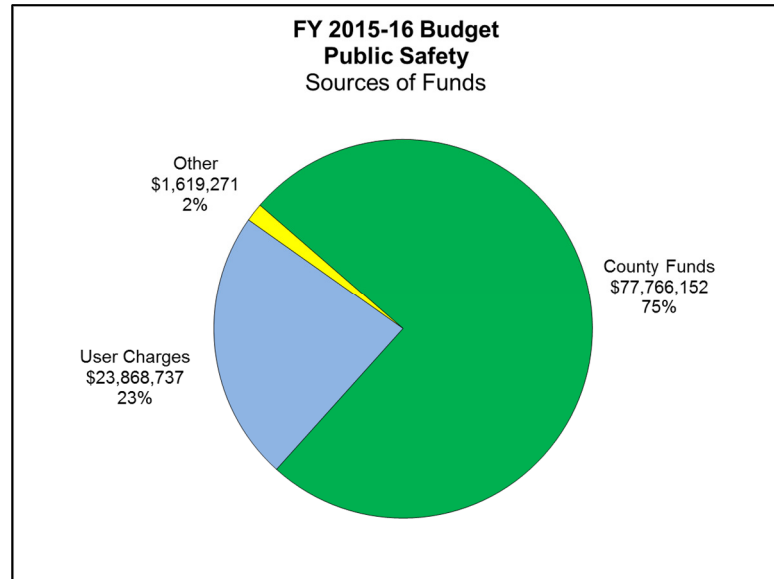
The share of calls to the Guilford-Metro 911 Emergency Communications Center (GM911) for County services increased from 34% to 35% in 2014. Consequently, the County's share of net GM911 expenses will increase in FY 2015-16 by \$264,988.



The FY2015-16 also includes funding for the first full year of operation for the County's Family Justice Center, the annualizing of two positions in Inspections added mid-year FY2015, and additional new inspector and plans examiner positions.

## Revenues

Most (75%) of Public Safety services are funded from general County funds. User fees and charges, primarily from charges for ambulance service and various Sheriff Department fees, will generate (23%) of the Public Safety revenues. The remaining funds will come from the federal and state government, fund balance, and other minor revenues.



	FY14 Actual	FY15 Adopted	FY15 Amended	FY16 Adopted	vs. FY15 Adopted		FY17 Plan
					\$ chg	% chg	
<b>Department</b>							
Animal Services	\$2,816,417	\$3,119,455	\$3,134,195	\$3,169,109	\$49,654	1.6%	\$3,193,626
Court Alternatives	\$2,081,701	\$2,563,284	\$2,398,230	\$2,606,164	\$42,880	1.7%	\$2,611,777
Emergency Services	\$23,963,617	\$25,467,466	\$25,586,720	\$27,096,095	\$1,628,629	6.4%	\$31,231,947
Family Justice Center	\$0	\$0	\$57,134	\$231,551	\$231,551	--	\$233,989
Inspections	\$1,895,695	\$2,053,242	\$2,067,199	\$2,208,958	\$155,716	7.6%	\$2,275,005
Law Enforcement	\$62,674,676	\$63,794,042	\$69,267,638	\$64,878,973	\$1,084,931	1.7%	\$66,378,999
Other Protection	\$1,286,141	\$1,389,936	\$1,484,124	\$1,452,378	\$62,442	4.5%	\$1,481,846
Security	\$1,459,644	\$1,632,888	\$1,657,890	\$1,610,932	(\$21,956)	-1.3%	\$1,685,269
<b>Total Expenditures</b>	<b>\$96,177,891</b>	<b>\$100,020,313</b>	<b>\$105,653,130</b>	<b>\$103,254,160</b>	<b>\$3,233,847</b>	<b>3.2%</b>	<b>\$109,092,458</b>
<b>Sources of Funds</b>							
Federal & State Funds	\$990,851	\$439,361	\$1,348,490	\$342,783	(\$96,578)	-22.0%	\$831,541
User Charges	\$21,971,632	\$22,167,456	\$22,198,123	\$23,868,737	\$1,701,281	7.7%	\$24,570,034
Other	\$1,136,704	\$824,515	\$849,718	\$870,281	\$45,766	5.6%	\$812,653
Fund Balance	\$2,908,118	\$386,262	\$1,106,675	\$406,207	\$19,945	5.2%	\$448,986
County Funds	\$69,170,586	\$76,202,719	\$80,150,124	\$77,766,152	\$1,563,433	2.1%	\$82,429,244
<b>Sources of Funds</b>	<b>\$96,177,891</b>	<b>\$100,020,313</b>	<b>\$105,653,130</b>	<b>\$103,254,160</b>	<b>\$3,233,847</b>	<b>3.2%</b>	<b>\$109,092,458</b>
<b>Permanent Positions</b>	<b>982.300</b>	<b>1,001.250</b>	<b>1,006.000</b>	<b>1,012.650</b>	<b>11.400</b>	<b>1.1%</b>	<b>1,012.650</b>

## ANIMAL SERVICES

Animal Control  
Animal Shelter

1203 Maple St., Greensboro, NC 27405 (336) 641-3566  
4525 W. Wendover Ave., Greensboro, NC 27409 (336) 297-5020

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** Support a High Quality of Life in the County  
**PRIORITY:** Support and encourage community health



### BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Animal Shelter	1,817,754	1,958,351	1,959,554	1,935,711	-22,640	(1.2%)	1,935,694
Animal Control	998,664	1,161,104	1,174,641	1,233,398	72,294	6.2%	1,257,933
<b>Animal Services</b>	<b>2,816,417</b>	<b>3,119,455</b>	<b>3,134,195</b>	<b>3,169,109</b>	<b>49,654</b>	<b>1.6%</b>	<b>3,193,626</b>
<b>EXPENSE</b>							
Personnel Services	816,280	952,521	958,521	975,540	23,019	2.4%	1,000,109
Supplies & Materials	15,121	18,925	21,115	39,876	20,951	110.7%	39,850
Other Services & Charges	1,915,474	2,090,435	2,095,685	2,086,409	-4,026	(0.2%)	2,086,381
Capital	69,542	57,574	58,874	67,284	9,710	16.9%	67,286
<b>Total Expense</b>	<b>2,816,417</b>	<b>3,119,455</b>	<b>3,134,195</b>	<b>3,169,109</b>	<b>49,654</b>	<b>1.6%</b>	<b>3,193,626</b>
<b>REVENUE</b>							
Charges for Services	667,189	665,289	665,289	701,339	36,050	5.4%	713,464
Other Financing Sources	3,608	0	0	0	0	0.0%	0
Miscellaneous Revenues	20,252	40,000	40,000	40,000	0	0.0%	40,000
<b>Total Revenue</b>	<b>691,048</b>	<b>705,289</b>	<b>705,289</b>	<b>741,339</b>	<b>36,050</b>	<b>5.1%</b>	<b>753,464</b>
<b>County Funds</b>	<b>2,125,369</b>	<b>2,414,166</b>	<b>2,428,906</b>	<b>2,427,770</b>	<b>13,604</b>	<b>0.6%</b>	<b>2,440,162</b>
<b>Positions</b>	<b>16.25</b>	<b>16.5</b>	<b>17</b>	<b>16.5</b>	<b>0</b>	<b>0.0%</b>	<b>16.5</b>

### DEPARTMENTAL PURPOSE

Guilford County **Animal Control** is responsible to the citizens of the county for the prevention and spread of rabies. This is accomplished through an aggressive dog / cat rabies vaccination program, including low cost rabies clinics throughout the county and low cost home vaccinations. Animal Control also responds to all vicious animal calls as priorities. The department works toward the elimination of abuse and suffering of animals. Animal Control enforces County ordinances regarding animals, including the issuance of warrants and/or citations to violators and the seizure of animals from owners found to be in violation of the ordinances.

The **Animal Shelter** humanely secures and cares for animals found in violation of County ordinances and for lost animals. In the case of the latter, the Shelter actively pursues returning those animals to their owners. This animal shelter is managed by contract and does not involve funding any county personnel.

## **FY 2016 GOALS & OBJECTIVES**

- Seek options for replacing the existing county animal shelter, as highlighted in the County's existing Capital Investment Plan.
- Continue to develop strategies for handling the large volume of animals housed at the county animal shelter.
- Continue to educate the public about and enforce the new unattended tethering ordinance.

## **FY 2016 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2016 Budget increases net County funding for Animal Services by \$13,604 or 0.6% over the FY 2015 adopted budget. Expenditures have increased by \$49,654 or 1.6% while revenues have also increased by \$36,050 or 5.1% over FY2015.
- The FY 2016 personnel budget has increased \$23,019 or 2.4%. Personnel expenditures include merit for county employees and any adjustments that may have been made as a result of the compensation study conducted in the prior year.
- The 2016 budget for Animal Control's supplies and materials has increased by \$20,951. The increase is the result of a technology and vehicle requests to replacing aging equipment.
- Animal Control's FY 2016 revenue changes are based on interlocal agreements with the City of Greensboro as well as with local towns including Jamestown, Oak Ridge, Pleasant Garden, Sedalia, Stokesdale, Summerfield and Whitsett. The current revenue contract is based on the certified population of each town.

## **FY 2015 SIGNIFICANT ACCOMPLISHMENTS**

### *Animal Shelter*

- Partnered with The Salon and Spa at All Pets Considered to have shelter animals groomed and bathed before going into adoption.
- Started a New Building Campaign to help raise money for a new Animal Shelter in Guilford County and collected approximately \$100,000.
- Continued the extended operational hours of our Spay and Neuter program from three days to five days per week with one day being dedicated to Wellness.
- Continued to improve the shelter visibility through social media and reaching a wide customer base by joining Instagram.
- Defined our volunteer program to help make it easier to utilize the gifts and talents of our volunteer base and started a greeter program to improve our customer service.

- Partnered with community leaders to start a project to help people build fences for their dogs now that an unattended tethering ordinance has been passed. This organization is called Unchained Guilford. Developed an Unchained Guilford Website and Facebook page. We have currently built six fences.
- Having fund raisers to replace the existing cat kennels.
- We have secured two horse canopies and will use them at the prison farm for seized animals from Animal Control.

#### *Animal Control*

- Responded to 13 positive cases of rabies in wild animals.
- Guilford County Animal Control started handing out warning citations for unattended tethering of dogs and will start issuing full citations on September 1, 2015.
- Provided 879 rabies vaccinations in two days (Fox 8 Clinic).
- Responded to 1,130 welfare checks for possible neglected animals.
- Responded to 3060 animals running loose.
- Animal Control worked with local animal rescue groups to expand the number of fourth grade classes teaching "Pet Responsibility".
- Guilford County partnered with Project Bark to administer the spay/neuter program for the county. Thus far this FY approximately 400 spay/neuters have been completed. The continued effort of this group will reduce the number of unwanted pets in Guilford County.
- Provided approximately 2000 rabies vaccinations in our low cost rabies clinics and at home vaccination program.
- Investigated 614 Dangerous or Vicious dogs

## KEY PERFORMANCE MEASURES

	FY14 Actual	FY15 Estimated	FY16 Projected	FY17 Projected	Target
<b>Animal Control</b>					
# of Dispatched Calls	16,777	17,000	17,500	17,000	demand
# of Dispatched Calls per Officer	167	170	175	170	170
# of Animals Seized	6,160	5,850	5,900	5,500	demand
# of Calls for Animals running loose	3,657	4,000	4,000	3,750	demand
# of Trips to Animal Shelter	3,085	3,000	3,200	3,000	demand
# of Animal Bite Cases	678	700	800	650	demand
# of Positive rabies reports	19	15	15	20	demand
Rabies Cases as a % of Total Animals Seized	0.30%	0.30%	0.20%	0.40%	0.20%

## FUTURE ISSUES

### *Animal Shelter*

- Building is old and in need of continued repair.
- Number of animals arriving has increased, while space to house them has decreased.

### *Animal Control*

- Implement the education phase of the unattended tethering ordinance (3-1-14 to 3-1-15).
- Implement the warning phase of the unattended tethering ordinance (3-1-15 to 9-1-15).
- Implement the enforcement phase of the unattended tethering ordinance (9-1-15)



# COURT ALTERNATIVES

Doug Logan, Director

15 Lockheed Court, Greensboro, NC 27409 (336) 931-0917

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** Support a High Quality of Life in the County  
**PRIORITY:** Support citizen welfare in and through the community



## BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Detention Services	2,081,701	2,563,284	2,398,230	2,606,164	42,880	1.7%	2,611,777
<b>Court Alternatives</b>	<b>2,081,701</b>	<b>2,563,284</b>	<b>2,398,230</b>	<b>2,606,164</b>	<b>42,880</b>	<b>1.7%</b>	<b>2,611,777</b>
<b>EXPENSE</b>							
Personnel Services	1,571,739	1,914,584	1,736,446	2,029,132	114,548	6.0%	2,084,742
Supplies & Materials	146,398	253,230	175,201	164,032	-89,198	(35.2%)	164,012
Other Services & Charges	363,564	368,470	366,847	373,004	4,534	1.2%	363,023
Capital	0	27,000	119,736	39,996	12,996	48.1%	0
<b>Total Expense</b>	<b>2,081,701</b>	<b>2,563,284</b>	<b>2,398,230</b>	<b>2,606,164</b>	<b>42,880</b>	<b>1.7%</b>	<b>2,611,777</b>
<b>REVENUE</b>							
Intergovernmental	46,906	47,064	47,064	47,004	-60	(0.1%)	47,000
Charges for Services	1,689,651	1,712,052	1,712,052	2,581,020	868,968	50.8%	2,581,020
Miscellaneous Revenues	472	515	1,415	468	-47	(9.1%)	472
<b>Total Revenue</b>	<b>1,737,029</b>	<b>1,759,631</b>	<b>1,760,531</b>	<b>2,628,492</b>	<b>868,861</b>	<b>49.4%</b>	<b>2,628,492</b>
<b>County Funds</b>	<b>344,672</b>	<b>803,653</b>	<b>637,699</b>	<b>-22,328</b>	<b>-825,981</b>	<b>(102.8%)</b>	<b>-16,715</b>
<b>Positions</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>0</b>	<b>0.0%</b>	<b>33</b>

## DEPARTMENTAL PURPOSE

The Court Alternatives Department provides Juvenile Detention Services, Community Outreach, and Gang Prevention & Intervention Programs. The main focus of the department is to provide safe & secure custody of court involved youth while they await adjudication.

## FY 2016 GOALS & OBJECTIVES

- Through responsibility & accountability ALL employees will provide services that support the juvenile's Physical, Emotional, Educational and Social Development. Court Alternatives/JDC will strive for cost effectiveness and efficiency consistent with high professional standards.
- Juvenile Detention Division will continue to offer Community Outreach & Gang Awareness throughout Guilford County Schools

- Measure and produce quarterly reports that outline criminal & gang activities in low performing schools, utilize this information as an opportunity to apply for grants/aid that will assist with creating positive intervention programs

## FY 2016 ADOPTED BUDGET HIGHLIGHTS

- The Court Alternatives expense budget will increase by \$42,880 or 1.7%. This increase is more than offset by additional revenues of \$868,968 as a result of an increase in number of children housed in the detention center due to the closing of the Forsyth detention center.
- **Current subsidy rates are \$122 in-county & \$244 out-of-county per day.** Subsidy rates **may** increase by \$20 to \$142 for in-county juveniles and to \$284 for out-of-county juveniles housed at the center.
- Due to the closing of other juvenile detentions throughout the State, the Guilford County Juvenile Detention Center will be available to detain 10 to 15 additional juveniles per day, at the out-of-county detention/subsidy rate.
- The catchment area for Juvenile Detention in Guilford County will be increasing with the Detention Center being the detention center that houses 13 surrounding counties juveniles that are detained. This increases expenditures but also the county receives increased revenues as a result of the state fee reimbursement and federal nutrition funds.

## FY 2015 SIGNIFICANT ACCOMPLISHMENTS

- Successfully completed a year of the Prison Rape Elimination Act (PREA) without any substantiated incidents. PREA is mandated by the United States Department of Justice (Juvenile Facility Standard) to eliminate sexual harassment and sexual abuse for juveniles who are held in confinement.
- Through community support and donations, the department effectively established an in-house “Goodwill” program whereby juveniles may obtain free clothing and hygiene items upon release. The program was created to ensure that every child has clothing for court appearances and in many cases, satisfy basic needs due to the lack of resources at home.
- Successfully implemented a new program “**Model of Care**” for the juveniles to bridge the gap between punitive and therapeutic interventions. The program utilizes an organized framework for managing troubled youth whereby the juveniles’ access greater independence and more privileges as they demonstrate increased behavioral control.
- Monitored legislation that may raise the age of juvenile jurisdiction.
- Participated in a research project that outlined the juvenile justice system in the U.S.A.; staff member from the UK visited the facility for two weeks to learn and document information to share with the Secure Children’s Homes in the UK.

- Currently, a pilot program is being created between the facility and the Secure Children’s Home in the UK to share knowledge and promote “best practices.” This program will be offered to employees using Skype and webinar capabilities for both facilities in a training format.
- Updated the department’s website by incorporating a “Wellness” program as mandated by the federal child nutrition. The program ensures that every juvenile is taught how to live a healthy lifestyle through proper eating habits and exercise.
- Ongoing training and recertification for all employees – on-going.
- Provided facility tours for organizations and families as a community service to assist with early interventions & preventions with unruly or misguided youth.

## KEY PERFORMANCE MEASURES

	FY14 Actual	FY15 Estimated	FY16 Projected	FY17 Projected	Target
Total admissions	420	435	435	435	435
Guilford County admissions	231	253	253	253	N/A
Admissions from outside Guilford County	189	182	182	182	182
Cost per bed day	\$252	\$275	\$275	\$275	\$275
Average length of stay	21	21	21	21	N/A
Average daily population	23	24	24	24	N/A

## FUTURE ISSUES

- Forsyth County Juvenile Detention will close down on June 30, 2015; Guilford JDC will accept juveniles from Forsyth County and surrounding counties at a cost of \$244.00 per day.
- The facility was occupied in 1998; there will be some future needs to replace worn/outdated equipment.
- Potential changes in the law to change the juvenile age jurisdiction from 16 to 18 would significantly increase the juvenile population. Other pending laws include one that will charge students with felonies for assaulting teachers which may cause an influx of juvenile detainees and therefore increase the need for additional staffing.
- Due to the mental health reform the facility will be serving more juveniles with severe mental issues for longer periods of time.
- The merging of the Juvenile Justice system in to the North Carolina Public Safety Department may change the policy and procedures related to juvenile prevention and intervention.

# EMERGENCY SERVICES

James L. Albright, Director

1002 Meadowood Rd., Greensboro, NC 27409 (336) 641-7565

**Links to County Goals and Strategic Priorities:**

**COUNTY GOAL:** Support a High Quality of Life in the County  
**PRIORITY:** Support and encourage community health



**Links to County Goals and Strategic Priorities:**

**COUNTY GOAL:** Engage Citizens to Meet Community Needs  
**PRIORITY:** Collaborate with community and state organizations to achieve goals.



## BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Administration	1,169,445	1,326,650	1,353,195	1,344,516	17,866	1.3%	1,313,125
Emergency Management	449,862	482,335	635,632	535,657	53,322	11.1%	571,621
Communications	2,766,428	3,051,167	3,052,142	3,375,194	324,027	10.6%	3,512,456
Garage	264,093	249,699	332,600	296,736	47,037	18.8%	493,901
Medical	17,179,273	18,296,542	18,142,144	19,035,990	739,448	4.0%	22,652,369
Fire	2,134,516	2,061,073	2,071,007	2,508,002	446,929	21.7%	2,688,475
<b>Emergency Services</b>	<b>23,963,617</b>	<b>25,467,466</b>	<b>25,586,720</b>	<b>27,096,095</b>	<b>1,628,629</b>	<b>6.4%</b>	<b>31,231,947</b>
<b>EXPENSE</b>							
Personnel Services	14,719,974	15,935,422	15,908,922	16,944,566	1,009,144	6.3%	17,620,985
Supplies & Materials	1,452,574	1,644,195	1,685,122	1,815,274	171,079	10.4%	2,145,780
Other Services & Charges	6,091,096	6,733,695	6,713,284	7,199,255	465,560	6.9%	7,630,410
Capital	1,701,815	1,154,154	1,279,392	1,137,000	-17,154	(1.5%)	3,834,772
Other	-1,842	0	0	0	0	0.0%	0
<b>Total Expense</b>	<b>23,963,617</b>	<b>25,467,466</b>	<b>25,586,720</b>	<b>27,096,095</b>	<b>1,628,629</b>	<b>6.4%</b>	<b>31,231,947</b>
<b>REVENUE</b>							
Intergovernmental	77,192	75,000	271,630	75,000	0	0.0%	75,000
Charges for Services	14,554,996	14,800,125	14,830,792	15,442,031	641,906	4.3%	15,700,625
Other Financing Sources	22,206	15,000	15,000	25,000	10,000	66.7%	25,000
Miscellaneous Revenues	197,544	170,000	170,000	150,045	-19,955	(11.7%)	5,000
<b>Total Revenue</b>	<b>14,851,938</b>	<b>15,060,125</b>	<b>15,287,422</b>	<b>15,692,076</b>	<b>631,951</b>	<b>4.2%</b>	<b>15,805,625</b>
<b>County Funds</b>	<b>9,111,679</b>	<b>10,407,341</b>	<b>10,299,298</b>	<b>11,404,019</b>	<b>996,678</b>	<b>9.6%</b>	<b>15,426,322</b>
<b>Positions</b>	<b>222.75</b>	<b>234.75</b>	<b>235</b>	<b>245</b>	<b>10.25</b>	<b>4.4%</b>	<b>245</b>

## DEPARTMENTAL PURPOSE & GOALS

Guilford County Emergency Services strives to provide the highest standards of service to everyone who lives, works or visits the County in the areas of Fire and Life Safety Services, Emergency Medical Services (EMS), Emergency Management and Hazardous Materials.

Additionally, the Department operates a self-contained Fleet Maintenance Facility to assure that all vehicles and equipment in the various divisions are available for immediate response to the maximum extent possible.

## **FY 2016 GOALS & OBJECTIVES**

- Continue to enhance the disaster resiliency by providing an all hazards, emergency management program that meets nationally recognized standards.
- Continue to strive for increased efficiency and effectiveness with regards to Fire and Life Safety Inspections throughout the county.
- Expand the operational support to County Fire through measured additional hours of staff support.
- Continue to provide efficient and effective pre-hospital care for the victims of accident or illness within Guilford County, while evaluating the role of Guilford County EMS as a mobile integrated healthcare practice provider.

## **FY 2016 ADOPTED BUDGET HIGHLIGHTS**

- The Emergency Services (ES) FY 2016 budget increases expenses by \$1,628,629 or 6.4%. Most of the increase is in the Medical Division (the ambulance division) and is primarily related to personnel costs including the annualizing of several full-time positions and increasing drug costs. Funding is also included in Administration to update a 2009 consultant study of the County's fire districts to help identify and support long-term needs including staffing and operational models.
- The increased expenses are off-set in part by an anticipated increase in revenues of \$631,951 or 4.2% due to changes in the ambulance service fee rates that will bring the County into line with other similar counties in the state as well as increased call volume.
- Communication has increased expenses by \$324,027 or 10.6% primarily due to an increase in Guilford-Metro 911 operations costs as well as anticipated 800 Mhz purchases and battery replacements. Guilford-Metro 911 is a joint County-City of Greensboro operation and full costs are broken out on a separate section.
- Medical division costs have increased by \$739,448 or 4% primarily due to the incorporation of full-year costs for several full-time positions as well as rising medicine and drug costs.
- Fire has increased by \$446,929 or 21.7% due primarily to the addition of a second rescue unit including ten FTEs (8 firefighters and 2 fire captains), lifecycle replacements of protective equipment including turnout gear, and the need for more trainings and certifications for new fire inspectors.

## **FY 2015 SIGNIFICANT ACCOMPLISHMENTS**

- The Emergency Management Division continued to manage the Disaster Response and Recovery efforts from the March 6-7, 2014 Ice Storm which received a Federal Disaster Declaration for Public Assistance.
- The Emergency Management Division coordinated or participated in 17 multi-agency exercises evaluating the community's ability to respond to and recover from major emergencies.
- The Emergency Management Division provided 15 training presentations to over 450 individuals on disaster management or disaster preparedness topics.
- The Emergency Management Division activated the Emergency Operations Center 2 times and utilized WebEOC on 16 incidents and planned events to coordinate response and recovery activities with partner agencies.
- The Emergency Management Division supported the update process of 85 Continuity of Operations Plans, and other supporting plans in Emergency Management.
- During CY14, EMS Division responded to 65,697 incidents with greater than 75,000 unit responses and transported more than 45,250 patients to local healthcare facilities. EMS admin responded to over 1,000 incidents.
- The EMS Division also provided coverage to special events including the Wyndham Golf Tournament, US Figure Skating Championship, Greensboro Grasshoppers games, Gate City Marathon, the High Point Furniture Market, and ACC Basketball Tournaments.
- The EMS Division implemented additional unit coverage on January 1, 2012, that allowed for better serve to the citizen's medical needs with Paramedic level response to all 911 calls within residences. This increase in coverage also assisted in improving response times in all response categories, from non-emergency to imminent life threatening events. After a full fiscal year of operations, it is clear this has resulted in system improvement due to better deployment of resources and improved response times. The Division is currently refining "post moves" to improve efficiency and reduce operating costs, while improving employee satisfaction.
- The EMS Division successfully completed the off-site and on-site reviews by the Commission on the Accreditation of Ambulance Services (CAAS) during FY15, and will soon receive confirmation from the Panel of Commissioners of CAAS.

## Here's What CAAS Accreditation Means to You

- Your provider meets the highest national standards set for the medical transportation industry
- Your community receives first-rate patient care
- Your liability is decreased
- Your community's emergency needs are met in a timely way
- Efficient management practices are followed in all areas of your provider's company
- Your community will receive support for its safety and education programs
- Quick response to community catastrophic events is assured
- You can count on continuous quality improvement in your ambulance service



- Continued to enhance patient outcome of cardiac arrest incidents with the implementation of a comprehensive program of education and induced hypothermia. Through Cone Health, EMS has enrolled greater than one hundred patients in the induced hypothermia program, with a resultant discharge rate of ~67%. This is tremendous achievement, given the national average for resuscitation of cardiac arrest victims is ~5% with a significantly lower discharge rate. As of January 2015, implemented "intra-arrest" cooling as part of the continuum of care.
- The Guilford County Fire Marshal's Office had a series of significant transitions in the last several years. The void created by several retirements' impacted productivity, and currently the division is just returning to full staffing; however the experience base has been dramatically reduced. New inspectors require a period of orientation, apprenticeship, and additional education to reach full operational capability. Fire Inspections staff conducted a total of 3,502 inspections during fiscal year 2014. This currently represents a compliance rate of 75% with the state mandate for Fiscal Year 14. Plans examination of new construction and up fit of existing building stock totaled 175 with acceptance testing of all fire protection systems resulted in 450 additional inspections.
- Additionally, 439 Guilford County Schools' properties must be inspected twice annually with a compliance rate of 99% as of 3-20-15 (one of the retirees was the Level 3 Fire and Level 3 electrical inspector responsible solely for school inspections and this position has been filled with new inspectors). Compliance during the previous year was 35%.

- Fire Investigation staff performed a total of 111 investigations which resulted in 11 charges for intentional acts, which resulted in restitution of over \$14,000 for victims.
- Fire Investigation Educational Initiatives for 2014 included 26 juvenile fire setters participating in the Juvenile Fire Setters Assessment Program. Of the 26 participants, all were referred to the Juvenile Fire Setters Program for education and follow up counseling. Guilford County FMO staff conducted twelve juvenile fire setter educational classes for a total of twenty four hours of education. In addition, the FMO staff investigated 11 burn injuries, and one burn fatality.
- Fire Operations has continued to provide support to the contracted fire departments in the County through response and training opportunities, as well as hazardous materials response and mitigation. The continued issue of limited manning for fireground operations is of great concern for the success and safety of the fire service.

## KEY PERFORMANCE MEASURES

	<b>FY14 Actual</b>	<b>FY15 Estimated</b>	<b>FY16 Projected</b>	<b>FY17 Projected</b>	<b>Target</b>
<b>Administration</b>					
Percent of EMS billings paid by customers	73%	75%	75%	75%	75%
Percent of Fire Marshal billings paid by customers	80%	80%	85%	85%	85%
Percent of operating revenue recovered	63%	63%	60%	60%	60%
<b>Emergency Management</b>					
Number of external emergency plans reviewed	524	500	500	500	450
Number of disaster plans for the County that are up-to-date and support for incidents that could occur in the region	79	86	86	86	86
Number of WebEOC activations	25	20	25	25	demand
Percent of time WebEOC is available for disaster response	99%	99%	99%	99%	99%
Number of community disaster exercises	12	18	10	10	5
Number of outside entities that requested and received disaster planning assistance	19	15	20	20	10
Number of training events for emergency partners and community preparedness	38	25	20	20	20
Percent of attendees of preparedness trainings or events that feel better prepared	100%	100%	100%	100%	100%

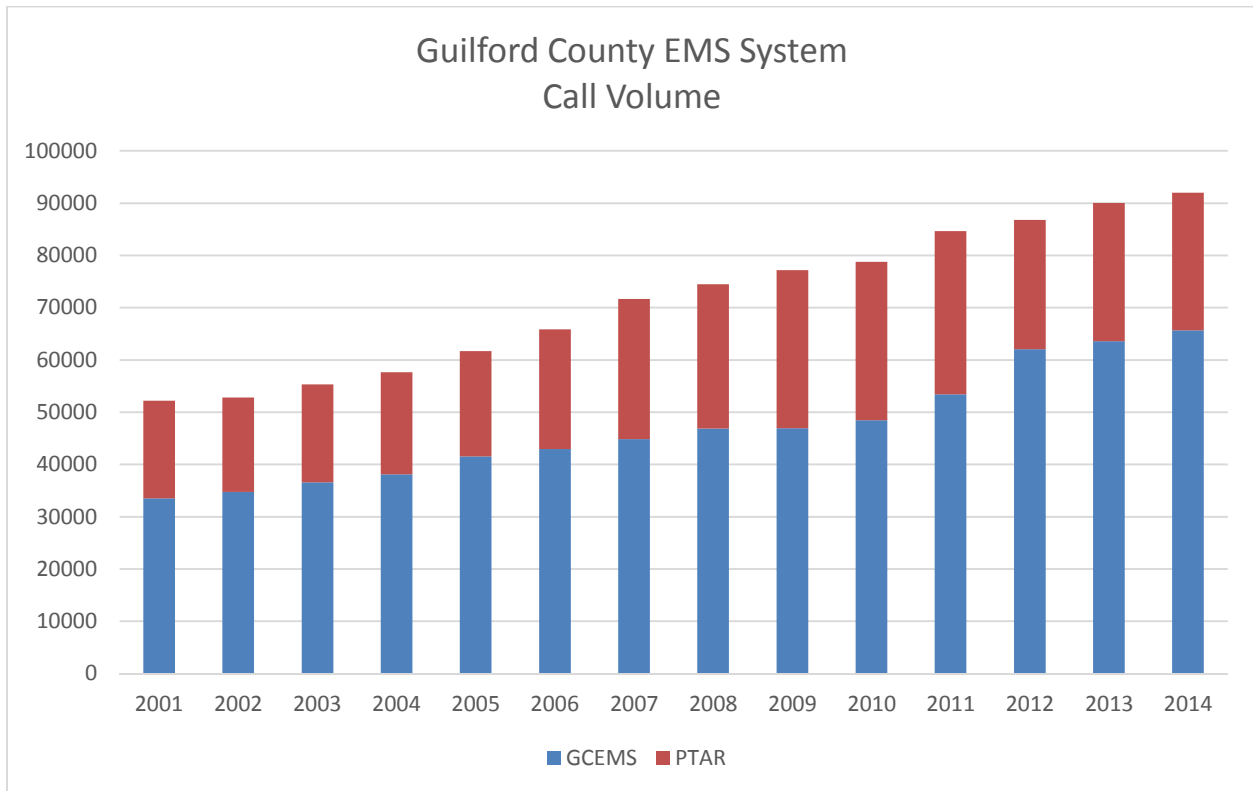


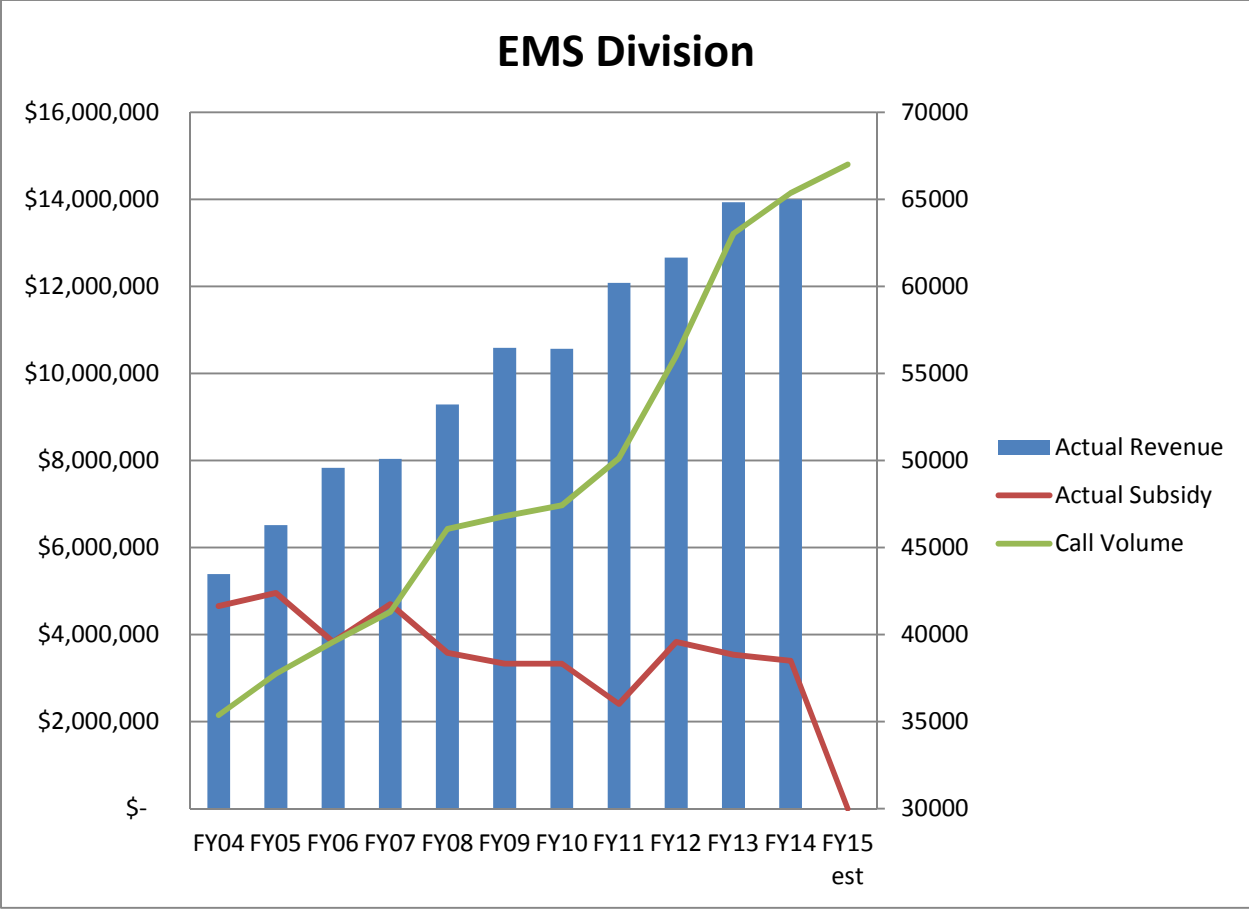
	<b>FY14 Actual</b>	<b>FY15 Estimated</b>	<b>FY16 Projected</b>	<b>FY17 Projected</b>	<b>Target</b>
Percent of Emergency Management Accreditation Standard Compliance standards the County is in compliance with each FY	52%	70%	100%	100%	100%
<b>Maintenance</b>					
Number of vehicles maintained	107	110	110	115	demand
Percent of time emergency vehicles are available for duty	93%	95%	96%	96%	95%
Percent of preventative maintenance done on schedule	92%	98%	99%	99%	95%
Percent of repairs successfully completed on first vehicle visit	99%	99%	99%	99%	99%
Percent of critical vehicle failure (Critical vehicle failure takes place during an emergency response; calculated on a basis of a 100,000 miles traveled)	0.06%	<0.05%	<0.05%	<0.05%	<0.05%
Stretcher failure incidents per 1000 patients transported (minimizing patient accidents in transport)	<0.01%	<0.01%	<0.01%	<0.01%	<0.01%
<b>Emergency Medical Services</b>					
Number of continuing education training hours offered by training staff	3,890	4,000	4,200	4,400	4,000
Number of Paramedic Academy graduates	11	12	12	12	12
Number of emergency medical responses	64,961	66,910	68,917	70,985	demand
Percent of emergency calls responded to in 10 minutes or less from time of dispatch	84%	86%	88%	90%	90%
Average cost per call (total division cost/# transports)	\$58.51	\$60.00	\$60.00	\$62.00	\$75.00
Per Capita Net Operating Expense ((total expense-total revenue)/population)	\$5.22	\$10.00	\$10.00	\$10.00	\$10.00
Patient Satisfaction Rating	92.10%	92%	92%	92%	90%
EMS Cardiac Arrest Survival Rate to ED Discharge	29%	32%	35%	35%	35%
<b>Fire Marshal</b>					
Completion rate for scheduled inspections	81%	82%	85%	90%	90%
Routine Inspections	75%	76%	80%	85%	95%
Guilford County Schools Inspections	99.4%	99%	99%	99%	99%

	<b>FY14 Actual</b>	<b>FY15 Estimated</b>	<b>FY16 Projected</b>	<b>FY17 Projected</b>	<b>Target</b>
Number of unscheduled fire inspections completed	133	125	125	125	125
Number of fire investigations conducted	111	110	110	110	110
Number of fire investigations closed	91	90	90	90	95
Number participants in the Guilford County Juvenile Firesetters Intervention Program	26	24	24	24	25

**Fire Services**

Number of fire operations training hours offered	1,000	1,000	1,000	1,000	1,000
Total number of calls for the fire support unit (Rescue 50)	695	700	750	750	demand
Average response time for the fire support unit (minutes)	10:03	10:00	10:00	10:00	10:00
Total number of calls for the Hazardous Materials team (HazMat 70)	12	12	12	12	demand





**FUTURE ISSUES**

- The Department of Emergency Services, through provision of EMS, Fire/Hazardous Materials and Emergency Management resources, is a critical component of the County's infrastructure in providing safe and healthy communities. As such, Emergency Services continues to improve upon and utilize efficient/effective processes and best management practices that focus on placing limited resources where they truly make a difference in the lives of those we serve. The continued impacts of economic conditions, population growth, increased demands for services, aging population and congested roadways will affect Emergency Services' delivery capabilities. The department's ability to meet stated performance measures and the public's expectations are totally dependent on the fact that sufficient resources, capital assets and staffing are adequate in certain areas and expanded in others to assure the organization is capable of responding to and mitigating the potentially life-threatening incidents that impact the public on a daily basis. One of the most critical areas of need continues to be that of replacing the current outdated and inefficient maintenance/logistics facility that is utilized to support and maintain operational readiness for the services provided to the public every minute of every day.
- Lessons learned from the March 6-7, 2014 Ice Storm regarding Emergency planning for Long Term Care facilities showed a vulnerability for critical facilities in Guilford County. Coupled with proposed regulatory changes from the Centers for Medicaid and Medicare

(CMS) with regards to Emergency Planning for all healthcare facilities, the Emergency Management Division may be overwhelmed with planning support requests from numerous facilities in Guilford County seeking assistance with disaster planning. It is estimated that Guilford County has over 400 facilities that meet CMS criteria for advanced disaster planning which equates to over 2,000 project hours of plans review and coordination. Depending on the final CMS regulatory changes and supporting requirements from Emergency Management, Emergency Services will need to evaluate the current fee structure and human resources allocated to healthcare facility planning.

- Securing a long-term future in the current climate of social and economic change is one of the most significant challenges that continue to confront volunteer-based emergency service and support agencies. Factors such as population growth, rural and urban mobility and increasing cultural diversity present challenges to service providers. As has been detailed in a recent agency evaluation, these factors increase the demands and the complexities in which service delivery is done by volunteer and combination contractors; and creates complex management and sufficient revenue sustainability issues.
- Contracted fire services have been under review and the County Fire Chiefs and staff are working collectively to identify continuous improvement opportunities that would impact operational efficiency and effectiveness into the future as a result of a 2011 agency evaluation. Many opportunities for improvement and collaboration were identified in the study, and currently are being tasked to the Fire Chiefs for development and implementation, with Emergency Services staff support. The resources to support the initiatives identified must be weighed against existing operations and direction provided on the role of Emergency Services in providing support to these essential contracted county fire services. The Fire Service must continue to be prepared to respond and mitigate all-hazard threats that include but are not limited to natural disasters, chemical and biological incidents, hazardous material incidents, technical rescues, medical first responder calls and fire calls. As with all public safety services, the demands on the fire service have increased steadily for decades. Today, because of factors such as decreased recruitment/retention, increased call demand, increasing equipment cost, and additional training requirements, the demands on a predominantly volunteer service provision model are being challenged. When paired with a stagnant or declining tax base in many areas of the unincorporated County, this makes the operational challenges daunting with declining revenue for service provision. Recent studies have provided technical data that continues to confirm that responding with limited staffing and resources places both the public and emergency responders at an elevated risk for injury and or death.
- Emergency Services is the safety net for people in dire need and that need continues to be solidified by the increased demands for services. The public continues to require the use of and insist upon high quality clinical care that is provided by EMS. Additionally, as the impacts of Healthcare Reform are implemented, the delivery of conventional EMS may need to change dramatically. The ability of this agency to become “agile” is essential in our business plan to avoid being a “fragile” provider in the new delivery model. Factors such as longer turnaround times at local health care facilities due to increased census and acuity continue to impact the availability of response units. The alarming national health care trend is reflective of Guilford County’s populace, and speaks to the growing reliance on EMS and emergency medicine for persons in medical crisis, often with little to no ability to pay. Indigent care accounts for a significant portion

of the services provided by EMS, while reimbursement from private and public payers continues to be scrutinized. Costs to provide service continue to grow at an alarming rate, at a time when reimbursement remains a challenge, particularly federal reimbursement. Equipment, medical supplies, medications and fuel are major cost drivers in the budget. Ever-expanding medical technology forces health care providers to constantly evaluate standards of care to maximize potential patient outcomes and minimize medical liability. Extensive electronic data collection and submission to the State of North Carolina is imperative in order to evaluate performance measures and benchmarks. Guilford County Emergency Services remains focused on providing leadership, education and service and it is currently recognized as one of a hundred nationally accredited ambulance services in the country; however, without sufficient resources and staffing within the EMS, Fire and Emergency Management functional areas and continued public support, Emergency Services will be challenged to meet current and future service demands and expectations.

# GUILFORD METRO 9-1-1

Melanie Neal, Interim Director

PO BOX 3136, Greensboro, NC 27402 (336) 373-2933

**Links to County Goals and Strategic Priorities:**

**COUNTY GOAL:** *Support a High Quality of Life in the County*

**PRIORITY:** *Support and encourage community health and citizen welfare*



## BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Recomm.	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Communicatns-Metro 911 Center	2,031,161	2,276,554	2,276,554	2,541,542	264,988	11.6%	2,637,808
<b>EXPENSE</b>							
Other Services & Charges	2,031,161	2,276,554	2,276,554	2,541,542	264,988	11.6%	2,637,808
<b>Total Expense</b>	<b>2,031,161</b>	<b>2,276,554</b>	<b>2,276,554</b>	<b>2,541,542</b>	<b>264,988</b>	<b>11.6%</b>	<b>2,637,808</b>
<b>County Funds</b>	<b>2,031,161</b>	<b>2,276,554</b>	<b>2,276,554</b>	<b>2,541,542</b>	<b>264,988</b>	<b>11.6%</b>	<b>2,637,808</b>

## DEPARTMENTAL PURPOSE & GOALS

Guilford Metro 9-1-1 (GM911) was established as a joint consolidated operation of the City of Greensboro and County of Guilford governments (all GM911 employees are employed by the City of Greensboro; Guilford County contracts with the City for its services) to provide for a single point of contact for all citizens living in, doing business in and visiting the city and county in the event of a need for emergency services (law, fire, EMS or other agencies) via the 9-1-1 system.

Guilford Metro 9-1-1 receives, processes and dispatches those emergent and non-emergent requests for service and employs the utmost professional level of protocols that allow GM911 staff to provide, when needed, Dispatch Life Support instructions. It is the goal of GM911 to provide this professional level of service on a 24 hours a day, 7 days a week, basis with the most highly trained and dedicated 9-1-1 professionals possible.

## FY 2016 GOALS & OBJECTIVES

- Decrease call processing time for emergency responders.
- Provide exceptional customer service via EMD and EFD protocol compliance.
- Continue implementation of “Text to 911” technology to increase public access to the 911 system and other emergency response resources.
- Continue to keep mission-critical systems operational over 99.99% of the time.
- Increase responsiveness for timely processing of public information requests.

## **FY 2016 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2016 budget increases funding for Guilford Metro 911 by \$264,988 or 11.6%. The majority of the increase is due to the number of calls for County agencies which increased from 34% of total calls in 2013 to 35% in 2014; calls for City agencies comprised the balance of calls received.
- The FY 2016 budget reduces use of both 911-specific and Greensboro general fund balance from FY 2015 and a similar decrease in fund balance use is anticipated for FY 2017.

## **FY 2015 SIGNIFICANT ACCOMPLISHMENTS**

- An initial version of SMS Text to 911 was implemented in coordination with the major wireless carriers to allow Guilford County residents and visitors alike to report emergencies and request assistance via text message.
- Renovation of the training room and administrative wing of the Justice Complex was completed as well as a joint project with Duke Power to upgrade the Center's backup generators.
- Conducted three Rookie Schools to train a combined total of eleven new Emergency Communication Specialists in 2014, and a total of 4,150 hours of continuing training was provided to staff.
- Continued to maintain compliance with communication standards for Greensboro Police (CALEA), Guilford County EMS (CAAS), and Greensboro and Guilford County Fire (ISO).
- Maintained mission-critical systems and consistently averaged between 99.995% and 99.999% uptime.
- Reviewed and consolidated City and County computer aided dispatch (CAD) software contracts with Sungard to reduce overall cost to the County.
- Updated and optimized CAD software systems to improve overall dispatch system performance and minimize computer-related delays.

## KEY PERFORMANCE MEASURES

	FY14 Actual	FY15 Estimated	FY16 Projected	FY17 Projected	Target
Emergency 911 calls answered in 10 seconds or less	97%	99%	99%	99%	99%
Non-emergency calls answered in 15 seconds or less	99%	97%	97%	97%	98%
Guilford County Fire Dispatch average dispatch time (seconds)*	31	20	18	18	18
Guilford County Sheriff High Priority Call average dispatch time (seconds)*	135	125	120	120	120
Guilford County EMS emergency medical calls average dispatch time (seconds)*	73	67	67	67	67
Public Records Requests processed in two days or less from initial request	99%	99%	99%	99%	99%
Percentage of Emergency Medical Dispatch protocol compliance met by 911	97%	95%	96%	96%	99%
Percentage of Emergency Fire Dispatch protocol compliance met by 911	97%	95%	96%	96%	99%

\* dispatch time is measured from the time a call is received until dispatch

	2012		2013		2014	
	Calls	% Share	Calls	% Share	Calls	% Share
<b>Guilford County</b>						
Emergency Medical Services	68,788		71,657		73,736	
Fire	11,302		11,811		12,318	
Sheriff	57,596		65,872		66,541	
County Total	137,686	32%	149,340	34%	152,595	35%
<b>City of Greensboro</b>						
Fire	30,869		31,450		32,210	
Police	257,220		255,841		249,065	
City Total	288,089	68%	287,291	66%	281,275	65%
<b>Total</b>	<b>425,775</b>		<b>436,631</b>		<b>433,870</b>	

- Call breakdown is evaluated on a calendar year basis. -



## FUTURE ISSUES

- *Technology/Next Generation 911:* The transition to Next Generation 911 (NG911) will mean texting, video, and photos to GM911 will be available in the future. We are approximately 6 to 12 months from being able to move in this direction due to technology upgrades that will be required and finalized for industry standards. The future of 911 is set to drastically change with the advent of “Next Generation 911” services and the transition from a legacy 911 system that has functioned for over 40 years in an analog / “copper wire” arena, to a purely digital Voice over Internet Protocol (VoIP) based series of applications. These changes, as set forth by the Federal Communication Commission, will impact not only the physical mechanics of the hardware and software of the entire existing 911 system, but will impact how all the 911 staff (call takers, dispatch, trainer, database, GIS, etc) perform their assigned duties of call intake, processing and dispatch. The entire level / uniqueness of both voice and data delivered to the 911 center will be drastically altered. This will present a huge challenge to our facility capabilities and may require additional staff. GM911 will also continue to stay abreast of all changing technology trends in order to provide the best service to the citizens of Guilford County.
- *P25 Digital Radio Transition:* The City and County are in partnership on replacing the 800 MHz radio system which is reaching obsolescence. This multi-year transition began in FY 2013 and will hopefully include regional partnerships to share costs and services.
- *Staffing & Retention:* Staffing at a 911 center is always a challenge. In 2013, our turnover rate was 8.7%, which dropped from 12% in 2012. However, for 2014, the turnover rate was back up to 12%. While employees leave for various reasons, GM911 will collaborate with HR to recruit talented and diverse candidates while focusing on employee retention.

# Family Justice Center

Catherine Johnson, Director

201 South Greene St., Greensboro, NC 27401 (336) 641-2321

**Links to County Goals and Strategic Priorities:**

**COUNTY GOAL:** Support a High Quality of Life in the County  
**PRIORITY:** Support citizen welfare in and through the community.



**Links to County Goals and Strategic Priorities:**

**COUNTY GOAL:** Engage Citizens to Meet Community Needs  
**PRIORITY:** Improve the community character through engagement and collaboration.



## BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Family Justice Center	0	0	57,134	231,551	231,551	0.0%	233,989
<b>Family Justice Center</b>	<b>0</b>	<b>0</b>	<b>57,134</b>	<b>231,551</b>	<b>231,551</b>	<b>0.0%</b>	<b>233,989</b>
<b>EXPENSE</b>							
Personnel Services	0	0	52,175	209,135	209,135	0.0%	214,589
Supplies & Materials	0	0	2,698	5,508	5,508	0.0%	5,500
Other Services & Charges	0	0	2,261	16,908	16,908	0.0%	13,900
<b>Total Expense</b>	<b>0</b>	<b>0</b>	<b>57,134</b>	<b>231,551</b>	<b>231,551</b>	<b>0.0%</b>	<b>233,989</b>
<b>County Funds</b>	<b>0</b>	<b>0</b>	<b>57,134</b>	<b>231,551</b>	<b>231,551</b>	<b>0.0%</b>	<b>233,989</b>
<b>Positions</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0.0%</b>	<b>3</b>

## DEPARTMENTAL PURPOSE

The Guilford County Family Justice Center (FJC) is a community collaborative working together under one roof to provide victims of domestic violence, sexual assault, child abuse, and elder abuse a safe and secure place to get the help that they need.

The mission of the Center is to protect the vulnerable, stop the violence, restore hope, and make our community safer by empowering family violence victims to live free from violence and abuse and holding offenders accountable by providing easily accessible, coordinated, and comprehensive services in a single location.

This goal is facilitated by more than 17 agencies from the County, local municipalities, and the community who have come together to provide consolidated and coordinated legal, social, and health services to families in need.

## FY 2016 GOALS

- Continued development of agency policies and procedures to promote partner integration and streamlined services for clients at the Center.

- Establish an Advisory Committee to be appointed by Guilford County and the City of Greensboro.
- Develop volunteer services program to support FJC operations and hospitality services.
- Increase outreach efforts to build partnerships and community support of the FJC (On-going- FJC Director to conduct at minimum one community outreach presentation a month.
- Implement electronic filing of civil protective orders on-site at the Center.
- Establish a VOICES committee, comprised of survivors of violence, to be facilitated by the FJC Director, to meet at least six times in the fiscal year to discuss and implement awareness activities throughout the community.
- Coordinate data collection efforts among partner organizations to develop baseline data in order to measure FJC services collective impact over time.

#### **FY 2016 ADOPTED BUDGET HIGHLIGHTS**

- FY 2016 is the first full year of operations for the Family Justice Center. The budget includes funding for three full-time positions as well as supplies and materials for Center functions.

#### **FY 2015 SIGNIFICANT ACCOMPLISHMENTS**

- Completed renovation of space in the County's Greene Street Building.
- Conducted outreach to and coordinated with family, community, and government organizations throughout Guilford County to identify resources for Center patrons.

#### **KEY PERFORMANCE MEASURES & FUTURE ISSUES**

	<b>FY16 Projected</b>	<b>FY17 Projected</b>	<b>Target</b>
Clients Served at Center	2,500	pending	pending
Community Education Presentations & Trainings	20	pending	pending
Total Persons Reached through Education, Training & Outreach	1,500	pending	pending

FY 2016 will be the first full year of FJC operations and numbers provided are based on best estimates and plans for service. Updated future year projections will be included in FY2017 and future budgets once operational data is available.

## **FUTURE ISSUES**

The statistics and incidences of family violence in Guilford County are high. The Family Justice Center will work to build community and create systemic change in how victims are served and supported. Systemic change happens gradually and takes time. The collective impact of the Family Justice Center will be significant and will deepen as partners and community members align to address domestic violence, sexual assault, child abuse, and elder abuse.

# INSPECTIONS

Leslie Bell, ACIP, Planning Director

400 W. Market St., PO Box 3427, Greensboro, NC 27402 (336) 641-3334

## Links to County Goals and Strategic Priorities:

**COUNTY GOAL:** Sustainable Economic Development and Growth  
**PRIORITY:** Collaborative economic development.



## Links to County Goals and Strategic Priorities:

**COUNTY GOAL:** Support a High Quality of Life in the County  
**PRIORITY:** Support and encourage community health



## BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Inspections	1,895,695	2,053,242	2,067,199	2,208,958	155,716	7.6%	2,275,005
<b>Inspections</b>	<b>1,895,695</b>	<b>2,053,242</b>	<b>2,067,199</b>	<b>2,208,958</b>	<b>155,716</b>	<b>7.6%</b>	<b>2,275,005</b>
<b>EXPENSE</b>							
Personnel Services	1,849,046	1,977,556	1,990,556	2,123,302	145,746	7.4%	2,208,199
Supplies & Materials	8,635	40,600	25,256	18,396	-22,204	(54.7%)	17,040
Other Services & Charges	38,013	35,086	51,387	45,264	10,178	29.0%	49,766
Capital	0	0	0	21,996	21,996	0.0%	0
<b>Total Expense</b>	<b>1,895,695</b>	<b>2,053,242</b>	<b>2,067,199</b>	<b>2,208,958</b>	<b>155,716</b>	<b>7.6%</b>	<b>2,275,005</b>
<b>REVENUE</b>							
Licenses and Permits	791,718	817,481	817,481	1,007,836	190,355	23.3%	1,407,832
Charges for Services	45,818	49,500	49,500	45,818	-3,682	(7.4%)	45,818
Appropriated Fund Balance	6,510	0	0	0	0	0.0%	6,510
Miscellaneous Revenues	215	0	0	215	215	0.0%	215
<b>Total Revenue</b>	<b>844,261</b>	<b>866,981</b>	<b>866,981</b>	<b>1,053,869</b>	<b>186,888</b>	<b>21.6%</b>	<b>1,460,375</b>
<b>County Funds</b>	<b>1,051,434</b>	<b>1,186,261</b>	<b>1,200,218</b>	<b>1,155,089</b>	<b>-31,172</b>	<b>(2.6%)</b>	<b>814,631</b>
<b>Positions</b>	<b>25</b>	<b>24</b>	<b>24</b>	<b>26</b>	<b>2</b>	<b>8.3%</b>	<b>26</b>

## DEPARTMENTAL PURPOSE

The Inspections and Permitting Division is a State-mandated program that falls under the Public Safety Service Area. The overall goal of the Division is to protect the lives, health and property of Guilford County citizens via enforcement of the International Building Code with North Carolina Amendments and per North Carolina General Statute (NCGS) 153A, Article 18 (more specifically, NCGS 153A-352). The Division's responsibilities include the review of building construction plans and specifications; issuance and tracking of permit and inspection data; performing all required state and local field inspections for code compliance, and issuance of Certificate of Occupancies (CO).

In an effort to further protect the safety, health and general welfare of our citizens, additional responsibilities also include:

- Administration of the Environmental Regulations of the Guilford County Watershed Protection Ordinance, Soil Erosion and Sedimentation Control Ordinance, and Pond Maintenance Program;
- Investigation of Drainage, Flooding, and Erosion Complaints;
- Soil Investigation Assistance to the Guilford County Health Department;
- Plan Review for Grading, Watersheds and Ponds, and Residential and Commercial / Industrial Construction; and
- Public Outreach / Education.

### **FY 2016 ADOPTED BUDGET HIGHLIGHTS**

- Two new positions, a Plans Examiner and a Building Inspector, will be added in FY 2016. These positions will help the department respond to increases in workload as a result of new construction throughout the county.
- The FY 2016 budget decreases county funds by \$31,172 from the FY2015 adopted budget. The FY 2016 budget also projects an estimated increase of \$90,000 in building permit revenue over what was projected in the FY2015 budget.
- The FY 2016 budget includes additional funds for advertising and education and training for the Inspections Department.

### **FY 2015 SIGNIFICANT ACCOMPLISHMENTS**

- Maintained timely permitting and inspection services during inclement weather during March 2015 late winter storm.
- Plumbing and Electrical Inspections Unit assisted with final inspections as part of the completion of the Forest Oaks Estates Water and Sewer Assessment project.
- Casey Gerringer, Chief – Plumbing/Mechanical/Gas began his term as President of the North Carolina Plumbing Association.
- Melvin Sutton, Inspection Services Manager, continues to serve as a voting North Carolina member of the International Code Council (ICC) on Code Hearings.
- Melvin Sutton, Inspection Services Manager, co-presented with the Planning and Development Director, J. Leslie Bell, at the Greensboro Housing Summit 2015 sponsored by the Greensboro Housing Coalition regarding Guilford County's 1<sup>st</sup> year experience with its recently-adopted Minimum Housing and Non-Residential Structures and Abatement of Abandoned Mobile Home Codes.
- Maintained staff NC Code certifications and licensure requirements for Inspections and Permitting staff.

- Added jurisdictions with interlocal agreements with Guilford County for permitting services to the monthly-generated Accela Permitting Activity Report Distribution allowing jurisdictions to track development activity on a monthly basis.
- Worked with Information Services (IS) to upgrade Accela Land Management System to improve both internal and external customer service and efficiency.
- Incorporated Guilford County's 1<sup>st</sup> Minimum Housing Code for Residential and Non-Residential Structures and Abatement of Abandoned Manufactured Homes Codes into day-to-day work activities.
- Provided sound Inspections enforcement of adopted building codes despite an increase in building activity. Inspections also continued to provide next-day inspection services; and fulfilled expectations for services provided to municipal partners.
- Successfully completed the Community Rating System (CRS) Recertification on behalf of Guilford County resulting in the continuation of discounted community flood insurance premium rates.
- Worked on the 2014 Jordan Nutrient Strategy-Stage One Adaptive Management Program

Annual Report and 2014 Annual Report is due August 2015.

- Coordinated with GIS to complete Phases I and II of incorporating the Stormwater Best Management Practices (BMP) Layer into GIS for use in the Public Data Viewer. Each BMP device has been assigned a point within the Stormwater/Watershed layer on the County's accessible GIS Public Data Viewer using latitude/longitude map coordinates.

All site plans and associated documents for each BMP device were scanned as a .pdf file and hyperlinked into the GIS Public Data Viewer. This project greatly assists with overall documentation and electronic record retention for each BMP device that the County is tasked with inspecting, maintains an organized and efficient process for inspections, and makes information readily accessible to the public.

- The adoption of an amendment to the Guilford County Ordinance that allows design flexibility where site constraints or other factors make it impractical to upgrade the existing storm control device.
- Worked with Piedmont Triad International Airport (PTIA) for the North Terminal Ceiling and Office Renovation Project.
- Worked with Honda Jet for its 7,335 sq. ft. renovation to the Delivery Hangar and 50,000 sq. ft. addition to its R & D Building.
- Worked with Honda Jet on its 24,405 sq. ft. New Maintenance Hangar.
- First Conditional Approval of Density Averaging Case for the Wendover Commons commercial development located in the City of Greensboro by the Environmental Review Board.
- Frank Park was awarded the 2014 Government Engineer of the Year by the Professional Engineers of North Carolina.

- Frank Park completed the Leadership Thursday's program co-sponsored by the Center for Creative Leadership and the Triad Chapter of the National Forum for Black Public Administrators.
- Justin Gray, Stormwater Administrator, has received Stormwater BMP Reviewer Certification from the North Carolina Department of Natural Resources & North Carolina Cooperative Extension.
- Theron Jackson, Soil Erosion Technician, received certification as a Certified Erosion, Sediment and Stormwater Inspector.
- Initiated scanning and electronic retention (laserfische) of sureties as part of Planning & Development Department's Phase I electronic file archive and retention initiative.
- Soil Erosion Unit received positive feedback during annual partnership visits with jurisdictional clients that have an interlocal agreement with Guilford County to perform soil erosion plan review and inspection services.

## KEY PERFORMANCE MEASURES

	FY14 Actual	FY15 Estimated	FY16 Projected	FY17 Projected	Target
Residential & Commercial Building Permits Issued	3,698	4,091	4,193	4,298	4,193
Annual Permits Issued per Technician	925	1,023	1,045	1,075	1,045
Building, Plumbing, Mechanical & Electrical Inspections Completed	30,370	32,351	32,998	33,658	32,500
Annual Inspections per Inspector <sup>[1]</sup>	2,336	2,489	2,538	2,589	2,321
Final Certificates of Occupancy Issued	675	700	725	750	725
Grading Permits Reviewed	42	45	48	48	48
Grading Permits Issued	24	34	40	42	40
% of Reviewed Plans Received Permits	57%	76%	83%	88%	83%
Permitted Erosion Control Inspections Completed	1,581	1,600	1,525	1,550	1,525
Site Plan Compliance Inspections Completed	315	320	325	327	325
Erosion Control Complaints/Violations Investigated <sup>[2]</sup>	616	600	620	625	620
Watershed Plans Reviewed	605	677	759	850	700
Residential Plans Reviewed	903	930	958	986	958
Commercial / Industrial Plans Reviewed <sup>[3]</sup>	555	513	472	435	472
BMP Construction Inspections Completed	30	36	42	48	42
Annual Watershed Pond Maintenance Inspections Completed	296	318	346	380	325
Minimum Housing Complaint Cases <sup>[4]</sup>	n/a	31	45	55	45



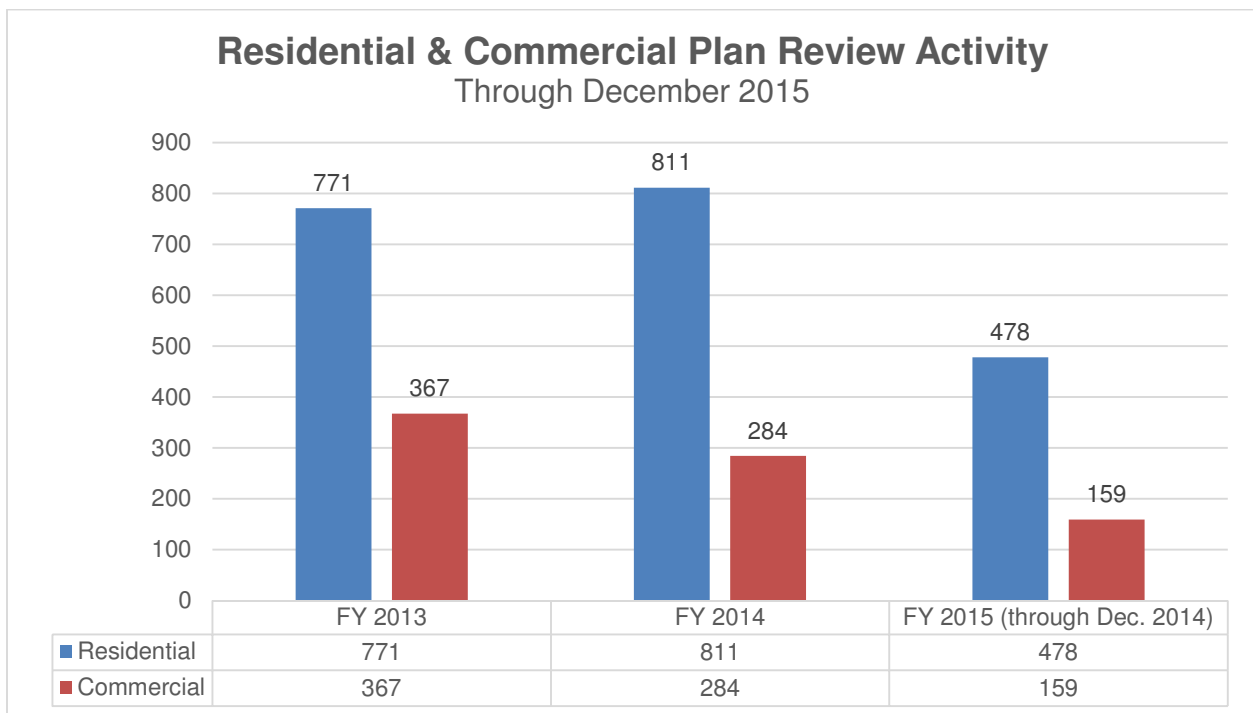
	<b>FY14 Actual</b>	<b>FY15 Estimated</b>	<b>FY16 Projected</b>	<b>FY17 Projected</b>	<b>Target</b>
Number of Cases Resolved	n/a	6	9	14	23
Percent of Cases Resolved	n/a	19%	20%	25%	51%
Condemnation Declaration Cases	n/a	20	15	15	15
Number of Cases Resolved	n/a	4	4	4	8
Percent of Cases Resolved	n/a	20%	27%	27%	53%

[1] Addition of one Inspector in FY15/16 Budget.

[2] Includes Drainage, Erosion, Floodplain and Stream Buffer complaints.

[3] Addition of one Plans Reviewer in FY15/16 Budget to assist with total workload.

[4] Minimum Housing Codes adopted by Board of Commissioners in June 2014.



## FUTURE ISSUES

- Ensure that recent implementation upgrade (March 2015) of the Accela land management and permitting software continues to focus and prioritize customer-based enhancements – both short and long term.
- Ensure that Permitting and Inspections staff maintains certifications and training.
- Inspections will continue to provide sound enforcement of adopted building codes despite no increase in the number of field inspectors. Inspections also will strive to continue providing next-day inspection services and fulfill expectations for services provided to municipal partners.

- Create healthy and vibrant neighborhoods by ensuring that properties meet community and code standards through education and implementation of recently-adopted Minimum Housing and Abatement of Abandoned Manufactured Home Codes.
- Continue to investigate complaints regarding possible condemnation cases and where compliance under the adopted Minimum Housing Code or Abatement of Abandoned Manufactured Homes Codes is not an option.
- Ensure that replacement of mobile hardware used by field inspectors to support Accela land management and permitting system upgrade facilitates inspection efficiency improvements while delivering enhanced customer service (e.g., on-site e-mail notification of inspection results to General Contractor and subsequently multiple e-mail notification capability).
- Work with Information Services to incorporate planning-related data to optimize Accela capabilities.
- Implementation of electrical code update cycle.
- Explore opportunities for improving/strengthening Guilford County's Community Rating System (CRS) during its annual recertification process.
- Continue to work on the 2015 Jordan Nutrient Strategy-Stage One Adaptive Management Program Annual Report and pending new Jordan Lake rules.
- Continue to develop through regional partnerships a set of strategies for reducing and managing nutrients to waters of the North Carolina Piedmont.
- Continue to seek grant funding opportunities to partner/collaborate with both outside agencies/organizations and internal Divisions to improve/address stormwater-related issues.
- Expand stormwater and floodplain public education and outreach program/efforts by seeking partnerships with regional institutions, agency(ies) and other internal/external stakeholders.
- Maintain recently-implemented digital inventory and inspection results of Best Management Practices (BMPs) Geographic Information Systems (GIS) layer.
- Increasing workload challenges regarding enforcing soil erosion control regulations, processing surety bonds, and inspections in the unincorporated area of Guilford County and 7 towns as development activity increases.
- Review and update Soil Erosion Control Ordinance in response to mandated statewide changes in regulations.
- Implement full-service cashiering function at point of transaction during permitting process that provides more efficient level of customer service and reduces customer permitting transaction time.
- Incorporate Fire Marshal plan review activities as part of the Accela-based land management system as part of the overall development review process.

- Incorporate full-service Electronic Document Review (EDR) availability as a customer service tool.
- Explore the opportunity and capability to accept multiple forms of payment for all permitting activity upon adoption of a consistent policy re payment of transaction costs for all Departments involved in the development process and for different types of permits (e.g., multi-trade permits on-line).
- Implementation of electronic automatic e-mail notification to Duke Energy upon approved request for a Cert. of Occupancy and for saw service requests.
- Consider including ABC Permit inspections as part of the Permitting Fee Schedule.
- Consider consolidating both residential and commercial plan review functions under a consolidated Division as a primary job function.
- Succession planning in the Inspections Division.
- Incorporation of full-scale electronic plan retention as part of the plan review process.

# LAW ENFORCEMENT

B.J. Barnes, Sheriff

400 West Washington St., Greensboro, NC 27401 (336) 641-3694

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** *Support a High Quality of Life in the County*

**PRIORITY:** *Support citizen welfare in and through the community*



## BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Administration	10,843,366	12,546,269	14,857,634	12,303,176	-243,093	(1.9%)	12,682,395
Legal Process	3,413,682	3,344,471	3,348,818	3,407,541	63,070	1.9%	3,486,892
Special Operations	5,817,272	5,109,999	6,340,767	5,292,659	182,660	3.6%	5,543,830
Aviation Technology Program	23,113	0	20,251	19,992	19,992	0.0%	50,000
Patrol	9,120,992	8,935,025	8,996,943	9,060,982	125,957	1.4%	9,261,189
Detention Services	33,456,251	33,858,278	35,703,225	34,794,623	936,345	2.8%	35,354,692
<b>Law Enforcement</b>	<b>62,674,676</b>	<b>63,794,042</b>	<b>69,267,638</b>	<b>64,878,973</b>	<b>1,084,931</b>	<b>1.7%</b>	<b>66,378,999</b>
<b>EXPENSE</b>							
Personnel Services	47,850,363	48,015,191	50,380,466	49,188,760	1,173,569	2.4%	50,378,163
Supplies & Materials	3,756,694	3,952,562	4,869,046	3,833,489	-119,073	(3.0%)	3,698,724
Other Services & Charges	9,751,919	10,680,752	11,964,072	10,592,482	-88,270	(0.8%)	10,546,762
Capital	1,448,766	1,276,537	2,185,054	1,264,242	-12,295	(1.0%)	1,755,350
Other	-133,065	-131,000	-131,000	0	131,000	(100.0%)	0
<b>Total Expense</b>	<b>62,674,676</b>	<b>63,794,042</b>	<b>69,267,638</b>	<b>64,878,973</b>	<b>1,084,931</b>	<b>1.7%</b>	<b>66,378,999</b>
<b>REVENUE</b>							
Penalties, Fines & Forfeiture	189,048	0	9,001	0	0	0.0%	2,004
Intergovernmental	860,345	317,297	1,025,296	220,779	-96,518	(30.4%)	709,541
Charges for Services	4,214,311	4,116,009	4,116,009	4,082,743	-33,266	(0.8%)	4,113,326
Appropriated Fund Balance	2,766,580	253,337	973,750	270,000	16,663	6.6%	306,269
Other Financing Sources	64,432	75,000	75,000	65,004	-9,996	(13.3%)	65,000
Miscellaneous Revenues	623,246	511,000	526,302	573,700	62,700	12.3%	659,114
<b>Total Revenue</b>	<b>8,717,962</b>	<b>5,272,643</b>	<b>6,725,358</b>	<b>5,212,226</b>	<b>-60,417</b>	<b>(1.1%)</b>	<b>5,855,253</b>
<b>County Funds</b>	<b>53,956,714</b>	<b>58,521,399</b>	<b>62,542,280</b>	<b>59,666,747</b>	<b>1,145,348</b>	<b>2.0%</b>	<b>60,523,746</b>
<b>Positions</b>	<b>655</b>	<b>663</b>	<b>664</b>	<b>659</b>	<b>-4</b>	<b>(0.6%)</b>	<b>659</b>

## DEPARTMENTAL PURPOSE

The Guilford County Sheriff's Office consists of the Operations Bureau, Court Services Bureau, and the Administrative Services Bureau. The Operations Bureau is responsible for the law enforcement functions of the department and the School Resource Officers Program. Sworn officers with the Sheriff's Office have jurisdiction anywhere within the County, including all **incorporated** areas within the County limits.

Officers within Field Operations are assigned to districts (District I – Summerfield; District II – Stoney Creek; and District III – Jamestown). Each District provides 24-hour patrol protection to the citizens of the County. The Criminal Investigation Section of each district handles all follow-up on crimes and the prosecution of suspects through the court system.

The Court Services Bureau is comprised of the two Detention Facilities, Bailiff Sections in Greensboro & High Point, Transportation, and Special Projects. This bureau is responsible for the safety and security of inmates during housing, court, and transport, while providing for a safer community.

## **FY 2016 GOALS & OBJECTIVES**

### **Crime Reduction:**

- Citizens measure Law Enforcement's success by how safe they feel in their homes and in their community. The Guilford County Sheriff's Office has realized a 56% reduction in crime under the tenure of the current sheriff. This reduction has occurred even though the population has increased and crime has increased in surrounding areas. This reduction can be attributed to the training, equipment and commitment of the men and women who make up the Guilford County Sheriff's Office. It is harder to maintain this level of crime reduction as figures get closer to zero, as any amount of crime can cause an increase. The goal is to continue to provide excellent service and safe communities.

### **Reduce Response Times:**

- Presently response times average 10.5 minutes. This is the time it takes from the citizen making the call until the time it takes an officer to arrive on scene. Reaction time averages 8 minutes. This is the time it takes an officer to get to the call after it is dispatched. Law Enforcement is currently working toward lowering these times.

### **Reduce Cost:**

- Relocation of the District Two substation. Law Enforcement was paying \$36,480 annually in rent, so with this relocation county citizens will save tax dollars.
- Construct a facility to house the Special Operations Division. In the current building there are 52 employees, which also houses increasing amounts of evidence. Currently, Law Enforcement pays \$149,508 per year in rent. This, too, will be eliminated upon construction of a new facility scheduled for some time during FY 2015.

### **Increase Training and Salaries:**

- The Guilford County Sheriff's Office remains leaders in the law enforcement community because of its staff. They are recognized as being innovative, cutting edge and are the envy of the law enforcement community. In the past, the Guilford County Sheriff's Office employed and retained high caliber personnel, because of the training, compensation and benefits the county gave its employees. Those benefits are not as attractive as they once were and in the law enforcement profession the county must continue to make sure it keeps such talent by staying competitive in all areas. Therefore, the Guilford County Sheriff's Office is planning to implement a new pay structure based on current

surrounding agencies and studies that have been conducted by independent sources. The estimated additional costs for re-evaluating the current pay structure is expected to total approximately \$250,000 - \$300,000. By reviewing the pay structure it is the hope that once again the Guilford County Sheriff's Office can become competitive in terms of recruitment and retention of law enforcement officers.

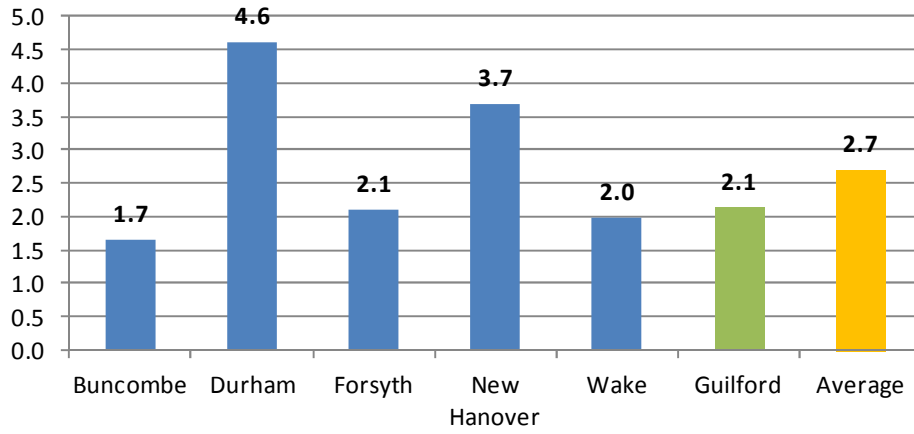
#### **FY 2016 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2016 Budget increases total expenditures for Law Enforcement by \$1,084,931 or 1.7%. All of this change is coming from increases in personnel costs including the addition of ten positions (2 bailiffs, 4 detention officers for Greensboro Jail, and 4 other positions to be assigned at the Sheriff's discretion).
- The budget also includes a savings of \$888,409 in regular salaries from the elimination of the fifteen positions previously located at the County Farm helping to offset the cost of the additional positions.
- This budget also includes \$25,000 for a new gas mask requirement that was imposed on local law enforcement agencies.
- The total expenses for supplies and materials has decreased for FY 2016 by \$119,073 from last year.

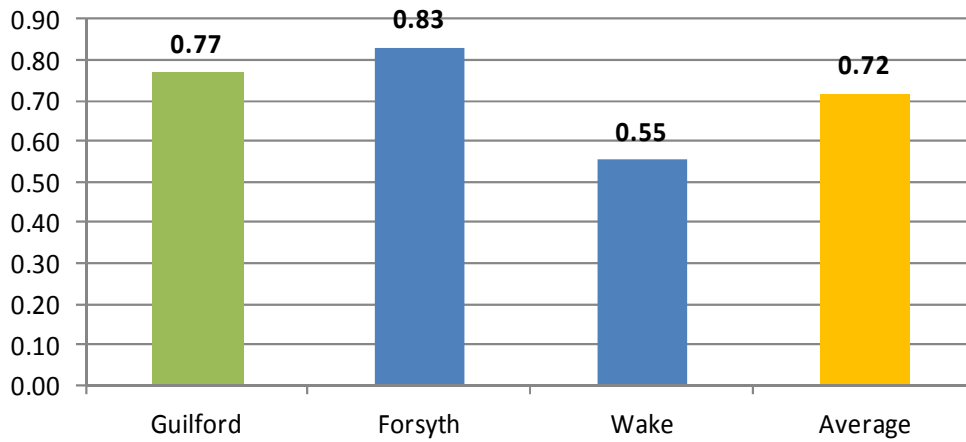
#### **FY 2015 SIGNIFICANT ACCOMPLISHMENTS**

- The Guilford County Sheriff's Office continues to provide public safety service above the standards of most of the surrounding area. The County's crime rate continues to decrease while other jurisdictions show crime increases. In the past, the department has shown decreased crime, even though the population has increased.
- Our overall response times remain acceptable within industry standards. The Sheriff's continues to be recognized as an outstanding law enforcement agency on the state and national levels.
- The Department's K9 dogs are recognized as some of the best within the state by K9 certification groups.

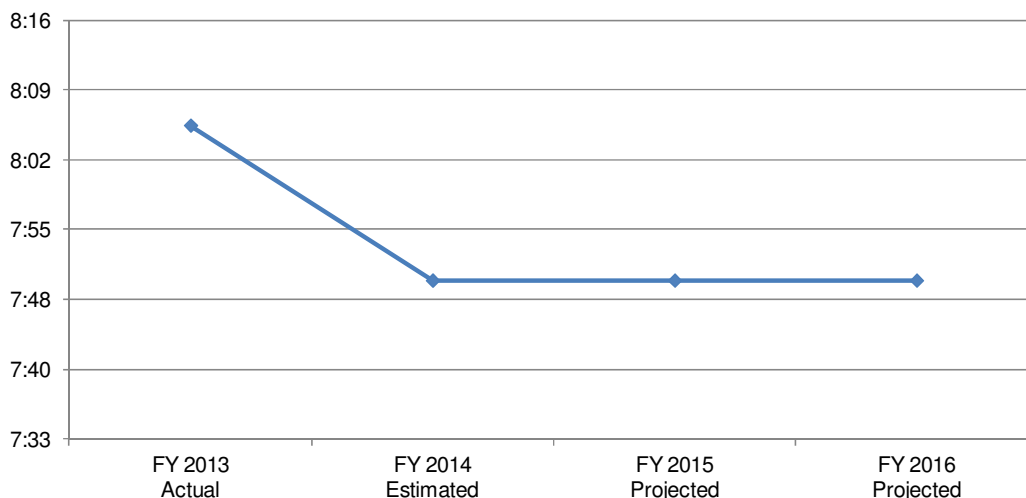
**Sworn Officers per 1,000 Service Population**  
(Service Population from UCR 2012)



**Detention FTEs per 1,000 Population**



**Average Response Time from Dispatch to On-Scene**  
(In Minutes)



**Disclaimer:** The above projections are reflective of trends over the past years. These are based on trends only and not on what the department projects or have set as goals. Setting goals of this nature would give the impression that quotas were being set and might even be considered as profiling of which is illegal and the department and the County does not condone either activity.

## KEY PERFORMANCE MEASURES

	FY14 Actual	FY15 Estimated	FY16 Projected	FY17 Projected	Target
<b>Administration</b>					
Total Training Hours	45,568	45,568	45,568	45,568	45,568
Training Hours per Officer / Staff	75	75	73	74	74
Cost per Detention Trainee To Successfully Complete the Academy	\$7,463	\$7,500	\$7,478	7,480	7,480
<b>Legal Process</b>					
Attempts to Serve / Execute all Processes	83,173	83,173	83,173	83,173	83,173
Attempts to Serve / Execute all Processes per Deputy	1,434	1,434	1,434	1,434	1,434
Cost to Serve / Execute Civil Processes (County Dollars)	\$38	\$38	\$38	\$38	\$38
<b>Special Operations</b>					
Investigations Assigned	886	886	886	886	886
Narcotics Investigations Arrests	75	75	75	75	75
Investigations per Officer / Detective	34	34	34	34	34
Percent of Investigations Successfully Cleared	85%	86%	87%	87%	87%
<b>Patrol</b>					
Investigations Assigned	5,341	5,341	5,341	5,341	5,341
Investigations per Officer / Detective	42	42	42	42	42



	<b>FY14 Actual</b>	<b>FY15 Estimated</b>	<b>FY16 Projected</b>	<b>FY17 Projected</b>	<b>Target</b>
Percent of Investigations Successfully Cleared	74%	74%	74%	1	1
Average Response Time from Dispatch to On-Scene (In Minutes)	7:50	7:50	7:50	8:08	8:08
All Calls for Service (Includes Dispatched + Self Initiative)	79,686	79,686	79,686	79,686	79,686
<b>Detention</b>					
Average Daily Population (ADP)	929	965	965	953	953
Total Inmates Admitted / Intakes	21,016	21,040	21,040	21,032	21,032
Average Length of Stay (In Days)	11	11	11	11	11
Inmate Meals	1,160,007	1,163,577	1,163,577	1,162,387	1,162,387
Inmate Disciplinary Reports	2,137	2,100	2,100	2,112	2,112
Total Incident Reports	4,989	5,010	5,010	5,003	5,003
Inmates Participating in Programs	3,787	4,300	4,300	4,129	4,129

## **FUTURE ISSUES**

- Inmates currently in custody of NC Department of Corrections are being returned to the local level to the custody of the Sheriff. Also, State Mental Health Hospitals have closed, causing individuals to be housed at the local level or county jails. With both changes, the jail population continues to increase. Detention staff will continue to be challenged with more inmate population management concerns to include supervision and care of special needs inmates held in custody.
- As the population in Guilford County increases, the Sheriff's Office continues to have an increase in calls for service, in addition to increased civil and criminal papers.
- Due to the recent economic stress and the changes in our society, Law Enforcement is having greater demands for service. There are increased calls for suicide attempts, heroin overdoses, domestic situations, etc. We anticipate this trend continuing until the unemployment rate and economy improves.
- Increases in demand for service in the criminal investigation area are anticipated because of increases in complexity of criminal cases and the heightened expectations which the citizens of Guilford County expect. There is an additional need for services in our legal process area because of unfunded state mandates and increases in legal papers to be served.

## OTHER PROTECTION / COURT SERVICES

Angela Liverman, Director

201 S. Eugene St., Rm 360, Greensboro NC 27401 (336) 641-6438  
505 E. Greene St., Ste 311, High Point, NC 27260 (336) 641-2674

### Links to County Goals and Strategic Priorities:

**COUNTY GOAL:** Support a High Quality of Life in the County  
**PRIORITY:** Support citizen welfare in and through the community.



### Links to County Goals and Strategic Priorities:

**COUNTY GOAL:** Engage Citizens to Meet Community Needs  
**PRIORITY:** Improve the community character through engagement and collaboration.



## BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Pre-Trial/Other Court Pgms	1,166,284	1,250,544	1,344,732	1,309,638	59,094	4.7%	1,339,101
Juvenile-Family Subst Abuse Court	119,858	139,392	139,392	142,740	3,348	2.4%	142,745
<b>Other Protection/Court Services</b>	<b>1,286,141</b>	<b>1,389,936</b>	<b>1,484,124</b>	<b>1,452,378</b>	<b>62,442</b>	<b>4.5%</b>	<b>1,481,846</b>
<b>EXPENSE</b>							
Personnel Services	804,503	864,726	864,726	904,030	39,304	4.5%	926,872
Supplies & Materials	9,235	3,200	7,700	3,197	-3	(0.1%)	3,244
Other Services & Charges	471,404	521,810	611,498	545,151	23,341	4.5%	551,729
Human Services Assistance	1,000	200	200	0	-200	(100.0%)	0
<b>Total Expense</b>	<b>1,286,141</b>	<b>1,389,936</b>	<b>1,484,124</b>	<b>1,452,378</b>	<b>62,442</b>	<b>4.5%</b>	<b>1,481,846</b>
<b>REVENUE</b>							
Intergovernmental	6,408	0	4,500	0	0	0.0%	0
Appropriated Fund Balance	135,028	132,925	132,925	136,207	3,282	2.5%	136,207
Miscellaneous Revenues	117	0	0	0	0	0.0%	0
<b>Total Revenue</b>	<b>141,553</b>	<b>132,925</b>	<b>137,425</b>	<b>136,207</b>	<b>3,282</b>	<b>2.5%</b>	<b>136,207</b>
<b>County Funds</b>	<b>1,144,588</b>	<b>1,257,011</b>	<b>1,346,699</b>	<b>1,316,171</b>	<b>59,160</b>	<b>4.7%</b>	<b>1,345,639</b>
<b>Positions</b>	<b>15.3</b>	<b>15</b>	<b>15</b>	<b>15.15</b>	<b>0.15</b>	<b>1.0%</b>	<b>15.15</b>

## DEPARTMENTAL PURPOSE

Other Protection is an “umbrella” for many different court programs which can be divided into two divisions. One division is Court Services (formerly Pretrial Services), which ensures public safety by offering information to the courts and facilitating communication between the two jails and the court system.

The other division includes the Mental Health Court, the Adult Drug Treatment Court, and the Juvenile Drug Treatment Court. The primary purpose of these programs is to monitor the needs of criminal, drug and mental health offenders while reducing overcrowding in the Guilford County

Detention Centers. The programs significantly reduce the cost of maintaining defendants in the County detention centers.

## **FY 2016 GOALS & OBJECTIVES**

- Integrate Jail Information System with Court Services database to streamline screening and verification processes for more efficient case processing.
- Work with Law Enforcement to employ use of electronic devices to conduct Court Services screenings between office and jail.

## **FY 2016 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2016 budget has increased by \$62,442, or about 4.5%, with County funding increasing by \$59,160.
- Besides Personnel Services, an increase in Other Services & Charges account for the largest change with a total increase of \$23,341. Most of this increase is from Professional Services to pay staff for the Specialty Courts and reflects a 3% State salary increase.
- Revenues for Specialty Courts have increased by \$3,282. This includes an appropriation of approximately \$136,207 of Inmate Welfare Fund balance to support the Mental Health Court.

## **FY 2015 SIGNIFICANT ACCOMPLISHMENTS**

### *Court Services*

- The program monitors defendants who would otherwise be housed in one of the County's Detention Facilities. For FY 2013-2014 the program "saved" the County \$1,836,360 by monitoring defendants in the community in lieu of incarceration for the equivalent of 30,606 "jail days." For the first six months of FY 2014-2015, the program "saved" the County \$1,075,968 by monitoring defendants the equivalent of 14,944 "jail days."
- Ninety-three per cent (93%) of clients who were monitored in FY 2013 – 2014 attended scheduled court dates.
- A satisfaction of Court Services survey was distributed among court and jail personnel as well as private attorneys with whom the program has frequent interaction. On a scale of 0 (poor) to 5 (excellent), the overall level of satisfaction with the program's services was 4.6.

### *Adult Drug Treatment Court*

- The Adult Drug Treatment Court (ADTC) has seen an increase in the percent of clients that reduce criminal behavior in the six (6) months post-graduation as compared to the six (6) months pre-program. 94% of graduates from the program reduced criminal activity.

- ADTC staff continue to develop community relationships with local treatment providers to enhance the services provided to the clients. They attend various community trainings, town hall meetings, and maintain open dialogue with various members of the community to promote the effectiveness of Drug Treatment Courts.

*Juvenile Drug Treatment Court*

The Courts provide an effective and accountable response by the criminal justice system that breaks the cycle of addiction and criminality in our community. Juvenile Drug Court targets youthful offenders under the age of 16 and incorporates family support, involvement and reconciliation.

- The Juvenile Drug Treatment Court (JDTC) has seen 100% of its graduates of the program maintain at least 120 days of sobriety and improvement in school attendance, as well as relationships with school and family members.
- JDTC staff maintain close working relationships with Juvenile Court Counselors to ensure target population is referred and program compliance is sustained.
- Program staff have continued to develop relationships with community partners, stakeholders, community resources, and all involved with the programs.

*Mental Health Court*

Mental Health Court utilizes mental health assessments, individualized treatment plans and ongoing judicial monitoring to address both the mental health needs of offenders and the public safety concerns of our community.

- The Mental Health Court has seen an influx of referrals and successful program completion from the individuals that go through the court.
- The Mental Health Court has seen a reduction in admissions to inpatient psychiatric facilities during participation in the program. Therefore, utilizing community treatment providers to ensure the mental stability of participating clients.
- Program staff have continued to develop relationships with community partners, stakeholders, community resources, and all involved with the programs.

**KEY PERFORMANCE MEASURES**

	<b>FY14 Actual</b>	<b>FY15 Estimated</b>	<b>FY16 Projected</b>	<b>FY17 Projected</b>	<b>Target</b>
Defendants Monitored	169	160	150	145	150
Jail Days Saved by Monitoring	30,606	29,888	20,000	18,000	20,000
Dollars saved in lieu of incarceration	\$1,836,360	\$2,151,936	\$1,440,000	\$1,296,000	\$1,440,000

	<b>FY14 Actual</b>	<b>FY15 Estimated</b>	<b>FY16 Projected</b>	<b>FY17 Projected</b>	<b>Target</b>
Defendants Screened	9,467	9,000	9,000	9,000	9,000
Percent of monitored defendants that appear on scheduled court date	92.7%	88.0%	88.0%	88.0%	88.0%
Daily incarceration status reports provided to District Criminal Court	12,481	12,000	12,000	12,000	12,000
Judge & ADA survey results	4.6	4.5	4.5	4.5	4.5

## **FUTURE ISSUES**

- The configuration, implementation, and successful deployment of a new database system for Court Services that will allow for more efficiency in data entry and the interview process.
- The addition of an administrative assistant to support both the Greensboro and High Point Specialty Courts
- Future local, state, and national training opportunities.
- Due to the closure of the state drug lab, increased costs of drug screens for the Specialty Courts.

# SECURITY

Jeff Fowler, Director

201 S. Eugene St., Greensboro, NC 27401 (336) 641-6535

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** *Support a High Quality of Life in the County*

**PRIORITY:** *Support citizen welfare in and through the community*



## BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Security	1,459,644	1,632,888	1,657,890	1,610,932	-21,956	(1.3%)	1,685,269
<b>Security</b>	<b>1,459,644</b>	<b>1,632,888</b>	<b>1,657,890</b>	<b>1,610,932</b>	<b>-21,956</b>	<b>(1.3%)</b>	<b>1,685,269</b>
<b>EXPENSE</b>							
Personnel Services	778,927	851,448	851,448	884,946	33,498	3.9%	907,109
Supplies & Materials	10,154	24,634	23,816	11,076	-13,558	(55.0%)	93,240
Other Services & Charges	670,563	756,806	782,626	714,910	-41,896	(5.5%)	684,920
<b>Total Expense</b>	<b>1,459,644</b>	<b>1,632,888</b>	<b>1,657,890</b>	<b>1,610,932</b>	<b>-21,956</b>	<b>(1.3%)</b>	<b>1,685,269</b>
<b>REVENUE</b>							
Charges for Services	7,950	7,000	7,000	7,950	950	13.6%	7,950
Miscellaneous Revenues	15,564	13,000	13,000	15,849	2,849	21.9%	15,849
<b>Total Revenue</b>	<b>23,514</b>	<b>20,000</b>	<b>20,000</b>	<b>23,799</b>	<b>3,799</b>	<b>19.0%</b>	<b>23,799</b>
<b>County Funds</b>	<b>1,436,130</b>	<b>1,612,888</b>	<b>1,637,890</b>	<b>1,587,133</b>	<b>-25,755</b>	<b>(1.6%)</b>	<b>1,661,470</b>
<b>Positions</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>0</b>	<b>0.0%</b>	<b>15</b>

## DEPARTMENTAL PURPOSE

The Security Department provides physical and procedural control for the protection of people, property, and assets at Guilford County facilities. It provides approximately 1,400 security man-hours per week in key county facilities and screens about one million people and 1.7 million hand-carried items in the courthouses per year. The department also provides 24-hour mobile patrol and security console operations, monitors alarms and CCTV surveillance systems in Greensboro and High Point, and maintains the ID badge and access control systems for approximately 5,000 users. The Security department conducts investigations and makes referrals to law enforcement when required, as well as conducting workplace violence training and security surveys for departments.

## FY 2016 GOALS & OBJECTIVES

- Increase security coverage to enhance safety.
- Enhance training of contract security forces.

## FY 2016 ADOPTED BUDGET HIGHLIGHTS

- The Security Department reduced County funding by \$25,755 or 1.6% due to a slight increase in revenue and decreases in services and charges.
- Increase in maintenance costs for X-Ray machines due to warranty expiration.
- Increase in maintenance costs for access control equipment due to end of life/upgrade.
- Increase in hourly contracted security costs due to RFP.

## FY 2015 SIGNIFICANT ACCOMPLISHMENTS

- Upgraded CCTV and panic alarms in several facilities.
- Upgraded software and hardware for county access control system.
- Reduced the waiting time for screening courthouse customers.
- Developed policy and procedures due to the new judge's order banning cell phones in the courthouses. Facilities revenues increased due to installation of lockboxes.

## KEY PERFORMANCE MEASURES

	FY14 Actual	FY15 Estimated	FY16 Projected	FY17 Projected	Target
Average response time to incident calls (minutes)	3	3	3	3	3
Total duty hours including contract security	77,687	76,819	76,051	76,125	76,670
Total incident & injury calls	200	190	175	175	185
Screenings in courthouses	1,026,244	1,100,228	1,174,212	1,111,196	1,102,970
Contraband discovered upon inspection	N/A	4,902	5,002	4,523	4,809
Patrols conducted	31,665	31,442	31,179	31,336	31,406
Square footage monitored	1,171,185	1,171,185	1,171,185	1,171,185	1,171,185
Referrals to law enforcement	N/A	N/A	38	41	40
ID badges issued/updated	1,208	1,300	1,220	1,450	1,295

## FUTURE ISSUES

- Guilford County needs to replace aging analog CCTV systems with Internet Protocol cameras and NVR Servers. Many of our existing cameras are 10 years old and are susceptible to going down.

- We have five X-ray machines in our two courthouses. They are on a replacement cycle and we shouldn't need to replace a unit for several years. Since the cost of these machines is high (\$50k) we should start planning to replace one each year starting FY 2018.
- Likewise, our five walk through metal detectors (\$5k each) will need replacement beginning in FY18.
- Lastly, the county is steadily adding access controls to our facilities. The maintenance agreement for the system is currently about 18k per year, but will rise next year since some new systems have been added.



# Support Services

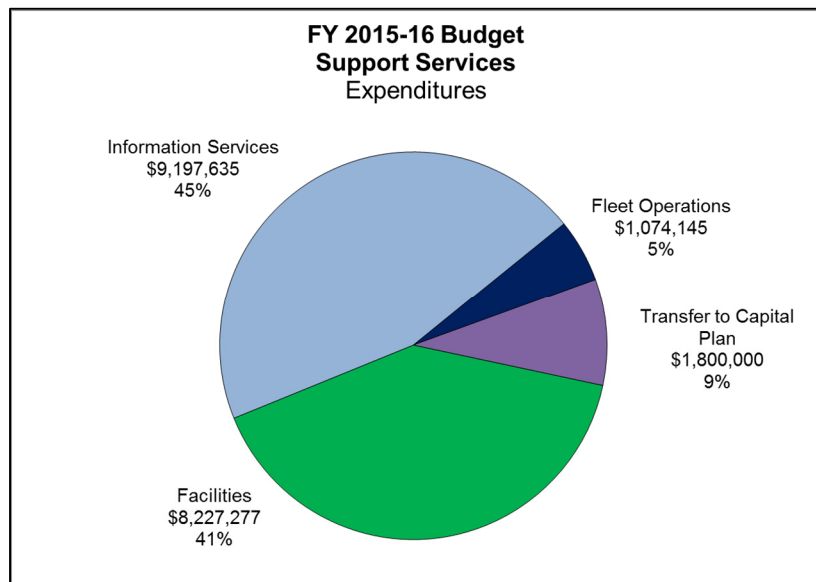
The Support Services program area departments provide a variety of administrative and operational support services for all other public services and infrastructure, including the management and maintenance of county facilities (including parking and court facilities) and technological systems. This grouping also includes allocations for technology infrastructure and future capital needs.

Administrative Support departments include:

- Facilities & Parks
- Fleet Operations
- Technology Infrastructure
- Information Services
- Capital Program

## Expenditures

Guilford County will spend \$20,299,057 for Support Services in FY 2015-16. This represents an increase of approximately \$3.37 million or 20% from the FY 2014-15 Adopted Budget. The additional funds will be used to fund future capital construction projects, repair and maintain current buildings and infrastructure, and upgrade county computer systems. Support Services departments account for approximately 3.5% of the total county expenditures for FY 2015-16.



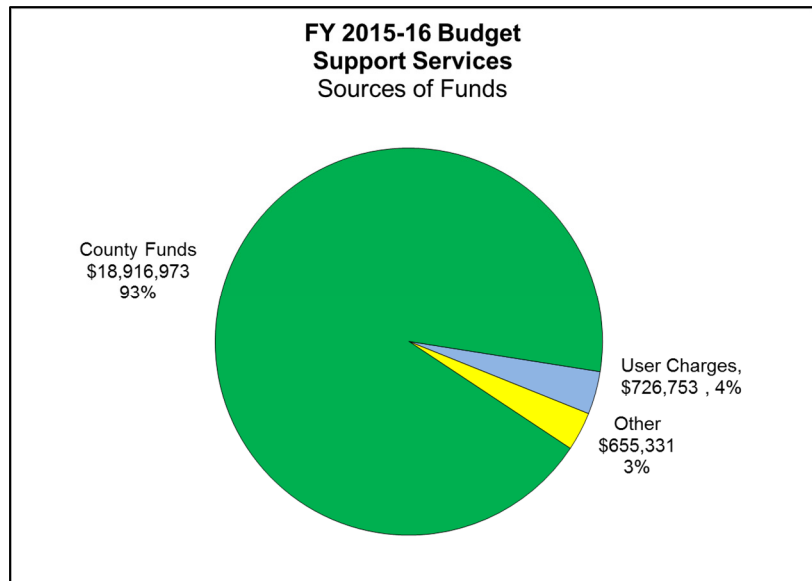
The Information Services (IS) department expects to continue scheduled updates of three major county software systems. Funds are also included for replacing obsolete servers and continued implementation of the county-wide desktop replacement plan. New technology initiatives for FY 2015-16 include new enterprise licensing for Microsoft Windows OS and Office Suite that will ensure up-to-date software on County systems.

The budget includes funds in the Fleet Operations department to replace vehicles (for departments other than Law Enforcement, Emergency Services, and Animal Services) that are in poor condition and/or have high mileage.

The FY 2015-16 Budget also includes a transfer of \$1.8 million from the General Fund to the County Building Construction Fund to help pay for projects identified in the Capital Investment Plan (CIP). These funds will allow the County to address infrastructure and building needs without using additional debt.

## Revenues

General County revenues will fund most (93%) of Support Services expenditures. User Charges (e.g. court facilities fees) and Other Revenues (e.g. rent for county facilities and parking fees) account for the remaining funds.



	FY14 Actual	FY15 Adopted	FY15 Amended	FY16 Adopted	vs. FY15 Adopted		FY17 Plan
					\$ chg	% chg	
<b>Department</b>							
Facilities	\$6,989,967	\$7,383,031	\$8,213,981	\$8,227,277	\$844,246	11.4%	\$9,609,758
Information Services	\$8,312,889	\$8,751,963	\$9,444,991	\$9,197,635	\$445,672	5.1%	\$8,963,909
Fleet Operations	\$648,262	\$799,051	\$902,103	\$1,074,145	\$275,094	34.4%	\$1,513,158
Transfer to Capital Plan	\$2,000,000	\$0	\$0	\$1,800,000	\$1,800,000	--	\$4,000,000
<b>Total Expenditures</b>	<b>\$17,951,118</b>	<b>\$16,934,045</b>	<b>\$18,561,075</b>	<b>\$20,299,057</b>	<b>\$3,365,012</b>	<b>19.9%</b>	<b>\$24,086,825</b>
<b>Sources of Funds</b>							
User Charges	\$751,273	\$736,500	\$736,500	\$726,753	(\$9,747)	-1.3%	\$726,750
Other	\$717,700	\$776,668	\$776,668	\$655,331	(\$121,337)	-15.6%	\$655,316
County Funds	\$16,482,145	\$15,420,877	\$17,047,907	\$18,916,973	\$3,496,096	22.7%	\$22,704,759
<b>Sources of Funds</b>	<b>\$17,951,118</b>	<b>\$16,934,045</b>	<b>\$18,561,075</b>	<b>\$20,299,057</b>	<b>\$3,365,012</b>	<b>19.9%</b>	<b>\$24,086,825</b>
<b>Permanent Positions</b>	<b>115.000</b>	<b>112.500</b>	<b>111.000</b>	<b>111.000</b>	<b>(1.500)</b>	<b>-1.3%</b>	<b>111.000</b>

# FACILITIES

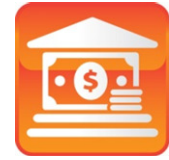
Robert McNiece, P.E., Director

301 W. Market St., PO BOX 3427, Greensboro, NC 27402 (336) 641-3340

## Links to County Goals and Strategic Priorities:

**COUNTY GOAL:** *Be an Efficient, Effective and Responsive Government*

**PRIORITY:** *Performance and efficiency; fiscally responsible & sustainable operation.*



## Links to County Goals and Strategic Priorities:

**COUNTY GOAL:** *Support a High Quality of Life in the County*

**PRIORITY:** *Support citizen welfare in and through the community*



## BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Administration	414,477	512,112	514,444	654,323	142,211	27.8%	671,539
Buildings	2,664,193	2,615,312	3,265,019	2,880,256	264,944	10.1%	4,234,457
Operations	2,397,109	2,691,856	2,680,136	3,111,482	419,626	15.6%	3,109,086
Distribution Services	286,060	218,213	386,811	224,073	5,860	2.7%	228,524
Parking	94,221	113,691	136,010	109,132	-4,559	(4.0%)	114,130
Courts	1,047,971	1,045,786	1,057,316	1,042,116	-3,670	(0.4%)	1,042,114
Property Management	85,936	186,061	174,245	205,895	19,834	10.7%	209,908
<b>Facilities</b>	<b>6,989,967</b>	<b>7,383,031</b>	<b>8,213,981</b>	<b>8,227,277</b>	<b>844,246</b>	<b>11.4%</b>	<b>9,609,758</b>
<b>EXPENSE</b>							
Personnel Services	2,978,679	3,390,985	3,354,485	3,621,205	230,220	6.8%	3,712,062
Supplies & Materials	535,676	613,637	794,515	702,756	89,119	14.5%	704,302
Other Services & Charges	3,828,401	3,828,409	4,508,504	4,353,316	524,907	13.7%	5,617,394
Capital	0	0	6,477	0	0	0.0%	26,000
Other	-352,789	-450,000	-450,000	-450,000	0	0.0%	-450,000
<b>Total Expense</b>	<b>6,989,967</b>	<b>7,383,031</b>	<b>8,213,981</b>	<b>8,227,277</b>	<b>844,246</b>	<b>11.4%</b>	<b>9,609,758</b>
<b>REVENUE</b>							
Charges for Services	751,273	736,500	736,500	726,753	-9,747	(1.3%)	726,750
Miscellaneous Revenues	691,926	749,168	749,168	629,556	-119,612	(16.0%)	629,542
<b>Total Revenue</b>	<b>1,443,199</b>	<b>1,485,668</b>	<b>1,485,668</b>	<b>1,356,309</b>	<b>-129,359</b>	<b>(8.7%)</b>	<b>1,356,292</b>
<b>County Funds</b>	<b>5,546,768</b>	<b>5,897,363</b>	<b>6,728,313</b>	<b>6,870,968</b>	<b>973,605</b>	<b>16.5%</b>	<b>8,253,466</b>

## DEPARTMENTAL PURPOSE

The Facilities Department maintains County buildings, parks, and parking areas as well as the two County courthouses, provides internal and external mail distribution, manages County parking areas, and the inventory and sale of surplus County properties through the following divisions:

**Administration:** Performs overall business administration function of the entire department, including but not limited to: payroll, contracts management, maintaining inventory of supplies and materials, processing work orders, making recommendations to the building maintenance

committee, and managing the departments financial and human resources. The department manages approximately 2.4 million square feet.

**Buildings:** Provides routine maintenance and management of special projects for all County-owned facilities.

**Operations:** Handles general and mechanical maintenance, janitorial and lawn maintenance services, performs plumbing, electrical, heating and air conditioning services, and provides miscellaneous repairs throughout the County. Also maintains road signs throughout the County by installing replacement signs or making repairs to damaged signs.

**Distribution Services:** Delivers both interoffice and USPS mail between departments throughout the County, and meters all outgoing USPS mail.

**Parking:** Administers the Guilford County's Parking Policy by assigning parking spaces to employees and collecting fees per policy guidelines.

**Court Facilities Fees:** Mandated to provide building space and furniture for District 18 of the North Carolina State Court System.

**Non-Court Facilities Fees:** Provides miscellaneous equipment rental and services for District 18 of the North Carolina State Court System.

**Property Management:** Provides real estate services (site selection, surveying, assessment, appraisal and leasing), as well as planning and project management for the County's major building and renovations projects.

The County's **Parks** division is also part of the Facilities department; more information on this division can be found in the Parks Division budget section.

## **FY2016 GOALS & OBJECTIVES**

- Provide high quality, responsive services to the public and other County departments in the most efficient and effective manner possible.
- Improve work flow and the collection of needed information through the new facilities management system with goals of maximizing efficiency and responsiveness to ensure facilities used by the public, the Board of Commissioners, State Court and County staff are safe, clean, well-maintained, and presentable.
- Implement the Board-approved Prison Farm Transition Plan. The Facilities Department will work closely with the Sheriff's Department during the process to ensure farm operations transfer smoothly between the two departments.
- Begin planned capital projects under management of the Property Management Division including a new Special Ops facility for the Sheriff's Department and phase 1 of the High Point Courthouse renovations that will increase the square footages occupied by the Clerk of Courts, District Attorney and Public Defender offices, therefore eliminating their overcrowded conditions.

- Accomplish first year of Facilities Special Maintenance Plan which consists of projects identified in Facility Condition and other assessments that will be completed in priority order as funding allows.
- Develop building optimization plan for County buildings that takes into account department needs and workflows while also maximizing use of existing space to reduce the County's overall space requirements.
- Continue to provide county buildings and offices with the most efficient and effective mail services possible.
- Provide the public and county staff with clearly marked and well maintained parking lots, while increasing revenues for leased spaces.
- The Property Management Division will manage the sale of excess County property as directed by the Board of County Commissioners. This task will be challenging due to the amount of properties that have been obtained by foreclosure for unpaid taxes.
- Develop new marketing strategies for selling surplus County properties to reduce the inventory of unused facilities.

#### **FY 2016 ADOPTED BUDGET HIGHLIGHTS**

- The Facilities Department's FY 2016 budget reflects the full-year costs to manage the County Farm in accordance with the transition plan approved by the Board in April 2015. Additional funds have been included in the budget for the long-term preservation of buildings, maintenance of lawns and grounds around the remaining buildings, and leasing of the property for agricultural use.
- Supplies and materials have increased by \$89,000 to reflect the need for additional code books and materials as well as funding for several initiatives that will reduce overall County cost including a transition from rental to purchase of staff uniforms and continued implementation of the new facilities maintenance software system.
- Other Services & Charges have increased by \$525,000 for additional facility repair and maintenance activities, as well as increased in utilities costs.
- The Facilities Department manages the county's Special Facilities Plan, which identifies major facility maintenance needs over the next several years. The facility maintenance needs, as well as the Large Equipment needs are listed in the Multi-Year section of the budget book.

#### **FY 2015 SIGNIFICANT ACCOMPLISHMENTS**

- Reviewed and realigned department operations to improve responsiveness and efficiency by aligning resources and similar operations while reducing span of control to improve accountability. This realignment has included several position reclassifications to better match positions and responsibilities with department functions.

- Implemented a new web-based Facility Management System that houses information for all county owned properties in a web-based application that allows mechanics to access work request and other information while in the field increasing their productivity.
- Completed renovations for the new Family Justice Center on the second floor of 201 S. Greene Street at a cost of \$470,705 that was funded in collaboration with the City of Greensboro.
- Established new work order call line to receive and dispatch all maintenance requests.
- Maintained all County facilities and completed maintenance projects within budgeted funds.
- Continued energy efficient upgrades that include modifying light fixtures throughout County facilities from T-12's to T-8's and researching lamp options for other type lighting fixtures as replacement needs arise.
- Completed building assessments for all major County buildings and provided the Budget Department with a 20 year plan.
- Initiated and funded projects at the Independence Building for window repairs and elevator modifications.
- Completed demolition of the old Evergreens Nursing Home located at 201 Greensboro Road, High Point and the old Monticello School (excluding the gymnasium) located at 5007 NC Hwy 150E for a total cost \$350,200.

## KEY PERFORMANCE MEASURES

	FY14 Actual	FY15 Estimated	FY16 Projected	FY17 Projected	Target
<b>Building Management</b>					
Gross Square Feet Maintained - Not Leased	2,270,992	2,270,992	2,203,830	2,203,830	n/a
Gross Square Feet Maintained - Leased	152,535	164,335	147,154	147,154	n/a
Total Square Feet Maintained	2,423,527	2,435,327	2,350,984	2,350,984	n/a
Contracted Routine Maintenance Budget per Sq. Ft.	new	new	\$0.597	\$0.650	\$0.90
Routine Repairs & Maintenance Budget per Sq. Ft.	new	new	\$0.263	\$0.280	\$0.35
Special Facility Projects Funding per Sq. Ft	new	new	\$1.192	\$1.233	\$2.13
<b>Property Management</b>					
Number of Active Projects with Total Cost of \$30,000 or more	0	14	14	14	14
Percent of Projects Completed On Time	100%	100%	100%	100%	100%

	<b>FY14 Actual</b>	<b>FY15 Estimated</b>	<b>FY16 Projected</b>	<b>FY17 Projected</b>	<b>Target</b>
Percent of Projects Completed Within Budget	100%	100%	100%	100%	100%
Projects Managed per FTE	0	14	14	14	14
Number of Leaseholders	30	31	31	31	30
Total Generated from Leases Annually	\$456,125	\$448,326	\$356,000	\$356,000	\$350,000
Surplus, Foreclosed, and other Properties Sold Annually	new	3	5	10	20
<b>Operations</b>					
Issues Received by Call Line	n/a	8,000	10,000	10,000	demand
Work Orders Completed	4,009	8,000	9,000	9,000	demand
Proactive Work Orders	320	2,560	4,500	4,500	demand
Reactive Work Orders	3,689	4,720	3,690	3,690	demand
Other Work Orders	n/a	720	810	810	demand
Total Work Orders per FTE	121	235	250	250	250
Road Signs Installations, Repairs & Replacements	200	215	215	215	215
<b>Distribution</b>					
Total Outgoing USPS Pieces	593,911	590,000	590,000	590,000	560,000
Total Discounted Pieces	252,381	253,700	253,700	253,700	300,000
Annual Mail Room Postage Use	\$352,743	\$350,000	\$350,000	\$350,000	\$300,000
Total Pieces per FTE	98,985	147,500	147,500	147,500	150,000
<b>Parking Management</b>					
Total Spaces Managed	2,000	1,970	1,970	1,970	demand
Employee Parking Space Assignments	1,029	941	941	941	demand
Non-Employee Parking Space Assignments	296	417	417	417	demand
Total Parking Revenue Collected	\$94,225	\$75,246	\$75,246	\$75,250	\$125,000

## FUTURE ISSUES

- Guilford County has a building portfolio of over 120 buildings with over 2.4 million square feet of conditioned space. In addition there is over 6,000 acres of parks, trails and open space. For the past several years due to financial constraints, many needed projects have been deferred. Although every effort was made to maintain the infrastructure, in some cases the delay in needed major projects such as roofs and HVAC equipment has resulted in additional deterioration and mechanical failures that must be addressed.
- The future of the Otto Zenke Building and Old Jail in Greensboro are currently unknown, but, due to their poor condition should these buildings remain operational, costly unbudgeted repairs could be needed as soon as this fiscal year.
- For the coming fiscal years, significant effort will continue to be expended to accurately prioritize maintenance repairs in a fiscally responsible manner while also balancing the

need to maximize operational life of equipment. The requested budget increases the available funding from the prior year and will allow us to begin to address the most pressing needs, but many items will remain unfunded and needs will continue to accumulate due if insufficient funding is allocated to facility maintenance.

- The Facilities Department's ability to implement proactive building improvements such the installation of energy efficient features and systems that will help reduce long-term County costs in both maintenance and energy usage is limited due to current funding levels and the number of deferred maintenance items.



# INFORMATION SERVICES

Hemant Desai, CIO/Director

201 N. Eugene St., PO BOX 3427, Greensboro, NC 27402 (336) 641-3371

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** *Be an Efficient, Effective and Responsive Government*

**PRIORITY:** *Monitor and improve performance and efficiency, fiscally responsible*



## BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Administration	1,259,171	2,104,666	2,133,908	2,013,631	-91,035	(4.3%)	1,592,949
Program Management	107,612	107,689	107,690	112,243	4,554	4.2%	115,401
Client Services	4,855,956	4,476,851	5,015,072	4,904,064	427,213	9.5%	5,033,426
Application Software Services	2,088,290	2,059,757	2,185,321	2,167,697	107,940	5.2%	2,218,889
Telecommunications	1,859	3,000	3,000	0	-3,000	(100.0%)	3,244
<b>Information Services</b>	<b>8,312,889</b>	<b>8,751,963</b>	<b>9,444,991</b>	<b>9,197,635</b>	<b>445,672</b>	<b>5.1%</b>	<b>8,963,909</b>
<b>EXPENSE</b>							
Personnel Services	4,502,489	4,577,629	4,682,629	4,639,347	61,718	1.3%	4,774,717
Supplies & Materials	747,134	1,485,142	1,518,570	740,220	-744,922	(50.2%)	472,200
Other Services & Charges	2,804,405	2,689,192	3,059,532	3,818,068	1,128,876	42.0%	3,716,993
Capital	258,861	0	184,260	0	0	0.0%	0
<b>Total Expense</b>	<b>8,312,889</b>	<b>8,751,963</b>	<b>9,444,991</b>	<b>9,197,635</b>	<b>445,672</b>	<b>5.1%</b>	<b>8,963,909</b>
<b>REVENUE</b>							
Miscellaneous Revenues	3,216	7,500	7,500	3,216	-4,284	(57.1%)	3,216
<b>Total Revenue</b>	<b>3,216</b>	<b>7,500</b>	<b>7,500</b>	<b>3,216</b>	<b>-4,284</b>	<b>(57.1%)</b>	<b>3,216</b>
<b>County Funds</b>	<b>8,309,673</b>	<b>8,744,463</b>	<b>9,437,491</b>	<b>9,194,419</b>	<b>449,956</b>	<b>5.1%</b>	<b>8,960,694</b>
<b>Positions</b>	<b>50</b>	<b>49.5</b>	<b>48</b>	<b>48</b>	<b>-1.5</b>	<b>(3.0%)</b>	<b>48</b>

## DEPARTMENTAL PURPOSE

The Information Services (ISV) Department is the facilitator for the implementation of efficient business systems through continuous improvement in the use of technology and introduction of new solutions through collaboration with department staff.

Core Services provided by Information Services:

### Project/Program Management

Program Management Division is a Division with one employee who is charged with formalizing and enhancing the use of project management and related processes. More up-front analysis and definition of project scopes, constraints, priorities, demands and opportunities will assist in projects that will be completed on time and within budget. Extensive use of project management will allow the department to balance expectations with the limited resources of the department

### Geographic Information Systems

The GIS functions include data creation and maintenance and the generation of geographic data representations for County departments, the private sector, governmental entities, and the public

### **Technical support; data storage/network management**

The Technical support team is part of the Enterprise Infrastructure team and 1) operates the County's Enterprise Computing infrastructure; 2) provides technical support for integrated Enterprise Computing solutions; installs/maintains systems software and the communications network; 3) manages data resources and security; 4) provides training and support for PC/LAN systems and end-user tools; 5) provides consultation and technical support for the various hardware platforms; 6) supports complex technical software and administration for Tax, Lawson and KRONOS systems and 7) manages the contracts and performance of a growing number of outsourced services

### **WAN and Telecommunications systems**

Data and Telecommunication team is part of the Client Services Division and supports countywide telecommunication and data connectivity infrastructure including: Wireless connectivity in county buildings, site to site connectivity across all county buildings, voice communication including telephone setup, billing, negotiating contracts with vendors relating to communication needs.

### **Website and web applications development**

Primary responsibilities include: Designing, implementing and updating citizen facing County Web site, developing interfaces with custom applications used by departments to service County needs

### **Enterprise Applications and ERP**

This team is primarily responsible for: Assessing needs, evaluation and selection of application packages, assistance with system implementation and software upgrades, design and development of web applications and development of end-user documentation.

### **Desktop Support**

The desktop team handles all day-to-day activities involving supporting countywide end-user support. This includes resolving issues, completing work orders, installing, configuring and troubleshooting desktops, and laptops and working on help-desk tickets.

### **Departmental administrative support**

Staff of 3 includes CIO, deputy CIO and Administrative Assistant: Primary responsibilities include: Setting strategic goals and objectives, overseeing portfolio of projects and day to day operations, budgeting, procurement, staff development, managing vendor relationships and prioritizing among competing requirements for financial and human resources.

## **FY 2016 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2016 Information Services budget increases by \$449,956 in County funds. This is due mainly to increases to technology that the County is investing in including delayed

updates and replacements that are necessary for efficient and secure operation.

- A major part of the increase in the FY 2016 budget includes the Microsoft 360 package that will enable the county to refresh all of the County's computers with the most recent versions of Microsoft Office including Word, Excel, PowerPoint and Outlook. These updates will be available as soon as the most recent versions are released and will ensure compatibility and ongoing support of the software moving forward.
- The Information Services budget also includes the laptop and desktop replacement that will refresh many of the outdated computers that are used by County employees across a majority of departments.

## **FY 2015 SIGNIFICANT ACCOMPLISHMENTS**

### **Enterprise Applications**

**Lawson Hosting** – Information Services has obtained approval from the Board of Commissioners to move forward with moving the County's enterprise resource planning application to a Software as a Service (SaaS) model. Lawson is the enterprise resource planning system that is used by County staff to record financial transactions, perform financial reporting, human resources administration, payroll processing, purchasing, strategic sourcing and other critical business processes. A SaaS solution is expected to meet the following objectives:

- Provide a high quality support for the Lawson ERP software
- Obtain competitive pricing that will reduce Information Services cost of operations
- Faster turnaround time and efficiencies for upgrades and application of maintenance patches
- Provide Disaster Recovery options for Lawson
- Stay current with Lawson application/technology release levels

The transition to the SaaS has been completed successfully.

- **Kronos Upgrade** – A project to upgrade the Kronos Time and Attendance System has been approved and started in the Spring of FY 2014 and completed within 15 weeks as planned. The Kronos system is used by County employees to report bi-weekly work hours. This system integrates with the Lawson payroll application for payroll processing.
- **NEOGOV** - Guilford County has partnered with NEOGOV, the nation's largest cloud software for HR in government and education. Using this technology, HR and department managers can access online records to expedite hiring and provide greater accountability when selecting new employees. The new system also allows hiring managers to more effectively create minimum qualifications to sort through a pool of applicants. With the new system, administrative work and technical maintenance costs are reduced as this workload is handled by the NEOGOV system. The project to implement NEOGOV was completed in March, 2014.

- **Enterprise Asset Management and Work Order System** – A project has been initiated to select a new software application to replace the obsolete MP2 system that is currently being used by Facilities department personnel to manage work orders. The new system will be used for maintenance and management of County assets and will allow County departments to submit electronic work orders. Selection and purchase of the new system was completed by June of 2014 and the county selected a SaaS based solution from FacilityDude.

## **Department Applications**

### **Planning and Environmental Health**

- **Accela** – The Board of Commissioners approved the Accela 7.3 upgrade project in March, 2014. This project was started in November 2014 and completed by end of March 2015. Accela is a land permit and enforcement management system that is used by the public to request permits for various activities, such as buildings, improvements, enforcement, water and septic. It is also used for address assignment of County parcels and is an event management system for the inspection activities noted above.

### **Geographical Information Systems (GIS)**

- Deployed Updated GIS Data Viewer
- Deployed a New GIS Data Viewer for Mobile Devices
- Historical Imagery Access Website
- Data Download for GIS Website
- Implemented ArcGIS 10.1 Server

### **Infrastructure Projects:**

- **Microsoft Exchange (email server) upgrade** – Exchange is our countywide email system and the county successfully completed upgrading to version 2013. This allows us to leverage enhanced functionality and provide a framework to deploy Outlook 2013 on new desktops and laptops.
- **Barracuda Email Archiving** – Guilford County automatically archives older emails in order to save storage space on our primary storage systems. We changed the hardware/software platform to a more streamlined solution allowing for a more efficient storage and retrieval of archived email, at the same time saving over \$12,000 per year in maintenance costs.
- **County Public Website** – One of the primary goals in FY 15 was to upgrade our public facing website to make it more citizen-centric and easy to navigate. The development team successfully completed the project by end of January 2015.

## KEY PERFORMANCE MEASURES

	FY14 Actual	FY15 Estimated	FY16 Projected	FY17 Projected	Target
<b>Administration</b>					
IT projects managed that are completed on schedule and within budget	89%	92%	92%	95%	95%
Vendors that meet contractual obligations	94%	100%	100%	100%	100%
<b>Application Software Services</b>					
Application Projects implemented on schedule and within budget	82%	85%	90%	95%	95%
Service Requests resolved within ten business days	90%	95%	95%	95%	95%
GIS project requests completed within ten business days	93%	95%	95%	95%	95%
<b>Client Services</b>					
PCs Managed Total	2,400	2,400	2,400	2,400	2,400
Servers Managed Total	220	200	190	180	180
Number of PC's and servers managed per FTE	260	250	245	240	240
Work Orders / Incident Tickets Received*	13,500	12,500	12,750	12,750	demand
Work Orders / Incident Tickets Completed per FTE*	1,205	1,190	1,200	1,200	demand
Work Orders / Incident Tickets completed within seven business days	83%	85%	85%	89%	95%
Network Up-time	99.95%	99.99%	99.99%	99.99%	99.95%

\* Future year projections for these measures are estimated based on current operations and projects but are subject to change based on actual operations and projects that may be implemented in future fiscal years.

## FUTURE ISSUES

With more and more disparate devices accessing County systems, Information Services is working to create a concrete Mobile Device Management policy and implementing a software/hardware solution to actively manage those devices.

Social media will also be a major concern as the county move forward. Information Services continue to evaluate the expanded use of social media such as YouTube, Facebook and Twitter as more citizen access is requested such as with the parks.

Information Services continues to prolong the life of major equipment, but the capital expenditures continue to be necessary for the technology supported. Many times maintenance costs increase on older equipment and software. As newer technology is acquired and obsolete software is replaced. Additional training may be necessary as well as acquisition of supplemental hardware, tools and software products.

Retaining and hiring new staff is a concern as we move forward. Private sector IT job market is opening up making it extremely difficult to keep experienced staff with our salary range.

# FLEET OPERATIONS

Raymond Lowe, Fleet Manager

400 West Washington St., Greensboro, NC 27401 (336) 641-3094

## Links to County Goals and Strategic Priorities:

**COUNTY GOAL:** *Be an Efficient, Effective and Responsive Government*

**PRIORITY:** *Performance and efficiency; fiscally responsible & sustainable operation.*



## BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Fleet Operation	648,262	799,051	902,103	1,074,145	275,094	34.4%	1,513,158
<b>Fleet Operation</b>	<b>648,262</b>	<b>799,051</b>	<b>902,103</b>	<b>1,074,145</b>	<b>275,094</b>	<b>34.4%</b>	<b>1,513,158</b>
<b>EXPENSE</b>							
Personnel Services	35,956	103,049	103,049	104,134	1,085	1.1%	106,656
Supplies & Materials	993	0	1,000	1,500	1,500	0.0%	1,500
Other Services & Charges	334,506	381,002	390,015	382,511	1,509	0.4%	392,502
Capital	276,807	315,000	408,039	586,000	271,000	86.0%	1,012,500
<b>Total Expense</b>	<b>648,262</b>	<b>799,051</b>	<b>902,103</b>	<b>1,074,145</b>	<b>275,094</b>	<b>34.4%</b>	<b>1,513,158</b>
<b>REVENUE</b>							
Other Financing Sources	22,558	20,000	20,000	22,559	2,559	12.8%	22,558
<b>Total Revenue</b>	<b>22,558</b>	<b>20,000</b>	<b>20,000</b>	<b>22,559</b>	<b>2,559</b>	<b>12.8%</b>	<b>22,558</b>
<b>County Funds</b>	<b>625,703</b>	<b>779,051</b>	<b>882,103</b>	<b>1,051,586</b>	<b>272,535</b>	<b>35.0%</b>	<b>1,490,599</b>
<b>Positions</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0.0%</b>	<b>2</b>

## FY 2016 GOALS & OBJECTIVES

- Continue to use the auction services to sell older vehicles in order to generate revenue for the county.

## FY 2016 ADOPTED BUDGET HIGHLIGHTS

- The FY 2015 Adopted Budget increases County funding for Fleet by \$272,535 or 35% primarily due to an increase in capital costs reflecting the purchase of more vehicles to both expand to the fleet and replace aging vehicles.
- The budget includes \$586,000 to replace 12 high-priority non-emergency vehicles and purchase 15 new vehicles.
- With the purchase of new vehicles, the County will experience a decrease in maintenance costs and, more importantly, an increase in the reliability of its fleet.

## 2015 SIGNIFICANT ACCOMPLISHMENTS

- The county has re-assigned several vehicles to various departments and pulled others for auction. This has increased utilization as well as increased revenue from the sale of assets.

Vehicle Purchases - FY 2015-16 Adopted Budget		
Description	Count	Cost
NEW Planning - Sedan	1	\$ 19,600
NEW Facilities - Bldg Maint - SUV	1	\$ 27,000
NEW Facilities - Prev Maint - PU 4WD	1	\$ 26,000
NEW Facilities - Project Mgr - SUV	1	\$ 22,000
NEW Facilities - Prop Mgmt - Sedan	1	\$ 19,600
NEW DSS/PH Pool - 10 Sedans	10	\$ 196,000
Replace #100 Coop Extension - Truck	1	\$ 21,000
Replace #577 Facilities - Truck	1	\$ 26,000
Replace #531 Facilities - Van	1	\$ 21,500
Replace #119 Facilities - Van	1	\$ 21,500
Replace #479 Facilities - SUV 4WD	1	\$ 27,000
Replace #163 Fleet/DSS - Sedan	1	\$ 19,600
Replace #838 Parks - PU	1	\$ 25,000
Replace #348 Parks - PU	1	\$ 25,000
Replace #35 Planning - Sedan	1	\$ 19,600
Replace #345 Health - PU	1	\$ 25,000
Replace #140 Health - PU	1	\$ 25,000
Replace #611 DSS - Sedan	1	\$ 19,600
<b>Fleet Operation Total</b>	<b>27</b>	<b>\$ 586,000</b>
NEW Vehicle for new Inspector	1	\$ 21,996
<b>Inspections Total</b>	<b>1</b>	<b>\$ 21,996</b>
Replace Patrol Vehicles	34	\$ 1,208,700
Replace Stokesdale Patrol Vehicle	1	\$ 35,550
<b>Law Enforcement Total</b>	<b>35</b>	<b>\$ 1,244,250</b>
Replace Ambulances	3	\$ 690,000
Replace Staff Vehicles	4	\$ 120,000
Multi-seat Golf Cart & Trailer	1	\$ 12,000 *
NEW Rescue Truck for new Fire Support Unit	1	\$ 99,996
<b>Emergency Services Total</b>	<b>9</b>	<b>\$ 921,996</b>
Replace Animal Control Vehicles	2	\$ 67,284
<b>Animal Control Total</b>	<b>2</b>	<b>\$ 67,284</b>
4X4 4-Wheeler	1	\$ 7,500 *
Front End Loader Tractor 4X4 with Blower	1	\$ 30,000 *
Cushman-type Vehicle	1	\$ 17,000 *
Sand Rake	1	\$ 6,000 *
Golf Cart	1	\$ 4,000 *
Golf Cart	1	\$ 9,000 *
<b>Parks</b>	<b>6</b>	<b>\$ 73,500</b>
<b>TOTAL</b>	<b>80</b>	<b>\$ 2,915,026</b>

\* Originally in the 10-Year Major Equipment Plan, but will be budgeted as a vehicle purchase.





# Community Services

Guilford County's Community Services departments promote orderly community growth and development, encourage economic development and job creation, provide outlets for recreation and life skills education, and protect the environment.

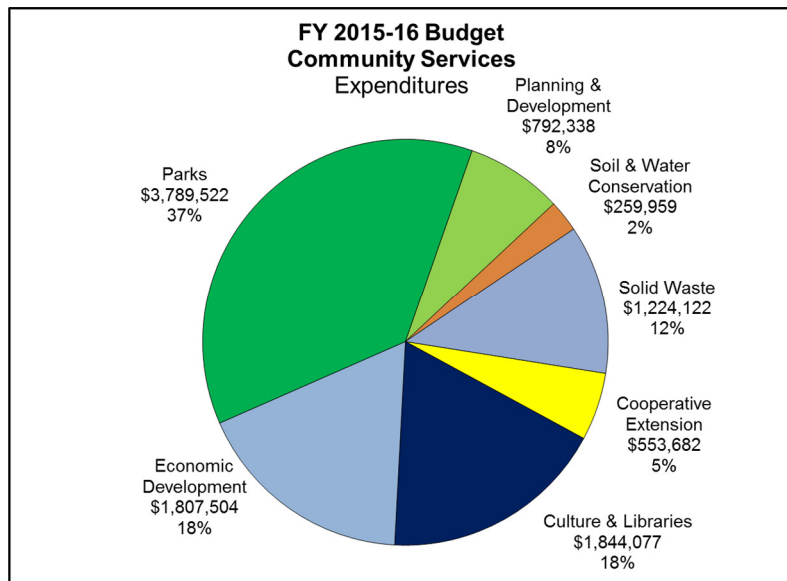
Community Services departments include:

- Cooperative Extension
- Soil & Water Conservation
- Economic Development
- Planning & Development
- Solid Waste
- Community Development
- Parks

## Expenditures

Guilford County will spend \$10,271,204 for Community Services in FY 2015-16, an increase of \$330,272 or 3.3%, from the FY 2014-15 Adopted Budget. Community Services accounts for approximately 2% of total expenditures for FY 2015-16.

The Economic Development budget will decrease by approximately \$206,000 or 10%, reflecting fewer incentive grant payments to companies that have met investment or job creation goals coming due in FY 2015-16 and a reduction in the number of funded economic development agencies. A complete list of expected incentive grant payments and allocations to economic development agencies and community-based organizations is included on the Economic Development page and Appendices of this document.



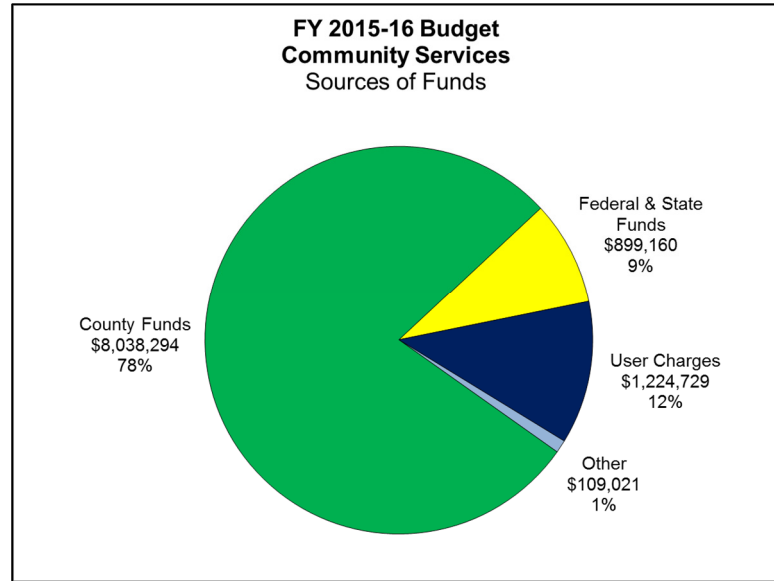
Library funding for the Greensboro, High Point, Jamestown, and Gibsonville Libraries remains unchanged from the FY 2014-15 adopted budget at \$1.84 million.

The Parks Division budget will increase by a net of \$191,000 or 8% in FY 2015-16 (an increase in expenses of \$358,000 offset by an increase in revenues of \$167,000) to operate the newly opened Hagan-Stone pool, park maintenance projects are initiated, and equipment is replaced.

The Cooperative Extension Service (CES) budget is approximately \$31,000 less than adopted for FY 2014-15. CES is operated by North Carolina State University under a Memorandum of Understanding (MOU) between the university and Guilford County. CES employees are employees of NC State and NC A&T Universities, and the County shares in the expense of the programs as outlined in the MOU.

## Revenues

Most (78%) Community Services programs are funded from general County funds. User Charges account for 12% and Federal & State revenues provide the most of the remaining support at 9%.



	FY14 Actual	FY15 Adopted	FY15 Amended	FY16 Adopted	vs. FY15 Adopted		FY17 Plan
					\$ chg	% chg	
<b>Department</b>							
Cooperative Extension	\$450,087	\$584,601	\$608,978	\$553,682	(\$30,919)	-5.3%	\$557,893
Culture & Libraries	\$1,827,807	\$1,827,807	\$1,827,807	\$1,844,077	\$16,270	0.9%	\$1,827,807
Economic Development	\$1,794,736	\$2,013,699	\$4,078,125	\$1,807,504	(\$206,195)	-10.2%	\$1,431,118
Parks	\$3,131,555	\$3,431,121	\$3,640,504	\$3,789,522	\$358,401	10.4%	\$4,180,512
Planning & Development	\$670,732	\$727,621	\$749,976	\$792,338	\$64,717	8.9%	\$817,829
Soil & Water Conservation	\$244,058	\$257,494	\$263,497	\$259,959	\$2,465	1.0%	\$265,221
Solid Waste	\$1,062,113	\$1,098,589	\$1,135,847	\$1,224,122	\$125,533	11.4%	\$1,186,380
<b>Total Expenditures</b>	<b>\$9,181,088</b>	<b>\$9,940,932</b>	<b>\$12,304,734</b>	<b>\$10,271,204</b>	<b>\$330,272</b>	<b>3.3%</b>	<b>\$10,266,760</b>
<b>Sources of Funds</b>							
Federal & State Funds	\$1,279,137	\$896,275	\$1,268,860	\$899,160	\$2,885	0.3%	\$889,360
User Charges	\$999,693	\$1,091,477	\$1,091,477	\$1,224,729	\$133,252	12.2%	\$1,224,733
Other	\$134,732	\$73,550	\$82,550	\$109,021	\$35,471	48.2%	\$100,151
County Funds	\$6,767,526	\$7,879,630	\$9,861,847	\$8,038,294	\$158,664	2.0%	\$8,052,516
<b>Sources of Funds</b>	<b>\$9,181,088</b>	<b>\$9,940,932</b>	<b>\$12,304,734</b>	<b>\$10,271,204</b>	<b>\$330,272</b>	<b>3.3%</b>	<b>\$10,266,760</b>
<b>Permanent Positions</b>	<b>41.500</b>	<b>41.500</b>	<b>44.500</b>	<b>44.500</b>	<b>3.000</b>	<b>7.2%</b>	<b>44.500</b>

# COOPERATIVE EXTENSION

Karen Neill, Interim Director

3309 Burlington Rd., Greensboro, NC 27402 (336) 375-5876

## Links to County Goals and Strategic Priorities:

**COUNTY GOAL:** Sustainable Economic Development and Growth  
**PRIORITY:** Collaborative economic development.



## Links to County Goals and Strategic Priorities:

**COUNTY GOAL:** Engage Citizens to Meet Community Needs  
**PRIORITY:** Improve the community character through engagement and collaboration.



## BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Administration	429,502	584,601	585,334	553,682	-30,919	(5.3%)	557,893
Youth	20,585	0	23,644	0	0	0.0%	0
<b>Cooperative Extension Service</b>	<b>450,087</b>	<b>584,601</b>	<b>608,978</b>	<b>553,682</b>	<b>-30,919</b>	<b>(5.3%)</b>	<b>557,893</b>
<b>EXPENSE</b>							
Supplies & Materials	11,715	14,950	15,680	15,200	250	1.7%	15,681
Other Services & Charges	438,372	569,651	593,298	538,482	-31,169	(5.5%)	542,212
<b>Total Expense</b>	<b>450,087</b>	<b>584,601</b>	<b>608,978</b>	<b>553,682</b>	<b>-30,919</b>	<b>(5.3%)</b>	<b>557,893</b>
<b>REVENUE</b>							
Miscellaneous Revenues	35,228	0	9,000	2,400	2,400	0.0%	0
<b>Total Revenue</b>	<b>35,228</b>	<b>0</b>	<b>9,000</b>	<b>2,400</b>	<b>2,400</b>	<b>0.0%</b>	<b>0</b>
<b>County Funds</b>	<b>414,859</b>	<b>584,601</b>	<b>599,978</b>	<b>551,282</b>	<b>-33,319</b>	<b>(5.7%)</b>	<b>557,893</b>

## DEPARTMENTAL PURPOSE

Guilford County's Cooperative Extension Service (CES) draws from the research assets of the state's two land-grant universities – NC A&T State University and NC State University – to help individuals, families, and communities improve their quality of life.

Cooperative Extension provides educational opportunities to Guilford County citizens through workshops, trainings, information requests via telephone, radio broadcasts, newspaper and television outreach, educational mailings, face-to-face contacts with citizens, and website visits. CES continually strives, through educating and empowering the community, to maximize the County's return on investment.

CES focuses its efforts on five major initiatives:

- Enhancing agricultural, forest and food systems;
- Developing responsible youth;

- Strengthening and sustaining families;
- Conserving and improving the environment and natural resources; and,
- Building quality communities.

**Horticulture** focuses its resources on environmental issues as they relate the establishment and maintenance of landscapes as well as on local food access through the development of community gardens and school gardens.

Our **4-H program** is one of only a few in the state that has a specific focus on reaching a limited resource audience in addition to traditional 4-H audiences. The 4-H program reaches youth through a variety of delivery modes including school enrichment, clubs, and camps. 4-H instills leadership skills in the rural and urban youth in our community through experiential learning programs that focus on;

- Science and technology, engineering and mathematics,
- Healthy living,
- Citizenship and
- Mentoring

The **agriculture program** focuses on assisting the farming community, from planning to final sale of goods. We promote environmental stewardship through pesticide certification and soil health; economic viability through promotion of best management practices and proper planning. We assist with disease and pest identification and control through various educational opportunities offered throughout the year.

## **FY 2016 GOALS & OBJECTIVES**

- Increase staff productivity by filling all vacant positions, including the Director's position
- Fund the two positions being cut as a result of NC State's new staffing model
- Develop better relationships with county partners/establish Extension agents as county employees
- Enhance department's use of public and social media to expand marketing and visibility

## **FY 2016 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2016 Cooperative Extension Budget has decreased by \$30,919 or 5.3%. This decrease is primarily driven by less of a need for facilities and maintenance repairs at the agricultural center.
- The department has restructured their personnel to allow for another full time employee to be added, but at an overall decrease in cost to the County. This was done by combining two previously separate part-time positions and eliminating a third.

## FY 2015 SIGNIFICANT ACCOMPLISHMENTS (Numbers based on 2014 calendar year)

- Guilford Extension staff reported over \$42 million in economic impact during 2014. These impacts represented: grants and donations (\$34,000); value of efforts in site visits; value of program efforts; value of educational mediums (print, television, radio) (\$40,732,400); volunteer hours (\$393,671); and mandated certification programs.
- Staff fielded over 3,709 telephone requests for research-based information from citizens. We saw an increase in the number of folks requesting information via email and receiving handouts 33,377
- Staff presented 1,293 educational programs to 40,618 people and had non face-to-face contact with an additional 129,593. By programming using print, radio and television media, we impacted the lives of over 22 million people.
- All of the above accomplishments are from a professional staff equaling 9.8 full-time equivalents (FTE) and supported by 3.5 FTE. We had three vacant positions in 2014.
- Cooperative Extension continues to be efficient, effective, and responsive in meeting the needs of Guilford County citizens. Because of our connection with the land-grant universities, we provide “information you can trust”. Citizens consider us as the experts in a variety of subject-matter fields including agriculture, family resource management, youth development, nutrition, horticulture, and more.

## KEY PERFORMANCE MEASURES

	FY14 Actual	FY15 Estimated	FY16 Projected	FY17 Projected	Target
Participants in Workshops/Seminars	40,000	41,000	42,000	43,000	42,000
Programs Given	1,293	1,300	1,350	1,400	1,350
Volunteers	970	650	700	750	800
Volunteer Hours	57,482	30,550	33,000	34,000	35,000
4H Youth Served (non-duplicated)	13,087	11,000	13,000	13,500	13,000
Site Visits	629	550	550	550	550
Diagnostic Samples Performed	415	400	400	400	400

## FUTURE ISSUES

- In order to continue to meet the needs of Guilford county citizens, Cooperative Extension must fill 4 staff vacancies: the Department Director position, a Horticulture Technician/Master Gardener Coordinator, Family and Consumer Sciences Agent, as well as secretarial support staff for Horticulture and 4-H. Two of these vacancies occurred due to retirements. The Director position and Family and Consumer Sciences Agent position must be filled as a top priority while funding is still available from NC A&T and NC State. The other two positions are positions that will be lost due to a new Cooperative Extension

state-wide restructuring which could greatly reduce services provided to citizens at the local level.

- Also as part of this restructuring, we have lost our Family and Consumer Science agent on a fulltime basis, (it is currently split cross county with Rockingham County) and we believe that this needs to return to a full time position in FY 2017 to oversee the EFNEP and SNAP-ED programming.
- As local food issues remain a high priority with new food Hubs being created and Food policy being written, in FY 2017 we would like to see a part-time Local Foods Coordinator position created.
- Cooperative Extension has experienced a tremendous level of interest in Community Gardens and School Gardens from citizens. Over the past 5 years we have grown from 15 community gardens to 65 currently and from 10 schools to over 75. We have been able to secure grants for supplies and materials however it has become more and more challenging to do this for our part-time School Garden Network coordinator. In FY 2017 we will request funding from Guilford County Schools as well as Guilford County for this position as interest continues to grow and this position becomes more needed.

## PARKS

Robert McNiece, P.E., Facilities & Parks Dept. Director 301 W. Market St., Greensboro, NC 27402 (336) 641-3722  
Thomas Marshburn, Parks Division Director

### Links to County Goals and Strategic Priorities:

**COUNTY GOAL:** Support a High Quality of Life in the County  
**PRIORITY:** Support and encourage citizen health.



### Links to County Goals and Strategic Priorities:

**COUNTY GOAL:** Sustainable Economic Development and Growth  
**PRIORITY:** Collaborative economic development.



## BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Administration	338,707	545,416	488,299	628,526	83,110	15.2%	615,779
Bur-Mil Park	975,176	971,980	989,581	906,921	-65,059	(6.7%)	943,570
Gibson Park	116,712	108,463	194,628	202,944	94,481	87.1%	312,286
Guilford Mackintosh Park	150,270	171,250	191,691	162,410	-8,840	(5.2%)	162,413
Hagan-Stone Park	387,475	356,058	460,660	530,794	174,736	49.1%	603,003
Northeast Park	625,255	706,384	693,712	722,408	16,024	2.3%	758,432
Southwest Park	191,194	185,152	195,835	216,491	31,339	16.9%	244,012
Triad Park	346,765	386,418	426,098	419,028	32,610	8.4%	541,017
<b>Recreation (Parks)</b>	<b>3,131,555</b>	<b>3,431,121</b>	<b>3,640,504</b>	<b>3,789,522</b>	<b>358,401</b>	<b>10.4%</b>	<b>4,180,512</b>
<b>EXPENSE</b>							
Personnel Services	1,557,408	1,841,925	1,745,825	2,006,194	164,269	8.9%	2,047,153
Supplies & Materials	121,815	107,295	131,559	164,586	57,291	53.4%	161,623
Other Services & Charges	1,361,843	1,462,777	1,679,253	1,545,242	82,465	5.6%	1,677,237
Capital	90,599	19,124	83,867	73,500	54,376	284.3%	294,500
Other	-110	0	0	0	0	0.0%	0
<b>Total Expense</b>	<b>3,131,555</b>	<b>3,431,121</b>	<b>3,640,504</b>	<b>3,789,522</b>	<b>358,401</b>	<b>10.4%</b>	<b>4,180,512</b>
<b>REVENUE</b>							
Intergovernmental	0	0	57,780	0	0	0.0%	0
Charges for Services	906,349	1,018,792	1,018,792	1,156,001	137,209	13.5%	1,155,998
Other Financing Sources	14,631	0	0	14,630	14,630	0.0%	14,631
Miscellaneous Revenues	65,570	50,550	50,550	65,747	15,197	30.1%	65,745
<b>Total Revenue</b>	<b>986,549</b>	<b>1,069,342</b>	<b>1,127,122</b>	<b>1,236,378</b>	<b>167,036</b>	<b>15.6%</b>	<b>1,236,373</b>
<b>County Funds</b>	<b>2,145,006</b>	<b>2,361,779</b>	<b>2,513,382</b>	<b>2,553,144</b>	<b>191,365</b>	<b>8.1%</b>	<b>2,944,139</b>
<b>Positions</b>	<b>27</b>	<b>27</b>	<b>28</b>	<b>28</b>	<b>1</b>	<b>3.7%</b>	<b>28</b>

## DEPARTMENTAL PURPOSE

The Parks Division enhances the quality of life in Guilford County through the construction and maintenance of active and passive parks, trails and greenways, and a variety of natural areas throughout the County. The division operates Bur-Mil, Hagan-Stone, Gibson, Northeast, Southwest, and Bryan Parks with amenities that include 3 pools, 18 playgrounds, 11 athletic

fields, and a marina. The County also funds Triad Park, managed jointly with Forsyth County, and Guilford-Mackintosh Park, managed under an agreement with the City of Burlington. In addition to these sites, the County maintains and manages 6 passive parks with over 140 miles of hiking trails, and a further 60 miles of greenway trails.

## **FY 2016 GOALS & OBJECTIVES**

- Continue to improve infrastructure and facilities by executing consistent and timely maintenance repairs to maximize the lifespan and use of these facilities.
- Ensure the same high quality patron experience at all County parks through standardized parks operations and policies.
- Expand marketing efforts to publicize county parks with the goal of maximizing the use of parks for special events, while offsetting operating costs through additional the revenue collected.
- Develop and implement master plans for passive parks and other open spaces in the County in a low-cost, citizen-focused manner.

## **FY 2016 ADOPTED BUDGET HIGHLIGHTS**

- The Parks Division FY 2016 budget has increased by \$358,000 or 10.4% due to additional part-time salaries, increases in Triad Park operations with the opening of Phase 8, a new pool at Hagan Stone Park, and general operating cost increases. Net county support for the Parks has increased by \$191,000 due to anticipated revenues from the new pool.
- Personnel costs have increased by \$164,269 or 8.9% including \$58,032 in part-time salaries to ensure adequate staffing at all parks during operating hours and maintenance of the County's passive park land.
- Supplies & Materials costs have increased by \$57,291 or 53.4% to reflect actual costs for materials necessary to maintain the parks including cleaning, building maintenance and pool supplies.
- Triad Park operating costs have increased by \$32,610 or 8.4% due to the opening of Phase 8 including the Field of Honor veteran's memorial and amphitheater. These increases are the Guilford County share of the park operations which are split with Forsyth County. The County will work with Forsyth County staff to maximize revenue generation and projections from the park during this first full year of Phase 8 operations.

## **FY 2015 SIGNIFICANT ACCOMPLISHMENTS**

- Continued to implement a "County Parks Philosophy" that emphasizes self-guided recreation while still maintaining and improving maintenance standards to provide more citizen-focused, high quality facilities.



- Successfully completed Parks and Recreation Trust Fund (PARTF) grant projects at Hagan-Stone, Northeast, and Triad Parks.
- Repaired the Bur-Mil Park aquatic center to be in compliance with environmental health inspections.
- Contributed to the construction of Carolina Field of Honor Memorial at Triad Park.
- Reclaimed twenty-six acres of overgrown pasture land at Hines Chapel Preserve to create a Piedmont Prairie and added amenities including a walking trail around the perimeter of the east field.
- Built and opened a new aquatic center at Hagan-Stone Park including a 350 person pool and a splashground.
- Completed development and grand openings of four passive parks at Brook's Bridge, Bold Moon, Benbow, and Thomas Bus Preserve.
- Successfully updated the Parks Master Plan which will allow the County to be more competitive in future grant applications for parks funding and other opportunities.
- Completed Phase 8 of the Bicentennial Greenway in Greensboro between Old Oak Ridge Road and Horse Pen Creek Road.

## KEY PERFORMANCE MEASURES

	FY14 Actual	FY15 Estimated	FY16 Projected	FY17 Projected	Target
<b>Parks Management</b>					
Percent of visitors that rate the parks system "satisfactory" or above in post-visit surveys	95%	95%	95%	95%	95%
Percent of visitors that rate the parks facilities "satisfactory" or above in post-visit surveys	95%	95%	95%	95%	95%
Percent of Parks budget provided by revenue generating activities	30%	46%	38%	38%	40%
Park, Open Space, and Grounds acres maintained per FTE	n/a	177.0	177.0	177.0	125.0
Grounds Maintenance Budget per Acre	n/a	\$59.45	\$57.90	\$57.90	\$64.00
<b>Passive Park &amp; Open Space Management</b>					
Number of properties opened for public use (total)	1	5	8	11	11
Number of properties with master plans completed	0	2	3	4	11
<b>Trails Management</b>					
Annual maintenance cost per linear foot of greenway	0.35	1.35	2.35	3.35	4

	<b>FY14 Actual</b>	<b>FY15 Estimated</b>	<b>FY16 Projected</b>	<b>FY17 Projected</b>	<b>Target</b>
Percent of the population within 1/2 mile of a hiking trail	31	31	31	31	50
Percent of trail users that give the trails system a "satisfactory" rating or above	90%	90%	90%	90%	90%
<b>Park Attendance</b>					
Bur-Mil Park	805,000	810,000	810,000	814,050	820,000
Gibson Park	280,000	280,000	280,000	281,400	285,000
Hagan-Stone Park	530,000	535,000	535,000	537,675	540,000
Northeast Park	690,000	690,000	690,000	693,450	700,000
Southwest Park	130,000	130,000	130,000	130,650	132,500
Guilford-Mackintosh Park	35,000	35,000	35,000	35,175	36,000
Triad Park	600,000	600,000	600,000	603,000	605,000
Greenways	66,000	80,600	80,600	81,003	82,000

## **FUTURE ISSUES**

- Like many County buildings, the parks are experiencing maintenance issues due to age and deferred or reduced funding for repairs. Staff has worked to evaluate the facilities and identify the needs, but most cannot be addressed given current levels of funding. If funds are not made available, the facilities will continue to experience noticeable deterioration and ultimately impact patron use and safety.
- Improvements to Hagan-Stone Park have continued according to the master plan adopted by the Board of Commissioners in January, 2012. A large handicapped-accessible playground and associated parking, walkways and landscaping was completed in April, 2012. The pool, pool deck, and fencing were upgraded in May, 2011. A PARTF grant has been received that will help fund making the entire park handicapped-accessible and adding several new facilities. Additional funding will be required to complete everything recommended in the plan including repaving of park roads.
- The Bur-Mil Park tennis courts are aging and showing increased signs of disrepair including issues with the court surfacing and lights. This facility will need to be resurfaced and have new lighting units installed as well as additional handicap accessibility and stormwater features to meet current State codes. The division anticipates seeking a PARTF grant for funding to help off-set the cost to the County.
- A perimeter horse trail has been constructed at Bryan Park - Guilford County in order to make some use of the property; the trail is managed by the Equestrian Alliance of Guilford County. Mountain bike trails have been marked and with construction by volunteer labor planned in 2015. Development of the playing field complex envisioned in the Master Plan will require additional funds.
- As the County's portions of the Bicentennial Greenway age, additional funding will be needed to maintain the asphalt trail surface. Due to the construction timeline, some of this pavement has been in place almost twenty years and will present a safety hazard if not properly maintained.

# PLANNING & DEVELOPMENT

Leslie Bell, Director

400 W. Market St., PO BOX 3427, Greensboro, NC 27402 (336) 641-3394

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** *Sustainable Economic Development and Growth*  
**PRIORITY:** *Collaborative economic development.*



## BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Administration	24,914	36,290	36,483	299,613	263,323	725.6%	305,608
Planning/Zoning	431,510	464,490	486,652	484,133	19,643	4.2%	502,621
Community Services	214,307	226,841	226,841	8,592	-218,249	(96.2%)	9,600
<b>Planning and Development</b>	<b>670,732</b>	<b>727,621</b>	<b>749,976</b>	<b>792,338</b>	<b>64,717</b>	<b>8.9%</b>	<b>817,829</b>
<b>EXPENSE</b>							
Personnel Services	624,689	659,233	657,233	716,430	57,197	8.7%	735,914
Supplies & Materials	10,032	12,650	12,405	14,004	1,354	10.7%	15,000
Other Services & Charges	36,011	55,738	80,338	61,904	6,166	11.1%	66,915
<b>Total Expense</b>	<b>670,732</b>	<b>727,621</b>	<b>749,976</b>	<b>792,338</b>	<b>64,717</b>	<b>8.9%</b>	<b>817,829</b>
<b>REVENUE</b>							
Charges for Services	69,626	52,685	52,685	50,236	-2,449	(4.6%)	50,235
Miscellaneous Revenues	119	0	0	24	24	0.0%	25
<b>Total Revenue</b>	<b>69,745</b>	<b>52,685</b>	<b>52,685</b>	<b>50,260</b>	<b>-2,425</b>	<b>(4.6%)</b>	<b>50,260</b>
<b>County Funds</b>	<b>600,986</b>	<b>674,936</b>	<b>697,291</b>	<b>742,078</b>	<b>67,142</b>	<b>9.9%</b>	<b>767,569</b>
<b>Positions</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>0</b>	<b>0.0%</b>	<b>8</b>

## DEPARTMENTAL PURPOSE

Planning and Development's Administrative Division manages the following Departmental units:

- Planning
- Inspections
- Community Services (Solid Waste and Soil & Water Conservation)
- Economic Development

As such, the Planning and Development Department supports the following Boards and Commissions: Planning Board, Board of Adjustment, Environmental Review Board, and the Historic Properties Commission, and the Town Planning Board, Town Council and Town Board of Adjustment for those towns that have contractual planning and zoning agreements with the County (Towns of Sedalia, Whitsett, Pleasant Garden, Stokesdale and Oak Ridge).

The Planning and Development Department 1) prepares, implements and updates the Comprehensive Plan and Area Plans; 2) administers and enforces the Development Ordinance including text amendments, zoning and subdivision regulations, floodplain, and watershed regulations; 3) names roads, assigns street numbers, and maintains the Official Road and Zoning Maps; 4) reviews and recommends additions to the NC Dept. of Transportation (NCDOT) secondary road system; 5) supports the Planning Board and Board of Adjustment; 6) supports the Historic Preservation Commission; 7) provide staff and support to the Burlington, Greensboro and High Point Metropolitan Planning Organizations (MPOs) and, 8) provides planning and zoning services to the Towns of Pleasant Garden, Oak Ridge, Sedalia, Whitsett and Stokesdale.

### **FY 2016 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2016 budget increases County funding for Planning & Development by \$64,717. The majority of the increase is due to a combination of increased personnel costs and lower revenue projections.
- Approximately \$11,000 in annual cost increases are included for a revised transcription service for outside meetings within the Planning and Development Department.
- The proposed FY 2016 budget includes an additional \$5,000 of the telephone costs into the Planning and Development Administration budget.

### **FY 2015 SIGNIFICANT ACCOMPLISHMENTS**

- Administration - Managed Departmental divisions' below optimal staffing levels and continuing to successfully operate below customary budgetary allocations.
- Administration - Hosted a joint workshop with the Triad Real Estate and Building Industry Coalition (TREBIC) to foster effective communication between service providers and end-users.
- Staff maintains quality customer service with below normal staffing levels.
- Prepared Greensboro water and sewer Clearance Certificate for connections to Greensboro Sewer/Water System.
- Continued to work with the City of Greensboro Planning Department regarding new process for water and sewer extension into unincorporated areas of Guilford County designated only for Economic Development projects deemed appropriate by the City Greensboro.
- Worked cooperatively with Information Services to implement electronic site plan review.
- Prepared and implemented new progress report for internal use.
- Assigned internal team to review and make recommended changes to enhance the Planning and Development Department website.

- Began review and preparation of study maps for portions of unincorporated Guilford County previously not part of a citizen-based Land Use Small Area Plan.
- Began tracking and updating Long Range Planning Notebook to map plan revisions subsequent to original implementation dates.
- Began working with the Planning Board to identify, review and prepare a list of future ordinance text amendments, and planning and growth-related issues.
- Drafted and presented updated Rules of Procedure for the Guilford County Planning Board.
- Continued to successfully fulfill planning and zoning services contractual obligations per agreement with five (5) participating jurisdictions.
- Updated the Guilford County Development Ordinance to comply with House Bill 276 regarding new legislation for Boards of Adjustment.
- Arranged for quasi-judicial training for the Guilford County Board of Adjustment.
- Water and Sewer – The proposed FY 2015 budget includes the completion and preparation of the Forest Oaks Estates Water and Sewer project assessment roles tentatively scheduled for December 2014 and June 2015, respectively.
- Housing - Presented to Board of Commissioners and assisted in the drafting of Guilford County's first Minimum Housing Codes (residential, non-residential and abandoned manufactured homes abatement) for the unincorporated area of Guilford County.
- Housing - Signed a Memorandum of Understanding (MOU) with the Piedmont Triad Regional Council to administer Guilford County's 2014 Single Family Rehabilitation Loan Program awarded by the NC Housing Finance Agency.

## KEY PERFORMANCE MEASURES

	FY14 Actual	FY15 Estimated	FY16 Projected	FY17 Projected	Target
<b>Planning and Zoning<sup>[1]</sup></b>					
Number of Board of Adjustment Cases - County	10	4	5	5	5
Number of Board of Adjustment Cases - Towns	0	2	2	2	2
Number of Zoning Cases processed - County	11	17	18	18	18
Number of Zoning Cases processed - Towns	6	2	3	3	3

	<b>FY14 Actual</b>	<b>FY15 Estimated</b>	<b>FY16 Projected</b>	<b>FY17 Projected</b>	<b>Target</b>
% Acreage Zoned from Agricultural (AG) - All Jurisdictions	64%	60%	60%	60%	60%
Number of Zoning Investigations - County	68	39	65	65	65
Number of Zoning Investigations - Towns	17	3	5	5	5
# of Subdivision Cases Processed - County	114	125	150	150	150
Minor Subdivision - 4 or fewer lots	75	96	110	110	110
Major Subdivision - 5 or more lots	17	13	15	15	15
Subdivision Exemptions <sup>[2]</sup>	22	16	25	25	25
# of Subdivision Cases Processed - Towns	32	23	30	30	30
Minor Subdivision - 4 or fewer lots	11	16	20	20	20
Major Subdivision - 5 or more lots	14	3	5	5	5
Subdivision Exemptions <sup>[2]</sup>	7	4	5	5	5
# of Non-Residential Site Plan Cases Processed - County	40	39	40	40	40
# of Non-Residential Site Plan Cases Processed - Towns	12	4	5	5	5
# of Written Zoning Verifications Processed	28	35	35	35	35
# of VAD Farm Applications Processed	20	18	18	18	18
# of VAD Acres Added	577	418.5	420	420	420
<b>Community Services - Water and Sewer</b>					
Non-assessed water and sewer projects <sup>[3]</sup>	2	1	0	0	0
Assessed water and sewer projects <sup>[3]</sup>	0	1	1	0	1
<b>Housing Program</b>					
HOME Consortium Program Projects <sup>[4]</sup>	0	3	3	1	4
NC Housing Finance Agency Single Family Rehab. 14 (SFRLP14) Grant <sup>[5]</sup>	0	3	2	0	2
<b>Economic Development</b>					
Economic Development & Cultural Agencies Funded	12	12	13	13	12

	<b>FY14 Actual</b>	<b>FY15 Estimated</b>	<b>FY16 Projected</b>	<b>FY17 Projected</b>	<b>Target</b>
Economic Development Incentive Grants - Monitoring Perf. Grants	17	15	14	15	14

[1] Guilford County provides contractual planning & zoning services to the Towns of Pleasant Garden, Sedalia, Stokesdale, and Whitsett.

[2] Includes plats & maps meeting state exemptions to subdivision requirements yet still requires staff processing and review.

[3] Forest Oaks Water & Sewer project assessment roll approved by Board of Commissioners in Dec. 2014. Lynwood Lakes Water & Sewer project assessment roll tentatively scheduled for Board of Commissioner approval Dec. 2015.

[4] Memorandum of Understanding with Piedmont Triad Regional Council approved June 2014 for an amount not to exceed \$380k for housing rehabilitation and to supplement SFRLP 14 Grant.

[5] Includes \$170k in initial grant set-aside fund pool for four units with initial allotment. Guilford County has approved a Memorandum of Understanding for Piedmont Triad Regional Council to administer SFRLP14.

## **FUTURE ISSUES**

- Implementation of electronic document storage for archived, current and future Planning and Development files.
- Review of planning services evergreen contracts with participating jurisdictions to assess contract provisions, cost, and current and anticipated level of services provided/needed.
- Work with Open Space Committee to identify efforts that can be exercised cooperatively by the Planning and Development Department to support open space initiatives.
- Work with stakeholder groups to foster effective communication and relationships regarding sound, balanced planning policy development and implementation.
- Work cooperatively with Information Services to complete all phases of electronic site plan review implementation including electronic subdivision review.
- Ensure that implementation of updated Accela land management and permitting software focuses and prioritizes customer-based enhancements – both short and long term.
- Work with Information Services to incorporate planning-related data to optimize Accela capabilities that meets both internal land management needs and external customer demand.
- Implementing post-Accela upgrade or in conjunction with, enhanced user and customer functions (e.g., cashiering at point of transaction) that provide higher level of customer service and reduce customer permitting transaction time.
- Implementing a schedule for review and potential update of all Land Use Plans as the region's economy continues to improve during post economic recovery.
- Review for potential update of the Southeast Small Area Plan in light of the 2011 termination of the Guilford County/City of Greensboro Water and Sewer Agreement.

- Preparing for the implementation of the Minimum Housing and Abatement of Abandoned Manufactured Homes Codes.
- Working with the City of Greensboro to jointly establish a new review process for development seeking water and sewer will continue as a priority.
- Ensuring that the Planning and Development website is updated and more user-friendly will assist in improving customer-service delivery.
- Continue working with other departments and municipalities to develop a uniform and consistent addressing system will be beneficial County-wide.
- Housing - Continue to monitor HOME Program funds and ways to expand the County's Housing Program.



# SOIL & WATER CONSERVATION

Leslie Bell, Planning Director

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*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** *Sustainable Economic Development and Growth*  
**PRIORITY:** *Collaborative economic development.*



## BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Soil & Water Conservation	244,058	257,494	263,497	259,959	2,465	1.0%	265,221
<b>Soil &amp; Water Conservation</b>	<b>244,058</b>	<b>257,494</b>	<b>263,497</b>	<b>259,959</b>	<b>2,465</b>	<b>1.0%</b>	<b>265,221</b>
<b>EXPENSE</b>							
Personnel Services	188,202	188,312	194,312	194,611	6,299	3.3%	199,877
Supplies & Materials	3,322	4,037	5,055	4,036	-1	0.0%	4,038
Other Services & Charges	52,535	65,145	64,130	61,312	-3,833	(5.9%)	61,306
<b>Total Expense</b>	<b>244,058</b>	<b>257,494</b>	<b>263,497</b>	<b>259,959</b>	<b>2,465</b>	<b>1.0%</b>	<b>265,221</b>
<b>REVENUE</b>							
Intergovernmental	30,909	30,275	30,275	30,360	85	0.3%	30,360
<b>Total Revenue</b>	<b>30,909</b>	<b>30,275</b>	<b>30,275</b>	<b>30,360</b>	<b>85</b>	<b>0.3%</b>	<b>30,360</b>
<b>County Funds</b>	<b>213,149</b>	<b>227,219</b>	<b>233,222</b>	<b>229,599</b>	<b>2,380</b>	<b>1.0%</b>	<b>234,861</b>
<b>Positions</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>	<b>0</b>	<b>0.0%</b>	<b>2.5</b>

## DEPARTMENTAL PURPOSE

Soil and Water Conservation promotes the wise stewardship of natural resources through the implementation of sound conservation and best management practices. The District staff, in conjunction with priorities established by the Solid and Water Conservation Board, assists farmers and other landowners with the following services:

- Erosion Control Technical Assistance;
- Conservation Systems Installation Assistance;
- Water Quality Improvement;
- Educational Programming to Schools and Civic Groups; and
- Land-Use and other Water Quality Study(ies) Technical Assistance to other Local Units of Governments.

Additionally, Soil and Water staff seek grants to assist farmers with stream protection systems, critical area seeding, and assistance with long-term no-till cropland conservation to grass, wells, water tanks, fencing, and sod-based rotation to grass and grassed waterways. Moreover, the Soil and Water Conservation program staff assists with the Voluntary Agriculture District (VAD)

and Enhanced VAD. Soil and Water staff continuously strive to be responsive to our customer needs, and proactively promotes the conservation of farmland and enhanced operation of our working farms.

## **FY2016 GOALS & OBJECTIVES**

- Enhance customer service, public access and outreach by increasing staff availability and accessibility.
- Convert the existing half-time Soil and Water Conservation Coordinator position to full-time (not approved in the final FY 2014-15 budget).

## **FY 2015 SIGNIFICANT ACCOMPLISHMENTS**

- Throughout FY 2015, Soil & Water staff continues to obligate 100% of NC Agriculture (Ag) Cost Share Program (NC-ACSP) and NC Community Conservation Assistance Program (CCAP) funds for the installation of Best Management Practices. Soil & Water assisted with 28 Ag “Cost Share” applications and were able to fund 11 contracts in the amount of \$104,959 (100% of state allocation). Three of those contracts were AgWRAP (for increased water storage and availability). Staff provided technical assistance for 850 farms; provided oversight for approximately 54,000 acres under Conservation Management; monitored 46 farms for compliance; processed 18 Voluntary Agriculture District applications representing 418.5 acres; and, worked with 15 farmers in the No-Till Drill Assistance Program representing 195 acres. Additionally, staff has educated approximately 3,785 school students and adults; and provided direct conservation outreach to 5,118 citizens while reaching thousands through WFMY Good Morning Show Tree Planting Spots and the Fox 8 Morning Show.
- Four contracts were funded through the USDA-NRCS Environmental Quality Assistance program for \$42,000; three will be for Hoop Structures (used for extending a farmer’s growing season and one for Wildlife Conservation.
- Further, staff continues to pursue development opportunities that serve the citizens of Guilford County well. Jamey Walker, Watershed Technician, assisted with USDA-NRCS Boot Camp, and the NRCS Conservation One Training; training for employees from all over the U.S. Millie Langley, Soil/Water Conservationist, continues to serve as the Southeastern Representative on the North American Envirothon Operating Committee. Elizabeth serves as a Current Environmental Issues Station Resource Instructor for the NC Middle School Envirothon Competition. She teaches and writes the test for the competition.
- Moreover, the District received additional Jordan Lake Grant Funds of \$20,500 (Ag Cost Share) for 2015 while AgWrap Grant funding in the total amount of \$14,589 was received in FY 14/15.
- Staff continues to pursue development opportunities that serve the citizens of Guilford County well. Millie Langley received the Superior Service Award from the NC Chapter of the Soil & Water Conservation Society. She also received the Master IV Level Designation in the Professional District Employees Program. Millie Langley also continued to serve as

the Southeastern Representative on the North American Envirothon Operating Committee.

- Jamey Walker received a Certificate of Conservation Planning Grazing & Pasture Management and Pond Design. Additionally, Millie received Job Approval Authority for Pond Site Assessment from the Division of Soil & Water Conservation.

## KEY PERFORMANCE MEASURES

	FY14 Actual	FY15 Estimated	FY16 Projected	FY17 Projected	Target
<b>Agricultural Cost Share Program (ACSP)</b>					
Applications - Farms	40	28	30	40	30
Applications - Practices	65	57	60	65	60
Ag. Cost Share Contracts	5	11	11	12	11
Ag. Cost Share Contracts Total Value	\$83,751	\$104,959	\$90,000	\$90,000	\$95,000
Average Cost Share per Farm	\$16,750	\$9,542	\$8,182	\$7,500	\$8,636
Contracts under 10 year maintenance	131	136	137	135	135
<b>Community Conservation Assistance Program (CCAP)</b>					
CCAP Applications - Farms	8	10	10	10	10
CCAP Applications - Practices	11	12	12	12	12
CCAP Cost Share Contracts	4	2	5	5	5
CCAP Cost Share Contracts Total Value	\$3,944	\$5,232	\$4,200	\$4,000	\$4,200
Avg. CCAP Cost Share per Application	\$986	\$2,616	\$840	\$800	\$840
Contracts under 10 year maintenance	11	13	12	12	12
<b>Environmental Quality Incentive Program (EQIP)</b>					
EQIP Contracts	0	4	5	5	5
EQIP Contract Total Value	0	\$40,000	\$50,000	\$50,000	\$50,000
Average EQIP Funding per Contract	0	\$10,000	\$10,000	\$10,000	\$10,000
Contracts under 10 year maintenance	30	27	31	33	30
<b>Technical Assistance Programs</b>					
Total Farms in Program	821	790	800	800	800
Farm Compliance Reviews	33	45	45	45	45
Farms under Conservation Management	1,825	1,840	1,840	1,840	1,840
Farms Under Conservation Plans	3	14	6	6	6
Acres Under Conservation Plans	121.5	416.0	130.0	130.0	130.0
<b>Outreach, Education, and Other Programs</b>					
Educational Services Participants	48,079	48,000	48,000	48,000	48,000
Persons Assisted Via Technical Conservation Outreach Opportunities	1,513	1,545	1,550	1,550	1550
No-Till Drill Assistance Prgm Participants	13	14	6	6	6
No-Till Drill Assistance Prgm Acres	110.0	416.0	130.0	130.0	130.0

	<b>FY14 Actual</b>	<b>FY15 Estimated</b>	<b>FY16 Projected</b>	<b>FY17 Projected</b>	<b>Target</b>
Voluntary Agriculture District Applications (Parcels)	20	18	18	18	18
Voluntary Agriculture District Applications (Acres)	577.1	418.5	420.0	420.0	420.0

## **FUTURE ISSUES**

- Staff will continue to implement the Jordan Lake Agriculture Rule, Buffer Rules and assist the state with Nitrogen and Phosphorus accounting requirements. Staff will continue to implement the Farm Preservation Plan by working with the County Parks Committee to provide technical assistance to protect the water resources on the Hines Chapel Farm and County Prison Farm. Staff also will continue to work with the Parks Committee, Piedmont Conservation Council, and Elon University to develop an Incubator Farm on the Hines Chapel Farm.
- Staff also will seek both governmental and non-governmental funding and partnership opportunities that are in alignment with the priorities established by the Soil and Water Conservation District Board.
- Staff will review the District's internship program guidelines with its regional educational partners to ensure that program guidelines continue to meet both expectations as well as strengthening the District's efforts at meeting both District and Departmental goals.
- Additionally, the District would like to increase participation in the Voluntary Agriculture District (VAD) and Enhanced VAD, while ensuring that training on the latest technology and software (e.g., GIS, Conservation Planning Toolkit) is a priority.

# SOLID WASTE

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*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** *Sustainable Economic Development and Growth*  
**PRIORITY:** *Collaborative economic development.*



## BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Waste Disposal	1,062,113	1,098,589	1,135,847	1,224,122	125,533	11.4%	1,186,380
<b>Solid Waste</b>	<b>1,062,113</b>	<b>1,098,589</b>	<b>1,135,847</b>	<b>1,224,122</b>	<b>125,533</b>	<b>11.4%</b>	<b>1,186,380</b>
<b>EXPENSE</b>							
Personnel Services	241,818	237,179	240,179	341,180	104,001	43.8%	347,518
Supplies & Materials	5,456	15,945	13,407	19,008	3,063	19.2%	18,946
Other Services & Charges	814,839	845,465	882,261	839,934	-5,531	(0.7%)	819,916
Capital	0	0	0	24,000	24,000	0.0%	0
<b>Total Expense</b>	<b>1,062,113</b>	<b>1,098,589</b>	<b>1,135,847</b>	<b>1,224,122</b>	<b>125,533</b>	<b>11.4%</b>	<b>1,186,380</b>
<b>REVENUE</b>							
Intergovernmental	864,840	866,000	896,000	859,000	-7,000	(0.8%)	859,000
Charges for Services	23,718	20,000	20,000	18,492	-1,508	(7.5%)	18,500
Miscellaneous Revenues	19,185	23,000	23,000	19,750	-3,250	(14.1%)	19,750
<b>Total Revenue</b>	<b>907,743</b>	<b>909,000</b>	<b>939,000</b>	<b>897,242</b>	<b>-11,758</b>	<b>(1.3%)</b>	<b>897,250</b>
<b>County Funds</b>	<b>154,370</b>	<b>189,589</b>	<b>196,847</b>	<b>326,880</b>	<b>137,291</b>	<b>72.4%</b>	<b>289,130</b>
<b>Positions</b>	<b>4</b>	<b>4</b>	<b>6</b>	<b>6</b>	<b>2</b>	<b>50.0%</b>	<b>6</b>

## DEPARTMENTAL PURPOSE

The NC Solid Waste Management Act requires that local units of government assess solid waste collection and disposal capacity, and implement programs to address solid waste management needs. Additionally, the Act also mandates that the County maintain and update (every three years) a 10-Year Comprehensive Solid Waste Management Plan, and provide for the disposal of scrap tires, white goods (appliances and scrap metals), and electronics.

Guilford County owns and maintains a Scrap Tire / White Goods Facility (located at 2138 Bishop Rd, Greensboro, NC), and contracts for waste disposal and recycling. While the Bishop Road Facility also serves as an electronic (e-waste) drop-off site, the Guilford County Farm (located at 7315 Howerton Rd, Gibsonville, NC) serves as a second drop-site site for e-waste. Special outreach and one-day events throughout the Fiscal Year also compliment the array of customer recycling services provided by the Division. In the past, proceeds from state-levied scrap tire and white goods disposal taxes and electronic management funds have assisted the County in providing these programs. Additionally, annual environmental educational programs include the **Kids, Cans & Ca\$h** Elementary School Recycling Challenge, co-sponsored by Guilford County and the City of High Point, and the **Magic of Recycling** program that

incorporates information about recycling into an entertaining and engaging magic show for elementary students.

#### **FY 2016 ADOPTED BUDGET HIGHLIGHTS**

- The Solid Waste FY 2016 budget increases funding by \$125,533 from the FY 2015 budget with increases in the DENR annual facility permit fee and a proposed purchase of a rim crusher as well as the transfer of two positions from Law Enforcement as part of the County Farm transition plan.
- Education and Training is increased for the completion of a certification course for a new employee.
- Expected State shared revenues decrease by \$11,758 with the majority of reductions in scrap tire disposal fee and electronic management distribution for the Solid Waste Management department.

#### **FY 2015 SIGNIFICANT ACCOMPLISHMENTS**

- At the Summer-Cycle event in October 2014, a new pilot program was introduced for the free recycling of mattresses and box springs via a partnership with Mattress-Go-Round (a local mattress company). Due to the success of this pilot, Mattress-Go-Round has agreed to continue to provide free collection services at future County clean-up events.
- The **Kids, Cans & Ca\$h** Elementary School Recycling Challenge (a successful recycling education program began in 2006 through a partnership between Guilford County and the City of High Point) contest continues to expand and attract the attention of both public and private elementary schools interested in furthering recycling awareness and in earning cash for school programs.
- The FY 2014 **Kids, Cans & Ca\$h** Elementary School Recycling Challenge was met by 21 elementary schools, including 2 private schools, and resulted in the collection of more than two tons of aluminum cans! Participating schools earned a total of \$1,825.65 for their recycling efforts. Alamance Elementary School, in an effort led by the exceptional children's class, broke all previous contest records and collected an amazing 1,345 lbs. of cans!!! This highly effective outreach event attracted \$3,300.00 in donations from several private sponsors resulting in minimal expense to Guilford County and the City of High Point.
- Continued to recognize local businesses and community groups for their environmentally responsible actions and activities in support of the Division's recycling efforts.
- In recently released figures by NC DENR (March 2014), Guilford County ranked 20<sup>th</sup> statewide in Total Public Recycling Per Capita Recovery **and** 10<sup>th</sup> in Common Household Recyclables Per Capita Recovery among North Carolina's 100 counties.

## KEY PERFORMANCE MEASURES

	FY14 Actual	FY15 Estimated	FY16 Projected	FY17 Projected	Target
<b>Outreach &amp; Education</b>					
Public Education/Outreach Events (includes presentations, Clean-Up Days) <sup>(1)</sup>	18	30	35	30	30
<b>Kids, Cans &amp; Ca\$h Program</b>					
Elementary Schools (public & private)	22	17	20	25	20
Students	8,308	6,970	8,000	10,000	8,000
Cans Collected for Recycling (lbs)	4,111	2,609	4,200	4,500	4,350
Total Earned by Schools for Recycling	\$1,850	\$1,305	\$1,900	\$2,000	\$1,900
<b>Magic of Recycling Program</b>					
Schools	8	9	16	20	16
Students	3,794	3,335	7,500	7,500	7,500
<b>Waste Collection &amp; Processing</b>					
# Tons Household Hazardous Waste Collected (incl. special events)	783	845	850	850	850
# Tons Scrap Tires Processed by County Contractor	6,797	7,000	7,200	7,200	7,100
# Tons White Goods Collected (incl. scrap metal)	85	75	70	70	70
# Tons Electronics Collected (incl. drop- off sites and HHW site)	604	700	750	750	750
# Tons Christmas Trees Recycled to Mulch	40	48	55	60	55
# Tons Waste Collected per 1000 Population	16	17	17	17	17
<b>Inspections &amp; Investigations</b>					
Minor LCID Facility Inspections	70	70	70	70	70
Major LCID Facility Inspections	60	60	60	60	60
Solid Waste Complaints & Requests for Assistance (Phone & Email)	2,121	2,200	2,500	2,700	Demand
<b>Efficiency Measures</b>					
# of Complaints, Site Investigations & Requests for Assistance per 1,000 Population	4.14	4.29	4.88	5.27	Demand

## FUTURE ISSUES

- Solid Waste will continue to achieve the goals set forth in the 2012 three-year Comprehensive Solid Waste Management Plan update.
- With the State of North Carolina no longer depositing monies into the Solid Waste Trust Fund, underwriting or making capital improvements to current solid waste programs will

be a challenge and potentially impact the County's ability to effect tire clean-ups , expand services (e.g., White Goods CFC removal), and its provision of services at collection events.

- Although electronics collection continues to be successful, collection is heavily weighted toward CRT televisions and monitors therefore keeping recycling costs high. Additionally, negotiating a no-cost electronics recycling contract may be challenging.
- With the status of the Prison Farm uncertain, consideration may need to be taken regarding future manpower needs (especially for annual Special Events), equipment maintenance, and alternative locations for vehicle and equipment storage.
- Pressure to secure local landfill space for Guilford County Municipal Solid Waste (MSW) remains high. Guilford County withdrew from landfill operations when it conveyed its two facilities to the Cities of Greensboro and High Point. Although, the City of High Point continues operation of the Kersey Valley Landfill, the City of Greensboro closed its White Street Landfill to MSW and is currently working with Forsyth and Randolph Counties to address area-wide solid waste management needs.
- Maintenance needs at the Bishop Rd. Recycling Facility include drainage issues and paved areas in need of repair (including restriping and directional arrows for the driveway and parking area).
- Vehicle and equipment used to support recycling and code enforcement efforts is aging and/or may not be the optimal equipment to meet current and/or future needs.
- Limited space at the Bishop Rd. Recycling Facility pose challenges for expanded services as well as for storage of additional equipment that could be purchased (e.g., rim crusher) to enhance services provided.
- As the quantity of materials being processed at the facility increases, close monitoring of staffing levels to keep up with the volume of materials being accepted at the facility will be helpful in determining future staffing needs/issues.
- Prepare to update Guilford County's Solid Waste Management Plan. Guilford County's most recent Solid Waste Management Plan Update was adopted in June 2012.
- Additionally, the Solid Waste Division will continue to coordinate regular meetings with the incorporated jurisdictions within Guilford County and with the surrounding jurisdictions to discuss solid waste issues on a regional basis. The Division will assess potential opportunities and will recommend programming revisions to align with available resources and better serve the County's needs.



## LIBRARIES

Michael Halford, Budget Director

301 West Market St., P.O. Box 3427 Greensboro, NC 27401 (336) 641-3275

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** Sustainable Economic Development and Growth  
**PRIORITY:** Support a high quality of education and schools.



### BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Culture	0	0	0	16,270	16,270	0.0%	0
Libraries	1,827,807	1,827,807	1,827,807	1,827,807	0	0.0%	1,827,807
<b>Culture &amp; Libraries</b>	<b>1,827,807</b>	<b>1,827,807</b>	<b>1,827,807</b>	<b>1,844,077</b>	<b>16,270</b>	<b>0.9%</b>	<b>1,827,807</b>
<b>EXPENSE</b>							
Other Services & Charges	1,827,807	1,827,807	1,827,807	1,844,077	16,270	0.9%	1,827,807
<b>Total Expense</b>	<b>1,827,807</b>	<b>1,827,807</b>	<b>1,827,807</b>	<b>1,844,077</b>	<b>16,270</b>	<b>0.9%</b>	<b>1,827,807</b>
<b>REVENUE</b>							
Intergovernmental	0	0	0	9,800	9,800	0.0%	0
Miscellaneous Revenues	0	0	0	6,470	6,470	0.0%	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,270</b>	<b>16,270</b>	<b>0.0%</b>	<b>0</b>
<b>County Funds</b>	<b>1,827,807</b>	<b>1,827,807</b>	<b>1,827,807</b>	<b>1,827,807</b>	<b>0</b>	<b>0.0%</b>	<b>1,827,807</b>

### DEPARTMENTAL PURPOSE

The county provides funding to the **Greensboro, High Point, Jamestown, and Gibsonville** Libraries to support operations and make library services available to all residents of Guilford County. The annual funding amount is calculated based on the state's annual aid to libraries.

### FY 2016 ADOPTED BUDGET HIGHLIGHTS

- The FY 2016 library funding allocations for the four libraries remains unchanged from the prior fiscal year's funding level, with each library's funding level remaining the same.
- The FY 2016 library allocations reflect funding amounts based on a service population/per capita formula in the standing contracts between the County and the municipalities/towns and supplemental appropriations to retain the same level of funding in the prior funding year.
- The FY 2017 Plan budget currently assumes a funding level that is unchanged from FY 2016. The standing interlocal contracts for library funding between the County and the municipalities and towns expires in June 2016, so a renewed arrangement will be necessary for the 2017 Adopted Budget.

- \$16,270 is included in the Culture division to account for a pass-through historic preservation grant for Jamestown.

Guilford County does not operate a library, but provides support to area libraries and, beginning in FY 2012, revised the funding formula for library services. Under 2012 formula, the Greensboro Public Library (the state-recognized county library system for Guilford County) and the High Point Municipal Library (a state-recognized municipal library) receive support based on their official service populations and the state's prior year allocation for statewide library funding. Funding for the Gibsonville and Jamestown libraries receive a per capita contribution from the County based on the allocations to the state-recognized systems in the county. The formula based contacts end in June of 2016.

<b>Library System</b>	<b>FY 2014 Adopted</b>	<b>FY 2015 Adopted</b>	<b>FY 2016 Reccomended</b>	<b>FY 2017 Plan</b>
Greensboro	\$ 1,356,847	\$ 1,356,847	\$ 1,356,847	\$ 1,356,847
High Point	\$ 359,960	\$ 359,960	\$ 359,960	\$ 359,960
Gibsonville				
<i>Per Capita Contract Amount</i>	\$ 10,859	\$ 11,052	\$ 11,073	\$ 11,073
<i>Grant Amount</i>	\$ 44,641	\$ 44,448	\$ 44,427	\$ 44,427
	<u>\$ 55,500</u>	<u>\$ 55,500</u>	<u>\$ 55,500</u>	<u>\$ 55,500</u>
Jamestown				
<i>Per Capita Contract Amount</i>	\$ 11,541	\$ 11,704	\$ 11,707	\$ 11,704
<i>Grant Amount</i>	\$ 43,959	\$ 43,796	\$ 43,793	\$ 43,796
	<u>\$ 55,500</u>	<u>\$ 55,500</u>	<u>\$ 55,500</u>	<u>\$ 55,500</u>
<b>Total</b>	<b>\$ 1,827,807</b>	<b>\$ 1,827,807</b>	<b>\$ 1,827,807</b>	<b>\$ 1,827,807</b>

# ECONOMIC DEVELOPMENT

Leslie Bell, Planning Director

400 W. Market St., PO BOX 3427, Greensboro, NC 27402 (336) 641-2552

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** Sustainable Economic Development and Growth  
**PRIORITY:** Collaborative economic development.



## BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Economic Develop & Assistance	1,794,736	2,013,699	4,078,125	1,807,504	-206,195	(10.2%)	1,431,118
<b>Economic Develop &amp; Assistance</b>	<b>1,794,736</b>	<b>2,013,699</b>	<b>4,078,125</b>	<b>1,807,504</b>	<b>-206,195</b>	<b>(10.2%)</b>	<b>1,431,118</b>
<b>EXPENSE</b>							
Other Services & Charges	1,794,736	2,013,699	4,078,125	1,807,504	-206,195	(10.2%)	1,431,118
Total Expense	1,794,736	2,013,699	4,078,125	1,807,504	-206,195	(10.2%)	1,431,118
<b>REVENUE</b>							
Intergovernmental	383,388	0	284,805	0	0	0.0%	0
<b>Total Revenue</b>	<b>383,388</b>	<b>0</b>	<b>284,805</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
<b>County Funds</b>	<b>1,411,348</b>	<b>2,013,699</b>	<b>3,793,320</b>	<b>1,807,504</b>	<b>-206,195</b>	<b>(10.2%)</b>	<b>1,431,118</b>

## DEPARTMENTAL PURPOSE

The Economic Development program markets the County and the Piedmont Triad Region to facilitate area development. Emphasis is placed on the retention and expansion of existing industry, as well as the attraction of business opportunities and emerging sectors.

The Economic Development budget includes funding for two county programs:

- **Community Economic Development Organizations** – provides grant funds to local community agencies that support economic development or provide services/activities that contribute to economic vibrancy in the county.
- **Economic Incentive Grant Program** – provides grant funds to qualified companies that meet certain investment and/or job creation goals.

## FY 2016 ADOPTED BUDGET HIGHLIGHTS

- The FY 2016 Budget for Economic Development and Assistance decreased by \$206,195 or 10.2%. This decrease is largely due to the expiration of some of the economic development incentives for various companies over the last fiscal year as well as an overall reduction in economic development investments.

## COMMUNITY ECONOMIC DEVELOPMENT AGENCIES

### Economic Development Organization Funding

	FY 2015 Adopted	FY 2016 Requested	FY 2016 Recommended	FY 2016 Approved
<b>Community-Based Organizations - Economic Development</b>				
African-American Atelier	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Friends of John Coltrane	\$ 20,000	\$ 30,000	\$ 20,000	\$ 20,000
High Point Arts Council	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
NC Shakespeare Festival			\$ -	\$ -
United Arts Council - GSO	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000
War Memorial		\$ 30,000	\$ -	\$ -
The Sit-In Movement		\$ 250,000		
United Arts Council - GSO - National Folk Festival		\$ 75,000	\$ 75,000	\$ 25,000
	\$ 175,000	\$ 540,000	\$ 250,000	\$ 200,000
<b>Economic Development Agencies</b>				
Downtown Greensboro	\$ 40,000	\$ 40,000	\$ 40,000	\$ -
East Market Street Development	\$ 20,000	\$ 50,000	\$ 20,000	\$ 20,000
Greensboro Economic Development Partnership	\$ 175,000	\$ 200,000	\$ -	\$ -
Greensboro Community Development Fund	\$ -	\$ 200,000	\$ -	\$ -
Guilford County Tourism Development Authority	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
High Point Economic Development	\$ 100,000	\$ 100,000	\$ -	\$ -
High Point Market Authority	\$ 75,000	\$ 100,000	\$ 75,000	\$ 75,000
The City Project	\$ 30,000	\$ 30,000	\$ 30,000	\$ -
Piedmont Triad Film Commission	\$ 25,000	\$ 50,000	\$ 50,000	\$ -
Eastern Development Growth Enterprise, Inc.		\$ 25,000	\$ -	\$ -
Southwest Renewal		\$ 75,000	\$ -	\$ -
Center for Community Self Help		\$ 250,000	\$ -	\$ -
Guilford County Economic Development			\$ 300,000	\$ 300,000
	\$ 505,000	\$ 1,160,000	\$ 555,000	\$ 435,000
<b>Grand Total</b>	<b>\$ 680,000</b>	<b>\$ 1,700,000</b>	<b>\$ 805,000</b>	<b>\$ 635,000</b>

**SUMMARY**  
**ACTIVE ECONOMIC DEVELOPMENT INCENTIVES**  
**AS OF 08-Apr-15**

Project	Approved Incentive	All Years Actual [1]	FY 2015 Adopted	FY 2016 Adopted	Future Years	Total All Years
Baltek	\$ 89,500	\$ 56,000	\$ 24,500	\$ -	\$ -	\$ 89,500
Buzzispace (Approved 03-Oct-13) Agreement Pending	\$ 113,000	\$ -	\$ -	\$ -	\$ 113,000	\$ 113,000
Convatech	\$ 152,000	\$ 18,909	\$ 50,667	\$ 50,667	\$ -	\$ 152,000
Culp, Inc.	\$ 82,500	\$ 34,560	\$ 16,000	\$ 16,000	\$ 15,940	\$ 82,500
FedEx Ground	\$ 952,500	\$ 952,500	\$ -	\$ -	\$ -	\$ 952,500
Honda Aircraft, Inc.	\$ 770,960	\$ 237,360	\$ 165,600	\$ 165,600	\$ 202,400	\$ 770,960
Honda Jet	\$ 600,000	\$ 600,000	\$ -	\$ -	\$ -	\$ 600,000
North State Flexibles	\$ 30,750	\$ -	\$ 10,250	\$ 10,250	\$ 10,250	\$ 30,750
OFS Brands	\$ 188,000	\$ 55,000	\$ 38,000	\$ 33,000	\$ 62,000	\$ 188,000
Park View Development, LLC (City of GSO)	\$ 1,000,000	\$ 748,529	\$ 225,000	\$ 26,471	\$ -	\$ 1,000,000
Piedmont Pharmaceuticals	\$ 22,000	\$ 8,800	\$ 4,400	\$ 4,400	\$ 4,400	\$ 22,000
Proctor & Gamble Manufacturing Co.	\$ 975,000	\$ -	\$ 325,000	\$ 325,000	\$ 325,000	\$ 975,000
Qualicaps	\$ 272,805	\$ -	\$ 90,935	\$ 90,935	\$ 90,935	\$ 272,805
Ralph Lauren Corporation	\$ 1,238,400	\$ 626,847	\$ 247,680	\$ 247,680	\$ 116,193	\$ 1,238,400
Ralph Lauren Media, Inc. (Polo) Phase 2	\$ 162,500	\$ 108,333	\$ 54,167	\$ -	\$ -	\$ 162,500
Solstas Lab Partners (Voluntarily Terminated 2014/No Agreement Ever Executed - See Note 2 - See Note Below)	\$ -	\$ 125,000	\$ -	\$ -	\$ -	\$ -
Springfield Service Corporation	\$ 37,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ -	\$ 37,500
Stanley Furniture (3 - See Note Below)	\$ 76,000	\$ 64,000	\$ 60,000	\$ 12,000	\$ -	\$ 76,000
Syngenta Crop Protection, Inc.	\$ 350,000	\$ 350,000	\$ -	\$ -	\$ -	\$ 350,000
Thomas Built Buses (Approved 16-Oct-14) Agreement Pending	\$ 118,000	\$ -	\$ -	\$ -	\$ 118,000	\$ 118,000
HAECO (Approved 04-Apr-13 as TIMCO) Agreement Not Signed	\$ 400,000	\$ -	\$ -	\$ 168,000	\$ 232,000	\$ 400,000
Ziehl-Abegg	\$ 52,000	\$ 8,000	\$ 9,000	\$ 10,000	\$ -	\$ 52,000
<b>Total</b>	<b>\$ 7,683,415</b>	<b>\$ 4,006,338</b>	<b>\$ 1,333,699</b>	<b>\$ 1,172,503</b>	<b>\$ 1,290,118</b>	<b>\$ 7,683,415</b>

1) Includes paid and encumbered.

2) Adj. in Contract Payment Different reflects FY 2015 adopted budget amount of \$125,000.

3) Stanley Furniture - For the FY 2015 Adopted Budget, staff noted a revision to reflect a decrease of \$60,000 in FY 2014 adopted appropriation to meet the total approved incentive amount of \$76,000.



# DEBT REPAYMENT

Reid Baker, Finance Director

201 South Greene St, PO BOX 3427, Greensboro, NC 27402 (336) 641-3300

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** *Be an Efficient, Effective and Responsive Government*  
**PRIORITY:** *Fiscally responsible & sustainable operation.*



## BUDGET SUMMARY

	FY 2014 Actual	FY 2015 Adopted	FY 2015 Amended	FY 2016 Adopted	\$ chg	% chg	FY 2017 Plan
<b>Total Debt Service</b>							
Principal	\$51,210,585	\$53,370,585	\$53,370,585	\$57,045,585	\$3,675,000	6.9%	\$61,765,585
Interest	\$30,972,615	\$35,052,437	\$35,052,437	\$32,808,886	-\$2,243,551	-6.4%	\$35,632,350
Fees & Other Costs	\$1,052,028	\$2,509,990	\$2,524,101	\$2,309,400	-\$200,590	-8.0%	\$2,283,900
<b>Total</b>	<b>\$83,235,228</b>	<b>\$90,933,012</b>	<b>\$90,947,123</b>	<b>\$92,163,871</b>	<b>\$1,216,748</b>	<b>1.3%</b>	<b>\$99,681,835</b>
<b>G.O. Bonds</b>							
Principal	\$49,935,000	\$51,995,000	\$51,995,000	\$55,670,000	\$3,675,000	7.1%	\$60,390,000
Interest	\$29,997,499	\$34,120,684	\$34,120,684	\$31,920,585	-\$2,200,099	-6.4%	\$34,787,350
Total	\$79,932,499	\$86,115,684	\$86,115,684	\$87,590,585	\$1,474,901	1.7%	\$95,177,350
<b>Other Capital Related Debt</b>							
Principal	\$1,275,585	\$1,375,585	\$1,375,585	\$1,375,585	\$0	0.0%	\$1,375,585
Interest	\$975,116	\$931,753	\$931,753	\$888,301	-\$43,452	-4.7%	\$845,000
Total	\$2,250,701	\$2,307,338	\$2,307,338	\$2,263,886	-\$43,452	-1.9%	\$2,220,585
<b>Fees &amp; Other Costs</b>	\$1,052,028	\$2,509,990	\$2,524,101	\$2,309,400	-\$200,590	-8.0%	\$2,283,900
<b>Total</b>	<b>\$83,235,228</b>	<b>\$90,933,012</b>	<b>\$90,947,123</b>	<b>\$92,163,871</b>	<b>\$1,216,748</b>	<b>1.3%</b>	<b>\$99,681,835</b>
<b>Purpose:</b>							
Guilford County Schools	\$57,584,492	\$64,440,207	\$64,451,760	\$66,296,870	\$1,856,663	2.9%	\$73,025,175
GTCC	\$11,586,784	\$11,138,544	\$11,139,430	\$10,776,876	-\$361,668	-3.2%	\$12,316,370
Greensboro Detention	\$6,157,200	\$7,150,836	\$7,150,836	\$7,258,865	\$108,029	1.5%	\$7,123,683
BB&T Building	\$1,481,895	\$1,438,532	\$1,438,532	\$1,395,080	-\$43,452	-3.0%	\$1,351,630
Other	\$6,424,856	\$6,764,893	\$6,766,566	\$6,436,180	-\$328,713	-4.9%	\$5,864,977
<b>Total</b>	<b>\$83,235,228</b>	<b>\$90,933,012</b>	<b>\$90,947,123</b>	<b>\$92,163,871</b>	<b>\$1,216,748</b>	<b>1.3%</b>	<b>\$99,681,835</b>

*Note: Actual amounts exclude the effects of bond refunding on expenses and revenues.*

### Sources of Funds

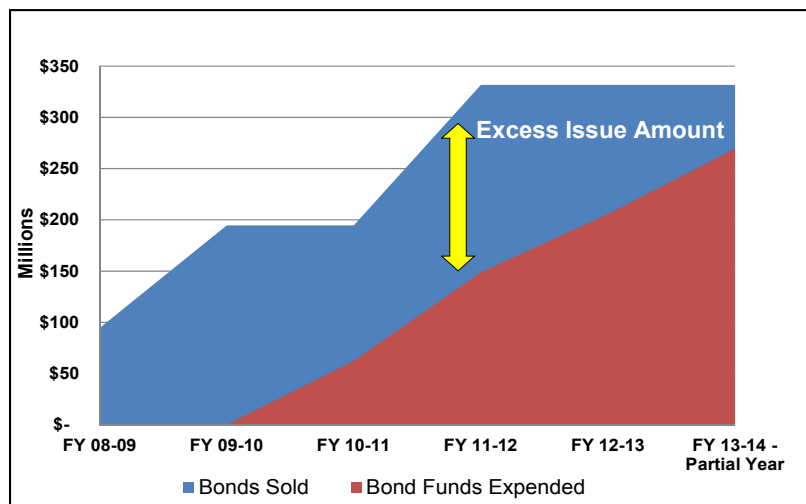
<b>ARRA by purpose</b>							
Schools	\$1,816,741	\$1,801,938	\$1,801,938	\$1,829,569	\$27,631	1.5%	\$1,829,569
GTCC	\$325,461	\$322,809	\$322,809	\$327,759	\$4,950	1.5%	\$327,759
Greensboro Detention	\$467,850	\$464,039	\$464,039	\$471,154	\$7,115	1.5%	\$471,154
Other	\$61,024	\$60,527	\$60,527	\$61,455	\$928	1.5%	\$61,455
<b>Total</b>	<b>\$2,671,076</b>	<b>\$2,649,313</b>	<b>\$2,649,313</b>	<b>\$2,689,937</b>	<b>\$40,624</b>	<b>1.5%</b>	<b>\$2,689,937</b>

## DEPARTMENTAL PURPOSE

Guilford County issues debt, primarily through the issuance of voter-approved general obligation bonds, to help fund large capital projects, including new schools, detention facilities, emergency services bases, administrative buildings, and other public infrastructure needs.

## FY 2016 ADOPTED BUDGET HIGHLIGHTS

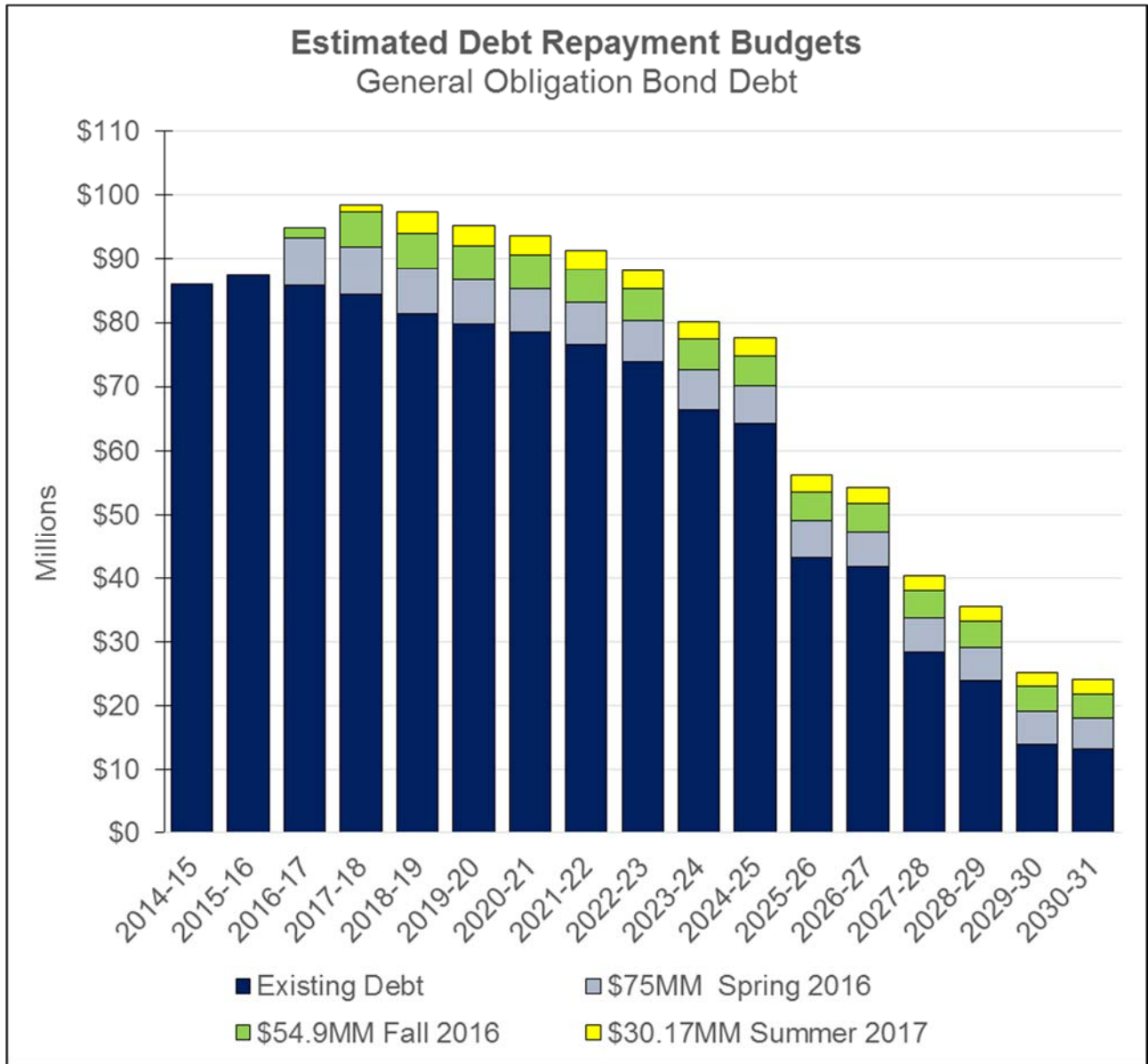
- Debt service expenditures are projected to increase \$1.2 million or 1.3% from last year's adopted budget. An increase in scheduled principal payments from existing debt of \$3.675 million offsets a small decrease in interest payments and legal and other expenses.
- In April 2014, the Board of Commissioners approved the use of Bond Anticipation Notes in a line of credit "draw down" program to fund up to \$50 million of current school and college capital projects until the next set of voter-approved bonds is sold. Over the last several years, the cash flow needs for education-related capital projects have been considerably less than the amount of bond funds on hand, resulting in several million dollars of early interest payments. The draw down program will allow the county to fund project cash flow needs as they occur and issue additional bonds at a later date. At the time this document was prepared, the interest rate that would apply to the line of credit funds was under 0.5%. This plan will allow the county to postpone several million dollars of principal and interest payments next year. However, based on rates at the time the bonds are finally issued, using a draw down program may result in slightly higher financing costs over the long term. Interest expense associated with use of the credit line is budgeted at \$197,500 in fiscal 2016.



- As the County issues the final bonds authorized in the 2008 referenda, its overall debt balance will grow. At the time this budget was adopted, the County anticipated issuing \$75 million in school and community college bonds after January 1, 2016 and \$54.9 of the remaining \$85.17 million in school bonds in the first half of fiscal year 2017 and the remainder in fiscal year 2018. Issue amounts may change based on revised cash needs for bond-funded projects, market conditions, and future timing decisions made by the Board of Commissioners. The use of the line of credit will enable the County to more closely match its borrowing with actual needs.
- Estimated debt service payments are based on conservative interest rates and level



principal repayment over 20 years. Actual debt service payments will ultimately be impacted by actual issue amounts, timing, terms and debt structure, all meeting the approval of the Local Government Commission.



**Estimated Annual Debt Service Payments  
Existing and Planned Issues - All Debt**

Fiscal Year	Principal	Interest	Total
2014-15	\$ 53,370,585	\$ 34,952,438	\$ 88,323,023
2015-16	\$ 57,045,585	\$ 32,611,385	\$ 89,656,970
2016-17	\$ 61,765,584	\$ 35,327,182	\$ 97,092,766
2017-18	\$ 65,470,584	\$ 35,064,942	\$ 100,535,526
2018-19	\$ 65,473,500	\$ 32,695,998	\$ 98,169,498
2019-20	\$ 66,433,500	\$ 29,604,988	\$ 96,038,488
2020-21	\$ 67,693,500	\$ 26,828,803	\$ 94,522,303
2021-22	\$ 68,363,500	\$ 23,762,614	\$ 92,126,114
2022-23	\$ 68,483,500	\$ 20,493,459	\$ 88,976,959
2023-24	\$ 63,553,500	\$ 17,489,635	\$ 81,043,135
2024-25	\$ 63,558,500	\$ 14,840,030	\$ 78,398,530
2025-26	\$ 44,973,500	\$ 12,074,663	\$ 57,048,163
2026-27	\$ 45,023,500	\$ 10,091,458	\$ 55,114,958
2027-28	\$ 33,081,758	\$ 8,204,609	\$ 41,286,367
2028-29	\$ 33,098,877	\$ 6,633,191	\$ 39,732,068
2029-30	\$ 24,563,500	\$ 5,358,436	\$ 29,921,936
2030-31	\$ 24,233,500	\$ 4,462,119	\$ 28,695,619
2031-32	\$ 15,608,500	\$ 3,799,468	\$ 19,407,968
2032-33	\$ 8,003,500	\$ 1,927,193	\$ 9,930,693
2033-34	\$ 8,003,500	\$ 1,498,208	\$ 9,501,708
2034-35	\$ 8,003,500	\$ 1,069,223	\$ 9,072,723
2035-36	\$ 8,003,500	\$ 640,238	\$ 8,643,738
2036-37	\$ 4,253,500	\$ 305,003	\$ 4,558,503
2037-38	\$ 1,508,500	\$ 139,005	\$ 1,647,505
<b>Total</b>	<b>\$ 959,570,973</b>	<b>\$ 359,874,284</b>	<b>\$ 1,319,445,257</b>

**Estimated Annual Debt Service Payments by Type of Debt- Existing and Planned Issues**

**General Obligation Bonds (including G.O. Qualified School Construction Bonds)**

Fiscal Year	Issued Bonds			Bonds to be Issued			All Bonds
	Principal	Interest	Total	Principal	Interest	Total	Total
2014-15	\$ 51,995,000	\$ 34,020,685	\$ 86,015,685	\$ -	\$ -	\$ -	\$ 86,015,685
2015-16	\$ 55,670,000	\$ 31,723,084	\$ 87,393,084	\$ -	\$ -	\$ -	\$ 87,393,084
2016-17	\$ 56,640,000	\$ 29,222,584	\$ 85,862,584	\$ 3,750,000	\$ 5,259,750	\$ 9,009,750	\$ 94,872,334
2017-18	\$ 57,600,000	\$ 26,851,934	\$ 84,451,934	\$ 6,495,000	\$ 7,411,613	\$ 13,906,613	\$ 98,358,547
2018-19	\$ 57,370,000	\$ 23,994,209	\$ 81,364,209	\$ 8,003,500	\$ 7,932,983	\$ 15,936,483	\$ 97,300,692
2019-20	\$ 58,330,000	\$ 21,332,184	\$ 79,662,184	\$ 8,003,500	\$ 7,503,998	\$ 15,507,498	\$ 95,169,682
2020-21	\$ 59,590,000	\$ 18,984,984	\$ 78,574,984	\$ 8,003,500	\$ 7,075,013	\$ 15,078,513	\$ 93,653,497
2021-22	\$ 60,260,000	\$ 16,347,781	\$ 76,607,781	\$ 8,003,500	\$ 6,646,028	\$ 14,649,528	\$ 91,257,308
2022-23	\$ 60,380,000	\$ 13,507,611	\$ 73,887,611	\$ 8,003,500	\$ 6,217,043	\$ 14,220,543	\$ 88,108,153
2023-24	\$ 55,450,000	\$ 10,932,772	\$ 66,382,772	\$ 8,003,500	\$ 5,788,058	\$ 13,791,558	\$ 80,174,329
2024-25	\$ 55,455,000	\$ 8,712,152	\$ 64,167,152	\$ 8,003,500	\$ 5,359,073	\$ 13,362,573	\$ 77,529,724
2025-26	\$ 36,870,000	\$ 6,375,769	\$ 43,245,769	\$ 8,003,500	\$ 4,930,088	\$ 12,933,588	\$ 56,179,357
2026-27	\$ 36,920,000	\$ 4,821,549	\$ 41,741,549	\$ 8,003,500	\$ 4,501,103	\$ 12,504,603	\$ 54,246,152
2027-28	\$ 24,978,258	\$ 3,363,686	\$ 28,341,944	\$ 8,003,500	\$ 4,072,118	\$ 12,075,618	\$ 40,417,561
2028-29	\$ 21,690,000	\$ 2,221,253	\$ 23,911,253	\$ 8,003,500	\$ 3,643,133	\$ 11,646,633	\$ 35,557,886
2029-30	\$ 12,685,000	\$ 1,375,483	\$ 14,060,483	\$ 8,003,500	\$ 3,214,148	\$ 11,217,648	\$ 25,278,131
2030-31	\$ 12,380,000	\$ 908,151	\$ 13,288,151	\$ 8,003,500	\$ 2,785,163	\$ 10,788,663	\$ 24,076,813
2031-32	\$ 3,785,000	\$ 674,484	\$ 4,459,484	\$ 8,003,500	\$ 2,356,178	\$ 10,359,678	\$ 14,819,162
2032-33				\$ 8,003,500	\$ 1,927,193	\$ 9,930,693	\$ 9,930,693
2033-34				\$ 8,003,500	\$ 1,498,208	\$ 9,501,708	\$ 9,501,708
2034-35				\$ 8,003,500	\$ 1,069,223	\$ 9,072,723	\$ 9,072,723
2035-36				\$ 8,003,500	\$ 640,238	\$ 8,643,738	\$ 8,643,738
2036-37				\$ 4,253,500	\$ 305,003	\$ 4,558,503	\$ 4,558,503
2037-38				\$ 1,508,500	\$ 139,005	\$ 1,647,505	\$ 1,647,505
<b>Total</b>	<b>\$ 778,048,258</b>	<b>\$ 255,370,355</b>	<b>\$ 1,033,418,613</b>	<b>\$ 160,070,000</b>	<b>\$ 90,274,350</b>	<b>\$ 250,344,350</b>	<b>\$ 1,283,762,963</b>

**160A-20 Qualified School Construction Bonds (QSCBs)**

**BB&T Building Financing**

Fiscal Year	Principal	Interest	Total	Principal	Interest	Total
2014-15	\$ 100,000	\$ 768,806	\$ 868,806	\$ 1,275,585	\$ 162,947	\$ 1,438,532
2015-16	\$ 100,000	\$ 768,806	\$ 868,806	\$ 1,275,585	\$ 119,495	\$ 1,395,080
2016-17	\$ 100,000	\$ 768,806	\$ 868,806	\$ 1,275,584	\$ 76,042	\$ 1,351,626
2017-18	\$ 100,000	\$ 768,806	\$ 868,806	\$ 1,275,584	\$ 32,590	\$ 1,308,174
2018-19	\$ 100,000	\$ 768,806	\$ 868,806			
2019-20	\$ 100,000	\$ 768,806	\$ 868,806			
2020-21	\$ 100,000	\$ 768,806	\$ 868,806			
2021-22	\$ 100,000	\$ 768,806	\$ 868,806			
2022-23	\$ 100,000	\$ 768,806	\$ 868,806			
2023-24	\$ 100,000	\$ 768,806	\$ 868,806			
2024-25	\$ 100,000	\$ 768,806	\$ 868,806			
2025-26	\$ 100,000	\$ 768,806	\$ 868,806			
2026-27	\$ 100,000	\$ 768,806	\$ 868,806			
2027-28	\$ 100,000	\$ 768,806	\$ 868,806			
2028-29	\$ 3,405,377	\$ 768,806	\$ 4,174,183			
2029-30	\$ 3,875,000	\$ 768,806	\$ 4,643,806			
2030-31	\$ 3,850,000	\$ 768,806	\$ 4,618,806			
2031-32	\$ 3,820,000	\$ 768,806	\$ 4,588,806			
2032-33						
2033-34						
2034-35						
2035-36						
2036-37						
2037-38						
<b>Total</b>	<b>\$ 16,350,377</b>	<b>\$ 13,838,504</b>	<b>\$ 30,188,881</b>	<b>\$ 5,102,338</b>	<b>\$ 391,074</b>	<b>\$ 5,493,412</b>

## DEBT POLICIES AND STATUTORY LIMITATIONS

### State Limitation on Local Debt

North Carolina General Statute 159-55 requires that the net debt of a county not exceed 8% of the appraised value of property subject to taxation. Net debt includes all authorized (issued and unissued) bonded debt and capital lease obligations, less certain deductions. For the fiscal year ending June 30, 2015, the County's net debt is equal to 2.0516% of the assessed value of taxable property, well below the 8% statutory limit, and its unused debt capacity (the 'Legal Debt Margin') is approximately \$2.7368 billion. These figures are not expected to change significantly by the end of FY 2014, as no additional bond referenda are planned next fiscal year that would increase the total authorized debt level.

In FY 2015-16, the County anticipates issuing \$75 million of the authorized, but unissued, bonded debt balance for school and community college needs.

<b>COMPUTATION OF LEGAL DEBT MARGIN</b>	
<b>Fiscal Year Ending June 30, 2015</b>	
Estimated appraised property valuation*	<u>\$ 45,933,350,000</u>
<b>Debt limit (8% of total assessed valuation)</b>	<b>\$ 3,674,668,000</b>
Debt applicable to debt limit:	
<i>Bonded debt</i>	726,395,000
<i>Bonds authorized, but unissued:</i>	
<i>Public Schools (approved 5/6/2008)</i>	\$ 130,170,000
<i>Community College (approved 5/6/2008)</i>	\$ 29,850,000
<i>Jail (approved 5/6/2008)</i>	\$ 36,370,000
<i>Refunding (approved 2/12/2012)</i>	<u>\$ 74,500,000</u>
	\$ 270,890,000
<i>Limited obligation bonds</i>	\$ 16,845,000
<i>Obligations under capital lease and purchase money installment contracts</i>	<u>\$ 3,826,754</u>
Gross debt	\$ 1,017,956,754
Less statutory deductions:	
<i>Refunding bonds authorized, but unissued</i>	\$ (74,500,000)
<i>Amounts held in sinking funds</i>	\$ (200,178)
<i>Bonds issued and outstanding for water purposes</i>	<u>\$ (2,103,306)</u>
	\$ (76,803,484)
Net debt applicable to limit	\$ 941,153,270
<b>As a percentage of total assessed valuation</b>	<b>2.05%</b>
<b>Legal debt margin (Debt Limit less Net Debt)</b>	<b>\$ 2,733,514,730</b>

\* Indicates estimated assessed property valuation per Budget Ordinance for the fiscal year ending June 30, 2015.

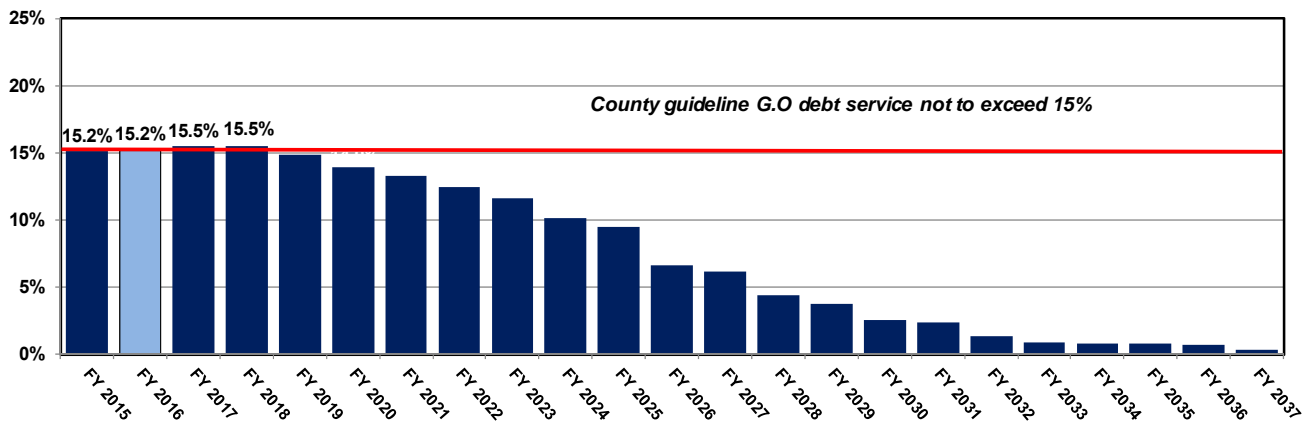
## Local Debt Guidelines

In addition to the statutory limit discussed above, the County has several guidelines it uses when evaluating debt levels. As a practical matter, these local policies limit outstanding general obligation debt to a level far below that of the legal debt limit. The County considers the following internal guidelines when evaluating how much and when to issue additional debt:

- General obligation debt service should not exceed 15% of the operating budget.
- General obligation debt per capita should not exceed \$3,000.
- General obligation debt as a percentage of assessed property valuation should not exceed 3%.

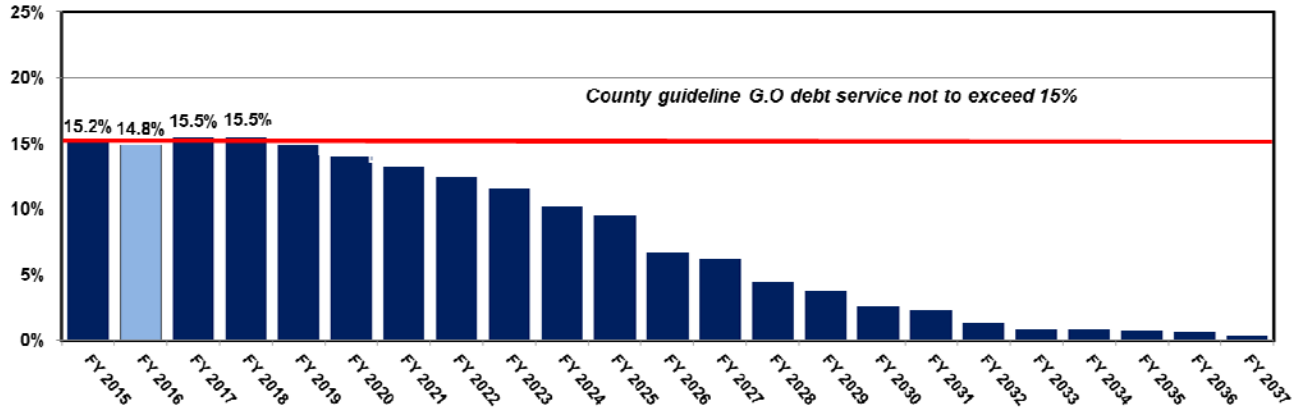
Based on estimates of future debt service for all currently authorized general obligation debt and annual operating budgets, the County will exceed slightly its 15% guideline for general obligation debt service in FY 2015 – FY 2018. This is a product of tightening budgets in recent years while continuing to issue the bonds authorized by voters in 2008. At its highest, debt service is projected to peak at approximately 15.5% of the estimated operating budget in FY 2017-2018. This spike in debt service is due to repayment of the bonds approved by voters in May 2008 for the new Greensboro Detention Facility and school and community college facility needs.

**General Obligation Debt Service as a Percent of Operating Budget**

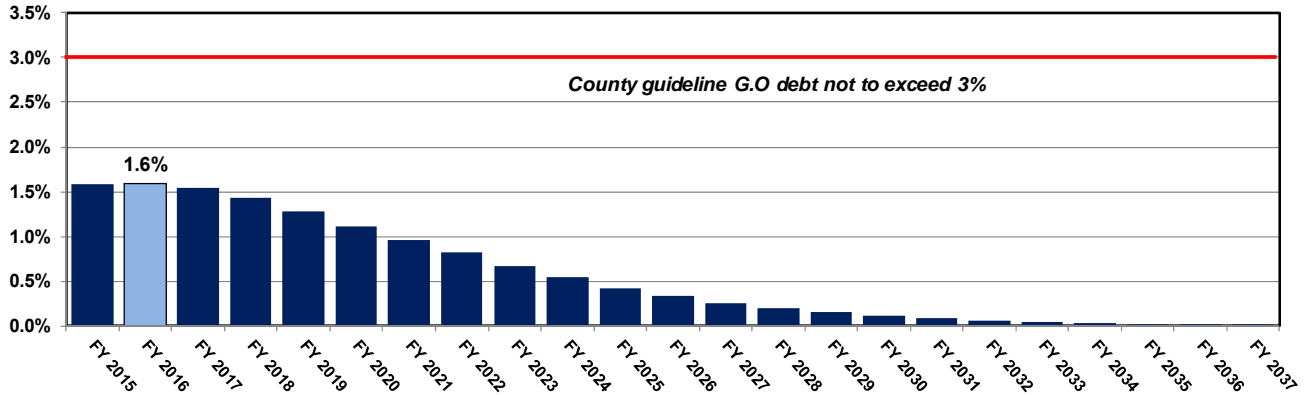


Although the County will exceed one of its debt guidelines, it will not exceed its guidelines for the two other debt indicators, which are general obligation net debt per capita and general obligation debt as a percent of assessed valuation. For all years, the County remains well below its recommended limits.

**General Obligation Debt Service as a Percent of Operating Budget**



**Issued General Obligation Debt as a Percent of Assessed Valuation**



**IMPACTS OF DEBT REPAYMENT ON THE OPERATING BUDGET**

- As the charts above indicate, debt repayment expense will increase over the next several years as the County issues the final bonds approved by voters in 2008 for new or renovated community facilities. This increase in debt has had, and will have, a significant impact on the County’s operating budget. If all remaining \$160,000,000 of bonds are sold, the county’s debt repayment budget will increase by approximately \$16 million. This is the equivalent of a property tax rate increase of nearly four cents. Options to avoid or reduce the property tax increase needed to fund additional debt repayment expense include eliminating county programs and services, using fund balance to “soften” the debt service peaks (although using fund balance should not be considered a long-term funding source for recurring expenses), or a county-wide quarter-cent sales tax. A new sales tax must be approved by voters and would generate approximately \$14 million annually.
- Over the last several years, the County has reduced department operating budgets to offset the impact of higher debt repayment expense. Since FY 2008-09, over 230 net county positions (including Mental Health) have been eliminated as Boards sought to

offset the impact of debt repayment increases on the overall budget. The additional debt repayment requirements have limited the county's ability to expand programs to meet growing community demands.

- An increase in debt repayment of approximately \$1.2 million is projected for FY 2015-16, assuming the debt sale plans discussed above are implemented. The Board of Commissioners is still reviewing the planned sales of the remaining bonds, as well as the school projects that will be funded via those bonds, to determine if additional increases in debt repayment can be delayed or eliminated.





## CAPITAL INVESTMENT PLAN (CIP) OVERVIEW

### The Plan

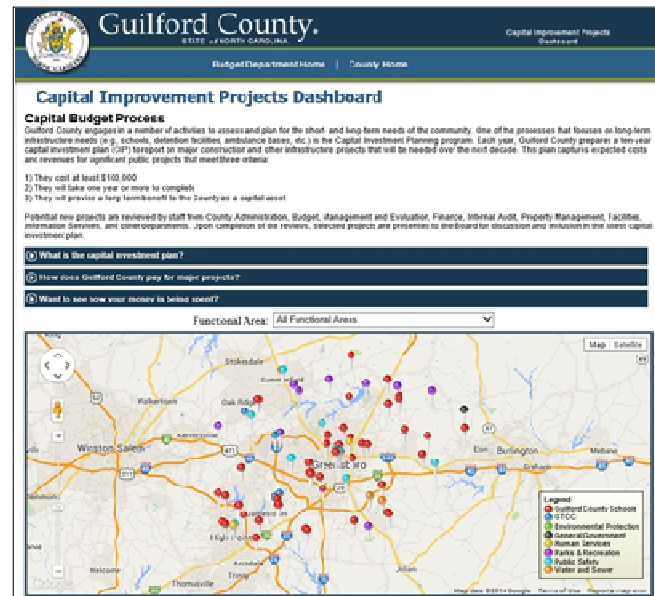
The Capital Investment Program is a planning process established to develop an annual Capital Investment Plan (CIP). The CIP is a 10-year plan for the funding of major purchases, construction and renovation projects, and land acquisitions. Generally, projects included in the CIP are expected to cost at least \$100,000, have an expected life of at least 10 years, and are expected to take more than one year to complete. Other projects may be included in the CIP if they represent significant expenditures of county funds. Typical CIP projects include the construction of Emergency Medical Services bases, schools, and parks. *The Capital Investment Program is a planning process, not a funding process or project authorization process.* Once projects are identified and revenue and expenditure estimates are prepared, the Board of Commissioners must initiate each project through the approval and adoption of a capital project ordinance.

### Current Capital Projects

An interactive Capital Improvement Projects dashboard is available on the county's website. You may navigate to the dashboard from the county's home page or from the Budget homepage.

The dashboard provides additional information about the county's CIP process, as well as a map you may use to browse active CIP projects. The map's pins are color coded by type of project (e.g., red pins indicate projects for the Guilford County Schools). Click on a pin for more information about budgeted and actual expenses and revenues for each project.

The latest full county CIP, the FY 2013-2022 Plan, is available at <https://www.guilfordcountync.gov/our-county/budget-management-evaluation> on the Budget Department's homepage. While summary information about proposed projects is included on the pages that follow, please refer to the full CIP document for more detailed information about approved and planned projects, including project descriptions, funding sources, and potential operating impacts.



### FY 2015-16 Updates to the Capital Investment Plan for Upcoming Projects

- **Emergency Medical Services Maintenance, Logistics, and Emergency Operations Facility.** The Board has appropriated a total of \$6.2 million for an Emergency Medical Services Maintenance and Logistics Facility. The original plan called for the purchase and renovation of an existing facility. However, staff has not been able to find a suitable facility that meets required building security standards. The FY 2015-16 CIP recommends combining planned funding for an Emergency Operations Center (\$4.23 million) with the existing funding in order to build a new facility that can accommodate multiple functions and meet security requirements.

- **Bryan Park - Phase 1.** The initial phase of the Bryan Park master plan includes proposals for four soccer fields and lacrosse complex, campground and other active facilities, plus several miles of hike/bike trails. The City of Greensboro is currently building the "Blue Heron" trail on the north side of Lake Townsend that will connect to the park property. When that connection is made the county will be able to use the property for trail purposes. The current project ordinance has approximately \$68,580 remaining that can be used to construct trails. An additional \$750,000 will be needed from both Guilford County and the City of Greensboro to complete Phase 1. Once opened, the new areas of the park will require one full-time grounds maintenance position, part-time positions, and park/grounds operating expenses (approximately \$250,000 in first year expenses).
- **High Point HVAC Replacement.** The HVAC system at the High Point complex consists of a central plant serving both the courts and the detention facility. Portions of the system have been upgraded over the past five years including the boilers and chillers. The remaining system is predominantly original and has well exceeded its expected life. (need to get date of construction) The project scope includes complete replacement and upgrade of the building automation system including all associated low voltage communication wiring, controllers, sensors, and associated front end software system. In addition the smaller air handlers will be replaced with the larger air handlers being refurbished. Without the requested upgrades, there is a high probability for loss of control of the equipment resulting in the inability to provide the needed heating, cooling and ventilation required to allow occupancy of the buildings.

### **Funding the Capital Investment Plan**

The adopted budget reinstates the annual cash transfer from the General Fund to the County Building Construction. The \$1.8 million transfer included in the budget will fund the initial phases of the recommended projects through FY 2015-16. Additional cash transfers in future budgets will be needed to fully fund the CIP. The annual deficit in the CIP is identified in the ***County Building Construction Fund – Active and Proposed Projects*** table that follows this section.

### **Impact on the Annual Operating Budget**

In addition to planning for the construction of new projects, the County must also plan for new operating expenses related to new facilities proposed in the CIP. A new Emergency Medical Services base, for instance, will require additional expenses beyond those used to construct the facility. Additional personnel, equipment, and facility expenses will be required to operate the new base. These anticipated expenses are included on the CIP project pages and are incorporated into the County's annual operating budget planning process where the Board has initiated/approved related projects.

**County Building Construction Fund - Proposed Projects**

Adopted Plan FY 2015-2016

Ten-Year Estimate of Available Funds and Required General Fund Contribution

Amounts adjusted for future cost increases @ 4% per year.

	Prior Year Funding	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Future Years FY 2020 - 2024	All Years Total FY 2015 - 2024
<b>FUNDING:</b>								
<b>Beginning Fund Balance (Unaudited)</b>								
Unrestricted (less RSS)		\$ 3,369,994	\$ 4,887,915	\$ 29,794	\$ (8,689,508)	\$ (18,028,644)	\$ -	\$ 3,369,994
Restricted for Law Enforcement Purposes		\$ 725,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 725,000
Bond Premium Funds Available in Existing Capital Project (GCS, GTCC, LE, Parks)		\$ 2,400,001						\$ 2,400,001
<b>Plus:</b>								
Transfer from General Fund			\$ 1,800,000					\$ 1,800,000
Funds Available from Existing Capital Projects		\$ 1,521,088	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,521,088
Funds Available from Existing Water & Sewer Funds		\$ 1,249,212	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,249,212
City of Greensboro - Bryan Park - Phase 1		\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ 750,000
Potential Park Grant for Bur-Mil Tennis Courts/ADA Project			\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ 300,000
Other		\$ 237,500	\$ 368,000	\$ -	\$ -	\$ -	\$ -	\$ 605,500
Interest Earnings		\$ 35,120	\$ 48,879	\$ 298	\$ -	\$ -	\$ -	\$ 84,297
Sub-total		\$ 3,042,920	\$ 2,966,879	\$ 300,298	\$ -	\$ -	\$ -	\$ 6,310,097
<b>Total Funding</b>		<b>\$ 9,537,915</b>	<b>\$ 7,854,794</b>	<b>\$ 330,092</b>	<b>\$ (8,689,508)</b>	<b>\$ (18,028,644)</b>	<b>\$ -</b>	<b>\$ 12,805,092</b>
<b>PROJECT EXPENSE:</b>								
<b>Less Projects Approved by BOC in FY 2014 - Need more funding</b>								
<b>Emergency Services:</b>								
EMS Maintenance, Logistics, and Emergency Ops Center	\$ 6,213,000	\$ -	\$ 4,225,000	\$ -	\$ -	\$ -	\$ -	\$ 4,225,000
<b>Law Enforcement Special Operation Building:</b>								
Land (used Law Enf restricted funds in General Fund)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design	\$ 100,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000
Construction/Other Costs (NOT YET APPROVED)	\$ -	\$ 3,775,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,775,000
Sub-total	\$ 6,313,000	\$ 3,850,000	\$ 4,225,000	\$ -	\$ -	\$ -	\$ -	\$ 8,075,000
<b>New Projects</b>								
<b>Public Safety</b>								
EMS Base - Reedy Fork - share of GSO Fire Facility	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000
EMS Base - Northeast Greensboro / Guilford County (Replacement)	\$ -	\$ -	\$ -	\$ 468,000	\$ 2,812,160	\$ -	\$ -	\$ 3,280,160
EMS Base - Northwest Guilford / I-73 Area	\$ -	\$ -	\$ -	\$ -	\$ 811,200	\$ 2,924,646	\$ -	\$ 3,735,846
EMS Base - Southern Guilford	\$ -	\$ -	\$ -	\$ 691,600	\$ -	\$ 2,924,646	\$ -	\$ 3,616,246
EMS Base - South High Point	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 843,648	\$ 3,041,632	\$ 3,885,280

**County Building Construction Fund - Proposed Projects**

Adopted Plan FY 2015-2016

**Ten-Year Estimate of Available Funds and Required General Fund Contribution**

*Amounts adjusted for future cost increases @ 4% per year.*

	Prior Year Funding	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Future Years FY 2020 - 2024	All Years Total FY 2015 - 2024
EMS Base - Lee Street / Aycock Area	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,040,691	\$ 4,040,691
EMS Base - NC 150 / Church Street	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,202,319	\$ 4,202,319
Juvenile Detention Expansion	\$ -	\$ -	\$ -	\$ -	\$ 281,216	\$ 3,790,792	\$ -	\$ 4,072,008
Animal Shelter Replacement	\$ -	\$ -	\$ 100,000	\$ 5,580,000	\$ -	\$ -	\$ -	\$ 5,680,000
Voice Path Expansion - 800 MHz TDMA Conversion	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,624,320	\$ -	\$ 5,624,320
Radio Subscriber Units Replacement for Existing 800 MHz System	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,592,840	\$ 9,592,840
	\$ -	\$ 400,000	\$ 100,000	\$ 6,739,600	\$ 3,904,576	\$ 16,108,052	\$ 20,877,483	\$ 48,129,712
<b>Parks</b>								
Bryan Park - Phase 1	\$ 100,000	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000
Bur-Mil Park - Clubhouse & Tennis Courts	\$ 2,923,352	\$ -	\$ 500,000	\$ 1,280,000	\$ -	\$ -	\$ -	\$ 1,780,000
	\$ 3,023,352	\$ -	\$ 2,000,000	\$ 1,280,000	\$ -	\$ -	\$ -	\$ 3,280,000
<b>General Government</b>								
Greensboro Governmental Plaza - Phase 1		\$ 400,000					\$ -	\$ 400,000
High Point HVAC Central Plant and Building Automation			\$ 1,350,000	\$ -	\$ -	\$ -	\$ -	\$ 1,350,000
Old Courthouse			\$ 150,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ -	\$ 3,150,000
Replacement Voting System	\$ -	\$ -	\$ -	\$ -	\$ 4,434,560	\$ 1,349,837	\$ 973,322	\$ 6,757,719
	# \$ -	\$ 400,000	\$ 1,500,000	\$ 1,000,000	\$ 5,434,560	\$ 2,349,837	\$ 973,322	\$ 11,657,719
<b>Total Expenses</b>	<b>\$ 9,336,352</b>	<b>\$ 4,650,000</b>	<b>\$ 7,825,000</b>	<b>\$ 9,019,600</b>	<b>\$ 9,339,136</b>	<b>\$ 18,457,889</b>	<b>\$ 21,850,805</b>	<b>\$ 71,142,431</b>
<b>Estimated Ending Available Fund Balance/(Funding Needed)</b>		<b>\$ 4,887,915</b>	<b>\$ 29,794</b>	<b>\$ (8,689,508)</b>	<b>\$ (18,028,644)</b>	<b>\$ (36,486,533)</b>	<b>\$ (21,850,805)</b>	<b>\$ (58,337,339)</b>

**PROPOSED CAPITAL PROJECTS**

**Emergency Operation Center**



**RECOMMENDATION - Combine with existing Emergency Medical Services Maintenance & Logistics Facility**

**Project Description:** Replacement for existing Emergency Operations Center (EOC) for Guilford County. Guilford County has statue responsibility for providing the Emergency Management (EM) function within the County for disasters and potential disasters. Currently, the EOC is in renovated Communications Center space and is antiquated and significantly undersized. An expanded Emergency Operations Center would facilitate enhanced interagency coordination and reduce redundancies currently in the system. Discussion has also occurred that facility would serve as an excellent location for an ES data center and redundant data center for Guilford County. EOC's must have their own in-house networks and application servers for community wide contingency of operations planning. Also, must be built to FEMA standards to ensure safety of occupants during natural disasters, which could potentially be co-located with other ES functions.

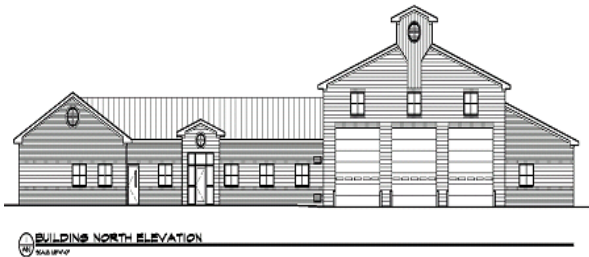
**Project Funding:** County funds. No dedicated outside funding.

**Operating Impacts:** To utilize increased capability the estimates include the addition of one position and operations vehicle to be replaced every four years.

**1st full year net operating cost totals approximately \$92,000 and includes staff and vehicle.**

**Construction Cost: \$ 4,225,000**

**EMS Base - NE GSO / GC (Replacement)**



**Project Description:** The current EMS facility serving NE Greensboro/Guilford County is antiquated and in need of replacement. The existing site is too small to rebuild on and is poorly located for response north and east of the existing location and does not provide for the most efficient, effective and responsive service delivery.

**Project Funding:** County funds. No dedicated outside funding.

**Operating Impacts:** The personnel and vehicle housed at the current base will be transferred to the new location.

**Construction Cost: \$ 3,280,160**

**EMS Base - Northwest Guilford / I-73 Area**



**Project Description:** There currently is no ES facility in the area of the I73 corridor development area that will accommodate EMS. This facility is needed for response into the areas of Oak Ridge, Stokesdale and Summerfield.

**Project Funding:** County funds. No dedicated outside funding.

**Operating Impacts:** Includes costs of ten new paramedic positions to staff the new base 24 hours per day, as well as facility operating expenses (e.g., utilities), vehicles (initial purchase and planned replacements), and vehicle maintenance.

**1st full year net operating cost totals approximately \$881,000 and includes staff, vehicle and utilities.**

**Construction Cost: \$ 3,735,846**

PROPOSED CAPITAL PROJECTS

EMS Base - Southern Guilford



**Project Description:** Project encompasses the construction of a new Emergency Medical Services (EMS) base to serve a portion of southern Guilford County, due south of the City of Greensboro (in the South Elm-Eugene/Randleman area). Currently this area is served with units based on Concord Street, but response times to the subject area are significantly delayed.

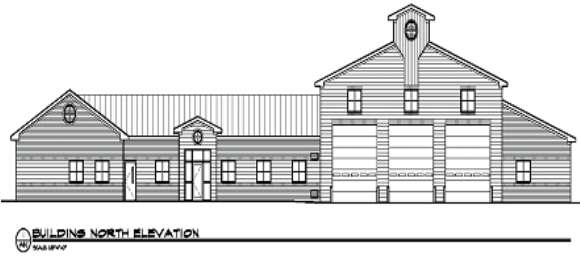
**Project Funding:** County funds. No dedicated outside funding.

**Operating Impacts:** Includes costs of ten new paramedic positions to staff the new base 24 hours per day, as well as facility operating expenses (e.g., utilities), vehicles (initial purchase and planned replacements), and vehicle maintenance.

**1st full year net operating cost totals approximately \$895,000 and includes staff, vehicle and utilities.**

**Construction Cost: \$ 3,616,246**

EMS Base - South High Point



**Project Description:** There currently is no ES facility in the area of the 29-70/S. Main Street Area of High Point that will accommodate EMS. This facility is needed for response into south High Point.

**Project Funding:** County funds. No dedicated outside funding.

**Operating Impacts:** It is estimated that an additional (5.00 EMTs and 5.00 Paramedics) plus funding for utilities are needed to operate this new EMS facility.

**1st full year net operating cost totals approximately \$353,000 and includes staff and vehicle.**

**Construction Cost: \$ 3,885,280**

EMS Base - Lee Street / Aycok Area



**Project Description:** There currently is no ES facility in the area of Lee and Aycok that will accommodate EMS. This facility is needed for response into the areas of Glenwood, Smith Homes, Downtown Greensboro and UNCG area. This is an extremely busy area for EMS utilization and would add in having a "posting" location in the area.

**Project Funding:** County funds. No dedicated outside funding.

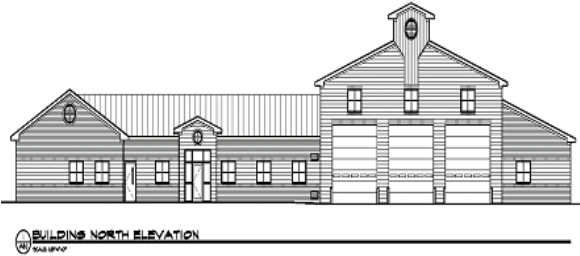
**Operating Impacts:** It is estimated that an additional (5.00 EMTs and 5.00 Paramedics) plus funding for utilities are needed to operate this new EMS facility.

**1st full year net operating cost totals approximately \$353,000 and includes staff and utilities.**

**Construction Cost: \$ 4,040,691**

PROPOSED CAPITAL PROJECTS

EMS Base - NC 150 / Church Street



**Project Description:** There currently is no ES facility in the area of the NC 150 and Church St. area that will accommodate EMS. This facility is needed for response into the areas of Summerfield, Gethsemane, and Brown Summit. This area continues to have residential development.

**Project Funding:** County funds. No dedicated outside funding.

**Operating Impacts:** It is estimated that an additional (5.00 EMTs and 5.00 Paramedics) plus funding for utilities are needed to operate this new EMS facility.

**1st full year net operating cost totals approximately \$351,000 and includes staff and utilities.**

**Construction Cost: \$ 4,202,319**

Juvenile Detention Expansion



**Project Description:** The General Assembly has been considering a bill that would raise the age, over a series of years, at which youths are prosecuted as adults from 16 to 18. If passed, juvenile offenders age 16 and 17 would have to be housed at the Juvenile Detention Center rather than in an adult facility. Under the proposed legislation, the shift would happen over a six year period, with the age of adulthood rising six month each year until reaching 18. Should legislation be passed that does increase the juvenile age from 16 to 18, the County's Juvenile Detention Facility may need to expand by four pods to accommodate 32 additional juveniles.

**Project Funding:** The level of state participation in the construction of additional space is not known at this time. Previously, the State paid 50% of the Juvenile Detention Center. No state construction funding is included in the financial data presented below.

**Operating Impacts:** An additional 26 positions would be required to appropriately staff the additional four pods on a 24-hours per day basis. The positions would be phased in over a four year period. Other annual operating expenses include food, medical services, utilities, juvenile and staff uniforms, training, additional facility maintenance, and technology equipment. State reimbursement revenues are assumed to be 50% of operating costs. (Note: At present, operating expenses are reimbursed by the State at 50% of the care for Guilford County juveniles and 100% of the care for non-Guilford County juveniles.)

**1st full year net operating cost totals approximately \$538,000 and includes staff, food and provisions and utilities.**

**Construction Cost: \$ 4,072,008**

New Animal Shelter

**Project Description:** Guilford County's Animal Shelter is 20 plus years old. The current shelter is limited in the number of animals that can be held for adoption. The facility has limited access and limited parking for those visiting the site. Recommend that a consultative study (facility design/environmental issues /site selection/human resource needs) be implemented to assess the current and future animal shelter needs for the county.

**Project Funding:** County funds. No dedicated outside funding.

**Operating Impacts:** No operating impacts have been estimated at this time.

**Construction Cost: \$ 5,680,000**

## PROPOSED CAPITAL PROJECTS

### 800 MHZ TDMA Conversion



**Project Description:** Possible oconversion of the system to TDMA (Time Division Multiple Access) which doubles the voice path for each system frequency.

**Project Funding:** County funds. No dedicated outside funding.

**Operating Impacts:** No operating impacts have been estimated at this time.

**Construction Cost:** \$ 5,624,320

### Replacement Radios for 800 MHz System



**Project Description:** Replacement of portable and mobile radios for County Fire, Environmental Services, Law Enforcement, Animal Control, and other county users. The County recently replaced its radios over the last two years, but, because of the significant equipment cost, must plan for the scheduled replacement of this equipment in FY 2020. The equipment has an expected service life of seven years.

**Project Funding:** Project to be funded from Capital Fund Balance, although the Board may choose to allocate a portion of the cost for replacing fire district radios to each district.

**Operating Impacts:** No operating impacts have been estimated at this time.

**Construction Cost:** \$ 9,592,840



## PROPOSED CAPITAL PROJECTS

### Bryan Park - Phase 1



**Project Description:** Phase 1 of the Bryan Park master plan includes proposals for four soccer fields and lacrosse complex, campground and other active facilities, plus several miles of hike/bike trails. The City of Greensboro is currently building the "Blue Heron" trail on the north side of Lake Townsend that will connect to the park property. When that connection is made the county will be able to use the property for trail purposes. The current project ordinance has approximately \$68,580 remaining that can be used to construct trails.

**Project Funding:** Phase 1: \$750,000 of county funds plus a match of \$750,000 from the City of Greensboro.

**Operating Impacts:** Budget includes one Senior Grounds Technician, part-time positions, and park/grounds operating expenses (\$250,000 first year).

**Construction Cost:** \$ 1,500,000

### Bur-Mil Park Improvements



**Project Description:** Includes funding for updates and initial renovations to the Clubhouse at Bur-Mil park. Future phases include tennis court facility renovations, including a parking lot down by the tennis courts, two new tennis court facilities and sidewalks to make them handicap accessible. In addition, older existing tennis courts will be rebuilt with appropriate lighting added. Tennis court improvements are contingent upon an anticipated PARTF Grant covering 50% of the total cost.

**Project Funding:** Project to be funded 50% from Capital Fund Balance and 50% from Federal / State Revenue in the form of a PARTF Grant.

**Operating Impacts:** No additional operating impacts have been estimated at this time.

**Construction Cost:** \$ 1,780,000

### High Point HVAC Upgrades

**Project Description:** The HVAC system at the HP complex consists of a central plant serving both the courts and the detention facility. Portions of the system have been upgraded over the past five years including the boilers and chillers. The remaining system is predominantly original and has well exceeded its expected life. The project scope includes complete replacement and upgrade of the building automation system including all associated low voltage communication wiring, controllers, sensors, and associated front end software system. In addition the smaller air handlers will be replaced with the larger air handlers being refurbished. Without the requested upgrades, there is a high probability for loss of control of the equipment resulting in the inability to provide the needed heating, cooling and ventilation required to allow occupancy of the buildings.

**Project Funding:** County funds. No dedicated outside funding.

**Construction Cost:** \$ 1,350,000

**PROPOSED CAPITAL PROJECTS**

**Old County Courthouse Renovation**



**Project Description:** Renovation for the Old County Courthouse.

**Project Funding:** County funds. No dedicated outside funding.

**Operating Impacts:** No operating impacts have been estimated at this time.

**Construction Cost:** \$ 3,150,000

Active Capital Projects  
Amounts as of May 19, 2015

PROJECTS		EXPENSES			REVENUES & OTHER SOURCES OF FUNDS									
Service Area	Activity Description	Budget	Actual & Available		Fund Balance	GO Bonds	GO Bonds Premiums	Other Debt	Transfers	Stimulus Funds	Other Federal &			Total Revenue
			Committed Expense	Balance							State Funds	Lottery Funds	Other Revenue	
<b>Community College</b>	Aviation Classroom Building	\$ 8,500,000	\$8,117,369	\$382,631		(\$8,500,000)								(\$8,500,000)
	GTCC - Northwest Campus	\$ 61,461,030	\$44,661,503	\$16,799,527		(\$61,461,030)								(\$61,461,030)
	GTCC Capital Maintenan FY 2014	\$ 1,500,000	\$1,500,000	\$0					(\$1,500,000)					(\$1,500,000)
	GTCC Capital Maintenanc FY2011	\$ 1,500,000	\$1,500,000	\$0					(\$1,500,000)					(\$1,500,000)
	GTCC Capital Maintenanc FY2012	\$ 1,500,000	\$1,382,760	\$117,240					(\$1,500,000)					(\$1,500,000)
	GTCC Capital Maintenanc FY2015	\$ 1,500,000	\$0	\$1,500,000					(\$1,500,000)					(\$1,500,000)
	GTCC-Transp&Welding Facilities	\$ 14,824,997	\$7,790,013	\$7,034,984		(\$14,824,997)								(\$14,824,997)
	Jamestown Campus Parking Deck	\$ 8,706,473	\$8,706,473	(\$0)		(\$8,706,473)								(\$8,706,473)
	Medlin Learning Ctr-HVAC&Renov	\$ 9,557,543	\$5,799,370	\$3,758,173		(\$9,557,543)								(\$9,557,543)
<b>Community College Total</b>		<b>\$ 109,050,043</b>	<b>\$79,457,488</b>	<b>\$29,592,555</b>		<b>(\$103,050,043)</b>			<b>(\$6,000,000)</b>					<b>(\$109,050,043)</b>
<b>General County</b>	BB&T Building	\$ 10,077,000	\$9,864,851	\$212,149				(\$10,077,000)						(\$10,077,000)
	Bellemeade Center Renovations	\$ 833,114	\$110,895	\$722,219	(\$833,114)									(\$833,114)
	Greene Street Center	\$ 648,180	\$534,307	\$113,873	(\$198,180)	(\$200,000)							(\$250,000)	(\$648,180)
	Haystack Site Development Proj	\$ 30,000	\$30,000	\$0	(\$30,000)									(\$30,000)
	HP Courthouse Renovations	\$ 1,728,626	\$586,946	\$1,141,680	(\$1,260,000)	(\$468,626)								(\$1,728,626)
	NEW FINANCIAL REPORTING SYSTEM	\$ 5,331,636	\$4,889,303	\$442,333	(\$4,896,636)				(\$435,000)					(\$5,331,636)
	Upgrade to Financial Rept Syst	\$ 481,150	\$447,557	\$33,593	(\$481,150)									(\$481,150)
<b>General County Total</b>		<b>\$ 19,129,706</b>	<b>\$16,463,859</b>	<b>\$2,665,847</b>	<b>(\$7,699,080)</b>	<b>(\$668,626)</b>		<b>(\$10,077,000)</b>	<b>(\$435,000)</b>				<b>(\$250,000)</b>	<b>(\$19,129,706)</b>
<b>Parks</b>	Atlantic & Yadkin Grnwy-Stim	\$ 664,549	\$279,964	\$384,585		(\$400,000)				(\$264,549)				(\$664,549)
	BICENTENNIAL GREENWAY TR - DOT	\$ 1,007,200	\$1,007,200	\$0		(\$251,800)						(\$755,400)		(\$1,007,200)
	BICENTENNIAL GREENWAY TR - GSO	\$ 1,340,303	\$1,340,089	\$214	(\$155,608)	(\$978,374)						(\$57,330)	(\$148,991)	(\$1,340,303)
	BICENTENNIAL GREENWAY TRAIL	\$ 197,855	\$197,332	\$523	(\$107,368)	(\$60,849)			(\$29,638)					(\$197,855)
	Bicentennial Greenwy Tr-STP-DA	\$ 660,000	\$557,727	\$102,273	(\$135,000)	(\$105,000)						(\$420,000)		(\$660,000)
	Bicentennial Grnwy Tr-Stimulus	\$ 548,116	\$548,112	\$4						(\$548,116)				(\$548,116)
	BRYAN PARK PHASE I	\$ 100,000	\$36,800	\$63,194	(\$100,000)									(\$100,000)
	BUR MIL PARK IMPROVEMENTS	\$ 2,923,352	\$2,840,470	\$82,882	(\$935,000)	(\$1,488,352)						(\$500,000)		(\$2,923,352)
	Hagan-Stone Park	\$ 1,384,499	\$1,380,294	\$4,205		(\$1,002,250)						(\$266,525)	(\$115,724)	(\$1,384,499)
	Hagan-Stone Park Swimming Pool	\$ 2,000,000	\$1,990,171	\$9,829					(\$2,000,000)					(\$2,000,000)
	NORTHEAST PARK	\$ 9,242,725	\$9,051,031	\$191,694	(\$3,550,000)	(\$5,242,725)						(\$450,000)		(\$9,242,725)
	OPEN SPACE ACQUISITION	\$ 10,148,246	\$9,819,844	\$328,402	(\$24,636)	(\$10,000,000)						(\$100,000)	(\$23,610)	(\$10,148,246)
	Trails Development	\$ 363,938	\$90,385	\$273,553		(\$363,938)								(\$363,938)
	TRIAD PARK	\$ 5,192,622	\$5,018,017	\$174,605	(\$1,232,925)	(\$2,909,697)			(\$950,000)				(\$100,000)	(\$5,192,622)
<b>Parks Total</b>		<b>\$ 35,773,405</b>	<b>\$34,157,441</b>	<b>\$1,615,964</b>	<b>(\$6,240,537)</b>	<b>(\$22,802,985)</b>			<b>(\$2,979,638)</b>	<b>(\$812,665)</b>	<b>(\$2,549,255)</b>		<b>(\$388,325)</b>	<b>(\$35,773,405)</b>
<b>Public Safety</b>	800 MHz Infrastructure Upgrade	\$ 12,044,000	\$5,316,640	\$6,727,360		(\$10,001,200)		(\$2,042,800)						(\$12,044,000)
	800 MHz Radio Replacement	\$ 8,274,300	\$7,234,855	\$1,039,445	(\$5,270,600)								(\$3,003,700)	(\$8,274,300)
	EMS Base Station 4 Relocation	\$ 335,000	\$317,475	\$17,525	(\$335,000)									(\$335,000)
	EMS Maintenance/Logistics Fac	\$ 6,213,000	\$0	\$6,213,000	(\$4,713,000)	(\$1,500,000)								(\$6,213,000)
	Fire/EMS Pg Sys Narrowbanding	\$ 502,000	\$325,007	\$176,993	(\$502,000)									(\$502,000)
	Law Enforcement Special Op Bld	\$ 3,950,000	\$155,958	\$3,794,042	(\$513,680)	(\$924,773)	(\$2,511,547)							(\$3,950,000)
<b>Public Safety Total</b>		<b>\$ 31,318,300</b>	<b>\$13,349,936</b>	<b>\$17,968,364</b>	<b>(\$21,335,480)</b>	<b>(\$2,424,773)</b>	<b>(\$4,554,347)</b>		<b>(\$2,979,638)</b>	<b>(\$812,665)</b>	<b>(\$2,549,255)</b>		<b>(\$3,003,700)</b>	<b>(\$31,318,300)</b>
<b>Schools</b>	Academy at Central High School	\$ 1,750,000	\$1,744,700	\$5,300		(\$1,750,000)								(\$1,750,000)
	Airport Area High School	\$ 26,427,872	\$515,172	\$25,912,700		(\$26,427,872)								(\$26,427,872)
	Airport Middle School - Land	\$ 2,087,969	\$56,018	\$2,031,951		(\$2,087,969)								(\$2,087,969)
	Alamance Elem School	\$ 15,102,463	\$14,437,797	\$664,666		(\$15,102,463)								(\$15,102,463)
	Allen Jay Middle School	\$ 13,508,318	\$12,448,239	\$1,060,079		(\$13,508,318)								(\$13,508,318)
	Allen Middle School	\$ 6,165,416	\$5,034,933	\$1,130,483		(\$6,163,416)		(\$2,000)						(\$6,165,416)
	ANDREWS HIGH SCHOOL	\$ 10,445,234	\$10,105,680	\$339,554		(\$4,363,814)			(\$4,154,920)			(\$1,926,500)		(\$10,445,234)
	Archer Elementary	\$ 733,303	\$78,076	\$655,227		(\$733,303)								(\$733,303)
	Bluford Elementry School-Reno	\$ 8,294,462	\$351,510	\$7,942,952		(\$8,294,462)								(\$8,294,462)
	Dudley High - New Traff Patrn	\$ 750,000	\$49,098	\$700,902		(\$750,000)								(\$750,000)
	DUDLEY HIGH SCHOOL	\$ 34,954,087	\$34,897,879	\$56,208		(\$26,297,836)			(\$6,383,450)			(\$2,213,500)	(\$59,301)	(\$34,954,087)
	Dudley High School - Athletics	\$ 6,215,878	\$6,071,063	\$144,815		(\$3,714,386)							(\$2,501,492)	(\$6,215,878)
	E Guilford HS Replacement Fac	\$ 52,529,277	\$51,948,392	\$580,885		(\$45,560,689)							(\$6,968,588)	(\$52,529,277)
	Falknr/Hairstn Autism Wing	\$ 11,503,195	\$8,318,573	\$3,184,622		(\$11,503,195)								(\$11,503,195)
	GATEWAY EDUC CENTER WEST	\$ 12,823,091	\$12,822,867	\$224		(\$12,823,091)								(\$12,823,091)
	GCS Capital Maintenanc FY 2014	\$ 2,000,000	\$1,999,770	\$230					(\$2,000,000)					(\$2,000,000)
	GCS Capital Maintenanc FY 2015	\$ 3,770,000	\$334,004	\$3,435,996					(\$3,770,000)					(\$3,770,000)
	GCS Capital Maintenance 2012	\$ 4,266,511	\$4,266,511	\$0	(\$450,330)				(\$266,511)				(\$3,549,670)	(\$4,266,511)

Active Capital Projects  
Amounts as of May 19, 2015

PROJECTS		EXPENSES			REVENUES & OTHER SOURCES OF FUNDS										
Service Area	Activity Description	Budget	Actual & Committed Expense	Available Balance	Fund Balance	GO Bonds	GO Bonds Premiums	Other Debt	Transfers	Stimulus Funds	Other Federal &			Total Revenue	
											State Funds	Lottery Funds	Other Revenue		
Schools	GCS Capital Maintenance 2013	\$ 2,000,000	\$2,000,000	\$0					(\$2,000,000)						(\$2,000,000)
	GIBSONVILLE ELEM SCHOOL	\$ 13,260,337	\$12,994,966	\$265,371		(\$13,260,337)									(\$13,260,337)
	Grimsley High School	\$ 11,369,253	\$10,936,991	\$432,262		(\$11,369,253)									(\$11,369,253)
	Guilford Middle School - Repl	\$ 1,909,680	\$632,943	\$1,276,737		(\$1,909,680)									(\$1,909,680)
	High Point Central - Add/Renov	\$ 12,457,591	\$391,341	\$12,066,250		(\$12,457,591)									(\$12,457,591)
	High Point Central High School	\$ 5,758,121	\$5,608,687	\$149,434		(\$5,734,347)	(\$23,774)								(\$5,758,121)
	High Point SCALE Site	\$ 3,200,000	\$2,945,506	\$254,494					(\$800,000)			(\$2,400,000)			(\$3,200,000)
	Hunter Elementry Schl - Replmt	\$ 19,273,675	\$147,608	\$19,126,067		(\$19,273,675)									(\$19,273,675)
	HVAC	\$ 8,267,270	\$5,725,114	\$2,542,156		(\$8,267,270)									(\$8,267,270)
	HVAC - FY10 Medicaid Swap	\$ 2,149,670	\$1,812,493	\$337,177	(\$2,149,670)										(\$2,149,670)
	HVAC - QSCB	\$ 10,753,131	\$10,753,131	\$0				(\$10,753,131)							(\$10,753,131)
	IRVING PARK ELEM SCHOOL	\$ 3,135,759	\$3,114,307	\$21,452		(\$3,135,759)									(\$3,135,759)
	JAMESTOWN MIDDLE SCHOOL	\$ 34,205,563	\$33,149,693	\$1,055,870		(\$34,005,563)						(\$200,000)			(\$34,205,563)
	MADISON ELEM SCHOOL	\$ 2,396,440	\$2,259,356	\$137,084		(\$2,396,440)									(\$2,396,440)
	McIver Education Center	\$ 121,637	\$12,794	\$108,843		(\$121,637)									(\$121,637)
	McLeansville Elem School	\$ 6,309,892	\$4,023,292	\$2,286,600		(\$6,309,892)									(\$6,309,892)
	MCLEANSVILLE ELEMENTARY SCHOOL	\$ 5,090,756	\$5,061,359	\$29,397		(\$5,090,756)	(\$3,418,332)		(\$12,562)			(\$1,500,000)			(\$5,090,756)
	Mobile Classrooms	\$ 2,386,250	\$1,367,447	\$1,018,803		(\$2,386,250)									(\$2,386,250)
	North Greensboro Area Elem Sch	\$ 25,362,974	\$18,897,672	\$6,465,302		(\$25,362,974)									(\$25,362,974)
	NORTHEAST HIGH SCHOOL	\$ 12,454,899	\$12,092,964	\$361,935		(\$12,454,899)									(\$12,454,899)
	NORTHEAST MIDDLE SCHOOL	\$ 5,403,087	\$5,318,130	\$84,957		(\$5,403,087)									(\$5,403,087)
	NORTHERN ELEM SCHOOL	\$ 14,047,129	\$14,046,586	\$543		(\$14,047,129)									(\$14,047,129)
	NORTHERN HIGH SCHOOL	\$ 54,013,259	\$53,987,259	\$26,000		(\$53,225,759)						(\$787,500)			(\$54,013,259)
	NORTHWEST HIGH SCHOOL	\$ 18,667,108	\$18,666,936	\$172	(\$91,332)	(\$6,495,287)			(\$5,962,286)			(\$6,118,203)			(\$18,667,108)
	Northwest HS - New Traff Patrn	\$ 1,156,200	\$65,896	\$1,090,304		(\$1,156,200)									(\$1,156,200)
	Northwest HS-Site & Athletics	\$ 4,270,346	\$4,005,392	\$264,954		(\$4,270,346)									(\$4,270,346)
	Northwest Middle School	\$ 7,741,712	\$6,887,285	\$854,427		(\$7,741,712)									(\$7,741,712)
	Northwood Elm Sch - Kitchn Ren	\$ 639,225	\$12,697	\$626,528		(\$639,225)									(\$639,225)
	OAK VIEW ELEM SCHOOL	\$ 5,335,104	\$5,137,361	\$197,743		(\$5,335,104)									(\$5,335,104)
	Page High School - Athletics	\$ 2,127,651	\$1,590,942	\$536,709		(\$2,127,651)									(\$2,127,651)
	Page High School-Roofing	\$ 261,000	\$164,134	\$96,866					(\$54,206)			(\$162,619)	(\$44,175)		(\$261,000)
	PARKVIEW ELEM SCHOOL	\$ 7,713,081	\$7,694,190	\$18,891		(\$7,713,081)									(\$7,713,081)
	RAGSDALE HIGH SCHOOL	\$ 51,940,032	\$43,657,083	\$8,282,949		(\$47,940,032)								(\$4,000,000)	(\$51,940,032)
	REEDY FORK AREA ELEM SCHOOL	\$ 16,347,859	\$16,249,604	\$98,255		(\$16,347,859)									(\$16,347,859)
	Roof R/R Allen Jay Elem School	\$ 586,826	\$553,180	\$33,646					(\$68,961)			(\$206,881)	(\$310,984)		(\$586,826)
	Roof R/R Andrews High School	\$ 883,175	\$767,480	\$115,695					(\$220,794)			(\$662,381)			(\$883,175)
	Roof R/R Erwin Montessori	\$ 83,000	\$68,465	\$14,535					(\$20,750)			(\$62,250)			(\$83,000)
	Roof R/R Pleasant Garden ES	\$ 475,000	\$222,891	\$252,109					(\$397,827)			(\$77,173)			(\$475,000)
	Roof R/R Weaver Education Ctr	\$ 584,283	\$423,326	\$160,957					(\$80,877)			(\$207,423)	(\$295,983)		(\$584,283)
	Roof Replacement/Repair - QSCB	\$ 4,877,233	\$4,877,232	\$1		(\$1,909,503)		(\$2,967,730)							(\$4,877,233)
	Roofing System-Wide	\$ 4,060,545	\$2,516,711	\$1,543,834		(\$4,060,545)									(\$4,060,545)
	SEDALIA ELEMENTARY SCHOOL	\$ 6,497,629	\$6,417,629	\$80,000		(\$6,497,629)									(\$6,497,629)
	Simeon Stadium	\$ 1,764,229	\$1,382,732	\$381,497		(\$1,764,229)									(\$1,764,229)
	Smith HS - Athletic Renovation	\$ 527,836	\$144,579	\$383,257		(\$527,836)									(\$527,836)
	SMITH HS ACADEMY	\$ 5,797,246	\$5,774,304	\$22,942		(\$5,000)			(\$1,436,811)			(\$4,310,435)			(\$5,797,246)
	Southeast Area Elem School	\$ 24,893,360	\$19,170,920	\$5,722,440		(\$24,893,360)									(\$24,893,360)
	Southeast High School	\$ 33,311,222	\$25,645,287	\$7,665,935		(\$33,311,222)									(\$33,311,222)
	Southeast Middle School	\$ 13,194,475	\$10,626,290	\$2,568,185		(\$13,194,475)									(\$13,194,475)
	SOUTHERN HIGH SCHOOL	\$ 9,149,764	\$9,088,961	\$60,803		(\$9,129,297)			(\$20,467)						(\$9,149,764)
	SOUTHERN MIDDLE SCHOOL	\$ 25,889,162	\$25,889,162	\$0		(\$25,889,162)									(\$25,889,162)
	Southwest High School	\$ 22,162,553	\$19,846,000	\$2,316,553		(\$22,162,553)									(\$22,162,553)
	Summerfield Elem School	\$ 17,949,766	\$16,450,482	\$1,499,284		(\$17,949,766)									(\$17,949,766)
	SYSTEM WIDE AIR CONDITION RENO	\$ 21,139,311	\$21,114,840	\$24,471	(\$204,448)				(\$15,410,761)			(\$5,524,102)			(\$21,139,311)
	System-Wd Renov@Var Sch Sites	\$ 5,314,419	\$4,929,817	\$384,602		(\$745,274)			(\$813,128)			(\$2,168,860)	(\$1,587,157)		(\$5,314,419)
	System-Wide Renovation FY 2012	\$ 5,214,727	\$4,183,432	\$1,031,295		(\$5,214,727)									(\$5,214,727)
	Sys-Wd Renv Security/CommUpgrd	\$ 812,993	\$812,992	\$1		(\$812,993)									(\$812,993)
	Tennis Courts	\$ 1,249,000	\$344,329	\$904,671		(\$1,249,000)									(\$1,249,000)
	Tracks	\$ 2,075,000	\$1,693,119	\$381,881		(\$2,075,000)									(\$2,075,000)

Active Capital Projects  
 Amounts as of May 19, 2015

PROJECTS		EXPENSES			REVENUES & OTHER SOURCES OF FUNDS									
Service Area	Activity Description	Budget	Actual & Available		Fund Balance	GO Bonds	GO Bonds Premiums	Other Debt	Transfers	Stimulus Funds	Other Federal &			Total Revenue
			Committed Expense	Balance							State Funds	Lottery Funds	Other Revenue	
Schools	UNION HILL ELEM SCHOOL	\$ 17,861,344	\$17,846,995	\$14,349		(\$17,861,344)								(\$17,861,344)
	Western HS - Addition/Renovtin	\$ 560,200	\$285,749	\$274,451		(\$560,200)								(\$560,200)
	Windows/Door Replacemnt - QSCB	\$ 3,018,031	\$3,018,031	\$0		(\$92,476)		(\$2,925,555)						(\$3,018,031)
<b>Schools Total</b>		<b>\$ 814,785,096</b>	<b>\$680,986,375</b>	<b>\$133,798,721</b>	<b>(\$2,895,780)</b>	<b>(\$700,079,306)</b>	<b>(\$3,442,106)</b>	<b>(\$16,648,416)</b>	<b>(\$43,874,311)</b>		<b>(\$28,527,827)</b>	<b>(\$2,238,299)</b>	<b>(\$17,079,051)</b>	<b>(\$814,785,096)</b>
<b>Grand Total</b>		<b>\$ 1,010,056,550</b>	<b>\$824,415,099</b>	<b>\$185,641,451</b>	<b>(\$38,170,877)</b>	<b>(\$829,025,733)</b>	<b>(\$7,996,453)</b>	<b>(\$26,725,416)</b>	<b>(\$53,288,949)</b>	<b>(\$812,665)</b>	<b>(\$31,077,082)</b>	<b>(\$2,238,299)</b>	<b>(\$20,721,076)</b>	<b>(\$1,010,056,550)</b>

**Operating Capital Items**

FY 2015-16 Adopted Budget

This list includes capital expenditures that are accounted for in the General Fund. In general, operating capital items are equipment, machinery, vehicles, etc. that cost between \$5,000 and \$100,000 and do not meet the criteria for inclusion in the county's ten-year Capital Investment Plan.

<b>Request Type</b>	<b>Department</b>	<b>Project/Expense</b>	<b>FY 2015-16</b>
<b>Large Equipment</b>	<b>Emergency Services</b>	Cardiac Monitors, Defibrillators, Pacemakers	\$70,000
		Replacement Thermal Imager	\$10,000
		Self-Contained Breathing Apparatus - Fire	\$50,000
		Stryker PowerPro Stretchers	\$65,000
	<b>Emergency Services Total</b>		<b>\$195,000</b>
	<b>Juvenile Detention</b>	Dishwasher	\$39,996
	<b>Juvenile Detention Total</b>		<b>\$39,996</b>
	<b>Law Enforcement</b>	24' Gooseneck Trailer - 10 ton - Not Approved	\$0
		Detention Center-High Point (FY16 Clinic X-Ray)	\$9,996
		Equipment for 2 new Bailiffs	\$9,996
	<b>Law Enforcement Total</b>		<b>\$19,992</b>
	<b>Parks &amp; Open Space Total</b>		<b>\$0</b>
	<b>Public Health</b>	Air Compressor - High Point	\$0
		Lab Refrigerator	\$5,004
		Station Sterilizer (High Point)	\$8,004
	<b>Public Health Total</b>		<b>\$13,008</b>
	<b>Security Total</b>		<b>\$0</b>
	<b>Solid Waste</b>	Rim Crusher	\$0
			\$24,000
	<b>Solid Waste Total</b>		<b>\$24,000</b>
<b>Large Equipment Total</b>			<b>\$291,996</b>
<b>Technology</b>	<b>Emergency Services</b>	ES Server replacement plan	\$20,004
		<b>Emergency Services Total</b>	<b>\$20,004</b>
<b>Technology Total</b>			<b>\$20,004</b>
<b>Vehicles</b>	Various Departments - see Plan in Mult-Year Section		\$ 2,915,026
<b>Vehicles Total</b>			<b>\$ 2,915,026</b>
<b>TOTAL OPERATING CAPITAL</b>			<b>\$ 3,227,026</b>

# RURAL FIRE PROTECTION DISTRICTS

James Albright, Emergency Services Director

1002 Meadowood Rd., Greensboro, NC 27409 (336) 641-7565

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** *Support a High Quality of Life in the County*

**PRIORITY:** *Support citizen welfare in and through the community.*



## BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ chg	% chg
<b>PROGRAM(S)</b>						
Rural Fire Protection	\$13,552,968	\$15,182,828	\$15,182,828	\$16,332,187	\$1,149,359	7.6%
<b>Rural Fire Protection</b>	<b>\$13,552,968</b>	<b>\$15,182,828</b>	<b>\$15,182,828</b>	<b>\$16,332,187</b>	<b>\$1,149,359</b>	<b>7.6%</b>
<b>EXPENSE</b>						
Operating Expenses	\$13,552,968	\$15,182,828	\$15,182,828	\$16,332,187	\$1,149,359	7.6%
<b>Total Expense</b>	<b>\$13,552,968</b>	<b>\$15,182,828</b>	<b>\$15,182,828</b>	<b>\$16,332,187</b>	<b>\$1,149,359</b>	<b>7.6%</b>
<b>REVENUES</b>						
Property Taxes	\$11,995,793	\$12,543,229	\$12,543,229	\$13,661,081	\$1,117,852	8.9%
Sales Tax	\$2,163,798	\$1,969,865	\$1,969,865	\$2,068,356	\$98,491	5.0%
Appropriated Fund Balance	-\$606,623	\$669,734	\$669,734	\$602,750	-\$66,984	-10.0%
<b>Total County Funds</b>	<b>\$13,552,968</b>	<b>\$15,182,828</b>	<b>\$15,182,828</b>	<b>\$16,332,187</b>	<b>\$1,149,359</b>	<b>7.6%</b>

## DEPARTMENTAL PURPOSE

The County has 24 special fire protection / service districts that provide fire response service in areas of the county not serviced by a municipal fire department. Nineteen of these districts also have fire protection service overlay districts -- funding mechanisms used to generate funds for fire protection services once the district tax rates reach the caps established when the districts were first established. Some of these original rate caps were set several decades ago and do not generate enough revenue to support adequate fire protection service, including the purchase of fire trucks, radios, and other fire safety equipment.

The primary funding for each district comes from property tax revenue generated by a special district tax. The tax, which is in addition to the County's general property tax, is levied on the property in each district and the revenues generated are dedicated for use in the district where they are raised. The Board of Commissioners establishes the tax rate for each district annually with the adoption of the Budget Ordinance. The districts also receive funding from their share of the local option sales taxes levied by the County.

## **FY 2016 GOALS & OBJECTIVES**

- Develop a comprehensive staffing plan and recruit talent to County Fire. This will involve continued County support including for coordination and centralization of staffing information and pre-hire procedures that will reduce redundancies and increase efficiency.
- Revise Response Plans and update equipment capabilities to gain a better understanding of true response capacity and to identify gaps in that capacity. The overall response capability of County Fire has also been challenged by declining staffing which in turn has an impact on fireground operations and staffing.
- Update and complete a comprehensive CIP plan for capital equipment that will allow a better assessment of need and long-term planning for capital purchases as well as other significant expenditures.

## **FY 2016 ADOPTED BUDGET HIGHLIGHTS**

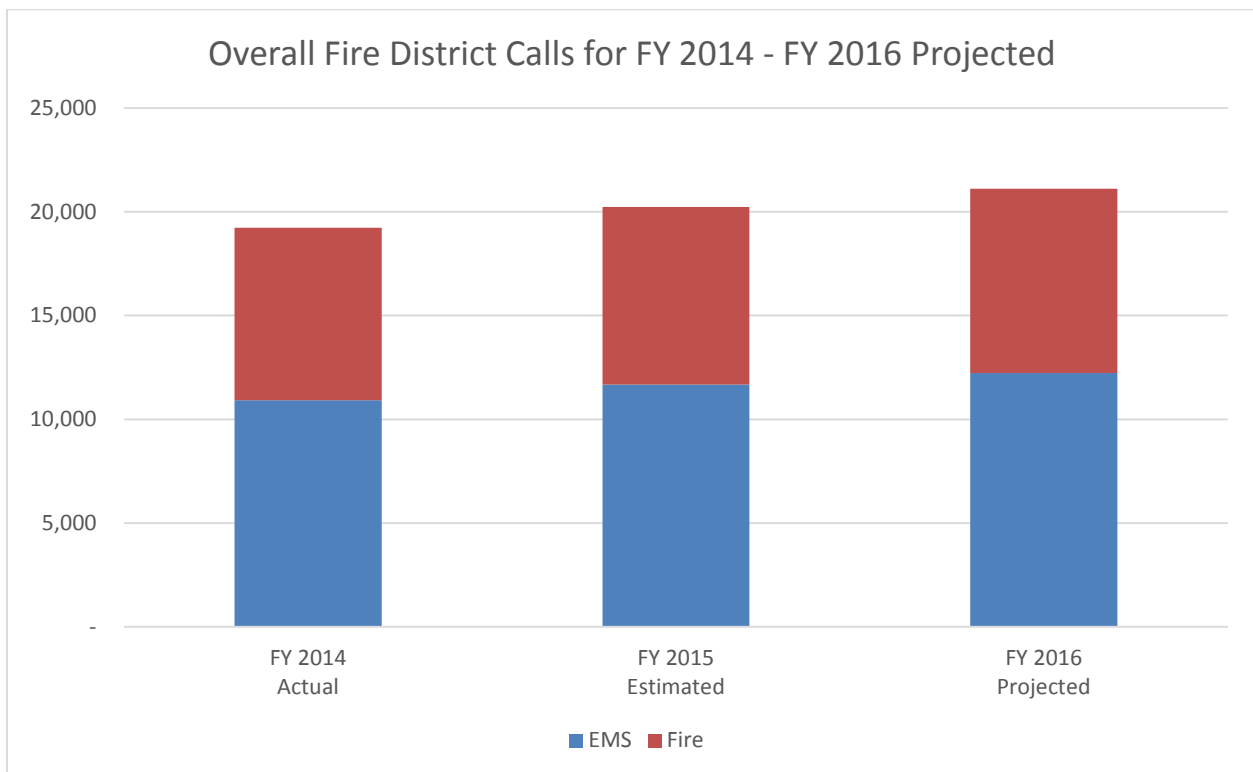
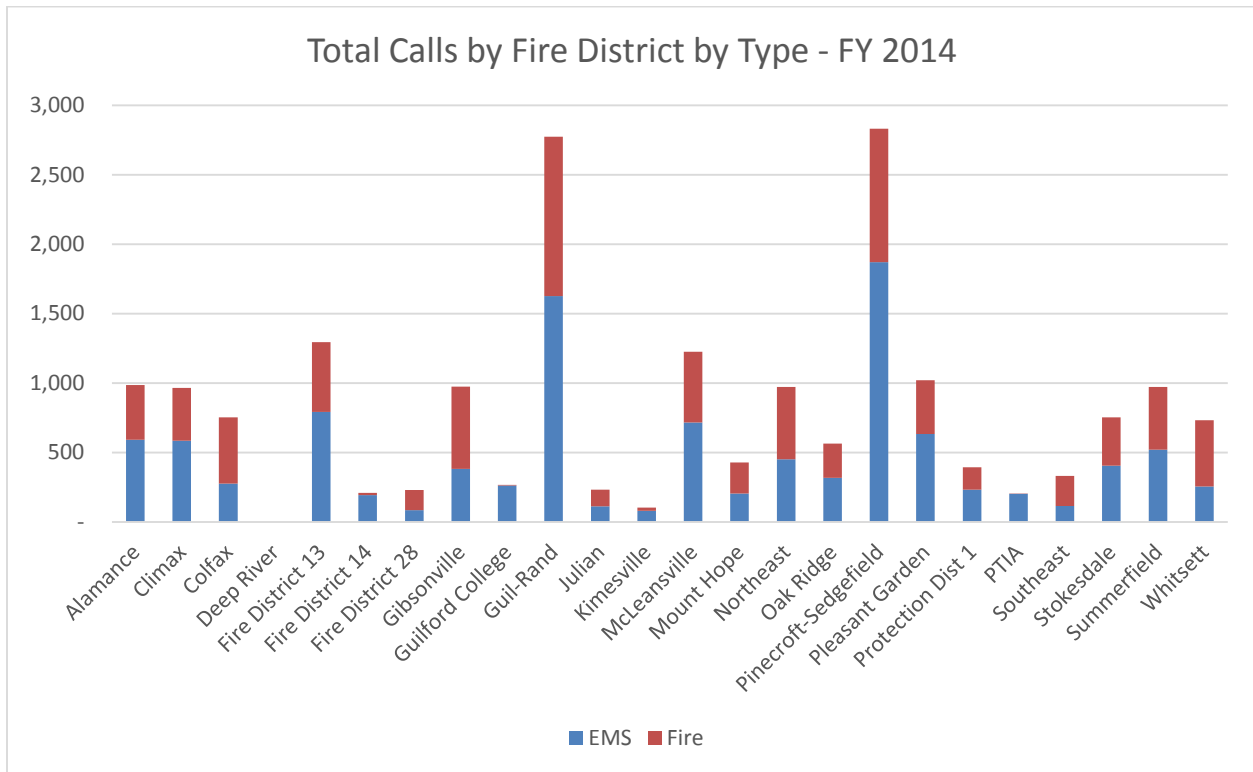
- The FY 2016 Adopted Budget reflects increases to address deferred staff, equipment and capital needs required for operations to remain in compliance with NFPA standards.
- Increases in the rates for eight districts / overlays have been adopted to generate an additional \$568,259 to replace breathing apparatus, turnout gear, and fleet apparatus, and other deferred capital purchases as well as staff needed to handle increased call volume.

## **FY 2015 SIGNIFICANT ACCOMPLISHMENTS**

- Joint ISO training
- Completion of 9S inspections for insurance ISO ratings; these inspections resulted in a rating reduction in Gibsonville with other improvements possible (lower rating is better).
- County Fire Salary and benefits survey
- Meetings with GTCC and President Parker
- Refurbishment of the County Air Unit
- GCFRC Health and Wellness Committee formation and competition
- Involvement of GC Chiefs in NC Legislative Day
- Joint stakeholders meetings with Emergency Services, including several surveys
- Participation in County's Emergency Response Plan update process



## KEY PERFORMANCE MEASURES



*Note: Call data does not include Deep River Fire District.*

## FUTURE ISSUES

- Staffing will continue to be a significant challenge both in terms of operational capacity and in terms of funding. The number of new volunteers is expected to continue its decline while the median age of current volunteers continues to increase. In addition, volunteer tenure is decreasing while the minimum training for interior structure fire operations has increased so fewer volunteers are capable of working inside of an active structure fire.
- Competition for paid staff has increased as Greensboro, High Point, Raleigh, Charlotte, and other municipal fire departments have increased their hiring rates after several years of freezes and budget reductions. These municipal departments also draw experienced staff because they can offer more standardized State retirement and insurance benefits as well as more long-term career opportunities by virtue of the larger size of their operations.
- Operating and personnel costs have continued to increase resulting in increased tax rates for many fire districts and left little room in the budget for replacement of capital assets. In addition, new NFPA standards have set maximum service life for critical and potential expensive equipment including breathing apparatus and turnout gear. These replacement requirements coupled with the advancing age and maintenance costs of many fleet assets creates a reinforcing cycle that leaves progressively less funding for major replacement purchases.
- Stagnant property values, urban-focused growth patterns, and municipal annexation present a combined threat to department revenues. Tax values have remained, on average, unchanged since 2008 and new growth has been concentrated in urban areas rather than the rural areas the fire districts cover. In addition, while involuntary annexation is still under moratorium at the State level, municipalities are able to voluntarily annex areas where they have provided certain services such as water and sewer. Many of the areas subject to this voluntary annexation have high property value which will compromise the tax base of the respective districts in which the areas are located.

**Tax Rates**

*Changes to rates are noted with a green box*

<b>Fire Protection/Service District</b>	<b>2015 Tax Rate</b>	<b>Adopted Tax Rate</b>	<b>Fire Protection/Service District</b>	<b>Current Tax Rate</b>	<b>Adopted Tax Rate</b>
Alamance Comm. Fire Protection Dist. Alamance Comm. Fire Svc. Dist. Overlay	\$0.0998	\$0.0998	Kimesville Fire Protection Dist.	\$0.1097	\$0.1097
Climax Fire Protection Dist. Climax Fire Svc. Dist. Overlay	\$0.1000 \$0.0200	\$0.1000 \$0.0200	McLeansville Fire Protection Dist. McLeansville Fire Svc. Dist. Overlay	\$0.1000	\$0.1000 <b>\$0.0372</b>
Colfax Fire Protection Dist. Colfax Fire Svc. Dist. Overlay	\$0.1000 \$0.0359	\$0.1000 \$0.0359	Mount Hope Comm. Fire Protection Dist. Mount Hope Comm. Fire Svc. Dist. Overlay	\$0.0800	\$0.0800
No. 13 (Rankin) Fire Protection Dist. No. 13 (Rankin) Fire Svc. Dist. Overlay	\$0.1000 \$0.0300	\$0.1000 \$0.0300	Northeast Fire Protection Dist. Northeast Fire Svc. Dist. Overlay	\$0.1000 \$0.0299	\$0.1000 \$0.0299
No. 14 (Franklin Blvd.) Fire Protection Dist. No. 14 (Franklin Blvd.) Fire Svc. Dist. Overlay	\$0.1000 \$0.0275	\$0.1000 \$0.0275	Oak Ridge Fire Protection Dist. Oak Ridge Fire Svc. Dist. Overlay	\$0.0848	\$0.0848
No. 18 (Deep River) Fire Protection Dist. No. 18 (Deep River) Fire Svc. Dist. Overlay	\$0.0941	\$0.0941	Pinecroft-Sedgefield Fire Protection Dist. Pinecroft-Sedgefield Fire Svc. Dist. Overlay	\$0.1000 \$0.0080	\$0.1000 \$0.0080
No. 28 (Frieden's) Fire Protection Dist. No. 28 (Frieden's) Fire Svc. Dist. Overlay	\$0.1000	\$0.1000 <b>\$0.0390</b>	Pleasant Garden Fire Protection Dist. Pleasant Garden Fire Svc. Dist. Overlay	\$0.1000	\$0.1000 <b>\$0.0107</b>
Fire Protection District #1 (Horneytown)	\$0.1040	<b>\$0.1100</b>	PTIA Service District	\$0.0228	<b>\$0.0495</b>
Gibsonville Fire Protection Dist.	\$0.0972	\$0.0972	Southeast Fire Protection Dist. Southeast Fire Svc. Dist. Overlay	\$0.1250	\$0.1250
Guilford College Comm. Fire Protection Dist. Guilford College Comm. Fire Svc. Dist. Overlay	\$0.1000 \$0.0255	\$0.1000 <b>\$0.0500</b>	Stokesdale Fire Protection Dist.	\$0.1000	\$0.1000
Guil-Rand Fire Protection Dist. Guil-Rand Fire Svc. Dist. Overlay	\$0.1000 \$0.0200	\$0.1000 \$0.0200	Summerfield Fire Protection Dist. Summerfield Fire Svc. Dist. Overlay	\$0.1000 \$0.0310	\$0.1000 \$0.0310
Julian Fire Protection Dist. Julian Fire Svc. Dist. Overlay	\$0.1011	<b>\$0.1300</b>	Whitsett Fire Protection Dist. Whitsett Fire Svc. Dist. Overlay	\$0.0866	<b>\$0.1000</b>

**Appropriations by Source of Funds**

<b>District</b>	<b>Property Tax</b>	<b>Sales Tax</b>	<b>Appropriated Fund Balance</b>	<b>FY 2016 Adopted Budget</b>
Alamance Community Fire Protection District	\$945,922	\$149,821	\$54,405	\$1,150,148
Alamance Community Fire Service District Overlay	\$0	\$0	\$0	\$0
Climax Fire Protection District	\$86,285	\$13,643	\$6,195	\$106,123
Climax Fire Protection Service District Overlay	\$17,257	\$2,729	\$12	\$19,998
Colfax Fire Protection District	\$444,106	\$69,990	\$23,391	\$537,487
Colfax Fire Protection Service District Overlay	\$159,418	\$24,660	\$0	\$184,078
No. 13 (Rankin) Fire Protection District	\$820,258	\$128,286	\$53,191	\$1,001,735
No. 13 (Rankin) Fire Service District Overlay	\$246,077	\$38,486	\$0	\$284,563
No. 14 (Franklin Blvd.) Fire Protection District	\$146,483	\$23,819	\$5,590	\$175,892
No. 14 (Franklin Blvd.) Fire Service District Overlay	\$40,283	\$6,541	\$0	\$46,824
No. 18 (Deep River) Fire Protection District	\$182,424	\$29,566	\$8,182	\$220,172
No. 18 (Deep River) Fire Service District Overlay	\$0	\$0	\$0	\$0
No. 28 (Frieden's) Fire Protection District	\$134,413	\$21,195	\$8,415	\$164,023
No. 28 (Frieden's) Fire Service District Overlay	\$52,421	\$0	\$0	\$52,421
Fire Protection District No. 1 (Horneytown)	\$24,351	\$3,681	\$1,571	\$29,603
Gibsonville Fire Protection District	\$11,513	\$1,837	\$1,088	\$14,438
Guilford College Community Fire Protection District	\$426,487	\$62,420	\$7,965	\$496,872
Guilford College Community Fire Service District Overlay	\$32,041	\$15,778	\$0	\$47,819
Guil-Rand Fire Protection District	\$117,018	\$19,363	\$7,889	\$144,270
Guil-Rand Fire Protection Service District Overlay	\$23,403	\$3,872	\$0	\$27,275
Julian Vol Fire Protection District	\$74,519	\$9,190	\$2,014	\$85,723
Julian Fire Service District Overlay	\$0	\$0	\$0	\$0
Kimesville Fire Protection District	\$92,839	\$14,875	\$5,513	\$113,227
McLeansville Fire Protection District	\$717,983	\$114,741	\$28,411	\$861,135
McLeansville Fire Service District Overlay	\$267,089	\$0	\$0	\$267,089
Mount Hope Community Fire Protection District	\$585,189	\$88,957	\$36,458	\$710,604
Mount Hope Community Fire Service District Overlay	\$0	\$0	\$0	\$0
Northeast Guil Fire Protection District	\$753,762	\$117,836	\$43,772	\$915,370
Northeast Fire Svc. Dist. Overlay	\$225,375	\$34,165	\$0	\$259,540
Oak Ridge Fire Protection District	\$1,031,716	\$161,240	\$70,090	\$1,263,046
Oak Ridge Fire Service District Overlay	\$0	\$0	\$0	\$0
Pincroft-Sedgefield Fire Protection District	\$1,525,760	\$243,367	\$66,081	\$1,835,208
Pincroft-Sedgefield Fire Service District Overlay	\$122,060	\$18,873	\$0	\$140,933
Pleasant Garden Fire Protection District	\$563,354	\$90,314	\$33,155	\$686,823
Pleasant Garden Fire Service District Overlay	\$60,278	\$0	\$0	\$60,278

**Appropriations by Source of Funds**

<b>District</b>	<b>Property Tax</b>	<b>Sales Tax</b>	<b>Appropriated Fund Balance</b>	<b>FY 2016 Adopted Budget</b>
PTIA Fire Service District	\$179,301	\$11,700	\$0	\$191,001
Southeast Fire Protection District	\$170,401	\$27,046	\$6,750	\$204,197
Southeast Fire Service District Overlay	\$0	\$0	\$0	\$0
Stokesdale Fire Protection District	\$593,910	\$93,229	\$25,690	\$712,829
Summerfield Fire Protection District	\$1,764,235	\$277,818	\$84,697	\$2,126,750
Summerfield Fire Service District Overlay	\$546,913	\$84,083	\$0	\$630,996
Whitsett Fire Protection District	\$476,237	\$65,235	\$22,225	\$563,697
Whitsett Fire Service District Overlay	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$13,661,081</b>	<b>\$2,068,356</b>	<b>\$602,750</b>	<b>\$16,332,187</b>



## ROOM OCCUPANCY AND TOURISM DEVELOPMENT FUND

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** Sustainable Economic Development and Growth

**PRIORITY:** Collaborative economic development.



### BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
Economic Devel & Assistance	4,929,357	5,500,000	6,000,000	6,000,000	500,000	9.1%	5,700,000
<b>Room Occupancy/Tourism Dev Tax</b>	<b>4,929,357</b>	<b>5,500,000</b>	<b>6,000,000</b>	<b>6,000,000</b>	<b>500,000</b>	<b>9.1%</b>	<b>5,700,000</b>
<b>EXPENSE</b>							
Other Services & Charges	4,929,357	5,500,000	6,000,000	6,000,000	500,000	9.1%	5,700,000
<b>Total Expense</b>	<b>4,929,357</b>	<b>5,500,000</b>	<b>6,000,000</b>	<b>6,000,000</b>	<b>500,000</b>	<b>9.1%</b>	<b>5,700,000</b>
<b>REVENUE</b>							
Taxes	4,929,357	5,500,000	6,000,000	6,000,000	500,000	9.1%	0
<b>Total Revenue</b>	<b>4,929,357</b>	<b>5,500,000</b>	<b>6,000,000</b>	<b>6,000,000</b>	<b>500,000</b>	<b>9.1%</b>	<b>0</b>
<b>County Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>5,700,000</b>

### DEPARTMENTAL PURPOSE & GOALS

The Greensboro/Guilford County Tourism Development Authority (the Authority) is a public authority under the North Carolina General Statutes, created to promote activities and programs which encourage travel and tourism to the area. The County is financially accountable for the Authority because it levies the occupancy tax which is the major source of the Authority's revenues and has final approval over the annual budget. The budget presented above allows the county to remit the proceeds of the occupancy tax revenue to the Authority.

# INTERNAL SERVICES FUND

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** *Be an Efficient, Effective and Responsive Government*

**PRIORITY:** *Fiscally responsible & sustainable operation*



## BUDGET SUMMARY

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2016 Adopted	\$ Chg	% Chg	FY2017 Plan
<b>EXPENSE</b>							
<b>Risk Retention – Liability, Property, Workers’ Comp.</b>							
Personnel Services	118,982	190,484	190,484	195,441	4,957	2.60%	200,174
Operating	2,926,989	2,999,482	3,111,426	2,999,476	(6)	0.00%	2,999,482
<b>Risk Retention Total</b>	<b>3,045,971</b>	<b>3,189,966</b>	<b>3,301,910</b>	<b>3,194,917</b>	<b>4,951</b>	<b>0.16%</b>	<b>3,199,656</b>
<b>Health Care &amp; Wellness</b>							
Operating	34,982,080	38,263,174	38,263,174	39,114,318	851,144	2.20%	40,287,482
<b>TOTAL Expenditures</b>	<b>38,028,051</b>	<b>41,453,140</b>	<b>41,565,084</b>	<b>42,309,235</b>	<b>856,095</b>	<b>2.07%</b>	<b>43,487,138</b>
<b>REVENUES</b>							
User Charges	40,496,276	40,263,174	40,263,174	41,102,318	839,144	2.08%	42,275,122
Other	488,292	40,000	40,000	40,000	0	0.00%	40,000
<b>TOTAL Revenues</b>	<b>41,089,290</b>	<b>40,343,174</b>	<b>40,343,174</b>	<b>41,194,318</b>	<b>851,144</b>	<b>2.11%</b>	<b>42,367,482</b>
<b>Operating Gain/(Loss)</b>	<b>3,061,239</b>	<b>(1,109,966)</b>	<b>(1,221,910)</b>	<b>(1,114,917)</b>	<b>(4,951)</b>	<b>0.45%</b>	<b>(1,119,656)</b>
<b>Interest Income</b>	<b>104,722</b>	<b>40,000</b>	<b>40,000</b>	<b>52,000</b>	<b>12,000</b>	<b>30.00%</b>	<b>52,360</b>
<b>Beginning Net Position</b>	<b>27,919,693</b>	<b>30,980,932</b>	<b>30,980,932</b>	<b>29,759,022</b>	<b>(1,221,910)</b>	<b>-3.94%</b>	<b>28,644,105</b>
<b>Ending Net Position</b>	<b>30,980,932</b>	<b>29,870,966</b>	<b>29,759,022</b>	<b>28,644,105</b>	<b>(1,226,861)</b>	<b>-4.11%</b>	<b>27,524,449</b>

## DEPARTMENTAL PURPOSE

The Internal Services Fund accounts for risk management services provided to other departments of the County on a cost reimbursement basis. The County is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; injuries to employees; and natural disasters. The County protects itself from potential loss using a combination of risk financing methods, which are accounted for in the Internal Service Fund. The County’s insurance programs consist of liability, property, workers’ compensation, and employee healthcare insurance. All operating funds of the County participate in the risk management program and make payments to the program department based on the insured departments’ exposure factors. Payments are for prior and current year claims and to establish adequate reserves for catastrophic losses.

The reduction in the Health Care & Wellness program area is the result of transitioning eligible retirees from the county’s self-insured health care plan to a Medicare Advantage plan.



## Multi-Year Planning Processes

### *Capital, Large Equipment, Major Facility, Major Technology, and Vehicle Plans*

Guilford County has a number of multi-year planning processes to help forecast future expenses and revenues. While the annual budget focuses on needs for the next fiscal year, long-term plans focus beyond the immediate budget year. Being aware of future needs provides a broad fiscal perspective that helps decision makers make better short-term choices and understand how those choices may impact future budgets.

The multi-year plans prepared by the county include:

- **Capital Investment Plan (CIP)** – expensive, usually one-time investments that cost over \$100,000 and typically take more than one year to complete. The county prepares a separate CIP document for rolling 10 year periods. A summary of new projects and changes to existing projects planned for FY 2015-16 is included in the Capital section of this document. The latest CIP is available online at <https://www.guilfordcountync.gov/our-county/budget-management-evaluation>.
- **Large Equipment Plan** – focuses on significant equipment needs. These purchases typically cost over \$5,000 and may be annual purchases or one-time purchases. Examples of large equipment purchases that would be included in the plan are cardiac monitors and defibrillators for ambulances. The plan presented is for five fiscal years.
- **Major Facility Repair Plan** – focuses on major facility repairs and renovations, such as roof repairs or replacement of air conditioning equipment. The plan presented is for five fiscal years. A summary of the latest facility condition assessment with recommended maintenance costs over the next 20 years is also included in this section.
- **Technology Plan** – focuses on major county technology needs, such as software and hardware purchases and upgrades. The county's annual desktop replacement plan is accounted for in the Technology Plan. The plan presented is for five fiscal years.
- **Vehicle Replacement Plan** – plans for the replacement of county fleet vehicles, including passenger cars, equipment trucks, law enforcement vehicles, and ambulances. Vehicles are considered for replacement based on mileage, condition, use, and maintenance costs. The plan presented is for the next fiscal year. The county will extend the plan to five years in FY 2015-16.

These plans are developed by staff committees that receive and evaluate requests to purchase the items described above. The committees consider departmental priorities, county priorities, and funding constraints to develop plans that meet the organization's needs while avoiding significant spikes in the annual budgets. Committee recommendations are submitted to and reviewed by Budget Department staff for presentation to the County Manager and inclusion in the recommended and adopted budgets. The approved purchases on the following pages have been incorporated into the departmental budgets presented throughout this document.



Large Equipment

Multi-Year Plans

FY 2015-16 Adopted Budget

Department	Project/Expense	Account #	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Cooperative Extension	AG Center - All Buildings - Not Approved	52910E	\$0	\$0	\$0	\$0	\$0
<b>Cooperative Extension Total</b>			<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Elections	Document Scanners	52910E	\$6,200	\$0	\$0	\$0	\$0
<b>Elections Total</b>			<b>\$6,200</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Emergency Services	Cardiac Monitors, Defibrillators, Pacemakers	55310E	\$70,000	\$1,000,000	\$1,000,000	\$0	\$0
	Diesel Partic Filter Clean Machine - Moved to FY17	55310E	\$0	\$20,000	\$0	\$0	\$0
	EMS Maintenance Facility - Moved to FY17	55310E	\$0	\$153,772	\$0	\$0	\$0
	Forklift Truck	55350E	\$0	\$30,000	\$0	\$0	\$0
	High Pressure Air Bag System	55310E	\$0	\$20,000	\$0	\$0	\$0
	Horizon Medical Devices - Not Approved	55310E	\$0	\$0	\$0	\$0	\$0
	Hurst Extrication Package - EMS	55310E	\$0	\$35,000	\$0	\$35,000	\$0
	Multi -seat golf cart and trailer	55350E	\$12,000	\$0	\$0	\$0	\$0
	Off-Road Rescue Vehicle - Moved to FY17	55350E	\$0	\$50,000	\$0	\$0	\$0
	Replacement Thermal Imager	55310E	\$10,000	\$0	\$10,000	\$0	\$10,000
	Rescue Jack Set	55310E	\$0	\$0	\$15,000	\$0	\$0
	Self-Contained Breathing Apparatus - EMS	55310E	\$0	\$0	\$0	\$100,000	\$0
	Self-Contained Breathing Apparatus - Fire	55310E	\$50,000	\$100,000	\$150,000	\$0	\$0
	Stryker PowerPro Stretchers	55310E	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000
	Stryker XPS upgrade	52910E	\$60,000	\$60,000	\$1,150	\$1,150	\$1,150
	Tire Changer	55310E	\$0	\$20,000	\$0	\$0	\$0
	Training Manikans	55310E	\$0	\$10,000	\$0	\$100,000	\$0
	Transport ventilators	55310E	\$0	\$500,000	\$500,000	\$0	\$0
	Video Laryngoscopes- Moved to FY17	55310E	\$0	\$500,000	\$0	\$0	\$0
<b>Emergency Services Total</b>			<b>\$267,000</b>	<b>\$2,563,772</b>	<b>\$1,741,150</b>	<b>\$301,150</b>	<b>\$76,150</b>
Facilities	Backflow Tester	52910E	\$1,200	\$0	\$0	\$0	\$0
	Camera Snake - Moved to FY17	55310E	\$0	\$8,000	\$0	\$0	\$0
	Combustion Analyzer	52910E	\$1,200	\$0	\$0	\$0	\$0
	Concrete Saw	52910E	\$1,200	\$0	\$0	\$0	\$0
	KeyMark Key Stamper - Moved to FY17	52910E	\$0	\$4,900	\$0	\$0	\$0
	Rubber Track Skid Steer - Moved to FY17	55350E	\$0	\$18,000	\$0	\$0	\$0
<b>Facilities Total</b>			<b>\$3,600</b>	<b>\$30,900</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Juvenile Detention	Dishwasher	55310E	\$39,996	\$0	\$0	\$0	\$0
	Food Warmer	52910E	\$0	\$0	\$1,300	\$0	\$0
<b>Juvenile Detention Total</b>			<b>\$39,996</b>	<b>\$0</b>	<b>\$1,300</b>	<b>\$0</b>	<b>\$0</b>
Law Enforcement	24' Gooseneck Trailer - 10 ton - Not Approved	55310E	\$0	\$0	\$0	\$0	\$0
	50 HP Forklift - Not Approved	55350E	\$0	\$0	\$0	\$0	\$0
	Combine - Not Approved	55350E	\$0	\$0	\$0	\$0	\$0
	Detention Center-High Point (FY16 Clinic X-Ray)	55310E	\$9,996	\$0	\$5,500	\$0	\$7,000
	HP Jail - Food Service Equipment	55310E	\$0	\$0	\$0	\$0	\$6,000
	Round Roll Baler - Not Approved	55310E	\$0	\$0	\$0	\$0	\$0
	Equipment for 2 new Bailiffs	55310	\$9,996	\$0	\$0	\$0	\$0
<b>Law Enforcement Total</b>			<b>\$19,992</b>	<b>\$0</b>	<b>\$5,500</b>	<b>\$0</b>	<b>\$13,000</b>
Parks & Open Space	16' Landscape Trailer - Moved to FY17	52910E	\$0	\$4,500	\$0	\$0	\$0
	4 Wheeler	55350E	\$0	\$0	\$9,000	\$0	\$0
	4x4 4 wheeler	55350E	\$7,500	\$0	\$0	\$0	\$0

Large Equipment

Multi-Year Plans

FY 2015-16 Adopted Budget

Department	Project/Expense	Account #	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Parks & Open Space	4X4 Club Car	55350E	\$0	\$0	\$0	\$0	\$11,500
	4X4 Gator	55350E	\$0	\$11,500	\$0	\$0	\$0
	54' Lawn Mower - Not Approved	55350E	\$0	\$0	\$0	\$0	\$0
	54' Lawn Mower with stripping kit - Moved to FY17	55350E	\$0	\$9,500	\$0	\$0	\$0
	Aerator	52910E	\$0	\$0	\$0	\$0	\$1,000
	Blower	52910E	\$0	\$1,500	\$0	\$0	\$0
	Bobcat Loader with Combo Bucket	55350E	\$0	\$0	\$30,000	\$0	\$0
	Cushman	55350E	\$17,000	\$0	\$0	\$0	\$0
	Front End Loader Tractor 4x4 with Blower	55350E	\$30,000	\$0	\$0	\$0	\$0
	Gator	55350E	\$0	\$8,500	\$11,500	\$0	\$0
	Gator - Moved to FY17	55350E	\$0	\$11,500	\$0	\$0	\$0
	Gator (Replace Golf Cart) - Moved to FY17	55350E	\$0	\$5,500	\$0	\$0	\$0
	Golf Cart	55350E	\$13,000	\$9,000	\$5,000	\$0	\$0
	Green Master	55310E	\$0	\$0	\$14,000	\$0	\$0
	Jon Boats	55350E	\$0	\$0	\$0	\$0	\$15,000
	Kayaks	52910E	\$9,000	\$0	\$0	\$0	\$0
	Kubota Excuvator - Moved to FY18	55350E	\$0	\$0	\$45,000	\$0	\$0
	Kubota Tractor - Moved to FY17	55350E	\$0	\$20,000	\$0	\$0	\$0
	Lawn Mower	55350E	\$0	\$54,000	\$37,000	\$14,000	\$0
	Lawn Mower - Not Approved	55350E	\$0	\$0	\$0	\$0	\$0
	Mower	55350E	\$0	\$0	\$0	\$14,000	\$0
	New Holland MC 28 Mower - Moved to FY17	55350E	\$0	\$22,000	\$0	\$0	\$0
	New Holland Tractor with Mower - Moved to FY17	55350E	\$0	\$40,000	\$0	\$0	\$0
	New Holland with Mower and Bucket	55350E	\$0	\$0	\$24,000	\$0	\$0
	Northeast Park Aquatic Center - Kitchen	55350E	\$0	\$0	\$0	\$0	\$20,000
	Reel Mower	55350E	\$0	\$18,000	\$0	\$0	\$0
	Reelmaster	55350E	\$0	\$15,000	\$0	\$12,000	\$0
	Sand Rake	55350E	\$6,000	\$0	\$0	\$0	\$12,000
	Tiller	52910E	\$0	\$0	\$4,500	\$0	\$0
	Top Dresser	55350E	\$0	\$0	\$0	\$15,000	\$0
	Toro 4000D Mower - Moved to FY17	55350E	\$0	\$40,000	\$0	\$0	\$0
Tractor to run 8' Equipment - Moved to FY17	55350E	\$0	\$30,000	\$0	\$0	\$0	
Tractor with Backhoe and Loader	55350E	\$0	\$0	\$0	\$28,000	\$0	
<b>Parks &amp; Open Space Total</b>			<b>\$82,500</b>	<b>\$300,500</b>	<b>\$180,000</b>	<b>\$83,000</b>	<b>\$59,500</b>
Public Health	Air Compressor - High Point	55310E	\$0	\$6,000	\$0	\$0	\$0
	Air Compressor (Greensboro)	55310E	\$0	\$0	\$0	\$6,000	\$0
	Air Quality Equipment	55310E	\$0	\$0	\$0	\$0	\$6,000
	Autoclave (High Point)	55310E	\$0	\$0	\$6,000	\$0	\$0
	Exercise Equipment - Not Approved	52910E	\$0	\$0	\$0	\$0	\$0
	HP Sub	55310E	\$0	\$0	\$0	\$0	\$3,000
	Lab Clinical/Adult Dental Equipment	52910E	\$5,004	\$0	\$0	\$0	\$0
	Lab Refrigerator	55310E	\$5,004	\$0	\$0	\$0	\$0
	Lead Paint Portable Data Recorder (PDA)	55310E	\$0	\$0	\$0	\$30,000	\$0
	Refrigerators (3) & Freezers (2) - Vaccines	55310E	\$0	\$30,000	\$0	\$0	\$0
Stand-Up Handicap Scale	52910E	\$3,996	\$0	\$0	\$0	\$0	

**Large Equipment**

Multi-Year Plans

FY 2015-16 Adopted Budget

Department	Project/Expense	Account #	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Public Health	Station Sterilizer (High Point)	55310E	\$8,004	\$0	\$0	\$0	\$0
	Vacuum System (Greensboro)	55310E	\$0	\$6,000	\$0	\$0	\$0
	X-Ray Machine - Operatory (Greensboro)	55310E	\$0	\$0	\$12,000	\$0	\$0
	X-Ray Machine - Operatory (High Point)	55310E	\$0	\$6,000	\$0	\$0	\$0
	X-Ray Machine - Panoramic (Greensboro)	55310E	\$0	\$0	\$0	\$30,000	\$0
	X-Ray Machine (Panoramic) High Point	55310E	\$0	\$0	\$0	\$0	\$30,000
<b>Public Health Total</b>			<b>\$22,008</b>	<b>\$48,000</b>	<b>\$18,000</b>	<b>\$66,000</b>	<b>\$39,000</b>
Security	Digital Voice Recorder Replacement	52910E	\$0	\$1,200	\$1,200	\$1,200	\$0
	Replace outdated Guard Tour system	52910E	\$0	\$970	\$970	\$970	\$0
	Replace X-Ray Machines and Magnetometers	55310E	\$0	\$0	\$0	\$55,000	\$0
<b>Security Total</b>			<b>\$0</b>	<b>\$2,170</b>	<b>\$2,170</b>	<b>\$57,170</b>	<b>\$0</b>
Solid Waste	Rim Crusher	55310E	\$24,000	\$0	\$0	\$0	\$0
<b>Solid Waste Total</b>			<b>\$24,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Grand Total</b>			<b>\$465,296</b>	<b>\$2,945,342</b>	<b>\$1,948,120</b>	<b>\$507,320</b>	<b>\$187,650</b>



Special Facilities

Multi-Year Plans

FY 2015-16 Adopted Budget

Department	Project/Expense	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
<b>Animal Control</b>	Animal Shelter	\$50,004	\$50,000	\$60,500	\$50,000	\$50,000
<b>Animal Control Total</b>		<b>\$50,004</b>	<b>\$50,000</b>	<b>\$60,500</b>	<b>\$50,000</b>	<b>\$50,000</b>
<b>Child Support Enforcement</b>	Independence Center-GSO-Relocate Interview Room	\$0	\$0	\$4,760	\$0	\$0
<b>Child Support Enforcement Total</b>		<b>\$0</b>	<b>\$0</b>	<b>\$4,760</b>	<b>\$0</b>	<b>\$0</b>
<b>Cooperative Extension</b>	AG Center - All Bldgs	\$0	\$3,000	\$65,000	\$0	\$0
<b>Cooperative Extension Total</b>		<b>\$0</b>	<b>\$3,000</b>	<b>\$65,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Emergency Services</b>	Diesel Exhaust extraction	\$0	\$0	\$175,000	\$0	\$0
	EMS 1339 Headquarters Dr.	\$0	\$0	\$150,000	\$4,318	\$0
	EMS 300 Concord St	\$0	\$0	\$34,000	\$0	\$0
	EMS Meadowood	\$0	\$0	\$220,800	\$0	\$0
	EMS Meadowood Base #3 (FCA)	\$24,996	\$0	\$113,000	\$0	\$798,000
<b>Emergency Services Total</b>		<b>\$24,996</b>	<b>\$0</b>	<b>\$692,800</b>	<b>\$4,318</b>	<b>\$798,000</b>
<b>Facilities</b>	4310 US 220 North	\$0	\$0	\$25,000	\$0	\$0
	ADA Substance Abuse Facility - High Point (FCA)	\$40,800	\$37,000	\$177,960	\$123,320	\$429,600
	AG Center Barn - Greensboro (FCA)	\$0	\$7,000	\$18,000	\$0	\$0
	AG Main Building - Greensboro (FCA)	\$2,000	\$0	\$49,200	\$0	\$1,599,000
	BB&T Building - Greensboro (FCA)	\$0	\$31,000	\$0	\$0	\$762,000
	Bellemeade Center - Greensboro (FCA)	\$0	\$142,000	\$147,940	\$142,940	\$574,780
	Courthouse - Greensboro (Fac.)	\$0	\$460,000	\$0	\$0	\$0
	Courthouse - Greensboro (FCA)	\$0	\$155,000	\$272,040	\$534,580	\$660,000
	Courthouse - High Point (FCA)-Adjusted	\$0	\$107,000	\$247,920	\$128,796	\$2,396,840
	Courthouse Plaza - Greensboro	\$200,000	\$300,000	\$0	\$0	\$0
	Edgeworth Building - Greensboro (FCA)	\$0	\$6,000	\$28,800	\$18,000	\$2,148,600
	General Roofing, HVAC, & Other Facility Repairs	\$599,996	\$0	\$0	\$0	\$0
	Greene Street Center - Greensboro (FCA)	\$50,000	\$0	\$100,400	\$296,000	\$1,323,000
	Independence Center - Greensboro (FCA)	\$50,000	\$600,000	\$46,200	\$0	\$1,491,000
	Maple Street Building - Greensboro (FCA)	\$30,000	\$90,000	\$106,400	\$35,860	\$180,860
	Mental Health Building - High Point (FCA)	\$65,000	\$20,000	\$129,720	\$139,080	\$172,500
	Old Courthouse - Greensboro (FCA)	\$0	\$285,000	\$241,000	\$1,294,000	\$0
	Old Lifespan Building - High Point (FCA)	\$40,000	\$0	\$134,520	\$3,600	\$53,640
	Otto Zenke Building - Greensboro (FCA)	\$0	\$0	\$590,000	\$0	\$0
	Parking Deck - Law Enforcement - High Point (FCA)	\$0	\$50,000	\$0	\$132,400	\$0
	Prison Farm - Remainder of Transition Plan Items	\$100,000	\$0	\$0	\$0	\$0
	Public Health Building - High Point (FCA)	\$58,000	\$100,000	\$223,240	\$66,780	\$171,600
	Russell Street Building - High Point (FCA)	\$0	\$100,000	\$0	\$92,340	\$70,440
<b>Facilities Total</b>		<b>\$1,235,796</b>	<b>\$2,490,000</b>	<b>\$2,538,340</b>	<b>\$3,007,696</b>	<b>\$12,033,860</b>
<b>Juvenile Detention</b>	Juvenile Detention Facility	\$0	\$0	\$70,000	\$0	\$0
	Juvenile Detention Facility (FCA)	\$9,996	\$0	\$2,000	\$0	\$369,000
<b>Juvenile Detention Total</b>		<b>\$9,996</b>	<b>\$0</b>	<b>\$72,000</b>	<b>\$0</b>	<b>\$369,000</b>
<b>Law Enforcement</b>	Detention Center - Greensboro (Fac.)	\$110,004	\$10,000	\$115,000	\$0	\$0
	Detention Center - High Point	\$144,000	\$0	\$214,000	\$0	\$0
	Detention Center - High Point (Fac.)	\$0	\$40,000	\$0	\$0	\$0
	Detention Center - High Point (FCA)-Adjusted	\$0	\$15,000	\$14,300	\$59,700	\$191,600
<b>Law Enforcement Total</b>		<b>\$254,004</b>	<b>\$65,000</b>	<b>\$343,300</b>	<b>\$59,700</b>	<b>\$191,600</b>
<b>Parks &amp; Open Space</b>	Bur-Mil Park Aquatic Center - Greensboro (FCA)	\$0	\$0	\$23,500	\$30,000	\$223,000

Special Facilities

Multi-Year Plans

FY 2015-16 Adopted Budget

Department	Project/Expense	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
<b>Parks &amp; Open Space</b>	Bur-Mil Park Clubhouse - Greensboro (FCA)-Adjusted	\$0	\$0	\$15,000	\$50,000	\$622,500
	Bur-Mil Park General - Greensboro (FCA)	\$0	\$10,000	\$892,000	\$495,000	\$162,000
	Bur-Mil Park Golf - Greensboro (FCA)	\$0	\$0	\$265,000	\$115,000	\$30,000
	Bur-Mil Park Wildlife Center - Greensboro (FCA)	\$0	\$0	\$33,000	\$0	\$70,000
	Gibson Park	\$0	\$69,000	\$75,000	\$81,000	\$151,000
	Hagan Stone Aquatic Center	\$0	\$0	\$0	\$0	\$5,000
	Hagan Stone ARC Bldg & Chapel	\$20,000	\$20,000	\$0	\$0	\$0
	Hagan Stone Campground	\$0	\$0	\$320,000	\$25,000	\$25,000
	Hagan Stone Park	\$36,004	\$49,000	\$253,000	\$158,000	\$202,000
	Northeast Park Aquatic Center - Gibsonville (FCA)	\$0	\$5,000	\$0	\$149,000	\$53,000
	Northeast Park Attractions	\$0	\$0	\$20,000	\$7,500	\$20,000
	Northeast Park Clubhouse - Gibsonville (FCA)	\$0	\$25,000	\$10,000	\$2,000	\$52,000
	Northeast Park Operations - Gibsonville (FCA)	\$0	\$0	\$18,000	\$32,500	\$375,000
	Southwest Park	\$0	\$10,000	\$0	\$0	\$49,500
<b>Parks &amp; Open Space Total</b>		<b>\$56,004</b>	<b>\$188,000</b>	<b>\$1,924,500</b>	<b>\$1,145,000</b>	<b>\$2,040,000</b>
<b>Public Health</b>	Maple Street Building	\$0	\$0	\$36,000	\$0	\$0
	Parking Deck - High Point (FCA)	\$0	\$100,000	\$900	\$0	\$681,600
	Public Health - Wendover	\$0	\$0	\$36,000	\$0	\$0
	Public Health - Wendover - Greensboro (FCA)	\$30,000	\$0	\$50,400	\$0	\$465,000
	Public Health Building - High Point	\$0	\$0	\$25,000	\$0	\$0
	Public Health Building - High Point (Fac.)	\$0	\$0	\$15,000	\$0	\$0
	Public Health Dental Clinic - Friendly - GSO	\$0	\$0	\$75,000	\$0	\$0
<b>Public Health Total</b>		<b>\$30,000</b>	<b>\$100,000</b>	<b>\$238,300</b>	<b>\$0</b>	<b>\$1,146,600</b>
<b>Purchasing</b>	Purchasing Office - Break Room	\$504	\$0	\$0	\$0	\$0
<b>Purchasing Total</b>		<b>\$504</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Security</b>	Courthouse - Greensboro - Turnstile	\$0	\$0	\$6,000	\$0	\$0
<b>Security Total</b>		<b>\$0</b>	<b>\$0</b>	<b>\$6,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Grand Total</b>		<b>\$1,661,304</b>	<b>\$2,896,000</b>	<b>\$5,945,500</b>	<b>\$4,266,714</b>	<b>\$16,629,060</b>



NO.	BUILDING NAME	0 YEARS	2 YEARS	5 YEARS	10 YEARS	20 YEARS	TOTALS
1	ADA SA FACILITY DAYMARK	230,760	148,320	432,600	280,920	315,120	1,407,720
2	AG Center Barn	18,000	20,000	0	180,000	186,000	404,000
3	AG Main Building	377,400	36,000	1,917,000	180,000	186,000	2,696,400
4	BB&T Building	216,000	6,000	762,000	582,000	906,000	2,472,000
5	Bellemeade Center	190,390	157,440	574,780	464,260	65,000	1,451,870
6	Bur Mill Clubhouse	1,199,500	593,000	1,032,500	815,000	65,000	3,705,000
7	County Courts Building HP	324,720	848,796	2,396,840	795,240	1,718,520	6,084,116
8	Edgeworth	34,800	18,000	2,148,600	84,000	432,000	2,717,400
9	EMS #3	138,000	72,000	786,000	678,000	159,000	1,833,000
10	Evergreens Nursing Home	Demolished					0
11	Greene Street Center	110,400	336,000	1,323,000	222,000	708,000	2,699,400
12	Greensboro Detention Center	144,000	0	138,000	1,008,000	7,902,000	9,192,000
13	Old Jail (LEC)	1,644,000	0	0	276,000	516,000	2,436,000
14	Guilford County Courthouse	272,280	672,540	660,000	187,200	1,000,000	2,792,020
15	HP Jail	14,900	727,500	197,600	623,240	377,200	1,940,440
16	HP Parking Deck	25,900	600,000	81,600	0	0	707,500
17	Huffine Mill Road	178,000	790,000	470,000	0	225,000	1,663,000
18	Law Enforcement Parking Deck	0		182,400	0	0	182,400
19	Independence Center	210,200	216,000	1,747,000	516,000	483,000	3,172,200
20	Juvenile Detention	12,000	24,000	939,000	396,000	513,000	1,884,000
21	Maple Street	108,900	111,700	567,860	174,720	40,000	1,003,180
22	Mental Health Building	201,120	139,080	172,500	374,100	160,500	1,047,300
23	Old Courthouse	144,000	1,530,000	0	618,000	930,000	3,222,000
24	Old Lifespan	171,120	3,600	53,640	232,831	22,800	483,991
25	Parks - 5836 Bur Mill Club Rd	20,800	14,000	12,000	0	0	46,800
26	Parks - 5922 Hagen Stone Park	31,150	13,000	0	0	0	44,150
27	Parks - 5924 Hagen Stone Park	33,500	34,000	0	0	0	67,500
28	Parks - 5926 Hagen Stone Park	21,450	24,000	0	0	0	45,450
29	Parks - 6191 Hickory Creek Rd	35,700	18,000	12,000	0	65,700	131,400
30	Parks - 3423 Northeast Park	16,400	12,000	12,000	0	0	40,400
31	4310 US 220 North	15,000	30,000	0	0	0	45,000
32	Parks - 5207 W. Wendover	35,900	22,000	0	0	0	57,900

NO.	BUILDING NAME	0 YEARS	2 YEARS	5 YEARS	10 YEARS	20 YEARS	TOTALS
33	Public Health Department Gso	80,400	672,000	465,000	702,000	597,000	2,516,400
34	Public Health HP	288,240	114,780	171,600	435,840	185,040	1,195,500
35	Russell Building	61,200	92,340	70,440	129,600	616,200	969,780
36	Whisnant Center	19,000	230,000	623,200	991,000	0	1,863,200
37	Zenke Building	348,000	679,500	496,000	250,000	736,400	2,509,900
38	Gibson Park Maintenance	90,000	122,400	198,000	154,200	3,000	567,600
39	Hagen Stone ARC Bldg	689,000	200,000	234,000	373,000	0	1,496,000
40	Northeast Park Event Center	38,000	196,000	520,000	462,000	0	1,216,000
41	Southwest Park Marina	0	8,000	49,500	195,500	0	253,000
42	EMS Headquarters	2,500	15,000	65,000	73,500	65,000	221,000
43	EMS Garage	4,000	6,000	10,000	23,000	9,000	52,000
44	EMS Fernwood	3,500	5,300	9,000	59,000		76,800
45	EMS Concord	2,600	6,700	33,700	70,300	3,000	116,300
	<b>TOTALS</b>	<b>7,802,730</b>	<b>9,564,996</b>	<b>19,564,360</b>	<b>12,606,451</b>	<b>19,190,480</b>	<b>68,729,017</b>

Technology

Multi-Year Plans

FY 2015-16 Adopted Budget

Department	Project/Expense	Account #	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Animal Control	Animal Control - Replacement Toughbooks	52911C	\$20,004	\$20,000	\$20,000	\$20,000	\$20,000
<b>Animal Control Total</b>			<b>\$20,004</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>
County Attorney	Deputy County Attorney - Computer equipment - New Position	52911C	\$1,656	\$0	\$0	\$0	\$0
<b>County Attorney Total</b>			<b>\$1,656</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Elections	Printer/scanning equipment - basement renovation	52911	\$3,000	\$0	\$0	\$0	\$0
<b>Elections Total</b>			<b>\$3,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Emergency Services	ePCR Tablets	52911C	\$45,004	\$45,000	\$45,000	\$45,000	\$45,000
	ES Server replacement plan	55310C	\$20,004	\$10,000	\$10,000	\$40,000	\$0
	First Pass Software	53191C	\$0	\$0	\$0	\$85,000	\$0
	First Watch	53191C	\$0	\$130,000	\$45,000	\$0	\$0
	MCT replacements	52911C	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
	Mobile Gateways	52911C	\$0	\$90,000	\$15,000	\$15,000	\$15,000
<b>Emergency Services Total</b>			<b>\$115,008</b>	<b>\$325,000</b>	<b>\$165,000</b>	<b>\$235,000</b>	<b>\$110,000</b>
Facilities	Computer equipment - field access to maintenance software	52911	\$6,996	\$0	\$0	\$0	\$0
<b>Facilities Total</b>			<b>\$6,996</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Information Services	Accela Eletronic Document Review (EDR)	53191C	\$100,000	\$0	\$0	\$0	\$0
	Accela -Implementation of Fire Marshall Permitting	53191C	\$50,000	\$0	\$0	\$0	\$0
	Blade Servers to replace physical servers	52911C	\$50,000	\$0	\$0	\$0	\$0
	Data Closet upgrades	52911C	\$40,000	\$0	\$0	\$0	\$0
	Desktop Refreshes	52911C	\$250,004	\$250,000	\$250,000	\$250,000	\$250,000
	Disaster Recovery Site	52911C	\$120,000	\$0	\$0	\$0	\$0
	Information Services - Mobile Device Management	52911C	\$0	\$65,000	\$0	\$0	\$0
		53191C	\$0	\$0	\$5,000	\$5,200	\$5,200
	Kronos 8 Upgrade / Transition to SaaS	53191C	\$130,000	\$130,000	\$130,000	\$130,000	\$130,000
	Laptop Refreshes	52911C	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
	Large Format Scanner	52911C	\$0	\$17,000	\$0	\$0	\$0
	Microsoft Office 365	53191C	\$344,996	\$345,000	\$345,000	\$345,000	\$345,000
	Network Switches	52911C	\$150,000	\$0	\$0	\$0	\$0
	Scanners for Planning Department	52911C	\$0	\$10,000	\$0	\$0	\$0
	SQL Monitoring Software	53191C	\$0	\$45,000	\$0	\$0	\$0
<b>Information Services Total</b>			<b>\$1,335,000</b>	<b>\$962,000</b>	<b>\$830,000</b>	<b>\$830,200</b>	<b>\$830,200</b>
Inspections	Building Inspector - Computer equipment - New Position	52911C	\$4,200	\$0	\$0	\$0	\$0
<b>Inspections Total</b>			<b>\$4,200</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Law Enforcement	Citation Printers	52911C	\$10,000	\$0	\$0	\$0	\$0
	Family Justice Center evidence station hardware	52911	\$1,000	\$0	\$0	\$0	\$0
	MCT's	52911C	\$152,000	\$0	\$0	\$0	\$0
	Paytel Funds - Technology Items	52911	\$50,000	\$0	\$0	\$0	\$0
	Servers	52911C	\$12,000	\$0	\$0	\$0	\$0
	Special Paper Printer	55310C	\$0	\$10,000	\$0	\$0	\$0
	Storage for Body Cameras	53191C	\$0	\$10,000	\$0	\$0	\$0
<b>Law Enforcement Total</b>			<b>\$225,000</b>	<b>\$20,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Public Health	EH Trimbles	52911C	\$20,000	\$0	\$0	\$0	\$0

**Technology**

Multi-Year Plans

FY 2015-16 Adopted Budget

<b>Department</b>	<b>Project/Expense</b>	<b>Account #</b>	<b>FY 2015-16</b>	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
Public Health	EMR (Electronic Medical Records)	52911C	\$300,004	\$60,000	\$60,000	\$60,000	\$60,000
<b>Public Health Total</b>			<b>\$320,004</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$60,000</b>
Security	IP Cameras and Network Video Recorders	52911C	\$0	\$80,000	\$45,000	\$45,000	\$0
<b>Security Total</b>			<b>\$0</b>	<b>\$80,000</b>	<b>\$45,000</b>	<b>\$45,000</b>	<b>\$0</b>
Social Services	DHHS - Tech Upgrades (RM 122 and 123- Maple st)	52911C	\$35,000	\$0	\$0	\$0	\$0
<b>Social Services Total</b>			<b>\$35,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Tax	Pictometry and ChangeFinder	52911C	\$165,372	\$0	\$0	\$0	\$0
<b>Tax Total</b>			<b>\$165,372</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Grand Total</b>			<b>\$2,231,240</b>	<b>\$1,467,000</b>	<b>\$1,120,000</b>	<b>\$1,190,200</b>	<b>\$1,020,200</b>

**Vehicle Purchases - FY 2015-16 Adopted Budget**

<b>Description</b>	<b>Count</b>	<b>Cost</b>
NEW Planning - Sedan	1	\$ 19,600
NEW Facilities - Bldg Maint - SUV	1	\$ 27,000
NEW Facilities - Prev Maint - PU 4WD	1	\$ 26,000
NEW Facilities - Project Mgr - SUV	1	\$ 22,000
NEW Facilities - Prop Mgmt - Sedan	1	\$ 19,600
NEW DSS/PH Pool - 10 Sedans	10	\$ 196,000
Replace #100 Coop Extension - Truck	1	\$ 21,000
Replace #577 Facilities - Truck	1	\$ 26,000
Replace #531 Facilities - Van	1	\$ 21,500
Replace #119 Facilities - Van	1	\$ 21,500
Replace #479 Facilities - SUV 4WD	1	\$ 27,000
Replace #163 Fleet/DSS - Sedan	1	\$ 19,600
Replace #838 Parks - PU	1	\$ 25,000
Replace #348 Parks - PU	1	\$ 25,000
Replace #35 Planning - Sedan	1	\$ 19,600
Replace #345 Health - PU	1	\$ 25,000
Replace #140 Health - PU	1	\$ 25,000
Replace #611 DSS - Sedan	1	\$ 19,600
<b>Fleet Operation Total</b>	<b>27</b>	<b>\$ 586,000</b>
NEW Vehicle for new Inspector	1	\$ 21,996
<b>Inspections Total</b>	<b>1</b>	<b>\$ 21,996</b>
Replace Patrol Vehicles	34	\$ 1,208,700
Replace Stokesdale Patrol Vehicle	1	\$ 35,550
<b>Law Enforcement Total</b>	<b>35</b>	<b>\$ 1,244,250</b>
Replace Ambulances	3	\$ 690,000
Replace Staff Vehicles	4	\$ 120,000
Multi-seat Golf Cart & Trailer	1	\$ 12,000 *
NEW Rescue Truck for new Fire Support Unit	1	\$ 99,996
<b>Emergency Services Total</b>	<b>9</b>	<b>\$ 921,996</b>
Replace Animal Control Vehicles	2	\$ 67,284
<b>Animal Control Total</b>	<b>2</b>	<b>\$ 67,284</b>
4X4 4-Wheeler	1	\$ 7,500 *
Front End Loader Tractor 4X4 with Blower	1	\$ 30,000 *
Cushman-type Vehicle	1	\$ 17,000 *
Sand Rake	1	\$ 6,000 *
Golf Cart	1	\$ 4,000 *
Golf Cart	1	\$ 9,000 *
<b>Parks</b>	<b>6</b>	<b>\$ 73,500</b>
<b>TOTAL</b>	<b>80</b>	<b>\$ 2,915,026</b>

\* Originally in the 10-Year Major Equipment Plan, but will be budgeted as a vehicle purchase.



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## GLOSSARY OF BUDGET-RELATED TERMS

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**ABC Tax** - A tax on the net profits of county and city alcoholic beverage control (ABC) stores. The law provides that the net profits from the tax to a county's general fund.

**Accrual Basis of Accounting** - Method of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

**Ad Valorem Tax (also known as "Property Tax")** - A tax on property itself, levied on the assessed value of the property.

**Adopted Budget** - The original budget approved by the Board of County Commissioners for a given fiscal year.

**Amended Budget** - The original budget plus or minus any adjustments approved during the fiscal year by the Board of County Commissioners, i.e. 6/30 or year end.

**Appropriation** - An authorization from a governing body to make expenditures for a specific purpose.

**Assessed Valuation** - The total value of real estate and personal property as determined by tax assessors which is used as a basis for levying taxes.

**Average Daily Membership (ADM)** - The average number of students attending the public schools (grades K-12) on any given day based on enrollment figures through the first 10 days of the school year. This number is used by the State Department of Public Instruction for the allotment of "per pupil" funds to a school system. It is also used by county government as the basis for the allotment of operating (non-capital) funds from county sources to the public schools.

**Balance Budget** – A budget (including project ordinances and financial plans for Internal Service Funds) where the sum of estimated net revenues and appropriated fund balances is equal to appropriations. G.S. 159-8(a) requires an exact balance – neither a deficit nor a surplus. G.S. 159-13(b) (16) states that each of the accounting funds, the sum of which make up the annual budget, must also be balanced.

**Beer & Wine Tax** - A tax levied by the state on alcoholic beverages. A county is eligible to share in beer and wine excise tax revenues if these beverages may be legally sold at the retail level in any part of a county outside of the municipalities. Distribution of the revenue from this tax is made to county governments based on the non-municipal population.

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## GLOSSARY OF BUDGET-RELATED TERMS

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**Benchmarking** - A practical process for measuring an organization's performance and processes, and using that analysis to improve services, operations and associated expenses.

**Best in Class** - Organizations that perform each function at the lowest cost, or with the highest degree of quality or efficiency.

**Best Practice** - The method used by an entity that excels at doing a particular activity. These are the measures against which the county benchmarks its current processes for performing the activity.

**Block Grant** - The consolidation by a funding agency (Federal or State government, for example) of two or more program-specific grants into one grant. This, in theory, provides the recipient of the grant with the maximum flexibility in the expenditure of the grant funds, while adhering to program requirements. In practice, it is sometimes used by funding agencies as a method of reducing the amount of grant awards.

**Bond** - A written promise to pay a specific sum of money plus interest within a specific period of time. Bonds are a major source of revenue for construction or major renovations.

**Brownfields** - Abandoned industrial sites that are, many times, contaminated, and in need of redevelopment before new businesses can utilize them. With potential positive changes to federal EPA regulations looming on the horizon, involvement in the area of brownfields redevelopment could yield public benefits in the areas of downtown and community redevelopment, as well as within the small business community.

**Budget** - A proposed plan for raising and spending money for specified programs, functions, activities, or objectives during a fiscal year.

**Budget Calendar** - The schedule around which the budget is developed. This schedule must include certain statutory dates, ultimately ending with the adoption of a budget ordinance by the Board of County Commissioners prior to July 1 (the date that the fiscal year begins).

**Budget Message** - The introduction of the budget that provides the Board of County Commissioners and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the County Manager.

**Budget Ordinance** - The official enactment by the Board of Commissioners making appropriations and establishing a tax rate for the budget year.



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## GLOSSARY OF BUDGET-RELATED TERMS

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Appropriations shall be made by department, function, or project and will include the presentation of revenue estimates by major source. The ordinance must be adopted prior to July 1, with appropriate notification made to the Finance Officer and Clerk to the Board within five (5) days of approval by the Board of Commissioners.

**Capital Improvement Plan (CIP)** - A five-year plan of major construction or renovation projects. This plan includes the projected annual expenses and available revenues for each project. The plan is adjusted annually and approved by the Board of County Commissioners.

**Capital Improvement Program** - A long range plan which outlines proposed capital improvement projects and estimates the costs and funding sources associated with those projects.

**Capital Outlay** - Expenses associated with the acquisition, construction, improvement, replacement, or renovation of land, structures and improvements thereon. This includes equipment and physical property, other than land and buildings, having a useful life of more than three years and a cost in excess of \$5,000. (Expenditures to replace parts or otherwise to restore assets to their previously efficient operating condition, are treated as repairs.)

**Capital Projects** - A renovation and/or new construction project where costs are \$100,000 or more; the finished project has a life expectancy of five (5) or more years; and, the project takes a year or more to complete.

**Capital Project Fund** - Transactions relating to the construction of any major capital improvements, including those financed by bond proceeds.

**Capitation** - The practice by a funding agency (Federal or State government, for example) of establishing maximum amounts which may be allocated to recipients of revenue.

**Cash Basis of Accounting** - Method of accounting in which transactions are recognized at the time cash is received or spent.

**Community Based Alternatives (CBA's)** - State-funded alternatives to training school for juveniles, ages 7-17, who have been adjudicated delinquent, or are at risk of being involved in the juvenile justice system. Because Guilford County sends a higher than average number of children to training school, all local programs funded with DBA funding must serve at least 50% of children adjudicated delinquent. The Youth Advisory Council, mandated in every county, and appointed by the Board of Commissioners, makes recommendations on funding each year to the Board of Commissioners. There is a required local

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## GLOSSARY OF BUDGET-RELATED TERMS

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match of 30%. The local funding can come from local government (city & county), the United Way, or any local foundation.

**Community Development Fund** - This fund accounts for projects financed primarily with Community Development Block Grant Funds for rehabilitation and new construction of housing for individuals with low-to-moderate income levels. Guilford County is a member of a housing consortium with four (4) other local governments under the Home Investment Affordable Housing Program created through the Title II Home Investment Partnership Act of the Cranston-Gonzalez National Affordable Housing Act of 1990.

**County Building Construction Fund** - Transactions associated with the financing and construction of various capital assets and improvements for county projects as opposed to schools, water/sewer, parks and watershed.

**Countywide Budget** - The combination of the General Fund Budget (less any transfers to other funds) and the School Capital Outlay Fund Budget. This budget serves as the basis for the countywide tax rate.

**Debt Service** - Payments of interest and principal on an obligation resulting from the issuance of bonds.

**Emergency Telephone System Fund** - Transactions associated with the operation and debt retirement of the "911" Emergency Communications System. These transactions include those associated with both the "hardwire" (landlines) and "wireless" (cellular) communications components.

**Fire Protection District Funds** - Transactions relating to the operation of the Fire Protection Districts in the county. There are 21 individual Fire Protection Districts in the county. Each is funded, in large part, from a special district tax levied on the property value for the individual district. The tax rate for each district is established annually by the Board of County Commissioners with the adoption of the Budget Ordinance.

**Fiscal Year (FY)** - The twelve-month period designated as the operating year for county government. For Guilford County, the fiscal year begins on July 1, and ends on the following June 30.

**Fund** - A separate fiscal and accounting entity, with its own set of accounts and having its own cash and other resources, liabilities, equities or fund balance, revenues and expenditures.

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## GLOSSARY OF BUDGET-RELATED TERMS

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**Fund Balance - Appropriated** - Unrestricted money (cash & investments) left over at the end of a given fiscal year that is budgeted to help finance the subsequent year's expenditures.

**Fund Balance - Undesignated** - Unrestricted money (cash & investments) left over at the end of a given fiscal year that is not budgeted to help finance the subsequent year's expenditures. Any or all of this amount may be appropriated by action of the Board of County Commissioners at any time during the year, or may be left undesignated until the end of the fiscal year. The Local Government Commission recommends that the undesignated fund balance be at least 8% of the countywide budget.

**GAAP** - An acronym meaning "Generally Accepted Accounting Principals", which refer to a set of standard accounting rules and procedures used by governmental agencies to account for the receipt and expenditure of funds.

**General Fund** - Transactions very general in nature and not required to be accounted for in another fund. This is the primary operating fund for the county.

**General Obligation Bonds** - Bonds issued by the government, usually requiring voter approval, that are backed by the government's full faith and credit.

**Hold-Harmless Revenue** – Revenue remitted by the State to county governments in an effort to partially offset the loss of revenue resulting from the elimination of Inventory Tax and Intangibles Tax reimbursements

**Internal Services Fund** - Transactions of departments that serve other departments in the same government rather than the public. Operations in Guilford County government that are included in the Internal Services Fund are Risk Management, Telecommunications and the Employee Health Care Plan.

**Investment Earnings** - The interest realized as a result of the investment of idle cash (includes fund balance, capital and operating proceeds, and bond proceeds. These earnings must be credited proportionately among the funds from which the invested money came.

**Joint Water/Sewer Trust Fund** - Transactions associated with the financing and construction of various water and sewer construction projects through joint agreements with various municipalities, including the cities of Greensboro and High Point and the Towns of Gibsonville and Jamestown.

**Law Enforcement Separation Fund** - Transactions associated with the amounts paid by the county to the State of North Carolina to supplement the standard retirement benefits for law enforcement personnel at any level of

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## GLOSSARY OF BUDGET-RELATED TERMS

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government. The retirement plan allows law enforcement personnel to retire with 30 years of service or at age 55. The supplement adds to the standard retirement benefits and amount the retiree would receive from Social Security until the time that the retiree is eligible for Social Security.

**Modified Accrual Basis of Accounting** - A method for recording the receipt and expenditure of funds in which revenues are recorded when the amount becomes measurable and available to pay current liabilities and expenditures are recorded when the liability is actually incurred.

**Modified Accrual Basis of Budgeting** – The assignment of most revenues, including the property tax, to the year when they are received in cash, or if they are received shortly after the start of one fiscal year but are measurable and available at the end of the prior fiscal year, to the prior year's budget; and the assignment of expenditures to the year in which the liabilities arising from those expenditures are expected to occur.

**Motor Vehicles** - For the purpose of establishing property values, motor vehicles are defined as any vehicle that is self-propelled and every vehicle designed to run upon the highways that is pulled by a self-propelled vehicle. Motor vehicles are designed for public roads and include trailers.

**Outcome** - Measures providing information on program results or effectiveness.

**Output** - Indicators that define the amount of service units provided by a department or program (workload indicators).

**Pay As You Go Funding (PAYG)** - A funding mechanism for capital projects that relies on annual appropriations as opposed to long-term debt created through the issue of voter-approved bonds. This form of funding usually requires an appropriation from the General Fund (primarily property tax revenues or fund balance appropriations).

**Performance Measures** - Quantitative measures that assist in analyzing the effectiveness and efficiency of a program or department.

**Personal Property** - Property that is movable as distinguished from fixed property. Property in the category is divided into two groups: "Tangible" and "Intangible".

**Property Tax (also known as "Ad Valorem Tax")** - A tax on property itself, levied on the assessed value of the property.

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## GLOSSARY OF BUDGET-RELATED TERMS

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**Real Property** - Land, buildings, and items permanently affixed to land or buildings.

**Revenue** - Receipts that increase the County's net worth or net financial resources.

**Room Occupancy & Tourism Development Fund** - Transactions relating to the collection of a tax on certain accommodations, with the proceeds allocated to the Guilford County Tourism Development Authority and to the City of High Point.

**School Capital Outlay Fund** - Transactions associated with the financing of school capital assets for the Guilford County Public Schools and Guilford Technical Community College.

**Sewer Bond Fund** - Transactions associated with the financing and construction of various sewer construction projects.

**State Certified Property** - For the purpose of establishing property values, the N.C. Department of Revenue appraises some real and personal property in each county and certifies the values of such property to the assessor. Examples of the types of property included in this category are airline companies, bus line companies, electric membership corporations and power companies, gas companies, pipeline companies, and motor freight carrier companies.

**State Shared Revenue** - The proceeds from State taxes that are shared with counties, with the distribution being determined by some formula, depending on the type of tax. Revenue in this category includes intangibles tax, beer & wine taxes, and real estate transfer fees.

**Temporary Assistance for Needy Families (TANF)** - This State block grant replaces the former entitlement program (AFDC).

**Tangible Personal Property** - Items of visible and movable property not permanently affixed to real property.

**Tax Levy** - The total amount to be raised by general property taxes for operating and debt service purposes specified in the annual budget ordinance.

**Tax Rate** - The factor that determines the amount of tax due on taxable property. Tax rates are customarily expressed in dollars per \$100 appraised valuation.

**Water Bond Fund** - Transactions associated with the financing and construction of various water construction projects.

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## GLOSSARY OF BUDGET-RELATED TERMS

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**Water/Sewer Construction Fund** - Transactions associated with the financing and construction of various water and sewer construction projects.

**County Profile**

**Guilford County (NC)**

**August 2015**

**Demographics**

**Population & Growth**

2019 Proj Total Population	525,763	0.9%
2014 Proj Total Population	502,513	
2010 Census Total Population	488,406	1.6%
July 2013 Certified Population Estimate (NC only)	507,419	

**Population**

**Annual Growth**

**Urban/Rural Representation**

2010 Census Total Population: Urban	426,406	87.3%
2010 Census Total Population: Rural	62,000	12.7%

**Urban/Rural Percent**

**Estimated Population by Age**

2019 Proj Median Age	38	
2014 Proj Median Age	37	
2014 Proj Total Pop 0-19	130,458	26.0%
2014 Proj Total Pop 20-29	75,581	15.0%
2014 Proj Total Pop 30-39	63,765	12.7%
2014 Proj Total Pop 40-49	67,889	13.5%
2014 Proj Total Pop 50-59	67,849	13.5%
2014 Proj Total Pop 60+	96,971	19.3%

		<b>Pop by Age</b>

**Commuters, Workers Age 16 and Over, 2013 Est**

**Percent of Workers, By Travel Time**

Avg Travel Time, Minutes	21.1
Workers Not Working at Home	226,291
Travel Time to Work: < 10 minutes	11.6%
Travel Time to Work: 10-14 minutes	19.3%
Travel Time to Work: 15-19 minutes	21.3%
Travel Time to Work: 20-24 minutes	18.1%
Travel Time to Work: 25-29 minutes	7.7%
Travel Time to Work: 30-34 minutes	11.8%
Travel Time to Work: 35-44 minutes	3.9%
Travel Time to Work: 45-59 minutes	2.7%
Travel Time to Work: 60+ minutes	3.7%

**Workers, By Transportation**

Worker Transp, Base	226,291
Work at Home	4.4%
Drove Car/Truck/Van Alone	82.1%
Carpooled Car/Truck/Van	9.2%
Public Transportation	1.5%
Walked	1.6%
Other Transportation	1.2%

**Place of Work**

Worked in State/County of Residence	194,106	85.8%
Worked in State/Outside County of Residence	29,249	12.9%
Worked Outside State of Residence	2,936	1.3%

**Commuters**

**Residents**

**Education**

2013-14 Kindergarten-12th Enrollment	75,433	
2014 Average SAT score (2400 scale)	1,435	
2014 Percent of Graduates taking SAT	66.7%	
2012-13 Higher Education Completions	10,698	
2012-13 Higher Education Total Enrollment	65,585	
2013 Est Education Attainment - At Least High School Graduate	284,486	87.9%
2013 Est Education Attainment - At Least Bachelor's Degree	107,398	33.2%

**Pop Age 25+**

## Housing

		<b>% Growth or % of Total</b>
2019 Proj Total Housing	236,462	4.6%
2014 Proj Total Housing	226,166	
2010 Census Total Housing	196,628	
2010 Census Occupied Housing	175,239	89.1%
2010 Census Vacant Housing	21,389	10.9%
2013 Est Median Value of Owner Occupied Housing	\$156,000	
2013 Est Median Gross Rent	\$747	
2013 Est Owner Occupied Housing	119,937	61.0%
2013 Est Renter Occupied Housing	76,526	39.0%
2013 Est Owner Occupied Housing Vacancy	2.9%	
2013 Est Renter Occupied Housing Vacancy	10.4%	
2010 Census Total Households	218,017	

## Income

		<b>% Growth or % of Total</b>
2013 Est Median Family Income	\$58,551	10.8%
2019 Proj Median Household Income	\$52,011	16.3%
2014 Proj Median Household Income	\$44,712	4.3%
2013 Est Median Worker Earnings	\$27,944	
2019 Proj Per Capita Income	\$29,512	2.1%
2014 Proj Per Capita Income	\$26,569	13.8%
2013 Est Total Pop with Income Below Poverty Level, Last 12 months	87,109	0.2%

## Employment / Unemployment

	<b>Currently</b>	<b>2014 Annual</b>
May 2015 Prelim., 2014 Employment	244,931	234,312
May 2015 Prelim., 2014 Unemployment	15,575	16,015
May 2015 Prelim., 2014 Unemployment Rate	6.0%	6.4%
2015Q1 YTD, 2014 Announced Job Creation	712	1,609
2015Q1 YTD, 2014 Total Announced Investments (\$mil)	\$52.6	\$264.6

## Employment / Wages by Industry

	<b>2014 4th Qtr Employment</b>	<b>2014 Annual Employment</b>	<b>2014 4th Qtr Avg Weekly Wage</b>	<b>2014 Avg Weekly Wage</b>
Total All Industries	274,836	269,182	\$890	\$856
Total Government	32,066	31,085	\$851	\$859
Total Private Industry	242,770	238,098	\$895	\$856
Agriculture Forestry Fishing & Hunting	258	248	\$565	\$517
Mining	115	115	\$943	\$895
Utilities	411	408	\$1,507	\$1,401
Construction	9,886	9,730	\$984	\$886
Manufacturing	32,139	32,048	\$1,257	\$1,167
Wholesale Trade	16,032	16,107	\$1,185	\$1,124
Retail Trade	30,251	29,366	\$544	\$529
Transportation and Warehousing	17,962	17,362	\$915	\$903
Information	4,702	4,596	\$1,168	\$1,192
Finance and Insurance	12,165	12,269	\$1,252	\$1,310
Real Estate and Rental and Leasing	3,605	3,540	\$1,613	\$1,150
Professional and Technical Services	11,135	10,977	\$1,318	\$1,213
Mgt of Companies, Enterprises	5,649	5,583	\$2,069	\$2,316
Administrative and Waste Services	28,531	26,648	\$557	\$524
Educational Services	4,707	4,336	\$757	\$756
Health Care and Social Assistance	34,482	34,178	\$947	\$871
Arts, Entertainment and Recreation	2,871	3,281	\$347	\$323
Accommodation and Food Services	23,986	23,403	\$302	\$295
Other Services Ex. Public Admin	6,846	6,831	\$634	\$611
Public Administration	9,331	9,249	\$849	\$859
Unclassified	0	0	\$0	\$0



## Commercial/Retail/Industrial

### Local Businesses

Aug 2015 Available Industrial Buildings	124
2014Q4 Establishments: Total Private Industry	13,859
2014Q4 Establishments: Manufacturing	698
2013 Est Self Employed	12,588

### Local Retail Business

2014 Total Retail Sales (With Food/Drink) (\$mil)	\$6,518.7
2014 Total Retail Businesses (With Food/Drink)	4,515
2014 Avg Sales/Business Total (with Food/Drink)	\$1,443,788
Aug 2015 Available Commercial Buildings (if reported)	12

## Quality of Life

### Taxes

FY2014-15 Property Tax Rate per \$100 Value	\$0.7700
FY2013-14 Annual Taxable Retail Sales (\$mil)	\$5,871.1
2015 Tier designation	3

### Childcare

2015Q2 Licensed Child Care Facilities	457
2015Q2 Licensed Child Care Enrollment	16,167

### Weather

Annual Rainfall, inches	49
Annual Snowfall, inches	10
Average Annual Temperature, F	60
Average Annual High Temperature, F	70
Average Annual Low Temperature, F	49

### Healthcare Providers

2012 Number of Physicians	1,213
2012 Physicians per 10,000 population	24.2
2012 RNs per 10,000 population	117.5
2012 Dentists per 10,000 population	5.4
2012 Pharmacists per 10,000 population	9.9

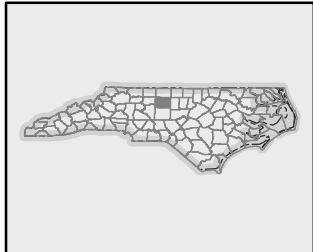
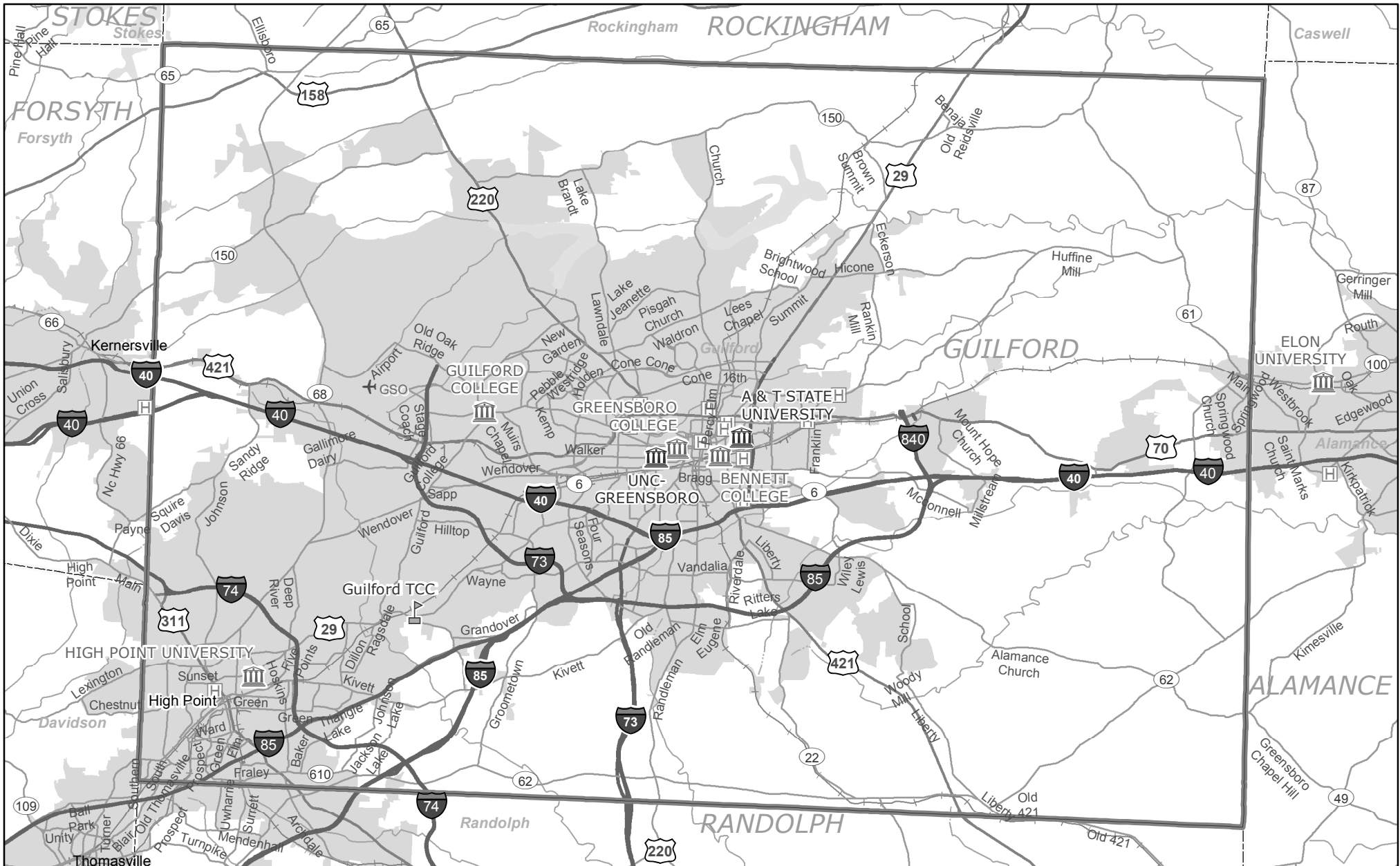
### Sources:

ESRI for demographics, housing, income, and retail data. Applied Geographic Solutions for weather and crime data. [www.appliedgeographic.com](http://www.appliedgeographic.com). NC Dept. of Education for SAT data by county system. <http://www.ncpublicschools.org>. US Dept. of Education, National Center for Education Statistics for higher education data. <http://nces.ed.gov/ipeds/>. NC Commerce, Labor and Economic Analysis Division, for announced new jobs and investment, NC tiers, occupational data, and industrial buildings. <http://www.nccommerce.com/en>. NC Dept. of Health & Human Services for childcare data. <http://www.ncdhhs.gov/>. UNC Sheps Center for healthcare provider statistics. <http://www.shepscenter.unc.edu/>. US Bureau of Labor Statistics for employment and unemployment, wages and establishments by industry. <http://www.bls.gov>. US Census, 2010 and 2000 Census, 5-year series American Community Survey for demographics, commuters, place of work, educational attainment, housing, and income. <http://factfinder2.census.gov>.

### Notes:

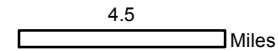
Data are the latest available at the date the profile was prepared. SAT scores use the new scoring system including a writing test for a perfect score of 2400 and represent county systems. Unemployment data are now showing preliminary month and subject to change. ESRI 2014/2019 data are projections and noted as proj. Some data may be available only for North Carolina. 2010 Census data is noted as such. American Community Survey (ACS) data are estimates and noted as est and is from the 2008-12 (ESRI) or 2009-13, 5 year survey and data is as of the end year with dollars inflated to the end year. For further details or questions, please check the Data Sources Guide at [https://edis.commerce.state.nc.us/docs/bibliography/Data\\_Sources\\_Guide.pdf](https://edis.commerce.state.nc.us/docs/bibliography/Data_Sources_Guide.pdf) or click on it under Resources. Additional data and reports are available at: <http://www.nccommerce.com/lead>.

# Guilford County, North Carolina



## Legend

- Airports by Enplanements
  - >14
  - 3-14
  - < 3 (Million)
- Interstate
- US Highway
- Major Road
- USA Railroads
- County Boundary
- Pub/Pri Univ./Comm Col.
- Hospital



**NORTH CAROLINA**  
DEPARTMENT OF COMMERCE

**ATTACHMENT A**  
**AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2015-2016**

I. A. Be it ordained by the Board of County Commissioners for Guilford County, North Carolina this the 18th day of June, 2015:

That for the operation of Guilford County's government and its subdivisions for the fiscal year beginning July 1, 2015, and ending June 30, 2016, the amounts in the following sections are hereby appropriated:

Section 1. That for the said fiscal year there is hereby appropriated for the GENERAL FUND the following:

COUNTY COMMISSIONERS	487,299
COUNTY ADMINISTRATION	1,318,426
COUNTY ATTORNEY	2,125,995
CLERK TO THE BOARD	205,886
INTERNAL AUDIT	502,883
BUDGET & MANAGEMENT	472,092
FINANCE	2,594,021
PURCHASING	399,036
FACILITIES	8,227,277
INFORMATION SERVICES	9,197,635
HUMAN RESOURCES	7,844,449
FLEET OPERATIONS	1,074,145
DEBT SERVICE	92,163,871
TAX	5,958,528
REGISTER OF DEEDS	2,199,451
ELECTIONS	2,920,976
HEALTH & HUMAN SERVICES	105,500,876
<i>(includes Public Health \$32,229,993 and Social Services \$73,270,883)</i>	
MENTAL HEALTH	9,674,000
COORDINATED SERVICES	1,476,114
CHILD SUPPORT ENFORCEMENT	6,227,568
VETERANS' SERVICES	127,273
TRANSPORTATION - HUMAN SERVICES	1,325,611
PUBLIC ASSISTANCE MANDATES	4,797,456
EMERGENCY SERVICES	27,096,095
COURT ALTERNATIVES	2,606,164
FAMILY JUSTICE CENTER	231,551
OTHER PROTECTION	1,452,378
LAW ENFORCEMENT	64,878,973
ANIMAL SERVICES	3,169,109
SECURITY	1,610,932
COOPERATIVE EXTENSION SERVICE	553,682
PLANNING & DEVELOPMENT	792,338
INSPECTIONS	2,208,958
SOIL & WATER CONSERVATION	259,959
SOLID WASTE	1,224,122
CULTURE & LIBRARIES	1,844,077
RECREATION - PARKS	3,789,522
ECONOMIC DEVELOPMENT & ASSISTANCE	1,807,504
EDUCATION - CURRENT EXPENSE	
GUILFORD COUNTY PUBLIC SCHOOLS	183,360,398
GUILFORD TECHNICAL COMMUNITY COLLEGE	14,350,000
EDUCATION - CAPITAL OUTLAY	
GUILFORD COUNTY PUBLIC SCHOOLS	5,000,000
GUILFORD TECHNICAL COMMUNITY COLLEGE	1,500,000

**ATTACHMENT A**  
**AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2015-2016**

CAPITAL OUTLAY		1,800,000	
SUB-TOTAL GENERAL FUND APPROPRIATIONS		586,356,630	
LESS: Transfer to County Building Construction Fund		(1,800,000)	
LESS: Transfer to School Capital Outlay Fund		(6,500,000)	
NET GENERAL FUND APPROPRIATIONS			578,056,630

Section 2. That for the said fiscal year there is hereby appropriated for the FIRE PROTECTION/SERVICE DISTRICT FUNDS (as listed below) the following:

<b>APPROPRIATIONS</b>			
<b>District</b>	<b>FY 2015-16 Budget</b>	<b>District</b>	<b>FY 2015-16 Budget</b>
Alamance Community Fire Protection District	\$1,150,148	Kimesville Fire Protection District	\$113,227
Alamance Community Fire Service District Overlay	\$0	McLeansville Fire Protection District	\$861,135
Climax Fire Protection District	\$106,123	McLeansville Fire Service District Overlay	\$267,089
Climax Fire Protection Service District Overlay	\$19,998	Mount Hope Community Fire Protection District	\$710,604
Colfax Fire Protection District	\$537,487	Mount Hope Community Fire Service District Overlay	\$0
Colfax Fire Protection Service District Overlay	\$184,078	Northeast Guil Fire Protection District	\$915,370
No. 13 (Rankin) Fire Protection District	\$1,001,735	Northeast Fire Svc. Dist. Overlay	\$259,540
No. 13 (Rankin) Fire Service District Overlay	\$284,563	Oak Ridge Fire Protection District	\$1,263,046
No. 14 (Franklin Blvd.) Fire Protection District	\$175,892	Oak Ridge Fire Service District Overlay	\$0
No. 14 (Franklin Blvd.) Fire Service District Overlay	\$46,824	Pinecroft-Sedgefield Fire Protection District	\$1,835,208
No. 18 (Deep River) Fire Protection District	\$220,172	Pinecroft-Sedgefield Fire Service District Overlay	\$140,933
No. 18 (Deep River) Fire Service District Overlay	\$0	Pleasant Garden Fire Protection District	\$686,823
No. 28 (Frieden's) Fire Protection District	\$164,023	Pleasant Garden Fire Service District Overlay	\$60,278
No. 28 (Frieden's) Fire Service District Overlay	\$52,421	PTIA Fire Service District	\$191,001
Fire Protection District No. 1 (Horneytown)	\$29,603	Southeast Fire Protection District	\$204,197
Gibsonville Fire Protection District	\$14,438	Southeast Fire Service District Overlay	\$0
Guilford College Community Fire Protection District	\$496,872	Stokesdale Fire Protection District	\$712,829
Guilford College Community Fire Service District Overlay	\$47,819	Summerfield Fire Protection District	\$2,126,750
Guil-Rand Fire Protection District	\$144,270	Summerfield Fire Service District Overlay	\$630,996
Guil-Rand Fire Protection Service District Overlay	\$27,275	Whitsett Fire Protection District	\$563,697
Julian Vol Fire Protection District	\$85,723	Whitsett Fire Service District Overlay	\$0
Julian Fire Service District Overlay	\$0	<b>Total</b>	<b>\$16,332,187</b>

**ATTACHMENT A**  
**AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2015-2016**

A. That the various appropriations required for public purposes, but not necessary purposes, shall be paid from funds derived from sources other than Ad Valorem Taxes or other local taxes including Sales Tax.

NOTE: The appropriations shown in I., A. Sections 1 through 2 inclusive have been certified to this Board by the Board of Education of Guilford County, the Board of Trustees of Guilford Technical Community College, and the various Fire Protection/Service District Commissions necessary for the operation of their respective units for the current fiscal year.

II. A. The appropriations made in I., A. Sections 1 through 2 inclusive of this ordinance are hereby funded by revenue estimates according to the following schedule:

GENERAL FUND:

APPROPRIATED FUND BALANCE	27,060,453	
FEDERAL/STATE FUNDS	81,999,749	
SALES TAX	75,000,000	
PROPERTY TAX	356,139,375	
OTHER REVENUES	9,235,366	
USER CHARGES	36,921,687	
TRANSFERS FROM OTHER FUNDS	-	
SUB-TOTAL GENERAL FUND REVENUES	586,356,630	
LESS: Transfer to County Building Construction Fund	(1,800,000)	
LESS: Transfer to School Capital Outlay Fund	(6,500,000)	
TOTAL GENERAL FUND REVENUES	578,056,630	

NOTE: The General Fund Appropriated Fund Balance is comprised of the following components: Fund Level - \$25,384,042; Public Health - Medicaid Maximization - \$1,175,215; Public Health - Well Drillers' Fees - \$7,000; Public Health - Hazardous Spill Fund - \$17,948; Law Enforcement - Federal Forfeiture - \$220,000; Unauthorized Substance Tax Funds - \$50,000; Mental Health Court - Inmate Welfare Funds - \$136,207; Register of Deeds - Automation Enhancement and Preservation Funds - \$70,041.

B. SPECIAL TAX/SERVICE DISTRICTS: In addition to the Countywide budget necessary for the function of the county government, Guilford County is required by law to make appropriations and to levy and collect taxes which have been authorized by the vote of the people of the special tax districts or by the establishment of a fire protection district or fire service district overlay. The appropriations made in I., A., Section 2 of this ordinance are hereby funded by revenue estimates according to the following schedules:

<b>Appropriations by Source of Funds</b>				
District	Property Tax	Sales Tax	Appropriated Fund Balance	FY 2016 Budget
Alamance Community Fire Protection District	\$945,922	\$149,821	\$54,405	\$1,150,148
Alamance Community Fire Service District Overlay	\$0	\$0	\$0	\$0
Climax Fire Protection District	\$86,285	\$13,643	\$6,195	\$106,123
Climax Fire Protection Service District Overlay	\$17,257	\$2,729	\$12	\$19,998
Colfax Fire Protection District	\$444,106	\$69,990	\$23,391	\$537,487
Colfax Fire Protection Service District Overlay	\$159,418	\$24,660	\$0	\$184,078
No. 13 (Rankin) Fire Protection District	\$820,258	\$128,286	\$53,191	\$1,001,735
No. 13 (Rankin) Fire Service District Overlay	\$246,077	\$38,486	\$0	\$284,563
No. 14 (Franklin Blvd.) Fire Protection District	\$146,483	\$23,819	\$5,590	\$175,892
No. 14 (Franklin Blvd.) Fire Service District Overlay	\$40,283	\$6,541	\$0	\$46,824

**ATTACHMENT A**  
**AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2015-2016**

<b>Appropriations by Source of Funds</b>				
<b>District</b>	<b>Property Tax</b>	<b>Sales Tax</b>	<b>Appropriated Fund Balance</b>	<b>FY 2016 Budget</b>
No. 18 (Deep River) Fire Protection District	\$182,424	\$29,566	\$8,182	\$220,172
No. 18 (Deep River) Fire Service District Overlay	\$0	\$0	\$0	\$0
No. 28 (Frieden's) Fire Protection District	\$134,413	\$21,195	\$8,415	\$164,023
No. 28 (Frieden's) Fire Service District Overlay	\$52,421	\$0	\$0	\$52,421
Fire Protection District No. 1 (Horneytown)	\$24,351	\$3,681	\$1,571	\$29,603
Gibsonville Fire Protection District	\$11,513	\$1,837	\$1,088	\$14,438
Guilford College Community Fire Protection District	\$426,487	\$62,420	\$7,965	\$496,872
Guilford College Community Fire Service District Overlay	\$32,041	\$15,778	\$0	\$47,819
Guil-Rand Fire Protection District	\$117,018	\$19,363	\$7,889	\$144,270
Guil-Rand Fire Protection Service District Overlay	\$23,403	\$3,872	\$0	\$27,275
Julian Vol Fire Protection District	\$74,519	\$9,190	\$2,014	\$85,723
Julian Fire Service District Overlay	\$0	\$0	\$0	\$0
Kimesville Fire Protection District	\$92,839	\$14,875	\$5,513	\$113,227
McLeansville Fire Protection District	\$717,983	\$114,741	\$28,411	\$861,135
McLeansville Fire Service District Overlay	\$267,089	\$0	\$0	\$267,089
Mount Hope Community Fire Protection District	\$585,189	\$88,957	\$36,458	\$710,604
Mount Hope Community Fire Service District Overlay	\$0	\$0	\$0	\$0
Northeast Guil Fire Protection District	\$753,762	\$117,836	\$43,772	\$915,370
Northeast Fire Svc. Dist. Overlay	\$225,375	\$34,165	\$0	\$259,540
Oak Ridge Fire Protection District	\$1,031,716	\$161,240	\$70,090	\$1,263,046
Oak Ridge Fire Service District Overlay	\$0	\$0	\$0	\$0
Pincroft-Sedgefield Fire Protection District	\$1,525,760	\$243,367	\$66,081	\$1,835,208
Pincroft-Sedgefield Fire Service District Overlay	\$122,060	\$18,873	\$0	\$140,933
Pleasant Garden Fire Protection District	\$563,354	\$90,314	\$33,155	\$686,823
Pleasant Garden Fire Service District Overlay	\$60,278	\$0	\$0	\$60,278
PTIA Fire Service District	\$179,301	\$11,700	\$0	\$191,001
Southeast Fire Protection District	\$170,401	\$27,046	\$6,750	\$204,197
Southeast Fire Service District Overlay	\$0	\$0	\$0	\$0
Stokesdale Fire Protection District	\$593,910	\$93,229	\$25,690	\$712,829
Summerfield Fire Protection District	\$1,764,235	\$277,818	\$84,697	\$2,126,750
Summerfield Fire Service District Overlay	\$546,913	\$84,083	\$0	\$630,996
Whitsett Fire Protection District	\$476,237	\$65,235	\$22,225	\$563,697
Whitsett Fire Service District Overlay	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$13,661,081</b>	<b>\$2,068,356</b>	<b>\$602,750</b>	<b>\$16,332,187</b>

**ATTACHMENT A**  
**AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2015-2016**

III. A. That the appropriations listed below are a requirement by law as set forth in the Local Government Budget and Fiscal Control Act, Chapter 159.

Section 1. That for the said fiscal year there is hereby appropriated for the COUNTY BUILDING CONSTRUCTION FUND the following:

RESERVE FOR FUTURE CAPITAL NEEDS	1,800,000	
TOTAL COUNTY BLDG. CONSTRUCTION FUND APPROPRIATIONS	1,800,000	1,800,000

Section 2. That for the said fiscal year there is hereby appropriated for the INTERNAL SERVICES FUND the following:

RISK RETENTION - ADMIN./LIAB./PROP./WC	3,194,917	
EMPLOYEE HEALTH CARE PLAN	39,114,318	
TOTAL INTERNAL SERVICES FUND APPROPRIATIONS	42,309,235	42,309,235

Section 3. That for the said fiscal year there is hereby appropriated for the ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND the following:

ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND		6,000,000
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Section 4. That for the said fiscal year there is hereby appropriated for the SCHOOL CAPITAL OUTLAY FUND the following:

EDUCATION		
Guilford County Schools	-	
Guilford Technical Community College	-	
TOTAL SCHOOL CAPITAL OUTLAY FUND APPROPRIATIONS		-

IV. A. That the appropriations made in III., A. Sections 1 through 4 inclusive of this ordinance are hereby funded by revenue estimates according to the following schedule:

COUNTY BUILDING CONSTRUCTION FUND

TRANSFER FROM OTHER FUNDS (GENERAL FUND)	1,800,000	
TOTAL COUNTY BLDG. CONSTRUCTION FUND REVENUES	1,800,000	1,800,000

INTERNAL SERVICES FUND

FUND BALANCE APPROPRIATED	1,114,917	
OTHER REVENUES	92,000	
USER CHARGES	41,102,318	
TOTAL INTERNAL SERVICES FUND REVENUES	42,309,235	42,309,235

ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND

OCCUPANCY TAX	6,000,000	
TOTAL ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND REVENUES	6,000,000	6,000,000

NOTE: In the event the actual net proceeds from the occupancy tax exceed or fall short of the appropriated amounts, the actual net proceeds from the tax shall constitute the appropriations from the tax levy, and the Budget Officer is authorized to amend the budget upward to cover the actual revenue collected.

SCHOOL CAPITAL OUTLAY FUND

FUND BALANCE APPROPRIATED	-	
TRANSFER FROM OTHER FUNDS	-	
TOTAL SCHOOL CAPITAL OUTLAY FUND REVENUES		-

**ATTACHMENT A**

**AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2015-2016**

- V. A. The summary of all appropriations by fund is set forth in V., for the purpose of showing the total Operating Budget, including the General Fund, the Fire Protection/Service Districts Funds, the County Building Construction Fund, the School Capital Outlay Fund, the Internal Services Fund, and the Room Occupancy and Tourism Development Tax Fund.

TOTAL COUNTY BUDGET - BY FUND

SUMMARY OF APPROPRIATIONS:

GENERAL FUND	586,356,630
FIRE PROTECTION/SERVICE DISTRICT FUNDS:	
Alamance Comm. Fire Prot. Dist.	1,150,148
Alamance Comm. Fire Svc. Dist. Overlay	-
Climax Fire Prot. Dist	106,123
Climax Fire Svc. Dist. Overlay	19,998
Colfax Fire Prot Dist.	537,487
Colfax Fire Svc. Dist. Overlay	184,078
No. 18 (Deep River) Fire Prot. Dist.	220,172
No. 18 (Deep River) Fire Svc. Dist. Overlay	-
No. 28 (Frieden's) Fire Prot. Dist.	164,023
No. 28 (Frieden's) Fire Svc. Dist.	52,421
No. 14. (Franklin Blvd.) Fire Prot. Dist.	175,892
No. 14. (Franklin Blvd.) Fire Svc. Dist. Overlay	46,824
Gibsonville Fire Prot. Dist.	14,438
Guilford College Comm. Fire Prot. Dist.	496,872
Guilford College Comm. Fire Svs. Dist.	47,819
Guil-Rand Fire Prot. Dist.	144,270
Guil-Rand Fire Svc. Dist. Overlay	27,275
Fire Protection #1 (Horneytown)	29,603
Julian Fire Prot. Dist.	85,723
Julian Fire Svc. Dist.	-
Kimesville Fire Prot. Dist.	113,227
McLeansville Fire Prot. Dist.	861,135
McLeansville Fire Svc. Dist. Overlay	267,089
Mount Hope Comm. Fire Prot. Dist.	710,604
Mount Hope Comm. Fire Svc. Dist. Overlay	-
Northeast Fire Prot. Dist	915,370
Northeast Fire Svc. Dist	259,540
Oak Ridge Fire Prot. Dist	1,263,046
Oak Ridge Fire Svc. Dist. Overlay	-
Pinecroft-Sedgefield Fire Prot. Dist.	1,835,208
Pinecroft-Sedgefield Fire Svc. Dist. Overlay	140,933
Pleasant Garden Fire Prot. Dist.	686,823
Pleasant Garden Fire Svc. Dist. Overlay	60,278
PTIA	191,001
No. 13 (Rankin) Fire Prot. Dist.	1,001,735
No. 13 (Rankin) Fire Svc. Dist. Overlay	284,563
Southeast Fire Prot. Dist	204,197
Southeast Fire Svc. Dist	-
Stokesdale Fire Prot. Dist.	712,829
Summerfield Fire Prot. Dist.	2,126,750
Summerfield Fire Svc. Dist. Overlay	630,996
Whitsett Fire Prot. Dist.	563,697
Whitsett Fire Svc. Dist. Overlay	-
<b>TOTAL FIRE PROTECTION/SERVICE DISTRICTS</b>	<b>16,332,187</b>



**ATTACHMENT A**

**AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2015-2016**

COUNTY BUILDING CONSTRUCTION FUND	1,800,000	
INTERNAL SERVICES FUND	42,309,235	
ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND	6,000,000	
SCHOOL CAPITAL OUTLAY FUND	-	
SUB-TOTAL APPROPRIATIONS - ALL FUNDS	<u>652,798,052</u>	
LESS: Transfers to Other Funds		
To County Building Construction Fund	(1,800,000)	
To School Capital Outlay Fund	(6,500,000)	
Total Transfers to Other Funds		<u>(8,300,000)</u>
TOTAL APPROPRIATION - ALL FUNDS		<u><u>644,498,052</u></u>

NOTE: The General Fund Budget (Law Enforcement) includes a transfer in the amount of \$950,000 to the Law Enforcement Separation Fund, an unbudgeted fund, as provided in N.C. General Statute 159-13 (a)(3).

SUMMARY OF REVENUES:

APPROPRIATED FUND BALANCE	28,778,120	
FEDERAL/STATE FUNDS	81,999,749	
SALES TAX	77,068,356	
PROPERTY TAX	369,800,456	
OTHER REVENUES	9,327,366	
USER CHARGES	78,024,005	
OCCUPANCY TAX	6,000,000	
TRANSFER FROM OTHER FUNDS	<u>1,800,000</u>	
SUB-TOTAL REVENUES - ALL FUNDS	652,798,052	
LESS: Transfers from Other Funds		(1,800,000)
LESS: Transfers included in GCS/GTCC Capital Project Ordinances		(6,500,000)
TOTAL REVENUES - ALL FUNDS		<u><u>644,498,052</u></u>

VI. A. That there is hereby levied for the fiscal year beginning July 1, 2015 and ending June 30, 2016, the following countywide rates of tax on each one hundred dollars (\$100) valuation of taxable property situated in the County, as listed for taxes as of January 1, 2015, for the purpose of raising the revenue from current year's taxes, as set forth in the foregoing countywide estimates of revenue, and in order to finance the foregoing countywide appropriations:

**TOTAL COUNTYWIDE TAX RATE** **\$ 0.7600**

NOTE: This rate is based on estimated total valuation of property, for the purpose of taxation, of \$46,967,728,816, which is 100% of the total assessed property tax valuation.

**ATTACHMENT A**

**AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2015-2016**

B. That there is hereby levied for the fiscal year beginning July 1, 2015 and ending June 30, 2016, the following Special District/Fire Protection District/Fire Service District Overlay tax rates on each one hundred (\$100) valuation of estimated taxable property situated in the Special District, as listed for taxes as of January 1, 2015, for the purpose of raising the revenue from current year's taxes, as set out in the foregoing District estimates of revenue, and in order to finance the foregoing District Appropriations:

<b>Tax Rates</b>					
<i>Changes to rates are noted with a green box</i>					
<b>Fire Protection/Service District</b>	<b>Current Tax Rate</b>	<b>FY 2015-16 Tax Rate</b>	<b>Fire Protection/Service District</b>	<b>Current Tax Rate</b>	<b>FY 2015-16 Tax Rate</b>
Alamance Comm. Fire Protection Dist.	\$0.0998	\$0.0998	Kimesville Fire Protection Dist.	\$0.1097	\$0.1097
Alamance Comm. Fire Svc. Dist. Overlay			McLeansville Fire Protection Dist.	\$0.1000	\$0.1000
Climax Fire Protection Dist.	\$0.1000	\$0.1000	McLeansville Fire Svc. Dist. Overlay		\$0.0372
Climax Fire Svc. Dist. Overlay	\$0.0200	\$0.0200	Mount Hope Comm. Fire Protection Dist.	\$0.0800	\$0.0800
Colfax Fire Protection Dist.	\$0.1000	\$0.1000	Mount Hope Comm. Fire Svc. Dist. Overlay		
Colfax Fire Svc. Dist. Overlay	\$0.0359	\$0.0359	Northeast Fire Protection Dist.	\$0.1000	\$0.1000
No. 13 (Rankin) Fire Protection Dist.	\$0.1000	\$0.1000	Northeast Fire Svc. Dist. Overlay	\$0.0299	\$0.0299
No. 13 (Rankin) Fire Svc. Dist. Overlay	\$0.0300	\$0.0300	Oak Ridge Fire Protection Dist.	\$0.0848	\$0.0848
No. 14 (Franklin Blvd.) Fire Protection Dist.	\$0.1000	\$0.1000	Oak Ridge Fire Svc. Dist. Overlay		
No. 14 (Franklin Blvd.) Fire Svc. Dist. Overlay	\$0.0275	\$0.0275	Pinecroft-Sedgefield Fire Protection Dist.	\$0.1000	\$0.1000
No. 18 (Deep River) Fire Protection Dist.	\$0.0941	\$0.0941	Pinecroft-Sedgefield Fire Svc. Dist. Overlay	\$0.0080	\$0.0080
No. 18 (Deep River) Fire Svc. Dist. Overlay			Pleasant Garden Fire Protection Dist.	\$0.1000	\$0.1000
No. 28 (Frieden's) Fire Protection Dist.	\$0.1000	\$0.1000	Pleasant Garden Fire Svc. Dist. Overlay		\$0.0107
No. 28 (Frieden's) Fire Svc. Dist. Overlay		\$0.0390	PTIA Service District	\$0.0228	\$0.0495
Fire Protection District #1 (Hornetown)	\$0.1040	\$0.1100	Southeast Fire Protection Dist.	\$0.1250	\$0.1250
Gibsonville Fire Protection Dist.	\$0.0972	\$0.0972	Southeast Fire Svc. Dist. Overlay		
Guilford College Comm. Fire Protection Dist.	\$0.1000	\$0.1000	Stokesdale Fire Protection Dist.	\$0.1000	\$0.1000
Guilford College Comm. Fire Svc. Dist. Overlay	\$0.0255	\$0.0500	Summerfield Fire Protection Dist.	\$0.1000	\$0.1000
Guil-Rand Fire Protection Dist.	\$0.1000	\$0.1000	Summerfield Fire Svc. Dist. Overlay	\$0.0310	\$0.0310
Guil-Rand Fire Svc. Dist. Overlay	\$0.0200	\$0.0200	Whitsett Fire Protection Dist.	\$0.0866	\$0.1000
Julian Fire Protection Dist.	\$0.1011	\$0.1300	Whitsett Fire Svc. Dist. Overlay		
Julian Fire Svc. Dist. Overlay					

VII. A. That the foregoing appropriations, including salaries of individual officers and employees, schedules of expected revenues, and tax levies are based on the Annual Budget Estimate as amended or corrected and statements prepared by the Budget Officer, and this ordinance is in the form prescribed by him as provided by law.

B. That effective with the start of the first pay period of the new fiscal year, the Classification and Pay Plan is amended to incorporate all personnel actions such as reclassifications and pay modifications recommended by the Human Resources department and approved by the County Manager, including pay and salary compensation for vehicles, clothing and other related items and to delete any positions abolished in connection with any Reduction in Force. Funding for the Plan and compensation items is included in the various departments as appropriate.

**ATTACHMENT A**

**AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2015-2016**

C. That the appropriations in the County Commissioners' department in I., A. Section 1., includes compensation to members of the Board of County Commissioners based upon the following schedule:

Chairman: Salary - \$2,025/month

Vice-Chairman: Salary - \$1,750/month

All Other Commissioners: Salary - \$1,725/month

• Communication stipend (optional) - \$60/month

D. That the appropriations in the Board of Elections department in I., A. Section 1., includes compensation to members of the Board of Elections at the rate of \$25/meeting plus amounts sufficient to provide total annual compensation for the Chairman of the Board of Elections in the amount of \$4,950 and for other members in the amount of \$3,520. Precinct officials shall be compensated as follows: Chief Judges - \$135/election; Judges - \$125/election; and Assistants - \$110/election (precinct officials maintaining their Precinct Officials Certification are paid an additional \$35/election). Pursuant to G.S. 163-32, members of the Board of Elections shall also be reimbursed within budgeted funds for expenditures necessary and incidental to the discharge of their duties.

VIII. A. That the County Manager is authorized to make expenditures from the contingency appropriation in the General Fund for items not specifically provided for elsewhere in I. through IV. inclusive of this ordinance in the amounts not to exceed \$30,000 for each expenditure. Any such expenditure shall be reported to the Board of Commissioners at its next regular meeting.

B. That the County Manager, as Budget Officer, shall have the authority to transfer moneys from one appropriation to another within the same fund up to \$30,000 per transaction; except that funds appropriated shall not be used to create unauthorized positions; funds placed in the appropriations for merit raises shall be used solely for that purpose; and further that the County Manager shall have the authority to transfer moneys appropriated in the General Fund for insurance, salaries & benefits, energy, technology, and facility expense (53100 - Routine Building Maintenance/Repair, 53110 - Maintenance of Lawns/Grounds, 53290 - Special Facilities Maintenance/Repair) accounts to the same accounts in other departments within the General fund to adjust for projected expenditure patterns. Each such transfer shall be reported to the Board of Commissioners at its next regular meeting.

C. That during a Locally Declared State of Emergency, the County Manager is authorized to (1) make expenditures from the contingency appropriation in the General Fund for items not specifically provided for elsewhere in I. through IV. inclusive of this ordinance in the amounts not to exceed \$90,000 for each expenditure; (2) transfer moneys from one appropriation to another within the same fund up to \$100,000 per transaction; except that funds appropriated are restricted to a response to or recovery from a declared State of Emergency; and (3) expedite and modify current county purchasing and contract processes to meet the life safety and recovery needs during a declared State of Emergency within applicable state laws. Any actions exercised according to this section shall be reported to the Board of Commissioners at its next regular meeting.

IX. A. That the County Manager is authorized to establish fees within the various departments and agencies for miscellaneous services and items such as copies, maps, books, etc., according to guidelines that may be administratively determined or that may be established by the Board of County Commissioners. To the extent permitted by law, the Register of Deeds fees are as prescribed by law; it is recognized herein that the Register in his discretion may waive fees incurred by the District Attorney's Office and Public Defender's Office for the 18th Judicial District in the execution of their duties.

B. That in compliance with the Public Records Law, and unless otherwise provided by law (e.g., Register of Deeds), the County establishes the following fees to receive copies of such records:

At the Courthouse and in County Offices - \$.03 per page except for copies of microfiche, which are \$.15 per fiche.

By Compact Disc (CD) - \$2.00 per CD.

**ATTACHMENT A**

**AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2015-2016**

C. That the County Manager or designee shall have authority to execute the following contracts, amendments, or change orders, provided they comply with applicable laws and procedures and are within budgeted funds: (a) any lease agreement for one year or less; (b) any contract, amendment, or change order for apparatus, supplies, materials, equipment, resolution of a claim, construction or repair work, or other lawful matter where formal bids are not required by law, including those committing no funds; (c) amendments or change orders to other contracts, including service and information technology contracts as defined by G.S. 143-129.8, when the aggregate of the amendments requires less than a \$200,000 increase in the expenditure of public funds in a single fiscal year; and (d) grant agreements for public funds within budgeted amounts.

At the Manager's discretion, any lease, contract, amendment, or change order described in (a), (b), (c), or (d) may nevertheless be submitted to the Board. Contracts, amendments, or change orders duly approved by the Board may be executed by the Chairman or the Manager. Board action approving a contract, amendment, or change order shall be deemed to authorize necessary budget amendments.

D. The Manager is authorized to dispose of sell, lease or otherwise dispose of any county property except real property, with a value of less than \$30,000.

E. That proposed projects where the estimated professional fee is in an amount less than \$30,000 or the amount authorized by G.S. 143-64.32, whichever is greater, for architectural, engineering and surveying services are hereby exempted from the requirements of Article 3D of Chapter 143 of the General Statutes, in accordance with G.S. 143-64.32. In addition, other particular projects may be exempted from the requirements of said Article 3D by the County Manager, in a manner which states the reasons therefore and the circumstances attendant thereto in each instance, as authorized by G.S. 143-64.32

F. The County Manager is authorized to accept and appropriate gifts, in-kind services, and monetary donations up to \$25,000.00 per donation. (Ordinance amended on August 17, 2015).

- X. A. That in accordance with G.S. 159-13.1 the Board of Commissioners adopts a financial plan to operate the Internal Service Fund for the fiscal year beginning July 1, 2015 and ending June 30, 2016, with revenue derived from fees for services, fund balances, and other miscellaneous revenues being adequate to meet expenditures as outlined in III., A., Section 2 and IV., A.
- XI. A. That in accordance with G.S. 153A-150, the Board of Commissioners adopts a plan to finance the 2017 reappraisal based on an estimated 215,000 parcels of land at a cost of \$2,200,000. Funds are appropriated for FY 2015-2016 in the Tax Department's budget to cover the cost that is estimated to be incurred during FY 2016-2017 in preparing for and conducting the revaluation. Such costs may include salaries, fringes, operating expenses and related expenditures for County appraisers and other staff employees who will conduct the revaluation.
- XII. Appropriations herein above authorized and made shall have the amounts of the outstanding purchase orders and unearned portion of contracts at June 30, 2015 added to each appropriation as it applies in order to properly account for the payment against the fiscal year in which it is paid.
- XIII. A. That copies of the ordinance shall be filed with the County Manager, Director of Finance, and Clerk to the Board.
- XIV. A. The effective date of this ordinance is July 1, 2015.

ADOPTED this the 18th day of June, 2015.

## Attachment B

### CAPITAL PROJECT ORDINANCE FOR GUILFORD COUNTY SCHOOLS – FY 2015-16 CAPITAL ALLOCATION

BE IT ORDAINED by the Board of County Commissioners for Guilford County, North Carolina that for the following capital project ordinance for Guilford County Schools – FY 2015-16 Capital Allocation is hereby adopted in accordance with G.S. 159-13.2:

SECTION 1. The following planned expenditure and associated revenue are hereby authorized and appropriated in connection with this project:

PROJECT NAME	EXPENDITURE	REVENUE
Guilford County Schools – FY 2015-16 Capital Allocation	Capital Outlay \$5,000,000	Transfer from General Fund \$5,000,000

SECTION 2. This project ordinance authorizes all appropriations necessary for the completion of this project and it need not be readopted in any subsequent fiscal year. The budget officer shall include in subsequent budgets information and appropriations for this project during the budget year.

SECTION 3. This ordinance shall be duly entered in the minutes of the Guilford County Board of Commissioners. Within five days after adoption, a copy hereof shall be filed with the Finance Director, Budget Director, and Clerk.

SECTION 4. This ordinance may be amended in any manner so long as it continues to fulfill the requirements of G.S. 159-13.2 and other applicable laws.

**ADOPTED** on first reading this June 18, 2015 to be effective July 1, 2015 in accordance with G.S. 159-17.

**Attachment C**

**CAPITAL PROJECT ORDINANCE FOR GUILFORD TECHNICAL  
COMMUNITY COLLEGE – FY 2015-16 CAPITAL ALLOCATION**

BE IT ORDAINED by the Board of County Commissioners for Guilford County, North Carolina that for the following capital project ordinance for Guilford Technical Community College – FY 2015-16 Capital Allocation is hereby adopted in accordance with G.S. 159-13.2:

SECTION 1. The following planned expenditure and associated revenue are hereby authorized and appropriated in connection with this project:

PROJECT NAME	EXPENDITURE	REVENUE
Guilford Technical Community College – FY 2015-16 Capital Allocation	Capital Outlay \$1,500,000	Transfer from General Fund \$1,500,000

SECTION 2. This project ordinance authorizes all appropriations necessary for the completion of this project and it need not be readopted in any subsequent fiscal year. The budget officer shall include in subsequent budgets information and appropriations for this project during the budget year.

SECTION 3. This ordinance shall be duly entered in the minutes of the Guilford County Board of Commissioners. Within five days after adoption, a copy hereof shall be filed with the Finance Director, Budget Director, and Clerk.

SECTION 4. This ordinance may be amended in any manner so long as it continues to fulfill the requirements of G.S. 159-13.2 and other applicable laws.

**ADOPTED** on first reading this June 18, 2015 to be effective July 1, 2015 in accordance with G.S. 159-17.

**FY 2015-2016 Recommended Budget  
Board and Staff Changes**

	<u>Expense</u>	<u>Revenue</u>	<u>Still Need</u>
<b>RECOMMENDED BUDGET - General Fund</b>	\$ 588,578,895	\$ 588,578,895	\$ -
<b>BOARD CHANGES at 6/2/2015 Meeting</b>			
<b>Law Enforcement</b>			
Add 4 Positions	\$ 178,401	\$ -	\$ 178,401
<b>Emergency Services</b>			
Add 10 Positions - Fire Support	\$ 335,261	\$ -	\$ 335,261
<b>BOARD CHANGES at 6/16/2015 Meeting</b>			
Reduce Merit Pool	\$ (556,327)	\$ (86,327)	\$ (470,000)
Reduce Transfer to Capital Fund	\$ (500,000)	\$ -	\$ (500,000)
CBO/Economic Development Agencies	\$ (190,000)	\$ -	\$ (190,000)
Increase Permit Fees		\$ 100,000	\$ (100,000)
Adjust timing of next bond issue	\$ (1,875,000)		\$ (1,875,000)
JCPC - Reallocate Youth Focus' county \$ (\$48,877) to NC A&T			
	<u>\$ (2,607,665)</u>	<u>\$ 13,673</u>	<u>\$ (2,621,338)</u>
<b>STAFF CHANGES</b>			
<b>Social Services</b>			
Medicaid Recertification Contract (vs addtl staff)	\$ 331,880	\$ 248,910	\$ 82,970
Technology Updates - Meeting Rooms	\$ 35,000	\$ 17,500	\$ 17,500
<b>Law Enforcement</b>			
Reduce Software Maintenance/Board approved new system 6/18/15	\$ (140,000)		\$ (140,000)
Budget full Commissary and Phone Commission revenue in Inmate Welfare budget		\$ 207,000	\$ (207,000)
<b>Culture/Planning</b>			
Budget Historic Preservation pass-through grant funds	\$ 16,270	\$ 16,270	\$ -
<b>Solid Waste</b>			
Increase electronics household hazardous waste contract	\$ 60,000		\$ 60,000
<b>Emergency Services</b>			
Adjust County's share of GM-911 budget	\$ 82,250		\$ 82,250
	<u>\$ 385,400</u>	<u>\$ 489,680</u>	<u>\$ (104,280)</u>
<b>FINAL ADJUSTMENTS</b>			
Increase Appropriated Fund Balance		\$ 1,874,382	\$ (1,874,382)
Decrease Property Tax from \$0.77 to \$0.76		\$ (4,600,000)	\$ 4,600,000
<b>TOTAL</b>	<b>\$ 586,356,630</b>	<b>\$ 586,356,630</b>	<b>\$ -</b>

No impact on General Fund:

<b>ROOM OCCUPANCY and TOURISM DEVELOPMENT - increase to \$6 million</b>	\$ 500,000	\$ 500,000	\$ -
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**Human Services Community Based Organizations**


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	<b>FY 2015 Adopted</b>	<b>FY 2016 Request</b>	<b>FY 2016 Approved</b>
<b>Community-Based Organizations - Human Services</b>			
Adult Center for Enrichment*	\$ -	\$ 50,000	\$ -
Big Bros/Big Sis of Central Piedmont	\$ 16,700	\$ 20,000	\$ 16,700
Black Child Development	\$ 16,700	\$ 16,000	\$ 16,700
Final Call-Guilford Food Pantry*	\$ -	\$ 25,000	\$ -
Guilford Child Development	\$ -	\$ 22,500	\$ -
Interactive Resource Center	\$ 30,000	\$ -	\$ 30,000
Junior Achievement	\$ 10,000	\$ 10,000	\$ 10,000
Mental Health Association of Greensboro	\$ -	\$ 20,000	\$ -
Nia Community Action Center	\$ -	\$ 25,000	\$ -
One Step Further - Mediation	\$ 20,000	\$ 20,000	\$ 20,000
One Step Further - Sentencing Alternatives		\$ -	\$ -
One Step Further- Veterans Peer Support Program	\$ -	\$ 80,000	\$ -
Partners Ending Homelessness	\$ 20,000	\$ 20,000	\$ 20,000
Reading Connections	\$ -	\$ 15,000	\$ -
Room at the Inn of the Carolinas	\$ -	\$ -	\$ -
Salvation Army*	\$ -	\$ 150,000	\$ -
Teach for America	\$ -	\$ 10,000	\$ -
Unifour One	\$ -	\$ 20,000	\$ -
Unity Builders	\$ -	\$ -	\$ -
Welfare Reform Liaison Project	\$ -	\$ 30,000	\$ -
West End Ministries- Leslie's House	\$ 25,000	\$ 25,000	\$ 25,000
Win-Win BOTS/LOTSO	\$ -	\$ -	\$ -
YMCA - Carl Chavis	\$ 20,000	\$ 20,000	\$ 20,000
YMCA -Hayes Taylor*	\$ 20,000	\$ -	\$ -
Youth Focus- Act Together		\$ -	\$ -
Youth Focus - Big Bro/Big Sis	\$ -	\$ -	\$ -
Youth Focus - Transitional Housing	\$ -	\$ -	\$ -
YWCA - Greensboro	\$ 20,000	\$ 20,000	\$ 20,000
YWCA - High Point*	\$ 20,000	\$ 20,000	\$ 20,000
	<b>\$ 218,400</b>	<b>\$ 618,500</b>	<b>\$ 198,400</b>

\*denotes a capital campaign funding request

**NOTE: FY 2015-16 will be the final year of funding for agencies listed above in the FY 2016 Approved column.**

**ABC Bottle Tax Revenue**

Alcohol & Drug Services of Guilford (ADS)	\$ 165,500	\$ 165,500	\$ 165,500
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<b>Economic Development Organization Funding</b>				
	FY 2015 Adopted	FY 2016 Requested	FY 2016 Recommended	FY 2016 Approved
<b>Community-Based Organizations - Economic Development</b>				
African-American Atelier	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Friends of John Coltrane	\$ 20,000	\$ 30,000	\$ 20,000	\$ 20,000
High Point Arts Council	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
NC Shakespeare Festival			\$ -	\$ -
United Arts Council - GSO	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000
War Memorial		\$ 30,000	\$ -	\$ -
The Sit-In Movement		\$ 250,000		
United Arts Council - GSO - National Folk Festival		\$ 75,000	\$ 75,000	\$ 25,000
	\$ 175,000	\$ 540,000	\$ 250,000	\$ 200,000
<b>Economic Development Agencies</b>				
Downtown Greensboro	\$ 40,000	\$ 40,000	\$ 40,000	\$ -
East Market Street Development	\$ 20,000	\$ 50,000	\$ 20,000	\$ 20,000
Greensboro Economic Development Partnership	\$ 175,000	\$ 200,000	\$ -	\$ -
Greensboro Community Development Fund	\$ -	\$ 200,000	\$ -	\$ -
Guilford County Tourism Development Authority	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
High Point Economic Development	\$ 100,000	\$ 100,000	\$ -	\$ -
High Point Market Authority	\$ 75,000	\$ 100,000	\$ 75,000	\$ 75,000
The City Project	\$ 30,000	\$ 30,000	\$ 30,000	\$ -
Piedmont Triad Film Commission	\$ 25,000	\$ 50,000	\$ 50,000	\$ -
Eastern Development Growth Enterprise, Inc.		\$ 25,000	\$ -	\$ -
Southwest Renewal		\$ 75,000	\$ -	\$ -
Center for Community Self Help		\$ 250,000	\$ -	\$ -
Guilford County Economic Development			\$ 300,000	\$ 300,000
	\$ 505,000	\$ 1,160,000	\$ 555,000	\$ 435,000



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**Human Services Community Based Organizations**


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	<b>FY 2015 Adopted</b>	<b>FY 2016 Request</b>	<b>FY 2016 Approved</b>
<b>Community-Based Organizations - Human Services</b>			
Adult Center for Enrichment*	\$ -	\$ 50,000	\$ -
Big Bros/Big Sis of Central Piedmont	\$ 16,700	\$ 20,000	\$ 16,700
Black Child Development	\$ 16,700	\$ 16,000	\$ 16,700
Final Call-Guilford Food Pantry*	\$ -	\$ 25,000	\$ -
Guilford Child Development	\$ -	\$ 22,500	\$ -
Interactive Resource Center	\$ 30,000	\$ -	\$ 30,000
Junior Achievement	\$ 10,000	\$ 10,000	\$ 10,000
Mental Health Association of Greensboro	\$ -	\$ 20,000	\$ -
Nia Community Action Center	\$ -	\$ 25,000	\$ -
One Step Further - Mediation	\$ 20,000	\$ 20,000	\$ 20,000
One Step Further - Sentencing Alternatives		\$ -	\$ -
One Step Further- Veterans Peer Support Program	\$ -	\$ 80,000	\$ -
Partners Ending Homelessness	\$ 20,000	\$ 20,000	\$ 20,000
Reading Connections	\$ -	\$ 15,000	\$ -
Room at the Inn of the Carolinas	\$ -	\$ -	\$ -
Salvation Army*	\$ -	\$ 150,000	\$ -
Teach for America	\$ -	\$ 10,000	\$ -
Unifour One	\$ -	\$ 20,000	\$ -
Unity Builders	\$ -	\$ -	\$ -
Welfare Reform Liaison Project	\$ -	\$ 30,000	\$ -
West End Ministries- Leslie's House	\$ 25,000	\$ 25,000	\$ 25,000
Win-Win BOTS/LOTSO	\$ -	\$ -	\$ -
YMCA - Carl Chavis	\$ 20,000	\$ 20,000	\$ 20,000
YMCA -Hayes Taylor*	\$ 20,000	\$ -	\$ -
Youth Focus- Act Together		\$ -	\$ -
Youth Focus - Big Bro/Big Sis	\$ -	\$ -	\$ -
Youth Focus - Transitional Housing	\$ -	\$ -	\$ -
YWCA - Greensboro	\$ 20,000	\$ 20,000	\$ 20,000
YWCA - High Point*	\$ 20,000	\$ 20,000	\$ 20,000
	<b>\$ 218,400</b>	<b>\$ 618,500</b>	<b>\$ 198,400</b>

\*denotes a capital campaign funding request

**NOTE: FY 2015-16 will be the final year of funding for agencies listed above in the FY 2016 Approved column.**

**ABC Bottle Tax Revenue**

Alcohol & Drug Services of Guilford (ADS)	\$ 165,500	\$ 165,500	\$ 165,500
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<b>Economic Development Organization Funding</b>				
	FY 2015 Adopted	FY 2016 Requested	FY 2016 Recommended	FY 2016 Approved
<b>Community-Based Organizations - Economic Development</b>				
African-American Atelier	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Friends of John Coltrane	\$ 20,000	\$ 30,000	\$ 20,000	\$ 20,000
High Point Arts Council	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
NC Shakespeare Festival			\$ -	\$ -
United Arts Council - GSO	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000
War Memorial		\$ 30,000	\$ -	\$ -
The Sit-In Movement		\$ 250,000		
United Arts Council - GSO - National Folk Festival		\$ 75,000	\$ 75,000	\$ 25,000
	\$ 175,000	\$ 540,000	\$ 250,000	\$ 200,000
<b>Economic Development Agencies</b>				
Downtown Greensboro	\$ 40,000	\$ 40,000	\$ 40,000	\$ -
East Market Street Development	\$ 20,000	\$ 50,000	\$ 20,000	\$ 20,000
Greensboro Economic Development Partnership	\$ 175,000	\$ 200,000	\$ -	\$ -
Greensboro Community Development Fund	\$ -	\$ 200,000	\$ -	\$ -
Guilford County Tourism Development Authority	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
High Point Economic Development	\$ 100,000	\$ 100,000	\$ -	\$ -
High Point Market Authority	\$ 75,000	\$ 100,000	\$ 75,000	\$ 75,000
The City Project	\$ 30,000	\$ 30,000	\$ 30,000	\$ -
Piedmont Triad Film Commission	\$ 25,000	\$ 50,000	\$ 50,000	\$ -
Eastern Development Growth Enterprise, Inc.		\$ 25,000	\$ -	\$ -
Southwest Renewal		\$ 75,000	\$ -	\$ -
Center for Community Self Help		\$ 250,000	\$ -	\$ -
Guilford County Economic Development			\$ 300,000	\$ 300,000
	\$ 505,000	\$ 1,160,000	\$ 555,000	\$ 435,000