

FY 2021-2022 Adopted Budget

July 1, 2021 - June 30, 2022



Guilford County
STATE of NORTH CAROLINA



Guilford County

STATE of NORTH CAROLINA

Fiscal Year 2021-2022 Adopted Budget

July 1, 2021 — June 30, 2022

Board of Commissioners

Board Chair

Melvin "Skip" Alston

Board Vice Chair

J. Carlvena Foster

Commissioners

Katie "Kay" Cashion

Carly Cooke

Carolyn Q. Coleman

Mary Beth Murphy

Justin Conrad

Alan Perdue

James Upchurch

County Manager

Michael Halford

Assistant County Managers

Jason Jones

Budget & Management Services

Alex Smith, Director

Vincent Roberts, Senior Budget & Management Analyst

Daisy Mills, Budget & Management Analyst

Sara Pilling, Budget & Management Analyst

Front Cover:

The images on the FY 2021-22 budget cover recognize the impact of the COVID-19 pandemic on the community, including county staff, and reflects its ongoing impact while we work to build a path forward to a more resilient, stronger, more diverse & equitable community that is better for all of its members.

The COVID-19 pandemic first reached Guilford County in March 2020, with the County's first case and the first stay-at-home order both being recorded in March 2020. Just over one year later, in May 2021, the County has seen over 46,000 confirmed COVID-19 cases and over 700 deaths, and it has experienced many more multiple public health orders that included restrictions on large gatherings and other public events and require the use of face coverings in public spaces.

In an ongoing effort to reduce the spread of COVID-19, Guilford County Public Health, Emergency Management, and community partners have also been able to distribute and administer over 114,000 total doses of COVID-19 vaccine throughout the community, in addition to the various testing and administration efforts. This work was further supplemented in March 2021 with the opening of a FEMA-run mass vaccination site in Greensboro to further enhance the availability of the vaccine in the County and across the Piedmont Triad.



Board of Commissioners Districts



**Justin
Conrad**
District 3



**Carly
Cooke**
District 5



**Carolyn Q.
Coleman**
District 7



**Mary Beth
Murphy**
District 4

**James
Upchurch**
District 6



**J. Carlvena
Foster**
District 1



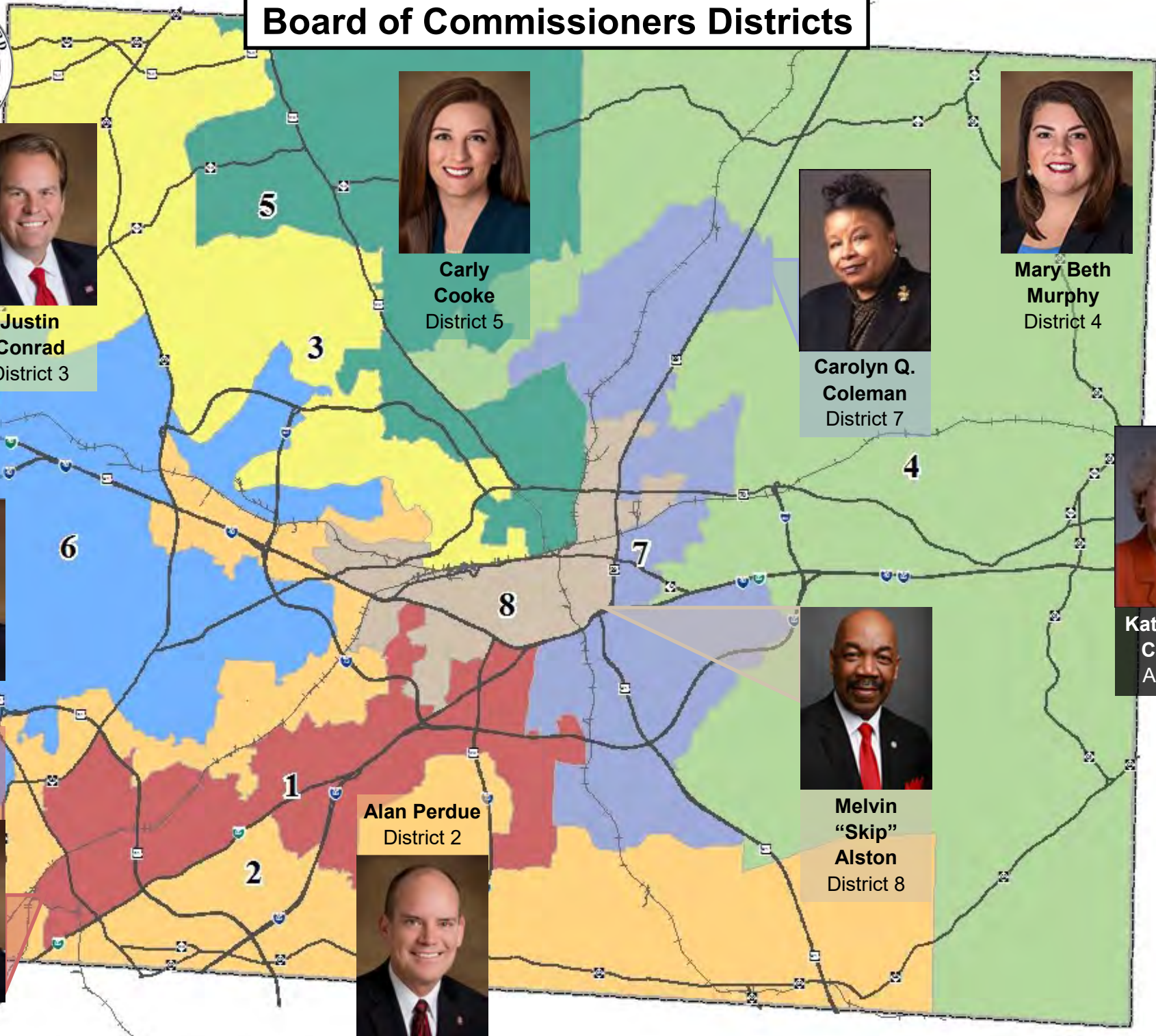
Alan Perdue
District 2



**Melvin
"Skip"
Alston**
District 8



**Katie "Kay"
Cashion**
At Large





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Guilford County
North Carolina**

For the Fiscal Year Beginning

July 01, 2020

Christopher P. Morill

Executive Director

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 01, 2020**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, 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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COUNTY MANAGER'S RECOMMENDED BUDGET MESSAGE

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ADOPTED BUDGET ORDINANCE & FEE SCHEDULE FOR FISCAL YEAR 2021-22





GUILFORD COUNTY

June 17, 2021

Guilford County Board of Commissioners:

The Honorable Melvin L. (Skip) Alston, Chair
The Honorable J. Carlvena Foster, Vice Chair
The Honorable Katie S. (Kay) Cashion
The Honorable Carolyn Q. Coleman
The Honorable Justin Conrad
The Honorable Carly Cooke
The Honorable Mary Beth Murphy
The Honorable Alan Perdue
The Honorable James Upchurch

Guilford County Board of Commissioners and Residents of Guilford County:

Presented in this document is the adopted budget for Guilford County Government for the FY 2021-22 fiscal year, as approved by the Board of Commissioners today, June 17, 2021.

The budget message for the recommended FY 2021-22 budget that immediately follows this message was presented to the Board on May 20, 2021, and discusses how the recommended budget advances the Board's priorities, guided by the Core Values and the lessons learned during the pandemic about how the county's services can better meet our community where they are at in a financially sustainable manner.

After the recommended budget presentation, the Board held work sessions and a public hearing, reviewed the budget, and made several notable changes to increase the County's investment in several key priority areas in FY 2021-22. These changes include:

- Increase the operating budget allocation for Guilford County Schools, with the allocation intended to be used for, among other uses, increases in compensation for locally-paid positions, increasing funding for teacher supplements by \$8,000,000, and allow a \$15 minimum pay rate for school nutrition workers \$3.50 million
- Add 15 School Nurse positions in Health & Human Services – Public Health to expand school medical care \$1.07 million
- Increase funding for the Infant Mortality initiative in the Health & Human Services – Public Health budget to a total of \$800,000 through the addition of federal recovery funds \$0.47 million
- Increase the Family Justice Center budget to provide programming support for Pathways and Camp Hope \$0.03 million

- Increase the Emergency Services budget for an additional replacement ambulance \$0.05 million
- Increase funding for the Economic Development Organizations \$0.19 million
- Add funding for 11 Community Agencies \$0.37 million

In addition, the adopted budget incorporated several revisions to the recommended budget that reflect the continued work that staff does to monitor revenues and other county needs following the recommended budget presentation:

- Increase revenues expected from Property Taxes for motor vehicles and Medicaid Hold Harmless reimbursement from the state \$2.50 million
- Add additional operating funds for Elections for software and Public Health for community health education, both to be funded with federal and state grants \$0.36 million
- Extend the Extended Learning program to July and August based on Board action on May 6, and to add about 155 students from the waitlist for those months \$0.44 million
- Adjust of Board’s compensation based on review of positions not included in the Lockton Pay Study; new annual pay will be: Chair: \$34,800; Vice Chair: \$32,400; Others: \$31,200. The optional communications stipend will also remain No net change
- Remove economic development funding for the Guilford County Tourism Authority upon their request -\$0.04 million
- Delay school and county bond issuance to Spring 2022 based on updated cash flow estimates -\$2.27 million
- Align Facilities and Parks budgets following separation of those departments in May No net change

These changes resulted in an approved General Fund budget of \$675.52 million, an increase of \$4.145 million from the recommended budget. To balance the adopted budget, The Board added \$1.1 million in revenues and increased Appropriated Fund Balance by \$3.09 million. The adopted budget also shifts revenues for the Colfax and Deep River Fire Districts based on district boundary adjustments at the June 17 meeting (no net change in Fire District funding.) The full list of Board and Manager changes is attached to this message.

I would like to again thank the Commissioners for your leadership and support of staff during this budget development process. I look forward to working with you to implement this budget and advance your priorities for Guilford County over the next year. I would also like to thank the county department directors for their contributions and for continuing to lead a dedicated and high-performing team of professionals, and all county staff for the significant work that they have put in during the past year despite the ongoing global pandemic.

Respectfully submitted,

Michael Halford
County Manager

FY 2021-22 Budget

Changes to Recommended Budget

Attachment A
Manager's Changes

GENERAL FUND	Expense	Revenue	Co \$ Impact	Positions
Manager's Recommended Budget	\$ 671,375,000	\$ 671,375,000	\$ -	2,691.75
Manager's Changes to Recommended Budget				
Property Taxes				
Increase Motor Vehicle Taxes to reflect latest estimate.	-	500,000	(500,000)	-
Federal / State Revenues				
Add Medicaid Hold Harmless Reimbursement revenue to reflect latest eligibility estimate.	-	2,000,000	(2,000,000)	-
Elections				
Increase Help America Vote Act Funds to support voting operations.	120,000	120,000	-	-
Health & Human Services - Public Health				
Add Vaccine and Medication Awareness Campaign funds (State COVID Relief Funds) to align budget with contract on 6/17/21 Board agenda.	240,000	240,000	-	-
Health & Human Services - Social Services				
Fund Extended Learning for July & August based on Board action on 5/6/2021 agenda and provide additional support for approximately 155 additional children for July and August.	436,000	-	436,000	-
County Commissioners and Clerk				
Budget Ordinance change based on analysis of positions not reviewed in class and compensation study. Set annual Board compensation: Chair \$34,800; Vice Chair \$32,400; Others \$31,200; plus current optional communications stipend.				
Economic Development				
Remove funding for Guilford County Tourism Development Authority per Authority's request.	(40,000)	-	(40,000)	-

FY 2021-22 Budget

Changes to Recommended Budget

Attachment A
Manager's Changes

GENERAL FUND	Expense	Revenue	Co \$ Impact	Positions
Debt Service				
Move School & 2/3rds Bonds issues to Spring 2022 to align with updated cash flow needs.	(2,273,939)	(2,273,939)	-	-
Align Facilities & Parks Budgets to Reflect Separation of Departments				
Facilities	(175,341)	(44,000)	(131,341)	-
Recreation - Parks	175,341	44,000	131,341	-
Manager's Changes to Recommended Budget	\$ (1,517,939)	\$ 586,061	\$ (2,104,000)	-
Manager's Revised General Fund Budget	\$ 669,857,061	\$ 671,961,061	\$ (2,104,000)	2,691.75

FY 2021-22 Budget

Attachment A

Changes to Recommended Budget

Manager's Changes

NOTE: These changes shift tax rates (no overall change) from Fire Protection Districts to the Fire Protection Service Overlay Districts and adjust revenues to reflect correction allocation of property to Colfax and Deep River.

FIRE DISTRICTS	Expense	Revenue	Co \$ Impact	Tax Rate
Manager's Recommended Budget	\$ 23,151,513	\$ 23,151,513		
Colfax Fire Protection District				
Shift Tax Rate to Service District				\$ (0.1000)
Decrease Property Tax Revenue	-	(548,775)	548,775	
Decrease Appropriation to District	(548,775)	-	(548,775)	
	<u>(548,775)</u>	<u>(548,775)</u>	<u>-</u>	<u>\$ (0.1000)</u>
Colfax Fire Protection Service District Overlay				
Shift Tax Rate to Service District				\$ 0.1000
Increase Property Tax Revenue	-	498,477	(498,477)	
Increase Appropriation to District	498,477	-	498,477	
	<u>498,477</u>	<u>498,477</u>	<u>-</u>	<u>\$ 0.1000</u>
No. 18 (Deep River) Fire Protection District				
Shift Tax Rate to Service District				\$ (0.1000)
Decrease Property Tax Revenue	-	(203,131)	203,131	
Decrease Appropriation to District	(203,131)	-	(203,131)	
	<u>(203,131)</u>	<u>(203,131)</u>	<u>-</u>	<u>\$ (0.1000)</u>
No. 18 (Deep River) Fire Service District Overlay				
Shift Tax Rate to Service District				\$ 0.1000
Increase Property Tax Revenue	-	253,429	(253,429)	
Increase Appropriation to District	253,429	-	253,429	
	<u>253,429</u>	<u>253,429</u>	<u>-</u>	<u>\$ 0.1000</u>
Staff Changes Total	\$ -	\$ -	\$ -	\$ -
FIRE DISTRICTS TOTAL	\$ 23,151,513	\$ 23,151,513	\$ -	

GENERAL FUND	Expense	Revenue	Co \$ Impact	Positions
Manager's Revised General Fund Budget	\$ 669,857,061	\$ 671,961,061	\$ (2,104,000)	2,691.75
Additional Board Changes				
Health & Human Services - Public Health				
Add 15 School Nurse Positions to expand school medical care coverage.	1,071,939	-	1,071,939	15.00
Increase Infant Mortality initiative funding	468,000	468,000	-	-
	<u>1,539,939</u>	<u>468,000</u>	<u>1,071,939</u>	<u>15.00</u>
Education				
Guilford County Schools - intention is to provide \$8 million for teacher supplements, \$1.9 million to implement \$15 minimum wage for school nutrition workers.	3,500,000	-	3,500,000	-
Family Justice Center				
Programming support for Pathways and Camp Hope	25,000		25,000	-
Emergency Services				
Add an additional replacement ambulance.	46,000		46,000	-
Economic Development Organizations*				
Southwest Renewal	25,000		25,000	-
United Arts Council of Greater GSO, Inc - Reentry & Reinvent	45,000		45,000	-
East Greensboro NOW	45,000		45,000	-
Friends of John Coltrane	50,000		50,000	-
Forward High Point Foundation	20,000		20,000	-
Other Community Agencies**				
Greensboro Alumnae Delta Cultural Enrichment Center	5,000		5,000	-
Greensboro Business League	72,000		72,000	-
Backpack Beginnings - Food Delivery Box Truck	65,000		65,000	-
Puzzle Play	20,000		20,000	-

FY 2021-22 Budget

Changes to Recommended Budget

Attachment B
Board's Changes

GENERAL FUND	Expense	Revenue	Co \$ Impact	Positions
Sister Circle	20,000		20,000	-
Triad Adult Day Care of High Point	25,000		25,000	-
Greensboro Men's Club Foundation	50,000		50,000	-
Carl Chavis YMCA for non-personnel-related support	15,000		15,000	-
Hayes Taylor YMCA	25,000		25,000	-
Black Suit Initiative/Sparrow's Nest	20,000		20,000	-
Greensboro Guilford County Crime Stoppers	50,000		50,000	-
Board Changes Total	\$ 5,662,939	\$ 468,000	\$ 5,194,939	15.00
Sub-Total Including All Changes	675,520,000	672,429,061	3,090,939	2,706.75
Increase Appropriated Fund Balance		3,090,939	(3,090,939)	-
GENERAL FUND TOTAL BUDGET	\$ 675,520,000	\$ 675,520,000	\$ -	2,706.75

* Additional public hearing required before funds may be provided to entities.

** Funding based on verification of non-profit status and other county funding policies and guidelines.





GUILFORD COUNTY

May 20, 2021

Guilford County Board of Commissioners:

The Honorable Melvin L. (Skip) Alston, Chair
The Honorable J. Carlvena Foster, Vice Chair
The Honorable Katie S. (Kay) Cashion
The Honorable Carolyn Q. Coleman
The Honorable Justin Conrad
The Honorable Carly Cooke
The Honorable Mary Beth Murphy
The Honorable Alan Perdue
The Honorable James Upchurch

Guilford County Board of Commissioners and Residents of Guilford County:

It is my privilege to present to you the recommended budget for Guilford County Government for the 2021-22 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 the budget document has been filed with the Clerk to the Board and posted on the County's website where it is available for public inspection.

First, thank you.

Thank you to our residents and the greater Guilford community for coming together to respond to and work through the COVID-19 pandemic. I know the pandemic's toll has been tremendous, not only for our economy and our ability to interact with one another, but also on a very personal level for so many of our fellow residents -- at the time this letter was written, more than 700 Guilford County residents have lost their lives to COVID-19, including some from our own Guilford County team. Despite these challenges and all the uncertainty of the last year, our residents have pushed forward to regroup, reconnect, reinvent, and reopen our community. As evidence of their commitment to our county, as of mid-May, nearly 240,000 residents (or roughly 55% of those eligible at the time) are partially vaccinated and over 210,000 (nearly 50%) are fully vaccinated against COVID-19. We still have more work to do and more vaccinations to give to continue the recovery, but we have so much to be thankful for over the last five months.

Thank you to the entire Guilford County employee team. I am so proud of my fellow Guilford County employees for all their work over the last year to help our 540,000 residents navigate the pandemic. Just like the rest of our community, COVID-19 affected our employees' professional and personal lives in ways none of us could have imagined a year ago. Nevertheless, they continued to provide quality services to our residents and their colleagues with incredible professionalism, patience, and empathy. County teams from across the organization have spent

over 200,000 hours responding to the pandemic in FY 2020-21; made over 200,000 individual investigation and contact tracing connections; collected and performed over 24,000 COVID test specimens in Public Health’s internal lab; and administered 112,000 doses of vaccine at three large vaccination sites across the county. These efforts are ***in addition*** to the other “regular” services that are provided every day by our 2,600-plus dedicated team members. For example, while responding to the pandemic last calendar year, our teams *also* answered 78,000 calls for emergency medical services; processed nearly 150,000 applications and recertifications for Medicaid and Supplemental Nutrition benefits; assisted 9,000 survivors at the Family Justice Center; conducted 38,000 building inspections; and conducted a Presidential election. I truly appreciate all their work and am grateful I am able to serve alongside them.

Thank you to the Board of Commissioners. Thank you for the support you have provided to the community and the county team throughout this pandemic. Thank you for patience, trust, and work during your Retreat earlier this year. The clarity you provided on values and priorities for Guilford County have assisted with on-going operations and the development of this incremental investment plan towards your shared vision.

Moving Forward

As you may recall, at this time last year, we were just beginning to experience the scope and impact of the COVID-19 pandemic on our community. Businesses scaled back operations, schools closed, and unemployment soared as we struggled to understand and respond to this new threat. The uncertainty of that time was reflected in the FY 2020-21 budget. Significant reductions in fees and sales tax were anticipated and large increases in some expenses, particularly in public health, public safety, and human services, were expected. As a result, the County anticipated having to use a considerable amount of its “rainy day savings” (also known as fund balance) to balance the budget.

To our surprise, sales tax receipts are stronger than expected, property tax receipts remained stable, federal CARES Act funds and additional state assistance helped the County offset many of its most significant pandemic response costs, and one-time stimulus funds helped many in our community make ends meet. While the County’s immediate financial picture is better than expected, we know many in our community are still struggling as we experience what many economists call a “K-shaped recovery” – those in some jobs have been better able to transition with the pandemic and are doing well while others, particularly those in certain service industries, have been hit hard. Additionally, we have seen the pandemic’s disproportionate impact on Black and Latino communities. Given this uneven recovery, the County still faces considerable uncertainty about the future and its revenues and expenses over the next year.

Core Values and Budget Priorities

As we move into FY 2021-22 with the development of this budget, I have relied on the Board of Commissioner’s significant work on its Core Values and top priorities for the County. These values and priorities are the result of a lot of hard work over two days in March, and I have used them to structure the development of my recommendations for FY 2021-22.

The Board’s Core Values are:

- **Transparency & Communication**
- **Accountability**
- **Our People Matter**
- **Equity & Inclusion**
- **Service & Outcomes Excellence**

The Board's priority areas for the County are:

- **School Bonds**
Move forward with the \$300 million in bonds approved by the voters in November and plan for future school bond referenda.
- **Reduce Community Disparities**
Address disparities in health, infant mortality, education, and income, among others.
- **Improve County Communications**
Ensure transparent communication with the public about services and programs and build a consistent county brand to help with resident engagement and economic development.
- **Intentional Collaboration**
Deepen the County's working relationships with other cities, towns, and the school system and collaborate on service and program improvements.
- **Staff Resources**
Ensure staff have the resources and workspaces they need to do their jobs and accomplish the Board's priorities, with an emphasis on developing metrics to better understand workloads and how those compare with peer counties.
- **School Nurses**
Increase the availability of school nursing services in the Guilford County Schools.

Budget Development Guidelines

In addition to the direction provided by the Board's Core Values and Priorities, conversations with Commissioners have informed a common set of budget development guidelines that I have used as additional guardrails while preparing my budget.

- Construct a budget that is financially sustainable given current resource parameters.
- Build a budget that is cautiously optimistic and reflects recovering revenue trends, but that also acknowledges an uncertain future.
- Reduce the County's reliance on fund balance to balance the budget.

Summary of the Recommended Budget

- The general property tax rate remains at the current year's rate of \$0.7305 per \$100 of property valuation.
- The overall amount of fund balance needed to balance the budget decreases by 14% or \$5.2 million.
- The recommended General Fund expense for FY 2021-22 is \$671,375,000. This is an increase of 5.8%, or \$36.7 million.
- Total recommended General Fund revenues and other funding sources equal \$671,375,000 so the budget is balanced, as required by state statute.
- The recommended budget includes 20 new positions to advance the specific priorities identified by the Board of Commissioners.

Revenue Recommendations

Property Taxes

Property tax revenue totals \$401.6 million and accounts for 60% of FY 2021-22 revenue. The recommended tax rate remains at 73.05 cents per \$100 of valuation, the same as FY 2020-21. Property tax revenues reflect a combined growth rate of 2.4% from the prior year budget and a collection rate of 98.9% across all property types, the same collection rate used for the FY 2020-21 budget. The county will be conducting a property revaluation in FY 2021-22 which will be implemented in the FY 2022-23 budget.

Sales Taxes

Sales tax revenue totals \$100.0 million or 15% of FY 2021-22 revenue. This is an increase of \$20 million or 25% over the amount initially expected in the adopted FY 2020-21 budget which was prepared at the start of the pandemic.

Federal & State Funds

Federal & State revenue totals \$74.9 million or 11% of the County's revenue, a \$3.2 million increase from the prior year budget. Most of this increase comes from adjustments in reimbursement for Social Services programs based on pay plan and merit adjustments. There are also some potential reductions in some of the Social Services foster care program reimbursements that are pending, but I have not included those possible reductions in the budget due to uncertainty in timing and plans in consideration at the State level to replace or start winding down those revenues for at least FY 2021-22 to help smooth the transition for counties. If the anticipated state assistance does not materialize, it is likely that we will need to make a mid-year adjustment to the budget.

Fees & Charges

Revenue from user fees and charges totals \$45.7 million or 7% of the County's revenue. This is a \$2.8 million increase from FY 2020-21. This revenue source has proven to be the most vulnerable to the impacts of COVID-19 shutdowns and restrictions in the current fiscal year, though many of the programs charging fees have also restricted operations which has reduced the impact of the lost revenues on the county's budget. An assumption I have made in preparing this budget is that over the next year, this revenue source will begin to return to pre-pandemic levels for many departments.

Fund Balance

Fund Balance totals \$32.9 million or 5% of the total budget. This is an overall decrease of \$5.2 million and reflects a combination of changes in general and additional dedicated fund balance amounts to support the recommendations included in my budget.

The amount of fund balance used to balance general county operations and most of the initiatives related to Board priorities is \$27.9 million – a decrease of 27% or \$10.2 million from the amount used to balance the current year's budget. This is roughly equal to level of fund balance that the county has used historically at the beginning of each fiscal year to guard against negative variances in actual revenues and expenses and meet the state's guidance to prepare conservative budget estimates. Typically, the County generates enough positive variance in expenses and revenues over 12 months to reduce the amount of fund balance finally needed, if any, to close the fiscal year.

An additional \$5 million of fund balance is needed to support the recommended increase in funding for salary supplements for Guilford County Schools teachers. . Future recurring revenues

will need to be included in the FY 2022-23 budget to continue funding this additional support for the school system.

Expense Recommendations

I am proud to say that our community, staff, and Board of Commissioners - as a single One Guilford team - have worked hard to address the most immediate impacts of the pandemic and respond with community-oriented programs to mitigate public health concerns including COVID testing and vaccinations while continuing to provide our range of other county services. We are not done, though -- staff are now beginning new efforts to meet the community where they are at with mobile test and vaccination units, bringing vaccines and services directly to individuals in their homes when they are unable to reach other sites, and other work to ensure we continue positive progress in pandemic response and recovery. The County's whole response has been designed around effective action and a goal of addressing and reducing historical health disparities, especially in vaccinations – the success of this effort has earned the county state- and nation-wide recognition and this experience will help us as we continue to work on reducing disparities in the community.

I believe the budget I am recommending makes best use of the current resources available to the county to continue our necessary work related to the pandemic and our many other regular and mandated services, to add resources to address important service needs, and to implement the Board's new priorities for Guilford County Government. The major budget changes that I have included for the coming year by priority are:

Priority: Sell School Bonds to Upgrade Guilford County Schools Buildings

In November 2020, Guilford County voters approved \$300 million in School Bonds to renovate existing and build new school facilities across the county. In April 2021, the Board of Commissioners approved \$300 million in capital project ordinances for 11 school projects, which allows the Board of Education to proceed with the implementation of its building plan. Now, the County must sell the voter-approved bonds to generate the funds to pay for the projects. The recommended budget reflects a plan to sell \$120 million of bonds in Fall 2021 and the remaining \$180 million 12–18 months later, depending on construction progress. Debt service for the new school bonds will cost \$1.7 million in FY 2021-22. Funding for FY 2021-22 will be come from bond premium received as part of the issuance.

Priority: Reduce Community Disparities

Guilford County Schools and Guilford Technical Community College

In recognition of the importance Education has in building individual and community success and, in turn, reducing disparities in health, income, and general wellbeing, the recommended budget increases operating and capital maintenance funding for the Guilford County Schools (GCS) by \$13.4 million – the largest annual increase in over 20 years. While the Board of Education will determine how to allocate the local funding across its many priorities, the intent of the recommended funding is to provide an additional \$7.5 million for “base” operating and salary increases and another \$5 million specifically for increases to teacher supplement pay to help the schools attract and retain quality teachers. The total recommended operating and capital budget for FY 2021-22 is \$226.1 million.

In addition, the budget recommends a \$407,500 increase in the operating allocation for Guilford Technical Community College (GTCC) to assist with increases in locally supported college operations, including personnel, insurance, and facility costs. The capital maintenance budget remains the same as it was for FY 2020-21 at \$550,000. The total recommended operating and capital maintenance budget for FY 2021-22 is just under \$18.1 million.

The total amount of local operating and capital funding for GCS and GTCC included in the recommended budget is \$244.2 million – an increase of 6% or \$13.8 million.

Infant Mortality Rate Reduction

The recommended budget includes \$332,000 to support the Coalition on Infant Mortality's Collective Action Strategic Plan to reduce infant mortality disparities with systems level change and sustainable solutions. This funding will support two new Community Health Educator positions and program operating expenses.

Diversity, Equity, and Inclusion Strategy

The Board spent a considerable amount of time during its Retreat discussing disparities in community outcomes and equitable service delivery. In addition, the Board established Equity and Inclusion as key core values that should guide the County's work. To enhance the organization's capacity to design and provide more innovative and effective services that improve community outcomes, the budget includes a new Diversity, Equity, and Inclusion Manager position in the County Manager's Office. This position will work across the county to incorporate the Board's core values of equity and inclusion throughout the county's operations, policies, and decision-making processes. The cost of this new position and operating support is just under \$100,000.

Priority: Improve County Communications

Establish a Public Relations Department

Guilford County values transparent, open, and frequent communication. This includes active engagement with our residents and our internal team members. To allow the County to provide this higher level of service, the budget recommends allocating \$500,000 to create a new Public Relations Department to enhance the county's ability to communicate with, learn from, and, in turn, design more effective services for our residents. These funds will be used to add four new positions - one director and three staff positions – and operating support to improve overall public communication efforts, to coordinate internal communications, and to develop consistent branding for the county. Currently, the county has one individual devoted to external general county-wide public communications and no position dedicated to internal communications.

Priority: Intentional Collaboration

Shared Emergency Management Function with Burlington

The budget includes one new Emergency Management position to provide contract emergency management services to the City of Burlington on an on-going basis and to strengthen our regional resiliency and capacity to respond to emergencies. The City has been contracting

with our Emergency Management program for emergency management services on an interim basis since July 2020. This new position reflects the parties' desire to make this collaboration permanent with the County providing broad program and professional development oversight and the City paying 100% of the costs for the position including operating costs (\$153,000).

Libraries

County support for local libraries has remained unchanged for the last nine years, despite increases in the library service populations, and is lower than the amount provided in FY 2007-08. The current contracts with Greensboro and High Point call for staff to jointly prepare a revised funding formula for presentation to the Board of Commissioners and city councils. County and city staff met in the spring to determine a proposed funding formula. The recommended formula converts the current fixed funding amount to a per capita amount that considers the populations of Greensboro and High Point and an overall target amount of library funding in the county. Based on this recommended funding formula, the overall appropriation for library services will increase by just under \$286,000 - an increase of roughly \$112,000 for Greensboro and roughly \$174,000 for High Point. The recommended funding amounts for Gibsonville and Jamestown libraries remain the same as last year at \$55,500 for each library.

Behavioral Health Center

The new Guilford County Behavioral Health Center, a partnership between the County, Cone Health, and other community partners, will open its doors on June 1. The current budget included partial year funding for operations, security, and other expenses. An additional \$500,000 is included in the FY 2021-22 budget for the costs of a full year of operation.

Priority: Provide Adequate Staff Resources

Competitive Employee Compensation

Implement Competitive Pay Structure

The Board of Commissioners approved the implementation of the second phase of the 2019 Lockton Class & Compensation Study in February 2021. This study, which was to be implemented in three phases, determined appropriate pay structures and pay assignments for County staff based on a predetermined peer market. The county continues to face challenges recruiting and retaining quality people to provide our public services, in large part because it has not fully implemented the study's recommendations. As of this week, the county had 250 vacancies – many in key areas of public health, social services, and public safety.

At its Retreat in March, the Board identified Our People Matter as a core value and discussed the continued implementation of the third and final phase of the Lockton study. This budget includes \$4.0 million for phase three implementation (net County cost is about \$3.3 million once federal and state reimbursement revenue is considered). It is important to note that while this allocation will allow the County to complete the implementation of the 2019 study's recommendations, the decision to phase the changes in over a three-year period means the pay structures are now several years old. An effective and current compensation plan requires annual reviews and updates, something the County will need to address in future years.

The budget also recommends raising the pay rate for part-time positions for which there are also equivalent full-time positions to the minimum pay rate approved for those full-time positions.

Annual Performance Merit

While the Lockton Study established the appropriate pay ranges and pay placement for our positions and employees, the annual merit process governs how employees move through the pay ranges based on annual performance evaluations. The recommended budget continues the County's annual merit pool of 3% to be applied in January 2022. The first-year cost is anticipated to total \$1.6 million, with federal and state reimbursements reducing the county's net cost to about \$1.4 million for the first year.

Other Changes

Other personnel-related changes in the budget include an increase of \$1.95 million for state mandated employer retirement contributions and \$4 million to cover the full-year impacts of phase two of the Lockton study and the FY 2020-21 annual merit, as well as new positions added by the Board of Commissioners in last year's budget.

Build Capacity to Use and Protect Data

To build the county's capacity to use and protect data to better inform county operations, this budget recommends the creation of a central data operationalization team (including two new positions) and a Chief Information Security Officer in the Information Services Department. While the county collects and uses data in individual departments, additional dedicated resources are needed to help integrate information from across the county to better understand overall county operations, enhance our readiness to report on established performance measures, and to make clean and well-documented data available to the subject matter experts performing analyses across various county functions. In addition, the County needs to ensure the public's data and data systems are secure. The estimated costs of these positions and operating support is \$320,000.

The recommended budget also includes \$250,000 for a new Fire Records Management System to be selected, implemented, and used by fire departments county-wide to improve the collection, analysis, and reporting of fire service data and to support mutual aid and joint operations.

Protect the Public's Physical Infrastructure

During The Great Recession from 2007 to 2009, the County reduced funding for its own capital maintenance needs. In the years that followed, maintenance funding did not return to pre-recession levels. This means that we have not been able to address many key maintenance and renovation needs in our facilities. In fact, the capital maintenance needs for the 2.5 million square feet of County facilities totals more than \$90 million.

Just prior to issuing the first set of school bonds in the fall, the County will have the opportunity to issue about \$40 million of two-thirds general obligation bonds. We will talk more about two-thirds bonds and this opportunity during a budget work session. Given the significant amount of deferred maintenance and the risk involved in continuing to delay major renovations of some of our facilities, I am recommending that the County use 2/3rds bonds to reduce the significant deficit in facilities maintenance. Projects include additional renovations to the Old Courthouse interior and the Governmental Plaza, updates to the County's detention and court facilities, the replacement of major systems in other buildings, and other facility needs. In FY 2021-22, debt service for the two-thirds bonds will be \$582,000, which will be offset by premium funds generated on the bond issue.

I have removed all but a minimal amount of capital maintenance funding from next year's regular operating budget in anticipation of using two-thirds funds to quickly address some of our most pressing infrastructure needs. If the County does not take advantage of this opportunity, additional funds will need to be added to the budget to prevent further deterioration of our physical assets.

Add Capacity to Address Service Needs

The recommended budget also includes the following nine positions to address services needs in several departments to build the capacity of key external and internal service functions:

Human Resources position to assist departments in talent acquisition and retention;
Grants & Management Analyst* to increase the county's ability to secure grants;
Deputy Register of Deeds* to address demand for Land and Vital Records;
Veterans' Services Administrative Assistant to better assist veterans seeking service;
Building Trades Inspector to reduce turn-around time for building inspections; and
Adult Services Social Workers (4)* to meet client caseload standards for adults in need.
**Fully or partially offset by revenue.*

The County's net cost for these nine positions is \$303,000 (\$565,000 total cost less \$262,000 in reimbursement revenue).

Priority: Increase number of School Nurses

The recommended budget reflects a partnership between Guilford County Schools and Guilford County Government to add 40 school nursing staff to serve students. The Board of Education's budget includes Elementary and Secondary School Emergency Relief Funds (ESSER Funds) to pay for 40 school nurses over the next several years. The County will partner with the school system to coordinate arrangements for the new nursing resources. ESSER Funds will not be available indefinitely. Once those funds are no longer available, the County will be expected to providing funding for the additional nurses if the services are to continue.

Other Budget Items

The budget priorities above account for more than 83% of the change in the overall budget. Other significant changes in the rest of the budget include the following services and programs:

- **Debt Service** – the budget includes an additional \$2.4 million for debt service for existing debt obligations, including the fully issued 2008 school bonds. This increase is offset by savings set aside several years ago to help soften the peak in existing debt service scheduled for FY 2021-22 and 2022-23.
- **Economic Development Organizations** – Incentive grant payouts in FY 2021-22 will increase by \$466,000, including the \$350,000 economic development funding for the City of High Point. Funding for Economic Development Organizations remains roughly the same as it is in the current year, with no new agencies recommended for funding.

Applications were also received from some community agencies, including the International Civil Rights Museum, for pandemic-related support. I recommend that the

Board consider these requests once the County has received its allocation of pandemic recovery funds and has determined its overall recovery funding strategy.

- **Opioid and Other Health Improvement Opportunities** – the budget sets aside \$250,000 of new federal recovery funds for potential interventions to address opioid abuse and other targeted pandemic-related health improvement opportunities.
- **Reinstate Vehicle and Equipment Replacement Plans** – the budget includes \$711,000 to reinstate the replacement of high-mileage/high-maintenance vehicles and various pieces of major equipment. County staff will evaluate vehicle leasing and lease-purchase arrangements for funding vehicle needs to help recover from the FY 2020-21 pause in the normal replacement schedule.
- **Fire District Tax Changes** - The budget includes fire tax increases in five districts: Alamance, Climax, Deep River, McLeansville, and Pleasant Garden. The funds generated from these rate changes will be used to ensure the fire departments have the staffing, equipment, and capital needs necessary to provide appropriate fire and first-responder medical assistance.
- **No Dollar Impact Change** – I am recommending that the County establish new accounting funds for Debt Service and Tax Revaluation. This will allow the County to better isolate expenses and revenues associated with these programs, plan for future debt “leveling” and revaluation expenses, and facilitate clearer reporting on the resources dedicated to these functions.

Opportunities Ahead

Even as I present this FY 2021-22 Recommended Budget, there are several items that I am watching and want to highlight as future opportunities that the County can benefit from and that will be topics for discussion in the coming weeks and months.

The most immediate opportunity is the more than \$100 million that will be coming to Guilford County Government through the American Recovery Plan over the next several years. This money plus an additional \$100 million or so that will go to the other municipalities and the school system represents a unique opportunity to make a lasting, even generational, impact on the community. While the specific guidelines on use of the funding are still being clarified, it is clear that, working together as One Guilford, we can make significant investments in programs and infrastructure across the county to help address disparities in equitable access to opportunities for housing, employment, healthcare, education, and broadband that will influence the direction of the county for years to come. This funding will likely be best used in partnership with municipalities, our educational institutions, community organizations, and the private sector to build new opportunities for collaboration and relationships that result in lasting positive community impact. I am currently working on an initial recommendation for the use of some funds to build a Recovery, Reinvestment, and Innovation Team to help county staff manage these funds, and we will be scheduling additional time to plan and discuss other uses in the coming weeks.

The second opportunity is the continued implementation of the Guilford County Schools master facilities plan, which calls for additional construction and renovation of school facilities. Top-notch public education buildings and programs are key to the long-term success of Guilford County and its residents. County staff will work alongside Guilford County Schools staff over the next year to support progress on the first \$300 million in school projects and continue planning efforts for the next set of projects and a potential future bond referendum. Legislation under consideration at

the state will, if passed, give the County and its residents the flexibility to dedicate new sales tax revenue for school needs which will, in turn, reduce the need for property taxes to fully support the construction of new school facilities.

The final item is both an opportunity and need – pay plan maintenance and employee compensation. As we implement phase three of the 2019 Lockton Study, I will be working on recommendations for the next steps needed to keep our compensation competitive for existing employees while also continuing to provide room in our pay ranges for competitive recruitment of high-quality candidates to enter the organization as new employees. This will be an on-going effort that will change as our workforce and organizational needs do, but it is a necessary effort if we want to attract high-quality candidates who can provide the best services to our community.

In Closing

I believe this recommended budget for FY 2021-22 allows us to begin to achieve the priorities and advance the Core Values that the Board identified in March 2021 in a sustainable way while also maintaining current service levels and meeting some deferred county needs. While we are not fully out of the pandemic yet, we are certainly in a better financial and operational position than we anticipated at this time in 2020. This budget is a first step in a broader, multi-year opportunity to start building a better future for both the organization and the community based on the many lessons learned during the pandemic.

Thank you again to the Board of Commissioners for its leadership and support of staff during this budget development process. I look forward to working with you over the next month to finalize a budget for Guilford County that will meet the needs of the community for the upcoming year.

To the residents of Guilford County, thank you for your support of your local government and especially for your help and cooperation throughout the pandemic. You are an important part of the Guilford County team, and your experiences with and comments about county services are incorporated throughout this budget. You can learn more about my budget recommendation and county services, in general, by reviewing a copy of the budget online at www.guilfordcountync.gov. A public hearing on the budget will be held on the Second Floor of the Old County Courthouse in Greensboro on Thursday, June 3, 2021. Please consider participating in the hearing and sharing your thoughts about the budget with the County Commissioners.

I would also like to thank the county department directors for their careful and thoughtful consideration of the needs of our community and our organization. I have enjoyed learning from their expertise, comments, and discussion over the last several months. I appreciate all the effort they and their teams contributed to this year's budget development process.

Finally, I want to thank Alex Smith, Budget Director; Vince Roberts, Senior Budget Analyst; and Daisy Mills, Budget Analyst, of the Budget Management and Evaluation Department for their help crafting this budget recommendation. It would not have been possible without their hard work.

Respectfully submitted,



Michael Halford
County Manager



About Guilford County

Formed in 1771, Guilford County is North Carolina's third most populous county with an estimated population of 551,354 (NC OSBM, Feb. 2021). The county has two large urban cities, Greensboro and High Point, and 11 other cities and towns. Its central location in the northern Piedmont Triad along interstates I-40, I-85, and I-73 make it a great location to access other areas of North Carolina. In 2019, the median household income was \$53,261, and the median property value was \$167,000, according to estimates from the U.S. Census Bureau.



Guilford County employs over 2,700 people across 27 departments, the County Manager's Office and the County Commissioners and Clerk. The annual operating budget for FY 2021-2022 is about \$675 million dollars. The County also offers multiple community services with over 6,000 acres of parks and open spaces, community pools, golf course and driving range, event spaces for public use, as well as agricultural and educational programming and events from the Guilford County Cooperative Extension. The County offers many of its major services including Social Services, Public Health, and court and detention facilities in both Greensboro and High Point, in order to increase accessibility for county residents.

The area boasts multiple higher learning institutions with a rich history. Colleges and universities located in the county include Guilford College (1837), University of North Carolina Greensboro (1891), North Carolina Agricultural and Technical State University (1891), Bennett College (1873), Greensboro College (1838), and High Point University (1924). The county is also home to Guilford Technical Community College (1958).

Guilford County has a global presence, as well with 100,000 furniture and other retailers from around the world convening for the High Point Furniture Market in downtown High Point on a semi-annual basis. The county also has been the site of notable national events, most prominently in civil rights - downtown Greensboro is the site of the 1960 sit-in by four students from NC A&T at the F.W. Woolworth Company's lunch counter. The building, including the counter itself, is now the site of the International Civil Rights Center and Museum.

Reader's Guide to the Guilford County Budget

The Annual Budget Document for Guilford County is grouped into 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***

The Manager's message describes the objectives for the budget 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 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.

- ***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).

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

- ***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.

PRIORITIES & CORE VALUES

This section provides information about the Board of Commissioners' top priorities for the County for policy, operations, and funding and the Core Values by which the County makes decisions, conducts its operations, and provides services to its residents. These priorities and core values serve as the framework that the annual budget is built around.

FUNCTIONAL AREAS and DEPARTMENTS

County services are grouped into six general functions: **Education, Human Services, Public Safety, Community Services, General Government, and Support 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 2020, the adopted budget for FY 2021, the amended budget for FY 2021 (includes changes to the adopted budget during the year), the Manager's Recommended Budget for FY 2022, and the Board's Adopted Budget for FY 2022 are included. Also displayed are each department's purpose and goals, budget highlights, major accomplishments, performance measures, and future issues.

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.

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 several fiscal years.

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, the proposed CIP for the next ten years is also presented.

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
- Guilford County Map
- Guilford County Schools & Guilford Technical Community College Budget Requests
- Budget Ordinance

If you have any questions or would like more information about any part of the Guilford County budget, please call Budget & Management Services at (336) 641-4886.

The Budget Development Process

GOALS AND OBJECTIVES

County Management meets with the Board of County Commissioners (“Board”) 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:

- **REQUESTED** by Departments
- **RECOMMENDED** by Manager
- **APPROVED** by Board of Commissioners

DEPARTMENT REQUESTS

At the start of the budget development process, Budget & Management Services 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 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
- Reduction – expenditure/revenue reductions associated with programs proposed for elimination or reductions in service levels

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, Budget & Management Services 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, Budget & Management Services 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 & Management Director, the appropriate Budget & Management 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 Board input prior to a final recommendation from the Manager.

The Budget & Management 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 & Management 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 FY 2021-22 Budget Calendar

Date		Action By
September 25	Multi-Year Plans Sent To Departments	Budget & Management Services
December 18	Multi-Year Plans Due (Equipment, Technology, Vehicles)	County Departments
December 18	Capital Investment Plan Updates Due	County Departments
January 14	PowerPlan budget system ready for department use. Initial revenue and personnel estimates completed.	Budget & Management Services
February 19	Decision packages for expansion requests due	County Departments
Late February/ Early March	Directors begin group reviews of decision packages and alignment with county priorities.	Budget & Management Services, Departments
March 4-5	Board Retreat	County Commissioners, County Manager, Departments
March 5	Department Budgets Due	County Departments
March - April	Manager meets with departments and Fire Districts to review budget requests.	County Manager, Budget, Management & Evaluation, Departments, Fire Districts
April 15	Available fund balances estimates provided	Finance and Budget & Management Services
April 26	Board Budget Work Session	County Commissioners, County Manager, Budget & Management Services
May 1	<i>Statutory deadline for School Superintendent to present budget and budget message to the Board of Education</i>	GCS/GTCC
May 15	<i>Statutory deadline for Board of Education (GCS) and Board of Trustees (GTCC) to present budget request to Board of County Commissioners</i>	GCS/GTCC
May 20	Manager presents Recommended Budget at regular Board of Commissioners meeting	County Commissioners, County Manager
June 1	<i>Statutory deadline for County Manager to present budget and budget message to the Board of County Commissioners</i>	County Commissioners, County Manager, Budget & Management Services
June 2	Board Work Session on Education	County Commissioners, County Manager, Budget & Management Services, Departments
June 3	Public Hearing on the Recommended Budget and Economic Development Allocations at regular Board of Commissioners meeting	County Commissioners, County Manager, Budget & Management Services
June 9	Board Budget Work Session	County Commissioners, County Manager, Budget & Management Services, Departments
June 17	Adopt Budget Ordinance	County Commissioners
June 30	<i>Statutory deadline for Board of County Commissioners to adopt the Budget Ordinance</i>	
July 1	New Fiscal Year Begins	

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 Amendments up to \$30,000; (3) Budget Amendments over \$30,000; (4) Budget Amendments for certain accounts.

BUDGET TRANSFERS

Budget transfers usually originate at the department level and are submitted to Budget & Management Services for processing. Transfers adjust various line items within the department's budget, but do not affect the overall total for the department or the county. 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 & Management Analyst reviews the request and, upon approval, makes the adjustment in the financial system.

BUDGET AMENDMENTS

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 Amendments are treated in much the same manner as Budget Transfers with one exception -- the County Manager is required to report each amendment of this nature to the Board at its next regularly scheduled meeting. As with Budget Transfers, these Budget Amendments 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 Amendments equal to or in excess of \$30,000 require the approval of the Board of Commissioners. The preparation of these amendments is much the same as for transfers or amendments 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 amendment 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 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 accounts to the same accounts in other departments within the General fund to adjust for projected expenditure patterns. Each such transfer must be reported to the Board of Commissioners at its next regular meeting.

Basis of Budgeting & 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 and 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.

The County reviews these policies and budgetary practices on an as-needed basis including annual review of policies established through the budget ordinance as part of budget development; upon the issuance of new state legislation; and other applicable actions.

OPERATING BUDGET & 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 1st 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 30th, 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.

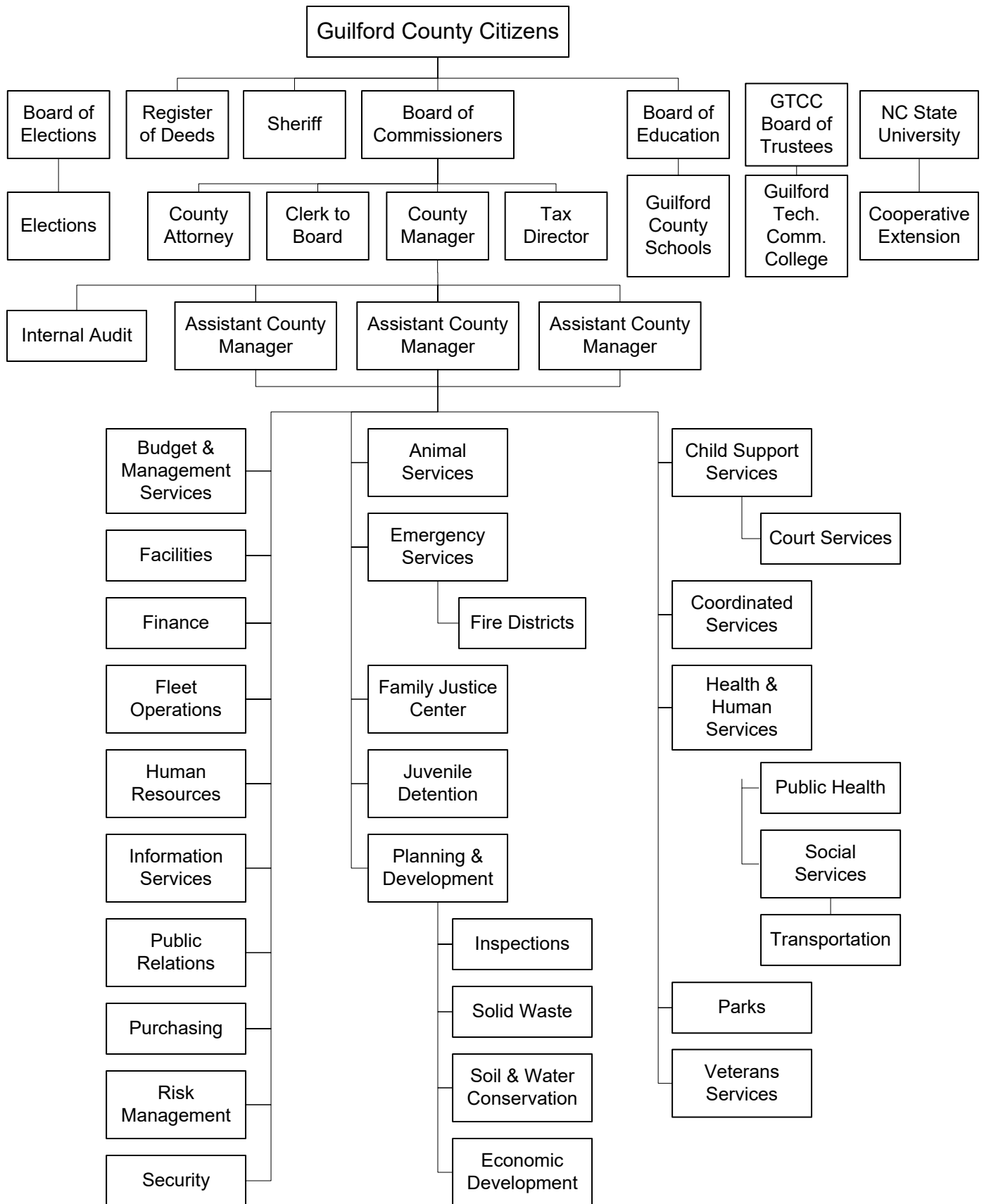
CAPITAL PROJECTS

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.

Guilford County FY 2021-22 Organizational Chart



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 2021-22. Other funds are presented for information only to present a complete picture of the County's fund structure.

Fund	Description	Category	Type	Appropriated in Budget Ordinance
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	Partially - annual transfer to Capital Outlay.
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 22 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
DEBT SERVICE FUND	Accounts for debt service payments for Education and General County needs including revenues dedicated to debt service.	Governmental	Debt Service	Yes
TAX REVALUATION FUND	Accounts for expenses for conducting the county's property revaluation process including any revenues dedicated to revaluation.	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
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	No - Board approves capital projects at budget adoption.
COMMUNITY DEVELOPMENT & RECOVERY 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. Also used to track COVID recovery funds received from federal sources like CARES and ARPA.	Governmental	Special Revenue	No

Fund	Description	Category	Type	Appropriated in Budget Ordinance
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
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 2021-22 Budget
Funds Matrix

Department	General Fund	Room Occupancy/ Tourism Development	Fire Funds	County Building Construction Fund	Debt Service Fund	Tax Revaluation Fund	Total	Internal Services Financial Plan
Education - Operating & Capital Funds								
Guilford County & Charter Schools	\$ 229,610,398						\$ 229,610,398	
Guilford Technical Community College	\$ 18,057,500						\$ 18,057,500	
	\$ 247,667,898	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 247,667,898	\$ -
Human Services								
Child Support Enforcement	\$ 7,589,795						\$ 7,589,795	
Coordination Services	\$ 1,907,075						\$ 1,907,075	
Mental Health	\$ 10,828,208						\$ 10,828,208	
Public Health	\$ 43,999,853						\$ 43,999,853	
Social Services	\$ 71,466,118						\$ 71,466,118	
Transportation Service	\$ 1,361,989						\$ 1,361,989	
Veteran Services	\$ 351,295						\$ 351,295	
	\$ 137,504,333	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 137,504,333	\$ -
Public Safety								
Animal Services	\$ 4,842,385						\$ 4,842,385	
Juvenile Detention	\$ 3,160,016						\$ 3,160,016	
Emergency Services	\$ 36,320,825						\$ 36,320,825	
Family Justice Center	\$ 1,161,501						\$ 1,161,501	
Inspections	\$ 2,770,478						\$ 2,770,478	
Law Enforcement	\$ 73,858,710						\$ 73,858,710	
Court Services	\$ 1,144,062						\$ 1,144,062	
Security	\$ 2,644,147						\$ 2,644,147	
Fire Districts	\$ -		\$ 23,151,513				\$ 23,151,513	
	\$ 125,902,124	\$ -	\$ 23,151,513	\$ -	\$ -	\$ -	\$ 149,053,637	\$ -
Community Services								
Cooperative Extension Service	\$ 735,630						\$ 735,630	
Culture & Libraries	\$ 2,113,485						\$ 2,113,485	
Economic Develop & Assistance	\$ 2,244,417						\$ 2,244,417	
Recreation (Parks)	\$ 5,042,942						\$ 5,042,942	
Planning and Development	\$ 1,003,730						\$ 1,003,730	
Soil & Water Conservation	\$ 363,871						\$ 363,871	
Solid Waste	\$ 1,970,537						\$ 1,970,537	
Room Occupany/Tourism Development	\$ -	\$ 6,000,000					\$ 6,000,000	
	\$ 13,474,612	\$ 6,000,000	\$ -	\$ -	\$ -	\$ -	\$ 19,474,612	\$ -

Guilford County
FY 2021-22 Budget
Funds Matrix

Department	General Fund	Room Occupancy/ Tourism Development	Fire Funds	County Building Construction Fund	Debt Service Fund	Tax Revaluation Fund	Total	Internal Services Financial Plan
General Government								
Budget & Management Services	\$ 832,069						\$ 832,069	
County Administration	\$ 2,148,069						\$ 2,148,069	
County Attorney	\$ 3,511,254						\$ 3,511,254	
Count Commissioners & Clerk	\$ 1,087,295						\$ 1,087,295	
Elections	\$ 3,298,755						\$ 3,298,755	
Finance	\$ 3,006,636						\$ 3,006,636	
Human Resources	\$ 8,401,062						\$ 8,401,062	
Internal Audit	\$ 705,799						\$ 705,799	
Public Relations	\$ 595,091						\$ 595,091	
Purchasing	\$ 443,305						\$ 443,305	
Register of Deeds	\$ 2,656,585						\$ 2,656,585	
Tax	\$ 8,102,396					\$ 276,913	\$ 8,379,309	
	\$ 34,788,316	\$ -	\$ -	\$ -	\$ -	\$ 276,913	\$ 35,065,229	\$ -
Support Services								
Facilities	\$ 9,574,958						\$ 9,574,958	
Fleet Operation	\$ 807,158						\$ 807,158	
Information Services	\$ 12,598,007						\$ 12,598,007	
Transfer for Future Capital Needs	\$ -						\$ -	
Risk Retention - Liability, Wk Comp, Property	\$ -						\$ -	\$ 4,029,370
Health Care & Wellness	\$ -						\$ -	\$ 51,799,023
	\$ 22,980,123	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,980,123	\$ 55,828,393
Debt Service								
Debt Service	\$ 93,202,594				\$ 93,202,594		\$ 186,405,188	
	\$ 93,202,594	\$ -	\$ -	\$ -	\$ 93,202,594	\$ -	\$ 186,405,188	\$ -
SUB-TOTAL	\$ 675,520,000	\$ 6,000,000	\$ 23,151,513	\$ -	\$ 93,202,594	\$ 276,913	\$ 798,151,020	\$ 55,828,393
Less Interfund Transfers							\$ (93,479,507)	
NET TOTAL							\$ 704,671,513	
SOURCES OF FUNDS								
Property Taxes	\$ 402,140,000		\$ 17,836,004				\$ 419,976,004	
Federal & State Funds	\$ 77,689,707						\$ 77,689,707	
Sales Taxes	\$ 100,000,000		\$ 4,012,034				\$ 104,012,034	
User Charges	\$ 45,718,868						\$ 45,718,868	\$ 54,836,217
Other	\$ 13,998,109	\$ 6,000,000			\$ 93,202,594	\$ 276,913	\$ 113,477,616	\$ 192,176
Fund Balance	\$ 35,973,316		\$ 1,303,475				\$ 37,276,791	\$ 800,000
SUB-TOTAL	\$ 675,520,000	\$ 6,000,000	\$ 23,151,513	\$ -	\$ 93,202,594	\$ 276,913	\$ 798,151,020	\$ 55,828,393
Less Interfund Transfers							\$ (93,479,507)	
NET TOTAL							\$ 704,671,513	

Summary of FY 2021-2022 Budget
Appropriated Funds
Summary of Revenues, Expenditures, and Changes in Fund Balances
Actual expenses for FY 2020-21 will be available once audited amounts are available in Fall 2021.

	Actual FY 2019-20	Adopted FY 2020-21	Amended FY 2020-21	Adopted FY 2021-22	vs. FY 2020-21 Adopted	
					\$ chg	%
SUMMARY OF ALL APPROPRIATED FUNDS						
Revenues & Other Sources of Funds						
Property Taxes (current & prior years)	\$ 401,829,333	\$ 405,816,637	\$ 406,105,637	\$ 419,976,004	\$ 14,159,367	3.5%
Federal & State Funds	\$ 67,656,803	\$ 71,661,472	\$ 81,022,564	\$ 77,689,707	\$ 6,028,235	8.4%
Sales Taxes	\$ 94,095,007	\$ 82,907,285	\$ 82,907,285	\$ 104,012,034	\$ 21,104,749	25.5%
User Charges	\$ 44,730,574	\$ 42,881,614	\$ 42,943,014	\$ 45,718,868	\$ 2,837,254	6.6%
Other (includes Transfers In)	\$ 26,310,079	\$ 18,756,732	\$ 19,334,013	\$ 113,477,616	\$ 94,720,884	505.0%
TOTAL Revenues	\$ 634,621,796	\$ 622,023,740	\$ 632,312,513	\$ 760,874,229	\$ 138,850,489	22.3%
Expenditures & Other Uses of Funds						
<i>Type of Expense</i>						
Personnel Services	\$ 177,747,985	\$ 212,348,915	\$ 202,335,429	\$ 226,421,089	\$ 14,072,174	6.6%
Operating Expenses	\$ 332,727,846	\$ 339,476,235	\$ 359,027,782	\$ 365,110,569	\$ 25,634,334	7.6%
Human Services Assistance	\$ 14,808,207	\$ 17,070,335	\$ 20,394,786	\$ 18,164,120	\$ 1,093,785	6.4%
Debt Repayment	\$ 93,079,936	\$ 90,790,986	\$ 90,792,286	\$ 186,405,188	\$ 95,614,202	105.3%
Capital Outlay	\$ 28,589,251	\$ 1,232,003	\$ 13,773,426	\$ 2,050,054	\$ 818,051	66.4%
TOTAL Expenditures	\$ 646,953,225	\$ 660,918,474	\$ 686,323,709	\$ 798,151,020	\$ 137,232,546	20.8%
<i>Service Area</i>						
General Government	\$ 28,393,610	\$ 35,696,595	\$ 36,883,360	\$ 35,065,229	\$ (631,366)	(1.8%)
Education & Education Debt	\$ 310,598,339	\$ 307,221,738	\$ 312,221,738	\$ 403,933,472	\$ 96,711,734	31.5%
Human Services	\$ 111,473,482	\$ 124,909,309	\$ 141,682,486	\$ 137,504,333	\$ 12,595,024	10.1%
Public Safety	\$ 123,325,395	\$ 139,356,483	\$ 130,284,047	\$ 149,053,637	\$ 9,697,154	7.0%
Support Services	\$ 44,221,960	\$ 21,776,285	\$ 31,541,826	\$ 22,980,123	\$ 1,203,838	5.5%
Community Services	\$ 15,281,915	\$ 18,011,890	\$ 19,762,778	\$ 19,474,612	\$ 1,462,722	8.1%
Non-Education Debt	\$ 13,658,521	\$ 13,946,174	\$ 13,947,474	\$ 30,139,614	\$ 16,193,440	116.1%
TOTAL Expenditures	\$ 646,953,222	\$ 660,918,474	\$ 686,323,709	\$ 798,151,020	\$ 137,232,546	20.8%
Excess (Deficiency) of Sources over Uses	\$ (12,331,426)	\$ (38,894,734)	\$ (54,011,196)	\$ (37,276,791)	\$ 1,617,943	(4.2%)
Beginning Fund Balance*	\$ 253,738,033	\$ 241,406,608	\$ 241,406,608 **	\$ 187,395,412	\$ (54,011,196)	(22.4%)
Ending Fund Balance*	\$ 241,406,608	\$ 202,511,874	\$ 187,395,412 **	\$ 150,118,621	\$ (52,393,253)	(25.9%)

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

**Summary of FY 2021-2022 Budget
Appropriated Funds
Summary of Revenues, Expenditures, and Changes in Fund Balances**
Actual expenses for FY 2020-21 will be available once audited amounts are available in Fall 2021.

	Actual FY 2019-20	Adopted FY 2020-21	Amended FY 2020-21	Adopted FY 2021-22	vs. FY 2020-21 Adopted	
					\$ chg	%
GENERAL FUND						
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.						
Revenues & Other Sources of Funds						
Property Taxes (current & prior years)	\$ 385,031,051	\$ 389,215,000	\$ 389,504,000	\$ 402,140,000	\$ 12,925,000	3.3%
Federal & State Funds	\$ 67,581,803	\$ 71,661,472	\$ 81,022,564	\$ 77,689,707	\$ 6,028,235	8.4%
Sales Taxes	\$ 90,243,645	\$ 80,000,000	\$ 80,000,000	\$ 100,000,000	\$ 20,000,000	25.0%
User Charges	\$ 44,510,913	\$ 42,881,614	\$ 42,943,014	\$ 45,718,868	\$ 2,837,254	6.6%
Other (includes Transfers In)	\$ 16,117,283	\$ 12,756,732	\$ 13,334,013	\$ 13,998,109	\$ 1,241,377	9.7%
TOTAL Revenues	\$ 603,484,695	\$ 596,514,818	\$ 606,803,591	\$ 639,546,684	\$ 43,031,866	7.2%
Expenditures & Other Uses of Funds						
Type of Expense						
Personnel Services	\$ 177,747,985	\$ 212,348,915	\$ 202,335,429	\$ 226,394,176	\$ 14,045,261	6.6%
Operating Expenses	\$ 306,868,874	\$ 313,193,055	\$ 332,744,602	\$ 335,709,056	\$ 22,516,001	7.2%
Human Services Assistance	\$ 14,808,207	\$ 17,070,335	\$ 20,394,786	\$ 18,164,120	\$ 1,093,785	6.4%
Debt Repayment*	\$ 93,079,936	\$ 90,790,986	\$ 90,792,286	\$ 93,202,594	\$ 2,411,608	2.7%
Capital Outlay	\$ 7,368,222	\$ 1,232,003	\$ 6,073,426	\$ 2,050,054	\$ 818,051	66.4%
TOTAL Expenditures	\$ 599,873,224	\$ 634,635,294	\$ 652,340,529	\$ 675,520,000	\$ 40,884,706	6.4%
Service Area						
General Government	\$ 28,393,610	\$ 35,696,595	\$ 36,883,360	\$ 34,788,316	\$ (908,279)	(2.5%)
Education & Education Debt	\$ 310,598,339	\$ 307,221,738	\$ 312,221,738	\$ 325,800,685	\$ 18,578,947	6.0%
Human Services	\$ 111,473,482	\$ 124,909,309	\$ 141,682,486	\$ 137,504,333	\$ 12,595,024	10.1%
Public Safety	\$ 102,563,111	\$ 119,073,303	\$ 110,000,867	\$ 125,902,124	\$ 6,828,821	5.7%
Support Services	\$ 23,000,931	\$ 21,776,285	\$ 23,841,826	\$ 22,980,123	\$ 1,203,838	5.5%
Community Services	\$ 10,185,227	\$ 12,011,890	\$ 13,762,778	\$ 13,474,612	\$ 1,462,722	12.2%
Non-Education Debt	\$ 13,658,521	\$ 13,946,174	\$ 13,947,474	\$ 15,069,807	\$ 1,123,633	8.1%
TOTAL Expenditures	\$ 599,873,221	\$ 634,635,294	\$ 652,340,529	\$ 675,520,000	\$ 40,884,706	6.4%
Excess (Deficiency) of Sources over Uses	\$ 3,611,474	\$ (38,120,476)	\$ (45,536,938)	\$ (35,973,316)	\$ 2,147,160	(5.6%)
Beginning Fund Balance**	\$ 170,437,174	\$ 174,048,649	\$ 174,048,649	\$ 128,511,711	\$ (45,536,938)	(26.2%)
Ending Fund Balance**	\$ 174,048,649	\$ 135,928,173	\$ 128,511,711	\$ 92,538,395	\$ (43,389,778)	(31.9%)

* Reflects funds transferred to the Debt Service fund in FY 2021-22; these are a "transfer out" expense but listed as "Debt Service" here for comparison with prior years.

** Not all fund balance is available to spend. See the Fund Balance section of the Revenue Summary of this document.

Summary of FY 2021-2022 Budget
Appropriated Funds
Summary of Revenues, Expenditures, and Changes in Fund Balances
Actual expenses for FY 2020-21 will be available once audited amounts are available in Fall 2021.

	Actual FY 2019-20	Adopted FY 2020-21	Amended FY 2020-21	Adopted FY 2021-22	vs. FY 2020-21 Adopted	
					\$ chg	%
RURAL FIRE DISTRICTS FUND						
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>						
Revenues & Other Sources of Funds						
Property Taxes	\$ 16,798,282	\$ 16,601,637	\$ 16,601,637	\$ 17,836,004	\$ 1,234,367	7.4%
Sales Taxes	\$ 3,851,362	\$ 2,907,285	\$ 2,907,285	\$ 4,012,034	\$ 1,104,749	38.0%
Other	\$ 2,724	\$ -	\$ -	\$ -	\$ -	-
TOTAL Revenues	\$ 20,652,368	\$ 19,508,922	\$ 19,508,922	\$ 21,848,038	\$ 2,339,116	12.0%
Expenditures & Other Uses of Funds						
Operating	\$ 20,762,284	\$ 20,283,180	\$ 20,283,180	\$ 23,151,513	\$ 2,868,333	14.1%
TOTAL Expenditures	\$ 20,762,284	\$ 20,283,180	\$ 20,283,180	\$ 23,151,513	\$ 2,868,333	14.1%
Excess (Deficiency) of Sources over Uses	\$ (109,916)	\$ (774,258)	\$ (774,258)	\$ (1,303,475)	\$ (529,217)	68.4%
Beginning Fund Balance*	\$ 3,042,439	\$ 2,932,523	\$ 2,932,523	\$ 2,158,265	\$ (774,258)	(26.4%)
Ending Fund Balance*	\$ 2,932,523	\$ 2,158,265	\$ 2,158,265	\$ 854,790	\$ (1,303,475)	(60.4%)

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 allocations for equipment purchases, capital projects, facility renovations, and other needs. The FY 2022 appropriation will limit the use of fund balance available in FY 2023.

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

Summary of FY 2021-2022 Budget
Appropriated Funds
Summary of Revenues, Expenditures, and Changes in Fund Balances
Actual expenses for FY 2020-21 will be available once audited amounts are available in Fall 2021.

	Actual FY 2019-20	Adopted FY 2020-21	Amended FY 2020-21	Adopted FY 2021-22	vs. FY 2020-21 Adopted	
					\$ chg	%
ROOM OCCUPANCY AND TOURISM DEVELOPMENT FUND						
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.						
Revenues & Other Sources of Funds						
Other - Occupancy Tax	\$ 5,096,688	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ -	0.0%
TOTAL Revenues	\$ 5,096,688	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ -	0.0%
Expenditures & Other Uses of Funds						
Operating	\$ 5,096,688	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ -	0.0%
TOTAL Expenditures	\$ 5,096,688	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ -	0.0%
Excess (Deficiency) of Sources over Uses	\$ -	\$ -	\$ -	\$ -	\$ -	-
Beginning Fund Balance*	\$ -	\$ -	\$ -	\$ -	\$ -	-
Ending Fund Balance*	\$ -	\$ -	\$ -	\$ -	\$ -	-

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

**Summary of FY 2021-2022 Budget
Appropriated Funds
Summary of Revenues, Expenditures, and Changes in Fund Balances**
Actual expenses for FY 2020-21 will be available once audited amounts are available in Fall 2021.

	Actual FY 2019-20	Adopted FY 2020-21	Amended FY 2020-21	Adopted FY 2021-22	vs. FY 2020-21 Adopted	
					\$ chg	%
COUNTY BUILDING CONSTRUCTION FUND						
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 2021-22 Budget reflects the county's contribution from the General Fund for various capital needs.						
Revenues & Other Sources of Funds						
Federal & State Funds	\$ 75,000	\$ -	\$ -	\$ -	\$ -	-
User Charges	\$ 219,661	\$ -	\$ -	\$ -	\$ -	-
Investment Earnings	\$ 2,018,888	\$ -	\$ -	\$ -	\$ -	-
Transfers In	\$ 3,066,887	\$ -	\$ -	\$ -	\$ -	-
Other	\$ 7,609	\$ -	\$ -	\$ -	\$ -	-
TOTAL Revenues	\$ 5,388,045	\$ -	\$ -	\$ -	\$ -	-
Expenditures & Other Uses of Funds						
Capital Outlay	\$ 20,421,029	\$ -	\$ 7,700,000 **	\$ -	\$ -	-
Transfers Out	\$ 800,000	\$ -	\$ -	\$ -	\$ -	-
TOTAL Expenditures	\$ 21,221,029	\$ -	\$ 7,700,000	\$ -	\$ -	-
Excess (Deficiency) of Sources over Uses	\$ (15,832,984)	\$ -	\$ (7,700,000)	\$ -	\$ -	-
Beginning Fund Balance*	\$ 80,258,420	\$ 64,425,436	\$ 64,425,436	\$ 56,725,436	\$ (7,700,000)	(12.0%)
Ending Fund Balance*	\$ 64,425,436	\$ 64,425,436	\$ 56,725,436	\$ 56,725,436	\$ (7,700,000)	(12.0%)

* Not all fund balance is available to spend. At June 30, 2020, about \$55.6 million of the \$64.4 million of fund balance has been restricted or committed to specific capital projects. About \$8.8 million was assigned for future capital needs.

** Represents estimated actual uses across a range of projects -- budgets are established in lifetime capital projects, not in the annual budget ordinance. See the Capital Investment Plan section of this document or the county's Comprehensive Annual Financial Report for more information.

**Summary of FY 2021-2022 Budget
Appropriated Funds
Summary of Revenues, Expenditures, and Changes in Fund Balances**
Actual expenses for FY 2020-21 will be available once audited amounts are available in Fall 2021.

	Actual FY 2019-20	Adopted FY 2020-21	Amended FY 2020-21	Adopted FY 2021-22	vs. FY 2020-21 Adopted	
					\$ chg	%
DEBT SERVICE FUND						
Accounts for debt service payments for Education and General County needs including revenues dedicated to debt service. Revenues and contributions from the general fund not spent in the current fiscal year are retained in the fund for future debt service needs.						
Revenues & Other Sources of Funds						
Federal & State Funds	\$ -	\$ -	\$ -	\$ -	\$ -	-
Sales Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	-
Debt Issued	\$ -	\$ -	\$ -	\$ -	\$ -	-
Investment Earnings	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfers In	\$ -	\$ -	\$ -	\$ 93,202,594	\$ 93,202,594	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
TOTAL Revenues*	\$ -	\$ -	\$ -	\$ 93,202,594	\$ 93,202,594	-
Expenditures & Other Uses of Funds						
Debt Repayment	\$ -	\$ -	\$ -	\$ 93,202,594	\$ 93,202,594	-
TOTAL Expenditures	\$ -	\$ -	\$ -	\$ 93,202,594	\$ 93,202,594	-
Excess (Deficiency) of Sources over Uses	\$ -	\$ -	\$ -	\$ -	\$ -	-
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	-

* Reflects initial transfer from General Fund to establish this fund in FY 2021-22. Expenses and dedicated revenues will be budgeted directly in the fund in FY 2022-23.

**Summary of FY 2021-2022 Budget
Appropriated Funds
Summary of Revenues, Expenditures, and Changes in Fund Balances**
Actual expenses for FY 2020-21 will be available once audited amounts are available in Fall 2021.

	Actual FY 2019-20	Adopted FY 2020-21	Amended FY 2020-21	Adopted FY 2021-22	vs. FY 2020-21 Adopted	
					\$ chg	%
TAX REVALUATION FUND						
Accounts for expenses for conducting the county's property revaluation process including revenues dedicated to revaluation. Revenues and contributions from the general fund not spent in the current fiscal year are retained in the fund for revaluation needs.						
Revenues & Other Sources of Funds						
User Charges	\$ -	\$ -	\$ -	\$ -	\$ -	-
Investment Earnings	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfers In	\$ -	\$ -	\$ -	\$ 276,913	\$ 276,913	-
Other	\$ -	\$ -	\$ -	\$ -	\$ -	-
TOTAL Revenues*	\$ -	\$ -	\$ -	\$ 276,913	\$ 276,913	-
Expenditures & Other Uses of Funds						
Personnel Services	\$ -	\$ -	\$ -	\$ 26,913	\$ 26,913	-
Operating Expenses	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000	-
TOTAL Expenditures	\$ -	\$ -	\$ -	\$ 276,913	\$ 276,913	-
Excess (Deficiency) of Sources over Uses	\$ -	\$ -	\$ -	\$ -	\$ -	-
Beginning Fund Balance*	\$ -	\$ -	\$ -	\$ -	\$ -	-
Ending Fund Balance*	\$ -	\$ -	\$ -	\$ -	\$ -	-

* Reflects initial transfer from General Fund to establish this fund in FY 2021-22. Expenses and dedicated revenues will be budgeted directly in the fund in FY 2022-23.

Summary of FY 2021-2022 Budget
Appropriated Funds
Summary of Revenues, Expenditures, and Changes in Fund Balances
Actual expenses for FY 2020-21 will be available once audited amounts are available in Fall 2021.

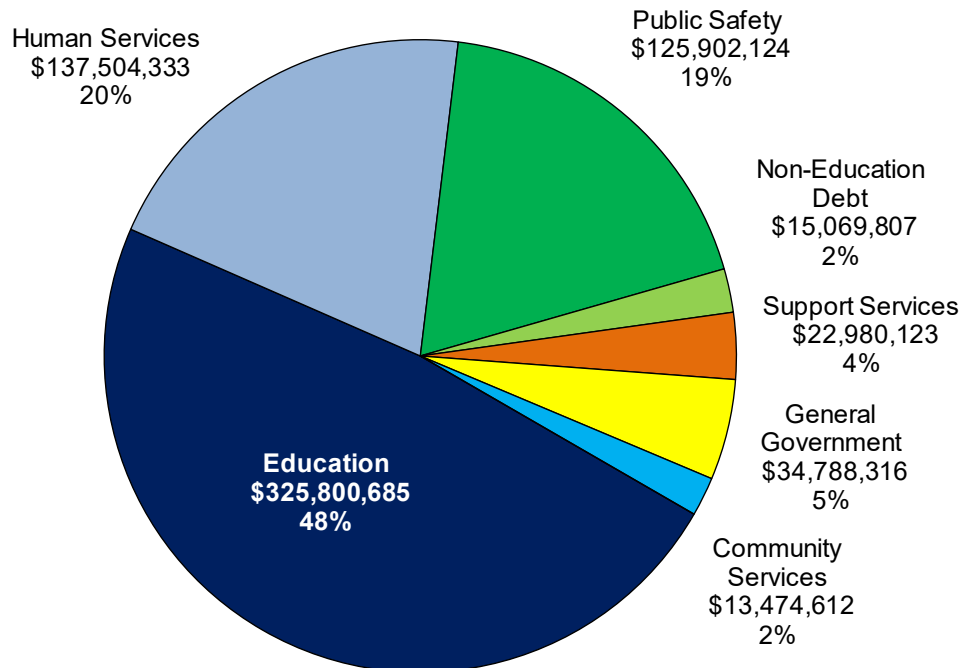
	Actual FY 2019-20	Adopted FY 2020-21	Amended FY 2020-21	Adopted FY 2021-22	vs. FY 2020-21 Adopted	
					\$ chg	%
INTERNAL SERVICES (Financial Plan, not included in All Funds Summary above)						
The Internal Services Fund accounts for risk management services provided to other departments of the County on a cost reimbursement basis.						
Expenditures						
Risk Retention - Liability, Property, WC:						
Personnel Services	\$ 247,385	\$ 233,180	\$ 233,180	\$ 304,523	\$ 71,343	30.6%
Insurance & Bonding	\$ 535,328	\$ 650,000	\$ 650,010	\$ 800,000	\$ 150,000	23.1%
Vehicle Repair Service	\$ 242,065	\$ 245,000	\$ 251,891	\$ 245,000	\$ -	0.0%
Claims Paid	\$ 1,491,574	\$ 2,450,000	\$ 2,411,974	\$ 2,550,000	\$ 100,000	4.1%
Other Operating	\$ 123,914	\$ 118,002	\$ 118,161	\$ 129,847	\$ 11,845	10.0%
	<u>\$ 2,640,266</u>	<u>\$ 3,696,182</u>	<u>\$ 3,665,216</u>	<u>\$ 4,029,370</u>	<u>\$ 333,188</u>	<u>9.0%</u>
Health Care & Wellness						
Personnel Services	\$ 20,191	\$ 63,752	\$ 63,752	\$ 71,100	\$ 7,348	100.0%
Professional Services	\$ 1,143,127	\$ 1,822,135	\$ 1,887,827	\$ 1,822,135	\$ -	0.0%
Insurance & Bonding	\$ 3,744,039	\$ 5,081,728	\$ 5,098,533	\$ 5,081,728	\$ -	0.0%
Claims Paid	\$ 39,284,101	\$ 44,737,984	\$ 44,737,984	\$ 44,737,984	\$ -	0.0%
Other Operating	\$ 46,919	\$ 86,076	\$ 86,077	\$ 86,076	\$ -	100.0%
	<u>\$ 44,238,377</u>	<u>\$ 51,791,675</u>	<u>\$ 51,874,173</u>	<u>\$ 51,799,023</u>	<u>\$ 7,348</u>	<u>0.0%</u>
TOTAL Expenditures	\$ 46,878,643	\$ 55,487,857	\$ 55,539,389	\$ 55,828,393	\$ 340,536	0.6%
Revenues						
User Charges	\$ 43,139,226	\$ 54,337,165	\$ 54,337,165	\$ 54,836,217	\$ 499,052	0.9%
Other	\$ 38,793	\$ 189,828	\$ 189,828	\$ 162,176	\$ (27,652)	(14.6%)
TOTAL Revenues	\$ 43,178,019	\$ 54,526,993	\$ 54,526,993	\$ 54,998,393	\$ 471,400	0.9%
Operating Gain/(Loss)	\$ (3,700,624)	\$ (960,864)	\$ (1,012,396)	\$ (830,000)	\$ 130,864	(13.6%)
Interest Income	\$ 460,999	\$ 60,000	\$ 60,000	\$ 30,000	\$ (30,000)	(50.0%)
Change	\$ (3,239,625)	\$ (900,864)	\$ (952,396)	\$ (800,000)	\$ 100,864	(11.2%)
Beginning Net Position	\$ 25,824,494	\$ 22,584,869	\$ 22,584,869	\$ 21,632,473	\$ (952,396)	(4.2%)
Ending Net Position	\$ 22,584,869	\$ 21,684,005	\$ 21,632,473	\$ 20,832,473	\$ (851,532)	(3.9%)



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.

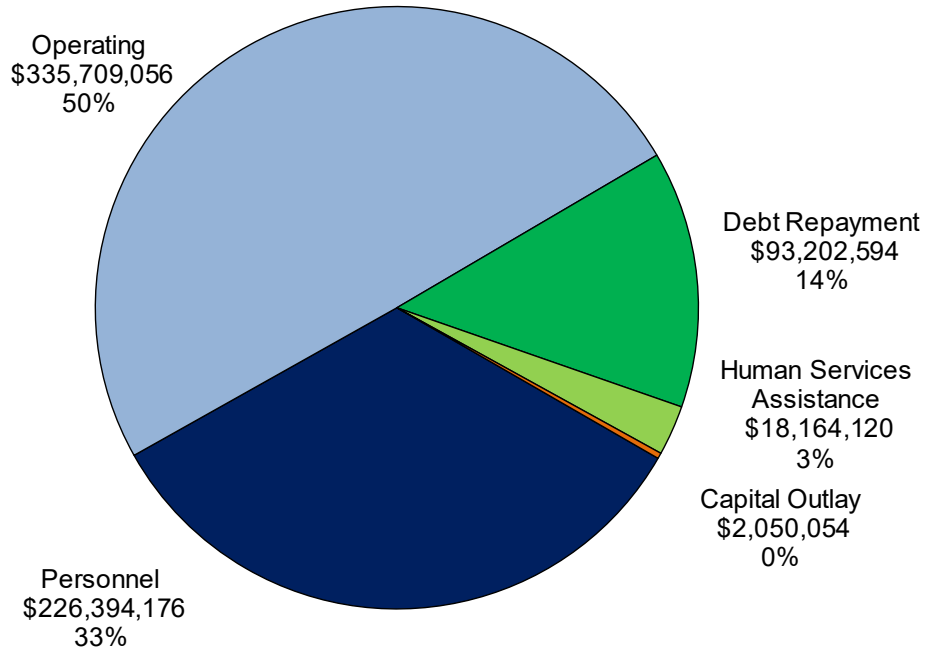
FY 2021-22 General Fund Budget by Service Category



Summary of Expenditures by Service Category

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	vs. FY21 Adopted	
						\$ chg	% chg
Education	\$ 310,598,339	\$ 307,221,738	\$ 312,221,738	\$ 323,992,567	\$ 325,800,685	\$ 18,578,947	6.0%
<i>includes Education debt repayment</i>							
Human Services	\$ 111,473,481	\$ 124,909,309	\$ 141,682,486	\$ 134,921,394	\$ 137,504,333	\$ 12,595,024	10.1%
Public Safety	\$ 102,563,112	\$ 119,073,303	\$ 110,000,867	\$ 125,831,124	\$ 125,902,124	\$ 6,828,821	5.7%
Non-Education Debt	\$ 13,658,522	\$ 13,946,174	\$ 13,947,474	\$ 15,651,864	\$ 15,069,807	\$ 1,123,633	8.1%
Support Services	\$ 23,000,932	\$ 21,776,285	\$ 23,841,826	\$ 23,155,464	\$ 22,980,123	\$ 1,203,838	5.5%
General Government	\$ 28,393,610	\$ 35,696,595	\$ 36,883,360	\$ 34,668,316	\$ 34,788,316	\$ (908,279)	-2.5%
Community Services	\$ 10,185,227	\$ 12,011,890	\$ 13,762,778	\$ 13,154,271	\$ 13,474,612	\$ 1,462,722	12.2%
Total Expenditures	\$ 599,873,223	\$ 634,635,294	\$ 652,340,529	\$ 671,375,000	\$ 675,520,000	\$ 40,884,706	6.4%
Permanent Positions	2,645.75	2,656.75	2,673.78	2,693.75	2,708.75	52.00	2.0%

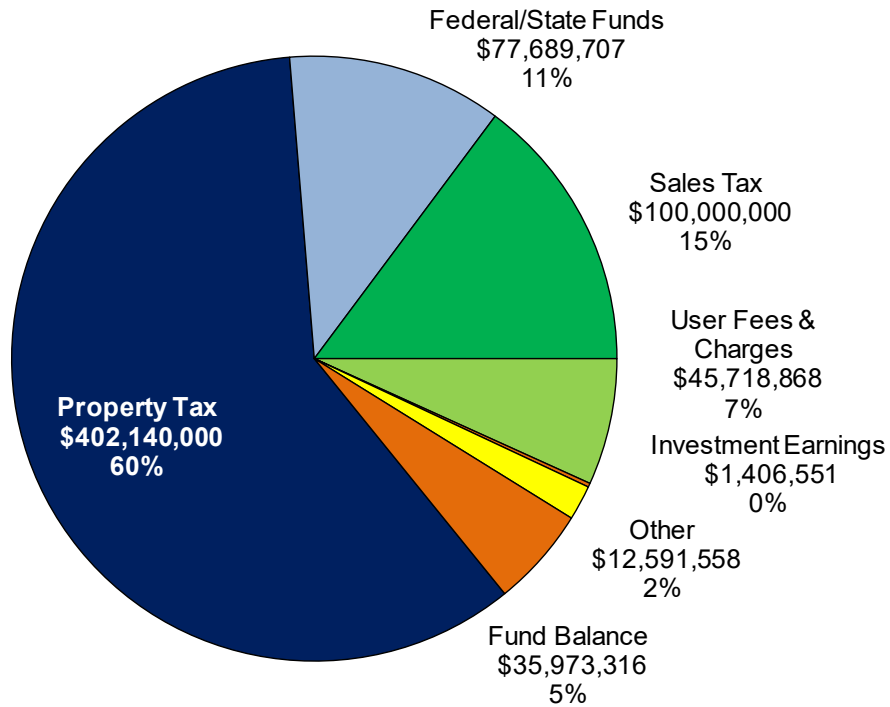
**FY 2021-22 General Fund Budget
by Type of Expense**



Summary of Expenditures by Type of Expense

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	vs. FY21 Adopted	
						\$ chg	% chg
Personnel	\$ 177,747,985	\$ 212,348,915	\$ 202,335,429	\$ 225,377,237	\$ 226,394,176	\$ 14,045,261	6.6%
Operating	\$ 306,868,874	\$ 313,193,055	\$ 332,744,602	\$ 330,789,056	\$ 335,709,056	\$ 22,516,001	7.2%
Debt Repayment	\$ 93,079,936	\$ 90,790,986	\$ 90,792,286	\$ 95,476,533	\$ 93,202,594	\$ 2,411,608	2.7%
Human Svc Assistance	\$ 14,808,207	\$ 17,070,335	\$ 20,394,786	\$ 17,728,120	\$ 18,164,120	\$ 1,093,785	6.4%
Capital Outlay	\$ 7,368,222	\$ 1,232,003	\$ 6,073,426	\$ 2,004,054	\$ 2,050,054	\$ 818,051	66.4%
Total Expenditures	\$ 599,873,224	\$ 634,635,294	\$ 652,340,529	\$ 671,375,000	\$ 675,520,000	\$ 40,884,706	6.4%
Permanent Positions	2,645.75	2,656.75	2,673.78	2,693.75	2,708.75	52.00	2.0%

**FY 2021-22 General Fund Budget
by Source of Funds**



Summary of Sources of Funds

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	vs. FY21 Adopted	
						\$ chg	% chg
Property Tax	\$ 385,031,051	\$ 389,215,000	\$ 389,504,000	\$ 401,640,000	\$ 402,140,000	\$ 12,925,000	3.3%
Federal/State Funds	\$ 67,581,803	\$ 71,661,472	\$ 81,022,564	\$ 74,861,707	\$ 77,689,707	\$ 6,028,235	8.4%
Sales Tax	\$ 90,243,645	\$ 80,000,000	\$ 80,000,000	\$ 100,000,000	\$ 100,000,000	\$ 20,000,000	25.0%
User Fees & Charges	\$ 44,510,913	\$ 42,881,614	\$ 42,943,014	\$ 45,718,868	\$ 45,718,868	\$ 2,837,254	6.6%
Investment Earnings	\$ 3,789,438	\$ 1,797,550	\$ 1,797,550	\$ 1,406,551	\$ 1,406,551	\$ (390,999)	-21.8%
Other	\$ 12,327,844	\$ 10,959,182	\$ 11,536,463	\$ 14,865,497	\$ 12,591,558	\$ 1,632,376	14.9%
Total Revenues	\$ 603,484,694	\$ 596,514,818	\$ 606,803,591	\$ 638,492,623	\$ 639,546,684	\$ 43,031,866	7.2%
Fund Balance	\$ (3,611,471)	\$ 38,120,476	\$ 45,536,938	\$ 32,882,377	\$ 35,973,316	\$ (2,147,160)	-5.6%
Total	\$ 599,873,223	\$ 634,635,294	\$ 652,340,529	\$ 671,375,000	\$ 675,520,000	\$ 40,884,706	6.4%

GENERAL FUND BUDGETS BY DEPARTMENT
Expense & Revenue

Department	FY 2020 Actual		FY 2021 Adopted Budget		FY 2021 Amended Budget		FY 2022 Adopted Budget	
	Expense	Revenue	Expense	Revenue	Expense	Revenue	Expense	Revenue
Education								
Guilford County & Charter Schools	\$ 213,526,926	\$ -	\$ 212,726,926	\$ -	\$ 217,726,926	\$ -	\$ 229,610,398	\$ -
Guilford Technical Community College	\$ 17,650,000	\$ -	\$ 17,650,000	\$ -	\$ 17,650,000	\$ -	\$ 18,057,500	\$ -
Education Total	\$ 231,176,926	\$ -	\$ 230,376,926	\$ -	\$ 235,376,926	\$ -	\$ 247,667,898	\$ -
Human Services								
Child Support Services	\$ 6,619,794	\$ 6,601,744	\$ 7,039,530	\$ 6,782,019	\$ 7,060,245	\$ 6,782,019	\$ 7,589,795	\$ 6,695,191
Coordination Services	\$ 1,380,259	\$ 1,310,340	\$ 1,271,447	\$ 1,255,424	\$ 1,635,899	\$ 1,560,225	\$ 1,907,075	\$ 1,555,225
Mental Health	\$ 9,674,000	\$ -	\$ 10,331,409	\$ -	\$ 10,556,409	\$ -	\$ 10,828,208	\$ -
Public Health	\$ 30,418,188	\$ 21,010,314	\$ 38,682,400	\$ 19,722,711	\$ 47,956,793	\$ 23,919,701	\$ 43,999,853	\$ 20,456,745
Social Services	\$ 61,995,402	\$ 40,274,535	\$ 66,020,152	\$ 43,112,797	\$ 71,946,305	\$ 44,872,702	\$ 71,466,118	\$ 46,030,995
Transportation Service	\$ 1,137,888	\$ 1,038,758	\$ 1,272,580	\$ 1,075,901	\$ 2,240,039	\$ 1,904,202	\$ 1,361,989	\$ 1,070,074
Veteran Services	\$ 247,950	\$ 2,182	\$ 291,791	\$ 3,000	\$ 286,796	\$ 3,000	\$ 351,295	\$ 3,000
Human Services Total	\$ 111,473,481	\$ 70,237,873	\$ 124,909,309	\$ 71,951,852	\$ 141,682,486	\$ 79,041,849	\$ 137,504,333	\$ 75,811,230
Public Safety								
Animal Services	\$ 3,996,952	\$ 1,091,484	\$ 4,252,636	\$ 1,022,508	\$ 4,359,944	\$ 1,072,508	\$ 4,842,385	\$ 1,134,509
Court Services	\$ 928,897	\$ 360	\$ 1,107,917	\$ 360	\$ 1,103,030	\$ 360	\$ 1,144,062	\$ 360
Emergency Services	\$ 26,155,136	\$ 19,160,157	\$ 34,009,504	\$ 19,755,043	\$ 26,426,619	\$ 19,780,843	\$ 36,320,825	\$ 20,094,191
Family Justice Center	\$ 785,515	\$ 209,332	\$ 955,434	\$ 242,168	\$ 1,186,524	\$ 468,205	\$ 1,161,501	\$ 345,123
Inspections	\$ 2,275,446	\$ 1,534,881	\$ 2,574,937	\$ 1,139,701	\$ 2,585,039	\$ 1,139,701	\$ 2,770,478	\$ 1,486,250
Juvenile Detention	\$ 2,323,194	\$ 1,896,111	\$ 3,122,484	\$ 2,286,139	\$ 2,905,246	\$ 2,322,739	\$ 3,160,016	\$ 2,160,300
Law Enforcement	\$ 63,856,329	\$ 8,860,902	\$ 70,512,834	\$ 8,319,641	\$ 68,901,604	\$ 10,339,516	\$ 73,858,710	\$ 8,629,878
Security	\$ 2,241,643	\$ 19,438	\$ 2,537,557	\$ 26,600	\$ 2,532,861	\$ 26,600	\$ 2,644,147	\$ 26,600
Public Safety Total	\$ 102,563,112	\$ 32,772,665	\$ 119,073,303	\$ 32,792,160	\$ 110,000,867	\$ 35,150,472	\$ 125,902,124	\$ 33,877,211
Community Services								
Cooperative Extension Service	\$ 678,723	\$ 24,383	\$ 711,260	\$ 38,800	\$ 724,416	\$ 56,780	\$ 735,630	\$ 38,800
Culture & Libraries	\$ 1,827,807	\$ -	\$ 1,834,277	\$ 6,470	\$ 1,834,277	\$ 6,470	\$ 2,113,485	\$ 6,470
Economic Develop & Assistance	\$ 864,971	\$ -	\$ 1,333,302	\$ -	\$ 2,754,338	\$ -	\$ 2,244,417	\$ 250,000
Recreation (Parks)	\$ 4,048,794	\$ 868,716	\$ 4,823,082	\$ 1,199,178	\$ 5,025,425	\$ 1,199,178	\$ 5,042,942	\$ 1,246,678
Planning and Development	\$ 853,691	\$ 74,126	\$ 883,994	\$ 69,320	\$ 928,295	\$ 69,320	\$ 1,003,730	\$ 83,164
Soil & Water Conservation	\$ 316,255	\$ 35,694	\$ 346,903	\$ 34,443	\$ 344,404	\$ 36,943	\$ 363,871	\$ 34,443
Solid Waste	\$ 1,594,986	\$ 1,030,139	\$ 2,079,072	\$ 1,079,675	\$ 2,151,623	\$ 1,089,675	\$ 1,970,537	\$ 1,114,215
Community Services Total	\$ 10,185,227	\$ 2,033,058	\$ 12,011,890	\$ 2,427,886	\$ 13,762,778	\$ 2,458,366	\$ 13,474,612	\$ 2,773,770

GENERAL FUND BUDGETS BY DEPARTMENT
Expense & Revenue

Department	FY 2020 Actual		FY 2021 Adopted Budget		FY 2021 Amended Budget		FY 2022 Adopted Budget	
	Expense	Revenue	Expense	Revenue	Expense	Revenue	Expense	Revenue
General Government								
Budget & Management Services	\$ 584,672	\$ -	\$ 882,029	\$ -	\$ 574,356	\$ -	\$ 832,069	\$ 67,678
County Administration	\$ 982,581	\$ 27,353	\$ 1,762,867	\$ 735,000	\$ 2,930,845	\$ 735,000	\$ 2,148,069	\$ -
County Attorney	\$ 2,458,499	\$ 5,103	\$ 2,622,522	\$ 12,000	\$ 3,030,638	\$ 362,781	\$ 3,511,254	\$ 12,000
Count Commissioners & Clerk	\$ 948,672	\$ -	\$ 1,131,729	\$ 30,776	\$ 1,696,630	\$ 30,776	\$ 1,087,295	\$ 30,024
Elections	\$ 2,369,317	\$ 162,720	\$ 3,064,272	\$ 700	\$ 3,839,672	\$ 703,248	\$ 3,298,755	\$ 448,500
Finance	\$ 2,527,829	\$ 110,644	\$ 2,812,223	\$ 100,000	\$ 2,928,005	\$ 100,000	\$ 3,006,636	\$ 100,000
Human Resources	\$ 7,809,986	\$ -	\$ 12,692,299	\$ -	\$ 10,637,399	\$ -	\$ 8,401,062	\$ -
Internal Audit	\$ 526,786	\$ 23	\$ 657,468	\$ -	\$ 681,587	\$ -	\$ 705,799	\$ -
Public Relations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 595,091	\$ -
Purchasing	\$ 340,841	\$ -	\$ 399,797	\$ -	\$ 404,906	\$ -	\$ 443,305	\$ -
Register Of Deeds	\$ 2,172,962	\$ 6,890,917	\$ 2,294,633	\$ 5,656,830	\$ 2,454,152	\$ 5,701,186	\$ 2,656,585	\$ 7,004,568
Tax	\$ 7,671,465	\$ 1,906,359	\$ 7,376,756	\$ 1,823,644	\$ 7,705,170	\$ 1,823,644	\$ 8,102,396	\$ 2,215,155
General Government Total	\$ 28,393,610	\$ 9,103,119	\$ 35,696,595	\$ 8,358,950	\$ 36,883,360	\$ 9,456,635	\$ 34,788,316	\$ 9,877,925
Support Services								
Facilities	\$ 7,740,921	\$ 1,203,422	\$ 9,208,812	\$ 1,396,262	\$ 10,501,478	\$ 1,396,262	\$ 9,574,958	\$ 1,352,262
Fleet Operation	\$ 611,959	\$ 19,832	\$ 790,669	\$ 25,000	\$ 1,177,777	\$ 25,000	\$ 807,158	\$ 25,000
Information Services	\$ 11,581,165	\$ 8,946	\$ 11,776,804	\$ 3,216	\$ 12,162,571	\$ 3,216	\$ 12,598,007	\$ 3,216
Transfer for Future Capital Needs	\$ 3,066,887	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Support Services Total	\$ 23,000,932	\$ 1,232,200	\$ 21,776,285	\$ 1,424,478	\$ 23,841,826	\$ 1,424,478	\$ 22,980,123	\$ 1,380,478
Debt Service								
Debt Service	\$ 93,079,936	\$ 15,117,332	\$ 90,790,986	\$ 9,111,300	\$ 90,792,286	\$ 9,111,300	\$ 93,202,594	\$ 10,745,986
Debt Service Total	\$ 93,079,936	\$ 15,117,332	\$ 90,790,986	\$ 9,111,300	\$ 90,792,286	\$ 9,111,300	\$ 93,202,594	\$ 10,745,986
Non-Departmental								
General Revenues	\$ -	\$ 513,423,731	\$ -	\$ 508,568,668	\$ -	\$ 515,697,429	\$ -	\$ 541,053,400
Other Funds Total	\$ -	\$ 513,423,731	\$ -	\$ 508,568,668	\$ -	\$ 515,697,429	\$ -	\$ 541,053,400
Grand Total	\$ 599,873,224	\$ 643,919,978	\$ 634,635,294	\$ 634,635,294	\$ 652,340,529	\$ 652,340,529	\$ 675,520,000	\$ 675,520,000

Where does Guilford County spend local money?

This chart shows how much locally generated revenue (**County \$**), mostly from property and sales taxes, is used to support county 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.

9 of the 40 departments on the list account for more than 90% of all available county funds.

Department	FY 2021-22 Adopted			Cumulative	
	Total Budget	County		County	
		\$	%	\$	%
Education	\$ 325,800,685	\$ 318,850,527	98%	\$ 318,850,527	59%
Law Enforcement	\$ 73,858,710	\$ 65,228,832	88%	\$ 384,079,359	71%
Social Services	\$ 71,466,118	\$ 25,435,123	36%	\$ 409,514,482	76%
Public Health	\$ 43,999,853	\$ 23,543,108	54%	\$ 433,057,590	80%
Emergency Services	\$ 36,320,825	\$ 16,126,634	45%	\$ 449,184,224	83%
Information Services	\$ 12,598,007	\$ 12,594,791	100%	\$ 461,779,015	85%
County Debt Repayment	\$ 15,069,807	\$ 11,273,979	75%	\$ 473,052,994	87%
Mental Health	\$ 10,828,208	\$ 10,828,208	100%	\$ 483,881,202	89%
Human Resources	\$ 8,401,062	\$ 8,401,062	100%	\$ 492,282,264	91%
Facilities	\$ 9,574,958	\$ 8,222,696	86%	\$ 500,504,960	93%
Tax	\$ 8,102,396	\$ 5,887,241	73%	\$ 506,392,201	94%
Parks & Open Space	\$ 5,042,942	\$ 3,796,264	75%	\$ 510,188,465	94%
Animal Services	\$ 4,842,385	\$ 3,707,876	77%	\$ 513,896,341	95%
County Attorney	\$ 3,511,254	\$ 3,499,254	100%	\$ 517,395,595	96%
Finance	\$ 3,006,636	\$ 2,906,636	97%	\$ 520,302,231	96%
Elections	\$ 3,298,755	\$ 2,850,255	86%	\$ 523,152,486	97%
Security	\$ 2,644,147	\$ 2,617,547	99%	\$ 525,770,033	97%
County Administration	\$ 2,148,069	\$ 2,148,069	100%	\$ 527,918,102	98%
Culture & Libraries	\$ 2,113,485	\$ 2,107,015	100%	\$ 530,025,117	98%
Economic Develop & Assistance	\$ 2,244,417	\$ 1,994,417	89%	\$ 532,019,534	98%
Inspections	\$ 2,770,478	\$ 1,284,228	46%	\$ 533,303,762	99%
Court Services	\$ 1,144,062	\$ 1,143,702	100%	\$ 534,447,464	99%
Count Commissioners & Clerk	\$ 1,087,295	\$ 1,057,271	97%	\$ 535,504,735	99%
Juvenile Detention	\$ 3,160,016	\$ 999,716	32%	\$ 536,504,451	99%

90% of County \$

10% of County \$

Department	FY 2021-22 Adopted			Cumulative	
	Total Budget	County		County	
		\$	%	\$	%
Planning and Development	\$ 1,003,730	\$ 920,566	92%	\$ 537,425,017	99%
Child Support Services	\$ 7,589,795	\$ 894,604	12%	\$ 538,319,621	99%
Solid Waste	\$ 1,970,537	\$ 856,322	43%	\$ 539,175,943	100%
Family Justice Center	\$ 1,161,501	\$ 816,378	70%	\$ 539,992,321	100%
Fleet Operation	\$ 807,158	\$ 782,158	97%	\$ 540,774,479	100%
Budget & Management	\$ 832,069	\$ 764,391	92%	\$ 541,538,870	100%
Internal Audit	\$ 705,799	\$ 705,799	100%	\$ 542,244,669	100%
Cooperative Extension Service	\$ 735,630	\$ 696,830	95%	\$ 542,941,499	100%
Public Relations	\$ 595,091	\$ 595,091	100%	\$ 543,536,590	100%
Coordination Services	\$ 1,907,075	\$ 451,850	18%	\$ 543,988,440	101%
Purchasing	\$ 443,305	\$ 443,305	100%	\$ 544,431,745	101%
Veteran Services	\$ 351,295	\$ 348,295	99%	\$ 544,780,040	101%
Soil & Water Conservation	\$ 363,871	\$ 329,428	91%	\$ 545,109,468	101%
Transportation Service	\$ 1,361,989	\$ 291,915	21%	\$ 545,401,383	101%
Transfer for Future Capital Needs	\$ -	\$ -		\$ 545,401,383	101%
Register Of Deeds	\$ 2,656,585	\$ (4,347,983)	-164%	\$ 541,053,400	100%
TOTAL	\$ 675,520,000	\$ 541,053,400	80%		

Breakdown of County \$:

Property Taxes	\$ 402,140,000	74%
Sales Taxes	\$ 100,000,000	18%
Fund Balance	\$ 31,293,400	6%
Other Revenues	\$ 3,967,000	1%
Federal & State Funds	\$ 3,583,000	0.7%
User Charges & Fees	\$ 70,000	0.01%
TOTAL	\$ 541,053,400	100%

* Coordination Services includes \$100,000 in Substance Abuse Funds that are used by Emergency Services. Those funds have been moved to Emergency Services here for ranking purposes. In the remainder of the budget, they are shown in Coordination Services.

Summary of Positions by Department

Departments	FY 19-20	FY 20-21		FY 21-22			Change vs. FY 20-21	
	Adopted	Adopted	Mid-Year Adds	Moves	New	Cut		Total
GENERAL FUND								
Child Support Enforcement	96.85	98.85	-	(0.03)	-	-	98.82	(0.03)
Coordinated Services	0.10	0.10	-	-	-	-	0.10	-
Mental Health	-	6.00	-	-	-	-	6.00	-
Public Health	406.50	417.50	-	(1.00)	17.00	-	433.50	16.00
Social Services	627.50	651.50	1.00	-	4.00	-	656.50	5.00
Transportation	15.00	15.00	-	-	-	-	15.00	-
Veterans Services*	4.00	4.00	-	-	1.00	-	5.00	1.00
Human Services	1,149.95	1,192.95	1.00	(1.03)	22.00	-	1,214.92	21.97
Animal Services	47.00	52.00	-	-	-	-	52.00	-
Juvenile Detention	37.00	36.00	-	-	-	-	36.00	-
Emergency Services	276.25	275.25	-	-	1.00	-	276.25	1.00
Family Justice Center	10.00	11.00	2.00	-	-	-	13.00	2.00
Inspections	27.00	27.00	-	-	1.00	-	28.00	1.00
Law Enforcement	663.00	663.00	6.00	-	-	-	669.00	6.00
Court Services	15.15	15.15	-	0.03	-	-	15.18	0.03
Security	17.00	17.00	-	-	-	-	17.00	-
Public Safety	1,092.40	1,096.40	8.00	0.03	2.00	-	1,106.43	10.03
Parks	30.00	30.00	-	1.00	-	-	31.00	1.00
Planning & Development	8.75	8.75	-	-	-	-	8.75	-
Soil & Water Conservation	3.00	3.00	-	-	-	-	3.00	-
Solid Waste	6.25	6.25	-	-	-	-	6.25	-
Community Services	48.00	48.00	-	1.00	-	-	49.00	1.00
Budget & Management Services	6.00	7.00	-	(1.00)	1.00	-	7.00	-
County Administration	5.90	5.90	-	2.00	1.00	-	8.90	3.00
County Attorney	19.00	19.00	7.00	-	-	-	26.00	7.00
County Commissioners & Clerk	13.00	13.00	-	(1.00)	-	-	12.00	(1.00)
Elections	16.00	16.00	-	-	-	-	16.00	-
Finance	27.00	27.00	1.00	-	-	-	28.00	1.00
Human Resources	18.00	19.00	-	-	1.00	-	20.00	1.00
Internal Audit	5.00	5.00	-	-	-	-	5.00	-
Public Relations	-	-	-	1.00	4.00	-	5.00	5.00
Purchasing	4.00	4.00	-	-	-	-	4.00	-
Register of Deeds	26.50	26.50	-	-	1.00	-	27.50	1.00
Tax Department	64.00	64.00	-	-	-	-	64.00	-
General Government	204.40	206.40	8.00	1.00	8.00	-	223.40	17.00
Facilities	61.00	61.00	-	(2.00)	-	-	59.00	(2.00)
Information Services	49.00	50.00	-	1.00	3.00	-	54.00	4.00
Fleet Operations	2.00	2.00	-	-	-	-	2.00	-
Support Services	112.00	113.00	-	(1.00)	3.00	-	115.00	2.00
Total General Fund	2,606.75	2,656.75	17.00	-	35.00	-	2,708.75	52.00
INTERNAL SERVICES								
Risk Management	2.50	2.50	-	-	-	-	2.50	-
Healthcare	1.00	1.00	-	-	-	-	1.00	-
Total Internal Services	3.50	3.50	-	-	-	-	3.50	-
Total All Departments	2,610.25	2,660.25	17.00	-	35.00	-	2,712.25	52.00

Summary of Position Changes from FY 2020-21 to FY 2021-22

Department	Position Name	FTE
BOARD-APPROVED CHANGES DURING FY 2020-21		
County Attorney	Recovery Courts Program Coordinator and Staff	7.00
Finance	Accountant	1.00
DHHS - Social Services	Homelessness Continuum of Care Program Manager	1.00
Law Enforcement	Deputy Sheriffs (partially grant funded)	4.00
	Pre-trial Court Advocate and Linkage Coordinator for GCSTOP (fully grant funded)	2.00
Family Justice Center	Family Justice Center Navigator (fully grant funded)	2.00
Total Board-Approved Changes During Prior Fiscal Year		17.00
ADOPTED CHANGES FOR FY 2021-22 (budgeted for September 2021 start unless noted)		
County Administration	Diversity, Equity & Inclusion Manager	1.00
Public Relations	Public Relations Director	1.00
	Communications Analysts	3.00
		4.00
Human Resources	Senior HR Analyst for Talent Acquisition	1.00
Budget, Mgmt & Evaluation	Grants & Management Analyst	1.00
Information Services	Chief Information Security Officer	1.00
	Data Architect	1.00
	Data Warehouse Engineer	1.00
		3.00
Register of Deeds	Deputy Register of Deeds for Land Records	1.00
DHHS - Public Health	Community Health Educator II & III for Infant Mortality	2.00
	School Nursing Positions	15.00
		18.00
DHHS - Social Services	Adult Protective Services Social Workers - Protective Services	2.00
	Adult Protective Services Social Worker - Guardianship	1.00
	Social Worker II for In-Home Aide	1.00
	Eligibility Caseworkers - Convert 3 from Cone Health to County \$	-
		4.00
Veterans' Services	Administrative Assistant	1.00
Emergency Services	Emergency Services Manager for Burlington Emergency Management via contract (start July 2021)	1.00
Inspections	Building Trade Inspector II	1.00
Total Changes For New Fiscal Year		35.00
Staffing Adjustments Grand Total		52.00

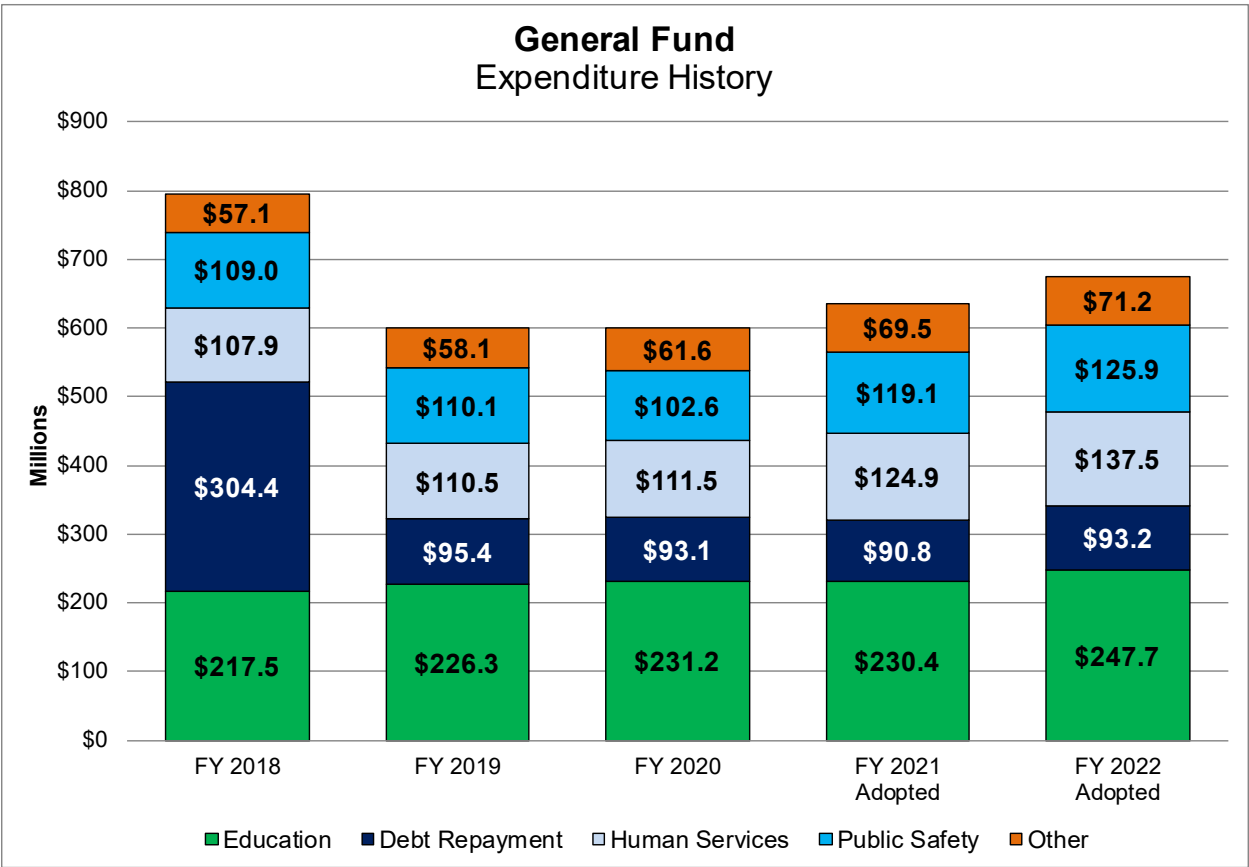
** It is County practice to not retain externally funded positions after funding has ended without explicit Board action.*

General Fund Expenditures

The fiscal year (FY) 2021-22 General Fund budget totals \$675,520,000. This is \$40.9 million (6.4%) more than the budget adopted for FY 2020-21. The general property tax rate is \$0.7305 per \$100 of assessed valuation, no change from the FY 2020-21 general tax rate. At this rate, a property owner will pay \$73.05 of general county property tax for every \$10,000 of property value owned. An individual may also pay other taxes, like city taxes or fire district taxes, depending on where their property is located.

Summary of Expenditures by Service Category

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	vs. FY21 Adopted	
						\$ chg	% chg
Education	\$ 310,598,339	\$ 307,221,738	\$ 312,221,738	\$ 323,992,567	\$ 325,800,685	\$ 18,578,947	6.0%
<i>includes Education debt repayment</i>							
Human Services	\$ 111,473,481	\$ 124,909,309	\$ 141,682,486	\$ 134,921,394	\$ 137,504,333	\$ 12,595,024	10.1%
Public Safety	\$ 102,563,112	\$ 119,073,303	\$ 110,000,867	\$ 125,831,124	\$ 125,902,124	\$ 6,828,821	5.7%
Non-Education Debt	\$ 13,658,522	\$ 13,946,174	\$ 13,947,474	\$ 15,651,864	\$ 15,069,807	\$ 1,123,633	8.1%
Support Services	\$ 23,000,932	\$ 21,776,285	\$ 23,841,826	\$ 23,155,464	\$ 22,980,123	\$ 1,203,838	5.5%
General Government	\$ 28,393,610	\$ 35,696,595	\$ 36,883,360	\$ 34,668,316	\$ 34,788,316	\$ (908,279)	-2.5%
Community Services	\$ 10,185,227	\$ 12,011,890	\$ 13,762,778	\$ 13,154,271	\$ 13,474,612	\$ 1,462,722	12.2%
Total Expenditures	\$ 599,873,223	\$ 634,635,294	\$ 652,340,529	\$ 671,375,000	\$ 675,520,000	\$ 40,884,706	6.4%
Permanent Positions	2,645.75	2,656.75	2,673.78	2,693.75	2,708.75	52.00	2.0%



Summary of 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 next fiscal year. Nearly nine of every \$10 dollars included in the budget will be used to support education, human services, and public safety activities.

Major County Priorities

The FY 2021-22 budget adds \$26.4 million in expenditures specifically to begin achieving the six top priorities that the Board of Commissioners identified at their 2021 Retreat. The specific items are noted in the “Summary of General Fund Changes” table above and include \$17.3 million in Education operating, capital, and school facility bonds to address disparities in education experience and facilities for county students, \$1.1 million for 15 new school nursing positions to expand medical coverage in schools, \$5.6 million for staff pay increases and adjustments to recognize the value of County staff, \$1.4 million and seven positions to address disparities in services and outcomes in the County and community, and \$1.0 million for county-wide collaborations including libraries, behavioral and mental health, and public safety.

Expenditures by Service Area

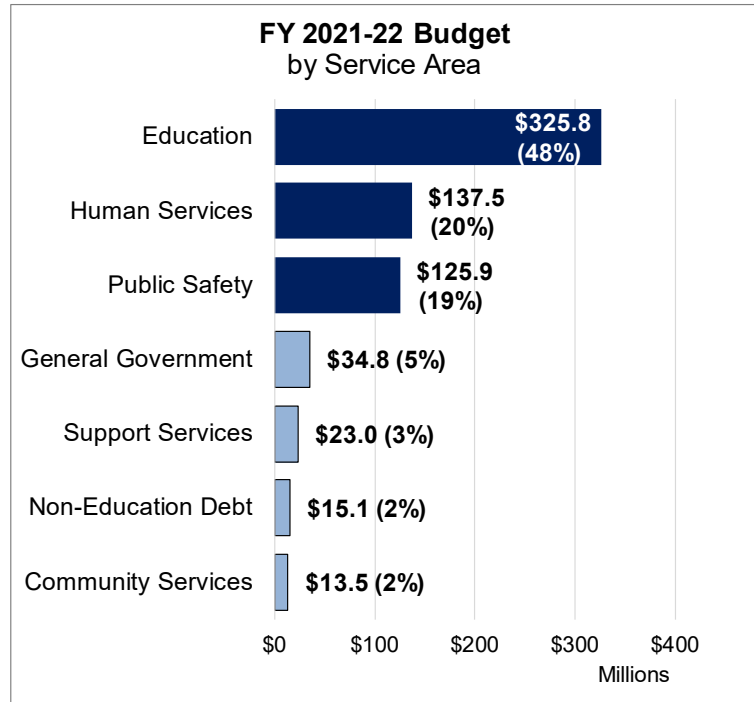
The largest expense in the Guilford County budget is for **Education**. This funding category includes operating and capital maintenance support for the Guilford County Schools (GCS) and Guilford Technical Community College (GTCC), operating support for charter schools, and the repayment of education-related 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 20% and 19% of expenses, respectively.

The budget includes \$229.6 million in operating and capital maintenance support for the **Guilford County Schools** – an increase of \$16.9 million from the previous year’s budget. The operating and capital budget for **Guilford Technical Community College** totals \$18.06 million – an

SUMMARY OF GENERAL FUND CHANGES	
in millions	
MAJOR COUNTY PRIORITIES	
Increase Education Operating & Annual Capital Funding	\$ 17.29
Add Nurses to Expand Medical Coverage in Schools	\$ 1.07
Annual Merit & Phase 3 of Pay Plan Update	\$ 5.62
Infant Mortality Coalition Support & Program Expansion	\$ 0.80
Public Relations Department & County Branding	\$ 0.48
Diversity, Equity & Inclusion Manager	\$ 0.10
Increase in Library Funding	\$ 0.29
Behavioral Health Center Full-Year Operations	\$ 0.50
Fire Records Management System for County Fire Service	<u>\$ 0.25</u>
	\$ 26.39
OTHER PERSONNEL CHANGES	
Base Payroll Changes (prior year merit, turnover, plan chgs)	\$ 2.83
Board-approved position changes during FY 2020-21	\$ 0.77
Other New positions for FY 2021-22	\$ 0.90
State Retirement Plan - Increase in Employer Share	\$ 1.94
Other Personnel Changes	<u>\$ 0.48</u>
	\$ 6.92
OTHER OPERATING CHANGES	
Debt Repayment of Existing Debt & New County Debt	\$ 2.41
Economic Development & Community Agency Funding	\$ 1.28
Funding for Capital Equipment and Vehicle Replacements	\$ 0.82
Funding for Extended Learning Program (July & Aug 2021)	\$ 0.44
Other General Fund Changes	<u>\$ 2.63</u>
	\$ 7.58
TOTAL CHANGE	\$ 40.88

increase of \$0.4 million from the previous year's budget. The budget also includes \$78.1 million for the repayment of voter-approved **debt for the construction and renovation of school and community college facilities**, an increase of \$1.3 million based on the bond repayment schedules. In addition, budget includes a planned Spring 2022 issuance of \$120 million in school facility bonds from the \$300 million referendum approved in November 2020; due to payment schedules, there will be no budget impact until FY 2022-23.

The overall **Human Services** budget increases by \$12.6 million or 10%. Fifteen new county school nursing staff in Public Health are included in the budget at a first-year cost of \$1.07 million to expand health care coverage in schools. In addition, two new Community Health Educators for Infant Mortality in Public Health; two new Adult Protective Services Social Workers, one Guardianship Social Worker and one In-Home Aide Social Worker in Social Services; and an Administrative Assistant in Veterans' Services are included in the budget at a first-year cost of \$601,400 before reimbursements (\$672,200 annually). The Health Educator positions will allow the County to work to continue its work in reducing infant mortality among the African American and minority populations; to keep up with rising caseloads in Adult Services and Eligibility in Social Services and improve the customer experience in Veterans' Services.



The Social Services budget also adds about \$50,000 to convert three Eligibility Case Workers previously funded by Cone Health to County funds and \$436,000 for continuation of the County's COVID Relief Extended Learning program through July and August 2021. At the time this budget was adopted, the Board of Education also planned to add funding for up to 40 nurse positions starting in FY 2021-22 and continuing for following two more fiscal years from its COVID relief or ESSER funding. Once that funding ends in FY 2024, the County will need to work with the Schools to provide continued funding for those positions and ensure that these and other nursing resources continue meet the needs of the students. The Mental Health budget includes an additional \$497,000 for a full year of operational needs for the Behavioral Health Urgent Care Center. The Social Services budget includes an additional \$90,500 for the full year cost of a Continuum of Care Program to help the county better coordinate with community organizations working to assist homeless residents. The Family Justice Center budget reflects full-year funding for two grant-funded Navigator positions added mid-year in FY 2020-21 and funding to support the Camp Hope and Pathways programs. The Coordinated Services budget includes \$367,000 for Community Agencies funding. Finally, the overall Human Services budget also includes additional funding for merit, pay plan adjustments, and retirement increases.

The overall **Public Safety** budget increases by 6.8 million or 5.7% which includes funding for merit and pay plan adjustments, changes in the group insurance distribution that increased in FY 2020-21 and additional funding for the county's share of Guilford-Metro 911 and the public safety communications network. Replacement vehicles for Law Enforcement, Emergency Services, and

Animal Services are included at \$923,000 as the county evaluates alternative vehicle purchase options including financing or possibly leasing. The Law Enforcement budget includes the full-year cost of four Deputy Sheriff positions added mid-year in FY 2021 with grant funding and Emergency Services includes the first-year cost for an Emergency Services Manager to serve as Emergency Manager for the City of Burlington via contract. All of these positions are mostly or fully offset by non-county revenues. The Inspections budget also includes one new Building Trades Inspector (\$62,200 first-year salary & benefits plus a vehicle) to help address the high demand for inspections in the county and improve the customer experience for builders and developers.

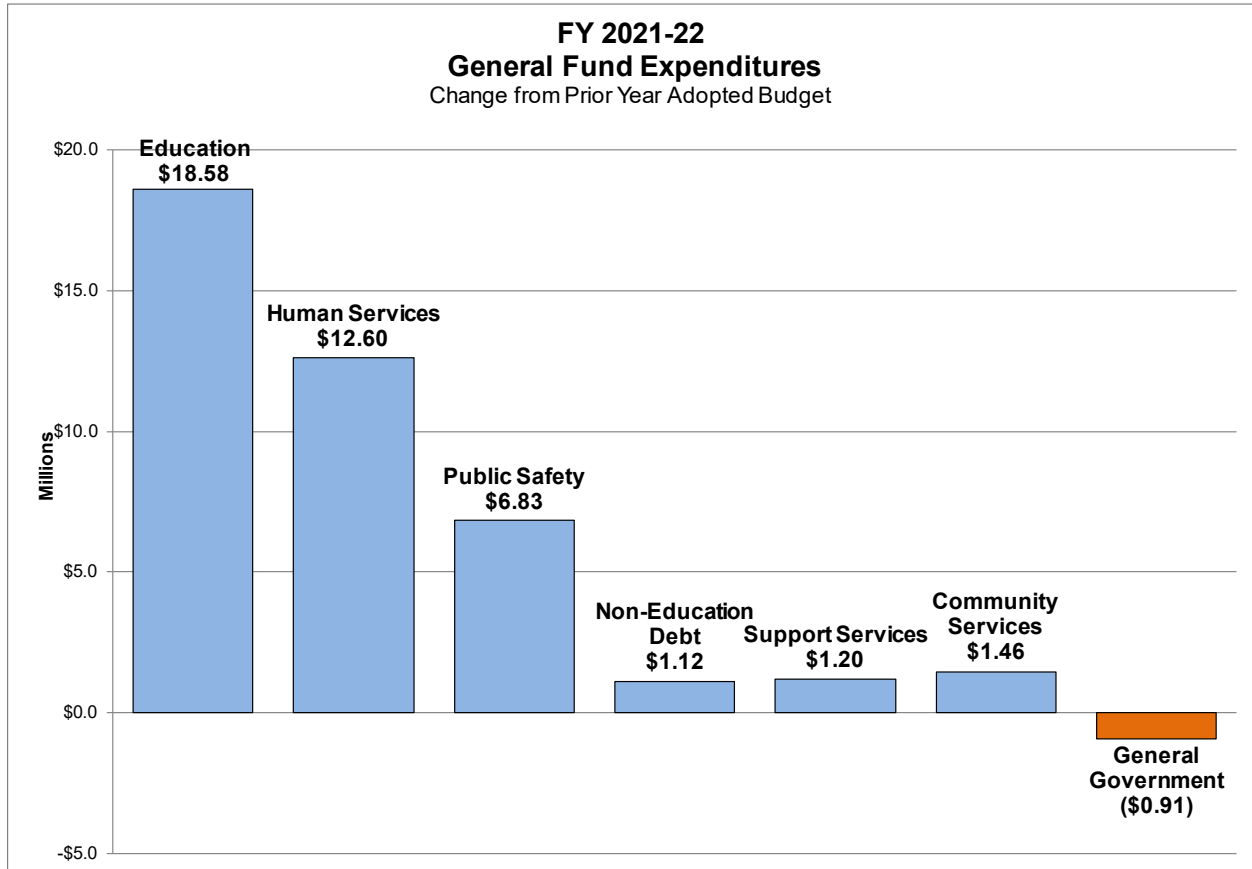
The **Community Services** budget increases by \$1.4 million or 12.2% primarily because of increases in Economic Development and Libraries. Funding for economic development organizations is increasing by \$460,000 (\$210,000 county funds, with \$250,000 from non-county funds) and \$466,000 for anticipated payments under economic development incentive agreements. County support for municipal library systems is increasing by just over \$279,000 as the County works with the major municipal systems on a new population-based funding formula. For FY 2021-22, this funding change includes \$111,783 for Greensboro Libraries and \$173,895 for High Point Libraries. Last, the budget also establishes Parks as a separate department from Facilities (no additional cost) instead of a division within the Facilities Department.

The **General Government** budget decreases by \$0.9 million or 2.5%, primarily because the lump sum amount put in Human Resources for Group Insurance increases in FY 2020-21 has been distributed out to other departments. The budget does create a new Public Relations department including four new positions and funding for branding and advertising work at a net cost of \$482,000 to improve and coordinate the County's external communication efforts as well as internal communications and branding. County Administration's budget includes a new Diversity, Equity & Inclusion Manager position to establish and coordinate work on this initiative across the organization (\$95,500 for first year) and additional travel and training funds to allow staff to participate in more professional development. Three other positions new positions in the FY 2021-22 budget are a Grants & Management Analyst in Budget & Management Services to assist with grant applications, receipt, and management throughout the County (\$65,600 first-year salary & benefits, no net county cost); a Senior Human Resources Analyst for Talent Acquisition to improve the County's recruiting efforts (\$69,300 first-year salary & benefits); and a Deputy Register of Deeds for Land and Vital Records to improve the customer experience for both in-person and phone interactions. Finally, the budget includes full-year costs for seven Recovery Court positions in the County Attorney's budget and an Accountant position in Finance, all added mid-year in FY 2020-21 (\$486,200 salary & benefits).

The **Support Services** budget includes three new Information Services positions – a Chief Information Security Officer, a Data Architect, and a Data Warehouse Engineer – to help protect the county's technology infrastructure and data, and to improve the County's ability to use data to inform its operations for internal and community decision makers (\$296,100 total first-year salary & benefits). The budget continues to hold the facility maintenance program at the FY 2020-21 level and while making small increases to major equipment (+\$276,700) and vehicle replacement (+\$365,500) funding with staff exploring financing or leasing options to make a bigger impact with at this funding level. Major technology funding remains unchanged from FY 2020-21 at \$1.8 million and the annual set-aside for future building projects planned for in the Capital Investment Plan (CIP) remains paused for FY 2021-22 (the last transfer in FY 2019-20 was \$1.01 million). Additional cash funds or debt issues will be required to fully fund the projects included in the CIP and the budget does include funding for the issuance of \$41 million in 2/3rds bonds in Fall 2021

to help address major facility renovation needs, but additional recurring funding is needed for long-term maintenance. For more information, see the CIP section of this document.

The following chart illustrates the overall changes in the FY 2021-22 budget by service area.



Expenditure Types

Summary of Expenditures by Type of Expense							
	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	vs. FY21 Adopted	
						\$ chg	% chg
Personnel	\$ 177,747,985	\$ 212,348,915	\$ 202,335,429	\$ 225,377,237	\$ 226,394,176	\$ 14,045,261	6.6%
Operating	\$ 306,868,874	\$ 313,193,055	\$ 332,744,602	\$ 330,789,056	\$ 335,709,056	\$ 22,516,001	7.2%
Debt Repayment	\$ 93,079,936	\$ 90,790,986	\$ 90,792,286	\$ 95,476,533	\$ 93,202,594	\$ 2,411,608	2.7%
Human Svc Assistance	\$ 14,808,207	\$ 17,070,335	\$ 20,394,786	\$ 17,728,120	\$ 18,164,120	\$ 1,093,785	6.4%
Capital Outlay	\$ 7,368,222	\$ 1,232,003	\$ 6,073,426	\$ 2,004,054	\$ 2,050,054	\$ 818,051	66.4%
Total Expenditures	\$ 599,873,224	\$ 634,635,294	\$ 652,340,529	\$ 671,375,000	\$ 675,520,000	\$ 40,884,706	6.4%
Permanent Positions	2,645.75	2,656.75	2,673.78	2,693.75	2,708.75	52.00	2.0%

Personnel Services (e.g., salaries and related benefits) account for 34% of all General Fund expenditures. Operating Expenses, which include appropriations to the Guilford County Schools and charter schools, Guilford Technical Community College, and Sandhills Center, represent 50% of total expenditures. Other expenditures are for Debt Repayment (14%), Human Services Assistance (3%), and funding for capital needs (<1%).

Personnel Services

The county's underlying "base" payroll expense increases about \$2.8 million. This figure includes the full year impact of merit performance pay changes and Phase 2 of the Pay Plan update during the last fiscal year, turnover, and other normal personnel fluctuations.

The table to the right summarizes changes to the base payroll expense in the General Fund that are included in the budget. More

General Fund Payroll Change Summary in millions	
Base Payroll Change includes full-year impact of FY21 merit & plan chgs, turnover, etc.	\$ 2.83
Position Changes:	
<i>Positions added mid-year in FY 20-21 (net +17.0)</i>	\$ 0.77
<i>New Positions for FY 20-21 (+35.0)</i>	\$ 2.41
	\$ 3.18
Annual Merit Pool (3%, applied in Jan 2022)	\$ 1.63
Pay Plan Update (Phase 3 of 2019 review, applied in Jul 2021)	\$ 3.99
State Retirement Plan - Increase in Employer Share	\$ 1.94
Other Changes	\$ 0.48
Total General Fund Payroll Change	\$ 14.05

detail regarding these changes is presented the sections below. Overall, total **Personnel Services** expenses are projected to increase by \$14.05 million. The total number of permanent full- and part-time positions in the General Fund is 2,708.75 (including the nine-members of the Board of Commissioners). There are an additional 3.5 positions in the Internal Services fund for risk management and healthcare activities. Overall, there is a net increase of 52.00 positions from the prior year's adopted budget.

FY 2020-21 Mid-Year Board-Approved Personnel Additions

The Board of Commissioners approved a net increase of 17 new positions during FY 2020-21 in County Attorney, Finance, Health & Human Services - Social Services Division, Law Enforcement, and Family Justice Center. Since these positions were approved after the FY 2020-

21 budget was adopted, they were not included in the original budget total. The annual impact of funding these positions in next year's budget is approximately \$770,000.

FY 2021-22 New Positions

The budget includes a total of **35 new positions in the General Fund**. Position changes include:

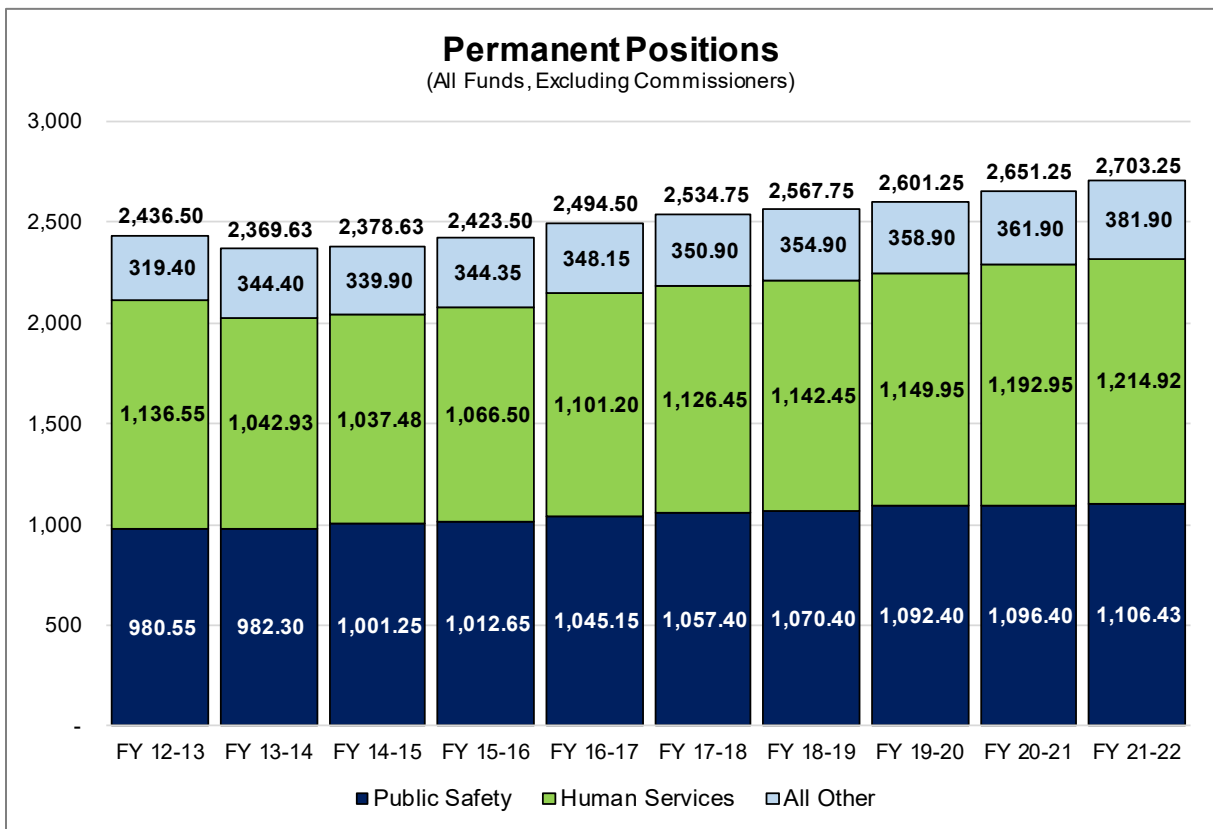
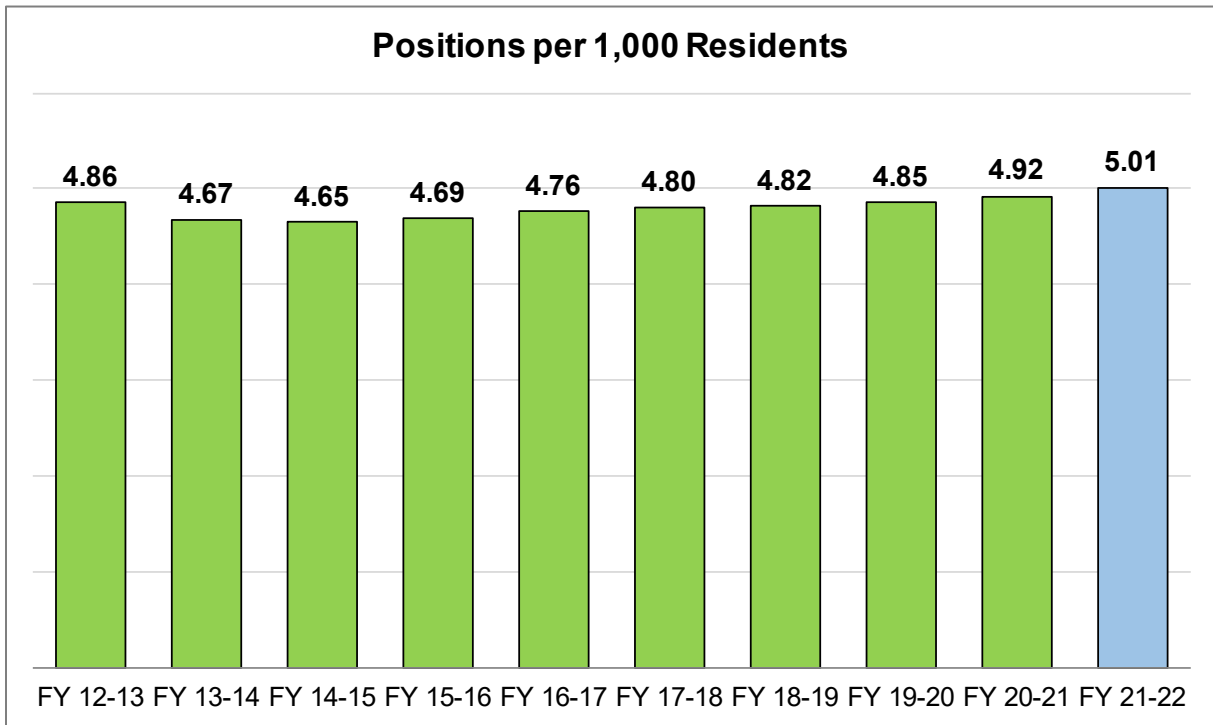
- **+15 School Nursing positions** (fourteen nurses and one supervisor) in **Public Health** for a total of \$1.02 million in FY 2021-22 (\$1.23 million full year) to expand school medical care coverage in Guilford County Schools. These positions align with the Board's priority to increase school nurse staffing and coverage in county schools and reaching a target of having at least one nurse in every school.
- **+2 Community Health Educator positions** (one Educator II and one Educator III) in **Public Health** for a total of \$115,400 in FY 2021-22 (\$137,700 full year) to support the Coalition on Infant Mortality and expand its capacity as it begins implementation of a new five-year strategic plan. These positions align with the Board's priority to reduce infant mortality in the county, especially among African American and minority residents.
- **+4 Public Relations positions** to establish a **Public Relations Department**. The positions include a Public Relations director and three communication specialists or equivalent positions for \$288,600 in salary & benefits in this budget (\$343,700 full-year) to accomplish the Board's priority of improved communications and advancing the Core Value of Transparency & Communication by improving and standardizing external and internal communications and branding with a combination of new funding and collaboration with existing communication functions in other departments.
- **+1 Diversity, Equity & Inclusion Manager** in **County Administration** for \$91,000 in FY 2021-22 (\$109,000 full year) to establish and coordinate work on achieving the Board priority of Reducing Disparities and building it as a Core Value across the organization.
- **+1 Senior Human Resources Analyst** in **Human Resources** for \$69,300 in FY 2021-22 (\$82,000 full year). This position will focus on talent acquisition for the County including raising the County's profile as an employer, connecting potential candidates with opportunities in the County, and generally helping to improve the County's ability to attract and retain the high-quality employees needed to achieve the Board's priority of sufficient Staff Resources for the work the County does.
- **+1 Grants & Management Analyst** in **Budget, Management & Evaluation** for \$65,628 in the budget (\$77,700 full year) to provide additional county-wide capacity for researching and applying, managing, and reporting on grants that the County can use to expand and improve its programs at a reduced demand on local county revenues. This position will help achieve the Board's priority of Staff Resources for the work the County does, specifically around grants.
- **+3 positions for Data and Information Security** in **Information Services** for a total of \$296,100 in FY 2021-22 (\$351,500 full year). The positions include a Chief Information Security Officer to help protect the county's technology infrastructure and data as well as a Data Architect and Data Warehouse Engineer to improve the County's ability to use data to inform its operations for internal decision makers as well as the community. Together, these additions help achieve the Board's goal of Intentional Collaboration and advance the Core Values of Transparency & Communication, Services & Outcomes Matter, and Accountability by providing security and providing information that can be used to better evaluate and improve programs, and for decision makers to act upon.
- **+1 Deputy Register of Deeds** for Land Records & Vitals in **Register of Deeds** at a first-year cost of \$46,900 (55,400 full year) to improve the turnaround time for recording new records and provide additional direct customer service capacity to reduce customer wait

time on-site and on phone calls. This position will help the County act on its Core Value of Service & Outcomes Excellence.

- **+4 Social Workers in Adult Services**– two for Adult Protective Services, one for Guardianship Services, and one for In-Home Aide – in **Social Services** for a total of \$230,400 in FY 2021-22 (\$270,700 full year before reimbursements). Federal/State reimbursements for these programs will reduce the County's cost to \$91,400 in FY 2021-22 or \$108,300 full year. These positions align with the Board's priorities of providing enough Staff Resources for the work in these programs and for Service & Outcomes Excellence by improving the customer experience by ensuring more capacity to address residents' needs.
- **+1 Administrative Assistant for Veterans' Services** at a first year cost of \$41,000 (\$48,400 full year) advance the Core Value of Service & Outcomes Excellence by providing a better experience for residents seeking services and improving the department's customer service capacity while Veteran Service Officers are working with clients.
- **+1 Emergency Services Manager in Emergency Services'** Emergency Management Division to serve under contract as Emergency Manager for the City of Burlington for a first-year cost of \$85,500 plus a vehicle and other operating costs (\$86,700 salary & benefits full year). This position reflects the Board's priority of intentional collaboration and will benefit both the County and the City of Burlington by bringing more capacity to emergency management functions in the community, and the City will benefit from the County's Emergency Management experienced staff, accreditation, professional development plans, and support. This position is budgeted to start in July 2021
- **+1 Building Trade Inspector in Inspections** for \$73,600 in FY 2021-22 (\$135,900 full-year), plus a vehicle, to help address the high demand for inspections in the county and improve the customer experience for builders and developers in line with the Core Value of Services & Outcomes Matter and the Board's priority for Staff Resources.

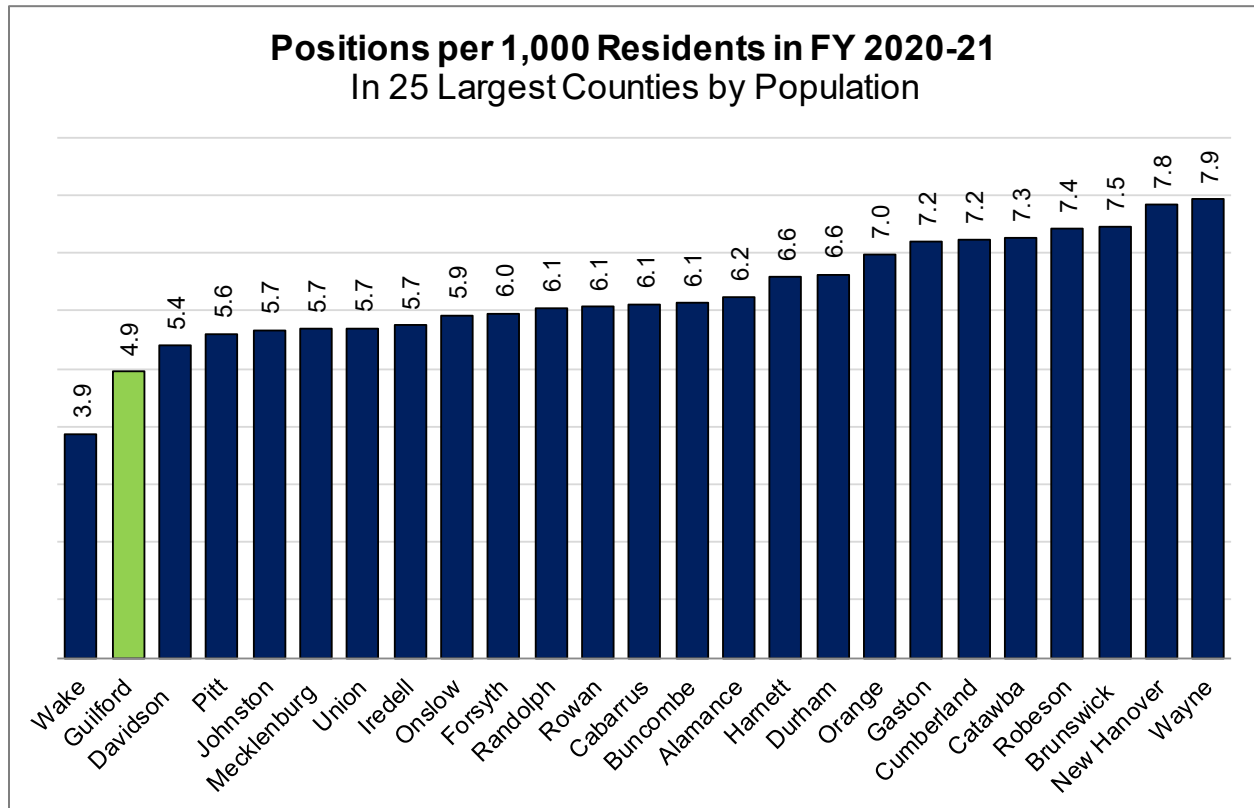
All new positions are budgeted to start in September 2021, unless otherwise noted, to allow time for recruitment, unless otherwise noted, though they may start sooner based on the needs of the county.

The budget includes 2,703.25 total permanent positions in all funds, excluding Commissioners. This equates to about 5.0 positions for every 1,000 residents, a slight increase from the 4.9 positions per 1,000 residents in the prior fiscal year.



How does Guilford County compare?

Based on county employment data collected by the North Carolina Association of County Commissioners for FY 2020-21 adopted budgets, the latest year for which position counts are available for other counties, Guilford County had the second lowest number of employees – just 4.9 per 1,000 residents—among the 25 largest counties by population. Guilford ranks second lowest of all reporting counties. The median for all reporting counties in the state is 100% higher at about 8.0 positions for every 1,000 residents. (97 out of 100 counties reported data including all of the 25 largest.)



Employee Compensation

The budget includes a merit pool equivalent to 3.0% of salaries and benefits. Employee merit pay increases will be awarded effective the first full pay period in January 2022. Merit adjustments will be 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 approximately \$1.35 million (\$1.6 million gross expense less expected vacancies and reimbursement revenue from non-county sources). A full year’s net cost is approximately \$2.73 million (\$3.3 million gross expense less expected vacancies and reimbursement revenue from non-county sources).

The budget also includes funding for implementing Phase 3 of the County’s current Pay Plan Update based on its 2019 market study. The net cost for this phase is \$3.3 million (\$4.0 million gross expense less reimbursement revenue from non-county sources). The pay plan update will allow the county to continue to provide high quality services by offering competitive compensation that attracts and retains high quality employees. While Phase 3 is the final phase of the current market study, on-going adjustments and updates will be needed to keep the pay plan competitive pay plan as the market changes.

Operating, Debt Repayment, and Capital Expenses

Funding for **Operating Expenses** other than Personnel increased by \$22.5 million in FY 2021-22. Most of this change is related to significant increases operating and capital allocations to the Guilford County Schools (including operating funds for charter schools) and Guilford Technical Community College. The addition of new positions and pay adjustments contribute most of the remaining increase, while other operating costs remain largely unchanged from the prior year. More details are available in the summary by service area and individual department pages.

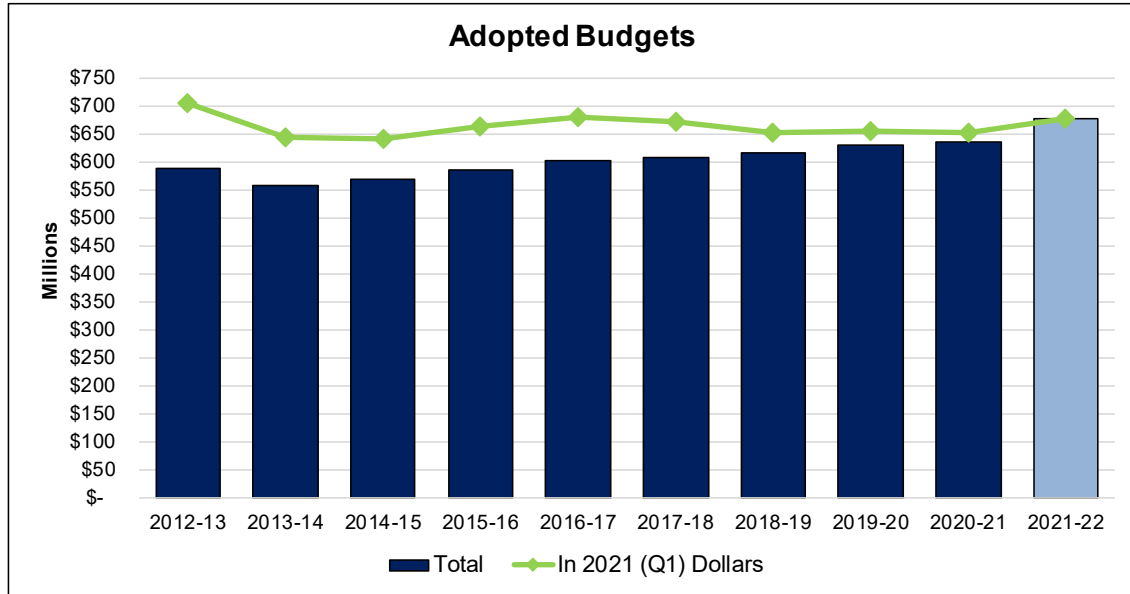
The total **Debt Repayment** budget increased by \$2.4 million total in FY 2021-22, with county cost increasing by \$3.4 million including \$2.6 million from prior year debt-leveling funds. Scheduled debt repayments and related fees for issued bonds and other capital needs are planned to increase by \$2.4 million total, while the amount of bond premiums available from prior bond issuances went down by \$1.0 million from the prior year. There will be no impact in FY 2021-22 from first-year costs of two new bond issuances planned for Spring 2022: \$120 million of the \$300 million for school facility needs that voters approved in November 2020 and \$41 million for priority county facility needs. The Board of Commissioners and the Board of Education are currently reviewing a school capital facilities report that indicates an additional \$1.5-2.0 billion is needed to renovate or rebuild more of the county's 126 school facilities that were rated as unsatisfactory or in poor condition due to age and deferred maintenance, a responsibility that rests with the County. More information about the county's outstanding debt and future debt repayment may be found in the Debt Repayment section of this document.

The **Human Services Assistance** budget increased by \$1.1 million from FY 2020-21 reflecting additional outside funds received, primarily from Federal/State funds and the addition of \$436,000 in county dollars to fund the County's Extended Learning COVID Relief Initiative program through July and August 2021.

Capital Outlay increased by \$818,000, though the County's transfer for future capital building needs remains paused. Capital funds are typically allocated for vehicle purchases and large equipment needs. Additional funds will be required in future years to return to recommended equipment and vehicle replacement schedules.

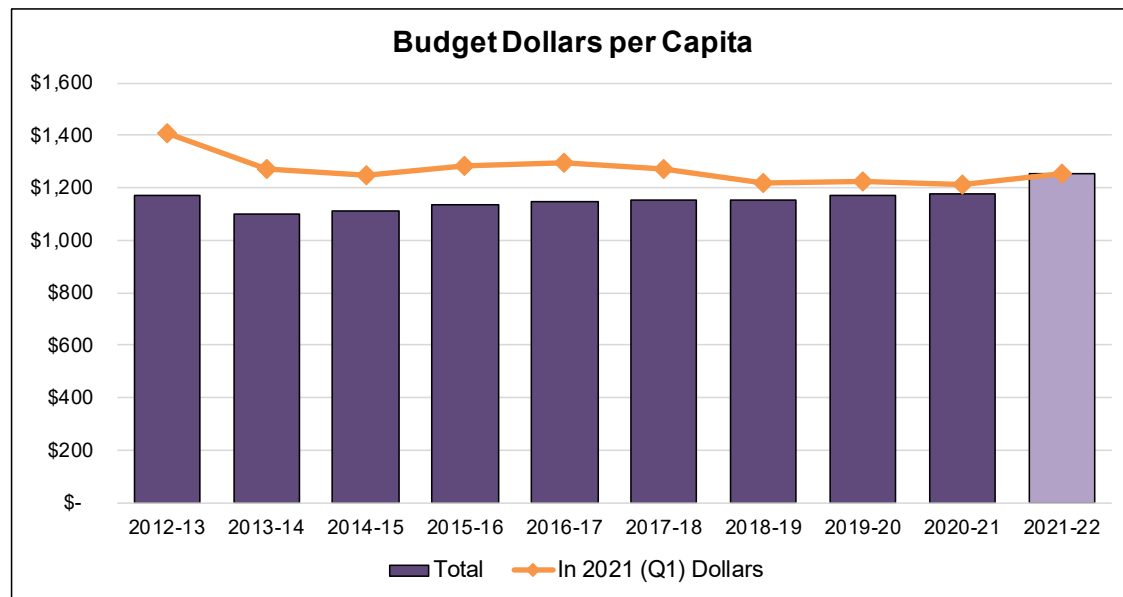
Budget History

Guilford County's budget has increased less than the inflation rate over the last 10 years. After adjusting for inflationary impacts specific to state and local governments, the FY 2021-22 budget has fallen by 4.3% since FY 2012-13. This means that the county has about \$30.2 million less in "purchasing power" today than it did ten years ago.



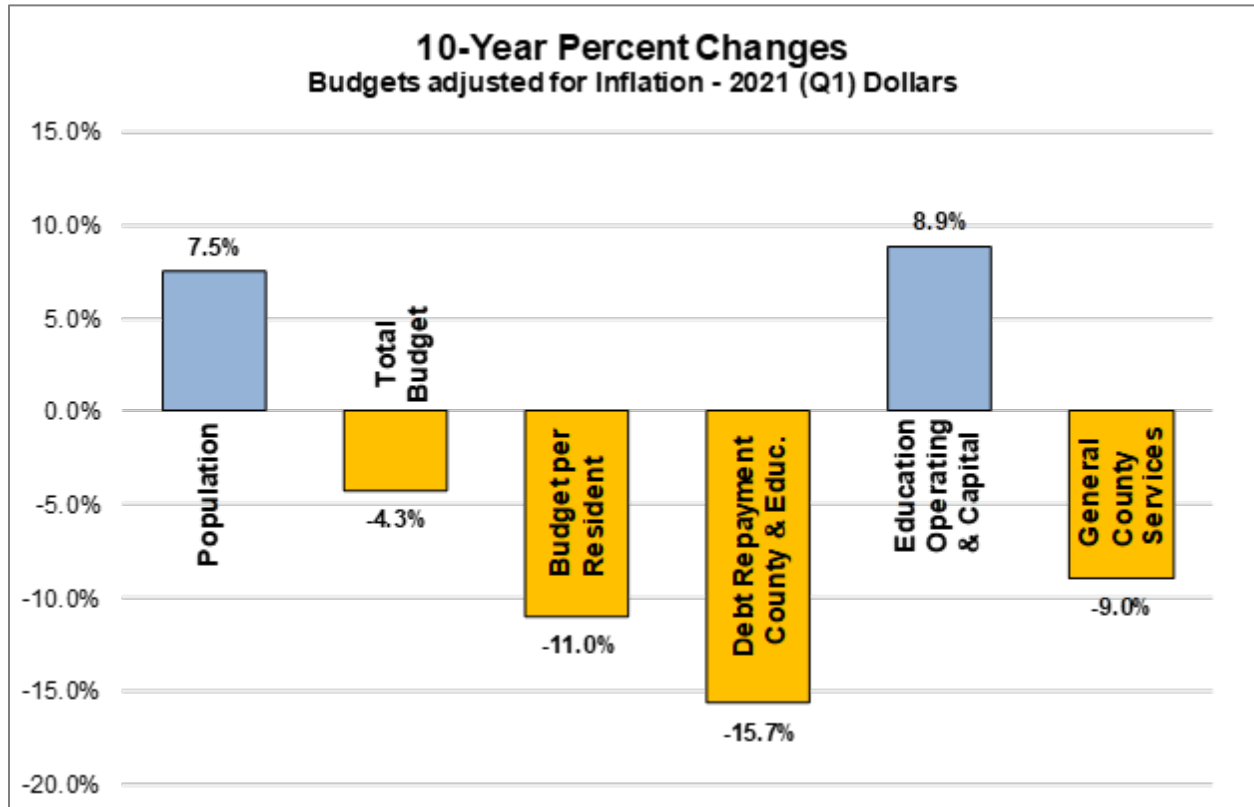
Fiscal Year	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Budget Total	\$ 587.5	\$ 558.5	\$ 567.6	\$ 586.4	\$ 600.6	\$ 608.4	\$ 616.3	\$ 628.4	\$ 634.6	\$ 675.5
In 2021 Dollars	\$ 705.7	\$ 644.2	\$ 640.1	\$ 663.5	\$ 679.7	\$ 671.9	\$ 651.2	\$ 655.6	\$ 652.6	\$ 675.5

Likewise, after controlling for the effects of inflation, the county's budget per person has fallen by \$155 or 11.0%, from \$1,407 to \$1,252.



Fiscal Year	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Budget Total	\$ 1,171	\$ 1,101	\$ 1,109	\$ 1,135	\$ 1,146	\$ 1,152	\$ 1,156	\$ 1,172	\$ 1,179	\$ 1,252
In 2021 Dollars	\$ 1,407	\$ 1,270	\$ 1,251	\$ 1,284	\$ 1,297	\$ 1,273	\$ 1,221	\$ 1,223	\$ 1,212	\$ 1,252

Inflation-adjusted percent changes over the last 10 years in various budget categories are shown in the following chart. Although the county's population has increased by 7.5% since July 2012, the inflation-adjusted budget per resident has fallen by 11.0%. Education operating and capital spending has increased by about 9% while Debt repayment has decreased by 15.7% and spending on all other county services has fallen by 9%.



Future General Fund Budget Projections

A 10-year projection must deal with the many unknowns present at the time this budget was adopted and should be considered only one anticipated option of several possibilities. Indications prior to the impact of the pandemic showed continued sales tax and property value growth, though, as in prior years, not enough to resolve the budgetary pressures of deferred maintenance and the county's capital plan, among other needs.

This projection assumes an increase in recurring revenues from a voter-approved increase in sales tax of $\frac{1}{4}$ cent that would be effective for FY 2023 to fund school bonds and facility needs. Combined with modest changes in overall expense amounts that still reflect some increases in funding based on the Board's priorities and other organizational needs, the ten-year projections indicate long-term gap between recurring revenues and recurring expenses. This gap is smaller than in projections from prior budgets and the steps need to close it are being reviewed by staff and the Board as the county prepares for its 2022 property revaluation to be effective for the FY 2023 budget and property taxes. Additional recurring revenues or the elimination of recurring expenses will be required in future budgets to correct this structural imbalance and eliminate annual operating deficits so the county is better prepared to respond in the case of significant emergencies such as pandemics and natural disasters without having to rely heavily on external emergency support.



Guilford County
General Fund 10-Year Projections

6/30/2021

	FY 2021 ESTIMATE	FY 2022 ADOPTED	Pick %	FY 2023 PROJECTION	FY 2024 PROJECTION	FY 2025 PROJECTION	FY 2026 PROJECTION	FY 2027 PROJECTION	FY 2028 PROJECTION	FY 2029 PROJECTION	FY 2030 PROJECTION	FY 2031 PROJECTION
EXPENSE												
General County Services												
Personnel Services	206,129,226	226,421,089	4.0%	235,477,933	244,897,050	257,192,932	267,480,649	278,179,875	289,307,070	300,879,353	312,914,527	325,431,108
Supplies & Materials	15,822,066	12,592,690	2.0%	12,844,544	13,101,435	13,363,463	13,630,733	13,903,347	14,181,414	14,465,043	14,754,343	15,049,430
Other Services & Charges	64,055,553	74,346,555	2.0%	75,833,486	77,350,156	78,897,159	80,475,102	82,084,604	83,726,296	85,400,822	87,108,839	88,851,015
Human Services Assistance	17,263,174	18,164,120	2.0%	18,527,402	18,897,950	19,275,909	19,661,428	20,054,656	20,455,749	20,864,864	21,282,162	21,707,805
Capital	4,375,490	2,050,054	2.0%	2,091,055	2,132,876	2,175,534	2,219,044	2,263,425	2,308,694	2,354,868	2,401,965	2,450,004
Other	(412,385)	(400,000)	0.0%	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)
	307,233,124	333,174,508		344,374,420	355,979,467	370,504,997	383,066,956	396,085,908	409,579,224	423,564,950	438,061,836	453,089,363
Debt Repayment (existing & planned as of 6/30/21)	90,789,313	93,202,594		98,811,907	98,135,479	104,620,547	93,506,214	90,406,307	71,903,562	63,487,504	56,245,324	54,508,664
Plan for future needs with Debt Repayment Leveling at FY 2022 funding?			Yes	-	-	-	-	2,796,287	21,299,032	29,715,090	36,957,270	38,693,930
Transfer to Capital for Special Facility Maintenance	1,500,000	1,475,000	2.0%	3,000,000	3,060,000	3,121,200	3,183,624	3,247,296	3,312,242	3,378,487	3,446,057	3,514,978
Transfer to Capital for the Capital Investment Plan	-	-	0.0%	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Education												
Guilford County Schools - Operating	209,610,398	225,610,398	3.0%	232,378,710	239,350,071	246,530,573	253,926,491	261,544,285	269,390,614	277,472,332	285,796,502	294,370,397
Guilford County Schools - Capital	3,116,528	4,000,000	2.0%	4,080,000	4,161,600	4,244,832	4,329,729	4,416,323	4,504,650	4,594,743	4,686,638	4,780,370
Guilford Tech Comm College - Operating	17,100,000	17,507,500	3.0%	18,032,725	18,573,707	19,130,918	19,704,845	20,295,991	20,904,871	21,532,017	22,177,977	22,843,317
Guilford Tech Comm College - Capital	550,000	550,000	2.0%	561,000	572,220	583,664	595,338	607,244	619,389	631,777	644,413	657,301
	230,376,926	247,667,898		255,052,435	262,657,598	270,489,988	278,556,402	286,863,844	295,419,523	304,230,869	313,305,530	322,651,385
TOTAL EXPENSE	629,899,363	675,520,000		703,238,762	721,832,544	750,736,732	760,313,196	781,399,642	803,513,584	826,376,900	850,016,016	874,458,320
Percent Change				4.1%	2.6%	4.0%	1.3%	2.8%	2.8%	2.8%	2.9%	2.9%
Coronavirus Relief Act (CARES) Funds												
CARES Eligible Personnel & Capital Expenses	(21,836,342)	-										
Remaining Non-CARES Expense	608,063,021	675,520,000										
REVENUE												
Taxes												
Property Taxes	396,858,265	402,140,000	2.0%	410,182,800	418,386,456	426,754,185	435,289,269	443,995,054	452,874,955	461,932,454	471,171,103	480,594,526
Sales Taxes	97,900,000	100,000,000	3.0%	103,000,000	106,090,000	109,272,700	112,550,881	115,927,407	119,405,230	122,987,387	126,677,008	130,477,318
1/4 cent Sales Tax Increase?			Yes	20,600,000	21,218,000	21,854,540	22,510,176	23,185,481	23,881,046	24,597,477	25,335,402	26,095,464
Other Taxes	5,053,475	5,050,000	3.0%	5,201,500	5,357,545	5,518,271	5,683,819	5,854,334	6,029,964	6,210,863	6,397,189	6,589,105
Penalties, Fines & Forfeiture	1,584,995	1,477,000	2.0%	1,506,540	1,536,671	1,567,404	1,598,752	1,630,727	1,663,342	1,696,609	1,730,541	1,765,152
Licenses and Permits	3,197,290	2,390,050	2.0%	2,437,851	2,486,608	2,536,340	2,587,067	2,638,808	2,691,584	2,745,416	2,800,325	2,856,331
Intergovernmental	81,885,320	77,689,707	3.0%	80,020,398	82,421,010	84,893,640	87,440,450	90,063,663	92,765,573	95,548,540	98,414,996	101,367,446
Charges for Services	42,155,680	43,328,818	2.0%	44,195,394	45,079,302	45,980,888	46,900,506	47,838,516	48,795,287	49,771,192	50,766,616	51,781,948
Other Financing Sources	201,849	190,400	2.0%	194,208	198,092	202,054	206,095	210,217	214,421	218,710	223,084	227,546
Miscellaneous Revenues	7,032,633	7,280,709	1.0%	7,353,516	7,427,051	7,501,322	7,576,335	7,652,098	7,728,619	7,805,906	7,883,965	7,962,804
TOTAL REVENUES	635,869,507	639,546,684		674,692,208	690,200,736	706,081,345	722,343,351	738,996,308	756,050,022	773,514,554	791,400,229	809,717,639
Revenues less Expenses	27,806,486	(35,973,316)		(28,546,554)	(31,631,808)	(44,655,387)	(37,969,846)	(42,403,335)	(47,463,562)	(52,862,346)	(58,615,788)	(64,740,681)
Departmental Assigned and Restricted Fund Balances	5,535,662	4,025,316		2,590,245	2,677,318	2,767,541	2,880,469	2,978,131	3,079,346	3,184,249	3,292,980	3,405,685
Debt Premium Funds*	1,655,800	654,600		5,406,700	12,263,475	10,327,465						
Net Funding Needed	34,997,948	(31,293,400)		(20,549,609)	(16,691,015)	(31,560,381)	(35,089,377)	(39,425,204)	(44,384,216)	(49,678,097)	(55,322,808)	(61,334,995)

**Guilford County
General Fund 10-Year Projections**

6/30/2021

	FY 2021 ESTIMATE	FY 2022 ADOPTED	Pick %	FY 2023 PROJECTION	FY 2024 PROJECTION	FY 2025 PROJECTION	FY 2026 PROJECTION	FY 2027 PROJECTION	FY 2028 PROJECTION	FY 2029 PROJECTION	FY 2030 PROJECTION	FY 2031 PROJECTION
ADJUSTED Revenues less Expense <i>(reflects average historic ratios of actual to budgeted amounts)</i>												
Expenses	608,063,021	665,840,979		693,162,579	711,489,945	739,979,986	749,419,237	770,203,551	792,000,638	814,536,363	837,836,772	861,928,860
Revenues	635,869,507	664,264,511		682,950,404	698,648,756	714,723,744	731,184,795	748,041,583	765,304,034	782,982,331	801,086,925	819,628,540
Department Fund Balances & Bond Premiums	7,191,462	4,679,916		7,996,945	14,940,793	13,095,006	2,880,469	2,978,131	3,079,346	3,184,249	3,292,980	3,405,685
Net Unassigned Funding (Needed)	34,997,948	3,103,448		(2,215,230)	2,099,604	(12,161,237)	(15,353,973)	(19,183,837)	(23,617,258)	(28,369,783)	(33,456,867)	(38,894,635)
Unassigned Fund Balance at Year-End	113,238,343	116,341,791		114,126,561	116,226,165	104,064,928	88,710,955	69,527,118	45,909,860	17,540,077	(15,916,789)	(54,811,424)
% of Next Year's Budget	16.8%	16.5%		15.8%	15.4%	13.6%	11.3%	8.6%	5.5%	2.0%	-1.8%	

Assumptions:

Personnel costs increase at the FY 2022 merit pool rate of 3.0% per year plus the anticipated addition of positions in high-demand areas such as school nursing. FY 2025 also reflects the anticipated addition of 40 nurse positions from Guilford County Schools based on ARPA/ESSR funding schedules. Supplies & Materials, Other Services & Charges, Human Services Assistance and Capital increase at 2% per year.

Debt Service reflects existing and anticipated repayment schedules as of June 30, 2021. Addition bonds for the remaining school facility plan needs are not included.

Transfer to Capital (County) reflects cash funding needed in planned Capital Investment Program (CIP) to complete all projects through 2030 as funding is available and is maintained in future years to provide cash funding for future needs.

Guilford County Schools (GCS) operating expense increases by approximately 3% each year based on the average increase through FY 2022.

Guilford Technical Community College (GTCC) operating expense increases at the same rate as Guilford County Schools each year.

Property Taxes assume a revenue neutral tax rate following the 2022 property revaluation (effective in the FY 2023). No final decision has been made on any tax rate adjustments at FY 2022 budget adoption and any information is for projections only.

Sales Taxes and Other Taxes increase at 3% per year, with sales taxes showing an separate increase to reflect recovery of retail activity over the end of FY 2021 and into FY 2022. Intergovernmental Revenues increase at approximately the same rate as expenses reflecting their relationship with reimbursable services like Social Services. Property Taxes and all revenues are projected to increase 2% per year. Property Taxes and all other revenues are projected to increase 2% per year.

Education and Related Debt

\$325.8 million

The budget includes \$325.8 million for support of the Guilford County Schools (GCS), local charter schools (included in the GCS allocation), and Guilford Technical Community College (GTCC), including debt service on voter-approved bonds for school and college facilities. This is \$18.6 million more than the amount included in the previous budget.

The budget includes a \$16.9 million increase in total funding for GCS and charter schools including \$16 million more for GCS and charter school operations - \$6.1 million for sustaining operations and legislative impacts and \$9.9 million for teacher supplements – and \$883,472 for GCS capital maintenance and repair funds. The total operating and capital budget for GTCC also increases with the addition of \$407,500 for operations and to offset legislative impacts though capital for the community college remains at the same level as FY 2020-21. \$1 million more is budgeted for repayment of voter-approved debt that was issued for the construction and renovation of school and community college facilities as well as the planned Fall 2021 issuance of \$120 million of the \$300 million for school facilities that voters approved in November 2020.

Education and education-related debt payments make up about 48.2% 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 over 57 cents of every dollar of property tax collected for Education expenses.

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	vs. FY21 Adopted	
						\$ chg	% chg
Guilford County Schools (GCS) including Operating Expense Allocations for Charter Schools							
Operating Expenses	\$207,410,398	\$209,610,398	\$209,610,398	\$222,110,398	\$225,610,398	\$16,000,000	7.6%
Capital Maintenance	\$6,116,528	\$3,116,528	\$3,116,528	\$4,000,000	\$4,000,000	\$883,472	28.3%
Debt Repayment	\$69,888,972	\$67,551,167	\$67,551,167	\$70,218,748	\$68,526,583	\$975,416	1.4%
Total	\$283,415,898	\$280,278,093	\$280,278,093	\$296,329,146	\$298,136,981	\$17,858,888	6.4%
Guilford Technical Community College (GTCC)							
Operating Expenses	\$16,650,000	\$17,100,000	\$17,100,000	\$17,507,500	\$17,507,500	\$407,500	2.4%
Capital Maintenance	\$1,000,000	\$550,000	\$550,000	\$550,000	\$550,000	\$0	0.0%
Debt Repayment	\$9,532,441	\$9,293,645	\$9,293,645	\$9,605,921	\$9,606,204	\$312,559	3.4%
Total	\$27,182,441	\$26,943,645	\$26,943,645	\$27,663,421	\$27,663,704	\$720,059	2.7%
County COVID Initiatives	\$0	\$0	\$5,000,000	\$0	\$0	\$0	0.0%
Total Education	\$310,598,339	\$307,221,738	\$312,221,738	\$323,992,567	\$325,800,685	\$18,578,947	6.0%
Sources of Funds							
Federal & State Funds							
Lottery Funds	\$4,750,000	\$4,750,000	\$4,750,000	\$4,750,000	\$4,750,000	\$0	0.0%
American Rec/Reinvest Act	\$2,186,419	\$2,169,810	\$2,169,810	\$2,200,158	\$2,200,158	\$30,348	1.4%
Debt Issued	\$0	\$0	\$0	\$1,692,141	\$0	\$0	100.0%
County Funds	\$303,661,920	\$300,301,928	\$305,301,928	\$315,350,268	\$318,850,527	\$18,548,599	6.2%
Sources of Funds	\$310,598,339	\$307,221,738	\$312,221,738	\$323,992,567	\$325,800,685	\$18,578,947	6.0%

Although public education is primarily a responsibility of the state, and most funding is provided by the state directly to GCS, charter schools, and GTCC, all counties are required to fund certain operating and capital expenses for local public schools and community college systems. North Carolina counties, including Guilford County, 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. Part of the local funds allocation is also shared with charter schools based on the average per pupil budget.

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 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 presented by the Superintendent to the Guilford County Board of Education (BoE) from all funding sources is \$752.8 million. (This includes capital maintenance funds but excludes debt repayment for school needs. Debt payments are included in the county's budget, not the Board of Education's budget.) Approximately 68% of the requested funding would come from the state and federal governments and other non-Guilford County sources. The Board of Education will finalize its request and present it to the Board of Commissioners in mid-May.

The Superintendent's request from the county for the local part of the total budget is \$244.6 million, or \$31.8 million more than the previous year's budget (+\$12.5 million in additional operating funding and an additional \$10.0 million for capital maintenance needs). More information about the Board of Education's request is included in the Education section and the appendix of this document.

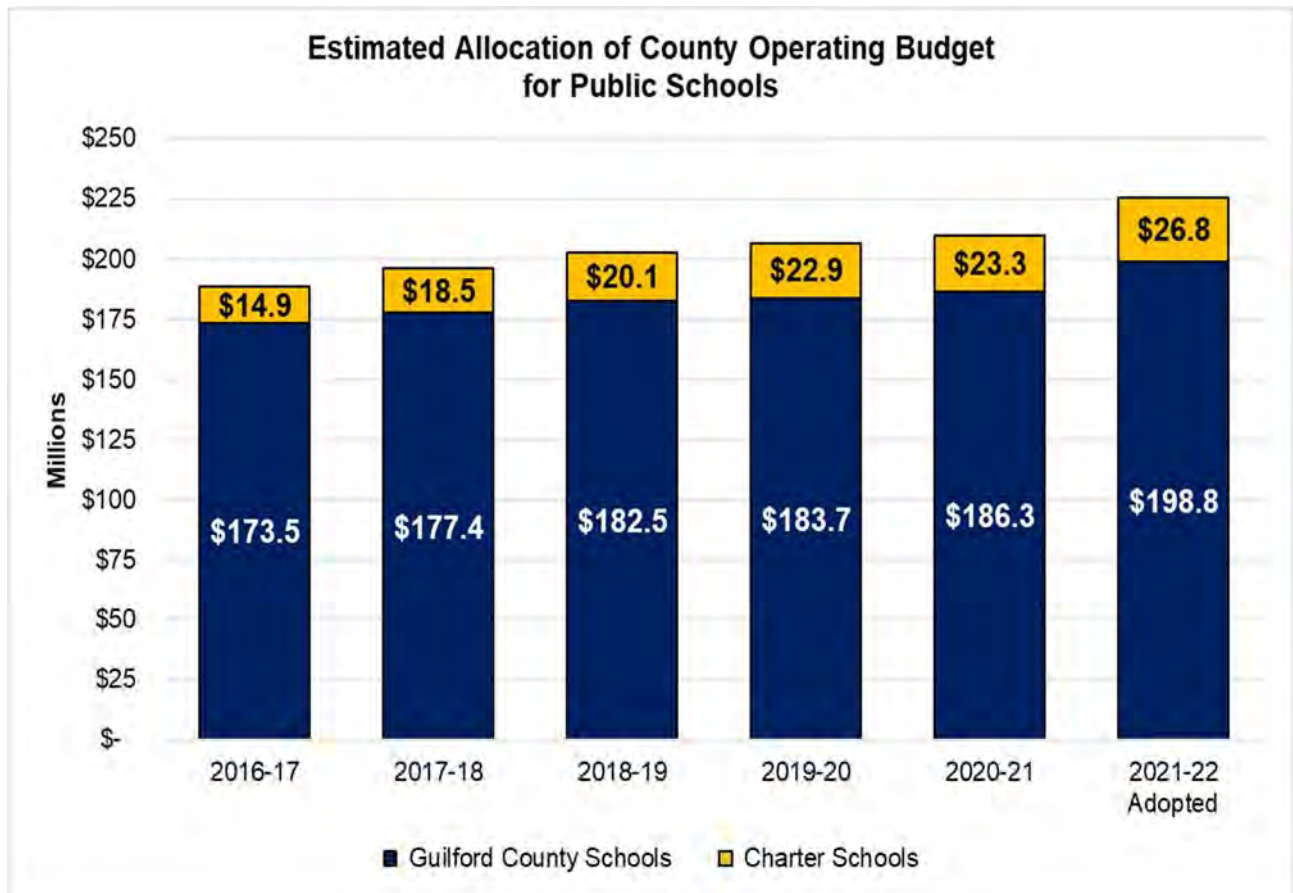
The FY 2021-22 local Operating and Capital Maintenance Budget for the Guilford County Schools is \$229,610,398, or \$16.9 million more than prior year's adopted budget.

- **The budget includes an increase in operating funding of \$16 million from \$209,610,398 to \$225,610,398.** This allocation increases the county's projected per pupil operating allocation from \$2,611 to \$2,809, based on state student population estimates. For FY 2020-21, the county ranked 6th highest in local operating funding per pupil among the 10 largest counties and 14th among all counties. The Board of Commissioners previously set per pupil target funding levels of third among the 10 largest counties and within the top 10 among all counties. Rankings for FY 2020-21 will not be available until all counties adopt their budgets.
- 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 county funding for capital maintenance and repair projects is \$4,000,000 million, an increase of \$883,472 over the previous budget.** At the present time, the Board of Education is not required to appropriate local capital funds to charter schools.
- A property tax rate increase of 3.43 cents would be needed to fully fund the Superintendent's request. (Note: Guilford County Government does not allocate operating

funding directly to charter schools. Guilford County Schools allocates a per pupil amount to the charter schools from its county allocation based on final funding and student population numbers and actual charter school enrollment.)

In addition to the operating and capital maintenance funding described above, the budget includes \$68.5 million dollars for the repayment of voter-approved bonds for school construction and renovation projects.

A final Board of Education budget that incorporates the approved local funding support will be adopted in the summer 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 and in the Education section of this document.

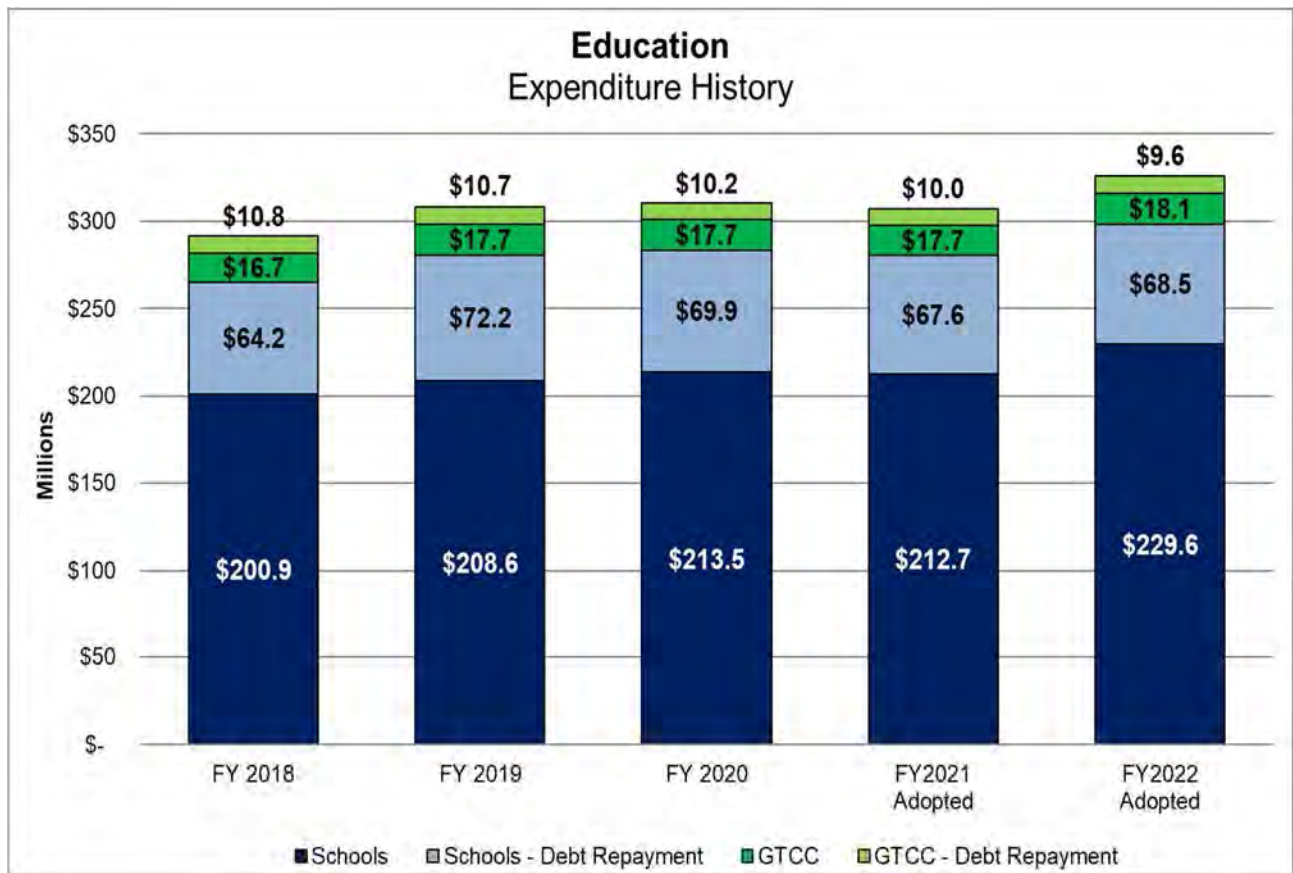


Guilford Technical Community College

The Guilford Technical Community College’s Board of Trustees has requested a total budget of \$19,465,000 from Guilford County - \$17,915,000 in operating funds and \$1,500,000 in capital outlay funds. This request is \$1.8 million higher than the prior year’s budget. More details about the Board of Trustee’s request may be found in the Education section of this document.

- **The FY 2021-22 budget increases the operating allocation for Guilford Technical Community College by \$407,500 to \$17,507,000.** 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 budget includes \$550,000 for capital maintenance and repairs, the same amount appropriated in the previous budget.**

The county budget also allocates \$9.6 million for debt repayment for voter-approved bonds for new and renovated community college facilities.



Human Services

\$137.5 million

The adopted budget includes \$137.5 million for Human Services expenditures, an increase of \$12.6 million (10.1%) from the current year's budget. Human Services is the second largest expenditure category and accounts for 20.4% of General Fund expenditures, though non-county revenues offset 55% of the expenses. Departments in this category include Public Health; Social Services; local support for mental health, developmental disability, and substance abuse services; and Human Services Transportation.

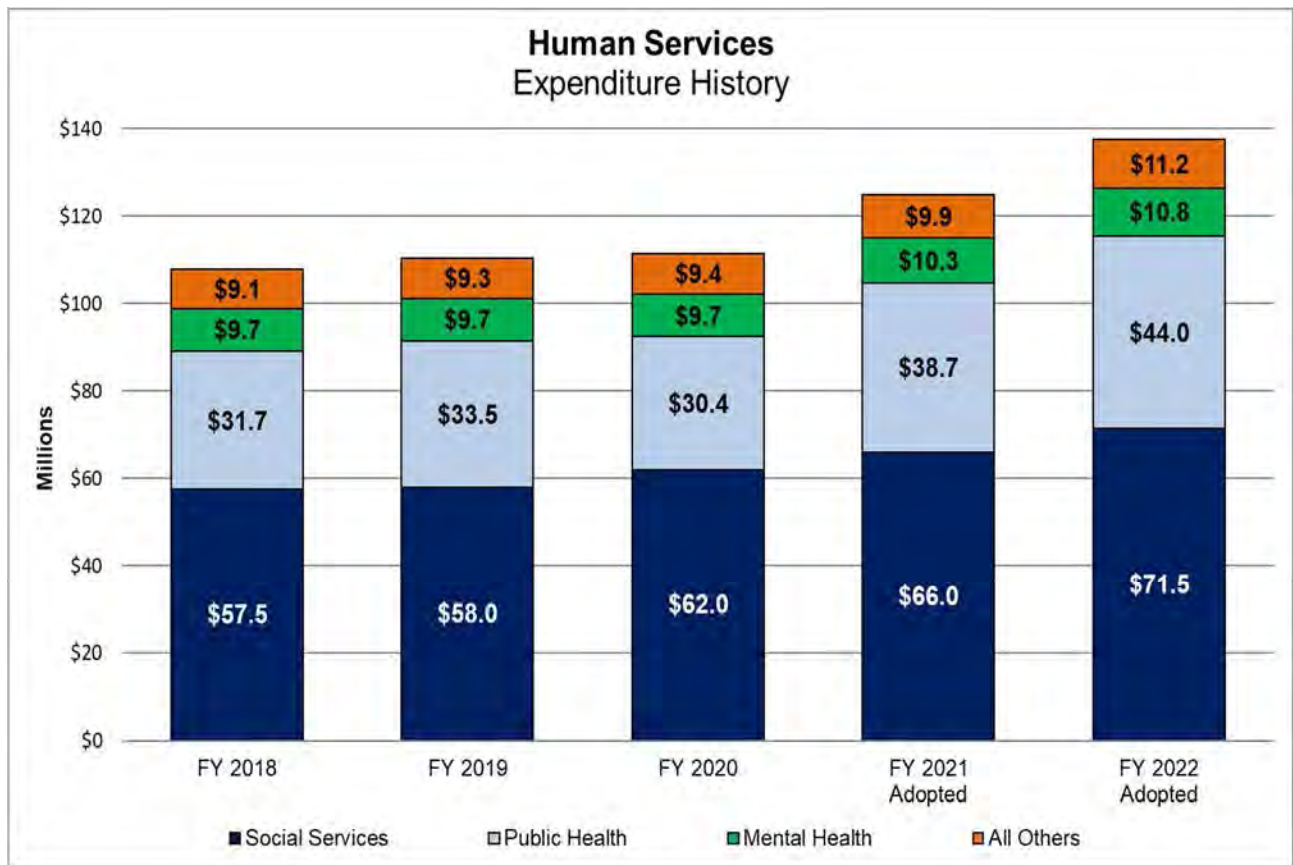
	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	vs. FY21 Adopted	
						\$ chg	% chg
Department							
Child Support Enforcement	\$6,619,794	\$7,039,530	\$7,060,245	\$7,589,795	\$7,589,795	\$550,265	7.8%
Coordinated Services	\$1,380,259	\$1,271,447	\$1,635,899	\$1,540,075	\$1,907,075	\$635,628	50.0%
Mental Health	\$9,674,000	\$10,331,409	\$10,556,409	\$10,828,208	\$10,828,208	\$496,799	4.8%
Public Health	\$30,418,188	\$38,682,400	\$47,956,793	\$42,219,914	\$43,999,853	\$5,317,453	13.7%
Social Services	\$61,995,402	\$66,020,152	\$71,946,305	\$71,030,118	\$71,466,118	\$5,445,966	8.2%
Transportation	\$1,137,888	\$1,272,580	\$2,240,039	\$1,361,989	\$1,361,989	\$89,409	7.0%
Veterans Services	\$247,950	\$291,791	\$286,796	\$351,295	\$351,295	\$59,504	20.4%
Total Expenditures	\$111,473,481	\$124,909,309	\$141,682,486	\$134,921,394	\$137,504,333	\$12,595,024	10.1%
Sources of Funds							
Federal & State Funds	\$55,340,856	\$58,647,808	\$65,397,311	\$62,186,794	\$62,894,794	\$4,246,986	7.2%
User Charges	\$10,393,461	\$8,257,107	\$8,257,107	\$8,759,264	\$8,759,264	\$502,157	6.1%
Other	\$2,353,503	\$2,561,498	\$2,699,498	\$3,048,774	\$3,048,774	\$487,276	19.0%
Fund Balance	\$2,150,052	\$2,485,439	\$2,687,933	\$1,108,398	\$1,108,398	(\$1,377,041)	-55.4%
County Funds	\$41,235,609	\$52,957,457	\$62,640,637	\$59,818,164	\$61,693,103	\$8,735,646	16.5%
Sources of Funds	\$111,473,481	\$124,909,309	\$141,682,486	\$134,921,394	\$137,504,333	\$12,595,024	10.1%
Permanent Positions	1,183.950	1,192.950	1,192.950	1,199.920	1,214.920	21.970	1.8%

The Public Health budget adds two Community Health Educator positions plus other funding totaling \$332,000 to support the Coalition on Infant Mortality to support the Coalition on Infant Mortality and expand its capacity as it begins implementation of a new five-year strategic plan. The budget includes 15 school nurse positions to aide coverage to the Guilford County School system. Also, the Board of Education has included funding for up to 40 nurse positions starting in FY 2021-22 and continuing for following two fiscal years from its COVID relief or ESSER funding. Once that funding ends, the County will need to work with the Schools to provide continued funding for those positions and ensure that these and other nursing resources continue meet the needs of the students.

The Social Services budget adds four social workers in Adult Services to address staff resource constraints – two positions are for Adult Protective Services, one for Guardianship Services, and one for In-Home Aide for a total cost of \$230,400 in FY 2021-22. Federal/State reimbursements for these programs will reduce the County's cost to \$92,200 in FY 2021-22 or \$108,300 full year. These positions align with the Board's priorities of providing enough Staff Resources for the work in these programs and for Service & Outcomes Excellence by improving the customer experience by ensuring more capacity to address residents' needs.

The Veterans' Services budget includes the addition of an Administrative Assistant position at a first-year cost of \$41,000 (\$48,400 full year) to advance the Core Value of Service & Outcomes Excellence by providing a better experience for residents seeking services and improving the department's customer service capacity while Veteran Service Officers are working with clients.

The personnel budgets in all Human Services departments, especially Public Health and Social Services, increased to reflect the full year impact of prior year merit and the Phase 2 of the County's pay plan update; funds for FY 2021-22 merit and to implement Phase 3 of the County's pay plan update; the distribution of group insurance funds originally added in the Human Resources budget added in FY 2020-21 to reflect increases in the employer or County's share; and additional funds for the State-mandated increase in the employer's contribution rate for the Local Government Retirement System.



Public Safety

\$125.9 million

At 18.6% 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 Services. The budget includes \$125.9 million for Public Safety services, an increase of \$6.8 million (5.7%) over the prior year's budget. Revenues offset approximately 27% of total expenses.

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	vs. FY21 Adopted	
						\$ chg	% chg
Department							
Animal Services	\$3,996,952	\$4,252,636	\$4,359,944	\$4,842,385	\$4,842,385	\$589,749	13.9%
Court Services	\$928,897	\$1,107,917	\$1,103,030	\$1,144,062	\$1,144,062	\$36,145	3.3%
Emergency Services	\$26,155,136	\$34,009,504	\$26,426,619	\$36,274,825	\$36,320,825	\$2,311,321	6.8%
Family Justice Center	\$785,515	\$955,434	\$1,186,524	\$1,136,501	\$1,161,501	\$206,067	21.6%
Inspections	\$2,275,446	\$2,574,937	\$2,585,039	\$2,770,478	\$2,770,478	\$195,541	7.6%
Juvenile Detention	\$2,323,194	\$3,122,484	\$2,905,246	\$3,160,016	\$3,160,016	\$37,532	1.2%
Law Enforcement	\$63,856,329	\$70,512,834	\$68,901,604	\$73,858,710	\$73,858,710	\$3,345,876	4.7%
Security	\$2,241,643	\$2,537,557	\$2,532,861	\$2,644,147	\$2,644,147	\$106,590	4.2%
Total Expenditures	\$102,563,112	\$119,073,303	\$110,000,867	\$125,831,124	\$125,902,124	\$6,828,821	5.7%
Sources of Funds							
Federal & State Funds	\$1,916,291	\$2,137,688	\$4,018,749	\$2,218,638	\$2,218,638	\$80,950	3.8%
User Charges	\$28,371,278	\$29,033,466	\$29,094,866	\$30,041,020	\$30,041,020	\$1,007,554	3.5%
Other	\$1,588,565	\$1,315,560	\$1,366,560	\$1,330,307	\$1,330,307	\$14,747	1.1%
Fund Balance	\$896,530	\$305,446	\$670,297	\$287,246	\$287,246	(\$18,200)	-6.0%
County Funds	\$69,790,448	\$86,281,143	\$74,850,395	\$91,953,913	\$92,024,913	\$5,743,770	6.7%
Sources of Funds	\$102,563,112	\$119,073,303	\$110,000,867	\$125,831,124	\$125,902,124	\$6,828,821	5.7%
Permanent Positions	1,095.400	1,096.400	1,104.430	1,106.430	1,106.430	10.030	0.9%

The Law Enforcement budget includes \$146,000 for equipment replacement within detention centers, maintains funding for the county's re-entry program, and provides some additional vehicle replacement funding for up to 35 vehicles at the end of their service life with the exact number depending on evaluations of financing and leasing options that would allow the County to make a bigger impact with limited capital funds.

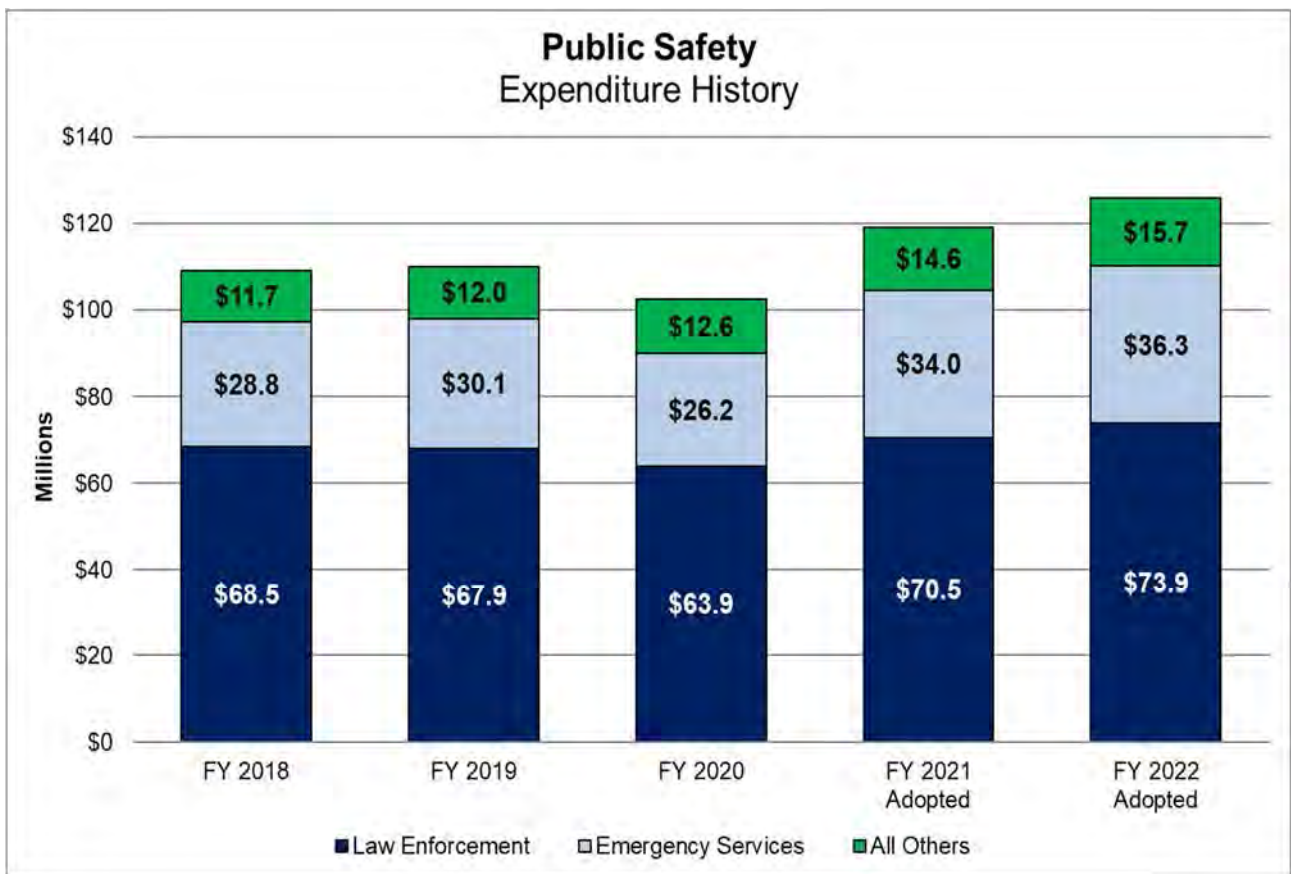
The Emergency Services budget adds additional funding for the department to seek accreditation of its internal paramedic training academy; replacement of the current records management system in collaboration with the other fire departments in the county, increased capital funding for radio tower maintenance, and small an increase in the County's share of Guilford-Metro 911 operating costs. The budget also includes funds for five ambulance replacements, and two staff replacement vehicles through finance or leasing options.

The Family Justice Center budget includes two Navigator positions added mid-year in FY2021 (\$115,000 full-year; grant funded) as well as an additional funding for the Victims of Crimes Act grant which includes two existing positions for child trauma and elder justice services. The Board of County Commissioners increased funding to Camp Hope by \$25,000 from FY2022 Recommended.

Animal Services increased \$247,200 for anticipated costs associated with operating the new Animal Shelter that is anticipated to be completed in September 2021. Once move-in to the new facility is completed, there may be additional adjustments in future budgets to reflect operations there.

The Inspections budget adds a new Building Trade Inspector \$73,600 in FY 2021-22 (\$135,900 full year), plus a vehicle, to help address the high demand for inspections in the county and improve the customer experience for builders and developers.

The personnel budgets in all Public Safety departments, especially Law Enforcement and Emergency Services, increased to reflect the full year impact of prior year merit and the Phase 2 of the County’s pay plan update; funds for FY 2021-22 merit and to implement Phase 3 of the County’s pay plan update; the distribution of group insurance funds originally added in the Human Resources budget added in FY 2020-21 to reflect increases in the employer or County’s share; and additional funds for the State-mandated increase in the employer’s contribution rate for the Local Government Retirement System.



Support Services & Capital Funding

\$23.0 million

At \$23 million, Guilford County's Support Services departments make up 3.4% of total expenditures in the General Fund budget. These departments provide many of the "behind-the-scenes" support functions that other departments need to conduct business.

Department	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	vs. FY21 Adopted	
						\$ chg	% chg
Department							
Facilities	\$7,740,921	\$9,208,812	\$10,501,478	\$9,750,299	\$9,574,958	\$366,146	4.0%
Information Services	\$11,581,165	\$11,776,804	\$12,162,571	\$12,598,007	\$12,598,007	\$821,203	7.0%
Fleet Operations	\$611,959	\$790,669	\$1,177,777	\$807,158	\$807,158	\$16,489	2.1%
Transfer to Capital Plan	\$3,066,887	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expenditures	\$23,000,932	\$21,776,285	\$23,841,826	\$23,155,464	\$22,980,123	\$1,203,838	5.5%
Sources of Funds							
User Charges	\$609,534	\$748,000	\$748,000	\$748,000	\$748,000	\$0	0.0%
Other	\$622,666	\$676,478	\$676,478	\$676,478	\$676,478	\$0	0.0%
County Funds	\$21,768,732	\$20,351,807	\$22,417,348	\$21,730,986	\$21,555,645	\$1,203,838	5.9%
Sources of Funds	\$23,000,932	\$21,776,285	\$23,841,826	\$23,155,464	\$22,980,123	\$1,203,838	5.5%
Permanent Positions	112.000	113.000	112.000	117.000	115.000	2.000	1.8%

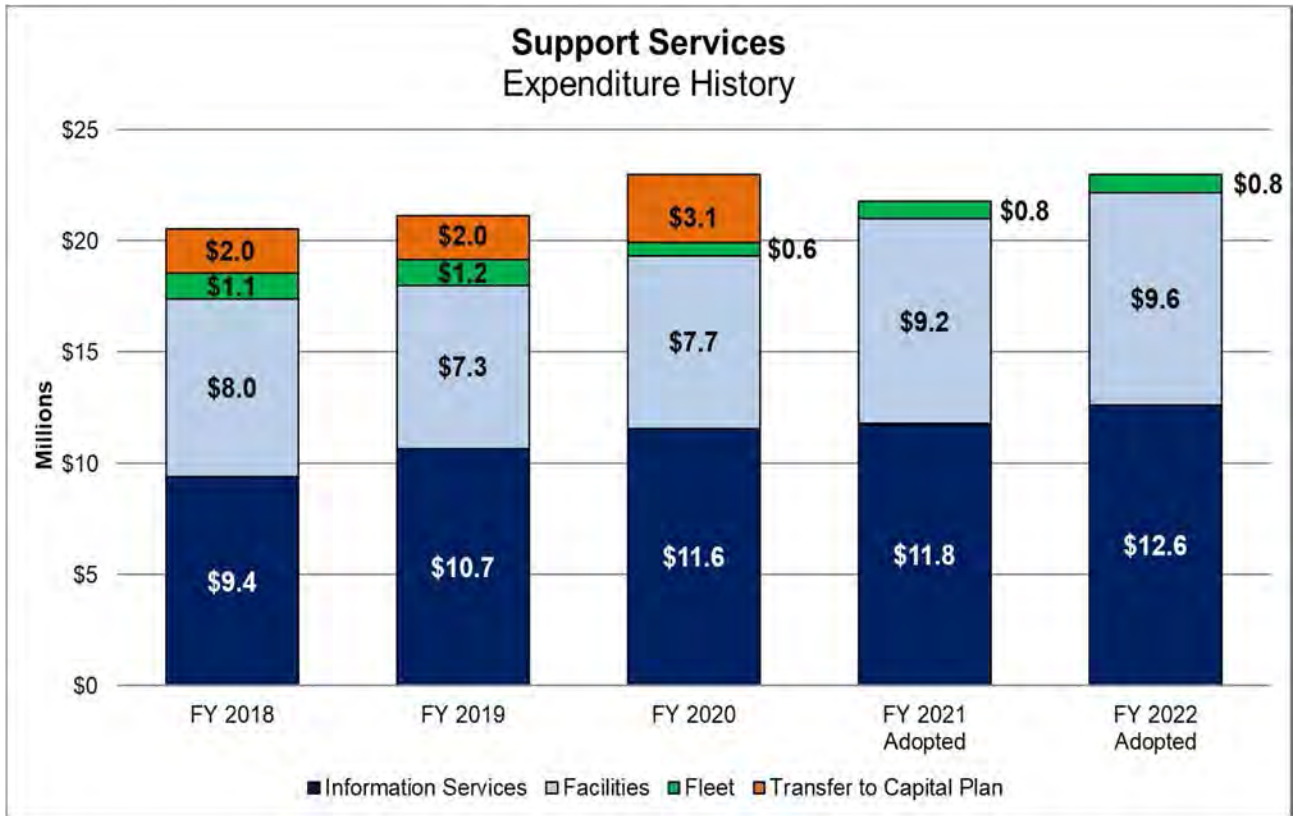
The Information Services budget includes a Chief Information Security Officer (CISO) and a Data Architect and Data Warehouse Engineer positions at a combined cost of \$296,100 in FY 2021-22 (\$351,500 full year). The CISO help protect the county's technology infrastructure and data and build on the work of the IS security position added in FY 2020-21, while the two data positions will work with other staff in the County to improve the County's ability to use data to inform its operations for internal decision makers as well as the community. Together, these additions will help improve security and the availability of information that can be used to better evaluate and improve programs, and for decision makers to act upon. This budget also continues to include costs associated with transitioning to the county's new enterprise resource planning software, Munis, as well as other county-wide technology needs.

The Facilities budget remains largely unchanged from the prior year other than an increase in funding for furniture and route facility work in the Courthouses, facilities the County is responsible for providing and keeping up to the State court system. Funds for major maintenance remain at \$1.5 million which is significantly below the amount needed to address deferred maintenance. The planned issuance of \$41 million to address high priority projects and some major facility renovation needs in FY 2021-22 will help with the backlog, but sustained funding at higher level is still needed to reduce the backlog.

The Fleet Operations annual budget remains unchanged from FY 2020-21, but the County is considering options for financing or leasing vehicles to maximize the limited vehicle replacement funding that is included in the budget.

The budget pauses the cash transfer to the county's Capital Investment Plan (CIP) for another year. The last budgeted transfer was FY 2019-20 at totaled \$1.1 million before it was paused due to revenue restrictions anticipated with the COVID-19 pandemic. Interest on the capital fund balance will still accrue, but proceeds are expected to be minimal. Like the reductions in facility

maintenance and vehicle replacements, this decrease was made to maintain community service levels and avoid a property tax increase. However, the county's CIP is not fully funded and additional cash funds or debt issues will be required to fully fund all of the planned projects.



General Government

\$34.8 million

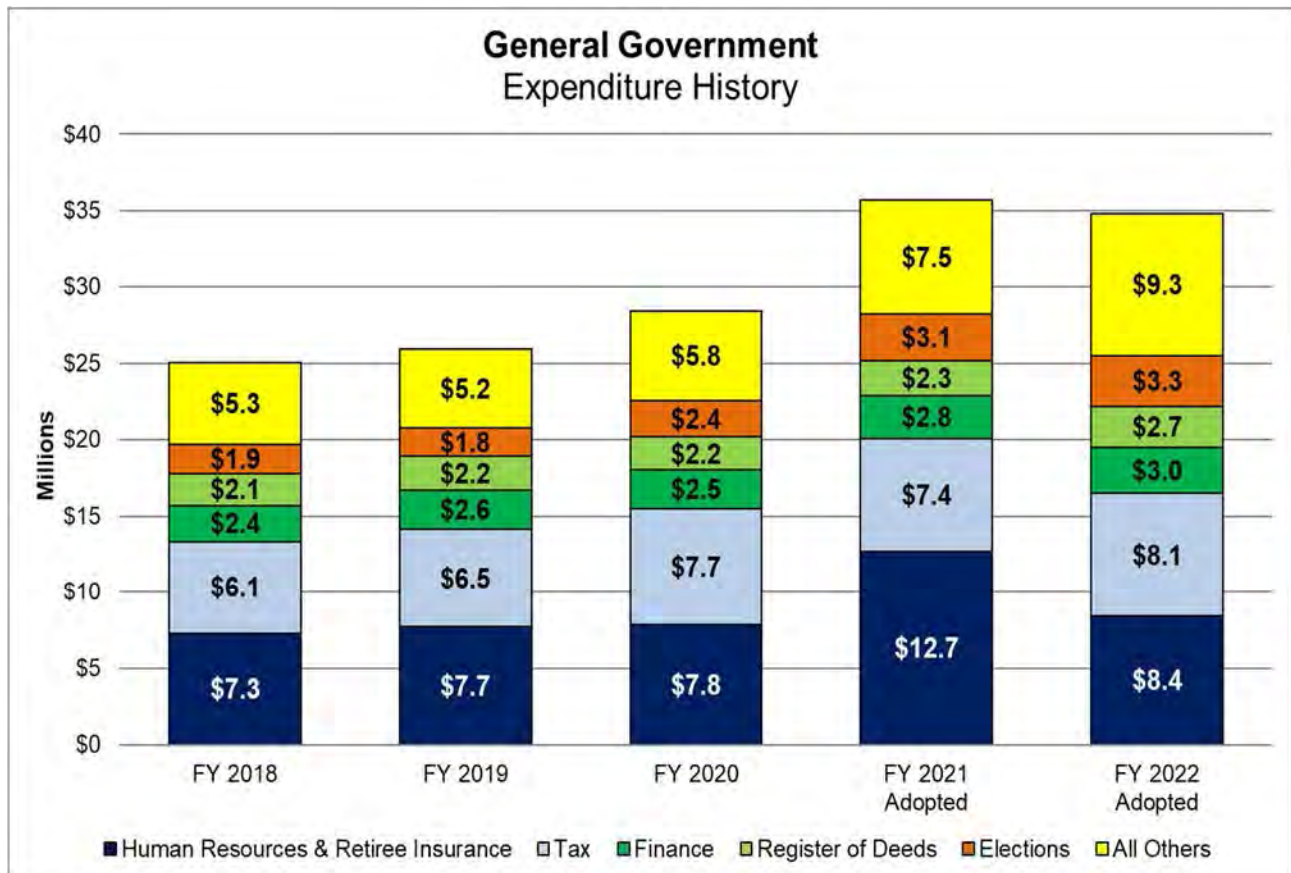
General Government departments provide for the overall policy direction, administration, record keeping, and fiscal and legal management of the county. Among others, this category includes the budgets for the Guilford County Board of Commissioners & Clerk, County Administration, the County Attorney,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

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	vs. FY21 Adopted	
						\$ chg	% chg
Department							
Budget & Management	\$584,672	\$882,029	\$574,356	\$832,069	\$832,069	(\$49,960)	-5.7%
Commissioners & Clerk	\$948,672	\$1,131,729	\$1,696,630	\$1,087,295	\$1,087,295	(\$44,434)	-3.9%
County Administration	\$982,581	\$1,762,867	\$2,930,845	\$2,148,069	\$2,148,069	\$385,202	21.9%
County Attorney	\$2,458,499	\$2,622,522	\$3,030,638	\$3,511,254	\$3,511,254	\$888,732	33.9%
Elections	\$2,369,317	\$3,064,272	\$3,839,672	\$3,178,755	\$3,298,755	\$234,483	7.7%
Finance	\$2,527,829	\$2,812,223	\$2,928,005	\$3,006,636	\$3,006,636	\$194,413	6.9%
Human Resources	\$7,809,986	\$12,692,299	\$10,637,399	\$8,401,062	\$8,401,062	(\$4,291,237)	-33.8%
Internal Audit	\$526,786	\$657,468	\$681,587	\$705,799	\$705,799	\$48,331	7.4%
Public Relations	\$0	\$0	\$0	\$595,091	\$595,091	\$595,091	100.0%
Purchasing	\$340,841	\$399,797	\$404,906	\$443,305	\$443,305	\$43,508	10.9%
Register of Deeds	\$2,172,962	\$2,294,633	\$2,454,152	\$2,656,585	\$2,656,585	\$361,952	15.8%
Tax	\$7,671,465	\$7,376,756	\$7,705,170	\$8,102,396	\$8,102,396	\$725,640	9.8%
Total Expenditures	\$28,393,610	\$35,696,595	\$36,883,360	\$34,668,316	\$34,788,316	(\$908,279)	-2.5%
Sources of Funds							
Federal & State Funds	\$27,353	\$762,776	\$1,465,324	\$27,024	\$147,024	(\$615,752)	-80.7%
User Charges	\$4,291,537	\$3,641,394	\$3,641,394	\$4,948,993	\$4,948,993	\$1,307,599	35.9%
Other	\$4,659,650	\$3,904,800	\$4,290,581	\$4,753,679	\$4,753,679	\$848,879	21.7%
Fund Balance	\$124,580	\$49,980	\$59,336	\$28,229	\$28,229	(\$21,751)	-43.5%
County Funds	\$19,290,490	\$27,337,645	\$27,426,725	\$24,910,391	\$24,910,391	(\$2,427,254)	-8.9%
Sources of Funds	\$28,393,610	\$35,696,595	\$36,883,360	\$34,668,316	\$34,788,316	(\$908,279)	-2.5%
Permanent Positions	206.400	206.400	215.400	223.400	223.400	17.000	8.2%

General Government expenditures total \$34.8 million and are 5.1% of total general fund expenditures. Total expenditures for FY 2021-22 are about \$1.0 million less than those adopted for the previous year. Major changes in General Government department include:

- The creation of a Public Relations Department including a director and three communications specialist-type positions at a first-year cost of \$288,500 (343,700 full year) to coordinate, standardize, and improve the county's communications and branding.
- The addition of the Recovery Courts program in the County Attorney's Office including a program manager and six court coordinator positions at a full-year cost of about \$460,000. This program includes the County's drug treatment and mental health courts and is a collaboration with the judges and court system that works to divert qualifying offenders to treatment options instead of jail. The program was operated by the University of North Carolina – Greensboro for several years until October 2020 when the county brought it back in house.

- County Administration adding a Diversity, Equity & Inclusion (DE&I) Manager to develop a DE&I program in the county and coordinate existing work in this area. The Administration budget also reflects the move of two Assistant Manager positions in late FY 2020-21 to provide additional managerial and administrative capacity for county-wide operations.
- Group insurance funds totaling about \$5 million that were budgeted in Human Resources for the increase in employer or County contribution to the plan in FY 2020-21 were redistributed out to the departments based on actual payroll for the FY 2021-22 budget resulting in a drop for HR. Other department budgets increased accordingly for almost no net change county-wide.
- The addition of several positions to add needed staff resources including a Senior HR Analyst to increase the county's talent acquisition and recruiting capacity (\$69,300 first year), a Grants & Management Analyst to improve grants management and use across the organization (\$65,700 first year, to be paid with projected grant revenues), a Deputy Register of Deeds to improve Land and Vital Records recording capacity and the customer service experience,



Community Services

\$13.5 million

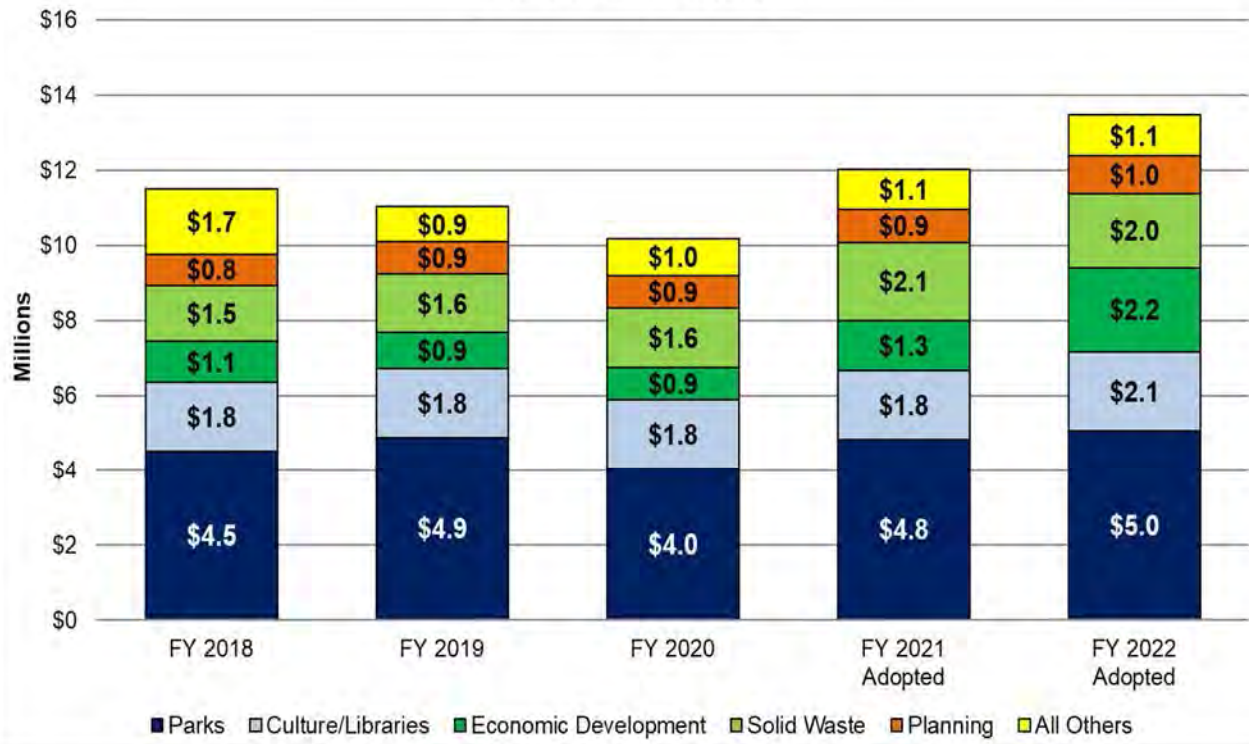
Guilford County's Community Service departments provide for orderly growth and development, encourage economic development and job creation, provide recreation outlets, and protect the environment. Community Services represents 2% of total General Fund expenditures.

Department	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	vs. FY21 Adopted	
						\$ chg	% chg
Cooperative Extension	\$678,723	\$711,260	\$724,416	\$735,630	\$735,630	\$24,370	3.4%
Culture & Libraries	\$1,827,807	\$1,834,277	\$1,834,277	\$2,113,485	\$2,113,485	\$279,208	15.2%
Economic Development	\$864,971	\$1,333,302	\$2,754,338	\$2,099,417	\$2,244,417	\$911,115	68.3%
Parks	\$4,048,794	\$4,823,082	\$5,025,425	\$4,867,601	\$5,042,942	\$219,860	4.6%
Planning & Development	\$853,691	\$883,994	\$928,295	\$1,003,730	\$1,003,730	\$119,736	13.5%
Soil & Water Conservation	\$316,255	\$346,903	\$344,404	\$363,871	\$363,871	\$16,968	4.9%
Solid Waste	\$1,594,986	\$2,079,072	\$2,151,623	\$1,970,537	\$1,970,537	(\$108,535)	-5.2%
Total Expenditures	\$10,185,227	\$12,011,890	\$13,762,778	\$13,154,271	\$13,474,612	\$1,462,722	12.2%
Sources of Funds							
Federal & State Funds	\$1,013,056	\$1,074,700	\$1,102,680	\$1,354,865	\$1,354,865	\$280,165	26.1%
User Charges	\$785,747	\$1,133,247	\$1,133,247	\$1,151,591	\$1,151,591	\$18,344	1.6%
Other	\$222,584	\$218,496	\$220,996	\$221,871	\$221,871	\$3,375	1.5%
Appropriated Fund Balance	\$11,671	\$1,443	\$1,443	\$1,443	\$1,443	\$0	0.0%
County Funds	\$8,152,169	\$9,584,004	\$11,304,412	\$10,424,501	\$10,744,842	\$1,160,838	12.1%
Sources of Funds	\$10,185,227	\$12,011,890	\$13,762,778	\$13,154,271	\$13,474,612	\$1,462,722	12.2%
Permanent Positions	48.000	48.000	49.000	47.000	49.000	1.000	2.1%

Total Community Services expenditures are expected to increase by \$1.5 million from the prior year's budget. This change includes \$466,100 increase in incentive grant payouts scheduled during the next fiscal year \$275,000 for local organizations in the Economic Development. A full list of approved allocations is included on the Economic Development pages in the Community Services section of this document.

The other notable change is in library funding. Guilford County does not operate a library system, but does provide operating support for local municipal libraries in Greensboro, High Point, Gibsonville, and Jamestown. The FY 2021-22 budget includes \$285,700 in additional library funding as the County works with Greensboro and High Point to implement a per capita based funding formula to better meet system needs. This increase brings the total funding in this budget to \$2.11 million. In return for providing funding to the municipal systems, all county residents, regardless of where they live, may use any of these facilities without paying a non-resident library card fee. Specific allocations for each library are included on the Culture & Libraries pages the Community Services section of this document.

Community Services Expenditure History



Non-Education Debt Repayment

\$15.1 million

Total debt repayment expenditures in the FY2021-22 budget are expected to be just over \$93 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 \$78.1 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 supports all other debt-financed projects, including the Greensboro Detention Center, parks and open space development, a new animal shelter, and other county facilities. This amount is about \$1.1 million higher than the amount included in the prior year's budget, reflecting debt payment schedules and the planned issuance of bonds in Fall 2021 for high priority capital and facility renovation needs.

The total Debt Repayment budget (Education and non-Education debt) will increase by \$2.4 million next fiscal year. Scheduled debt repayments and related fees for voter-approved bonds and other capital needs are planned to increase by \$2.8 million while fees and other costs will decrease by \$405,000 for a \$2.4 million net increase in expense for existing debt. The rest of the increase comes from adding \$2.8 million for first-year payments on two bond issuances planned for Fall 2021 – one for \$120 million for school facility bonds and one for \$41 million for priority county facility construction and renovation projects.

County funding needed to for debt service will also increase, but only by \$776,922 because other revenues will increase by \$1.6 million. This change is a combination of using new bond premium revenues for first year payments on new debt (+\$2.6 million total) and spending down bond premiums for debt issued in 2019 (-\$1.0 million) for a net increase in non-county revenues of \$1.6 million.

In addition to current debt obligations, the County will have the remaining \$180 million of the \$300 million in school facility bonds that voters approved in November 2020. The Board of Commissioners and the Board of Education are also continuing their review of the school capital facilities report that indicates additional funding up to \$1.7 billion will needed to renovate or rebuild nearly half of the county's 126 school facilities that were rated as unsatisfactory or in poor condition due to age and deferred maintenance. The responsibility for funding school construction rests with the county. More information about the county's outstanding debt and future debt repayment may be found in the Debt Repayment section of this document.

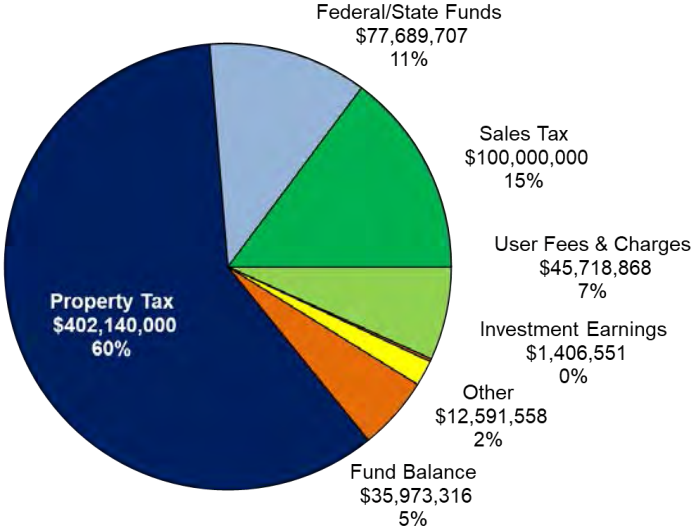
General Fund Revenues

General Fund revenues and appropriated fund balance for next year total \$675,520,000. This is \$40.9 million (+6.4%) more than the budget adopted for FY 2020-21.

The general recommended county-wide **property tax rate** for FY 2021-22 is \$0.7305 for each \$100 of assessed valuation, no change from the prior year's property tax rate. This means that you will pay \$73.05 in property tax for each \$10,000 of property owned in Guilford County. Depending on where you live in Guilford County, your property may be subject to additional municipal, fire, or other tax rates. Each penny of property tax generates about \$5.4 million.

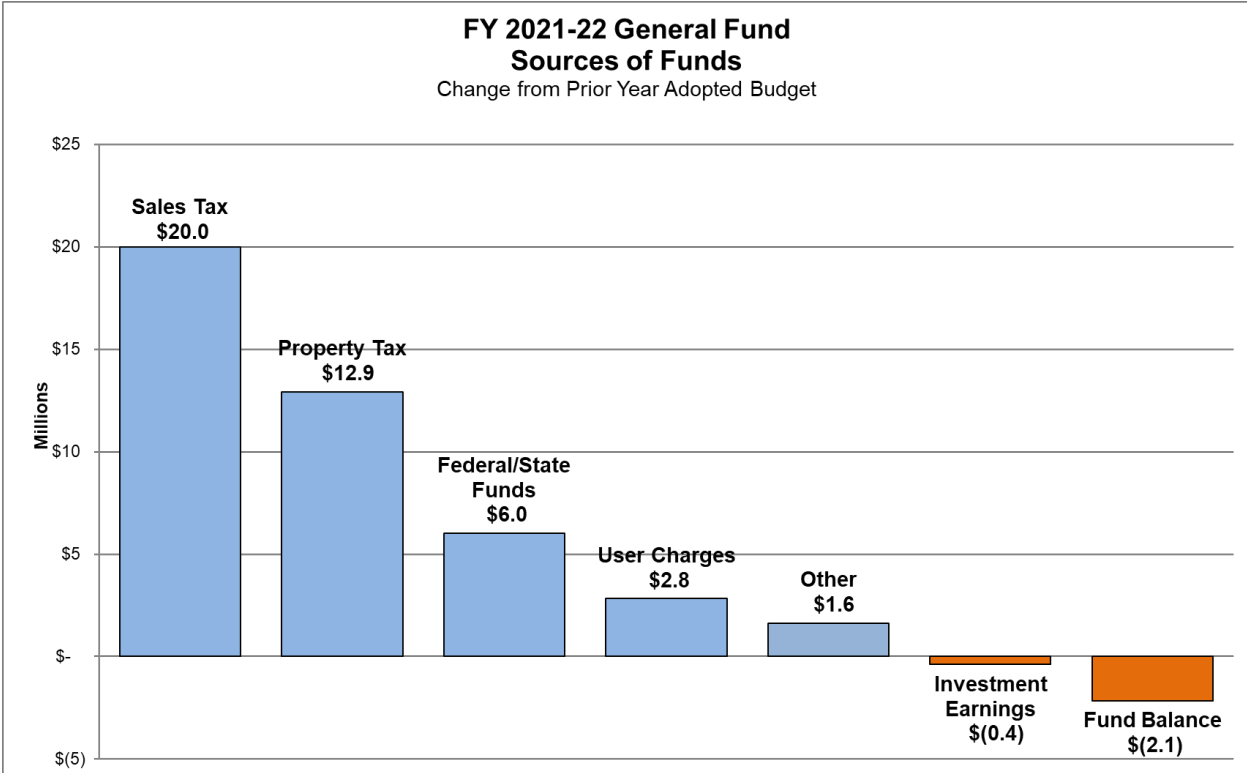
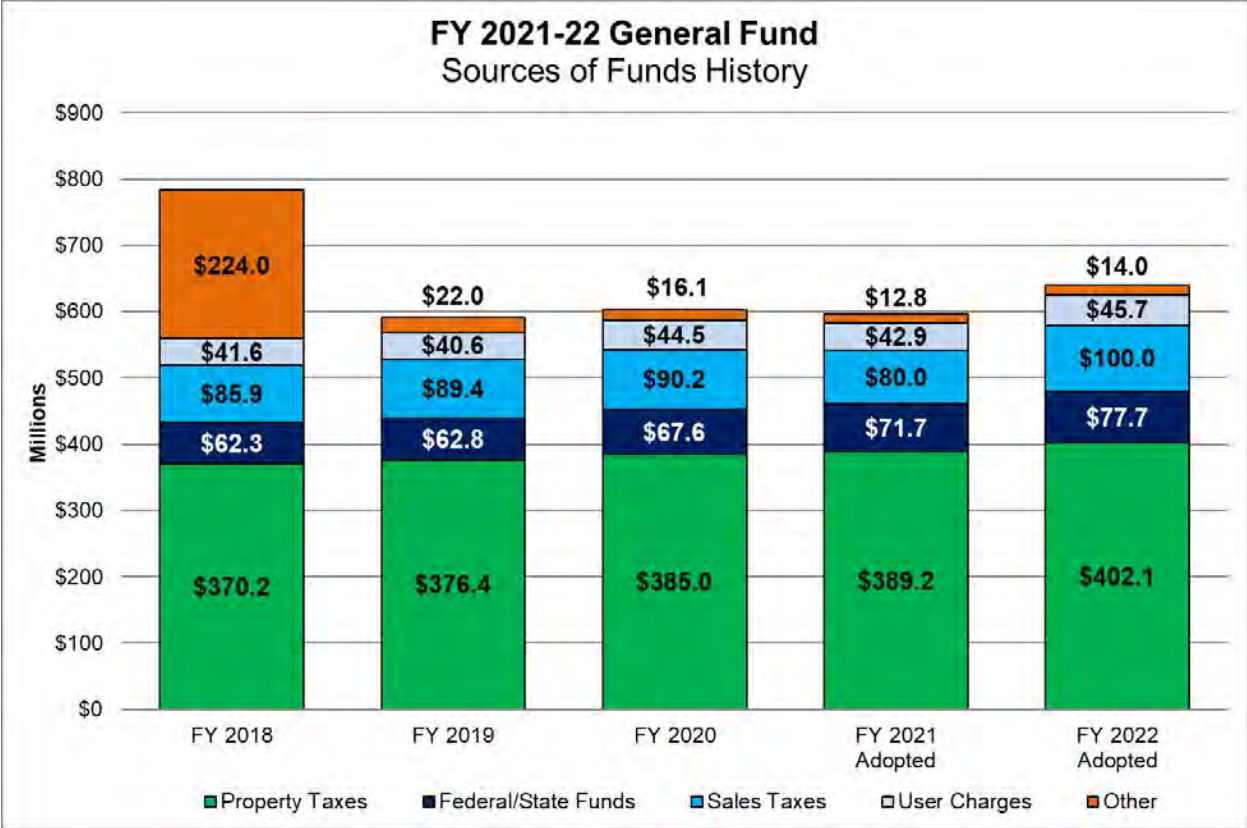
Nearly nine of every ten dollars of revenue are generated from just three sources – property taxes (60%), sales taxes (15%), and federal and state funds (12%). Other revenues are generated by fees for various services, such as ambulance transportation and medical visits to Public Health clinics, investment earnings, and appropriations of fund balance.

FY 2021-22 General Fund Budget
by Source of Funds



Summary of Sources of Funds

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	vs. FY21 Adopted	
						\$ chg	% chg
Property Tax	\$ 385,031,051	\$ 389,215,000	\$ 389,504,000	\$ 401,640,000	\$ 402,140,000	\$ 12,925,000	3.3%
Federal/State Funds	\$ 67,581,803	\$ 71,661,472	\$ 81,022,564	\$ 74,861,707	\$ 77,689,707	\$ 6,028,235	8.4%
Sales Tax	\$ 90,243,645	\$ 80,000,000	\$ 80,000,000	\$ 100,000,000	\$ 100,000,000	\$ 20,000,000	25.0%
User Fees & Charges	\$ 44,510,913	\$ 42,881,614	\$ 42,943,014	\$ 45,718,868	\$ 45,718,868	\$ 2,837,254	6.6%
Investment Earnings	\$ 3,789,438	\$ 1,797,550	\$ 1,797,550	\$ 1,406,551	\$ 1,406,551	\$ (390,999)	-21.8%
Other	\$ 12,327,844	\$ 10,959,182	\$ 11,536,463	\$ 14,865,497	\$ 12,591,558	\$ 1,632,376	14.9%
Total Revenues	\$ 603,484,694	\$ 596,514,818	\$ 606,803,591	\$ 638,492,623	\$ 639,546,684	\$ 43,031,866	7.2%
Fund Balance	\$ (3,611,471)	\$ 38,120,476	\$ 45,536,938	\$ 32,882,377	\$ 35,973,316	\$ (2,147,160)	-5.6%
Total	\$ 599,873,223	\$ 634,635,294	\$ 652,340,529	\$ 671,375,000	\$ 675,520,000	\$ 40,884,706	6.4%



Property Tax

\$402.1 million

The property tax is the largest source of funds for Guilford County. Current year taxes (taxes paid in the year when due) are expected to generate \$402.1 million. Another \$2.52 million will come from payments made for taxes originally due in prior years. Each penny of property tax generates about \$5.3 million.

Estimating 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

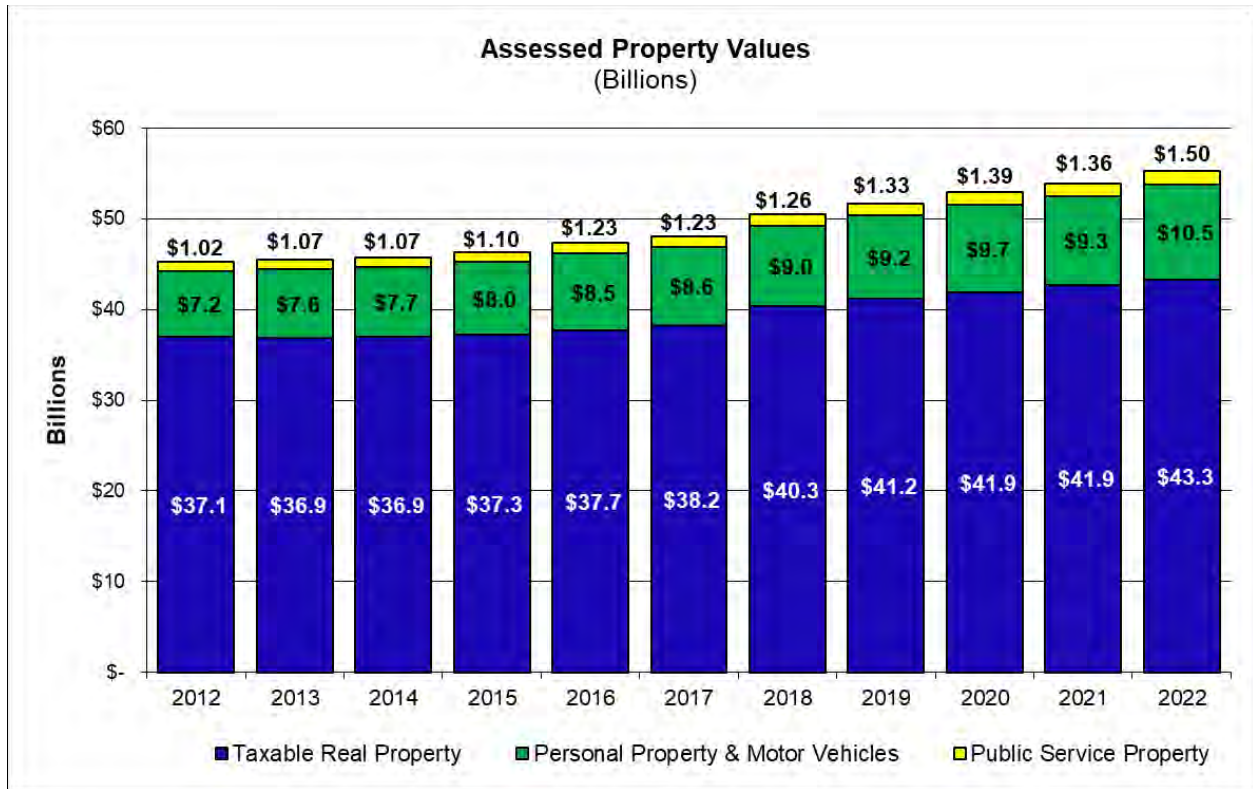
Like all North Carolina counties, Guilford County levies a property tax on four general types of property: Real Property (e.g., houses, land); Motor Vehicles/Automobiles; Personal Property (e.g., business machinery, boats); and property held by businesses that is routinely moved among various jurisdictions in the course of normal business, such as property owned by utilities, railroads, and trucking companies (called Public Service property). Tax Department staff are currently completing the county's most recent real property reappraisal cycle. The last mass reappraisal of real property was in 2017.

The total property tax base for next year is estimated to be \$55.3 billion. This reflects the most recent estimates of real values established during the current property reappraisal cycle, as well as current projections for personal property, public service property, and motor vehicle values. The projected property tax base is 2.5% higher than the value estimated for FY 2020-21.

Assessed Property Values and General Tax Rates

Fiscal Year	Tax Rate	Taxable Real Property	Personal Property & Motor Vehicles	Public Service Property	Total	% chg
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	77.00	\$ 37,250,079,172	\$ 8,006,152,728	\$ 1,103,440,544	\$ 46,359,672,444	1.33%
2016	76.00	\$ 37,676,197,767	\$ 8,471,203,141	\$ 1,226,988,869	\$ 47,374,389,777	2.19%
2017	75.50	\$ 38,246,738,073	\$ 8,610,242,120	\$ 1,226,988,869	\$ 48,083,969,062	1.50%
2018	R 73.05	\$ 40,320,892,044	\$ 8,959,449,632	\$ 1,261,164,679	\$ 50,541,506,355	5.11%
2019	73.05	\$ 41,173,794,830	\$ 9,183,324,162	\$ 1,325,606,744	\$ 51,682,725,736	2.26%
2020	73.05	\$ 41,885,682,905	\$ 9,689,090,595	\$ 1,387,279,848	\$ 52,962,053,348	2.48%
2021	P 73.05	\$ 42,687,588,136	\$ 9,779,631,942	\$ 1,472,135,885	\$ 53,939,355,963	1.85%
2022	B 73.05	\$ 43,310,016,244	\$ 10,455,862,308	\$ 1,501,578,603	\$ 55,267,457,155	2.46%

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



Property Tax Rate

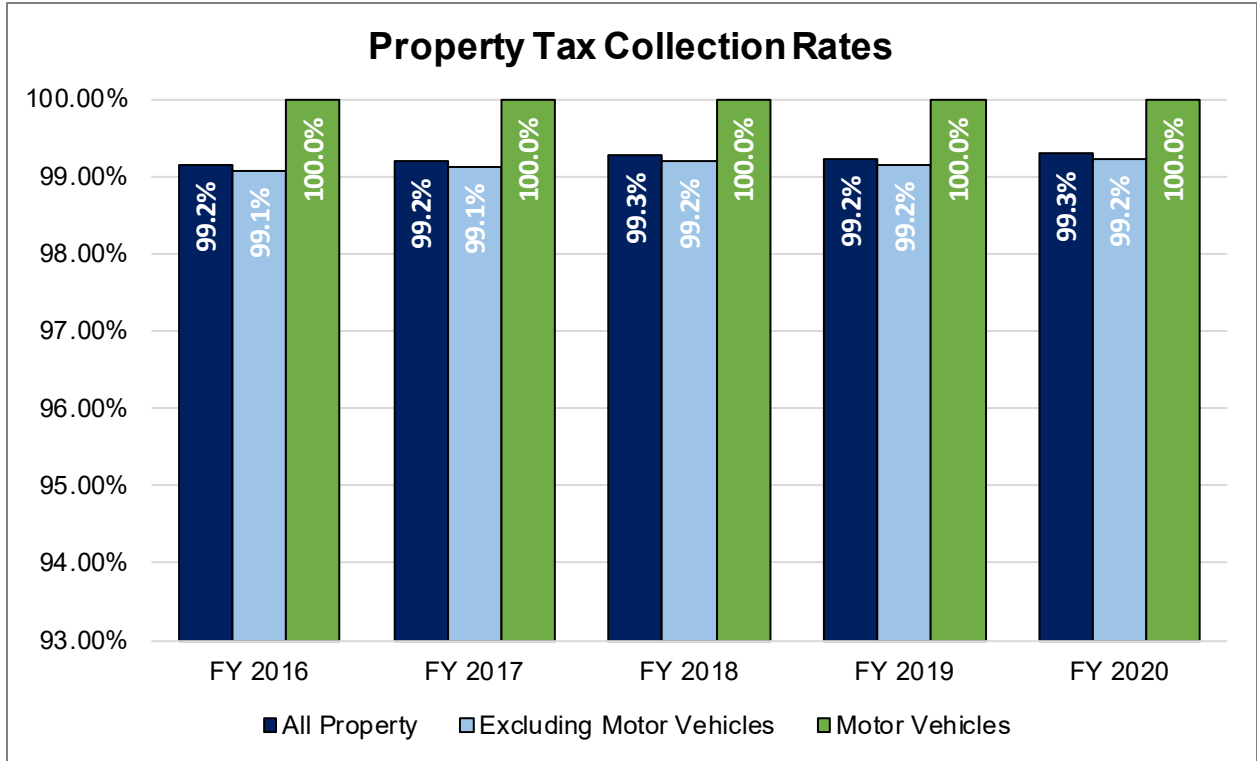
The budget is based on a general, county-wide property tax rate of **\$0.7305 cents** for every \$100 of assessed property valuation – no change from the prior year’s adopted rate. In dollars, this means a property owner in Guilford County would pay \$73.05 in property taxes for each \$10,000 of taxable 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 each year. In Guilford County, the overall collection rate in FY 2019-20 was 99.29%, slightly higher than the prior year’s rate. The overall collection rate for FY 2020-21 is estimated to be slightly higher than FY 2019-20’s rate.

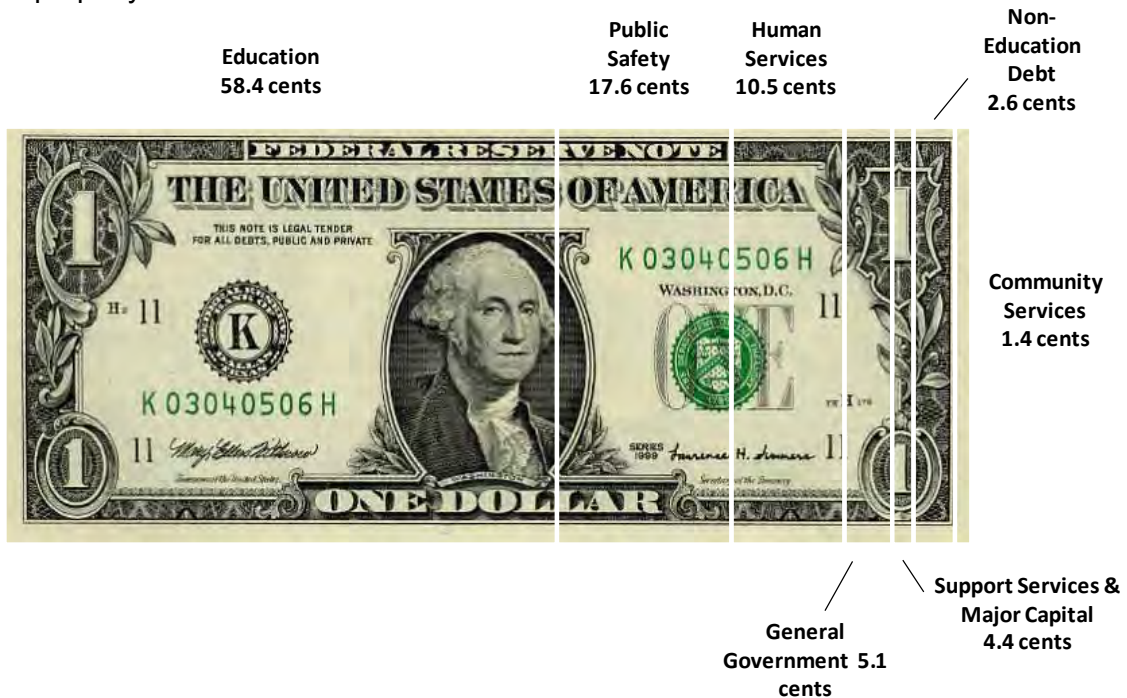
The FY 2021-22 budget assumes an overall collection rate of approximately 99%. This rate is slightly lower than the collection rate projected for FY 2020-21 to provide protection against unexpected changes in property values that could impact property tax revenues.

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. There is no reduction in tax revenues from this discount because it actually helps to increase the overall payment rate for real and personal property taxes.



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

\$77.7 million

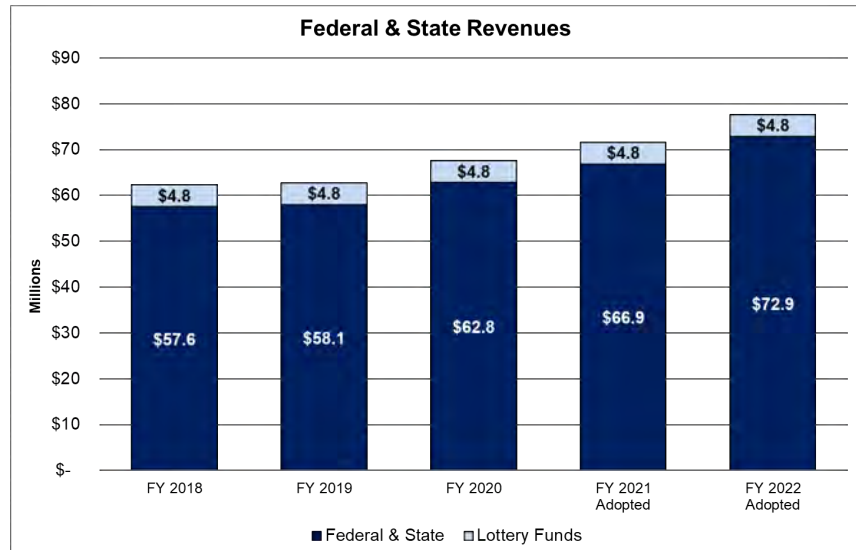
Federal and state funds represent about 12%, or \$77.7 million, of total revenues anticipated to be received in FY 2021-22. This represents an increase of \$6 million (8.4%) from the amount of federal and state funds included in the FY 2020-21 adopted budget.

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.

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 use 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 budget includes \$4.75 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 2021-22 budget includes \$2.7 million of ARRA subsidy revenue.

Sales Tax

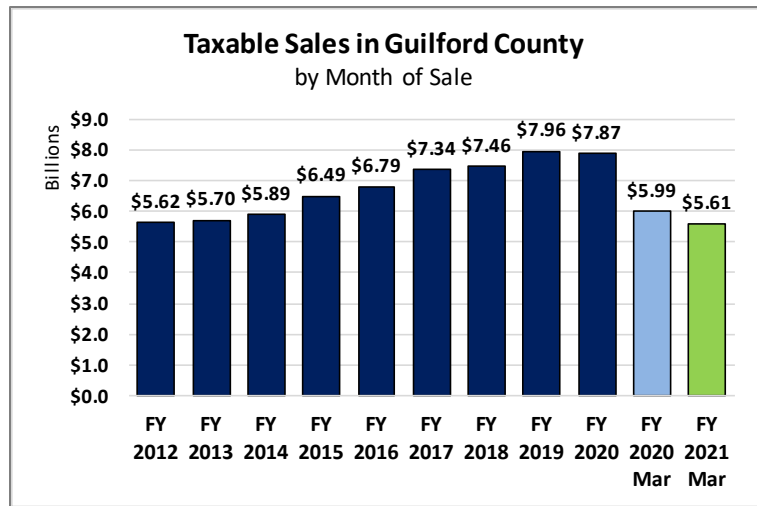
\$100.0 million

Sales Tax revenues are budgeted at \$100.0 million for FY 2021-22 – a \$20.0 million or 25% increase from the prior year’s budget which was unusually low due to the anticipated impact of the COVID-19 pandemic on sales and retail activities. Sales Tax revenues account for about 15% of total county revenues in this budget.

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 7.0% 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 2.0%, 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 2021-22 Projections

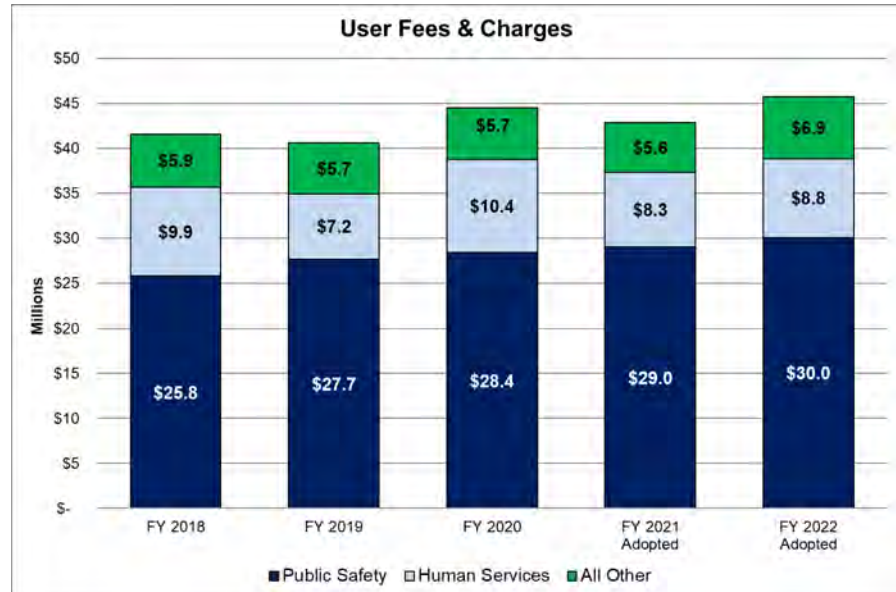
Through the March 2021 collections report which reflects February 2021 sales activity, taxable retail sales in Guilford County are up 8.3% over the same period last year. Actual or “gross” pre-refund sales tax revenues through the March 2021 distribution report (reflecting February collections and eight of the twelve distributions the county receives annually), are up 8.4% over the same period last year. The amount of sales tax revenue the county receives is based on retail sales, the sales tax rate, and refunds of sales taxes paid by non-profits, local governments, and other entities qualified to receive a refund of taxes paid. Because of the way refunds are reported to and processed by the state, the reduction in net sales tax revenues can vary significantly from year to year. Through the March 2021 distribution report in FY 2020-21, refunds charged against the sales tax revenues returned to Guilford County are down 12% compared to the same period last year. Because of this decrease in refunds, actual sales tax revenues March 2021 distribution report are \$4.1 million higher than the same period in FY 2020-21 and more in line with pre-COVID sales activity and revenue in FY 2019-20.

User Fees and Charges

\$45.7 million

County departments expect to generate approximately \$45.7 million in FY 2021-22 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 7% of total county revenues.

While there is considerable variation in individual user fee budgets, the overall total is about \$5.6 million more than the amount adopted for fiscal year 2020-21. Law Enforcement fees will increase by \$310,000 primarily for school resource officer and town patrol reimbursements. Register of Deeds, Tax, Inspections, Planning, and Animal Services all increased fees to match service demand levels. Emergency Services



revenues increased to reflect contractual revenues from the City of Burlington for emergency management services. Juvenile Detention decreased slightly due to restrictions on housing certain juveniles due to ongoing COVID-19 considerations. Elections increased about \$328,000 in fees because of reimbursable municipal elections scheduled for FY 2020-21.

The FY 2021-22 budget does not include any specific fee rate increases. Some fees that are tied to external indexes like Scrap Tire Recycling, where fees will increase slightly based on the Consumer Price Index, and Emergency Services, where EMS fees are set as a percentage of Medicaid rates each January, and Register of Deeds postage rates will all follow changes in the index they are based on. There are no other no notable fee changes in the budget.

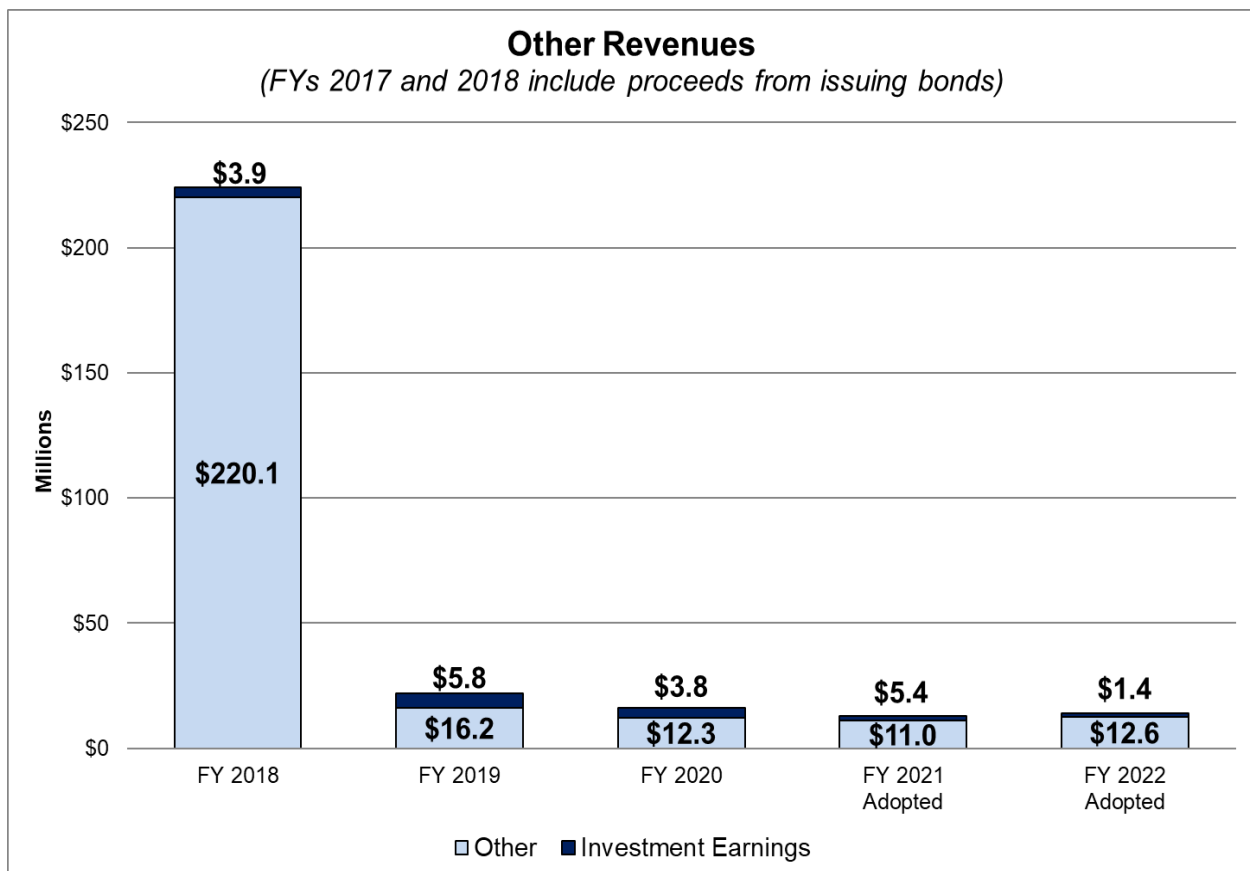
More detail about specific fee levels is included in the appendix.

Other Revenues

\$14 million

Guilford County expects to receive approximately \$12.6 million in Other Revenues for the General Fund in FY 2021-22. 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.

The large amounts of Other revenues depicted in the chart below is the result of the issuance of refunding bonds during the last several fiscal years. The county received revenues from issuing refunding bonds at a lower interest rate than it was paying on existing bonds. The refunding proceeds were then used to pay off the old bonds. These bonds are being used for high priority capital projects.



Fund Balance (all General Fund sources)

\$36 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, as a last resort, it may be used by the Board during the budget process to help fund certain other items in the county budget or when budgeted revenues do not match budgeted expenses.

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.

FY 2021-22 Budget

The General Fund budget includes a fund balance (from all sources) appropriation of \$36 million to help balance the FY 2021-22 budget – about \$2.1 million less than the amount needed to balance last year’s adopted budget. This decrease is related to the increase in sales tax compared to the prior year budget and will allow the county to maintain service levels for residents without raising taxes for the FY 2021-22 fiscal year.

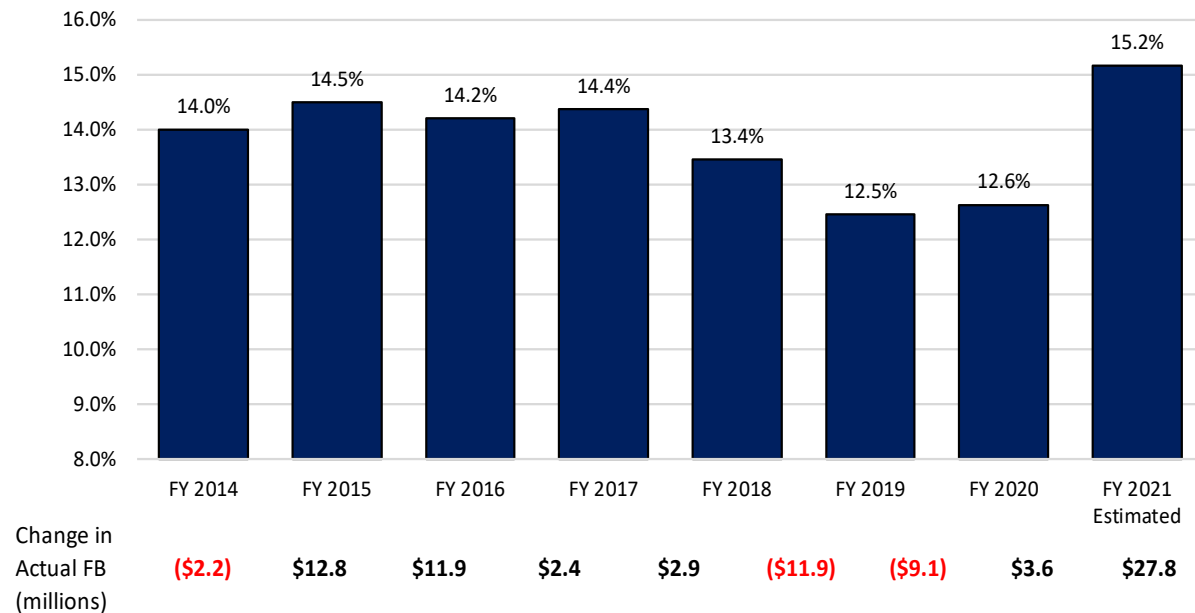
The amount of fund balance used to support general county operations is \$31.3 million including \$9.9 million specifically for Guilford County Schools to increase local teacher supplements and other local staff pay, a \$2.3 million decrease from the prior year’s budget. Departmental fund balances that can only be used for specific purposes make up the rest of the \$36 million of appropriated fund balance. These department amounts are:

- **Debt Repayment - Debt Service Leveling - \$2,600,000** of debt leveling funds budgeted in FY 2019-20 to the county better absorb the impact of future year debt service increases.
- **Debt Repayment - Bond Premium Funds - \$654,600** of bond premium funds generated by the recent sales of general obligation bonds. These funds will be used to help pay for debt service during the first three years of the bonds’ repayment periods.
- **Public Health - \$1,033,398** to offset expenses in Medicaid and other program areas.

- **Law Enforcement - \$256,246** of restricted Federal Forfeiture Funds and Unauthorized Substance Abuse Tax Funds, as well as donations for the Explorer Post program. 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.
- **Coordinated Services - ABC Bottle Tax Funds - \$50,000** of prior year revenues to fund GCSTOP, the County’s opioid overdose reduction program housed in Emergency Services that is run jointly with University of North Carolina – Greensboro faculty.
- **Social Services - \$25,000** for Team HOPE.
- **Family Justice Center - \$31,000** of donations and grant funds for Camp Hope to be used for camp operations costs.
- **Register of Deeds (ROD) Automation Funds - \$28,229** 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.
- **Soil & Water Conservation - \$1,443**

At the end of FY 2019-20, the County was able to use a combination of regular recurring revenues for normal operational expenses and CARES funds for additional COVID-related expenses and did not need to use fund balance, or savings, to make ends meet. Initial estimates for FY 2020-21 indicated the county would spend most of the budgeted fund balance to make up for reduced recurring revenues, especially sales taxes, but year-to-date revenues and year-end projections show a much quicker return of sales activity – now the county is projected to increase fund balance at the end of FY 2020-21. Despite this turn around, the County is still using some fund balance to offset recurring operations, not just normal variances in revenues and expenses. Additional recurring revenues and/or reductions to recurring expenses will be needed to avoid operating at a deficit in future years.

**Unassigned Fund Balance
Relative to Subsequent Year's Budget**



Core Values & Budget Priorities

DEVELOPMENT PROCESS

The Board of Commissioners worked over two days in March during their annual retreat to develop its Core Values for the County and to identify priority items for the County to accomplish or begin work on over the coming fiscal year. In addition, the Board and staff worked to identify high-level guidelines for developing financial aspects of the budget.

CORE VALUES

- Transparency & Communication
- Accountability
- Our People Matter
- Equity & Inclusion
- Service & Outcomes Excellence

BOARD PRIORITIES

- **School Bonds**
Move forward with the \$300 million in bonds approved by the voters in November and plan for future school bond referenda.
- **Reduce Community Disparities**
Address disparities in health, infant mortality, education, and income, among others.
- **Improve County Communications**
Ensure transparent communication with the public about services and programs and build a consistent county brand to help with resident engagement and economic development.
- **Intentional Collaboration**
Deepen the County's working relationships with other cities, towns, and the school system and collaborate on service and program improvements.
- **Staff Resources**
Ensure staff have the resources and workspaces they need to do their jobs and accomplish the Board's priorities, with an emphasis on developing metrics to better understand workloads and how those compare with peer counties.
- **School Nurses**
Increase the availability of school nursing services in the Guilford County Schools.

BUDGET DEVELOPMENT GUIDELINES

- Construct a budget that is financially sustainable given current resource parameters.
- Build a budget that is cautiously optimistic and reflects recovering revenue trends, but that also acknowledges an uncertain future.
- Reduce the County's reliance on fund balance to balance the budget.



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

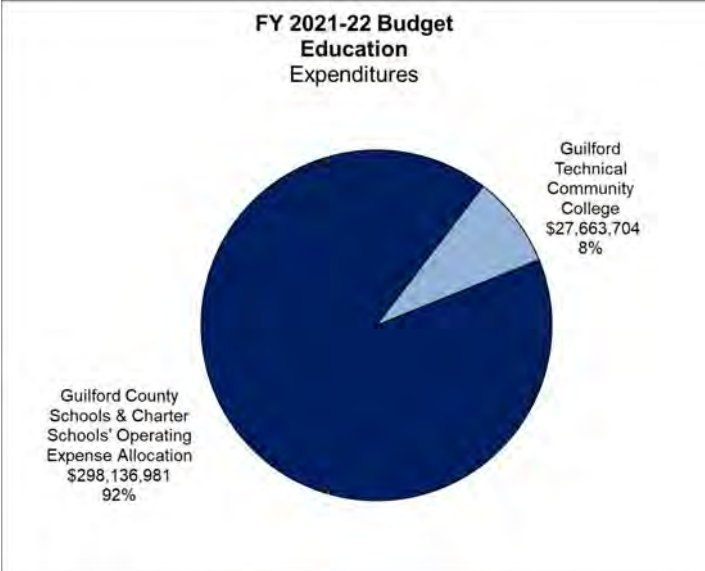
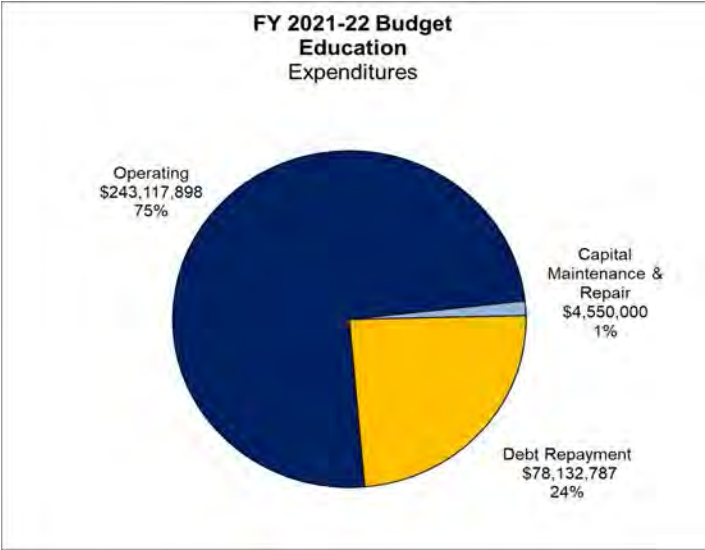
Expenditures

The FY 2021-22 Adopted Budget includes \$326 million for Education and Education Debt Repayment, an increase of approximately \$18.6 million, or 6%, from the prior year. Education, including repayment of facility debt for the Guilford County Schools (GCS) and Guilford Technical Community College (GTCC), was Guilford County’s largest expenditure area, accounting for 48.2% of total general fund expenditures.

The FY 2021-22 Adopted Budget increased operating funding for GCS by \$16 million and for GTCC by \$0.4 million. For GCS, this appropriation increased the County’s projected per pupil operating funding from \$2,611 to \$2,809.

The budget also included capital maintenance and repair allocations of \$4 million for GCS and \$0.6 million for GTCC.

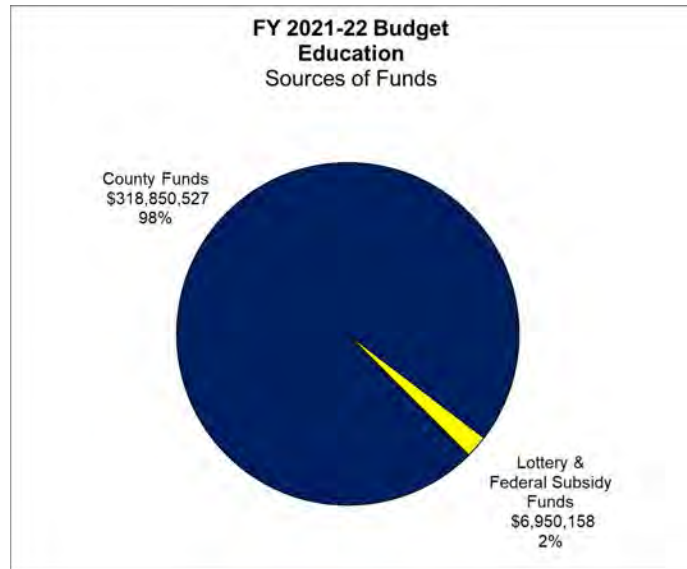
Education-related debt repayment increased by \$1.3 million in FY 2021-22 to \$78.1 million, based on existing payment schedules. This expense represents the payments on existing issues of voter-approved debt and Qualified School Construction Bonds approved by the Board of Commissioners for school and



community college capital needs. This also includes the remaining bonds approved under the 2008 referenda that were issued in April 2017 and the \$10.0 million in 2/3rds bonds for school security improvements issued in May 2019. Voters approved \$300 million in bonds during a 2020 referendum, however these bonds are not reflected in the debt repayment for a few years. 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 \$4.75 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. In addition, 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” of \$2.2 million based on the cost of repaying ARRA-related debt.



	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	vs. FY21 Adopted	
						\$ chg	% chg
Guilford County Schools (GCS) including Operating Expense Allocations for Charter Schools							
Operating Expenses	\$207,410,398	\$209,610,398	\$209,610,398	\$222,110,398	\$225,610,398	\$16,000,000	7.6%
Capital Maintenance	\$6,116,528	\$3,116,528	\$3,116,528	\$4,000,000	\$4,000,000	\$883,472	28.3%
Debt Repayment	\$69,888,972	\$67,551,167	\$67,551,167	\$70,218,748	\$68,526,583	\$975,416	1.4%
Total	\$283,415,898	\$280,278,093	\$280,278,093	\$296,329,146	\$298,136,981	\$17,858,888	6.4%
Guilford Technical Community College (GTCC)							
Operating Expenses	\$16,650,000	\$17,100,000	\$17,100,000	\$17,507,500	\$17,507,500	\$407,500	2.4%
Capital Maintenance	\$1,000,000	\$550,000	\$550,000	\$550,000	\$550,000	\$0	0.0%
Debt Repayment	\$9,532,441	\$9,293,645	\$9,293,645	\$9,605,921	\$9,606,204	\$312,559	3.4%
Total	\$27,182,441	\$26,943,645	\$26,943,645	\$27,663,421	\$27,663,704	\$720,059	2.7%
County COVID Initiatives	\$0	\$0	\$5,000,000	\$0	\$0	\$0	0.0%
Total Education	\$310,598,339	\$307,221,738	\$312,221,738	\$323,992,567	\$325,800,685	\$18,578,947	6.0%
Sources of Funds							
Federal & State Funds							
<i>Lottery Funds</i>	\$4,750,000	\$4,750,000	\$4,750,000	\$4,750,000	\$4,750,000	\$0	0.0%
<i>American Rec/Reinvest Act</i>	\$2,186,419	\$2,169,810	\$2,169,810	\$2,200,158	\$2,200,158	\$30,348	1.4%
Debt Issued	\$0	\$0	\$0	\$1,692,141	\$0	\$0	100.0%
County Funds	\$303,661,920	\$300,301,928	\$305,301,928	\$315,350,268	\$318,850,527	\$18,548,599	6.2%
Sources of Funds	\$310,598,339	\$307,221,738	\$312,221,738	\$323,992,567	\$325,800,685	\$18,578,947	6.0%

GUILFORD COUNTY SCHOOLS

Sharon L. Contreras, Ph.D., Superintendent

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

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Guilford County Schools	283,415,898	280,278,093	280,278,093	296,329,146	298,136,981	17,858,888	6.4%
EXPENSE							
Operating Expenses	207,410,398	209,610,398	209,610,398	222,110,398	225,610,398	16,000,000	7.6%
Capital Maintenance	6,116,528	3,116,528	3,116,528	4,000,000	4,000,000	883,472	28.3%
Debt Repayment	69,888,972	67,551,167	67,551,167	70,218,748	68,526,583	975,416	1.4%
Total Expense	283,415,898	280,278,093	280,278,093	296,329,146	298,136,981	17,858,888	6.4%
REVENUE							
Federal & State Funds							
Lottery Funds	4,750,000	4,750,000	4,750,000	4,750,000	4,750,000	0	0.0%
American Rec/Reinvest Act	1,854,240	1,840,154	1,840,154	1,867,095	1,867,095	26,941	1.5%
Total Revenue	6,604,240	6,590,154	6,590,154	6,617,095	6,617,095	26,941	0.4%
County Funds	276,811,658	273,687,939	273,687,939	289,712,051	291,519,886	17,831,947	6.5%

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 1st of each year. The Board of Education must present its formal request budget to the county by May 15th of each year. The Superintendent's Budget requested a total of \$244.6 million from Guilford County -- \$234,610,398 for operating expenses and \$10 million for capital needs.

More detail about this request is available on the Guilford County Schools' website at www.gcsnc.com.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- The FY 2022 Adopted budget increased operating funding for the Guilford County Schools by \$16 million, or 7.6%. This appropriation brought the County's per pupil funding to \$2,809, up from \$2,611 in FY 2021. This is an additional 7.6% per pupil based on the North Carolina Department of Public Instruction's estimated enrollment for FY 2022.

- A total of \$4 million was included for capital outlay for the Guilford County School System. The total represents an increase of \$883,472 from FY 2021.
- The increase to the operating budget will allow Guilford County Schools to receive approximately \$12.5 million, or 6.7%, in additional operating funding. Charter schools, which are funded by the school system based on the estimated per pupil amount, will receive an additional \$3.5 million, or 14.9%.
- The FY 2022 Adopted budget also included \$68.5 million in debt service related to the Guilford County Schools. This represents an increase of \$975,416, or 1.4%, primarily due to the debt service schedule.

County Allocation for Guilford County Schools				
	FY 2020-21	FY 2021-22		
	Adopted Budget	Adopted Budget	\$ Chg	% Chg
Operating Funds	\$ 209,610,398	\$ 225,610,398	\$ 16,000,000	7.63%
Capital Maintenance & Repair Funds	\$ 3,116,528	\$ 4,000,000	\$ 883,472	28.35%
Total County Funding	\$ 212,726,926	\$ 229,610,398	\$ 16,883,472	7.94%
Student Population (GCS + Charter)*	80,270	80,304	34	0.0%
Per Pupil Operating Allocation	\$ 2,611	\$ 2,809	\$ 198	7.6%

* NC DPI ADM Estimates for budget year.

The funding discussed above represents the County's portion of the total budget for Guilford County Schools. GCS receives most of its operating funding from the State of North Carolina, with additional funding coming from federal and other local sources. The County does provide the majority of school capital funding.

GUILFORD TECHNICAL COMMUNITY COLLEGE

Dr. Anthony J. Clarke, President

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

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2021 Adopted	\$ Chg	% Chg
EXPENSE							
Guilford Tech. Comm. College	26,682,441	26,943,645	26,943,645	27,663,421	27,663,704	720,059	2.7%
EXPENSE							
Operating Expenses	16,150,000	17,100,000	17,100,000	17,507,500	17,507,500	407,500	2.4%
Capital Maintenance	1,000,000	550,000	550,000	550,000	550,000	0	0.0%
Debt Repayment	9,532,441	9,293,645	9,293,645	9,605,921	9,606,204	312,559	3.4%
Total Expense	26,682,441	26,943,645	26,943,645	27,663,421	27,663,704	720,059	2.7%
REVENUE							
Federal & State Funds							
<i>American Rec/Reinvest Act</i>	332,179	329,656	329,656	333,063	333,063	3,407	1.0%
Total Revenue	332,179	329,656	329,656	333,063	333,063	3,407	1.0%
County Funds	26,350,262	26,613,989	26,613,989	27,330,358	27,330,641	716,652	2.7%

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 \$19,465,000 from Guilford County for FY 2022, which includes \$17,915,000 in operating funds and \$1,550,000 in capital outlay funds. This request is \$1,815,000, or 10.3%, higher than the FY 2021 Adopted Budget.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- The FY 2022 Adopted Budget increased operating funding for the community college by \$407,500, or 2.4%. This additional funding will be used for personnel expenses, including merit and retirement adjustments; the on-going operating costs of new facilities; as well as other college expenses for which the county holds funding responsibility.
- The budget also maintained capital funding for the college's facilities at \$550,000.

- The FY 2022 Adopted budget included approximately \$9.6 million in debt service related to GTCC. This represented an increase of \$312,559, or 3.4%, due to scheduled debt payments of the remaining bonds for GTCC capital projects.

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.

Human Services

Guilford County’s Human Services departments 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 departments include:

- Public Health
- Mental Health
- Social Services
- Child Support Enforcement
- Transportation
- Veteran Services
- Coordination Services

Expenditures

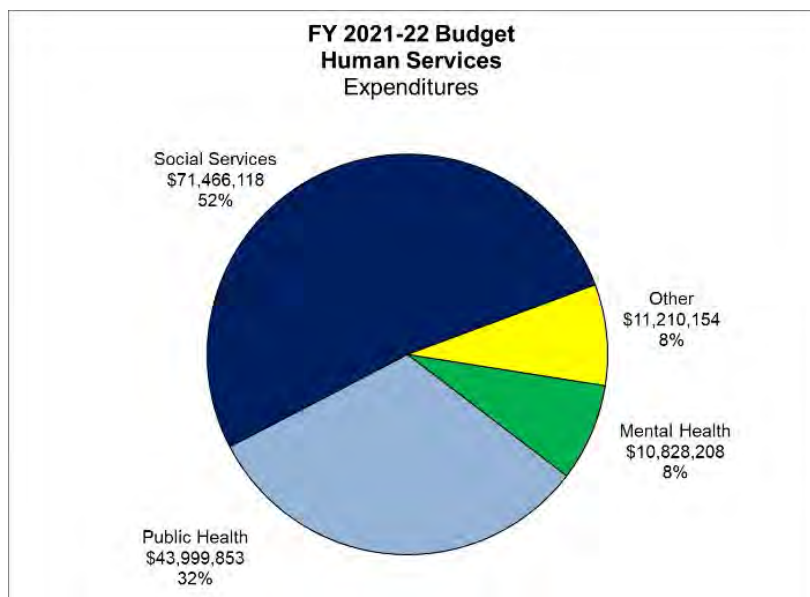
The FY 2021-22 budget includes \$137.5 million for Human Services expenditures, an increase of approximately \$12.6 million, or 10.1%, from FY 2020-2021. Human Services is the second largest service area after Education and accounts for 20.4% of total County expenditures.

The Social Services and Public Health Departments have been merged into a single Department of Health & Human Services (DHHS) since FY 2014-15, 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. In FY 2019, Veterans’ Services was moved from a Social Services program to a full DHHS Division, also with its own budget page.

The expenses for the Division of Social Services increased by approximately \$5 million, or 7.6%, including the addition of 4 positions (2 Adult Protective Services Social Workers, 1 Guardianship Social Worker-Protective Services, and 1 Social Worker II for In-Home Aide). This budget also includes routine personnel adjustments and merit increases.

The Public Health expense budget increased by approximately \$5 million, or 13.7%, due primarily to Personnel Services increases (Regular Salaries). The budget includes new Community Health Educators for Infant Mortality (levels II and III) positions to address disparities among minority communities. The budget includes 15 school nurse positions added to aid coverage to the Guilford County School system. These positions are in addition to 20 nurses added by the school system with federal funding directly to the Board of Education that starts in FY 2021-2022 and continues for the following two fiscal years from its COVID relief funds or ESSER funds. Once that funding ends, the County will work with the Schools to



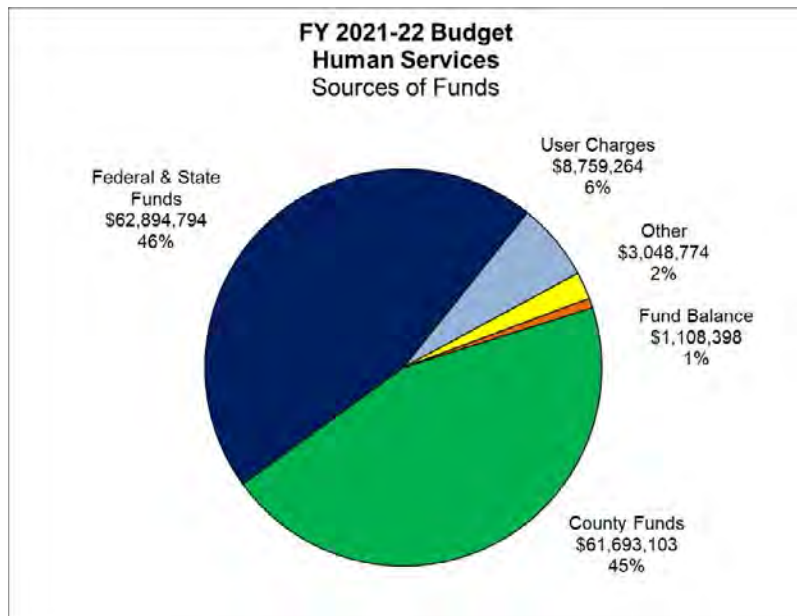
provide continued funding for school nurse positions added by the school system and will work together to ensure that these and other nursing resources continue meet the needs of the students.

Public Health funding is influenced by State-mandated funding levels for county 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 2010- 2011. Like Social Services, Public Health receives multiple grants and similar funding from non-County sources that impact overall funding.

Revenues

For FY 2021-22, total Human Services revenues increased by about \$12.5 million, or 10%, from the FY 2020-21 budget.

Federal & State Revenues support 46% of the Human Services operations while County Funds support 45%, User Charges 6%, Other Revenues 2%, and restricted Fund Balance 1%.



	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	vs. FY21 Adopted	
						\$ chg	% chg
Department							
Child Support Enforcement	\$6,619,794	\$7,039,530	\$7,060,245	\$7,589,795	\$7,589,795	\$550,265	7.8%
Coordinated Services	\$1,380,259	\$1,271,447	\$1,635,899	\$1,540,075	\$1,907,075	\$635,628	50.0%
Mental Health	\$9,674,000	\$10,331,409	\$10,556,409	\$10,828,208	\$10,828,208	\$496,799	4.8%
Public Health	\$30,418,188	\$38,682,400	\$47,956,793	\$42,219,914	\$43,999,853	\$5,317,453	13.7%
Social Services	\$61,995,402	\$66,020,152	\$71,946,305	\$71,030,118	\$71,466,118	\$5,445,966	8.2%
Transportation	\$1,137,888	\$1,272,580	\$2,240,039	\$1,361,989	\$1,361,989	\$89,409	7.0%
Veterans Services	\$247,950	\$291,791	\$286,796	\$351,295	\$351,295	\$59,504	20.4%
Total Expenditures	\$111,473,481	\$124,909,309	\$141,682,486	\$134,921,394	\$137,504,333	\$12,595,024	10.1%
Sources of Funds							
Federal & State Funds	\$55,340,856	\$58,647,808	\$65,397,311	\$62,186,794	\$62,894,794	\$4,246,986	7.2%
User Charges	\$10,393,461	\$8,257,107	\$8,257,107	\$8,759,264	\$8,759,264	\$502,157	6.1%
Other	\$2,353,503	\$2,561,498	\$2,699,498	\$3,048,774	\$3,048,774	\$487,276	19.0%
Fund Balance	\$2,150,052	\$2,485,439	\$2,687,933	\$1,108,398	\$1,108,398	(\$1,377,041)	-55.4%
County Funds	\$41,235,609	\$52,957,457	\$62,640,637	\$59,818,164	\$61,693,103	\$8,735,646	16.5%
Sources of Funds	\$111,473,481	\$124,909,309	\$141,682,486	\$134,921,394	\$137,504,333	\$12,595,024	10.1%
Permanent Positions	1,183.950	1,192.950	1,192.950	1,199.920	1,214.920	21.970	1.8%

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

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Child Support Enforcement	6,619,794	7,034,530	7,060,245	7,589,795	7,589,795	555,265	7.9%
CARES Act - Covid19	0	5,000	0	0	0	(5,000)	(100.0%)
Child Support Enforcement	6,619,794	7,039,530	7,060,245	7,589,795	7,589,795	550,265	7.8%
EXPENSE							
Personnel Services	6,145,703	6,503,974	6,503,974	7,050,365	7,050,365	546,391	8.4%
Supplies & Materials	72,571	80,650	90,537	74,650	74,650	(6,000)	(7.4%)
Other Services & Charges	392,520	454,906	458,734	464,780	464,780	9,874	2.2%
Capital	9,000	0	7,000	0	0	0	0.0%
Total Expense	6,619,794	7,039,530	7,060,245	7,589,795	7,589,795	550,265	7.8%
REVENUE							
Intergovernmental	6,381,182	6,621,849	6,621,849	6,535,021	6,535,021	(86,828)	(1.3%)
Charges for Service	75,468	60,170	60,170	60,170	60,170	0	0.0%
Miscellaneous Revenues	145,093	100,000	100,000	100,000	100,000	0	0.0%
Total Revenue	6,601,744	6,782,019	6,782,019	6,695,191	6,695,191	(86,828)	(1.3%)
County Funds	18,051	257,511	278,226	894,604	894,604	637,093	247.4%
Positions	96.85	98.85	98.85	98.82	98.82	(0.03)	0.0%

DEPARTMENTAL PURPOSE

In 1975, the Child Support Enforcement Program was a federally created program 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 2022 GOALS & OBJECTIVES

- The agency continues to use technology to increase efficiency and productivity by using the imaging system and the acquisition and use of dual monitors. The use of technology has allowed our clients to apply for child support services via online applications.

- The agency would like to continue to encourage staff development, productivity, and improve customer service by offering new training opportunities to include in-house training, webinars, and encouraging attendance at state conferences.
- The agency continues to seek ways in both the Greensboro and High Point Offices to meet the demands and increasing expansion of the agency's needs and to address the many safety concerns of the department.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- Total revenue decreased by \$86,828, or 1.3%, due to decreases in intergovernmental funding.
- Total expenses increased by \$550,265, or 7.8%, mainly due to Personnel Services, (specifically Regular Salaries, Group Insurance, and Personnel Adjustment increases).

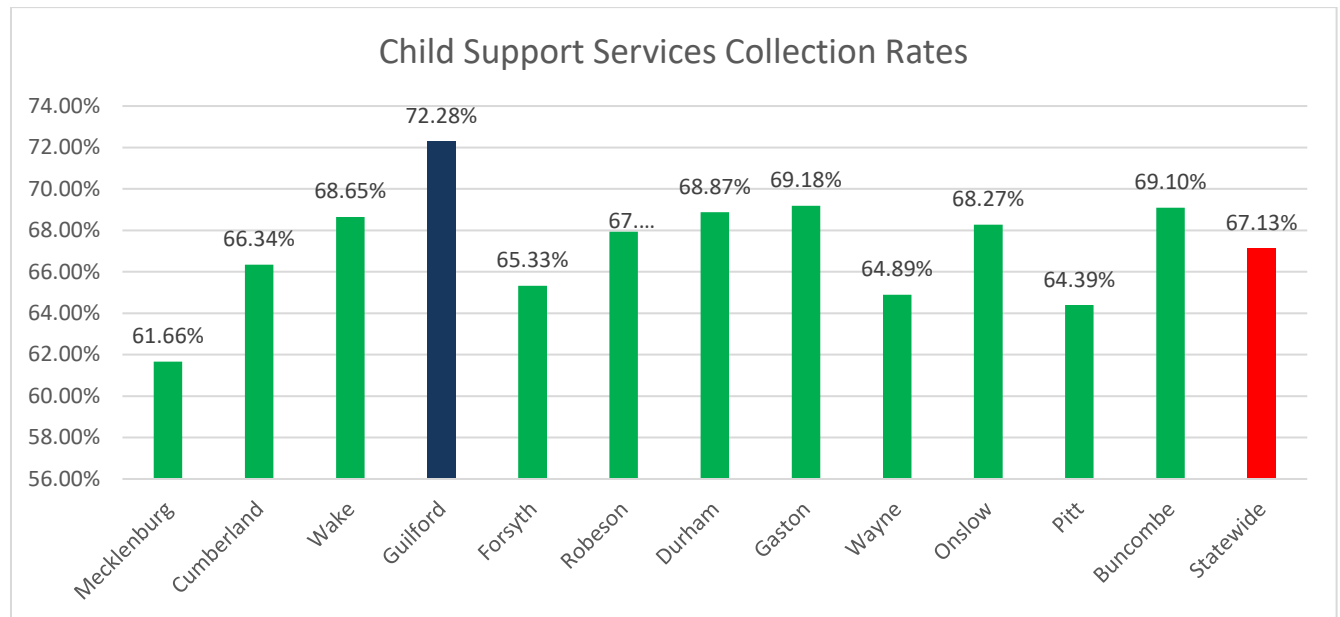
FY 2021 SIGNIFICANT ACCOMPLISHMENTS

- The department collected \$35,148,730 which was 103.23% of the goal for fiscal year FY 2020. Approximately 98% of the collections were disbursed directly to families, per state regulations, with the rest supporting department activities per state statute.
- As of March 2021, the agency maintains the highest current support collection rate when compared to the 12 counties with the largest caseloads in the state. The collection rate is 71.89%.
- The NC FAST coordinator has provided very beneficial assistance to the establishment unit by troubleshooting triggers and errors created by NC FAST to help with dispersing and building cases. Adding new positions in the Establishment Units in the past couple of years has greatly benefitted the department by increasing the cases under order.
- The Guilford County Child Support Services Department met all the five performance measures for FY 21 and received an award certificate in August 2020 for this accomplishment.

KEY PERFORMANCE MEASURES

	FY20 Actual	FY21 Estimated	FY22 Projected	FY23 Projected	Target
Collection Rate	73.35%	71.60%	72.50%	73.50%	73.50%
Cases Under Order	83.62%	80.00%	80%	82%	82%
Paternity Establishment Rate	101.14%	99%	100%	100%	100%
Payment to Arrears	71.86%	68.00%	69.50%	69.50%	69.50%
Total Collections	\$35,148,730	\$31,000,000	\$32,000,000	\$33,000,000	\$34,000,000
Total Caseload	19,758	20,346	20,400	20,100	20,100
Total Caseload per FTE	213	213	213	213	213
Total Caseload per Agent	425	427	427	425	425

Note: Estimates for FY 21 and projected measures for FY 22 are impacted by Covid-19 and its negative impact on the economy.



FUTURE OPPORTUNITIES AND CHALLENGES

- The agency must obtain fingerprints and background checks to include information regarding where every current employee and new hire(s) has lived, worked and/or attended school within the last five (5) years according to IRS Legislation 1075 Publication. Conducting the fingerprints and background checks will be an additional cost to the agency. This Federal requirement was slated to roll out for Guilford County March 2020; however, it was postponed due to the pandemic. This will likely impact operations in FY22, too.

- The agency continues to face challenges because of inadequate office space. The agency needs more square footage/space in both offices as staff are in small cubicles. The agency needs two more offices in the High Point Office in the Russell Building for management and for the Child Support Attorney. Both the Greensboro and High Point offices need interview office spaces to meet with customers to provide services and to carry out daily operations in order to meet departmental performance measures.
- North Carolina Families Accessing Services through Technology (NC FAST) is a program designed to improve and streamline the application process for people receiving benefits. NC FAST continues to be a challenge and has had a negative impact on the Child Support Agency by creating backlogs and thereby adversely affecting the percentage of cases under order. Incorrect referrals, duplicate cases, and troubleshooting triggers continues to be problematic as a result of NC FAST.
- Guilford County offers countywide leadership trainings to identify future leaders in county government and employees are encouraged to take advantage of the opportunities for career growth and succession planning.
- HB 630 requires each County DSS and Child Support Department to have a Memorandum of Understanding to meet federally mandated performance measures to continue to receive federal funding. Again, additional positions and/or other resources are needed to meet this mandate by strategizing and focusing on key performance measures.
- The Child Support Services Agency has faced many challenges due to the COVID-19 pandemic which will continue to negatively impact our ability to meet performance measures. Our department relies heavily on scheduled court dates to establish paternity, to set orders, to set payments to arrears, and to collect support. Courts were closed numerous dates throughout the FY 21 year and Child Support cases had to be rescheduled. This created a 4 to 6-month backlog. Additionally, the Greensboro Office was required to move to a smaller courtroom to accommodate the rising number of domestic violence cases, and this severely hampered our ability to schedule, move cases, and establish orders. Also, to comply with social distancing, the Courts scheduled fewer cases. Lastly, a lot of clients lost their jobs due to the pandemic and this adversely affected their ability to pay child support. Thus, collections are down.

COORDINATED SERVICES

Michael Halford, County Manager

P.O. Box 3427 Greensboro, NC 27401 (336) 641-6182

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Coord Services Admin	44,500	33,790	33,790	15,000	15,000	(18,790)	(55.6%)
General Services	191,210	165,500	216,915	165,500	532,500	367,000	221.8%
JCPC Services	1,144,549	1,072,157	1,385,194	1,359,575	1,359,575	287,418	26.8%
Coordination Services	1,380,259	1,271,447	1,635,899	1,540,075	1,907,075	635,628	50.0%
EXPENSE							
Personnel Services	12,702	3,290	3,290	6,879	6,879	3,589	109.1%
Other Services & Charges	1,367,558	1,268,157	1,632,609	1,533,196	1,900,196	632,039	49.8%
Total Expense	1,380,259	1,271,447	1,635,899	1,540,075	1,907,075	635,628	50.0%
REVENUE							
Intergovernmental	1,309,875	1,205,274	1,510,075	1,505,075	1,505,075	299,801	24.9%
Appropriated Fund Balance	0	50,000	50,000	50,000	50,000	0	0.0%
Miscellaneous Revenues	465	150	150	150	150	0	0.0%
Total Revenue	1,310,340	1,255,424	1,560,225	1,555,225	1,555,225	299,801	23.9%
County Funds	69,920	16,023	75,674	(15,150)	351,850	335,827	2,095.9%
Positions	0.1	0.1	0.1	0.1	0.1	0	0.0%

DEPARTMENTAL PURPOSE

Coordinated Services works to improve the quality of life for the youth and their families in Guilford County by collaborating with nonprofit and public agencies to offer a variety of programs and services to assist them with daily life challenges. In addition, both prevention and intervention programs are provided to at-risk and vulnerable populations including their family members. Coordinated Services addresses the Board Priority of reducing disparity and achieves one of the County's Core Values of Equity and Inclusion. Programs and services are provided in conjunction with community partnerships through the local county Juvenile Crime Prevention Council (JCPC) and the North Carolina Department of Public Safety (NCDPS) Division of Juvenile Justice under the guidance of the North Carolina General Statute 143B-845-852. The local county JCPC reviews and monitors all funded programs annually to evaluate performances of each program throughout the funding cycle. Sub-committees prioritize local risk factors and develop requests for proposals that determine gaps in the risks and needs in our community. Sub-committees also recommend funding to the Board of Commissioners for annual funding of programs and services.

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. A County

Administration staff member serves as Administrative Liaison to the council. Resource coordination and collaboration with both the Board of Commissioners and community-at-large is a significant function. The Guilford County JCPC 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 JCPC 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 by filling gaps in risks and needs found locally with diverse organizations. 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. Towards the end of each fiscal year, JCPC evaluates funding proposals for the next fiscal year and will submit a recommendation to the Board of Commissioners for the JCPC County Funding Plan. This funding plan was approved by the Board of Commissioners upon adoption of the budget for FY 2021-22.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- Total revenue for Coordination Services increased by \$299,801, or 23.9%, due to increases in intergovernmental revenue.
- For JCPC, The NC Department of Public Safety funding of \$1,289,575 remains unchanged from FY21 Amended budget. Guilford County's Cash Match for JCPC of \$85,000 also remains unchanged.
- Total expense increased by \$635,628, or 50%, from the FY21 Adopted Budget, due in part to the addition of the Community-Based Organizations and increases in JCPC funding.
- This budget reflects the decision to move about \$30,000 of funding for the e-Civis software program to the Office of Budget and Management Services for staffing that will support nonprofits in Guilford County.
- In FY 2022, the budget includes \$100,000 from ABC Bottle Tax revenue and proceeds from fund balance to fund the County's Opioid Diversion Program, GC Stop. The program is housed within Emergency Services.

FY 2021 SIGNIFICANT ACCOMPLISHMENTS

- With the increased funding by the Raise the Age Initiative, Guilford County was able to fund four new programs in FY 2020-2021.
- Due to COVID-19 related concerns, most of our programs have adapted well to changes, from fulfilling CDC guidelines in cleaning and social distancing, as well as moving to virtual options for their youth and families.
- Coordinated Services maintained COVID-19 safety measures by hosting all meetings, sub-committee meetings, trainings, and informational sessions within virtual formats. This

has shown increased involvement of all stakeholders as well as opened a broader net to community members to attend any meetings through the comfort and safety of their home.

- All JCPC regularly monthly meetings and sub-committee meetings are posted within Legal Notices with easy access for participation to all stakeholders and general public as well as links to virtual meetings on the Guilford County JCPC webpage.
- With the guidance of NCDPS, annual program monitoring evaluations converted from site visit sessions to virtual formats. Sub-committee members fulfilled the annual monitoring evaluations (6-month evaluation period) for 21 programs within 17 days. Normally, this takes two-months. Included in these evaluations was prep work, virtual visits, virtual sub-committee meetings and completion of all reporting forms via electronic means.
- Continued electronic submissions for the following: annual monitoring reports of all programs to NC DPS; Annual Plan & Certifications to NC DPS; programs submissions of their monthly reporting and expenditure reports to Guilford County for reimbursements; applications for those wishing to become a JCPC Member when vacancies occur; and an RFP Application posting and submissions for annual funding through NC DPS.
- Continued compliance with state statues which includes coordination of monthly meetings and sub-committee meetings, scheduling annual program monitoring, annual funding allocation processing, monthly reimbursement processing and collaborating with all allied partners.
- When available, post funding opportunities available through NC DPS with links to the application and additional information on the Guilford County JCPC webpage (including non-JCPC related funding opportunities).

Planned JCPC Program Funding for FY 2021-2022

Program Provider	DPS JCPC Funding	Local Funding				Other Federal / State Funds	Other Funds	Total	% Non DPS JCPC Program Revenues
		County Cash Match	Local Cash Match	Local In-Kind					
AYN/YF- Act Together Crisis Care	\$77,000		\$483,835			\$264,000	\$824,835	91%	
AYN/YF- Active Parenting of Teens	\$35,150		\$11,100			\$3,833	\$50,083	30%	
AYN/YF- ASAP Residential Substance Abuse Treatment	\$102,000	\$7,000	\$23,600			\$327,255	\$459,855	78%	
AYN/YF- Mell/Burton Structured Day	\$80,000	\$9,955	\$171,236	\$158,000		\$979,808	\$1,398,999	94%	
AYN/YF- Outpatient Counseling	\$76,422	\$10,695	\$21,467			\$92,775	\$201,359	62%	
AYN/YF- Psychological Testing	\$30,000	\$4,000	\$5,000			\$11,407	\$50,407	40%	
Barium Springs- STOP Program	\$51,060	\$5,500	\$9,820			\$234,940	\$301,320	83%	
Changing Faces Interpersonal	\$38,443	\$3,800	\$8,197				\$50,440	24%	
Changing Faces Mentoring	\$54,642	\$4,500	\$14,188				\$73,330	25%	
Changing Faces Vocational	\$55,685	\$7,000	\$12,865				\$75,550	26%	
OSF- Community Service-Restitution	\$109,800	\$8,200	\$15,318	\$9,430			\$142,748	23%	
OSF- Guilford County Teen Court	\$106,751	\$10,000	\$35,724	\$5,400			\$157,875	32%	
OSF- Junior-Senior Life Skills	\$54,000	\$5,350	\$32,004	\$1,560			\$92,914	42%	
OSF- Juvenile Mediation Program	\$0	\$0	\$0	\$0			\$0	23%	
Operation Homework	\$35,000	\$5,000		\$12,800		\$88,568	\$141,368	75%	
B&G Club Project Learn	\$40,416			\$55,325			\$95,741	58%	
B&G Club Positive Action All Ages	\$64,906			\$19,515			\$84,421	23%	
Nehemiah's Tech & Robotic Academy	\$65,200		\$2,000	\$43,032			\$110,232	41%	
Nehemiah's Apprenticeship Training	\$41,500			\$14,500			\$56,000	26%	
BOTSO Mentoring	\$30,000			\$17,348			\$47,348	37%	
Selfless Foundation- Comprehensive Clinical Assessment	\$61,600	\$4,000	\$19,129	\$0			\$84,729	27%	
Communities in Schools -Job Skills- Vocational Skills	\$65,000			\$28,599			\$93,599	31%	
JCPC Administration	\$15,000						\$15,000	0%	
TOTAL	\$1,289,575	\$85,000	\$865,483	\$365,509	\$2,002,586	\$0	\$4,608,153	72%	

* Funding amounts current as of May 6, 2021.

FY 2021-22 Community Organization Funding

Agencies	FY 2022 Adopted
Greensboro Alumnae Delta Cultural Enrichment Center	\$ 5,000
Greensboro Business League	\$ 72,000
Backpack Beginnings - Food Delivery Box Truck	\$ 65,000
Puzzle Play	\$ 20,000
Sister Circle	\$ 20,000
Triad Adult Day Care of High Point	\$ 25,000
Greensboro Men's Club Foundation	\$ 50,000
Hayes Taylor YMCA	\$ 25,000
Carl Chavis YMCA	\$ 15,000
Black Suit Initiative/Sparrow's Nest	\$ 20,000
Greensboro / Guilford County Crime Stoppers	\$ 50,000
Total*	\$ 367,000

**Funding for agencies based on verification of non-profit status and other county funding policies and guidelines.*

MENTAL HEALTH

Michael Halford, County Manager
Sandhills Local Center

P.O. Box 3427 Greensboro, NC 27401 (336) 641-6182

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Mental Health Admin	6,974,000	7,631,409	7,856,409	8,464,394	8,464,394	832,985	10.9%
Mental Health Clinics	2,700,000	2,700,000	2,700,000	2,363,814	2,363,814	(336,186)	(12.5%)
Mental Health	9,674,000	10,331,409	10,556,409	10,828,208	10,828,208	496,799	4.8%
EXPENSE							
Personnel Services	0	247,409	247,409	459,697	459,697	212,288	85.8%
Supplies & Materials	0	60,000	60,000	60,000	60,000	0	0.0%
Other Services & Charges	9,674,000	10,024,000	10,249,000	10,308,511	10,308,511	284,511	2.8%
Total Expense	9,674,000	10,331,409	10,556,409	10,828,208	10,828,208	496,799	4.8%
REVENUE							
County Funds	9,674,000	10,331,409	10,556,409	10,828,208	10,828,208	496,799	4.8%
Positions	0.00	6.00	6.00	6.00	6.00	0.00	0.0%

DEPARTMENTAL PURPOSE

The County partners with Sandhills Center as our Local Management Entity for Behavioral Health. Sandhills Center's mission 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.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- The FY 2022 Adopted budget increased by \$496,799, or 4.8%, from FY 2021. The increase is primarily driven by an increase in Administrative Services Personnel and security for the new Behavioral Health facility to be operated by Cone Health in coordination with Sandhills and Guilford County starting in FY 2022.
- Personnel expenses increased \$212,288, or 85.8%, from FY 2021 Adopted reflecting the costs of additional administrative staff for the facility in its first full year of operation.
- Other Services & Charges increased by \$284,511, or 2.8%, from the FY 2021 Adopted budget. These increases including funding for additional contract security for the new adult mental health facility.

PUBLIC HEALTH

Heather Skeens, Human Services Director
Dr. Iulia Vann, Director, Division of Public Health

1203 Maple Street, P.O. Box 3508 GSO, NC 27401
(336) 641-3288

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Public Health Administration	3,582,086	2,093,515	3,778,703	2,096,255	2,096,265	2,750	0.1%
Community Health	8,082,942	11,801,678	10,288,225	13,396,535	14,936,471	3,134,793	26.6%
Health Education	1,488,592	1,618,110	1,375,493	1,788,706	1,788,708	170,598	10.5%
Clinical Health	8,456,096	11,557,220	12,150,369	12,693,587	12,933,585	1,376,365	11.9%
Environmental Health	2,791,156	4,182,816	2,998,753	4,637,364	4,637,361	454,545	10.9%
Allied Health	5,778,885	6,723,248	5,952,444	7,459,870	7,459,866	736,618	11.0%
PH Preparedness	238,431	505,813	380,200	147,596	147,597	(358,216)	(70.8%)
CARES Act - Covid19	0	200,000	543,867	0	0	(200,000)	(100.0%)
COVID Initiatives	0	0	10,488,739	0	0	0	0.0%
Public Health	30,418,188	38,682,400	47,956,793	42,219,913	43,999,853	5,317,453	13.7%
EXPENSE							
Personnel Services	23,578,733	31,839,331	36,562,095	34,775,524	35,792,464	3,953,133	12.4%
Supplies & Materials	1,644,950	2,566,297	3,445,148	2,480,230	2,480,230	(86,067)	(3.4%)
Other Services & Charges	2,902,893	4,002,621	5,390,706	4,340,345	5,103,345	1,100,724	27.5%
Human Services Assistance	93,648	154,536	1,497,984	468,389	468,389	313,853	203.1%
Capital	2,199,826	119,615	1,060,860	155,425	155,425	35,810	29.9%
Other	(1,863)	0	0	0	0	0	0.0%
Total Expense	30,418,188	38,682,400	47,956,793	42,219,913	43,999,853	5,317,453	13.7%
REVENUE							
Licenses & Permits	762,127	699,250	699,250	769,300	769,300	70,050	10.0%
Intergovernmental	7,188,643	7,370,010	11,299,840	7,730,840	8,438,840	1,068,830	14.5%
Charges for Service	9,473,598	7,369,875	7,369,875	7,802,294	7,802,294	432,419	5.9%
Appropriated Fund Balance	1,920,905	2,410,439	2,539,599	1,033,398	1,033,398	(1,377,041)	(57.1%)
Miscellaneous Revenues	1,665,040	1,873,137	2,011,137	2,412,913	2,412,913	539,776	28.8%
Total Revenue	21,010,314	19,722,711	23,919,701	19,748,745	20,456,745	734,034	3.7%
County Funds	9,407,874	18,959,689	24,037,092	22,471,168	23,543,108	4,583,419	24.2%
Positions	416.50	417.50	416.50	418.50	433.50	16.00	3.8%

DEPARTMENTAL PURPOSE

The Department of Public Health provides patient care services that include medical care, laboratory services, and pharmacy services. A large part of the operation also includes environmental health services such as sanitary sewage management, food and lodging sanitation, public swimming pool inspections, and on-site water supplies. The Community based services range from in-home care for elderly or disabled persons, to a home-visiting program for pregnant women and newborn babies, to health education, and to health-related emergency preparedness services. The Health Department also provides support to the Coalition on Infant Mortality, a nonprofit public/private partnership that serves as the backbone for all programs in the county that address infant mortality. Additional key programs include school nursing, nutrition

services for all ages, disease outbreak investigations and treatment, and other children's services such as immunizations and dentistry.

According to NCGS 130-A. public health agencies are mandated to provide inspection and regulation of such services as:

- 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.

Assurance for the following essential services is also provided:

- public health laboratory services;
- child health services;
- maternal health;
- family planning;
- dental health;
- home health; and
- adult health.

The Department provides all mandated and essential services such as communicable disease control (TB, HIV, influenza, etc.), family planning, refugee screening, dentistry, vital records management, environmental health, 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 Environmental Health team works very closely with the Planning Department as well as the Fire Marshall to complete a series of projects and permitting procedures that require our assistance. The Department also works to mobilize the community in the event of wide-spread health-related emergencies (pandemics, natural disasters, etc.) affecting the entire community.

The Department works very closely with a variety of partners, especially with Emergency Services (ES) to address the opioid crisis through education, overdose reversal strategies, harm reduction and referral practices. Another partnership has been created in the last two years between the Health Department, EMS and an external stakeholder, addresses the need to connect Hepatitis C and HIV-positive clients to medical care and treatment opportunities. Also, Public Health and Emergency Management work together to create plans for a variety of emergencies, including outbreaks and shelter management, as well as conduct training and respond to public health emergencies.

As part of our assurance activities, the Health Department reviews and gives recommendations to the medical care vendor that serves our two Detention Centers by reviewing medical policies and manuals every year and participating in quality improvement conferences with representatives from the service provider and the detention center leadership.

FY 2022 GOALS & OBJECTIVES

- Implement, coordinate and evaluate new evidence-based programs that focus on reducing the infant mortality racial disparities seen in our community.
- Continue and expand all clinical services including Primary Care services and Telehealth.
- Complete final stages in the preparation for Medicaid Managed Care Transformation that has re-launched in 2021 and will be starting on June 1st.
- Enhance the Clinical and School Health programs by exploring innovative ways of using Telehealth technology.
- Maintain in-home services for disabled children (CAP/C) and disabled adults (CAP/DA) and manage the waiting lists for services as funding allows.
- Increase percentage of children under 24 months of age who receive required childhood immunizations by sponsoring various outreach and patient education activities.
- Maintain visibility of health promotion, disease prevention, and drug use messages by participating in public school and university events, recreation center activities, community health fairs, faith-based conferences, and other appropriate venues
- Recruit, hire, and onboard key vacant positions such as the Assistant Health Director.
- Enhance communicable disease investigations and follow-up through staff training and operational support.
- Increase timeline compliance with wastewater system inspection requirements.
- Manage Vital Records to the benefit of residents by meeting the requirement for filing birth certificates within 3 days, and death certificates within 5 days of receipt.
- For the purpose of maintaining our focus on prevention, we will continue to educate the public on environmental health hazards such as Lead Abatement and water quality; communicable infection prevention; chronic disease management; and personal health promotion.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- The FY 2022 Adopted expense budget increased by \$5.3 million, or 13.7%, from the FY 2021 Adopted budget. The increase is partially offset by other revenue sources, thus net county funding for Public Health increased by \$4.6 million, or 24.2%.
- Public Health FY 2022 Adopted revenues increased by \$734,034, or 3.7%, driven by grant, Medicaid fees, and community contribution changes.
- Personnel expenses increased by \$3.9 million, or 12.4%, mainly due to merit increases and personnel adjustments associated with implementation of Phase 2 of the county-wide market pay study, as well as the addition of 15 school nurse positions aimed at increasing care to the Guilford County School system.

- Supplies & Materials decreased by \$86,067, or 3.4%, primarily driven by the reduction in need for COVID-19 cleaning supplies.
- Other Services & Charges increased by \$1.1 million, or 27.5%, from FY 2021. Most of this increase stemmed from an increase in Professional Services attributed to the increased funding for at-risk pregnancies aimed towards the Board of Commissioners' goal of reducing the infant mortality rate, as well as equipment repair within the dental clinic.
- Human Services Assistance increased by \$313,853, or 203.1%, due to the ongoing contractual relationship with Ramada Inn to provide room and board to the county's homeless population to reduce the COVID-19 infection rate.
- 40 School Nurse positions were requested in the FY 2022 Adopted Budget. The budget includes 15 School Nurse positions to aid in this request. The Board of Education has included funding for up to 40 nurse positions starting in FY 2021-22 and continuing for following two fiscal years from its COVID relief or ESSER funding. Once that funding ends, the County will need to work with the Schools to provide continued funding for those positions, and it will work together overall to make sure that these and other nursing resources meet the needs of the students.
- Two Infant Mortality positions were added to Public Health's Community Health division. These positions will provide additional capacity for the existing Infant Mortality programs and will support the Board's priority of reducing high infant mortality rates among African American and minority communities throughout the county with a focus on high-risk areas.
- Two additional positions were requested as part of Environmental Health for the Water Quality program, but these were not included in the FY 2021 Adopted budget.

FY 2021 SIGNIFICANT ACCOMPLISHMENTS

- During FY 2020, Public Health welcomed a new Assistant Health Director (Dr. Amelyn Olsen) and experienced her resignation within 1 month of her start date due to family medical complications. We also experienced the retirement of our long-term Community Health Director, Mrs. Felicia Reid, and we welcomed Mrs. Susan Hawks as the next Community Health Nursing Director.
- COVID-19 response team investigated and completed over 43,000 cases and counting of COVID-19.
- During FY 2020-2021, we continued to respond to COVID-19 in a variety of ways including the planning and set up of three mass vaccination sites in both Greensboro and High Point, administering over 95,000 doses of vaccine and counting.
- The Public Health Community Health team successfully assisted over 600 individuals to be placed in a homeless shelter after being housed at our Quarantine and Isolation hotel and provided case management and support to all these clients and their families.
- Our program that provides Care Management for Children (CC4C) was successful in realigning with COVID-19 restrictions and utilized video and phone conferences to serve

the patients in the program. Similar telemedicine services were provided for pregnant women through our Obstetrics Care Management program (OBCM).

- Our school health program has seen a dramatic shift in duties and responsibilities since schools have been closed for most of the year. All School Health nursing staff had been reassigned to investigate cases of COVID-19 and conduct contact tracing in partnership with our Communicable Disease team, and most recently have been tasked with administering the COVID-19 vaccine in our clinics. As of April of 2021, schools have reopened, and our school nurses are slowly transitioning from COVID-19 activities back to their assigned schools.
- Our Dental Program continued to be proactive in addressing needs in our Health Department including mask production, research of new dental techniques for COVID-19 prevention, and preparing the clinics for reopening.
- This year we renewed key contracts with Wake Forest Medical Center, Cone Health Foundation, Healthy High Point Foundation, and other key partnering agencies. These grants allow PH to expand services in targeted areas.
- We negotiated and completed 1 additional contract with private insurance companies for additional expansion of in-network services for our clients (BCBS State Plan).
- The Department worked collaboratively with the Guilford County Attorney and Guilford County Board of Commissioners to adopt a Board of Health Rule that allows the Health Department to enforce the Governor Executive Order and allow civil penalties (fines) to those who violate the Executive Order.

KEY PERFORMANCE MEASURES

	FY20 Actual	FY21 Estimated	FY22 Projected	FY23 Projected	Target
Adult Health					
Community Alternative Program for Disabled Adults -(CAP/DA) served/ waiting list	DA-275	DA-300	DA-300	DA-300	DA-300
Community Alternative Program for Disabled Children - (CAP/C) served/ waiting list	C-67	C-45	C-77	C-77	C-77
School Health Nurse / Student Ratio	1:1737	1:1737	1:1028	1:730	1:750
Newborn Home Visiting	3,367 Unduplicated 4,068Total	3,500 Unduplicated 4,200 Total	4,256 Unduplicated 5,000Total	4,256 Unduplicated 5,000 Total	6,000 Unduplicated 6,600 Total
General Clinical Visits Completed	29,228	30,000	33,500	33,550	35,000
Dental Visits Completed	4,315	5,312	6,000	7,000	7,000
Laboratory Tests Performed	163,357	141,264	175,000	199,000	199,000

	FY20 Actual	FY21 Estimated	FY22 Projected	FY23 Projected	Target
Prescriptions Filled by Pharmacy	49,442	43,870	50,000	62,000	62,000
% of Children 24 Month of Age or Below Receiving Required Childhood Immunizations (State Goal is 85%)	72%	118%	100%	100%	100%
Women, Infant and Children (WIC) % of "Base Caseload" within County (State Mandated 97%)	100%	118%	97%	97%	100%
Maternity Clients Visit Counts	5,260	5,300	5,350	5,500	5,500
Family Planning Patient Visit Counts	5,242	5,300	5,500	6,000	6,000

Communicable Disease

STD Clients that Obtain Clinical Services	7,382	7,000	8,500	8,550	8,550
Tuberculosis Cases	23	22	20	20	0
Reportable Communicable Diseases Reported	1,224	1,200	1,200	1,200	1,200
Refugee Clients Assisted within Clinic	220	300	500	550	550
Refugees Health Assessments Completed	100%	100%	100%	100%	100%
Refugees Health Assessments Completed within State Mandated 90 Day Timeframe	100%	100%	100%	100%	100%

Food and Lodging

Required Food and Lodging Inspections Conducted	2,680	2,838	5,500	5,500	5,500
Compliance with Required Inspections by Establishments	76%	76%	75%	75%	80%
Reported Food-Borne Illnesses	34	40	50	55	40
Restaurant Employees attended Servsafe	0	0	4	4	4
Restaurant Employees Successfully Completing Serve Safe	0%	0%	65%	70%	75%
Required Wastewater System Inspections (Pump Systems) Conducted	682	750	800	950	1269
Compliance with Required Wastewater System Inspections	53.74%	59.10%	63.04%	74.86%	100.00%

Health Education

Teen Girls Reached Through Teen Pregnancy Prevention Efforts	0	0	200	850	850
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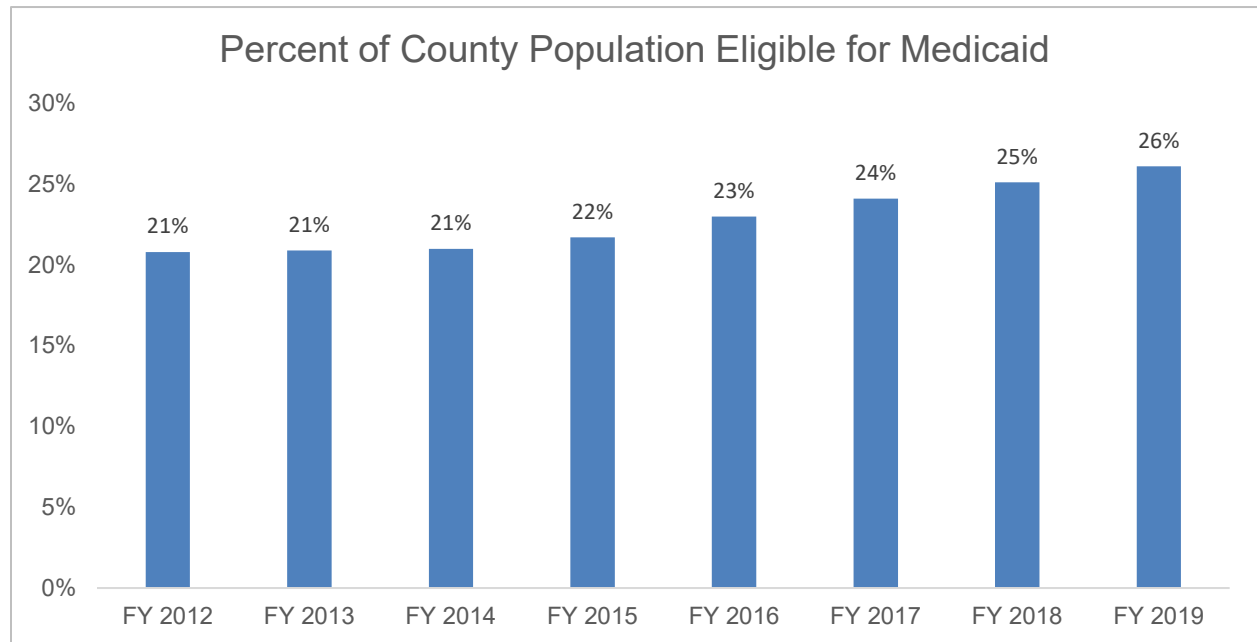
	FY20 Actual	FY21 Estimated	FY22 Projected	FY23 Projected	Target
Residents Contacted Through STD Outreach Activities	0	750	640	800	1,200
Residents Tested During STD Outreach Activities	0	2,168	1,500	3,000	2,475
Residents That Tested Positive for Any STD Through Health Ed Outreach Program	0%	12%	10%	12%	12%
Media Contacts Made to Promote Public Health Prevention Goals and Messaging	3,155	4,220	2,700	2,700	2,700

Vital Records

Average Number of Days for Death Registration (Filed Within 5 Days)	8.1	7.5	7.1	6.5	5
Average Number of Days for Birth Registration (Filed Within 5 Days)	3.5	3	3	3	3

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.



Medicaid Eligibility Source: NC DMA SFY Annual Unduplicated Enrollment Counts by County and Budget Groups
 Population Source: NC OSBM County Estimates

FUTURE OPPORTUNITIES & CHALLENGES

- COVID-19 has surfaced a variety of health inequities that were already affecting our communities and has even exacerbated some. Addressing these inequities with a racial equity lens must become a priority for the near future.
- Many of the older septic systems in Guilford are continuing to fail. Residents demand and deserve potable water supplies and proper sewage elimination. We are challenged with creating options for maintaining sewage systems in soil conditions that are not suitable for the intended uses.
- PH must continue to monitor and tailor services to Special Populations with particular health needs and challenges. These specifically include uninsured, children, pregnant mothers, the elderly, the disabled and the justice involved.
- As the need is continuing to grow, we must analyze options for expanding our adult dental services.
- Data gathering and analytics will be refined as we monitor patient outcomes for Incentive Payments as a part of Medicaid Managed Care.
- With limited staffing and the need for continued technical expertise, Inspections of food establishments, ground water, health hazards may continue to be an area of challenge.

SOCIAL SERVICES

Heather Skeens, Human Services Director
Sharon Barlow, Deputy Director, Division of Social Services

1203 Maple St., P.O. Box 3388, Greensboro, NC 27402
(336) 641-3447

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Social Services	33,147,494	33,054,030	35,519,568	37,783,320	37,783,319	4,729,289	14.3%
Social Services Programs	14,739,329	17,859,648	18,839,275	18,272,395	18,272,395	412,747	2.3%
Family Supportive Services	9,043,819	10,052,000	10,141,883	10,202,000	10,202,000	150,000	1.5%
Older Adults Services	2,913,015	2,492,398	2,931,880	2,260,328	2,260,328	(232,070)	(9.3%)
Community Based Services	31,193	35,500	35,501	35,500	35,500	0	0.0%
Social Services Financial Asst	31,509	85,500	85,501	85,500	85,500	0	0.0%
Medical Assistance	2,085,462	2,391,076	2,391,076	2,391,076	2,391,076	0	0.0%
Veteran Services	37	0	0	0	0	0	0.0%
CARES Act - Covid19	3,544	50,000	0	0	0	(50,000)	(100.0%)
COVID Initiatives	0	0	2,001,621	0	436,000	436,000	0%
Social Services	61,995,402	66,020,152	71,946,305	71,030,118	71,466,118	5,445,966	8%
EXPENSE							
Personnel Services	41,451,785	43,229,468	45,511,291	47,773,580	47,773,580	4,544,112	10.5%
Supplies & Materials	155,691	223,500	881,556	204,500	204,500	(19,000)	(8.5%)
Other Services & Charges	5,296,441	5,651,385	5,976,831	5,792,307	5,792,307	140,922	2.5%
Human Services Assistance	14,714,558	16,915,799	18,823,484	17,259,731	17,695,731	779,932	4.6%
Capital	376,927	0	5,864	0	0	0	0.0%
Other	0	0	747,279	0	0	0	0.0%
Total Expense	61,995,402	66,020,152	71,946,305	71,030,118	71,466,118	5,445,966	8.2%
REVENUE							
Intergovernmental	39,475,394	42,396,774	44,083,345	45,367,784	45,367,784	2,971,010	7.0%
Charges for Service	68,158	102,812	102,812	102,500	102,500	(312)	(0.3%)
Appropriated Fund Balance	229,147	25,000	98,334	25,000	25,000	0	0.0%
Miscellaneous Revenues	501,836	588,211	588,211	535,711	535,711	(52,500)	(8.9%)
Total Revenue	40,274,535	43,112,797	44,872,702	46,030,995	46,030,995	2,918,198	6.8%
County Funds	21,720,868	22,907,355	27,073,603	24,999,123	25,435,123	2,527,768	11.0%
Positions	652	652	653	657	657	5	0.8%

DEPARTMENTAL PURPOSE

The Division of Social Services in the Department of Health and Human 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 Division of Social Services addresses the Board of County Commissioners' core value of Service and Outcomes Excellence by providing quality resources and programs to residents. 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, skills for daily living, and employment. It administers numerous Federal economic assistance programs, including access to safe childcare for families. All programs within the Economic Services division are federally or state funded and are mandated services.
- The Children’s Services division of Social Services strengthens families by preventing incidents of abuse, neglect or exploitation, and it protects 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. All programs within the Children’s Services division are federally or state funded and are mandated services.
- 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 Department of Veterans Services assists the Department of Social Services in working with Guilford County Veterans and their dependents, by seeking and applying for Veterans Affairs related benefits. All programs within the Aging & Adult Services division are federally or state funded and are mandated services.
- 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. Many programs within the Administrative Services division are federally or state funded and support mandated programs and services.

In previous years, the County’s Medical Assistance Program has been included in the Public Assistance Mandates section of the budget. From FY 2017 forward, these funds will be a part of Social Service’s budget. County Medical Assistance accounts for reimbursement-eligible medical transportation services.

FY 2022 GOALS & OBJECTIVES

- Continue to explore strategies to ensure accessibility to all services and programs to support Guilford County residents during the COVID-19 pandemic and beyond.
- Increase the use of the Family Law Facilitator Program by 5% and positively impact the number of children coming into custody for protective services.
- Reduce the number of youth in Congregate Care in accordance with the Family First Prevention Services Act (FFPSA). This allows for the child in custody to be in family-like settings such as kinship care and family foster homes, which can positively impact a child’s well-being.

- Continue and expand the Practice of Shared Parenting Project with Children's Home Society.
- Implement an internal family reunification process by utilizing an Intensive Reunification Specialist within the Children's Services division.
- Continue to develop QA/Training team in Aging and Adult Services.
- Continue partnership/collaboration with Family Justice Center.
- Explore technology solutions for case and document management for Aging and Adult Services.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- Total revenue for the division increased by \$2.9 million, or 7%, from FY 21 due to increases in intergovernmental revenue, mainly Medicaid Administration.
- Total expense increased by \$5.4 million, or 8%, from FY 21, with most of the increases coming from the Personnel Services group, with a \$2.2 million dollar increase in Regular Salaries and a \$1.05 increase in Personnel Adjustments.
- This budget reflects the addition of four requested positions. The additional positions are: 2 Adult Protective Services Social Workers, one Adult Protective Services Guardianship Social Worker, and one Social Worker II for In-Home Aide. The budget also includes additional money for the County to take over the 25% of salaries (about \$30,000 total) previously funded by Moses Cone for three Eligibility Caseworkers.
- This budget does not include the request for a Social Service Internship/Fellowship expansion, a DSS Staffing Study, or a Legal Services Director for Community Resources.
- This budget does not reflect any additional COVID-19 specific requests due to future County evaluation of the Federal American Rescue Plan Act of 2021.

FY 2021 SIGNIFICANT ACCOMPLISHMENTS

- Assisted in the county response to administering the COVID-19 vaccine.
- There was a successful Celebrate the Children project, a program that ensures children in the foster care system receive gifts for Christmas. New sponsors were added this year and the project was moved to the former Life Span building in High Point. The additional space allowed for increased productivity.
- Obtained free commercial advertising with Red Cinemas for recruiting foster parents in Guilford county.
- Implemented a Permanence Training with all Court Collaborative members.

- Coordinated the implementation of Anchor Hope as a community resource for children in foster care. This a vital and free resource that assists when children in foster care spend the night at DSS due to no placement options.
- Upgraded the Foster Home Application to capture the Room & Board Payments.
- Implemented Virtual Assistance Software to enhance foster parent recruitment.
- All In-Home Services Social Workers were trained in Triple P (Positive Parenting Program) to increase services to families.
- Economic Services Division was able to successfully meet the needs of our residents who need assistance with Food & Nutrition and Medicaid during the pandemic.
- Successful implementation of the FNS Employment & Training Program partnering with Guilford County Technical College.
- Implemented Emergency Rental and Utilities Assistance Program with U.S. Treasury and County funds to assist the community affected by the pandemic.
- Staff are prepared for the move to managed care under Medicaid Transformation.
- Aging Services formed a partnership with the Diaper Bank of North Carolina (savings ranging from \$25-\$50 per delivery) which served 75 individuals for a total of 2612 items delivered.
- Increased hours for In-Home Aides clients to allow additional service time allowing aides to run errands and shop for persons at high risk for contracting COVID (5220 hours).
- In Home Aide and Adult Day Services have a customer satisfaction rate of 96.95 % for 2020.

KEY PERFORMANCE MEASURES

	FY 21 Actual	FY21 Estimated	FY22 Projected	FY23 Projected	Target
Administration					
Estimated Agency Efficiency Increases from Technology Initiatives In Progress	50%	60%	50%	50%	n/a
Adult & Aging Services					
Adult Foster Care Guardianship caseload per SW	32	28	32	35	25
Adult Homes caseload per SW	11	11	11	12	12
Adult Protective Service apps per SW	83	89	95	100	-
Adult Protective Service caseload per SW	14	15	16	17	15
AS 1 - Abuse/ Neglect evaluations completed within 30 days	97.60%	100%	100%	100%	85%

	FY 21 Actual	FY21 Estimated	FY22 Projected	FY23 Projected	Target
AS 2 - Exploitation cases completed within 45 days	97.50%	100%	100%	100%	85%
In-Home Aide Caseload per SW	46	35	35	35	40
In-Home Aide/Adult Day Care Initial Visit Timeliness (goal: 100% of assignments within 7 business days)	95% (COVID)	100%	100%	100%	100%
Children, Youth & Families					
Foster Care caseload per SW	13	15	15	15	15
18-21 Foster Care caseload per SW	15	22	25	27	15
Adoption caseload per SW	12	18	18	18	15
Abuse Assessment Cases per SW	13	13	12	11	10
In-Home Services Cases per SW	10	15	16	16	10
Number of Homes per Licensing/Placement Social Worker	21	21	22	22	15
Economic Services					
Average FNS applications per month *	644	3,228	700	700	demand
Average FNS recertification cases per month *	3,700	1,000	3,700	3,700	demand
Percent of FNS applications processed timely	98%	95%	98%	98%	95%
Percent of FNS recertification cases processed timely	96%	96%	97%	97%	95%
Average Medicaid recertification cases per month	9,000	7,533	10,300	10,609	demand

*Note: FNS 6-month recertifications have been extended until June 2021.

FUTURE OPPORTUNITIES AND CHALLENGES

- Continued economic impact of the COVID-19 pandemic.
- Impact of Medicaid Transformation to services and current operations.
- Impact of the implementation of NC FAST for Child Welfare Programs and Aging and Adult Services
- Family First Prevention Services Act – impact on room and board options in Guilford county and financial impact to non-reimbursable expenses. The FFPSA requires our agency to provide evidence-based services in all aspects of Child Welfare. Our agency will need to develop and seek out more kinship care placements and prevention services to prevent entrance into the foster care system.
- There is an aging population in Guilford County. It is expected that 1 in 4 Guilford County residents will be over the age of 60 by 2036.

- Opening of the Behavioral Health Center and implementation of services for children and adults with open cases in DSS.
- The consolidation and coordination of services between all Guilford County Department of Health & Human Services agencies.

TRANSPORTATION

Heather Skeens, Human Services Director
 Irma Zimmerman, Transportation Services Supervisor

1203 Maple St., P.O. Box 3388, GSO, NC 27402
 (336) 641-3447

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Transportation-Human Serv	1,137,888	1,267,580	2,239,381	1,361,989	1,361,989	94,409	7.4%
CARES Act - Covid19	0	5,000	658	0	0	(5,000)	(100.0%)
Transportation Service	1,137,888	1,272,580	2,240,039	1,361,989	1,361,989	89,409	7.0%
EXPENSE							
Personnel Services	707,783	755,079	1,211,762	844,113	844,113	89,034	11.8%
Supplies & Materials	9,501	13,001	344,635	8,001	8,001	(5,000)	(38.5%)
Other Services & Charges	376,304	504,500	610,324	509,875	509,875	5,375	1.1%
Human Services Assistance	0	0	73,318	0	0	0	0.0%
Capital	44,300	0	0	0	0	0	0.0%
Total Expense	1,137,888	1,272,580	2,240,039	1,361,989	1,361,989	89,409	7.0%
REVENUE							
Intergovernmental	983,579	1,050,901	1,879,202	1,045,074	1,045,074	(5,827)	(0.6%)
Charges for Service	14,110	25,000	25,000	25,000	25,000	0	0.0%
Other Financing Sources	36,069	0	0	0	0	0	0.0%
Miscellaneous Revenues	5,000	0	0	0	0	0	0.0%
Total Revenue	1,038,758	1,075,901	1,904,202	1,070,074	1,070,074	(5,827)	(0.5%)
County Funds	99,130	196,679	335,837	291,915	291,915	95,236	48.4%
Positions	15	15	15	15	15	0	0.0%

DEPARTMENTAL PURPOSE

Guilford County Transportation and Mobility Services (GCTAMS) in the Department of Health and Human Services assists individuals without access to transportation by providing shared ride services for senior residents, Medicaid recipients, and disabled persons throughout the county. Eligible residents can receive transportation to and from job sites. Transportation for elderly residents ensures that they receive community-based care and services such as congregate meals at nutrition sites. It also provides public transportation to individuals residing outside of the Greensboro and High Point urban areas. Although transportation does not provide mandated services, the services provided are funded with federal, state and local dollars. The transportation services provided align with Guilford County Board of Commissioners' Core Value of Equity & Inclusion and align with the Board of Commissioners' Priority to Reduce Disparity.

FY 2022 GOALS & OBJECTIVES

- Ensure safe and healthy rides to residents of Guilford County utilizing GCTAMS.
- Provide access to opportunities that will create a rich quality of life for all riders of GCTAMS.
- Provide efficient, effective and responsive government that meets the public transportation needs and improves the community.
- Provide employment transportation options to persons in need of financial assistance.
- Review service delivery methods bi-annually.
- Restrict able bodied persons to the Bus Ticket Distribution Program.
- Maximize the value of county dollars using available grant programs for transportation.
 - Develop a list of all available grants related to existing programs or services.
 - Develop a new program or service every two years based upon grant funding availability.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- Total revenue decreased by \$5,827, or 0.5%, from FY 21 Adopted. The change is a result in the reduction of intergovernmental revenue.
- Total expense increased by \$89,409, or 7%, due to increases in Personnel (Regular Salaries).

FY 2021 SIGNIFICANT ACCOMPLISHMENTS

- Due to the COVID-19 pandemic, GCTAMS had a significant decrease in ridership due to closing of daycare centers, senior centers, schools, and medical offices; some employment trips that were not considered essential were also cancelled. However, GCTAMS was able to continue life-sustaining and essential trips, such as dialysis appointments, employment and some medical appointments, during these uncertain times. The drivers and staff continued to work and have other duties assigned to them within DHHS-DSS to support continued operations.
- Transportation Services was able to order essential personal protective equipment and cleaning supplies to sanitize the buses after each pick up and drop off. The drivers were provided face masks and gloves to wear, as well as provided hand sanitizer for their safety. A supply of face masks and hand sanitizer are still available on each bus for riders to be able to use during their transport for their safety.
- Transportation Services outfitted each of the 21 vehicles with barriers between the driver and passengers, and through additional funding, it was able to install filtration systems in each vehicle. The barriers consist of clear protective curtains and two filtration units per

vehicle. These measures were put into place to ensure the health and safety for the drivers and passengers during transportation trips.

- Through additional funding, Transportation Services has been assisting with vaccination efforts by providing and coordinating transportation services for Guilford County residents to and from the various vaccine clinics.

KEY PERFORMANCE MEASURES

	FY20 Actual	FY21 Estimated	FY22 Projected	FY23 Projected	Target
Trips	41,620	20,500	55,000	55,000	55,000
Cost per trip	\$26.52	\$26.52	\$26.52	\$26.52	\$26.52

Note: The totals above reflect non-Medicaid transportation trips only; Medicaid transportation trips are now part of the Social Services budget effective FY 18.

FUTURE OPPORTUNITIES AND CHALLENGES

- Increase in demand for transportation services combined with limited grant funds.
- Uncertainty of continued approval of Rural Operating Assistance Program (ROAP) grant funding due to recent legislation. This could have significant impacts to staffing and levels of transportation services provided.
- Uncertainty concerning a full reopening for adult centers. The transit vans will not be able to hold full capacity due to social distancing recommendations for the safety of the riders and drivers, which could impact service capabilities to these centers.
- Long lasting impact to transportation services due to the Covid-19 pandemic.
- Future opportunities include potentially expanding service routes within the city limits due to transportation gaps with city transit systems.

VETERANS' SERVICES

Robert Shelly, Director

1203 Maple St., Greensboro, NC 27401
325 E. Russell Ave., High Point, NC 27260

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Veteran Services	247,950	286,791	286,796	351,295	351,295	64,504	22.5%
CARES Act - Covid19	0	5,000	0	0	0	(5,000)	(100.0%)
Veteran Services	247,950	291,791	286,796	351,295	351,295	59,504	20.4%
EXPENSE							
Personnel Services	239,222	273,461	273,461	337,965	337,965	64,504	23.6%
Supplies & Materials	757	6,250	1,251	1,250	1,250	(5,000)	(80.0%)
Other Svcs & Charges	7,970	12,080	12,084	12,080	12,080	0	0.0%
Total Expense	247,950	291,791	286,796	351,295	351,295	59,504	20.4%
REVENUE							
Intergovernmental	2,182	3,000	3,000	3,000	3,000	0	0.0%
Total Revenue	2,182	3,000	3,000	3,000	3,000	0	0.0%
County Funds	245,768	288,791	283,796	348,295	348,295	59,504	20.6%
Positions	4.00	4.00	4.00	5.00	5.00	1.00	25.0%

DEPARTMENTAL PURPOSE

The purpose of Veterans' Services is to provide quality assistance to veterans, widows, orphans or survivors in obtaining or preserving existing benefits from the U.S. Department of Veterans Affairs. The assistance provided helps individuals with additional resources to help pursue a self-sufficient lifestyle. The objective of this office is to always practice genuine empathy, compassion, and courtesy to all persons seeking assistance. The laws and regulations that govern Veterans' Administrations are very complex. The Service Officer, acting as the veterans' advocate, provides counseling and assistance to the veteran and family to ensure their claims are properly completed. The Veterans' Services Office advises veterans and their dependents of their rights, responsibilities and available resources under various federal (including Title 38 from the Federal Code of Regulations) and state laws.

FY 2022 GOALS & OBJECTIVES

- Expand networking with partners to reduce number of homeless veterans in Guilford County.
- Work closely with our partner departments in social services to reduce the number of veterans that require services for food and nutrition, long term care.
- Coordinate with Veterans' Hospital in Advocating for Care Program approval for our veterans that are seriously injured.

- Continue outreach into the community to ensure our veterans and partner agencies understand VA Programs and requirements.
- Engage the Health Department to seek ways that we can reduce the number of veterans that utilize their services.
- Create partnerships/network with other Federal, State and local organizations that will benefit Guilford County veterans through better access to housing, employment, transportation and healthcare resources.
- Work with local community partners to enhance transportation resources for our Veterans to local VA Hospitals
- To ensure that we meet and exceed all the goals of the Board of Commissioners for a healthy and sufficient community.
- Establish a quality assurance branch for the department to reduce number of claims that require additional information or re-submission.
- Increase the number of Service Officers by adding two additional positions and one administrator so that we can better serve the community and focus more on the Board's priorities
- Increase the revenue that our Veterans and their families receive in benefits each year, which has averaged at or around \$130 million each year.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- Total revenue of \$3,000 remains unchanged from FY 21 Adopted.
- Total expense increased by \$59,504, or 20.4%, mostly due to increases in Personnel Services (Regular Salaries).
- This budget includes a Veterans' Services Administrative Assistant, which was one of three requested positions. This budget does not include the two Veterans Services Officers that were requested.

FY 2021 SIGNIFICANT ACCOMPLISHMENTS

- Veterans' Services initiated a review of its operations and outreach that continues into FY 2021 as it works to improve the veterans' experience and access to resources.
- In FY 2020, Veterans Services' provided services to 3,253 clients. In FY 2021, the department has provided services so far to 2,059 clients.
- Veterans' Services has established itself as an integral part of the local community.

KEY PERFORMANCE MEASURES

	FY20 Actual	FY21 Estimated	FY22 Projected	FY23 Projected	Target
Veterans, Dependents, and Survivors Assisted	3253	1700	3800	4000	4000
Veterans, Dependents, and Survivors Assisted with Obtaining Documentation for Claims	3253	1700	3000	3500	3500
Veterans Helped with Applications for VA Veterans/Dependents Benefits	3130	1392	3000	3500	3500
VA Forms prepared for Veterans and Dependents	3130	1392	3500	2950	2950

FUTURE OPPORTUNITIES & CHALLENGES

- The number of veterans and eligible families to be served will continue to increase as aging veterans and dependents seek VA services. We will continue to serve those that have been recently discharged from the military and reside in Guilford County.
- Beginning January 1, 2020, the department started processing claims for our Blue Water Navy Veterans due to their exposure to Agent Orange and/or Widow's Pension.
- As of December 2020, the department is now working claims for new conditions that will be added to presumptive for Agent Orange.
- The department will continue to meet the needs of our veterans that are returning from Iraq and Afghanistan, who seek advice not only on claim-related issues but also VA Hospital Care, education benefits, homelessness, employment, and community support systems for emergency financial assistance.
- The Department had an increase in the number of OIF/OEF Veterans from previous year. Many veterans did not understand the process and wanted an advocate working on their behalf.
- The Department has seen an increase in the number of spouses of deceased veterans applying for benefits for nursing home care or hearing about benefits for the first time.
- The Department looks forward to moving into a facility that will co-locate the staff into one building which will enhance our ability to conduct more outreach into the local community.

Public Safety

Guilford County's Public Safety departments work to safeguard and ensure the well-being of residents and visitors. The County addresses public safety in a variety of ways, whether is it 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.

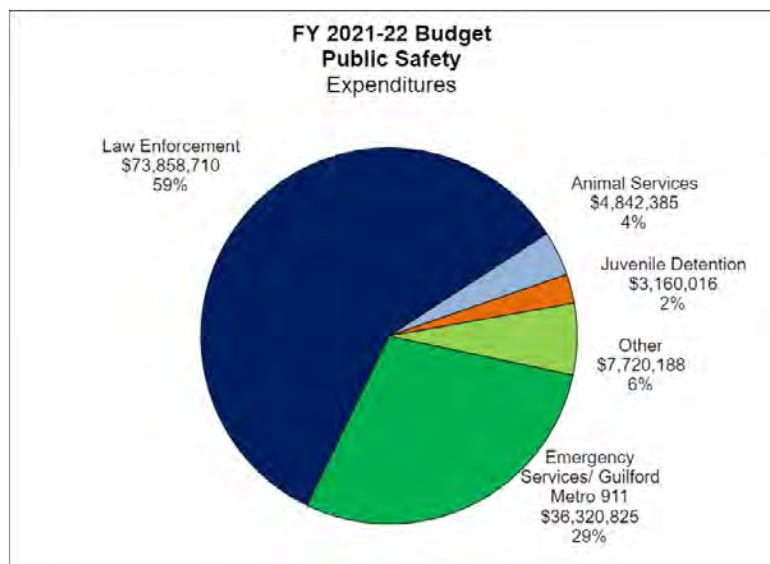
Public Safety departments include:

- Security
- Law Enforcement
- Emergency Services
- Inspections
- Juvenile Detention
- Family Justice Center
- Animal Services
- Court Services

Expenditures

Guilford County will spend a total of \$125.9 million for Public Safety in FY 2021-22, an increase of about \$6.8 million, or 5.7%, from the FY 2020-21 budget. The net increase in County funds will be \$5.7 million, or 6.7%, with non-county revenues increasing as well. Public Safety accounts for 18.6% of the total expenditures for the county.

The FY 2021-22 budget continues to align the Law Enforcement budget more closely with actual expenditures to better identify efficiencies, which is represented by a \$3.34 million, or 4.7% increase. It also includes \$300,00 for equipment replacement within detention centers. It maintains funding for the county's re-entry program and replaces 35 vehicles at the end of their service life through finance or leasing options.



The Emergency Services (ES) budget is increasing by approximately \$2.3 million, or 6.8%, due to the following: increases instituted during Phase 3 of the County-wide compensation study in FY 2021 (approx. \$1.5 million); a combination of increased funding for paramedic training; the replacement of the current occupancy and fire reporting records management system; increased capital funding for radio tower upgrades; and an increase in the County's share of Guilford-Metro 911 operations. The budget also includes funds for ambulance replacements and two staff replacement vehicles through finance or leasing options.

The total calls to the Guilford-Metro 911 Emergency Communications Center (GM911) for County services increased from 420,000 in FY20 to an estimated 440,000 in FY21. These costs are contained within the overall ES budget and shared with the City of Greensboro, which funds the balance of the center's operation.

The Animal Services budget is increasing by \$589,749, or 13.9%, primarily due to increased costs associated with the new Animal Shelter slated for completion in October 2021. Once the

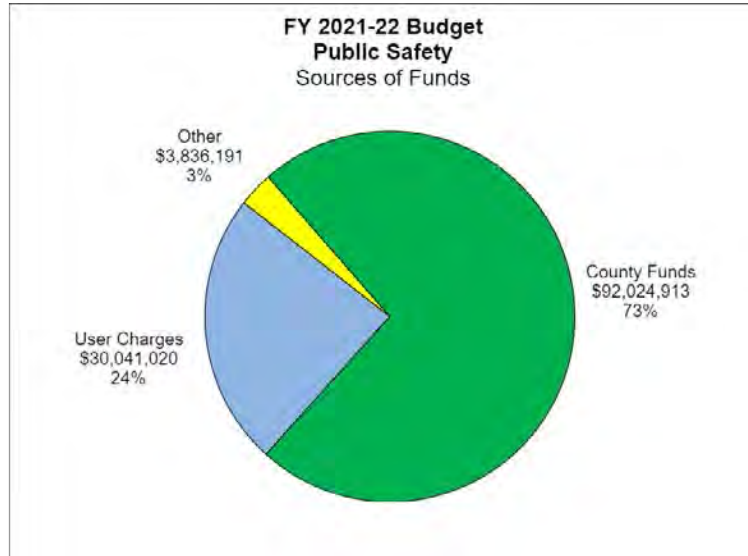
move-in to the new facility is completed, there may be additional adjustments in future budgets to reflect the new operating location. The budget also includes funds for Animal Control truck replacements through finance or leasing options

The Family Justice Center (FJC) budget is increasing by \$206,067, or 21.6%, primarily due to increased demand at the Greensboro & High Point locations, and the addition of two grant-funded Navigator positions added in mid-year in FY 2020-21 to assist clients in the FJC. The Board of County Commissioners added \$25,000 from FY 2022 Recommended for Camp Hope.

The Inspections budget includes the addition of a Building Trade Inspector as well as increased funding for a stormwater review contract to help the department improve its customer service level and keep up with demand for services in the community.

Revenues

Most (73%) of Public Safety services are funded from general County funds. User fees and charges, primarily for ambulance services and various Law Enforcement fees, will generate 24% of the Public Safety revenues. The remaining funds will come from the federal and state government, fund balance, and other minor revenues.



	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	vs. FY21 Adopted	
						\$ chg	% chg
Department							
Animal Services	\$3,996,952	\$4,252,636	\$4,359,944	\$4,842,385	\$4,842,385	\$589,749	13.9%
Court Services	\$928,897	\$1,107,917	\$1,103,030	\$1,144,062	\$1,144,062	\$36,145	3.3%
Emergency Services	\$26,155,136	\$34,009,504	\$26,426,619	\$36,274,825	\$36,320,825	\$2,311,321	6.8%
Family Justice Center	\$785,515	\$955,434	\$1,186,524	\$1,136,501	\$1,161,501	\$206,067	21.6%
Inspections	\$2,275,446	\$2,574,937	\$2,585,039	\$2,770,478	\$2,770,478	\$195,541	7.6%
Juvenile Detention	\$2,323,194	\$3,122,484	\$2,905,246	\$3,160,016	\$3,160,016	\$37,532	1.2%
Law Enforcement	\$63,856,329	\$70,512,834	\$68,901,604	\$73,858,710	\$73,858,710	\$3,345,876	4.7%
Security	\$2,241,643	\$2,537,557	\$2,532,861	\$2,644,147	\$2,644,147	\$106,590	4.2%
Total Expenditures	\$102,563,112	\$119,073,303	\$110,000,867	\$125,831,124	\$125,902,124	\$6,828,821	5.7%
Sources of Funds							
Federal & State Funds	\$1,916,291	\$2,137,688	\$4,018,749	\$2,218,638	\$2,218,638	\$80,950	3.8%
User Charges	\$28,371,278	\$29,033,466	\$29,094,866	\$30,041,020	\$30,041,020	\$1,007,554	3.5%
Other	\$1,588,565	\$1,315,560	\$1,366,560	\$1,330,307	\$1,330,307	\$14,747	1.1%
Fund Balance	\$896,530	\$305,446	\$670,297	\$287,246	\$287,246	(\$18,200)	-6.0%
County Funds	\$69,790,448	\$86,281,143	\$74,850,395	\$91,953,913	\$92,024,913	\$5,743,770	6.7%
Sources of Funds	\$102,563,112	\$119,073,303	\$110,000,867	\$125,831,124	\$125,902,124	\$6,828,821	5.7%
Permanent Positions	1,095.400	1,096.400	1,104.430	1,106.430	1,106.430	10.030	0.9%

ANIMAL SERVICES

Jorge L. Ortega, Jr., Director

4525 W. Wendover Ave., Greensboro, NC 27409 (336) 641-3400

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Animal Shelter	2,777,932	2,979,038	3,037,099	3,328,811	3,328,811	349,773	11.7%
Animal Control	1,219,020	1,268,598	1,322,845	1,513,574	1,513,574	244,976	19.3%
CARES Act - Covid19	0	5,000	0	0	0	(5,000)	(100.0%)
Animal Services	3,996,952	4,252,636	4,359,944	4,842,385	4,842,385	589,749	13.9%
EXPENSE							
Personnel Services	2,730,059	3,162,834	3,236,705	3,505,447	3,505,447	342,613	10.8%
Supplies & Materials	372,483	448,000	450,005	504,850	504,850	56,850	12.7%
Other Services & Charges	860,481	641,802	618,006	795,088	795,088	153,286	23.9%
Capital	33,930	0	55,228	37,000	37,000	37,000	0.0%
Total Expense	3,996,952	4,252,636	4,359,944	4,842,385	4,842,385	589,749	13.9%
REVENUE							
Charges for Service	950,313	945,458	945,458	1,084,509	1,084,509	139,051	14.7%
Appropriated Fund Balance	32,807	18,200	18,200	0	0	(18,200)	(100.0%)
Miscellaneous Revenues	108,364	58,850	108,850	50,000	50,000	(8,850)	(15.0%)
Total Revenue	1,091,484	1,022,508	1,072,508	1,134,509	1,134,509	112,001	11.0%
County Funds	2,905,468	3,230,128	3,287,436	3,707,876	3,707,876	477,748	14.8%
Positions	52.00	52.00	52.00	52.00	52.00	0.00	0.0%

DEPARTMENTAL PURPOSE

Guilford County Animal Services is the county-operated animal shelter that provides public safety and animal care services to residents of Guilford County. Animal Services is responsible for enforcing animal control laws, picking up stray and unwanted animals, and providing informational services to the public concerning animal control. Animal Services aims to address the root causes of animal problems and provide support, information, access to care and resources to the community.

Animal Services provides legally required County services, including rabies control, animal holding, dangerous animal control, and animals running-at-large services. In addition, the department utilizes these core values: community collaboration, equity and inclusion, lifesaving, and relationships. Guilford County Animal Services is committed to community collaboration to reimagine the role of animal services. We emphasize the interconnections of people, animals and our community. Equity and inclusion involves consistent work to combat discrimination and inequity in animal services and to build programs and services that are accessible and welcoming to all. The lifesaving value is the belief that every animal who enters a shelter should receive urgent, individualized treatment and care, with the goal of saving the animal's life. Lastly, we proactively work to build strong and lasting human-animal relationships in our communities and affirm our central role of protecting the bonds between people and animals.

Animal Services continues to work closely with other county departments like the Family Justice Center and Social Services Department, treating people and animals as a family unit. We ensure people have access to support, resources, and information.

FY 2022 GOALS & OBJECTIVES

- Animal Services staff will work with Guilford County's Legal Department to rewrite and update Guilford County Animal ordinances to address best practices used in other jurisdictions. Staff will work closely with the Guilford County Animal Shelter Advisory Committee with seeking their advice and input on ordinance changes. Staff will also work with the Legal Department, County Manager, County Commissioners and GCAS Advisory Board on developing/updating animal ordinances by December 2021.
- Animal Services staff will identify underserved communities in Guilford County and will help share information for low-cost or free pet care resources for the pets in those areas. Staff will work closely with our local animal welfare partners, other Guilford County Departments and organizations like social service agencies and local homelessness prevention agencies to provide services to pet owners.
 - Conduct ten (10) community vaccine/microchip clinics in the City of High Point. These events will be funded through the Maddie's Fund Grant and in partnership with the City of High Point Police Department Animal Control Division by January 2022.
 - Conduct four (4) community vaccine/microchip clinics in the City of Greensboro. These events will be in partnership with the City of Greensboro Parks and Rec Department by March 2022.
 - Continue our partnership with Christ First Methodist Church in Glenwood Neighborhood where we will provide pet resources to pet-owning residents in need and continue our partnership with Guilford County Social Services Department to have a caseworker available at the church to help residents.
 - Continue our partnership with the Meals on Wheels (MOW) program where Animal Services provides pet food for the animals owned by home-bound residents receiving meals from MOW.
- Animal Services staff will work with the Human Resources Department on restructuring staff and developing a new Animal Services organizational chart. The goal is to evaluate departments and staffing levels, roles and responsibilities by the time we move in to the new Animal Resource Center by October 2021.
- Animal Services anticipates moving into the new Guilford County Animal Resource Center by October 2021.
- Continue to seek strategic partnerships within the community to enhance our services for pets and their owners, including the County's partnership with Project Bark.
- Continue to monitor and handle the large volume of animals housed at the Animal Shelter that includes coordination with local rescue groups, as well as increase presentation of animals on the website and through social media.

- Continue to educate the public about and enforce the County's animal control ordinance and other applicable laws.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- The Animal Services budget increased by \$589,749, or 13.9%, due primarily to the increased costs associated with the new Animal Shelter slated for completion in October 2021.
- Personnel expenses increased by \$342,613, or 10.8%, due to merit increases, implementation of phase 2 of the county-wide market pay study, as well as the Board of Commissioners decision to raise all county positions to a minimum wage of \$15 per hour mid-way through FY 2021.
- Supplies & Materials increased by \$56,850, or 12.7%, due to an increase in medical and animal supplies needed to stock the new larger animal shelter.
- Other Services & Charges increased by \$153,286, or 23.9%, due to an increase in operations for the new animal shelter as well as increased funding for the Spay & Neuter program.
- Animal Services revenues increased by \$112,001, or 11%, as a result of increased fee charges per animal as part of the improved services provided by the new animal shelter.
- The budget also includes funds for three Animal Control truck replacements through leasing or financing options.

FY 2021 SIGNIFICANT ACCOMPLISHMENTS

- Hired two additional Shelter staff – a Shelter Veterinarian and a Foster Coordinator.
- Due to COVID-19, Animal Services had to adjust and redesign processes to meet the safety of our staff and animals.
- Continued to have a progressive adoption program by working with our community partners, social media, and rescue organizations to increase the number of adoptions. We implemented monthly adoption special promotions to encourage adoptions.
- The Gate City Pet Project in the Glenwood neighborhood has been very successful. Animal Services, in partnership with Christ United Methodist Church Glenwood, has provided valuable pet resources to pet owners in need. This includes but is not limited to pet food, veterinary services, toys, pet beds and treats. DSS Caseworkers are now collaborating with us to talk to residents about housing and utility relief.
- Animal Services partnered with Meals on Wheels to help provide pet food to home bound seniors who own pets.
- Animal Services was selected as a Tier 1 Shelter with the Human Animal Support Services program. Human Animal Support Services is an international coalition of animal services

leaders and organizations transforming the sheltering system through innovative programs and services.

- Animal Services continues to work with our local schools and universities. Staff continues to work with Guilford College ROAR program where students walk shelter dogs on school campus. UNCG, HPU and A&T college animal related clubs participate with shelter events and engage them in community outreach in their respective part of the county or City of Greensboro.
- Secured a \$50,000 grant to help with community outreach efforts to increase pet retention in our community and to reduce shelter intakes.

KEY PERFORMANCE MEASURES

	FY20 Actual	FY21 Estimated	FY22 Projected	FY23 Projected	Target
Animal Control					
Dispatched Calls	14,702	15,784	15,626	15,470	demand
Dispatched Calls per Officer	1,470	1,578	1,563	1,547	demand
Calls for Animals Running Loose	3,275	3,406	3,542	3,684	demand
Positive Rabies Reports	13	14	14	14	demand
Animal Shelter					
Number of animals taken in	6,700	6,500	6,000	5,500	5,500
Average Daily Population	310	300	300	250	250
Average Length of Stay	16	14	12	10	10
Live Release/Outcome Rate	85%	85%	85%	90%	90%

FUTURE OPPORTUNITIES & CHALLENGES

- The shelter population is currently at manageable levels, but current facility is continually in need of repair and at times, does not meet minimum standards of care. The construction of the new animal shelter is underway and is expected to be completed in October 2021.
- There is currently strong community support for the animal shelter. The opportunity is there to build strong private-public partnerships to help sustain the animal shelter's life-saving efforts.
- In this time of tremendous uncertainty, Animal Services aims to create critical engagement among animal welfare and other organizations to build a system to better address the needs of our community when it comes to animal services.
- Animal Services will continue to help pet owners access pet support services, including housing, medical and behavioral support, as well as food and supplies, to help keep the human-animal family together.
- Animal Services will continue to provide emergency medical care and short term housing for pets with urgent needs and to ensure public safety and public health priorities are met.

COURT SERVICES

Angela Liverman, Director

201 S. Eugene St., Rm 360, Greensboro NC 27401 (336) 641-6438
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BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Court and Pre-Trial Services	928,897	1,102,917	1,103,030	1,144,062	1,144,062	41,145	3.7%
CARES Act - Covid19	0	5,000	0	0	0	(5,000)	(100.0%)
Court Services	928,897	1,107,917	1,103,030	1,144,062	1,144,062	36,145	3.3%
EXPENSE							
Personnel Services	742,820	955,487	953,987	974,082	974,082	18,595	1.9%
Supplies & Materials	7,475	8,350	4,851	5,850	5,850	(2,500)	(29.9%)
Other Services & Charges	178,602	144,080	144,192	164,130	164,130	20,050	13.9%
Total Expense	928,897	1,107,917	1,103,030	1,144,062	1,144,062	36,145	3.3%
REVENUE							
Miscellaneous Revenues	360	360	360	360	360	0	0.0%
Total Revenue	360	360	360	360	360	0	0.0%
County Funds	928,537	1,107,557	1,102,670	1,143,702	1,143,702	36,145	3.3%
Positions	15.15	15.15	15.15	15.18	15.18	0.03	0.2%

DEPARTMENTAL PURPOSE

Opening in July 1991 as Guilford County Pretrial Services, Court Services had the dual objective of slowing the growth of the population of the jail and ensuring public safety. The program also acts as a liaison among various components of the criminal justice system. As of October 1, 2011, Court Services became a division of Guilford County Child Support.

Court Services (formerly Pretrial Services) assists the Court in setting pretrial release conditions by using evidence-based practices of pretrial interviewing and established criteria for release recommendations. These practices provide timely, accurate investigative reports and client monitoring services that support personal improvement and the preservation of public safety and defendants' civil rights.

The work of Court Services is governed by standards established by the National Association of Pretrial Services Agencies (NAPSA) and the American Bar Association for Criminal Justice, Pretrial release standards. Court Services is also involved in the North Carolina Pretrial Services Association. The NCPSA brings together Pretrial Services Programs across North Carolina to enhance our ability to serve the N.C. Court System. Court Services collaborates with several Guilford County and community agencies (Family Justice Center, Recovery Courts, Mental Health Association of the Triad, and the Reentry Council) in coordinating assistance for substance use, mental health issues, and other factors that may increase the risk of nonappearance and rearrests pending trial. The program significantly reduces the cost of maintaining defendants in the County detention centers and reduces overall cost to community.

FY 2022 GOALS & OBJECTIVES

- Continue implementation process of a turn key solution system for Court Services. Court Services is committed to realigning our policies and ideas so that they are the same as those of the National Association of Pretrial Services Agencies (NAPSA) and the American Bar Association Standards for Criminal Justice Pretrial Release Standards.
- Continue to collaborate with local justice and community partners to improve major functions linked to promoting public safety, court appearance and defendant accountability.
- Reclassify one current vacant Court Specialist I position to a Lead Court Specialist. Upgrading of an entry level position will create internal opportunities for advancement and graduation of duties to assist in the training and technical support of day-to-day activities. This position will also assist management in the continuous improvement of program performance and client outcome data.
- Continue to participate in trainings and conferences as recommended by the National Association of Pretrial Services Agencies (NAPSA) to ensure best practices and effective pretrial release standards.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- The total revenue of \$360 remains unchanged from FY 2021 Adopted Budget.
- The total expense increased by \$36,145, or 3.3%, mainly for the additional funding of the community organizing, One Step Further, for the purposes of Adult Mediation.

FY 2021 SIGNIFICANT ACCOMPLISHMENTS

- In FY 20, the program saved the County an estimated \$735,300 by monitoring defendants in the community, in lieu of incarceration, for the equivalent of 7,353 jail days. The impact of COVID-19 postponed or delayed court hearings which kept defendants on the program longer. The number of defendants monitored in the community increased by 28% due to increased releases from the jail for persons awaiting trial.
- Phase one of REALIGN, our new software system (jail screening and verification) went live in January 2021. REALIGN is an acronym for Reform, Educate, Assist, Link, Innovate, Goals and Needs. This system will combine current systems into one to improve efficiency and eliminate duplication of work processes.
- Annual memberships and recertification of employees to maintain continued access to criminal justice information and databases that assist in reconciling discrepancies and issues that impact the custody status of jailed defendants.

KEY PERFORMANCE MEASURES

	FY20 Actual	FY21 Estimated	FY22 Projected	FY23 Projected	Target
Defendants Monitored	50	125	120	120	125
Jail Days Saved by Monitoring	7,353	25,000	25,000	20,000	25,000
Dollars saved in lieu of incarceration	\$735,300	\$1,800,000	\$1,800,000	\$1,440,000	\$180,000
Defendants Screened	6,846	9,000	9,000	9,000	9,000
Percent of monitored defendants that appear on scheduled court date	98.00%	88.00%	88.00%	88.00%	88.00%
Number of defendants researched who are scheduled for District Court	12,509	10,000	10,000	10,000	10,000

FUTURE OPPORTUNITIES AND CHALLENGES

- Determine new ways to utilize technology to streamline the interview process between the jail and Court Services. This past year highlighted the need to develop alternatives in performing daily tasks and effectively coordinate staffing levels to complete all tasks with accuracy and within the time constraints set by the court.
- Identify future local, state and national training opportunities for Court Services management and staff.

EMERGENCY SERVICES

James L. Albright, Director

1002 Meadowood Rd., Greensboro, NC 27409 (336) 641-7565

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Emergency Services	1,349,043	2,059,570	1,450,603	2,159,531	2,159,530	99,960	4.9%
Emergency Management	633,808	727,134	565,996	927,503	928,726	201,592	27.7%
Communications	4,276,505	4,324,162	4,551,301	4,744,568	4,744,568	420,406	9.7%
Garage	298,324	530,252	234,891	333,195	333,196	(197,056)	(37.2%)
Medical	17,521,038	23,010,864	14,745,876	24,498,237	24,544,237	1,533,373	6.7%
Fire	2,076,418	3,157,522	1,877,952	3,610,567	3,610,568	453,046	14.3%
CARES Act - Covid19	0	200,000	0	0	0	(200,000)	(100.0%)
COVID Initiatives	0	0	3,000,000	0	0	0	0.0%
Emergency Services	26,155,136	34,009,504	26,426,619	36,273,601	36,320,825	2,311,321	6.8%
EXPENSE							
Personnel Services	14,183,038	21,999,723	11,178,155	23,468,149	23,469,373	1,469,650	6.7%
Supplies & Materials	2,105,808	2,491,600	5,068,108	2,244,375	2,244,375	(247,225)	(9.9%)
Other Services & Charges	8,604,007	9,232,031	9,699,573	9,794,927	9,794,927	562,896	6.1%
Capital	1,264,023	286,150	480,783	766,150	812,150	526,000	183.8%
Other	(1,740)	0	0	0	0	0	0.0%
Total Expense	26,155,136	34,009,504	26,426,619	36,273,601	36,320,825	2,311,321	6.8%
REVENUE							
Intergovernmental	504,373	85,250	85,250	75,000	75,000	(10,250)	(12.0%)
Charges for Service	18,464,984	19,253,793	19,278,593	19,578,444	19,578,444	324,651	1.7%
Other Financing Sources	1,831	60,000	60,000	60,000	60,000	0	0.0%
Miscellaneous Revenues	188,968	356,000	357,000	380,747	380,747	24,747	7.0%
Total Revenue	19,160,157	19,755,043	19,780,843	20,094,191	20,094,191	339,148	1.7%
County Funds	6,994,979	14,254,461	6,645,776	16,179,410	16,226,634	1,972,173	13.8%
Positions	275.25	275.25	275.25	276.25	276.25	1.00	0.4%

DEPARTMENTAL PURPOSE

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, Fire Inspections and Investigations, and Fire/Hazardous Materials response. 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.

Functions of the department that are required by state statute are Emergency Management and Fire Inspections. The other services have state regulations but can be provided in a multitude of other service models. Many functions within Emergency Services routinely interface with other County departments, such as the Sheriff's Office, Fire Departments, etc. FY 21 really demonstrated the interdependency of the Emergency Management function to most county and city departments, as the county addresses the pandemic.

FY 2022 GOALS & OBJECTIVES

- All Divisions of Emergency Services have been deeply impacted by the COVID-19 pandemic. The Department continues to meet the goal of coordinating and supporting community wide vaccination clinics in response to COVID-19. This is requiring an unparalleled level of effort to respond to this issue, and the mitigation and recovery will be measured in terms of years, not days or months.
- Continue the legal goal to enhance the disaster resiliency by providing an all hazards, emergency management program that meets nationally recognized standards, through development of multi-agency mitigation plans and other activities in FY 2022.
- Continue the Board of Commissioners' and department goal to maintain and prepare for accreditation renewal from Emergency Management Accreditation Program (EMAP) during FY22. The site visit is August 2022.
- Continue to strive for increased compliance to Fire and Life Safety Inspections throughout the County by compliance inspections, occupant education, and enforcement.
- Guilford County Schools (GCS) will start a new bond program which will incorporate the Board of Commissioners' and department goal of extensive work from the plan review, new construction, and Inspections staff.
- Continue the department goal to provide efficient and effective pre-hospital care for the victims of injury or illness within Guilford County, while expanding the role of Guilford County EMS as a mobile integrated healthcare practice provider. The transition from traditional fee-for-service to population health management has continued to become the current healthcare model. This will also require continued departmental focus on our community paramedicine program.
- EMS is faced with a transformation in payor for Medicaid beneficiaries in FY22 and will change from a single payor to five payors under Managed Care Medicaid. This will require the department goal of a change in accounting and cost reporting, as well as increased complexity of the billing process over the next several years.
- Continue the Board of Commissioners' and department goal to maintain three-year re-accreditation from the Commission on Accreditation of Ambulance Services (CAAS).
- Through community collaboration with UNCG and NC A&T's Master of Social Work program, continue the Board of Commissioners' goal to maintain the GC STOP (Guilford County Solutions to the Opioid Problem) program to reduce mortality from the opioid crisis, as well as develop other community partners in this effort.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- Overall, the Emergency Services expense budget increased by \$2.3 million, or 6.8%, from the FY 2021 Adopted budget. This increase is partially offset by a \$339,148, or 1.7%, increase in revenue. The total brings the use of County funds to a \$1.97 million, or 13.8%, increase.

- Personnel Services increased by \$1.47 million, or 6.7%. This increase is attributed to routine county-wide merit and other personnel adjustments, including the County's decision to raise minimum wage for employees to \$15 per hour. The minimum wage increase was most notable for EMTs.
- Supplies & Materials decreased by \$247,225, or 9.9%. This decrease is attributed to a reduction in COVID-19 related cleaning supplies. These supplies are still being evaluated by the County and possible funding through the American Rescue Plan Act. The decrease is also coupled with a decrease in medical supplies that were able to be bought in bulk and added to increased storage capacity in the new EMS Pepperstone facility in FY 2021.
- Other Services & Charges increased by \$562,896, or 6.1%. This increase is primarily derived from two major increases in professional services and software maintenance, which increased \$438,209 and \$225,000 respectively. The professional services increases are attributed to increases for funding for the Guilford Metro 911 Center, as well as the incorporation of accreditation for paramedic training, while the software maintenance increase is attributed to additional software needed with the Fire division for occupancy and fire reporting along with secure key technology. These costs are partially offset by reductions in utilities and routine maintenance costs provided by the new EMS Pepperstone facility.
- Capital increased by \$526,000, or 183.8%, due to resuming scheduled replacement of vehicles that was delayed during FY 2021 as a result of COVID-19 costs reductions, as well as funding for upgrades to the radio towers.
- Charges for Service revenue increased by \$324,651, or 1.7%. The increase is primarily attributed to resuming regular contracted services for EMS as COVID-19 related restrictions are lifted, including hospice and the payment of third-party dispatch fees, as well as additional revenue from the City of Burlington for the new Emergency Management contract.
- Emergency Services requested funding for a county-wide fire records management system, in order to centralize data for the various fire districts as well as ensure compliance with contractual requirements. The department also requested one Emergency Management contract and position with the City of Burlington to support city services and collaborate on initiatives between Guilford County and the city. Both requests were included in the FY 2022 Adopted budget.
- Emergency Services requested one additional Garage Mechanic to aide in the additional maintenance now required for diesel engines by way of the Federal Emissions Standards. Emergency Services also requested 20 positions for EMS expansion in order to ensure efficient and effective delivery of service; however, these positions were not included in the FY 2022 Adopted budget.
- Emergency Services also received County funds for the continuation of the GCSTOP program. The program is a continuation of a partnership with Emergency Services, Public Health, UNC-Greensboro, and NC A&T, and it was developed to provide rapid response services to assist survivors of opioid overdose.
- The budget also includes funds for ambulance replacements, as well as two staff vehicles through leasing or financing options.

FY 2021 SIGNIFICANT ACCOMPLISHMENTS

- Staff have worked very hard this year to prepare for submission of the CAAHEP accreditation process for our initial paramedic education, which is a NC Office of EMS requirement.
- FY21 has been a year of adaptability in Emergency Services, but we have implemented the Pepperstone facility into our daily operations, which has resulted in efficiency improvements, including co-location of logistics with maintenance, high rack storage of commodities, improved throughput of unit checks, etc.
- The Emergency Management Division coordinated or participated in 7 multi-agency exercises evaluating the community's ability to respond to and recover from major emergencies.
- The Emergency Management Division activated the Emergency Operations Center 4 times and utilized WebEOC on 18 incidents and planned events to coordinate response and recovery activities with partner agencies. These activations were for severe weather, elections, civil unrest, and continued support of the COVID-19 pandemic response.
- Continued to coordinate elements of the COVID-19 pandemic response in partnership with Public Health and other community and public safety partners.
- The Emergency Management Division supported the update process of 79 Continuity of Operations Plans, and other supporting plans in Emergency Management.
- Emergency Management continued the enhancement of the community notification system through partnerships with Guilford Metro 911 and Public Health to assist in communication with crucial community partners.
- During calendar year 2020, the EMS Division responded to 77,233 requests for service, while managing the medical effects of the COVID-19 pandemic. This resulted in increased usage of Personal Protective Equipment (PPE) and enhanced decontamination of personal and equipment that added a tremendous workload to staff. There was also much apprehension about the unknowns related to COVID and the very disease incidence that personnel faced in 2020. The typical EMS special event coverage was dramatically altered due to the pandemic, however EMS continued to provide event coverage as well as vaccine clinic site medical coverage.
- Emergency Services continue to respond to an unprecedented number of calls associated with the opioid overdose epidemic. In 2020, we treated over 1000 suspected narcotic overdoses and attended to ~140 overdose related deaths. To help combat this problem, we have joined a collaborative known as Guilford County Solution to the Opioid Problem (GCSTOP). We have continued to focus on reducing death from opioid overdoses by a partnership with UNCG/NCATSU and the GCSTOP program. This project leverages one-time funds allocated by the NC General Assembly to design, implement, and evaluate a rapid response (post reversal follow-up) program intended to decrease mortality from opioid overdoses among the opioid user population. We have also received a NC DPH grant and an NC OEMS grant related to the program.
- Guilford County, on behalf of Emergency Services, completed the build of a master facility on Pepperstone Dr. The department has worked diligently with architects/engineers to

design and now construct the facility. The facility was completed in late summer 2020, and Emergency Services relocated many essential services to that facility. All the movement of materials was coordinated and completed by ES staff without contracted assistance. Once again, the ES staff showed their resolve to accomplish difficult and physically demanding tasks in a timely and efficient manner.

- EMS continued a partnership with Triad Healthcare Network (THN), the accountable care organization (ACO) affiliated with Cone Health, for Community Paramedicine (CP) services for patients with advanced heart failure. Contracts for paramedicine service continue to cover expenses associated with program. According to Cone Health, this program has resulted in a 54% decrease in readmissions and a 25% decrease in emergency department visits by the program participants. This has resulted in a savings of greater than \$500,000 for Cone Health. As a result, we are regularly receiving requests to expand our services.
- EMS formed a partnership with Hospice and Palliative Care of Greensboro to provide comprehensive services for their clients on a subscription basis.
- Despite the challenges of COVID and many business shutdowns related to Stay at Home orders, the Fire Marshal's Office staff conducted 2,128 initial fire and life safety inspections during CY 20 which resulted in 945 follow-up inspections. The plan's review/new construction area received 180 plans, generating 3,763 inspection activities related to building or renovating structures throughout unincorporated Guilford County.
- The Fire Inspections staff has assisted with staffing Guilford County COVID-19 vaccination locations by providing EMT level care if needed.
- The Guilford County Fire Marshal Office staff has partnered with the Guilford County Fire & Rescue Council's Life Safety Division and a few corporate partners to produce several Public Safety Announcements, which should be airing in the near future.
- We have received a smoke alarm grant through the North Carolina Office of the State Fire Marshal.
- Fire investigators investigated 102 fires resulting in 1 arrest and 8 juvenile involvements.
- The County of Guilford continues to supplement fire units throughout the County to include interactions with Greensboro and High Point Cities. This unit responded to over 1,500 calls for assistance for CY 20.
- 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 Fire Marshal's Office has also worked with the County Fire Chiefs and County Administration to contract for and finalize a comprehensive study of the County's fire delivery system. Currently the County is supplementing Fire Districts with one 24 hour-a-day rescue and one 24-hour squad due to continued volunteer decline.

KEY PERFORMANCE MEASURES

	FY20 Actual	FY21 Estimated	FY22 Projected	FY23 Projected	Target
Administration					
Percent of EMS billings paid by customers	78%	75%	75%	75%	75%
Percent of Fire Marshal billings paid by customers	80%	80%	85%	85%	85%
Percent of operating revenue recovered	73%	63%	60%	60%	60%
Emergency Management					
Number of external emergency plans reviewed	475	275	525	525	500
Number of disaster plans for the County that are up-to-date and support for incidents that could occur in the region	75	70	80	80	80
Number of WebEOC activations	18	20	25	25	demand
Percent of time WebEOC is available for disaster response	99%	99%	99%	99%	99%
Number of community disaster exercises	7	8	15	12	5
Number of outside entities that requested and received disaster planning assistance	17	23	25	25	10
Number of training events for emergency partners and community preparedness	12	15	20	20	20
Percent of attendees of preparedness trainings or events that feel better prepared	100%	100%	100%	100%	100%
Percent of Emergency Management Accreditation Standard Compliance standards the County in compliance with each FY	70%	100%	100%	100%	100%
Maintenance					
Number of vehicles maintained	136	136	141	146	demand
Percent of time emergency vehicles are available for duty	95%	95%	98%	98%	98%
Percent of preventative maintenance done on schedule	95%	97%	97%	97%	99%
Percent of repairs successfully completed on first vehicle visit	99%	99%	99%	99%	99%

	FY20 Actual	FY21 Estimated	FY22 Projected	FY23 Projected	Target
Percent of critical vehicle failure (Critical vehicle failure takes place during an emergency response; calculated on a basis of 100,000 miles traveled)	<0.01%	<0.01%	<0.01%	<0.01%	<0.01%
Stretcher failure incidents per 1000 patients transported (minimizing patient accidents in transport)	<0.01%	<0.01%	<0.01%	<0.01%	<0.01%

Emergency Medical Services

Number of continuing education training hours offered by training staff	4,000	4,000	4,200	4,400	4,000
Number of Paramedic Academy graduates	12	11	16	12	16
Number of emergency medical responses	77,233	80,500	82,000	84,460	demand
Percent of emergency calls responded to in 10 minutes or less from time of dispatch	80.3%	86.0%	88.0%	90.0%	90.0%
Average cost per call (total division cost/# transports)	\$130.46	\$85.00	\$82.50	\$80.00	<\$100.00
Per Capita Net Operating Expense ((total expense-total revenue)/population)	\$11.44	\$8.50	\$8.25	\$8.00	<\$10.00
Patient Satisfaction Rating	96.6%	94%	94%	94%	90%
EMS Cardiac Arrest Survival Rate to ED Discharge	28.8%	30%	33%	33%	33%

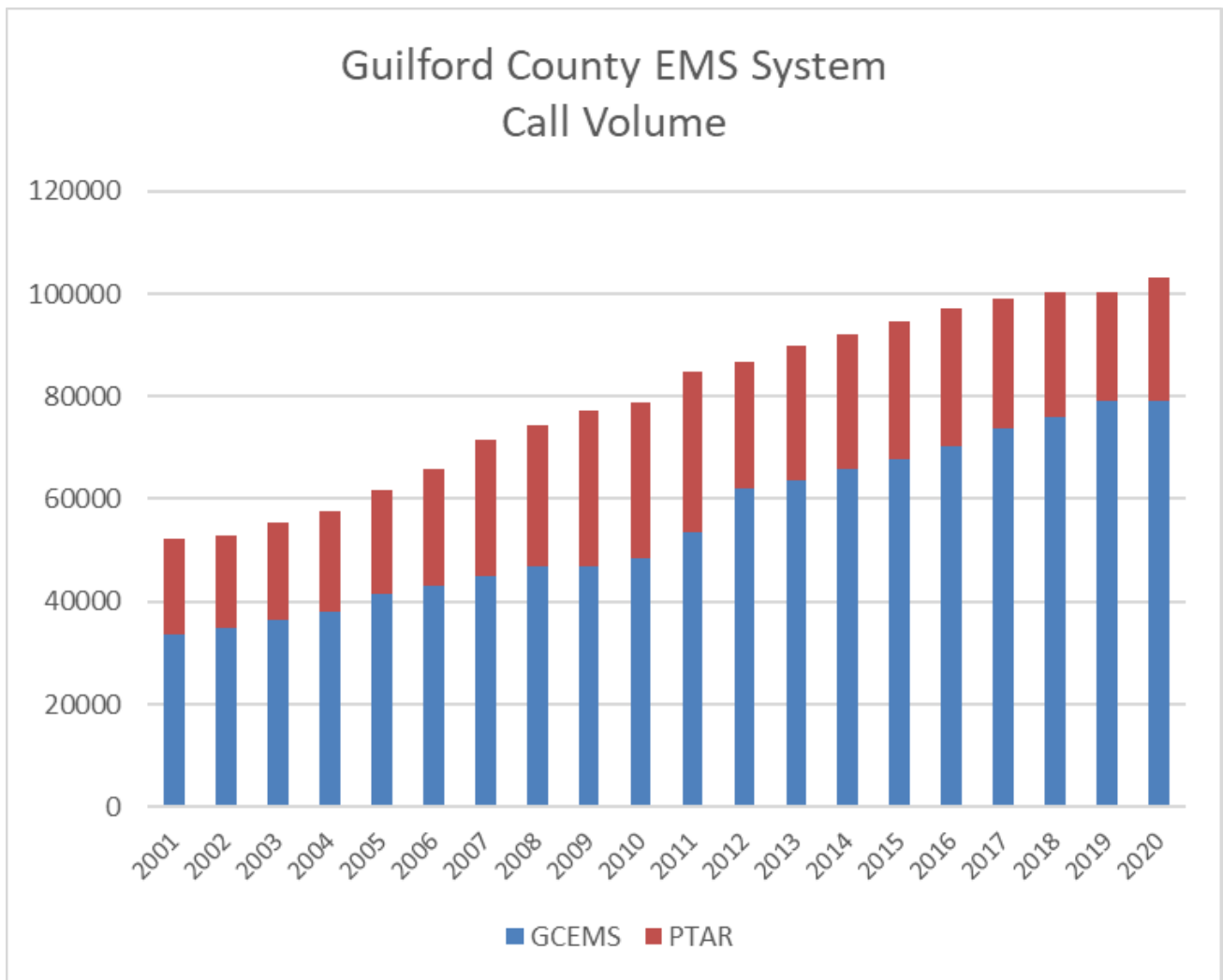
Fire Marshal

Completion rate for scheduled inspections	95%	97%	98%	99%	99%
Routine Inspections	95%	97%	97%	97%	97%
Guilford County Schools Inspections	100%	100%	100%	100%	100%
Number of unscheduled fire inspections completed	125	125	125	125	125
Number of fire investigations conducted	139	125	150	150	100
Number of fire investigations closed	90	90	90	90	95
Number participants in the Guilford County Juvenile Firesetters Intervention Program	8	10	10	10	10

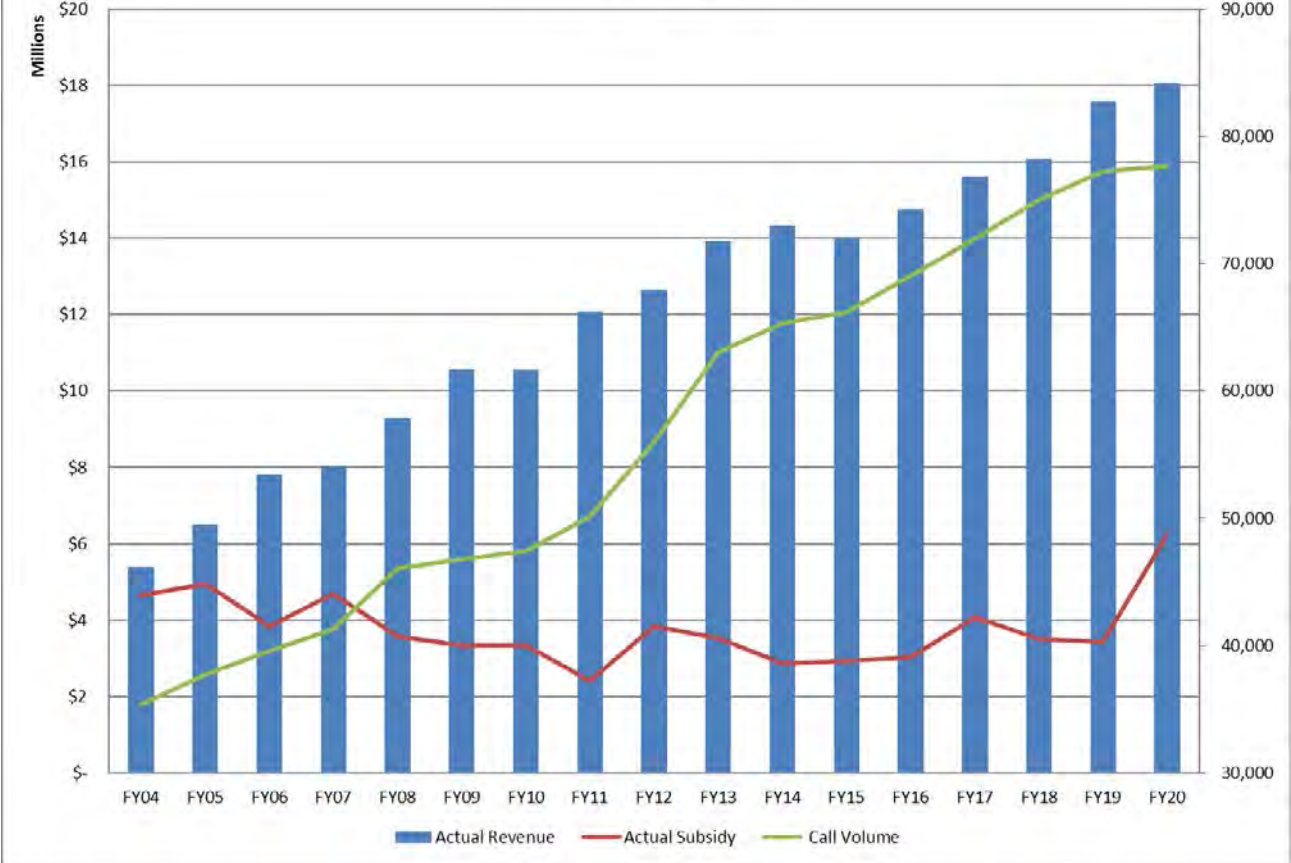
Fire Services

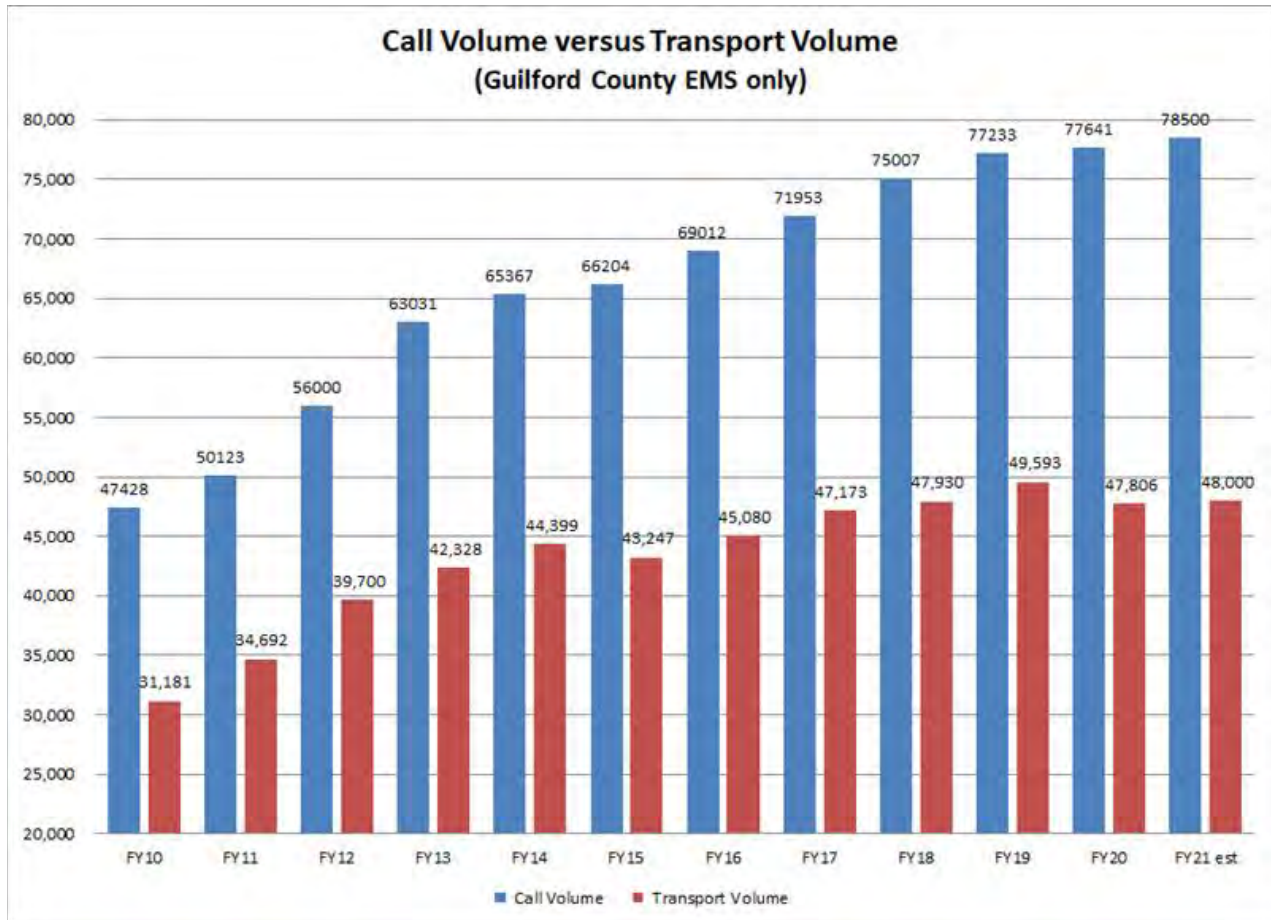
Number of fire operations training hours offered	1,000	1,000	1,000	1,000	1,000
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	FY20 Actual	FY21 Estimated	FY22 Projected	FY23 Projected	Target
Total number of calls for the fire support unit (Rescue 50 and Squad 250)	1244	1250	1350	1400	demand
Average response time for the fire support unit (minutes)	0:08	0:08	0:08	0:08	0:08
Total number of calls for the Hazardous Materials team (HazMat 70)	11	20	20	20	demand
Average response time for the Hazardous Materials team	20:37:00	23:00	20:00	20:00	90% <30 min



EMS Division





FUTURE OPPORTUNITIES & CHALLENGES

- COVID-19 has changed the way Emergency Services functions. The impact of the pandemic on the community is not yet fully recognized, but it has also impacted current staff and future recruits. The dangers of public safety are starting to be told in communities across the US with violence against providers and lack of community respect; the “luster” of public safety has been tarnished over the last several years. It has been difficult to recruit and retain great employees for many years now, but the future of recruitment is going to be a tremendous challenge.
- 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.
- EMS call volume has increased at a faster rate than the resources have increased. The department’s ability to meet stated performance measures and the public’s expectations

are dependent on the fact that enough resources, capital assets and staffing are maintained at a level that assures the organization can respond to and mitigate the potentially life-threatening incidents that impact the public daily.

- Emergency planning for Long Term Care facilities continues to be 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.
- 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. A new comprehensive fire evaluation has been started and was released at the 2019 budget retreat. This study built upon the previous study conducted in 2011 and included evaluation of personnel, equipment, and fleet resources; response capacity, and revenue trends including potential annexation by the Cities of Greensboro and High Point through voluntary agreements. 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. Today, because of factors such as decreased recruitment/retention, increased call demand, increasing equipment cost, and additional training requirements, the demands on a previously predominant 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.
- 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. Quality clinical care is dependent upon the quality of education and experience each provider possesses. Stagnant pay levels and ever-increasing call loads have resulted in significant difficulty retaining employees.
- 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 population 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, and medications, as well as uncertainty of fuel prices 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 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 adequate resources and staffing within 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.

FAMILY JUSTICE CENTER

Catherine Johnson, Director

201 South Greene St., Greensboro, NC 27401 (336) 641-2321

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Family Justice Center	740,866	892,434	1,128,524	1,078,501	1,078,501	186,067	20.8%
Camp Hope	44,650	58,000	58,000	58,000	83,000	25,000	43.1%
CARES Act - Covid19	0	5,000	0	0	0	(5,000)	(100.0%)
Family Justice Center	785,515	955,434	1,186,524	1,136,501	1,161,501	206,067	21.6%
EXPENSE							
Personnel Services	691,822	815,496	1,028,640	1,032,743	1,032,743	217,247	26.6%
Supplies & Materials	27,168	50,300	60,571	24,700	24,700	(25,600)	(50.9%)
Other Services & Charges	66,525	89,638	97,313	79,058	104,058	14,420	16.1%
Total Expense	785,515	955,434	1,186,524	1,136,501	1,161,501	206,067	21.6%
REVENUE							
Intergovernmental	152,637	178,668	404,705	281,623	281,623	102,955	57.6%
Charges for Service	250	12,500	12,500	12,500	12,500	0	0.0%
Appropriated Fund Balance	0	31,000	31,000	31,000	31,000	0	0.0%
Miscellaneous Revenues	56,445	20,000	20,000	20,000	20,000	0	0.0%
Total Revenue	209,332	242,168	468,205	345,123	345,123	102,955	42.5%
County Funds	576,183	713,266	718,319	791,378	816,378	103,112	14.5%
Positions	10.00	11.00	13.00	13.00	13.00	2.00	18.2%

DEPARTMENTAL PURPOSE

The Guilford County Family Justice Center (FJC) is a collaborative of local government and community-based partners working together under one roof to provide victims of domestic violence, sexual assault, child abuse, and elder abuse a safe and secure place to receive assistance and access services.

The vision and 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.

The goal is facilitated by local government entities, agencies, organizations and community members across the County who provide consolidated and coordinated legal, social, and health services to families in crisis.

The Family Justice Center (FJC) meets several priority areas of the Guilford County Board of Commissioners. The FJC Department is the hub of the County-wide collaborative that integrates safety, health, legal, and social supports for individuals and families impacted by domestic and sexual violence across all ages. The County's administrative and content expertise stimulates collaboration and problem solving across various entities of government and private non-profit industries. Our work is recognized at the local, state, and national levels for our successful strategic coordination of health and safety services.

The Family Justice Center Department provides extensive support to other County programs and services. For example, we foster collaboration with other County departments including Law Enforcement, DHHS, and Child Support and Court Services. In addition, we work closely with other municipalities including the City of Greensboro and the City of High Point as both organizations have staffing resources that work from the FJC. In addition to supporting direct services, our department is a community leader in strategic partnerships, collaboration, and systems-level change. We connect daily with various community-based agencies and businesses to support the health and safety of our citizens. As a department we are innovative and constantly seeking opportunities for partnership and evolving our services and engagement efforts to meet the diverse and ever-changing needs of our community and in our partnerships.

FY 2022 GOALS & OBJECTIVES

- Continue the Board of Commissioners and department's goal of providing public access in Greensboro and High Point to coordinated, streamlined services that support victims of domestic violence, sexual assault, child abuse, and elder abuse.
- Continue the department goal of implementation of county-wide multidisciplinary strategies for increased victim safety and heightened offender accountability, including, but not limited to, high-risk case review and response coordination.
- Develop and implement an internal process for victim follow-up by FJC Navigators to improve coordination of services and response for victims at a higher risk for future violence by April 2022.
- Continue the department goal of community outreach efforts, promoting a two-location operation, through multiple forms of media marketing, including, but not limited to, in-person training and education, participation in community events and programming, and social media outlets.
- Continue the department goal to engage organizations and citizens throughout the County in building a diverse network of support and expanding community partnerships.
- Continue department goal of programming targeting vulnerable populations including:
 - Coordinate and expand services and resources for child victims of abuse through the Pathways and Camp HOPE year-round program. Develop and launch a leadership initiative for program participants ages 14-16 years by October 2021.
 - Coordinate and expand the Elder Justice Committee collaborative, a diverse group of professionals dedicated to improving education, resources, and response to elder abuse and exploitation in Guilford County. Plan and implement a multidisciplinary training in improving investigation and prosecution of elder abuse by June 2022.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- The Family Justice Center's FY 2022 Adopted budget expenses increased by \$206,067, or 21.6%, from the FY 2021 Adopted budget. The increase is offset by a \$102,955, or

42.5%, revenue increase, which lead to a net county contribution increase of \$103,112, or 14.5%.

- Personnel Services increased by \$217,247, or 26.6%, as a result of county-wide merit increases, as well as the addition of two Navigator positions which were added midway through FY 2021. The grant-funded positions were added to manage the increasing workflow in the Greensboro & High Point Offices.
- Supplies & Materials decreased by \$25,600, or 50.9%, due to no longer needing to expend unspent Victims Against Crime grant funds before the expiration of the grant. A new grant cycle started in October 2021 and will last two years.
- Other Services & Charges increased by \$14,420, or 16.1%, due to increased County contribution of \$25,000 to Camp Hope.
- Intergovernmental revenue increased by \$102,955, or 57.6%, due to the receipt of an additional Victims Against Crime Grant.
- The Board of County Commissioners increased funding to Camp Hope by \$25,000 from FY2022 Recommended.

FY 2021 SIGNIFICANT ACCOMPLISHMENTS

- Provided coordination of services to 11,183 victims, an increase of 34% from FY18-19.
- Continued operations during the COVID-19 shutdown, providing essential in-person services, reaching 2354 individuals from March 16, 2020 to June 30, 2020.
- Developed specialized COVID-19 safety resources for children, adults, and seniors that were shared on the local, state, and national level.
- Enhanced outreach efforts to include adding a virtual chat feature on the FJC website for citizens to connect with a Navigator to learn about resources and services available.
- Provided 246 community outreach, training, and education programs, an increase of 188% from Year 4, reaching 5,696 individuals over a total of 12,774 minutes. This includes finding creative ways to continue to reach our community during the COVID-19 pandemic.
- Provided training and consultation to 11 NC communities developing FJCs or multiagency service delivery models.
- Participated in multimedia outreach including local television, newspapers, and engaged with 141,000+ on Facebook.
- FJC program volunteers contributed 3,468 hours to the success of the Center.
- Continued training for senior citizens on fraud and scam prevention and launched raining for residential care communities on reducing risk for sexual abuse.
- Selected by the NC School of Government for specialized training in multidisciplinary teams addressing elder abuse and exploitation.

- Successful coordination and implementation of a High-Risk Case Review in both Greensboro and High Point to support partners in addressing victims at the greatest risk of homicide.
- Implemented the third year of Camp HOPE in August 2019, coordinating program participation for 60 children and their families from three counties in North Carolina and 22 youth counselor volunteers and adult staff.
- Expanded year-round programming for children and families participating in Camp HOPE, which included specialized monthly in-person programming from September to February, and 12 weekly virtual events promoting hope and resiliency during the COVID shutdown from April-June.
- Increased efforts to support professionals on the frontlines partnering with local civil clubs for meals and words of encouragement during COVID and by establishing a rotating schedule of therapy dog visits from the Alliance of Therapy Dogs.

KEY PERFORMANCE MEASURES

	FY20 Actual	FY21 Estimated	FY22 Projected	FY23 Projected	Target
Clients Served at Center	11,183	9,195	11,000	11,500	8,500
Community Education Presentations & Trainings	246	75	125	150	150
Social Media Post Reach	141,647	136,00	75,000	75,000	75,000
Total Persons Reached through Education, Training & Outreach	5,696	2,500	4,000	5,000	5,000

FUTURE OPPORTUNITIES & CHALLENGES

The Guilford County Family Justice Center will continue to work on creating systemic change that will positively impact how victims of crime are served and supported. COVID-19 created additional barriers and challenges for individuals and families impacted by abuse. While the FJC remained open and fully operational throughout the COVID-19 shutdown, some community resources and partners transitioned to remote based programming or were forced to shut down. The increased risks associated when individuals are isolated, coupled with a decrease in community resources, further exasperated challenges faced by survivors. In addition, offender accountability decreased due to court closures and delays. The long-term impact of COVID-19 on our community and the new barriers imposed will require intentional collaborative efforts focused on rebuilding, restoration, and long-term hope and healing. The FJC framework provides a strong foundation for problem-solving and is recognized in our community for our exceptional ability to collaborate across agencies and municipalities to address disparities and inequities for vulnerable victims of crime.

Between both locations, FJC staff coordinate and integrate resources of over 100 professionals representing 17 different services. Our strong collaborative efforts since our inception in 2015

have resulted in over 40,000 citizens served. Ongoing work building partnerships and increasing the community's awareness and response to issues of violence and abuse will continue to create obstacles and opportunities for systemic change. Working with partners to determine outcome measures that move beyond number of services provided and received is an on-going challenge faced by FJCs nationwide. We plan to continue our efforts in statistical data management by utilizing the expertise from area universities to chart new territory in data collection, communication, and measuring systemic impact. Guilford County continues to provide consultation and leadership statewide for communities developing or considering a Family Justice Center.

The Family Justice Center framework and impact in the community is significant and will continue to intensify as partners and community members align to address domestic violence, sexual assault, child abuse, and elder abuse. We remain accountable to victims of all ages and the provision of services needed to interrupt generational cycles of abuse and ensure their survival and success. Creating opportunities for survivors of abuse and neglect to find community, offer feedback, and make suggestions is a priority. Through the VOICES Committee, comprised of survivors, and through consumer feedback surveys, we have established mechanisms for continuous evaluation and engagement.

GUILFORD METRO 9-1-1

Melanie Neal, Director

PO BOX 3136, Greensboro, NC 27402 (336) 373-2933

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Communicatns-Metro 911 Center	3,249,741	3,080,602	3,080,602	3,225,008	3,225,008	144,406	4.7%
EXPENSE							
Other Services & Charges	3,249,741	3,080,602	3,080,602	3,225,008	3,225,008	144,406	4.7%
Total Expense	3,249,741	3,080,602	3,080,602	3,225,008	3,225,008	144,406	4.7%
REVENUE							
County Funds	3,249,741	3,080,602	3,080,602	3,225,008	3,225,008	144,406	4.7%
Positions	0.00	0.00	0.00	0.00	0.00	0.00	0.0%

- Note: the totals above are part of the overall Emergency Services budget -

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 hour-a-day, 7-days-a-week, basis with the most highly trained and dedicated 9-1-1 professionals possible.

KEY PERFORMANCE MEASURES

	FY20 Actual	FY21 Estimated	FY22 Projected	FY23 Projected	Target
<u>Workload Measures</u>					
Number of monthly educational contacts	27	55	55	55	55
Number of people contacted via educational events	2,354	3,000	3,000	3,000	3,000
Total calls dispatched	420,098	440,000	440,000	440,000	440,000
Number of in-service training sessions	3	6	6	6	6
<u>Efficiency Measures</u>					
Seconds to dispatch law high priority calls	161	150	150	150	150
<u>Effectiveness Measures</u>					
Percentage of 911 calls answered within 10 seconds or less	99%	98%	98%	98%	99%
Percentage of non-emergency calls answered within 15 seconds or less	96%	95%	95%	95%	95%
Percentage of Fire calls dispatched within 64 seconds	91%	90%	90%	90%	90%
Percentage of public record requests processed within two days or less of initial request	95%	95%	95%	95%	95%
ACE Accreditation Met - EMD (Medical)	YES	YES	YES	YES	YES
ACE Accreditation Met - EFD (Fire)	YES	YES	YES	YES	YES

INSPECTIONS & PERMITTING

J. Leslie Bell, AICP, Planning & Development Director

400 W. Market St., PO Box 3427, Greensboro, NC 27402
(336) 641-3334

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Inspections	2,275,446	2,569,937	2,585,039	2,770,478	2,770,478	200,541	7.8%
CARES Act - Covid19	0	5,000	0	0	0	(5,000)	(100.0%)
Inspections	2,275,446	2,574,937	2,585,039	2,770,478	2,770,478	195,541	7.6%
EXPENSE							
Personnel Services	2,198,822	2,495,266	2,459,266	2,615,255	2,615,255	119,989	4.8%
Supplies & Materials	18,955	23,950	18,942	20,950	20,950	(3,000)	(12.5%)
Other Services & Charges	54,319	55,721	106,831	103,462	103,462	47,741	85.7%
Capital	3,350	0	0	30,811	30,811	30,811	0.0%
Total Expense	2,275,446	2,574,937	2,585,039	2,770,478	2,770,478	195,541	7.6%
REVENUE							
Licenses & Permits	1,500,750	1,089,001	1,089,001	1,473,250	1,473,250	384,249	35.3%
Charges for Service	34,132	50,700	50,700	13,000	13,000	(37,700)	(74.4%)
Total Revenue	1,534,881	1,139,701	1,139,701	1,486,250	1,486,250	346,549	30.4%
County Funds	740,564	1,435,236	1,445,338	1,284,228	1,284,228	(151,008)	(10.5%)
Positions	27.00	27.00	27.00	28.00	28.00	1.00	3.7%

DEPARTMENTAL PURPOSE

The Inspections and Permitting Department is a state-mandated program that falls under the Public Safety service area of Guilford County. The overall goal of the Department is to protect the lives, health, and property of Guilford County residents 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 Department's responsibilities include: the review of building construction plans and specifications; issuance and tracking of permit and inspection data; performance all required state and local field inspections for code compliance; and issuance of Certificate of Occupancy (CO).

To further protect the safety, health and general welfare of our residents, additional responsibilities also include the following, under local, state, and federal mandates:

- Administration of the Environmental Regulations of the Guilford County Watershed Protection Ordinance, Stormwater Maintenance, Soil Erosion and Sedimentation Control Ordinance, and Pond Maintenance Program
- Investigation of Drainage, Flooding, and Erosion Complaints
- Soil Investigation Assistance with the Guilford County Health Department
- Plan Review for Grading, Watersheds and Ponds, and Residential and Commercial/Industrial Construction

- Public Outreach/Education

FY 2022 GOALS & OBJECTIVES

- Continue to work toward EnerGov land management system implementation by Fall/Winter of FY 22 through continuing to configure, build, and validate the software as a multi-departmental/divisional tool. This will facilitate a relatively more integrated development services process for Guilford County customers.
- Sponsor virtual meetings with the Home Builder's Association, developers' organizations, HOAs, and towns' staff to discuss impacts of recent and pending environmental law, building code, and newly adopted Unified Development Ordinance changes to residential construction and development. The focus will be on enhanced cross-communication between home builders, developers, residents, Town staff, and the Guilford County Soil Erosion Control Section, which is in support of a state mandate.
- Collaborate with other municipalities and stakeholder entities to plan Guilford Creek Week 2021 to support a state mandate.
- Continue to collaborate with the Fire Marshal and Planning and Zoning Division to create public resource materials and implement procedures for bona-fide Farms, Equine Facilities, and other farm-related buildings. This will assist in guiding customers and determining the extent of State zoning and building code exemptions. This is both a state mandate and a departmental initiative.
- Review, clarify, and update procedures for Commercial Site Plan review and residential subdivisions, in collaboration with Technical Review Committee members by October 30th, 2021. This ensures that review timeframes are adequate and sustainable due to increasing complexity and more thorough review of development projects. This is a department initiative.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- Total revenue increased by \$346,549, or 30.4%, due to high demand for Building Permits and Licenses.
- Expenses increased by \$195,541, or 7.6%, mainly due to an increase in Personnel (Regular Salaries) and an increase in Professional Services for a stormwater review contract.
- This budget includes the addition of one requested position, a Building Trade Inspector, as well as a vehicle to build staff capacity for this high demand function.

FY 2021 SIGNIFICANT ACCOMPLISHMENTS

- Continued to collaborate with Planning, Information Services, Fire Marshal's Office, Watershed/Stormwater Plan Review, Environmental Health, and Inspections and

Permitting to map, evaluate, and modify customer intake and development review processes as part of EnerGov Land Management software implementation and customer service improvements.

- Completed site plan review for Phase 2 of the ~1.8 million square-foot refrigerated distribution facility project for Publix Supermarkets, Inc. in collaboration with the City of Greensboro.
- Enrolled two single-family residential (SFR) construction projects into Guilford County Green Building Rebate Program during first half of FY21.
- Continued Live Remote Inspections (LRI) throughout the year.
- Clarified Watershed development review process and policies for projects within Rock Creek Consent Judgement boundaries and collaborated with GIS staff to create a tracking system for development within the area.
- Provided review and comment on the State Water Supply Watershed Model Ordinance in collaboration with the County Attorney.
- Clarified and improved Performance Guarantee policies and procedures to facilitate processing and ongoing tracking.
- Filled the Erosion Control Specialist position vacancy to provide additional inspection coverage of commercial, residential and grading-permitted sites in response to NCDEQ (Division of Environmental Quality) requirements.

KEY PERFORMANCE MEASURES

	FY20 Actual	FY 21 Estimated	FY22 Planned	FY23 Planned	Target
Inspections & Permitting					
Residential & Commercial Building Permits Issued	5,290	5,846	5,568	5,568	5,568
Annual Permits Issued per Technician	1,323	1,462	1,392	1,392	1,392
Building, Plumbing, Mechanical, Gas & Electrical Inspections Completed	38,556	42,604	40,578	40,578	40,578
Annual Inspections per Inspector ^[1]	3,505	3,873	3,382	3,382	3,382
# of Inspectors	11	11	12	12	12
Final Certificates of Occupancy Issued	902	994	947	947	947
Number Residential Plans Reviewed	901	1286	1250	1250	1250
Number Residential Plans Reviewed in 10 Working Days or less	883	1260	1213	1225	1225
Inspections & Permitting					
% Residential Plans Reviewed within 10 Working Days	98%	98%	97%	98%	98%

	FY20 Actual	FY 21 Estimated	FY22 Planned	FY23 Planned	Target
Number Commercial/Industrial Plans Reviewed (Construct. & Site Plans)	225	176	165	165	165
Number Commercial/Industrial Plans Reviewed within 10 Working Days	158	132	132	132	132
% Commercial/Industrial Plans Reviewed within 10 Working Days	70%	75%	80%	80%	80%
Watershed Plans Reviewed (# of Plans/Plats Reviewed for Watershed Compliance)	372	396	384	384	384
SCM Construction In Progress - Inspections Completed (# of SCM plans approved for construction during FY)	20	16	16	16	16
Annual Watershed Pond Maintenance Inspections Completed (# of all SCMs which have completed construction)	96	100	290	290	572
Grading Permits Reviewed	34	36	32	32	32
Grading Permits Issued	28	30	28	28	28
% of Reviewed Plans that Received Permits	82%	83%	88%	88%	88%
#805 - Soil's Device Release Inspections	64	56	52	52	52
#810- Soil Erosion Control Routine Inspections ^[2]	1,007	1,358	1,360	1,360	1,360
#820 - Grading Permit Final Inspections	33	35	20	20	20
#840 - Investigation/Consultation Inspections	455	420	415	415	415
#870- Single-Family Residential Soil Erosion Control Violation Inspections (New Construction)	88	145	135	135	135
Permitted Erosion Control Inspections Completed	1,647	2,014	1,982	1,982	1,982
#855 - Commercial/Industrial/ Institutional Site Plan Compliance Inspections	148	133	121	121	121
Drainage, Erosion Violations Investigated	114	150	175	175	175
Soil and Erosion Inspection Totals	262	283	296	296	296
Minimum Housing Complaint Cases ^[3]	1	2	1	1	1
Number of Cases Resolved	0	1	1	1	1
Percent of Cases Resolved	0%	100%	-	-	-

[1] Avg. # of inspections include Trade Chiefs and temporary reassignments on an as-needed basis.

[2] Beginning FY 17/18, #810 inspections incorporate additional Soil Erosion Tech. position.

[3] Minimum Housing Codes adopted by Board of Commissioners in June 2014. Cases primarily are complaint-driven.

[4] Cases primarily are complaint-driven.

FUTURE OPPORTUNITIES & CHALLENGES

- Incorporate full-service Electronic Document Review into EnerGov Land Management software implementation.
- Incorporate Electronic Plan retention into the development plan review process.
- Implement electronic automatic e-mail notification to Duke Energy upon approved request for a Certificate of Occupancy (CO) and for temporary service requests.
- Maintain and/or improve customer service delivery for processing surety bonds, grading permits, fee collections, soil erosion control plan reviews, and inspections in the unincorporated areas of Guilford County and seven (7) towns. This is via an interlocal agreement with limited resources as development activity increases. Expand Live Remote Inspection (LRI) opportunities.
- Continue meetings with the Home Builders' Association, developers' organizations, HOAs, and Town staff to discuss recent environmental law changes, the newly adopted Unified Development Ordinance, and impacts to residential construction and development. Focus will be on enhanced cross-communications between home builders, developers, residents, Town staff, and the County Soil Erosion Control Section.
- Increase targeted distribution of printed information and sponsor collaborative workshops to educate property owners, landscaping crews, and HOAs on how to implement and maintain stormwater control management (SCM) devices.

JUVENILE DETENTION

Doug Logan, Director

15 Lockheed Court, Greensboro, NC 27409 (336) 641-2600

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Detention Services	2,323,194	3,117,484	2,905,246	3,160,016	3,160,016	42,532	1.4%
CARES Act - Covid19	0	5,000	0	0	0	(5,000)	(100.0%)
Juvenile Detention	2,323,194	3,122,484	2,905,246	3,160,016	3,160,016	37,532	1.2%
EXPENSE							
Personnel Services	1,684,744	2,306,133	2,056,133	2,335,965	2,335,965	29,832	1.3%
Supplies & Materials	247,742	306,262	337,865	301,262	301,262	(5,000)	(1.6%)
Other Services & Charges	390,708	470,089	471,248	482,789	482,789	12,700	2.7%
Capital	0	40,000	40,000	40,000	40,000	0	0.0%
Total Expense	2,323,194	3,122,484	2,905,246	3,160,016	3,160,016	37,532	1.2%
REVENUE							
Intergovernmental	66,945	71,755	71,755	60,000	60,000	(11,755)	(16.4%)
Charges for Service	1,827,661	2,212,934	2,249,534	2,100,000	2,100,000	(112,934)	(5.1%)
Miscellaneous Revenues	1,505	1,450	1,450	300	300	(1,150)	(79.3%)
Total Revenue	1,896,111	2,286,139	2,322,739	2,160,300	2,160,300	(125,839)	(5.5%)
County Funds	427,083	836,345	582,507	999,716	999,716	163,371	19.5%
Positions	36.00	36.00	36.00	36.00	36.00	0.00	0.0%

DEPARTMENTAL PURPOSE

The Guilford County Juvenile Detention Center (GCJDC) provides juvenile detention services in a safe, secure and humane environment for court-involved youth awaiting adjudication. The Department is also committed to creating and maintaining alternatives to detention through community supervision programs that promote education, healthy lifestyles and positive choices for youth and their families. In FY 2021, the name of the department changed from "Court Alternatives" to "Juvenile Detention" to more accurately reflect the work of the department. In North Carolina, delinquent juveniles who require secure detention while awaiting court hearings (or transfers to community-based programs or Youth Development Centers) may be held in approved juvenile detention facilities. North Carolina General Statute (NCGS) 7B-1903(b) outlines the specific circumstances considered by judges when evaluating the need for secure detention. Currently, state law defines "delinquent juveniles" as youth between the ages of 6 to 17 who have committed crimes, infractions and/or indirect contempt. The Guilford County Juvenile Detention Center (GCJDC) is a short-term custody facility for male and female juveniles awaiting court action or transfers to other facilities. After a 1953 evaluation of our juvenile court and detention services, Guilford County, with the approval of the Board of Commissioners, opened the first Juvenile Detention Center in 1957. Over the years, the Board of Commissioners has seen the importance of detaining Guilford County youth within in our community as a successful way to provide resources and rehabilitation to the families of Guilford County.

FY 2022 GOALS & OBJECTIVES

- Continue to advertise for and recruit highly talented and skilled Juvenile Counselor Technicians along with a Human Services Coordinator.
- The Guilford County Juvenile Detention Center seeks to ensure the safety of juveniles and staff by maintaining an organized and disciplined system of operation that promotes stability within the facility.
- Guilford Juvenile Detention Center (GJDC) will accomplish its mission in a secure, orderly, and structured environment which is maintained by well-trained, competent staff administering the “Model of Positive Behavior Intervention” program. This is an accountability-based behavior management model comprised of comprehensive educational and recreational programs that promote healthy choices for the youth we serve. The GJDC seeks to provide an environment which enables behavior changes by making rehabilitative opportunities available for juveniles who demonstrate motivation for change and the desire to participate in behavior modification programs.
- Expand our partnership with NextGen Youth Program, an affiliate of Goodwill Industries. NextGen offers comprehensive guidance and counseling services for youth ages 17 and up in need of assistance with education and career goals.
- Increase Mental Health interventions in the facility with the assistance of our medical provider, WellPath. This will include additional training for staff with the goal of reducing the trauma-induced stress we are seeing with court-involved youth.
- Our agency will be committed to operating efficiently, effectively, and with accountability for the resources provided.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- Total revenue decreased by \$125,839, or 5.5%, which is mainly due to decreases in expected revenue from Charges for Service because of the COVID-19 limited-capacity restrictions. The Juvenile Detention Center cannot house as many juvenile detainees in order to comply with the health restrictions, so the JDC will not receive reimbursement from the State of North Carolina.
- Total expense increased by \$37,532, or 1.2%, due to increases in Personnel Services.

FY 2021 SIGNIFICANT ACCOMPLISHMENTS

- Ongoing staff training and re-certifications, which reinforce safety and security as a top priority, resulted in no major incidents occurring at GJDC as of May 2021.
- The department held a virtual graduation ceremony on February 25, 2021, at the JDC for one of the juvenile detainees.
- In partnership with Guilford County Schools, GJDC safely conducted in-person learning throughout the academic school year. Teachers and GJDC Staff are taking extra precautions to prevent the spread of the COVID-19 virus.

KEY PERFORMANCE MEASURES

	FY20 Actual	FY21 Estimated	FY22 Projected	FY23 Projected	Target
General Operations					
Total admissions	498	486	507	507	507
Guilford County admissions	197	180	201	201	201
Admissions from outside Guilford County	301	306	306	306	306
Total bed stays	11,174	11,019	11,655	11,655	11,655
Cost per bed day	216	202	244	244	244
Average length of stay	23	23	23	23	23
Average daily population	31	31	32	32	32
Education & Wellness (hours / week)					
Weekly hours of traditional classroom education offered through Guilford County Schools partnership	31.25	31.25	31.25	31.25	31.25
Weekly hours of extracurricular Health & Wellness Education offered	3.50	3.50	3.50	3.50	3.50
Weekly hours of extracurricular Nutrition Education offered	3.50	3.50	3.50	3.50	3.50
Weekly hours of physical fitness activities offered	7	7	7	7	7
Weekly hours of Gang Resistance Education & Training (GREAT) offered through Project Safe Neighborhood collaborative	10	3	3	3	3

FUTURE OPPORTUNITIES & CHALLENGES

- Continue to explore the options for facility expansion or the potential of adding modular housing units. Due to the “Raise the Age” legislation, we are seeing increased numbers of 16 and 17-year old juveniles being admitted to the facility. This increase has forced us to transfer most of the out-of-County juveniles to other facilities, in order to safely accommodate the Guilford County juvenile residents. These measures will result in decreased revenue for the department.
- With older individuals at the facility due to the Raise the Age legislation, juveniles are experiencing more high-risk behaviors at the facility, and the staff has deemed it appropriate to seek additional (though not mandated) mental health counseling. However, sharp increases in medical care have made the service more expensive.

LAW ENFORCEMENT

Danny H. Rogers, Sheriff

400 West Washington St., Greensboro, NC 27401 (336) 641-3694

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Administration	10,107,072	11,832,257	11,683,675	12,476,726	12,476,726	644,469	5.4%
Legal Process	3,953,308	4,675,046	4,679,499	4,894,225	4,894,225	219,179	4.7%
Special Operations	4,643,272	4,835,050	4,952,815	5,543,909	5,543,911	708,861	14.7%
Patrol - Law Enforcement	7,741,468	10,429,771	6,329,422	11,065,707	11,065,704	635,933	6.1%
Detention Services	35,242,682	36,643,061	37,513,835	37,803,207	37,803,206	1,160,145	3.2%
Federal Forfeitures	342,012	246,448	611,298	246,448	246,448	0	0.0%
Other Separate Funding	308,732	20,200	83,708	20,200	20,200	0	0.0%
Grants	1,517,783	1,781,001	3,047,352	1,808,289	1,808,290	27,289	1.5%
CARES Act - Covid19	0	50,000	0	0	0	(50,000)	(100.0%)
Law Enforcement	63,856,329	70,512,834	68,901,604	73,858,712	73,858,710	3,345,876	4.7%
EXPENSE							
Personnel Services	47,276,331	53,887,323	48,441,222	56,666,514	56,666,512	2,779,189	5.2%
Supplies & Materials	3,669,014	3,872,153	4,690,181	4,143,905	4,143,905	271,752	7.0%
Other Services & Charges	11,183,523	12,358,220	13,269,248	12,353,625	12,353,625	(4,595)	0.0%
Capital	1,727,460	395,138	2,500,953	694,668	694,668	299,530	75.8%
Total Expense	63,856,329	70,512,834	68,901,604	73,858,712	73,858,710	3,345,876	4.7%
REVENUE							
Penalties, Fines & Forfeitures	254,640	10,000	10,000	10,000	10,000	0	0.0%
Licenses & Permits	180	0	0	0	0	0	0.0%
Intergovernmental	1,192,336	1,802,015	3,457,039	1,802,015	1,802,015	0	0.0%
Charges for Service	5,590,383	5,462,880	5,462,880	5,773,117	5,773,117	310,237	5.7%
Appropriated Fund Balance	863,724	256,246	621,097	256,246	256,246	0	0.0%
Other Financing Sources	137,170	100,000	100,000	100,000	100,000	0	0.0%
Miscellaneous Revenues	822,468	688,500	688,500	688,500	688,500	0	0.0%
Total Revenue	8,860,902	8,319,641	10,339,516	8,629,878	8,629,878	310,237	3.7%
County Funds	54,995,427	62,193,193	58,562,088	65,228,834	65,228,832	3,035,639	4.9%
Positions	663.00	663.00	669.00	667.00	669.00	6.00	0.9%

DEPARTMENTAL PURPOSE

The Guilford County Sheriff's Department consists of the Operations Bureau (including the Legal Services Division), 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 Department 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 – McLeansville; and District III – Jamestown). Each District provides 24-hour patrol protection to the residents 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 authority of the Sheriff to perform traditional law enforcement functions (e.g., protecting residents from criminals, performing arrests, searches, and seizures, etc.) derives not from State statutes, but from the

North Carolina common law concerning the functions of “peace officers” (which, historically, included the High Sheriff and the associated Deputies). The obligation of the Office of Sheriff to perform traditional law enforcement task is not discretionary as those common law duties have effectively been codified by North Carolina General Statute § 4-1. The way the traditional law enforcement duties are performed by the Sheriff’s Office is also heavily regulated by the U.S. Constitution (e.g., the Fourth Amendment) and Federal and State Statute (e.g., the Criminal Procedure Act in Chapter 15A of the North Carolina General Statutes).

The Operations Bureau also includes the Legal Process Division which is responsible for the service of all Civil Processes within Guilford County and partners with the County’s Family Justice Centers in Greensboro and High Point to provide services for those affected by domestic violence and family crisis. Pursuant to North Carolina General Statutes § 162-14 and § 162-16, the Sheriff’s Office is legally required to serve and/or execute all forms of civil and criminal processes (e.g., summonses, subpoenas, orders, judgments, writs, arrest warrants, execution sales, etc.). Although the creation of Family Justice Centers is not statutorily required, these Centers do facilitate the ability of the Sheriff’s Office to perform domestic violence related duties which are required by the North Carolina General Statutes including § 50B-4(c) governing the enforcement of Domestic Violence Protection Orders, and § 50B-3.1 which requires the Sheriff to collect and store firearms owned/possessed by domestic violence offenders.

The Court Services Bureau is comprised of the two Detention Facilities in Greensboro and High Point, Bailiff Sections in Greensboro and High Point, and Transportation. This Bureau is responsible for the safety and security of inmates during housing, court, and transport, while providing for a safer community. Pursuant to North Carolina General Statute § 153A-224(a) and § 162-22, the Sheriff’s Office is legally obligated to act as the custodian of all Jails in the County and to provide for the care, basic needs, and safekeeping of all inmates housed therein. Under General Statutes § 153A-224(b) and § 153A-225, the Sheriff’s Office and the County are both legally obligated to provide for the medical needs of all inmates in the County’s jails. In addition, the Eighth and Fourteenth Amendments to the United States Constitution, as made actionable by the Civil Rights Act of 1866 (Title 42 United States Code § 1983), impose additional obligations upon Sheriffs to maintain satisfactory conditions of confinement and to provide for the medical needs of inmates.

The Administrative Bureau is responsible for budget, purchasing, grants and contracts, fleet, information technology, human resources, special projects, and many other administrative functions of the Department. The Administrative offices are recognized as the information center for residents to contact when seeking information or have questions regarding services. Although there is no specific statute expressly mandating the existence of the Administrative Bureau, the statutes cited above implicitly require its existence as none of the statutorily-mandated functions of the Sheriff’s Office could be accomplished without the Administrative Bureau.

FY 2022 GOALS & OBJECTIVES

- **Agency Accreditation:** Guilford County Sheriff’s Office will seek accreditation through CALEA (Commission on Accreditation for Law Enforcement Agencies) to meet national standards while reducing risk and liability exposure and enhancing community-oriented policing. The department is currently completing the self-assessment phase and entering the mock assessment phase with the assistance of NCLEAN (North Carolina Law Enforcement Accreditation Network) member assessors and reviewing standards and proofs for compliance. Once the mock assessment is complete by the end of March 2021, the Regional Program Manager will schedule a web-based assessment by CALEA. Upon completion of the web-based assessment phase, we will have a virtual on-

site assessment by CALEA in June, July or August 2021. The agency is working to attain accreditation by November 2021.

- Reduce Crime: Guilford County Sheriff's Office Reentry Program will strive to reduce recidivism and make communities safer by expanding program and services aimed at stopping offenders trapped in the revolving doors of our jails while victims are left to cope with the aftermath. Law Enforcement officers will improve courthouse security by restructuring patrol duties inside the courtrooms with the rise in gang activity, weapons fired outside the courthouse, and attempts at witness intimidation.
- Reduce Response Times: Law Enforcement will continue innovative initiatives and practices aimed at reducing response times and overall efficiencies.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- The total revenue for Law Enforcement increased by \$310,237, or 3.7%, due to the category of Charges for Service in Civil Process and Pistol Permits sections. Additionally, the department anticipates additional revenue of \$115,075 from Jamestown for Patrol Services.
- The total expense increased by \$3,345,876, or 4.7%, mainly due to Personnel Services (Regular Salaries) with additional money located in Personnel Adjustments, too. An additional \$299,500 was added to Capital for vehicle replacements. Additionally, two fingerprint machines will be replaced as part of the Major Equipment Plan.
- This budget does not include any additional position requests. The requests were 2 Vice/Narcotics Deputies, 5 Special Enforcement Team Deputies, 12 Patrol Deputies, 3 Bailiffs, 2 Legal Process -Pistol/Concealed Carry Permit positions, and 3 Legal Process Deputies.
- This budget does not reflect any additional COVID-19 specific requests due to future County evaluation of the federal American Rescue Plan Act of 2021.

FY 2021 SIGNIFICANT ACCOMPLISHMENTS

- The Patrol Division appointed new command staff in all three patrol districts, as well as completed other promotions throughout the department. Patrol deputies continued community policing, participation in community initiatives and other outreach activities to help improve their relationship with the residents in their districts.
- The Street Crimes Unit became operational on May 11th, 2020. The SCU was created to target violent criminals, reduce gun crimes, and enforce street level drug offenses. The SCU has made many significant arrests and charges for a total of 375 criminal charges.
- The Specialized Enforcement Team was formed in late 2020. The unit was put into operation November 1, 2020. Prior to implementation, deputies were provided training on precision driving, pursuit driving, firearms, and officer survival training.
- The Resource Management Division Purchased the ROOK tactical vehicle using Federal Forfeiture and Unauthorized Substance funding. The MRAP was modified by adding a ballistic hood.

- The School Resource Officer Division maintained deputy presence in 14 schools across the county while implementing changes in the division such as an additional command position focused on support officer presence and a reassignment plan to help reduce burn-out. The division is also increasing its emphasis diversion for criminal activity to help keep students out of the criminal process pipeline. SROs also participated in school safety trainings and conferences, as well as hosting trainings for school staff and assisting schools with various student life focused training and mentoring programs. When schools were closed due to COVID-19, the SROs assisted patrol divisions in law enforcement throughout all three districts and the Bailiffs whenever court was in session.
- Detention Division staff (in both Greensboro and High Point) collaborated with the Guilford County Health Department to promote the set CDC guidelines to minimize the spread of COVID-19 within jail population for both inmates and officers. Public visitations and in-person programs were suspended. Newly admitted individuals to the facility were isolated for 14 days prior to being housed in the general population.
- AFIS and Crime Scene Investigations units both achieved full accreditation through the ANIS National Accreditation Board which indicates that these units follow national standards for fingerprint identification (AFIS) and crime scene investigations and procedures. AFIS also renewed their accreditation under ISO.
- Personnel & Training oversaw promotion of over 49 personnel to various ranks, resulting in an increase in the diversity of staff at all ranks in the department, which better reflects the community. Personnel & Training also sponsored 10 detention officers to complete basic law enforcement training (BLET) to become sworn deputies and is working to implement a BLET program for new hires in addition to existing initial training programs which will expand the pool of applicants eligible for hire.

KEY PERFORMANCE MEASURES

	FY20 Actual	FY 21 Estimated	FY 22 Projected	FY23 Projected	Target
Administration					
Total Training Hours	45,626	50,000	50,000	50,000	50,000
Training Hours per Officer / Staff	68.71386	75	75	75	76
Cost per Detention Trainee to Successfully Complete the Academy	\$10,620	\$12,200	\$12,200	\$12,200	\$12,210
Legal Process					
Attempts to Serve / Execute all Processes	62,257	63,000	63,000	64,000	65,000
Attempts to Serve / Execute all Processes per Deputy	3,601	3,609	3,609	3,667	3,723
Cost to Serve / Execute Civil Processes (County Dollars)	\$50	\$50	\$50	\$50	\$50
Special Operations					
Investigations Assigned	386	371	371	381	750
Narcotics Investigations Arrests	380	390	390	400	175
Investigations per Officer / Detective	15	14	14	16	25

	FY20 Actual	FY 21 Estimated	FY 22 Projected	FY23 Projected	Target
Percent of Investigations Successfully Cleared	60%	60%	60%	60%	85%
Patrol					
Investigations Assigned	791	710	710	720	2,522
Investigations per Officer	11	24	24	26	25
Percent of Investigations Successfully Cleared	65%	68%	68%	68%	75%
Average Response Time from Dispatch to On-Scene (In Minutes)	9:52	12:48	12:48	12:48	8:00
All Calls for Service (Includes Dispatched + Self Initiative)	75,333	96,849	96,849	96,849	80,000
Detention					
Average Daily Population (ADP)	664	925	925	925	950
Total Inmates Admitted / Intakes	13,126	20,000	20,000	20,000	20,300
Average Length of Stay (In Days)	19	30	30	30	30
Inmate Meals	846,116	1,175,000	1,175,000	1,175,000	1,180,000
Inmate Disciplinary Reports	860	2,000	2,000	2,000	2,160
Total Incident Reports	2,499	4,000	4,000	4,000	4,800
Inmates Participating in Programs	3,903	4,250	4,250	4,250	4,500

FUTURE OPPORTUNITIES & CHALLENGES

- Medical costs in the detention centers when arrestees in the custody of the jail are guarded in local hospital beds due to severe illnesses is still very expensive.
- Ensuring adequate staffing in both filling positions and ensuring enough positions are allocated to the office is a challenge. One way to achieve this includes increasing employee pay to compete with other law enforcement agencies paying higher wages along with better incentives and additional benefits (i.e. retirement medical benefits, longevity pay, etc.).
- Ongoing regular replacement of Law Enforcement patrol vehicles and in-car equipment to ensure the efficiency of officers in the field as well as helping to ensure their safety creates a cost burden on the department.
- Funds to the build a new Law Enforcement Center within an approved budget amount that does not compromise safety or adequate space for future increases in programs and services is also a challenge.

SECURITY

Captain H.D. Burroughs, Director

201 S. Eugene St., Greensboro, NC 27401 (336) 641-6535

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Security	2,241,643	2,532,557	2,532,861	2,644,147	2,644,147	111,590	4.4%
CARES Act - Covid19	0	5,000	0	0	0	(5,000)	(100.0%)
Security	2,241,643	2,537,557	2,532,861	2,644,147	2,644,147	106,590	4.2%
EXPENSE							
Personnel Services	1,066,389	1,086,462	1,053,819	1,183,039	1,183,039	96,577	8.9%
Supplies & Materials	54,681	94,272	114,347	29,700	29,700	(64,572)	(68.5%)
Other Services & Charges	1,120,573	1,341,823	1,357,695	1,416,408	1,416,408	74,585	5.6%
Capital	0	15,000	7,000	15,000	15,000	0	0.0%
Total Expense	2,241,643	2,537,557	2,532,861	2,644,147	2,644,147	106,590	4.2%
REVENUE							
Charges for Service	2,625	6,200	6,200	6,200	6,200	0	0.0%
Miscellaneous Revenues	16,813	20,400	20,400	20,400	20,400	0	0.0%
Total Revenue	19,438	26,600	26,600	26,600	26,600	0	0.0%
County Funds	2,222,205	2,510,957	2,506,261	2,617,547	2,617,547	106,590	4.2%
Positions	17.00	17.00	17.00	17.00	17.00	0.00	0.0%

DEPARTMENTAL PURPOSE

The Security Department provides registered armed and unarmed physical and procedural control for the protection of people, property, and assets at Guilford County facilities, in accordance with the North Carolina Private Protective Services and required by Chapter 74C of the North Carolina Administrative Code. Security provides approximately 1,600 security hours per week protecting residents and employees in County facilities including, but not limited to, The Department of Health and Human Services, Public Health, Register of Deeds, Elections, County Administration, Tax, Child Support and the Courts in Greensboro and High Point. Security screens about one million people and 1.3 million hand-carried items in the courthouses per year (except in 2020, due to COVID-19). The Security Department also provides armed 24-hour mobile patrol and security console operations, monitors alarms and CCTV surveillance systems, and maintains the ID badge access control systems for approximately 5,000 users. The Security Department supports Human Resources, The Sheriff's Department, The Greensboro Police Department, District Attorney, Public Defender and private attorneys in conducting investigations and makes referrals to law enforcement when required. The Security Department also conducts workplace violence training and security surveys for departments.

FY 2022 GOALS & OBJECTIVES

- Increase efficiency and effectiveness by adding an Unarmed/Armed Instructor to ensure training requirements are met in accordance with North Carolina Administrative Code, Chapter 74C-11 and 74C-13 by September 2021.
- Ensure State compliance of the present contracted security company in accordance with North Carolina Administrative Codes, Chapter 14B-16. 0707, 0807 and 74C-11,13; this is a six month inspection and status report that is scheduled for August 2021.
- Increase efficiency and convenience to our badge customers by automating our ID badge system to accept credit/debit cards and online applications by July 2021.
- Increase safety and security by adding more CCTV surveillance in key areas by September 2021.
- Increase equipment accountability through an automated lock box system, in accordance with the department's goals by December 2021.
- Increase armed security presence on the Plaza Level outside of the Old County Courthouse and New Courthouse in Greensboro for increased protection of residents and employees by July 2021.
- Replace aging X-Ray screening equipment by February/March 2022.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- The total revenue of \$26,660 remains unchanged from FY 21 Adopted.
- The total expense increased by \$106,590, or 4.2%, due to Personnel Services increases and increases in the amount Building and Ground Security due to a new vendor and new contract with Weiser Security Services (as of FY21). Additional money for Education and Training is also included.

FY 2021 SIGNIFICANT ACCOMPLISHMENTS

- CCTV and access control systems were upgraded/placed in the County Courthouse in Greensboro, in the parking decks, and at the Cooperative Extension facility to provide enhanced levels of security, as directed by the Board of Commissioners.
- The panic alarm system was upgraded, and additional virtual desktop buttons and hard buttons were installed in many employee workstations.
- The department trained employees in the blue flashing lights emergency protocol in the courthouses to notify employees of security threats and evacuations.
- The department increased safety and security by adding a security officer position to the Register of Deeds in High Point, as directed by the Board of Commissioners.

- The department quickly implemented and maintained effective COVID-19 safety protocols, as directed by the Board of Commissioners.
- New lockers for employees' belongings were installed.
- The 14 year old Central Alarm Reporting System was replaced.

KEY PERFORMANCE MEASURES

	FY20 Actual	FY21 Estimated*	FY22 Projected	FY23 Projected	Target
Average response time to incident calls (minutes)	2	2	1.75	1.75	2.5
Total duty hours including contract security	82,469	90,715	98,822	100,830	94,765
Total incident & injury reports	83	110	100	100	100
Screenings in courthouses	1,105,026	1,105,126	1,105,350	1,105,450	1,102,970
Contraband discovered upon inspection	31,457	31,500	31,650	31,750	31,500
Patrols conducted	37,317	37,357	37,475	37,480	37,000
Square footage monitored	1,171,185	11,771,185	1,391,111	1,391,111	1,391,111
ID badges issued/updated	1,903	5,900**	2,500	2,500	1,800

*FY 20 and 21 measures were significantly impacted by Covid-19 closures.

**New Access System Implemented

FUTURE OPPORTUNITIES & CHALLENGES

- Guilford County will need to replace IP cameras, network servers, and x-ray screening equipment as it becomes outdated or ineffective.
- Guilford County has had discussions about replacing more contracted security officers with county security officers in key areas in order to reduce turnover and provide more effective services. This could be a possibility in the coming year(s).
- The creation of an automated ID badge system by taking payment for the badges via use of credit cards and utilizing online applications could increase this security process efficiency.

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:

- Planning & Development
- Cooperative Extension
- Soil & Water Conservation
- Solid Waste
- Culture & Libraries
- Parks
- Economic Development

Expenditures

Guilford County will spend \$13.4 million for Community Services in FY 2021-22, an increase of \$1.4 million, or 12.2%, from the FY 2020-21 Adopted budget.

Community Services accounts for about 2% of total County expenditures for FY 2021-22.

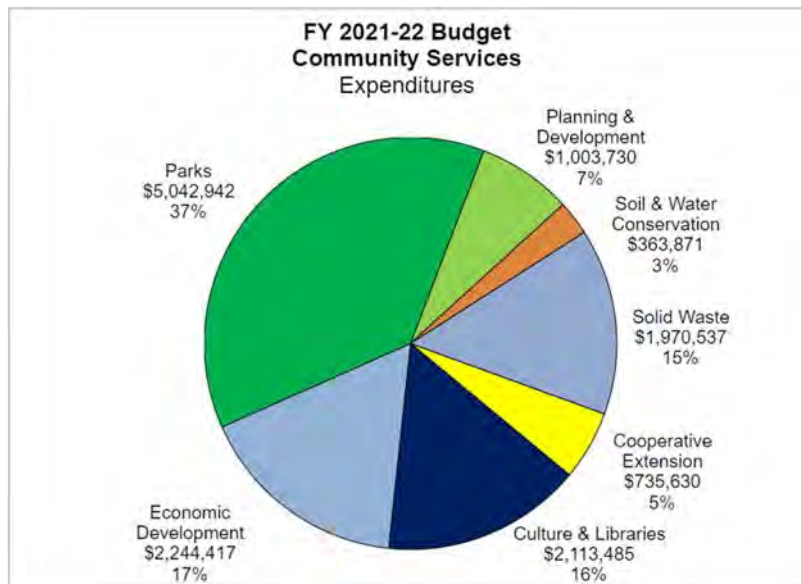
The Economic Development budget increased by \$911,115 from FY 2021 and includes funding for 5 anticipated incentive grant payments in FY 2021-22 (\$869,417) and funding

for 16 economic development agencies plus additional unassigned funds for opportunities that arise during the fiscal year (\$1,225,000). A complete list of expected incentive grant payments and allocations to economic development agencies is included on the Economic Development budget page.

Library funding for the Greensboro, High Point, Jamestown, and Gibsonville libraries increased by \$285,678, or 15.6%, from FY 2020-2021. The total funding for libraries in FY 2021-2022 is \$2,113,485. Previous budgets included about \$15,000 for Culture based on an old historic preservation program; this has been removed for FY 2021- 2022 and future years.

FY 2021-2022 budget makes Parks a separate department from Facilities. The Parks budget increased by \$219,860, or 4.6%, in FY 2021-22. Staff will continue to place effort in local and regional marketing and outreach, and evaluate best practices for scheduling, rental, and use of park facilities and activities. The budget includes building and grounds maintenance needs for parks and county buildings.

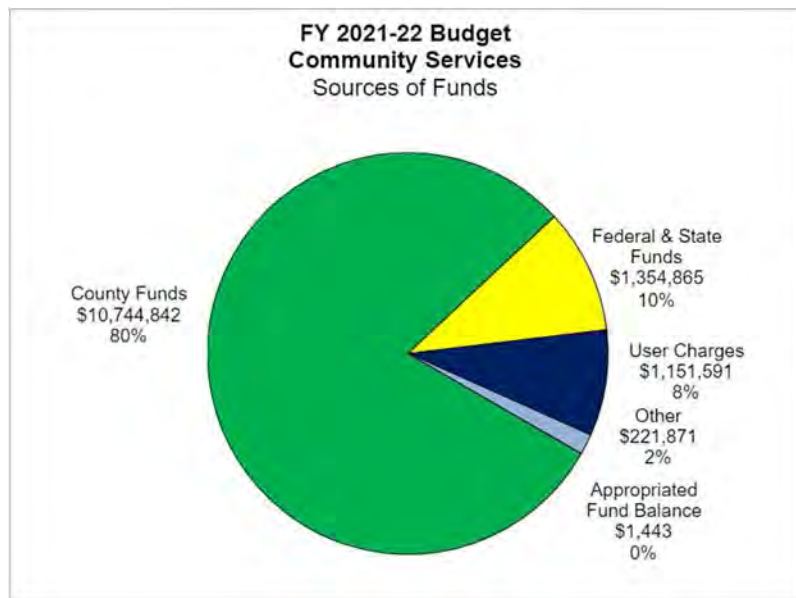
Cooperative Extension's budget increased by \$24,370, or 3.4%, due Guilford County's contributions to merit increases for the staff.



The Solid Waste budget decreased by \$108,535, or 5.2%, due to a decrease in cost for the Scrap Tires Disposal contract in Services and Charges (Professional Services). Intergovernmental revenue is expected to increase by about \$30,000, which will help the department to address some needed maintenance items in the Solid Waste facilities. Staff will continue evaluate opportunities to establish Solid Waste satellite sites throughout the County for collection of white goods, e-waste, and scrap tires to improve overall customer service and accessibility.

Revenues

Community Services programs are primarily supported through general county funds (80%). User charges (8%) and Federal & State revenues (10%) account for most of the remaining funding needs. In FY 2022, the County appropriated only \$1,443 from departmental fund balances to cover expenses.



	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	vs. FY21 Adopted	
						\$ chg	% chg
Department							
Cooperative Extension	\$678,723	\$711,260	\$724,416	\$735,630	\$735,630	\$24,370	3.4%
Culture & Libraries	\$1,827,807	\$1,834,277	\$1,834,277	\$2,113,485	\$2,113,485	\$279,208	15.2%
Economic Development	\$864,971	\$1,333,302	\$2,754,338	\$2,099,417	\$2,244,417	\$911,115	68.3%
Parks	\$4,048,794	\$4,823,082	\$5,025,425	\$4,867,601	\$5,042,942	\$219,860	4.6%
Planning & Development	\$853,691	\$883,994	\$928,295	\$1,003,730	\$1,003,730	\$119,736	13.5%
Soil & Water Conservation	\$316,255	\$346,903	\$344,404	\$363,871	\$363,871	\$16,968	4.9%
Solid Waste	\$1,594,986	\$2,079,072	\$2,151,623	\$1,970,537	\$1,970,537	(\$108,535)	-5.2%
Total Expenditures	\$10,185,227	\$12,011,890	\$13,762,778	\$13,154,271	\$13,474,612	\$1,462,722	12.2%
Sources of Funds							
Federal & State Funds	\$1,013,056	\$1,074,700	\$1,102,680	\$1,354,865	\$1,354,865	\$280,165	26.1%
User Charges	\$785,747	\$1,133,247	\$1,133,247	\$1,151,591	\$1,151,591	\$18,344	1.6%
Other	\$222,584	\$218,496	\$220,996	\$221,871	\$221,871	\$3,375	1.5%
Appropriated Fund Balance	\$11,671	\$1,443	\$1,443	\$1,443	\$1,443	\$0	0.0%
County Funds	\$8,152,169	\$9,584,004	\$11,304,412	\$10,424,501	\$10,744,842	\$1,160,838	12.1%
Sources of Funds	\$10,185,227	\$12,011,890	\$13,762,778	\$13,154,271	\$13,474,612	\$1,462,722	12.2%
Permanent Positions	48.000	48.000	49.000	47.000	49.000	1.000	2.1%

COOPERATIVE EXTENSION

Molly Alexi, Director

3309 Burlington Rd., Greensboro, NC 27405 (336) 641-2400

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Coop Ext - Administration	650,162	671,760	673,936	699,328	699,328	27,568	4.1%
Extension Programs	28,561	34,500	50,480	36,302	36,302	1,802	5.2%
CARES Act - Covid19	0	5,000	0	0	0	(5,000)	(100.0%)
Cooperative Extension Service	678,723	711,260	724,416	735,630	735,630	24,370	3.4%
EXPENSE							
Supplies & Materials	38,792	54,300	50,729	51,300	51,300	(3,000)	(5.5%)
Other Services & Charges	639,931	656,960	660,407	684,330	684,330	27,370	4.2%
Capital	0	0	13,280	0	0	0	0.0%
Total Expense	678,723	711,260	724,416	735,630	735,630	24,370	3.4%
REVENUE							
Intergovernmental	1,745	0	17,980	0	0	0	0.0%
Charges for Service	18,356	21,500	21,500	21,500	21,500	0	0.0%
Miscellaneous Revenues	4,282	17,300	17,300	17,300	17,300	0	0.0%
Total Revenue	24,383	38,800	56,780	38,800	38,800	0	0.0%
County Funds	654,341	672,460	667,636	696,830	696,830	24,370	3.6%

DEPARTMENTAL PURPOSE

N.C. Cooperative Extension is a strategic partnership of the N.C. State Extension, The Cooperative Extension Program at N.C. A&T State University, USDA-NIFA, and Guilford County. Guilford County Extension professionals translate research-based education from our state's land-grant system into everyday solutions.

Cooperative Extension provides educational opportunities to Guilford County residents through workshops, training, and information requests via telephone, radio broadcasts, newspaper, television outreach, educational mailings, face-to-face contacts with residents, and website visits. Extension continually strives, through educating and empowering the community, to maximize the County's return on investment.

Extension 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.

The Family and Consumer Science program is a multifaceted program that engages the community with food, nutrition, financial literacy, and physical fitness education to improve the quality of life and well-being of individuals, families, and communities.

The Horticulture program focuses on helping both residents and commercial ventures make decisions regarding plant selection, placement, and management that will decrease water consumption, preserve and improve water quality, mitigate stormwater contaminants, reduce erosion, energy consumption, and green waste, expand wildlife habitat, improve real estate value, and improve diet and nutrition of consumers. We help to increase local food access through the development of community and school gardens. Extension Master Gardener volunteers provide additional support to Extension and outreach into the communities.

The 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 the final sale of goods. We promote environmental stewardship through pesticide certification and soil health; economic viability through the 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 2022 GOALS & OBJECTIVES

- The family and consumer sciences programs will improve the well-being of individuals, families, and communities and increase participation in programs by 5% by the end of 2022.
- The plant production programs will improve the production, profitability, and sustainability of the agriculture sector and our Agents will increase farm visits and the number of program participants 5% by the end of 2022.
- The animal production programs will improve the production, profitability, and sustainability of the agriculture sector our Ag Agent will increase the number of livestock events and participation in programs by 5%.
- The community development programs will build strong and thriving communities by hosting additional volunteer trainings and increasing participation by 5% by the end of 2022. We will also have at least 30 farms signed up with the NC Farm App by the end of 2022.

- The 4-H youth development programs will grow the skills young people need to succeed in life and career by increasing the number of programs by 5% and offering camps for youth that focus on life skills by the end of 2022.
- The consumer horticulture programs will teach families and communities about environmentally friendly methods for gardening and controlling pests and we will increase the number of programs offered and number of participants 5% by the end of 2022.
- The food safety and nutrition programs will create a safer and more sustainable food supply and improve the health and nutrition of individuals, families, and our communities by increasing the number of programs offered and participation 5% by the end of 2022.
- This year we will expand our emphasis on the importance of local foods through educational programming via the School Garden Network and our work with community gardens in food-insecure areas we will replace 10 of the 54 beds in our Mixed Greens Garden by the end of 2022.
- The department continue to enhance our department's use of public and social media to expand marketing and visibility, to result in more diverse (ethnic, age, cultural) populations attending programs and on the advisory council. We will create a marketing video, and update marketing brochures by the end of 2022.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- The total revenue for Cooperative Extension, \$38,880, remains the same as the FY21 Adopted amount.
- Overall expenses increased by \$24,370, or 3.4%, primarily due to a merit increase in Guilford County's salary portion and benefits contribution to Cooperative Extension employees.

FY 2021 SIGNIFICANT ACCOMPLISHMENTS

- Cooperative Extension received \$42,847 in grants and donations and 526 volunteers reported 7769 hours of service, a value of \$197, 566.
- Through Cooperative Extension's efforts, approximately 1500 disposal face coverings, 1000 cloth face coverings, and 300 8-ounce bottles of hand sanitizers were distributed to farmers, farmworkers, or agricultural businesses, in Guilford County. Farmers and farmworkers were able to be more safely protected while providing an essential service to Guilford County and beyond.
- With the help from a \$1,500 sponsorship from the Guilford County Farm Bureau, N.C. Cooperative Extension, Guilford County is now a viable partner with "Visit NC Farms App" Because of the connection Cooperative Extension already has with Farmers and Markets, they took on the role of administering the program in Guilford County. The Visit NC Farms App administrator recruited 25 assets; 7 farmers markets and 18 farms. The app helps consumers find agribusiness points of interest and reflects a wide range of categories

including farms and fisheries, pick your own, farmers markets, local food and drink, shop local, farm stays and lodging, tours and trails, and special events.

- The COVID-19 pandemic suddenly and drastically changed the way we traditionally offer education programs to our Extension clientele. One in four Americans has one or more chronic conditions such as heart disease, type 2 diabetes, and obesity, and for those over the age of 65, the number increases to three out of four people. Chronic diseases are also responsible for 7 out of 10 deaths each year and treating people with these chronic diseases' accounts for around 86% of our nation's health care costs. Many of these illnesses can be eradicated or at the least more manageable by adopting healthier eating patterns, along with including adequate physical activity into daily routines. The ability to offer virtual programming encouraged agents to work together to offer the Med Instead of Meds program via the zoom platform. Live, as well as some prerecorded recipe demonstrations from our curriculum, were made available. We had 109 participants register for the class series, with an average of 57 participants on the sessions each week over the 6-week time frame. Other participants watched the recordings later when it was more convenient.
- The Community & School Garden Agent serves on the leadership team of the Community Food Task Force. The Agent collaborated with the City of Greensboro to transition the Community Food Task Force to a virtual meeting via Zoom, and co-facilitated each of the meetings in May, August, and November. Also, the format of the meetings switched from educational presentations by topic (ex. Summer Meals for Youth, Food Policy & Advocacy, Fresh Food Access) to a rapid response needs assessment. All attending community partners were invited to answer the following questions: 1) How is your organization functioning now? 2) What are your greatest needs for your organization and how can the community help?
- Participation in the Community Food Task Force (CFTF) meetings via Zoom was high, with 35 attendees in May, 43 in August, and 31 in November. Collaborations due to the CFTF included: 1) There was increased community interest in updating and distributing copies of "The Little Blue Book: Free Food Pantries in Greensboro." At the February meeting of the CFTF, 2 community partners mentioned that they were working to update the list, and it became a collaborative project of Greensboro Urban Ministries, Tiny Houses, City of Greensboro, and NC A&T State University. 2) The coordinator of a student food pantry at NC A&T reached out for help about reducing food waste at the end of the fall semester and was able to connect with staff from Repurpose, a food waste recovery initiative. 3) Staff at the Weaver Foundation acted as a liaison between Guilford County Schools and community partners to ramp up and extend the Summer Meals Program when schools went fully remote in the spring. Regular updates were provided at each of the CFTF meetings, and new community partners were able to engage. 4) The United Way of Greater Greensboro was able to publicize CARES Act grant funding, and multiple community partners were able to rapidly increase their impact with the increased funds.
- Guilford County has seen a sharp increase in interest in home and community gardening this spring and summer -- many community gardens are full, and vegetable seed and transplant supplies are running low at local garden centers. When Guilford County Schools closed in mid-March due to the COVID-19 pandemic, many families and caregivers looked for hands-on projects that children could engage with. Also, the financial impact of COVID-19 has led many families and individuals to search for ways to lower their food expenses through growing their own or accessing food pantries. Extension Agents collaborated with

local organizations to distribute donated vegetable seeds to families in Guilford County. Sharing seeds is one way to support community members during stressful and uncertain times. 15 volunteers dedicated a total of 223 hours to pack 1,452 seed packets that were distributed to 614 families in Guilford County. Volunteers distributed seeds door to door through several apartment complexes, at community food distribution events, in backpack food bags, at open early childcare centers for essential workers, and to students gardening at home.

- Extension and the Extension Master Gardener volunteers worked together to plan, prepare, and implement a new series of virtual gardening classes to reach the community who wanted gardening information. Like many who are unfamiliar with new technology, there was some hesitation from the Master Gardener volunteers on creating presentations and delivering them over Zoom. This fall, the Master Gardener volunteers presented three virtual presentations over Zoom on the topics of Sustainable Lawns, Success in NC Gardens, and Backyard Composting. The classes were held on Thursday evenings at 6 pm for an hour. There was a total of 125 participants with many of them being people we had not reached before but were able to due to the classes being virtual. Extension and the Master Gardener volunteers were able to reach community members that were previously excluded from many of our in-person classes because of location and/or time, and the gap in local gardening classes this year was lessened due to the adaptation of Extension and the volunteers to virtual programming during the COVID-19 pandemic. While in-person programming will resume once the pandemic is over, there have already been discussions to continue offering virtual classes because of the additional reach into previously untapped audiences.
- During COVID-19, the FCS agent engaged k-5 students through Story Time using Facebook Live. Stories read about food and agriculture. Children followed along via Facebook Live and they also had a word of the day that was defined for them to boost their vocabulary. There were over 3,000 views and contacts in two months. More children are being reached by word of mouth and sharing of the page with others. The childcare centers and pre-k programs have been able to pick up where they left off.
- The Guilford County Cattlemen's Association wanted to increase membership and supply new and lower-income cattlemen with a way to work their cattle safely and effectively. The Association did not have the funds for this type of equipment so new ideas were in order. The livestock Agent helped the group to secure funds through the Ag Ventures program. As a result of the grant funds secured through the Ag Ventures program, the cattlemen's association is now able to offer a low-cost option for livestock producers to safely and effectively work their cattle. This also allows producers to implement extension best management practices like vaccinations, deworming, and proper livestock care. Producers were able to get more money for their cattle by following BQA standards and allowing their cattle to meet the requirements for BQA Allied sales.

KEY PERFORMANCE MEASURES

	FY20 Actual	FY21 Estimated	FY22 Projected	FY23 Projected	Target
Cooperative Extension					
Participants in Workshops/Seminars	11,215	13,617	14,979	15,000	16,000
Programs Given	260	500	525	550	550
Volunteers	526	702	737	740	740
Volunteer Hours	7,769	18,928	19,875	20,000	20,000
4H Youth Served (non-duplicated)	3,058	3,371	3,540	3,717	4,000
Site Visits	163	141	150	150	175
Diagnostic Samples Performed	110	122	128	130	150

FUTURE OPPORTUNITIES & CHALLENGES

- New Networking/Collaboration teams with county departments and other organizations (more complete programming).
- Collaborate with local universities – NC A&T farm for Dairy Show venture, NC A&T, UNCG, Greensboro College, and NCSU for paid and unpaid internships.
- Train the Trainer opportunities – partnering with other youth development organizations
- Recognition/Identity – must actively and creatively advertise our accomplishments and programs as a community partner.
- Marketing - need to improve our efforts to share the impacts Extension has on the local community. Connect with A&TSU's radio station, create a new marketing flyer, and marketing video.
- Location – Transportation (limited resource participants have a difficult time visiting our location) Continue to look for ways to collaborate with other agencies and meet people where they are.

PARKS

Dwight Godwin, Parks Operations Manager

201 W. Market St., Greensboro, NC 27402 (336) 641-3734

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Culture-Recreation (Parks)	363,827	491,218	461,087	388,681	388,679	(102,539)	(20.9%)
Bryan Park North	0	0	0	5,200	5,200	5,200	0.0%
Bur-Mil Park	964,607	1,117,991	1,169,402	1,035,149	1,035,150	(82,841)	(7.4%)
Gibson Park	219,378	236,065	333,299	247,430	247,430	11,365	4.8%
Guilford Mackintosh Park	167,832	170,840	223,392	213,900	213,900	43,060	25.2%
Hagan-Stone Park	747,449	819,249	848,720	844,553	844,552	25,303	3.1%
Northeast Park	733,688	760,843	808,476	829,068	829,069	68,226	9.0%
Southwest Park	248,841	258,866	279,339	264,658	264,659	5,793	2.2%
Triad Park	399,657	586,722	586,723	586,722	586,722	0	0.0%
Parks - Other	203,516	376,288	314,987	452,240	627,581	251,293	66.8%
CARES Act - Covid19	0	5,000	0	0	0	(5,000)	(100.0%)
Culture-Recreation (Parks)	4,048,794	4,823,082	5,025,425	4,867,601	5,042,942	219,860	4.6%
EXPENSE							
Personnel Services	2,267,044	2,519,260	2,519,260	2,531,984	2,628,573	109,313	4.3%
Supplies & Materials	203,813	230,323	279,938	225,323	234,548	4,225	1.8%
Other Services & Charges	1,478,587	1,923,749	2,099,303	1,960,294	2,029,821	106,072	5.5%
Capital	99,350	149,750	126,924	150,000	150,000	250	0.2%
Total Expense	4,048,794	4,823,082	5,025,425	4,867,601	5,042,942	219,860	4.6%
REVENUE							
Charges for Service	675,816	1,029,177	1,029,177	1,032,677	1,032,677	3,500	0.3%
Other Financing Sources	71,361	5,400	5,400	5,400	5,400	0	0.0%
Miscellaneous Revenues	121,540	164,601	164,601	164,601	208,601	44,000	26.7%
Total Revenue	868,716	1,199,178	1,199,178	1,202,678	1,246,678	47,500	4.0%
County Funds	3,180,078	3,623,904	3,826,247	3,664,923	3,796,264	172,360	4.8%
Positions	30	30	31	29	31	1	3.3%

DEPARTMENTAL PURPOSE

In FY 22, the Guilford County Parks became a separate department. The Parks Department enhances the quality of life in Guilford County by providing healthy, safe, and sustainable outdoor experiences through the development and maintenance of high-quality active and passive parks, trails and greenways, and a variety of natural areas throughout the County. The department operates Bur-Mil, Hagan-Stone, Gibson, Northeast, and Southwest Parks, as well as 10 passive parks & preserves, 2 marinas, 1 recreation center, the County Farm, and 60 miles of trails and greenways. Various amenities include 3 aquatic centers, 18 playgrounds, 11 athletic fields, campgrounds, rides, golf areas, and event centers. Overall, the Parks Department oversees 6,000 acres of land. The County also funds Triad Park, operated jointly with and managed by Forsyth County, and Guilford-Mackintosh Park, managed under an agreement with the City of Burlington.

The Parks Department supports the Board of Commissioners' goals by providing recreation and culture services in the county. Parks amenities and services support health and wellness in the county. Operation of the aquatic centers and food service venues are subject to state and local regulatory requirements.

FY 2022 GOALS & OBJECTIVES

- Continue the departmental goal to operate the three aquatic centers and event centers in compliance with state and local regulatory requirements.
- Implement LEAN process improvements in the event centers with best business practices by December 2021.
- Continue the department goal of utilizing monthly inspections to monitor and enhance existing park infrastructure to provide the highest possible service and park experience with available resources.
- Continue the department goal to strengthen organizational sustainability by diversifying funding sources, capitalizing on earned income opportunities, such as facility rentals, and identifying opportunities for greater operational efficiency.
- Issue a Parks signage Request for Proposal to enhance park entrance and other major park signage and provide a level of signage consistency across all parks. This will be developed in compliance with County branding requirements as a department goal by June 2022, or as soon as County Branding is updated.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- The Parks FY 2022 Adopted budget increased by \$219,860, or 4.6% from FY 2021 Adopted. The increase is offset slightly by a \$47,500, or 4%, increase in revenues from FY 2021. This led to a net county contribution increase of \$172,360 or 4.8%, from FY 2021.
- Other Services & Charges increased by \$106,072, or 5.5% from FY21 Adopted. This increase was mainly attributed to a \$86,232 increase in lawn maintenance for the purpose of addressing high priority greenways and routine open space upkeep throughout the county. The other major increase in these expenses occurred in professional services, which increased \$25,930, or 2.3%, largely as a result of increased capital funding for Triad Park.
- The Parks Department also took over operation of the County Farm, which was previously under the supervision of the Facilities Department. The transition is reflected within the budget, including personnel expenses and other services & charges.
- The Parks Department also requested two decision packages: one involving cost sharing for Bryan Park North with the City of Greensboro, and one requested by Forsyth County to share 50% of the Greenway through Triad Park (which costs \$550K per County). Both requests are included in the FY 22 Adopted budget.

FY 2021 SIGNIFICANT ACCOMPLISHMENTS

- Purchased land at the entrance of Northeast Park using open space funding. This provides a natural buffer between the park entrance and adjacent property. It also permits the creation of a secondary gravel drive to be used for emergency access and as an additional exit during special events.
- Purchased a watershed protection easement and a greenway trail easement on the Bandera Farms property using open space funding. These easements will provide a natural buffer for this section of Reedy Fork Creek and will also allow future development of the Piedmont Greenway on this property.
- Obtained approval of the revised Memorandum of Understanding with the Town of Oak Ridge concerning the maintenance of Cascades Preserve.
- Completed approximately \$125,000 in deferred maintenance projects and repairs.
- Implemented the Community Waste Reduction and Recycling Grant. This consisted of the purchase and placement of recycling containers at the five active parks and the purchase of additional recycling containers to be placed during special events.
- Implemented the Employee Gallup Q12 Engagement Survey results. This includes responding to resources needs of employees, valuing employee's opinions and contributions, and communicating employee's connection to the overall Parks mission.
- Completed staff training in the LEAN project to operate with best business practices.
- Hired a Marketing and Special Events coordinator with revised responsibilities to help promote the parks on social media and via special events.

KEY PERFORMANCE MEASURES

	FY20 Actual	FY21 Estimated	FY22 Projected	FY23 Projected	Target
Parks Management					
Pool Attendance *	102,300	*10,360	*64,680	103,00	Demand**
Park Attendance	1.05M	1.14M	1.2M	1.25M	Demand**
Number GC Parks Sponsored Events	6	1	5	6	
Passive Park & Open Space Management					
Preserve Attendance	29,000	53,000	63,000	67,000	Demand**
Campground					
Campsite rentals*	1,565	1,200	1,650	1,725	Demand**

*Aquatic center reduce capacity due to COVID-19 restrictions.

** Demand indicates that a target is based on demand for service.

FUTURE OPPORTUNITIES & CHALLENGES

- Deferred maintenance on aging park facilities and infrastructure will continue to decrease their value to the community while increasing exposure to risk and operational expenses. In recent years the County has made significant investments in our park facilities. Sustained investment at a level adequate to address needs is necessary to maximize benefits to our county and to protect the public investment in our parks.
- The County Farm is a large property currently being managed by Parks. It is a unique property in that it has several buildings and structures but is primarily managed as a passive park. Development of a defined role and purpose for this property, particularly of its two main buildings, is needed to ensure that it meets the intent of the County and that structures are maintained and/or repurposed accordingly.
- Invasive species are the most significant environmental threat to our active and passive park properties. Several native plant and animal species that were part of our cultural and natural heritage for generations are in decline due to non-native species that have negative ecological value. Resources will continue to be needed to address invasive species on public lands to minimize their impact.
- Enhanced communication with the public regarding Guilford County Parks is an ongoing challenge to ensure that citizens and visitors are aware of and utilize these community assets.

PLANNING & DEVELOPMENT

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BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
P&D Administration	435,220	452,465	498,613	489,947	489,948	37,483	8.3%
Planning & Zoning	418,471	426,529	429,682	513,783	513,782	87,253	20.5%
CARES Act - Covid19	0	5,000	0	0	0	(5,000)	(100.0%)
Planning and Development	853,691	883,994	928,295	1,003,730	1,003,730	119,736	13.5%
EXPENSE							
Personnel Services	796,794	822,316	843,316	865,658	865,658	43,342	5.3%
Supplies & Materials	10,495	11,150	9,793	7,200	7,200	(3,950)	(35.4%)
Other Services & Charges	46,921	50,528	75,186	130,872	130,872	80,344	159.0%
Other	(518)	0	0	0	0	0	0.0%
Total Expense	853,691	883,994	928,295	1,003,730	1,003,730	119,736	13.5%
REVENUE							
Charges for Service	74,126	69,320	69,320	83,164	83,164	13,844	20.0%
Total Revenue	74,126	69,320	69,320	83,164	83,164	13,844	20.0%
County Funds	779,565	814,674	858,975	920,566	920,566	105,892	13.0%

DEPARTMENTAL PURPOSE

Planning and Development's Administrative Division manages the following Departmental units:

- Planning (State mandate)
- Permitting, Plans Review and Inspections (Local, state, federal mandates)
- Community Services (Solid Waste and Soil & Water Conservation) (local, state, federal mandates)
- Economic Development (County initiative)

The Planning and Development Department 1) prepares, implements, and updates the Comprehensive Plan and Area Plans; 2) administers and ensures compliance with the Development Ordinance including text amendments, zoning and subdivision regulations, floodplain and watershed regulations as required; 3) reviews and recommends additions to the NC Department of Transportation (NCDOT) secondary road system; 4) supports the Planning Board, Board of Adjustment, and Historic Preservation Commission; 5) provides staff support to the Burlington, Greensboro and High Point Metropolitan Planning Organizations (MPOs); and, 6) provides planning and zoning services to the Towns of Pleasant Garden, Sedalia, Whitsett and Stokesdale. The Department executes all the foregoing programs and activities in accordance with state statutes and federal mandates.

FY 2022 GOALS & OBJECTIVES

- Facilitate implementation of Guilford County's updated and modernized Unified Development Ordinance (UDO) throughout FY21-22. Provide education and receive feedback in order to provide for its successful implementation. Compile revisions and updates as needed to present as text amendments in Fall 2021. All work is performed in accordance with a state mandate.
- Complete update of the following seven Area Plans: Alamance Creek, Northeast, Northern Lakes, Northwest, Rock Creek, Southern, and Southwest by June 2022, as part of a state mandate.
- Update the Comprehensive Plan and Liberty Road/Woody Mill Road Small Area Plan.
- Work with internal leadership team to complete configurations as part of the EnerGov land management software implementation and customer service improvements by December 31, 2021. This is a County initiative.
- Complete an annual assessment of locally designated Historic Landmark properties for compliance with the Certificate of Appropriateness design review process by June 30, 2022, in accordance with a state mandate.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- The total revenue for Planning and Development increased by \$13,844, or 20%, due to an expected increase in Charges for Service.
- The total expenses increased by \$119,736, or 13.5%, due to an increase in Other Services and Charges, for the Division of Planning and Zoning's Professional Services.
- This budget does not include the request for a Planning and Zoning Manager position.

FY 2021 SIGNIFICANT ACCOMPLISHMENTS

- Finalized draft of an updated and modernized Unified Development Ordinance (UDO) and facilitated its adoption by the Board of Commissioners on November 19, 2020.
- Continued to work with Planning, IS, Fire Marshal's Office, Plan Review/Stormwater, Environmental Health, and Inspections and Permitting Divisions to map, evaluate, and modify customer intake and development review processes as part of EnerGov Land Management software implementation and customer service improvements.
- Continued to successfully fulfill contractual obligations for planning and zoning services for participating jurisdictions – Sedalia, Whitsett, Stokesdale, and Pleasant Garden.
- Continued recording Notice of Special Assessments for Water and Sewer connections to improve collection of outstanding balances for benefited properties.

- Continued administration of the Guilford County Minimum Housing, Non-Residential Structures and Abatement of Abandoned Manufactured Home Codes. Provided for down payment assistance (DPA) for three qualifying home-buyers through the HOME DPA program in collaboration with the City of Greensboro HOME Consortia.
- Enrolled two single-family residential (SFR) construction projects into Guilford County Green Building Rebate Program.
- Completed site plan review for Phase 2 ~1.8 million square-foot Publix Distribution Center located at Hwy 70 and Birch Creek Road.
- Continued publishing the Connections Newsletter with the goal of engaging the community and informing interested stakeholders about activities of the Department.
- Collaborated with IS Department and GIS Division to launch a user-friendly Historic Preservation Commission (HPC) webpage with pertinent public information, interactive historic resource inventory map, and Historic Landmark photo-map. Updated HPC application forms, instruction sheets, Rules of Procedure, Levels of Work Activity list and ordinance based on State model. Implemented new Advisory Review process. Created informational brochure with flow charts for Local Landmarks designation and Certificate of Appropriateness processes. Set up HPC information display within the Department.

KEY PERFORMANCE MEASURES

	FY20 Actual	FY 21 Estimated	FY22 Planned	FY23 Planned	Target
Planning and Zoning^[1]					
Number of Zoning Cases Processed - County	13	15	14	14	14
Rezoning Appeals	0	1	1	1	1
Number of Zoning Cases Processed - Towns	3	2	2	2	2
% Acreage Zoned from Agricultural (AG) - All Jurisdictions through rezoning requests	38%	40%	40%	40%	40%
Quasi-Judicial Cases Processed - County	10	10	8	8	8
Board of Adjustment Cases - County	9	8	7	7	7
Special Use Permit Cases - County	1	2	1	1	1
Quasi-Judicial Cases Processed - Towns	0	2	2	2	2
Board of Adjustment Cases - Towns	0	2	2	2	2
Special Use Permit Cases - Towns	0	0	0	0	0
Number of Road Closings	3	2	2	2	2
Number of Easement Closings	0	3	2	2	2
Number of Zoning Investigations - County	59	46	53	53	53
Zoning Investigations - Towns	0	0	0	0	0
Minor Subdivisions - 4 or fewer lots ^[2]	69	75	77	77	77
Major Subdivisions - 5 or more lots ^[2]	9	7	5	4	4

	FY20 Actual	FY 21 Estimated	FY22 Planned	FY23 Planned	Target
Subdivision Exemptions	49	43	46	46	46
# of Plats/Subdivision Cases Processed - Towns	22	22	22	22	22
Minor Subdivision - 4 or fewer lots	10	8	8	7	7
Major Subdivision - 5 or more lots	6	4	3	3	3
Subdivision Exemptions ^[3]	6	10	8	7	7
# Site Plan (Non-Res) Cases Processed - County	19	20	20	20	20
Minor Site Plans	14	12	12	11	11
Major Site Plans	5	8	6	6	6
# Site Plan (Non-Res) Cases Processed - Towns	3	4	3	3	3
Minor Site Plans	3	3	3	3	3
Major Site Plans	0	1	0	0	0
Written Zoning Verifications Processed	40	62	51	51	51
VAD & Enhanced VAD Farm Applications Processed	6	8	8	8	8
VAD & Enhanced VAD Acres Added	267	300	300	300	300

Housing Program

HOME Down Payment Assistance Program ^[4]	0	3	2	1	1
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Economic Development

Economic Development & Cultural Agencies Funded ^[5]	15	16	15	15	15
Economic Development Incentive Grants - Monitoring Perf. Grants	10	12	14	11	10

[1] Guilford County provides contractual planning & zoning services to the Towns of Pleasant Garden, Sedalia, Stokesdale, and Whitsett.

[2] Adoption of UDO 11/19/2020 changed Minor subdivisions from 4 or fewer lots to 5 or fewer lots, and Major subdivisions from 5 or more lots to 6 or more lots.

[3] Includes plats & maps meeting state exemptions to subdivision requirements yet still requires staff processing and review.

[4] Down payment assistance program up to \$10K approved in September 2019.

[5] High Point Community Foundation on behalf of the High Point Equity Project received funding in Feb. 2021.

FUTURE OPPORTUNITIES & CHALLENGES

- Implement updated and modernized Unified Development Ordinance (UDO).
- Continue to configure, build and validate EnerGov land management software as a multi-departmental/divisional tool to facilitate a relatively more integrated development services process for Guilford County customers/residents.

- Work with Information Services to provide more efficient Departmental access to planning-related data to support open data initiative and accessibility that meets both internal management needs and external customer demand.
- Maintain scanning efforts for electronic document storage of archived, current, and future Planning and Development files. Archive all documents based on state and County retention policies.
- Review planning services and evergreen contracts with participating jurisdictions to assess contract provisions, costs, and current and anticipated level of services provided/needed.
- Continue to work with stakeholder groups to foster effective communication and relationships regarding sound, balanced planning policy development and implementation.
- Review business processes/practices to improve development review processes and customer service delivery.
- Housing – Work with City of Greensboro to administer HOME Program funds for down payment assistance for first-time home buyers' program across Guilford County (outside cities of Greensboro and High Point).
- Housing – Increase home ownership through the Guilford County Down payment Assistant Program (outside Cities of Greensboro and High Point).
- Housing – Collaborate with City of Greensboro, City of High Point, other Guilford County municipalities, TREBIC, and non-profit stakeholder groups to develop programs to address the growing need for housing choices.
- Continue to support a combined initiative for Planning, Tax and GIS to complete Address Parcel Owner (APO) Project.
- Continue to work with Register of Deeds to consider electronic filing of plats.
- Apply for State Historic Preservation Fund Grant to update the 1986 Guilford County Historic Resource Inventory.

SOIL & WATER CONSERVATION

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BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Soil & Water Conservation	311,919	337,610	340,111	359,578	359,578	21,968	6.5%
GC S&WCD Foundation Account	4,336	4,293	4,293	4,293	4,293	0	0.0%
CARES Act - Covid19	0	5,000	0	0	0	(5,000)	(100.0%)
Soil & Water Conservation	316,255	346,903	344,404	363,871	363,871	16,968	4.9%
EXPENSE							
Personnel Services	237,043	255,177	255,177	271,928	271,928	16,751	6.6%
Supplies & Materials	5,382	9,393	7,449	6,105	6,105	(3,288)	(35.0%)
Other Services & Charges	73,830	82,333	81,778	85,838	85,838	3,505	4.3%
Total Expense	316,255	346,903	344,404	363,871	363,871	16,968	4.9%
REVENUE							
Intergovernmental	30,835	30,150	30,150	30,150	30,150	0	0.0%
Charges for Service	981	1,250	1,250	1,250	1,250	0	0.0%
Appropriated Fund Balance	1,443	1,443	1,443	1,443	1,443	0	0.0%
Miscellaneous Revenues	2,435	1,600	4,100	1,600	1,600	0	0.0%
Total Revenue	35,694	34,443	36,943	34,443	34,443	0	0.0%
County Funds	280,561	312,460	307,461	329,428	329,428	16,968	5.4%
Positions	3.00	3.00	3.00	3.00	3.00	0.00	0.0%

DEPARTMENTAL PURPOSE

The Guilford County Soil and Water Conservation District, as established according to NC General Statute 139, 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 Guilford County Soil 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
- Land-Use and Water Quality Study Technical Assistance to other local units of government

Additionally, Soil and Water Conservation program staff seek state-funded grants as a County initiative to assist farmers with stream protection systems, critical area seeding, and assistance with long-term no-till, cover crops, cropland conservation to grass, wells, water tanks, fencing, and sod-based rotation to grass and grassed waterways. Moreover, the staff administers the Voluntary Agricultural District (VAD) and Enhanced VAD programs, a County initiative based on a 1985 State Act. Soil and Water staff continuously strive to be responsive to our customer needs, and proactively promote the conservation of farmland and enhanced operation of the County's working farms.

FY 2022 GOALS & OBJECTIVES

- Per state mandate for education and public outreach, increase outreach to local schools and home school associations by adding one new high school, one new middle school, and one new home school to the Envirothon, adding two new schools for the poster/essay contest and an additional school participating in the speech contest.
- Increase the departmental education efforts in elementary school through high school students. There were 2,979 students in 2020, and about 4,000 in 2021 that received education through providing kits for teachers to check out and use on their own.
- Present an annual Food, Land and People Workshop training to teachers in Guilford County. With the new full time Educational Coordinator, the department anticipates increasing outreach with four newsletters per year.
- Continue to identify and define scope of projects for internship opportunities, and work with the university community, where possible, to recruit qualified student interns.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- Total revenues for the department, \$34,443, remain unchanged from FY21.
- Total expenses increased \$16,968, or 4.9%, due to Personnel increases.

FY 2021 SIGNIFICANT ACCOMPLISHMENTS

- Soil & Water Coordinator, Sean Trollinger applied for and received a \$2,500 Outdoor Environmental Learning Center grant through the NC Foundation for Soil & Water Conservation. He will work with Southeast Middle School to build and create an environmental learning center including a school garden and small greenhouse, as well as continuing his work with their newly formed Middle School Future Farmers of America (FFA) Club.
- Working with Piedmont Conservation Council RC&D (PCC), the staff was able to secure a Division of Water Resources (DWR) Grant of \$26,975 for the Stoney Creek Homeowner's Association to repair an eroding section of Rock Creek that is threatening their walking/access trail and the City of Greensboro's Sewer outfall line. The staff was

also able to secure additional funding of \$15,000 (including \$5,000 for Engineering design) through the regional NC Community Conservation Assistance Program (CCAP) and \$32,800 through a CCAP/EEG Grant.

- In Cooperation with the City of Greensboro, PCC was awarded \$400,000 by the North Carolina Land and Water Fund (NCLWF), for the Buffalo Creek Stream Restoration Project at the Revolution Mills Site in Greensboro.
- Throughout FY 2021, Soil & Water staff continued to obligate 100% of NC Agriculture (Ag) Cost Share Program (NC-ACSP) and NC Agricultural Water Resources Assistance Program (AGWRAP) funds for the installation of Best Management Practices. Soil & Water assisted with 24 Ag “Cost Share” applications and were able to fund 14 contracts in the amount of \$153,688, including three \$25,000 requests for Conservation Irrigation Conversion projects. This request will include a Conservation Irrigation Conversion, Micro-Irrigation project and a new pond for irrigation. Staff provided technical assistance for 799 farms; monitored 29 farms for compliance; processed 6 Voluntary Agricultural District applications representing 267 acres; and, worked with 12 farmers in the No-Till Drill Assistance Program, representing 125 acres.
- Five contracts were funded for the federal FY21 USDA-Natural Resource Conservation Service (NRCS) Environmental Quality Assistance program for a total of \$89,900 for Pasture Systems and Greenhouse “Hoop” Structures. Applications for 2022 are anticipated to assist 11 applicants for \$215,200.
- The Soil & Water Conservation Technician attended the New District Supervisor Training. The training was led by the UNC School of Government and the Association of Soil & Water Conservation Districts.
- Millie Langley, Soil & Water Conservationist, retired with 34 years of service to Guilford County and the Soil & Water Conservation District. Jamey Walker, former Soil & Water Conservation Technician, was promoted to Soil & Water Conservation Manager.

KEY PERFORMANCE MEASURES

	FY20 Actual	FY21 Estimated	FY22 Planned	FY23 Planned	Target
Agricultural Cost Share Program (ACSP & AgWRAP)					
Applications - Farms	24	24	24	24	24
Applications - Practices	21	20	22	22	22
Ag. Cost Share Contracts	18	14	16	16	16
Ag. Cost Share Contracts Total Value	\$153,797	\$153,688	\$153,000	\$153,000	\$153,000
Average Cost Share per Contract	\$8,544	\$10,978	\$9,563	\$9,563	\$9,563
Contracts Under 10-Year Maintenance	108	117	120	120	120

	FY20 Actual	FY21 Estimated	FY22 Planned	FY23 Planned	Target
CCAP Applications - Ind., Groups, Business or Local Govt ^[1]	2	1	2	2	2
CCAP Applications - Practices	2	1	1	1	1
CCAP Cost Share Contracts	0	1	1	1	1
CCAP Cost Share Contracts Total Value	\$0	\$15,000	\$3,500	\$3,500	\$3,500
Avg. CCAP Cost Share per Application	-	\$15,000	\$3,500	\$3,500	\$3,500
Contracts Under 10-Year Maintenance	4	4	5	4	4
Environmental Quality Incentive Program (EQIP)					
EQIP Contracts ^[2]	5	11	10	10	10
EQIP Contract Total Value	\$89,922	\$215,274	\$200,000	\$200,000	\$200,000
Average EQIP Funding per Contract	\$17,984	\$19,570	\$20,000	\$20,000	\$20,000
Contracts Under 10-Year Maintenance	43	46	45	45	45
Technical Assistance Programs					
Total Farms in Program	799	799	801	801	801
Farm Compliance Reviews	27	29	29	29	29
Farm Acres under Conservation Management	63,277	63,377	63,377	63,377	63,377
# Farms with Conservation Plans	1,891	1,892	1,892	1,892	1,892
Outreach, Education, and Other Programs					
Educational Services Participants ^[3]	1,459	50,480	52,500	52,500	52,500
No-Till Drill Assistance Program Participants	9	12	14	14	14
No-Till Drill Assistance Program Acres	85.8	125	150	150	150
Weedwiper - Farmers Assisted ^[4]	3	5	5	5	5

	FY20 Actual	FY21 Estimated	FY22 Planned	FY23 Planned	Target
VAD & Enhanced VAD Acres Added	267	300	300	300	300

[1] Community Conservation Assistance Program.

[2] Environmental Quality Incentive Program.

[3] Higher numbers in FY21 due to increase in social media (farmer highlights) during Covid-19 restrictions and amidst cancelled activities.

[4] Weed Wiper purchased 10/2017.

FUTURE OPPORTUNITIES & CHALLENGES

- 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 work with USDA-NRCS partners to implement the federal cost share programs EQIP and CSP, while ensuring training on the latest technology, software and Best Management Practices is achieved. Staff will continue to seek and achieve Job Approval Authority for remaining practices (Pipeline and Sediment Removal).
- Staff will pursue governmental and non-governmental funding and partnership opportunities aligned 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 they continue to meet expectations and achieve District and departmental goals.
- Additionally, the District would like to increase participation in the Voluntary Agricultural District (VAD) and Enhanced VAD. VAD and Enhanced VAD outreach will be included in future District newsletters to be sent out during spring and summer, as well as Farm Service Agency (FSA) and Cooperative Extension newsletters.
- Due to a more permanent USDA-NRCS (Natural Resources Conservation Service) presence in the Guilford Soil & Water office, funding, outreach, and technical assistance to farmers is anticipated to increase in the future.
- The staff plans to return to participation in the Area 3 Envirothon (an environmental competition for Middle and High School students) which will be held in March 2022. Interested Guilford County teams will participate along with teams from ten other Area 3 Counties. Guilford County Schools were not able to participate in FY21 due to limitations created by COVID-19.

SOLID WASTE

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BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Waste Disposal Administration	90,613	102,567	102,567	102,057	102,055	(512)	(0.5%)
Waste Disposal	1,504,373	1,971,505	2,049,056	1,868,480	1,868,482	(103,023)	(5.2%)
CARES Act - Covid19	0	5,000	0	0	0	(5,000)	(100.0%)
Solid Waste	1,594,986	2,079,072	2,151,623	1,970,537	1,970,537	(108,535)	(5.2%)
EXPENSE							
Personnel Services	454,235	471,379	471,379	510,161	510,161	38,782	8.2%
Supplies & Materials	6,534	15,296	23,169	12,606	12,606	(2,690)	(17.6%)
Other Services & Charges	1,134,217	1,508,047	1,520,362	1,447,770	1,447,770	(60,277)	(4.0%)
Capital	0	84,350	136,713	0	0	(84,350)	(100.0%)
Total Expense	1,594,986	2,079,072	2,151,623	1,970,537	1,970,537	(108,535)	(5.2%)
REVENUE							
Intergovernmental	980,476	1,044,550	1,054,550	1,074,715	1,074,715	30,165	2.9%
Charges for Service	16,468	12,000	12,000	13,000	13,000	1,000	8.3%
Appropriated Fund Balance	10,228	0	0	0	0	0	0.0%
Miscellaneous Revenues	22,967	23,125	23,125	26,500	26,500	3,375	14.6%
Total Revenue	1,030,139	1,079,675	1,089,675	1,114,215	1,114,215	34,540	3.2%
County Funds	564,847	999,397	1,061,948	856,322	856,322	(143,075)	(14.3%)
Positions	6.25	6.25	6.25	6.25	6.25	0.00	0.0%

DEPARTMENTAL PURPOSE

The NC Solid Waste Management Act requires local units of government assess solid waste collection and disposal capacity, provide environmental education and outreach, and implement programs to address solid waste management needs. Additionally, the state act mandates the County plan and provide programs for waste management of 1) scrap tires, 2) white goods and 3) electronics.

Guilford County owns and maintains a permitted solid waste collection facility (located at 2138 Bishop Road within the Greensboro city limits), which functions as the headquarters for these three state-mandated waste management programs and serves as a drop-off site for residential recycling. The County processes materials at the site and contracts for their disposal and/or recycling through certified, permitted processors. While the Bishop Road Facility provides a public electronics (e-waste) drop-off site, the Guilford County Farm (located at 7315 Howerton Road in Gibsonville) also serves as a public drop-off location. Special outreach programs and one-day events held throughout the year complement the array of solid waste services provided to the public by the Division. Per capita-based distributions from state-levied solid waste, scrap tire, and white goods disposal taxes, and electronic management funds have assisted the County in providing these programs.

Annual environmental educational programs help to fulfill state requirements 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. A new waste reduction and educational program called "Pamlico Joe and Sweet Water Flow" was introduced in FY19 and will be invited back as it was well received by the students.

FY 2022 GOALS & OBJECTIVES

- Continue focus on cross-professional development program that will prepare staff at the Bishop Road collection site to complete reports and serve as team leader when the site supervisor is not available.
- By December 1, 2021, ensure that all Bishop Road facility employees are proficient in the operation of the new F-450 truck with a 16-foot bed in order to transport white goods from community recycling events to the Bishop Road collection site for processing.
- By September 30, 2021, replace County Vehicle #951 (2007 Freightliner boom truck) with a new model if white-goods funds are available.
- By July 31, 2021, introduce the updated Guilford County Recycling and Waste Reduction Policy to County employees via the County Newsletter and other outreach efforts.
- By September 1, 2021, increase Environmental Services Facebook Page social media interactions from 41,075 in FY 19 to 60,000 by adding an Instagram account. This is in accordance with a state mandate for public outreach.
- By August 1, 2021, visit the Central Carolina Tire Disposal processing plant in Cameron, NC to better understand how Guilford County scrap tires are managed.
- By September 1, 2021, re-pave the Scrap Tire & White Goods collection facility parking lot and re-stripe the parking spaces and directional arrows.
- By September 30, 2021, work with GC Parks and NC DEQ to ensure successful recycling grant program implementation and completion.
- By November 1, 2021 complete the Bishop Road facility sand filter 5-year maintenance project, which includes cleaning the wet side and removing and replacing the sand from the dry side. This is in accordance with local, state, federal mandates.
- By December 31, 2021 ensure that the new Bishop Road facility employee is properly trained and is proficient in all aspects of facility operations and customer service.
- By May 1, 2022 ensure that all Bishop Road facility employees can proficiently operate the white goods boom truck so that each one can operate it for any of the community recycling events.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- Total revenue for the department increased by \$34,540, or 3.2%, due mostly to an increase in anticipated intergovernmental revenue.
- Total expense decreased by \$108,535 or 5.2% due to a decrease in Professional Services and Capital of the Waste Disposal Division. Therefore, the amount of County Funds decreased by \$143,075.
- This budget does not include a Community Environmental Program Specialist position requested to help manage illegal dumping and burning complaints.

FY 2021 SIGNIFICANT ACCOMPLISHMENTS

- Environmental Services continued to work in conjunction with the GC Fire Marshal's Office and the NC Forestry Service to educate local fire and police departments regarding streamlined enforcement procedures in the updated solid waste ordinance.
- A new Ford F-450 with a 16-foot bed and liftgate was purchased to replace GC #533 (a 1996 Chevrolet) to transport white goods from the community cleanup events to the GC Scrap Tire & White Goods Collection Facility.
- Landscaping and signage were updated at the GC Scrap Tire & White Goods Collection Facility.
- Standard Operating Procedures (SOPs) were developed for the community recycling events and school programs by documenting essential duties and checklists.
- The annual Pleasant Garden recycling event held in March 2020 attracted 581 participants and resulted in the collection of 15.63 tons of e-waste, 9.64 tons of white goods, and 5.84 tons of documents for shredding. Scrap tires were collected for the first time at the Pleasant Garden event and 13.27 tons were collected.
- The Kids, Cans & Ca\$h Elementary School Recycling Challenge was extended from November 2019 through December 2020 due to COVID-19 restrictions. Seven elementary schools participated, which resulted in the collection of 858 lbs. of aluminum cans. Participating schools earned a total of \$386.10 for their recycling efforts.
- A metal loading dock ramp for the electronics trailer was installed at the GC Scrap Tire & White Goods Collection Facility to replace wooden boards that previously had been used to lift the trailer into position.
- A new ceiling was installed in the GC Scrap Tire & White Goods Collection facility office.
- The Environmental Services Division continues to recognize local businesses and community groups for their environmentally responsible actions and activities in support of the County's recycling goals:
 1. Pepsi donated 60 plastic drums that were converted into rain barrels that promote reuse and water conservation during 2020 Creek Week.

2. Republic Services provided increased recycling dumpster services to keep up with the demand for a no-cost disposal site to drop off commingled recyclables. The GC Scrap Tire & White Goods Collection Facility is currently the only free disposal site for unincorporated residents in Guilford County.

KEY PERFORMANCE MEASURES

	FY20 Actual	FY21 Estimated	FY22 Planned	FY23 Planned	Target
Outreach & Education					
Public Education/Outreach Events (includes presentations, Cleanup Days)	7	4	15	15	15
Social Media Interactions on Environmental Services Facebook Page & Instagram	50,997	60,000	65,000	65,000	70,000
Kids, Cans & Ca\$h Program^[1]					
Elementary Schools (public & private)	7	7	TBD	TBD	12
Students	1,789	1,789	TBD	TBD	5,100
Cans Collected for Recycling (pounds)	429	429	TBD	TBD	4,200
Pounds Per School	62	62	TBD	TBD	350
Total \$ Earned by Schools for Recycling	\$193	\$193	TBD	TBD	\$1,890
Pamlico Joe Educational Program^[2]					
Schools	N/A	N/A	5	5	6
Students	N/A	N/A	2,125	2,125	2,550
Waste Collection & Processing					
# Tons Household Hazardous Waste Collected (incl. special events)	950	1,043	1,231	1,231	1,200
# Tons Scrap Tires Processed by County Contractor	10,036	9,854	10,500	10,500	11,500
# Tons White Goods Collected (incl. scrap metal)	263	296	334	334	350
# Tons Electronics Collected (incl. drop-off sites and HHW site)	838	793	850	850	850
# Tons Christmas Trees Recycled	1	1	1	1	1
# Tons Waste Collected per 1,000 Population ^[3]	23	22	24	24	26
Inspections & Investigations					
Minor LCID Facility Inspections	16	16	16	16	16

	FY20 Actual	FY21 Estimated	FY22 Planned	FY23 Planned	Target
Major LCID Facility Inspections	20	20	20	20	20
Solid Waste Complaints & Requests for Assistance (Phone & Email) ^[4]	4,900	4,900	4,500	4,500	Demand
Illegal Dumping & Illegal Burning Investigations	223	225	225	225	200
# of Complaints, Site Investigations & Requests for Assistance per 1,000 Population ^[3]	9	9	9	9	Demand
Illegal Dumping & Illegal Burning Investigation Successful Resolution Outcome	95%	90%	90%	90%	90%
Scrap Tire & White Goods Collection Facility Customer Satisfaction Survey Results on a Scale from 1 to 10	N/A	9.50	9.50	9.50	9.50

^[1] Kids, Cans, & Ca\$h extended through FY20 and FY21. Explore other opportunities to engage schools for FY22.

^[2] Pamlico Joe Educational Program (and Kids, Cans, & Ca\$h) paused due to COVID-19.

^[3] Guilford County population estimate 545,348 (July 2020), NC OSBM.

^[4] Beginning FY17 includes Bishop Rd. Recycling Facility requests for assistance.

FUTURE OPPORTUNITIES & CHALLENGES

- The Division will continue to implement plans to achieve the goals set forth in the Guilford County Solid Waste Management Plan Update by evaluating solid waste collection options for the small towns and unincorporated areas.
- Prepare for many participants when the community recycling events resume as the 2020 Spring Cleanup, Summerfield, and Oak Ridge community recycling events were cancelled due to COVID-19.
- Ensure that all Guilford County residents have a no-cost disposal site to drop off commingled recyclables as the City of Greensboro removed more than 20 recycling dumpsters citywide in 2019.
- Continue upgrading the Bishop Road collection facility utilizing white goods disposal account resources while funding is available.
- Monitor decreasing annual NC DEQ electronics distribution grants and plan to maintain the GC state-mandated electronics collection site if funding is discontinued.
- The Kids, Cans, & Ca\$h Recycling Challenge is paused due to lack of participation and lack of staff to promote and implement the program. Opportunities to re-open the program will be explored.

- Explore new methods of public outreach and education since only four presentations (all virtual) were scheduled for FY21 due to COVID-19. With more variety in presentation formats and venues, it is anticipated that 15 education and outreach programs will be held in FY 22.
- Continue analyzing program delivery of services via enhanced data location, GIS mapping, and cost-benefit analyses to assess opportunities for program enhancement(s) and/or affirming current customer service delivery methods.
- With the State of North Carolina no longer depositing monies into the Solid Waste Trust Fund, the availability of grant funds for underwriting solid waste programs and capital improvements/purchases will likely continue to decline in FY 2022 with the potential elimination of this revenue in the future. The lack of these funds will potentially impact the County's ability to offer tire clean-ups, expand capabilities (such as in-house removal of CFCs from white goods), and its provision of services to residents through special collection events.
- 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. While the City of High Point continues to operate the Kersey Valley Landfill, the City of Greensboro closed the White Street Landfill to MSW. Currently Greensboro MSW is collected at a transfer station and trucked to the Great Oak Landfill in Randleman, NC. The City of Greensboro continues to pursue alternate disposal options through Forsyth and Randolph counties that would address the city's needs. County-licensed trash haulers continue to use the Greensboro transfer station, the Kersey Valley Landfill, and the Republic Waste transfer station for MSW disposal.
- Environmental Services will continue to partner with the City of Greensboro, the City of High Point and Guilford County jurisdictions to promote community recycling events and educational activities.
- With solid waste and recycling program funding uncertain, the Division will work collaboratively with the County's incorporated municipalities and surrounding jurisdictions to discuss solid waste issues on a local and regional basis. The Division will assess potential opportunities, recommend programming revisions and identify resources necessary to maintain and improve service to the public.
- In January 2018, China initiated the National Sword policy, which banned plastic waste and unsorted paper from being imported. The policy was enacted to address environmental issues and to look toward their own waste stream for recyclables which placed intense scrutiny on bale quality for imported materials. Because single stream recycling has become the prominent method of recycling, it is critical that the quality of the sorted recycled materials be as high as possible to avoid loads being rejected. Thus, there are challenges in adapting to the ban with the lack of recycling infrastructure to process material that was once being exported to China. Many Material Recovery Facilities (MRFs) are upgrading their sorting systems to improve the quality of their bales along with better educating their residents on what can and cannot be recycled.

LIBRARIES

Jason Jones, Assistant County Manager

301 West Market St., Greensboro, NC 27401 (336) 641-6182

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Libraries	1,827,807	1,827,807	1,827,807	2,113,485	2,113,485	285,678	15.6%
Libraries	1,827,807	1,827,807	1,827,807	2,113,485	2,113,485	285,678	15.6%
EXPENSE							
Other Services & Charges	1,827,807	1,827,807	1,827,807	2,113,485	2,113,485	285,678	15.6%
Total Expense	1,827,807	1,827,807	1,827,807	2,113,485	2,113,485	285,678	15.6%
REVENUE							
County Funds	1,827,807	1,827,807	1,827,807	2,113,485	2,113,485	285,678	15.6%

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.

Guilford County does not operate a library but provides support to area libraries. Since FY 2017-18, a flat amount is distributed to the four libraries that the county supports. The two state recognized libraries, Greensboro Public Library (the state-recognized county library system for Guilford County), and the High Point Municipal Library (state-recognized municipal library), receive more support based on their official service populations. Funding for the Gibsonville and Jamestown libraries is a flat amount to support services in those parts of the County.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- The FY 2022 Adopted total library funding allocation increased by \$285,678, or 15.6%, from FY 2021 Adopted. The increase occurred in the allocations to Greensboro (\$1,468,630) and High Point (\$533,855) based upon an update to the per capita funding formulas and the populations associated. The allocations to both Gibsonville and Jamestown remained unchanged.

Library Funding Breakdown

	FY 2021 Adopted	FY 2022 Adopted
<u>State Recognized Libraries</u>		
Greensboro (County System)	\$ 1,356,847	\$ 1,468,630
High Point (Municipal)	\$ 359,960	\$ 533,855
<i>Sub-Total</i>	\$ 1,716,807	\$ 2,002,485
<u>Community Libraries</u>		
Gibsonville	\$ 55,500	\$ 55,500
Jamestown	\$ 55,500	\$ 55,500
<i>Sub-Total</i>	\$ 111,000	\$ 111,000
Grand Total	\$ 1,827,807	\$ 2,113,485

FY 2021 County Library Funding Comparison

County	FY20 Funding	FY21 Funding*	Population**	\$ per Capita	% Change (FY20-FY21)
Mecklenburg	\$ 37,550,702	\$ 38,960,759	1,138,138	\$ 32.99	4%
Wake	\$ 28,867,835	\$ 26,762,363	1,117,556	\$ 23.95	-7%
Guilford	\$ 1,827,807	\$ 2,113,485	539,491	\$ 3.92	16%
Forsyth	\$ 8,032,466	\$ 8,063,416	382,388	\$ 21.09	0%
Durham	\$ 11,167,718	\$ 11,744,645	324,586	\$ 36.18	5%
Buncombe	\$ 6,094,485	\$ 6,375,719	265,351	\$ 24.03	5%
Alamance	\$ 3,095,786	\$ 2,787,916	171,649	\$ 16.24	-10%
Davidson	\$ 3,566,530	\$ 3,603,565	171,014	\$ 21.07	1%
Randolph	\$ 2,387,161	\$ 2,493,194	145,480	\$ 17.14	4%
Rockingham	\$ 1,983,492	\$ 1,974,193	91,634	\$ 21.54	0%
Chatham	\$ 1,888,560	\$ 1,731,812	78,199	\$ 22.15	-8%
Average Change					1%

* Funding figures from FY 2021 adopted budgets

** Annual County Population July 2021 projections from NC Office of State & Budget Management

ECONOMIC DEVELOPMENT

J. Leslie Bell, AICP, Planning & Development Director

400 W. Market St., PO Box 3427, Greensboro, NC 27402
(336) 641-3334

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Economic Develop & Assistance	864,971	1,333,302	2,754,338	2,099,417	2,244,417	911,115	68.3%
Economic Dev and Assistance	864,971	1,333,302	2,754,338	2,099,417	2,244,417	911,115	68.3%
EXPENSE							
Other Services & Charges	864,971	1,333,302	2,754,338	2,099,417	2,244,417	911,115	68.3%
Total Expense	864,971	1,333,302	2,754,338	2,099,417	2,244,417	911,115	68.3%
Total Revenue	0	0	0	250,000	250,000	250,000	0.0%
County Funds	864,971	1,333,302	2,754,338	1,849,417	1,994,417	661,115	49.6%

DEPARTMENTAL PURPOSE

The goal of the Guilford County Economic Development program is to promote continued growth and investment in the County and Piedmont Triad Region. Emphasis is placed on the retention and expansion of existing industry, as well as recruitment of new business opportunities and emerging sectors.

The Economic Development budget includes funding for two County programs:

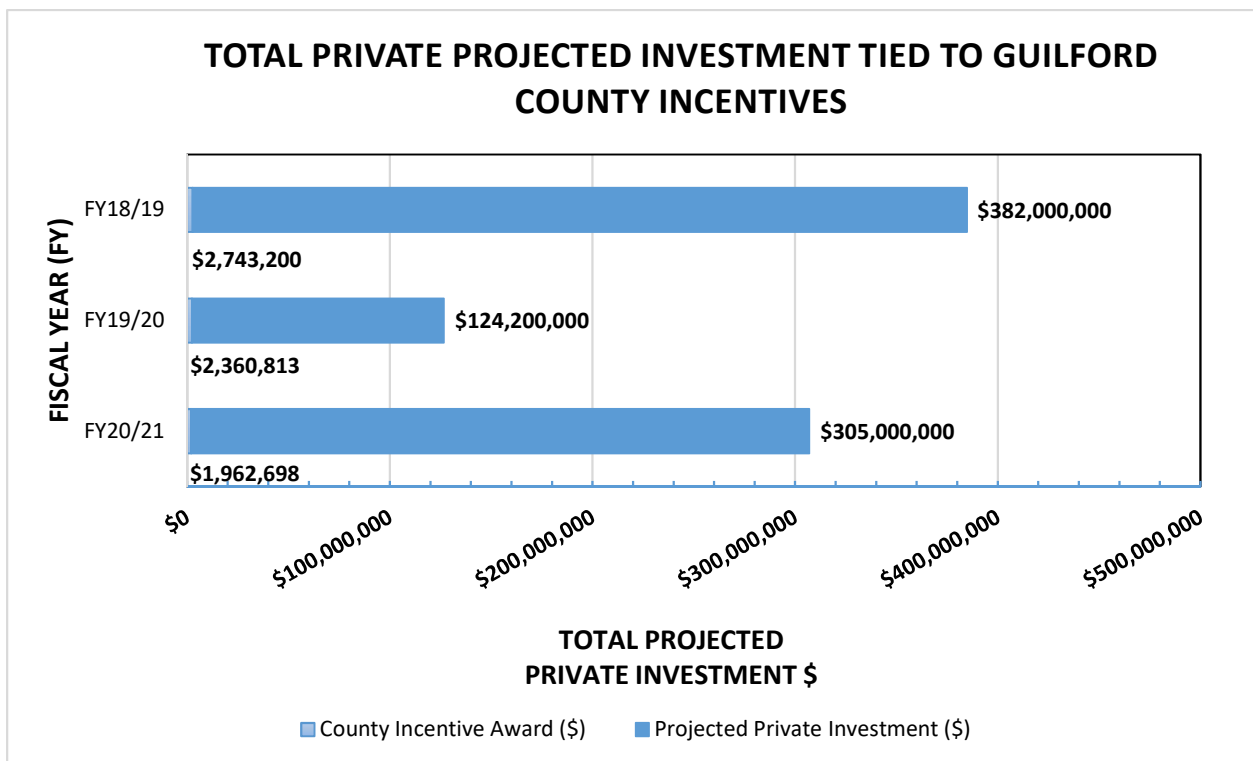
- *Community Economic Development Organizations:* Guilford County provides grant funds to economic development agencies and a select group of cultural agencies (collectively referred to as community-based organizations or CBOs) that have both a strong and demonstrable economic impact and provide services/activities that contribute to economic vibrancy in the County.
- *Economic Incentive Grant Program:* The County continues to provide grant funds to qualified companies that meet certain investment, job retention, and/or job creation goals. Though economic incentive payments are projected for FY 22, there are several external factors that determine if those funds are expended.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- The Economic Development budget increased by \$911,115 from FY 2021 and includes anticipated 5 incentive grant payments for FY 2021-22 (\$869,417) and funding for 16 economic development agencies plus additional funds for needs that might arise during the fiscal year (\$1,225,000).

FY 2021 SIGNIFICANT ACCOMPLISHMENTS

- From FY 2020 to FY 2021, the number of economic development agencies that received funding increased from 10 to 11.
- When comparing annual Guilford County incentive dollars granted to the amount of projected private dollars invested, projected private investment in FY 21 increased by approximately 2.5 times, while approved incentive dollars decreased by \$398,115 when compared with FY 20 (see chart below). The goal of this comparative measure is to illustrate how Guilford County funds (incentive dollars) are leveraging company invested dollars from successfully recruited projects.



FY 2021-22 Economic Development Organization Funding

Agencies	City	FY 2020 Adopted	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recomm	FY 2022 Adopted	\$ Chg
African-American Atelier, Inc.	Greensboro	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -
Community Theatre of Greensboro	Greensboro	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Downtown Greensboro, Inc.	Greensboro	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ -
East Greensboro NOW (Formerly East Market St. Dev. Corp.)	Greensboro	\$ 35,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 95,000	\$ 45,000
Forward High Point Foundation	High Point	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 40,000	\$ 20,000
Friends of John Coltrane	Greensboro	\$ 20,000	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000
Greensboro Chamber of Commerce ¹	Greensboro	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -
Guilford County Economic Development Alliance ²	Greensboro / High Point	\$ 100,000	\$ 50,000	\$ 50,000	\$ 100,000	\$ 100,000	\$ 50,000
Guilford County Tourism Development Authority ³	Greensboro	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ -	\$ (40,000)
High Point Arts Council, Inc.	High Point	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -
High Point Community Foundation (The High Point Equity Project) ⁴	High Point	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -
High Point Econ. Dev. Corp. (HPEDA)	High Point	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -
High Point Market Authority	High Point	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ -
NC Folk & Heritage Festivals (formerly funded as the National Folk Festival)	Greensboro	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ -
Piedmont Triad Film Commission	Winston-Salem	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ -
Renaissance Community Cooperative	Greensboro	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -
Southwest Renewal Foundation of High Point, Inc. ⁶	High Point	\$ -	\$ 50,000	\$ 50,000	\$ 25,000	\$ 50,000	\$ -
United Arts Council of Greater GSO, Inc. (ArtsGreensboro)	Greensboro	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ -
United Arts Council of Greater GSO, Inc. (Reentry & Reinvent Campaign for the Arts)	Greensboro	\$ -	\$ -	\$ -	\$ -	\$ 45,000	\$ 45,000
Welfare Reform Liaison Project, Inc.	Greensboro	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ -
Total		\$ 815,000	\$ 805,000	\$ 905,000	\$ 830,000	\$ 975,000	\$ 170,000
Other Requests Received		FY 2020 Adopted	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recomm	FY 2022 Adopted	\$ Chg
Triad Local 1st	Greensboro	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Green Bean on Elm	Greensboro	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
International Civil Rights Center & Museum ⁵	Greensboro	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Islamic Society of High Point	High Point	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Combined Total Funding		\$ 815,000	\$ 805,000	\$ 905,000	\$ 830,000	\$ 975,000	\$ 170,000
Spending per Capita ⁷		\$1.52	\$1.50	\$1.68	\$1.54	\$1.81	\$0.31

(1) Formerly Greensboro Economic Development Partnership.
 (2) Previous funding agreement through December 31, 2017 with option for one year automatic renewals.
 (3) Agency withdrew request after Recommended Budget presentation.
 (4) Approved by the Board of Commissioners on February 22, 2021.
 (5) Request dated April 1, 2021 for \$250,000 for FY21 and \$250,000 for FY22. FY22 shown as requested.
 (6) Southwest Renewal Foundation of High Point funding for FY21 included \$25,000 to be contingent upon receipt of grant funds; the grant was not received.
 (7) Population estimates are from NC OSBM Annual County Population Totals published on February 18, 2021.

**Active Economic Development Incentives for FY 2021-22
As of July 1, 2021**

Company	Approved Incentive	All Years Actual*	FY 2020-21 Adopted	FY 2021-22 Adopted	Future Years
Amada North America, Inc.	\$ 990,000	\$ -	\$ -	\$ -	990,000
Baltek, Inc.	\$ 89,500	\$ 80,500	\$ -	\$ -	-
Ecolab	\$ 168,750	\$ 150,000	\$ 18,750	\$ -	-
North State Flexibles	\$ 30,750	\$ 27,091	\$ -	\$ -	-
Publix Super Markets, Inc.	\$ 17,532,000	\$ -	\$ -	\$ -	17,532,000
Qorvo US Inc. (formerly RF Micro)	\$ 333,750	\$ 200,250	\$ -	\$ -	133,500
Ralph Lauren Media, LLC	\$ 1,238,400	\$ 1,228,815	\$ -	\$ -	-
Springfield Service Corporation	\$ 37,500	\$ 37,500	\$ -	\$ -	-
Stanley Furniture	\$ 76,000	\$ 76,000	\$ -	\$ -	-
Syngenta Crop Protection, LLC	\$ 1,907,734	\$ 335,152	\$ 335,152	\$ -	1,572,582
The Fresh Market, Inc.	\$ 106,000	\$ 20,000	\$ 20,000	\$ 22,000	64,000
United Parcel Service	\$ 347,079	\$ -	\$ -	\$ 162,463	184,616
DC Blox, Inc.	\$ 1,962,698	\$ -	\$ -	\$ -	1,962,698
HAECO Education (Approved 06-Aug-15) Agreement Pending	\$ 147,000	\$ 58,800	\$ 29,400	\$ 29,400	29,400
HAECO (Approved 04-Apr-13 as TIMCO) Agreement Pending	\$ 400,000	\$ 400,000	\$ -	\$ -	-
High Point Catalyst Project ¹	\$ 7,000,000	\$ -	\$ -	\$ 350,000	6,650,000
Lollytogs, LTD (Agreement Pending)	\$ 1,833,321	\$ 1,833,321	\$ -	\$ 305,554	1,527,767
Total	\$ 34,200,482	\$ 4,447,429	\$ 403,302	\$ 869,417	\$ 30,646,563

* Includes paid and encumbered.

(1) Economic grant assistance of \$350k per year (beginning FY 22) for 20 years up to \$7M. During FY22 through FY26, the annual grant will be paid only in years where there is an increase in taxable real estate property in the defined Catalyst Influence Area. Thereafter, the annual grant will be paid only in FYs where the rolling five-year average increase in taxable real estate property value in the defined Catalyst Influence Area is 3% or greater.

General Government

Guilford County’s General Government 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.

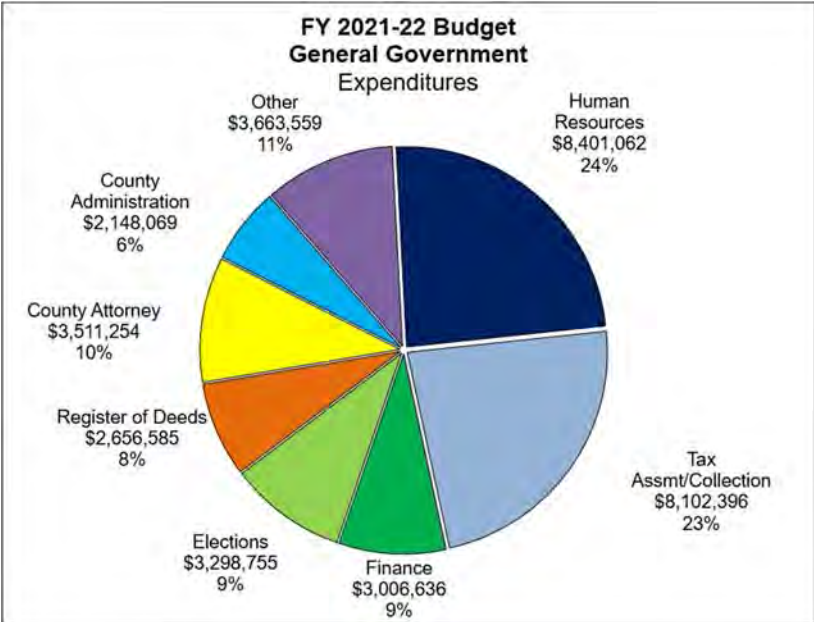
General Government departments include:

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

Expenditures

Guilford County will spend \$34.8 million for General Government in FY 2021-22, a decrease of almost \$1 million, or 2.5%, from FY 2020-21. General Government accounts for about 5.1% of total County expenditures.

The increase from FY 2021 to FY 2022 was largely related to personnel increases including merit raises and implementation of Phase 3 of the county-wide compensation study.



The County Attorney’s budget increased by \$888,732, or 34%, as it added the Mental Health Recovery Courts program that was previously under the supervision of the University of North Carolina at Greensboro.

The Budget & Management Services budget includes the addition of a Grants & Management Analyst to expand the county’s grant management capacity, particularly in smaller departments, and increase the number of grants that the county can apply for and use. This position will cost \$65,600 in FY 2021-22.

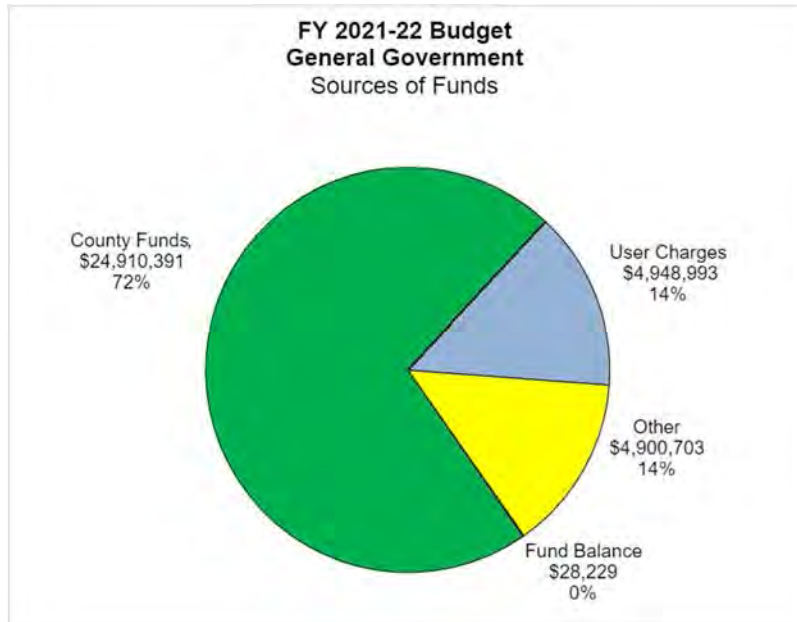
The Tax Department’s budget included some of the increased costs associated with the upcoming 2022 revaluation, as well as increases in the foreclosure service program related to the backlog of unpaid property taxes.

The County Administration budget increased by \$385,202, or 21.9%, due to the addition of two assistant county manager positions. No new FTE’s were created for the county as they were reallocated from Public Health and Parks Departments.

Lastly, the Public Relations department was created to serve the communications needs of both the Board of Commissioners as well as all Guilford County.

Revenues

County funds provide 72% of the support for General Government departments. User charges, including the fees paid by municipalities for tax collection, election services, and Register of Deeds fees account for 14% of revenues. The remaining funding (14%) comes from other sources including fund balance.



	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	vs. FY21 Adopted	
						\$ chg	% chg
Department							
Budget & Management	\$584,672	\$882,029	\$574,356	\$832,069	\$832,069	(\$49,960)	-5.7%
Commissioners & Clerk	\$948,672	\$1,131,729	\$1,696,630	\$1,087,295	\$1,087,295	(\$44,434)	-3.9%
County Administration	\$982,581	\$1,762,867	\$2,930,845	\$2,148,069	\$2,148,069	\$385,202	21.9%
County Attorney	\$2,458,499	\$2,622,522	\$3,030,638	\$3,511,254	\$3,511,254	\$888,732	33.9%
Elections	\$2,369,317	\$3,064,272	\$3,839,672	\$3,178,755	\$3,298,755	\$234,483	7.7%
Finance	\$2,527,829	\$2,812,223	\$2,928,005	\$3,006,636	\$3,006,636	\$194,413	6.9%
Human Resources	\$7,809,986	\$12,692,299	\$10,637,399	\$8,401,062	\$8,401,062	(\$4,291,237)	-33.8%
Internal Audit	\$526,786	\$657,468	\$681,587	\$705,799	\$705,799	\$48,331	7.4%
Public Relations	\$0	\$0	\$0	\$595,091	\$595,091	\$595,091	100.0%
Purchasing	\$340,841	\$399,797	\$404,906	\$443,305	\$443,305	\$43,508	10.9%
Register of Deeds	\$2,172,962	\$2,294,633	\$2,454,152	\$2,656,585	\$2,656,585	\$361,952	15.8%
Tax	\$7,671,465	\$7,376,756	\$7,705,170	\$8,102,396	\$8,102,396	\$725,640	9.8%
Total Expenditures	\$28,393,610	\$35,696,595	\$36,883,360	\$34,668,316	\$34,788,316	(\$908,279)	-2.5%
Sources of Funds							
Federal & State Funds	\$27,353	\$762,776	\$1,465,324	\$27,024	\$147,024	(\$615,752)	-80.7%
User Charges	\$4,291,537	\$3,641,394	\$3,641,394	\$4,948,993	\$4,948,993	\$1,307,599	35.9%
Other	\$4,659,650	\$3,904,800	\$4,290,581	\$4,753,679	\$4,753,679	\$848,879	21.7%
Fund Balance	\$124,580	\$49,980	\$59,336	\$28,229	\$28,229	(\$21,751)	-43.5%
County Funds	\$19,290,490	\$27,337,645	\$27,426,725	\$24,910,391	\$24,910,391	(\$2,427,254)	-8.9%
Sources of Funds	\$28,393,610	\$35,696,595	\$36,883,360	\$34,668,316	\$34,788,316	(\$908,279)	-2.5%
Permanent Positions	206.400	206.400	215.400	223.400	223.400	17.000	8.2%

BUDGET & MANAGEMENT SERVICES

Alex Smith, Director

201 West Market St, PO BOX 3427, Greensboro, NC 27402 (336) 641-4886

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Budget & Management Services	584,672	877,029	574,356	832,069	832,069	(44,960)	(5.1%)
CARES Act - Covid19	0	5,000	0	0	0	(5,000)	(100.0%)
Budget & Management Services	584,672	882,029	574,356	832,069	832,069	(49,960)	(5.7%)
EXPENSE							
Personnel Services	494,495	726,048	376,048	697,038	697,038	(29,010)	(4.0%)
Supplies & Materials	4,067	10,450	7,929	2,100	2,100	(8,350)	(79.9%)
Other Services & Charges	74,412	145,531	190,378	132,931	132,931	(12,600)	(8.7%)
Capital	11,697	0	1	0	0	0	0.0%
Total Expense	584,672	882,029	574,356	832,069	832,069	(49,960)	(5.7%)
REVENUE							
Miscellaneous Revenues	0	0	0	67,678	67,678	67,678	0.0%
Total Revenue	0	0	0	67,678	67,678	67,678	0.0%
County Funds	584,672	882,029	574,356	764,391	764,391	(117,638)	(13.3%)
Positions	7	7	6	7	7	0	0.0%

DEPARTMENTAL PURPOSE

The Budget & Management Services Department serves as a resource to other County departments, county management, and the Board of Commissioners for budget development and management; data-driven program, policy, and process evaluation; supporting process improvement and additional evaluation capacity within the organization; and assisting in long-term planning that helps to inform operational, financial, and performance management decisions to enhance and enable the organization and the community in achieving their goals.

The department assists with preparation and management of a balanced budget in an effective and efficient manner that is consistent with the goals and objectives of the Board of County Commissioners, that follows the requirements of North Carolina Local Government Budget and Fiscal Control Act and adheres to the Government Finance Officers' Association best practices for budgeting.

The department also works to advance Board, county management, and department goals by working independently and cooperatively with others on program and process evaluations, long-term operational and strategic planning with other departments; monitoring county revenues and expenditures to ensure alignment with to county policies, budgets, and goals; and responding to information requests from Board members, county management, departments, other agencies, the media, and the public.

The department will:

- Ensure that departments are effectively carrying out directives from the Board of Commissioners and the County Manager in a successful, sustainable manner by working with departments to ensuring proper resources are available, helping to reduce barriers to success, and tracking results.
- Be a driving force behind collaboration on issues that cut across county departments and the community in a manner that maximizes strengths to improve the county and community.
- Be an advocate for the removal of barriers that impede progress towards organizational and community needs and goals, and for outcome-oriented, people focused solutions.
- Drive the use of information including data across the county to support decision-making.
- Work to ensure that departments are connecting their spending plans, other resources, and information with their capacity to get results.

FY 2022 GOALS & OBJECTIVES

- Work with departments to develop long-term operational demand models that use a reliable, data-driven approach to identify factors that drive demand such as population growth and aging, then use those models to evaluate county capacity needed to meet that demand including staffing, facility space, and financial resources.
- Work with the Board, departments, and community partners to update the county's Capital Investment Program and develop a long-term capital funding model for school, community college, and county facility construction and renovation needs that reflects county operating projections and community goals for at least the next 10 years by December 2021.
- Finish, publicize, and continue to refine the county's one-stop, citizen-centric budget and financial information web portal on an ongoing basis. Specific improvements to be added include a capital project dashboard with a focus on school projects that expands on the county's current dashboard to include additional project background and more detailed project phases and status by March 2022.
- Conduct additional innovation SPARC employee innovation labs in conjunction with the Cities of Greensboro and High Point to provide local government staff with a greater knowledge of the community that they serve, additional program evaluation and process improvement or "innovation" skills, and provide networking opportunities that are designed to improve collaboration both within and between the municipalities and the county.
- Coordinate a second cohort of certified Lean Government Facilitators and work with Human Resources to explore the development of a condensed "Guilford County Lean Government Principles" curriculum that can be offered to more staff across the county by December 2021.
- Work with the County Manager's Office and other county departments to develop a Guilford Improvement & Idea Generation or "GIGovator" program that connects individuals or teams of employees who have new ideas for process improvements, service models, and other improvements for county operations with the funding and other resources that they need to conduct short-term pilot tests of their proposals. The initial outline of the

program incorporates LEAN, human centered design, and other process improvement practices and a staff committee led by the manager's office that will evaluate proposals and then assist with development, implementation, and review of pilot tests with the initial meetings occurring by December 2021.

- Expand work with university and community partners to deepen the use of data, analytics, and innovation to address organizational and community challenges. This includes continuing to partner in a community-wide indicators project to align our data integration efforts with desired long-term community outcomes.
- Finalize the department's functions and organizational chart then fill vacant positions with individuals who will bring the skills and values needed to advance the department in achieving its goals by September 2021; and develop and maintain a functional "continuation of operations" plan for staffing transitions to include cross-training, succession planning, and documentation of departmental procedures to make the department more resilient.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- The Budget & Management Services department's FY 2022 Adopted budget decreased by \$49,960, or 5.7%, over the FY 2021 Adopted budget because of the reallocation of a Data Analyst FTE to the Information Services department.
- Supplies & Materials decreased by \$8,350, or 79.9%, including a \$3,300 decrease in funding for printing and office supplies following the department's move to electronic filing allowed through the Munis financial system and the exclusion of the one-time \$5,000 in CARES funds for emergency needs.
- Other Services and Charges decreased by \$12,600, or 8.7%, because of the reallocation of \$40,000 for STAE/Data Portal software from software service and maintenance to the Information Services department. The decrease in software service was partially offset by a \$20,706 increase in professional services for fellowships/internships, as well as other external data/process improvement contract needs.
- The Budget & Management Services department also requested 3 decision packages: one for a County government fellowship, one for an Improvement & Idea Generation program modelled after the former program, Tom & T Cooper James award program for innovation, and one for a resident engagement survey. None of the requests were included in the Adopted budget.

FY 2021 SIGNIFICANT ACCOMPLISHMENTS

- Received the Government Finance Officers Association's Distinguished Budget Presentation Award for the Fiscal Year 2020-2021 budget document.
- Guilford County achieved AAA ratings for its most recent general obligation bonds from all three major rating agencies – one of a select few local governments nationwide to obtain the highest ratings from all agencies. The rating opinions noted the strength of the county's long-term financial planning processes and strong budgetary practices.

- Continued to develop performance dashboards and data visualizations to better understand county operations and finances.
- Finalized an information site on the County’s open data portal that will give the public monthly updates on the budget status throughout the fiscal year; this represents an opportunity to improve communication, transparency, and public understanding of County operations.
- Continued to expand the county’s data analytics initiatives and partnership with external agencies and local and national universities to advance the county goals. Projects included:
 1. Supported the county’s MetroLab partnership with the University of North Carolina at Greensboro (UNC-G) by providing data from the county’s records and jail management systems to support eviction program research and the development of an eviction diversion program.
 2. Coordinated and funded a county-wide Lean Government Certified Facilitator program for 19 employees in multiple departments in partnership with North Carolina State University’s Industry Expansion Solutions (IES) group. In FY 2021, three teams completed their projects to improve the productivity of county operations and improving customer service while three additional teams have finished their process improvement work and are expected to receive their certificates by summer 2021. Results from all projects indicate significant improvements in throughput times and service responsiveness, as well as some cost savings in some of the projects. Successful participants will be formally-trained Certified Facilitators of Lean Government principles for their departments and for other departments working to improve value for our residents.

KEY PERFORMANCE MEASURES

	FY20 Actual	FY21 Estimated	FY22 Projected	FY23 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 percent of budget	100%	103%	100%	100%	100%
Actual expenditures as percent of budget	94%	95%	99%	99%	100%
Percent of Budget Amendments & Transfers processed within five days of receipt/approval	100%	100%	100%	100%	100%

FUTURE OPPORTUNITIES & CHALLENGES

- There is a growing expectation for public involvement in the budget development process in the form of more public-facing information and education efforts as well as regular surveying on preferences for tax rates and service levels. Currently the county is not resourced to do this work, and it is not part of the budgeting process.
- Development of automated real- or near-real-time connections with the county's financial system and other databases in the county in coordination with Information Services to improve financial status reporting functionality in the county. This type of connection will help with capital project information as well as regular budget status (budget-to-actual) reporting by further improving the visibility and timeliness of the county's financials among the public that have been positively noticed by credit rating agencies for transparency will help maintain positive interaction and coordination between the Budget Office and its primary stakeholders.

COUNTY ADMINISTRATION

Michael Halford, County Manager

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

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
County Administration	977,535	1,257,867	1,601,445	1,648,069	1,648,069	390,202	31.0%
Reserve for Contingency	5,000	500,000	249,148	500,000	500,000	0	0.0%
Intergovernmental Services	46	0	0	0	0	0	0.0%
CARES Act - Covid19	0	5,000	756,043	0	0	(5,000)	(100.0%)
COVID Initiatives	0	0	324,209	0	0	0	0.0%
County Administration	982,581	1,762,867	2,930,845	2,148,069	2,148,069	385,202	21.9%
EXPENSE							
Personnel Services	753,086	810,632	1,055,632	1,235,338	1,235,338	424,706	52.4%
Supplies & Materials	9,408	21,100	82,676	20,100	20,100	(1,000)	(4.7%)
Other Services & Charges	220,087	931,135	1,792,537	892,631	892,631	(38,504)	(4.1%)
Total Expense	982,581	1,762,867	2,930,845	2,148,069	2,148,069	385,202	21.9%
REVENUE							
Intergovernmental	27,353	735,000	735,000	0	0	(735,000)	(100.0%)
Total Revenue	27,353	735,000	735,000	0	0	(735,000)	(100.0%)
County Funds	955,228	1,027,867	2,195,845	2,148,069	2,148,069	1,120,202	109.0%
Positions	5.9	6	8	9	9	3	50.8%

DEPARTMENTAL PURPOSE

The County Manager provides professional management and executive leadership and support for all county offices, departments and agencies under the general control of the Board of Commissioners. The Manager is the chief administrative officer of county government and is appointed by the nine-member Board of Commissioners. The Manager is responsible for preparing and administering the annual budget and capital improvement program, advising the Board on fiscal and policy matters, advising the Board on equitable administration of the policies, laws and ordinances and other directives and goals of the Commissioners.

Since FY 2019, the Minority and Women-owned Business Enterprise (MWBE) program has been housed within the administration department. This program supports inclusion of diverse suppliers in bidding opportunities and facilitates opportunities for MWBE businesses to participate in all aspects of the county's procurement process, in accordance with NC General Statute 143. Additionally, the program supports training for minority and women-owned businesses to become certified through the State's Historically Underutilized Business (HUB) program. The MWBE Program Director leads HUB certification training for interested suppliers on a quarterly basis, provides one-on-one training when requested, and provides annual MWBE reports and periodic updates, in addition to hosting and participating in MWBE fairs and events to meet, network with and recruit potential MWBE suppliers. The MWBE Director facilitates increasing communications between county departments and minority businesses and establishing strategic partnerships with community business organizations, business development centers, non-profits, and other

local and state agencies through active engagement that cultivate economic development for other MWBE offices.

FY 2022 GOALS & OBJECTIVES

County Administration

- Ensure Board initiatives are implemented quickly, collaboratively, and effectively, and with appropriate leadership and oversight, by completing the restructuring of the County Manager's senior leadership team and service reporting structure to provide additional support and guidance to county departments and community partners by Summer 2021.
- Enhance the organization's capacity to provide more innovative and effective services that improve community outcomes by establishing a Diversity, Equity, and Inclusion Manager position to incorporate the Board's core values of equity and inclusion throughout the county's operations, policies and decision-making processes by Summer 2021.
- Support the improvement of our local education facilities and programs by selling the first tranche of the \$300 million in voter-approved school bonds in accordance the Board's priority to support the capital needs of the Guilford County Schools by Fall 2021.
- Enhance the county's ability to communicate with, learn from, and design more effective services for our residents and internal team members by creating a true Public Relations Department to manage and provide transparent, consistent, and timely information by Fall 2021.
- Build the county's capacity to create, collect, protect, and use data to better inform county operations and to report on performance by creating a dedicated data analytics support team and Chief Information Security Officer in the Information Services Department by Fall 2021.
- Increase our understanding of residents' thoughts and perspectives about county services and community supports by conducting and completing a county-wide resident survey. Findings will be used to inform the county's corporate strategy work and to provide baseline information to measure progress on county initiatives by Summer 2021.
- More effectively support and develop our current and future county team members by conducting a workplace climate study to better understand our employees' thoughts perspectives about workplace wellbeing across the following areas outlined in the Board's Our People Matter value statement: financial, physical, mental, and social by Summer 2021.
- Increase our understanding of security vulnerabilities, investment priorities, and opportunities for shared infrastructure by conducting a pilot comprehensive security assessment in partnership with The City of Greensboro by Fall 2021.

Minority and Women Business Enterprise

- Facilitate the execution of phase 1 of the Guilford County Disparity Study, which includes the kick-off, data collection, outreach, and preliminary analysis of the data.
- Develop a Promissory Advance Loan (PAL) Program to address some financial barriers MWBEs may face in executing the scope of an awarded project/ contract. The program would allow an MWBE firm to receive an advancement loan against their awarded contract with Guilford County.
- Develop a MWBE Strategic Outreach Plan and provide training to Guilford County staff and partners.
- Maintain collaboration with County communications personnel to establish an impactful media presence for the MWBE Office to increase notifications of business opportunities and minority resource accessibility.
- Maintain collaboration with Information Services to streamline MWBE data reports from the new MUNIS financial management system.
- Retain governmental agencies and community partners to enhance our strategic alliances toward creating advocacy synergy.
- Establish the MWBE Business Academy to enhance educational services to MWBE businesses and provide strategies that promote business growth.
- Ongoing recruitment and certification training for MWBE.
- Ongoing collaboration with increasing updates to digital content for the MWBE community through visual media platforms and remote delivery methods.

FY 2021 SIGNIFICANT ACCOMPLISHMENTS

County Administration

- Implementation of Phase 2 of the Compensation Study.
- Completion of the Employee Appreciation Month incentives and programs.
- Approved the School Capital Project Ordinances, totaling \$300 million dollars, to complete the first phase of the Board of Education's School Facility Construction Plan. Voters approved \$300 million dollars of school bonds in November 2020.

Minority and Women Business Enterprise

- Completed internal assessment of County's existing MWBE Program.
- Completed data assessment of MWBE utilization and revising data reporting format and realignment with state HUB reporting requirements.

- Collaborated with Facilities, Budget, and Information Services departments to develop tracking measures to collect and report subcontractor and sub-consultant MWBE utilization data for the design and construction phase of projects.
- Developed reporting measures to enable the ability to track MWBE utilization by project and its respective project budget.
- Participated in 12 community outreach events throughout the Piedmont-Triad area.
- Continued recruitment & outreach efforts for MWBE firms' registration with Guilford County which resulted in new registrations of 109 minority and 58 woman-owned firms.
- Achieved a total MWBE participation utilization of 12.72% for total expenditures.
- Collaborated with the Construction Manager at Risk (CM@R) firm for the Guilford County Behavioral Health to implement a Mentor-Protégé Program (MPP) strategy to develop a greater impact on MWBE success for economic development and growth.
- Increased the digital footprint with the creation of a new Facebook page, webpage updates, and creation of the Guilford County MWBE TV commercial airing on the WGHP Fox8 local channel.
- Engaged with multiple community and state partner agencies and organizations to collaborate on best practices for MWBE supplier diversity program implementation and legislative initiatives impact.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- The total revenue decreased by \$735,000, due to CARES Act funds received in FY 2021 that were specific to FY21.
- The total expense increased by \$385,202 or 21.9%, mostly in Personnel as well as additional training funds for County Administration staff.
- The budget includes one new Diversity, Equity, and Inclusion Manager position at a first-year cost of \$91,900.

PERFORMANCE MEASURES

	FY20 Actual	FY21 Estimated	FY22 Projected	FY23 Projected	Target
MWBE					
Participation in Workshops/Seminars	6	10	10	10	10
Programs Hosted	6	5	8	8	8
Community Programs Participation	10	12	12	12	12
New Vendor Registrations (MWBEs)	167	100	100	100	100

FUTURE OPPORTUNITIES & CHALLENGES

Minority and Women Business Enterprise

- Future funding for new staffing to serve the MWBE community.
- Ongoing collaboration with governmental agencies, municipalities, and community organizations to build synergy in the community and strategic partnership opportunities.
- Establish strategic partnerships to address budget limitation while building a stronger MWBE program.
- Explore opportunities to develop partnerships with institutions that will facilitate increased access to capital funding for MWBEs.
- Explore expansion of Mentor-Protégé Program opportunities and increase partnership between MWBEs and non-minority firms beyond CM@R projects.
- Develop informative platform and delivery method to improve and increase awareness of upcoming opportunities for MWBEs in the County and greater community.
- Explore the implementation of new supplier diversity management software to facilitate comprehensive automation of the data reporting, data tracking, compliance measures and verifications.

COUNTY ATTORNEY

Mark Payne, County Attorney

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

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
County Attorney	2,458,499	2,617,522	3,030,638	3,511,254	3,511,254	893,732	34.1%
CARES Act - Covid19	0	5,000	0	0	0	(5,000)	(100.0%)
County Attorney	2,458,499	2,622,522	3,030,638	3,511,254	3,511,254	888,732	33.9%
EXPENSE							
Personnel Services	2,165,204	2,280,341	2,615,755	3,058,537	3,058,537	778,196	34.1%
Supplies & Materials	9,645	14,300	18,791	16,300	16,300	2,000	14.0%
Other Services & Charges	283,650	327,881	396,092	436,417	436,417	108,536	33.1%
Total Expense	2,458,499	2,622,522	3,030,638	3,511,254	3,511,254	888,732	33.9%
REVENUE							
Charges for Service	5,103	12,000	12,000	12,000	12,000	0	0.0%
Miscellaneous Revenues	0	0	350,781	0	0	0	0.0%
Total Revenue	5,103	12,000	362,781	12,000	12,000	0	0.0%
County Funds	2,453,396	2,610,522	2,667,857	3,499,254	3,499,254	888,732	34.0%
Positions	19.00	19.00	26.00	26.00	26.00	7.00	36.8%

DEPARTMENTAL PURPOSE

The County Attorney and staff provide prompt, responsive, efficient and effective legal advice and representation to the Board of Commissioners, the 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, child support, social services (Child Protective Services and Adult Protective Services), purchasing, property tax assessment and collection, foreclosures, budget and financial procedures, and personnel matters.

In October of 2020, the County Attorney's Office welcomed the Recovery Courts division, focusing on mental health and substance abuse. The objective of the Guilford County Recovery Courts is to enhance public safety, lessen economic impact on Guilford County, and reduce recidivism by addressing individuals with mental illness and substance use disorders to increase the likelihood of successful rehabilitation and stabilization utilizing a team-based approach comprised of treatment, supervision and the court system.

This office serves two courthouses and a variety of clients in two major cities. The County Attorney's Office also represents and defends individual commissioners, officials and all County-related employees in the absence of conflict.

FY 2022 GOALS & OBJECTIVES

- Continue the department goal to represent and protect the interests of clients and organization.
- Prioritize and maintain fiscal responsibilities in meeting budget targets. This is a department goal through June 2022.
- Continue the department goal of retention of an extraordinary legal team.
- Continue the department goal to maintain growth in cross-training staff to provide a versatility to clients.
- Maximize Legal, Tax, and Commissioners' goals of the collection of delinquent tax revenue in litigating *In Rem* tax foreclosure proceedings in-house. This is a department goal through June 2022.
- Continue the department goal to prioritize cases to ensure timely litigation and resolution.
- Continue the department goal to progress in costs savings in utilizing electronic storage of documents.
- Meet department goal in selection an electronic storage system for litigation matters that will better utilize the department's existing staff and fiscal resources in an efficient, responsible manner by January 2023.
- Continue the department goal to monitor and evaluate staffing levels and caseload ratios throughout the fiscal year to maximize efficiency and reduce reliance on outside counsel where practicable and cost effective, while meeting statutory mandates for client and citizen services.
- Continue the department goal to maintain the Contract System (SpringCM) to increase response time and finalization of County contracts, including individual and group trainings in how to navigate and utilize the Contract System.
- Continue the department of collaboration with DHHS in the successful implementation of outside counsel and staff paralegal to operate the Family Law Facilitator Program, thus, reducing the number of TPR petitions.
- Continue the department goal to provide School of Government training to all staff in their primary areas of practice for furthered education.
- Continue the department goal to foster and enhance the Recovery Court program to meet County and District Court goals for the community.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- The County Attorney's FY 2022 Adopted budget increased by \$888,732, or 33.9%. This increase is attributed primarily to the addition of the Mental Health Recovery Courts program previously operated by UNC-Greensboro. Under legal supervision and guidance

from the County Attorney, there will be opportunities to expand the scope and performance of this program.

FY 2021 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 ten full-time attorneys; seven full-time support staff; 2 part-time staff; 6 Recovery Court staff; and limited case-specific contracted legal services. In defending, representing, enforcing, or advising clients, the County Attorney's Office has accomplished the following:

- In accordance with N.C. Gen. Stat. § 7B, represented DHHS, Division of Social Services in Termination of Parental Rights (TPR) hearings, resulting in having disposed of 27 cases during FY 20 and 5 thus far in FY 21. During FY 2019-2020, 34 cases were ordered to Termination of Parental Rights actions by the Court, and 7 cases have been ordered in FY 2020-2021. As of February 28, 2021, this office has 49 (all prior to 2/28/21) total pending TPR cases and 7 (since 2/28/21) unfiled TPR cases for FY 2020-2021. (Note: Every court hearing results in an order being drafted by staff. This count does not include cases that have been granted but are waiting the appeal period.)
- Represented the Child Support Enforcement Agency on an estimated ongoing caseload of 20,000+ cases for both cities of Greensboro and High Point, in accordance with N.C. Gen. Stat. §50.
- Maintained an ongoing caseload of 300+ active cases, to include foreclosures, bankruptcy/collection matters, litigation, and property foreclosures.
- Drafted, reviewed, revised, advised, and/or processed all County contracts (does not include DHHS).

Foreclosure Collections Summary: FY 2020-2021 (as of March 15, 2021) – authority provided by N.C. Gen § 105-375

- Successfully collected \$109,322.38 in FY 2019-2020 for *In Rem* Foreclosures.
- Successfully collected \$1,449,162.54 in FY 2019-2020 for ZLS Pre-Foreclosure, a new foreclosure initiative which commenced January 2019.
- Between *In Rem* Foreclosure collections and the ZLS Pre-Foreclosure initiative, the 2019-2020 fiscal year collection total was \$1,558,484.92, versus \$1,062,127.15 of total foreclosure collections for FY 2018-2019. This was an increase of \$496,357.77 (up 47%).
- As of March 15, 2021, successfully collected \$108,482.42 in FY 2020-2021 for *In Rem* Foreclosures.
- As of March 15, 2021, successfully collected \$791,838.69 in FY 2020-2021 for ZLS Pre-Foreclosure.
- Between *In Rem* Foreclosure collections and the new ZLS Pre-Foreclosure initiative, the current 2020-2021 fiscal year collection total is \$900,321.11.

- Provided departments with training on matters such contract management utilization, 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.
- Successful screening of Recovery Court referrals; referrals to TASC/Mental Health and/or Substance Use Disorder Treatment; and follow up within 5 business days.

KEY PERFORMANCE MEASURES

	FY20 Actual	FY21 Estimated	FY22 Projected	FY23 Projected	Target
Percent of staff credential maintained through attainment of required CLE credits and CPE credits	100%	100%	100%	100%	100%
Percent of contracts initiated within 15 business days	95%	95%	95%	95%	100%
Percent of TPR juvenile court orders filed within 30 calendar days	84%	89%	95%	95%	100%
Percent of juvenile court orders filed within 30 calendar days	70%	85%	90%	90%	100%
Percent of protective services or guardianship petitions filed of adult services matters within 10 calendar days of referral to legal.	95%	95%	100%	100%	100%
Percent of initial ordinance enforcement matters initiated within 15 days of referral to the County Attorney's Office	95%	95%	100%	100%	100%
Percent of initial bankruptcy/collection matters initiated within 15 days of referral to the County Attorney's Office	95%	95%	100%	100%	100%
Percent of 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)*	100%	99%	99%	99%	100%

	FY20 Actual	FY21 Estimated	FY22 Projected	FY23 Projected	Target
Screen/Interview Recovery Court incarcerated referrals within 48 hours/2 business days.	N/A*	90%	95%	95%	100%
Referral of active Recovery Court Program participants to TASC/Mental Health and/or Substance Use Disorder Treatment within 5 business days.	N/A*	90%	95%	95%	100%
Follow up by staff on all referrals within 5 business days after initial referral	N/A*	90%	95%	95%	100%

FUTURE OPPORTUNITIES & CHALLENGES

- The County Attorney's staff continues to manage high volumes of caseloads that exceed levels recommended for ideal efficiency. The caseload will need to be monitored and balanced to avoid negative retention impacts for the future.
- 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 steady increase in legal demand may continue to necessitate expansion of staff both in-house and outside and increased overtime and part-time funding.
- The County Attorney's Office would benefit from the development and implementation of a clerkship program in collaboration with local law schools to more efficiently and effectively meet the needs of County departments. The office will continue welcoming interns as space allows. A larger clerkship program is unlikely now given the space constraints of the offices in both Greensboro and High Point.
- Consistent with prior years, space continues to be an ongoing concern for both record storage and adequate working space for employees. Actions have begun to eliminate paper storage as allowable per State and Local laws for record retention. Staff are working with I/S for options that are cost effective electronic record keeping.
- The Guilford County Recovery Court Programs continue to see challenges related to ever changing drug trends, evolving treatment practices to better aid those with mental health and/or substance use disorders and maintaining best practice standard designed to guide Recovery Courts. The Recovery Court Programs will need the resources to access training, further education and certifications in order to keep up with evidenced-based practices and to properly oversee treatment services for those enrolled in the Recovery Court Programs.
- The Guilford County Recovery Court Programs continue to identify both the importance and essential need for community outreach, further development of program partnerships and overall value of increasing program awareness in Guilford County. Staffing challenges have decreased the ability for current program outreach resulting in limited expansion and

stagnated admissions. Recovery Court Programs will benefit from being able to operate with a full staff. Each subsequent program (6) within the Recovery Courts require a full-time court coordinator in order to properly process referrals, increase new admissions, and manage caseloads.

COUNTY COMMISSIONERS & CLERK TO BOARD

Melvin "Skip" Alston, Board Chair
Robin Keller, Clerk to the Board

301 West Market St., PO Box 3427 Greensboro, NC 27401 (336) 641-3383

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
County Commissioners & Clerk	948,672	1,126,729	1,219,236	1,087,295	1,087,295	(39,434)	(3.5%)
CARES Contingency	0	5,000	0	0	0	(5,000)	0.0%
COVID Initiatives	0	0	477,394	0			
County Commissioners & Clerk	948,672	1,131,729	1,219,236	1,087,295	1,087,295	(44,434)	(3.9%)
EXPENSE							
Personnel Services	670,967	755,578	797,578	670,054	670,054	(85,524)	(11.3%)
Supplies & Materials	46,883	51,430	52,060	25,890	25,890	(25,540)	(49.7%)
Other Services & Charges	223,659	324,721	846,991	391,351	391,351	66,630	20.5%
Capital	7,162	0	1	0	0	0	0.0%
Total Expense	948,671	1,131,729	1,696,630	1,087,295	1,087,295	(44,434)	(3.9%)
REVENUE							
Intergovernmental	0	27,776	27,776	27,024	27,024	(752)	0.0%
Charges for Service	0	3,000	3,000	3,000	3,000	0	0.0%
Total Revenue	0	30,776	30,776	30,024	30,024	(752)	(2.4%)
County Funds	948,671	1,100,953	1,665,854	1,057,271	1,057,271	(43,682)	(4.0%)
Positions*	4.00	4.00	13.00*	12.00	12.00	8.00	200.0%

* Note: In FY 21, the County Commissioners and County Clerk's department budgets were combined. The nine County Commissioners were moved to the existing Clerk's Department budget. In FY22, the Communications Manager position was moved from the Clerk's Department to the new Public Relations Department.

DEPARTMENTAL PURPOSE

Board of County Commissioners

The Guilford County Board of Commissioners, a nine-member elected body, is committed to its mission of providing efficient, effective and responsive local government through strategic and legislative oversight of policy development and service delivery within Guilford County. The Board of Commissioners directly appoints four public officials: County Manager, County Attorney, Tax Director and Clerk to the Board.

The Commissioners assess and prioritize county services to align with residents' needs through adoption of an annual budget and establish the annual property tax rate and fees for the County, and special taxing districts, to maintain fiscal responsibility. Additionally, the Commissioners ensure efficient government operations through adoption of local ordinances and engage residents' participation in local government by appointing volunteers to county advisory boards & commissions, as well as boards established by state legislation.

Clerk to the Board

The Clerk to the Board is the primary source of administrative and legislative support to the Guilford County Board of Commissioners. In accordance with state and local laws, the Clerk's most significant statutory duties include: recording and transcribing minutes (NCGS 153A-42); organizing and maintaining county ordinances (NCGS 153A-48); overseeing the county's records retention policies and trainings (NCGS Chapters 121 and 132); advertising notices of public meetings and hearings (NCGS 143-318.12); administering oaths (NCGS 11-7.1); attesting all legal documents on behalf of the County; maintaining the official County seal; and, issuing fireworks permits for all events held within Guilford County (14-413 (a1)). Pursuant to NCGS 153A-42, the Clerk's office records and transcribes minutes, oversees and manages county communications, and maintains the permanent official records of the Board for future use.

Additionally, in accordance with and pursuant to Board of Commissioner goals and directives, the Clerk's office oversees and manages county communications, attends all board meetings; researches, prepares and publishes meeting agendas; and serves as the point of origin for many public records requests. The Clerk's office works with county departments to ensure compliance with state-mandated records retention policies (NCGS 132-3) and conducts annual training for departmental liaisons to advisory boards & commissions. In its role as a liaison between the community and county government, the Clerk's office promotes resident engagement with Guilford County government through facilitation of the annual Guilford County Citizens' Academy, manages the appointment process for active advisory boards & commissions, and submits annual reports to the Secretary of State disclosing total appointments by gender for specified boards (NCGS 143-157.1).

FY 2022 GOALS & OBJECTIVES

- To inform, educate and engage residents and stakeholders about county responsibilities, services and results.
- Complete minutes within 30 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.
- Develop a comprehensive county-wide communications plan.
- Create Boards & Commissions introductory video for potential and current volunteers and appointees.
- Continue promotion and implementation Phase II of electronic legal notice system.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- Total revenue decreased by \$752 from FY21 Adopted Budget. The total revenue for FY22 Adopted Budget is \$30,024.

- Total expenses decreased by \$44,434, or 3.9%, mainly due to decreases in Regular Salaries. Changes in Board pay will be absorbed within existing budgets.

FY 2021 SIGNIFICANT ACCOMPLISHMENTS

- Conducted a video conferencing platform training to assist key departmental associates, department directors and board liaisons in implementing and facilitating virtual meetings for quasi-judicial and advisory Guilford County Boards & Commissions, in compliance with updated state statutes (NCGS 143-318.13).
- Assisted Facilities in announcement and collection of upset bid offers to purchase Guilford County real property listed for sale.
- Organized and administered various internal systems trainings for departmental agenda management.
- Developed and marketed a series of recruitment, educational and awareness campaigns, as described below.
 - Recruitment campaigns included content for DHHS – Public Health and Social Services divisions, Law Enforcement and Emergency Services.
 - Educational and awareness campaigns included content for the Guilford County School Bond and Local Use Sales Tax Option Referendums; COVID-19 prevention, testing and vaccination updates; DHHS-Public Health and Social Services divisions; and Animal Services Spay/Neuter public service announcements (PSA).
- Coordinated beam signing and ribbon cutting ceremony for Guilford County Adult Behavioral Health Crisis Center. Oversaw marketing of new behavioral health services array to community stakeholders.
- Implemented the initial segment of Phase II of the electronic legal notice system allowing key county staff and advisory board liaisons opportunity to upload and post legal notices, following Clerk staff review and approval.
- Implemented, introduced and hosted internal user training on the NextRequest public records request management software designed to streamline requests for public records.
- Collaborated with Information Services to develop and implement a web-based minutes indexing tool to enhance Clerk’s Office staff and specified internal users ability to easily search governing body actions on various subjects, pursuant to best practices established by the NC Association of County Clerks and NC Department of Cultural Resources.
- Hosted a LEAD for NC Fellow to assist with social media, marketing and traditional media campaigns to advertise county initiatives and policies that required public notification within 24-48 hours.
- The Clerk’s Office provided extensive administrative and communications support during COVID-19 pandemic during FY 21:

- Provided continuous communications support to Emergency Operations Center (EOC) during COVID-19 outbreak, including press releases; daily press communications; social media messaging; and public service announcements.
- Coordinated electronic upgrades for the County Courthouses to support virtual courtrooms and safe jury selection.
- Coordinated and oversaw electronic upgrades to various meeting spaces to help facilitate public virtual participation during peak of pandemic.
- Provided oversight for COVID-19 stay at home order information hotline and small business grant hotline, as well as provided communications support for vaccination efforts, the feeding the community program and the emergency rental and utilities assistance program.

FUTURE OPPORTUNITIES & CHALLENGES

- The Clerk's office will continue to seek opportunities to utilize technology in improving business processes, public participation and government responsiveness to residents.
- The Clerk's office consists of the Clerk to Board and three full-time staff, one part-time staffer and one intern and continues to serve as the primary source of legislative and administrative support for the Guilford County Board of Commissioners. Before the addition of the Public Relations Department in FY 22, the Clerk's office was responsible for public announcements and media relations, too. Additionally, the Clerk provides peripheral administrative support and training for the county's more than 67 advisory boards & commissions. It also offers training for key associates to ensure county-wide compliance with open meeting, public records, and records retention statutes. To maintain current workload demands and improve operational efficiencies, the Clerk's office will continue to seek and utilize technology to improve access to and availability of information.

BOARD OF ELECTIONS

Charlie Collicutt, Director

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

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Elections Administration	2,369,317	3,059,272	3,839,672	3,178,755	3,298,755	239,483	7.8%
CARES Act - Covid19	0	5,000	0	0	0	(5,000)	(100.0%)
Elections	2,369,317	3,064,272	3,839,672	3,178,755	3,298,755	234,483	7.7%
EXPENSE							
Personnel Services	1,860,482	2,264,116	2,717,575	2,427,770	2,427,770	163,654	7.2%
Supplies & Materials	226,176	314,286	580,483	358,813	358,813	44,527	14.2%
Other Services & Charges	282,659	485,870	541,614	392,172	512,172	26,302	5.4%
Total Expense	2,369,317	3,064,272	3,839,672	3,178,755	3,298,755	234,483	7.7%
REVENUE							
Intergovernmental	0	0	702,548	0	120,000	120,000	0.0%
Charges for Service	161,134	700	700	328,300	328,300	327,600	46,800.0%
Miscellaneous Revenues	1,586	0	0	200	200	200	0.0%
Total Revenue	162,720	700	703,248	328,500	448,500	447,800	63,971.4%
County Funds	2,206,597	3,063,572	3,136,424	2,850,255	2,850,255	(213,317)	(7.0%)
Positions	16.00	16.00	16.00	16.00	16.00	0.00	0.0%

DEPARTMENTAL PURPOSE

The Board of Elections provides all qualified citizens with the opportunity to vote in fair, accurate and open elections set forth by Constitutional rights and Statutory requirements. The Board of Elections also provides Voter Registration services to all eligible county citizens and maintains the County's registration file. The Board of Elections facilitates candidate filing and provides campaign finance reporting as well as conducts all elections for the County and municipalities in the County.

The Board of Elections conducts voter registration, maintains the voter registration database, maintains campaign finance records for local candidates, tests and implements the voting system, ensures the proper conduct of all elections through election day, early, and by-mail voting, and confirms through required processes and audits the accurate tabulation of all votes. All duties are performed as required by NC General Statute, Federal Statutes, and orders of certain relevant Courts.

The Board of Elections hires and trains over 1,500 workers for the elections (with election day, early, and by-mail voting), secures the use of nearly 200 voting locations, and operates the logistics to staff and support these locations for use by voters. Enough seasonal staff is also hired to support high volume influxes of voter registration and voting activity. The Board houses and maintains the voting system for proper use in the elections. Additionally, there is adequate staff available to handle everyday voter registration and communications with voters.

The Board of Elections' singular goal is the conduct of elections and certain relevant statutorily delegated duties.

FY 2022 GOALS & OBJECTIVES

- Effectively and efficiently conduct the 2021 Municipal Elections and the 2022 County-Wide Primary Election in accordance with all relevant NC Statutes.
- Improve processes, procedures, and training in order to quickly pivot from conducting smaller Municipal Elections to the Primary Election in a short amount of time. This is a departmental goal to be achieved by June 2022.
- Continue to retain flexibility on the conduct of future elections, especially regarding the methods voters may choose to vote – whether it's increased early voting or an increase in the by-mail absentee voting process. This is a departmental goal, arising from the changing patterns that the Board of Elections has recognized from the 2020 Presidential Election.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- The FY 2022 Adopted budget increased by \$234,483, or 7.7%, from FY 2021 Adopted. However, the net budget decreased by \$213,317, or 7%, due to a \$447,800 increase in Charges for Service from local board of elections for Guilford County to hold their 2022 elections.
- Personnel Services increased by \$163,654, or 7.2%, from FY 2021. The increase is mainly attributable to a \$133,549 net increase in Part-Time & Part-Time Comp Outside due to more Early Voting opportunities, voter activity, and absentee by-mail anticipated based on the evolving voting process.
- Supplies & Materials increased by \$44,527, or 14.2%, from FY 2021. The increase in these accounts is generated from a \$49,527 rise in Printing & Office Supplies as a result of the new voting machines' utilization of a paper ballot system and an increase in absentee by-mail voting.
- Other Services & Charges increased by \$26,302, or 5.4%, from FY 2021. This increase is attributed to a \$120,000 increase as a result of Help America Vote Act Funds.
- The Board of Elections also included a decision package for an election's assistant for absentee by mail, due to the increase in by-mail voting during the most recent election. This position was not included in the Adopted budget.

FY 2021 SIGNIFICANT ACCOMPLISHMENTS

- Successfully executed the 2020 Presidential Election during a pandemic. This election saw a 500% increase in the amount of by-mail balloting, an increase in the number of early votes cast, and a record high turnout of overall votes.
- Used a new, paper-based voting system in a high turnout Presidential election, which included the logistics of implementing paper ballots at the voting sites and increased training of poll workers.
- Implemented virtual and web-based training to over 1,500 poll workers for conducting the Presidential Election.

KEY PERFORMANCE MEASURES

	FY20 Actual	FY21 Estimated	FY22 Projected	FY23 Projected	Target
% of Voting Age Population registered	95.60%	97.00%	96.00%	97%	97.00%
% of Provisional Ballots Counted	32%	34%	35%	38%	38%
Number of Elections	3	1	3	1	N/A*
County funds per registered voter	\$6.11	\$6.95	\$6.00	\$6.25	\$6.85
Precinct Officials used	1,318	1,985	1,300	1,600	2,000
Number of duplicate registrations processed	14,235	77,000	15,500	20,000	16,000
Total transactions	77,237	165,000	110,000	65,000	85,000

**The number of elections depends on the current election cycle*

FUTURE OPPORTUNITIES & CHALLENGES

- Continue to refine the processes for the new voting system, from the logistics of delivery, to ballot quantities, to how the poll workers are trained. This is still very new, and it will need to be improved.
- Legislation to require Photo ID to vote is currently involved in litigation that may continue, delay, or prohibit photo ID use, and this may play out over future budget years.
- By-Mail voting drastically increased during the last Presidential election. If this way of voting remains popular and continues to increase, will lead to a continual evolution of staffing resources.
- With uncertainties in voter behavior, whether it is increased b-mail voting, early voting, or changes on election day, changes in voting method will lead to alternative operations and volumes within the office, which will pose unique challenges.

FINANCE

Derrick Bennett, Director

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

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Finance	2,527,829	2,807,223	2,928,005	3,006,636	3,006,636	199,413	7.1%
CARES Act - Covid19	0	5,000	0	0	0	(5,000)	(100.0%)
Finance	2,527,829	2,812,223	2,928,005	3,006,636	3,006,636	194,413	6.9%
EXPENSE							
Personnel Services	2,336,838	2,454,723	2,454,723	2,654,136	2,654,136	199,413	8.1%
Supplies & Materials	22,173	19,500	14,501	14,500	14,500	(5,000)	(25.6%)
Other Services & Charges	168,819	338,000	458,781	338,000	338,000	0	0.0%
Total Expense	2,527,829	2,812,223	2,928,005	3,006,636	3,006,636	194,413	6.9%
REVENUE							
Charges for Service	110,644	100,000	100,000	100,000	100,000	0	0.0%
Total Revenue	110,644	100,000	100,000	100,000	100,000	0	0.0%
County Funds	2,417,186	2,712,223	2,828,005	2,906,636	2,906,636	194,413	7.2%
Positions	27.00	27.00	28.00	28.00	28	1.00	3.7%

DEPARTMENTAL PURPOSE

The Finance Department advances the County vision by administering and managing County financial affairs in compliance with laws and regulations and in conformity with generally accepted accounting principles. The department maintains a high performance standard through adopting best practices, assimilating technology advances, and training our professional staff. This enables us to absorb the continually increasing volume of operating transactions, information resources, and ever-increasing regulatory requirements.

The department's role in fiscal management includes the collection and safekeeping of funds generated by all County operations. We then ensure that funds are disbursed to County vendors and employees in compliance with laws, regulations, the budget ordinance, and County policy. The regulatory requirements mandate that the records of the County's financial activity are maintained to the highest standards. These records serve as the foundation for all the federal, state, and County reporting to various regulatory agencies.

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. We consistently have unqualified "clean" audit opinions. This reporting is critical to maintaining current and obtaining new funding for grants and entitlement programs. This success is primarily due to the outstanding professionalism of our dedicated employees.

The department invests County funds in accordance with State laws and the County's investment policy to maximize returns within the parameters of preserving principal and maintaining necessary liquidity. At the direction of the County Board of Commissioners, the department also

engages professional resources to bring the County's bond offerings to the market to finance large capital projects.

Finance, in accordance with GFOA, will implement several GASB statements for the period ending June 30, 2021: GASB statement 84, which clarifies the identification of fiduciary activities for accounting and financial reports proposes and provides guidance on how activities should be reported and GASB statement 87, which provides guidance on the financial accounting and reporting of capital leases. The purpose is to increase the usefulness of financials statements by improving the accounting and financial reporting for leases by governments.

FY 2022 GOALS & OBJECTIVES

- Successfully complete the school bond issuance approved by Guilford County residents and County Commissioners. Ensure that bond issuance is in accordance with guidelines established the federal, state and local laws and regulations by September 2021.
- Convert County financial and payroll operations to the Tyler MUNIS ERP system. This will provide a more user-friendly and integrated business process to enable the County to use its resources to the highest and best purpose. This is a department goal by October 2021.
- Implement new accounting and reporting requirements of the Governmental Accounting Standards Board and/or Local Government Commission. This is a department goal by October 2021.
- Continue the department goal to recommend policies and highlight other factors that can improve the County's financial outlook and maintain our triple-A ratings with all three major rating agencies. This will be critical as we go to the market with potential referendum bonds.
- Initiate the department goal of a review and analysis of financial policies and guidelines used in county-wide financial operations to accommodate the MUNIS ERP system. Continue to publish and promulgate policies and procedures that are current and relevant and adhere to industry best practices.
- Continue the department goal to evaluate current business processes to ensure their efficiency and the optimal use of County resources.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- The Finance FY 2022 Adopted budget increased by a total of \$194,413, or 6.9%, solely attributed to increases in Personnel Services. The increase derives from merit increases, pay study adjustments, as well as the splitting of a business analyst position into two accountant positions during FY 2021.

FY 2021 SIGNIFICANT ACCOMPLISHMENTS

- Finance has applied significant resources to the MUNIS ERP Project evaluating the current state of financial processes, designing future processes, and configuring software to implement new operations. As the primary department affected by the system change, many key staff have engaged 60% plus of their time in working on this project.
- Significant effort has been applied to the transition of legacy system data to the new Tyler MUNIS ERP formats and operating content. This includes vendors, ledgers, historical transactions, and chart of account structures. New to this system is an automated workflow and online record storage that will significantly reduce paper storage and paperwork for many business processes.
- Department coordinated the school bond referendum in the amount of \$300 million authorized by the County Board of Commissioners and approved by Guilford County Citizens. These processes are very meticulous and exacting as they involve, State statutes, IRS and SEC regulations.
- Finance completed the Phase I implementation of MUNIS ERP system, which required numerous hours from staff. This also required a significant amount of coordination with various entities to ensure a seamless transition from the legacy system.

KEY PERFORMANCE MEASURES

	FY19 Actual	FY20 Actual	FY21 Projected	FY22 Projected	Target
Awarded the Certificate of Achievement for Excellence in Financial Reporting from GFOA	YES	NO	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	22	44	20	20	20
# of vouchers and checks processed	20,095	28,275	28,900	28,900	28,900
# of checks and deposit advices per payroll employee (based on current bi-weekly payroll)	34,807	34,978	36,500	36,500	36,500
# of account receivable statements and payments per accounts receivable employee	24,508	26,896	27,000	27,000	27,000

FUTURE OPPORTUNITIES & CHALLENGES

- The department faces substantial challenges maintaining business continuity with the new ERP system, given the new processes and significant learning curves for all County business staff.

- We will continue our role in monitoring spending related to variable revenue streams. Important revenue sources, such as sales tax, are continually monitored, as approximately 200 State and federal grants as the Finance Department seeks to maximize and project major revenue sources.
- We are actively engaged in the identification and evaluation of best practices. The new ERP system presents several opportunities to streamline business processes. To name a few, we are expecting significant change to the accounts receivable, accounts payable, purchasing card, and travel reimbursement processes.
- We are planning on evaluating options to process business electronically involving single-use credit card transactions, expanding ACH payments to vendors, and expanding the use of credit card acceptance for payment transactions.

HUMAN RESOURCES

Joanette Freeman, Director

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

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
HR Administration	1,683,351	1,902,496	1,932,593	2,054,375	2,054,373	151,877	8.0%
Other	6,126,635	10,784,803	8,704,806	6,346,689	6,346,689	(4,438,114)	(41.2%)
CARES Act - Covid19	0	5,000	0	0	0	(5,000)	(100.0%)
Human Resources	7,809,986	12,692,299	10,637,399	8,401,064	8,401,062	(4,291,237)	(33.8%)
EXPENSE							
Personnel Services	7,596,386	12,455,183	10,375,183	8,164,548	8,164,546	(4,290,637)	(34.4%)
Supplies & Materials	13,777	21,600	28,906	15,100	15,100	(6,500)	(30.1%)
Other Services & Charges	199,823	215,516	233,310	221,416	221,416	5,900	2.7%
Total Expense	7,809,986	12,692,299	10,637,399	8,401,064	8,401,062	(4,291,237)	(33.8%)
REVENUE							
County Funds	7,809,986	12,692,299	10,637,399	8,401,064	8,401,062	(4,291,237)	(33.8%)
Positions	19.00	19.00	19.00	20.00	20	1	5.3%

DEPARTMENTAL PURPOSE

The Human Resources Department serves as strategic business partners to departments in providing a variety of personnel management services and solutions in the following areas: Talent Acquisition, Employee Relations, Organizational Development and Learning, Classification and Compensation, Total Rewards, 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.

The Human Resources Department is legally required to provide the following County services: April 1 to September 30, 2021 COBRA continuation coverage for employees, ACA filing, monthly and annual Census reports, New Hire Reporting, OPEB filing, the Families First Coronavirus Response Act services. Also, the department administers Guilford County COVID-19 leave at the direction of the Guilford County Board of Commissioners.

FY 2022 GOALS & OBJECTIVES

- Cobra Continuation legally required and continued through September 30, 2021.

- Launching a county wide survey to assess how employees view the county and services offered to employees at the direction of the Board of County Commissioners by June 2022.
- Launch a new benefits enrollment system to improve efficiency in the open enrollment and the benefits administration processes. This is a department goal by 2023.
- Create a seamless, yet comprehensive, onboarding process, add additional headcount to support HR efforts to improve our department efficiency and effectiveness. This is a department goal by 2023.
- Successfully launch the new Munis system for HR/Payroll in October (or date determined by the County).
- Continue to promote mental stability for employees by utilizing of EAP provider to offer additional training series to our employees. Initially, some of these sessions may be conducted by EAP and lately customized for employees by L&D to offset cost.
- Continue to review the tuition reimbursement program for employees to provide them an opportunity to pursue advanced education/certifications to develop the employees of GC.
- Continue to implement a bereavement leave policy for employees while away from work due to the loss of a loved one. We can refer to the policy from the OSPHR.
- The following sections of Human Resources have their own goals:
 - Talent Acquisition: We will be present in new recruiting environments, which will allow enhanced exposure to potential candidates for their consideration of careers with Guilford County. We will launch a new and county unified Internship Program. We will continue to promote and build our relationship with Campus Action to enhance our internship program as well as institute the GAP program, a partnership with GTCC to ensure skilled labor to work for Guilford County. We will participate/partner with universities to familiarize students with our career possibilities. We will engage with local high schools to educate and engage students in possible career paths with Guilford County and continue to promote and build our relationship with to promote our partnership with Guilford County Schools in their new CTE program to provide career pathing for students who are seeking and considering a more skilled labor path.
 - Employee Retention: We continue to experience above industry turnover, particularly in specific departments. We have higher turnover in our initial 12 months of employment. Turnover is a high cost, estimated at 20% of the salary of the individual. We will increase our efforts on retaining key talent and reducing voluntary turnover. Our efforts begin at recruiting and interviewing. We will continue offering courses to interview panel members on proper interviewing techniques and talent selection considerations. We will also move all exit interviews to be a Human Resources function so that we have a uniformity in our process of collecting the data as well as the ability to compile and analyze the data for the purposes of formulating retention plans. By centralizing this process and compiling data, we will better be positioned to measure our retention efforts for the County. We also believe an enhanced onboarding process will assist employees in successfully navigating through the dynamics of the county. The county is dynamic and multi-faceted, which can pose

difficulties and impeded the success of a new employee. We plan to create an onboarding process that will simplify these efforts.

- Employment Law Attorney- annual training update for employees and implementation of an Employee Code of Conduct.
- Wellness: An Employee Wellness Coordinator/Coach has been hired who has considerable education and direct worksite wellness experience. Personal training is offered to employees at all fitness levels. The availability of the new Employee Fitness Center will greatly enhance the ability to work one-on-one with those in the at-risk population using both internal and external resources. Training will be available to address all aspects of wellness – including exercise, nutrition, stress management and financial management, with a particular concentration of resources devoted to employees with targeted medical conditions. Wellness incentive dollars from United Healthcare, provided as part of the County’s administrative services contract, are being used to fund this person’s salary and benefits, pay for the construction of the planned gym expansion and purchase additional equipment. It is our goal to use the fitness center as a foundational component to build numerous services for enhance the well-being of our employees. We also plan to add more session through our EAP provider to promote a healthy well-being for associates.
- Expansion of Organizational Development & Learning (OD&L): The provision of ongoing opportunities for professional development is a vital component for attracting and retaining key talent as well as promoting positive employee engagement. Investing in employees adds value to the organization by enhancing the knowledge and skills employees need to be successful in today’s diverse and ever-evolving workforce and preparing potential candidates to succeed into critical positions across the county. Our initiatives to offer broader L&OD opportunities will continue. We will carry on with the implementation of LMS which will serve as a hub for employee development. Employees will find a comprehensive library designed for them and their roles at Guilford County that will allow them to learn at their convenience. We will be able to build career ladders once the integration of the LMS and our HRIS system occurs. Some of these initiatives will include the following:
 - Leadership Development Playbook/Program – identifying talent within the organization and create a platform to prepare them for management and other senior positions in the county.
 - Succession Planning – Clearly creating a roadmap for employee growth within the county. This will offset attrition costs as well.
 - Robust training for all/new supervisors – This effort also may include outside speakers/ SME on certain topics i.e. conflict resolution, handling difficult conversations, etc.

FY2022 ADOPTED BUDGET HIGHLIGHTS

- The overall Human Resources FY 2022 Adopted budget decreased by \$4.29 million, or 33.8%, over FY 2021 Adopted, primarily due redistribution of group insurance from a central location to all departments.

- The Human Resources department also included a request for 3 separate positions: one HRMS Systems analyst to analyze/improve processes throughout the department, one Benefits Analyst to aide in employee benefit enrollment and routine assistance, and one Talent Acquisition/Employee Relations Senior Analyst to aide in recruitment and retention of employees for all departments within the county. The Talent Acquisition/Employee Relations Senior Analyst was included in the FY 2022 Adopted budget, while the other two requests were not recommended.

FY 2021 SIGNIFICANT ACCOMPLISHMENTS

- Implementation of new HR modules: The implementation and launch of the beginning stages of the Munis ERP system. We are actively exploring other benefits administration systems.
- Completed the second phase of the planned Employee Fitness Center, which opened in February 2020. To date, additional equipment has been added to ensure the center appeals to employees at all levels of fitness.
- Although our efforts were somewhat challenged by COVID-19, the Wellness Coordinator was able to provide numerous worksite wellness virtual activities and education to keep employees focused on their fitness goals.
- Implemented a standardized electronic signature of all employees to enhance our professional position and county brand.
- Researched, presented, communicated and implemented a cost-saving plan for the health plan to help deal with rapidly rising high-cost claims.
- Spearheaded the Employee Recognition Month which provides opportunities for all county employees to participate.
- Converted 8 existing courses into a virtual live, online format. This format promoted flexibility by allowing employees to enroll in the session from any on or off-site location.
- Claims have been reduced through utilization of FMLA by 10% and improved accuracy and consistency of management.
- Educated employees and administered Emergency Sick Leave in conjunction with FFCRA. We also developed a new Emergency Sick policy for employees after FFCRA expired Dec. 31, 2020.
- Staff reassigned from HR to assist in grant awards for small businesses throughout Guilford County in conjunction with Cares Act funds received. We also used and continue to use funds to process supplemental pay (Reg 43) to exempt employees who perform overtime COVID-19 related work.
- Completed the implementation of the second phase of the Lockton Compensation study.
- Moved New Employee Orientation online to accommodate new employees while working in a COVID environment to ensure safety of employees. Guilford County was one of the few counties to offer this alternative to an in-person NEO event.

- Partnered with IS to launch a new benefits site and HR portal. This is an ongoing process as we work to upgrade the entire HR site.
- Moving all exit interviews to Human Resources to ensure uniformity in the process of collecting the data, as well as the ability to compile and analyze the data for the purpose of formulating retention plans. Centralizing this process has allowed us to generate a report to better measure turnover by each unit.
- Transitioned ES timeclock to proximity badge accessibility.
- Special recruitment efforts to hire approximately 45 nurses to assist in vaccination efforts across the county. We also transitioned the Recovery Courts to Guilford County. This involved hiring 7 employees working out of two locations.
- Provided Harassment training for all ES employees provided by our EAP provider.
- Provided support Cherry Bekaert for 401k and Cares Act audit.

KEY PERFORMANCE MEASURES

	FY20 Actual	FY21 Estimated	FY22 Projected	FY23 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	100%	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	100%	100%	100%	100%	95%
Conduct benefit enrollment and timekeeping training	100%	100%	100%	100%	100%
Increase participation in online health risk assessments	N/A	N/A	N/A	N/A	60%
Complete and return 100% of market survey requests					100%
Complete performance evaluations by established due dates	100%	100%	100%	100%	99%
County Turnover	14.7%	15.5%	11.0%	11.0%	
Days to fill position	101	95	80	80	
Open positions	213	213	180	180	
Days open	89	89	60	60	

FUTURE OPPORTUNITIES & CHALLENGES

- MUNIS: As we transition from the Lawson processing system to MUNIS, changes in both Benefits and HRIS will undoubtedly bring about issues not yet uncovered and will need to be addressed.
- Update Merit Database to recognize Munis system HR data for processing annual and introductory merit increases.
- Create end user training for HR, Employee Self-Service, and Benefits Enrollment modules.
- Resources: As we enhance our OD&L program, an additional, entry level resource to assist in coordination of courses and materials would be necessary.
- Explore opportunity to employ benefits software to assist employees with Open Enrollment, New Hire Enrollment and other benefit changes.
- Improve billing processes for retiree and leave of absence benefit billing and tracking
- Complete Salary Administration Guidelines and develop a Compensation Philosophy for the county. We would also like to consider using a compensation platform to assist us in salary determinations for employees.
- Create process for Step System movement incorporating incentive pay to be uploaded into Munis.
- Create process for updating and providing data for exit interviews on Monthly or Quarterly basis.
- Implement year three of the Lockton Study (class and comp study).
- Create online video resources for recruitment purposes.
- Create an electronic onboarding system. This will allow for a portal to be opened for new hires. The portal will initiate the new hire process including the completion of paperwork, tax forms, background checks and drug testing. The portal will also allow for HR to give access to new employee orientation materials, rather than mailing them. Departments or specific units will have an opportunity to also share materials/documents/policies/videos with the new hire to prepare them for the first day/week/month and quarter of employment with Guilford County. This system will assist with increasing new hire job satisfaction and eventually reduce turnover in the first 12 months of employment.
- Start the transition of converting all paper files to electronic. We would like to explore the best option to accomplish this task.
- Create a compliance training series for employees to review annually. This includes harassment, P-card, IS and ethics training modules.
- Hire three new HR professionals to assist us in implementing HR strategies and improving department efficiencies.

INTERNAL AUDIT

Chad Muhlestein, Director

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

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Internal Audit	526,786	652,468	681,587	705,799	705,799	53,331	8.2%
CARES Act - Covid19	0	5,000	0	0	0	(5,000)	(100.0%)
Internal Audit	526,786	657,468	681,587	705,799	705,799	48,331	7.4%
EXPENSE							
Personnel Services	483,576	580,918	580,918	633,597	633,597	52,679	9.1%
Supplies & Materials	2,183	5,400	11,666	700	700	(4,700)	(87.0%)
Other Services & Charges	41,027	71,150	89,003	71,502	71,502	352	0.5%
Total Expense	526,786	657,468	681,587	705,799	705,799	48,331	7.4%
REVENUE							
Miscellaneous Revenues	23	0	0	0	0	0	0.0%
Total Revenue	23	0	0	0	0	0	0.0%
County Funds	526,763.00	657,468.00	681,587.00	705,799.00	705,799	48,331	7.4%
Positions	5.00	5.00	5.00	5.00	5	0	0.0%

DEPARTMENTAL PURPOSE

The Internal Audit Department serves the residents of Guilford County by providing consulting and audit services that help county government reduce risk through proper internal controls and promoting 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 fully utilized across departments. Internal Audit also continues to manage Guilford County's Fraud, Waste and Ethics Hotline and website as required by the 2007 Deficit Reduction Act per Federal law. Internal Audit assists County Management and the County Commissioners in accomplishing County objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of the County's risk management, control, and governance processes. Internal Audit also reviews and assesses the County's business activities, operations, financial systems and internal controls.

FY 2022 GOALS & OBJECTIVES

- Increase the number of consulting engagements with Departments; the focus of these engagements is to enhance the efficiency and effectiveness of their business processes by focusing on data and data analytics, per the department's priority, by June 30, 2021;

this is an annual goal as we strive to increase the number, extent and quality of our consultations year-over-year.

- Complete all training required to maintain professional certifications (per the relevant certification) and within budgeted training costs, as directed by the department and in accordance with the Cherry Bekaert Accounting requirement, by June 30, 2021; this is an annual goal, as individuals must maintain each certification per the requirements of the certifying body (e.g., annually by the North Carolina State Board of CPA Examiners).
- Increase the number of operational audits and internal control reviews as determined by the department's risk assessment process to strengthen the County's internal control structure and improve compliance with policies and procedures, per the department's priority, by June 30, 2021; this is an annual goal; however, our audit plan is not rigid and changes as unexpected events occur (e.g., multiple fraud allegations). Our goal is to increase the number of operational audits and internal control reviews performed year-over-year.
- Perform targeted, risk assessed reviews of the County's automated systems to determine whether general information technology application and access controls are properly established to protect the data, per the department's priority June 30, 2021; this is an annual goal as we strive to increase the number, extent and quality of our reviews of the County's automated systems year-over-year.
- Assist departments to identify the use of features in their systems to automate manual processes improving efficiency and effectiveness of activities, per the department's priority June 30, 2021; this is an annual goal. We try to partner with departments in non-traditional ways to help them improve reviews the efficiency and effectiveness of their activities; We solicit opportunities to help.
- Work closely with Information Services to ensure that proper internal controls are established within systems prior to implementation, per the department's priority June 30, 2021; this is an annual goal. We insert ourselves int the system implementations; the number of opportunities varies with the number of implementations.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- The total revenue of \$0 remained unchanged from FY 21 Adopted budget.
- The total expense increased by \$48,331, or 7.4%, mainly due to salary increases in Personnel Services.

FY 2021 SIGNIFICANT ACCOMPLISHMENTS

- Developed and managed the CARES Small Business Grants. Almost \$20,000,000 was placed with small businesses and 1099-regulated contractors.
- In conjunction with a third-party vendor, Internal Audit assessed the Munis implementation to find additional value.

- Provided value-added recommendations to departments to enhance internal controls that prevent, detect and deter misappropriation of County assets.
- Provided Ethics Awareness training to County employees, provided ethics training to all new hires, and distributed a quarterly ethics message to all employees.
- Implemented data analytics for all applicable audits.

KEY PERFORMANCE MEASURES

	FY20 Actual	FY21 Estimated	FY22 Projected	FY23 Projected	Target
Maintain Credentials and CPE	100%	100%	100%	100%	100%
Streamlining assistance to external audit	95 days	na ³	150 days ^{1&4}	140 days	135 days
Annual coverage of identified risk to county	na	na ²	9.4%	10.0%	13.3%

1) Time spent supporting external audits are dependent on scope of auditor requests for assistance and state requirements.

2) FY20 activity significantly influenced and largely redirected to support CARES Grants and implementation of Munis including review of processes, workflows, etc.

3) Assistance was suspended pending Internal Audit's work on the CARES Small Business Grants Program.

4) Cross Training will increase these days this year, but should resume lower in subsequent years.

FUTURE OPPORTUNITIES & CHALLENGES

- Internal Audit is expanding the core departments that it partners with, as there is a change in ideology to being “advisors” rather than “auditors.”
- The department is expanding its knowledge and use of data mining tools like TRS for Tyler Munis. This will bring the opportunity for more data analytics and the use of continuous monitoring controls.
- Performing non-implementation information systems audits will continue to be challenging, as qualified IT internal auditors remain difficult to recruit. Internal Audit will continue to partner with third-party external audit firms to perform these audits.

PUBLIC RELATIONS

Vacant, Director

301 West Market St., PO Box 3427 Greensboro, NC 27401 (336) 641-3383

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Public Relations	0	0	0	595,091	595,091	595,091	100.0%
Public Relations	0	0	0	595,091	595,091	595,091	100.0%
EXPENSE							
Personnel Services	0	0	0	398,929	398,929	398,929	100.0%
Other Services & Charges	0	0	0	196,162	196,162	196,162	100.0%
Total Expense	0	0	0	595,091	595,091	595,091	100.0%
REVENUE							
County Funds	0	0	0	595,091	595,091	595,091	100.0%
Positions	0.0	0.0	0.0	5.0	5.0	5.0	100.0%

DEPARTMENTAL PURPOSE

The Public Relations Department is a new department in FY 2021-22, established to address the County Board of Commissioner's priority to improve County communications and branding. The department will be responsible for coordinating external communications including managing and coordinating Guilford County's various social media and county websites; partnering with County departments and local entities to provide timely information to residents regarding natural disasters, changes in policies and new county programs; public relations management; brand management; and all marketing public relations, including the County's Public Relations Advisory Team (CAT).

FY 2022 GOALS & OBJECTIVES

- Respond timely to community and residents' requests.
- Improve public access to information by providing consistent and timely county-wide public relations updates.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- The total expense for the department is \$595,091. About \$400,000 of the total expense is related to Personnel Services (mainly Regular Salaries) for branding and advertising work.

- This new department contains four new positions – a Public Relations Director, and three Communications Specialists (or equivalent) positions – and moves in an existing Communications Manager position from the Clerk’s Office.

PURCHASING

Jacqueline Boyce, Director

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

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Purchasing	340,821	394,697	404,806	443,205	443,205	48,508	12.3%
Property and Other	20	100	100	100	100	0	0.0%
CARES Act - Covid19	0	5,000	0	0	0	(5,000)	(100.0%)
Purchasing	340,841	399,797	404,906	443,305	443,305	43,508	10.9%
EXPENSE							
Personnel Services	331,478	377,807	387,807	426,270	426,270	48,463	12.8%
Supplies & Materials	946	6,800	1,908	1,900	1,900	(4,900)	(72.1%)
Other Services & Charges	8,417	15,190	15,191	15,135	15,135	(55)	(0.4%)
Total Expense	340,841	399,797	404,906	443,305	443,305	43,508	10.9%
REVENUE							
County Funds	340,841	399,797	404,906	443,305	443,305	43,508	10.9%
Positions	4.00	4.00	4.00	4.00	4	0	0.0%

DEPARTMENTAL PURPOSE

The Purchasing Department secures commodities and services necessary to support the operation of the county through planning, organizing and direction of procurement activities, in accordance with NC General Statutes and Guilford County Purchasing Policies. The department utilizes an electronic vendor self-registration (VSS Portal) and bidding solution (Strategic Sourcing) along with informal and formal bid processes, Request-For-Proposal (RFP) and Invitation-For-Bid (IFB) processes to solicit bids.

Purchasing Programs include: Commodities Purchases, Professional Services (including Architecture and Engineering), Construction and Repair and Other Services. Purchasing serves as the administrator for the Guilford County Procurement Card Program, Surplus Program for disposal of personal property, and maintains data and cards for staff, who use the Go Gas Program. Purchasing works closely with the Minority and Women-Owned Business Enterprise (MWBE) Program Director to support the MWBE Program through inclusion and engagement of MWBE suppliers, vendor fair participation and technical workshops.

Purchasing provides technical support to suppliers and facilitates opportunities for all businesses to participate in all aspects of the county's procurement process. Purchasing staff work with all suppliers to maintain a transparent and responsive business relationship that emphasizes collaboration, creativity and communication to achieve departmental and organizational goals.

The Purchasing Department provides the following legally required programs & processes: a competitive bidding process - Federal & State Statutes (NCGS primary), a surplus disposal program - Federal & State Statutes (NCGS primary), and a uniform guidance procurement – Federal Statute. The Department also provides support to the MWBE program at the direction of the Board of Commissioners for procurement of women and minority-owned business services.

Lastly, the Department supports other departments throughout the County by way of the contract process in collaboration with Finance Department and County Attorney's Office, fuel card program in collaboration with Fleet Management, and the purchasing card program in collaboration with Finance Department.

FY 2022 GOALS & OBJECTIVES

- Continue to reduce the current practice of issuing Open/Blanket Purchase Orders and increase the use of P-Cards to improve efficiencies and maximize PCard rebates. In FY 2022, update the current P-Card policy to reflect changes as a result of the new Munis ERP system. This is a department goal by December 2021.
- In collaboration with the Information Systems (IS) department, use available technology to develop and implement a new Purchasing SharePoint website. The goal is to improve internal customer services and increase the value of the procurement function. The website will provide automated submission of forms, user department access to data analysis, end user training videos and materials, etc. This is a department goal by September 2021.
- Increase the use of the eProcurement functionality through the MUNIS Enterprise Resource Planning system to provide end user access to Vendor Punch Out eCatalogs for guided buying of specific commodities while maintaining decentralized requisition processing. Add a minimum of two (2) additional eProcurement Punch Out Vendors. This is a department goal by June 2022.
- Increase GOVDEAL sales to reduce surplus inventory and maximize revenue by working with departments to increase knowledge of available services and sale procedures. In FY 2022, establish a written Surplus Disposal Policy for the county. This is a department goal by June 2022.
- Continue the department goal to offer opportunities for staff to participate in the Certified Local Government Purchasing Officer training program, sponsored by UNC-Chapel Hill School of Government, to ensure Buyers receive comprehensive instruction on procurement best practices outlined in the NC General Statutes and attain accreditation.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- The Purchasing FY 2022 Adopted budget increased by a total of \$43,508, or 10.9%, from FY 2021 Adopted.
- Personnel expenses increased by \$48,463, or 12.8%, attributed to a \$15,000 increase in part-time salaries to fund a retiree-callback hired in FY 2021 to aide in increased workload from the transition to the new financial system and adjustments from County-wide merit increases.
- Supplies & Materials decreased by \$4,900, or 72.1%, which is attributed to additional cleaning supplies needed to battle COVID-19 no longer necessary.

FY 2021 SIGNIFICANT ACCOMPLISHMENTS

- Implemented the use of the eProcurement functionality through the MUNIS Enterprise Resource Planning system to provide end user access to Punch Out eCatalogs for guided buying of specific commodities while maintaining decentralized requisition processing. In FY 2021, four (4) eProcurement Punch Out Vendors were successfully added.
- Completed testing and provided end user training on the Purchasing functions for Phase One GoLive of the new MUNIS system in November 2021.
- Developed and implemented the use of four (4) major Purchasing Policies (Competitive Bidding, Uniform Guidance, Ethics, Gifts and Favors, and Conflict of Interest) to include new guidelines for ensuring organization wide compliant with federal, state and local policies.
- Received surplus revenues through GOVDEALS in the amount of \$142,075 for FY 2021.

KEY PERFORMANCE MEASURES

	FY20 Actual	FY21 Estimated	FY22 Projected	FY23 Projected	Target
% of Completed Technology, Policy and Training Development and Implementation Initiatives	60%	75%	80%	80%	80%
Increase in all Vendors Registered in the Guilford County Electronic Procurement System Vendor Portal	5%	4%	5%	5%	5%
Increase in Diverse Suppliers registered in the Guilford County Electronic Procurement System Vendor Portal	5%	4%	5%	5%	5%
Response to Customer Service Requests for Purchase Order in Less than Three (3) Days	77%	91%	90%	90%	90%
Response to Customer Service Requests for Issue of Competitive Bids in Thirty (30) days or Less	86%	77%	90%	90%	90%
Percent of eligible Purchasing Department staff certified as Local Government Purchasing Officers	25%	25%	25%	50%	75%

FUTURE OPPORTUNITIES & CHALLENGES

- As new staff enroll in the P-Card program or current staff require authorization changes, the Purchasing Department will continue to collaborate with the Finance Department to ensure appropriate transaction processing and monitoring are provided and P-Card program goals are achieved.
- Collaborate with Legal, Finance and user departments to streamline and improve the contracting business process and procedures.
- Provide on-going training to Department Directors and designated employees on RFP's, Formal, Informal and other bid processes and procurement planning.
- Utilize technology tools to perform spend analysis and report opportunities for improvement and cost reduction.

REGISTER OF DEEDS

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

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Automation Enhance & Preservtn Greensboro	292,608	297,380	306,736	309,880	310,492	13,112	4.4%
CARES Act - Covid19	1,880,354	1,992,253	2,147,416	2,346,093	2,346,093	353,840	17.8%
	0	5,000	0	0	0	(5,000)	(100.0%)
Register of Deeds	2,172,962	2,294,633	2,454,152	2,655,973	2,656,585	361,952	15.8%
EXPENSE							
Personnel Services	1,733,460	1,844,846	1,964,846	2,125,086	2,125,698	280,852	15.2%
Supplies & Materials	73,814	85,300	99,664	80,300	80,300	(5,000)	(5.9%)
Other Services & Charges	314,976	364,487	389,642	450,587	450,587	86,100	23.6%
Capital	50,711	0	0	0	0	0	0.0%
Total Expense	2,172,962	2,294,633	2,454,152	2,655,973	2,656,585	361,952	15.8%
REVENUE							
Taxes	3,992,234	3,250,000	3,250,000	4,000,000	4,000,000	750,000	23.1%
Licenses & Permits	71,750	77,500	77,500	77,500	77,500	0	0.0%
Charges for Service	2,043,427	1,630,250	1,630,250	2,219,738	2,219,738	589,488	36.2%
Appropriated Fund Balance	124,579	49,980	59,336	28,229	28,229	(21,751)	(43.5%)
Miscellaneous Revenues	658,928	649,100	684,100	679,101	679,101	30,001	4.6%
Total Revenue	6,890,917	5,656,830	5,701,186	7,004,568	7,004,568	1,347,738	23.8%
County Funds	(4,717,955)	(3,362,197)	(3,247,034)	(4,348,595)	(4,347,983)	(985,786)	29.3%
Positions	26.50	26.50	26.50	27.50	27.50	1.00	3.8%

DEPARTMENTAL PURPOSE

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 Statutes. 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.

In 2015, Guilford County's "Thank a Vet" program was initiated. In 2016, the Register of Deeds implemented Guilford County Passport Services which now serves as the only "walk-in" facility for passports in the County. In 2019, Register of Deeds implemented the Lance Corporal Christopher Phoenix Jacob Leavy Flag Retirement Initiative.

FY 2022 GOALS & OBJECTIVES

- Manage increasing workload from Passport Services re-opening, ROD Land Records (on-site and eRecording), indexing and call volume through the addition of one (1) full-time, benefitted position funded through Automation and Preservation Fund. This position requires no County dollars.
- Continued training, both on-boarding and cross-training, to maintain optimal coverage in core areas. This is an ongoing yearly goal to maintain staff knowledge of internal operations and provide growth for newer personnel.
- Complete two (2) Passport Fairs to serve Guilford County residents and local colleges by June 30, 2022.
- Increase eRecording of Land Records by 2% in FY 2022.
- Complete 30 interviews through Good Grief Podcast Series as part of the Register of Deeds End of Life Project designed to showcase local community resources dealing with issues of death and dying by December 2021.
- Better utilize multimedia platforms for public accessing core land and vital records along with Thank a Vet, Slave Deeds Initiative, and End of Life Resources.
- Begin partnership with Guilford County Clerk of Court and Clerk to Board of Commissioners to enhance web-based resources including the creation of a landing page for Clerk of Court's office. This project has started within an anticipated date of completion of September 2021.
- Continue partnership with NC A&T State University and Guilford County GIS on a Digital Mapping Project of Native American settlements in North Carolina. Anticipate completion date is June 2022.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- Revenues increased by \$1.3 million, or 23.8%, due to increased demand for ROD services as well as increases in the consumption of goods, which create more excise tax revenue.
- Expenses increase by \$361,952, or 15.8%, due to the addition of one position (Personnel increase) and an increase in Other Services and Charges for Postage and Delivery.
- This budget includes the addition of the Deputy Register of Deeds-Land Records and Vitals that was requested in FY22.

FY 2021 SIGNIFICANT ACCOMPLISHMENTS

- The percentages of eRecording and closing documents in Land Records have increased significantly. There has been a 6% increase in eRecording land records from 75% in June 2020 to 81% in January 2021.

- eRecording has increased to 81 % of land records each month. eClosings are at over 75% of land records each month.
- Completed ongoing adjustments from converting LINUX based software to 2016 Windows Operating System with SQL Database
- Completion of the Community Interview Series focusing on The Slave Deeds and People not Property Initiative.
- Levy Flag Retirement Initiative has delivered 200 American Flags to Boy Scout Organizations in Guilford and Randolph Counties for retirement. (BOC/Veterans Partnership)
- Addition of the Deputy Director Register of Deeds position based upon the Internal Audit Consultant recommendations in 2019.

KEY PERFORMANCE MEASURES

	FY20 Actual	FY21 Estimated	FY22 Projected	FY23 Projected	Target
Real Estate Documents Processed	75,336	85,000	71,000	73,000	85,000
Vital Records Processed	67,215	58,000	75,500	78,000	75,500
Automation					
Cost per document recorded	\$23	\$23	\$23	\$23	\$21
Amount of revenue taken per employee	\$270,619	\$290,000	\$276,000	\$279,000	\$290,000
Percent of documents indexed without errors	98%	98%	98%	98%	98%

FUTURE OPPORTUNITIES & CHALLENGES

- Maintain adequate staffing levels for ROD operations and Passport Services as workloads increase. Reopening Passport Services and the transition from appointment-only to walk-in services, will create more revenue, yet also increase staffing pressures. While staff are cross-trained in multiple areas, there are limitations placed upon Passport Services and Vital Records due to a conflict-of-interest in performing both tasks.
- Using part-time staff to support ROD initiatives, when needed, in a cost-effective manner.
- Implementation of full-time position in FY 2022 to balance the needs of staff coverage. Staffing reallocation needs have impacted the Office significantly in FY 2021, resulting in Land Records suffering staffing shortages in order to sufficiently cover all areas. The limitations placed upon Passport Services, same-sex recusals, and increased call-volume due to social distancing directly impact this challenge.
- Continued partnerships with Tax and Planning Departments, along with End of Life Project, will increase innovation and customer service for residents.

- Need to provide better online service to residents by clarifying distinctive roles between the Register of Deeds, Clerk of Court, and Clerk to the Board of Commissioners. Need to assess business processes to maximize efficiency, effectiveness and accountability to our mission and vision.
- There are space limitations in the High Point Office due to document storage to comply with record retention schedules and applicable laws. Additionally, during FY 2021, in-person vital records requests could not be completed due to spacing required for social distancing.
- Need to address succession planning and organizational strategies for tenured employees that serve in key roles within the department.

TAX DEPARTMENT

Ben Chavis, Director

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

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Greensboro	7,671,465	7,371,756	7,705,170	8,104,308	8,102,396	730,640	9.9%
CARES Act - Covid19	0	5,000	0	0	0	(5,000)	(100.0%)
Tax	7,671,465	7,376,756	7,705,170	8,104,308	8,102,396	725,640	9.8%
EXPENSE							
Personnel Services	4,561,756	4,754,202	4,766,202	5,129,757	5,127,845	373,643	7.9%
Supplies & Materials	30,923	41,339	36,664	40,255	40,255	(1,084)	(2.6%)
Other Services & Charges	3,075,435	2,581,215	2,902,304	2,657,383	2,657,383	76,168	3.0%
Capital	3,350	0	0	0	0	0	0.0%
Other	0	0	0	276,913	276,913	276,913	0.0%
Total Expense	7,671,465	7,376,756	7,705,170	8,104,308	8,102,396	725,640	9.8%
REVENUE							
Charges for Service	1,899,480	1,817,944	1,817,944	2,208,455	2,208,455	390,511	21.5%
Miscellaneous Revenues	6,879	5,700	5,700	6,700	6,700	1,000	17.5%
Total Revenue	1,906,359	1,823,644	1,823,644	2,215,155	2,215,155	391,511	21.5%
County Funds	5,765,106	5,553,112	5,881,526	5,889,153	5,887,241	334,129	6.0%
Positions	64	64	64	64	64	0	0.0%

DEPARTMENT 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; assesses but does not collect property tax on registered motor vehicles; collects hotel room occupancy taxes; collects vehicle rental tax on gross sales receipts; collects taxes due from issuance of beer and wine licenses; collects account receivable bills for Guilford County; issues and processes mobile home moving permits; 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 Gibsonville, 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.

The Tax Department provides legally required County services, including the 2022 reappraisal of real property as required by North Carolina General Statute 105-286 and the delinquency reduction program supported by tax lien foreclosures regarding real property, which involves cooperation between Tax Department and the County Attorney's Office

FY 2022 GOALS & OBJECTIVES

- Successfully complete 2022 reappraisal of all real property in Guilford County. This is a legal requirement by February 2022.
- At the direction of the Board of Commissioners, develop and implement strategic business plan for 2022 revaluation by February 2022.
- Exceed tax collection rate over prior fiscal year. Achieve 99%+ property tax collection rate of County-Wide tax levy by Department goal date of June 2022.
- Defend real property values from 2022 revaluation utilizing TREPP data by department goal date of June 2022.
- Enhance online business listing process by Dept goal date of June 2022.
- Continue the department's goal to work to collect delinquent accounts through our foreclosure program to reduce delinquency.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- The FY 2022 Adopted expense budget increased by \$725,640, or 9.8%, from FY 2021 Adopted. The increase was partially offset by a \$391,511, or 21.5%, increase in revenue from FY 2021 Adopted, which led to a total county contribution increase of \$334,129, or 6%.
- Personnel Services increased by \$373,643, or 7.9%, due to personnel adjustments, including county-wide merit increases and implementation of phase 3 of the market pay study.
- Other Services & Charges increased by \$76,168, or 3%, due to a \$237,874 increase in Foreclosure Service Costs with Zacchaeus Legal Services providing increased services to reduce the backlog of unpaid property taxes throughout the County. The expense increase was also reflected in Legal Costs Fees revenue as is generated through the eventual payment of the property taxes or foreclosure and sale of properties in question. The expense increase was balanced out by a \$199,097 decrease in Professional Services, due to the creation of a revaluation fund that is intended to house the funding for part-time compensation for the 2022 county revaluation. The revaluation fund was requested and included in the FY 2022 Adopted budget.
- This budget does not reflect any additional Covid-19 specific requests due to future County evaluation of the federal American Rescue Plan Act of 2021.

FY 2021 SIGNIFICANT ACCOMPLISHMENTS

- Maintained a 99%+ tax collection rate.
- Maintained a 99%+ call handling rate for the department.

- Maintained a high volume of revenue collections through our foreclosure program since the inception in FY 16, totaling \$10,769,571.
- The 2019-2020 Pictometry and Sketch Check project is 99% complete and is projected to yield an approximate increase of \$75 million to the tax base for the 2022 Reappraisal. This increase in tax base equates to \$547,875 in annual additional revenue which over the entire five-year reappraisal cycle adds \$2,739,375 total revenue

KEY PERFORMANCE MEASURES

	FY20 Actual	FY21 Estimated	FY22 Projected	FY23 Projected	Target
Number of deed transfers/maps completed by Mapping/Transfers sections	19,055	18,315	18,315	18,315	18,315
% of current year tax levy collected (non-NCVTS)	99.23%	99.20%	99.20%	99.20%	99.20%
Number of customer calls taken per customer representative per day	132	140	140	140	140

FUTURE OPPORTUNITIES & CHALLENGES

- Creation of the tax lien foreclosure website continues to create efficiencies and opportunities for expanded customer service improvements in the Collection Division. Tax lien sales are attended by more investors resulting in 3rd party purchases, thereby relieving the County and municipalities the burden of purchasing and selling the properties.
- Maintain all aspects of the tax lien foreclosure program at peak efficiency to maximize incoming revenue.



Support Services

Guilford County's Support Services 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. Support Service expenditures also include allocations for technology infrastructure and future capital needs.

Support Services departments include:

- Information Services
- Fleet Operations
- Facilities
- Capital Investment Funding

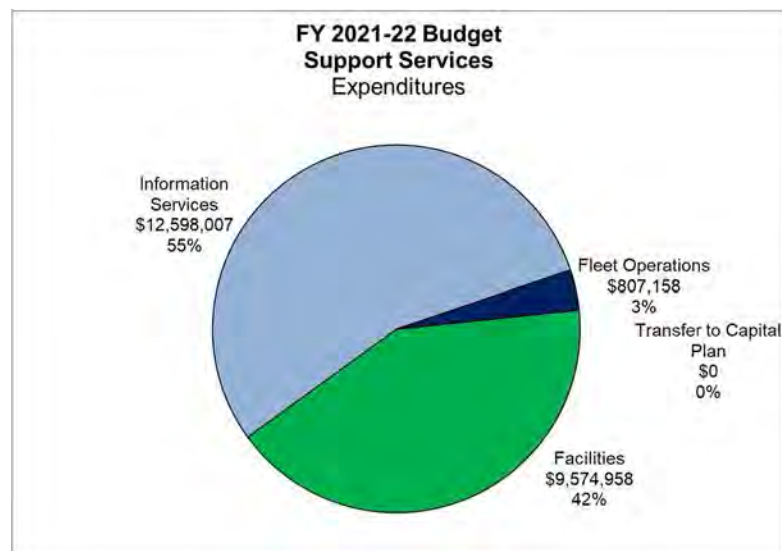
Expenditures

Guilford County will spend approximately \$22.9 million for Support Services the in FY 2021-22 Adopted Budget. This represents an increase of about \$1.2 million, or 5.5%, from the FY 2020-21 Adopted Budget. Support Services departments and functions account for 3.4% of the total county expenditures for FY 2021-22.

The Facilities Department's budget increased by about \$366,000, or 4.0%, primarily due to personnel increases. The budget continues to hold the facility maintenance program at the FY 2020-21 level.

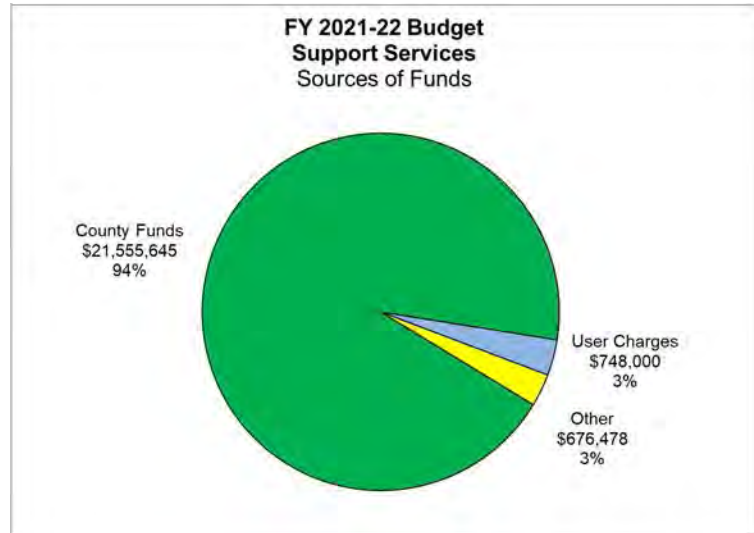
The Information Services (IS) budget will increase by approximately \$821,00, or 7.0%, in part due to the addition of 3 positions: a Chief Information Security Officer, a Data Architect, and a Data Warehouse Engineer. Small Computer Equipment increases as well as routine Personnel adjustments make up the rest of the increase in expenditures.

The Fleet Operations budget increased by \$16,489 or 2.1%. This increase is due to Personnel Services and Insurance and Bonding increases. Vehicle replacement funding is \$115,000 and staff are exploring financing or leasing options to make a bigger impact with this funding level.



Revenues

General County revenues will fund most (94%) of Support Services expenditures. User Charges (primarily court facilities fees) and Other Revenues (rent for county facilities and parking fees) account for the remaining revenue funds.



	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	vs. FY21 Adopted	
						\$ chg	% chg
Department							
Facilities	\$7,740,921	\$9,208,812	\$10,501,478	\$9,750,299	\$9,574,958	\$366,146	4.0%
Information Services	\$11,581,165	\$11,776,804	\$12,162,571	\$12,598,007	\$12,598,007	\$821,203	7.0%
Fleet Operations	\$611,959	\$790,669	\$1,177,777	\$807,158	\$807,158	\$16,489	2.1%
Transfer to Capital Plan	\$3,066,887	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expenditures	\$23,000,932	\$21,776,285	\$23,841,826	\$23,155,464	\$22,980,123	\$1,203,838	5.5%
Sources of Funds							
User Charges	\$609,534	\$748,000	\$748,000	\$748,000	\$748,000	\$0	0.0%
Other	\$622,666	\$676,478	\$676,478	\$676,478	\$676,478	\$0	0.0%
County Funds	\$21,768,732	\$20,351,807	\$22,417,348	\$21,730,986	\$21,555,645	\$1,203,838	5.9%
Sources of Funds	\$23,000,932	\$21,776,285	\$23,841,826	\$23,155,464	\$22,980,123	\$1,203,838	5.5%
Permanent Positions	112.000	113.000	112.000	117.000	115.000	2.000	1.8%

FACILITIES

Dan Durham, Facilities & Property Management Director

301 W. Market St., Greensboro, NC 27402
(336) 641-6100

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Facilities Administration	741,008	770,765	756,379	589,866	589,867	(180,898)	(23.5%)
Buildings	2,510,920	3,445,196	3,765,271	3,574,511	3,574,511	129,315	3.8%
Operations	2,560,075	3,015,502	3,120,572	3,401,074	3,225,732	210,230	7.0%
Distribution Services	273,951	223,240	276,401	234,249	234,249	11,009	4.9%
Parking	113,448	121,240	152,254	129,136	129,136	7,896	6.5%
Court	1,049,121	1,018,068	1,665,800	1,267,208	1,267,208	249,140	24.5%
Property Management	492,397	514,801	514,801	554,256	554,255	39,454	7.7%
CARES Act - Covid19	0	100,000	8,455	0	0	(100,000)	(100.0%)
COVID Initiatives	0	0	241,545	0	0	0	0.0%
Facilities	7,740,921	9,208,812	10,501,478	9,750,299	9,574,958	366,146	4.0%
EXPENSE							
Personnel Services	3,611,856	4,142,533	4,179,258	4,556,187	4,459,598	317,065	7.7%
Supplies & Materials	669,986	872,375	860,428	654,475	645,250	(227,125)	(26.0%)
Other Services & Charges	3,409,019	4,593,904	3,709,975	4,939,637	4,870,110	276,206	6.0%
Capital	358,681	0	651,817	0	0	0	0.0%
Other	(308,621)	(400,000)	1,100,000	(400,000)	(400,000)	0	0.0%
Total Expense	7,740,921	9,208,812	10,501,478	9,750,299	9,574,958	366,146	4.0%
REVENUE							
Charges for Service	609,534	748,000	748,000	748,000	748,000	0	0.0%
Miscellaneous Revenues	593,888	648,262	648,262	648,262	604,262	(44,000)	(6.8%)
Total Revenue	1,203,422	1,396,262	1,396,262	1,396,262	1,352,262	(44,000)	(3.2%)
County Funds	6,537,498	7,812,550	9,105,216	8,354,037	8,222,696.00	410,146.00	5.2%
Positions	61.00	61.00	59.00	61.00	59	(2)	(3.3%)

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, provides project management, and provides property management services. Primary services include:

Administration: Performs overall business administration function of the entire department, including but not limited to, managing contracts, maintaining inventory of supplies and materials, monitoring call line and processing work orders, prioritizing maintenance projects and managing the department's financial and human resources. Manages budget, processes requisitions, and manages open purchase order accounts. Coordinates required safety training and schedules state licensing exams. The department manages 110 buildings consisting of approximately 2.5 million square feet. Over 6,000 acres of parks, trails and open space are also operated and maintained.

Projects: Manage capital and other projects for all county departments of Guilford County including new construction, major/minor renovations and system/equipment replacements and upgrades. This includes new construction and renovations that support the programs of other County departments.

Building Management: Responsible for general and mechanical maintenance, janitorial and lawn maintenance services, plumbing, carpentry, locksmith, electrical, heating and air conditioning services, life safety system maintenance, and provides miscellaneous repairs for all County facilities. Responsible for ensuring that facilities comply with all statutory requirements (local, state, & federal). Manages various service contracts including custodial, elevator, waste management, grounds maintenance and pest control. Furthermore, the Department also maintains and/or repairs and installs road signs throughout the County.

Mail Services: Delivers both interoffice and USPS mail between departments throughout the County, and meters all outgoing USPS mail.

Parking: Administers Guilford County's Parking Policy by assigning parking spaces to employees and collecting fees per policy guidelines.

Property Management: Provides real estate services (site selection, surveying, assessment, appraisal) as well as planning for the County's major building and renovations projects. Also manages all County leases and the sale of County surplus property.

FY 2022 GOALS & OBJECTIVES

- Achieve substantial completion of construction of the new Animal Shelter (a Board goal and priority) by September 2021.
- Complete the design and begin the construction phase of the Sheriff's Office Building project (a Board goal and priority) by October 2021 (subject to budget availability and option choice).
- Complete the following Special Facilities Maintenance projects: High Point Detention Center grease interceptor replacement; Building Envelope Repair – Phase 1; Greene Street Elevator modernization; and High Point Mental Health HVAC replacement and roof replacement (4 buildings). These are needed to continue to provide an appropriate environment for the delivery of County services and/or comply with statutory requirements by May 2022.
- Continue to maintain County facilities in accordance with regulatory requirements.
- Reduce our Facilities Operations vacancy rate from 14% to less than 9% by June 2022.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- The Facilities budget increased by \$366,146, or 4.0%, primarily due to personnel increases as well as a \$160,000 increase in the Courts Division to aide in the increased number of routine maintenance request pertaining to the Guilford County Courthouse.

- Personnel Services increased by \$317,065, or 7.7%, as a result of county-wide merit increases along with other personnel adjustments associated with the county-wide market pay study implementation.
- Supplies & Materials decreased by \$227,125, or 26%, primarily driven by a \$160,000 decrease in inventory (reallocated to Courts division routine maintenance) due to a change in purchasing procedures and the utilization of P-cards no longer requiring the need for mass inventory purchases. Also, FY 2022 saw a \$100,000 reduction in COVID-19 related cleaning supplies no longer needed throughout the County.
- Other Services & Charges increased by \$276,206, or 6.0%, driven by increases in Utilities, Insurance & Bonding, as well as routine maintenance to aide in deferred maintenance needs throughout the County.
- The Facilities budget reduced from Recommended to Adopted as the Parks division was moved out and now functions as its own department.
- Facilities requested an additional HVAC mechanic position, and a Life Safety Specialist to support the new EMS maintenance and logistics facility, Animal Shelter, and other new county buildings expected to be added in 2022. These requests were not included in the FY 2022 budget.
- This budget does not reflect any additional COVID-19 specific requests due to future County evaluation of the federal American Rescue Plan Act of 2021.

FY 2021 SIGNIFICANT ACCOMPLISHMENTS

- Completed the construction of the EMS Maintenance & Logistics facility.
- Achieved substantial completion of construction of the Behavioral Health Center and received a Temporary Certificate of Occupancy. We are currently on track to receive a permanent Certificate of Occupancy by the end of April. Cone Health is expected to start seeing patients in June.
- Completed the BB&T Fitness Center-Phase 2 project.
- Completed the Independence Center 5th Floor partial renovation for Child Support.
- Completed replacement of all the lighting circuits and light fixtures in the main High Point parking deck. This eliminated a chronic safety concern due to broken lighting circuits and inadequate lighting. It also provides utility bill savings due to the more efficient LED lighting.
- Completed an \$870k CARES Act project in less than 6 months to build the EMS Vehicle Decontamination Facility.
- Completed a \$537k design-build CARES Act project in less than 6 months to renovate 1100 Wendover by creating new exterior entrance and two isolation rooms, renovating 2nd floor lab area, creating four new patient exam rooms and a unisex restroom on 3rd floor, and a new communication center on the 4th floor. Also created patient isolation rooms at

High Point Public Health and reconfigured the security and welcome stations at the Maple Street Lobby.

- Completed a \$322k CARES Act project to relocate the jury assembly rooms and install technology in both courthouses to allow resumption of jury trials.
- Completed a \$91k CARES Act project to install a video arraignment system in the courthouses for Juvenile Detention.
- Completed a \$17k CARES Act project to install 11 touchless water fountain/bottle fillers for Public Health and Social Services.
- Installed numerous Plexiglas and glass partitions throughout County buildings to provide COVID protection using CARES Act funding. This included extensive partition installation in the courthouses.
- Had emergency disinfection performed in response to positive COVID cases in County buildings at the request of Public Health. This was performed without fail including for after-hours and weekend notifications.
- Completed a \$320k project to replace the cubicles in the Clerk of Court area in the Greensboro Courthouse. The existing cubicles were not high enough to provide adequate COVID protection.
- Located a property on Church Street and executed a temporary lease for Elections to use during the 2020 election. Also completed some minor renovation at Raleigh Street to meet a storage space need for Elections.
- Worked with the state Office of Administrative Courts and Information Services staff to install a new fiber optic cable for the High Point Courthouse to provide redundant internet service as part of the state eCourts initiative.
- Completed a \$177k project to install audio systems in selected Superior Court courtrooms in the Greensboro and High Point courthouses to facilitate communication.
- Removed the two skylights over the 4th floor corridors of the High Point Courthouse and replaced with roofing as part of the Building Envelope Repair project. This has eliminated a chronic source of water intrusion.
- Completed the selection process by receiving approval of a Construction Manager at Risk contract for the Sheriff's Office Building project.
- Installation of the new parking booth and gates for the High Point parking deck is expected to be completed this fiscal year. This will complete the High Point Parking Deck renovation project.
- Terminated the grounds maintenance contract for the High Point governmental complex due to extremely poor performance of existing contractor. We rebid the contract and the appearance of the grounds has improved.

KEY PERFORMANCE MEASURES

	FY20 Actual	FY21 Estimated	FY22 Projected	FY23 Projected	Target
Building Management					
Total Square Feet Maintained	2,499,987	2,553,970	2,535,044	2,535,044	n/a
Repairs & Maintenance Funding per Sq. Ft	\$1.88	\$1.84	\$1.89	\$1.89	\$2.25
Special Facility Project Funding per Sq. Ft	\$1.66	\$0.59	\$1.10	\$1.10	\$2.00
Property Management					
Number of Leaseholders	32	34	35	34	32
Total Generated from Leases Annually	\$328,660	\$433,514	\$425,114	\$425,114	\$490,000
Surplus, Foreclosed, and other Properties Sold Annually	10	7	3	2	0
Operations					
Issues Received by Call Line	6,095	3,400	3,600	3,800	demand
Work Orders Completed	11,930	12,500	13,100	13,300	demand
Proactive & PM Work Orders	7,148	8,300	8,500	8,700	demand
Reactive Work Orders	4,035	3,400	3,700	4,000	demand
Other Work Orders	747	1,050	1,200	1,350	demand
Total Work Orders per FTE	385	403	430	430	430
Distribution					
Total Outgoing USPS Pieces	511,313	611,415	548,113	547,890	demand
Total Discounted Pieces	129,404	126,357	155,479	154,030	200,000
Annual Mail Room Postage Use	\$316,565	\$429,211	\$316,145	\$315,530	\$300,000
Total Pieces per FTE	127,828	152,853	137,028	136,972	demand
Parking Management					
Total Spaces Managed	1,223	1,223	1,469	1,469	demand
Non-Employee Parking Space Assignments	129	121	171	221	demand
Total Parking Revenue Collected	\$98,703	\$43,828	\$88,750	\$99,150	market

* "Demand" indicates that a target is demand for service.

FUTURE OPPORTUNITIES & CHALLENGES

- **Capital Projects:** Two large capital projects are expected to continue into next fiscal year. Substantial completion of the construction of the new Animal Shelter is expected this September. The construction phase of the Sheriff's Office Building project is expected to begin later this year.
- **Deferred Maintenance:** The County has approximately \$126 million of deferred maintenance that is growing, and this is evident in many buildings. This is evident in many buildings and includes chronic water intrusion issues in several buildings. This has resulted in significant maintenance and remediation costs, unusable space, and/or relocation of personnel. A significant increase in funding is needed to address high-priority maintenance needs.
- **Property Divestment:** Divestment of unused property and leased property where revenue does not offset maintenance costs will help to utilize maintenance funding more effectively. This includes the current Animal Shelter and EMS Base One (HQ) when they are vacated.
- **Departmental Routine Maintenance Accounts:** Routine Maintenance objects (531000 accounts) being included in department's budgets outside of Facilities and Property Management makes it difficult at best for Facilities to manage. Clarification and potential changes regarding the purpose, use, and approval of expenditures from these accounts is needed to enhance management of this funding.
- **Skilled Trades Positions:** The filling of skilled trades positions such as HVAC and Building Maintenance Mechanics continues to be a challenge. We currently receive very few qualified applicants for these positions and have some long-standing vacancies as a result. Implementation of the pay plan has helped. We will continue to work with Human Resources to find ways to attract more qualified applicants for these positions.

INFORMATION SERVICES

Hemant Desai, CIO / Director

201 W. Market St Greensboro, NC 27401 (336) 641-3371

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Informatr Srvs Administration	1,156,848	1,474,855	1,533,232	1,786,867	1,786,868	312,013	21.2%
Program Mgmt & Computer Svc	273,633	289,043	289,043	317,323	317,322	28,279	9.8%
Technical Support Services	8,016,766	7,566,424	7,810,255	7,690,141	7,690,141	123,717	1.6%
Application Software Services	2,133,918	2,441,482	2,410,041	2,803,676	2,803,676	362,194	14.8%
CARES Act - Covid19	0	5,000	0	0	0	(5,000)	(100.0%)
COVID Initiatives	0	0	120,000	0	0	0	0.0%
Information Services	11,581,165	11,776,804	12,162,571	12,598,007	12,598,007	821,203	7.0%
EXPENSE							
Personnel Services	4,597,263	5,141,797	5,111,797	5,837,093	5,837,093	695,296	13.5%
Supplies & Materials	552,960	572,000	537,106	952,000	952,000	380,000	66.4%
Other Services & Charges	5,431,581	6,063,007	6,049,577	5,808,914	5,808,914	(254,093)	(4.2%)
Capital	999,360	0	464,091	0	0	0	0.0%
Total Expense	11,581,165	11,776,804	12,162,571	12,598,007	12,598,007	821,203	7.0%
REVENUE							
Other Financing Sources	1,351	0	0	0	0	0	0.0%
Miscellaneous Revenues	7,595	3,216	3,216	3,216	3,216	0	0.0%
Total Revenue	8,946	3,216	3,216	3,216	3,216	0	0.0%
County Funds	11,572,219	11,773,588	12,159,355	12,594,791	12,594,791	821,203	7.0%
Positions	49.00	50.00	51.00	54.00	54.00	4.00	8.0%

DEPARTMENTAL PURPOSE

The Information Services (IS) 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 are:

Project/Program Management

Program Management Division is responsible for formalizing and enhancing the use of project management and related processes and providing end user Computer training. 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. Additionally, Program management is also tasked with assessing, developing and delivering end user Computer training on basic software applications used by County staff daily.

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 Enterprise Resource Planning (ERP) systems such as Financial, Tax and Timekeeping, 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 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 residents 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 for various Enterprise Resource Planning systems.

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

The administrative staff of IS includes a CIO, a Deputy CIO and an Administrative Assistant. The 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 2022 GOALS & OBJECTIVES

- Tyler Munis ERP Implementation – Phase 2 – Continue the migration for Countywide ERP system to Tyler Munis. Phase 2 will focus on the Payroll and HR systems and expected to go-live in October 2021.
- Tyler EnerGov Code Enforcement and Permitting – Enter the final phase of the Permitting software implementation project. Planned completion by October 2021.
- DataCenter consolidation – Continue with our strategic initiative to consolidate datacenter by moving to a Hyper-converged infrastructure. Over the last 2.5 years, the consolidation efforts have helped in other areas such as faster disaster recovery and lower energy usage.
- Microsoft Azure workload migration – Working with UNCG, City of Greensboro and Guilford County Schools, begin the assessment of initial production servers to be migrated to Azure. Project to kick-off in 2nd quarter of 2021 and a potential of up to 20 servers to be migrated by December 2021.
- Disaster Recovery As a Service (DRaaS) – Complete final phase of Disaster Recovery in the Cloud incorporating “cold storage” options and ongoing integration with on premise backup systems.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- Total revenue of \$3,216 remained unchanged from FY 21.
- Total expense increase by \$821,203, or 7.0%, due to the addition of three new positions and increases in Small Computer Equipment items.
- This budget includes the addition of three of the four requested positions: Chief Information Security Officer, Data Architect, and Data Warehouse Engineer. This budget does not include the request for an Enterprise Resource Planning Analyst to help with support and maintenance on Countywide ERP software implementations including Munis, EnerGov, RecTrac, Agile Fleet, Kronos and Farragut.

FY 2021 SIGNIFICANT ACCOMPLISHMENTS

- Disaster Recovery – Completed final phase of provisioning Microsoft Azure for DR in the cloud.
- DataCenter Switch upgrades – Completed core network switching and routing to the newer platform with enhanced security and reduced Total cost of ownership.
- Mobile Computing / Remote Work – Implemented Countywide Mobile computing initiative for staff to be able to work from home. This includes over 1100 Laptops / Tablets and accompanying security and support infrastructure.

- Board of Commissioners meetings – Worked with Administration and Clerk’s office to establish process and technology components to enable our Commissioners to continue their regularly scheduled board meetings via remote collaborative platform.
- Electronic Forms – Implemented electronic document routing and approval process and technology for various departments.
- Cares Small Business Grant Program - Online application platform to allow for small businesses located in Guilford County to apply for grant funds to cover revenue losses from March-May 2019 of up to \$10,000.
- Early Learning Grant Program - Online application platform to allow for community residents to apply for grant funds to cover remote learning care costs for school aged children k-5 while Guilford County schools are operating via remote learning.
- Online COVID-19 Positive Submission Portals - Online portal to allow for community partners to submit potential COVID-19 positive cases.
- COVID-19 Screening App - Screening App county staff uses each day prior to enter their identified building and beginning work.
- COVID-19 Vaccination Registration – Online registration website, healthyguilford.com, for residents to register for the COVID-19 vaccination via custom built registration tool.

KEY PERFORMANCE MEASURES

	FY20 Actual	FY21 Estimated	FY22 Projected	FY23 Projected	Target
Program and Project Management					
IT projects managed that are completed on schedule and within budget	95%	97%	97%	97%	99%
Vendors that meet contractual obligations	100%	100%	100%	100%	100%
Application Software Services					
Service Requests resolved within ten business days	95%	97%	95%	95%	95%
Client Services					
PCs Managed Total	2,800	2,800	2,800	2,800	N/A
Servers Managed Total	195	180	180	170	N/A
Number of PC's and servers managed per FTE	65	60	60	55	N/A
Work Orders / Incident Tickets Received*	11,500	12,750	10,000	10,000	N/A
Work Orders / Incident Tickets Completed per FTE*	680	650	600	580	N/A

	FY20 Actual	FY21 Estimated	FY22 Projected	FY23 Projected	Target
Work Orders / Incident Tickets completed within seven business days	95%	97%	95%	95%	95%
Help Desk tickets resolved on First call	59%	67%	65%	65%	65%
Network Up-time		99.999%	99.999%	99.999%	99.999%

* 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 OPPORTUNITIES AND CHALLENGES

- Cybersecurity will continue to be one of the major focus areas for Guilford County like many other government entities. The department will continue to strengthen our security posture as threat landscape keeps changing.
- The department will continue engaging with departments to help enhance efficiencies through collaborative efforts and using technology where ever possible and feasible to improve services.
- IS will continue improving and building new skills within Information Services department to better serve our Customer departments and residents.
- The department will leverage use of Robotic Process Automation tool/s to minimize manual data entry where ever possible / applicable.
- The IT job market continues to be tight, making it extremely difficult to find and attract experienced staff with the current salary range. However, our current staff continue to demonstrate excellence and as a result have completed several major initiatives this year.
- With the “new normal” mode of operation such as work from home, IS will look for opportunities to enable County staff to work as seamlessly as possible no matter where they work from. This will include combination of evaluation of process and technology components.
- Although there may still be some uncertainty in overall work environments as it relates to the Covid-19 pandemic, IS will continue the journey to evolve our core competencies to enable effective and efficient operation.

FLEET OPERATIONS

Raymond Lowe, Fleet Manager

1203 Maple St., Greensboro, NC 27405 (336) 641-7433

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Fleet Operation	611,959	785,669	1,177,777	807,158	807,158	21,489	2.7%
CARES Act - Covid19	0	5,000	0	0	0	(5,000)	(100.0%)
Fleet Operation	611,959	790,669	1,177,777	807,158	807,158	16,489	2.1%
EXPENSE							
Personnel Services	86,068	131,323	141,323	153,928	153,928	22,605	17.2%
Supplies & Materials	3,205	8,500	13,503	3,500	3,500	(5,000)	(58.8%)
Other Services & Charges	343,592	508,846	492,554	534,730	534,730	25,884	5.1%
Capital	179,094	142,000	530,397	115,000	115,000	(27,000)	(19.0%)
Total Expense	611,959	790,669	1,177,777	807,158	807,158	16,489	2.1%
REVENUE							
Other Financing Sources	19,772	25,000	25,000	25,000	25,000	0	0.0%
Miscellaneous Revenues	60	0	0	0	0	0	0.0%
Total Revenue	19,832	25,000	25,000	25,000	25,000	0	0.0%
County Funds	592,126	765,669	1,152,777	782,158	782,158	16,489	2.2%
Positions	2.00	2.00	2.00	2.00	2.000	0.000	0.0%

DEPARTMENTAL PURPOSE

The Fleet Operations Department operates the County motor pool and manages fleet operations for all county vehicles, excluding the Sheriff's Department, Emergency Services & Guilford County Transportation & Mobility Services. This includes managing and utilizing the contracts with outside vendors, ensure proper and timely preventive maintenance and needed and appropriate repairs are performed on county vehicles. Fleet operations works in collaboration with departments to review vehicle needs, plan vehicle replacements, the purchasing of new vehicles and organizing the removal of vehicles from service. Fleet Operations also stores and maintains the titles for all Guilford County vehicles.

Fleet Operations supports numerous departments throughout the County, including Public Health, Social Services, Tax, and Planning. Also, the department is currently working with Risk Management to fully incorporate the Agile Fleet functionality.

FY 2022 GOALS & OBJECTIVES

- Continue to provide services including vehicle replacement recommendations, scheduling of vehicle surplus, new vehicle acquisitions and disposal, monitoring and scheduling of needed preventative maintenance or necessary repairs, vehicle department assignments and monitoring of daily reserved vehicles. This is a department goal.

- Continue working with each department to ensure proper types of vehicles are being purchased for intended use. This is a department goal.
- Continue to utilize contract vendors for services including vehicle purchase, cleaning, repairs and maintenance needs. This is a department goal.
- Continue to monitor and use telematics to capture and provide more data to get a better understanding of the vehicle use, current demand, utilization, and needs of each department. This is a department goal.
- Continue the use of Fleet Commander Kiosk, an automated reservation system, and vehicle key dispensers to become more efficient in the use of motor pool and shared vehicles. This is a department goal.
- Continue and increase the use of mileage and maintenance functions of Agile Fleet software to track motor pool and assigned vehicle utilization, mileage, and overall cost. This is a department goal.
- Establish a vehicle maintenance reminder pane and utilize the email reminders offered through Agile Fleet software system. This will assist Fleet staff in tracking vehicle maintenance and development of a sustainable plan for scheduling preventative maintenance including required annual NC safety/emission inspections with a July 2021 initiation. This is a department goal.
- Begin use of automated Fleet Commander vehicle reservation and kiosk for High Point locations, removing the need to drive to Greensboro for a reserved vehicle for employees in the High Point areas by September 2021. This is a department goal.
- Continue to collaborate with Risk Management to direct in-house defensive driving training for all new employees and as a refresher class for existing staff to raise awareness of the importance of safe driving practices while operating county vehicles. This is a department goal.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- The Fleet Operations budget increased by \$21,489, or 2.7% from FY 2021 Adopted.
- Personnel Services increased by \$22,605, or 17.2%, to reflect county-wide merit increases as well as other personnel adjustments.
- Supplies & Materials decreased by \$5,000, or 58.8%, because the department no longer needs funds for COVID-19 related cleaning supplies.
- Other Charges & Services increased by \$25,884, or 5.1%, driven by an increase in Insurance and Bonding.

FY 2021 SIGNIFICANT ACCOMPLISHMENTS

- Increased the number of available vehicles to 31 vehicles in the Maple St. motor pool, making more vehicles available to an increased number of employees. This reduces the need of employee-owned personal vehicles when conducting county business, thereby reducing county-wide mileage reimbursement and associated liability risks.
 - During FY 19-20, there was a monthly average of 23,816 miles/month for Greensboro Motor Pool vehicles, with total usage of 285,801 miles.
 - 91% Usage by Department of Social Services
 - 6% Usage by Department of Public Health
 - 3% by all other departments
 - July 1, 2020 – March 2021 average of 7,745 miles/month for Greensboro Motor Pool vehicles total 92,943 miles.
 - 93% usage by Department of Social Services
 - 5% usage by Department of Public Health
 - 2% by all other departments
- Overall vehicle use during FY20 of 2,095,723 miles – a reduction from 2,480,664 in FY19 of approximately 20% due to COVID-19.
- Continue to use the GPS/Telematics and Fleet Commander software data to increase the accuracy and to continue tracking vehicle usage data.

KEY PERFORMANCE MEASURES

	FY20 Actual	FY21 Estimated	FY22 Projected	FY23 Projected	Target
Number of Vehicles in County Fleet	255	255	258	258	258
Number of vehicles in Motor Pool	31	45	45	45	45
Percent of Vehicle Usage in Motor Pool	73%	85%	85%	85%	90%
Percent of Vehicles in Professional/Road Condition (mechanically safe)	100%	100%	100%	100%	100%

FUTURE OPPORTUNITIES & CHALLENGES

- Due to COVID-19 outbreaks and the resulting restrictions placed within departments, county wide vehicle use was reduced significantly beginning March 2020 and has carried over into the current FY. The reduced vehicle use has resulted in a reduction in overall vehicle related cost including vehicle fuel and maintenance/repair. One of the major challenges moving forward is going to be dead batteries and other possibly unplanned needed repairs such as, tires with flat spots, due to inactive vehicles. We will work with our vendors to develop a plan to ensure any reoccurring issues are addressed accordingly and any needed repairs are expedited to increase vehicle availability.

- Work with departments to increase the utilization of Fleet vehicles and identify if vehicles are currently assigned vehicles are being used efficiently.
- Identify departments that have underutilized vehicles assigned to employees and reassign to other areas either within the same department or for increased utilization of assets reassign to other departments.
- Continue to offer training and setting up department supervisors are approved users for the GPS/Telematics system as requested by directors.
- Work with other departments to make updates to current vehicle use policy.



Debt Service

Derrick Bennet, Finance Director

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

BUDGET SUMMARY

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recomm	FY 2022 Adopted	\$ chg	% chg
Total Debt Service Expense							
Principal	61,885,000	61,600,000	61,600,000	67,185,000	67,185,000	5,585,000	9.1%
Interest	31,186,066	28,670,986	28,670,986	28,176,533	25,902,594	(2,768,392)	(9.7%)
Fees & Other Costs	8,870	520,000	520,000	115,000	115,000	(405,000)	(77.9%)
Total	93,079,936	90,790,986	90,790,986	95,476,533	93,202,594	2,411,608	2.7%
Debt Service Expense by Type							
G.O. Bonds							
Principal	61,885,000	61,500,000	61,500,000	67,085,000	67,085,000	5,585,000	9.1%
Interest	30,417,260	27,902,180	27,902,180	27,407,727	25,133,788	(2,768,392)	(9.9%)
<i>Total</i>	<i>92,302,260</i>	<i>89,402,180</i>	<i>89,402,180</i>	<i>94,492,727</i>	<i>92,218,788</i>	<i>2,816,608</i>	<i>3.2%</i>
Other Capital Related Debt							
Principal	0	100,000	100,000	100,000	100,000	0	0.0%
Interest	768,806	768,806	768,806	768,806	768,806	0	0.0%
<i>Total</i>	<i>768,806</i>	<i>868,806</i>	<i>868,806</i>	<i>868,806</i>	<i>868,806</i>	<i>0</i>	<i>0.0%</i>
Other Costs							
Debt Leveling Funds	0	0	0	0	0	0	0.0%
Fees & Other Costs	8,870	520,000	520,000	115,000	115,000	(405,000)	(77.9%)
Total Expense	93,079,936	90,790,986	90,790,986	95,476,533	93,202,594	2,411,608	2.7%
Debt Service by Purpose							
Guilford Co. Schools	69,888,972	67,551,167	67,551,167	70,218,748	68,526,583	975,416	1.4%
GTCC	9,532,441	9,293,645	9,293,645	9,605,921	9,606,204	312,559	3.4%
Greensboro Detention	6,604,559	6,550,351	6,550,351	6,439,893	6,440,083	(110,268)	(1.7%)
Priority Projects	3,636,275	3,705,946	3,705,946	5,869,588	5,287,244	1,581,298	42.7%
Other	3,417,689	3,689,877	3,689,877	3,342,383	3,342,480	(347,397)	(9.4%)
Total Expense	93,079,936	90,790,986	90,790,986	95,476,533	93,202,594	2,411,608	2.7%
Sources of Funds for Debt Service							
State Lottery Funds							
Schools	4,750,000	4,750,000	4,750,000	4,750,000	4,750,000	0	0.0%
<i>Total</i>	<i>4,750,000</i>	<i>4,750,000</i>	<i>4,750,000</i>	<i>4,750,000</i>	<i>4,750,000</i>	<i>0</i>	<i>0.0%</i>
American Recovery/Reinvestment Act Funds							
Schools	1,854,240	1,840,154	1,840,154	1,867,095	1,867,095	26,941	1.5%
GTCC	332,179	329,656	329,656	333,063	333,063	3,407	1.0%
Greensboro Detention	477,507	473,880	473,880	478,778	478,778	4,898	1.0%
Other	62,284	61,810	61,810	62,449	62,449	639	1.0%
<i>Total</i>	<i>2,726,209</i>	<i>2,705,500</i>	<i>2,705,500</i>	<i>2,741,386</i>	<i>2,741,386</i>	<i>35,886</i>	<i>1.3%</i>
Other Revenue							
Bond Premium	7,641,123	1,655,800	1,655,800	2,928,539	654,600	(1,001,200)	(60.5%)
Debt Leveling Funds	0	0	0	2,600,000	2,600,000	2,600,000	0.0%

	FY 2020 Actual	FY 2021 Adopted	FY 2021 Amended	FY 2022 Recomm	FY 2022 Adopted	\$ chg	% chg
Total Revenue	15,117,332	9,111,300	9,111,300	13,019,925	10,745,986	1,634,686	17.9%
County Funds	77,962,604	81,679,686	81,679,686	82,456,608	82,456,608	776,922	1.0%

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.

At the time of budget adoption, the County holds a Triple A bond rating (AAA/AAA/Aaa) based on its last rating review in 2019.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

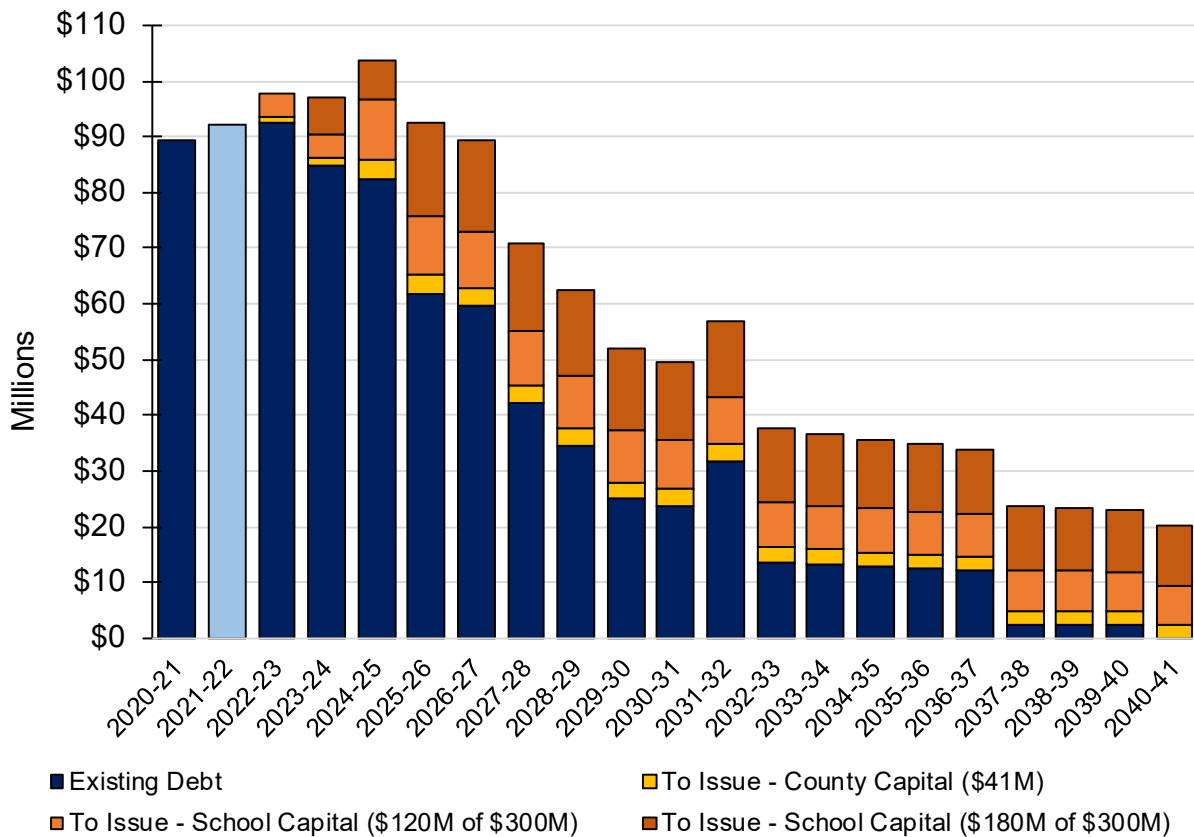
- The FY 2022 debt service budget increased by \$2.4 million or 2.7% due to a combination of scheduled increases in debt service payments (\$2.8 million). There is also a \$405,000 decrease in the amount budgeted for fees and other cost associated with debt management and planning.
- Debt service payments for issued debt in FY 2021 will increase by \$2.8 million or 3.1% from the FY 2021 Adopted budget in accordance with the existing bond payment schedules and the refunding of all variable rate debt to fixed rate in prior fiscal years. The County's current bond portfolio is 100% fixed rate which simplifies and clarifies budgeting for future years' debt service since the County's debt portfolio will be stable until new debt is incurred.
- The FY 2022 budget appropriates \$2.6 million from debt leveling funds set aside in FY 2020 help to keep county funds at a steady amount in anticipation of higher future year debt payments related to future school bonds.
- Apart from \$115,000 for fees & other costs, the budget does not make provision for issuance costs associated with any potential future debt issuance for schools or county capital improvement needs so costs for issuances will either be offset by or included in structuring of debt payments and/or use of bond premiums at the time of issuance.
- The County does plan to issue \$120 million of a \$300 million referendum approved in November 2020 for school facility needs as well as \$41 million for county facility needs in Spring 2022, with initial payments to be offset with anticipated bond premiums. Due to the timing of these issuances and associated payment schedules, there will not be any impact on the FY 2022 budget.
- The County identified several capital facility projects that have been prioritized as part of its capital planning process due to their potential impact on County operations. These projects were initially funded with \$27.195 million in 2/3rds bonds issued in FY 2017 with additional funding provided by \$40.0 million in 2/3rds bonds issued in FY 2019. The current planned breakdown of bond use by project is as follows:

Project	Total Budget	Bonds Issued	Bond Premiums	Other Revenues & Transfers	Total Planned Funding	Funding Needed
Animal Shelter Replacement	15,350,717	13,769,500	1,450,108	131,109	15,350,717	-
Emergency Services						
Phase I - Maintenance & Logistics	14,416,463	11,363,463	-	3,053,000	14,416,463	-
Phases II & III - Administration & EOC	15,700,000	-	-	-	-	15,700,000
Old Courthouse Renovation	3,500,000	3,500,000	-	-	3,500,000	-
Law Enforcement Administration Facility	16,500,000	12,561,537	-	3,938,463	16,500,000	-
Mental Health Replacement Facility	20,800,000	11,021,800	630,363	9,147,837	20,800,000	-
Probation / Parole & Juvenile Justice Bldg	7,000,000	4,978,700	-	1,800,000	6,778,700	221,300
Schools Security & Maintenance	10,000,000	10,000,000	-	-	10,000,000	-
General Project Cost Contingency	-	-	-	-	-	-
Total Funding	103,267,180	67,195,000	2,080,471	18,070,409	87,345,880	15,921,300

DEBT PAYMENT SCHEDULES

The following are the county's anticipated debt repayment budgets based on current bond issuances and schedules including the two issuances of the \$300 million in school building construction bonds approved by voters in November (\$120 million in FY 2022 and \$180 million in FY 2024) plus \$41 million planned for County capital and facility needs, pending Board approval.

Estimated Debt Repayment Budgets General Obligation Bond Debt



Estimated Annual Debt Service Payments

Existing and Planned Issues - All Debt				Sources of Funds		
Fiscal Yr	Principal	Interest	Total	Lottery and ARRA Funds	Bond Premium	Net County Funds
2020-21	61,600,000	28,670,986	90,270,986	7,455,500	1,655,800	81,159,686
2021-22	67,185,000	25,902,594	93,087,594	7,491,386	654,600	84,941,608
2022-23	70,715,000	27,946,907	98,661,907	7,394,375	5,406,700	85,860,832
2023-24	66,290,000	31,695,479	97,985,479	7,270,776	12,263,475	78,451,228
2024-25	75,800,000	28,670,547	104,470,547	7,143,812	10,327,465	86,999,270
2025-26	68,330,000	25,026,214	93,356,214	7,013,483	0	86,342,731
2026-27	68,550,000	21,706,307	90,256,307	6,880,461	0	83,375,846
2027-28	53,310,000	18,443,562	71,753,562	6,744,478	0	65,009,084
2028-29	47,405,000	15,932,504	63,337,504	6,604,860	0	56,732,644
2029-30	42,450,377	13,644,947	56,095,324	6,461,878	0	49,633,446
2030-31	42,640,000	11,718,664	54,358,664	6,316,203	0	48,042,461
2031-32	51,510,000	10,106,148	61,616,148	6,169,182	0	55,446,966
2032-33	34,335,000	8,058,014	42,393,014	6,095,671	0	36,297,343
2033-34	30,515,000	6,048,858	36,563,858	4,750,000	0	31,813,858
2034-35	30,510,000	5,077,858	35,587,858	4,750,000	0	30,837,858
2035-36	30,510,000	4,240,270	34,750,270	4,750,000	0	30,000,270
2036-37	30,510,000	3,464,163	33,974,163	4,750,000	0	29,224,163
2037-38	21,160,000	2,664,888	23,824,888	4,750,000	0	19,074,888
2038-39	21,160,000	2,169,488	23,329,488	4,750,000	0	18,579,488
2039-40	21,160,000	1,740,688	22,900,688	4,750,000	0	18,150,688
2040-41	18,940,000	1,221,613	20,161,613	4,750,000	0	15,411,613
Total	954,585,377	294,150,699	1,248,736,076	127,042,064	30,308,039	1,091,385,973

Estimated Annual Debt Service Payments by Type of Debt- Existing and Planned Issues

General Obligation (G.O.) Bonds (includes 2/3rds GO Bonds for Priority Projects)

Fiscal Yr	Issued Bonds			Bonds to be Issued			G.O. Bonds
	Principal	Interest	Total	Principal	Interest	Total	Total
2020-21	61,500,000	27,902,179	89,402,179				89,402,179
2021-22	67,085,000	25,133,788	92,218,788				92,218,788
2022-23	70,615,000	21,864,631	92,479,631		5,313,471	5,313,470	97,793,101
2023-24	66,190,000	18,781,136	84,971,136		12,145,538	12,145,537	97,116,673
2024-25	66,750,000	15,756,203	82,506,203	8,950,000	12,145,538	21,095,537	103,601,740
2025-26	49,280,000	12,536,571	61,816,571	18,950,000	11,720,838	30,670,837	92,487,408
2026-27	49,500,000	10,141,363	59,641,363	18,950,000	10,796,138	29,746,137	89,387,500
2027-28	34,260,000	7,803,318	42,063,318	18,950,000	9,871,438	28,821,437	70,884,755
2028-29	28,355,000	6,216,961	34,571,961	18,950,000	8,946,738	27,896,737	62,468,698
2029-30	20,095,000	4,854,103	24,949,103	18,950,000	8,022,038	26,972,037	51,921,140
2030-31	19,820,000	3,852,521	23,672,521	18,945,000	7,097,338	26,042,337	49,714,858
2031-32	28,715,000	3,164,454	31,879,454	18,945,000	6,172,888	25,117,887	56,997,342
2032-33	11,570,000	2,040,770	13,610,770	18,945,000	5,248,438	24,193,437	37,804,207
2033-34	11,570,000	1,591,570	13,161,570	18,945,000	4,457,288	23,402,287	36,563,857
2034-35	11,570,000	1,222,270	12,792,270	18,940,000	3,855,588	22,795,587	35,587,857
2035-36	11,570,000	863,483	12,433,483	18,940,000	3,376,788	22,316,787	34,750,270
2036-37	11,570,000	503,675	12,073,675	18,940,000	2,960,488	21,900,487	33,974,162
2037-38	2,220,000	133,200	2,353,200	18,940,000	2,531,688	21,471,687	23,824,887
2038-39	2,220,000	66,600	2,286,600	18,940,000	2,102,888	21,042,887	23,329,487
2039-40	2,220,000	66,600	2,286,600	18,940,000	1,674,088	20,614,087	22,900,687
2040-41				18,940,000	1,221,613	20,161,613	20,161,613
Total	626,675,000	164,495,394	791,170,394	312,060,000	119,660,830	431,720,817	1,222,891,211

**160A-20 Qualified School Construction Bonds
(QSCBs)**

2/3rds G.O. Bonds for Priority Projects

Fiscal Yr	Principal	Interest	Total	Principal	Interest	Total
2020-21	100,000	768,806	868,806	1,455,000	2,229,720	3,684,720
2021-22	100,000	768,806	868,806	3,123,750	2,156,970	5,280,720
2022-23	100,000	768,806	868,806	3,123,750	3,262,514	6,386,264
2023-24	100,000	768,806	868,806	3,123,750	3,106,326	6,230,076
2024-25	100,000	768,806	868,806	5,403,750	2,950,139	8,353,889
2025-26	100,000	768,806	868,806	5,403,750	2,702,751	8,106,501
2026-27	100,000	768,806	868,806	5,403,750	2,455,364	7,859,114
2027-28	100,000	768,806	868,806	5,308,750	2,207,976	7,516,726
2028-29	100,000	768,806	868,806	5,308,750	1,978,939	7,287,689
2029-30	3,405,377	768,806	4,174,183	5,305,000	1,749,901	7,054,901
2030-31	3,875,000	768,806	4,643,806	5,305,000	1,537,701	6,842,701
2031-32	3,850,000	768,806	4,618,806	5,305,000	1,325,501	6,630,501
2032-33	3,820,000	768,806	4,588,806	5,305,000	1,126,901	6,431,901
2033-34				5,305,000	928,301	6,233,301
2034-35				5,300,000	752,501	6,052,501
2035-36				5,300,000	614,551	5,914,551
2036-37				5,300,000	475,581	5,775,581
2037-38				3,940,000	335,931	4,275,931
2038-39				3,940,000	240,481	4,180,481
2039-40				2,275,000	145,031	2,420,031
2040-41				2,275,000	96,688	2,371,688
Total	15,850,377	9,994,475	25,844,852	92,510,000	32,379,768	124,889,768

* Single principal payment of \$16,845,000 due 4/1/2032

Type and Purpose of Current Debt Issues in Repayment

General Obligation Debt					
Issue Description	Issue Date	Issue Amount*	Amount by Purpose		
Public Improvement, Series 2019A	6/6/2019	40,000,000	30,000,000	75.00%	County Buildings (Other than courthouse, jail or hospitals)
			10,000,000	25.00%	Schools
Refunding, Series 2017	11/16/2017	179,785,000	153,778,147	85.53%	Schools
			12,385,047	6.89%	Community College
			7,680,703	4.27%	Parks & Recreation
			4,318,472	2.40%	Jail (separate from courthouse)
			1,622,631	0.90%	County Buildings (Other than courthouses, jails or hospitals)
Public Improvement, Series 2017B	4/19/2017	160,070,000	130,170,000	81.32%	Schools
			29,900,000	18.68%	Community College
Public Building, Series 2017A	4/18/2017	27,195,000	22,970,000	84.46%	County Buildings (Other than courthouses, jails or hospitals)
			4,225,000	15.54%	Courthouse
Refunding, Series 2016	4/28/2016	92,930,000	71,594,717	77.04%	Schools
			14,029,474	15.10%	Community College
			3,524,915	3.79%	Jail (separate from courthouse)
			1,630,936	1.76%	County Buildings (Other than courthouses, jails or hospitals)
			1,417,091	1.52%	Parks & Recreation
			472,480	0.51%	Water
			260,387	0.28%	Sanitary Sewer
Schools QSCB, Series 2012B	3/14/2012	17,145,000	17,145,000	100.00%	Schools
Public Improvement, Series 2012A	3/14/2012	133,745,000	120,000,000	89.72%	Schools
			13,745,000	10.28%	Jail (separate from courthouse)
Refunding, Series 2010D	4/1/2010	51,215,000	51,215,000	100.00%	Schools
Public Improvement, Series 2010B - BAB	4/1/2010	82,500,000	30,000,000	36.36%	Schools
			28,750,000	34.85%	Jail (separate from courthouse)
			20,000,000	24.24%	Community College
			3,750,000	4.55%	Parks & Recreation

160A-20 Qualified School Construction Bonds (QSCBs)

Issue Description	Issue Date	Issue Amount*	Amount by Purpose		
Limited Obligation, Series 2012 QSCB	3/28/2012	16,845,000	16,845,000	100.00%	Schools

* Issue Amount reflects the original principal amount at the time of debt issuance and does not include subsequent debt repayment activity. As a result, actual outstanding principal on each of these issuances is lower than the amounts listed here.

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, 2021, the County's net debt is equal to 1.08% of the estimated assessed value of taxable property, well below the 8% statutory limit, and its unused debt capacity (the 'Legal Debt Margin') is approximately \$3.7 billion.

COMPUTATION OF LEGAL DEBT MARGIN	
Fiscal Year Ending June 30, 2021	
Estimated appraised property valuation ¹	<u>\$ 53,939,355,963</u>
Debt limit (8% of total assessed valuation)	\$ 4,315,148,477
Debt applicable to debt limit:	
<i>Bonded debt</i>	\$ 562,955,000
<i>Bonds authorized, but unissued:</i>	\$ -
<i>Limited obligation bonds</i>	\$ 16,845,000
<i>Obligations under capital lease and purchase money installment contracts</i>	<u>\$ -</u>
Gross debt	\$ 579,800,000
Less statutory deductions:	
<i>Refunding bonds authorized, but unissued</i>	\$ -
<i>Amounts held in sinking funds</i> ²	\$ 837,302
<i>Bonds issued and outstanding for water purposes</i>	<u>\$ (233,093)</u>
	\$ 604,209
Net debt applicable to limit	\$ 580,404,209
As a percentage of total assessed valuation	1.08%
Legal debt margin (Debt Limit less Net Debt)	\$ 3,734,744,268

¹ Indicates estimated assessed property valuation per Tax Department.

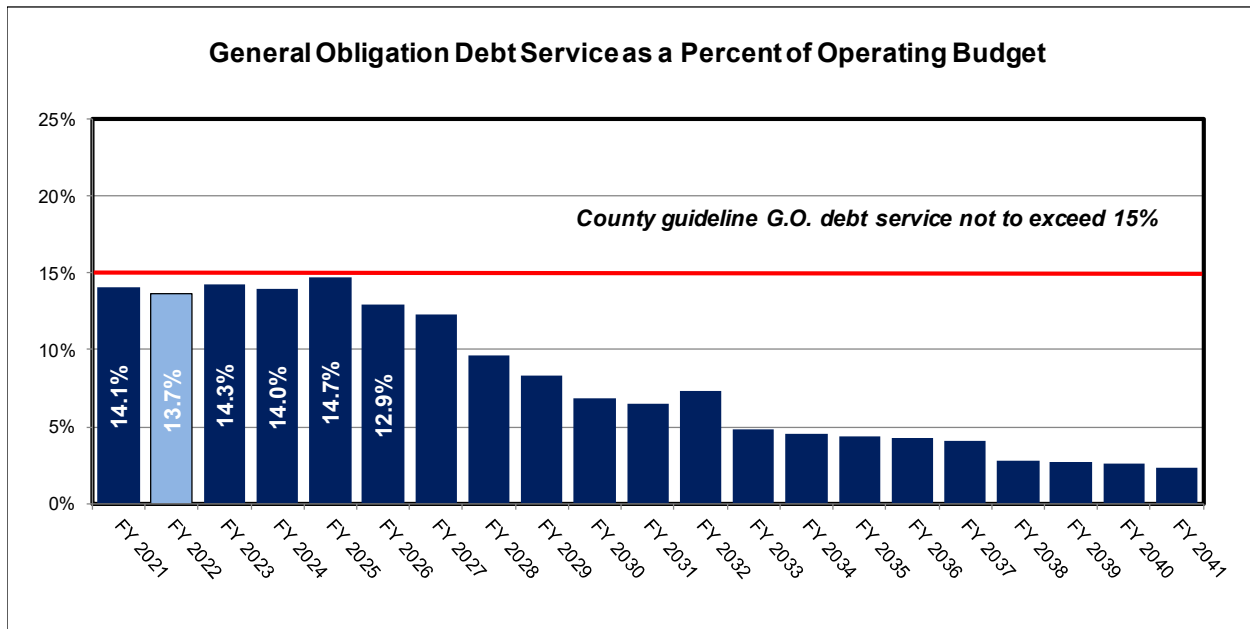
² Estimated from 01/30/21 statement plus planned deposit

Local Debt Guidelines

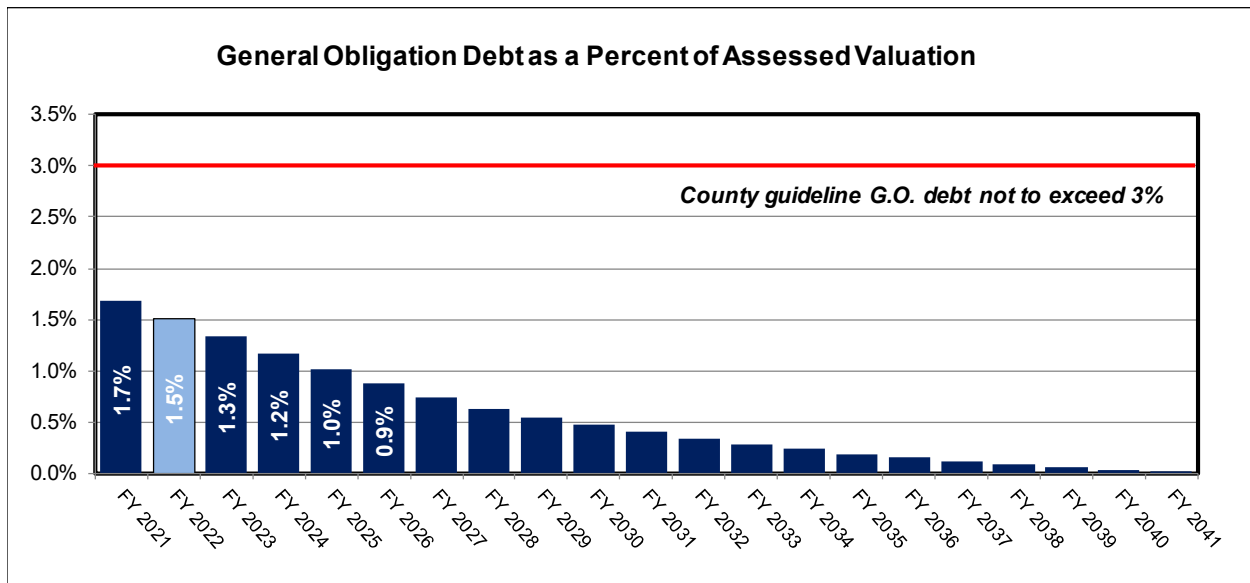
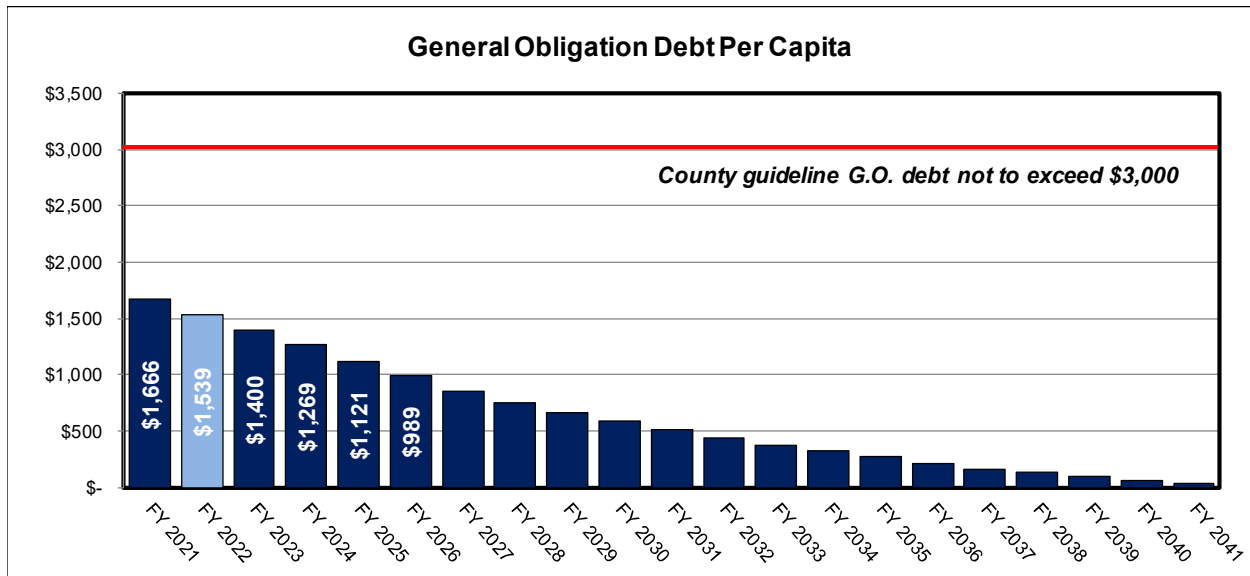
In addition to the statutory limit discussed above, the County has several guidelines it uses when evaluating debt levels. As a practical matter, these local policies limit outstanding general obligation debt to a level far below that of the legal debt limit. The County considers the following internal 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 remain under its guideline for general obligation debt service. Existing debt service is expected to peak at approximately 14.7% of the adopted operating budget in FY 2025.



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.



IMPACTS OF DEBT REPAYMENT ON THE OPERATING BUDGET

- Over the last several years, the County has reduced department operating budgets to offset the impact of higher debt repayment expense. The additional debt repayment requirements have limited the county's ability to expand programs to meet growing community demands within current revenues, and will continue to do so in the future as the county considers additional debt issuances for school capital needs.

Rural Fire Protection Districts

James Albright, Emergency Services Director

1002 Meadowood Rd., Greensboro, NC 27409 (336) 641-7565

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ chg	% chg
EXPENSE							
Rural Fire Protection	20,762,284	20,283,180	20,283,180	23,151,513	23,151,513	2,868,333	14.1%
Rural Fire Protection	20,762,284	20,283,180	20,283,180	23,151,513	23,151,513	2,868,333	14.1%
EXPENSE							
Operating Expenses	20,762,284	20,283,180	20,283,180	23,151,513	23,151,513	2,868,333	14.1%
Total Expense	20,762,284	20,283,180	20,283,180	23,151,513	23,151,513	2,868,333	14.1%
REVENUE							
Property Taxes	16,798,282	16,601,637	16,601,637	17,836,004	17,836,004	1,234,367	7.4%
Sales Tax	3,851,362	2,907,285	2,907,285	4,012,034	4,012,034	1,104,749	38.0%
Other Revenue	2,724	0	0	0	0	0	0.0%
Appropriated Fund Balance	109,916	774,258	774,258	1,303,475	1,303,475	529,217	68.4%
Total Revenue	20,762,284	20,283,180	20,283,180	23,151,513	23,151,513	2,868,333	14.1%

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 2022 GOALS & OBJECTIVES

- Continue to work with Guilford County Emergency Services (GCES) to support the study of fire service in Guilford County, and, as appropriate, begin review, planning, and implementation of recommendations.
- Continue to monitor and update the 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 2022 ADOPTED BUDGET HIGHLIGHTS

- Five fire districts – Alamance, Climax, Deep River, McLeansville, and Pleasant Garden – requested and received fire tax increases. All of the requests include funding for personnel and pay increases.

FY 2021 SIGNIFICANT ACCOMPLISHMENTS

- Continued to work with Guilford County Emergency Services (GCES) to support the study of fire service in Guilford County including participation in RFP processes as well as data gathering and “check-ins” at major project milestones.
- Involvement of Guilford County Chiefs in the NC Legislative Day.

FUTURE OPPORTUNITIES & CHALLENGES

- 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 can work inside of an active structure fire. At the same time, competition for paid staff with Greensboro, High Point, Raleigh, Charlotte, and other municipal fire departments has increased. These municipal departments 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 leaving 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.
- Municipal annexation presents a threat to departments revenues. In addition, while involuntary annexation is still under moratorium at the state level, municipalities can 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 tax rates are noted with a shaded box

Fire Protection/Service District	Current Tax Rate	Adopted Tax Rate	Fire Protection/Service District	Current Tax Rate	Adopted Tax Rate
Alamance Comm. Fire Protection Dist.	\$0.1000	\$0.1000	Kimesville Fire Protection Dist.	\$0.1097	\$0.1097
Alamance Comm. Fire Svc. Dist. Overlay	\$0.0201	\$0.0555			
Climax Fire Protection Dist.	\$0.1000	\$0.1000	McLeansville Fire Protection Dist.	\$0.1000	\$0.1000
Climax Fire Svc. Dist. Overlay	\$0.0500	\$0.0763	McLeansville Fire Svc. Dist. Overlay	\$0.0425	\$0.0481
Colfax Fire Protection Dist.	\$0.1000	\$0.0000	Mount Hope Comm. Fire Protection Dist.	\$0.0800	\$0.0800
Colfax Fire Svc. Dist. Overlay	\$0.0359	\$0.1359	Mount Hope Comm. Fire Svc. Dist. Overlay	\$0.0000	\$0.0000
No. 13 (Rankin) Fire Protection Dist.	\$0.0963	\$0.0963	Northeast Fire Protection Dist.	\$0.1000	\$0.1000
No. 13 (Rankin) Fire Svc. Dist. Overlay	\$0.0289	\$0.0289	Northeast Fire Svc. Dist. Overlay	\$0.0399	\$0.0399
No. 14 (Franklin Blvd.) Fire Protection Dist.	\$0.1000	\$0.1000	Oak Ridge Fire Protection Dist.	\$0.0977	\$0.0977
No. 14 (Franklin Blvd.) Fire Svc. Dist. Overlay	\$0.0275	\$0.0275	Oak Ridge Fire Svc. Dist. Overlay	\$0.0000	\$0.0000
No. 18 (Deep River) Fire Protection Dist.	\$0.0941	\$0.0000	Pinecroft-Sedgefield Fire Protection Dist.	\$0.1000	\$0.1000
No. 18 (Deep River) Fire Svc. Dist. Overlay	\$0.0000	\$0.1241	Pinecroft-Sedgefield Fire Svc. Dist. Overlay	\$0.0372	\$0.0372
No. 28 (Frieden's) Fire Protection Dist.	\$0.1000	\$0.1000	Pleasant Garden Fire Protection Dist.	\$0.1000	\$0.1000
No. 28 (Frieden's) Fire Svc. Dist. Overlay	\$0.0390	\$0.0390	Pleasant Garden Fire Svc. Dist. Overlay	\$0.0145	\$0.0388
Fire Protection District #1 (Horneytown)	\$0.1500	\$0.1500	PTIA Service District	\$0.0495	\$0.0495
Gibsonville Fire Protection Dist.	\$0.0945	\$0.0945	Southeast Fire Protection Dist.	\$0.1375	\$0.1375
			Southeast Fire Svc. Dist. Overlay	\$0.0000	\$0.0000
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	\$0.0500	\$0.0500		\$0.1000	\$0.1000
Guil-Rand Fire Protection Dist.	\$0.1000	\$0.1000	Summerfield Fire Protection Dist.	\$0.1000	\$0.1000
Guil-Rand Fire Svc. Dist. Overlay	\$0.0466	\$0.0466	Summerfield Fire Svc. Dist. Overlay	\$0.0310	\$0.0310
Julian Fire Protection Dist.	\$0.1454	\$0.1454	Whitsett Fire Protection Dist.	\$0.1000	\$0.1000
Julian Fire Svc. Dist. Overlay	\$0.0000	\$0.0000	Whitsett Fire Svc. Dist. Overlay	\$0.0296	\$0.0296

Appropriations by Source of Funds

District	Property Tax	Sales Tax	Fund Balance	Total Appropriation
Alamance Community Fire Protection District	\$1,028,874	\$240,551	\$83,377	\$1,352,802
Alamance Community Fire Service District Overlay	\$571,026	\$48,322	\$9,930	\$629,278
Climax Fire Protection District	\$96,679	\$22,511	\$8,563	\$127,753
Climax Fire Protection Service District Overlay	\$73,767	\$11,258	\$2,356	\$87,381
Colfax Fire Protection District	\$0	\$128,009	\$47,417	\$175,426
Colfax Fire Protection Service District Overlay	\$695,487	\$45,954	\$16,908	\$758,349
No. 13 (Rankin) Fire Protection District	\$974,139	\$226,403	\$70,881	\$1,271,423
No. 13 (Rankin) Fire Service District Overlay	\$292,342	\$67,944	\$21,548	\$381,834
No. 14 (Franklin Blvd.) Fire Protection District	\$161,940	\$37,676	\$13,038	\$212,654
No. 14 (Franklin Blvd.) Fire Service District Overlay	\$44,533	\$10,360	\$3,526	\$58,419
No. 18 (Deep River) Fire Protection District	\$0	\$45,224	\$14,042	\$59,266
No. 18 (Deep River) Fire Service District Overlay	\$302,384	\$0	\$0	\$302,384
No. 28 (Frieden's) Fire Protection District	\$157,751	\$37,112	\$16,106	\$210,969
No. 28 (Frieden's) Fire Service District Overlay	\$61,344	\$14,463	\$5,932	\$81,739
Fire Protection District No. 1 (Horneytown)	\$38,341	\$9,046	\$1,908	\$49,295
Gibsonville Fire Protection District	\$11,851	\$2,827	\$716	\$15,394
Guilford College Community Fire Protection District	\$495,074	\$113,263	\$43,402	\$651,739
Guilford College Community Fire Service District Overlay	\$29,607	\$7,432	\$207	\$37,246
Guil-Rand Fire Protection District	\$125,654	\$29,746	\$7,670	\$163,070
Guil-Rand Fire Protection Service District Overlay	\$58,555	\$13,861	\$1,429	\$73,845
Julian Vol Fire Protection District	\$84,942	\$19,675	\$9,597	\$114,214
Julian Fire Service District Overlay	\$0	\$0	\$0	\$0
Kimesville Fire Protection District	\$102,738	\$24,035	\$7,977	\$134,750
McLeansville Fire Protection District	\$805,051	\$185,681	\$65,223	\$1,055,955
McLeansville Fire Service District Overlay	\$387,231	\$78,909	\$21,742	\$487,882
Mount Hope Community Fire Protection District	\$670,530	\$149,103	\$68,177	\$887,810
Mount Hope Community Fire Service District Overlay	\$0	\$0	\$0	\$0
Northeast Guil Fire Protection District	\$892,264	\$208,046	\$68,028	\$1,168,338
Northeast Fire Svc. Dist. Overlay	\$354,162	\$82,990	\$24,871	\$462,023
Oak Ridge Fire Protection District	\$1,552,541	\$355,341	\$112,587	\$2,020,469
Oak Ridge Fire Service District Overlay	\$0	\$0	\$0	\$0
Pinecroft-Sedgefield Fire Protection District	\$1,682,773	\$394,851	\$124,139	\$2,201,763
Pinecroft-Sedgefield Fire Service District Overlay	\$623,240	\$146,038	\$21,877	\$791,155
Pleasant Garden Fire Protection District	\$624,813	\$144,865	\$49,467	\$819,145
Pleasant Garden Fire Service District Overlay	\$242,428	\$20,971	\$4,622	\$268,021

Appropriations by Source of Funds

District	Property Tax	Sales Tax	Fund Balance	Total Appropriation
PTIA Fire Service District	\$180,650	\$48,712	\$21,353	\$250,715
Southeast Fire Protection District	\$204,216	\$49,941	\$16,542	\$270,699
Southeast Fire Service District Overlay	\$0	\$0	\$0	\$0
Stokesdale Fire Protection District	\$778,088	\$181,131	\$64,963	\$1,024,182
Summerfield Fire Protection District	\$2,034,199	\$483,223	\$149,562	\$2,666,984
Summerfield Fire Service District Overlay	\$630,601	\$149,799	\$45,949	\$826,349
Whitsett Fire Protection District	\$591,196	\$136,390	\$47,904	\$775,490
Whitsett Fire Service District Overlay	\$174,993	\$40,371	\$9,939	\$225,303
Total	\$17,836,004	\$4,012,034	\$1,303,475	\$23,151,513



Room Occupancy & Tourism Development Fund

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Economic Dev and Assistance	5,096,688	6,000,000	6,000,000	6,000,000	6,000,000	0	0.0%
Room Occupancy & Tourism Dev Tax	5,096,688	6,000,000	6,000,000	6,000,000	6,000,000	0	0.0%
EXPENSE							
Other Services & Charges	5,096,688	6,000,000	6,000,000	6,000,000	6,000,000	0	0.0%
Total Expense	5,096,688	6,000,000	6,000,000	6,000,000	6,000,000	0	0.0%
REVENUE							
Taxes	5,096,688	6,000,000	6,000,000	6,000,000	6,000,000	0	0.0%
Total Revenue	5,096,688	6,000,000	6,000,000	6,000,000	6,000,000	0	0.0%
County Funds	0	0	0	0	0	0	0.0%
Positions	0	0	0	0	0	0	0.0%

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 Service Fund

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Risk Retention-Liab & Prop & WC	2,640,266	3,696,182	3,665,216	4,029,370	4,029,370	333,188	9.0%
Health Care & Wellness	44,238,377	51,791,675	51,874,173	51,799,023	51,799,023	7,348	0.0%
General Government	46,878,643	55,487,857	55,539,389	55,828,393	55,828,393	340,536	0.6%
EXPENSE							
Personnel Services	267,576	296,932	296,932	375,623	375,623	78,691	26.5%
Supplies & Materials	47,918	87,313	87,324	87,758	87,758	445	0.5%
Other Services & Charges	46,563,149	55,103,612	55,155,133	55,365,012	55,365,012	261,400	0.5%
Total Expense	46,878,643	55,487,857	55,539,389	55,828,393	55,828,393	340,536	0.6%
REVENUE							
Charges for Services	43,139,227	54,337,165	54,337,165	54,836,217	54,836,217	499,052	0.9%
Other Revenues	38,793	189,828	189,828	162,176	162,176	(27,652)	(14.6%)
Total Revenue	43,178,020	54,526,993	54,526,993	54,998,393	54,998,393	471,400	0.9%
Operating Gain/(Loss)	(3,700,623)	(960,864)	(1,012,396)	(830,000)	(830,000)	130,864	(13.6%)
Interest Income	460,999	60,000	60,000	30,000	30,000	(30,000)	(50.0%)
Change	(3,239,624)	(900,864)	(952,396)	(800,000)	(800,000)	100,864	(11.2%)
Beginning Net Position	25,824,494	22,584,870	22,584,870	21,632,474	21,632,474	(952,396)	(4.2%)
Ending Net Position	22,584,870	21,684,006	21,632,474	20,832,474	20,832,474	(851,532)	(3.9%)
Positions	3.50	3.50	3.50	3.50	3.50	0.00	0.0%

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 based on the insured departments' exposure factors. Payments are for prior and current year claims and to establish adequate reserves for catastrophic losses.

The Internal Services Fund also accounts for the employee healthcare program. The County administers the plan through a self-funded program, supplemented by employee contributions, to pay claims administration and medical claims of the employees and their covered dependents. Specific stop-loss insurance for all occurrences is purchased to limit the County's losses for the overall program. The County provides a basic and an enhanced dental plan for employees,

retirees, and covered dependents, supplemented by employee contributions, which are also accounted for in the self-funded program.

Effective January 1, 2014 Guilford County made significant changes to the healthcare program. Medicare-eligible retirees were transitioned from the self-funded health insurance plan to a fully insured Medicare Advantage plan, resulting in a significant reduction in per-retiree costs. Also one of two previously available healthcare plan options was eliminated. The remaining plan is available to employees, non-Medicare eligible retirees generally hired before July 1, 2009, covered dependents and eligible former employees.

HEALTHCARE

Carol Campbell, Benefits Manager

201 South Greene St., Greensboro, NC 27402 (336) 641-3324

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Wellness Administration	67,111	149,828	149,829	157,176	157,176	7,348	5%
Medical - Choice HMO	31,008,060	35,817,407	35,690,488	35,817,407	35,817,407	0	0%
Dental Basic	497,834	578,062	597,062	578,062	578,062	0	0%
Dental Enhanced	1,437,876	1,521,403	1,671,403	1,521,403	1,521,403	0	0%
Medical - Retirees	7,529,554	9,549,132	9,508,132	9,549,132	9,549,132	0	0%
Medicare Advantage Plan	2,923,021	3,379,728	3,379,728	3,379,728	3,379,728	0	0%
Medicare Supplement	1,584	2,000	2,416	2,000	2,000	0	0%
Dental - Retirees	773,337	794,115	875,115	794,115	794,115	0	0%
Health Care & Wellness	44,238,377	51,791,675	51,874,173	51,799,023	51,799,023	7,348	0%
EXPENSE							
Personnel Services	20,191	63,752	63,752	71,100	71,100	7,348	12%
Supplies & Materials	46,186	84,576	84,577	84,576	84,576	0	0%
Other Services & Charges	44,171,999	51,643,347	51,725,844	51,643,347	51,643,347	0	0%
Total Expense	44,238,376	51,791,675	51,874,173	51,799,023	51,799,023	7,348	0%
REVENUE							
Charges for Services	40,758,316	51,641,847	51,641,847	51,641,847	51,641,847	0	0%
Miscellaneous Revenues	0	149,828	149,828	157,176	157,176	7,348	5%
Total Revenue	40,758,316	51,791,675	51,791,675	51,799,023	51,799,023	7,348	0%
Operating Gain/(Loss)	(3,480,060)	0	(82,498)	0	0	0	0%
Interest Income	53,355	0	0	0	0	0	0%
Change	(3,426,705)	0	(82,498)	0	0	0	0%
Beginning Net Position	7,025,833	3,599,128	3,599,128	3,516,630	3,516,630	(82,498)	(2%)
Ending Net Position	3,599,128	3,599,128	3,516,630	3,516,630	3,516,630	(82,498)	(2%)
Positions	1.00	1.00	1.00	1.00	1.00	0.00	0%

DEPARTMENTAL PURPOSE

To communicate, manage and provide oversight for the self-funded health and dental plans for active and retired employees and their eligible dependents. Being self-funded means that the County, through a paid administrator, pays claims costs instead of premiums for health coverage up to a certain amount, at which point stop loss insurance picks up the excess. This is considered best practice for larger groups that can absorb a bit more risk in return for lower overall costs. Because of some regulatory changes that made self-funding less desirable for Medicare-eligible retirees, the County chose to be fully insured for that group and those premiums are paid through the Healthcare fund as well.

FY 2022 GOALS & OBJECTIVES

- Support Wellness:
 - Continue to promote virtual visits as a viable alternative to in-person doctor visits, resulting in less lost time and reduced health claim costs.
 - Continue to provide and promote opportunities for county employees to participate in group and individual personal training, meeting employees “where they are” in their fitness journey:
 - Continue to publish weekly wellness tips, designed to inform and remind employees of the importance of adopting a healthy lifestyle;
 - Continue to hold classes and seminars on financial wellness;
- Improve health plan cost efficiency through:
 - Setup and communication of Munis online enrollment and retiree billing, which has traditionally been a very manual, spreadsheet-based activity;
 - Work with consultant to negotiate more favorable pharmacy discounting;
 - Analyze pharmacy formulary to ensure that employees and retirees receive medically necessary care at an appropriate price point;
 - Conduct virtual meetings to demonstrate ways for employees to be better consumers of health benefits.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- The Healthcare budget increased slightly by less than 1% within the Administration division to reflect merit increases of the Wellness Coordinator within the now fully operation employee fitness center.

FY 2021 ACCOMPLISHMENTS

- Completed the second phase of the Employee Fitness Center, which opened fully in March 2021.
- The Wellness Coordinator implemented virtual wellness to reach all levels of county employees during the difficulties brought on by Covid-19 and the associated remote work environment.
- Held monthly retirement planning seminars with Prudential representative for interested County employees.

FUTURE OPPORTUNITIES & CHALLENGES

- The rising expense of services as well as the impact of Covid-19 such as tele-visits offer both a challenge as well as a possible shift in how services are delivered that staff will monitor moving forward.

RISK MANAGEMENT

Yvonne Moebs, Director

301 West Market St., Greensboro, NC 27401 (336) 641-4766

BUDGET SUMMARY

	FY2020 Actual	FY2021 Adopted	FY2021 Amended	FY2022 Recomm	FY2022 Adopted	\$ Chg	% Chg
EXPENSE							
Administration	255,732	250,082	250,241	322,370	322,370	72,288	28.9%
Liability Insurance	467,572	835,000	794,263	842,000	842,000	7,000	0.8%
Property and Other Ins	805,125	745,000	854,612	945,000	945,000	200,000	26.8%
Workers Compensation Ins	1,111,837	1,866,100	1,766,100	1,920,000	1,920,000	53,900	2.9%
Risk Retention- Liab/Prop/WC	2,640,266	3,696,182	3,665,216	4,029,370	4,029,370	333,188	9.0%
EXPENSE							
Personnel Services	247,385	233,180	233,180	304,523	304,523	71,343	30.6%
Supplies & Materials	1,731	2,737	2,747	3,182	3,182	445	16.3%
Other Services & Charges	2,391,150	3,460,265	3,429,289	3,721,665	3,721,665	261,400	7.6%
Total Expense	2,640,266	3,696,182	3,665,216	4,029,370	4,029,370	333,188	9.0%
REVENUE							
Charges for Services	2,332,395	2,695,318	2,695,318	3,194,370	3,194,370	499,052	18.5%
Miscellaneous Revenues	38,793	40,000	40,000	5,000	5,000	(35,000)	(87.5%)
Total Revenue	2,371,188	2,735,318	2,735,318	3,199,370	3,199,370	464,052	17.0%
Operating Gain/(Loss)	(269,078)	(960,864)	(929,898)	(830,000)	(830,000)	130,864	(13.6%)
Interest Income	407,644	60,000	60,000	30,000	30,000	(30,000)	(50.0%)
Change	138,566	(900,864)	(869,898)	(800,000)	(800,000)	100,864	(11.2%)
Beginning Net Position	18,798,661	18,937,227	18,937,227	18,067,329	18,067,329	(869,898)	(4.6%)
Ending Net Position	18,937,227	18,036,363	18,067,329	17,267,329	17,267,329	(769,034)	(4.3%)
Positions	2.50	2.50	2.50	2.50	2.50	0.00	0.0%

DEPARTMENTAL PURPOSE

The Department of Risk Management must comply with federal and state OSHA Regulations, National Institute for Occupational Safety and Health (NIOSH) regulations, Department of Labor employment laws, Industrial Commission Regulations relating to Workers' Compensation claims, and Environmental Protection Agency rules regarding environmental exposures. It must also comply with North Carolina and Virginia Department of Motor Vehicles regulations for all employee driving records. Risk Management identifies, quantifies, analyzes, and responds to risk factors that affect the safety of all Guilford County assets. Assets include personnel, buildings, automobiles and equipment. This is done through effective loss prevention, loss control and claims management. Risk Management staff works proactively to keep county facilities as safe as possible for the public by promoting a safe workplace for county employees to minimize the total risk to Guilford County. Risk Management is also responsible for workers' compensation, property and liability Insurance. The department also obtains Builders Risk Insurance for capital

projects and collaborates with the Guilford County Legal Department for the following: contract processes; obtaining proper requested Professional Liability; and Workers' Compensation insurance for contractors.

FY 2022 GOALS & OBJECTIVES

- Continuously update Guilford County Safety Manual to remain compliant with federal and state regulations. The purpose of Safety Manual is to provide employees direction of current safety procedures and to develop a high standard of safety throughout all operations of Guilford County.
- Complete Federal ADA assessments of Guilford County Parks in coordination with consultants; compile records of all necessary corrective actions, prioritize and develop plan to implement corrections. Also implement employee training to enable employees to better identify and address ADA needs and issues in their workplaces. Partner with county departments to make needed corrections and modifications, including reasonable accommodations for employees and residents.
- Partner with Guilford County Managers to organize a thorough security assessment. A security assessment will examine Guilford County's current protocols, and find weaknesses that may Guilford County did not even know existed. Followed by fixing such problems and blocking any loopholes.
- Continue Countywide work place Safety Audits/Inspections as required by federal and state regulations. Safety Training Programs are an important component of a departments overall occupational safety and health program; they are used to help identify and abate existing or potential hazards and compliance concerns.
- Utilize electronic Safety Training and Tracking software, provided by Safety National, the excess worker's compensation provider. The software will track all training based on OSHA compliance and job specific needs. The software will also provide Job Safety Analysis (JSA) for all positions and will offer training modules based on OSHA required training and job specific training.
- Implement electronic Workers' Compensation Benchmarking software (WCK) provided by Safety National (Excess WC provider). This software will establish a baseline, define best practices, and identify improvement opportunities to spark new ideas and practices.

FY 2022 ADOPTED BUDGET HIGHLIGHTS

- Total revenue increased by \$464,052, or 17%, due to increases in Insurance and Worker's Compensation revenue.
- Total expense increased by \$333,188, or 9%, mainly due to the Property Insurance division of Risk Management; this division is incurring a higher Insurance and Bonding expense, as well as an additional \$100,000 in Claims Paid anticipated for FY22.

- This budget does not include a requested Safety and Loss Control Analyst position.

FY 2021 SIGNIFICANT ACCOMPLISHMENTS

- Implementation of eight EPA (Environmental Protection Agency) compliance Spill prevention plans (SPCC). The spill plans are to help facilities prevent a discharge of oil into soil and or navigable waters. The SPCC rule requires to develop, maintain, and implement an oil spill prevention plan. These plans help facilities prevent oil spills, as well as control a spill should one occur. All affected locations have received training including the Sheriff's Department and Emergency Services.
- Continued enhancement of Safety Training Programs to departments based on needs and prior loss history and to meet OSHA compliance plus additional safety courses to reduce identified job-specific risks and hazards. Safety training classes are held via Microsoft Teams or via training videos located in Learning Path.
- Completed initial Federal ADA (Americans with Disabilities Act) assessments of all county owned buildings.
- Implemented an enhanced EPA resident septic tank inspection, permit, and septic installation process with Environmental Health to reduce liability to the county.
- Implemented an Emotional Support Animal Policy & Procedure by partnering with GC Legal Department in compliance with the Fair Housing Act.

KEY PERFORMANCE MEASURES

	FY20 Actual	FY21 Estimated	FY22 Projected	FY23 Projected	Target
Cost of Risk Management as a percentage of General Fund expenditures	0.40%	0.40%	0.40%	0.40%	< 2%
Total Workers' Compensation Lost Time Claims	18	23	20	20	n/a
Total Workers' Compensation Medical Only Claims	127	133	121	121	n/a
Workers' Compensation Total Paid Estimated	\$686,374	\$300,000	\$250,000	\$250,000	n/a
Workers' Compensation Total Paid		\$300,000	\$250,000	\$250,000	n/a

FUTURE OPPORTUNITIES & CHALLENGES

- The department is continuously monitoring the cause and effect of workers' compensation claims and developing resolutions to any hazard, which may have contributed to such incidents.
- The department will participate in continued education opportunities to enable the Risk Management Department to stay abreast of new regulations, trends, and resources that will aid in the reduction of county liabilities.
- There is continued close monitoring of vendor/contractor/tenant insurance requirements to shift liability exposure away from the county.
- Risk Management continues to mitigate and manage claims by utilizing legal opinions from internal and external sources.
- The county incurred a substantial liability claim in FY 2019 that has presented high dollar legal defense. This type of exposure remains a challenge for the department to anticipate and fund. Continued legal representation is necessary.

Multi-Year 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:

- The **Large Equipment Plan** focuses on significant equipment needs. These purchases typically cost over \$5,000 and may be annual 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.
- The **Major Facility Maintenance Plan** focuses on major facility repairs and renovations, such as roof repairs or replacement of air conditioning equipment. These projects typically cost \$30,000 or more. The plan presented is for five fiscal years.
- The **Major Technology Plan** focuses on major county technology needs, such as software and hardware purchases and upgrades. The county's annual computer replacement plan is also accounted for in the Technology Plan. These needs typically cost over \$5,000 total and may be annual or one-time purchases. The plan presented is for five fiscal years.
- The **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 **Capital Investment Plan (CIP)** focuses on expensive, usually one-time investments that are anticipated to take more than one year to complete and represent a long-term interest. The County prepares a separate CIP document for rolling 10 year periods. A summary of highlights including new projects and changes to existing projects planned for the current fiscal year is included in the Capital section of this document. The latest CIP and a dashboard with up-to-date financial information about current capital projects are both available on the County's website.

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.

Five Year Major Equipment Plan

Department	Division	FY 2022 Recomm	FY 2022 Adopted	FY 2023	FY2024	FY2025	FY2026
Clerk & Commissioners	Clerk & Commissioners	-	-	-	-	-	-
	Staff/Media Chairs in BOC Chambers OCH - 2nd Floor	-	-	10,000	-	-	-
Clerk & Commissioners Total		-	-	10,000	-	-	-
Cooperative Extension Service	Coop Ext - Administration	-	-	-	-	-	-
	Ag Ctr- Demo Kitchen TV Screen	-	-	5,000	-	-	-
Cooperative Extension Service Total		-	-	5,000	-	-	-
Emergency Services	Communications	-	-	-	-	-	-
	Summerfield Tower Lighting System	250,000	250,000	-	-	-	-
	Summerfield Tower UPS	20,000	20,000	30,000	-	-	-
	Fire	-	-	-	-	-	-
	Replacement Thermal Imager	-	-	12,000	12,000	-	12,000
	Self-Contained Breathing Apparatus - Fire	50,000	50,000	-	-	-	-
	Garage	-	-	-	-	-	-
	Tire Mounting Machine	-	-	27,500	-	-	-
	Medical	-	-	-	-	-	-
	Cardiac Monitors, Defibrillators, Pacemakers	-	-	3,000,000	-	-	-
	Emergency Vehicle Driving Simulator	125,000	125,000	-	-	-	-
	LUCAS Cardiac Compression Devices	50,000	50,000	50,000	50,000	50,000	50,000
	Off-Road Rescue Vehicle	-	-	-	-	-	50,000
	Stryker PowerPro Stretchers	11,150	11,150	128,850	65,000	65,000	65,000
	Training Manikins	-	-	70,000	-	-	-
	Transport Ventilators	-	-	1,000,000	-	-	-
	Video Laryngoscopes	-	-	250,000	-	-	-
Emergency Services Total		506,150	506,150	4,568,350	127,000	115,000	177,000
Facilities	Buildings	-	-	-	-	-	-
	Jet Set Water Jetter	-	-	35,000	-	-	-
	Skid Loader	-	-	59,000	-	40,000	-
	Tractors	-	-	-	-	56,000	-
	Utility Locator	-	-	12,000	-	-	-
Facilities Total		-	-	106,000	-	96,000	-
Juvenile Detention Center	Detention Services	-	-	-	-	-	-
	JDC Security System	40,000	40,000	210,000	-	-	-
Juvenile Detention Center Total		40,000	40,000	210,000	-	-	-
Law Enforcement	Administration	-	-	-	-	-	-
	Morphotrak System - LEC	31,895	31,895	-	-	-	-
	Toro Z Master 4000 Mower	-	-	6,200	-	-	-

	Detention Services	-	-	-	-	-	-
	Clinic X-Ray Machines - Jail Central	-	-	-	6,000	-	-
	Dryers - HP Detention Ctr	-	-	5,000	-	-	6,000
	Fingerprint/ID Machine - High Point	45,000	45,000	-	-	-	50,000
	Kitchen Equipment Replacement - HP Detention Ctr	-	-	95,110	-	-	-
	Mattresses	-	-	14,205	-	-	-
	Replace Fingerprint/ID Machine - Jail Central	45,000	45,000	-	-	-	50,000
	Replace Gas Dryers - Jail Central	-	-	-	8,000	9,000	10,000
	Replace Kitchen Equipment - Jail Central	23,773	23,773	185,227	81,100	26,000	24,000
	Replace Washer/Extractors - Jail Central	-	-	60,000	30,000	-	-
	Replace Washers/Extractors - HP Detention Ctr	-	-	27,000	-	-	-
	Law Enforcement Total	145,668	145,668	392,742	125,100	35,000	140,000
		-	-	-	-	-	-
Public Health	Allied Health	-	-	-	-	-	-
	Air Compressor (Greensboro)	-	-	-	-	-	7,000
	Autoclave (Greensboro)	6,000	6,000	-	-	-	-
	Autoclave (High Point)	-	-	-	6,000	-	-
	Sample Analyzer (Greensboro)	-	-	-	20,000	-	-
	Sample Analyzer (High Point)	-	-	-	20,000	-	-
	Sub-Zero Freezer (Greensboro)	-	-	-	-	-	8,000
	Sub-Zero Freezer (High Point)	-	-	-	8,000	-	-
	Vacuum System	-	-	-	6,000	-	-
	Vacuum System (High Point)	-	-	-	6,000	-	-
	X-Ray Machine - Operatory (Greensboro)	-	-	-	24,000	-	-
	X-Ray Machine - Operatory (High Point)	-	-	-	6,000	-	-
	X-Ray Machine - Panoramic (Greensboro)	-	-	30,000	-	-	-
	X-Ray Machine - Panoramic (High Point)	30,000	30,000	-	-	-	-
	Clinical Health	-	-	-	-	-	-
	AccuShelf (Inventory mgmt, Leased)	8,400	8,400	8,400	8,400	8,400	8,400
	Vaccine Freezer (Accuvax, Leased)	23,400	23,400	23,400	23,400	23,400	23,400
	Environmental Health	-	-	-	-	-	-
	Lead Paint Portable Data Recorder (PDA)	30,000	30,000	-	-	-	-
	TOPCON RL-H5B Laster Level	7,500	7,500	-	-	-	-
	Public Health Administration	-	-	-	-	-	-
	Trimbles w/ Terrasync Software (Env'tal Health)	50,125	50,125	49,250	45,475	53,900	45,475
	Public Health Total	155,425	155,425	111,050	173,275	85,700	92,275
		-	-	-	-	-	-
Recreation - Parks	Bur-Mil Park	-	-	-	-	-	-
	Excavator	-	-	-	-	-	70,000
	Golf Carts	-	-	19,000	10,000	10,000	10,000
	Lawn Mowers	-	-	-	10,000	10,000	10,000
	Sand Rake	-	-	-	-	-	11,500
	UTV 4x4	11,500	11,500	-	-	-	-

	Gibson Park	-	-	-	-	-	-
	Golf Carts	9,000	9,000	5,000	-	5,000	-
	Lawn Mowers	-	-	-	10,000	10,000	-
	Tractor	-	-	-	-	-	-
	UTV 4x4	-	-	11,500	-	-	-
	Hagan-Stone Park	-	-	-	-	-	-
	Golf Carts	-	-	5,000	-	5,000	-
	Lawn Mowers	-	-	-	10,000	10,000	10,000
	UTV 4x4	11,500	11,500	-	-	-	11,500
	Northeast Park	-	-	-	-	-	-
	Excavator	70,000	70,000	-	-	-	-
	Golf Carts	-	-	14,000	5,000	5,000	5,000
	Lawn Mowers	-	-	-	8,000	8,000	-
	Tractors	-	-	30,000	-	-	-
	UTV 4x4	-	-	-	-	-	11,500
	Parks - Other	-	-	-	-	-	-
	Landscape Trailer	10,000	10,000	-	-	-	-
	Lawn Mowers	-	-	9,000	9,000	9,000	9,000
	Tractor	-	-	-	30,000	-	-
	UTV 4x4	-	-	11,500	-	-	11,500
	Southwest Park	-	-	-	-	-	-
	Golf Carts	-	-	5,000	5,000	5,000	5,000
	Lawn Mowers	-	-	-	8,000	-	8,000
	Tractor	-	-	-	30,000	-	-
	UTV 4x4	-	-	-	-	-	11,500
	Guilford Macintosh Park	-	-	-	-	-	-
	Tractor	38,000	38,000	-	-	-	-
	Recreation - Parks Total	150,000	150,000	110,000	135,000	77,000	184,500
	-	-	-	-	-	-	-
Security	Security	-	-	-	-	-	-
	Alarm Reporting System	-	-	-	-	-	11,000
	Replace X-Ray Machines and Magnetometers	15,000	15,000	162,000	63,000	-	-
	Segway Personal Transporter	-	-	-	-	-	10,000
	Security Total	15,000	15,000	162,000	63,000	-	21,000
	-	-	-	-	-	-	-
	Grand Total	1,012,243	1,012,243	5,675,142	623,375	408,700	614,775
	-	-	-	-	-	-	-
Medicaid Maximization Funds		(67,800)	(67,800)	(61,800)	(127,800)	(31,800)	(46,800)
	-	-	-	-	-	-	-
Net County Funds		944,443	944,443	5,613,342	495,575	376,900	567,975

FY 2021-22 Special Facilities Maintenance - Planned Projects

RANK	PROPOSED TITLE OF PROJECT	PROJECT DESCRIPTION	FUNDING REQUEST	ADOPTED FUNDING	ADDITIONAL INFO.	IMPACT IF NOT FUNDED
1	Greensboro Detention Center Water Infiltration and Building Envelope Assessment	Have a building assessment and design completed by an engineering firm and make repairs to the building envelope to prevent water intrusion	\$1,500,000	\$1,425,000	Chronic leaks began soon after construction was completed. Urethane instead of silicone sealant was used on exterior and is failing. Issues have also been found with flashing and louver installation. The requested funding amount is an estimate. Engineering firm will provide an estimate of probable cost as part of the design process.	Water infiltration will continue to occur with potential for mold with resulting disruption to building activities. Recently had to vacate the Admin office suite on the northwest corner of the building due to water intrusion and mold. Water intrusion is also occurring in a training classroom and in the Medical Office suite area. Additional leakage is expected as sealant continues to deteriorate. Mold is a potential in areas where leaks have not been resolved. Cannot easily relocate occupants if water infiltration begins to impact cell pods.
2	Old Courthouse Basement Water Intrusion	Address water intrusion issues in the basement of the Old Courthouse	\$1,500,000		Terracon Engineering has completed their assessment and SKA Engineering will finish the assessment and provide an estimate of probable cost based on the combined findings. The project will include window replacement at least on the basement level and probably entire Old Courthouse, foundation drain work, roof leader rerouting, etc. The funding request is an estimate; will have a better estimate once SKA completes their assessment which should be completed well before 7/1/21. <u>It is very possible that this estimate is low depending on the final scope of the project.</u>	Space will remain unoccupied with former occupants remaining at current locations. Water infiltration will continue to occur through basement walls with potential for mold growth even though dehumidifiers have been placed.
3	Juvenile Detention Boiler Replacement	Replace the domestic hot water boiler for the juvenile detention center.	\$60,000		The boiler heats the water for the kitchen, girls dorm, administrative area, and nurses station. It is estimated to be 20 years old and the heat exchanger is starting to show signs of corrosion which will eventually become pinhole leaks.	This is a continuously-occupied facility and it would be devastating if the heat exchanger in the boiler failed. Due to the age of the unit, then it would not be cost-effective to do any major repairs.
4	Greensboro Detention Center Domestic Water Heater Replacement	Replace the four domestic water heaters that serve the entire detention center with four condensing water heaters and two storage tanks	\$330,000		The existing heaters have already been replaced twice under warranty and the heat exchangers are burning out every couple of years. Have verified that installation and exhaust venting comply with manufacturer's requirements but failures continue. Replacement of the existing systems is recommended by a local engineering firm that is familiar with the system and its history.	The existing heaters are expected to fail in order of replacement based on past experience. We expect to lose at least one of the four within the next two years with a second one not far behind. We must have at least three in operation to reliably provide domestic hot water to the detention center. Not replacing heaters will eventually result in the loss of hot water for the kitchen and inmate hygiene which is not acceptable for continued use of this facility.
5	High Point Mental Health Roof Replacement	Replace the roof	\$200,000		Existing roof in 35 years old, in poor condition, and experiencing leaks in several locations.	Accelerating rate of leaks, potential water damage, mold and loss of services to County citizens (probation, parole, mental health clients) if the building had to be shut down due to mold or roof failure.
6	High Point Public Health Sealant Replacement	Replacement of failed sealant around windows and in exterior building panels	\$100,000		Exterior sealant has failed with open joints in multiple areas.	Building damage and potential interior IAQ/mold issues.

7	Greensboro Courthouse Fire Alarm System Upgrades	Provide additional fire alarm devices (strobes/horns) in the Greensboro Courthouse	\$55,000		The lack of adequate horns to notify building occupants of a fire alarm activation was identified when the Elections area was set on fire by arsonists in 2020. Some work has been done already but, per direction from Guilford County Fire Marshall Stephen Thomas, areas on the UG and 3rd Floor levels need additional horns/strobes in order to be heard by all occupants in the event of a fire alarm system activation. The requested amount is an estimate.	Inadequate horns/strobes on the UG and 3rd floor levels to provide notification for all occupants to exit the building in the event of a fire alarm system activation.
8	High Point Detention Center Roof Replacement	Replace the main upper roof and the roof on the wings section over Civil Level 3	\$400,000		This roof is the original EPDM ballasted roof and is 34 years old.	Continued and likely acceleration of roof leaks due to age. Cannot easily relocate occupants in event of water damage or mold growth in building.
9	Alcohol & Drug Services (ADS) Building HVAC Upgrade, Phase 1	Perform phase 1 of 2 HVAC renovation by replacing three constant-volume rooftop units, one VAV rooftop unit, terminal units, and installing one dedicated outdoor air unit for the medical clinic and dormitories. Provide	\$800,000		Equipment is original to the building which was constructed in 1994 and well beyond expected service life.	High repair cost, rooftop unit failure and resulting building disruption and high cost of emergency replacement. This is a 24/7 facility so would have a major impact. <u>Total cost of entire HVAC project to replace all 7 rooftop units and VAV terminal units is approx. \$1,200,000 including design fee.</u>
10	High Point Detention Center Plaza Waterproofing Replacement	Replace failed waterproofing membrane under upper brick paver plaza between the courthouse and detention center and replacement of sealant and wet glazing on north and west elevations of courthouse	\$250,000		Recommended by the Terracon Engineering report done on 8-30-2019. Chronic rainwater leaks into the underground inmate transport tunnel is occurring that is corroding the utility piping (domestic water, sprinkler system), damaging ceilings/structure, and creating safety hazards due to slippery floors and water getting in light fixtures.	Continued water infiltration into inmate transport tunnel below with increased potential for slips/injury, tunnel damage, mold/IAQ issues, etc. Also tripping hazards on plaza due to settlement and surface water damage; continued window leakage on north and west elevations of courthouse
11	District Attorney Offices for Additional Staff (GSO & HP Courthouses)	Renovate space as needed to accommodate at least 4 additional permanent staff in the District Attorney's Office	\$75,000		The District Attorney has communicated that she will be requesting at least 4 additional positions this calendar year. These positions are needed to process a growing caseload. Will need to renovate space in the courthouses for offices. Part of this effort is also likely to involve renovating space in other County buildings to make secured storage spaces to move existing storage out of the courthouses to make room for the offices due to a shortage of space especially in the GSO courthouse.	Inability to provide office space for these positions which will be construed as the County not providing adequate facilities for the District Attorney's Office.
12	Bicentennial Greenway Culvert/Bridge Installation	Install a culvert or bridge to resolve the near continuous flooding of a section of the Bicentennial Greenway at Fleming Terrace Road in Greensboro	\$75,000		The near continuous flooding (typically 1"-2") of this section of the Bicentennial Greenway has occurred since its installation and is preventing acceptance of the federal grant accepted by the County that funded its installation. It also inhibits use of the greenway. This section of the greenway is on property owned by the City of Greensboro and they have also requested that it be resolved. The section lies within a floodplain and a local engineering firm is investigating the permit requirements in order to determine if a culvert (preferred) or a bridge will need to be installed. The request for funding is based on a culvert installation.	Non-acceptance of the federally-funded project which may require the repayment of approximately \$400k in grant funding by Guilford County and will hinder future chances of obtaining federal grants. Use of this section of the greenway will also be impeded by the flooding and the City of Greensboro will continue to receive complaints from citizens.

14	Russell Street HVAC System Replacement, Phase 1	Replacement of the three highest-priority split-system HVAC units in the building.	\$350,000		Units are old and beyond expected service life. They serve 1st and 2nd floor DSS.	High repair cost due to frequent HVAC issues and potential HVAC failure for areas served (DSS). Some of the units do not adequately control relative humidity due to being oversized which has resulted in dehumidifiers having to be placed to prevent mold growth.
15	Greensboro Courthouse Public Elevator Modernization	Perform a complete modernization of the three public elevators	\$900,000		Have had extensive issues with the middle elevator and, to a lesser extent, the other two. However, the controllers for all three elevators need to be replaced at the same time due for them to function properly with elevator call priority. The older controllers won't communicate with a new controller due to their age.	Continued frequent down time of highly-used public elevators and high cost of maintenance included in elevator service contract.
16	Independence Ctr. Window Replacement	Replacement of all windows in the Independence Center	\$440,000		Windows, especially on the 4th floor, have been experiencing chronic leaks. Window replacement was recommended by Technical Assurance, a building enclosure consulting company, after assessment was completed in 2019.	Continued chronic rainwater leaks through windows, potential mold growth and IAQ issues.
17	Independence Center Parking Deck Repair	Replacement of expansion joints and surface coating on upper level of parking deck	\$270,000		Deck has been experiencing chronic rainwater leaks into lower deck causing issues and potential damage to parked vehicles. Water intrusion also results in deterioration of deck structure. Technical Assurance recommended replacement of the expansion joints and upper deck coating after a 2019 assessment.	Continued leaks through expansion joints and coating cracks onto vehicles parked on lower level and deck damage due to water intrusion.
18	Greenway and Pedestrian Bridge Repairs	Repave highest-priority section of greenway and repair/replace damaged pedestrian bridges	\$75,000		The McCandless Woods Preserve trail is currently closed due to an unsafe pedestrian bridge crossing a creek. The paving in several areas of the greenway has deteriorated or been damaged by tree roots and represents a potential safety hazard to pedestrians and bikers.	Ongoing closure of the McCandless Woods Preserve trail, further deterioration of greenway paving resulting in an uneven walking/riding surface, and inability to maintain safe pedestrian bridges in greenways, preserves, and parks. This will result in additional greenway/trail closure and citizen complaints.
19	High Point Public Health & Mental Health Parking Lot Repaving	Repaving of the parking lot by the Public Health and Mental Health buildings	\$200,000		Existing parking lot is in poor condition with a rough surface due to asphalt failure and potholes.	Continued deterioration of asphalt parking lot; poor aesthetics in a highly-visible public parking lot.
20	Hagan-Stone Park RV Campground Connection to Sanitary Sewer	Install piping and pump station to connect both bathhouses in RV campground to City sanitary sewer system	\$500,000		Existing septic system does not have adequate capacity for the RV campground and requires frequent pump out to avoid sewage back up.	Continued frequent septic tank pumping, use of port-a-johns, and potential sewer backups in RV campground bathhouses. Is an ongoing issue that could discourage use of the RV campground and result in closure resulting in loss of this amenity and associated revenue.
21	Greene Street Building Roof Replacement	Replacement of the main roof	\$150,000		This roof was last replaced on 11-30-90 and is over 30 years old.	Roof leaks, potential damage, mold/IAQ issues, and resulting impact on building activities (Finance, Internal Audit, Family Justice Center, and Human Resources).
22	Independence Center Roof Replacement	Replacement of the roof for this building	\$100,000		This roof was last replaced in 1987 so is over 33 years old.	Roof leaks, potential damage, mold/IAQ issues, and resulting impact on building activities.
23	Hagan-Stone Park Lake Overflow Piping Repair	Repair/replacement of damaged overflow piping for main lake	\$300,000		Existing overflow riser piping and trash rack is leaning and has some underwater damage since have been unable to maintain desired lake level. Repair was recommended after 2018 state inspection.	Non-compliance with repair noted on 2018 state inspection report, lower than normal lake level with resulting impact on environmental aspects and park utilization

24	Edgeworth Building Elevator Modernization	Modernization of the only elevator in the Edgeworth Building	\$300,000		This is the only elevator in the Edgeworth Building and serves Probation and Parole on the upper floors. It is in poor condition. May be able to perform component replacement short of complete modernization if building is to be sold soon.	Continued elevator down time and entrapments in a 5-story building with only 1 elevator. Potential disruption of services provided by Probation & Parole.
25	Edgeworth Building Chiller and AHU Replacement	Replacement of the building chiller and main HVAC system	\$500,000		Equipment is well beyond its expected service life. Repair of equipment is not cost-effective and/or not possible due to age.	Continued high repair costs and increasing likelihood of building-wide activity disruption and high cost of emergency equipment replacement in event of failure.
26	BB&T Parking Deck Leak Repair	Recoat top level and replace expansion joints	\$300,000		Rainwater is leaking into the underground deck causing issues with parked vehicles and causing deck damage.	Continued employee complaints every time it rains from about the amount of water leaking into the parking deck from above. Ongoing damage to the deck which will result in higher repair costs.
27	County Farm Administration Building Renovation	Renovate building to allow office and classroom use	\$150,000		The Administration Building was designed as part of the old prison farm with a prison dormitory. It does not have adequate life safety egress or restrooms that are required for any other use. Guilford County Planning has prohibited use of the building for any purpose other than its current use as office space for two Parks employees. Emergency Services would like to use this building as classroom/training space when they conduct disaster response exercises at the County farm several times a year. It could also be used by other County entities or by outside groups (Audobon Society, etc.) if the building was renovated.	Continue current limited use of the building by Parks employees.
28	Sink Installation in Break Room for GSO DA's Office Suite	Installation of a sink in the existing break room in the DA's office suite in the Greensboro Courthouse	\$40,000		Existing break room has no sink and there is no common break room on the 4th floor of the Greensboro Courthouse. DA office staff are currently having to take dishes into the public restrooms to wash them. Installation of a sink will require installation of hot/cold water and drain piping.	DA office staff will continue to have to wash dishes in public restrooms.
29	Monticello Gym Boiler Replacement	Replacement of the Weil-McLain boiler that provides heat to the gym	\$50,000		Boiler is estimated to be 20-30 years old. Repair parts are still available but major repair is not cost-effective due to age.	Eventual boiler failure that will result in emergency replacement at higher cost. If fails during winter, could also result in frozen pipes and water damage. This is a leased property where Guilford County receives no rent. <u>Recommend that the property be sold since is a financial liability.</u>
30	County Farm Main Prison (Stone) Building Roof Repair/Replacement	Replace/repair roof and building envelope as needed to preserve building	\$75,000		Building is vacant and cannot be occupied for any purpose without a building renovation. Leaks have developed from roof and around windows leading to building deterioration.	Continued water damage and building deterioration
31	Russell Street Building Envelope Phase 2	Repair/replace east elevation windows and install a vapor barrier/replace siding on the north side of the building	\$800,000		No vapor barrier was installed underneath the metal siding on the north side of the building. This allows outside air to infiltrate the building and this combined with poor metal siding installation has resulted in water damage of the existing wood sheathing. The windows on the east side of the building also need to be repaired or replaced.	Potential issues with high indoor relative humidity and potential indoor air quality issues due to air infiltration. Water damage can continue to occur in present condition.
Total Funding			\$10,845,000	\$1,425,000		

FY 2022 Major Technology Plan

Dept	Ranking	New / Rep.	Item	Description	Total Cost	FY 22 Recomm	FY 22 Adopted
Information Services		Recurring	User Device Replacements	Desktop, monitors, and laptop replacements	\$ 300,000	\$ 300,000	\$ 300,000
Information Services		Recurring	SmartBoard technology	County-wide updates to conference/training room technology	\$ 50,000	\$ 50,000	\$ 50,000
Information Services		Recurring	Network switches	Network Switches	\$ 150,000	\$ 150,000	\$ 150,000
Information Services		Recurring	Data closet upgrade	Data Closet Upgrade	\$ 45,000	\$ 45,000	\$ 45,000
Information Services		Recurring	Hyper converged appliances	New server system	\$ 200,000	\$ 200,000	\$ 200,000
Law Enforcement		Recurring	MCTs	Replacement for in-car computers	\$ 50,000	\$ 50,000	\$ 50,000
Law Enforcement		Recurring	Body Cameras	Replacement of body cameras	\$ 50,000	\$ 50,000	\$ 50,000
Law Enforcement		Recurring	Car Cameras	Replacement of car camera systems	\$ 100,000	\$ 100,000	\$ 100,000
Law Enforcement		Recurring	Docking stations	Replacement docks for cars	\$ 20,000	\$ 20,000	\$ 20,000
Emergency Services		Recurring	Servers	Replacement servers	\$ 32,000	\$ 32,000	\$ 32,000
Emergency Services		Recurring	MCTs	Replace mobile laptops	\$ 35,000	\$ 35,000	\$ 35,000
Emergency Services		Recurring	ePCR Tablets	ePCR tablets	\$ 45,000	\$ 45,000	\$ 45,000
Emergency Services		Recurring	Mobile Gateway	Replace in-ambulance transmitters	\$ 28,000	\$ 28,000	\$ 28,000
Animal Services		Recurring	MCTs	Replace mobile laptops for animal control officers	\$ 15,000	\$ 15,000	\$ 15,000
Security		Recurring	Security Cameras	Replacement of AXIS IP Cameras	\$ 15,000	\$ 15,000	\$ 15,000
Emergency Services		Recurring	Cardiac Monitor WiFi Gateways	Replacement of wifi gateways with TITAN III models	\$ 16,200	\$ 16,200	\$ 16,200
Information Services		In Progress	Rubrick backup/disaster recovery	Rubrick backup/disaster recovery appliance	\$ 190,000	\$ 190,000	\$ 190,000
Information Services		In Progress	Tyler Munis	Yr 2, includes additional support for interfaces for Finance	\$ 250,000	\$ 250,000	\$ 250,000
Recurring & In-Progress Items					\$ 1,591,200	\$ 1,591,200	\$ 1,591,200
Law Enforcement	93	Replacement	Body Cameras	Replacement of body cameras for Detention staff	\$ 95,000	\$ 40,000	\$ 40,000
Law Enforcement	91	Replacement	Car Cameras	Replacement of car camera systems	\$ 500,000	\$ 120,157	\$ 120,157
Emergency Services	85	Replacement	EOC Audio/video upgrade	Audio/video upgrade for Emergency Operations (rm 2 of 3)	\$ 15,000	\$ -	\$ -
Emergency Services	68	New	EMS Learning Mgmt System	Blackboard LMS	\$ 40,000	\$ -	\$ -
Social Services	68	Replacement	Client Mgmt Software	Replace OneCase for Adult & Aging Svcs	\$ -	\$ -	\$ -
Emergency Services	67	New	EMS Remote Learning System	Virtual Classroom upgrades	\$ 35,000	\$ -	\$ -
Social Services	64	Replacement	Replacement of Scanners	50 Scanners for reception and casework staff	\$ 50,000	\$ 25,000	\$ 25,000
Facilities	59	New	Large Format Printer/Scanner	Similar to Canon TX-3000 MFP T36, for scanning building plans	\$ 11,500	\$ -	\$ -
Finance	79	New	Investment software	Accounting software for debt & lease management	\$ 78,375	\$ -	\$ -
Information Services	68	New	DocuNav	GeoDocs-Laserfiche intergration with GIS	\$ 45,000	\$ -	\$ -
Law Enforcement	56	New	Case Management Software	Blue Team incident management software	\$ 22,400	\$ -	\$ -
Information Services	67	New	AddressOne	Farragut	\$ 255,000	\$ -	\$ -
Emergency Services	N/A	New	Fire Records Management System	County-wide fire & occupancy-related records management system	\$ 250,000	\$ 250,000	\$ 250,000
New Requests					\$ 1,397,275	\$ 435,157	\$ 435,157
Technology Reimbursement (Animal Services MCTs)						\$ (8,700)	\$ (8,700)
Combined Total					\$ 2,988,475	\$ 2,017,657	\$ 2,017,657

FY 2021 - 2022 Adopted Vehicle Purchases

Type	Assigned	Vehicle Type	Count	Purchase Cost	Est. Financing Cost
Fleet Operations					
Replace	Planning	Truck	1	\$33,000	
Replace	Planning	SUV	1	\$25,000	
Replace	Planning	SUV	1	\$25,000	
Replace	Planning	Truck	1	\$33,000	
Replace	Public Health	SUV	1	\$25,000	
Replace	Tax	Sedan	1	\$20,000	
Replace	Tax	Sedan	1	\$20,000	
Replace	Motor Pool	Sedan	1	\$20,000	
Replace	Motor Pool	Sedan	1	\$20,000	
Replace	Motor Pool	Sedan	1	\$20,000	
Replace	Motor Pool	Sedan	1	\$20,000	
Replace	Motor Pool	Sedan	1	\$20,000	
Replace	Motor Pool	Sedan	1	\$20,000	
Replace	Motor Pool	Sedan	1	\$20,000	
Replace	Parks and Rec	Truck	1	\$31,000	
Replace	Parks and Rec	Truck	1	\$31,000	
Replace	Facilities	Truck	1	\$35,000	
Replace	Facilities	Van	1	\$36,000	
New	Fleet Operations	Truck	1	\$35,000	
New	DSS	Van	1	\$26,000	
Total	Fleet Operations		20	\$ 515,000	\$ 115,000
Fleet Operations (Other-Maintenance & Fuel Management Only)					
Replace	Animal Control	Truck	1	\$ 55,000	
Replace	Animal Control	Truck	1	\$ 55,000	
Replace	Animal Control	Truck	1	\$ 55,000	
New	Inspections	Truck	1	\$ 31,000	
Total	Fleet Operations (Other)		4	\$ 196,000	\$ 67,811

Type	Assigned	Vehicle Type	Count	Purchase Cost	Est. Financing Cost
Emergency Services					
Replace	Emergency Services	Ambulance	1	\$ 234,000	
Replace	Emergency Services	Ambulance	1	\$ 234,000	
Replace	Emergency Services	Ambulance	1	\$ 234,000	
Replace	Emergency Services	Ambulance	1	\$ 234,000	
Replace	Emergency Services	Ambulance	1	\$ 234,000	
Replace	Emergency Services	EMS SUV	1	\$ 50,000	
Replace	Emergency Services	EMS SUV	1	\$ 50,000	
Total	Emergency Services		7	\$ 1,270,000	\$ 306,000
Law Enforcement					
Replace	Law Enforcement	LE Vehicle	35	\$ 1,396,000	
Total	Law Enforcement		35	\$ 1,396,000	\$ 549,000
TOTAL			66	\$ 3,377,000	\$ 1,037,811



Capital Investment

Guilford County's capital investment program is comprised of two parts: the Capital Investment Plan and the County's current capital projects. Together these represent the county's long-term investment in its facilities and infrastructure, including schools, and other major assets.

The **Capital Investment Plan (CIP)** is a ten-year plan for the funding of major purchases, construction and renovation projects, and land acquisitions. It is only a planning process, not a funding or project authorization process, and is intended to accomplish the following:

- Identify all capital needs anticipated for ten years
- Plan, schedule, and implement capital projects
- Develop revenue plans and policies for funding planned projects
- To estimate the impact of capital projects on the operating budget
- To inform the public about proposed investments

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 a substantial investment of public funds. Typical CIP projects include the construction of emergency medical services bases, schools, and parks.

Other large expenditures such as the replacement of roofs or the acquisition of software or other technology items are not usually included in the CIP unless they represent a substantial investment of funds and are implemented over an extended time period. Although these expenditures may be significant, most do not meet the capital project requirements and are more appropriately accounted for in the operating budget. Because an accurate assessment of these types of expenditures over a multi-year period is necessary for prudent fiscal planning, the county conducts separate planning processes for major facility, equipment, and technology needs.

The CIP presents project cost and cash flow estimates for a rolling 10-year period. As the plan moves forward each year, one year of data is removed and another year is added. Expense and revenue estimates for previously included projects are also adjusted based on the latest information available at the time the plan is updated. Finally, projects completed or cancelled in the prior fiscal year are removed from the plan.

DEVELOPING THE CAPITAL PLAN

The County's capital planning process begins each fall with the submission of project requests by departments. Budget Department staff receive requests and work with departments to prepare expense and revenue estimates. Once all requests are received, they are reviewed and prioritized based on multiple factors including:

- Adherence to county or department goals and objectives
- Urgency of need
- Scope of service

- Community priority and impact
- Financial feasibility

The Budget Department then makes a recommendation to the County Manager on projects to be included in the final CIP. A proposed CIP is presented to the Board of Commissioners at their annual retreat in February for initial approval. The initial CIP is refined and projects to be funded in the new fiscal year are selected by the Board during the budget process. Actual project ordinances are generally adopted early by the Board in the new fiscal year.

IMPLEMENTING THE CAPITAL INVESTMENT PLAN

A **capital project ordinance** must be approved by the Board of Commissioners to initiate each capital project. While the CIP includes descriptions of each project, as well as financial data regarding planned expenditures and revenues, it does not authorize projects or appropriate funds for them.

A project ordinance establishes the complete budget for a capital project including revenue sources and total expenditures. Unlike the County's annual operating budget, the ordinances are authorized for the life of the project and do not need to be re-approved each year though they can be amended by the Board if a project later exceeds the initial budget estimate or is completed under-budget.

FUNDING THE CAPITAL INVESTMENT PLAN

Capital Improvement Projects are funded through a combination of annual cash transfers from the General Fund to the County Building Construction and, when appropriate, debt financing in the form of General Obligation bonds or capital debt loans. Because the CIP is a plan and not a project authorization or funding process, there are projects in the plan that are not yet fully funded.

Projects that require Board action, either to initiate or to adjust project budgets for new or additional phases, are considered "planned" projects. Projects already approved by the Board of Commissioners through the establishment of a capital project ordinance (i.e., the action that officially initiates and budgets for a particular project) are considered "active" projects.

IMPACT OF CAPITAL INVESTMENT 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.

PLANNED CAPITAL PROJECTS

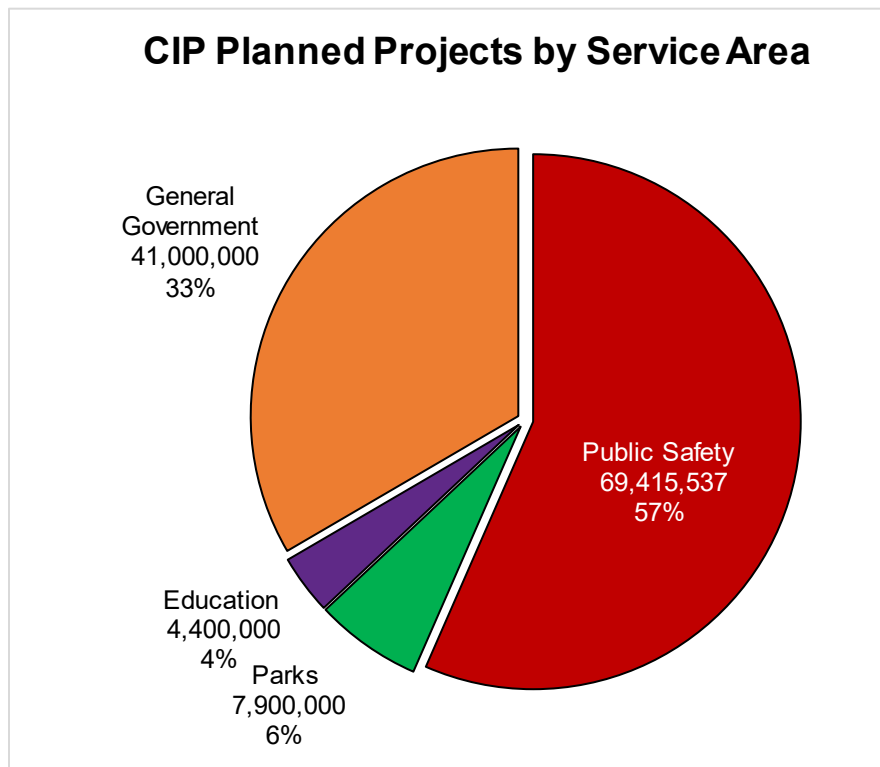
The Guilford County Capital Investment Plan (CIP) for FY 2022-2031 totals \$122.7 million in planned work including additional phases of active projects. The CIP includes planned expenditure and revenue flows over these 10 years for proposed capital projects and/or major project phases through 2031.

As the CIP is only a planning process, not a funding or project authorization process, the projects listed here are those that require Board action to either to initiate or adjust project budgets and are considered “**planned**” projects. All funding listed in this section represents projected project and associated operating costs only.

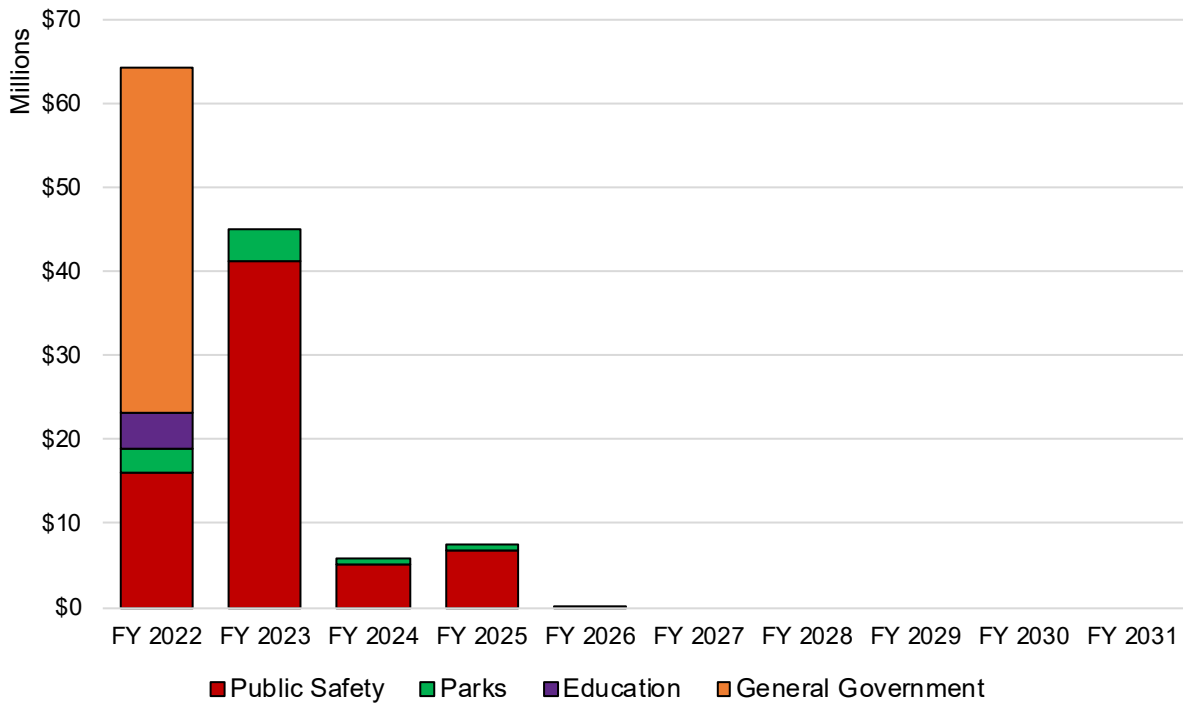
All projects already approved by the Board of Commissioners through the establishment of a capital project ordinance are considered “**current**” projects and are listed separately.

PLANNED EXPENDITURES

Public Safety projects make up 57% of total planned capital projects over the next 10 years. General Government, Parks, and Education projects make up the remaining projects. Additional Education projects based on the latest facility capacity study are not included here, but they are estimated to total up to \$2.0 billion including \$300 million in projects approved during FY 2020-21.



CIP Planned Projects by Service Area



PLANNED REVENUES

The planned CIP is funded by three sources of revenues: future debt; local funds, including appropriated fund balance and transfers from the general fund; and other funding sources (includes Animal Shelter Construction fund donations, potential Greensboro contributions for Bryan Park, and potential federal/state parks grant funding).

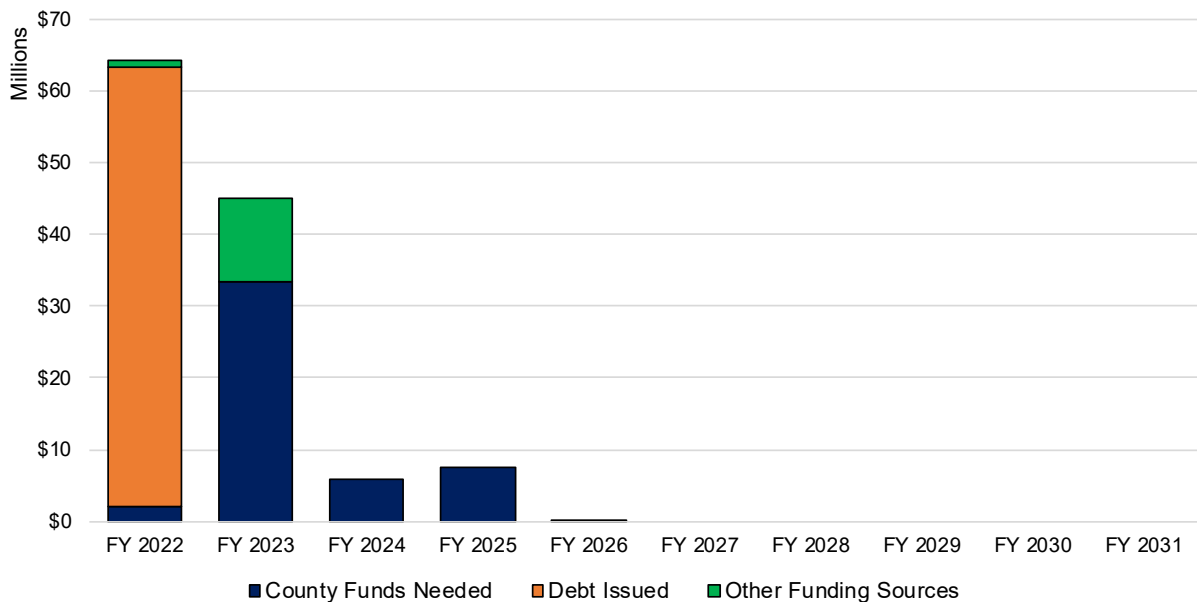
In July 2016, the Board of Commissioners voted to use debt financing to pay for several high priority capital needs: replacement of the Animal Shelter, Phase 1 of the Emergency Services Maintenance & Logistics Facility, Old Courthouse renovations, and renovation Old Jail in Greensboro to create a new Law Enforcement Center and additional staff parking. In early 2017, the Board approved use of \$27.2 million in 2/3rds General Obligation bonds to pay for these projects and the bonds were issued in April 2017.

In April 2019, the Board of Commissioners voted to use additional debt finance to complete the initial set of priority projects identified in 2016 as well as several more projects that have been identified since: renovation of the Edgeworth Building which houses state Juvenile Justice and Probation / Parole offices, replacement of the county's mental health and Sandhills administration facilities, and improvement of school security plus contingency for unexpected expense and/or scope in any of these projects. Funding will come from \$40 million in 2/3rds General Obligation Bonds issued in May 2019.

Priority Capital Projects				
Project	Total Cost Estimate	Appropriated Funds	Add. Funds Needed	Future Phases
Animal Shelter Replacement	\$15,350,717	\$15,350,717	-	-
Emergency Services				
Phase I - Maintenance & Logistics	\$14,416,463	\$14,416,463	-	-
Phases II & III - Administration & EOC	\$15,700,000	-	-	\$15,700,000
Old Courthouse Renovation	\$3,500,000	\$3,500,000	-	-
Law Enforcement Administration Facility	\$16,500,000	\$1,883,500	\$14,616,500	-
Behavioral Health Center	\$20,800,000	\$20,800,000	-	-
Probation / Parole & Juvenile Justice Bldg	\$7,000,000	\$1,800,000	\$5,200,000	-
Guilford County Schools Safety & Security	\$5,000,000	\$600,000	\$4,400,000	-
Guilford County Schools Maint. & Reopening	\$5,000,000	\$5,000,000	-	-
General Project Cost Contingency	-	-	-	-
Total Funding	\$103,267,180	\$63,350,680	\$24,216,500	\$15,700,000

Local funds take the form of transfers from the general fund, usually on an annual basis. In FY 2019-20, the general fund transfer was \$1.011 million plus approximately 489,000 in capital fund interest. In FY 2021-22, this transfer remains paused due to revenue constraints in the general fund. Over the ten-year CIP, this transfer will contribute \$18.0 million of the \$49.1 million in county funds needed over the life of the plan for projects on the plan from 2022 to 2031 if it is resumed at \$2 million annually starting in FY 2022-23. **A substantial increase in the county's capital contribution will be needed to complete the planned projects without additional debt financing.** Any funds transferred into the capital fund but not immediately used remain there in the form of capital fund balance and can be used on later projects.

Sources of Funds



Sources of Funds							
Source	FY 2022 (Budget Year)	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	All Years Total
County Funds Needed	2,151,300	33,332,156	5,790,000	7,600,000	200,000	-	49,073,456
Debt Issued	61,224,237	-	-	-	-	-	61,224,237
Other Funding Sources	850,000	11,567,844	-	-	-	-	12,417,844
Total	64,225,537	44,900,000	5,790,000	7,600,000	200,000	-	122,715,537

OPERATING EXPENSES

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. Total projected personnel and operating expenses related to the projects included in the CIP total will be \$21.1 million over 10 years. These anticipated expenses are summarized below and included on the CIP project pages that follow this summary. Operating expenses are incorporated into the County's annual operating budget planning process where the Board has initiated/approved related projects.

Anticipated Operating Impact of Planned Projects							
Project	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027-2031	All Years Total
EMS Maintenance/Logistics, Admin & EOC Facility	-	-	80,000	49,852	49,999	414,469	594,320
EMS Base - South High Point	-	-	-	-	530,000	2,650,000	3,180,000
EMS Base - NC 150 / Church Street	-	-	-	-	530,000	2,650,000	3,180,000
EMS Base - Northwest Guilford / I-73 Area	-	-	-	830,000	530,000	2,950,000	4,310,000
Juvenile Detention Facility Expansion	-	-	1,010,000	1,230,000	1,230,000	6,150,000	9,620,000
EMS Base - Groometown & Gate City Blvd	-	-	-	20,000	20,000	100,000	140,000
Total	-	-	1,090,000	2,129,852	2,889,999	14,914,469	21,024,320



POTENTIAL EDUCATION PROJECTS

A school facility study commissioned jointly by the Board of Commissioners and Board of Education and completed in 2019 recommends up to \$2.0 billion of facility renovation, replacement, and other improvements. Voters approved a referendum for \$300 million in general obligation bonds for the first phase of school projects in November 2020. Additional phases will follow later as the Boards work to implement the plan.

In addition, although no formal request has been made to the Board of Commissioners, the Board of Trustees of Guilford Technical Community College (GTCC) had future capital projects totaling \$162 million under consideration in FY 2018-19. These projects are included in GTCC's latest Facility Master Plan and include new classroom buildings, parking decks, student center renovations, energy plants, and land acquisitions for future growth.

Potential future projects for Guilford County Schools and GTCC are not included in the project pages following this summary.

County Building Construction Fund - Planned Projects
 Ten-Year Estimate of Projects and Available Funds

 = Board has appropriated these funds
 = Pending receipt of these funds

6/17/2021

	Estimated Total	Prior Yr Funds	FY 2021	FY 2022 (Budget Year)	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	All Years Total
PUBLIC SAFETY										
EMS Bases (will co-locate with municipalities when possible)										
<i>Northwest Guilford / I-73 Area</i>	\$ 2,000,000	\$ -	\$ -	\$ -	\$ 500,000	\$ 1,500,000	\$ -	\$ -	\$ -	\$ 2,000,000
<i>Groometown & Gate City Blvd - share w/GSO Fire</i>	\$ 1,775,000	\$ -	\$ -	\$ -	\$ -	\$ 1,775,000	\$ -	\$ -	\$ -	\$ 1,775,000
<i>South High Point</i>	\$ 4,215,000	\$ -	\$ -	\$ -	\$ -	\$ 915,000	\$ 3,300,000	\$ -	\$ -	\$ 4,215,000
<i>NC 150 / Church Street</i>	\$ 4,600,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 3,600,000	\$ -	\$ -	\$ 4,600,000
EMS Other Phases - Administration & Emergency Operations	\$ 15,700,000	\$ -	\$ -	\$ -	\$ 15,700,000	\$ -	\$ -	\$ -	\$ -	\$ 15,700,000
Law Enforcement Administration (incl. Parking/Zenke Demo)	\$ 12,560,000									
<i>Bonds - Sold</i>		\$ 1,736,000		\$ 10,825,537	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,561,537
<i>Additional Funds Needed</i>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Edgeworth Bldg Renovations	\$ -									
<i>Bonds - Sold</i>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Additional funds needed</i>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Juv. Justice, Probation / Parole Building	\$ 7,000,000									
<i>Appropriated (Edgeworth sale proceeds)</i>		\$ 1,800,000	\$ -	\$ 221,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,021,300
<i>Bonds - Sold</i>		\$ -	\$ -	\$ 4,978,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,978,700
Juvenile Detention Expansion	\$ 9,500,000	\$ -								
<i>32 beds</i>			\$ -	\$ -	\$ 7,500,000	\$ -	\$ -	\$ -	\$ -	\$ 7,500,000
<i>+ 16 beds</i>			\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000
Voice Path Expansion - 800 MHz TDMA Conversion	\$ 6,000,000	\$ -	\$ -	\$ -	\$ 6,000,000	\$ -	\$ -	\$ -	\$ -	\$ 6,000,000
Radio Subscriber Units Replacement for 800 MHz System	\$ 9,600,000	\$ -	\$ -	\$ -	\$ 9,600,000	\$ -	\$ -	\$ -	\$ -	\$ 9,600,000
	\$ 72,950,000	\$ 3,536,000	\$ -	\$ 16,025,537	\$ 41,300,000	\$ 5,190,000	\$ 6,900,000	\$ -	\$ -	\$ 72,951,537
PARKS										
Bryan Park - Phase 1	\$ 1,500,000									
<i>Appropriated</i>		\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
<i>Additional funds needed</i>		\$ -	\$ -	\$ 1,400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,400,000
Hagan-Stone Park	\$ 2,500,000	\$ -	\$ -	\$ -	\$ 2,200,000	\$ 100,000	\$ 200,000	\$ -	\$ -	\$ 2,500,000
<i>Master Plan</i>										



County Building Construction Fund - Planned Projects
 Ten-Year Estimate of Projects and Available Funds

= Board has appropriated these funds
 = Pending receipt of these funds

6/17/2021

	Estimated Total	Prior Yr Funds	FY 2021	FY 2022 (Budget Year)	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	All Years Total
Bur-Mil Park - Master Plan	\$ 5,283,000									
Clubhouse Renovations										
<i>Appropriated - HVAC</i>	\$ 783,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 783,000
<i>Appropriated - General Renovations</i>	\$ 500,000	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 200,000	\$ -	\$ 2,700,000
Other Park Improvements										
<i>Needed - Golf Shop Renovations</i>	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000
<i>Needed - Pool - Concrete & Slide</i>	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
<i>Needed - Tennis Courts</i>	\$ -	\$ -	\$ -	\$ -	\$ 900,000	\$ -	\$ -	\$ -	\$ -	\$ 900,000
<i>Additional general improvements</i>	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
	\$ 9,283,000	\$ 1,383,000	\$ -	\$ 2,800,000	\$ 3,600,000	\$ 600,000	\$ 700,000	\$ 200,000	\$ -	\$ 9,283,000
EDUCATION										
Guilford County Schools Security & Maintenance	\$ 10,000,000									
Security Needs										
<i>Bonds - Sold</i>	\$ 600,000	\$ -	\$ -	\$ 4,400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000,000
COVID-19 Re-Opening & Maintenance Needs										
<i>Bonds - Sold</i>	\$ -	\$ -	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000,000
	\$ 10,000,000	\$ 600,000	\$ 5,000,000	\$ 4,400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000,000
GENERAL GOVERNMENT										
Old County Courthouse - Exterior Renovation	\$ 5,500,000									
<i>Bonds - Sold</i>	\$ 3,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,500,000
<i>Bonds - Planned (windows)</i>			\$ -	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000
Old County Courthouse - Interior Renovation	\$ 3,000,000	\$ -								
<i>Bonds - Planned (windows)</i>			\$ -	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000
Mental Health Facility	\$ 20,800,000									
<i>Appropriated (Transfer from old Bellemeade project)</i>	\$ 722,218	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 722,218
<i>Appropriated (FB)</i>	\$ 6,177,782	\$ -	\$ 2,247,837	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,425,619
<i>Bonds - Sold</i>	\$ 6,200,000	\$ -	\$ 4,821,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,021,800
<i>Bonds - Premiums</i>	\$ -	\$ -	\$ 630,363	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 630,363
Greensboro Plaza/Parking Garage	\$ 9,500,000	\$ -								
<i>Bonds - Planned</i>			\$ -	\$ 9,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,500,000
Other Major Facility Renovations	\$ 26,500,000									
<i>Bonds - Planned</i>			\$ -	\$ 26,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 26,500,000
	\$ 67,800,000	\$ 19,100,000	\$ 7,700,000	\$ 41,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 67,800,000
UNALLOCATED BOND PROCEEDS										
<i>Bonds - Planned</i>			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Bonds - Sold</i>			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Bonds - Premiums</i>			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL PROJECT NEEDS	\$ 160,033,000	\$ 24,619,000	\$ 12,700,000	\$ 64,225,537	\$ 44,900,000	\$ 5,790,000	\$ 7,600,000	\$ 200,000	\$ -	\$ 160,034,537

County Building Construction Fund - Planned Projects
 Ten-Year Estimate of Projects and Available Funds

 = Board has appropriated these funds
 = Pending receipt of these funds

6/17/2021

	Estimated Total	Prior Yr Funds	FY 2021	FY 2022 (Budget Year)	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	All Years Total
PROJECT FUNDING										
Beginning Fund Balance (Estimated)			\$ 8,831,880	\$ 6,690,145	\$ 4,538,845	\$ -	\$ -	\$ -	\$ -	\$ 8,831,880
Plus:										
Transfer from General Fund			\$ -	\$ -	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 10,000,000	\$ 18,000,000
Bonds - Sold		\$ 12,036,000	\$ 9,821,800	\$ 20,204,237	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 42,062,037
Bonds - Planned		\$ -	\$ -	\$ 41,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 41,000,000
Bond Premiums		\$ -	\$ 630,363	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 630,363
Bond Interest Earnings		\$ -	\$ 19,630	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 39,630
Funds Available from Other Capital Projects		\$ 722,218	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 722,218
City of Greensboro - Bryan Park North - Phase 1 - Possible		\$ -	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750,000
Property Sales		\$ 1,800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,800,000
State Juvenile Detention Reimbursement		\$ -	\$ -	\$ -	\$ 9,500,000	\$ -	\$ -	\$ -	\$ -	\$ 9,500,000
Interest Earnings		\$ -	\$ 86,472	\$ 100,000	\$ 67,844	\$ -	\$ -	\$ -	\$ -	\$ 254,316
VFD revenues for radios		\$ -	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000
Other Revenues		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Appropriated Fund Balance		\$ 10,060,782	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,060,782
Sub-total		\$ 24,619,000	\$ 10,558,265	\$ 62,074,237	\$ 13,567,844	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 10,000,000	\$ 126,819,346
Available Funds		\$ 24,619,000	\$ 19,390,145	\$ 68,764,382	\$ 18,106,689	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 10,000,000	\$ 135,651,226
AVAILABLE FUNDS OVER/(UNDER) PROJECT COSTS		\$ -	\$ 6,690,145	\$ 4,538,845	\$ (26,793,311)	\$ (3,790,000)	\$ (5,600,000)	\$ 1,800,000	\$ 10,000,000	\$ (24,383,311)



CURRENT CAPITAL PROJECTS

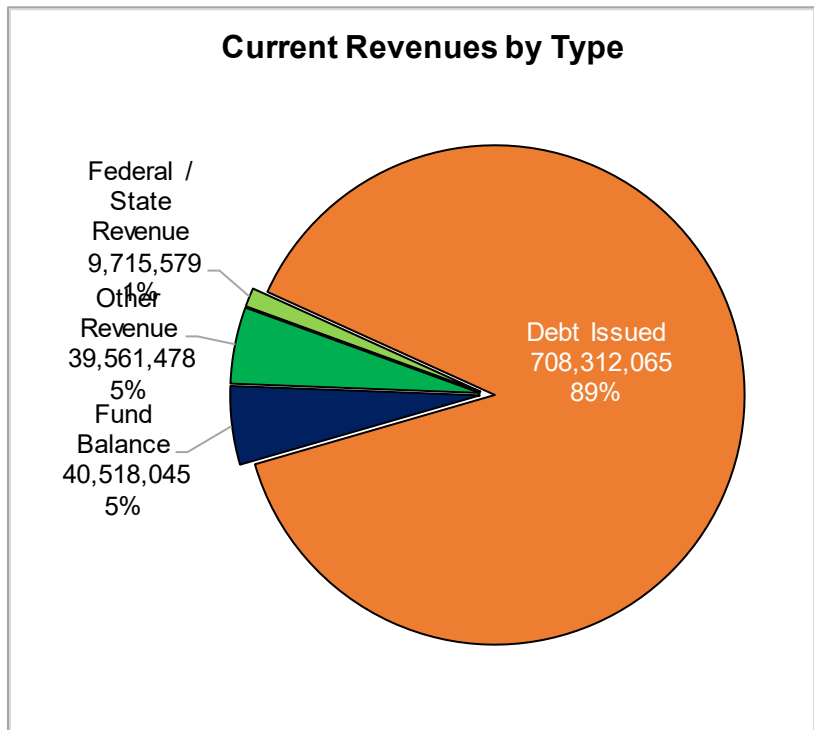
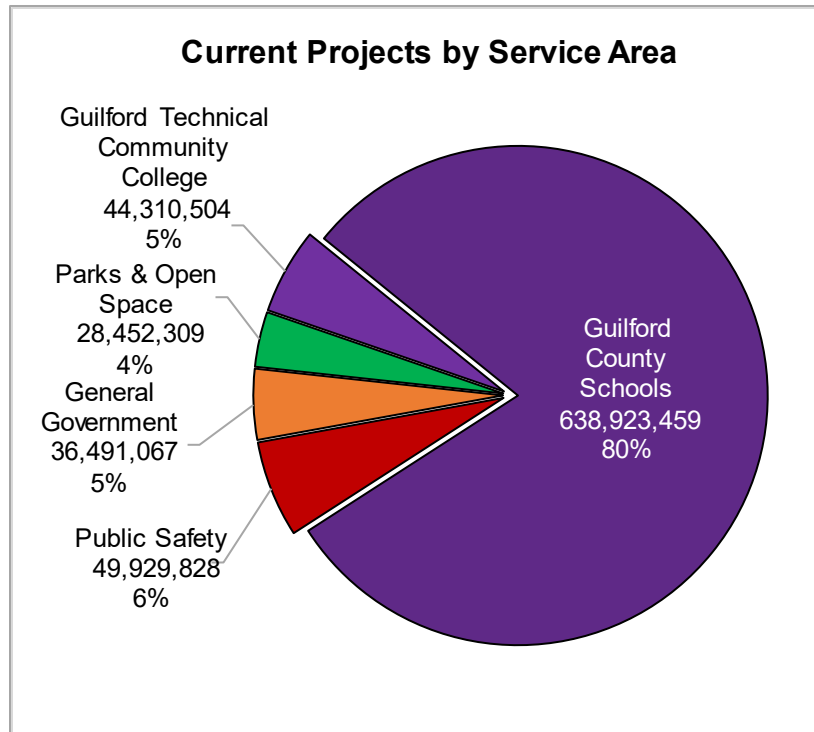
Guilford County's current capital projects are those projects that have been approved by the Board of Commissioners through the adoption of a capital project ordinance. Each current project ordinance includes a complete budget including revenue sources and total expenditures. Unlike the County's annual operating budget, the ordinances are authorized for the life of the project and do not need to be re-approved each year though they can be amended by the Board if a project later exceeds the initial budget estimate or is completed under-budget. Current project budgets and balances are as of June 30, 2021.

CURRENT EXPENDITURES

Just as in the CIP, the County's current capital projects fall into two broad plan categories: Education and County. Both categories include facility construction, renovation, and expansion projects while the Education also includes annual capital maintenance funding. Education projects comprise 86% of the total current capital project budgets while the remainder are County projects.

CURRENT REVENUES

Most current project funding is debt in the form of General and Limited Obligation bonds issued for school construction, renovation, and major maintenance projects. The remainder of current capital project funding is funded through appropriated capital fund balance built up through annual general fund transfers as well as other funds received for specific projects.



Authorized Guilford County Capital Project Ordinances as of June 30, 2021

Service Area	Project	Type	Project Budget	Actual Rev/Exp	Encumbered	Balance	
General Government	County Capital Maintenance FY 2020	Expense	\$ 2,275,887	\$ 1,638,119	\$ -	\$ 637,768	
		Revenue	\$ (2,275,887)	\$ (2,275,887)	\$ -	\$ -	
	County Capital Maintenance FY 2020 Total			\$ -	\$ (637,768)	\$ -	\$ 637,768
	County Capital Maintenance FY 2021	Expense	\$ 1,500,000	\$ -	\$ -	\$ 1,500,000	
		Revenue	\$ (1,500,000)	\$ (1,500,000)	\$ -	\$ -	
	County Capital Maintenance FY 2021 Total			\$ -	\$ (1,500,000)	\$ -	\$ 1,500,000
	Greene Street Center	Expense	\$ 648,180	\$ 547,748	\$ -	\$ 100,432	
		Revenue	\$ (648,180)	\$ (648,180)	\$ -	\$ -	
	Greene Street Center Total			\$ -	\$ (100,432)	\$ -	\$ 100,432
	Greensboro Courthouse HVAC Replacement	Expense	\$ 1,150,000	\$ 1,122,473	\$ -	\$ 27,527	
		Revenue	\$ (1,150,000)	\$ (1,150,000)	\$ -	\$ -	
	Greensboro Courthouse HVAC Replacement Total			\$ -	\$ (27,527)	\$ -	\$ 27,527
	High Point Parking Deck Repairs	Expense	\$ 2,667,000	\$ 1,927,818	\$ 376,463	\$ 362,719	
		Revenue	\$ (2,667,000)	\$ (2,667,000)	\$ -	\$ -	
	High Point Parking Deck Repairs Total			\$ -	\$ (739,182)	\$ 376,463	\$ 362,719
	HP Justice Complex HVAC System	Expense	\$ 1,350,000	\$ 1,237,560	\$ -	\$ 112,440	
		Revenue	\$ (1,350,000)	\$ (1,350,000)	\$ -	\$ -	
	HP Justice Complex HVAC System Total			\$ -	\$ (112,440)	\$ -	\$ 112,440
	Independence Center Parking Deck Repairs	Expense	\$ 600,000	\$ 465,570	\$ -	\$ 134,430	
		Revenue	\$ (600,000)	\$ (600,000)	\$ -	\$ -	
	Independence Center Parking Deck Repairs Total			\$ -	\$ (134,430)	\$ -	\$ 134,430
	Mental Health Facility Replacement	Expense	\$ 20,800,000	\$ 17,773,557	\$ 41,558	\$ 2,984,885	
		Revenue	\$ (20,800,000)	\$ (20,800,000)	\$ -	\$ -	
	Mental Health Facility Replacement Total			\$ -	\$ (3,026,443)	\$ 41,558	\$ 2,984,885
	Old Courthouse Renovation	Expense	\$ 3,500,000	\$ 3,184,222	\$ 1,194	\$ 314,585	
		Revenue	\$ (3,500,000)	\$ (3,500,000)	\$ -	\$ -	
	Old Courthouse Renovation Total			\$ -	\$ (315,778)	\$ 1,194	\$ 314,585
Voting Machine Replacement	Expense	\$ 2,000,000	\$ 1,779,669	\$ -	\$ 220,331		
	Revenue	\$ (2,000,000)	\$ (2,000,000)	\$ -	\$ -		
Voting Machine Replacement Total			\$ -	\$ (220,331)	\$ -	\$ 220,331	
General Government Total			\$ -	\$ (6,814,331)	\$ 419,215	\$ 6,395,117	
Guilford County Schools	Allen Jay Elementary	Expense	\$ 5,207,070	\$ -	\$ -	\$ 5,207,070	
		Revenue	\$ (5,207,070)	\$ -	\$ -	\$ (5,207,070)	
	Allen Jay Elementary Total			\$ -	\$ -	\$ -	\$ -
	Bluford Elementary School - Renovation	Expense	\$ 8,288,612	\$ 8,192,996	\$ -	\$ 95,616	
		Revenue	\$ (8,288,612)	\$ (8,288,612)	\$ -	\$ -	
	Bluford Elementary School - Renovation Total			\$ -	\$ (95,616)	\$ -	\$ 95,616
	Brooks Global Studies	Expense	\$ 22,174,130	\$ -	\$ -	\$ 22,174,130	
		Revenue	\$ (22,174,130)	\$ -	\$ -	\$ (22,174,130)	
	Brooks Global Studies Total			\$ -	\$ -	\$ -	\$ -
	Career & Technical Education Capital Improvements	Expense	\$ 5,223,803	\$ 2,700,148	\$ -	\$ 2,523,655	
		Revenue	\$ (5,223,803)	\$ (5,223,803)	\$ -	\$ -	
	Career & Technical Education Capital Improvements Total			\$ -	\$ (2,523,655)	\$ -	\$ 2,523,655

Service Area	Project	Type	Project Budget	Actual Rev/Exp	Encumbered	Balance
Guilford County Schools	Claxton Elementary	Expense	\$ 31,333,459	\$ -	\$ -	\$ 31,333,459
		Revenue	\$ (31,333,459)	\$ -	\$ -	\$ (31,333,459)
	Claxton Elementary Total		\$ -	\$ -	\$ -	\$ -
	Erwin Montessori at former Archer Elementary Site	Expense	\$ 8,372,058	\$ -	\$ -	\$ 8,372,058
		Revenue	\$ (8,372,058)	\$ -	\$ -	\$ (8,372,058)
	Erwin Montessori at former Archer Elementary Site Total		\$ -	\$ -	\$ -	\$ -
	Foust Elementary	Expense	\$ 31,333,469	\$ -	\$ -	\$ 31,333,469
		Revenue	\$ (31,333,469)	\$ -	\$ -	\$ (31,333,469)
	Foust Elementary Total		\$ -	\$ -	\$ -	\$ -
	GCS Capital Maintenance FY 2019	Expense	\$ 6,000,000	\$ 6,000,000	\$ -	\$ -
		Revenue	\$ (6,000,000)	\$ (6,000,000)	\$ -	\$ -
	GCS Capital Maintenance FY 2019 Total		\$ -	\$ -	\$ -	\$ -
	GCS Capital Maintenance FY 2020	Expense	\$ 9,233,056	\$ 5,813,708	\$ -	\$ 3,419,348
		Revenue	\$ (9,233,056)	\$ (9,233,056)	\$ -	\$ -
	GCS Capital Maintenance FY 2020 Total		\$ -	\$ (3,419,348)	\$ -	\$ 3,419,348
	Guilford Middle School - Repl	Expense	\$ 35,279,684	\$ 33,201,314	\$ -	\$ 2,078,370
		Revenue	\$ (35,279,684)	\$ (35,279,684)	\$ -	\$ -
	Guilford Middle School - Repl Total		\$ -	\$ (2,078,370)	\$ -	\$ 2,078,370
	Hampton/Peeler K-5 VPA	Expense	\$ 33,505,256	\$ -	\$ -	\$ 33,505,256
		Revenue	\$ (33,505,256)	\$ -	\$ -	\$ (33,505,256)
	Hampton/Peeler K-5 VPA Total		\$ -	\$ -	\$ -	\$ -
	High Point Central - Add/Renov	Expense	\$ 17,986,007	\$ 16,657,811	\$ -	\$ 1,328,196
		Revenue	\$ (17,986,007)	\$ (17,988,035)	\$ -	\$ 2,028
	High Point Central - Add/Renov Total		\$ -	\$ (1,330,223)	\$ -	\$ 1,330,223
	High Point SCALE Site	Expense	\$ 2,945,506	\$ 2,944,846	\$ -	\$ 660
		Revenue	\$ (2,945,506)	\$ (2,945,011)	\$ -	\$ (495)
	High Point SCALE Site Total		\$ -	\$ (164)	\$ -	\$ 164
	Hunter Elementry Schl - Replmt	Expense	\$ 19,273,675	\$ 18,700,270	\$ -	\$ 573,405
		Revenue	\$ (19,273,675)	\$ (19,273,675)	\$ -	\$ -
	Hunter Elementry Schl - Replmt Total		\$ -	\$ (573,405)	\$ -	\$ 573,405
	HVAC - FY10 Medicaid Swap	Expense	\$ 2,149,670	\$ 2,124,077	\$ -	\$ 25,593
		Revenue	\$ (2,149,670)	\$ (2,149,672)	\$ -	\$ 2
	HVAC - FY10 Medicaid Swap Total		\$ -	\$ (25,595)	\$ -	\$ 25,595
	Kiser Middle	Expense	\$ 55,478,632	\$ -	\$ -	\$ 55,478,632
		Revenue	\$ (55,478,632)	\$ -	\$ -	\$ (55,478,632)
	Kiser Middle Total		\$ -	\$ -	\$ -	\$ -
	Land Acquisition	Expense	\$ 10,660,500	\$ -	\$ -	\$ 10,660,500
		Revenue	\$ (10,660,500)	\$ -	\$ -	\$ (10,660,500)
	Land Acquisition Total		\$ -	\$ -	\$ -	\$ -
	Mobile Classrooms	Expense	\$ 1,767,447	\$ 1,638,560	\$ -	\$ 128,887
		Revenue	\$ (1,767,447)	\$ (1,767,447)	\$ -	\$ -
	Mobile Classrooms Total		\$ -	\$ (128,887)	\$ -	\$ 128,887
Northern High School	Expense	\$ 53,988,222	\$ 53,988,199	\$ -	\$ 23	
	Revenue	\$ (53,988,222)	\$ (53,988,222)	\$ -	\$ -	
Northern High School Total		\$ -	\$ (23)	\$ -	\$ 23	

Service Area	Project	Type	Project Budget	Actual Rev/Exp	Encumbered	Balance
	Northwest HS - New Traff Patrn	Expense	\$ 1,156,200	\$ 568,891	\$ -	\$ 587,309
		Revenue	\$ (1,156,200)	\$ (1,156,200)	\$ -	\$ -
	Northwest HS - New Traff Patrn Total		\$ -	\$ (587,309)	\$ -	\$ 587,309
	Page High School-Roofing	Expense	\$ 164,135	\$ 154,773	\$ -	\$ 9,362
		Revenue	\$ (164,135)	\$ (157,114)	\$ -	\$ (7,021)
	Page High School-Roofing Total		\$ -	\$ (2,341)	\$ -	\$ 2,341
	Peck K-8 Expeditionary Learning	Expense	\$ 41,323,632	\$ -	\$ -	\$ 41,323,632
		Revenue	\$ (41,323,632)	\$ -	\$ -	\$ (41,323,632)
	Peck K-8 Expeditionary Learning Total		\$ -	\$ -	\$ -	\$ -
	Ragsdale High School	Expense	\$ 46,287,351	\$ 46,286,086	\$ -	\$ 1,265
		Revenue	\$ (46,287,351)	\$ (46,287,351)	\$ -	\$ -
	Ragsdale High School Total		\$ -	\$ (1,265)	\$ -	\$ 1,265
	Reedy Fork Area Elementary School	Expense	\$ 16,347,859	\$ 16,274,604	\$ -	\$ 73,255
		Revenue	\$ (16,347,859)	\$ (16,347,859)	\$ -	\$ -
	Reedy Fork Area Elementary School Total		\$ -	\$ (73,255)	\$ -	\$ 73,255
	Roof R/R Andrews High School	Expense	\$ 767,481	\$ 762,504	\$ -	\$ 4,977
		Revenue	\$ (767,481)	\$ (767,481)	\$ -	\$ (0)
	Roof R/R Andrews High School Total		\$ -	\$ (4,977)	\$ -	\$ 4,977
	Roof R/R Pleasant Garden ES	Expense	\$ 258,630	\$ 227,868	\$ -	\$ 30,762
		Revenue	\$ (258,630)	\$ (258,630)	\$ -	\$ -
	Roof R/R Pleasant Garden ES Total		\$ -	\$ (30,762)	\$ -	\$ 30,762
	Roofing System-Wide	Expense	\$ 6,039,748	\$ 5,815,163	\$ -	\$ 224,586
		Revenue	\$ (6,039,748)	\$ (6,023,011)	\$ -	\$ (16,737)
	Roofing System-Wide Total		\$ -	\$ (207,848)	\$ -	\$ 207,848
	School Capital Maintenance & Re-Opening	Expense	\$ 5,000,000	\$ 393,790	\$ -	\$ 4,606,210
		Revenue	\$ (5,000,000)	\$ (5,000,000)	\$ -	\$ -
	School Capital Maintenance & Re-Opening Total		\$ -	\$ (4,606,210)	\$ -	\$ 4,606,210
	School Safety & Security Improvements	Expense	\$ 600,000	\$ 63,250	\$ -	\$ 536,750
		Revenue	\$ (600,000)	\$ (600,000)	\$ -	\$ -
	School Safety & Security Improvements Total		\$ -	\$ (536,750)	\$ -	\$ 536,750
	Smith HS - Athletic Renovation	Expense	\$ 7,679,051	\$ 7,592,815	\$ -	\$ 86,236
		Revenue	\$ (7,679,051)	\$ (7,679,058)	\$ -	\$ 7
	Smith HS - Athletic Renovation Total		\$ -	\$ (86,243)	\$ -	\$ 86,243
	Smith HS - HVAC	Expense	\$ 19,878,222	\$ 19,814,894	\$ -	\$ 63,328
		Revenue	\$ (19,878,222)	\$ (19,870,963)	\$ -	\$ (7,259)
	Smith HS - HVAC Total		\$ -	\$ (56,069)	\$ -	\$ 56,069
	Southeast High School	Expense	\$ 32,028,433	\$ 32,023,226	\$ -	\$ 5,208
		Revenue	\$ (32,028,433)	\$ (32,028,433)	\$ -	\$ -
	Southeast High School Total		\$ -	\$ (5,208)	\$ -	\$ 5,208
	Southern HS Stadium Improvmts	Expense	\$ 634,480	\$ 566,779	\$ -	\$ 67,701
		Revenue	\$ (634,480)	\$ (634,480)	\$ -	\$ -
	Southern HS Stadium Improvmts Total		\$ -	\$ (67,701)	\$ -	\$ 67,701
	Southwest Area K-8 School with STEM	Expense	\$ 56,792,945	\$ -	\$ -	\$ 56,792,945
		Revenue	\$ (56,792,945)	\$ -	\$ -	\$ (56,792,945)
	Southwest Area K-8 School with STEM Total		\$ -	\$ -	\$ -	\$ -

Service Area	Project	Type	Project Budget	Actual Rev/Exp	Encumbered	Balance
	Southwest High School	Expense	\$ 19,869,678	\$ 19,868,571	\$ -	\$ 1,107
		Revenue	\$ (19,869,678)	\$ (19,869,678)	\$ -	\$ -
	Southwest High School Total		\$ -	\$ (1,107)	\$ -	\$ 1,107
	Sternberger Elementary	Expense	\$ 3,818,849	\$ -	\$ -	\$ 3,818,849
		Revenue	\$ (3,818,849)	\$ -	\$ -	\$ (3,818,849)
	Sternberger Elementary Total		\$ -	\$ -	\$ -	\$ -
	System-Wide Renovation @ Var Sch Sites	Expense	\$ 5,188,619	\$ 5,078,259	\$ -	\$ 110,360
		Revenue	\$ (5,188,619)	\$ (5,188,618)	\$ -	\$ (1)
	System-Wide Renovation @ Var Sch Sites Total		\$ -	\$ (110,359)	\$ -	\$ 110,359
	System-Wide Renovation FY 2012	Expense	\$ 4,849,057	\$ 4,742,887	\$ -	\$ 106,170
		Revenue	\$ (4,849,057)	\$ (4,849,057)	\$ -	\$ -
	System-Wide Renovation FY 2012 Total		\$ -	\$ (106,170)	\$ -	\$ 106,170
	System-wide Safety & Security	Expense	\$ 1,491,703	\$ 1,417,211	\$ -	\$ 74,492
		Revenue	\$ (1,491,703)	\$ (1,491,703)	\$ -	\$ -
	System-wide Safety & Security Total		\$ -	\$ (74,492)	\$ -	\$ 74,492
	Western HS - Addition/Renovtin	Expense	\$ 8,547,130	\$ 8,307,250	\$ -	\$ 239,880
		Revenue	\$ (8,547,130)	\$ (8,547,130)	\$ -	\$ -
	Western HS - Addition/Renovtin Total		\$ -	\$ (239,880)	\$ -	\$ 239,880
Guilford County Schools Total			\$ -	\$ (16,973,233)	\$ -	\$ 16,973,233
Guilford Technical Community College	GTCC - Center for Advanced Manufacturing	Expense	\$ 33,434,148	\$ 33,434,148	\$ -	\$ -
		Revenue	\$ (33,434,148)	\$ (33,434,149)	\$ -	\$ 1
	GTCC - Center for Advanced Manufacturing Total		\$ -	\$ (1)	\$ -	\$ 1
	GTCC - Medlin Learning Ctr-HVAC&Renov	Expense	\$ 7,826,356	\$ 7,689,320	\$ -	\$ 137,036
		Revenue	\$ (7,826,356)	\$ (7,826,356)	\$ -	\$ -
	GTCC - Medlin Learning Ctr-HVAC&Renov Total		\$ -	\$ (137,036)	\$ -	\$ 137,036
	GTCC Capital Maintenance FY 2019	Expense	\$ 1,500,000	\$ 1,500,000	\$ -	\$ -
		Revenue	\$ (1,500,000)	\$ (1,500,000)	\$ -	\$ -
	GTCC Capital Maintenance FY 2019 Total		\$ -	\$ -	\$ -	\$ -
	GTCC Capital Maintenance FY 2020	Expense	\$ 1,000,000	\$ 727,467	\$ -	\$ 272,533
		Revenue	\$ (1,000,000)	\$ (1,000,000)	\$ -	\$ -
	GTCC Capital Maintenance FY 2020 Total		\$ -	\$ (272,533)	\$ -	\$ 272,533
	GTCC Capital Maintenance FY 2021	Expense	\$ 550,000	\$ -	\$ -	\$ 550,000
		Revenue	\$ (550,000)	\$ (550,000)	\$ -	\$ -
	GTCC Capital Maintenance FY 2021 Total		\$ -	\$ (550,000)	\$ -	\$ 550,000
Guilford Technical Community College Total			\$ -	\$ (959,571)	\$ -	\$ 959,571
Parks & Open Space	Atlantic & Yadkin Grnway-Stim	Expense	\$ 664,549	\$ 279,964	\$ -	\$ 384,585
		Revenue	\$ (664,549)	\$ (664,548)	\$ -	\$ (1)
	Atlantic & Yadkin Grnway-Stim Total		\$ -	\$ (384,584)	\$ -	\$ 384,584
	Bryan Park Expansion	Expense	\$ 100,000	\$ 16,440	\$ -	\$ 83,560
		Revenue	\$ (100,000)	\$ (100,000)	\$ -	\$ -
	Bryan Park Expansion Total		\$ -	\$ (83,560)	\$ -	\$ 83,560
	Bryan Park Phase I	Expense	\$ 100,000	\$ 31,420	\$ -	\$ 68,580
		Revenue	\$ (100,000)	\$ (100,000)	\$ -	\$ -
	Bryan Park Phase I Total		\$ -	\$ (68,580)	\$ -	\$ 68,580
	Bur-Mil Park Clubhouse Renovations	Expense	\$ 1,283,000	\$ 1,224,269	\$ -	\$ 58,731

Service Area	Project	Type	Project Budget	Actual Rev/Exp	Encumbered	Balance
	Bur-Mil Park Clubhouse Renovations	Revenue	\$ (1,283,000)	\$ (1,283,000)	\$ -	\$ -
	Bur-Mil Park Clubhouse Renovations Total		\$ -	\$ (58,731)	\$ -	\$ 58,731
	Bur-Mil Park Improvements	Expense	\$ 3,065,352	\$ 2,960,657	\$ -	\$ 104,695
		Revenue	\$ (3,065,352)	\$ (3,065,352)	\$ -	\$ -
	Bur-Mil Park Improvements Total		\$ -	\$ (104,695)	\$ -	\$ 104,695
	Hagan-Stone Park	Expense	\$ 1,384,499	\$ 1,381,080	\$ -	\$ 3,419
		Revenue	\$ (1,384,499)	\$ (1,384,500)	\$ -	\$ 1
	Hagan-Stone Park Total		\$ -	\$ (3,420)	\$ -	\$ 3,420
	Hagan-Stone Park Swimming Pool	Expense	\$ 2,000,000	\$ 1,988,548	\$ -	\$ 11,453
		Revenue	\$ (2,000,000)	\$ (2,000,000)	\$ -	\$ -
	Hagan-Stone Park Swimming Pool Total		\$ -	\$ (11,453)	\$ -	\$ 11,453
	Northeast Park	Expense	\$ 9,242,725	\$ 9,039,208	\$ -	\$ 203,517
		Revenue	\$ (9,242,725)	\$ (9,242,725)	\$ -	\$ -
	Northeast Park Total		\$ -	\$ (203,517)	\$ -	\$ 203,517
	Open Space Acquisition	Expense	\$ 10,248,246	\$ 9,948,826	\$ (165,000)	\$ 464,420
		Revenue	\$ (10,248,246)	\$ (10,223,246)	\$ -	\$ (25,000)
	Open Space Acquisition Total		\$ -	\$ (274,421)	\$ (165,000)	\$ 439,421
	Trails Development	Expense	\$ 363,938	\$ 98,381	\$ -	\$ 265,557
		Revenue	\$ (363,938)	\$ (363,938)	\$ -	\$ -
	Trails Development Total		\$ -	\$ (265,557)	\$ -	\$ 265,557
	Parks & Open Space Total		\$ -	\$ (1,458,519)	\$ (165,000)	\$ 1,623,519
Public Safety	800 MHz Infrastructure Upgrade	Expense	\$ 11,964,274	\$ 9,911,762	\$ -	\$ 2,052,512
		Revenue	\$ (11,964,274)	\$ (11,964,274)	\$ -	\$ -
	800 MHz Infrastructure Upgrade Total		\$ -	\$ (2,052,512)	\$ -	\$ 2,052,512
	County Animal Shelter Replacement	Expense	\$ 15,350,717	\$ 13,078,197	\$ 128,998	\$ 2,143,522
		Revenue	\$ (15,350,717)	\$ (15,350,717)	\$ -	\$ (0)
	County Animal Shelter Replacement Total		\$ -	\$ (2,272,519)	\$ 128,998	\$ 2,143,521
	EMS Maintenance & Logistics Facility	Expense	\$ 14,416,463	\$ 13,659,199	\$ 1,410	\$ 755,853
		Revenue	\$ (14,416,463)	\$ (14,416,463)	\$ -	\$ -
	EMS Maintenance & Logistics Facility Total		\$ -	\$ (757,264)	\$ 1,410	\$ 755,853
	Fire Station 63 EMS Co-Location	Expense	\$ 511,248	\$ 485,808	\$ 17,940	\$ 7,500
		Revenue	\$ (511,248)	\$ (511,248)	\$ -	\$ -
	Fire Station 63 EMS Co-Location Total		\$ -	\$ (25,440)	\$ 17,940	\$ 7,500
	Fire Station 7 EMS Base 1 Co-Location	Expense	\$ 1,775,000	\$ -	\$ 1,773,225	\$ 1,775
		Revenue	\$ (1,775,000)	\$ (1,775,000)	\$ -	\$ -
	Fire Station 7 EMS Base 1 Co-Location Total		\$ -	\$ (1,775,000)	\$ 1,773,225	\$ 1,775
	High Point Courthouse Renovations	Expense	\$ 2,228,626	\$ 1,522,558	\$ -	\$ 706,068
		Revenue	\$ (2,228,626)	\$ (2,228,626)	\$ -	\$ -
	High Point Courthouse Renovations Total		\$ -	\$ (706,068)	\$ -	\$ 706,068
	Juvenile Justice Facility	Expense	\$ 1,800,000	\$ -	\$ -	\$ 1,800,000
		Revenue	\$ (1,800,000)	\$ -	\$ -	\$ (1,800,000)
	Juvenile Justice Facility Total		\$ -	\$ -	\$ -	\$ -
	Law Enforcement Admin Bldg Renovation	Expense	\$ 1,883,500	\$ 723,478	\$ -	\$ 1,160,022
		Revenue	\$ (1,883,500)	\$ (1,736,000)	\$ -	\$ (147,500)
	Law Enforcement Admin Bldg Renovation Total		\$ -	\$ (1,012,522)	\$ -	\$ 1,012,522

Service Area	Project	Type	Project Budget	Actual Rev/Exp	Encumbered	Balance
Public Safety Total			\$ -	\$ (8,601,325)	\$ 1,921,574	\$ 6,679,751
Grand Total			\$ -	\$ (34,806,978)	\$ 2,175,788	\$ 32,631,190



Glossary of Budget-Related terms

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.

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. 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 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.

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 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.

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.

Water/Sewer Construction Fund - Transactions associated with the financing and construction of various water and sewer construction projects.

County Profile

Guilford County (NC)

July 2021

Demographics

Population & Growth

	Population	% Annual Growth
2019 Est Population	527,868	0.8%
2010 Census Total Population	488,406	1.6%
Jul2019 NC Certified Population Estimate	536,096	0.3%

Urban/Rural Representation

		Urban/Rural Percent
2010 Census Total Population: Urban	426,406	87.3%
2010 Census Total Population: Rural	62,000	12.7%

Estimated Population by Age

		% Pop by Age
2019 Est Median Age	37	
2019 Est Total Pop 0-19	137,490	26.1%
2019 Est Total Pop 20-24	38,337	7.3%
2019 Est Total Pop 25-34	72,567	13.7%
2019 Est Total Pop 35-44	65,029	12.3%
2019 Est Total Pop 45-54	70,725	13.4%
2019 Est Total Pop 55-64	65,510	12.4%
2019 Est Total Pop 65+	78,210	14.8%

Commuters, Workers Age 16 and Over, 2019 Census ACS Est

Percent of Workers, By Travel Time

Avg Travel Time, Minutes	21.9
Workers Not Working at Home	234,262
Travel Time to Work: < 10 minutes	11.2%
Travel Time to Work: 10-14 minutes	16.2%
Travel Time to Work: 15-19 minutes	21.4%
Travel Time to Work: 20-24 minutes	18.4%
Travel Time to Work: 25-29 minutes	8.5%
Travel Time to Work: 30-34 minutes	12.0%
Travel Time to Work: 35-44 minutes	4.9%
Travel Time to Work: 45-59 minutes	3.5%
Travel Time to Work: 60+ minutes	3.9%

Workers, By Transportation

Worker Transp, Base	248,015
Work at Home	5.5%
Drove Car/Truck/Van Alone	82.0%
Carpooled Car/Truck/Van	8.5%
Public Transportation	1.2%
Walked	1.6%
Bicycle	0.2%
Taxi, Motorcycle, Other	0.9%

Place of Work

Worked in State/County of Residence	
Worked in State/Outside County of Residence	
Worked Outside State of Residence	

Commuters

205,604
39,434
2,976

Residents

82.9%
15.9%
1.2%

Education

		Pop Age 25+
2019-20 Kindergarten-12th Enrollment	78,563	
2020 Average SAT score (1600 scale)	1,078	
2020 Percent of Graduates taking SAT	54.6%	
2019-20 (Provisional) Higher Education Completions	11,982	
2019-20 (Provisional) Higher Education Enrollment	61,479	
2019 Est Education Attainment age 25+, At Least High School Graduate	313,525	89.1%
2019 Est Education Attainment age 25+, At Least Bachelor's Degree	126,827	36.0%

Housing

		% Ann Growth or % Total
2010 Census Total Housing	196,628	
2010 Census Total Households	218,017	
2019 Est Total Housing Units, % annual growth	228,346	0.7%
2019 Est Occupied Housing, % of total	203,987	89.3%
2019 Est Vacant Housing, % of total	24,359	10.7%
2019 Est Median Value of Owner Occupied Housing	\$167,000	
2019 Est Median Gross Rent	\$878	
2019 Est Owner Occupied Housing, % of total	119,903	58.8%
2019 Est Renter Occupied Housing, % of total	84,084	41.2%
2019 Est % Owner Occupied Vacancy Rate	1.5%	
2019 Est % Renter Occupied Vacancy Rate	7.5%	

Income

		% Ann Growth or % Pov
2019 Est Median Family Income	\$67,355	
2019 Median Household Income (SAIPE)	\$55,820	7.0%
2019 Est Median Worker Earnings	\$31,413	
2019 Per Capita Income (BEA)	\$47,546	
2019 Est Pop, Income Below Poverty (SAIPE)	83,004	16.0%

Employment / Unemployment

	Currently	2020 Annual
Jun2021 Prelim., 2020 Employment	241,871	234,933
Jun2021 Prelim., 2020 Unemployment	14,702	22,064
Jun2021 Prelim., 2020 Unemployment Rate	5.7%	8.6%
2021Q1YTD, 2020 Announced Job Creation	21	637
2021Q1YTD, 2020 Total Announced Investments (\$mil)	\$72.6	\$118.7

Employment / Wages by Industry

	2020Q4 Employment	2020 Employment	2020Q4 Avg Weekly Wage	2020 Avg Weekly Wage
Total All Industries	263,456	270,641	\$988	\$1,016
Total Government	26,755	30,456	\$1,041	\$1,007
Total Private Industry	236,701	240,185	\$982	\$1,017
Agriculture Forestry Fishing & Hunting	640	551	\$534	\$603
Mining	71	70	\$1,045	\$1,107
Utilities	379	379	\$1,730	\$1,868
Construction	12,228	12,238	\$1,138	\$1,185
Manufacturing	30,938	31,049	\$1,272	\$1,300
Wholesale Trade	15,521	15,873	\$1,241	\$1,300
Retail Trade	28,459	28,753	\$674	\$667
Transportation and Warehousing	21,259	21,584	\$1,022	\$1,049
Information	4,004	4,094	\$1,286	\$1,397
Finance and Insurance	12,109	12,190	\$1,436	\$1,633
Real Estate and Rental and Leasing	4,292	4,375	\$974	\$1,025
Professional and Technical Services	12,167	12,365	\$1,470	\$1,481
Mgt of Companies, Enterprises	5,400	5,566	\$1,801	\$2,012
Administrative and Waste Services	21,656	22,417	\$634	\$645
Educational Services	17,887	21,905	\$1,025	\$932
Health Care and Social Assistance	36,383	36,473	\$1,000	\$1,049
Arts, Entertainment and Recreation	2,673	2,627	\$388	\$402
Accommodation and Food Services	21,050	21,715	\$354	\$353
Other Services Ex. Public Admin	6,069	6,154	\$772	\$768
Public Administration	10,272	10,266	\$965	\$1,010
Unclassified	0	0	\$0	\$0

Commercial/Retail/Industrial

Local Business

2020Q4 Available Industrial Buildings	101
2020Q4 Establishments: Total Private Industry	14,809
2020Q4 Establishments: Manufacturing	650
2019 Est Self Employed	12,637

Local Retail Business

2021 Total Retail Sales (With Food/Drink) (\$mil)	\$6,148.1
2021 Total Retail Businesses (With Food/Drink)	4,676
2021 Avg Sales/Business Total (with Food/Drink)	\$1,314,826
2020Q4 Available Commercial Buildings (if County reports)	209

Quality of Life

Taxes

FY2020-21 Property Tax Rate per \$100 Value	\$0.7305
FY2019-20 Annual Taxable Retail Sales (\$mil)	\$7,827.6
2021 Tier designation	2

Childcare

2021Q2 Licensed Child Care Facilities	372
2021Q2 Licensed Child Care Enrollment	14,733

Healthcare Providers

2019 Number of Physicians	1,319
2019 Physicians/10,000 population	24.4
2019 RNs/10,000 population	111.5
2019 Dentists/10,000 population	5.6
2017 Pharmacists/10,000 population	10.8

Sources:

Census (2010, ACS 2015-19) for income, commuters, place of work, population, housing, and educational attainment at <https://data.census.gov>. AGS for retail data at www.AppliedGeographic.com. NC Dept. of Education for SAT data by NC county system at <http://www.ncpublicschools.org>. US Dept. of Education, National Center for Education Statistics for higher education data at <https://nces.ed.gov/ipeds/datacenter>. NC Commerce, Labor and Economic Analysis Division for NC tiers, occupational data, employment and unemployment, and wages and establishments by industry at <http://accessnc.nccommerce.com/>. EDPNC for announced new jobs and investment and available buildings at <https://edpnc.com>. NC Dept. of Health & Human Services for childcare data at <http://www.ncdhhs.gov/>. UNC Sheps Center for healthcare professions at <https://nchealthworkforce.unc.edu/>. For more data resources, see <http://accessnc.nccommerce.com/index.html>.

Notes:

Data are the latest available at the date the profile was prepared. A period means the data is not available. SAT scores use the 1600 scoring system and represent county systems. Unemployment data is now the latest month which is preliminary and is subject to change. US Education IPEDs data for Completions and Enrollment is at least Provisional and updated when Final. Census' American Community Survey (ACS) data are estimates, noted 'Est' and are from the 5-year survey; data is as of final year with dollars inflated to final year. Per capita income is a broad measure of income spread over all residents. Worker earnings includes wage income for residents regardless of where they work. Private sector wages are paid by local employers to their employees regardless of where they live. Additional data resources are available at: <http://accessnc.nccommerce.com/index.html>.

Guilford County Commuting Report, Primary Jobs 2018

OVERALL INFLOW OUTFLOW ANALYSIS

Resident Flow (Live/Work in Guilford County)	Jobs
Resident Live/Work in Guilford County	130,096
Worker inflow	135,718
Resident Outflow	84,693
Net Flow	51,025

COMMUTING FLOW ANALYSIS BY EARNING, AGE AND INDUSTRY GROUP

Earnings Group	Worker Inflow	Percent of Total	Resident Worker	Percent of Total	Resident Outflow	Percent of Total	Net Flow
Jobs earning \$1,250 per month or less	26,208	19.3%	26,344	20.2%	18,009	21.3%	8,199
Jobs earning \$1,251 to \$3,333 per month	47,582	35.1%	48,935	37.6%	30,454	36.0%	17,128
Jobs earning more than \$3,333 per month	61,928	45.6%	54,817	42.1%	36,230	42.8%	25,698

Age Group	Worker Inflow	Percent of Total	Resident Worker	Percent of Total	Resident Outflow	Percent of Total	Net Flow
Jobs of workers age 29 or younger	31,511	23.2%	26,991	20.7%	21,405	25.3%	10,106
Jobs for workers age 30 to 54	72,932	53.7%	69,814	53.7%	44,808	52.9%	28,124
Jobs for workers age 55 or older	31,275	23.0%	33,291	25.6%	18,480	21.8%	12,795

Industry Group	Worker Inflow	Percent of Total	Resident Worker	Percent of Total	Resident Outflow	Percent of Total	Net Flow
Jobs in Goods Producing industries	24,323	17.9%	20,655	15.9%	12,536	14.8%	11,787
Jobs in Trade, Transportation, and Utilities industries	38,923	28.7%	24,830	19.1%	20,880	24.7%	18,043
Jobs in All Other Services industries	72,472	53.4%	84,611	65.0%	51,277	60.5%	21,195

Data Source: US Census Bureau, Center for Economic Studies, LODES, 2018, available in 2021

This workforce product was funded by a grant awarded by the U.S. Department of Labor's Employment and Training Administration. The product was created by the recipient and does not necessarily reflect the official position of the U.S. Department of Labor. The Department of Labor makes no guarantees, warranties, or assurances of any kind, express or implied, with respect to such information, including any information on linked sites and including, but not limited to, accuracy of the information or its completeness, timeliness, usefulness, adequacy, continued availability, or ownership. This product is copyrighted by the institution that created it. Internal use by an organization and/or personal use by an individual for non-commercial purposes is permissible. All other uses require the prior authorization of the copyright owner.

COMMUTING BY TOP 10 COUNTIES AND BY STATE

Workers Coming Into Guilford County

Resident County	Jobs	Percent of Inflow Jobs	Percent of All County Jobs
Forsyth County, NC	21,427	15.8%	8.1%
Randolph County, NC	15,415	11.4%	5.8%
Davidson County, NC	14,368	10.6%	5.4%
Rockingham County, NC	10,275	7.6%	3.9%
Alamance County, NC	8,911	6.6%	3.4%
Wake County, NC	7,742	5.7%	2.9%
Mecklenburg County, NC	7,241	5.3%	2.7%
Durham County, NC	2,916	2.1%	1.1%
Stokes County, NC	2,113	1.6%	0.8%
Cabarrus County, NC	1,889	1.4%	0.7%

Workers Coming into Guilford County by Surrounding State

State	State Resident Workers	Percent of Inflow Jobs	Percent of All County Jobs
Virginia	2,376	1.8%	0.9%
South Carolina	2,142	1.6%	0.8%
Georgia	269	0.2%	0.1%
Tennessee	202	0.1%	0.1%

Residents Working Out of Guilford County

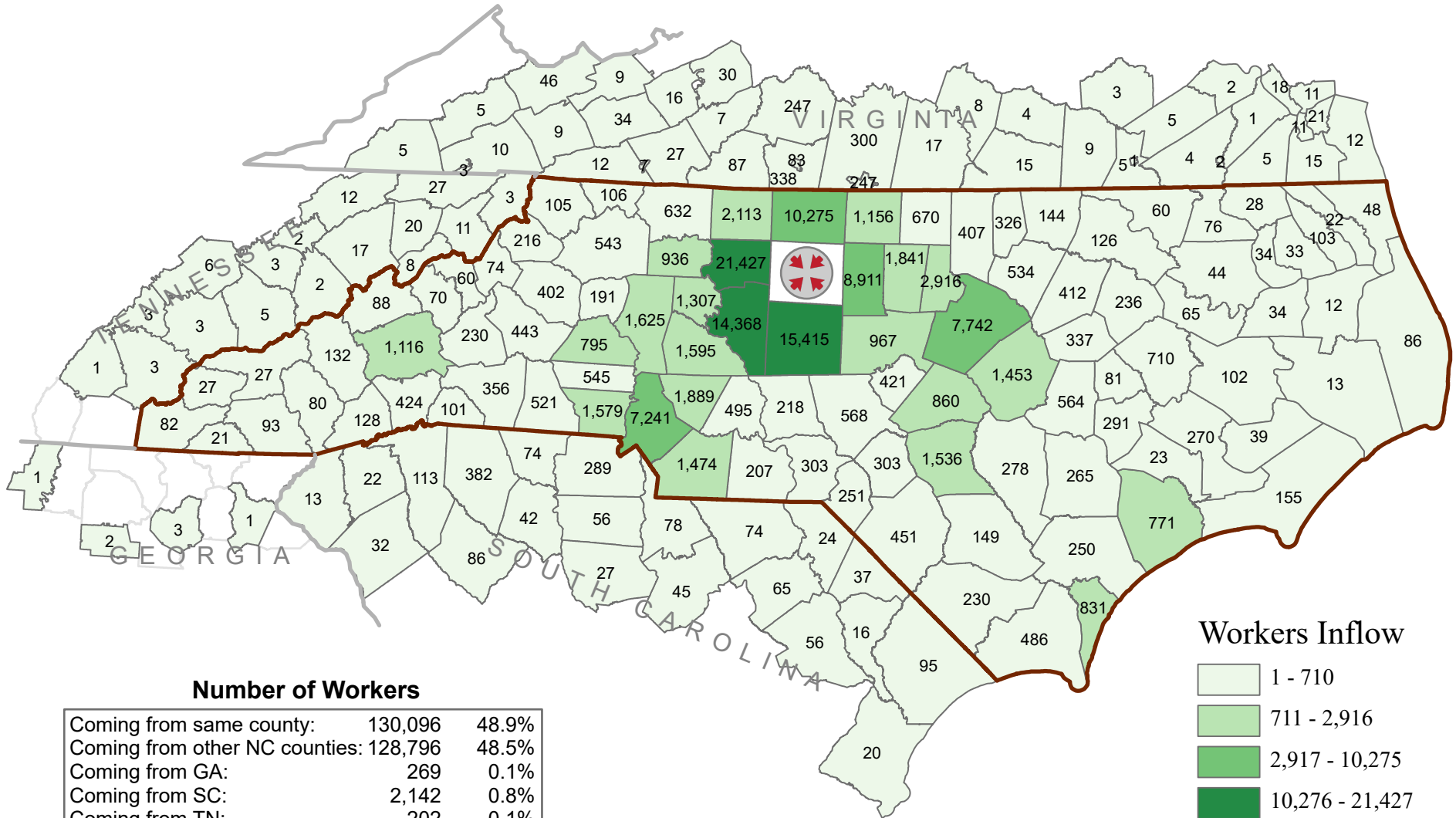
Workplace County	Jobs	Percent of Outflow Jobs	Percent of All County Jobs
Forsyth County, NC	16,245	19.2%	7.6%
Mecklenburg County, NC	11,568	13.7%	5.4%
Wake County, NC	9,719	11.5%	4.5%
Alamance County, NC	8,002	9.4%	3.7%
Randolph County, NC	5,700	6.7%	2.7%
Davidson County, NC	3,939	4.7%	1.8%
Durham County, NC	2,946	3.5%	1.4%
Rockingham County, NC	2,381	2.8%	1.1%
Orange County, NC	1,364	1.6%	0.6%
Catawba County, NC	1,140	1.3%	0.5%

Residents Working Out of Guilford County by Surrounding State

State	State Resident Workers	Percent of Outflow Jobs	Percent of All County Jobs
Virginia	1,528	1.8%	0.6%
South Carolina	658	0.8%	0.2%
Georgia	357	0.4%	0.1%
Tennessee	226	0.3%	0.1%



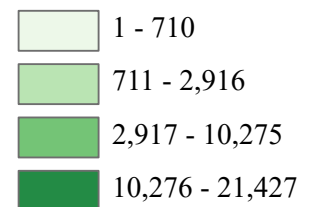
Workers Commuting into Guilford County, North Carolina



Number of Workers

Coming from same county:	130,096	48.9%
Coming from other NC counties:	128,796	48.5%
Coming from GA:	269	0.1%
Coming from SC:	2,142	0.8%
Coming from TN:	202	0.1%
Coming from VA:	2,376	0.9%
Coming from all other States:	1,933	0.7%
Total:	265,814	100%

Workers Inflow



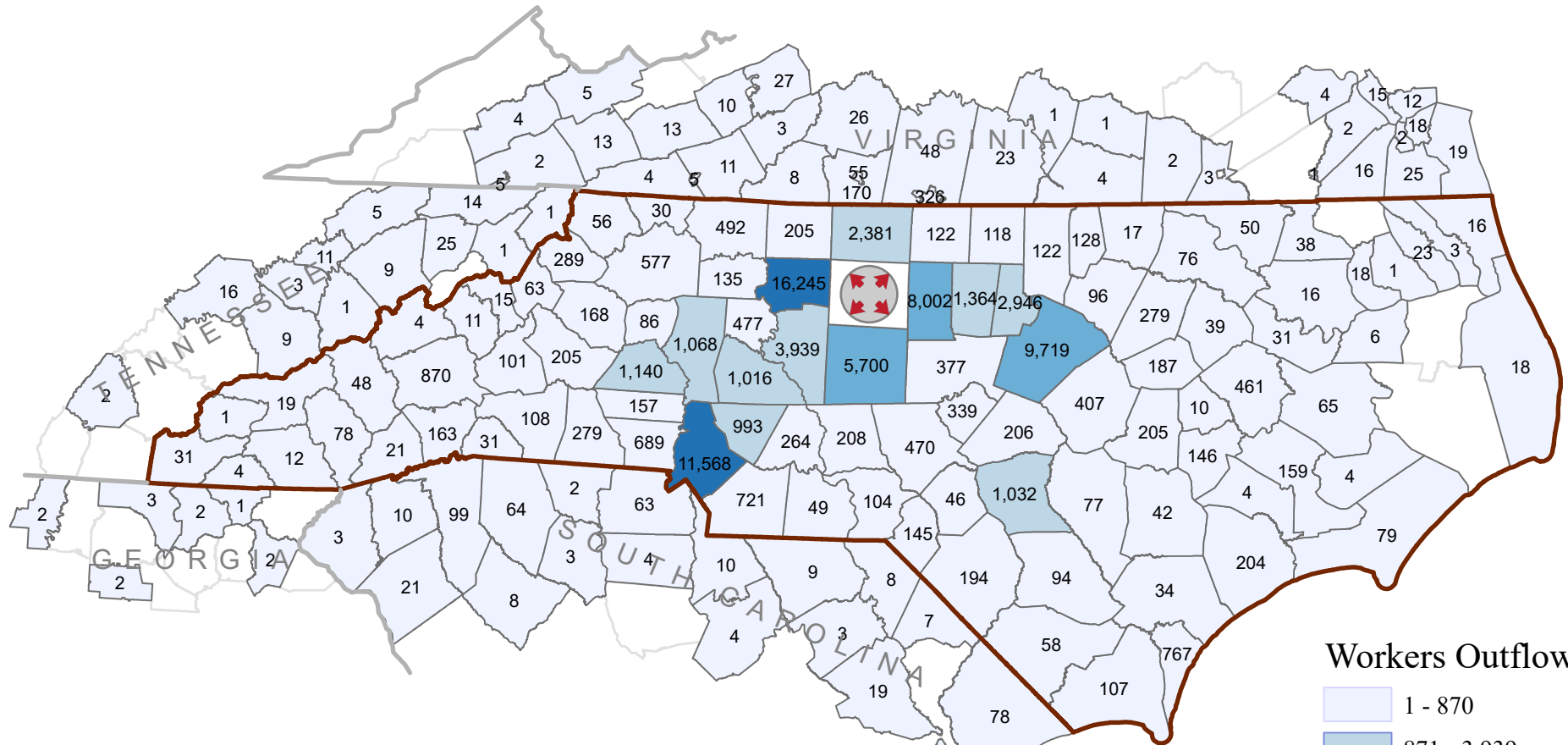
Data Source: US Census Bureau, Center for Economic Studies, LODES, 2018.
Map Created in March, 2021

60 Miles



NC DEPARTMENT
of COMMERCE
LABOR & ECONOMIC
ANALYSIS

Workers Commuting out of Guilford County, North Carolina

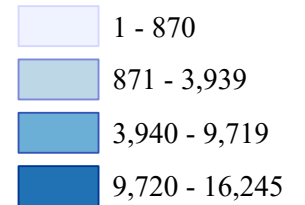


338

Number of Workers

Work in same county:	130,096	60.6%
Work in other NC counties:	79,988	37.2%
Work in GA:	357	0.2%
Work in SC:	658	0.3%
Work in TN:	226	0.1%
Work in VA:	1,528	0.7%
Work in all other States	1,936	0.9%
Total:	214,789	100%

Workers Outflow



Data Source: US Census Bureau, Center for Economic Studies, LODES, 2018.
Map Created in March, 2021

70 Miles



NC DEPARTMENT
of COMMERCE
LABOR & ECONOMIC
ANALYSIS

**Guilford County, North Carolina
Principal Employers
Current Year and Nine Years Ago**

Employer	2020			2011		
	Employees	Rank	Percentage of Total County Employment	Employees	Rank	Percentage of Total County Employment
Cone Health	13,085	1	5.14	7,776	2	3.54
Guilford County School System	10,033	2	3.94	10,132	1	4.81
United States Postal Service	3,500	3	1.38	2,800	4	1.27
City of Greensboro	2,949	4	1.16	2,985	3	1.36
Guilford County Government	2,641	5	1.04	2,437	6	1.11
The Volvo Group	2,600	6	1.02	-	-	-
University of North Carolina at Greensboro	2,430	7	0.95	2,552	5	1.16
HAECO Americas	2,200	8	0.86	-	-	-
Ralph Lauren Corporation	2,097	9	0.82	-	-	-
Unifi Inc.	2,064	10	0.81	-	-	-
North Carolina A&T State University	-	-	-	2,049	7	1.11
High Point Regional Health System(1)	-	-	-	2,036	8	1.11
Bank of America	-	-	-	2,000	9	0.91
United Parcel Service	-	-	-	2,000	10	0.91
Total County Employment	254,504			219,781		

Notes:

(1) High Point Regional Health System was aquired by Wake Forest Baptist Health.

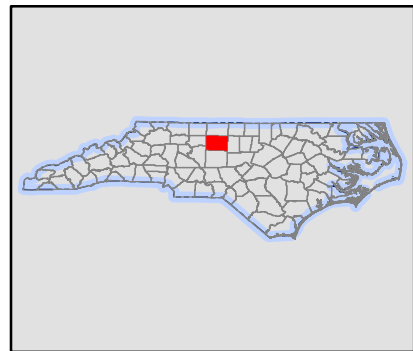
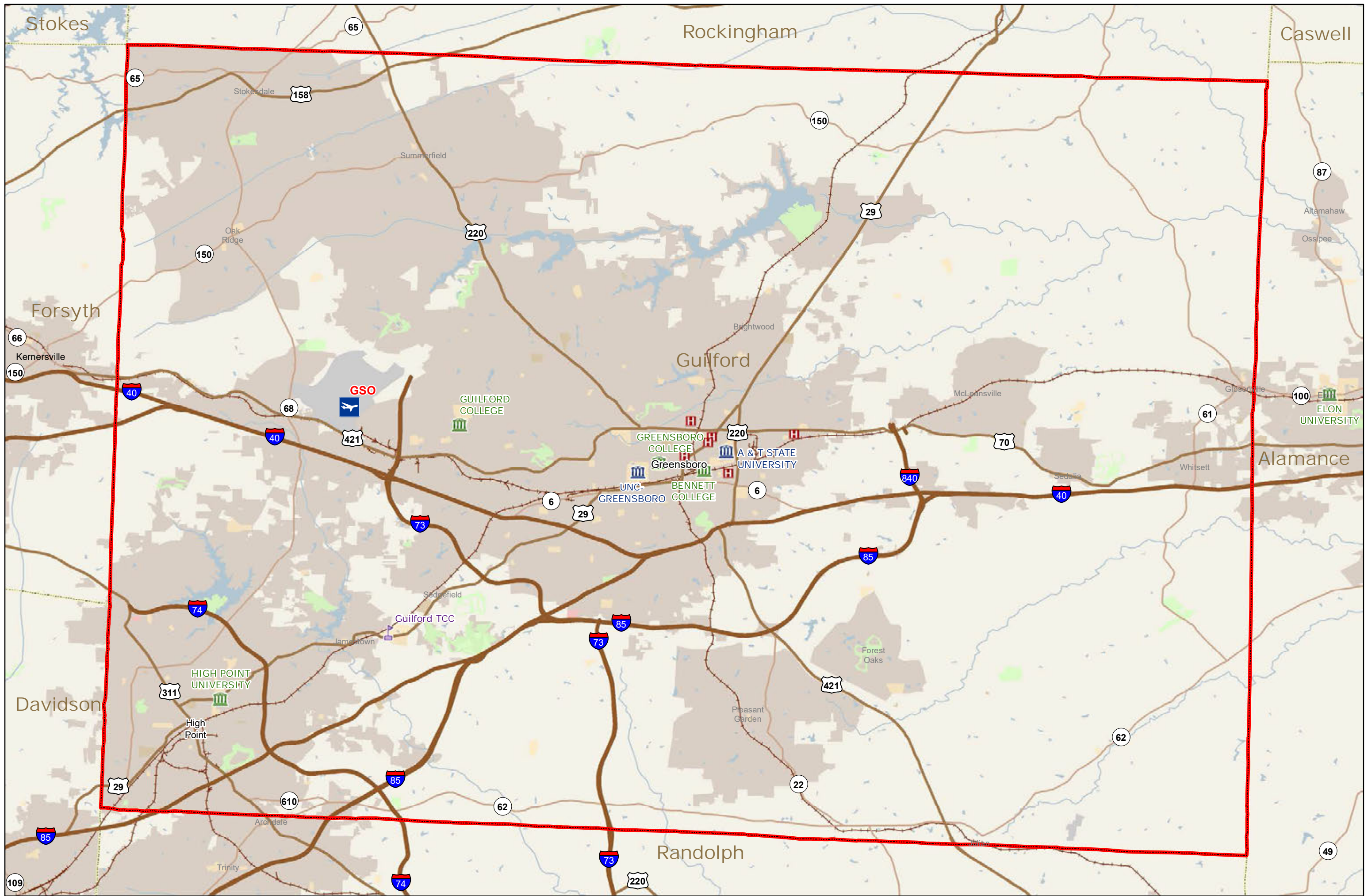
Sources:

Principal employer data is from the Triad Business Journal and the individual employers. Total County employment is for calendar years 2010 and 2019 from the North Carolina Department of Commerce.

**Guilford County, North Carolina
Principal Taxpayers
Current Year and Nine Years Ago**

<u>Taxpayer</u>	<u>Fiscal Year 2020</u>			<u>Fiscal Year 2011</u>		
	<u>Assessed Value</u>	<u>Rank</u>	<u>Percentage of Total Assessed Value</u>	<u>Assessed Value</u>	<u>Rank</u>	<u>Percentage of Total Assessed Value</u>
Duke Energy Carolinas LLC	\$ 526,539,756	1	1.00	\$ 342,955,400	1	0.76
Koury Corporation	315,239,445	2	0.60	276,394,628	3	0.62
Procter & Gamble Manufacturing Company	284,895,137	3	0.54	173,352,050	7	0.39
Lincoln National Life Insurance (formerly Jefferson-Pilot)	280,644,575	4	0.53			
ITG Brands LLC (formerly Lorillard Tobacco Company)	265,206,296	5	0.50	280,789,617	2	0.63
American Express Travel Related Services Inc.	254,027,276	6	0.48			
International Home Furnishings Center	170,893,942	7	0.32	182,538,600	6	0.41
CBL LLC	169,481,400	8	0.32	214,340,937	4	0.48
VF Corporation	160,724,932	9	0.30			
Time Warner Cable Southeast LLC	156,217,432	10	0.30			
TYCO Electronics				190,001,464	5	0.42
Liberty Property LP				141,769,338	8	0.32
AT&T (formerly BellSouth)				140,531,448	9	0.31
RF Micro Devices, Inc.				<u>135,203,960</u>	10	<u>0.30</u>
Total Top Ten Principal Taxpayers	\$ <u>2,583,870,191</u>		<u>4.89</u>	\$ <u>2,077,877,442</u>		<u>4.64</u>

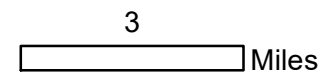
Source: Guilford County Tax Department.



Legend


- | | | |
|----------------------------------|---------------|----------------------|
| USA Airports | Interstate | Water |
| International/Regional/Municipal | US Highway | Park |
| Military/Seaplane Base | State Highway | National Forests |
| Other Airports | Railroads | Municipal Boundaries |
| Hospital | Rivers | County Boundary |
| Public /Private Univ./ Comm Col. | | |

Guilford, North Carolina



THRIVE
in NORTH CAROLINA





**Board of Education's
2021-2022
Budget Request**

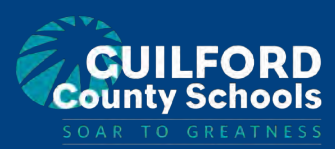
Board of Education's Recommended 2021-2022 Budget

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- 3** Message from Superintendent
- 4** Executive Summary
- 5** Strategic Plan 2022 Overview
- 6** GCS and Proud/GCS by the Numbers
- 7** Budget Report
- 8** Appendices



**Board of Education's
2021-2022
Budget Request**





SUPERINTENDENT
Sharon L. Contreras, PhD



DISTRICT 1
T. Dianne Bellamy Small



DISTRICT 2
Anita Sharpe



DISTRICT 3
Pat Tillman



DISTRICT 4
Linda Welborn



DISTRICT 5
Deborah Napper



DISTRICT 6
Khem Irby



DISTRICT 7
Bettye T. Jenkins



DISTRICT 8
Deena A. Hayes, Chair



AT-LARGE
Winston McGregor, Vice Chair

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**Board of Education's
2021-2022
Budget Request**



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.

CORE VALUES

Diversity

We believe the different experiences individuals bring to our schools are strengths. Embracing diverse cultures, perspectives and abilities enables students and adults to feel valued and safe, a key prerequisite for learning and growth. We are committed to providing an environment where students and staff from all cultures and backgrounds can 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.

Equity

We are committed to creating equitable and inclusive schools where adults take ownership for student learning outcomes and make sure students have what they need to succeed in school and in life. We will acknowledge and dismantle systems, processes and mindsets that perpetuate race, poverty, disability and English language status as predictors of achievement. We will align resources to create equitable opportunities for students and employees. We will eradicate achievement gaps.

Vision

Transforming learning and life outcomes for all students.

Innovation

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

Integrity

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



**Board of Education's
2021-2022
Budget Request**





April 20, 2021

Dear Board of Education Members:

This past school year has truly been one like no other. Despite the significant changes wrought by the pandemic, Guilford County Schools (GCS) has persevered. Now, as we plan for the 2021-22 school year, we must forthrightly address the challenges we face with evidence-based strategies and innovative programming that will begin the long journey of academic, social and emotional recovery.

Our 2021-2022 funding, academic and operational priorities, which align to our *2022 Strategic Plan: Ignite Learning* and the most credible educational research available, include the following:

- Reopening schools for in-person learning for all students and keeping them open as the pandemic progresses;
- Accelerating learning for all students, particularly those experiencing the greatest learning losses during remote learning;
- Strengthening support services to address our students' social and emotional learning needs and well-being;
- Investing in instructional materials and resources for use by teachers and students;
- Improving professional learning to build greater staff capacity in meeting the needs of diverse learners, understanding the impact of trauma on learning and teaching effectively in digital, in-person and blended classroom environments;
- Recruiting, retaining and rewarding highly effective staff;
- Creating clear pathways for students and families that lead to greater post-secondary and economic success;
- Closing the digital divide by increasing home and school access to high-speed internet, devices and high-quality digital resources; and,
- Sustaining and maintaining our current level of operations and services.

Addressing the massive learning losses sustained by our children during the past year requires long-term solutions and long-term commitments of resources. We must carefully and strategically leverage our local, state, federal and stimulus plan dollars, all of which come with different requirements, prohibitions and regulations.

While the planned infusion of federal funding is significant, welcomed and appreciated, we are also deeply cognizant that any economic recovery plan funds we receive will represent one-time support. As such, we must invest these resources strategically and monitor expenditures closely to ensure we gain maximum benefit for our students and our community. Equity must continue to center our work.

To increase our competitiveness and sustain our current level of services to our students and community, I recommend that the Board of Education requests an additional \$25 million in operating funds from Guilford County Commissioners to support a total operating budget of \$742.8 million (excluding capital outlay), of which \$234,610,398 would come from County Commissioners.

As indicated in the table on the following page, the requested increase in local funding focuses solely on items that cannot be addressed through state or local funding sources.

Increase teacher supplement (Year 1 of 5-year initiative)	\$10.00 million
Increase administrator supplement	\$3.25 million
Fully fund approved bus driver pay increase to \$15/hr. for full year	\$1.60 million
School nutrition pay increase to \$15/hr.	\$1.90 million
Sustaining Operations - Legislative Impact <ul style="list-style-type: none"> • Salary increases for locally paid employees = \$2 million; • Retirement and health insurance rate-increases for locally paid employees = \$1.6 million; • Growth in charter school enrollment = \$3.2 million 	\$6.86 million
Restore one-time reductions to balance 2020-21 budget (20-day calendar school, utility savings)	\$1.39 million
Requested increase in funding from Guilford County Board of Commissioners	\$25.0 million

In addition, I recommend requesting \$10 million in capital outlay to respond to the well substantiated backlog of deferred maintenance while also providing funding for emergency repairs and short-term requests and fixes that occur every year with greater frequency and cannot – and should not – be addressed through long-term debt such as school bonds.

Braiding together the various sources of funding for GCS and leveraging our resources to maximize student success represents complex – and important – work. Budgets reflect a school district’s priorities and serve as the most important policy statement a school board can make.

As is the case with every budget recommendation I present, this proposal is student-centered and designed to address the longstanding gaps in access and achievement that have only been exacerbated by the pandemic.

For all children,

Sharon L. Contreras

Sharon L. Contreras, PhD
 Superintendent of Schools



Board of Education's 2021-2022 Budget Request



EXECUTIVE SUMMARY

By the Numbers 2021-2022

Total operating budget: \$742,817,282

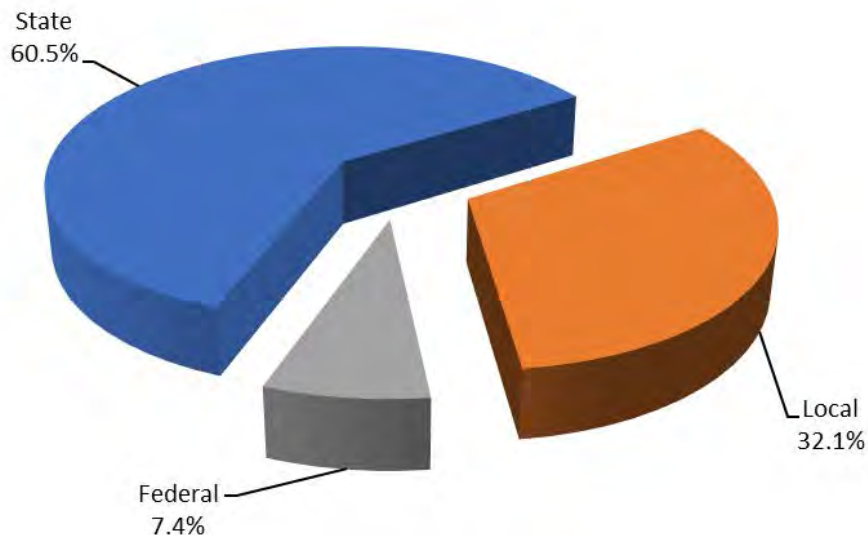
Excludes capital outlay, special revenue and enterprise funds. Special revenue funds are restricted in purpose and not intended for the general K-12 population in the district (i.e. NC Pre-K funds). GCS has two enterprise funds, child nutrition and ACES (After-School Care Enrichment Services).

Total budget: \$807,341,432 (Includes capital outlay, special revenue and enterprise funds.)

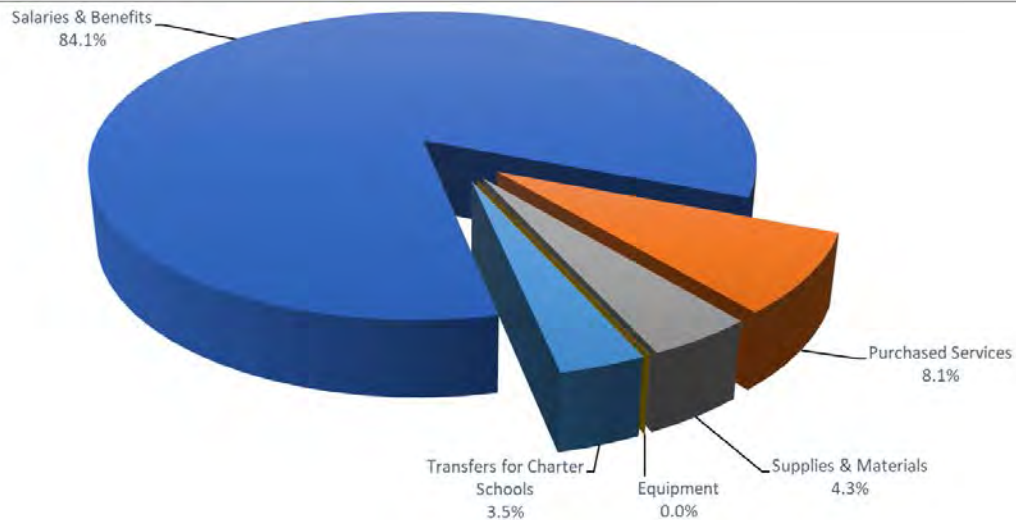
Projected student enrollment for 2021-2022: 70,517. GCS is projecting enrollment be less than the projection for the 2020-2021 school year by 1.1%.

GCS Operating Budget

Revenues/Sources Where The Money Comes From	
State	\$449,618,332
Local (County)	238,213,822
Federal	54,985,128
Total	\$742,817,282



Expenditures/Uses Where the Money Goes	
Salaries & Benefits	\$625,030,852
Purchased Services	\$59,748,033
Supplies & Materials	\$32,037,865
Equipment	\$123,650
Transfers for Charter Schools	\$25,876,882
Total	\$742,817,282



GCS Operating Budget

Serving as the district’s financial plan, the budget aligns GCS resources with the vision, mission, goals, objectives and strategies outlined in the district’s Strategic Plan 2022, which was approved by the Guilford County Board of Education on March 6, 2018. The budget recommendation for the 2021–2022 school year reflects a focus on **long-term solutions to learning loss** as a result of school closures during the COVID–19 pandemic. Those solutions come from focusing on nine priorities: reopening schools and keeping them open; accelerate learning; invest in staff capacity; recruiting, retaining and rewarding highly effective staff; create strong postsecondary pathways; investments in student support services; invest in instructional materials and resources; close the digital divide; and sustaining operations.

Potential GCS Budget Increases

Support and resources for **long-term solutions to learning loss** will be funded, in part, by anticipated federal Elementary and Secondary School Emergency Relief (ESSER) funds. GCS expects to receive approximately \$88.6 million in ESSER II funds and \$198.2 million in ESSER III funds. GCS intends to use these funds to prioritize learning loss due to the COVID–19 pandemic and school closures. The investment strategy will address the skills, resources and infrastructure required to advance the use of educational technology, expand access to students and support blended learning models that are likely to persist both in the immediate future and in years to come. GCS plans to be strategic in how it spends these one–time funds by focusing them on investments that have evidence–based research to support effectiveness, and that will either be sustainable beyond

the grant expiration or will have a defined life-cycle. In addition, the superintendent recommends investing in oversight and accountability to evaluate how the funds are spent.

To address more sustainable solutions the superintendent's budget recommendation also includes requesting funding of an additional \$25 million from the Board of County Commissioners to fund an increase in teacher supplements (\$10 million), increasing administrator supplements ((\$3.25 million), fully fund a previously approved bus driver pay increase (\$1.6 million), increase pay for school nutrition employees (\$1.9 million), address legislative impacts to sustain operations (\$6.86 million), and to restore one-time reductions to balance the 2020-21 budget (\$1.39 million). The budget request also includes \$10 million in capital outlay to address deferred maintenance and furniture/equipment/vehicle purchases.

Legislative Impact to Sustaining Operations include:

- Legislated salary increase = \$2,001,000
- Retirement rate = \$1,417,000
- Health insurance = \$223,000
- Growth in charter school enrollment = \$3,224,000

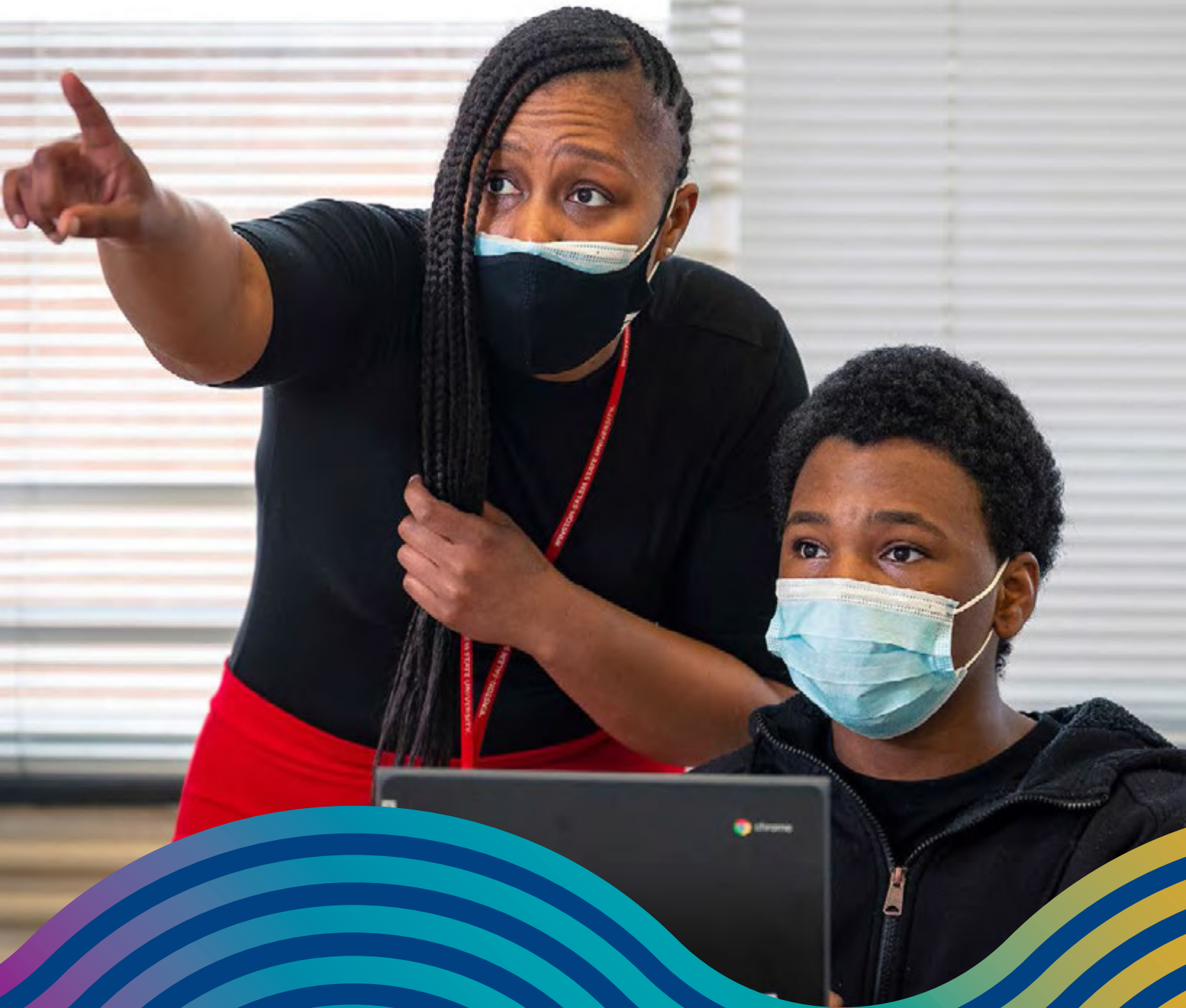
Subtotal for legislative impact to sustaining operations = \$6.86 million

Capital Outlay Request includes:

- Roofing projects = \$2,700,000
- Athletic projects = \$1,900,000
- Site repair projects = \$962,000
- Flooring projects = \$412,000
- Safety and Security = \$700,000
- System-wide mechanical/electrical/plumbing = \$1,000,000
- System-wide roofing = \$1,000,000
- System-wide site = \$700,000
- System-wide finishes = \$326,000
- Furniture/Equipment/Vehicles = \$300,000

Subtotal for capital outlay request = \$10 million

Additionally, existing state, local and federal resources will be redirected as necessary to meet the needs of our students.



**Board of Education's
2021-2022
Budget Request**





IGNITE LEARNING

STRATEGIC PLAN 2018-2022

Our Promise

These goals represent our promise to ignite better learning and life outcomes for our students. The goals will guide the district's work and help us align our resources to the most important, impactful levers of improvement.

Goal I: Reading

By 2022, the percentage of students who will read proficiently by the end of third grade will increase to 54%.

Goal II: Math I

75 percent of incoming 6th grade students will pass NC Math I (Algebra I) with a C or better by the end of their 9th grade year in 2022.

Goal III: Career Pathways

The percentage of graduating seniors who complete a rigorous career pathway will increase to 35 percent, by 2022.

Goal IV: Exceed Growth

Of the 25 lowest performing schools, increase the number that meet or exceed growth from 16 to 22.

Goal V: Decrease Gaps

Decrease the achievement gap (3rd grade reading, 3rd grade math, English II, and Math I) between Black and Hispanic males and their White male counterparts by 2 percentage points by 2022.

Goal VI: Increase Efficiency

By 2022, increase organizational efficiency and effectiveness to better support student learning.

"Transforming lives is the only outcome that really matters."

Sharon L. Contreras, Ph.D.

OUR VISION

Transforming learning and life outcomes for all children.

OUR MISSION

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

OUR VALUES

Diversity. Empathy. Equity. Innovation. Integrity.

"I implore you to see with a child's eyes, to hear with a child's ears, and to feel with a child's heart." Antonia Novella

BOARD OF EDUCATION

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At-Large

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STAY CONNECTED

GCS APP | www.gcsnc.com | GCSTV



712 NORTH EUGENE STREET
GREENSBORO, NC 27401
336.370.8100

All Guilford County Schools facilities, both educational and athletic, are tobacco-free learning environments.

Strategic Priorities

PRIORITY I: Reimagine Excellent Schools

Transform schools throughout the county so every child has access to a great school close to home; strengthen and expand innovation and choices in public schooling that align with student interests and industry needs.



PRIORITY II: Eradicate Gaps in Access, Preparation and Achievement

Align rigorous instructional expectations to core beliefs. Develop a coherent and focused curriculum across content areas and grade spans and implement it consistently in all schools and classrooms. Focus on early literacy to ensure that all students have the foundational skills to be successful.



PRIORITY III: Improve Operational Efficiency

Enhance partnerships with city and county agencies, such as joint projects, services, purchasing, performance contracting. Develop relationships with outside entities that can provide specific, targeted services to help accomplish GCS goals. Communicate widely and engage those closest to the issues in the improvement processes and plans.



PRIORITY IV: Create Pathways to Prosperity

Expand and strengthen CTE and choice programming in alignment with student interests and workforce demands. Redefine what successful career pathways look like. Invest in infrastructure and technology to support programming.



PRIORITY V: Invest in Our People

Recruit and develop of a diverse and culturally proficient workforce that reflects GCS' student demographics and dramatically increases the proportion of students who have access to great classroom teachers and principals. Develop career pathways for employees.



In compliance with federal law, Guilford County Schools administers all educational programs, employment activities and admissions without discrimination because of race, religion, national or ethnic origin, color, age, military service, disability or gender, except where exemption is appropriate and allowed by law. Refer to the Guilford County Board of Education's Discrimination Free Environment Policy AC for a complete statement. Inquiries or complaints should be directed to the Guilford County Schools' Compliance Officer, 120 Franklin Boulevard, Greensboro, NC 27401, or 336-370-8154.



**Board of Education's
2021-2022
Budget Request**





GCS and Proud



Guilford County Schools is proud of each of our more than 70,000 pre-K-13 students and 10,000 employees.

Their hard work and dedication to educational excellence have propelled GCS to the top, leading to state and national recognition in academics, character education, athletics and more.

GCS is a shining example of public education, offering each of our students – from gifted students to those with special needs – the opportunity to personalize their educational experience. **We are GCS, and proud.**

Guilford County Schools – A proud state and national leader:

DISTRICT HONORS:

- Best Communities for Music Education designation from The NAMM Foundation **for the third consecutive year**
- **Profiles in Courage Award** from the Council of the Great City Schools
- **First-ever World Kindness District**
- **United Way Spirit of North Carolina Award since 2013**
- **A Say Yes to Education Community**
- Deena A. Hayes, Chairwoman of North Carolina's Guilford County Board of Education, received the 2019 Benjamin Elijah Mays Lifetime Achievement Award.

STANDOUT SCHOOLS:

- In 2020, GCS' graduation rate reached a **remarkable 89.1%** higher than four of the five largest districts in NC.
- Early College at Guilford was ranked best in the state by U.S. News & World Report, and jumped up six spots to 31st best in the country. It was also ranked fourth best STEM high school in the nation.
- Three other GCS schools made North Carolina's top five: Weaver Academy came in at third in the state, 141st in the country and the 42nd best magnet high school; **Penn-Griffin School for the Arts** ranked fourth in the state, 179th nationally and the 54th best magnet program; and the **STEM Early College at North Carolina A&T State University** rounded out the top five at fifth in the state and 194th in the nation.

- 18 State Schools of Character since 2014 and 13 National Schools of Character
- **Reedy Fork Elementary received the North Carolina Elementary School of the Year award** from the National Energy Education Department (NEED).

TOP EDUCATORS:

- **Sharon L. Contreras Named PTEC Regional Superintendent of the Year**
- 738 National Board Certified Teachers ranking **tenth in the country**
- 73.5% of schools **met or exceeded growth** in 2018-19

SUPERIOR STUDENTS:

- At least five winners in the 2019-20 **National Merit Scholarship** program.
- 30 students selected for 2019 **Governor's School of North Carolina**, the nation's oldest statewide summer residential program for academically gifted students.
- Students, teachers and administrators awarded state recognition by the **North Carolina Association for the Gifted and Talented**.
- Record-high scholarships and grants were awarded to the Class of 2020, totaling \$193,131,565
- Members of the Class of 2020 received the **Morehead-Cain Scholarship, Park Scholarship, Goodnight Scholarship and Duke Trinity Scholarship**.

We are proud of our staff, students, families and community. From the first day of pre-kindergarten through graduation day, we are focused on our mission: Guilford County students will graduate as responsible citizens prepared to succeed in higher education, or in the career of their choice.



Personalizing Learning

GCS is a national leader in personalizing programs to meet the needs of our diverse student body:

- 48 magnet and choice schools with 66 programs
- Students can study Science, Technology, Engineering and Mathematics (STEM), aviation, Spanish immersion, health sciences, Montessori and more
- 263 Career and Technical Education (CTE) courses in 49 schools CTE programs include culinary arts, business, nursing, computers and automotive technology, among others
- Two nationally recognized visual and performing-arts high schools
- Nationally recognized programs for students with autism, developmental, physical or intellectual disabilities, and other needs

Advanced Academics

GCS students are achieving educational excellence. Each is prepared to succeed in a globally competitive world, benefiting from a district that offers challenging and exciting programs and courses:

- More challenging courses for academically gifted students and a separate school for very advanced learners
- 31 different Advanced Placement (AP) courses offered districtwide
- Challenging International Baccalaureate (IB) programs at four GCS high schools
- Through a partnership with Equal Opportunity Schools (EOS), Advanced Placement course enrollment in the six participating schools increased by 569 students in one year.
- In 2020, 92 IB Diplomas were awarded to graduates in our four International Baccalaureate district high schools.
- 13,132 GCS students are identified as Academically and Intellectually Gifted.

Character and Service

GCS knows today's young people must be citizens of the world, as well as leaders in their own community. We focus on educating the whole child, linking learning with meaningful action.

- Students have completed more than 2.1 million service-learning hours, or more than \$51 million in economic impact
- We are the first-ever World Kindness District.
- All 126 schools focus on a monthly character trait, from courage to perseverance to self-respect
- Since 2012, more than 90 GCS programs have been recognized as Promising Practice recipients
- In 2018, one State School of Character and one National School of Character were named from GCS, totaling 18 State Schools of Character and 13 National Schools of Character since 2014.

GCS STUDENTS ARE...

- ✓ Winning national honors for technology, art and academics
- ✓ Working as apprentices in 48 companies in Guilford County, earning while learning.
- ✓ Having their artwork displayed in the halls of Congress
- ✓ Earning more than \$193 million in college scholarships and grants in 2020
- ✓ Helping launch food pantries and supply meals to thousands of families
- ✓ Earning scholarships to study abroad

...GCS AND PROUD.



CCS by the Numbers



Students

K-12 student count for 2020-21: **69,355**

PreK-13 student count for 2019-20: **70,461**

2020-21 Student Demographics (20th Day)

- American Indian - 0.36%
- Asian - 6.88%
- Black - 41.69%
- Hispanic - 17.15%
- Multi-Racial - 4.53%
- Pacific Islander - 0.15%
- White - 29.25%

Number of Advanced Learners: **13,132**

Number of Special Education students: **9,422**

Number of students in transition: **2,119**

Student poverty rate: **66.3%**

Number of languages/dialects spoken: **160**

Top Five Foreign Languages Spoken: Spanish, Arabic, Urdu, Vietnamese and Nepali

Graduation Rate (2020): **89.1%**

Facilities

350 school and administrative buildings

126 schools

12,780,427 square feet of facilities

50 cents per square foot funding for maintenance

24,427 work orders completed in 2019-20

16 current HVAC projects

2 current roofing projects

54 years: average age of district buildings





People and Schools

Full-Time Personnel: **8,972**

Total personnel: **10,033**

Number of new teachers trained in summer 2017 through GCS Induction and Success:

285

Number of AP courses offered:

31

Number of magnet programs:

66 programs at 48 schools

Number of CTE courses:

263 courses at 49 schools

Number of National Board Certified Teachers:

738, ranking GCS 10th in the country

Volunteers: **12,703**
(2019-2020)

Volunteer Hours: **280,212**
(2019-2020)

Partners: Over 550 community partners

engaging in some sort of partnership with GCS between Faith Partners, Businesses, Nonprofit organizations/ Foundations, Information Ambassadors, and other community representatives.

Budget

\$443,451,663 Salaries

\$176,744,918 Benefits

\$69,567,940 Purchased Services

\$61,439,896 Supplies & Materials

\$7,800,632 Capital Outlay

\$21,125,000 Transfers

\$780,130,049 Total



Transportation 2019-20

551 buses

2,465 bus routes

40,559 miles traveled daily

37,162 stops made each day

516 bus drivers

School Nutrition

3,690,106 breakfasts served in 2019-20

5,189,616 lunches served in 2019-20

383,237 after-school snacks

173,479 dinners served

1,109,687 breakfasts served in spring 2020

1,195,335 lunches served in spring 2020

772 School Nutrition Services employees

\$2,188,963 A la carte sales



In compliance with federal laws, Guilford County Schools administers all educational programs, employment activities and admissions without discrimination because of race, religion, national or ethnic origin, color, age, military service, disability, marital status, parental status, or gender, except where exemption is appropriate and allowed by law.

Sharon L. Contreras, Superintendent; T. Dianne Bellamy Small, Vice Chair, District 1; Anita Sharpe, District 2; Pat Tillman, District 3; Linda Welborn, District 4; Darlene Garrett, District 5; Khem Irby, District 6; Byron Gladden, District 7; Deena Hayes, Chair, District 8; Winston McGregor, At-Large.



**Board of Education's
2021-2022
Budget Request**



Enrollment

Enrollment projections are used to prepare the proposed expenditure budget. The 20th day enrollment for the fall of 2020 was 69,355, which reflects a decrease of 2,296 students from the previous year.

Personnel

Personnel needs are determined based on the enrollment projections and the personnel allotment formulas. The teacher allotment formulas meet state mandated maximum average class size requirements. The personnel allotment formulas indicated below were used in conjunction with the projected membership to determine the state-funded positions for fiscal year 2021-21:

- Principals - one per school with at least 100 ADM or at least seven state paid teachers or instructional support personnel
- Assistant Principals - one month of employment per 98.53 students in average daily membership (ADM) rounded to the nearest whole month
- Regular Classroom Teachers
 - Kindergarten 1 per 18 students
 - Grade 1 1 per 16 students
 - Grades 2-3 1 per 17 students
 - Grades 4-6 1 per 24 students
 - Grades 7-8 1 per 23 students
 - Grade 9 1 per 26.50 students
 - Grades 10-12 1 per 29 students
- Program enhancement teacher funding at 100%
- Math/Science/Computer Teacher - one per county
- Teacher Assistants - The number of classes is determined by a ratio of 1:21. K – 2 TAs per every 3 classes; Grades 1-2 – 1 TA for every 2 classes; and Grade 3 – 1 TA for every 3 classes.
- Children with Special Needs - \$4,549.88 per funded child count (Child count is the lesser of the December 1 handicapped child count or 12.75% of the allotted ADM.)

- Preschool Handicapped – base funding of \$69,995 per LEA, remaining funds distributed based on Dec 1 child count of ages 3, 4, and pre-K-5 (\$3,641.24) per child
- Academically or Intellectually Gifted - \$1,364.78 per child for 4% of ADM
- Career Technical Education - Months of Employment - base of 50 months per unit, remaining months allocated based on ADM in grades 8-12
- Instructional Support Personnel - one position per 210.56 ADM
- Non-instructional Support Personnel - \$274.56 per ADM; \$6,000 per Textbook Commission member for clerical assistants
- Central Office Administrators – Decrease by LEA from FY 20-21 Initial Allotment is 0.2%.

Local positions are budgeted based upon need as determined by the superintendent and the board of education. Federal employees are budgeted in accordance with grant award specifications.

Salaries

- New teachers will be paid \$35,000. NC continues to rank below the national average in teacher pay and now ranks 30th in the nation. The budget continues to offer larger increases to less experienced teachers, who are newer to the profession.
- Teacher and instructional support salary increases are incorporated at 3%.
- School building administrator salary increases are incorporated at 3%.
- Non-certified salary increases are incorporated at 2%.

Benefits

Employer's costs of benefits for 2021-22 are projected at the following rates:

- Social Security Cost 7.65% of subject salaries
- Retirement Cost 23.68% of subject salaries
- Hospitalization \$6,500 per FTE per year
- Life Insurance \$ 0.58 per month per employee

Longevity

Classified, regular full-time and part-time employees (20 hours or more a week) are eligible for yearly longevity payments after completing 10 years of State of North Carolina service.

Longevity payment is made the last working day of the employee's anniversary month. The payment is calculated according to a scale based upon annual state salary and years of qualifying service:

Years Completed Longevity Percentage

- 10 but less than 15 1.50%
- 15 but less than 20 2.25%
- 20 but less than 25 3.25%
- 25 or more years 4.50%

Non-personnel Items

The following guidelines were used for budgeting non-personnel items:

- Equipment, furniture and vehicle budgets are zero-based each year.
- New facilities and renovations of existing facilities are funded through the capital outlay budget request.
- Indirect cost is computed on applicable grant expenditures except contract services and purchase of equipment.
- The state allotment for textbooks is \$32.26 per ADM in grades K-12.
- The classroom material, instructional supplies, and equipment state allotment is \$30.12 per ADM plus \$2.69 per ADM in grades 8 and 9 for PSAT Testing.



2021-22 Budget Summary/Analysis by Fund



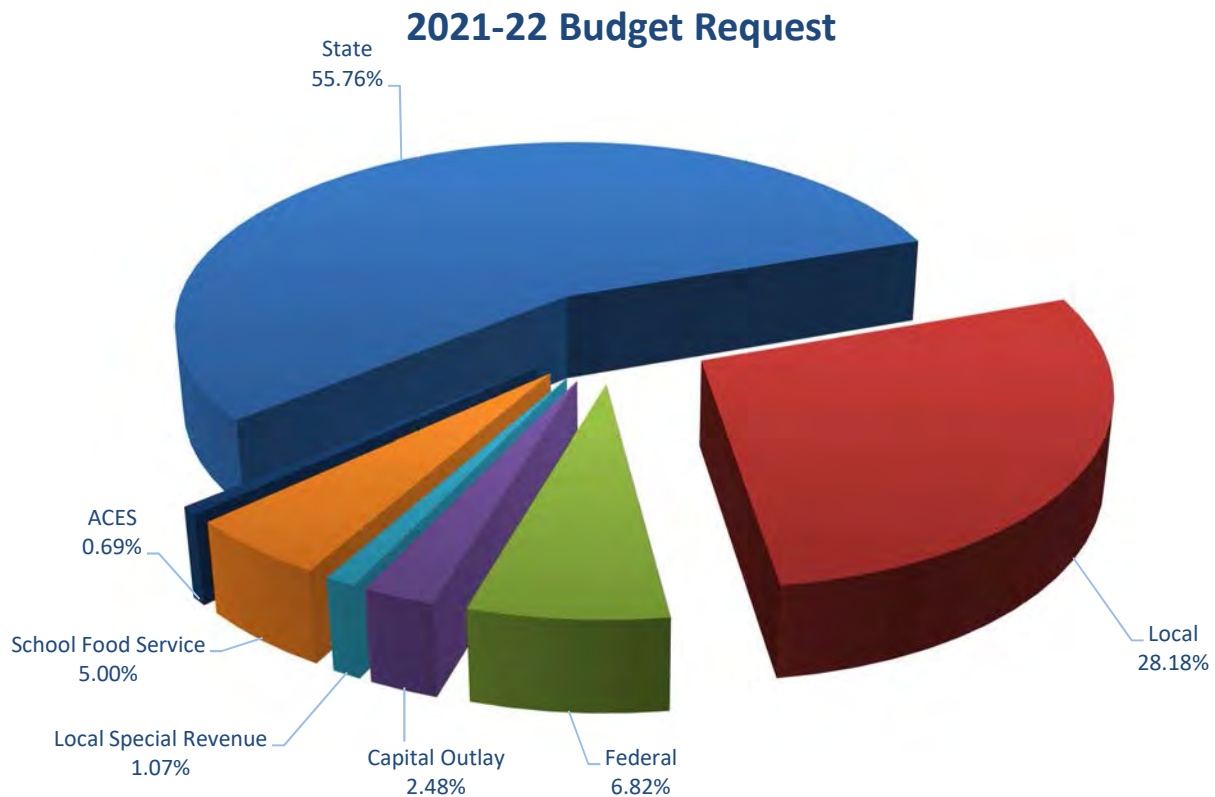
Description	(A)	(B)	(C)	(D)	(E)	(F)
	Audited 2018-19	Audited 2019-20	Budget ¹ 2020-21	Budget Request 2021-22	Dollar Change (D-C)	Percent Change (E/C)
State Public School Fund	\$441,066,544	\$457,478,725	\$467,642,693	\$449,618,332	\$ (18,024,361)	-3.85%
Local Current Expense Fund						
County Appropriation	202,610,398	207,410,398	209,610,398	234,610,398	25,000,000	11.93%
Other Sources	5,924,390	4,371,760	22,108,981	3,603,424	(18,505,557)	-83.70% ²
Local Special Revenue Fund	15,744,838	13,588,384	16,359,335	8,612,708	(7,746,627)	-47.35% ³
Federal Grant Fund	48,181,008	52,709,371	95,452,035	54,985,128	(40,466,907)	-42.40% ³
Capital Outlay Fund						
Regular Projects	8,022,887	9,278,252	20,481,246	10,000,000	(10,481,246)	-51.17% ³
Capital Improvement Plan (CIP)	4,098,823	1,953,876	11,370,209	-	(11,370,209)	-100.00% ³
School Food Service	44,240,571	38,988,787	36,043,725	40,341,500	4,297,775	11.92% ⁴
After School Enrichment Services	6,298,170	6,212,008	525,000	5,569,942	5,044,942	960.94% ⁴
Grand Total	\$776,187,629	\$791,991,561	\$879,593,622	\$807,341,432	\$ (72,252,190)	-8.21%

¹ As amended @ 02/28/21.

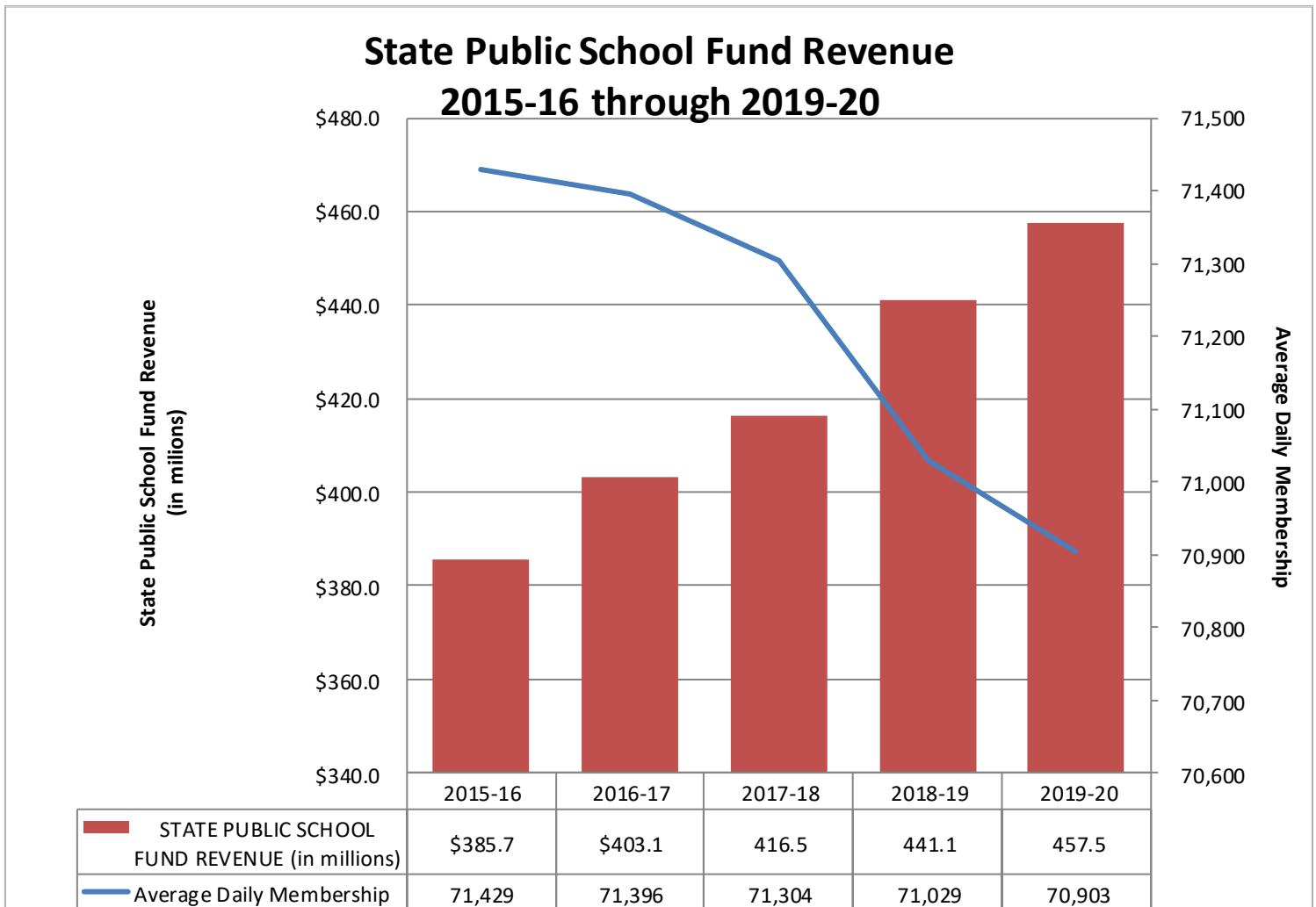
² 2020-21 includes budget to cover restricted, committed and assigned fund balance carried over at June 30, 2020.

³ 2021-22 budget will be amended to reflect carryover amounts after June 30, 2021.

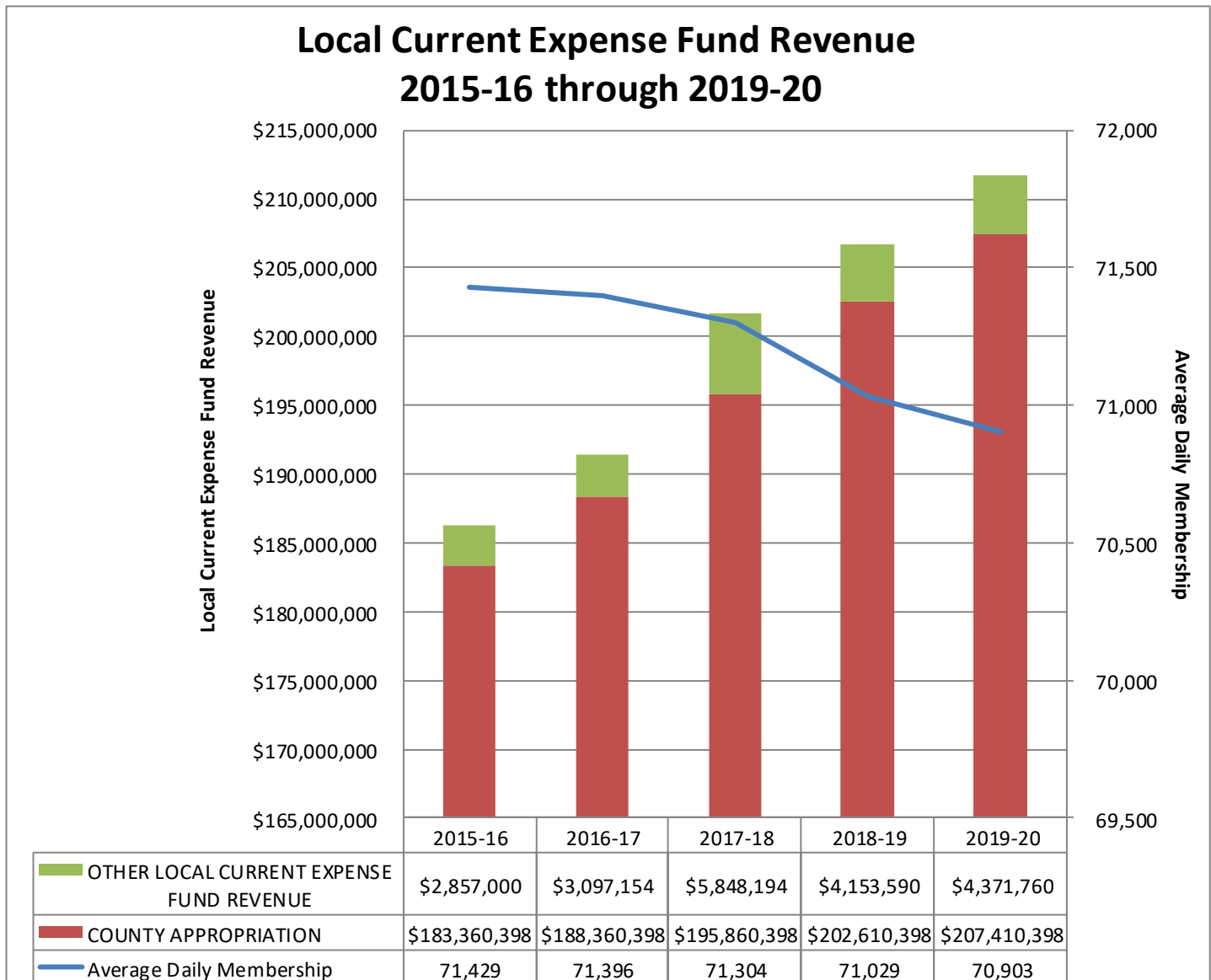
⁴ 2020-21 and 2021-22 budgets reflect adjustments to program operations in response to COVID-19.



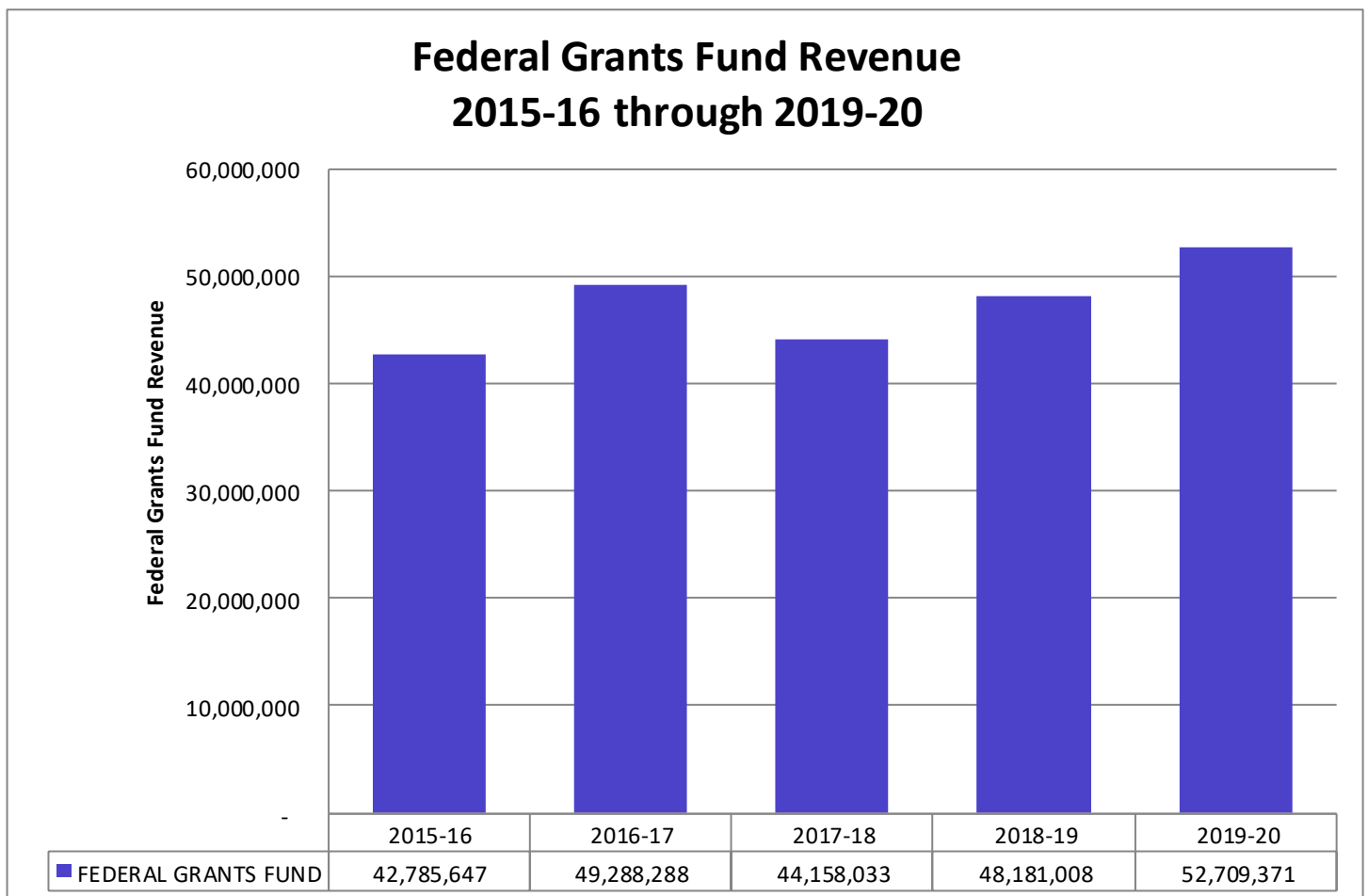
The State Public School Fund includes appropriations from the North Carolina Department of Public Instruction for the current operating expenditures of the public school system. Variations in state funding are generally due to growth in average daily membership (ADM) and legislated salary increases and/or employee benefit amount/rate adjustments. The narrative provided specifies the purpose for which each allotment category or program report code (PRC) is to be used and the allotment formulas used to develop 2021-22 state budget estimates. This summary provides trend data based on audited figures for fiscal years 2017-18, 2018-19 and 2019-20. The footnotes contain additional information regarding some underlying assumptions associated with these revenue estimates.



The Local Current Expense Fund is the general operating fund of the Board. This fund accounts for all financial resources except those that are required to be accounted for in another fund. The major revenue sources available in the Local Current Expense Funds include, but are not limited to, county appropriation; fines and forfeitures and interest earned on investments. The narrative provides an explanation of each major revenue source and a tabular summary of revenue projections. This summary provides trend data based on audited figures for fiscal years 2017-18, 2018-19 and 2019-20.



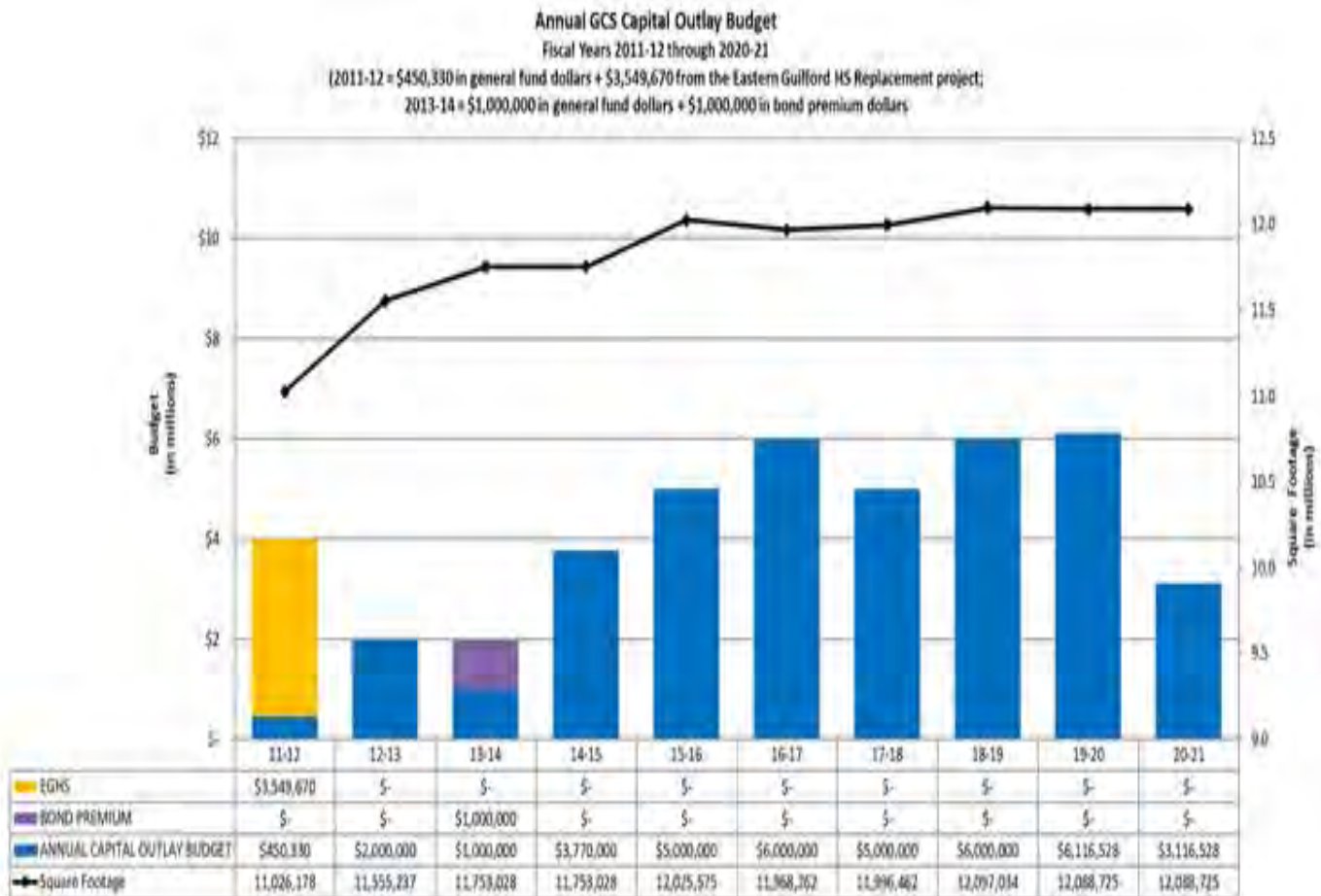
The Federal Grant Fund includes appropriations for the expenditure of federal categorical grants made by the North Carolina Department of Public Instruction. Variations in federal funding are generally driven by the number of students within the targeted populations to be served (i.e., children with disabilities, children at risk of not meeting academic standards, children who reside in areas with high concentrations of poverty, etc.) and legislated salary increases and/or employee benefit amount/rate adjustments. The narrative provided specifies the purpose for which each grant or program report code (PRC) is to be used and the allotment formulas used to develop 2021-22 federal budget estimates. A tabular summary of these projections by PRC is included in the narrative. This summary provides trend data based on audited figures for fiscal years 2017-18, 2018-19 and 2019-20.



Major Revenue Sources 2021-22 Budget



The major revenue sources available in the Capital Outlay Fund include the county appropriation; proceeds of Guilford County bonds issued for school construction and state assistance. The narrative presented provides an explanation of each major revenue source. A tabular summary of projections by revenue source is included in the narrative. This summary provides trend data based on audited figures for fiscal years 2017-18, 2018-19 and 2019-20.



The School Food Services Fund major revenues include meal charges as well as federal meal subsidies and donated commodities. The narrative provides an explanation of each major revenue source. A tabular summary of projections by revenue is included with the narrative. This summary provides trend data based on audited figures for fiscal years 2017-18, 2018-19 and 2019-20.

Fees charged to parents/guardians make up the major revenue in the After School Enrichment Services (ACES). This summary provides trend data based on audited figures for fiscal years 2017-18, 2018-19 and 2019-20.

In 2009-10, Guilford County Schools established a special revenue fund to account for reimbursements, including fees for actual costs, gifts and grants restricted as to use, trust funds, federal appropriations made directly to local school administrative units, funds received for prekindergarten programs, and special programs.

State Public School Fund 2021-22 Budget Summary/ Analysis of Revenues/Sources and Expenditures/Uses



Program	(A)	(B)	(C)	(D)	(E)	(F)
	Audited 2018-19	Audited 2019-20	Budget ¹ 2020-21	Budget Request 2021-22	Dollar Change (D-C)	Percent Change (E/C)
Classroom Teachers	\$ 204,918,643	\$ 196,700,355	\$ 208,285,674	\$ 221,919,652	\$ 13,633,978	6.55% ⁷
Central Office Administration	2,151,573	2,167,634	2,199,685	2,195,286	(4,399)	-0.20%
Non-Instructional Support Personnel	27,337,582	24,420,580	24,341,311	19,433,866	(4,907,445)	-20.16% ⁴
Program Enhancement Teachers	-	-	-	11,164,228	11,164,228	100.00% ⁷
School Building Administration	17,733,397	17,709,581	19,907,616	19,639,013	(268,603)	-1.35%
Instructional Support	23,332,587	25,690,994	25,677,214	25,938,192	260,978	1.02%
Non-Contributory Employee Benefits	4,206,184	4,685,081	-	-	-	0.00% ²
NBPTS Educational Leave	979	394	-	-	-	0.00% ²
Driver Training	1,211,973	1,090,991	1,368,658	1,394,042	25,384	1.85%
Career Technical Education - Months of Employment	21,667,128	21,348,739	22,422,908	23,016,220	593,312	2.65% ³
Career Technical Education - Program Support Funds	1,170,742	1,312,032	988,369	1,003,386	15,017	1.52% ³
School Technology Fund	1,098,405	1,925,003	521	-	(521)	-100.00% ⁶
Summer Reading Camps	887,383	1,458,368	-	-	-	0.00% ⁶
Program Enhancement Foreign Exchange	2,254,583	2,304,047	2,195,905	-	(2,195,905)	-100.00% ⁴
Military Differential Pay	-	22,412	-	-	-	0.00% ²
Advanced Teaching Roles	-	-	417,444	-	(417,444)	-100.00% ²
Disadvantaged Student Supplemental Funding	2,736,753	2,698,197	2,804,804	2,806,800	1,996	0.07%
Teacher Assistants	12,319,781	13,360,434	13,555,038	17,862,217	4,307,179	31.78% ⁴
Highly Qualified NC Teaching Graduate	19,659	10,306	-	-	-	0.00% ²
Behaviorial Support	188,737	148,905	159,544	-	(159,544)	-100.00% ⁶
Digital Learning	72,000	72,000	72,000	-	(72,000)	-100.00% ⁶

State Public School Fund 2021-22 Budget Summary/ Analysis of Revenues/Sources and Expenditures/Uses



PRC	Program	(A)	(B)	(C)	(D)	(E)	(F)
		Audited 2018-19	Audited 2019-20	Budget ¹ 2020-21	Budget Request 2021-22	Dollar Change (D-C)	Percent Change (E/C)
032	Children with Special Needs	45,198,985	45,490,081	46,025,665	46,965,755	940,090	2.04%
034	Academically/Intellectually Gifted	3,848,366	3,873,698	3,864,972	3,862,873	(2,099)	-0.05%
037	Restart Schools	20,669,248	33,186,798	27,635,013	-	(27,635,013)	-100.00%
039	School Safety Grant Programs	-	302,708	24,224	-	(24,224)	-100.00%
045	Compensation Bonus	20,308	332,947	-	-	-	0.00%
046	Test Result Bonus - 3rd Grade Reading	325,411	1,357,979	-	-	-	0.00%
048	Test Result Bonus - (AP/IB, CTE, Principal Performance Bonus)	1,449,185	-	155,554	-	(155,554)	-100.00%
054	Limited English Proficiency (LEP)	4,657,742	4,999,397	5,618,674	5,914,499	295,825	5.27%
055	Learn & Earn	1,800,000	1,800,000	1,800,000	-	(1,800,000)	-100.00%
056	Transportation of Pupils	26,569,381	26,115,658	26,447,840	25,945,846	(501,994)	-1.90%
061	Classroom Materials/Instructional Supplies/ Equipment	46,358	27,880	27,880	2,163,953	2,136,073	7661.67%
065	Coding and Mobile Application	67,000	-	80,000	-	(80,000)	-100.00%
066	Assistant Principal Intern	35,741	53,802	55,827	-	(55,827)	-100.00%
067	Assistant Principal Intern-MSA	58,284	224,807	44,836	-	(44,836)	-100.00%
068	Alternative Programs and Schools	485,154	500,618	586,809	452,463	(134,346)	-22.89%
069	At-Risk Student Services	9,582,232	11,954,656	13,002,415	15,657,323	2,654,908	20.42%
073	School Connectivity	169,011	166,011	844,420	-	(844,420)	-100.00%
085	Early Grade Reading Proficiency	101,744	418,580	667,811	-	(667,811)	-100.00%
121	COVID Relief Fund - Summer Learning	-	-	3,308,980	-	(3,308,980)	-100.00%
123	COVID Relief Fund - Nondigital Resources	-	-	177,382	-	(177,382)	-100.00%

State Public School Fund 2021-22 Budget Summary/ Analysis of Revenues/Sources and Expenditures/Uses



PRC	Program	(A)	(B)	(C)	(D)	(E)	(F)
		Audited 2018-19	Audited 2019-20	Budget ¹ 2020-21	Budget Request 2021-22	Dollar Change (D-C)	Percent Change (E/C)
124	COVID Relief Fund - Student Computers and Devices	-	-	3,945,639	-	(3,945,639)	-100.00% ⁸
125	COVID Relief Fund - School Nutrition	-	4,609,004	-	-	-	0.00%
126	COVID Relief Fund - Personnel Computers	-	-	872,718	-	(872,718)	-100.00% ⁸
128	COVID Relief Fund - Home and Community WiFi	-	-	388,500	-	(388,500)	-100.00% ⁸
129	COVID Relief Fund - Learning Management System	-	-	156,800	-	(156,800)	0.00% ⁸
130	State Textbooks	-	1,309,519	459,212	2,282,718	1,823,506	397.09% ⁴
131	Textbook and Digital Resources	2,485,864	1,250,000	3,707,388	-	(3,707,388)	-100.00% ⁴
132	COVID Relief Fund - Exceptional Children	-	-	1,875,633	-	(1,875,633)	-100.00% ⁸
135	COVID Relief Fund - Cybersecurity	-	-	160,590	-	(160,590)	-100.00% ⁸
137	COVID Relief Fund - Personnel Protective Equipment	-	-	1,311,220	-	(1,311,220)	-100.00% ⁸
152	Hurricane Florence Relief - School Nutrition	188,440	-	-	-	-	0.00%
154	COVID Relief Fund - Supplemental	-	2,378,529	-	-	-	0.00%
Total(s)		\$ 441,066,544	\$ 457,478,725	\$ 467,642,693	\$ 449,618,332	\$ (18,024,361)	-3.85%

¹ As amended @ 02/28/21.

² Funds allotted based on actual expenditures.

³ 2018-19 and 2019-20 audited amounts reflect conversion of months of employment funds to program support.

⁴ ABC transfer required in 2021-22.

⁵ Allotment will be made for eligible individuals working on a master's degree in a school administration program and serving in an approved intern program.

⁶ Allotment not included on 2020-21 planning allotment.

⁷ Effective July 01, 2021, program enhancement teacher funds are allocated separately from the classroom teacher allocation.

⁸ New funding allocated in 2020-21 in response to COVID-19.

State Public School Fund 2021-22 Budget Allotment Explanations



Classroom Teachers (PRC 001)

\$221,919,652

This allotment makes up almost 50% (49.36%) of the revenue received from the state for 2021-22. It provides guaranteed funding for salaries for classroom teachers. To qualify as a classroom teacher and to be charged against this allotment, an individual must spend a major portion of the school day providing classroom instruction and shall not be assigned to administrative duties in either the central office or school offices.

Classroom teachers were allotted to schools based on one per the following number of students (based on allotted ADM) and rounded to the nearest one-half position.

<u>Grades</u>	<u>Number of Students</u>
K	18
1	16
2-3	17
4-6	24
7-8	23
9	26.5
10-12	29

Class Size Requirements

<u>Grades</u>	<u>All Classes Within LEA Maximum Average</u>	<u>Individual Maximum</u>
K	19	21
1	16	19
2-3	17	20
4-9	*	*
10-12	*	*

***Session Law 2013-363 House Bill 112, Sections 3.3(a) and (d)** Notwithstanding G.S. 115C-301 or any other law, local school administrative units shall have the maximum flexibility to use allotted teacher positions to maximize student achievement in grades 4-12.

NOTE: Preschool student ADM is not used in the teacher allotment formula. For allotment

purposes TMH and self-contained children are included in their appropriate grades as determined by school administrators. Allotted ADM for each LEA is the higher of the first two months total projected ADM for the current year or the higher of the first two months total prior year ADM.

Central Office Administration (PRC 002)

\$2,195,286

Allotment provides funds for salaries and benefits for central office administration. For 2021-22, the allotment is 0.49% of the total state revenue. This category is used to pay for personnel including:

- Superintendent
- Directors/Supervisors/Coordinators
- Associate and Assistant Supervisors
- Finance Officer
- Community Schools Coordinators
- Athletic Trainers
- Health Education Coordinators
- Maintenance Supervisors
- Transportation Directors

Each LEA receives a base allotment which is graduated based on allotted ADM.

Non-Instructional Support (PRC 003)

\$19,433,866

Allotment provides funding for non-instructional support personnel and associated benefits. These funds may be used at the central office or at individual schools and make up 4.6% of the total state allotment. The funds may be used for:

- Clerical Assistants
- Custodians
- Liability Insurance
- Substitutes
- Textbook Commission - Clerical Assistant

Funds are distributed based on \$274.56 per ADM, plus \$6,000 per Textbook Commission member for clerical assistance.

State Public School Fund 2021-22 Budget Allotment Explanations



Program Enhancement Teachers (PRC 004)

\$11,164,228

NC General Statute 115C-301 (a1) (2) directs a separate funding allocation for program enhancement teachers for Kindergarten through fifth grade effective July 1, 2021. Program enhancement refers to any of the following:

- a. Arts disciplines, including dance, music, theater and the visual arts.
- b. Physical education and health programs.
- c. World languages.
- d. Other supplemental classes as defined by the State Board on Education.

The allotment ratio for Kindergarten through fifth grade program enhancement teachers is one teacher per 191 students.

School Building Administration (PRC 005)

\$19,639,013

Allotment provides funding for salaries including benefits for principals and assistant principals. Each school with 100 or more pupils in final ADM and/or seven or more full-time state allotted/paid teachers is entitled to twelve months of employment for a principal. Schools opening after July 1, 2011 are eligible based on at least 100 ADM only. One month of employment per 98.53 allotted ADM rounded to the nearest whole month is allotted for assistant principals.

Instructional Support (PRC 007)

\$25,938,192

Allotment provides for salaries for certified instructional support personnel to implement locally designed initiatives which provide services to students who are at risk of school failure as well as the students' families. It is the intent of the General Assembly that the positions must be used first for counselors, then for social workers and other instructional support personnel which have a direct instructional relationship to students or teachers to help reduce violence in the public

schools. They shall not be used as administrators, coordinators, supervisors, or directors. These positions are allotted based on one per 210.56 allotted ADM.

Non-Contributory Employee Benefits (PRC 009)

This allotment provides guaranteed funding for annual leave, longevity and disability payments. Eligible expenditures are covered as reported through the Uniform Education Reporting System. Funds are received as expenses are incurred.

NBPTS Educational Leave (PRC 011)

Allotment provides funding for substitutes for teachers who are being tested to become nationally board-certified teachers. Eligible expenditures are covered as reported through the Uniform Education Reporting System. Funds are received as expenses are incurred.

Driver Training (PRC 012)

\$1,394,042

Allotment provides funding for the expenses necessary to install and maintain a course of training and instructing eligible persons in the operation of motor vehicles. Each LEA must serve all students enrolled in a public or private high school (including charter schools) within the LEA boundaries who have not previously enrolled in the program. All available funds are distributed to LEAs based \$190.91 per ninth grade ADM, including private, charter and federal schools.

Career Technical Education – Months of Employment (PRC 013)

\$23,016,220

Allotment provides funding for salaries plus benefits for instructional support, and administrative personnel assisting LEAs in expanding, improving, modernizing, and developing quality vocational education programs. Each LEA will receive a base of 50

State Public School Fund 2021-22 Budget Allotment Explanations



months. Remaining months will be allotted based on allotted ADM in grades 8-12.

Career Technical Education - Program Support Funds (PRC 014) **\$1,003,386**

Allotment provides funding to assist LEAs in expanding, improving, modernizing, and developing quality vocational education programs. LEA is eligible for a base amount of \$10,000. Remaining funds are distributed based on \$34.11 per allotted ADM in grades 8-12.

School Technology Fund (PRC 015)

Allotment provides funding to LEAs for the development and implementation of a local school technology plan.

Summer Reading Camps (PRC 016)

Allotment provides funding to LEAs for additional educational programs outside of the instructional calendar to any student who does not demonstrate reading proficiency.

Program Enhancement Foreign Exchange (PRC 020)

Allotment provides funding in a separate account into which LEAs may transfer teacher positions to cover a contract for a visiting international faculty member.

Advanced Teaching Roles (PRC 022)

To develop and support highly effective teachers. Also, to increase the access to effective and highly effective teachers for students in low-achieving and high-poverty schools relative to their higher achieving and lower-poverty peers.

Disadvantaged Student Supplemental Funding (PRC 024) **\$2,806,800**

Allotment provides funding to address the capacity needs of LEA to meet the needs of disadvantaged students. The LEAs receiving

Disadvantaged Student Supplemental funding must implement a plan jointly developed by the local administrative unit and the Local Education Agency Assistance Program (LEAAP) team.

Teacher Assistants (PRC 027) **\$17,862,217**

Allotment provides funding for salaries and benefits for regular and self-contained teacher assistants. The number of classes is determined by a ratio of 1:21. K 2 TAs per every 3 classes; grades 1-2 1 TA for every 2 classes; and Grade 3 - 1 TA for every 3 classes.

Highly Qualified NC Teaching Graduate (PRC 028)

A supplement paid to new teachers who are highly qualified. Amount of supplement is dependent on the school and teaching assignment.

Behavioral Support (PRC 029)

Allotment provides funding for appropriate educational programs to students under the age of 18 who suffer from emotional, mental or neurological handicaps accompanied by violent or assaulting behavior. Funds are received based on actual vs. projected enrollment.

Digital Learning (PRC 030)

Delivering educator professional development related to Home Base systems. The Home Base related training must be focused on using digital and other instructional technologies to provide high-quality, integrated digital teaching and learning to all students, and acquiring quality digital content to enhance instruction.

Children with Special Needs (PRC 032) **\$46,965,755**

Allotment provides funding for special educational needs and related services of

State Public School Fund 2021-22 Budget Allotment Explanations



Children with Disabilities. These funds are to be used for:

- Children with Disabilities
- Preschool Handicapped - State Funding
- Group Homes, Foster Homes or Similar Facilities

Funds for Community Residential Centers and Developmental Day Centers are allotted in PRC 063, Children with Disabilities - Special Funds. Allotment is based on Children with Disabilities headcount, ages 5-21. \$4,549.88 per funded child count. Child count is comprised of the lesser of the April 1 handicapped child count or 12.75% of the allotted ADM. For Pre-K, each LEA receives a base of \$69,995 and the remainder is distributed based on December 1 headcount child count of ages 3, 4, and Pre-K 5 at \$3,641.24 per child.

Academically/Intellectually Gifted (PRC 034) \$3,862,873

Funds allocated for academically or intellectually gifted students may be used only (1) for academically or intellectually gifted students; (2) to implement the plan developed under G.S. 115C-150.7; (3) for children with special needs; or (4) in accordance with an accepted school improvement plan, for any purpose so long as that school demonstrates it is providing appropriate services to academically or intellectually gifted students assigned to that school in accordance with the local plan developed under G.S. 115C-150.7. Funds cannot be used for Special Needs, unless moved with an ABC transfer. Each LEA receives \$1,364.78 per child for 4% of their allotted ADM, regardless of the number of children identified as academically or intellectually gifted in the LEA.

Restart Schools (PRC 037)

Provides funding to approve a local board of education's request to reform any school in its LEA which the State Board of Education has

identified as one of the continually low-performing schools in North Carolina. The restart model provides the same exemptions as a charter school and therefore, the following will apply to a LEA that has a State Board of Education approved Restart school.

DPI will fund the LEA based on the legislated funding formulas and the allotted average daily membership (ADM) of the LEA

School Resource Officers (PRC 039)

This account provides funding to local administrative units, regional schools, and charter schools for school resource officers in elementary and middle.

Compensation Bonus (PRC 045)

Test Result Bonus-AP/IB. 3rd Grade (PRC 046)

A two-year pilot program which provides funding to reward teachers of students successfully achieving in Advanced Placement (AP) and International Baccalaureate (IB) examinations.

Principal and Teacher Performance Bonuses (PRC 048)

A bonus program that provides principals with performance-based bonuses. Bonuses are based on the Education Value-Added Assessment System (EVAAS) student growth index score for the school.

Limited English Proficiency (LEP) (PRC 054) \$5,914,499

Allotment provides additional funding to LEAs and Charter Schools with students who have limited proficiency in English. Each LEA will receive a base of a teacher assistant (\$36,778) and the remainder is based 50% on the number of LEP students (\$464.83) and 50% on a LEA's concentration of LEP students (\$3,881.58).

State Public School Fund 2021-22 Budget Allotment Explanations



Learn and Earn (PRC 055)

Allotment provides funding is to create rigorous and relevant high school options that provide students with the opportunity and assistance to earn an associate degree or two year of college credit by the conclusion of the year after their senior year in high school.

These funds shall be used to establish new high schools in which a local school administrative unit, two and four-year colleges and universities, and local employers work together to ensure that high school and postsecondary college curricula operate seamlessly and meet the needs of participating employers.

Transportation of Pupils (PRC 056)

\$25,945,846

Allotment provides funding for all transportation related expenses for “yellow bus” use for eligible school age (K-12) students for travel to and from school and between schools. Examples of these expenses are contract transportation, transportation personnel (other than director, supervisor and coordinator), bus drivers’ salaries, benefits, fuel and other costs as defined in the Uniform Chart of Accounts. Allotment is based on a “budget rating” funding formula using the following factors: pupils transported; total eligible operating expenditures (local and state funds); number of buses operated. The initial allotment shall consist of a portion of the projected final allotment. The initial allotment will be adjusted within available funds, by December 1. This adjustment is derived from establishing a final budget rating, calculated annually from the three factors cited above.

Classroom Materials/Instructional Supplies and Equipment (PRC 061)

\$2,163,953

Allotment provides funds for instructional materials and supplies, instructional

equipment and testing support. Funds for instructional materials, supplies and equipment are distributed based on \$30.12 per allotted ADM. Funds for each student to take the Preliminary Scholastic Aptitude Test (PSAT) are allotted based on \$2.69 per allotted ADM in grades 8 and 9.

Coding and Mobile Application (PRC 065)

The purpose of the program is to provide opportunities for North Carolina students to learn computer science, coding and mobile app development to help them gain the skills needed to:

- create and contribute, not just use and consume, in the digital economy; and
- actively engage as informed citizens in our complex, technology driven world.

Assistant Principal Intern (PRC 066)

Provides funding for stipends to full-time students working on a master's degree in school administration programs who are serving in an approved intern program.

Assistant Principal Intern - MSA (PRC 067)

Funding for principal fellows to serve as assistant principal interns. Provides funding for stipends to full-time students working on a master's degree in school administration programs who are serving in an approved intern program. Stipends are allotted for the duration of the internship. The stipend will be equivalent to the beginning salary of a certified assistant principal, less any fellowships received by the intern, plus social security as specified by the North Carolina Public School Personnel State Salary Schedule. These individuals are not recognized as full-time employees of the school system and are not eligible for hospitalization or retirement contributions. Funds are received as expenses are incurred.

State Public School Fund 2021-22 Budget Allotment Explanations



Alternative Schools (PRC 068)

\$452,463

Expenditures for alternative schools funded from At Risk Student Services (PRC 069)

At-Risk Student Services (PRC 069)

\$15,657,323

Allotment provides funding to identify students likely to drop out and to provide special alternative instructional programs for these at-risk students. Also provides funding for summer school instruction and transportation, remediation, alcohol and drug prevention, early intervention, safe schools and preschool screening. These funds may not be used to supplant dropout prevention programs funded from other state and federal sources. Each LEA receives the dollar equivalent of one resource officer per high school.

School Connectivity (PRC 073)

Allotment provides funding are appropriated in this act to support the enhancement of the technology infrastructure for public schools.

Early Grade Reading Proficiency (PRC 085)

Kindergarten, first, second, and third grade students shall be assessed with valid, reliable, formative, and diagnostic reading assessments made available to local school administrative units by the State Board of Education. Assessments shall yield data that can be used with the Education Value-Added Assessment System (EV AAS). Difficulty with reading development identified through administration of formative and diagnostic assessments shall be addressed with instructional supports and services. Formative and diagnostic assessments and resultant instructional supports and services shall address oral language, phonological and phonemic awareness, phonics, vocabulary, fluency, and comprehension using developmentally appropriate practices. These assessments may be administered by computer or another electronic device.

Coronavirus Relief Fund – Summer Reading (PRC121)

To provide a supplemental summer learning program, for students whose learning has been negatively affected by the impacts of COVID-19.

Coronavirus Relief Fund – Nondigital Resources (PRC123)

To provide nondigital remote instruction resources to students with limited connectivity, in order to continue learning growth during the school closure period related to COVID-19

Coronavirus Relief Fund – Student Computers and Devices (PRC124)

To provide funding for additional computers and other electronic devices for use by students in response to COVID-19.

Coronavirus Relief Fund– School Nutrition (PRC125)

To provide funding for school nutrition services provided in response to COVID-19 by public school units participating in the National School Lunch Program or School Breakfast Program.

Coronavirus Relief Fund– Personal Computers (PRC126)

To provide funding for additional computers and other electronic devices for use by school personnel in response to COVID-19.

Coronavirus Relief Fund – Home and Community WIFI (PRC 128)

To provide funds to improve internet connectivity for students, in response to COVID-19, by providing community and home mobile Internet access points.

Coronavirus Relief Fund – Learning Management System (PRC129)

To provide funds to assist and support public school units in providing remote instruction in

State Public School Fund 2021-22 Budget Allotment Explanations



response to the impacts of COVID-19 by expanding the learning management platform provided by the Department of Public Instruction

State Textbook Account (PRC 130) \$2,282,718

Allotment provides funding for the purchase of textbooks. Funds for Textbooks are distributed based on allotted ADM (\$32.26 per ADM) in grades K-12.

Textbook and Digital Resources Account (PRC 131)

Allotment provides for the transfer of funds for textbooks and digital resources not purchased through the Textbook Warehouse.

Coronavirus Relief Fund- Exceptional Children (PRC132)

Grant to support extraordinary costs associated with providing Extended School Year Services or future services, as appropriate, for exceptional children who qualify for these services due to the impacts of COVID-19.

Coronavirus Relief Fund - Cybersecurity (PRC135)

To (i) establish a statewide shared cybersecurity infrastructure to protect school business systems and minimize instructional disruption and (ii) for district cybersecurity monitoring and support in consultation with the School Connectivity Initiative.

Coronavirus Relief Fund - Personal Protective Equipment (PRC137)

To provide personal protective equipment (PPE) that meet applicable federal standards and guidelines from the Centers for Disease Control and Prevention. Funds may also be used to provide COVID-19 testing for public schools.

Hurricane Florence Relief - School Nutrition (PRC 152)

State Covid-19 Supplemental Funds (PRC 154)

Provides supplemental funding to public schools for additional expenditures related to school nutrition, childcare, remote learning and sanitation incurred due to school building closure for COVID-19.



**Local Current Expense Fund 2021-22
Summary/Analysis of Revenues/Sources**



Revenues/Sources	(A) Audited 2018-19	(B) Audited 2019-20	(C) Budget ¹ 2020-21	(D) Budget Request 2021-22	(E) Dollar Change (D-C)	(F) Percent Change (E/C)
Other State Allocations	\$ 137,126	\$ 146,032	\$ -	\$ -	\$ -	0.00%
County Appropriation	202,610,398	207,410,398	209,610,398	234,610,398	25,000,000	11.93%
Fines and Forfeitures	3,198,959	3,375,993	3,000,000	3,000,000	-	0.00%
Interest Earned on Investments	712,487	783,496	603,424	603,424	-	0.00%
Miscellaneous Local Operating Revenue	105,018	66,239	-	-	-	0.00%
Insurance Settlements	1,770,800	-	-	-	-	0.00%
Fund Balance Appropriated	-	-	18,505,557	-	(18,505,557)	-100.00% ²
Total Revenues/Sources	\$ 208,534,788	\$ 211,782,158	\$ 231,719,379	\$ 238,213,822	\$ 6,494,443	2.80%

¹ As amended @02/28/21.

² 2020-21 includes budget to cover restricted, committed and assigned fund balance carried over at June 30, 2020.

Local Current Expense Fund 2021-22
Budget Expenditures/Uses by Purpose Function Codes



Description	(A) Audited 2018-19	(B) Audited 2019-20	(C) Budget ¹ 2020-21	(D) Budget Request 2021-22	(E) Dollar Change (D-C)	(F) Percent Change (E/C)
Instructional Programs						
Regular Instructional Services	\$ 69,926,173	\$ 65,694,176	\$ 71,894,216	\$ 77,430,875	\$ 5,536,659	7.70%
Special Populations Services	7,809,322	8,518,702	9,682,914	9,752,733	\$ 69,819	0.72%
Alternative Programs and Services	4,935,949	5,171,468	7,040,255	5,417,696	\$ (1,622,559)	-23.05%
School Leadership Services	16,145,692	16,190,032	16,431,263	19,262,668	\$ 2,831,405	17.23%
Co-Curricular Services	4,434,811	4,224,948	4,670,595	4,682,668	\$ 12,073	0.26%
School-Based Support Services	12,192,010	13,263,138	13,940,100	13,415,194	\$ (524,906)	-3.77%
Subtotal Instructional Programs (5000)	115,443,957	113,062,464	123,659,343	129,961,834	6,302,491	5.10%
Systemwide Support Services						
Support & Development Services	3,053,506	4,098,323	3,439,625	3,495,450	\$ 55,825	1.62%
Special Populations Support & Development Services	2,395,380	2,326,339	2,617,003	2,617,243	\$ 240	0.01%
Alternative Programs & Services Support & Development Services	234,954	229,603	229,742	228,739	\$ (1,003)	-0.44%
Technology Support Services	7,557,689	8,544,095	9,083,374	9,556,754	\$ 473,380	5.21%
Operational Support Services	40,742,079	40,230,060	46,144,934	47,847,460	\$ 1,702,526	3.69%
Financial & Human Resource Services	6,017,754	6,731,666	13,530,610	8,464,934	\$ (5,065,676)	-37.44%
Accountability Services	1,840,260	1,895,734	2,334,128	2,351,527	\$ 17,399	0.75%
Systemwide Pupil Support Services	2,272,166	2,349,284	2,520,723	2,651,692	\$ 130,969	5.20%
Policy, Leadership & Public Relations Services	4,759,786	5,981,395	5,457,835	5,112,341	\$ (345,494)	-6.33%
Subtotal Supporting Services (6000)	68,873,574	72,386,499	85,357,974	82,326,140	(3,031,834)	-3.55%

Local Current Expense Fund 2021-22
Budget Expenditures/Uses by Purpose Function Codes



Purpose Function Code	Description	(A)	(B)	(C)	(D)	(E)	(F)
		Audited 2018-19	Audited 2019-20	Budget ¹ 2020-21	Budget Request 2021-22	Dollar Change (D-C)	Percent Change (E/C)
7000	Ancillary Services						
7100	Community Services	-	118,811	13,650	13,650	\$ -	0.00%
7200	Nutrition Services	38,547	19,213	35,299	35,316	\$ 17	0.05%
	Subtotal Community Services (7000)	38,547	138,024	48,949	48,966	17	0.03%
8000	Non-Programmed Charges						
8100	Payments to Other Govt. Units and Indirect Cost Assessments	18,676,363	20,475,990	22,528,113	25,751,882	\$ 3,223,769	14.31%
8400	Interfund Transfers	95,243	166,357	125,000	125,000	\$ -	0.00%
	Subtotal Non-Programmed Charges (8000)	18,771,606	20,642,347	22,653,113	25,876,882	3,223,769	14.23%
Total Expenditures/Uses		\$ 203,127,684	\$ 206,229,334	\$ 231,719,379	\$ 238,213,822	\$ 6,494,443	2.80%

¹ As amended @02/28/21.

**Local Current Expense Fund 2021-22 Budget
Expenditures/Uses by Object Codes**



Description	(A)	(B)	(C)	(D)	(E)	(F)
	Audited 2018-19	Audited 2019-20	Budget ¹ 2020-21	Budget Request 2021-22	Dollar Change (D-C)	Percent Change (E/C)
Salaries	\$ 94,125,886	\$ 93,848,734	\$ 97,646,032	\$ 110,488,646	12,842,614	13.15%
Employee Benefits	32,357,218	33,937,076	41,885,062	47,098,205	5,213,143	12.45%
Purchased Services	41,262,990	38,872,524	38,833,050	38,058,173	(774,877)	-2.00%
Supplies & Materials	16,222,087	18,350,057	29,846,498	16,649,484	(13,197,014)	-44.22%
Capital Outlay	387,897	578,690	855,624	42,432	(813,192)	-95.04%
Transfers	18,771,606	20,642,253	22,653,113	25,876,882	3,223,769	14.23%
Total Expenditures/Uses	\$ 203,127,684	\$ 206,229,334	\$ 231,719,379	\$ 238,213,822	\$ 6,494,443	2.80%

¹ As amended @02/28/21

Federal Grant Fund 2021-22 Budget Summary/Analysis of Revenues/Sources and Expenditures/Uses



PRC	Program	(A)	(B)	(C)	(D)	(E)	(F)
		Audited 2018-19	Audited 2019-20	Budget ¹ 2020-21	Budget Request 2021-22	Dollar Change (D-C)	Percent Change (E/C)
017	Career Technical Education - Program Improvement	\$ 1,331,272	\$ 1,128,819	\$ 1,435,804	\$ 1,435,804	\$ -	0.00%
026	McKinney-Vento – Homeless Assistance Act	5,932	-	75,000	-	(75,000)	-100.00% ²
049	IDEA VI-B Pre-School	330,212	298,673	316,865	301,270	(15,595)	-4.92%
050	ESEA Title I –Basic Program	23,652,673	27,592,561	36,191,111	27,194,620	(8,996,491)	-24.86% ³
053	Child Nutrition Equipment	20,107	-	59,853	-	(59,853)	-100.00% ²
060	IDEA Title VI-B	15,546,234	16,187,598	21,112,777	15,917,138	(5,195,639)	-24.61% ³
082	State Improvement Grant	8,362	10,381	31,469	15,005	(16,464)	-52.32% ³
103	Title II - Improving Teacher Quality	2,526,427	2,289,083	4,160,933	3,075,433	(1,085,500)	-26.09% ³
104	Title III - Language Acquisition	1,134,886	1,011,194	808,005	817,790	9,785	1.21%
105	Title I - School Improvement	1,703,867	1,243,042	4,432,802	2,304,250	(2,128,552)	-48.02% ³
108	Student Support & Academic Enrichment	1,258,251	2,067,400	2,660,089	1,923,818	(736,271)	-27.68% ³
111	Title III - Language Acquisition - Significant Increase	42,141	51,987	38,610	-	(38,610)	-100.00% ²
114	Children with Disabilities - Risk Pool	132,280	142,330	-	-	-	- ²
115	Targeted Support and Improvement	352,918	673,146	2,493,936	2,000,000	(493,936)	-19.81% ³
118	IDEA-VI-B Special Needs Targeted Assistance	123,783	10,495	41,731	-	(41,731)	-100.00% ²
119	IDEA-Targeted Assistance for Preschool Grant	11,663	2,662	9,803	-	(9,803)	-100.00% ²
163	CARES Act - K-12 Emergency Relief	-	-	20,849,022	-	(20,849,022)	100.00% ⁴
165	CARES Act - Digital Curricula	-	-	512,745	-	(512,745)	-100.00% ⁴
166	CARES Act - Learning Management	-	-	221,480	-	(221,480)	100.00% ⁴
	Total(s)	48,181,008	52,709,371	95,452,035	54,985,128	(40,466,907)	-42.40%

¹ As amended @ 02/28/21.

² Allotment made when/if competitive grant is received.

³ 2021-22 budget will be amended to reflect carryover amounts after budget amendment submission 2019-21.

⁴ New funding allocated in 2020-21 in response to COVID-19.

Federal Grant Fund 2021-22 Budget Grant Descriptions



Career Technical Education – Program Improvement Grant (PRC 017)

\$1,435,804

Funds are provided to assist in developing the academic, vocational and technical skills of students who elect to enroll in career and technical education programs that will prepare them for high skill, high wage, high demand and emerging technical occupations. (Grant term = 12 months; grant type = state plan)

McKinney-Vento – Homeless Assistance Act (PRC 026)

Funds are provided to help LEAs meet the special education needs of homeless children. (Grant term = 27 months; grant type = state plan)

IDEA VI-B Pre-School Grant (PRC 049)

\$301,270

IDEA's Special Education – Preschool Grants Program provides grants to States, and through them to LEAs, to assist them in: (1) providing special education and related services to children with disabilities ages three through five (and at a State's discretion, providing a free appropriate public education to two-year old children with disabilities who will reach age three during the school year); (2) planning and developing a statewide comprehensive delivery system for children with disabilities from birth through five years; and, (3) providing direct and support services to children with disabilities ages three through five. (Grant term = 27 months; project period = 27 months; grant type = state plan)

ESEA Title I – Basic Program Grant (PRC 050)

\$27,194,620

Provides financial assistance through State educational agencies (SEAs) to local educational agencies (LEAs) and public schools with high numbers or percentages of poor children to help ensure that all children meet challenging State academic content and student academic achievement standards.

Child Nutrition Equipment (PRC 053)

A one-time United States Department of Agriculture (USDA) appropriation to assist Child Nutrition Programs in purchasing equipment that will be used in the preparation and service of school meals.

IDEA Title VI-B Grant (PRC 060)

\$15,917,138

Funds to assist local education agencies in providing special education and related services to children with disabilities ages 3 through 21.

State Improvement Plan (PRC 082)

\$15,005

State Improvement Grant - Funds support the implementation of researched-based practices in reading/writing and/or mathematics using sites and centers established by grant recipients.

Title II - Improving Teacher Quality (PRC 103)

\$3,075,433

Funds are provided to increase student academic achievement through strategies such as improving teacher and principal quality and increasing the number of highly qualified teachers in the classroom and highly qualified principals and assistant principals in schools and hold local educational agencies and schools accountable for improvements in student academic achievement. (Grant term = 27 months; grant type = formula)

Title III - Language Acquisition Grant (PRC 104)

\$817,790

This formula grant assists school districts in teaching English to limited English proficient students and is helping these students meet the same challenging State standards required of all other students. (Grant term = 27 months; grant type = formula)

ESEA Title I – School Improvement Grant (PRC 105)

\$2,304,250

The objective of Title I, Part A of the Elementary and Secondary Education Act (ESEA), as amended by the Improving America's Schools Act (IASA), is to

Federal Grant Fund 2021-22 Budget Grant Descriptions



improve the teaching and learning of children who are at risk of not meeting challenging academic standards and who reside in areas with high concentrations of children from low-income families. (Grant term = 27 months; project period = 27 months; grant type = direct)

Student Support & Academic Enrichment (PRC 108) \$1,923,818

The Every Student Succeeds Act (ESSA) includes a number of provisions that promote equitable access to educational opportunity, including holding all students to high academic standards, ensuring meaningful action is taken to improve the lowest-performing schools and schools with underperforming student groups, and providing more children with access to high-quality preschool. The Student Support and Academic Enrichment (SSAE) program, authorized under subpart 1 of Title IV, Part A of the ESSA, is intended to help increase the capacity of local educational agencies (LEAs), schools, and local communities to: 1) provide all students with access to a well-rounded education; 2) improve school conditions for student learning; and 3) improve the use of technology in order to improve the academic achievement and digital literacy of all students.

Title III - Language Acquisition Grant – Significant Increase (PRC 111)

To provide funds for enhanced instructional opportunities for immigrant children and youth designed to assist them in achieving in elementary and secondary schools, including activities designed to assist parents in becoming active participants in the education of their children and activities designed to support personnel to provide services specifically to immigrant children and youth. Also provides funds for additional basic instructional services that are directly attributable to the presence of eligible immigrant children and youth.

Children with Disabilities – Risk Pool (PRC 114)

This grant provides IDEA, Title VI, Part B funds to "high need" students with disabilities served in local education agencies (LEAs). These funds are to be used for the student's special education and related service's needs. (Grant term = 12 months; grant type = formula)

ESEA Title I Targeted Support and Improvement (PRC 115)

\$2,000,000

To provide assistance for schools, which have been identified as schools in need of Targeted Support and Improvement (TSI) under the State's federally-approved plan for the Every Student Succeeds Act (ESSA). These funds will be available for use in the current school year to support planning activities to include necessary training and support of leadership team and school improvement team in the NC Star planning and measurement tool, a comprehensive needs assessment, and other specialized professional development specifically targeting the school's results (subgroups) for being identified in the Targeted Support and Improvement category

IDEA VI-B Special Needs Targeted Assistance (PRC 118)

The purposes of the Individuals with Disabilities Education Act (IDEA) are to: (1) ensure that all children with disabilities have available to them a free appropriate public education which emphasizes special education and related services designed to meet their unique needs; (2) ensure that the rights of children with disabilities and their parents or guardians are protected; (3) assist States, localities, educational service agencies and Federal agencies to provide for the education of all children with disabilities; and (4) assess and ensure the effectiveness of efforts to educate children with disabilities. The Assistance for Education of All Children with Disabilities Program (IDEA, Part B) provides grants to States, and through them to LEAs, to assist them in meeting these purposes. (Grant

Federal Grant Fund 2021-22 Budget Grant Descriptions



term = 27 months; project period = 27 months; grant type = state plan)

Competitive

The State Board approves the application and selection processes.

IDEA Targeted Assistance for Pre-School (PRC 119)

The Individuals with Disabilities Education Act 2004 provides funds to local education agencies specific areas of need for students with disabilities. These targeted areas include professional development and support around activities to improve Child Find programs, early childhood transitions, early childhood outcomes, and improving preschool LRE opportunities for handicapped preschoolers.

CARES Act – K-12 Emergency Relief Fund (PRC 163)

The Elementary and Secondary School (K-12) Emergency Relief Fund, authorized by the Coronavirus Aid, Relief, and Economic Security Act of 2020 (CARES Act), is intended to assist eligible public-school units during the novel coronavirus pandemic.

CARES Act – Digital Curricula (PRC 165)

To provide funding for subscriptions to high quality, NC standards aligned digital curriculum packages.

CARES Act – Learning Management (PRC 166)

To provide funding to public school units for learning management system licenses.

Grant Types:

Direct

Minimum flexibility. Funds are appropriated by the Federal Government and allocations are based on federal formulas.

State Application

Based on applications for funding filed directly from the Department and or Governor.

State Plan

Based on specific federal grant criteria. The State Board approves the State Plan.

Capital Outlay Fund 2021-22 Budget Summary/Analysis of Revenues/Sources



Revenues/Sources	(A)	(B)	(C)	(D)	(E)	(F)
	Audited 2018-19	Audited 2019-20	Budget ¹ 2020-21	Budget Request 2021-22	Dollar Change (D-C)	Percent Change (E/C)
Public School Building Capital Fund	\$ -	\$ 1,526	\$ 24,254	\$ -	\$ (24,254)	-100.00% ²
LEA Purchase of School Buses	1,883,550	859,754	565,301	-	(565,301)	-100.00% ²
County Appropriation	5,707,633	6,595,567	8,538,635	10,000,000	1,461,365	17.11% ²
Insurance Proceeds	3,852,181	49,159	6,517,977	-	(6,517,977)	-100.00% ²
County Bond Proceeds	2,714,504	2,214,261	14,933,090	-	(14,933,090)	-100.00% ²
Local Red Light Camera Proceeds	1,738,890	1,387,375	1,272,198	-	(1,272,198)	-100.00% ²
Total Revenues/Sources	\$ 15,896,758	\$ 11,107,642	\$ 31,851,455	\$ 10,000,000	\$ (21,851,455)	-68.60%

¹ As amended @02/28/21

² 2021-22 budget will be amended to reflect carryover amounts after June 30, 2021.

Capital Outlay Fund 2021-22 Budget Summary/Analysis of Expenditures/Uses by Purpose Function Codes/Categories



	(A)	(B)	(C)	(D)	(E)	(F)
	Audited	Audited	Budget ¹	Budget Request	Dollar	Percent
	2018-19	2019-20	2020-21	2021-22	Change	Change
					(D-C)	(E/C)
Regular Instructional Services	-	100,314	277,838	300,000	22,162	7.98%
Alternative Programs and Services	-	-	659	-	(659)	-100.00%
Co-Curricular Services	-	-	186,146	-	(186,146)	-100.00%
Technology Support Services	258,260	165,664	13,173	-	(13,173)	-100.00%
Operational Support Services	7,127,329	8,603,496	11,687,149	9,000,000	(2,687,149)	-22.99%
Systemwide Pupil Support Services	547,115	393,417	3,134,266	700,000	(2,434,266)	-77.67%
Nutrition Services	90,183	15,361	-	-	-	0.00%
Payments to Other Governmental Units	-	-	5,182,015	-	(5,182,015)	-100.00%
Subtotal Regular Capital Outlay	8,022,887	9,278,252	20,481,246	10,000,000	(10,481,246)	-51.17%
Capital Improvement Plan (CIP) Projects	\$ 4,098,823	\$ 1,953,876	\$ 11,370,209	\$ -	(11,370,209)	-100.00%
Total Capital Outlay	\$ 12,121,710	\$ 11,232,128	\$ 31,851,455	\$ 10,000,000	\$ (21,851,455)	-68.60%

¹ As amended @ 02/28/21

School Food Services Fund 2021-22 Budget Summary of Revenues and Expenditures



	(A)	(B)	(C)	(D)	(E)	(F)
	Audited 2018-19	Audited 2019-20	Budget ¹ 2020-21	Budget Request 2021-22	Dollar Change (D-C)	Percent Change (E/C)
Operating Revenues						
Food Sales	\$ 6,457,364	\$ 4,650,500	\$ 124,000	\$ 5,625,000	\$ 5,501,000	4436.29%
Total operating revenues	\$ 6,457,364	\$ 4,650,500	\$ 124,000	\$ 5,625,000	\$ 5,501,000	4436.29%
Operating Expenses						
Food costs						
Purchased food	\$ 19,167,107	\$ 16,513,347	\$ 12,030,000	\$ 15,030,000	\$ 3,000,000	24.94%
Donated commodities	2,491,248	2,446,750	-	-	-	0.00%
Salaries and benefits	18,617,087	16,827,845	18,483,000	19,698,000	1,215,000	6.57%
Materials and supplies	323,419	135,936	2,343,625	2,386,400	42,775	1.83%
Repairs and maintenance	-	-	-	-	-	0.00%
Equipment Acquisitions	764,962	261,574	575,000	575,000	-	0.00%
Contracted services	303,933	514,249	462,100	502,100	40,000	8.66%
Capital outlay	-	-	250,000	150,000	(100,000)	-40.00%
Indirect costs	1,966,968	2,006,592	1,900,000	2,000,000	100,000	5.26%
Other	605,847	282,494	-	-	-	0.00%
Total operating expense	\$ 44,240,571	\$ 38,988,787	\$ 36,043,725	\$ 40,341,500	\$ 4,297,775	11.92%
Operating loss	\$ (37,783,207)	\$ (34,338,287)	\$ (35,919,725)	\$ (34,716,500)	\$ 1,203,225	-3.35%
Non-Operating Revenues						
Federal reimbursements	33,443,917	32,472,943	32,542,700	31,925,000	(617,700)	-1.90%
Federal commodities	2,491,248	2,446,750	3,375,825	2,725,000	(650,825)	-19.28%
Interest revenue	107,650	52,425	1,200	1,500	300	25.00%
Indirect Cost Allocated	-	-	-	-	-	0.00%
State Reimbursements	43,970	63,702	-	65,000	65,000	0.00%
Other	-	-	-	-	-	0.00%
Total nonoperating revenues	\$ 36,086,785	\$ 35,035,820	\$ 35,919,725	\$ 34,716,500	\$ (1,203,225)	-3.35%
Excess of revenues under expenditures	(1,696,422)	697,533	-	-	-	-
Transfer from other fund	45,198	29,926	-	-	-	-
Capital contributions	-	-	-	-	-	-
Change in net assets	\$ (1,651,224)	\$ 727,459	\$ -	\$ -	\$ -	-

¹ As amended @ 02/28/21

**After School Care Enrichment (ACES) Fund 2021-22 Budget Summary
of Revenues and Expenditures**



	(A)	(B)	(C)	(D)	(E)	(F)
	Audited 2018-19	Audited 2019-20	Budget ¹ 2020-21	Budget Request 2021-22	Dollar Change (D-C)	Percent Change (E/C)
Operating Revenue						
After school enrichment fees	\$ 7,013,029	\$ 4,983,320	\$ -	\$ 5,099,983	\$ 5,099,983	0.00%
Other	-	123,222	-	469,959	469,959	0.00%
Total operating revenues	\$ 7,013,029	\$ 5,106,542	\$ -	\$ 5,569,942	\$ 5,569,942	0.00%
Operating Expenses						
Purchased food	\$ 246,571	\$ 182,981	\$ -	\$ 471,721	\$ 471,721	0.00%
Salaries and benefits	5,216,741	5,109,917	511,235	4,118,943	3,607,708	705.68%
Materials and supplies	254,503	332,075	2	487,274	487,272	24363600.00%
Depreciation	-	-	-	-	-	0.00%
Contracted services	90,319	159,763	763	327,806	327,043	42862.78%
Indirect costs	150,907	157,040	13,000	154,198	141,198	1086.14%
Other	339,129	270,231	-	10,000	10,000	0.00%
Total operating expense	\$ 6,298,170	\$ 6,212,007	\$ 525,000	\$ 5,569,942	\$ 5,044,942	960.94%
Operating loss	\$ 714,859	\$ (1,105,465)	\$ (525,000)	\$ -	\$ 525,000	-100.00%
Non-Operating Revenues						
Fund Balance Appropriated	\$ -	\$ -	\$ 525,000	\$ -	\$ (525,000)	-100.00%
Total nonoperating revenues	\$ -	\$ -	\$ 525,000	\$ -	\$ (525,000)	-100.00%
Excess of revenues over expenditures	\$ 714,859	\$ (1,105,465)	\$ -	\$ -	\$ -	0.00%

¹ As amended @ 02/28/21

**Special Revenue Fund 2021-22 Budget
Revenue/Sources**



Revenues/Sources	(A)	(B)	(C)	(D)	(E)	(F)
	Audited 2018-19	Audited 2019-20	Budget ¹ 2020-21	Budget Request 2021-22	Dollar Change (D-C)	Percent Change (E/C)
ROTC	327,309	301,310	330,000	330,000	-	0.00%
Medicaid Administrative Claim (MAC) Outreach/Reimbursement Program	6,115,221	3,599,007	2,855,376	1,750,000	(1,105,376)	-38.71% ³
Indian Education Grant	40,947	22,351	36,155	-	(36,155)	-100.00% ³
Art Educators Grant	370,410	571,494	311,056	-	(311,056)	-100.00% ³
Athletic Participation	-	299,211	189,210	275,000	85,790	45.34% ²
Tuition and Fees - Regular	57,602	64,048	60,000	60,000	-	0.00%
NC Child Development Pre-K Grant	3,903,329	3,769,800	3,865,680	3,865,680	-	0.00%
Arts in Education	-	418,153	1,355,323	624,868	(730,455)	-53.90% ³
School Violence Prevention Program	-	-	500,000	-	(500,000)	-100.00% ²
Stop School Violence	-	-	749,963	-	(749,963)	-100.00% ²
Teacher of the Year	-	8,136	2,906	-	(2,906)	-100.00% ³
Communities in Schools Greensboro	124,948	65,442	-	-	-	0.00%
Communities In Schools High Point	81,814	87,400	-	-	-	0.00%
Time Warner Grant	59,372	59,785	-	-	-	0.00% ³
Character Education	43,946	20,084	2,423	-	(2,423)	-100.00% ²

Special Revenue Fund 2021-22 Budget Revenue/Sources



Revenues/Sources	(A)	(B)	(C)	(D)	(E)	(F)
	Audited 2018-19	Audited 2019-20	Budget ¹ 2020-21	Budget Request 2021-22	Dollar Change (D-C)	Percent Change (E/C)
Commitment to Excellence	22,628	47,345	26,414	-	(26,414)	-100.00% ²
Confucius Classroom Program	79,984	9,835	50,708	-	(50,708)	-100.00% ²
Eastern Triad Workforce Initiative	-	31,078	586,600	-	(586,600)	100.00% ²
Supporting Effective Educator Development	-	-	50,000	-	(50,000)	-100.00% ²
Sustainable Communities Innovation Challenge	-	-	500,000	-	(500,000)	100.00% ²
Learning Hubs Innovation Grant	-	-	800,000	-	(800,000)	-100.00% ²
Other Restricted Donations	1,264,726	439,092	376,883	-	(1,943,538)	-100.00% ³
Gas/Mileage - Activity Buses and Vans	(132,896)	76,607	19,000	19,000	-	0.00%
Parking Stickers	14,328	28,325	213,478	110,000	(103,478)	-48.47% ²
Disposition of Fixed Assets	24,371	-	35,000	35,000	-	0.00%
Rental of School Property	85,632	66,414	41,306	41,306	-	0.00%
Miscellaneous Revenue	(22,917)	70,368	50,000	50,000	-	0.00%
Indirect Cost Allocated	3,284,084	3,533,099	3,351,854	1,451,854	(1,900,000)	-56.69% ⁴
Total Revenues/Sources	\$15,744,838	\$13,588,384	\$16,359,335	\$8,612,708	\$ (7,746,627)	-47.35%

¹ As amended @ 02/28/21

² 2021-22 budget will be amended to reflect carryover amounts after June 30, 2021.

³ Allocation made when/if grant is received.

⁴ Indirect Cost is based on federal rate applied to eligible programs.



**Board of Education's
2021-2022
Budget Request**



SUPERINTENDENT'S BUDGET RECOMMENDATION FOR 2021-2022

GUILFORD COUNTY BOARD OF EDUCATION

APRIL 20, 2021

SHARON L. CONTRERAS, PHD | SUPERINTENDENT



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 December 12, 2000

Vision

- Transforming learning and life outcomes for all students.

Strategic Priorities

- I Reimagine Excellent Schools**
- II Eradicate Gaps in Access, Preparation and Achievement**
- III Improve Operational Efficiency**
- IV Create Pathways to Prosperity**
- V Invest in Our People**




STUDENT PERFORMANCE DATA

Understanding Learning Loss

NWEA-MAP Growth Assessments

- * Findings are preliminary as of 1/7/21 and only include grades K-2nd (MAP assessment window closed 2/19/21).
- * Most students took the assessment in person except for Virtual Academy students.
- * Findings reflect approximately 87% of K-2nd graders and does not include Virtual Academy.

Preliminary results show
44% 
of K-2nd graders
scored **Average or Above** in reading

Kindergartners



+5
weeks

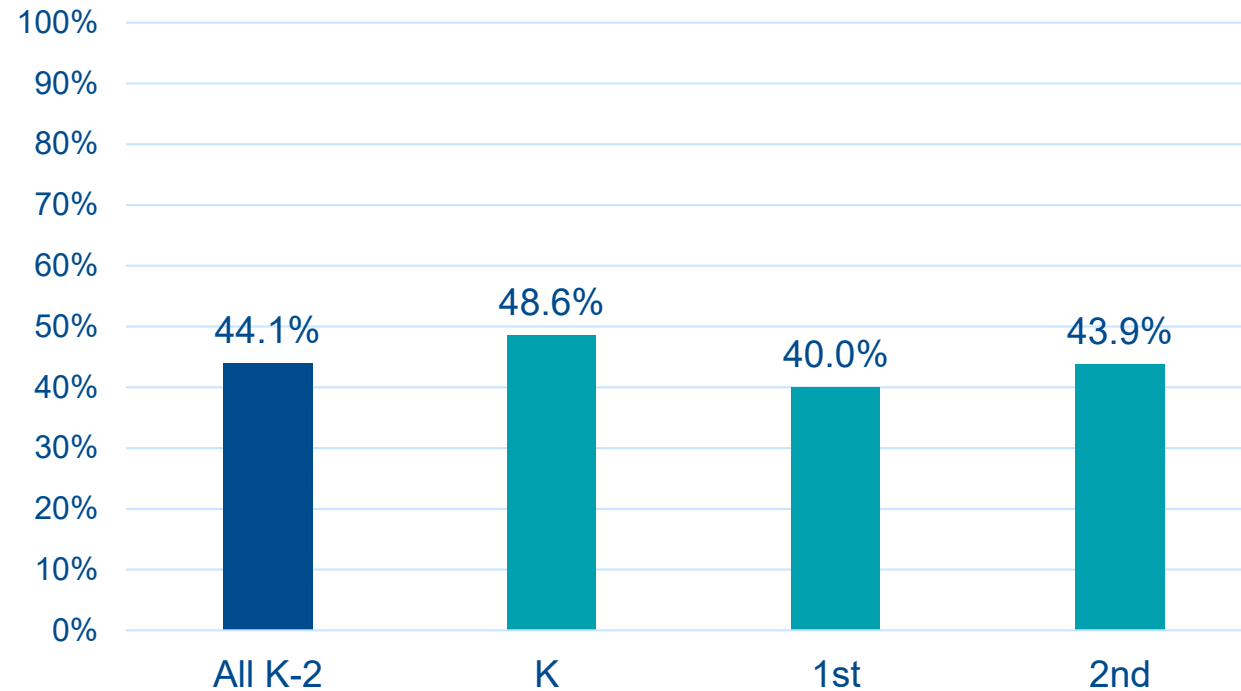
of in-person instruction



Highest rate
scoring **Average**
or **Above** in reading

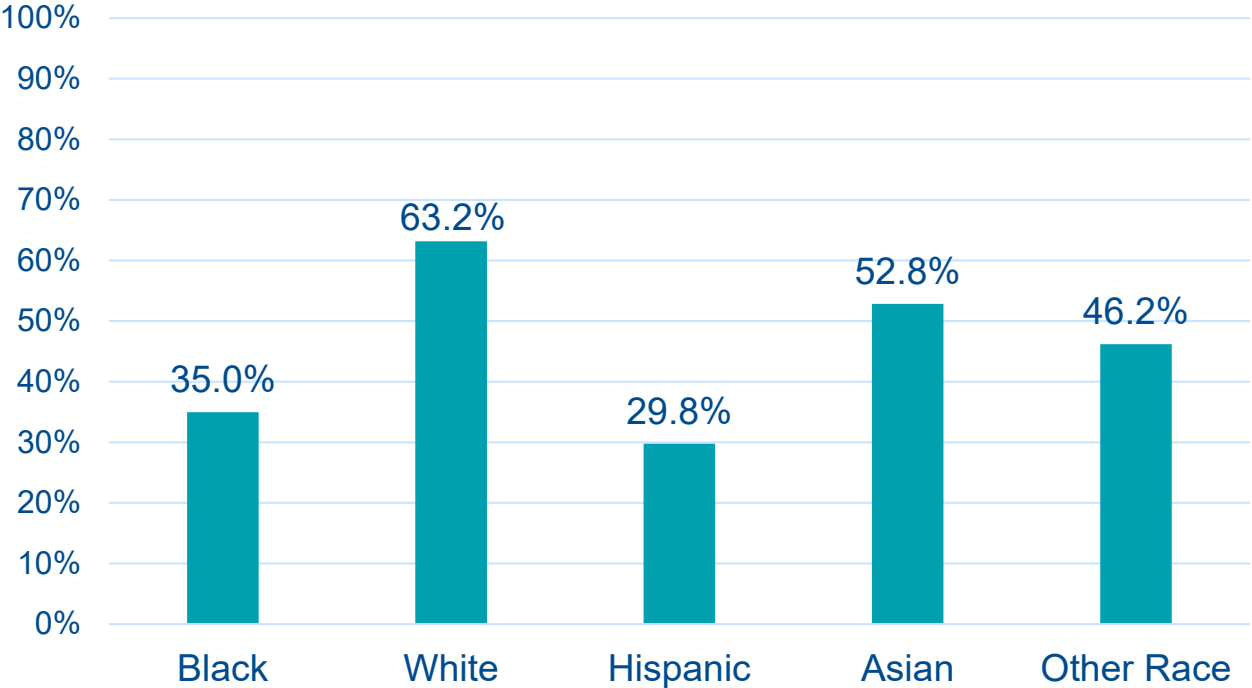
MAP Growth – K-2nd Grades

Reading Performance (Average or Above) by GRADE LEVEL

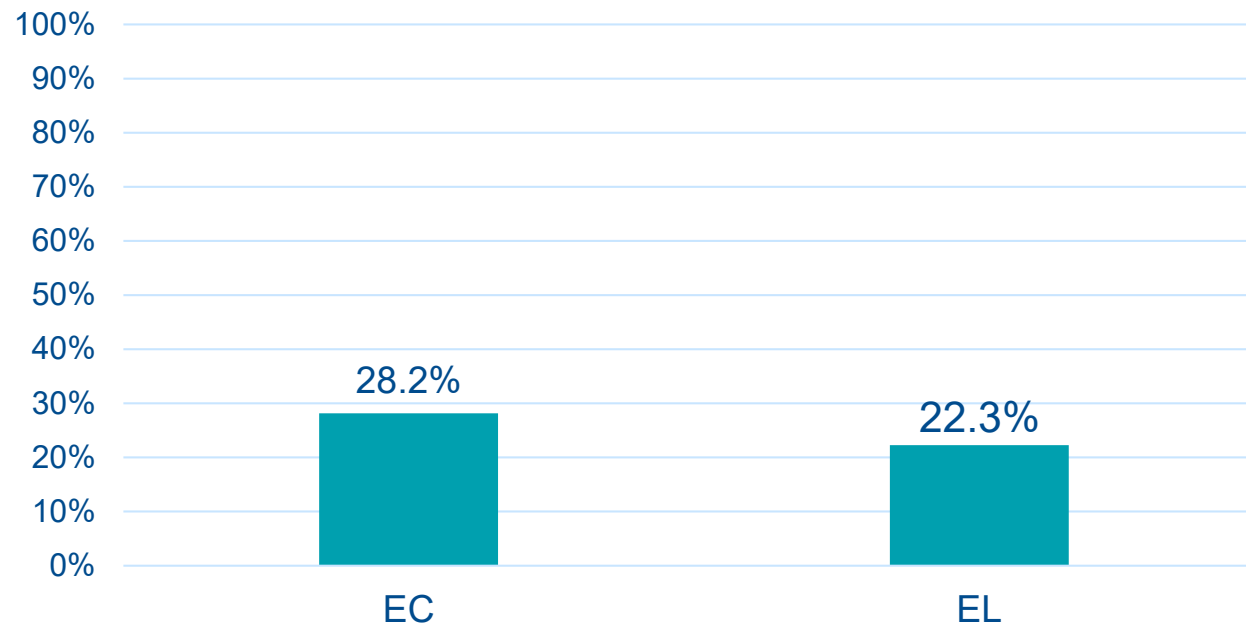


MAP Growth – K-2nd Grades

Reading Performance (Average or Above) by RACE





MAP Growth – K-2nd Grades Reading Performance (Average or Above) by IDENTIFICATION



NWEA-MAP Growth Assessments

- * Findings are preliminary as of 1/7/21 and only include grades K-2nd (MAP assessment window closed 2/19/21).
- * Most students took the assessment in person except for Virtual Academy students.
- * Findings reflect approximately 87% of K-2nd graders and does not include Virtual Academy.

Preliminary results show
38% 
of K-2nd graders 
scored **Average or Above** in math

Kindergartners



+5

of in-person instruction



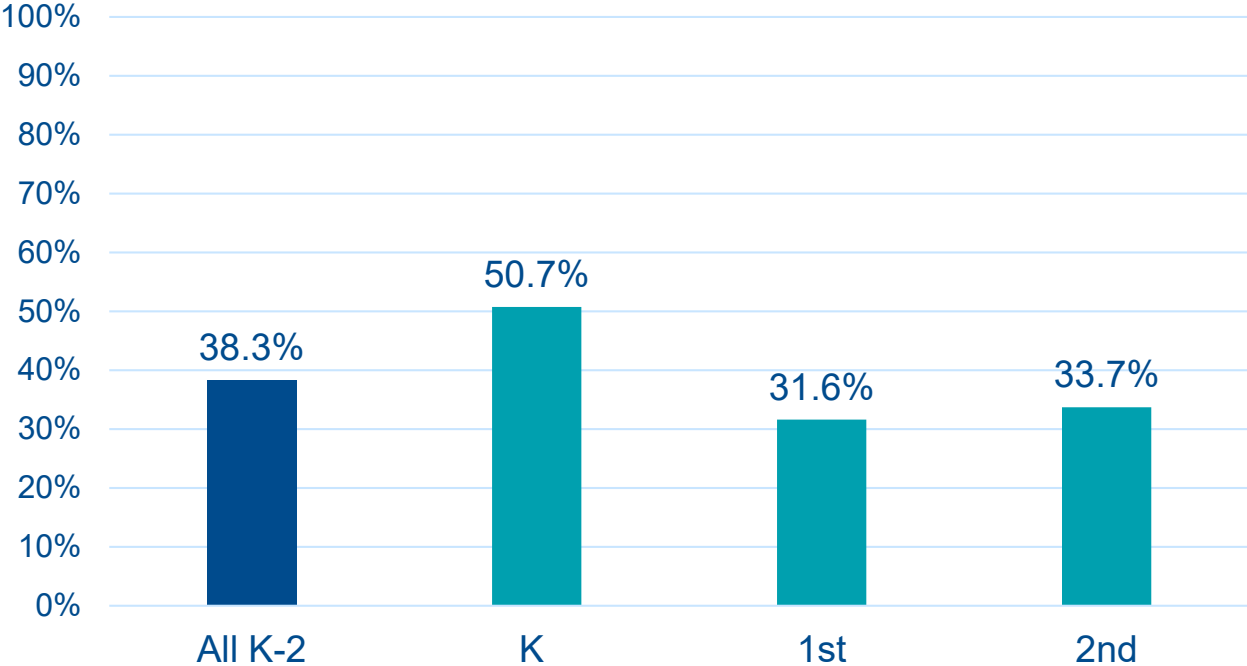
Highest rate
scoring **Average**
or **Above** in math


+15

percentage points
more in math than
1st or 2nd graders

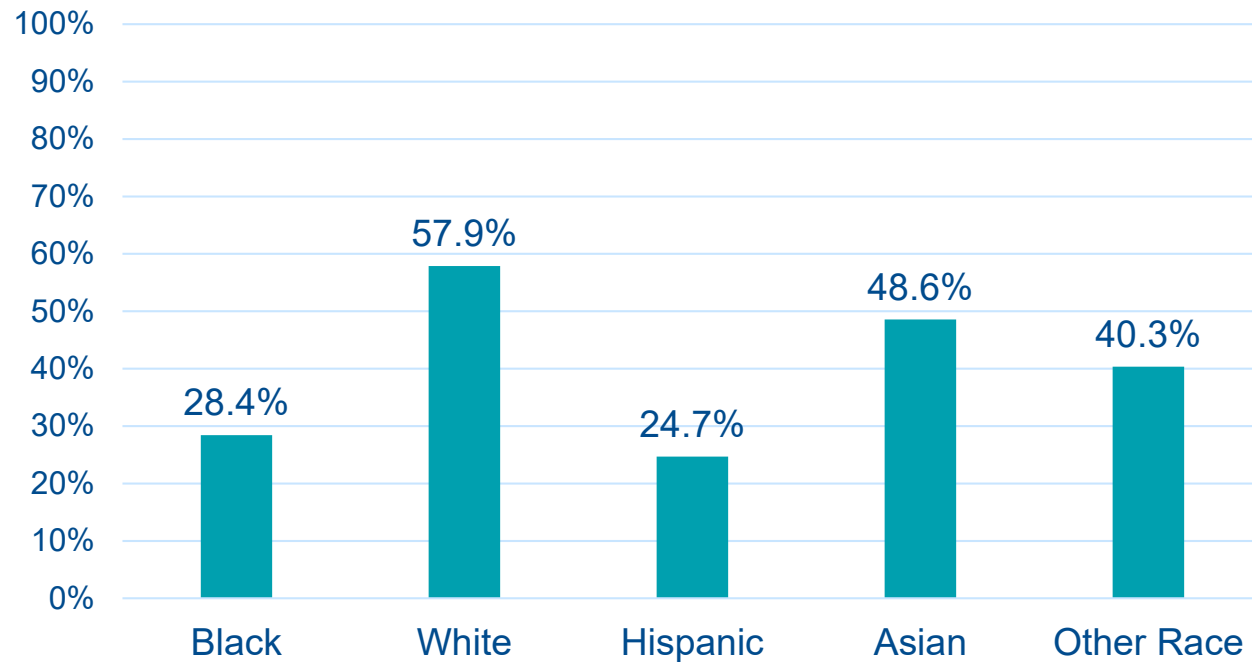
MAP Growth – K-2nd Grades

Math Performance (Average or Above) by GRADE LEVEL



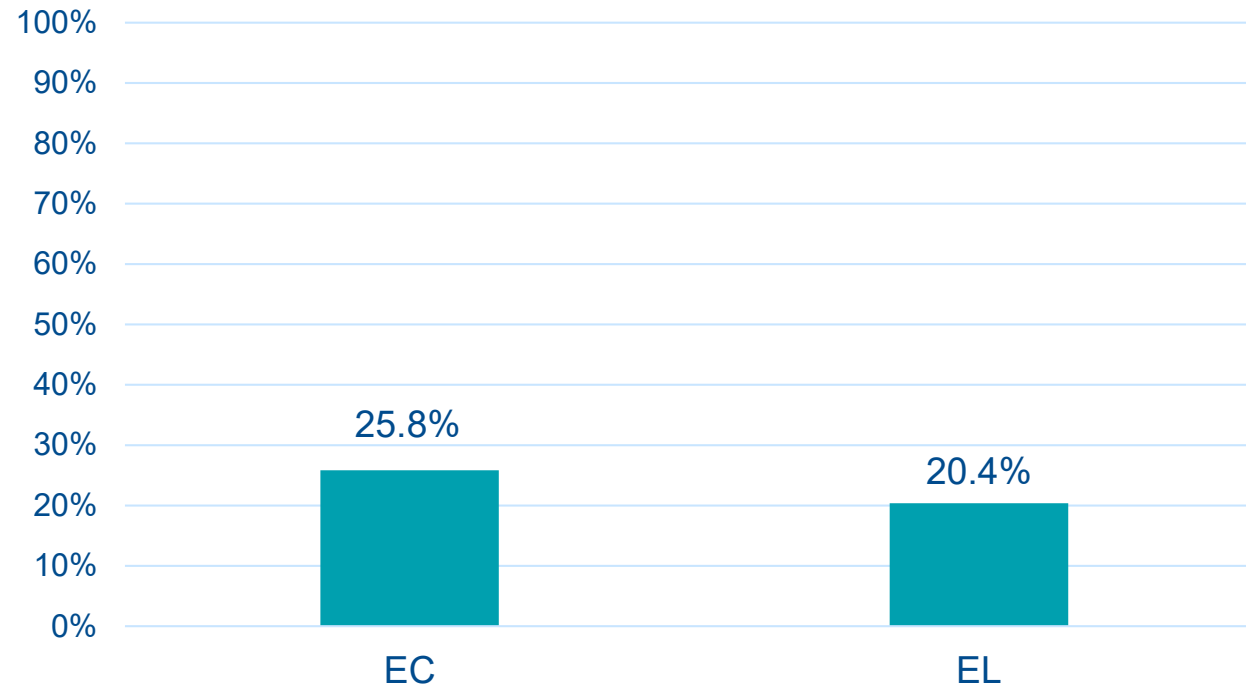
MAP Growth – K-2nd Grades

Math Performance (Average or Above) by RACE



MAP Growth – K-2nd Grades

Math Performance (Average or Above) by IDENTIFICATION





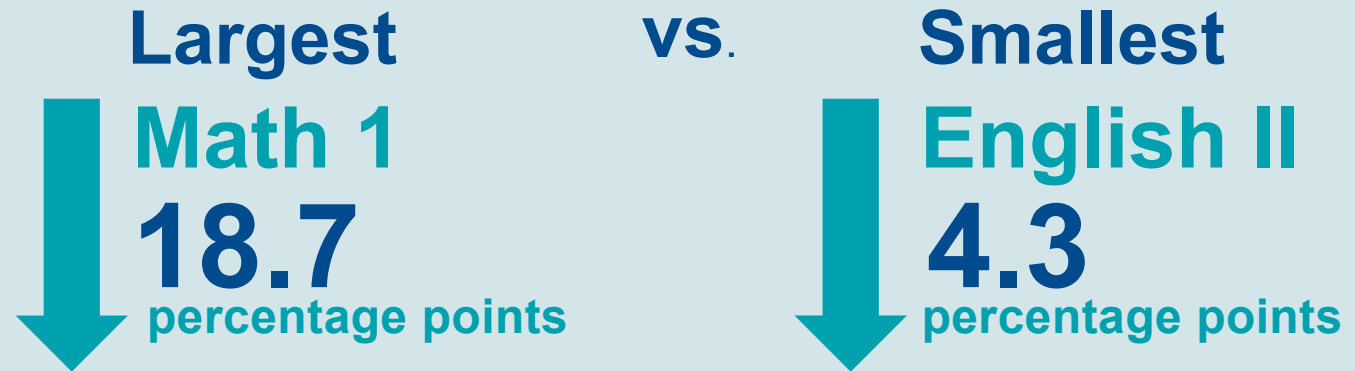
EOC Performance (Fall Block Schools Only)

Fall Block EOC Performance

There were no consistent trends across tested subjects when looking at performance declines by race, although in most cases the largest declines were found among black and Hispanic students.

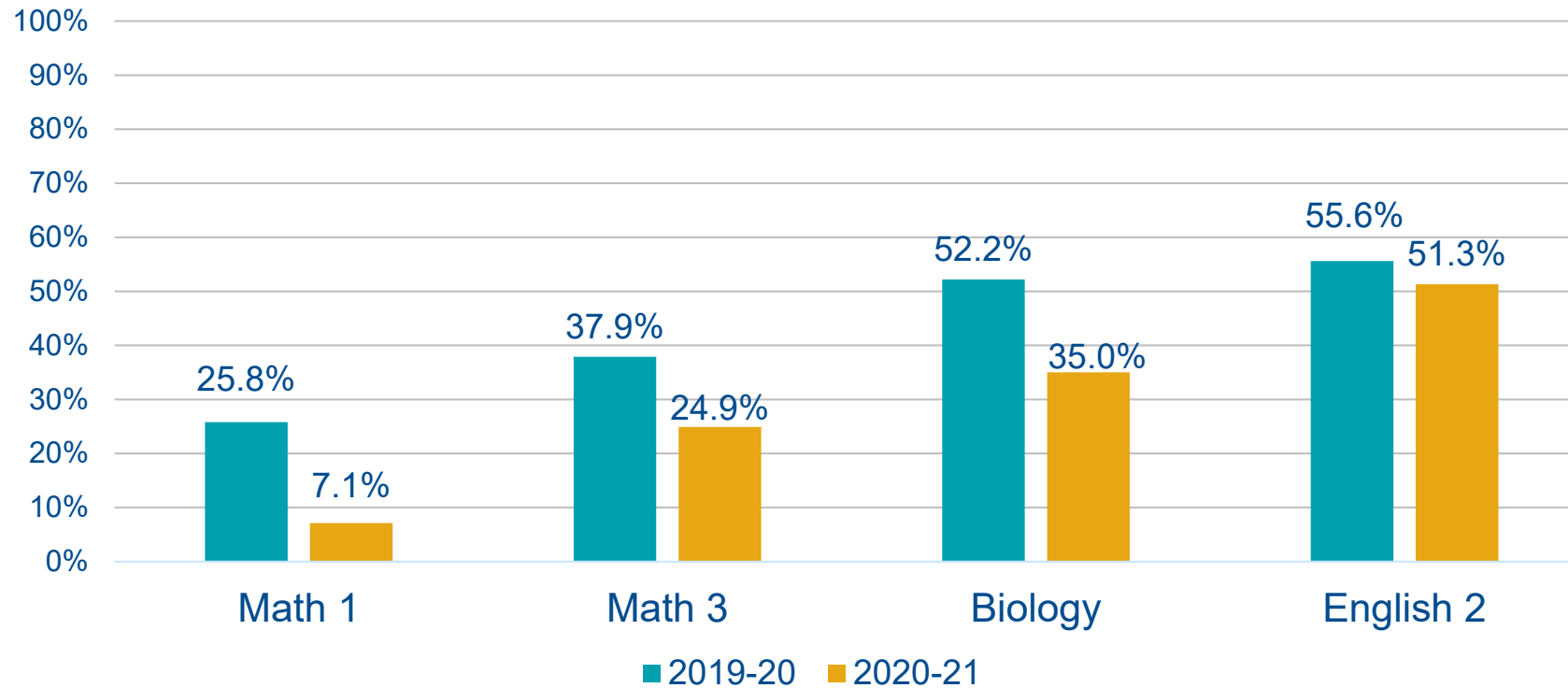


Across **ALL** Fall Block EOC Assessments

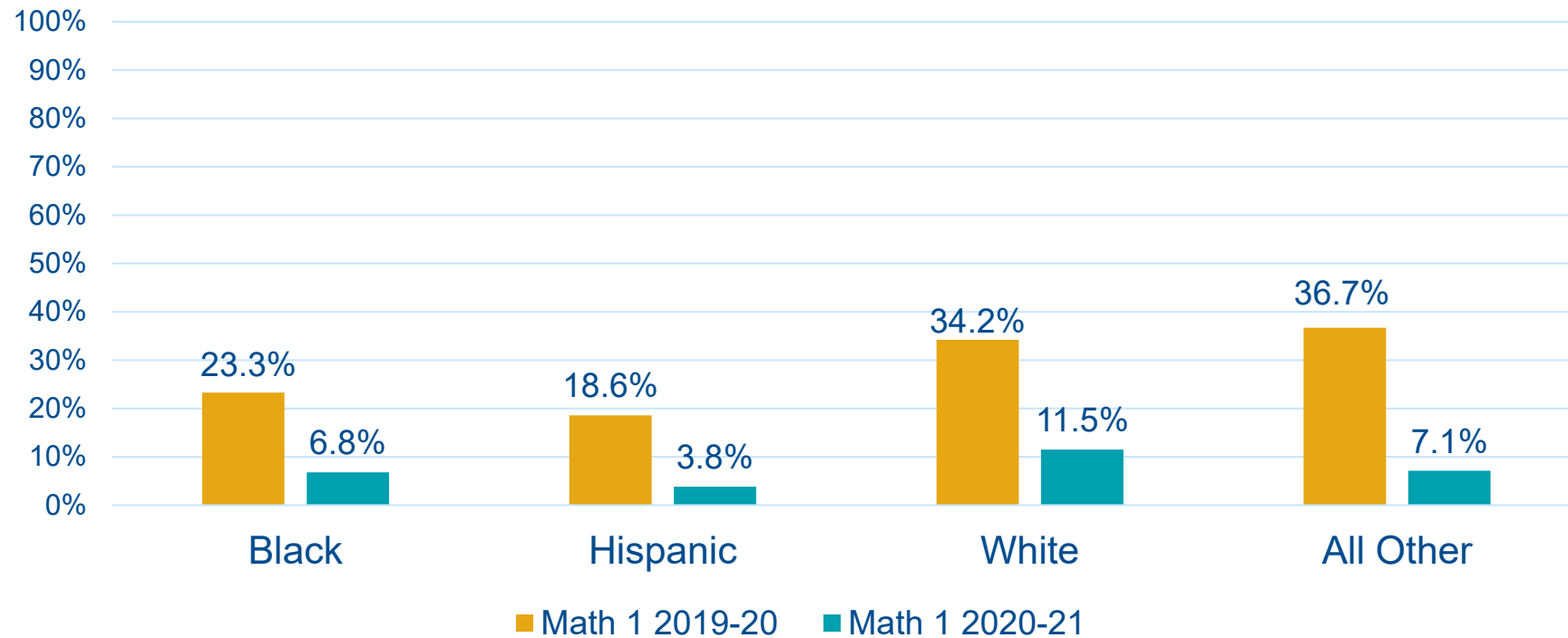


From 2018-19 to 2019-20

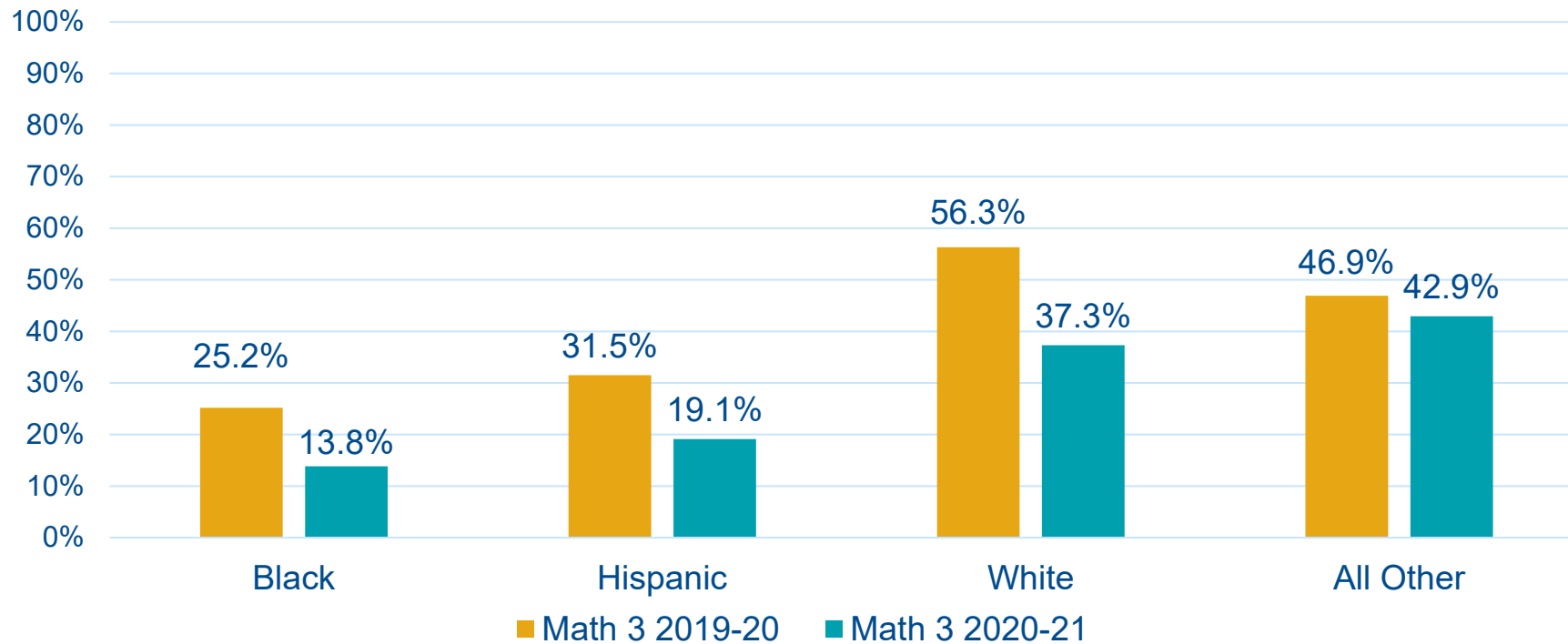
Fall EOC Proficiency Rates and Comparison by SUBJECT



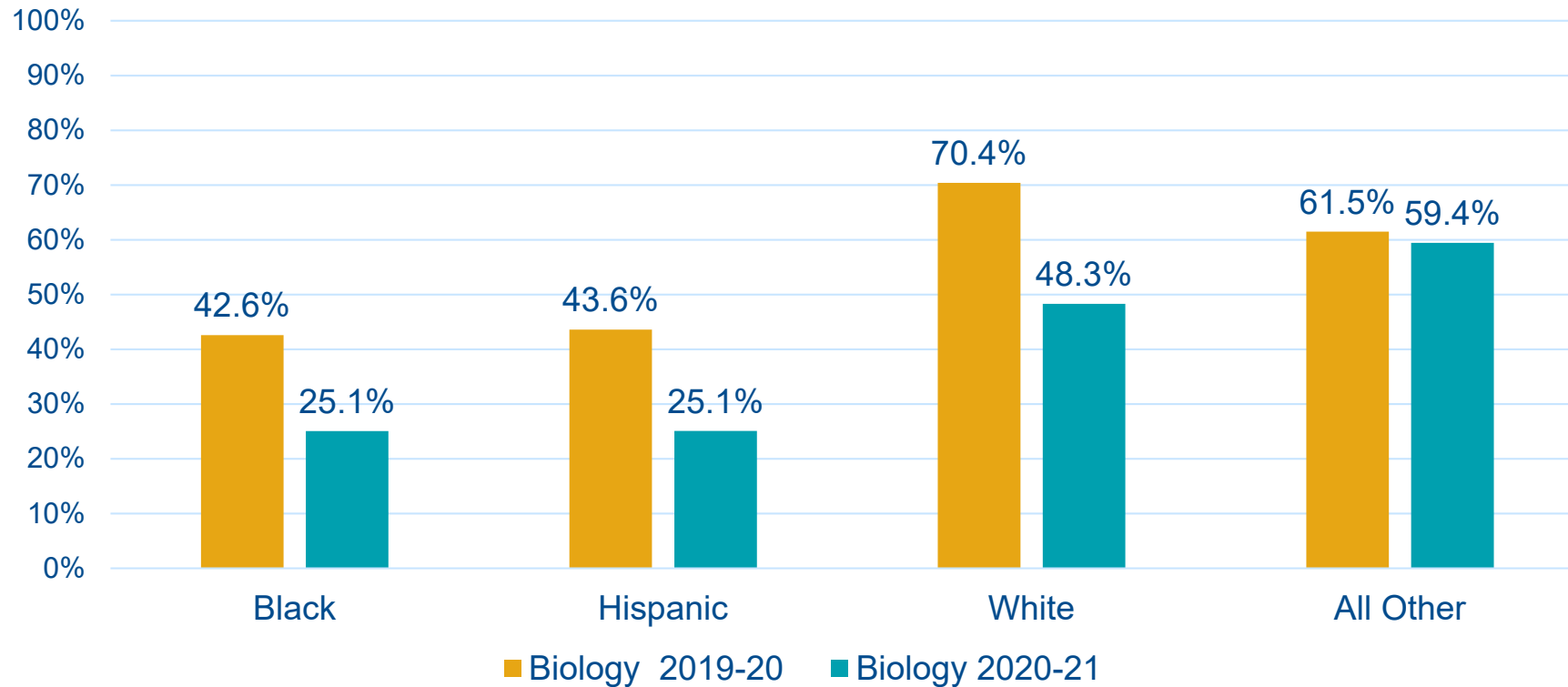
Math 1 Fall EOC Proficiency Rates and Comparison by RACE



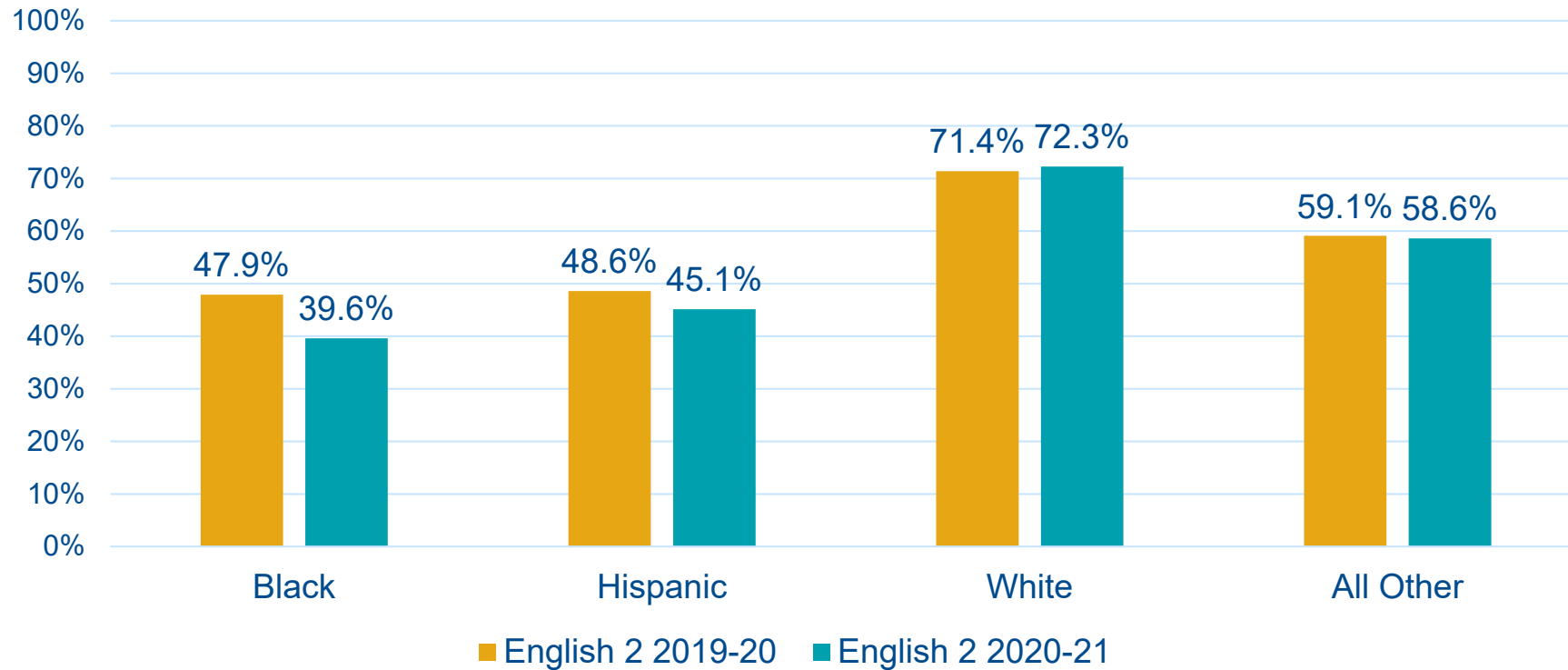
Math 3 Fall EOC Proficiency Rates and Comparison by RACE



Biology Fall EOC Proficiency Rates and Comparison by RACE



English II Fall EOC Proficiency Rates and Comparison by RACE



Preliminary Fall EOC Testing Comparison Participation and Proficiency

Preliminary Fall EOC testing Comparison Participation and Proficiency										
EOC Fall Testing	2019-20				2020-21				Change in Participation	Change in Proficiency
	# enrolled	# tested	% Participation	% Proficient	# enrolled	# tested	% Participation	% Proficient	2020 to 2021	2020 to 2021
Math 1	1018	994	97.6%	25.8%	900	608	67.6%	7.1%	-30.1%	-18.7%
Math 3	1868	1864	99.8%	37.9%	1813	1435	79.2%	24.9%	-20.6%	-13.0%
Biology	1906	1869	98.1%	52.2%	1968	1570	79.8%	35.0%	-18.3%	-17.2%
English 2	1529	1498	98.0%	55.6%	1824	1465	80.3%	51.3%	-17.7%	-4.3%

Course and Student Grades

Course Grades and Student Failure Rates

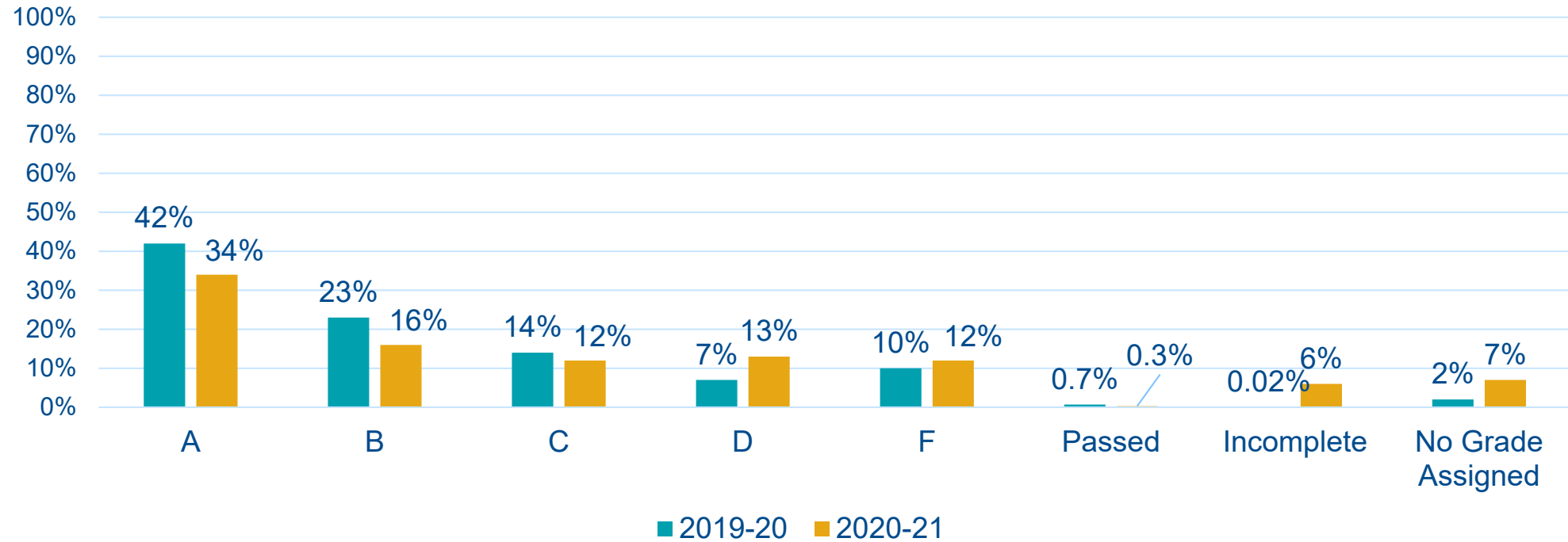
Across Quarter 1, Quarter 2 and Semester 1, students of color are more likely to receive a failing grade than white students. Among larger groups of students of color, Hispanic students have the largest increase in course failure rates.

In 2020-21 students are receiving lower grades

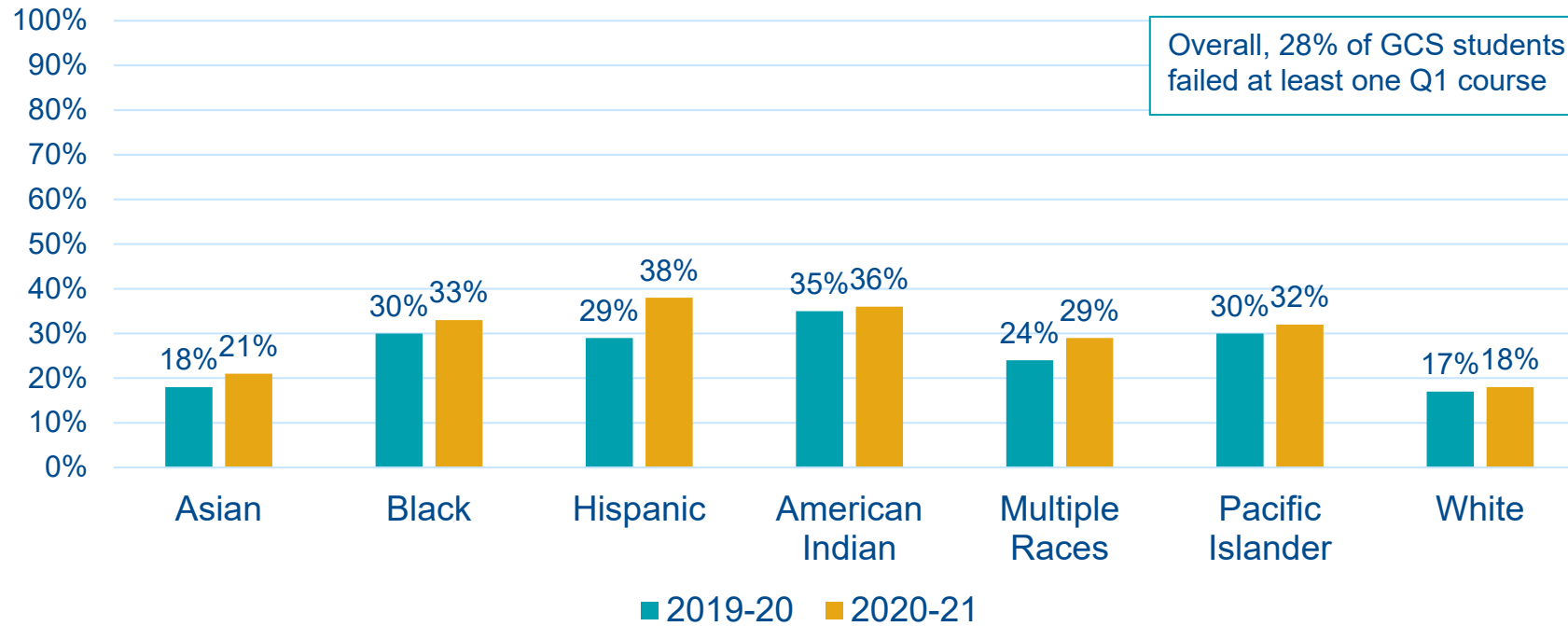
compared to the previous years in Quarter 1, Quarter 2 and Semester 1.

Across Quarter 1, Quarter 2 and Semester 1, students of color are more likely to receive a failing grade than white students. Among larger groups of students of color, Hispanic students have the largest increase in course failure rates.

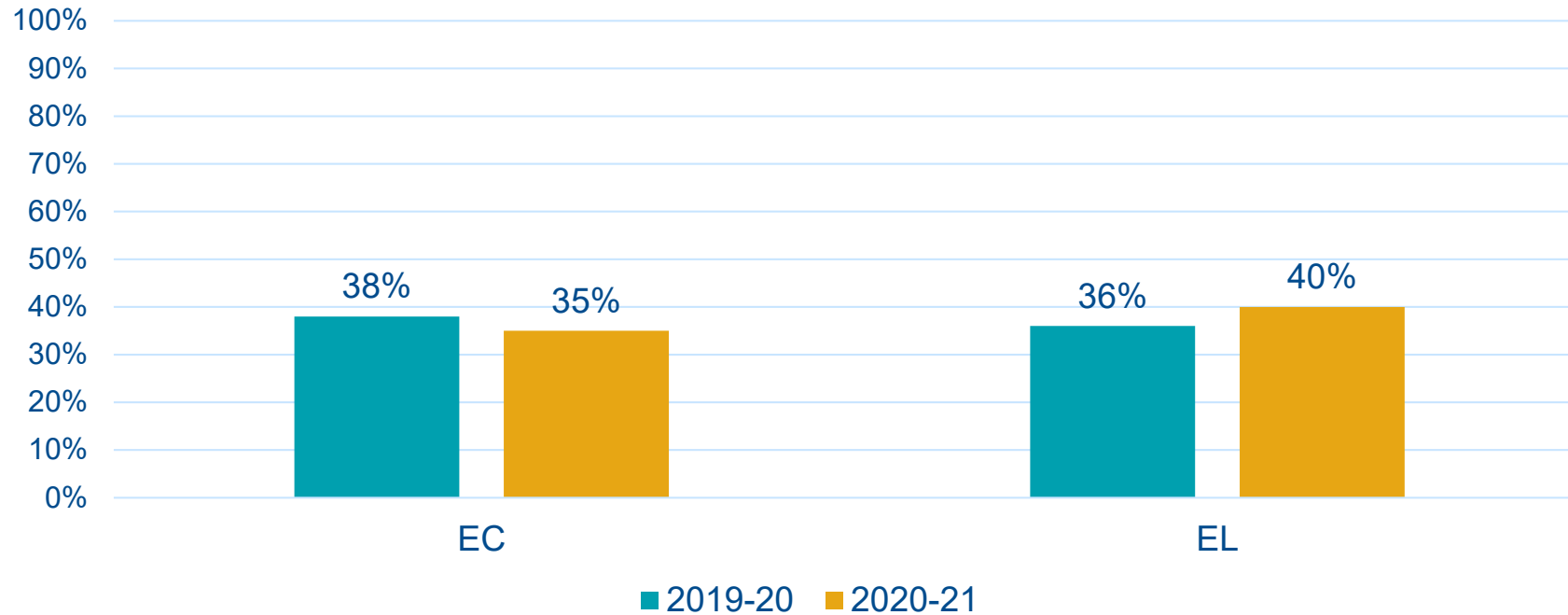
Q1 Grade Comparison 2019-20 vs 2020-21 Guilford County Schools



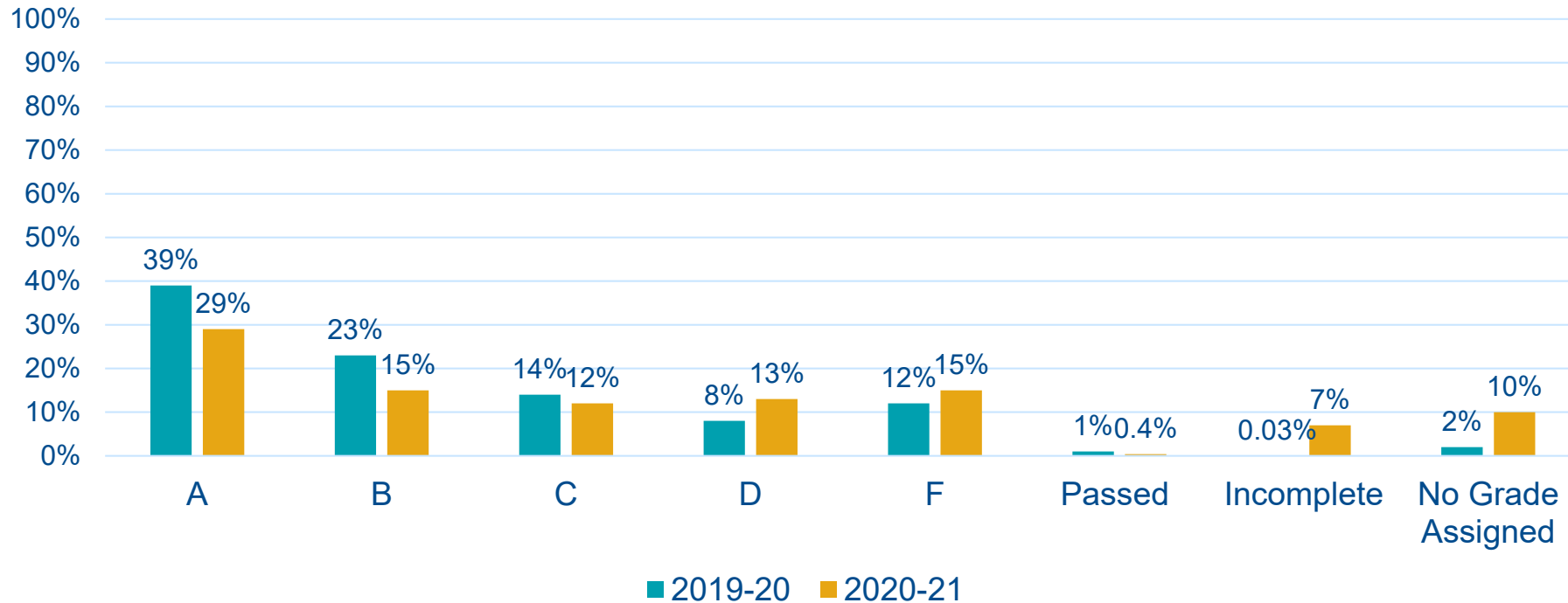
% of Students Failing at Least 1 Q1 Course 2019-20 vs 2020-21



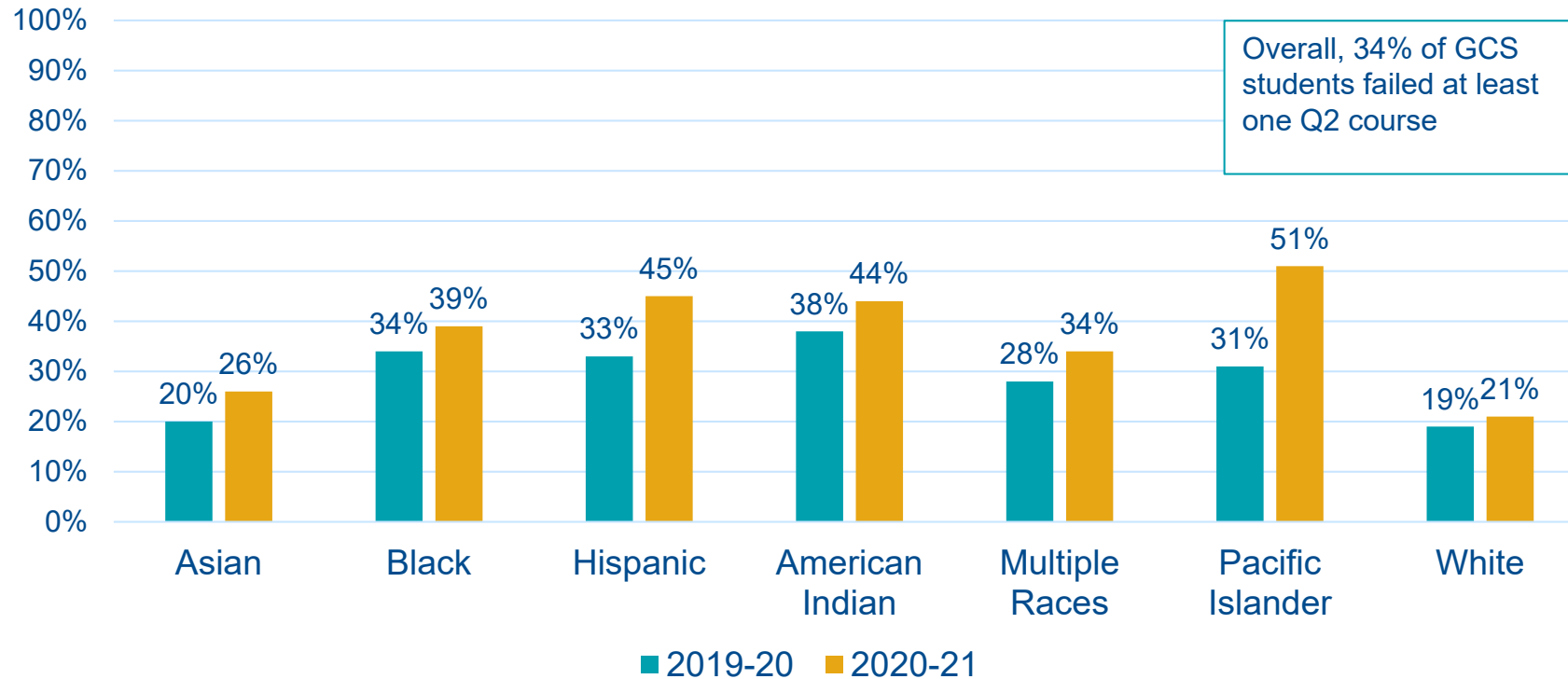
% of Students Failing at Least 1 Q1 Course 2019-20 vs 2020-21



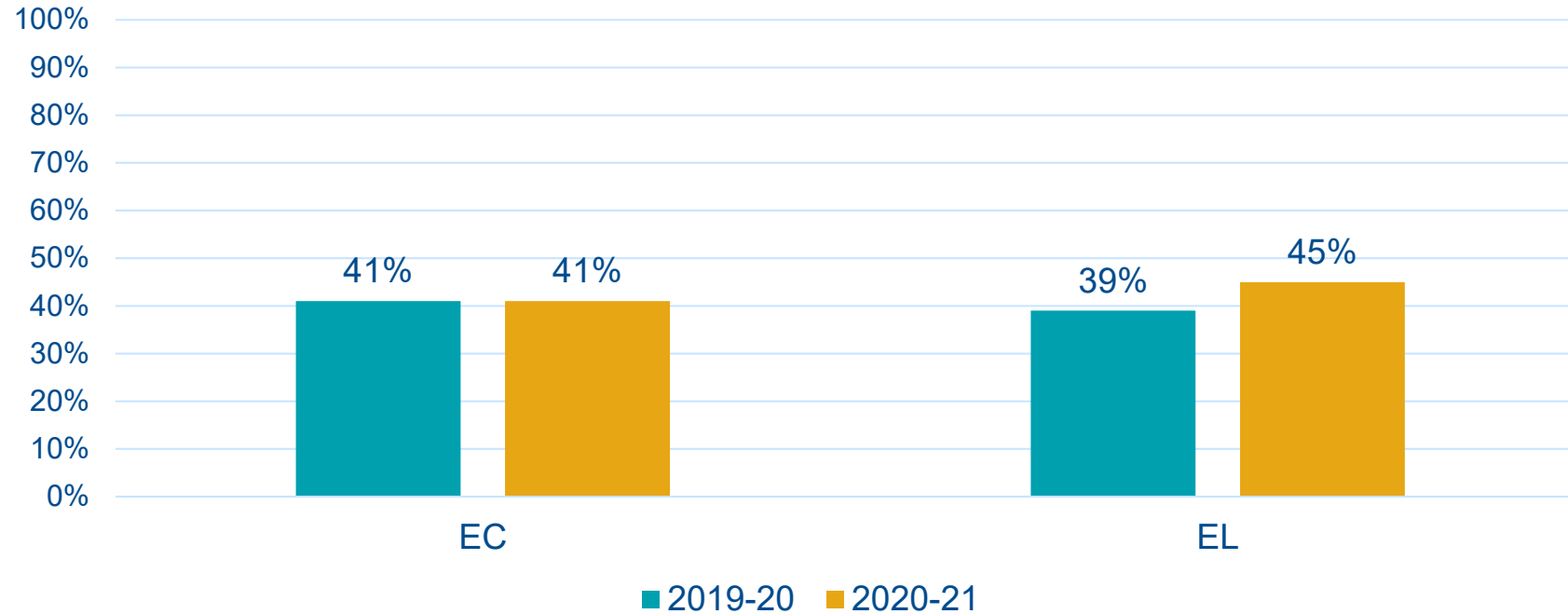
Q2 Grade Comparison 2019-20 vs 2020-21 Guilford County Schools



% of Students Failing at Least 1 Q2 Course 2019-20 vs 2020-21

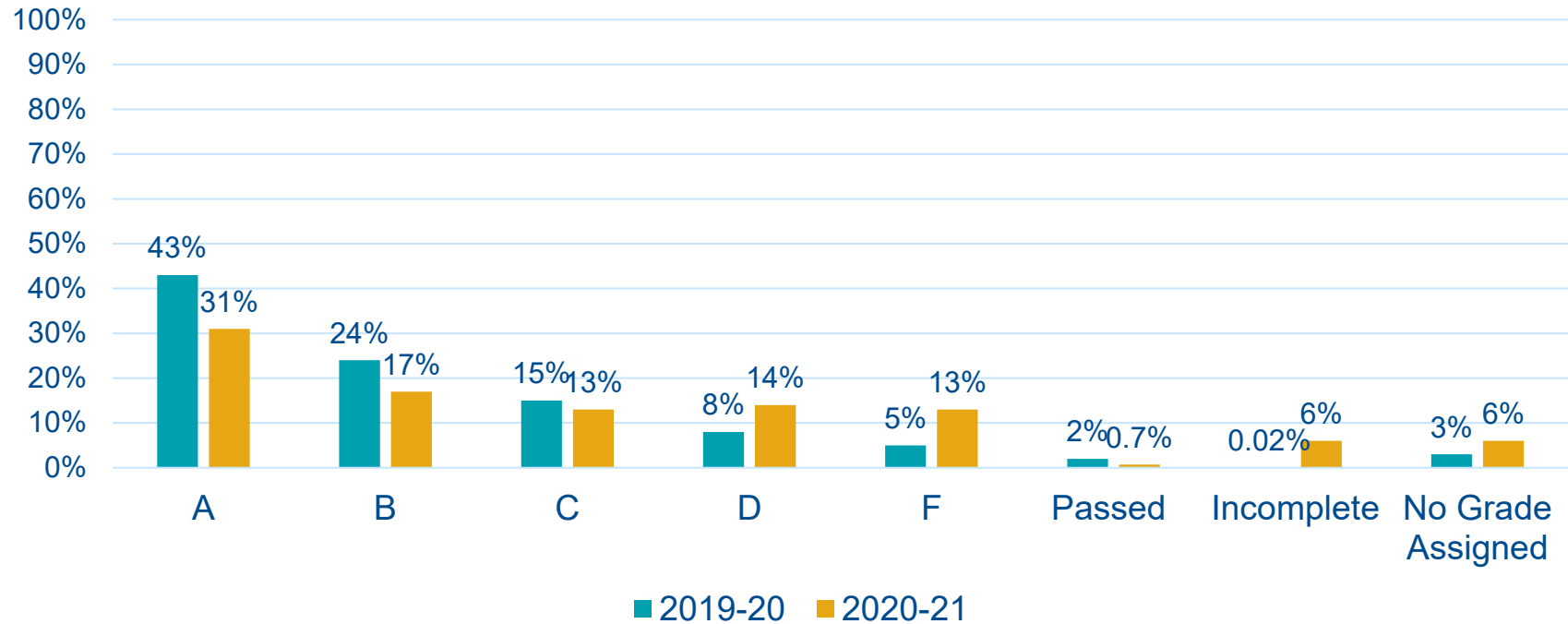


% of Students Failing at Least 1 Q2 Course 2019-20 vs 2020-21

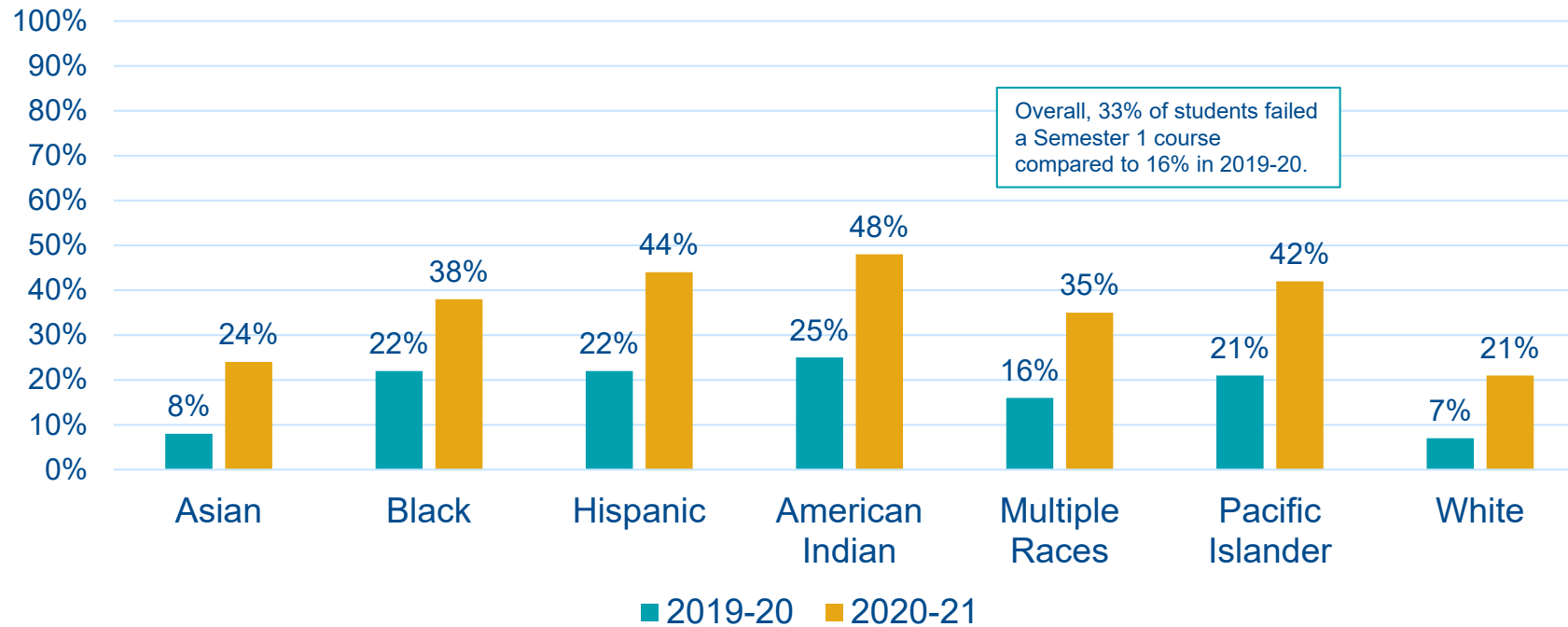


Semester 1 Grade Comparison 2019-20 vs 2020-21

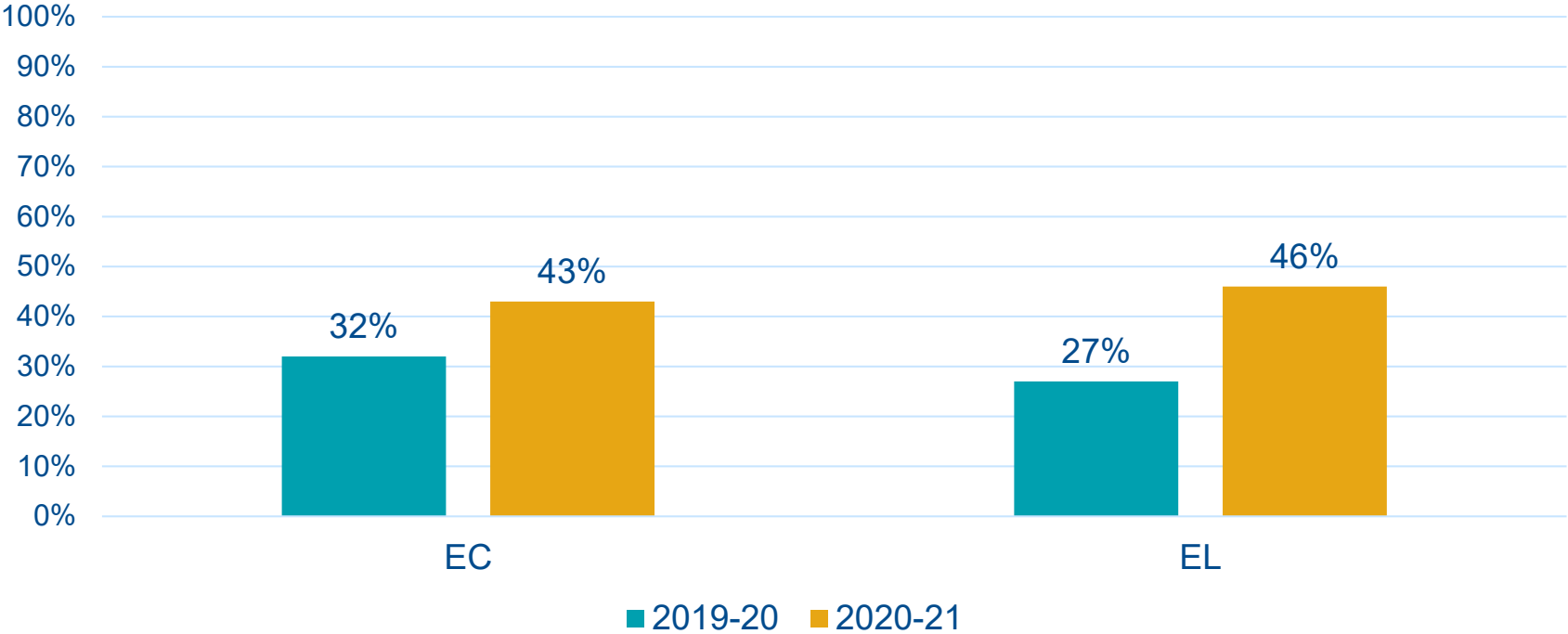
Guilford County Schools (Grades 6-13)



% of Students Failing at Least 1 Semester 1 Course 2019-20 vs 2020-21 (Grades 6-13)



% of Students Failing at Least 1 Semester 1 Course 2019-20 vs 2020-21 (Grades 6-13)





2021-2022 Budget Recommendation

2021 Priorities



Reopening Schools and Keeping Them Open



Accelerate Learning



Invest in Staff Capacity



Recruiting, Retaining, and Rewarding Highly Effective Staff



Create Strong Postsecondary Pathways



Investments in Student Support Services



Invest in Instructional Materials and Resources



Close the Digital Divide



Sustaining Operations

How Schools Should Use Funding from the American Rescue Plan to Support Students, Chiefs for Change, March 2021; Setting Strategic Spending Priorities, Council of Great City Schools, April 2021

Agency Responsible for Funding: (F) Federal, (S) State, (L) Local, and (O) Other

Reopening Schools and Keeping them Open

2021-2022
Strategies



- Maintaining ventilation to improve indoor air quality is a major component in reducing risk of virus transmission and exposure to environmental health hazards, and effectively maintain the health and safety of students, educators, other staff and parents
- Improving life safety systems and increasing opportunities for outdoor learning will enable systems to reopen and stay open while keeping students and staff healthy and safe

Reopening Schools and Keeping them Open

2021-2022 Strategies



- Maintaining ventilation and improving air quality^(F)
- Training and professional development on sanitizing and minimizing the spread of infectious diseases^(F)
- Creating and configuring indoor/outdoor learning spaces^(F)
- Improve critical life safety systems^(F)
- Begin reopening ACES programs^(O)
- Pilot COVID-19 testing^(F)

Federal (F)
State (S)
Local (L)
Other (O)

Accelerate Student Learning

2021-2022
Strategies



- Cumulative learning loss is substantial, even more so in mathematics, with students on average likely to lose five to nine months of learning by the end of this school year
- While most students are struggling, those who came into the pandemic with the fewest academic opportunities are on track to exit with the greatest learning loss

Accelerate Student Learning

2021-2022 Strategies



- High dosage tutoring^(F)
- Invest in options for extended learning time for students^(F/S/L)
- Invest in options for extended year calendars for students^(F/S/L)
- Adopt high quality instructional materials with robust teacher supports that are aligned to formative and summative assessments^(F/S/L)
- Invest in assessment systems and data warehouse programming^(F/L)
- Expand program access for English Learners at Newcomers & Early and Middle Colleges^(F/S)

Invest in Staff Capacity

2021-2022
Strategies



- The strongest education research finding in the last twenty years is that the quality of a teacher is the single greatest in-school determinate of student outcomes (*Johns Hopkins Institute of Education Policy, 2018*).
- Models that expand the reach of outstanding instructors, while freeing up other educators to provide much-needed one-on-one academic and relational support to help all kids stay on track, hold extraordinary promise for our students.

Invest in Staff Capacity

2021-2022 Strategies



- Teacher and school leader recruitment and pipeline programs, particularly initiatives aimed at growing a diverse corps of teachers and school leaders^(F/S)
- Strategies to recruit, retain and reward highly effective staff^(F/S)
- Diversify the work force through tuition assistance^(F)
- Ensure that teachers and leaders have the knowledge and skills they need to fully support English Learners, students with disabilities and learners who have been disproportionately impacted by the pandemic^(F)
- Ensure that teachers and leaders have the knowledge and skills they need to deliver high quality instruction in an increasingly digital teaching environment^(F)

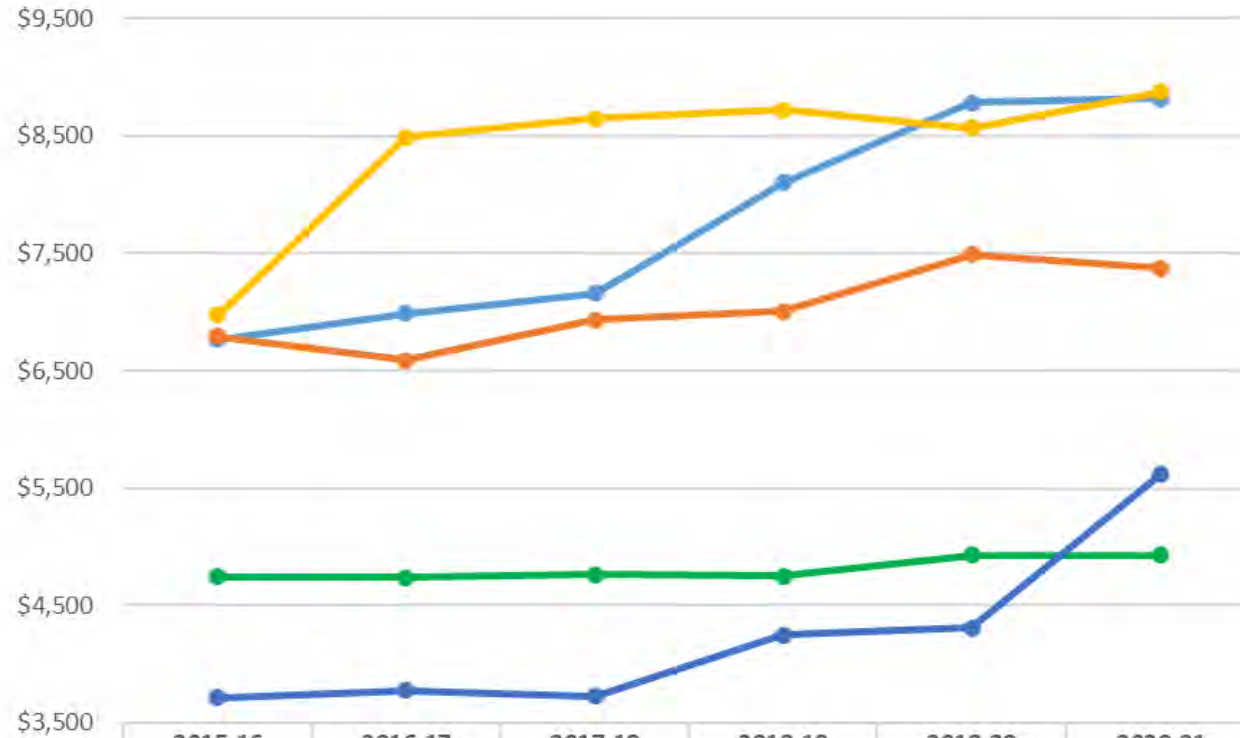
Recruiting, Retaining, and Rewarding Highly Effective Staff

2021-2022
Strategies



- Teacher Career Ladders^(F/S)
- Licensed Staff Supplement Increase^(L)
- Teacher and leader pipelines designed to diversify the workforce^(F)
- Continue progress towards \$15 minimum hourly rate for support staff^(L/O)
- Additional incentives for teachers in low-performing schools and high-need subject areas^(F/S/L)

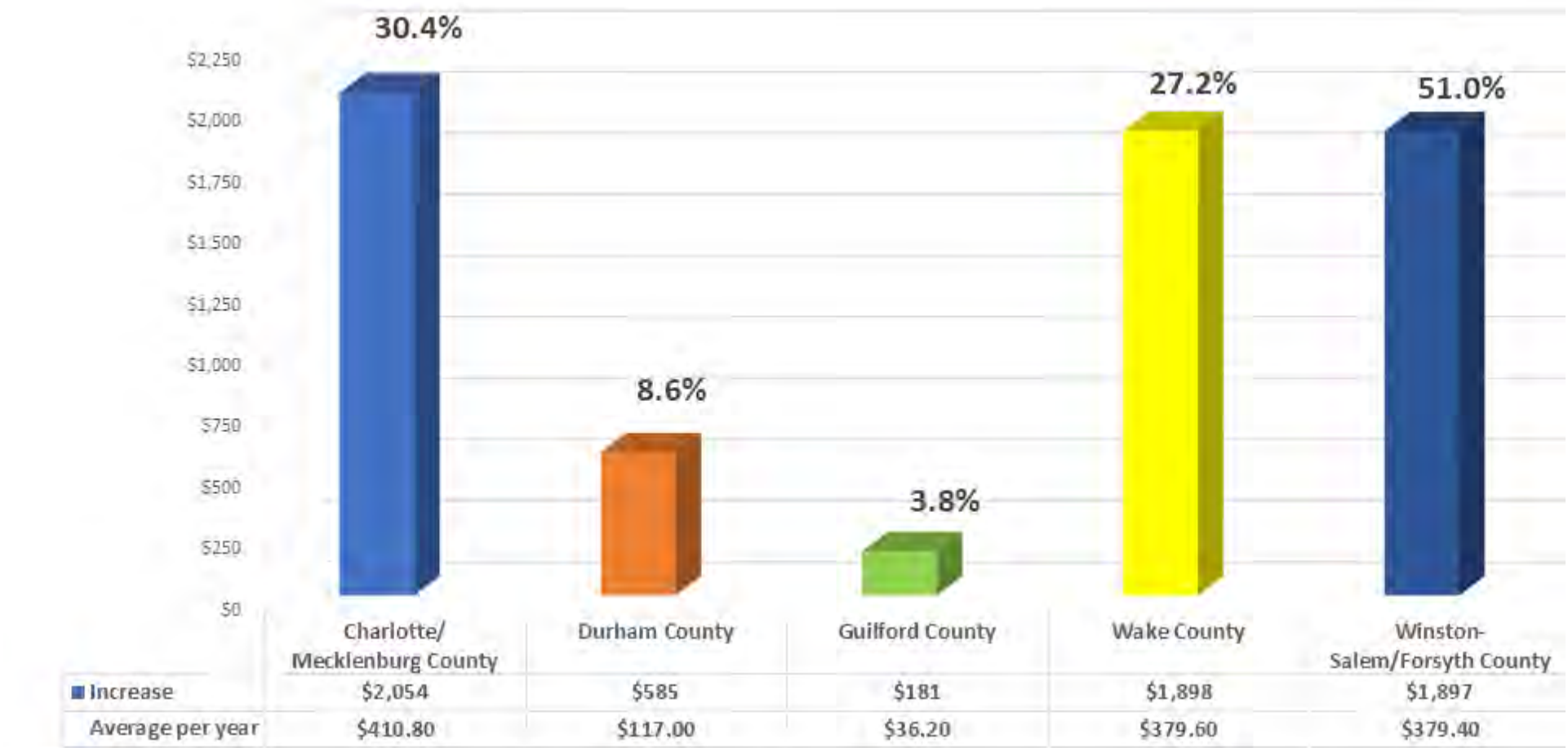
TEACHER AVERAGE SUPPLEMENT 2015-16 to 2020-21



	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
CHARLOTTE/MECKLENBURG COUNTY	\$6,764	\$6,985	\$7,159	\$8,101	\$8,782	\$8,818
DURHAM COUNTY	\$6,790	\$6,586	\$6,931	\$7,005	\$7,487	\$7,375
GUILFORD COUNTY	\$4,746	\$4,741	\$4,764	\$4,751	\$4,929	\$4,927
WAKE COUNTY	\$6,975	\$8,485	\$8,649	\$8,720	\$8,569	\$8,873
WINSTON-SALEM/FORSYTH COUNTY	\$3,717	\$3,776	\$3,727	\$4,251	\$4,309	\$5,614



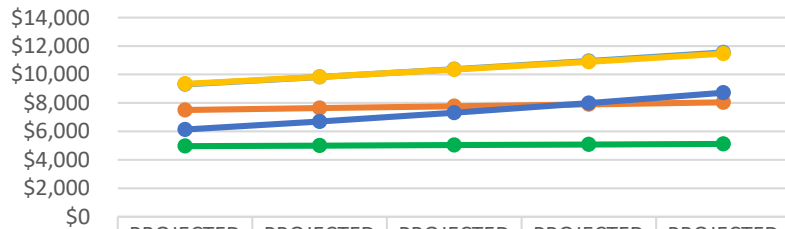
TEACHER AVERAGE SUPPLEMENT INCREASE 2015-16 to 2020-21



What Does it Take to Have a Comparable Teacher Supplement Within 5 Years?

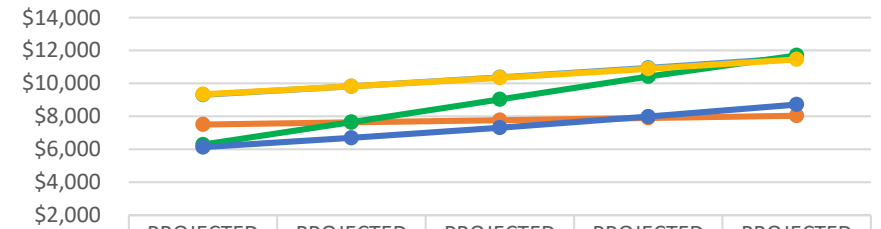
Based on the average % change in supplement rate, investing \$10,000,000 per year for the next five years would put the GCS supplement average at \$11,700 (the highest among the large districts in NC).

If supplements continue to increase at the same rate as the past five years:



	PROJECTED 2021-22	PROJECTED 2022-23	PROJECTED 2023-24	PROJECTED 2024-25	PROJECTED 2025-26
CHARLOTTE/MECKLENBURG COUNTY	\$9,307	\$9,823	\$10,368	\$10,943	\$11,550
DURHAM COUNTY	\$7,503	\$7,633	\$7,766	\$7,901	\$8,038
GUILFORD COUNTY	\$4,965	\$5,002	\$5,041	\$5,079	\$5,118
WAKE COUNTY	\$9,338	\$9,828	\$10,343	\$10,886	\$11,456
WINSTON-SALEM/FORSYTH COUNTY	\$6,130	\$6,694	\$7,310	\$7,983	\$8,717

If Guilford County increases the teacher supplement by \$10,000,000 per year for the next five years:

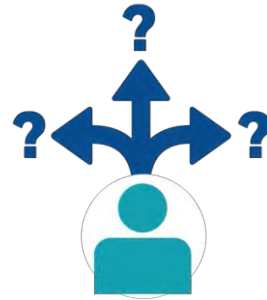


	PROJECTED 2021-22	PROJECTED 2022-23	PROJECTED 2023-24	PROJECTED 2024-25	PROJECTED 2025-26
CHARLOTTE/MECKLENBURG COUNTY	\$9,307	\$9,823	\$10,368	\$10,943	\$11,550
DURHAM COUNTY	\$7,503	\$7,633	\$7,766	\$7,901	\$8,038
GUILFORD COUNTY	\$6,284	\$7,652	\$9,030	\$10,419	\$11,701
WAKE COUNTY	\$9,338	\$9,828	\$10,343	\$10,886	\$11,456
WINSTON-SALEM/FORSYTH COUNTY	\$6,130	\$6,694	\$7,310	\$7,983	\$8,717



Create Strong Postsecondary Pathways

2021-2022



UNCERTAIN FUTURE

High school students are facing a future dominated by the economic fallout of COVID-19.



TUITION COSTS SOARING

The majority of jobs in the United States require some postsecondary education or training and, even before the pandemic, there were persistent concerns about the cost of attending a college or university.



CRISIS RAMIFICATIONS

Individuals, families and students are feeling short and possibly longer term effects

Freshman Enrollment declined 13.1%

last fall as compared to the previous year.

myFuture NC 2 Million by 2030

2021-2022



myFutureNC is a state-led nonprofit created to move the state's educational attainment goal of 2 million by 2030 into action. Achieving this goal will only be possible with cross-sector support, including our K-12 Local Education Agencies. All of North Carolina's workforce boards and community colleges have endorsed the goal and work of myFutureNC.

Today, **fewer than half of North Carolinians ages 25-44 hold a postsecondary degree or high-quality credential**, but the vast majority of newly created jobs require education beyond a high school diploma. By next year, 67 percent of the jobs in our state will demand a postsecondary credential or degree.



Create Strong Postsecondary Pathways

2021-2022
Strategies



- Dual (two) generation programming (effectively preparing students and parents for jobs that earn middle class living standard)^(F)
- College Access
 - Make sure students apply for college, complete the FAFSA and enroll in college^(F/L)
 - College bridge support, including graduation and college transition counseling^(F)
 - Partnering with community colleges, employers and training providers to improve career pathways for students^(F)
 - Investing in systems to track postsecondary outcomes^(F)
 - Expand dual (two) enrollment programs and access to early/middle colleges for debt-free college credit ^(F/L)

Investments in Student and Mental Health Support Services

2021-2022 Strategies



- Many students and families continue to face trauma and food and housing insecurities as a result of COVID-19 that directly impact how systems should invest in student and mental health support services.
- Strong and supportive relationships between students and teachers lead to improved and enduring social-emotional and academic outcomes for students.
- Having a good relationship with an adult in the school can yield greater student motivation, satisfaction, self-esteem, and social skills and can reduce student dropouts, disruptive behavior and absences.
- This connection is particularly important for first-generation students and students of color.

Investments in Student and Mental Health Support Services

2021-2022
Strategies



- Investments to improve student attendance and student enrollment^(F)
- Pandemic-related nursing supports for schools^(F)
- Community partnerships and mental health coordination efforts^(F)
- Tuition assistance and partnerships with higher education for counselors, psychologists, social workers and other student support personnel^(F)
- Student climate surveys^(F)
- Social and emotional learning curriculum^(F/S)

Invest in Instructional Materials and Resources

2021-2022
Strategies



- With two disrupted school years, students have fallen behind—many, substantially so.
- Aligned instructional resources can eliminate opportunities for students to access grade level instruction and can support districts with high numbers of new and lateral entry teachers.
- A coherent pathway for learning recovery must include greater reliance on high-quality print and digital materials and instruction.

Invest in Instructional Materials and Resources

2021-2022
Strategies



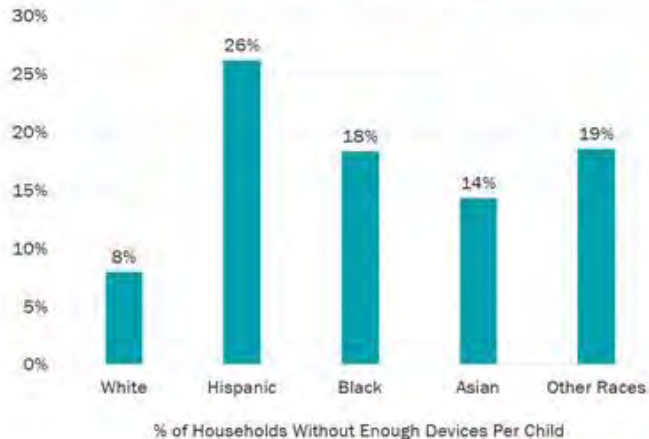
- Improve literacy, math and science (STEM) outcomes through high-quality instructional materials and a comprehensive, multi-tiered professional development plan^(F/S)
- High-dosage tutoring for students who meet multiple risk factors^(F)
- Prioritize early literacy initiatives that are grounded in the science of reading^(F)

Close the Digital Divide



- Nearly 17 million students across the nation do not have access to high-speed internet.
- Census data reports that 18% of GCS families do not have access to broadband internet.
- In addition, approximately 26% of Hispanic households and 20% of black families reported not having enough devices for the number of students in the home.
- The problem disproportionately affects children of color, those from low-income families and students who were already behind in their learning.
- Systems should implement solutions to ensure all students have the devices and connectivity they need to learn and thrive in today's modern world.

Families of Color are More Likely to Have Less than One Internet-Enabled Device per GCS Child.



Close the Digital Divide

2021-2022
Strategies



- Implement solutions that will ensure all students have updated devices and connectivity they need to learn and thrive^(F)
- Infrastructure improvements to eliminate gaps in access^(F/L)
- Training for teachers on leveraging digital resources to deliver high quality grade level instruction^(F)
- Training for parents and students to access digital resources and blended learning opportunities^(F)
- Implement digital solutions to ensure all students have access to a high-quality teacher^(F/S)



Sustaining Operations

2021-2022
Strategies

- Growth in charter school enrollment.
- Increase in retirement rate for locally funded staff.
- Increase in health insurance rate for locally funded staff.
- Match legislated salary increases for locally funded staff.
- Restore one-time reductions in 2020-21 budget (20-day extended year schools & utilities).

Oversight and Accountability



3-year contracts for appropriate oversight and accountability of ESSER priorities and expenditures.

ESSER Funding Strategies

- Plans should prioritize the most vulnerable students and those who have been disproportionately impacted by the COVID-19 crisis and school closures.
- Resources should explicitly address learning loss within the context of grade level content.
- A district's investment strategy should address the skills, resources and infrastructure required to advance the effective use of educational technology, expand access and support blended learning models that are likely to persist both in the immediate future and in years to come.

(Strategic Spending Priorities, CGCS, 2021)

ESSER Funding Strategies

- Sustainable investments are dependent on the integration of funding sources (local, state, other federal).
- Consider evaluation from the onset.
- Ensure that investments launched are either sustainable beyond the grant period expiration or deliberately made with a defined life cycle.
- Following the American Recovery and Reinvestment Act (ARRA), the districts with better results had clearer, more coherent district-wide strategies for improvement, less state interference and micromanagement, more staff buy-in, higher-quality instructional programming and extended instructional time, strong school leadership, better use of data and an ability to sustain gains

(Lessons Learned from Other Large Federal Infusions into Elementary and Secondary Education, CGCS, 2021)

ESSER Funding Strategies – What to Avoid

- Investments that add to the school system's resource inequities.
- Overspending on immediate short-term goods.
- Positions that are not sustainable beyond the scope of the grant.
- Investments that have long-term maintenance requirements.
- Investments that do not have evidence-based research to support district priorities.
- Investments that are not clearly tied to short-term goals and result in a funding cliff at the end of the grant period.

2021-2022 Priorities - Funding

ESSER II

\$88.6 million

(Available for obligation through
September 30, 2023)

ESSER III

\$198.2 million

(Available for obligation through
September 30, 2024)

ESSER = Elementary and Secondary School Emergency Relief

Sustaining Operations - Legislative Impact

Legislated salary increase = \$2,001,000

Retirement rate = \$1,417,000

Health insurance = \$223,000

Growth in charter school enrollment = \$3,224,000

\$6.86 million

2021-2022 Local Current Expense Fund

Increase teacher supplement (Year 1 of 5-year initiative)	\$10.00 million
Increase administrator supplement	\$3.25 million
Fully fund approved bus driver pay increase to \$15/hr for full year	\$1.60 million
School nutrition pay increase to \$15/hr	\$1.90 million
Sustaining Operations - Legislative impact	\$6.86 million
Restore one-time reductions to balance 2020- 21 budget (20-day calendar school, utility savings)	\$1.39 million
Requested increase in funding from Guilford County Board of Commissioners	\$25.0 million

2021-2022 Capital Outlay Request

Deferred Maintenance

Roofing projects = \$2,700,000

Athletic projects = \$1,900,000

Site repair projects = \$962,000

Flooring projects = \$412,000

Safety and Security = \$700,000

System-wide mechanical/electrical/plumbing =
\$1,000,000

\$10,000,000

System-wide roofing = \$1,000,000

System-wide site = \$700,000

System-wide finishes = \$326,000

Furniture/Equipment/Vehicles

Furniture, Equipment & Vehicles = \$300,000

Summary

2021-2022 State Public School Fund

Initial State Fund Budget = \$449,618,332

- Used 2021-2022 planning allotment formulas from NCDPI
- NCDPI allotted Average Daily Membership (ADM)
 - 2020-2021 allotted K-12 ADM = held harmless
 - 2021-2022 allotted K-12 ADM = 70,760

2021-2022 Local Current Expense Fund

2021-2022 Recommended Local Fund = **\$238,213,822**

Operating Request from County Commissioners = \$234,610,398

\$209,610,398 = 2020-2021 county appropriation

+ 25,000,000 = increase requested for 2021-2022 (11.93%)

\$234,610,398 = 2021-2022 county appropriation requested

Other Local Sources = \$3,603,424

Fines and Forfeitures = \$3,000,000

Interest earned on investments = \$603,424

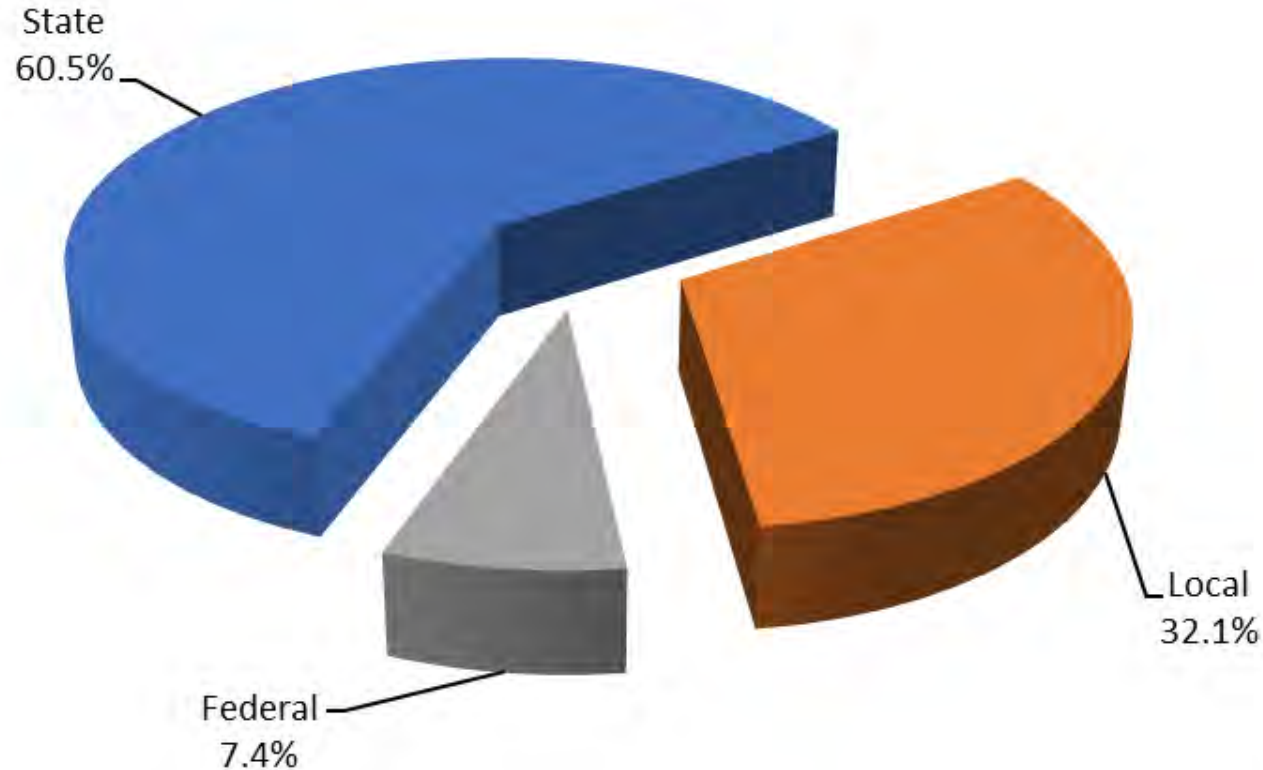
2021-2022 Federal Grants Fund

Used 2020-2021 Federal Planning Allotment plus allowable carryover = \$54,985,128

- 2021-2022 federal planning allotments from NCDPI have not yet been released.

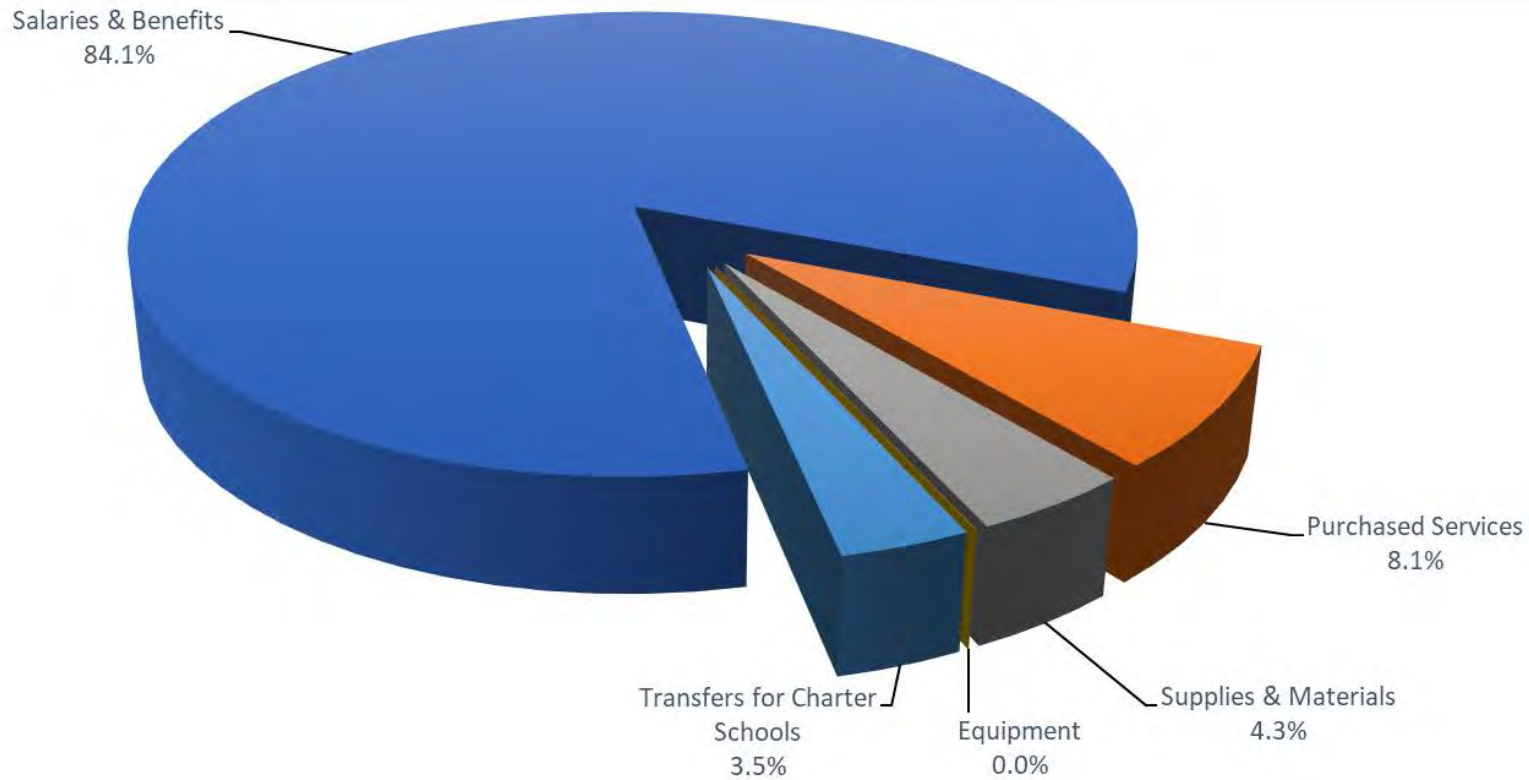
2021-2022 Operating Budget

Revenues/Sources Where The Money Comes From	
State	\$449,618,332
Local (County)	238,213,822
Federal	54,985,128
Total	\$742,817,282



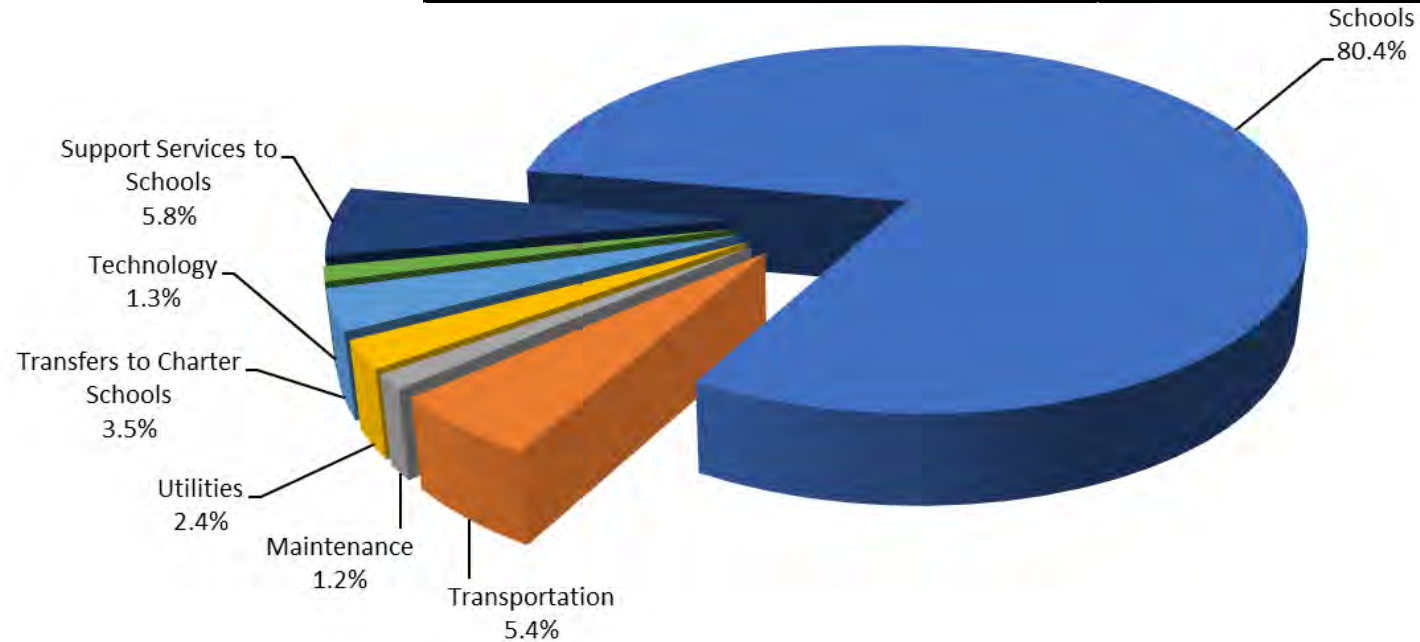
2021-2022 Operating Budget

Expenditures/Uses Where the Money Goes	
Salaries & Benefits	\$625,030,852
Purchased Services	\$59,748,033
Supplies & Materials	\$32,037,865
Equipment	\$123,650
Transfers for Charter Schools	\$25,876,882
Total	\$742,817,282



2021-2022 Operating Budget

Summary by Purpose/Function	
Schools	\$597,296,033
Transportation	39,977,141
Maintenance	9,375,289
Utilities	17,759,543
Transfers to Charter Schools	25,751,882
Technology	9,397,563
Support Services to Schools	43,259,831
Total	\$742,817,282



2021-2022 Budget Recommendation

Funding Sources	2020-21 Budget Resolution	2021-22 Budget Recommendation
State Fund	\$461,806,822	\$449,618,332
Local Fund (County)	\$224,538,051	\$238,213,822
Federal Fund	\$92,288,358	\$54,985,128
Capital Outlay Fund	\$3,116,528	\$10,000,000
Child Nutrition	\$36,043,725	\$40,341,500
ACES Fund	\$525,000	\$5,569,942
Special Revenue Fund	\$11,078,975	\$8,612,708
Total	\$829,397,459	\$807,341,432

Budget Process - Next Steps

- BOE conducts budget work session(s) as needed and holds public hearing (*scheduled for May 11, 2021 BOE meeting*)
- BOE adopts 2021-22 budget request (*scheduled for May 11, 2021*)
- BOE submits 2021-22 budget request to BOCC (*no later than May 15, 2021*)
- County Manager presents budget recommendation to BOCC (*tentatively May 20, 2021*)
- BOCC has work session(s) to review budget
- BOCC holds public hearing (*scheduled for June 3, 2021*)
- BOCC adopts 2021-22 Budget Ordinance (*scheduled for June 17, 2021*)
- BOE approves 2021-22 Interim Budget Resolution if the state has not adopted a final budget for 2021-22 (*June 17, 2021 BOE meeting*)
- BOE approves final 2021-22 budget and 2021-22 Budget Resolution

Questions



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

Jamestown Campus

Aviation Center

Cameron Campus

Greensboro Campus

High Point Campus

Small Business Center

March 26, 2021

To: Guilford County Board of Commissioners
301 West Market Street
Greensboro, NC 27401

From: Anthony Clarke, Ph.D.

Re: 2021/22 County Budget Proposal

The proposed 2021/22 County Budget is attached for your review and approval. Our operating budget request supports our Strategic Goal # 6: Cultivate a workplace of inclusion that welcomes, develops, supports, and empowers employees, which includes our employee recruitment and retention efforts, and Strategic Goal #5: Provide learning opportunities in a safe, convenient, and inviting atmosphere, which includes how the college maintains its facilities to serve our students.

The proposed operating budget totals \$17,915,000, an increase of \$815,000 or 4.8% over last year's allocation, and includes the following:

- \$305,066 estimated 2021/22 salary increases due to 5% cost of living adjustment, raising minimum wage to \$14.00 per/hour, and the president's maximum incentive pay;
- \$275,000 for 1% matching funds for employee voluntary retirement plans;
- \$121,177 state retirement rate increase from 21.68% to 23.65%;
- \$53,169 insurance & bonding premium increases;
- \$37,354 medical insurance rate increase from \$6,326 to \$6,642 per employee; and
- \$23,234 additional rents to cover projected increases at Aviation I, Aviation II, Small Business Center, NC Railroad property, and Small Business Center - Congdon Yard (new).

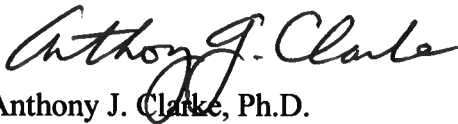
As a reminder, community college employees did not receive a salary increase for fiscal years 2019-20 and 2020-21. However, in the last biennium, State employees were allocated a 5% salary increase. They received a 2.5% increase in the 2019-20 and, due to the governing process, did not receive the second 2.5% increase. The North Carolina Community College System, NC Association of Community College Presidents, and NC Association of Community College Trustees, have included \$60 million or a 5% salary increase for community college employees in the 2021 Consensus Budget priorities.

In addition, the 1% matching funds will enable us to continue to enhance the long-term financial security of our employees. Since we began offering a 1% retirement match in October 2019, 366 employees have signed up for one of our 401(k), 403(b), or 457 supplemental retirement plans, a 50% increase over the previous participation rate. In addition, 26% of new employees have signed up for one of the supplemental retirement plans to take advantage of the 1% match.

In another important request, the college is seeking funding to support the increase of our minimum wage to \$14.00 per hour. This will affect both county-funded and state-funded employees and recognizes the hard work of our lower paid employees by moving them closer to the living wage for Guilford County.

The capital outlay request for 2021-2022 is \$1,550,000. The college has done a great job of maintaining its facilities to serve our students. Unfortunately, the funding to do so has steadily decreased over the past two years. From 2013-14 to 2018-19 the college received \$1.5 million to maintain its facilities. In 2019-2020, this was reduced to \$1 million and was further reduced to \$500,00 in 2020-2021. The college must return to at least its previous funding of \$1.5 million to maintain its facilities. A list of proposed capital projects that are needed is attached.

I would be happy to discuss our request at your earliest convenience or to provide you with any additional information as needed.



Anthony J. Clarke, Ph.D.
President

cc: Michael Halford, County Manager, Guilford County
Angela Carter, Associate Vice President of Finance / Controller
Nancy Sollosi, Vice President of Business & Finance / CFO

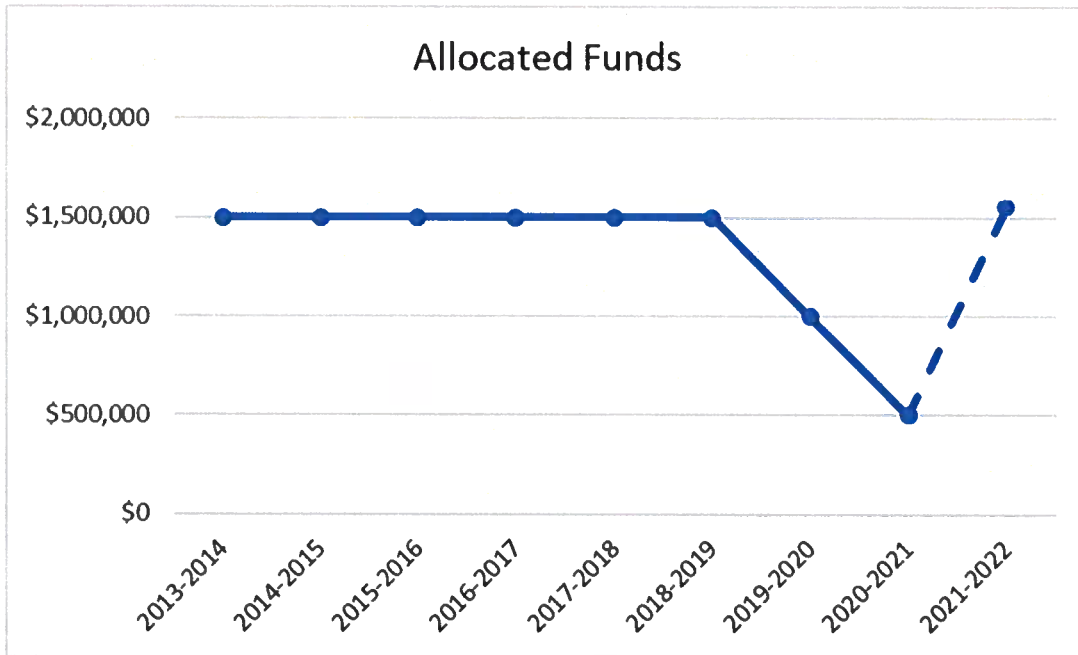
**GUILFORD TECHNICAL COMMUNITY COLLEGE
2021/2022 County Operating Budget Request**

2020/21 Operating Budget **\$ 17,100,000**

Additional Needs 2021/2022

Estimated cost of living adjustment for 2021/22	\$ 305,066		
Voluntary retirement matchings funds - 1%	275,000		
Projected retirement rate increase	121,177		
Projected insurance & bonding premium increases	53,169		
Projected medical rate increase	37,354		
Scheduled rent increases	<u>23,234</u>		
Total Increase Requested		<u>\$ 815,000</u>	4.8%
Total 2021/2022 Operating Needs		<u>\$ 17,915,000</u>	
 Annual Capital Projects		 <u>\$ 1,555,555</u>	
 Total 2021/2022 Budget Request		 <u><u>\$ 19,470,555</u></u>	

Historical County Capital Allocation



2021-2022 County Capital Outlay Request

	Description	Budget	Total
1	Central Energy Plant Phase II	\$780,000	
2	Connect Jamestown Campus to Jamestown Water	\$325,000	
3	Phase II Roof work for 6012 (CADM)	\$450,000	\$ 1,555,000

AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2021-2022

I. **A.** Be it ordained by the Board of County Commissioners for Guilford County, North Carolina this the 17th day of June, 2021:

That for the operation of Guilford County's government and its subdivisions for the fiscal year beginning July 1, 2021, and ending June 30, 2022, 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 & CLERK	\$ 1,087,295
COUNTY ADMINISTRATION	\$ 2,148,069
PUBLIC RELATIONS	\$ 595,091
COUNTY ATTORNEY	\$ 3,511,254
INTERNAL AUDIT	\$ 705,799
BUDGET & MANAGEMENT SERVICES	\$ 832,069
FINANCE	\$ 3,006,636
PURCHASING	\$ 443,305
FACILITIES	\$ 9,574,958
INFORMATION SERVICES	\$ 12,598,007
HUMAN RESOURCES	\$ 8,401,062
FLEET OPERATIONS	\$ 807,158
DEBT SERVICE	\$ 93,202,594
TAX	\$ 8,102,396
REGISTER OF DEEDS	\$ 2,656,585
ELECTIONS	\$ 3,298,755
HEALTH & HUMAN SERVICES	\$ 115,465,971
<i>(Adopted at Health & Human Services level. For information only: Public Health \$43,999,853 and Social Services \$71,466,118)</i>	
VETERANS SERVICES	\$ 351,295
MENTAL HEALTH	\$ 10,828,208
COORDINATED SERVICES - Including attached detail	\$ 1,907,075
CHILD SUPPORT SERVICES	\$ 7,589,795
TRANSPORTATION - HUMAN SERVICES	\$ 1,361,989
EMERGENCY SERVICES	\$ 36,320,825
JUVENILE DETENTION	\$ 3,160,016
FAMILY JUSTICE CENTER	\$ 1,161,501
OTHER PROTECTION	\$ 1,144,062
LAW ENFORCEMENT	\$ 73,858,710
ANIMAL SERVICES	\$ 4,842,385
SECURITY	\$ 2,644,147
COOPERATIVE EXTENSION SERVICE	\$ 735,630

PLANNING AND DEVELOPMENT	\$ 1,003,730
INSPECTIONS	\$ 2,770,478
SOIL & WATER CONSERVATION	\$ 363,871
SOLID WASTE	\$ 1,970,537
CULTURE & LIBRARIES	\$ 2,113,485
RECREATION - PARKS	\$ 5,042,942
ECONOMIC DEVELOPMENT & ASSISTANCE - Including attached detail	\$ 2,244,417
EDUCATION - CURRENT EXPENSE	
GUILFORD COUNTY PUBLIC SCHOOLS	\$ 225,610,398
GUILFORD TECHNICAL COMMUNITY COLLEGE	\$ 17,507,500
EDUCATION - CAPITAL OUTLAY	
GUILFORD COUNTY PUBLIC SCHOOLS	\$ 4,000,000
GUILFORD TECHNICAL COMMUNITY COLLEGE	\$ 550,000
CAPITAL OUTLAY	\$ -
SUB-TOTAL GENERAL FUND APPROPRIATIONS	<u>\$ 675,520,000</u>
LESS: Transfer to County Building Construction Fund	\$ (1,425,000)
LESS: Transfer to Debt Service Fund	\$ (93,202,594)
LESS: Transfer to Tax Revaluation Fund	\$ (276,913)
LESS: Transfer to School Capital Outlay Fund	\$ (4,550,000)
NET GENERAL FUND APPROPRIATIONS	<u>\$ 576,065,493</u>

Section 2. That for the said fiscal year there is hereby appropriated for the FIRE PROTECTION/SERVICE DISTRICT FUNDS (as listed below) the following:

Alamance Community Fire Protection District	\$1,352,802
Alamance Community Fire Service District Overlay	\$629,278
Climax Fire Protection District	\$127,753
Climax Fire Protection Service District Overlay	\$87,381
Colfax Fire Protection District	\$175,426
Colfax Fire Protection Service District Overlay	\$758,349
No. 13 (Rankin) Fire Protection District	\$1,271,423
No. 13 (Rankin) Fire Service District Overlay	\$381,834
No. 14 (Franklin Blvd.) Fire Protection District	\$212,654
No. 14 (Franklin Blvd.) Fire Service District Overlay	\$58,419
No. 18 (Deep River) Fire Protection District	\$59,266
No. 18 (Deep River) Fire Service District Overlay	\$302,384
No. 28 (Frieden's) Fire Protection District	\$210,969
No. 28 (Frieden's) Fire Service District Overlay	\$81,739
Fire Protection District No. 1 (Horneytown)	\$49,295
Gibsonville Fire Protection District	\$15,394
Guilford College Community Fire Protection District	\$651,739
Guilford College Community Fire Service District Overlay	\$37,246
Guil-Rand Fire Protection District	\$163,070
Guil-Rand Fire Protection Service District Overlay	\$73,845
Julian Vol Fire Protection District	\$114,214
Julian Fire Service District Overlay	\$0
Kimesville Fire Protection District	\$134,750
McLeansville Fire Protection District	\$1,055,955
McLeansville Fire Service District Overlay	\$487,882

Mount Hope Community Fire Protection District	\$887,810
Mount Hope Community Fire Service District Overlay	\$0
Northeast Guil Fire Protection District	\$1,168,338
Northeast Fire Svc. Dist. Overlay	\$462,023
Oak Ridge Fire Protection District	\$2,020,469
Oak Ridge Fire Service District Overlay	\$0
Pinecroft-Sedgefield Fire Protection District	\$2,201,763
Pinecroft-Sedgefield Fire Service District Overlay	\$791,155
Pleasant Garden Fire Protection District	\$819,145
Pleasant Garden Fire Service District Overlay	\$268,021
PTIA Fire Service District	\$250,715
Southeast Fire Protection District	\$270,699
Southeast Fire Service District Overlay	\$0
Stokesdale Fire Protection District	\$1,024,182
Summerfield Fire Protection District	\$2,666,984
Summerfield Fire Service District Overlay	\$826,349
Whitsett Fire Protection District	\$775,490
Whitsett Fire Service District Overlay	\$225,303
TOTAL FIRE PROTECTION / SERVICE	<u>\$23,151,513</u>

B. 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 as necessary for the operation of their respective units for the current fiscal year.

II. A. The appropriations made in I., A. Section 1 inclusive of this ordinance are hereby funded by revenue estimates in the GENERAL FUND according to the following schedule:

APPROPRIATED FUND BALANCE	\$ 35,973,316
FEDERAL/STATE FUNDS	\$ 77,689,707
SALES TAX	\$ 100,000,000
PROPERTY TAX	\$ 402,140,000
OTHER REVENUES	\$ 13,998,109
USER CHARGES	\$ 45,718,868
TRANSFERS FROM OTHER FUNDS	\$ -
SUB-TOTAL GENERAL FUND REVENUES	\$ 675,520,000
LESS: Transfer to Debt Service Fund	\$ (93,202,594)
LESS: Transfer to Tax Revaluation Fund	\$ (276,913)
LESS: Transfer to County Building Construction Fund	\$ (1,425,000)
LESS: Transfer to School Capital Outlay Fund	\$ (4,550,000)
NET GENERAL FUND REVENUES	<u>\$ 576,065,493</u>

NOTE: The General Fund Appropriated Fund Balance is comprised of the following components:

Fund Level	\$ 31,293,400
Register of Deeds - Automation Funds	\$ 28,229
Social Services - Team HOPE	\$ 25,000
Public Health - Medicaid Programs, Hazardous Materials, Other	\$ 1,033,398
Coordinated Svcs - ABC Bottle Tax Funds	\$ 50,000
Law Enforcement - Federal Forfeiture Funds	\$ 236,046
Law Enforcement - Unauth Substance Tax Funds	\$ 15,000
Law Enforcement - Explorer Post Funds	\$ 5,200
Family Justice Center - Camp Hope	\$ 31,000
Soil & Water Conservation	\$ 1,443
Debt Repayment - Bond Premium	\$ 654,600
Debt Repayment - Debt Leveling	\$ 2,600,000
	<u>\$ 35,973,316</u>

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:

District	Property Tax	Sales Tax	Fund Balance	Total Appropriation
Alamance Community Fire Protection District	\$1,028,874	\$240,551	\$83,377	\$1,352,802
Alamance Community Fire Service District Overlay	\$571,026	\$48,322	\$9,930	\$629,278
Climax Fire Protection District	\$96,679	\$22,511	\$8,563	\$127,753
Climax Fire Protection Service District Overlay	\$73,767	\$11,258	\$2,356	\$87,381
Colfax Fire Protection District	\$0	\$128,009	\$47,417	\$175,426
Colfax Fire Protection Service District Overlay	\$695,487	\$45,954	\$16,908	\$758,349
No. 13 (Rankin) Fire Protection District	\$974,139	\$226,403	\$70,881	\$1,271,423
No. 13 (Rankin) Fire Service District Overlay	\$292,342	\$67,944	\$21,548	\$381,834
No. 14 (Franklin Blvd.) Fire Protection District	\$161,940	\$37,676	\$13,038	\$212,654
No. 14 (Franklin Blvd.) Fire Service District Overlay	\$44,533	\$10,360	\$3,526	\$58,419
No. 18 (Deep River) Fire Protection District	\$0	\$45,224	\$14,042	\$59,266
No. 18 (Deep River) Fire Service District Overlay	\$302,384	\$0	\$0	\$302,384
No. 28 (Frieden's) Fire Protection District	\$157,751	\$37,112	\$16,106	\$210,969
No. 28 (Frieden's) Fire Service District Overlay	\$61,344	\$14,463	\$5,932	\$81,739
Fire Protection District No. 1 (Horneytown)	\$38,341	\$9,046	\$1,908	\$49,295
Gibsonville Fire Protection District	\$11,851	\$2,827	\$716	\$15,394
Guilford College Community Fire Protection District	\$495,074	\$113,263	\$43,402	\$651,739
Guilford College Community Fire Service District Overlay	\$29,607	\$7,432	\$207	\$37,246
Guil-Rand Fire Protection District	\$125,654	\$29,746	\$7,670	\$163,070
Guil-Rand Fire Protection Service District Overlay	\$58,555	\$13,861	\$1,429	\$73,845
Julian Vol Fire Protection District	\$84,942	\$19,675	\$9,597	\$114,214
Julian Fire Service District Overlay	\$0	\$0	\$0	\$0
Kimesville Fire Protection District	\$102,738	\$24,035	\$7,977	\$134,750
McLeansville Fire Protection District	\$805,051	\$185,681	\$65,223	\$1,055,955
McLeansville Fire Service District Overlay	\$387,231	\$78,909	\$21,742	\$487,882
Mount Hope Community Fire Protection District	\$670,530	\$149,103	\$68,177	\$887,810
Mount Hope Community Fire Service District Overlay	\$0	\$0	\$0	\$0

Northeast Guil Fire Protection District	\$892,264	\$208,046	\$68,028	\$1,168,338
Northeast Fire Svc. Dist. Overlay	\$354,162	\$82,990	\$24,871	\$462,023
Oak Ridge Fire Protection District	\$1,552,541	\$355,341	\$112,587	\$2,020,469
Oak Ridge Fire Service District Overlay	\$0	\$0	\$0	\$0
Pinecroft-Sedgefield Fire Protection District	\$1,682,773	\$394,851	\$124,139	\$2,201,763
Pinecroft-Sedgefield Fire Service District Overlay	\$623,240	\$146,038	\$21,877	\$791,155
Pleasant Garden Fire Protection District	\$624,813	\$144,865	\$49,467	\$819,145
Pleasant Garden Fire Service District Overlay	\$242,428	\$20,971	\$4,622	\$268,021
PTIA Fire Service District	\$180,650	\$48,712	\$21,353	\$250,715
Southeast Fire Protection District	\$204,216	\$49,941	\$16,542	\$270,699
Southeast Fire Service District Overlay	\$0	\$0	\$0	\$0
Stokesdale Fire Protection District	\$778,088	\$181,131	\$64,963	\$1,024,182
Summerfield Fire Protection District	\$2,034,199	\$483,223	\$149,562	\$2,666,984
Summerfield Fire Service District Overlay	\$630,601	\$149,799	\$45,949	\$826,349
Whitsett Fire Protection District	\$591,196	\$136,390	\$47,904	\$775,490
Whitsett Fire Service District Overlay	\$174,993	\$40,371	\$9,939	\$225,303
Total	\$17,836,004	\$4,012,034	\$1,303,475	\$23,151,513

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 DEBT SERVICE FUND the following:

DEBT REPAYMENT	<u>\$ 93,202,594</u>	
TOTAL DEBT SERVICE FUND APPROPRIATIONS		<u>\$ 93,202,594</u>

Section 2. That for the said fiscal year there is hereby appropriated for the TAX REVALUATION FUND the following:

TAX REVALUATION	<u>\$ 276,913</u>	
TOTAL TAX REVALUATION FUND APPROPRIATIONS		<u>\$ 276,913</u>

Section 3. That for the said fiscal year there is hereby appropriated for the INTERNAL SERVICES FUND the following:

RISK RETENTION - ADMIN./LIAB./PROP./WC	\$ 3,696,182	
EMPLOYEE HEALTH CARE PLAN	<u>\$ 51,791,675</u>	
TOTAL INTERNAL SERVICES FUND APPROPRIATIONS		<u>\$ 55,487,857</u>

Section 4. 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		<u>\$ 6,000,000</u>
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IV. A. That the appropriations made in III., A. Sections 1 through 3 inclusive of this ordinance are hereby funded by revenue estimates according to the following schedule:

DEBT SERVICE FUND

TRANSFER FROM OTHER FUNDS (GENERAL FUND)	\$ 93,202,594	
TOTAL DEBT SERVICE FUND REVENUES		<u>\$ 93,202,594</u>

TAX REVALUATION FUND

TRANSFER FROM OTHER FUNDS (GENERAL FUND)	\$ 276,913	
TOTAL TAX REVALUATION FUND REVENUES		<u>\$ 276,913</u>

INTERNAL SERVICES FUND

FUND BALANCE APPROPRIATED	\$ 800,000	
OTHER REVENUES	\$ 192,176	
USER CHARGES	<u>\$ 54,836,217</u>	
TOTAL INTERNAL SERVICES FUND REVENUES		<u>\$ 55,828,393</u>

ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND

OCCUPANCY TAX	<u>\$ 6,000,000</u>	
TOTAL ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND REVENUES		<u>\$ 6,000,000</u>

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.

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 Debt Service Fund, the Tax Revaluation Fund, the Internal Services Fund, and the Room Occupancy and Tourism Development Tax Fund.

TOTAL COUNTY BUDGET BY FUND

GENERAL FUND		\$ 675,520,000
FIRE PROTECTION/SERVICE DISTRICT FUNDS		
Alamance Community Fire Protection District	\$ 1,352,802	
Alamance Community Fire Service District Overlay	\$ 629,278	
Climax Fire Protection District	\$ 127,753	
Climax Fire Protection Service District Overlay	\$ 87,381	
Colfax Fire Protection District	\$ 175,426	
Colfax Fire Protection Service District Overlay	\$ 758,349	
No. 13 (Rankin) Fire Protection District	\$ 1,271,423	
No. 13 (Rankin) Fire Service District Overlay	\$ 381,834	
No. 14 (Franklin Blvd.) Fire Protection District	\$ 212,654	
No. 14 (Franklin Blvd.) Fire Service District Overlay	\$ 58,419	
No. 18 (Deep River) Fire Protection District	\$ 59,266	
No. 18 (Deep River) Fire Service District Overlay	\$ 302,384	
No. 28 (Frieden's) Fire Protection District	\$ 210,969	
No. 28 (Frieden's) Fire Service District Overlay	\$ 81,739	
Fire Protection District No. 1 (Horneytown)	\$ 49,295	
Gibsonville Fire Protection District	\$ 15,394	
Guilford College Community Fire Protection District	\$ 651,739	
Guilford College Community Fire Service District Overlay	\$ 37,246	
Guil-Rand Fire Protection District	\$ 163,070	
Guil-Rand Fire Protection Service District Overlay	\$ 73,845	
Julian Vol Fire Protection District	\$ 114,214	
Julian Fire Service District Overlay	\$ -	
Kimesville Fire Protection District	\$ 134,750	
McLeansville Fire Protection District	\$ 1,055,955	
McLeansville Fire Service District Overlay	\$ 487,882	

Mount Hope Community Fire Protection District	\$ 887,810	
Mount Hope Community Fire Service District Overlay	\$ -	
Northeast Guil Fire Protection District	\$ 1,168,338	
Northeast Fire Svc. Dist. Overlay	\$ 462,023	
Oak Ridge Fire Protection District	\$ 2,020,469	
Oak Ridge Fire Service District Overlay	\$ -	
Pinecroft-Sedgefield Fire Protection District	\$ 2,201,763	
Pinecroft-Sedgefield Fire Service District Overlay	\$ 791,155	
Pleasant Garden Fire Protection District	\$ 819,145	
Pleasant Garden Fire Service District Overlay	\$ 268,021	
PTIA Fire Service District	\$ 250,715	
Southeast Fire Protection District	\$ 270,699	
Southeast Fire Service District Overlay	\$ -	
Stokesdale Fire Protection District	\$ 1,024,182	
Summerfield Fire Protection District	\$ 2,666,984	
Summerfield Fire Service District Overlay	\$ 826,349	
Whitsett Fire Protection District	\$ 775,490	
Whitsett Fire Service District Overlay	\$ 225,303	
TOTAL FIRE PROTECTION/SERVICE		\$ 23,151,513
COUNTY BUILDING CONSTRUCTION FUND		\$ -
DEBT SERVICE FUND		\$ 93,202,594
TAX REVALUATION FUND		\$ 276,913
INTERNAL SERVICES FUND		\$ 55,828,393
ROOM OCCUPANCY & TOURISM DEVELOPMENT TAX FUND		\$ 6,000,000
SUB-TOTAL APPROPRIATIONS - ALL FUNDS		<u>\$ 853,979,413</u>
LESS:		
Transfer to County Building Construction Fund (Project Ordinance	\$ (1,425,000)	
Transfer to Debt Service Fund	\$ (93,202,594)	
Transfer to Tax Revaluation Fund	\$ (276,913)	
Transfer to School Capital Outlay Fund (Project Ordinances)	\$ (4,550,000)	
Total Transfers to Other Funds		<u>\$ (99,454,507)</u>
TOTAL APPROPRIATION - ALL FUNDS		<u><u>\$ 754,524,906</u></u>

NOTE: The General Fund Budget for Law Enforcement includes a transfer of \$ 1,304,000 to the Law Enforcement Separation Fund, an unbudgeted fund, as provided in the N.C. General Statute 159-13 (a)(3).

SUMMARY OF REVENUES:

APPROPRIATED FUND BALANCE	\$ 38,076,791	
FEDERAL/STATE FUNDS	\$ 77,689,707	
SALES TAX	\$ 104,012,034	
PROPERTY TAX	\$ 419,976,004	
OTHER REVENUES	\$ 14,190,285	
USER CHARGES	\$ 100,555,085	
DEBT ISSUED	\$ -	
OCCUPANCY TAX	\$ 6,000,000	
TRANSFER FROM OTHER FUNDS	\$ 93,479,507	
SUB-TOTAL REVENUES - ALL FUNDS	<u>\$ 853,979,413</u>	
LESS: Transfers from Other Funds		\$ (93,479,507)
LESS: Transfers included in County/GCS/GTCC Capital Project Ordinances		<u>\$ (5,975,000)</u>
TOTAL REVENUES - ALL FUNDS		<u>\$ 754,524,906</u>

VI. A. That there is hereby levied for the fiscal year beginning July 1, 2021 and ending June 30, 2022, 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, 2021, 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 **\$ 0.7305**

NOTE: This rate is based on estimated total valuation of property, for the purpose of taxation, of \$55,267,457,155 which is 100% of the total assessed property tax valuation.

B. That there is hereby levied for the fiscal year beginning July 1, 2021 and ending June 30, 2022, 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, 2021, 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:

Fire Protection/Service District	Current Tax Rate	Adopted Tax Rate	Fire Protection/Service District	Current Tax Rate	Adopted Tax Rate
Alamance Comm. Fire Protection Dist.	\$0.1000	\$0.1000	Kimesville Fire Protection Dist.	\$0.1097	\$0.1097
Alamance Comm. Fire Svc. Dist. Overlay	\$0.0201	\$0.0555			
Climax Fire Protection Dist.	\$0.1000	\$0.1000	McLeansville Fire Protection Dist.	\$0.1000	\$0.1000
Climax Fire Svc. Dist. Overlay	\$0.0500	\$0.0763	McLeansville Fire Svc. Dist. Overlay	\$0.0425	\$0.0481
Colfax Fire Protection Dist.	\$0.1000	\$0.0000	Mount Hope Comm. Fire Protection Dist.	\$0.0800	\$0.0800
Colfax Fire Svc. Dist. Overlay	\$0.0359	\$0.1359	Mount Hope Comm. Fire Svc. Dist. Overlay	\$0.0000	\$0.0000
No. 13 (Rankin) Fire Protection Dist.	\$0.0963	\$0.0963	Northeast Fire Protection Dist.	\$0.1000	\$0.1000
No. 13 (Rankin) Fire Svc. Dist. Overlay	\$0.0289	\$0.0289	Northeast Fire Svc. Dist. Overlay	\$0.0399	\$0.0399
No. 14 (Franklin Blvd.) Fire Protection Dist.	\$0.1000	\$0.1000	Oak Ridge Fire Protection Dist.	\$0.0977	\$0.0977
No. 14 (Franklin Blvd.) Fire Svc. Dist. Overlay	\$0.0275	\$0.0275	Oak Ridge Fire Svc. Dist. Overlay	\$0.0000	\$0.0000
No. 18 (Deep River) Fire Protection Dist.	\$0.0941	\$0.0000	Pinecroft-Sedgefield Fire Protection Dist.	\$0.1000	\$0.1000
No. 18 (Deep River) Fire Svc. Dist. Overlay	\$0.0000	\$0.1241	Pinecroft-Sedgefield Fire Svc. Dist. Overlay	\$0.0372	\$0.0372
No. 28 (Frieden's) Fire Protection Dist.	\$0.1000	\$0.1000	Pleasant Garden Fire Protection Dist.	\$0.1000	\$0.1000
No. 28 (Frieden's) Fire Svc. Dist. Overlay	\$0.0390	\$0.0390	Pleasant Garden Fire Svc. Dist. Overlay	\$0.0145	\$0.0388
Fire Protection District #1 (Hornetown)	\$0.1500	\$0.1500	PTIA Service District	\$0.0495	\$0.0495
Gibsonville Fire Protection Dist.	\$0.0945	\$0.0945	Southeast Fire Protection Dist.	\$0.1375	\$0.1375
			Southeast Fire Svc. Dist. Overlay	\$0.0000	\$0.0000
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	\$0.0500	\$0.0500		\$0.1000	\$0.1000
Guil-Rand Fire Protection Dist.	\$0.1000	\$0.1000	Summerfield Fire Protection Dist.	\$0.1000	\$0.1000
Guil-Rand Fire Svc. Dist. Overlay	\$0.0466	\$0.0466	Summerfield Fire Svc. Dist. Overlay	\$0.0310	\$0.0310
Julian Fire Protection Dist.	\$0.1454	\$0.1454	Whitsett Fire Protection Dist.	\$0.1000	\$0.1000
Julian Fire Svc. Dist. Overlay	\$0.0000	\$0.0000	Whitsett Fire Svc. Dist. Overlay	\$0.0296	\$0.0296

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 the Budget Officer 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.

C. That the appropriations in the County Commissioners & Clerk department in I. A. Section 1., includes compensation to members of the Board of County Commissioners based upon the following schedule:

Chairman: Salary - \$34,800 per year

Vice-Chairman: Salary - \$32,400 per year

All Other Commissioners: Salary - \$31,200 per year

Communication stipend (optional) - \$60 per 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 - \$150/election; Judges - \$135/election; Precinct Transfer Assistants - \$135/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 (531000 - Routine Building Maintenance/Repair, 531100 - Maintenance of Lawns/Grounds, 532900 - 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 or Nationally Declared State of Emergency, the County Manager or their designee 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 any amount; (2) transfer moneys from one appropriation to another within the same fund in any amount; 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. The Board of Commissioners adopts the fees as set forth in fee schedule attached hereto and incorporated by reference, including, but not limited to, Public Health clinic fees. The Board of Commissioners hereby delegates to the Manager authority to add additional fees and modify existing fees during the fiscal year without further board approval.

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 - \$0.15 per page except for copies of microfiche, which are \$0.15 per fiche.

By Compact Disc (CD) - \$2.00 per CD.

C. That the County Manager, or their designee, shall have authority to execute the following contracts, amendments, or change orders, provided they comply with N.C. Gen. Stat. § 143-129 procedures and are within budgeted funds:

- (a) any lease agreement for one year or less;
- (b) any contract for land acquisition;
- (c) any contract for construction or repair that is less than \$500,000;
- (d) any contract, for apparatus, supplies, materials, equipment, that does not exceed \$90,000;
- (e) all service contracts, including but not limited to, service and information technology contracts as defined by N.C. Gen. Stat. § 143-129.8 that do not exceed \$200,000;
- (f) amendments or change orders to all contracts described in this section, when the aggregate of the amendment(s) requires less than a \$200,000 increase in the expenditure of public funds in a single fiscal year;
- (g) grant agreements for public funds within budgeted amounts;
- (h) resolution of a claim that does not exceed \$200,000;

At the Manager's discretion, any lease, contract, amendment, or change order described in this section 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.

Uniform Guidance Procurement Policy: When utilizing federal funding, expenditures are to comply with all applicable policies including the Uniform Guidance Procurement Policy, as it may apply.

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 gifts, in-kind services, personal property, real property, and monetary donations up to \$25,000 per donation to the extent permitted by and pursuant to N.C. General Statute 159-15 and 153A-12.

G. The County is authorized to engage in electronic transactions as defined in GS 159-28 by resolution of the Board of Commissioners on June 7, 2018 in accordance with appropriate policies adopted and maintained by the Finance Officer, under direction of the County Manager.

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, 2021 and ending June 30, 2022, 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 2022 reappraisal based on an estimated 215,000 parcels of land at a cost of \$2,200,000. Funds are appropriated for FY 2021-2022 in the Tax Department's budget to cover the cost that is estimated to be incurred during FY 2021-2022 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. **A.** Appropriations herein above authorized and made shall have the amounts of the outstanding purchase orders and unearned portion of contracts at June 30, 2021 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, Finance Director, and Clerk to the Board.

XIV. **A.** The effective date of this ordinance is July 1, 2021.

ADOPTED this the 17th day of June, 2021.

FY 2021-22 Budget

Changes to Recommended Budget

Attachment A
Manager's Changes

GENERAL FUND	Expense	Revenue	Co \$ Impact	Positions
Manager's Recommended Budget	\$ 671,375,000	\$ 671,375,000	\$ -	2,691.75
Manager's Changes to Recommended Budget				
Property Taxes				
Increase Motor Vehicle Taxes to reflect latest estimate.	-	500,000	(500,000)	-
Federal / State Revenues				
Add Medicaid Hold Harmless Reimbursement revenue to reflect latest eligibility estimate.	-	2,000,000	(2,000,000)	-
Elections				
Increase Help America Vote Act Funds to support voting operations.	120,000	120,000	-	-
Health & Human Services - Public Health				
Add Vaccine and Medication Awareness Campaign funds (State COVID Relief Funds) to align budget with contract on 6/17/21 Board agenda.	240,000	240,000	-	-
Health & Human Services - Social Services				
Fund Extended Learning for July & August based on Board action on 5/6/2021 agenda and provide additional support for approximately 155 additional children for July and August.	436,000	-	436,000	-
County Commissioners and Clerk				
Budget Ordinance change based on analysis of positions not reviewed in class and compensation study. Set annual Board compensation: Chair \$34,800; Vice Chair \$32,400; Others \$31,200; plus current optional communications stipend.				
Economic Development				
Remove funding for Guilford County Tourism Development Authority per Authority's request.	(40,000)	-	(40,000)	-

FY 2021-22 Budget

Changes to Recommended Budget

Attachment A
Manager's Changes

GENERAL FUND	Expense	Revenue	Co \$ Impact	Positions
Debt Service				
Move School & 2/3rds Bonds issues to Spring 2022 to align with updated cash flow needs.	(2,273,939)	(2,273,939)	-	-
Align Facilities & Parks Budgets to Reflect Separation of Departments				
Facilities	(175,341)	(44,000)	(131,341)	-
Recreation - Parks	175,341	44,000	131,341	-
Manager's Changes to Recommended Budget	\$ (1,517,939)	\$ 586,061	\$ (2,104,000)	-
Manager's Revised General Fund Budget	\$ 669,857,061	\$ 671,961,061	\$ (2,104,000)	2,691.75

FY 2021-22 Budget

Attachment A

Changes to Recommended Budget

Manager's Changes

NOTE: These changes shift tax rates (no overall change) from Fire Protection Districts to the Fire Protection Service Overlay Districts and adjust revenues to reflect correction allocation of property to Colfax and Deep River.

FIRE DISTRICTS	Expense	Revenue	Co \$ Impact	Tax Rate
Manager's Recommended Budget	\$ 23,151,513	\$ 23,151,513		
Colfax Fire Protection District				
Shift Tax Rate to Service District				\$ (0.1000)
Decrease Property Tax Revenue	-	(548,775)	548,775	
Decrease Appropriation to District	(548,775)	-	(548,775)	
	<u>(548,775)</u>	<u>(548,775)</u>	<u>-</u>	<u>\$ (0.1000)</u>
Colfax Fire Protection Service District Overlay				
Shift Tax Rate to Service District				\$ 0.1000
Increase Property Tax Revenue	-	498,477	(498,477)	
Increase Appropriation to District	498,477	-	498,477	
	<u>498,477</u>	<u>498,477</u>	<u>-</u>	<u>\$ 0.1000</u>
No. 18 (Deep River) Fire Protection District				
Shift Tax Rate to Service District				\$ (0.1000)
Decrease Property Tax Revenue	-	(203,131)	203,131	
Decrease Appropriation to District	(203,131)	-	(203,131)	
	<u>(203,131)</u>	<u>(203,131)</u>	<u>-</u>	<u>\$ (0.1000)</u>
No. 18 (Deep River) Fire Service District Overlay				
Shift Tax Rate to Service District				\$ 0.1000
Increase Property Tax Revenue	-	253,429	(253,429)	
Increase Appropriation to District	253,429	-	253,429	
	<u>253,429</u>	<u>253,429</u>	<u>-</u>	<u>\$ 0.1000</u>
Staff Changes Total	\$ -	\$ -	\$ -	\$ -
FIRE DISTRICTS TOTAL	\$ 23,151,513	\$ 23,151,513	\$ -	

FY 2021-22 Budget

Changes to Recommended Budget

Attachment B
Board's Changes

GENERAL FUND	Expense	Revenue	Co \$ Impact	Positions
Manager's Revised General Fund Budget	\$ 669,857,061	\$ 671,961,061	\$ (2,104,000)	2,691.75
Additional Board Changes				
Health & Human Services - Public Health				
Add 15 School Nurse Positions to expand school medical care coverage.	1,071,939	-	1,071,939	15.00
Increase Infant Mortality initiative funding	468,000	468,000	-	-
	<u>1,539,939</u>	<u>468,000</u>	<u>1,071,939</u>	<u>15.00</u>
Education				
Guilford County Schools - intention is to provide \$8 million for teacher supplements, \$1.9 million to implement \$15 minimum wage for school nutrition workers.	3,500,000	-	3,500,000	-
Family Justice Center				
Programming support for Pathways and Camp Hope	25,000		25,000	-
Emergency Services				
Add an additional replacement ambulance.	46,000		46,000	-
Economic Development Organizations*				
Southwest Renewal	25,000		25,000	-
United Arts Council of Greater GSO, Inc - Reentry & Reinvent	45,000		45,000	-
East Greensboro NOW	45,000		45,000	-
Friends of John Coltrane	50,000		50,000	-
Forward High Point Foundation	20,000		20,000	-
Other Community Agencies**				
Greensboro Alumnae Delta Cultural Enrichment Center	5,000		5,000	-
Greensboro Business League	72,000		72,000	-
Backpack Beginnings - Food Delivery Box Truck	65,000		65,000	-
Puzzle Play	20,000		20,000	-

FY 2021-22 Budget

Changes to Recommended Budget

Attachment B
Board's Changes

GENERAL FUND	Expense	Revenue	Co \$ Impact	Positions
Sister Circle	20,000		20,000	-
Triad Adult Day Care of High Point	25,000		25,000	-
Greensboro Men's Club Foundation	50,000		50,000	-
Carl Chavis YMCA for non-personnel-related support	15,000		15,000	-
Hayes Taylor YMCA	25,000		25,000	-
Black Suit Initiative/Sparrow's Nest	20,000		20,000	-
Greensboro Guilford County Crime Stoppers	50,000		50,000	-
Board Changes Total	\$ 5,662,939	\$ 468,000	\$ 5,194,939	15.00
Sub-Total Including All Changes	675,520,000	672,429,061	3,090,939	2,706.75
Increase Appropriated Fund Balance		3,090,939	(3,090,939)	-
GENERAL FUND TOTAL BUDGET	\$ 675,520,000	\$ 675,520,000	\$ -	2,706.75

* Additional public hearing required before funds may be provided to entities.

** Funding based on verification of non-profit status and other county funding policies and guidelines.

CAPITAL PROJECT ORDINANCE FOR GUILFORD COUNTY
FY 2021-22 SPECIAL FACILITY MAINTENANCE

BE IT ORDAINED by the Board of County Commissioners for Guilford County, North Carolina that for the following capital project ordinance for Guilford County FY 2021-22 Special Facility Maintenance 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 FY 2021-22 Special Facility Maintenance	Capital Outlay \$1,425,000	Transfer from General Fund \$1,425,000

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 17, 2021 to be effective July 1, 2021 in accordance with G.S. 159-17.

CAPITAL PROJECT ORDINANCE FOR GUILFORD COUNTY SCHOOLS –
FY 2021-22 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 2021-22 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 2021-22 Capital Allocation	Capital Outlay \$4,000,000	Transfer from General Fund \$4,000,000

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 17, 2021 to be effective July 1, 2021 in accordance with G.S. 159-17.

CAPITAL PROJECT ORDINANCE FOR GUILFORD TECHNICAL
COMMUNITY COLLEGE FY 2021-22 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 2021-22 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 2021-22 Capital Allocation	Capital Outlay \$550,000	Transfer from General Fund \$550,000

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 17, 2021 to be effective July 1, 2021 in accordance with G.S. 159-17.

Animal Services

Fee Information	FY 2021	FY 2022	Change
Adoption Fees			
Cats	\$ 25.00	\$ 25.00	\$ -
Senior Cats	\$ 10.00	\$ 10.00	\$ -
Kittens	\$ 75.00	\$ 75.00	\$ -
Dogs	\$ 50.00	\$ 50.00	\$ -
Senior Dogs	\$ 25.00	\$ 25.00	\$ -
Puppies	\$ 75.00	\$ 75.00	\$ -
Pocket Pets	\$ 5.00	\$ 5.00	\$ -
Guinea Pigs	\$ 15.00	\$ 15.00	\$ -
Rabbits	\$ 15.00	\$ 15.00	\$ -
Ferrets	\$ 20.00	\$ 20.00	\$ -
Snakes	\$ 25.00	\$ 25.00	\$ -
Lizards	\$ 25.00	\$ 25.00	\$ -
Small Birds	\$ 10.00	\$ 10.00	\$ -
Large Birds	determined by type of bird		\$ -
Pigs	\$ 25.00	\$ 25.00	\$ -
Goats	\$ 25.00	\$ 25.00	\$ -
Chickens	\$ 5.00	\$ 5.00	\$ -
Rescue Transfer - Altered by GCAS	\$ 50.00	\$ 50.00	\$ -
Rescue Transfer - Not altered by GCAS	\$ -	\$ -	\$ -
Recovery Fees			
1st Offense - Altered	\$ 50.00	\$ 50.00	\$ -
1st Offense - Intact	\$ 125.00	\$ 125.00	\$ -
2nd Offense - Altered	\$ 75.00	\$ 75.00	\$ -
2nd Offense - Intact	\$ 150.00	\$ 150.00	\$ -
3rd Offense - Altered	\$ 100.00	\$ 100.00	\$ -
3rd Offense - Intact	\$ 200.00	\$ 200.00	\$ -
4th (or more) Offense - Altered	\$ 125.00	\$ 125.00	\$ -
4th (or more) Offense - Intact	\$ 300.00	\$ 300.00	\$ -
Rabies Vaccine	\$ 10.00	\$ 10.00	\$ -
Microchip	\$ 10.00	\$ 10.00	\$ -
Daily Board	\$ 15.00	\$ 15.00	\$ -
Daily Board - Rabies Observation	\$ 50.00	\$ 50.00	\$ -
Daily Board - Dangerous or Vicious	\$ 75.00	\$ 75.00	\$ -
Daily Board - Confiscate	\$ 20.00	\$ 20.00	\$ -
Other Fees			
Transfer of Ownership	\$ -	\$ -	\$ -
Rabies Vaccine	\$ 5.00	\$ 5.00	\$ -
Microchip	\$ 10.00	\$ 10.00	\$ -
Owner Requested Euthanasia	\$ 20.00	\$ 20.00	\$ -
Rope Leash	\$ 1.00	\$ 1.00	\$ -
Cardboard Cat Carrier	\$ 5.00	\$ 5.00	\$ -

Emergency Services

Fee Information	FY 2021	FY 2022	Change
Plan Review Fees			
Building Plan Review			
0-999 SF	\$ 75.00	\$ 75.00	\$ -
1,000-2,499 SF	\$ 100.00	\$ 100.00	\$ -
2,500-9,999 SF	\$ 150.00	\$ 150.00	\$ -
10,000-49,999 SF	\$ 275.00	\$ 275.00	\$ -
50,000 > SF	\$ 400.00	\$ 400.00	\$ -
Water based Plan Review (formerly Sprinkler Riser Review; fee per system)	\$ 125.00	\$ 125.00	\$ -
Fire Alarm Plan Review (per system)	\$ 125.00	\$ 125.00	\$ -
Tank Plan Review (per tank)	\$ 100.00	\$ 100.00	\$ -
AES Plan Review	\$ 100.00	\$ 100.00	\$ -
Industrial Oven Review (per system)	\$ 100.00	\$ 100.00	\$ -
Emergency Radio System Review (per system)	\$ 100.00	\$ 100.00	\$ -
Spray & Dipping Review (per system)	\$ 100.00	\$ 100.00	\$ -
Hazmat Review (per system)	\$ 100.00	\$ 100.00	\$ -
Smoke Control System Review (per system)	\$ 100.00	\$ 100.00	\$ -
Solar System Review (per system)	\$ 100.00	\$ 100.00	\$ -
Gates & Barricades Review (per system)	\$ 50.00	\$ 50.00	\$ -
New Construction Inspection Fees			
First Inspection New Construction	no charge	no charge	
<i>Reinspection New Construction</i>			
2nd visit	\$ 60.00	\$ 60.00	\$ -
3rd visit	\$ 100.00	\$ 100.00	\$ -
4th visit >	\$ 200.00	\$ 200.00	\$ -
<i>Sprinkler/Standpipe/Pump Test</i>			
Fire Alarm Test (per inspector)	\$ 100.00	\$ 100.00	\$ -
AES Field Test	\$ 100.00	\$ 100.00	\$ -
Tank Inspection	\$ 100.00	\$ 100.00	\$ -
Hydrant Inspections (per inspection)	\$ 100.00	\$ 100.00	\$ -
Industrial Ovens (per inspection)	\$ 100.00	\$ 100.00	\$ -
Damper Drop Test (per inspection)	\$ 100.00	\$ 100.00	\$ -
Emergency Radio System testing (per inspection)	\$ 100.00	\$ 100.00	\$ -
Hazardous Materials (per inspection)	\$ 100.00	\$ 100.00	\$ -
Smoke Control Systems (per inspection)	\$ 100.00	\$ 100.00	\$ -
Underground Inspections (per inspection)	no charge	no charge	\$ -
Fire Access Gates & Barricades (per inspection)	no charge	no charge	\$ -
Solar Systems (per inspection)	no charge	no charge	\$ -
Spraying & Dipping (per inspection)	no charge	no charge	\$ -

Emergency Services

Fee Information	FY 2021	FY 2022	Change
Permit Fees*			
<i>Blasting Permit & Inspection</i>			
30 Day Permit	\$ 125.00	\$ 125.00	\$ -
90 Day Permit	\$ 200.00	\$ 200.00	\$ -
<i>Fireworks Event</i>			
Initial	\$ 125.00	\$ 125.00	\$ -
Subsequent	\$ 125.00	\$ 125.00	\$ -
Tent Inspection	\$ 100.00	\$ 100.00	\$ -
Routine Inspection Fees			
1st visit	no charge	no charge	\$ -
Reinspection			
2nd visit (if ALL issues not corrected by reinspection)	\$ 60.00	\$ 60.00	\$ -
3rd visit (if ALL issues not corrected by reinspection)	\$ 100.00	\$ 100.00	\$ -
4th visit (judical)	\$ 200.00	\$ 200.00	\$ -
Daycare Inspection	\$ 50.00	\$ 50.00	\$ -
Foster Care Inspection	\$ 55.00	\$ 55.00	\$ -
Group Home Inspection	\$ 60.00	\$ 60.00	\$ -
ABC Inspection	\$ 50.00	\$ 50.00	\$ -
Citation Fees			
<i>Non-life safety violation</i>			
1st citation	\$ 50.00	\$ 50.00	\$ -
2nd citation	\$ 100.00	\$ 100.00	\$ -
3rd citation	\$ 150.00	\$ 150.00	\$ -
<i>Life Safety Violation</i>			
1st citation	\$ 150.00	\$ 150.00	\$ -
2nd citation	\$ 500.00	\$ 500.00	\$ -
3rd citation	\$ 1,000.00	\$ 1,000.00	\$ -
Fire Investigation fee (per hour)	\$ 50.00	\$ 50.00	\$ -

Emergency Services

Fee Information	FY 2021	FY 2022	Change
Hazardous Materials Response Fees			
<i>Equipment & Apparatus</i>			
Haz-Mat Response Unit	\$ 150.00	\$ 150.00	\$ -
Engine	\$ 150.00	\$ 150.00	\$ -
Tanker	\$ 150.00	\$ 150.00	\$ -
Aerial unit	\$ 200.00	\$ 200.00	\$ -
Squad/Truck (Medical or Brush)	\$ 100.00	\$ 100.00	\$ -
Service Truck	\$ 100.00	\$ 100.00	\$ -
<i>Personnel (per hour)</i>			
Haz-Mat Technician	\$ 60.00	\$ 60.00	\$ -
Haz-Mat Support	\$ 60.00	\$ 60.00	\$ -
Chief Officer	\$ 75.00	\$ 75.00	\$ -
Captain	\$ 75.00	\$ 75.00	\$ -
Lieutenant	\$ 60.00	\$ 60.00	\$ -
ES Support Staff	\$ 60.00	\$ 60.00	\$ -
Firefighters	\$ 60.00	\$ 60.00	\$ -
Emergency Medical Services Fees**			
BLS NE A0428	\$ 446.36	\$ 446.36	\$ -
BLS E A0429	\$ 714.18	\$ 714.18	\$ -
ALS NE A0426	\$ 535.64	\$ 535.64	\$ -
ALS E A0427	\$ 848.08	\$ 848.08	\$ -
ALS 2 A0433	\$ 1,227.50	\$ 1,227.50	\$ -
Specialty Care A0434	\$ 1,450.68	\$ 1,450.68	\$ -
ALS Treatment No Transport Fee	\$ 150.00	\$ 150.00	\$ -
Urban Mileage or Rural Mileage 18+ A0425	\$ 15.10	\$ 15.10	\$ -
DOA A0429	\$ 535.64	\$ 535.64	\$ -
Waiting Time	\$ 60.00	\$ 60.00	\$ -
After 30 minutes, added to Base Fee, per hour charge	\$ 60.00	\$ 60.00	\$ -
Specialty Care			
Two or More Patients Transported in the Same Ambulance	\$ 884.07	\$ 884.07	\$ -
Patients Treated at Scene (BLS)	no charge	no charge	\$ -
GM 9-1-1 Use Fee (Per Dispatch)	\$ 20.00	\$ 20.00	\$ -
Paramedic Assist/Intercept Fee (Per Response)	\$ 150.00	\$ 150.00	\$ -
Standby Special Event			
Unit & Crew, per hour	\$ 150.00	\$ 150.00	\$ -
ES employee, per hour	\$ 60.00	\$ 60.00	\$ -
Supervisor (req. for every 6 personnel at an event)	\$ 75.00	\$ 75.00	\$ -
Franchise Fees			
Franchise Application Fee (Per Application)	\$ 250.00	\$ 250.00	\$ -
Franchise Administration Fee (Per Application Approved)	\$ 2,500.00	\$ 2,500.00	\$ -
Franchise Renewal Fee (Per Application)	\$ 2,500.00	\$ 2,500.00	\$ -

Emergency Services

Fee Information	FY 2021	FY 2022	Change
Emergency Management Fees			
<i>Disaster Plan Review Fees for NC DHSR Regulated Facilities</i>			
Initial Plan Submission			
Mental Health Facility			
Day Treatment (Non-Residential)	\$ 150.00	\$ 150.00	\$ -
Residential 1-6 Beds	\$ 200.00	\$ 200.00	\$ -
Residential 7-24 Beds	\$ 200.00	\$ 200.00	\$ -
Residential 25+ Beds	\$ 200.00	\$ 200.00	\$ -
Adult Care Homes			
Day Treatment (Non-Residential)	\$ 150.00	\$ 150.00	\$ -
Residential 1-6 Beds	\$ 200.00	\$ 200.00	\$ -
Residential 7-24 Beds	\$ 200.00	\$ 200.00	\$ -
Residential 25+ Beds	\$ 200.00	\$ 200.00	\$ -
Nursing Homes			
Residential 1-6 Beds	\$ 200.00	\$ 200.00	\$ -
Residential 7-24 Beds	\$ 200.00	\$ 200.00	\$ -
Residential 25+ Beds	\$ 200.00	\$ 200.00	\$ -
Annual Plan Submission			
Adult Care Homes			
Day Treatment (Non-Residential)	\$ 75.00	\$ 75.00	\$ -
Residential 1-6 Beds	\$ 75.00	\$ 75.00	\$ -
Residential 7-24 Beds	\$ 75.00	\$ 75.00	\$ -
Residential 25+ Beds	\$ 75.00	\$ 75.00	\$ -
<i>Hazardous Facility Planning Fee</i>			
Governmental Agency	\$ -	\$ -	\$ -
Tier II Facility-1 to 99,999 pounds	\$ 200.00	\$ 200.00	\$ -
Tier II Facility-100,000 to 999,000 pounds	\$ 300.00	\$ 300.00	\$ -
Tier II Facility-1,000,000 pounds or more	\$ 500.00	\$ 500.00	\$ -
Special Hazard Surcharges			
EHS Facility Surcharge, Telecommunications	\$ 150.00	\$ 150.00	\$ -
EHS Facility Surcharge, Non-Telecommunications	\$ 500.00	\$ 500.00	\$ -
Risk Management Plan (RMP) Regulated Facility	\$ 500.00	\$ 500.00	\$ -
Treatment, Storage and Disposal Facility (TSDF)	\$ 1,000.00	\$ 1,000.00	\$ -
Hazardous Waste Generator - Small Quantity	\$ 100.00	\$ 100.00	\$ -
Hazardous Waste Generator - Large Quantity	\$ 250.00	\$ 250.00	\$ -

* Fees will be doubled if permits not obtained before work and/or event occurs.

** EMS fees are set at 200% of CMS allowable and adjust annually on January 1 each year.

Fire Marshall fees are standardized for all towns in Guilford County.

Facilities

Fee Information	FY 2021	FY 2022	Change
Parking			
Greensboro Parking Deck - Monthly	\$ 30.00	\$ 30.00	\$ -
Greensboro Other Parking Lots - Monthly	\$ 30.00	\$ 30.00	\$ -
High Point Parking Deck - Daily	\$2 / day	\$2 / day	\$ -
High Point Parking Deck - Monthly	\$ 30.00	\$ 30.00	\$ -
Lost Parking Card or Placard	\$ 10.00	\$ 10.00	\$ -
Parking Application Fee	\$ 30.00	\$ 30.00	\$ -
Other Fees			
Courthouse Mini Lockers (per use)	\$ 0.25	\$ 0.25	\$ -
Road Sign Replacement	\$ 150.00	\$ 150.00	\$ -

Juvenile Detention

Fee Information	FY 2021	FY 2022	Change
In-County Youth Subsidy per Day	\$ 153.38	\$ 153.38	\$ -
Out of County Youth Subsidy per Day	\$ 244.00	\$ 244.00	\$ -

Inspections

Fee Information	FY 2021	FY 2022	Change
Guilford County Grading Permit Fees			
One (1) acre (43,560 SF) but less than three (3) acres - BASE FEE	\$ 450.00	\$ 450.00	\$ -
Three (3) acres or more - Base Fee*	\$ 450.00	\$ 450.00	\$ -
Per acre for each add'l acre over three (3) acres	\$ 225.00	\$ 225.00	\$ -
Grading Permit Fee Max Charge (eq. to 38 acres)	\$ 8,325.00	\$ 8,325.00	\$ -
Building Permit Fees - Commercial			
New Office and Retail Structure per unit - Base fee	\$ 100.00	\$ 100.00	\$ -
New Office and Retail Structure per square foot	\$ 0.25	\$ 0.25	\$ -
New Industrial/Warehousing Structures per unit - Base fee	\$ 100.00	\$ 100.00	\$ -
New Industrial/Warehousing Structures per square foot	\$ 0.25	\$ 0.25	\$ -
New Educational/Assembly/Institutional Structures per unit - Base fee	\$ 1,000.00	\$ 1,000.00	\$ -
New Educational/Assembly/Institutional Structures per square foot	\$ 0.20	\$ 0.20	\$ -
New Multi-Family Structures, Commercial Additions & Alterations (upfit) per dwelling unit	\$ 250.00	\$ 250.00	\$ -
Commercial Additions/Alterations (Trade Fee(s) +\$0.25/square foot added/altered)	\$ 0.25	\$ 0.25	\$ -
Commercial Exterior Up-fit (Construction Value \$1-\$9,999) - Base fee	\$ 35.00	\$ 35.00	\$ -
Commercial Exterior Up-fit (Construction Value \$10,000-\$49,999) - Base fee	\$ 35.00	\$ 35.00	\$ -
Commercial Exterior Up-fit (Construction Value \$10,000-\$49,999) - per 1,000 square feet fee	\$ 5.00	\$ 5.00	\$ -
Commercial Exterior Up-fit (Construction Value \$50,000-\$99,999) - Base fee	\$ 200.00	\$ 200.00	\$ -
Commercial Exterior Up-fit (Construction Value \$50,000-\$99,999) - per 1,000 square feet fee	\$ 4.00	\$ 4.00	\$ -
Commercial Exterior Up-fit (Construction Value \$100,000-\$499,999) - Base fee	\$ 350.00	\$ 350.00	\$ -
Commercial Exterior Up-fit (Construction Value \$100,000-\$499,999) - per 1,000 square feet fee	\$ 3.00	\$ 3.00	\$ -
Commercial Exterior Up-fit (Construction Value \$500,000) - Base fee	\$ 1,150.00	\$ 1,150.00	\$ -
Commercial Exterior Up-fit (Construction Value \$500,000) - per 1,000 square feet fee	\$ 2.00	\$ 2.00	\$ -
Multi-Family Addition/Alteration Upfit (trade fees only)	\$ -	\$ -	\$ -

Inspections

Fee Information	FY 2021	FY 2022	Change
Trade Permit Fees - Commercial			
Building	\$ 40.00	\$ 40.00	\$ -
Electrical	\$ 40.00	\$ 40.00	\$ -
Plumbing	\$ 40.00	\$ 40.00	\$ -
Mechanical	\$ 40.00	\$ 40.00	\$ -
Fuel Piping	\$ 40.00	\$ 40.00	\$ -
Mechanical w/ Fuel (same contractor)	\$ 50.00	\$ 50.00	\$ -
Re-Inspection	\$ 50.00	\$ 50.00	\$ -
Building Permit Fees - Residential			
Detached Single-Family base fee	\$ 150.00	\$ 150.00	\$ -
Detached Single-Family per heated square foot	\$ 0.35	\$ 0.35	\$ -
Attached Single-Family base fee	\$ 150.00	\$ 150.00	\$ -
Attached Single-Family per heated square foot	\$ 0.35	\$ 0.35	\$ -
New Heated Additions per square foot (plus applicable trade fees)	\$ 0.35	\$ 0.35	\$ -
Alterations (Unheated to Heated) per square foot (plus applicable trade fees)	\$ 0.35	\$ 0.35	\$ -
Modular Homes	\$ 250.00	\$ 250.00	\$ -
Manufactured (Mobile) Homes	\$ 175.00	\$ 175.00	\$ -
An additional \$10 Homeowner Recovery Fund Fee applies to all bldg. permits issued to General Contractors as required by State law.	\$ 10.00	\$ 10.00	\$ -
Trade Permit Fees - Residential			
Building	\$ 40.00	\$ 40.00	\$ -
Electrical	\$ 40.00	\$ 40.00	\$ -
Plumbing	\$ 40.00	\$ 40.00	\$ -
Mechanical	\$ 40.00	\$ 40.00	\$ -
Fuel Piping	\$ 40.00	\$ 40.00	\$ -
Gas Logs	\$ 40.00	\$ 40.00	\$ -
Mechanical with Fuel (same contractor)	\$ 50.00	\$ 50.00	\$ -
Accessory Bldgs. Or Unheated Alterations/Additions - cost per unheated sq. ft. (plus applicable trade fees)	\$ 0.20	\$ 0.20	\$ -
Swimming Pools (includes electric)	\$ 135.00	\$ 135.00	\$ -
Decks (Trade Fees Only)	\$ -	\$ -	\$ -
Relocated Home	\$ 175.00	\$ 175.00	\$ -
Signs (includes electric)	\$ 50.00	\$ 50.00	\$ -
Re-Inspection	\$ 50.00	\$ 50.00	\$ -
Permit Re-Issuance (Required Trade Fees Only)	\$ -	\$ -	\$ -

Inspections

Fee Information	FY 2021	FY 2022	Change
Unclassified			
Temporary Power/Unit or Meter	\$ 40.00	\$ 40.00	\$ -
Signs	\$ 100.00	\$ 100.00	\$ -
Swimming Pool	\$ 135.00	\$ 135.00	\$ -
Machinery or Equipment/Unit	\$ 10.00	\$ 10.00	\$ -
Communication Tower Collocate	\$ 250.00	\$ 250.00	\$ -
Event Permit	\$ 40.00	\$ 40.00	\$ -
Accessory Structure (Trade Fees Only)	\$ -	\$ -	\$ -
Utility (Trade Fees Only)	\$ -	\$ -	\$ -
Open Assembly (Trade Fees Only)	\$ -	\$ -	\$ -
Change of Occupancy (Trade Fees Only)	\$ -	\$ -	\$ -
Above Ground Storage Tank (Trade Fees Only)	\$ -	\$ -	\$ -
Permit Re-Issuance (Trade Fees Only)	\$ -	\$ -	\$ -
Land Use Permit (Required Trade Fees Only)	\$ -	\$ -	\$ -
Re-Inspection Fees	\$ 50.00	\$ 50.00	\$ -

Law Enforcement

Fee Information	FY 2021	FY 2022	Change
Civil Process Fees			
In-State Service Fee (Controlled by State Statute)	\$ 30.00	\$ 30.00	\$ -
Out of State Service Fee (Controlled by State Statute)	\$ 50.00	\$ 50.00	\$ -
Pistol Purchase & Concealed Carry Permitting Fees			
Pistol Purchase Permit Fee (Controlled by State Statute)	\$ 5.00	\$ 5.00	\$ -
Concealed Carry Permit Fee - New Applicant (Controlled by State Statute)	\$ 90.00	\$ 90.00	\$ -
Concealed Carry Permit Fee - New Applicant - Retired Law Enforcement (Controlled by State Statute)	\$ 40.00	\$ 40.00	\$ -
Concealed Carry Permit Fingerprint Fee - New Applicants Only (Controlled by State Statute)	\$ 10.00	\$ 10.00	\$ -
Concealed Carry Permit Fee - Renewal Applicant (Controlled by State Statute)	\$ 75.00	\$ 75.00	\$ -
Concealed Carry Permit Fee - Renewal Applicant - Retired Law Enforcement (Controlled by State Statute)	\$ 40.00	\$ 40.00	\$ -
Precious Metals Annual Permitting Fees			
Business Owner/Partners Fee - New and Renewal Applicant (Controlled by State Statute)	\$ 180.00	\$ 180.00	\$ -
Business Employee Fee - New Applicant (Controlled by State Statute)	\$ 10.00	\$ 10.00	\$ -
Business Employee Fee - Renewal Applicant (Controlled by State Statute)	\$ 3.00	\$ 3.00	\$ -
Fingerprinting Fees - All Other			
Fingerprinting Fees - per print card	\$ 10.00	\$ 10.00	\$ -

Law Enforcement

Fee Information	FY 2021	FY 2022	Change
Detention			
Federal Inmate Reimbursement (Jail Central) - daily Approved May 2014	\$ 73.00	\$ 73.00	\$ -
Federal Inmate Reimbursement (High Point DetentionI) - daily	\$ 44.50	\$ 44.50	\$ -
Jail fees - determined by Clerk's file - daily	\$ 10.00	\$ 10.00	\$ -
Jail fees - post trial serves sentence in jail - daily	\$ 40.00	\$ 40.00	\$ -
Out-of-county probationers ordered to do their time in GC - daily	\$ 50.00	\$ 50.00	\$ -
Out-of-state probationers ordered to do their time in GC Jail Central - daily	\$ 50.00	\$ 50.00	\$ -
Out-of-state probationers ordered to do their time in GC HP Jail - daily	\$ 50.00	\$ 50.00	\$ -
Transporting Agency or High Risk Inmate from other agency in GC Jail Central - daily	\$ 50.00	\$ 50.00	\$ -
Transporting Agency or High Risk Inmate from other agency in GC HP Jail - daily	\$ 50.00	\$ 50.00	\$ -
SMCP - Statewide Misdemeanant Confinement Program - daily	\$ 40.00	\$ 40.00	\$ -
Transport officers per hour	\$ 25.00	\$ 25.00	\$ -
Mileage	\$ 0.54	\$ 0.54	\$ -
Bag lunch	\$ 1.34	\$ 1.34	\$ -
Housing Safekeepers - daily	\$ 40.00	\$ 40.00	\$ -
Patrol			
City of Burlington - assistance with calls - per call	\$ 115.00	\$ 115.00	\$ -
Firing Range (authorized agencies only)			
Pistol & Rifle Ranges (per officer)	\$ 5.00	\$ 5.00	\$ -
Shoot House - Simunition (no live fire; per officer)	\$ 5.00	\$ 5.00	\$ -
Shoot House - Live Fire (per range visit)	\$ 150.00	\$ 150.00	\$ -

Parks

Fee Information	FY 2021	FY 2022	Change
Shelters			
Large - full day	\$ 125.00	\$ 125.00	\$ -
Large - half day	\$ 100.00	\$ 100.00	\$ -
Medium - full day	\$ 85.00	\$ 85.00	\$ -
Medium - half day	\$ 60.00	\$ 60.00	\$ -
Large - full day (November-February 48% off, all rentals considered full day)	\$ 65.00	\$ 65.00	\$ -
Medium - full day (November-February 52% off, all rentals considered full day)	\$ 40.00	\$ 40.00	\$ -
Soccer and Baseball Fields			
Per Game (2-hrs, fields marked)	\$ 75.00	\$ 75.00	\$ -
Per Game (2-hrs with lights, marked)	\$ 100.00	\$ 100.00	\$ -
2-hr Practice (without field markings)	\$ 25.00	\$ 25.00	\$ -
1st School Game Per Season (K-12, 2-hrs, fields marked)	\$ 75.00	\$ 75.00	\$ -
Additional School Game Per Season (K-12, 2-hrs, fields marked)	\$ 50.00	\$ 50.00	\$ -
Tournament Per Field, Per Day (marked)	\$ 200.00	\$ 200.00	\$ -
Tournament Per Field, Per Day (with lights, marked)	\$ 250.00	\$ 250.00	\$ -
Sponsored Tournaments	\$ 650.00	\$ 650.00	\$ -
League Play (per player, per 8 week season)	\$ 15.00	\$ 15.00	\$ -
Swimming			
Full-Day - Adult (BMP, HSP, NEP)	\$ 5.00	\$ 5.00	\$ -
Full-Day - Child (BMP, HSP, NEP)	\$ 5.00	\$ 5.00	\$ -
Full-Day - Senior (BMP, HSP, NEP)	\$ 5.00	\$ 5.00	\$ -
Full Day - 2 and Under	\$ -	\$ -	\$ -
Full-Day - Day Care	\$ 3.00	\$ 3.00	\$ -
Partial-Day - Adult or Child (NEP 5-8pm)	\$ 3.00	\$ 3.00	\$ -
Partial-Day - Adult or Child (BM, HSP 3-6pm)	\$ 3.00	\$ 3.00	\$ -
Season Pass - Child (ages 3 to 12)	\$ 55.00	\$ 55.00	\$ -
Season Pass - Senior (Ages 60 and older)	\$ 55.00	\$ 55.00	\$ -
Season Pass - Adult (Ages 13 to 59)	\$ 85.00	\$ 85.00	\$ -
Season Pass - Family of 4	\$ 175.00	\$ 175.00	\$ -
Season Pass - Additional Member	\$ 43.00	\$ 43.00	\$ -
Swim Team (BMP Only)	\$ 120.00	\$ 120.00	\$ -
Swim Team Additional Family Member (BMP Only)	\$ 110.00	\$ 110.00	\$ -
Pool Party (2 hours, incl. 2 lifeguards, BMP, HSP, NEP)	\$ 280.00	\$ 280.00	\$ -
Additional lifeguards for Pool Party (per hour, per required lifeguard)	\$ 40.00	\$ 40.00	\$ -
Private Lessons (per week)	\$ 60.00	\$ 60.00	\$ -
Group Lessons (per week)	\$ 40.00	\$ 40.00	\$ -

Parks

Fee Information	FY 2021	FY 2022	Change
Hagan-Stone Campground			
Group Site (max 40 persons)	\$ 60.00	\$ 60.00	\$ -
RV Site	\$ 25.00	\$ 25.00	\$ -
Tent Site	\$ 15.00	\$ 15.00	\$ -
Long-term (30-day) RV Site (November-March only)	\$ 575.00	\$ 575.00	\$ -
Miscellaneous			
Vendors or Catered Events At Shelters (% of Total Invoice)	10%	10%	\$ -
Cancellation 30 days or more prior to event	\$ 35.00	\$ 35.00	\$ -
Cancellation 8 to 29 days prior to event	\$ 50.00	\$ 50.00	\$ -
Bur-Mil Park Clubhouse Fees - Weekdays (Mon to 1st half of Fri)			
Banquet - 1st half day (8am-2pm)	\$ 400.00	\$ 400.00	\$ -
Banquet - 2nd half day (4pm-12am)	\$ 465.00	\$ 465.00	\$ -
Banquet - Full day (8am-12am)	\$ 500.00	\$ 500.00	\$ -
Triple Crown - 1st half day (8am-2pm)	\$ 240.00	\$ 240.00	\$ -
Triple Crown - 2nd half day (4pm-12am)	\$ 260.00	\$ 260.00	\$ -
Triple Crown - Full day (8am-12am)	\$ 300.00	\$ 300.00	\$ -
Oak - 1st half day (8am-2pm)	\$ 165.00	\$ 165.00	\$ -
Oak - 2nd half day (4pm-12am)	\$ 195.00	\$ 195.00	\$ -
Oak - Full day (8am-12am)	\$ 225.00	\$ 225.00	\$ -
Lake - 1st half day (8am-2pm)	\$ 305.00	\$ 305.00	\$ -
Lake - 2nd half day (4pm-12am)	\$ 360.00	\$ 360.00	\$ -
Lake - Full day (8am-12am)	\$ 400.00	\$ 400.00	\$ -
Training - 1st half day (8am-2pm)	\$ 175.00	\$ 175.00	\$ -
Training - 2nd half day (4pm-12am)	\$ 205.00	\$ 205.00	\$ -
Training - Full day (8am-12am)	\$ 235.00	\$ 235.00	\$ -
Training - (M-W, 8am-5pm, 3-hour block, groups of 25 ppl or less)	\$ 40.00	\$ 40.00	\$ -
Guilford - 1st half day (8am-2pm)	\$ 80.00	\$ 80.00	\$ -
Guilford - 2nd half day (4pm-12am)	\$ 100.00	\$ 100.00	\$ -
Guilford - Full day (8am-12am)	\$ 120.00	\$ 120.00	\$ -
Cedar - 1st half day (8am-2pm)	\$ 110.00	\$ 110.00	\$ -
Cedar - 2nd half day (4pm-12am)	\$ 145.00	\$ 145.00	\$ -
Cedar - Full day (8am-12am)	\$ 180.00	\$ 180.00	\$ -
Screened Porch - 1st half day (8am-2pm)	\$ 70.00	\$ 70.00	\$ -
Screened Porch - 2nd half day (4pm-12am)	\$ 80.00	\$ 80.00	\$ -
Screened Porch - Full day (8am-12am)	\$ 90.00	\$ 90.00	\$ -
Non-Refundable Deposit	\$ 100.00	\$ 100.00	\$ -

Parks

Fee Information	FY 2021	FY 2022	Change
BMP Clubhouse Fees - 2nd half Fri, Weekend, & Holidays			
Banquet - 1st half day (8am-2pm)	\$ 330.00	\$ 330.00	\$ -
Banquet - 2nd half day (4pm-12am)	\$ 400.00	\$ 400.00	\$ -
Banquet - Full day (8am-12am)	\$ 465.00	\$ 465.00	\$ -
Triple Crown - 1st half day (8am-2pm)	\$ 500.00	\$ 500.00	\$ -
Triple Crown - 2nd half day (4pm-12am)	\$ 240.00	\$ 240.00	\$ -
Triple Crown - Full day (8am-12am)	\$ 260.00	\$ 260.00	\$ -
Oak - 1st half day (8am-2pm)	\$ 300.00	\$ 300.00	\$ -
Oak - 2nd half day (4pm-12am)	\$ 195.00	\$ 195.00	\$ -
Oak - Full day (8am-12am)	\$ 225.00	\$ 225.00	\$ -
Lake - 1st half day (8am-2pm)	\$ 250.00	\$ 250.00	\$ -
Lake - 2nd half day (4pm-12am)	\$ 305.00	\$ 305.00	\$ -
Lake - Full day (8am-12am)	\$ 360.00	\$ 360.00	\$ -
Training - 1st half day (8am-2pm)	\$ 400.00	\$ 400.00	\$ -
Training - 2nd half day (4pm-12am)	\$ 205.00	\$ 205.00	\$ -
Training - Full day (8am-12am)	\$ 235.00	\$ 235.00	\$ -
Guilford - 1st half day (8am-2pm)	\$ 175.00	\$ 175.00	\$ -
Guilford - 2nd half day (4pm-12am)	\$ 205.00	\$ 205.00	\$ -
Guilford - Full day (8am-12am)	\$ 235.00	\$ 235.00	\$ -
Cedar - 1st half day (8am-2pm)	\$ 290.00	\$ 290.00	\$ -
Cedar - 2nd half day (4pm-12am)	\$ 345.00	\$ 345.00	\$ -
Cedar - Full day (8am-12am)	\$ 400.00	\$ 400.00	\$ -
Screened Porch - 1st half day (8am-2pm)	\$ 145.00	\$ 145.00	\$ -
Screened Porch - 2nd half day (4pm-12am)	\$ 155.00	\$ 155.00	\$ -
Screened Porch - Full day (8am-12am)	\$ 165.00	\$ 165.00	\$ -
Wedding Package for groups of 75 or more	\$ 1,900.00	\$ 1,900.00	\$ -
Non-Refundable Deposit	\$ 200.00	\$ 200.00	\$ -
BMP Food Service Fees			
1-25 persons	\$ 25.00	\$ 25.00	\$ -
26-50 persons	\$ 50.00	\$ 50.00	\$ -
51-100 persons	\$ 75.00	\$ 75.00	\$ -
101-200 persons	\$ 125.00	\$ 125.00	\$ -
201-300 persons	\$ 200.00	\$ 200.00	\$ -
301+ persons	\$ 250.00	\$ 250.00	\$ -
Caterer (% of total bill)	12%	12%	\$ -

Parks

Fee Information	FY 2021	FY 2022	Change
BMP Event Staffing and Bar Fees			
Event Host (per hour)	\$ 15.00	\$ 15.00	\$ -
Security (per hour)	\$ 40.00	\$ 40.00	\$ -
Bartender (per hour)	\$ 30.00	\$ 30.00	\$ -
Bar Service	\$ 200.00	\$ 200.00	\$ -
BMP Miscellaneous Equipment Rental			
PA System with Microphone	\$ 50.00	\$ 50.00	\$ -
LCD Projector & Screen	\$ 25.00	\$ 25.00	\$ -
Table Linens (85" x 85" Square)	\$ 5.00	\$ 5.00	\$ -
Table Linens (90" or 120" round)	\$ 15.00	\$ 15.00	\$ -
Table Linens (108" or 120" round or 90" x 156" rectangular)	\$ 20.00	\$ 20.00	\$ -
Napkins (per set of 8)	\$ 5.00	\$ 5.00	\$ -
Podium with Microphone	\$ 50.00	\$ 50.00	\$ -
Sashes	\$ 1.50	\$ 1.50	\$ -
Screen Only	\$ 5.00	\$ 5.00	\$ -
Easel Only	\$ 5.00	\$ 5.00	\$ -

Parks

Fee Information	FY 2021	FY 2022	Change
<u>Hagan-Stone Park ARC Building and Chapel Fees</u>			
Chapel Only (30 people max)	\$ 200.00	\$ 200.00	\$ -
Chapel & ARC Building Package	\$ 350.00	\$ 350.00	\$ -
ARC Building - 4 Hour Flat Fee	\$ 100.00	\$ 100.00	\$ -
ARC Building - 6 Hour Flat Fee	\$ 150.00	\$ 150.00	\$ -
ARC Building - 8 Hour Flat Fee	\$ 200.00	\$ 200.00	\$ -
Non-Refundable Deposit	\$ 50.00	\$ 50.00	\$ -
Stage	\$ 100.00	\$ 100.00	\$ -
<u>Northeast Park Event Center Rental Fees (Weekdays & 1st half Friday)</u>			
1-50 people Full Day (8am-12am)	\$ 100.00	\$ 100.00	\$ -
51-100 people 1st Half Day (8am-2pm)	\$ 125.00	\$ 125.00	\$ -
51-100 people 2nd Half Day (4pm-12am)	\$ 175.00	\$ 175.00	\$ -
51-100 people Full Day (8am-12am)	\$ 275.00	\$ 275.00	\$ -
101-150 people 1st Half Day (8am-2pm)	\$ 250.00	\$ 250.00	\$ -
101-150 people 2nd Half Day (4pm-12am)	\$ 300.00	\$ 300.00	\$ -
101-150 people Full Day (8am-12am)	\$ 450.00	\$ 450.00	\$ -
151+ People 1st Half Day (8am-2pm)	\$ 400.00	\$ 400.00	\$ -
151+ People 2nd Half Day (4pm-12am)	\$ 500.00	\$ 500.00	\$ -
151+ People Full Half Day (8am-12am)	\$ 600.00	\$ 600.00	\$ -
<u>NEP Event Center Rental Fees (2nd Half Day Friday, Weekends, Holidays)</u>			
1-50 people 1st Half Day (8am-2pm)	\$ 130.00	\$ 130.00	\$ -
1-50 people 2nd Half Day (4pm-12am)	\$ 160.00	\$ 160.00	\$ -
1-50 people Full Day (8am-12am)	\$ 175.00	\$ 175.00	\$ -
51-100 people 1st Half Day (8am-2pm)	\$ 290.00	\$ 290.00	\$ -
51-100 people 2nd Half Day (4pm-12am)	\$ 330.00	\$ 330.00	\$ -
51-100 people Full Day (8am-12am)	\$ 350.00	\$ 350.00	\$ -
101-150 people 1st Half Day (8am-2pm)	\$ 400.00	\$ 400.00	\$ -
101-150 people 2nd Half Day (4pm-12am)	\$ 475.00	\$ 475.00	\$ -
101-150 people Full Day (8am-12am)	\$ 550.00	\$ 550.00	\$ -
151+ People 1st Half Day (8am-2pm)	\$ 575.00	\$ 575.00	\$ -
151+ People 2nd Half Day (4pm-12am)	\$ 625.00	\$ 625.00	\$ -
151+ People Full Half Day (8am-12am)	\$ 700.00	\$ 700.00	\$ -
<u>NEP Event Staffing and Bar Fees</u>			
Event Host (per hour)	\$ 15.00	\$ 15.00	\$ -
Security (per hour)	\$ 40.00	\$ 40.00	\$ -
Bartender (per hour)	\$ 30.00	\$ 30.00	\$ -
Bar Service (includes 3 hours of service)	\$ 200.00	\$ 200.00	\$ -
Bar Service (per hour, after 3 hours up to 5 hours)	\$ 20.00	\$ 20.00	\$ -
Cleaning	\$ 100.00	\$ 100.00	\$ -

Parks

Fee Information	FY 2021	FY 2022	Change
NEP Food Service Fees			
1-25 people	\$ 25.00	\$ 25.00	\$ -
26-50 people	\$ 50.00	\$ 50.00	\$ -
51-100 people	\$ 75.00	\$ 75.00	\$ -
101-200 people	\$ 125.00	\$ 125.00	\$ -
201-300 people	\$ 200.00	\$ 200.00	\$ -
301+ people	\$ 250.00	\$ 250.00	\$ -
Caterer (% of total bill)	10%	10%	\$ -
NEP Miscellaneous Equipment Rental			
Podium	\$ 10.00	\$ 10.00	\$ -
LCD Projector & Screen	\$ 25.00	\$ 25.00	\$ -
Table Linens	\$ 10.00	\$ 10.00	\$ -
Napkins (per set of 8)	\$ 5.00	\$ 5.00	\$ -
Podium w/ Microphone	\$ 25.00	\$ 25.00	\$ -
Arbor	\$ 25.00	\$ 25.00	\$ -
Screen Only	\$ 10.00	\$ 10.00	\$ -
TV/DVD	\$ 25.00	\$ 25.00	\$ -
Sound System	\$ 50.00	\$ 50.00	\$ -
BMP Wildlife Education Center Fees			
Classroom (per hour, operating hours)	\$ 10.00	\$ 10.00	\$ -
Classroom (per hour, non-operating hours)	\$ 22.00	\$ 22.00	\$ -
BMP Activities Fees			
Volleyball Court (per court, per hour)	\$ 5.00	\$ 5.00	\$ -
Tennis Court (per hour, per person)	\$ 3.00	\$ 3.00	\$ -
Tennis Court (per match for school groups)	\$ 55.00	\$ 55.00	\$ -
Cornhole Boards w/ Bean Bags	\$ 25.00	\$ 25.00	\$ -
Bike Rental (March-November); (per hour, 2 hr min)	\$ 3.00	\$ 3.00	\$ -
BMP Drving Range Fees			
Small Basket	\$ 4.00	\$ 4.00	\$ -
Large Basket	\$ 6.00	\$ 6.00	\$ -
Jumbo Basket	\$ 12.00	\$ 12.00	\$ -
Punch Card (12 large baskets)	\$ 60.00	\$ 60.00	\$ -
Punch Card (12 small baskets)	\$ 40.00	\$ 40.00	\$ -
Punch Card (12 jumbo baskets)	\$ 120.00	\$ 120.00	\$ -

Parks

Fee Information	FY 2021	FY 2022	Change
BMP Golf Course Fees			
9 holes (Mon-Fri)	\$ 7.00	\$ 7.00	\$ -
18 holes (Mon-Fri)	\$ 10.00	\$ 10.00	\$ -
18 holes (Sr./Jr. Mon-Fri)	\$ 7.00	\$ 7.00	\$ -
9 holes (Sat-Sun)	\$ 8.00	\$ 8.00	\$ -
18 holes (Sat-Sun)	\$ 11.00	\$ 11.00	\$ -
18 holes (Sr./Jr. Sat-Sun)	\$ 8.00	\$ 8.00	\$ -
Club Rental	\$ 1.00	\$ 1.00	\$ -
Pull Cart Rental	\$ 2.00	\$ 2.00	\$ -
Southwest Park Marina Fees			
1/2 Day Canoe	\$ 13.00	\$ 13.00	\$ -
Full Day Canoe	\$ 20.00	\$ 20.00	\$ -
1/2 Day 2 Seat Kayak	\$ 15.00	\$ 15.00	\$ -
Full Day 2 Seat Kayak	\$ 20.00	\$ 20.00	\$ -
1/2 Day 1 Seat Kayak	\$ 12.00	\$ 12.00	\$ -
Full Day 1 Seat Kayak	\$ 15.00	\$ 15.00	\$ -
10' John Boat 2 Person Rental	\$ 15.00	\$ 15.00	\$ -
14' John Boat 3 Person Rental	\$ 21.00	\$ 21.00	\$ -
Private Boat Launch	\$ 7.00	\$ 7.00	\$ -
Private Canoe & Kayak Launch	\$ 5.00	\$ 5.00	\$ -
Anchors	\$ 3.00	\$ 3.00	\$ -
Pier Fishing	\$ 3.00	\$ 3.00	\$ -
HSP Marina Fees			
Private Kayak & Canoe Launch	\$ 3.00	\$ 3.00	\$ -
2-hour Single Kayak & Canoe	\$ 4.00	\$ 4.00	\$ -
2-hour Tandem Kayak & Canoe	\$ 5.00	\$ 5.00	\$ -
4-hour Single Kayak & Canoe	\$ 8.00	\$ 8.00	\$ -
4-hour Tandem Kayak & Canoe	\$ 10.00	\$ 10.00	\$ -

Planning & Development

Fee Information	FY 2021	FY 2022	Change
Subdivision Plat Review			
Subdivision Plat Review - Per Plat (base fee)	\$ 150.00	\$ 150.00	\$ -
Subdivision Plat Review - Per Lot (addit'l charge)	\$ 20.00	\$ 20.00	\$ -
Exclusion Plat Review	no charge	no charge	\$ -
Road Signs	\$ 150.00	\$ 150.00	\$ -
Zoning Verification Fee	no charge	no charge	\$ -
Planning Board			
<i>Zoning</i>			
Rezoning Fees/Case	\$ 500.00	\$ 500.00	\$ -
Rezoning Appeal/Case	\$ 500.00	\$ 500.00	\$ -
Special Use Permit/Case + Recording Fee	\$ 526.00	\$ 526.00	\$ -
<i>Road/Easement Closing Fees</i>			
Easement Closing (per case + recording fee)	\$ 126.00	\$ 126.00	\$ -
Road Closing (per case + recording fee)	\$ 126.00	\$ 126.00	\$ -
Road Renaming	\$ 100.00	\$ 100.00	\$ -
Other Appeals of the Planning Board (per case)	\$ 200.00	\$ 200.00	\$ -
Board of Adjustment			
Variance (fee + recording fee)	\$ 226.00	\$ 226.00	\$ -
Appeals to the Board of Adjustment (per case)	\$ 200.00	\$ 200.00	\$ -
Site Plan Review			
Minor Site Plan Review (per plan)	\$ 100.00	\$ 100.00	\$ -
Major Site Plan Review (per plan, base fee)	\$ 325.00	\$ 325.00	\$ -
Additional fee per 1,000 sq ft gross floor area or open uses of land for major plans	\$ 5.00	\$ 5.00	\$ -
Publications			
Development Ordinance	\$ 20.00	\$ 20.00	\$ -
Historic Properties Book	\$ 12.00	\$ 12.00	\$ -
Guilford County Street Atlas	\$ 18.95	\$ 18.95	\$ -
Comprehensive Plan	loan - self copy	loan - self copy	\$ -
Area Plans - Text or Map	no charge	no charge	\$ -
Historical Properties			
City of High Point	\$ 2,000.00	\$ 2,000.00	\$ -
City of Greensboro	\$ 3,000.00	\$ 3,000.00	\$ -
Gibsonville	\$ 500.00	\$ 500.00	\$ -
Jamestown	\$ 500.00	\$ 500.00	\$ -
Oak Ridge	\$ 125.00	\$ 125.00	\$ -

Planning & Development

Fee Information	FY 2021	FY 2022	Change
Planning Services			
Planning Service - Stokesdale	\$ 25,000.00	\$ 25,000.00	\$ -
Planning Service - Whitsett	\$ 1,000.00	\$ 1,000.00	\$ -
Planning Service - Pleasant Garden	\$ 5,000.00	\$ 5,000.00	\$ -
Planning Service - Sedalia	\$ 1,000.00	\$ 1,000.00	\$ -
Historical Landmark Property Plaque	market price	market price	\$ -

Public Health

Fee Information	FY 2021	FY 2022	Change
CPR Fees			
Annual Instructor Membership	\$ 50.00	\$ 50.00	\$ -
Instructor Monitoring (every 2 years)	\$ 60.00	\$ 60.00	\$ -
Equipment Rental (for 2 business days)	\$ 25.00	\$ 25.00	\$ -
- include AED, face mask, etc.	\$ 35.00	\$ 45.00	\$ 10.00
- additional day rental/late fee	\$ 15.00	\$ 15.00	\$ -
BLS Instructor Training Course	\$ 225.00	\$ 250.00	\$ 25.00
BLS CPR Course (through PH)	\$ 50.00	\$ 50.00	\$ -
First Aid Course (through PH)	\$ 30.00	\$ 30.00	\$ -
Heart Saver CPR Course (through PH)	\$ 40.00	\$ 40.00	\$ -
Heart Saver CPR and First Aid Course	\$ 70.00	\$ 70.00	\$ -
AHA Certification Cards (for courses taught)	\$ 20.00	\$ 20.00	\$ -
- Re-prints	\$ 10.00	\$ 10.00	\$ -
- Rush card	\$ 10.00	\$ 10.00	\$ -
Environmental Health Fees			
Food Service - Plan Review			
New Facility	\$ 250.00	\$ 250.00	\$ -
Remodel of Existing Facility	\$ 125.00	\$ 125.00	\$ -
Swimming Pool Permits			
Seasonal	\$ 200.00	\$ 200.00	\$ -
Year Round	\$ 250.00	\$ 250.00	\$ -
Reinspection (2nd Trip)	\$ 100.00	\$ 100.00	\$ -
Pool Plan Review	\$ 300.00	\$ 300.00	\$ -
Private Schools/Colleges	\$ 200.00	\$ 200.00	\$ -
ServSafe Food Education Course Training	\$ 200.00	\$ 200.00	\$ -
ServSafe Food Education Course Re-Test	\$ 60.00	\$ 60.00	\$ -
ServSafe Off-site Food Schools	\$ 150.00	\$ 150.00	\$ -
Temporary Food Establishments (vendors)	\$ 75.00	\$ 75.00	\$ -
LFSE (Limited food source establishment)	\$ 75.00	\$ 75.00	\$ -
Lead - State			
XRF Machine Use With Staff	\$ 500.00	\$ 500.00	\$ -
XRF Machine Use Without Staff	\$ 250.00	\$ 250.00	\$ -
Health Hazards			
Tattoo Atrist			
Local	\$ 500.00	\$ 500.00	\$ -
Convention	\$ 100.00	\$ 100.00	\$ -
Mobile Home Parks	\$ 11.00	\$ 11.00	\$ -

Public Health

Fee Information	FY 2021	FY 2022	Change
HERA			
Monitoring Wells			
Commercial			
first well	\$ 600.00	\$ 600.00	\$ -
each additional well	\$ 60.00	\$ 60.00	\$ -
Residential			
first well	\$ 600.00	\$ 600.00	\$ -
each additional well	\$ 60.00	\$ 60.00	\$ -
Water Quality			
Construction Authorization	\$ 100.00	\$ 100.00	\$ -
Construction Authorization w/pump	\$ 140.00	\$ 140.00	\$ -
Alternative Construction Authorization	\$ 450.00	\$ 450.00	\$ -
Alternative Design	\$ 550.00	\$ 550.00	\$ -
Evaluation of Additions	\$ 100.00	\$ 100.00	\$ -
Residential Soil Evaluations	\$ 100.00	\$ 100.00	\$ -
Application Fee for DUMT 10k gallons	\$ 260.00	\$ 260.00	\$ -
Permit for DUMT 10K gallons	\$ 340.00	\$ 340.00	\$ -
Well Permits - New	\$ 450.00	\$ 450.00	\$ -
Well Camera/Repair Permit	\$ 220.00	\$ 220.00	\$ -
Additional Trip Fee	\$ 54.00	\$ 54.00	\$ -
DOT Fee	\$ 150.00	\$ 150.00	\$ -
Innovative Wastewater Approval (off-site)	\$ 200.00	\$ 200.00	\$ -
Water Sample Fees			
Trip Fee	\$ 65.00	\$ 65.00	\$ -
Bacteria	\$ 50.00	\$ 50.00	\$ -
Inorganic / Nitrate	\$ 70.00	\$ 70.00	\$ -
Pesticide	\$ 75.00	\$ 75.00	\$ -
Petroleum	\$ 75.00	\$ 75.00	\$ -
Exisiting On Site Sewer			
Type 111B	\$ 150.00	\$ 150.00	\$ -
Type IV	\$ 300.00	\$ 300.00	\$ -
Type V	\$ 350.00	\$ 350.00	\$ -
Type Va	\$ 100.00	\$ 100.00	\$ -
Type VI	\$ 400.00	\$ 400.00	\$ -
Maintenance/Monitoring Operator	\$ 450.00	\$ 450.00	\$ -

Public Health

Fee Information	FY 2021	FY 2022	Change
Health Education - Smart Girls Life Skills			
Smart Girls® Life Skills Training Curriculum PART I (one copy)	\$ 250.00	\$ 250.00	\$ -
Smart Girls® Life Skills Training Curriculum PART II (one copy)	\$ 250.00	\$ 250.00	\$ -
Smart Girls® Life Skills Training Curriculum PART I and PART II (one copy of each, \$50 off when ordering together)	\$ 450.00	\$ 450.00	\$ -
Smart Girls® Part I One Day Training in Guilford County (curriculum not included)	\$ 275.00	\$ 275.00	\$ -
Smart Girls® Part II One Day Training in Guilford County (curriculum not included)	\$ 250.00	\$ 250.00	\$ -
One-day Part I or Part II Training outside of Guilford County for up to 12 to 15 individuals	\$ 1,600.00	\$ 1,600.00	\$ -
One & a half day Part I or Part II Training outside of Guilford County for up to 12 to 15 individuals	\$ 2,250.00	\$ 2,250.00	\$ -
Two-day Part I and Part II Training outside of Guilford County for up to 12 to 15 individuals II	\$ 3,200.00	\$ 3,200.00	\$ -

- Clinic and all other fees are available upon request from Public Health -

Register of Deeds

Fee Information	FY 2021	FY 2022	Change
Passport Services			
Passport Acceptance Fee	\$ 35.00	\$ 35.00	\$ -
Passport Photo	\$ 10.00	\$ 10.00	\$ -
No Fee Passport Application	\$ -	\$ -	\$ -
No Fee Photo	\$ -	\$ -	\$ -
Overnight Delivery	\$ 26.35	\$ 26.35	\$ -
Standard Shipping	\$ 7.75	\$ 7.75	\$ -
Land Records			
Certified Copies First Page	\$ 5.00	\$ 5.00	\$ -
Certified Copies All Other Pages	\$ 2.00	\$ 2.00	\$ -
Uncertified Copies	\$ 0.05	\$ 0.05	\$ -
Deed of Trust	\$ 64.00	\$ 64.00	\$ -
Grave Removal	\$ 26.00	\$ 26.00	\$ -
Misc Documents	\$ 26.00	\$ 26.00	\$ -
Notary Authentication	\$ 1.00	\$ 1.00	\$ -
Old Corporation Books	\$ -	\$ -	\$ -
Plat Certified Copy	\$ 5.00	\$ 5.00	\$ -
Plat Uncertified Copy 11x17	\$ 0.10	\$ 0.10	\$ -
Plat Uncertified Copy 18x24	\$ 0.50	\$ 0.50	\$ -
Uncertified Copy Via Mail	\$ 1.00	\$ 1.00	\$ -
UCC Copy	\$ 2.00	\$ 2.00	\$ -
Deed	\$ 26.00	\$ 26.00	\$ -
Condominium	\$ 21.00	\$ 21.00	\$ -
Highway Right of Way Map	\$ 21.00	\$ 21.00	\$ -
Plat	\$ 21.00	\$ 21.00	\$ -
Roadway Corridor Map	\$ 5.00	\$ 5.00	\$ -
Notary Oath	\$ 10.00	\$ 10.00	\$ -
Satisfaction	\$ -	\$ -	\$ -
Uniform Commercial Code	\$ 38.00	\$ 38.00	\$ -

Register of Deeds

Fee Information	FY 2021	FY 2022	Change
Vital Records			
Amendment	\$ 10.00	\$ 10.00	\$ -
Birth Add	\$ -	\$ -	\$ -
Birth Copy Certified	\$ 10.00	\$ 10.00	\$ -
Birth Copy Uncertified	\$ 0.05	\$ 0.05	\$ -
Copies	\$ 0.05	\$ 0.05	\$ -
Death Add	\$ -	\$ -	\$ -
Delayed Birth	\$ 10.00	\$ 10.00	\$ -
Delayed Birth Prep	\$ 10.00	\$ 10.00	\$ -
Death Copy Certified	\$ 10.00	\$ 10.00	\$ -
Delayed Marriage	\$ 20.00	\$ 20.00	\$ -
Death Copy Uncertified	\$ 0.05	\$ 0.05	\$ -
Legitimation	\$ 10.00	\$ 10.00	\$ -
Marriage Copy Certified	\$ 10.00	\$ 10.00	\$ -
Marriage Issue	\$ 60.00	\$ 60.00	\$ -
Marriage Keepsake	\$ 1.00	\$ 1.00	\$ -
Marriage Copy Uncertified	\$ 0.05	\$ 0.05	\$ -
State Birth Amendment	\$ 15.00	\$ 15.00	\$ -
State Birth Certified Copy	\$ 10.00	\$ 10.00	\$ -
State Birth Legitimation	\$ 15.00	\$ 15.00	\$ -
State Birth Search	\$ 14.00	\$ 14.00	\$ -
State Expedite	\$ 15.00	\$ 15.00	\$ -
Social Services Certified Copy	\$ 10.00	\$ 10.00	\$ -
Uncertified Copies via Mail	\$ 1.00	\$ 1.00	\$ -
No Marriage Found	\$ 5.00	\$ 5.00	\$ -
Overnight Delivery	\$ 26.35	\$ 26.35	\$ -

Security

Fee Information	FY 2021	FY 2022	Change
ID Badge - Attorney	\$ 15.00	\$ 15.00	\$ -
ID Badge - Paralegal	\$ 15.00	\$ 15.00	\$ -
ID Badge - Committee Approved (new)	\$ 20.00	\$ 20.00	\$ -
ID Badge - Committee Approved (renewal meets use requirements)	\$ 20.00	\$ 20.00	\$ -
ID Badge - Committee Approved (renewal does not meet use requirements)	\$ 35.00	\$ 35.00	\$ -
ID Badge - Law Enforcement (non-county; annually)	\$ 10.00	\$ 10.00	\$ -
ID Badge - Non-County Interns	\$ 5.00	\$ 5.00	\$ -
Lost or Stolen ID Badge Replacement Fee	\$ 10.00	\$ 10.00	\$ -
Security Officer Fees (hourly; for non-county agencies who request to reserve room in county facilities)	\$ 30.00	\$ 30.00	\$ -

Solid Waste

Fee Information	FY 2021	FY 2022	Change
Passenger car tire disposal fee per tire	\$ 0.88	\$ 0.90	\$ 0.02
Heavy truck tire disposal fee per tire	\$ 4.47	\$ 4.61	\$ 0.14
Oversize tire per pound	\$ 0.0389	\$ 0.0401	\$ 0.0012

*No Charge to dispose White Goods, Electronics, or other Residential Recyclables.
Tire disposal fees are based on Southeastern U.S. CPI per county contract.*