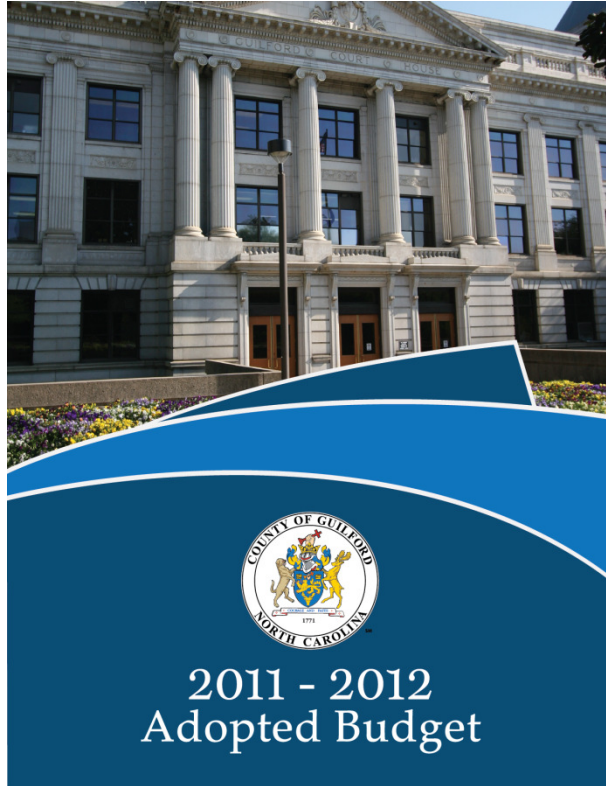


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Fiscal Year 2011-2012 ADOPTED BUDGET



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prepared by the

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Guilford County
North Carolina**

For the Fiscal Year Beginning

July 1, 2010

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Guilford County, North Carolina for its annual budget for the fiscal year beginning July 1, 2010. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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BRENDA JONES FOX
County Manager



GUILFORD COUNTY ADMINISTRATIVE OFFICES

April 7, 2011

Guilford County Board of Commissioners

The Honorable Melvin (Skip) Alston, Chairman
The Honorable Linda O. Shaw, Vice-Chairman
The Honorable Bill Bencini
The Honorable Katie S. (Kay) Cashion
The Honorable Carolyn Q. Coleman
The Honorable Bruce E. Davis
The Honorable Paul Gibson
The Honorable John Parks
The Honorable Kirk Perkins
The Honorable Mike Winstead, Jr.
The Honorable Billy Yow

Mr. Chairman and Members of the Board:

In accordance with the General Statutes of North Carolina, I hereby submit for your consideration the proposed budget for Guilford County Government for the 2011/2012 fiscal year. A copy of this document has been filed with the Clerk to the Board and is available for public inspection. The budget is balanced and prepared under the guidelines of the North Carolina Local Government Budget and Fiscal Control Act.

Over the last several years, Guilford County, the State of North Carolina, and the nation faced unprecedented economic challenges. While conditions have improved in some sectors of the economy, public sector revenue streams are still weak and property values are still showing evidence of decline. At the same time, demand for certain services, including emergency response, public health, and social services, is increasing.

The 2011/2012 budget development process continued the efforts initiated in fiscal year 2009/2010 “to do more with less.” Existing resource allocation decisions were reviewed and departments were challenged to consider new ways of organizing their functions to ensure resources are aligned with county priorities. In some cases, however, the decline in revenues and the need to fund mandated and high priority services will result in reductions in service or funding for non-mandated programs.

To assist staff in addressing the County’s budget challenges, the following committees, continued their review of county operations:

Human Services Task Force: Chairperson, Carolyn Coleman

Budget Committee: Chairperson, Bruce Davis

Education: Chairperson, Kirk Perkins

Substance Abuse & Drug Treatment: Chairperson, Kay Cashion

Jail Committee: Chairperson, Paul Gibson

Guilford County Government will make reallocation of resources from lower to higher priorities an integral part of the way it manages in the new fiscal year and for the foreseeable future.

Summary of Proposed Budget

Base Budget

The **Base Budget** proposed for the General Fund for FY 2011/2012 totals \$565,025,978, or \$4.7 million less than the budget adopted by the Board of Commissioners for the current fiscal year of 2010/2011. This budget includes a net reduction in county staff of 38.5 positions, addresses critical infrastructure needs, provides for additional technology to increase staff efficiency and effectiveness, expands the emergency response capacity of the EMS department (at no increase in county funds), and absorbs increases in retirement system and healthcare costs for employees and retirees. The tax rate required to balance the Base Budget is \$0.7374, the same rate as 2010/2011.

The 2011/2012 **Base Budget** is more than \$21 million lower than the 2008/2009 budget, the last budget before the economic recession. To put this reduction in perspective, it is roughly equivalent of eliminating the entire Emergency Services department.

Additions to Base Budget

Despite significant reductions, there are several additional expenses and revenue changes that are outside the scope of the Base Budget and will require a tax increase to fund.

Increases in Debt Service (+\$10.61 million, +\$0.0250 cents)

The County’s debt service budget will increase \$10.61 million over the 2010/2011 budget (net of revenue increases, excluding lottery funds). This increase reflects repayment expenses for:

- bonds that have already been sold;
- bonds and other debt that will soon be sold and have been committed to projects already in progress (such as bonds for GTCC’s northwest campus, the new Greensboro Jail, and school construction and maintenance projects); and
- debt for renovations to the BB&T Building in downtown Greensboro.

The following table indicates the dollar amount and additional tax rate impact of each category of debt repayment:

<u>Debt Repayment - Sold and Committed Issues</u>						
	FY11	FY12			FY13	
	Adopted	Recommended	\$ chg	Tax Rate	Plan	\$ chg
Bonds Already Sold	\$ 76,424,080	\$ 80,067,269	\$ 3,643,189	\$ 0.0086	\$ 78,159,643	\$ (1,907,626)
Bonds/QSCB's Committed:						
Schools with Delay of 3 Projects		\$ 4,193,601	\$ 4,193,601	\$ 0.0099	\$ 16,374,284	\$ 12,180,683
Schools Maintenance - QSCB		\$ 799,736	\$ 799,736	\$ 0.0019	\$ 1,988,285	\$ 1,188,549
Total Schools		\$ 4,993,337	\$ 4,993,337	\$ 0.0118	\$ 18,362,569	\$ 13,369,232
Guilford Tech Community College		\$ 744,830	\$ 744,830	\$ 0.0018	\$ 2,487,120	\$ 1,742,290
New Greensboro Detention Facility		\$ 1,064,045	\$ 1,064,045	\$ 0.0025	\$ 3,007,787	\$ 1,943,742
		\$ 6,802,212	\$ 6,802,212	\$ 0.0160	\$ 23,857,476	\$ 17,055,264
BB&T Financing	\$ 1,391,584	\$ 1,660,549	\$ 268,965	\$ 0.0006	\$ 1,600,850	\$ (59,699)
Total Debt Service	\$ 77,815,664	\$ 88,530,030	\$ 10,714,366	\$ 0.0252	\$ 103,617,969	\$ 15,087,939
LESS: Revenues, excluding Lottery	\$ (2,076,610)	\$ (2,185,603)	\$ (108,993)	\$ (0.0003)	\$ 2,585,786	
Total	\$ 75,739,054	\$ 86,344,427	\$ 10,605,373	\$ 0.0250	\$ 106,203,755	\$ 15,087,939

State Withholding of Lottery Funds (-\$9.50 million, +\$0.0224 cents)

The Governor's budget proposal calls for the state to withhold most of the lottery funds statutorily committed to counties for school capital needs. The County's 2010/2011 budget includes \$9.5 million in lottery funding earmarked for existing school debt service. In anticipation of the state retaining these funds, no lottery funds are included in the 2011/2012 budget.

New Greensboro Detention Facility (+\$6.53 million, +0.0154 cents)

2011/20112 start-up expenses and additional staff for the new, voter-approved Greensboro Detention Facility total \$6.53 million. To reduce the total number of additional staff needed for the new jail, the budget proposes closing the Prison Farm and transferring inmates and staff to the new facility. The budget also proposes transferring inmates and staff from the High Point Jail to the new facility. An Intake Processing Area and public and attorney video visitation rooms will be provided at the High Point facility.

The additional \$6.53 million includes funding for 78 new staff positions, initial supplies and equipment, additional utilities and janitorial services, and security fencing at the Prison Farm. Also included are funds for the Facilities department to assume the cost of services previously provided by inmates of the county's Prison Farm (e.g., mowing, department moves, painting, etc.).

Other State Funding Reductions (+\$200,000, +0.0005 cents)

The 2011/2012 budget assumes new or continuing state funding reductions for Veterans Services, jail fees for state inmates, leased space for probation and parole offices, and other items. These reductions total approximately \$200,000.

In addition, General Assembly members are currently considering a number of other options to balance the state budget that include the transfer of funding responsibility for certain expenses from the state to the counties. The largest of these potential expenses, which are **not** factored into the 2011/2012 budget, are noted in the summary sections below.

Total Budget Summary

Including the additional expenses noted above, the total 2011/2012 General Fund budget equals \$582,275,000. This is \$12.5 million higher than the budget for 2010/2011. The tax rate required to balance the budget is \$0.8006, an increase of \$0.0632.

<u>Components of the 2011/2012 Budget</u>			
	<u>Net Impact</u>		
	<u>Expense</u>	<u>Revenue</u>	<u>Tax Rate</u>
Base Budget	\$ 565,025,978		\$ 0.7374
Add-Backs:			
Increase in Debt Service	\$ 10,714,366	\$ 108,993	\$ 0.0250
State Withholding Lottery \$		\$ (9,500,000)	\$ 0.0224
New Greensboro Detention Facility	\$ 6,534,656		\$ 0.0154
Other State Funding Reductions		\$ (200,000)	\$ 0.0005
	<u>\$ 17,249,022</u>	<u>\$ (9,591,007)</u>	<u>\$ 0.0632</u>
2011/2012 Recommended Budget	\$ 582,275,000		\$ 0.8006

Staffing

The proposed total number of county staff is 2,536.50, which reflects a net increase of 39.50 positions from the number in effect on July 1, 2010. For the third year in a row, no merit increases are proposed. Position changes include:

- Human Services – reduction of 41 positions
- Public Safety – net increase of 93 positions. Changes include the addition of 26 paramedic positions to expand system capacity and revenue generation and to reduce overtime, as well as 78 additional staff for the new Greensboro Detention Facility. Eleven positions will be eliminated from Emergency Medical Services and Court Alternatives/Juvenile Detention.
- General Government & Support Services – net reduction of 12.5 positions.

Expenditures

Significant changes in the proposed expenditure budgets for the County’s service areas are described below:

Education

- In recognition of the high priority the Board has assigned to Education, funding for the operational needs of the Guilford County Schools (GCS) and Guilford Technical Community College (GTCC) are protected in the proposed budget at their current

levels without any reduction. The recommended operating allocations are \$175,165,521 for GCS and \$11,752,690 for GTCC.

- Debt service for school and community college facilities is projected to be \$71.5 million in FY 2011/2012, an increase of \$3.0 million over the current year's budget. This includes the initial debt payments for the \$16.8 million of Qualified School Construction Bonds (QSCB) approved by the Board of Commissioners last year for school capital maintenance needs. The proposed budget reflects the delay of renovations at Allen Jay Middle School and the construction of the southeast area elementary school and airport area high school.
- The budget maintains \$1.5 million for the capital needs of GTCC. The allocation for capital needs to GCS is \$2.7 million, a reduction of approximately \$500,000.
- **Possible additional cost not included in FY 2011/2012 recommended budget:** The Governor's budget proposal for next year shifts the responsibility for funding school bus purchases, school and community college workers' compensation expenses, and school tort claims defense and payments to the counties. Early projections estimate the impact of these changes to be \$13 million. A final decision regarding the shift of funding responsibility will be made by the General Assembly later this year.

Human Services

- Funding for the County's human services will decrease by \$5.7 million (3.6%) in the proposed budget.
- The largest decrease in Human Services expenditures is for Social Services (-\$2.79 million) and is the result of the elimination of 26 positions. These reductions are the result of departmental reorganization efforts, as well as a reduction in state support for daycare administrative costs.
- The budget includes a reduction of approximately \$1.7 million for Public Health. Most of this decrease is related to the elimination of the remaining portion of the Guilford Adult and Child Health Service contracts (the agencies are seeking status as a Federally Qualified Health Center) and the elimination of 17 positions.
- The Guilford Center's budget is reduced by approximately \$980,000. This decrease is directly related to budgeting expenses for community services closer to actual experience over the last several years and the elimination of a contract for a Telepsychiatry Physician that has not been utilized in the last two fiscal years. In addition, about \$130,000 of Inmate Welfare Funds will be used to fund two existing jail liaison positions employed by Mental Health to address mental health issues in the inmate population.
- One position in Coordinated Services is eliminated and duties related to coordinating various human services grant programs is transferred to other departments.
- Funding for community agencies that provide various human services programs is proposed to decrease by \$332,000 to approximately \$64,400. No new agencies are

funded and allocations to existing agencies have been reduced or eliminated in accordance with the Board of Commissioners' policy on community agency funding.

Public Safety

- Funding for the County's public safety departments will increase by approximately \$8.6 million (10%).
- The Law Enforcement budget includes \$6.2 million in additional funds for 78 new staff and operational costs associated with the opening of the new, voter-approved Greensboro Detention Center during the third quarter of the fiscal year. The additional staff will be hired in phases over the first six months of the fiscal year. To reduce the total number of additional staff needed for the new jail, the budget proposes closing the Prison Farm and transferring inmates and staff to the new facility. The budget also proposes transferring inmates and staff from the High Point Jail to the new facility. An Intake Processing Area will remain in High Point and the installation of public and attorney video visitation rooms at the High Point facility is underway.
- The **Emergency Services** Department will add 26 new positions to expand system capacity to address rising emergency services calls and to reduce overtime expense related to staff vacancies. The additions are estimated to be cost neutral in Fiscal Year 2011-12. The increase in staff is partially offset by the elimination of 10 positions approved by the Board in the current budget to begin in-county, interfacility medical transports. Due to potential legislative changes, this service will not be provided.
- The budget recommends a temporary tax rate increase or fund balance appropriation for 12 rural fire departments to fund new radios. Ten districts do not have additional tax rate capacity and will require an alternate funding arrangement with the county to purchase radios.
- **Possible additional cost not included in FY 2011/2012 recommended budget:** Budget options being discussed at the state level include a shift in responsibility for funding state misdemeanants from the state to counties. The North Carolina Association of County Commissioners (NCACC) estimates this change could cost Guilford County \$1.3 million. A final decision regarding the shift of funding responsibility will be made by the General Assembly later this year.

General Government & Support Services

- Funding for General Government and Support Services, together, will increase by \$93,000. This represents the net impact of a number of changes in various departments.
- \$2 million is included in the Human Resources budget to continue the plan to address the County's unfunded actuarial liability for non-retirement post employment benefits

(OPEB). An additional \$406,000 is included for increases in retiree health insurance costs. Two positions will be eliminated in the department.

- \$1.5 million is included in the Facilities Department to replace the Greensboro Courthouse roof and to assume the cost of services previously provided by inmates of the county's Prison Farm (estimated at \$350,000 for mowing, department moves, painting, etc.).
- After several years of minimal replacements of fleet vehicles, the budget includes \$200,000 in Fleet Operations for the purchase of several vehicles to replace aging inventory. The budget also includes \$180,000 for the purchase of a new fleet management system to improve the overall management, utilization, and productivity of fleet assets.
- An additional \$673,000 is included in the budget for the Elections Department. During 2011/2012, the department will be responsible for conducting four elections, including a presidential preference primary. Municipalities will reimburse the county for direct costs of municipal primaries and elections. There was one election in the 2010/2011 budget.
- The Tax Department's budget will increase by \$374,000 to account for expenses associated with the 2012 revaluation of property.
- The 2011/2012 budget temporarily suspends the annual cash transfer for future capital and infrastructure needs from the General Fund to the County Building Construction fund. Funds will be redirected to help pay for two major purchases budgeted in the General Fund – the replacement of the Greensboro Courthouse roof (\$1.15 million) and the replacement of cardiac monitors for Emergency Medical Services (\$1.2 million). The transfer is planned to resume in FY 2012-13.
- The Information Services department budget will decrease by approximately \$775,000. The majority of this decrease is due to the full-year impact of eliminating six positions and associated operating cost for maintaining the county's mainframe operations (positions were eliminated in October 2010). In addition, three positions were eliminated within Client and Application Services.

Community Services

- Funding for the County's Community Services will decrease by \$42,000.
- The budget allocates \$1,855,123 for library services, an increase of approximately \$24,000. Guilford County is currently revising the formulas for the funding it provides for library services. Under the new formula, libraries will receive support based on their city's population and the state's prior year allocation for statewide library funding.
- The Parks and Open Space budget will decrease by approximately \$328,000. This reflects a reduction in programming at Northeast Park and assumes a reduction in park management fees charged by the municipal operators of the county parks.

Discussions with the town partners are underway regarding the potential reduction in park operation fees and charges for other shared services.

- Funding for outside community agencies that provide cultural and arts programming is reduced by \$226,000 and provides for no new agencies. Budgets for currently funded agencies have been reduced or eliminated in accordance with the Board of Commissioners' community organization funding policy.
- Approximately \$313,000 is included in the proposed budget for economic incentive grant contract obligations.
- \$260,000 is included in the budget for new roof and HVAC repairs at the Agricultural Center.

Non-Education Debt

- An additional \$7.65 million is proposed for general debt service for non-education facilities. This includes payments on debt recently issued for the new Greensboro Detention Facility.

Revenues

Total revenues, excluding fund balances and additional revenues from an increase in the property tax, are expected to decline by \$9.7 million in the upcoming fiscal year. Most of this decrease is related to the anticipated withholding of lottery funds by the state. Changes in the County's major revenue sources are outlined below.

Property Tax

The County's property tax base is expected to decline by 0.3% for 2011/2012. While values for real and personal property are expected to remain roughly the same, motor vehicle values are projected to fall by 3.5% as new vehicle purchases fail to offset the depreciation of the existing base. At the current tax rate of \$0.7374, this decline in values, coupled with more conservative collection rates, results in a decrease in tax revenues of \$3.3 million.

Despite the decline in underlying tax base values, the changes proposed for 2011/2012 result in a balanced Base Budget at the current tax rate. As discussed earlier, the following additions to the Base Budget require adjustments to the current tax rate:

Additions to Base Tax Rate		
Addition	Amount (millions)	Rate
Increase in Debt Service	\$ 10.61	\$ 0.0250
Loss of Lottery Funds	\$ 9.50	\$ 0.0224
New Greensboro Jail	\$ 6.53	\$ 0.0154
Loss of Other State Funds	\$ 0.20	\$ 0.0005
	\$ 26.84	\$ 0.0632
Base Tax Rate		\$ 0.7374
2011/2012 Rate		\$ 0.8006

The increase of \$0.0632 will generate an additional \$26.84 million. Current year tax revenues at the 2011/2012 rate of \$0.8006 are \$346.95 million. Total property tax revenues, including late payments, are estimated to be \$351.25 million.

The following table calculates each County service area's share of the total tax rate:

Allocation of Revenues and Tax Rate							
Expenditure	2011/2012 Recommended Budget	Department/ Earmarked Revenues*	Share of General County Revenues**	Share of Net Fund Balance	Share of Current Year Property Tax Revenues	Allocation of Property Tax	
						Share of Property Tax	Share of Tax Rate (cents)
Community Services	\$9,522,869	(2,625,699)	(887,487)	(389,785)	(5,619,898)	1.6%	1.30
General Government	\$26,634,776	(6,413,467)	(2,601,958)	(1,142,782)	(16,476,570)	4.7%	3.80
Human Services	\$155,300,203	(105,896,048)	(6,357,033)	(2,792,013)	(40,255,109)	11.6%	9.29
Public Safety	\$95,155,363	(18,837,333)	(9,820,150)	(4,313,016)	(62,184,864)	17.9%	14.35
Support Services	\$16,455,815	(1,811,973)	(1,884,282)	(827,578)	(11,931,981)	3.4%	2.75
Debt Service							
GSO Detention	\$7,528,885	(508,257)	(903,373)	(396,762)	(5,720,494)	1.6%	1.32
Education (GCS & GTCC)	\$71,478,318	(18,590,162)	(6,805,333)	(2,988,907)	(43,093,916)	12.4%	9.94
Other County	\$9,522,827	(1,788,435)	(995,216)	(437,099)	(6,302,078)	1.8%	1.45
	\$88,530,030	(20,886,853)	(8,703,922)	(3,822,768)	(55,116,487)	15.9%	12.72
Education (Operating & Capital)							
Guilford County Schools	\$177,423,254	\$0	(\$22,829,769)	(\$10,026,849)	(\$144,566,636)	41.7%	33.36
Community College	\$13,252,690	\$0	(\$1,705,277)	(\$748,959)	(\$10,798,454)	3.1%	2.49
	\$190,675,944	\$0	(\$24,535,046)	(\$10,775,808)	(\$155,365,090)	44.8%	35.85
Total	582,275,000	(156,471,373)	(54,789,877)	(24,063,750)	(346,950,000)	100.0%	80.06

* Includes department-specific revenues, earmarked and restricted portions of sales taxes, and fund balance restricted for specific departmental uses.

** Share of remaining general revenues, excluding remaining fund balance and property tax.

Federal & State Funds

Revenues from the state and federal governments will total approximately \$93.4 million next year. This is a decrease of \$9.7 million from the amount included in the current year's budget. Nearly all of this decrease is the result of budgeting no lottery revenues in anticipation of the state withholding the counties' share of lottery proceeds. Guilford County has earmarked all lottery proceeds to help pay for school bonds issued to construct or renovate school facilities.

The 2010/2011 budget anticipated \$9.5 million in lottery revenues. After the County's budget was adopted, the General Assembly voted to reduce all counties' share of lottery proceeds and revenues will fall short of the budgeted amount.

Sales Tax

Sales Tax revenues are expected to generate \$60.0 million next fiscal year. According to the NCACC, through March, sales tax distributions to counties statewide are up about 1.4% year-to-date, and remaining distributions for this fiscal year are expected to be up 2 - 3%. While Guilford County has experienced some growth in sales tax revenues compared to last year, the metro area's February unemployment rate (not seasonally adjusted) still exceeds the state's unemployment rate. As a result, sales tax revenues in Guilford County can be expected to lag the average statewide growth. Because this is a significant revenue source for the County and there is still uncertainty regarding the strength of local economic improvement, the 2011/2012 budget assumes a conservative increase in sales tax revenues of 1.2% over estimated current year collections.

Fees & Charges

Total fees and charges for 2011/2012 are expected to be about \$1.45 million more than the current fiscal year. This increase is the result of number of changes in several departments, including additional Medicaid-related fees in Public Health, higher municipal election charges, and revenue generated by an increase in emergency medical service call volume.

The budget also includes the impacts of revised municipal charges for tax collections and animal shelter services. Fees for tax collection services are expected to increase by \$580,000. The County will no longer charge municipalities for the use of the animal shelter after a survey of selected North Carolina counties indicated shelter programs are typically funded entirely by counties (-\$1.07 million).

Other Revenues

Other revenues are projected to decline by \$700,000, due primarily to a reduction of \$675,000 in anticipated investment earnings.

Fund Balance

The proposed budget includes a total appropriation of \$29.4 million of Fund Balance (all sources), \$4.6 million less than was included in the current fiscal year's adopted budget.

- The amount budgeted for general uses (i.e., the amount not earmarked for a specific department or restricted for a certain use) is \$24.1 million, or 14%, more than the amount adopted for 2010/2011.
- The budget also proposes the use of \$3.8 million of restricted bond premium funds for debt service and \$1.5 million of fund balance held for specific departmental uses.

The calculation of available fund balance and planned uses is included in the following table:

Available Fund Balance Analysis	
Calculation of Recommended Reserve for the General Fund:	
Adopted General Fund Expenditures	\$ 582,275,000
8% Recommended Reserve	\$ 46,582,000
 General Fund Balance Analysis	
Estimated Unreserved Fund Balance at 6/30/2010	\$ 71,200,000
LESS: 8% Recommended Reserve	\$ (46,582,000)
Fund Balance available above Recommended Reserve	\$ 24,618,000
LESS: General Fund Balance included in Proposed Bud	
\$ (24,063,750)	
Additional Reserve above Recommended Reserve	\$ 554,250
 Total Fund Balance by Planned Use	
General	\$ 24,063,750
PLUS Amounts Restricted for Specific Uses:	
Departmental Operations	\$ 1,518,716
Debt Service	\$ 3,836,250
	\$ 29,418,716

Future Issues

The County will continue to experience the negative effects of the economic decline in future budget years, particularly as state legislators wrestle with their own budget crisis and look to

counties to help balance the state budget. As the financial recovery lags behind the economic recovery, many local revenues, such as the sales tax and property-related fees, will remain below levels from just a few years ago. The County's revenue recovery will be a slow process.

In addition, the County will face a number of significant expenses over the next several years. In FY 2012-13, for example, the County will face additional increases in debt service on voter-approved bonds and the full-year impact of new staffing and operational expenses at the new Greensboro Detention Facility. These increases are in addition to the resumption of our pay-for-performance compensation plan so that the County can remain competitive in attracting and retaining top employees to provide its services. Future tax rate increases are likely to be required to meet the County's needs.


To help the Board of Commissioners and the public better understand the issues facing the County and the impact of the choices made in the 2011/2012 budget, the budget document now includes estimates for 2012/2013 expenses and revenues. While the Commissioners may only adopt a budget one year at a time, the 2012/2013 projections provide a longer-term picture of future issues and resource needs.

Finally, the downturn in the housing market is expected to impact property values in the upcoming 2012 property revaluation process. The commercial and industrial markets have been negatively impacted, as well. Higher vacancy rates in some areas will lead to lower values in 2012. Recently, the state calculated the sales-assessment ratio (assessed value divided by selling price X 100) for Guilford County properties. The 2011 ratio was 103.72, indicating that, on average, assessed values are nearly 4% higher than market prices. (Some classes of properties will vary from the sales ratio significantly, up or down, according to local market conditions.) The ratios were 95.02 and 91.05 in 2010 and 2009, respectively. Any decline in assessed value will require a tax rate increase to remain revenue neutral.

Conclusion

In addition to my gratitude to Commissioners, I want to express my sincere appreciation to my staff, County department directors and County employees. As everyone is painfully aware, these are difficult and uncertain economic times, requiring discipline and sacrifice in all aspects of government, business, and life in general. I am fortunate to work with such a dedicated and adaptable group of individuals. Thank you all very much.

Respectfully submitted,



Brenda Jones Fox
County Manager



**Motion to Adopt the FY 2011-2012 Guilford County Budget,
Budget Ordinance, and General Tax Rate**

Approve the FY 2011-2012 Guilford County Budget and attached Budget Ordinance (Attachment A) all related provisions as recommended by the County Manager, subject to the changes noted below, and set the general county tax rate for FY 2011-2012 at \$0.7824 per \$100 valuation:

1. Accept staff changes to the County Manager's recommended budget and budget ordinance as outlined in Attachment B. The changes result in a net decrease of \$463,286 in county funds.
2. Amend the revised staff budget as follows and outlined in Attachment B:
 - Increase Lottery revenues by \$5,000,000.
 - Increase the Law Enforcement budget by \$492,300 and decrease the Facilities budget by \$225,000 to reflect the net impact of adding 11 Law Enforcement detention positions to the Manager's Recommendation and keeping the Prison Farm and High Point Jail open.
 - Increase the Public Health budget by \$1,790,000 and increase Public Health revenues by \$10,000 to reflect the addition of two Pharmacy positions, one dental hygienist to maintain the related school program, and a \$1.5 million line of credit for Triad Adult and Pediatric Medicine.
 - Reduce the Mental Health (The Guilford Center) budget by \$750,000 to better reflect historical levels of county support.
 - Increase the Culture & Recreation budget by \$298,121 to reflect the addition of \$87,565 for the Gibsonville and Jamestown Libraries and \$210,556 for arts and recreation programs.
 - Increase the Coordinated Services budget by \$215,395 to reflect funding for various human services programs provided by community agencies.
 - Increase the Social Services budget by \$304,800 to reflect funding for various human services programs provided by community agencies.
 - Decrease the Economic Development budget by \$25,000 and eliminate funding for East Market Street Development.
 - Decrease the County Administration budget by \$297,264 to reflect a reduction of \$250,000 in the Manager's Contingency and \$47,264 of funding for PTCOG dues.
 - Decrease the Capital Outlay budget by \$300,000 to reflect a reduction in the funds earmarked for county-wide technology needs.
 - Decrease the budgets for various departments by \$1,288,000 to reflect the elimination of four vacant positions and an increase in vacancy/lapsed salary savings.
 - Increase General Fund Balance Appropriated by \$195,000.
3. Amend the recommended budget for the Guilford County Schools as follows:
 - Eliminate the General Fund transfer to the School Capital Outlay fund for school capital by \$2,257,733.
 - Approve a capital project ordinance for Guilford County Schools - FY 2011-12 Capital Outlay Allocation in the amount of \$4,000,000 (Attachment C) to be funded from \$450,330 of fund balance (already included in the recommended budget) and \$3,549,670 of Miscellaneous Revenue (insurance proceeds) from the remaining balance in the Eastern Guilford High School Replacement Facility capital project ordinance. Approve related amendments to the

Eastern Guilford High School Replacement Facility capital project ordinance (Attachment D). Ordinance changes are to be effective July 1, 2011.

4. Amend the recommended budget for fire protection/service districts as follows:
 - Reduce the appropriation and property tax revenues for Colfax Fire District by \$2,596 to reflect revised property value estimates.
 - Reduce the tax rate for Mt. Hope Fire District from \$0.0935 to \$0.0800 (current level) and the tax rate for Stokesdale Fire District from \$0.0918 to \$0.0773 (current level), and reduce the districts' appropriations and revenue budgets accordingly, to reflect updated plans for the districts' funding of new radios.

ATTACHMENT A

AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2011-2012

- I. A. Be it ordained by the Board of County Commissioners for Guilford County, North Carolina this the second day of June, 2011:

That for the operation of Guilford County's government and its subdivisions for the fiscal year beginning July 1, 2011, and ending June 30, 2012, 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	448,449
COUNTY ADMINISTRATION	1,261,141
COUNTY ATTORNEY	1,819,255
CLERK TO THE BOARD	193,776
INTERNAL AUDIT	489,368
BUDGET & MANAGEMENT	463,871
FINANCE	2,472,218
PURCHASING	365,799
FACILITIES	6,590,802
PROPERTY MANAGEMENT/COURTS	212,546
INFORMATION SERVICES	8,134,406
HUMAN RESOURCES	8,528,662
FLEET OPERATIONS	765,751
DEBT SERVICE	88,530,030
TAX	5,416,060
REGISTER OF DEEDS	2,366,704
ELECTIONS	2,440,209
PUBLIC HEALTH	36,859,640
MENTAL HEALTH	36,724,534
COORDINATED SERVICES	1,373,413
SOCIAL SERVICES	67,063,149
CHILD SUPPORT ENFORCEMENT	5,924,183
VETERANS' SERVICES	119,121
TRANSPORTATION - HUMAN SERVICES	2,182,863
SPECIAL ASSISTANCE TO ADULTS	3,159,115
TEMPORARY ASSISTANCE - NEEDY FAMILIES	20,000
MEDICAL ASSISTANCE	2,772,976
EMERGENCY SERVICES	23,005,520
COURT ALTERNATIVES	2,874,027
OTHER PROTECTION	1,354,457
LAW ENFORCEMENT	60,717,988
ANIMAL SERVICES	3,275,030
SECURITY	1,628,254
COOPERATIVE EXTENSION SERVICE	781,315
PLANNING & DEVELOPMENT	834,343
INSPECTIONS	2,094,565
SOIL & WATER CONSERVATION	238,201
SOLID WASTE	947,697
CULTURE/RECREATION	4,758,915
ECONOMIC DEVELOPMENT & ASSISTANCE	2,202,769
EDUCATION - CURRENT EXPENSE	

ATTACHMENT A

GUILFORD COUNTY PUBLIC SCHOOLS	175,165,521	
GUILFORD TECHNICAL COMMUNITY COLLEGE	11,752,690	
EDUCATION - CAPITAL OUTLAY		
GUILFORD COUNTY PUBLIC SCHOOLS	-	
GUILFORD TECHNICAL COMMUNITY COLLEGE	1,500,000	
CAPITAL OUTLAY	22,000	
SUB-TOTAL GENERAL FUND APPROPRIATIONS	<u>579,851,333</u>	
LESS: Transfer to County Building Construction Fund	-	
LESS: Transfer to School Capital Outlay Fund	<u>(1,500,000)</u>	
TOTAL GENERAL FUND APPROPRIATIONS		<u><u>578,351,333</u></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:

<u>Fire Protection/Svc District</u>	<u>Appropriation</u>	<u>Fire Protection/Svc District</u>	<u>Appropriation</u>
Northeast	779,485	Stokesdale	480,480
Kimesville	90,788	Summerfield	1,750,576
Alamance Com Fire Prot Dist	1,040,458	No. 14 (Franklin Blvd.)	238,720
Colfax	489,287	No. 18 (Deep River)	200,507
Guilford Coll. Comm.	651,150	No. 28 (Frieden's)	146,398
Guil-Rand	138,673	Whitsett	372,688
McLeansville	656,084	Mount Hope Comm.	378,932
Oak Ridge	1,100,395	Climax	97,040
Pinecroft-Sedgefield	1,685,205	Southeast	149,989
Pleasant Garden	633,876	Julian	66,633
No. 13 (Rankin)	914,342	Gibsonville	12,306
Guilford Co. Fire Svc. Dist. #1	19,341		

Further, that the amounts below, included in the appropriations noted above, are appropriated for radio replacements:

Northeast	\$ 62,425
McLeansville	\$ 72,604
Oak Ridge	\$ 94,116
Pinecroft-Sedgefield	\$ 134,451
Summerfield	\$ 131,762
No. 18 (Deep River)	\$ 24,201
No. 28 (Frieden's)	\$ 6,105
Whitsett	\$ 34,957
Julian	\$ 5,133

B. That the various appropriations required for public purposes, but not necessary purposes, shall be paid from funds derived from sources other than Ad Valorem Taxes or other local taxes including Sales Tax.

NOTE: The appropriations shown in I., A. Sections 1 through 2 inclusive have been certified to this Board by the Board of Education of Guilford County, the Board of Trustees of Guilford Technical Community College, and the various Fire Protection/Service District Commissions necessary for the operation of their respective units for the current fiscal year.

II. A. The appropriations made in I., A. Sections 1 through 2 inclusive of this ordinance are hereby funded by revenue estimates according to the following schedule:

GENERAL FUND:

APPROPRIATED FUND BALANCE	29,613,716
FEDERAL/STATE FUNDS	98,400,961

ATTACHMENT A

SALES TAX	60,000,000	
PROPERTY TAX	343,539,333	
OTHER REVENUES	8,818,103	
USER CHARGES	39,479,220	
SUB-TOTAL GENERAL FUND REVENUES	<u>579,851,333</u>	
LESS: Transfer to County Building Construction Fund	-	
LESS: Transfer to School Capital Outlay Fund	(1,500,000)	
TOTAL GENERAL FUND REVENUES		<u><u>578,351,333</u></u>

NOTE: The General Fund Appropriated Fund Balance is comprised of the following components: Fund Level - \$24,258,750; 2010 Bond Premium - \$3,836,250; Register of Deeds - \$382,000; Public Health - \$817,161; Law Enforcement - \$188,000; Mental Health - \$129,860; Elections - \$1,695.

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. The appropriations made in I., A., Section 2 of this ordinance are hereby funded by revenue estimates according to the following schedules:

<u>Northeast Fire Prot. Dist</u>		<u>Oak Ridge Fire Prot. Dist</u>	
Approp. Fund Bal.	10,590	Approp. Fund Bal.	10,569
Property Tax	658,372	Property Tax	934,274
Sales Tax Revenue	110,523	Sales Tax Revenue	155,552
	<u>779,485</u>		<u>1,100,395</u>
<u>Kimesville Fire Prot. Dist.</u>		<u>Pinecroft-Sedgefield Fire Prot. Dist.</u>	
Approp. Fund Bal.	-	Approp. Fund Bal.	2,736
Property Tax	76,596	Property Tax	1,440,422
Sales Tax Revenue	14,192	Sales Tax Revenue	242,047
	<u>90,788</u>		<u>1,685,205</u>
<u>Alamance Comm. Fire Prot. Dist.</u>		<u>Pleasant Garden Fire Prot. Dist.</u>	
Approp. Fund Bal.	9,458	Approp. Fund Bal.	9,226
Property Tax	869,614	Property Tax	526,960
Sales Tax Revenue	161,386	Sales Tax Revenue	97,690
	<u>1,040,458</u>		<u>633,876</u>
<u>Colfax Fire Prot Dist.</u>		<u>No. 13 (Rankin) Fire Prot. Dist</u>	
Approp. Fund Bal.	7,320	Approp. Fund Bal.	34,733
Property Tax	406,237	Property Tax	742,106
Sales Tax Revenue	75,730	Sales Tax Revenue	137,503
	<u>489,287</u>		<u>914,342</u>
<u>Guilford College Comm. Fire Prot. Dist.</u>		<u>Stokesdale Fire Prot. Dist.</u>	
Approp. Fund Bal.	190,354	Approp. Fund Bal.	3,923
Property Tax	389,375	Property Tax	402,199
Sales Tax Revenue	71,421	Sales Tax Revenue	74,358
	<u>651,150</u>		<u>480,480</u>
<u>Guil-Rand Fire Prot. Dist.</u>		<u>Summerfield Fire Prot. Dist.</u>	
Approp. Fund Bal.	-	Approp. Fund Bal.	20,439
Property Tax	116,985	Property Tax	1,480,692
Sales Tax Revenue	21,688	Sales Tax Revenue	249,445
	<u>138,673</u>		<u>1,750,576</u>
<u>No. 14. (Franklin Blvd.) Fire Prot. Dist.</u>		<u>Mount Hope Comm. Fire Prot. Dist.</u>	
Approp. Fund Bal.	433	Approp. Fund Bal.	1,349
Property Tax	200,962	Property Tax	318,641
Sales Tax Revenue	37,325	Sales Tax Revenue	58,942
	<u>238,720</u>		<u>378,932</u>
<u>No. 18 (Deep River) Fire Prot. Dist.</u>		<u>Climax Fire Prot. Dist</u>	
Approp. Fund Bal.	-	Approp. Fund Bal.	-
Property Tax	173,048	Property Tax	81,824

ATTACHMENT A

Sales Tax Revenue	27,459	Sales Tax Revenue	15,216
	<u>200,507</u>		<u>97,040</u>
<u>No. 28 (Frieden's) Fire Prot. Dist.</u>		<u>Southeast Fire Prot. Dist.</u>	
Approp. Fund Bal.	2,791	Approp. Fund Bal.	2,691
Property Tax	122,105	Property Tax	124,229
Sales Tax Revenue	21,502	Sales Tax Revenue	23,069
	<u>146,398</u>		<u>149,989</u>
<u>Whitsett Fire Prot. Dist.</u>		<u>Julian Fire Prot. Dist.</u>	
Approp. Fund Bal.	16,442	Approp. Fund Bal.	-
Property Tax	306,201	Property Tax	57,028
Sales Tax Revenue	50,045	Sales Tax Revenue	9,605
	<u>372,688</u>		<u>66,633</u>
<u>McLeansville Fire Prot. Dist.</u>		<u>Gibsonville Fire Prot. Dist.</u>	
Approp. Fund Bal.	5,015	Approp. Fund Bal.	-
Property Tax	560,674	Property Tax	10,381
Sales Tax Revenue	90,395	Sales Tax Revenue	1,925
	<u>656,084</u>		<u>12,306</u>
<u>Guilford Co. Fire Svc. Dist. #1</u>			
Approp. Fund Bal.	-		
Property Tax	16,336		
Sales Tax Revenue	3,005		
	<u>19,341</u>		

Further, that the amounts below for radio replacements are to be funded from the revenue estimates noted above:

Northeast	\$ 62,425
McLeansville	\$ 72,604
Oak Ridge	\$ 94,116
Pinecroft-Sedgefield	\$ 134,451
Summerfield	\$ 131,762
No. 18 (Deep River)	\$ 24,201
No. 28 (Frieden's)	\$ 6,105
Whitsett	\$ 34,957
Julian	\$ 5,133

- III. A. That the appropriations listed below are a requirement by law as set forth in the Local Government Budget and Fiscal Control Act, Chapter 159.

Section 1. That for the said fiscal year there is hereby appropriated for the COUNTY BUILDING CONSTRUCTION FUND the following:

RESERVE FOR FUTURE CAPITAL NEEDS	-
TOTAL COUNTY BLDG. CONSTRUCTION FUND APPROPRIATIONS	<u>-</u>

Section 2. That for the said fiscal year there is hereby appropriated for the INTERNAL SERVICES FUND the following:

RISK RETENTION - LIAB./PROP./WC	2,361,846
EMPLOYEE HEALTH CARE PLAN	33,749,952
TOTAL INTERNAL SERVICES FUND APPROPRIATIONS	<u>36,111,798</u>

Section 3. That for the said fiscal year there is hereby appropriated for the ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND the following:

ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND	<u>5,000,000</u>
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Section 4. That for the said fiscal year there is hereby appropriated for the SCHOOL CAPITAL OUTLAY FUND the following:

ATTACHMENT A

EDUCATION

Guilford County Schools	450,330	
Guilford Technical Community College	1,500,000	
TOTAL SCHOOL CAPITAL OUTLAY FUND APPROPRIATIONS	1,950,330	

- IV. A. That the appropriations made in III., A. Sections 1 through 4 inclusive of this ordinance are hereby funded by revenue estimates according to the following schedule:

COUNTY BUILDING CONSTRUCTION FUND

TRANSFER FROM OTHER FUNDS	-	
TOTAL COUNTY BLDG. CONSTRUCTION FUND REVENUES	-	

INTERNAL SERVICES FUND

FUND BALANCE APPROPRIATED	629,164	
OTHER REVENUES	143,000	
USER CHARGES	35,339,634	
TOTAL INTERNAL SERVICES FUND REVENUES	36,111,798	

ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND

OCCUPANCY TAX	5,000,000	
TOTAL ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND REVENUES	5,000,000	

NOTE: In the event the actual net proceeds from the occupancy tax exceed or fall short of the appropriated amounts, the actual net proceeds from the tax shall constitute the appropriations from the tax levy, and the Budget Officer is authorized to amend the budget upward to cover the actual revenue collected.

SCHOOL CAPITAL OUTLAY FUND

FUND BALANCE APPROPRIATED	450,330	
TRANSFER FROM OTHER FUNDS	1,500,000	
TOTAL SCHOOL CAPITAL OUTLAY FUND REVENUES	1,950,330	

- V. A. The summary of all appropriations by fund is set forth in V., for the purpose of showing the total Operating Budget, including the General Fund, the Fire Protection/Service Districts Funds, the County Building Construction Fund, the School Capital Outlay Fund, the Internal Services Fund, and the Room Occupancy and Tourism Development Tax Fund.

TOTAL COUNTY BUDGET - BY FUND

SUMMARY OF APPROPRIATIONS:

GENERAL FUND	579,851,333
FIRE PROTECTION/SERVICE DISTRICT FUNDS:	
Northeast	779,485
Kimesville	90,788
Alamance Community	1,040,458
Colfax	489,287
Guilford College Comm.	651,150
Guil-Rand	138,673
McLeansville	656,084
Oak Ridge	1,100,395
Pinecroft-Sedgefield	1,685,205
Pleasant Garden	633,876
No. 13 (Rankin)	914,342
Stokesdale	480,480

ATTACHMENT A

Summerfield	1,750,576	
No. 14 (Franklin Blvd.)	238,720	
No. 18 (Deep River)	200,507	
No. 28 (Frieden's)	146,398	
Whitsett	372,688	
Mount Hope Community	378,932	
Climax	97,040	
Southeast	149,989	
Julian	66,633	
Gibsonville	12,306	
Guilford Co. Fire Svc. Dist. #1	19,341	
TOTAL FIRE PROTECTION/SERVICE DISTRICTS		12,093,353
COUNTY BUILDING CONSTRUCTION FUND		-
INTERNAL SERVICES FUND		36,111,798
ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND		5,000,000
SCHOOL CAPITAL OUTLAY FUND		1,950,330
SUB-TOTAL APPROPRIATIONS - ALL FUNDS		635,006,814
LESS: Transfers to Other Funds		
To County Building Construction Fund		-
To School Capital Outlay Fund		(1,500,000)
Total Transfers to Other Funds		(1,500,000)
TOTAL APPROPRIATION - ALL FUNDS		<u>633,506,814</u>

NOTE: The General Fund Budget (Law Enforcement) includes a transfer in the amount of \$675,000 to the Law Enforcement Separation Fund, an unbudgeted fund, as provided in N.C. General Statute 159-13 (a)(3).

SUMMARY OF REVENUES:

APPROPRIATED FUND BALANCE	31,021,279	
FEDERAL/STATE FUNDS	98,400,961	
SALES TAX	61,750,023	
PROPERTY TAX	353,554,594	
OTHER REVENUES	8,961,103	
USER CHARGES	74,818,854	
OCCUPANCY TAX	5,000,000	
TRANSFER FROM OTHER FUNDS	1,500,000	
SUB-TOTAL REVENUES - ALL FUNDS	635,006,814	
LESS: Transfers from Other Funds		(1,500,000)
TOTAL REVENUES - ALL FUNDS		<u>633,506,814</u>

VI. A. That there is hereby levied for the fiscal year beginning July 1, 2011 and ending June 30, 2012, 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, 2011, 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 \$ 0.7824

NOTE: This rate is based on estimated total valuation of property, for the purpose of taxation, of forty-four billion, seven hundred sixty million, (\$44,760,000,000) , which is 100% of the total assessed property tax valuation.

ATTACHMENT A

B. That there is hereby levied for the fiscal year beginning July 1, 2011 and ending June 30, 2012, the following Special District 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, 2011, 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:

<u>Fire Protection/Svc District</u>	<u>Tax Rate</u>	<u>Fire Protection/Svc District</u>	<u>Tax Rate</u>
Northeast	\$ 0.0994	Stokesdale	\$ 0.0773
Kimesville	\$ 0.1000	Summerfield	\$ 0.0960
Alamance Community	\$ 0.1000	No. 14 (Franklin Blvd.)	\$ 0.1000
Colfax	\$ 0.1000	No. 18 (Deep River)	\$ 0.0895
Guilford College Comm.	\$ 0.0800	No. 28 (Frieden's)	\$ 0.1000
Guil-Rand	\$ 0.1000	Whitsett	\$ 0.0713
McLeansville	\$ 0.0804	Mount Hope Comm.	\$ 0.0800
Oak Ridge	\$ 0.0917	Climax	\$ 0.1000
Pinecroft-Sedgefield	\$ 0.0949	Southeast	\$ 0.1000
Pleasant Garden	\$ 0.1000	Julian	\$ 0.1000
No. 13 (Rankin)	\$ 0.1000	Gibsonville	\$ 0.1000
		Guilford Co. Fire Svc. Dist. #1	\$ 0.1000

VII. A. That the foregoing appropriations, including salaries of individual officers and employees, schedules of expected revenues, and tax levies are based on the Annual Budget Estimate as amended or corrected and statements prepared by the Budget Officer, and this ordinance is in the form prescribed by him as provided by law.

B. That effective with the start of the first pay period of the new fiscal year, the Classification and Pay Plan is amended to incorporate all personnel actions such as reclassifications and pay modifications recommended by the Human Resources department and approved by the County Manager, including pay and salary compensation for vehicles, clothing and other related items and to delete any positions abolished in connection with any Reduction in Force. Funding for the Plan and compensation items is included in the various departments as appropriate.

C. That the appropriations in the County Commissioners' department in I., A. Section 1., includes compensation to members of the Board of County Commissioners based upon the following schedule:

- Chairman: Salary - \$2,025/month
- Vice-Chairman: Salary - \$1,750/month
- All Other Commissioners: Salary - \$1,725/month
- Communication stipend (optional) - \$60/month

D. That the maximum allowed expense for out of state travel for each County Commissioner is set at \$1,500/year. This amount does not include expenses for registration fees. The Board shall be provided with a quarterly report by the administrative staff, summarizing the year to date travel expenses for each Commissioner.

The County Manager is authorized to use unexpended funds in the Commissioners' budget at his/her discretion to provide additional funds to any Commissioner up to a limit of \$2,500 per Commissioner. For Commissioners who serve on national boards or commissions, the limit shall be \$3,000. The use of funds beyond the limits set out herein will require Board of Commissioner approval. The total amount budgeted for all Commissioners' out of State travel shall not be exceeded. The County Manager shall provide the Board with a report of travel funds used for this purpose.

ATTACHMENT A

E. That the appropriations in the Board of Elections department in I., A. Section 1., includes compensation to members of the Board of Elections at the rate of \$25/meeting plus amounts sufficient to provide total annual compensation for the Chairman of the Board of Elections in the amount of \$4,950 and for other members in the amount of \$3,520. Precinct officials shall be compensated as follows: Chief Judges - \$135/election; Judges - \$125/election; and Assistants - \$110/election (precinct officials maintaining their Precinct Officials Certification are paid an additional \$35/election). Pursuant to G.S. 163-32, members of the Board of Elections shall also be reimbursed within budgeted funds for expenditures necessary and incidental to the discharge of their duties.

VIII. A. That the County Manager is authorized to make expenditures from the contingency appropriation in the General Fund for items not specifically provided for elsewhere in I. through IV. inclusive of this ordinance in the amounts not to exceed \$30,000 for each expenditure. Any such expenditure shall be reported to the Board of Commissioners at its next regular meeting.

B. That the County Manager, as Budget Officer, shall have the authority to transfer moneys from one appropriation to another within the same fund up to \$30,000 per transaction; except that funds appropriated shall not be used to create unauthorized positions; funds placed in the appropriations for merit raises shall be used solely for that purpose; and further that the County Manager shall have the authority to transfer moneys appropriated in the Technology Pool in the General Fund Capital Outlay to other departments within the General Fund for the purchase of computer hardware, software and other technological items in amounts as he deems necessary and General Fund group insurance to 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.

IX. A. That the County Manager is authorized to establish fees within the various departments and agencies for miscellaneous services and items such as copies, maps, books, etc., according to guidelines that may be administratively determined or that may be established by the Board of County Commissioners.

B. That in compliance with the Public Records Law, and unless otherwise provided by law (e.g., Register of Deeds), the County establishes the following fees to receive copies of such records:

At the Courthouse and in County Offices - \$.03 per page except for copies of microfiche, which are \$.15 per fiche.

By Compact Disc (CD) - \$2.00 per CD.

C. That the County Manager shall have authority to execute the following contracts, amendments, or change orders, provided they comply with applicable laws and procedures and are within budgeted funds: (a) any lease agreement for one year or less; (b) any contract, amendment, or change order for apparatus, supplies, materials, equipment, services, resolution of a claim, or other lawful matter obligating less than \$90,000 in public funds, including those committing no funds; (c) any contract, amendment, or change order for construction or repair work obligating less than \$300,000 in public funds including those committing no funds; (d) amendments or change orders to other contracts when the aggregate of the amendments requires less than a \$90,000 increase in the expenditure of public funds; and (e) grant agreements for public funds within budgeted amounts.

At the Manager's discretion, any lease, contract, amendment, or change order described in (a), (b), (c), (d), or (e) may nevertheless be submitted to the Board. Contracts, amendments, or change orders duly approved by the Board may be executed by the Chairman or the Manager. Board action approving a contract, amendment, or change order shall be deemed to authorize necessary budget amendments.

D. That proposed projects where the estimated professional fee is in an amount less than \$30,000 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

ATTACHMENT A

- X. The appropriations to the Guilford County Board of Education have been allocated by purpose, function and project as defined in the uniform budget format, as shown on Schedule No. 1. The Guilford County Board of Education must obtain the approval of the Board for any amendment to the Board of Education's budget which would (a) increase or decrease appropriations for capital outlay approved by the Board of Commissioners for such projects as listed in G.S. 115C-426(f)(1) of (2), or (b) increase or decrease the amount of other County appropriations allocated to a purpose or function by more than ten (10%) percent.

- XI. 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, 2011 and ending June 30, 2012, 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.

- XII. A. That in accordance with G.S. 153A-150, the Board of Commissioners adopts a plan to finance the next octennial reappraisal based on an estimated 220,000 parcels of land at a cost of \$2,300,000. Funds are appropriated for FY 2011-2012 in the Tax Department's budget to cover the cost that is estimated to be incurred during FY 2012-2013 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.

- XIII. Appropriations herein above authorized and made shall have the amounts of the outstanding purchase orders and unearned portion of contracts at June 30, 2011 added to each appropriation as it applies in order to properly account for the payment against the fiscal year in which it is paid.

- XIV. A. That copies of the ordinance shall be filed with the County Manager, Director of Finance, and Clerk to the Board.

- XV. A. The effective date of this ordinance is July 1, 2011.

ADOPTED this the second day of June, 2011.

ATTACHMENT A
FY 2011-2012 Budget Ordinance
Schedule 1

GUILFORD COUNTY, NORTH CAROLINA
Appropriation to the Guilford County Schools
FY 2011-2012

Operating Allocation

5000	Instructional Services	
5100	Regular Instructional	\$ 63,173,526
5200	Special Populations	\$ 8,963,368
5300	Alternative Programs	\$ 6,818,635
5400	School Leadership Services	\$ 10,747,256
5500	Co-Curricular	\$ 4,310,911
5800	School-Based Support	\$ 8,475,205
	Subtotal Instructional Services	<u>\$ 102,488,901</u>
6000	System-Wide Support Services	
6100	Support and Development	\$ 2,806,696
6400	Technology Support	\$ 7,662,545
6500	Operational Support	\$ 47,572,505
6600	Financial and Human Resource Services	\$ 10,593,483
	Subtotal System-Wide Support Services	<u>\$ 68,635,229</u>
8000	Non-Programmed Charges	
8100	Payments to Other Governmental Units	\$ 4,041,391
	Subtotal Non-Programmed Charges	<u>\$ 4,041,391</u>
	TOTAL OPERATING EXPENDITURES	<u><u>\$ 175,165,521</u></u>

Capital/Maintenance Allocation

Budgeted in Guilford County's School Capital Outlay Fund	<u>\$ 450,330</u>
TOTAL CAPITAL OUTLAY	<u><u>\$ 450,330</u></u>

ATTACHMENT B

Guilford County
2011/2012 Changes to Recommended General Fund Budget

	Net Impact		
	Expense	Non- Property Tax Revenue	Tax Rate
Recommended General Fund Budget	\$ 582,275,000	\$ 235,325,000	\$ 0.8006
Staff and Board Adjustments			
Staff Adjustments:			
Adjust GM911 budget to GSO budget	\$ (31,401)		\$ (0.0001)
Revised DSS Imaging Estimate	\$ (150,000)		\$ (0.0004)
Foster Care revisions	\$ (150,000)		\$ (0.0004)
EMS - cardiac monitor savings based on bids	\$ (100,000)		\$ (0.0002)
Correct Pharmacy operating	\$ 120,000	\$ 82,000	\$ 0.0001
Security contract savings based on actual bids	\$ (55,000)		\$ (0.0001)
Health tech purchases in current year	\$ (14,885)		\$ (0.0000)
<i>Sub-total</i>	\$ (381,286)	\$ 82,000	\$ (0.0011)
Board Adjustments:			
Lottery Funds - House/Senate Compromise	\$ -	\$ 5,000,000	\$ (0.0118)
89 Positions for new jail; keep Prison Farm & High Point open:			
<i>Law Enforcement:</i>			
Add 11 detention positions to Mgr. Rec	\$ 597,300		\$ 0.0014
Remove extra funds in Prison Farm for Fencing	\$ (185,000)		\$ (0.0004)
Add back for maint @ HP Jail & Prison Farm	\$ 300,000		\$ 0.0007
Remove start-up items paid for with grants	\$ (120,000)		\$ (0.0003)
Phase-in facility maintenance and utilities	\$ (100,000)		\$ (0.0002)
	\$ 492,300	\$ -	
<i>Facilities</i>			
Remove extra funds in Facilities for contract services if Prison Farm	\$ (225,000)		\$ (0.0005)
	\$ 267,300	\$ -	\$ 0.0006
Public Health			
Maintain Pharmacy Service (add back 2 Pharm)	\$ 229,000	\$ 10,000	\$ 0.0005
Add 1 Dental Hygienist	\$ 61,000		\$ 0.0001
\$1.5 million Line of Credit - Triad Ad/Ped Med	\$ 1,500,000		\$ 0.0035
	\$ 1,790,000	\$ 10,000	\$ 0.0042
Mental Health			
Reduce to reflect historical levels of county \$	\$ (750,000)		\$ (0.0018)
Culture & Recreation			
Library - Gibsonville	\$ 45,101		\$ 0.0001
Library - Jamestown	\$ 42,464		\$ 0.0001
Arts - United Arts Council - Greensboro	\$ 66,667		\$ 0.0002
Arts - United Arts Council - High Point	\$ 50,000		\$ 0.0001
Arts - Atelier Art Gallery	\$ 50,000		\$ 0.0001
Arts - Shakespeare Festival	\$ 30,000		\$ 0.0001
Chavis YMCA	\$ 13,889		\$ 0.0000
	\$ 298,121	\$ -	\$ 0.0007
Coordinated Services			
BJ Academy	\$ 25,000		\$ 0.0001
Black Child Development	\$ 5,997		\$ 0.0000
Junior Achievement	\$ 15,000		\$ 0.0000
One Step Further	\$ 19,991		\$ 0.0000

ATTACHMENT B

Guilford County
2011/2012 Changes to Recommended General Fund Budget

	Net Impact		
	Expense	Tax Revenue	Tax Rate
Unity Builders	\$ 37,500		\$ 0.0001
West End Ministries/Leslie's House	\$ 8,333		\$ 0.0000
Youth Focus	\$ 45,241		\$ 0.0001
Win-Win BOTS/LOTSO	\$ 25,000		\$ 0.0001
YWCA - High Point	\$ 25,000		\$ 0.0001
YWCA - Greensboro	\$ 8,333		\$ 0.0000
	\$ 215,395	\$ -	\$ 0.0005
Social Services			
Communities in Schools - Greensboro	\$ 100,000		\$ 0.0002
Communities in Schools - High Point	\$ 100,000		\$ 0.0002
Senior Resources - HCCBG match	\$ 89,800		\$ 0.0002
Women's Resource Center	\$ 15,000		\$ 0.0000
	\$ 304,800	\$ -	\$ 0.0007
Economic Development			
Eliminate funding for East Market Street Devel	\$ (25,000)		\$ (0.0001)
County Administration			
PTCOG Contract, no dues	\$ (47,264)		\$ (0.0001)
Manager's Contingency	\$ (250,000)		\$ (0.0006)
	\$ (297,264)	\$ -	\$ (0.0007)
Capital Outlay - Technology			
Reduce County-wide Technology Funds	\$ (300,000)		\$ (0.0007)
Vacant Positions and Vacancy/Lapsed Salary Savings			
Eliminate vacant positions:			
Fire Operations Office - Emergency Svcs	\$ (60,000)		\$ (0.0001)
Public Safety Tech Manager - Information Svcs	\$ (80,000)		\$ (0.0002)
Asst Purchasing Manager - Purchasing	\$ (72,000)		\$ (0.0002)
Land Use/Construction/RE Director - Various	\$ (131,000)		\$ (0.0003)
Additional Vacancy Savings - Various	\$ (945,000)		\$ (0.0022)
	\$ (1,288,000)	\$ -	\$ (0.0030)
General Fund Balance			
Appropriate additional fund balance		\$ 195,000	\$ (0.0005)
Guilford County Schools			
Eliminate General Fund transfer capital	\$ (2,257,733)	\$ -	\$ (0.0053)
TOTAL STAFF and BOARD ADJUSTMENTS	\$ (2,423,667)	\$ 5,287,000	\$ (0.0182)
FINAL GENERAL FUND BUDGET & TAX RATE			
	\$ 579,851,333	\$ 240,612,000	\$ 0.7824
<i>Change from FY 2011</i>	<i>\$ 10,111,333</i>		<i>\$ 0.0450</i>

ATTACHMENT C

CAPITAL PROJECT ORDINANCE FOR GUILFORD COUNTY SCHOOLS – FY 2011-12 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 2011-12 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 effective July 1, 2011:

PROJECT NAME	EXPENDITURE	REVENUE
Guilford County Schools – FY 2011-12 Capital Allocation	Capital Outlay \$4,000,000	Appropriated Fund Balance \$450,330
		Miscellaneous Revenue (Insurance Proceeds) \$3,549,670

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 2, 2011 in accordance with G.S. 159-17.

ATTACHMENT D

CAPITAL PROJECT ORDINANCE FOR EASTERN GUILFORD HIGH SCHOOL REPLACEMENT FACILITY

BE IT ORDAINED by the Board of County Commissioners for Guilford County, North Carolina that for the following capital project for Eastern Guilford High School adopted on January 18, 2007 and amended September 20, 2007, October 18, 2007, April 3, 2008 and June 19, 2008 in Guilford County is hereby amended 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 effective July 1, 2011:

PROJECT NAME	EXPENDITURE	REVENUE
Eastern Guilford High School Replacement Facility	Eastern Guilford High School Replacement Facility – \$58,470,080	Insurance Proceeds - \$13,470,080 Bond Proceeds - \$45,000,000

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 2, 2011, in accordance with G.S. 159-17.

READER'S GUIDE TO THE GUILFORD COUNTY BUDGET DOCUMENT

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

INTRODUCTION

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

- ***Manager's Message & County Goals***
The original Manager's message describes the objectives for the County based on priorities previously discussed by the Board of Commissioners. It covers important issues such as the tax rate, budget issues and objectives, changes in services, fund balance, personnel, schools, and other changes that are incorporated into the annual budget.
- ***Board Changes***
This section includes a list of the changes made by the Board of Commissioners to the budget recommended by the Manager.
- ***Vision, Values, and Mission***
County's Vision, Values, and Mission statement and functional goals.
- ***Organizational Chart*** of County functional areas and related departments.
- ***Budget Development and Amendment Information***
This section includes a description of the budget development process used to prepare the annual budget. It includes a copy of the budget development calendar, as well as an outline of the requirements that must be followed to amend the budget during the year.

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

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

- ***Summary of Revenues, Expenditures, and Changes in Fund Balances***
This section includes several tables of summary information that provide the reader with a snapshot of the overall resources budgeted by the County. The data is presented in summary form for all budgeted funds and by individual major fund.

READER'S GUIDE TO THE GUILFORD COUNTY BUDGET DOCUMENT

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.
- A comparison of prior and current year **staffing levels** and changes is also presented.

STRATEGIC PLAN SUMMARY INFORMATION

This section provides information about the County's strategic plan. Also included is a presentation of the budget by strategic plan component. Priorities identified in the strategic plan guide many of the decisions made in the development of the budget.

FUNCTIONAL AREAS and DEPARTMENTS

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

Each functional area 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 show the expenditures and revenues associated with each department in a Budget Summary. Actual expenditures and revenues for FY 2010, the adopted budget for FY 2011, the latest amended budget for FY 2011 (includes changes to the adopted budget during the year), and the adopted budget for FY 2012 are included. The Board can only adopt a budget for the coming fiscal year, but to

EMERGENCY SERVICES						
Alan Perdue, Director						
1002 Meadowood Rd., Greensboro, NC 27409 (336) 641-7565						
BUDGET SUMMARY						
	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
2-Administration	\$1,397,726	\$1,375,947	\$1,389,352	\$1,408,287	2.4%	\$1,764,335
10-Emergency Management	\$446,132	\$293,108	\$522,288	\$287,227	-2.0%	\$308,079
20-Communications	\$775,925	\$670,040	\$715,447	\$700,000	4.5%	\$737,000
30-Garage	\$214,942	\$277,231	\$252,351	\$221,274	-20.2%	\$225,211
40-Medical	\$14,101,061	\$15,368,117	\$15,818,962	\$16,622,283	8.2%	\$17,761,813
50-Fire	\$1,758,459	\$1,839,770	\$1,806,278	\$1,890,868	2.8%	\$2,142,142
60-Environmental	\$123,886	\$72,428	\$107,429	\$62,178	-14.2%	\$61,678
Total	\$18,818,129	\$19,896,641	\$20,612,107	\$21,192,117	6.5%	\$23,000,258
Expenditures						
Personnel Services	\$13,058,034	\$13,869,059	\$13,872,559	\$14,433,240	4.1%	\$15,069,947
Operating Expenses	\$4,876,354	\$4,927,582	\$5,393,051	\$4,793,877	-2.7%	\$5,580,311
Capital Outlay	\$884,882	\$1,100,000	\$1,346,497	\$1,965,000	78.6%	\$2,350,000
Other	(\$1,141)	\$0	\$0	\$0	0.0%	\$0
Total	\$18,818,129	\$19,896,641	\$20,612,107	\$21,192,117	6.5%	\$23,000,258
Sources of Funds						
Federal & State Funds	(\$208,601)	(\$65,000)	(\$290,128)	(\$65,000)	0.0%	(\$70,000)
Other	(\$28,143)	(\$120,000)	(\$330,256)	\$0	-100.0%	\$0
User Charges	(\$10,633,397)	(\$11,259,784)	(\$11,259,784)	(\$11,548,150)	2.6%	(\$12,933,650)
Total	(\$10,870,142)	(\$11,444,784)	(\$11,880,168)	(\$11,613,150)	1.5%	(\$13,003,650)
Net County Funds	\$7,947,988	\$8,451,857	\$8,731,939	\$9,578,967	13.3%	\$9,996,608
Authorized Positions	208.00	200.00	200.00	215.00	7.5%	215.00
DEPARTMENTAL PURPOSE & GOALS						
Guilford County Emergency Services strives to provide the highest standards of service to everyone who lives, works or visits the County in the areas of Fire and Life Safety Services, Emergency Medical Services (EMS), Emergency Management and Hazardous Materials. Additionally, the Department operates a self-contained Fleet Maintenance Facility to assure that all vehicles and equipment in the various divisions are available for immediate response to the maximum extent possible.						
FY 2012 ADOPTED BUDGET HIGHLIGHTS						
<ul style="list-style-type: none"> • The Fiscal Year 2011-2012 Adopted Budget for the Emergency Services Department increased by approximately \$1,367,000 compared to the Fiscal Year 2010-2011 Approved Budget. The increase in County funds are mostly due to the following: 						

READER'S GUIDE TO THE GUILFORD COUNTY BUDGET DOCUMENT

provide a long-term perspective of county issues, a Plan Budget for FY 2013 is provided, as well. Also displayed are each department's purpose and goals, budget highlights, significant accomplishments, performance measures, and future issues.

DEBT SERVICE & INFORMATION

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

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

CAPITAL

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

- A **list of all operating capital expenditures** for General Fund departments is included in this section.
- In addition, a summary of the CIP, including the **estimated operating budget impacts** of capital projects, is also presented.

OTHER FUNDS

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

GLOSSARY

- A list of terms related to governmental budgeting and accounting.

APPENDIX

The following information is contained in the Appendix:

- **Budget Ordinance.** The annual budget is formally adopted at the time the Board of Commissioners adopts a budget ordinance. The ordinance includes specific expenditure and revenue appropriations for the County's departments. The ordinance also delineates the authority of the County Manager to amend the budget during the year and to enter into certain contractual agreements. In addition, the ordinance establishes the ad valorem tax levy. Other provisions cover restrictions on contingency funds, compensation/ allowances of the County Commissioners, and concerns/ restrictions related to Contingency.





Vision

Guilford County is a place that...

Creates **Prosperity** and **Educational Opportunity** for all its citizens;
Views **Diversity** as a strength and strives for equality;
Provides freedom through **Safe and Healthy** communities; and
Values **economic growth**, producing a *Rich Quality of Life*.

Values

Those who choose to live, work, learn and play in Guilford County will appreciate and value:

- A rich quality of life;
- An exceptional infrastructure;
- Economic opportunity; and
- An innovative, inclusive, open and collaborative government.

The County promotes an exceptional infrastructure made possible by its:

- Strategic efforts to recruit industry and expand businesses in the area;
- Success in encouraging students attending our universities to live and work here after graduation;
- Carefully planned growth and development to avoid untenable traffic issues and ensure adequate infrastructure and school and safety resources are in place;
- Provision of excellent and safe schools offering both traditional and nontraditional educational opportunities to meet the needs of every student;
- Commitment to public health, mental health, social services and public safety; and
- Innovative substance abuse and crime programs focused on education, prevention, intervention, rehabilitation and treatment.

Quality of life is enhanced by the availability throughout the county of:

- Safe and healthy neighborhoods;
- Extraordinary parks and recreational opportunities;
- Protected environment and natural resources, and preserved open space and historic areas; and
- Public transportation.

County leaders facilitate this community by:

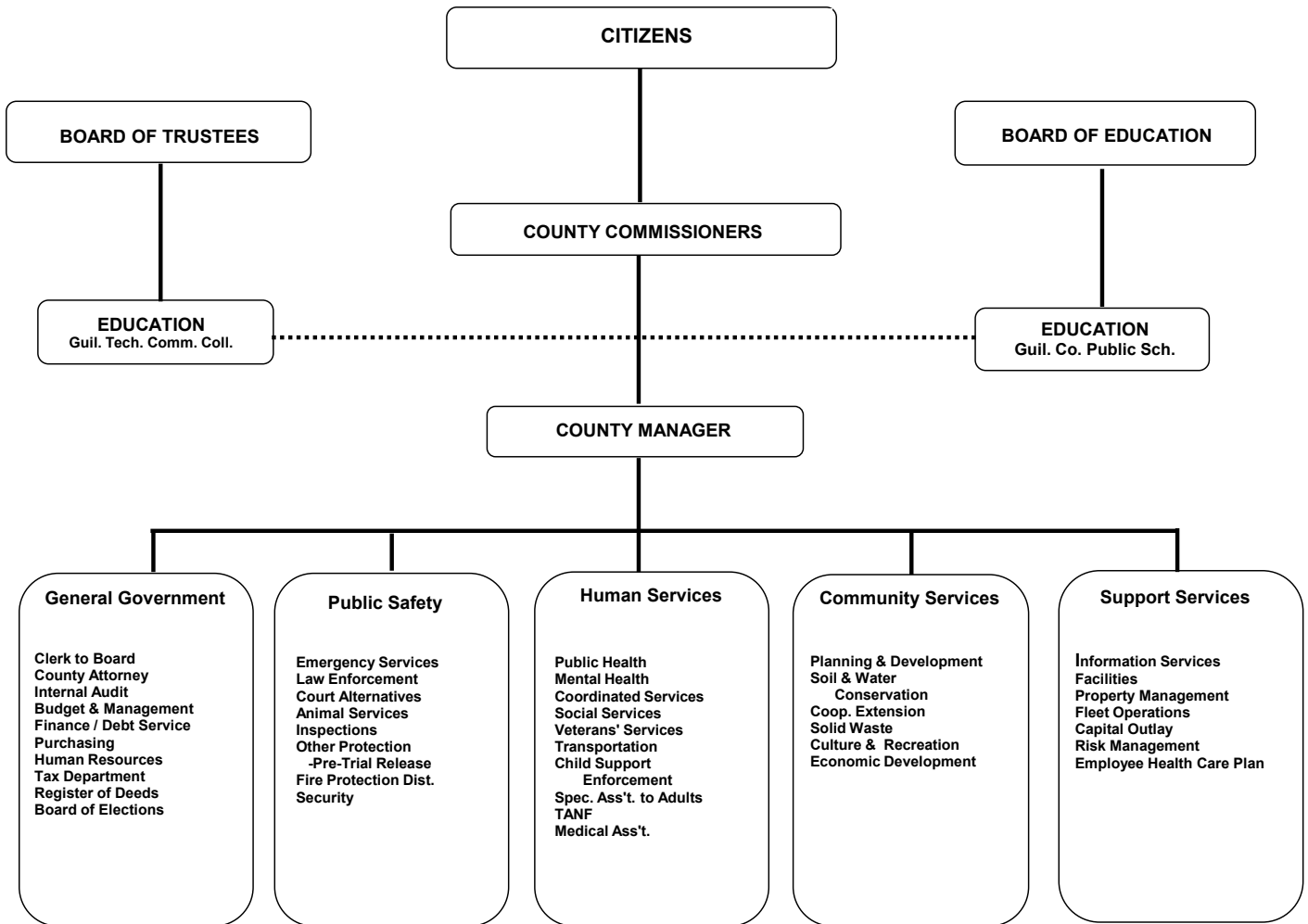
- Being responsive to their constituency;
- Supporting volunteer resources and community groups working to improve the county;
- Working collaboratively with schools and regional governments;
- Striking a balance between growth and development and protection of land, environment and heritage; and
- Providing representation for decision making to a cross-section of the community.

Mission

As public servants we will...

Provide Efficient, Effective, Responsive government that meets the public's needs and improves our community.

GUILFORD COUNTY, NORTH CAROLINA
Operational Structure for Budgetary
Allocation & Management



Constitutional and Statutory officers are included for administrative coordination and support purposes.

THE BUDGET DEVELOPMENT PROCESS

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

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

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

DEPARTMENT REQUESTS

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

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

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

Information is request for the next budget year and, beginning with the FY 2011-12 budget, for a second planning year. While the Board of Commissioners cannot formally adopt the planning year budget, inclusion of the data provides a long-term perspective of county issues and the future impacts of decisions made for FY 2011-12.

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.

THE BUDGET DEVELOPMENT PROCESS

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

MANAGER'S RECOMMENDED BUDGET

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

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

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

BOARD APPROVED BUDGET

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

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

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

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

BASIS OF BUDGETING and BASIS OF ACCOUNTING

Basis of Budgeting

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

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

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

Basis of Accounting

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

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

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

**GUILFORD COUNTY
BUDGET CALENDAR
FY 2011-2012**

DATE	BUDGET PROCEDURES	ACTION BY		
2010				
June 9	Distribute Draft Calendar at Department Head Meeting	Budget & Management		
June 14 - 25	CIP Buildings & Technology Committees hold kick-off meetings for FY 2011-2012, review organization, review Board actions, plan meeting schedules, and solicit changes and new items from departments.	CIP Buildings Committee CIP Technology Committee		
July 12 - 16	Major Facility Maintenance, Major Equipment, Technology, and Vehicle Committees hold kick-off meetings for FY 2011-2012, review organization, review adopted budget, plan meeting schedules, and solicit changes and new items from departments,	Major Facility Committee Major Equipment Committee Technology Committee Vehicle Committee		
August 13	CIP project recommendations due from CIP Buildings and Technology Committees to CIP Board	CIP Buildings Committee CIP Technology Committee		
September 3	CIP Recommendations from due CIP Board	CIP Recommendations		
September 3	Major facility, major equipment, technology, and vehicle recommendations due	Major Facility Committee Major Equipment Committee Technology Committee Vehicle Committee		
September 3	Initial personnel download and FY 2012 longevity estimate due	Human Resources		
September 16	FY 2011-2020 CIP presented to Board	County Manager		
September - October	New budget software installation and training	All Departments		
November 30	Budget Requests due from Departments Initial Estimate of Fund Balance & Investment Earnings from Finance Market survey information from Human Resources	Departments Finance Human Resources		
December (subject to change)	Budget Requests from Guilford County Schools and GTCC	GCS, GTCC		
2011				
January	Board Retreat	County Commissioners		
January 14	Review of Current Year Property Tax Collections and Updated Growth Projections for next fiscal year.	Tax Department		
January 24 - 28	Manager's Review of GROUP A Requests:	Departments		
	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; vertical-align: top;"> Commissioners Clerk to the Board Administration County Attorney Human Resources Budget & Management Internal Audit Finance </td> <td style="width: 50%; vertical-align: top;"> Purchasing Security Facilities Veterans Services Property Management/Courts Parking/Fleet Operations Cooperative Extension </td> </tr> </table>	Commissioners Clerk to the Board Administration County Attorney Human Resources Budget & Management Internal Audit Finance	Purchasing Security Facilities Veterans Services Property Management/Courts Parking/Fleet Operations Cooperative Extension	
Commissioners Clerk to the Board Administration County Attorney Human Resources Budget & Management Internal Audit Finance	Purchasing Security Facilities Veterans Services Property Management/Courts Parking/Fleet Operations Cooperative Extension			
February 7 - 11	Manager's Review of GROUP B Requests:	Departments		
	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; vertical-align: top;"> Law Enforcement Emergency Services Fire Protection Districts Tax Register of Deeds Court Alternatives Information Services </td> <td style="width: 50%; vertical-align: top;"> Board of Elections Planning & Inspections Solid Waste Soil & Water Culture & Recreation Economic Development </td> </tr> </table>	Law Enforcement Emergency Services Fire Protection Districts Tax Register of Deeds Court Alternatives Information Services	Board of Elections Planning & Inspections Solid Waste Soil & Water Culture & Recreation Economic Development	
Law Enforcement Emergency Services Fire Protection Districts Tax Register of Deeds Court Alternatives Information Services	Board of Elections Planning & Inspections Solid Waste Soil & Water Culture & Recreation Economic Development			
Mid-February	State estimates received by Social Services, Public Health, and Mental Health	State of North Carolina		
February 21 - 25	Manager's Review of GROUP C Requests:	Departments		
	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; vertical-align: top;"> Social Services Mental Health Public Health Child Support Enforcement Other Protection Room Occupancy/Tourism Fund </td> <td style="width: 50%; vertical-align: top;"> Public Assistance Programs Human Services Transportation Coordinated Services Animal Services Internal Services Fund </td> </tr> </table>	Social Services Mental Health Public Health Child Support Enforcement Other Protection Room Occupancy/Tourism Fund	Public Assistance Programs Human Services Transportation Coordinated Services Animal Services Internal Services Fund	
Social Services Mental Health Public Health Child Support Enforcement Other Protection Room Occupancy/Tourism Fund	Public Assistance Programs Human Services Transportation Coordinated Services Animal Services Internal Services Fund			
February 28	Tax Valuation update from Tax Department. Updated Estimate of Fund Balance & Investment Earnings from Finance	Tax Department Finance		
Late February to March	Additional review and meetings with departments, if necessary	County Manager Budget & Management		

**GUILFORD COUNTY
BUDGET CALENDAR
FY 2011-2012**

DATE	BUDGET PROCEDURES	ACTION BY
March 10, 15, 22	Budget Committee Work Sessions	Board Budget Committee County Manager Departments Budget & Management
March 22	District Budget Meetings (#6,8,9)	Commissioners Public
March 31	District Budget Meetings (#3,7)	Commissioners Public
Early April	Final adjustments and budget document preparation and printing	Budget & Management
April 7	Manager's Recommended Budget to Board of Commissioners	County Manager
April 7	Notify fire districts of recommended tax rates and public hearing	Budget & Management
April 14	Board work session on Recommended Budget	County Commissioners County Manager Budget & Management Departments
April 14	District Budget Meetings (#1,2)	Commissioners Public
April 28	District Budget Meetings (#4,5)	Commissioners Public
May 1	Statutory deadline for School Superintendent to present budget and budget message to the Board of Education	Superintendent Board of Education
May 5	Public Hearing on Manager's Recommended Budget	Public
May 12	Board work session on Recommended Budget	County Commissioners County Manager Budget & Management Departments
May 15	Statutory deadline for Board of Education (GCS) and Board of Trustees (GTCC) to present budget request to Board of Commissioners	Board of Education Board of Trustees
May 17	Board work session on Recommended Budget	County Commissioners County Manager Budget & Management Departments
June 2	Adoption of Budget Ordinance	County Commissioners
June 30	Statutory deadline for Board of County Commissioners to adopt the Budget Ordinance	County Commissioners
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 Revisions up to \$30,000; (3) Budget Revisions over \$30,000; (4) Budget Revisions from Technology Pool.

BUDGET TRANSFERS

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

BUDGET REVISIONS

Up to \$30,000

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

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

\$30,000 and above

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

Technology Items & Group Insurance

The County Manager is authorized to transfer funds appropriated in the Technology Pool in the General Fund Capital Outlay to other departments within the General Fund for the purchase of computer hardware, software, and other technological items in amounts as he/she deems necessary and General Fund group insurance to 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.

BUDGET FINANCIAL POLICIES & GUIDELINES

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

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

Operating Budget and Fund Balance

1. The County will operate under an annual balanced budget ordinance whereby the sum of the net revenues and appropriated fund balances equals the expenditure appropriations as required by The Local Government Budget and Fiscal Control Act.
2. Guilford County's annual budget shall be adopted by July 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.

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. 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	Yes, partially
RURAL FIRE DISTRICTS	Accounts for voter-approved property taxes levied to provide fire protection services. Separate accounts are established within this fund for each of the 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
INTERNAL SERVICES FUND	Accounts for the County's risk management services provided to other departments of the County on a cost reimbursement basis.	Proprietary	Internal Services	Financial Plan is prepared
WATER & SEWER CONSTRUCTION	Accounts for the construction of water and sewer lines and facilities which are transferred to the cities and towns upon completion.	Governmental	Capital Projects	No
SCHOOL CAPITAL OUTLAY	Accounts for the construction of school buildings and facilities for the Guilford County Board of Education and Guilford Technical Community College.	Governmental	Capital Projects	Yes, partially
COMMUNITY DEVELOPMENT FUND	Accounts for projects financed primarily with Community Development Block Grant Funds for rehabilitation and new construction of housing for individuals with low to moderate income levels.	Governmental	Special Revenue	No
LAW ENFORCEMENT OFFICER'S SPECIAL SEPARATION ALLOWANCE	Accounts for the activities of a single employer, public employee retirement system, which accumulates resources for pension benefit payments to qualified law enforcement officers.	Fiduciary	Pension Trust	No

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

Expenses

Service Group	Department	100-General	200-Internal Services	450-Room Occupancy/ Tourism Dev Tax	4Xx-Fire Funds	500-County Bldg Construction	520-School Capital Outlay	Grand Total
Community Services	160-Planning And Development	\$834,343	\$0	\$0	\$0	\$0	\$0	\$834,343
	290-Cooperative Extension Service	\$781,315	\$0	\$0	\$0	\$0	\$0	\$781,315
	410-Solid Waste	\$947,697	\$0	\$0	\$0	\$0	\$0	\$947,697
	420-Soil & Water Conservation	\$238,201	\$0	\$0	\$0	\$0	\$0	\$238,201
	510-Culture-Recreation	\$4,758,915	\$0	\$0	\$0	\$0	\$0	\$4,758,915
	650-Economic Devel & Assistance	\$2,202,769	\$0	\$5,000,000	\$0	\$0	\$0	\$7,202,769
Community Services Total		\$9,763,240	\$0	\$5,000,000	\$0	\$0	\$0	\$14,763,240
Debt Service	910-Debt Service	\$88,530,030	\$0	\$0	\$0	\$0	\$0	\$88,530,030
Debt Service Total		\$88,530,030	\$0	\$0	\$0	\$0	\$0	\$88,530,030
Education	710-Education	\$188,418,211	\$0	\$0	\$0	\$0	\$0	\$188,418,211
Education Total		\$188,418,211	\$0	\$0	\$0	\$0	\$0	\$188,418,211
General Government	101-County Commissioners	\$448,449	\$0	\$0	\$0	\$0	\$0	\$448,449
	102-Clerk To Board	\$193,776	\$0	\$0	\$0	\$0	\$0	\$193,776
	105-County Administration	\$1,261,141	\$0	\$0	\$0	\$0	\$0	\$1,261,141
	110-County Attorney	\$1,819,255	\$0	\$0	\$0	\$0	\$0	\$1,819,255
	115-Human Resources	\$8,528,662	\$0	\$0	\$0	\$0	\$0	\$8,528,662
	120-Budget And Management	\$463,871	\$0	\$0	\$0	\$0	\$0	\$463,871
	125-Internal Audit	\$489,368	\$0	\$0	\$0	\$0	\$0	\$489,368
	130-Finance	\$2,472,218	\$0	\$0	\$0	\$0	\$0	\$2,472,218
	135-Purchasing	\$365,799	\$0	\$0	\$0	\$0	\$0	\$365,799
	145-Tax	\$5,416,060	\$0	\$0	\$0	\$0	\$0	\$5,416,060
	150-Register Of Deeds	\$2,366,704	\$0	\$0	\$0	\$0	\$0	\$2,366,704
	155-Elections	\$2,440,209	\$0	\$0	\$0	\$0	\$0	\$2,440,209
	General Government Total		\$26,265,512	\$0	\$0	\$0	\$0	\$0
Human Services	210-Public Health	\$36,859,640	\$0	\$0	\$0	\$0	\$0	\$36,859,640
	220-Mental Health	\$36,724,534	\$0	\$0	\$0	\$0	\$0	\$36,724,534
	230-Social Services	\$67,063,149	\$0	\$0	\$0	\$0	\$0	\$67,063,149
	231-Special Assistance To Adults	\$3,159,115	\$0	\$0	\$0	\$0	\$0	\$3,159,115
	232-Temp Asst Needy Families	\$20,000	\$0	\$0	\$0	\$0	\$0	\$20,000
	233-Medical Assistance	\$2,772,976	\$0	\$0	\$0	\$0	\$0	\$2,772,976
	240-Child Support Enforcement	\$5,924,183	\$0	\$0	\$0	\$0	\$0	\$5,924,183
	250-Transportation-Human Serv	\$2,182,863	\$0	\$0	\$0	\$0	\$0	\$2,182,863
	285-Veteran Services	\$119,121	\$0	\$0	\$0	\$0	\$0	\$119,121
	295-Coordinated Services	\$1,373,413	\$0	\$0	\$0	\$0	\$0	\$1,373,413
Human Services Total		\$156,198,994	\$0	\$0	\$0	\$0	\$0	\$156,198,994
Public Safety	180-Security	\$1,628,254	\$0	\$0	\$0	\$0	\$0	\$1,628,254
	310-Law Enforcement	\$60,717,988	\$0	\$0	\$0	\$0	\$0	\$60,717,988
	320-Emergency Services	\$23,005,520	\$0	\$0	\$0	\$0	\$0	\$23,005,520
	330-Inspections	\$2,094,565	\$0	\$0	\$0	\$0	\$0	\$2,094,565
	340-Court Alternatives	\$2,874,027	\$0	\$0	\$0	\$0	\$0	\$2,874,027
	370-Animal Services	\$3,275,030	\$0	\$0	\$0	\$0	\$0	\$3,275,030
	390-Other Protection	\$1,354,457	\$0	\$0	\$0	\$0	\$0	\$1,354,457
Public Safety Total		\$94,949,841	\$0	\$0	\$0	\$0	\$0	\$94,949,841
Support Services	140-Information Services	\$8,134,406	\$0	\$0	\$0	\$0	\$0	\$8,134,406
	175-Facilities	\$6,590,802	\$0	\$0	\$0	\$0	\$0	\$6,590,802
	185-Property Mgmt	\$212,546	\$0	\$0	\$0	\$0	\$0	\$212,546
	191-Fleet	\$765,751	\$0	\$0	\$0	\$0	\$0	\$765,751
	810-Capital Outlay	\$22,000	\$0	\$0	\$0	\$0	\$0	\$22,000
	185-Property Mgmt/Courts	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Support Services Total		\$15,725,505	\$0	\$0	\$0	\$0	\$0	\$15,725,505

Expenses

Service Group	Department	100-General	200-Internal Services	450-Room Occupancy/ Tourism Dev Tax	4Xx-Fire Funds	500-County Bldg Construction	520-School Capital Outlay	Grand Total
Other Funds	1-County Building Construction F	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	1-General Fund Level	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	400-Ne Fd Emergency Services	\$0	\$0	\$0	\$779,485	\$0	\$0	\$779,485
	401-Kimsvil Fd Emergency Services	\$0	\$0	\$0	\$90,788	\$0	\$0	\$90,788
	402-Alamance Fd Emergency Services	\$0	\$0	\$0	\$1,040,458	\$0	\$0	\$1,040,458
	403-Gibsonville Fd Emergency Svcs	\$0	\$0	\$0	\$12,306	\$0	\$0	\$12,306
	404-Colfax Fd Emergency Svcs	\$0	\$0	\$0	\$489,287	\$0	\$0	\$489,287
	405-Guil Col Fd Emergency Svcs	\$0	\$0	\$0	\$651,150	\$0	\$0	\$651,150
	406-Guil-Rand Fd Emergency Svcs	\$0	\$0	\$0	\$138,673	\$0	\$0	\$138,673
	407-Mcleansville Fd Emerg Svcs	\$0	\$0	\$0	\$656,084	\$0	\$0	\$656,084
	408-Oak Ridge Fd Emergency Svcs	\$0	\$0	\$0	\$1,100,395	\$0	\$0	\$1,100,395
	409-Pcroft-Sdgfld Fd Emerg Svcs	\$0	\$0	\$0	\$1,685,205	\$0	\$0	\$1,685,205
	410-Plst Garden Fd Emergency Svcs	\$0	\$0	\$0	\$633,876	\$0	\$0	\$633,876
	411-Fire Dist 13 Emergency Svcs	\$0	\$0	\$0	\$914,342	\$0	\$0	\$914,342
	412-Stokesdale Fd Emergency Svcs	\$0	\$0	\$0	\$480,480	\$0	\$0	\$480,480
	413-Summerfield Fd Emergency Svcs	\$0	\$0	\$0	\$1,750,576	\$0	\$0	\$1,750,576
	414-Fire Dist 14 Emergency Svcs	\$0	\$0	\$0	\$238,720	\$0	\$0	\$238,720
	415-Fire Dist 18 Emergency Svcs	\$0	\$0	\$0	\$200,507	\$0	\$0	\$200,507
	416-Fire Dist 28 Emergency Svcs	\$0	\$0	\$0	\$146,398	\$0	\$0	\$146,398
	417-Whitsett Fd Emergency Svcs	\$0	\$0	\$0	\$372,688	\$0	\$0	\$372,688
	418-Mt Hope Fd Emergency Svcs	\$0	\$0	\$0	\$378,932	\$0	\$0	\$378,932
	419-Climax Fd Emergency Svcs	\$0	\$0	\$0	\$97,040	\$0	\$0	\$97,040
	420-Southeast Fd Emergency Svcs	\$0	\$0	\$0	\$149,989	\$0	\$0	\$149,989
	421-Julian Vfd Emergency Svcs	\$0	\$0	\$0	\$66,633	\$0	\$0	\$66,633
	422-Fire Protection #1 (Hornetown)	\$0	\$0	\$0	\$19,341	\$0	\$0	\$19,341
	710-Education	\$0	\$0	\$0	\$0	\$0	\$1,950,330	\$1,950,330
	195-Risk Retention-Liab/Prop/Wc	\$0	\$2,361,846	\$0	\$0	\$0	\$0	\$2,361,846
	197-Health Care & Wellness	\$0	\$33,749,952	\$0	\$0	\$0	\$0	\$33,749,952
Other Funds Total		\$0	\$36,111,798	\$0	\$12,093,353	\$0	\$1,950,330	\$50,155,481
Grand Total		\$579,851,333	\$36,111,798	\$5,000,000	\$12,093,353	\$0	\$1,950,330	\$635,006,814

Sources of Funds

Source of Funds	100-General	200-Internal Services	450-Room Occupancy/ Tourism Dev Tax	4Xx-Fire Funds	500-County Bldg Construction	520-School Capital Outlay	Grand Total
Federal & State Funds	(\$98,400,961)	\$0	\$0	\$0	\$0	\$0	(\$98,400,961)
Fund Balance	(\$29,613,716)	(\$629,164)	\$0	(\$328,069)	\$0	(\$450,330)	(\$31,021,279)
Investment Earnings	(\$1,832,500)	(\$103,000)	\$0	\$0	\$0	\$0	(\$1,935,500)
Other	(\$6,985,603)	(\$40,000)	(\$5,000,000)	\$0	\$0	\$0	(\$12,025,603)
Sales Tax	(\$60,000,000)	\$0	\$0	(\$1,750,023)	\$0	\$0	(\$61,750,023)
Taxes	(\$343,539,333)	\$0	\$0	(\$10,015,261)	\$0	\$0	(\$353,554,594)
Transfers	\$0	\$0	\$0	\$0	\$0	(\$1,500,000)	(\$1,500,000)
User Charges	(\$39,479,220)	(\$35,339,634)	\$0	\$0	\$0	\$0	(\$74,818,854)
Grand Total	(\$579,851,333)	(\$36,111,798)	(\$5,000,000)	(\$12,093,353)	\$0	(\$1,950,330)	(\$635,006,814)

Summary of Adopted FY 2011-2012 Budget

Appropriated Funds

Summary of Revenues, Expenditures, and Changes in Fund Balances

Note: Tables will be updated with actual expenditures and revenues for FY 2010-11 once audited amounts are available.

	Actual FY 2009-10	Adopted FY 2010-11	Amended FY 2010-11	Adopted FY 2011-12	Change vs. Adopted		Plan FY 2012-13
					\$	%	
SUMMARY OF ALL APPROPRIATED FUNDS							
Revenues & Other Sources of Funds							
Property Taxes (Current & Prior)	\$ 338,881,551	\$ 336,370,036	\$ 336,515,306	\$ 353,554,594	\$ 17,184,558	5.1%	\$ 385,457,668
Federal & State Funds	\$ 101,935,197	\$ 103,115,039	\$ 108,218,776	\$ 98,400,961	\$ (4,714,078)	-4.6%	\$ 98,138,754
Sales Tax	\$ 62,749,914	\$ 59,950,000	\$ 60,054,153	\$ 61,750,023	\$ 1,800,023	3.0%	\$ 62,350,023
User Charges	\$ 38,114,901	\$ 37,941,151	\$ 37,734,051	\$ 39,479,220	\$ 1,538,069	4.1%	\$ 40,538,338
Other	\$ 191,593,077	\$ 18,885,011	\$ 16,910,514	\$ 15,318,103	\$ (3,566,908)	-18.9%	\$ 22,520,684
GROSS Revenues	\$ 733,274,640	\$ 556,261,237	\$ 559,432,800	\$ 568,502,901	\$ 12,241,664	2.2%	\$ 609,005,467
LESS: Interfund Transfers	\$ (9,811,442)	\$ (6,749,464)	\$ (2,049,464)	\$ (1,500,000)	\$ 5,249,464	-77.8%	\$ (8,550,554)
NET Revenues	\$ 723,463,198	\$ 549,511,773	\$ 557,383,336	\$ 567,002,901	\$ 17,491,128	3.2%	\$ 600,454,913
Expenditures & Other Uses of Funds							
Category							
Personnel Services	\$ 170,958,821	\$ 174,471,706	\$ 174,923,397	\$ 178,652,929	\$ 4,181,223	2.4%	\$ 183,306,166
Operating Expenses	\$ 285,949,408	\$ 292,770,987	\$ 308,688,030	\$ 289,983,033	\$ (2,787,954)	-1.0%	\$ 294,043,170
Human Services Assistance	\$ 35,362,078	\$ 35,501,507	\$ 37,184,974	\$ 36,074,994	\$ 573,487	1.6%	\$ 35,839,086
Debt Payments	\$ 62,650,382	\$ 77,815,664	\$ 74,777,113	\$ 88,530,030	\$ 10,714,366	13.8%	\$ 103,617,969
Capital Outlay	\$ 101,612,957	\$ 9,884,079	\$ 6,372,321	\$ 5,654,030	\$ (4,230,049)	-42.8%	\$ 13,023,029
GROSS Expenditures	\$ 656,533,646	\$ 590,443,943	\$ 601,945,835	\$ 598,895,016	\$ 8,451,073	1.4%	\$ 629,829,420
LESS: Interfund Transfers	\$ (9,811,442)	\$ (6,749,464)	\$ (2,049,464)	\$ (1,500,000)	\$ 5,249,464	-77.8%	\$ (8,550,554)
NET Expenditures	\$ 646,722,204	\$ 583,694,479	\$ 599,896,371	\$ 597,395,016	\$ 13,700,537	2.3%	\$ 621,278,866
Functional Area							
General Government	\$ 22,292,378	\$ 25,270,167	\$ 25,302,098	\$ 26,265,512	\$ 995,345	3.9%	\$ 26,837,964
Education (includes school debt)	\$ 251,720,561	\$ 196,318,211	\$ 191,618,211	\$ 190,368,541	\$ (5,949,670)	-3.0%	\$ 197,918,211
Human Services	\$ 157,380,197	\$ 161,016,513	\$ 169,016,965	\$ 156,198,994	\$ (4,817,519)	-3.0%	\$ 154,227,910
Public Safety	\$ 96,383,341	\$ 97,891,711	\$ 102,281,145	\$ 107,043,194	\$ 9,151,483	9.3%	\$ 111,644,968
Support Services	\$ 53,298,948	\$ 19,962,413	\$ 20,889,244	\$ 15,725,505	\$ (4,236,908)	-21.2%	\$ 21,224,831
Community Services	\$ 12,807,839	\$ 12,169,264	\$ 18,061,059	\$ 14,763,240	\$ 2,593,976	21.3%	\$ 14,357,567
Debt Payments	\$ 62,650,382	\$ 77,815,664	\$ 74,777,113	\$ 88,530,030	\$ 10,714,366	13.8%	\$ 103,617,969
TOTAL Expenditures	\$ 656,533,646	\$ 590,443,943	\$ 601,945,835	\$ 598,895,016	\$ 8,451,073	1.4%	\$ 629,829,420
LESS: Interfund Transfers	\$ (9,811,442)	\$ (6,749,464)	\$ (2,049,464)	\$ (1,500,000)	\$ 5,249,464	-77.8%	\$ (8,550,554)
NET Expenditures	\$ 646,722,204	\$ 583,694,479	\$ 599,896,371	\$ 597,395,016	\$ 13,700,537	2.3%	\$ 621,278,866
Excess (deficiency) of revenues	\$ 76,740,994	\$ (34,182,706)	\$ (42,513,035)	\$ (30,392,115)	\$ 3,790,591	-11.1%	\$ (20,823,953)
Beginning Fund Balance	\$ 331,441,761	\$ 408,182,755	\$ 408,182,755	\$ 374,000,049	\$ (34,182,706)	-8.4%	\$ 343,607,934
Ending Fund Balance*	\$ 408,182,755	\$ 374,000,049	\$ 365,669,720	\$ 343,607,934	\$ (30,392,115)	-8.1%	\$ 322,783,981
<i>Reserved according to statute</i>	<i>\$ (55,586,917)</i>						
<i>Designated for future use</i>	<i>\$ (34,182,706)</i>						
<i>Designated for capital projects</i>	<i>\$ (257,940,406)</i>						
<i>Designated for specific programs</i>	<i>\$ (887,389)</i>						
<i>Undesignated Fund Balance</i>	<i>\$ 59,585,337</i>						

*Note: Not all fund balance is "spendable" and available for appropriation. See the county's Comprehensive Annual Financial Report for more information.

Summary of Adopted FY 2011-2012 Budget

Appropriated Funds

Summary of Revenues, Expenditures, and Changes in Fund Balances

Note: Tables will be updated with actual expenditures and revenues for FY 2010-11 once audited amounts are available.

	Actual FY 2009-10	Adopted FY 2010-11	Amended FY 2010-11	Adopted FY 2011-12	Change vs. Adopted		Plan FY 2012-13
					\$	%	
GENERAL FUND							
The General Fund is the County's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund. Most county services are accounted for in this fund.							
Revenues & Other Sources of Funds							
Property Taxes (Current & Prior)	\$ 329,206,730	\$ 326,908,523	\$ 327,053,793	\$ 343,539,333	\$ 16,630,810	5.1%	\$ 375,310,738
Federal & State Funds	\$ 100,363,169	\$ 103,115,039	\$ 108,218,776	\$ 98,400,961	\$ (4,714,078)	-4.6%	\$ 98,138,754
Sales Tax	\$ 60,968,354	\$ 58,250,000	\$ 58,354,153	\$ 60,000,000	\$ 1,750,000	3.0%	\$ 60,600,000
User Charges	\$ 38,114,901	\$ 37,941,151	\$ 37,734,051	\$ 39,479,220	\$ 1,538,069	4.1%	\$ 40,538,338
Investment Earnings	\$ 2,826,813	\$ 2,507,500	\$ 2,508,183	\$ 1,832,500	\$ (675,000)	-26.9%	\$ 1,907,500
Other (includes Transfers In)	\$ 8,123,904	\$ 7,023,447	\$ 7,352,867	\$ 6,985,603	\$ (37,844)	-0.5%	\$ 7,062,630
TOTAL Revenues	\$ 539,603,871	\$ 535,745,660	\$ 541,221,823	\$ 550,237,617	\$ 14,491,957	2.7%	\$ 583,557,960
Expenditures & Other Uses of Funds							
<i>Category</i>							
Personnel Services	\$ 170,958,821	\$ 174,471,706	\$ 174,923,397	\$ 178,652,929	\$ 4,181,223	2.4%	\$ 183,306,166
Operating Expenses	\$ 270,257,698	\$ 278,816,508	\$ 292,338,151	\$ 272,889,680	\$ (5,926,828)	-2.1%	\$ 276,888,148
Debt Payments	\$ 62,650,382	\$ 77,815,664	\$ 74,777,113	\$ 88,530,030	\$ 10,714,366	13.8%	\$ 103,617,969
Human Services Assistance	\$ 35,362,078	\$ 35,501,507	\$ 37,184,974	\$ 36,074,994	\$ 573,487	1.6%	\$ 35,839,086
Capital Outlay	\$ 12,944,641	\$ 3,134,615	\$ 4,322,857	\$ 3,703,700	\$ 569,085	18.2%	\$ 4,472,475
TOTAL Expenditures	\$ 552,173,620	\$ 569,740,000	\$ 583,546,492	\$ 579,851,333	\$ 10,111,333	1.8%	\$ 604,123,844
<i>Functional Area</i>							
Education	\$ 192,418,211	\$ 191,618,211	\$ 191,618,211	\$ 188,418,211	\$ (3,200,000)	-1.7%	\$ 192,418,211
Human Services	\$ 157,380,197	\$ 161,016,513	\$ 169,016,965	\$ 156,198,994	\$ (4,817,519)	-3.0%	\$ 154,227,910
Public Safety	\$ 84,544,666	\$ 86,541,832	\$ 90,931,266	\$ 94,949,841	\$ 8,408,009	9.7%	\$ 99,489,946
Debt Payments	\$ 62,650,382	\$ 77,815,664	\$ 74,777,113	\$ 88,530,030	\$ 10,714,366	13.8%	\$ 103,617,969
Support Services	\$ 23,932,982	\$ 17,912,949	\$ 18,839,780	\$ 15,725,505	\$ (2,187,444)	-12.2%	\$ 18,174,277
General Government	\$ 22,292,378	\$ 25,270,167	\$ 25,302,098	\$ 26,265,512	\$ 995,345	3.9%	\$ 26,837,964
Community Services	\$ 8,954,804	\$ 9,564,664	\$ 13,061,059	\$ 9,763,240	\$ 198,576	2.1%	\$ 9,357,567
TOTAL Expenditures	\$ 552,173,620	\$ 569,740,000	\$ 583,546,492	\$ 579,851,333	\$ 10,111,333	1.8%	\$ 604,123,844
Excess (deficiency) of revenues over expenditures	\$ (12,569,749)	\$ (33,994,340)	\$ (42,324,669)	\$ (29,613,716)	\$ 4,380,624	-12.9%	\$ (20,565,884)
Net Impact - Bond Refunding, Swap Termination, Bond Premiums	\$ 6,918,229						
Net Change in Fund Balance	\$ (5,651,520)						
Beginning Fund Balance	\$ 145,197,780	\$ 139,546,260	\$ 139,546,260	\$ 105,551,920	\$ (33,994,340)	-24.4%	\$ 75,938,204
Ending Fund Balance*	\$ 139,546,260	\$ 105,551,920	\$ 97,221,591	\$ 75,938,204	\$ (29,613,716)	-28.1%	\$ 55,372,320
<i>Reserved according to statute</i>	<i>\$ (51,373,273)</i>						
<i>Designated for future use</i>	<i>\$ (33,994,340)</i>						
<i>Designated for specific programs</i>	<i>\$ (887,389)</i>						
<i>Undesignated Fund Balance</i>	<i>\$ 53,291,258</i>						

*Note: Not all fund balance is "spendable" and available for appropriation. See the county's Comprehensive Annual Financial Report for more information.

Summary of Adopted FY 2011-2012 Budget
Appropriated Funds
Summary of Revenues, Expenditures, and Changes in Fund Balances

Note: Tables will be updated with actual expenditures and revenues for FY 2010-11 once audited amounts are available.

	Actual FY 2009-10	Adopted FY 2010-11	Amended FY 2010-11	Adopted FY 2011-12	Change vs. Adopted		Plan FY 2012-13
					\$	%	
COUNTY BUILDING CONSTRUCTION FUND							
The County Building Construction Fund reflects transactions associated with the financing and construction of certain capital assets and improvements.							
Revenues & Other Sources of Funds							
Capital-Related Debt Issued & Premiums	\$ 66,904,183	\$ -	\$ -	\$ -	\$ -	--	\$ -
Federal & State Funds	\$ 450,396	\$ -	\$ -	\$ -	\$ -	--	\$ -
Investment Earnings	\$ 84,770	\$ -	\$ -	\$ -	\$ -	--	\$ -
Other/Transfer from General Fund	\$ 9,796,808	\$ 2,049,464	\$ 2,049,464	\$ -	\$ (2,049,464)	-100.0%	\$ 3,050,554
TOTAL Revenues	\$ 77,236,157	\$ 2,049,464	\$ 2,049,464	\$ -	\$ (2,049,464)	-100.0%	\$ 3,050,554
Expenditures & Other Uses of Funds							
Capital Outlay - Project Expend.	\$ 29,351,332	\$ -	\$ -	\$ -	\$ -	--	\$ -
Reserve for Future Projects	\$ -	\$ 2,049,464	\$ 2,049,464	\$ -	\$ (2,049,464)	-100.0%	\$ 3,050,554
Other - Transfers Out	\$ 14,634	\$ -	\$ -	\$ -	\$ -	--	\$ -
TOTAL Expenditures	\$ 29,365,966	\$ 2,049,464	\$ 2,049,464	\$ -	\$ (2,049,464)	-100.0%	\$ 3,050,554
Excess (deficiency) of revenues over expenditures	\$ 47,870,191	\$ -	\$ -	\$ -	\$ -	--	\$ -
Beginning Fund Balance	\$ 40,036,528	\$ 87,906,719	\$ 87,906,719	\$ 87,906,719	\$ -	0.0%	\$ 87,906,719
Ending Fund Balance*	\$ 87,906,719	\$ 87,906,719	\$ 87,906,719	\$ 87,906,719	\$ -	0.0%	\$ 87,906,719
<i>Reserved according to statute</i>	<i>\$ (591,280)</i>						
<i>Designated for capital projects</i>	<i>\$ (75,392,100)</i>						
<i>Undesignated Fund Balance</i>	<i>\$ 11,923,339</i>						

*Note: Not all fund balance is "spendable" and available for appropriation. See the county's Comprehensive Annual Financial Report for more information.

Summary of Adopted FY 2011-2012 Budget
Appropriated Funds
Summary of Revenues, Expenditures, and Changes in Fund Balances

Note: Tables will be updated with actual expenditures and revenues for FY 2010-11 once audited amounts are available.

	Actual	Adopted	Amended	Adopted	Change vs. Adopted		Plan
	FY 2009-10	FY 2010-11	FY 2010-11	FY 2011-12	\$	%	FY 2012-13
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	\$ 9,674,821	\$ 9,461,513	\$ 9,461,513	\$ 10,015,261	\$ 553,748	5.9%	\$ 10,146,930
Sales Taxes	\$ 1,781,560	\$ 1,700,000	\$ 1,700,000	\$ 1,750,023	\$ 50,023	2.9%	\$ 1,750,023
Other	\$ 3,564	\$ -	\$ -	\$ -	\$ -	--	\$ -
TOTAL Revenues	\$ 11,459,945	\$ 11,161,513	\$ 11,161,513	\$ 11,765,284	\$ 603,771	5.4%	\$ 11,896,953
Expenditures & Other Uses of Funds							
Operating	\$ 11,838,675	\$ 11,349,879	\$ 11,349,879	\$ 12,093,353	\$ 743,474	6.6%	\$ 12,155,022
TOTAL Expenditures	\$ 11,838,675	\$ 11,349,879	\$ 11,349,879	\$ 12,093,353	\$ 743,474	6.6%	\$ 12,155,022
Excess (deficiency) of revenues over expenditures	\$ (378,730)	\$ (188,366)	\$ (188,366)	\$ (328,069)	\$ (139,703)	74.2%	\$ (258,069)
Beginning Fund Balance	\$ 1,624,453	\$ 1,245,723	\$ 1,245,723	\$ 1,057,357	\$ (188,366)	-15.1%	\$ 729,288
Ending Fund Balance*	\$ 1,245,723	\$ 1,057,357	\$ 1,057,357	\$ 729,288	\$ (328,069)	-31.0%	\$ 471,219
<i>Reserved according to statute</i>	<i>\$ (440,677)</i>						
<i>Designated for future year use</i>	<i>\$ (188,366)</i>						
<i>Undesignated Fund Balance</i>	<i>\$ 616,680</i>						

**Note: Not all fund balance is "spendable" and available for appropriation. See the county's Comprehensive Annual Financial Report for more information.*

**Summary of Adopted FY 2011-2012 Budget
Appropriated Funds
Summary of Revenues, Expenditures, and Changes in Fund Balances**

Note: Tables will be updated with actual expenditures and revenues for FY 2010-11 once audited amounts are available.

	Actual	Adopted	Amended	Adopted	Change vs. Adopted		Plan
	FY 2009-10	FY 2010-11	FY 2010-11	FY 2011-12	\$	%	FY 2012-13
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	\$ 3,853,035	\$ 2,604,600	\$ 5,000,000	\$ 5,000,000	\$ 2,395,400	92.0%	\$ 5,000,000
TOTAL Revenues	\$ 3,853,035	\$ 2,604,600	\$ 5,000,000	\$ 5,000,000	\$ 2,395,400	92.0%	\$ 5,000,000
Expenditures & Other Uses of Funds							
Operating	\$ 3,853,035	\$ 2,604,600	\$ 5,000,000	\$ 5,000,000	\$ 2,395,400	92.0%	\$ 5,000,000
TOTAL Expenditures	\$ 3,853,035	\$ 2,604,600	\$ 5,000,000	\$ 5,000,000	\$ 2,395,400	92.0%	\$ 5,000,000
Excess (deficiency) of revenues over expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	--	\$ -
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	--	\$ -
Ending Fund Balance*	\$ -	\$ -	\$ -	\$ -	\$ -	--	\$ -
<i>Reserved according to statute</i>	\$ (329,032)						
<i>Designated for future year use</i>	\$ -						
<i>Undesignated Fund Balance</i>	\$ (329,032)						

*Note: Not all fund balance is "spendable" and available for appropriation. See the county's Comprehensive Annual Financial Report for more information.

Summary of Adopted FY 2011-2012 Budget
Appropriated Funds
Summary of Revenues, Expenditures, and Changes in Fund Balances

Note: Tables will be updated with actual expenditures and revenues for FY 2010-11 once audited amounts are available.

	Actual FY 2009-10	Adopted FY 2010-11	Amended FY 2010-11	Adopted FY 2011-12	Change vs. Adopted		Plan FY 2012-13
					\$	%	
SCHOOL CAPITAL OUTLAY FUND							
The School Capital Outlay Fund reflects transactions associated with the financing and construction of certain capital assets and improvements for the Guilford County Schools.							
Revenues & Other Sources of Funds							
Capital-Related Debt Issued	\$ 100,000,000	\$ -	\$ -	\$ -	\$ -	--	\$ -
Federal/State Funds	\$ 1,121,632	\$ -	\$ -	\$ -	\$ -	--	\$ -
Other/Transfer from General Fund	\$ -	\$ 4,700,000	\$ -	\$ 1,500,000	\$ (3,200,000)	-68.1%	\$ 5,500,000
TOTAL Revenues	\$ 101,121,632	\$ 4,700,000	\$ -	\$ 1,500,000	\$ (3,200,000)	-68.1%	\$ 5,500,000
Expenditures & Other Uses of Funds							
Capital Outlay - Project Expend.	\$ 59,302,350.00	\$ -	\$ -	\$ -	\$ -	--	\$ -
Reserve for Future Projects	\$ -	\$ 4,700,000	\$ -	\$ 1,950,330	\$ (2,749,670)	-58.5%	\$ 5,500,000
Other - Transfers Out	\$ -	\$ -	\$ -	\$ -	\$ -	--	\$ -
TOTAL Expenditures	\$ 59,302,350	\$ 4,700,000	\$ -	\$ 1,950,330	\$ (2,749,670)	-58.5%	\$ 5,500,000
Excess (deficiency) of revenues over expenditures	\$ 41,819,282	\$ -	\$ -	\$ (450,330)	\$ (450,330)	--	\$ -
Beginning Fund Balance	\$ 144,583,000	\$ 186,402,282	\$ 186,402,282	\$ 186,402,282	\$ -	0.0%	\$ 185,951,952
Ending Fund Balance*	\$ 186,402,282	\$ 186,402,282	\$ 186,402,282	\$ 185,951,952	\$ (450,330)	-0.2%	\$ 185,951,952
<i>Reserved according to statute</i>	<i>\$ (2,852,655)</i>						
<i>Designated for school projects</i>	<i>\$ (182,548,306)</i>						
<i>Undesignated Fund Balance</i>	<i>\$ 1,001,321</i>						

*Note: Not all fund balance is "spendable" and available for appropriation. See the county's Comprehensive Annual Financial Report for more information.

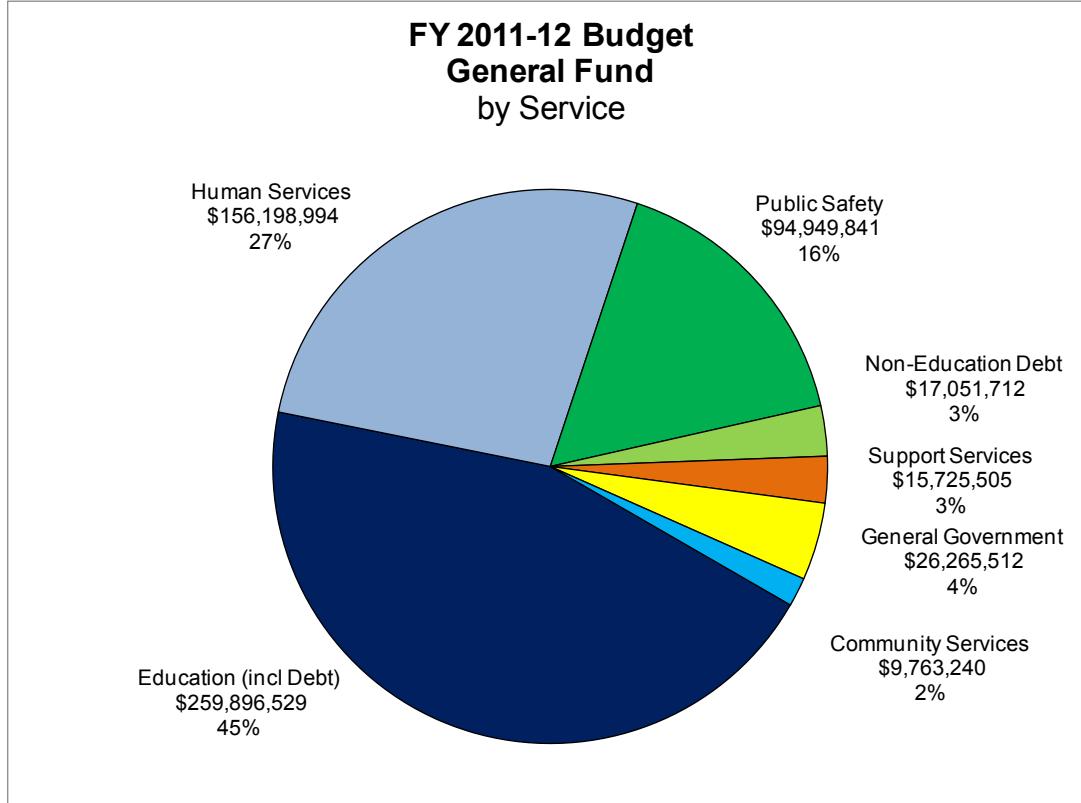
**Summary of Adopted FY 2011-2012 Budget
Appropriated Funds
Summary of Revenues, Expenditures, and Changes in Fund Balances**

Note: Tables will be updated with actual expenditures and revenues for FY 2010-11 once audited amounts are available.

	Actual FY 2009-10	Adopted FY 2010-11	Amended FY 2010-11	Adopted FY 2011-12	Change vs. Adopted		Plan FY 2012-13
					\$	%	
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	\$ 350,697	\$ 209,381	\$ 209,381	\$ 156,177	\$ (53,204)	-25.4%	\$ 156,177
Operating	\$ 2,612,120	\$ 1,968,757	\$ 3,706,013	\$ 2,205,669	\$ 236,912	12.0%	\$ 2,205,669
	<u>\$ 2,962,817</u>	<u>\$ 2,178,138</u>	<u>\$ 3,915,394</u>	<u>\$ 2,361,846</u>	<u>\$ 183,708</u>	<u>8.4%</u>	<u>\$ 2,361,846</u>
Health Care & Wellness							
Operating	\$ 30,965,319	\$ 33,105,128	\$ 33,959,500	\$ 33,749,952	\$ 644,824	1.9%	\$ 37,037,920
TOTAL Expenditures	<u>\$ 33,928,136</u>	<u>\$ 35,283,266</u>	<u>\$ 37,874,894</u>	<u>\$ 36,111,798</u>	<u>\$ 828,532</u>	<u>2.3%</u>	<u>\$ 39,399,766</u>
Revenues							
User Charges	\$ 30,653,116	\$ 34,452,617	\$ 32,397,463	\$ 35,339,634	\$ 887,017	2.6%	\$ 38,627,602
Other	\$ 718,445	\$ -	\$ 1,018,000	\$ 40,000	\$ 40,000	--	\$ 40,000
	<u>\$ 31,371,561</u>	<u>\$ 34,452,617</u>	<u>\$ 33,415,463</u>	<u>\$ 35,379,634</u>	<u>\$ 927,017</u>	<u>2.7%</u>	<u>\$ 38,667,602</u>
TOTAL Revenues	<u>\$ 31,371,561</u>	<u>\$ 34,452,617</u>	<u>\$ 33,415,463</u>	<u>\$ 35,379,634</u>	<u>\$ 927,017</u>	<u>2.7%</u>	<u>\$ 38,667,602</u>
Operating Gain	<u>\$ (2,556,575)</u>	<u>\$ (830,649)</u>	<u>\$ (4,459,431)</u>	<u>\$ (732,164)</u>	<u>\$ 98,485</u>	<u>-11.9%</u>	<u>\$ (732,164)</u>
Interest Income	\$ 266,833	\$ 156,000	\$ 96,000	\$ 103,000	\$ (53,000)	-34.0%	\$ 103,000
Change in Net Assets	<u>\$ (2,289,742)</u>	<u>\$ (674,649)</u>	<u>\$ (4,363,431)</u>	<u>\$ (629,164)</u>	<u>\$ 45,485</u>	<u>-6.7%</u>	<u>\$ (629,164)</u>
Beginning Net Assets	<u>\$ 30,631,361</u>	<u>\$ 28,341,619</u>	<u>\$ 28,341,619</u>	<u>\$ 27,666,970</u>	<u>\$ (674,649)</u>	<u>-2.4%</u>	<u>\$ 27,037,806</u>
Ending Net Assets	<u>\$ 28,341,619</u>	<u>\$ 27,666,970</u>	<u>\$ 23,978,188</u>	<u>\$ 27,037,806</u>	<u>\$ (629,164)</u>	<u>-2.3%</u>	<u>\$ 26,408,642</u>



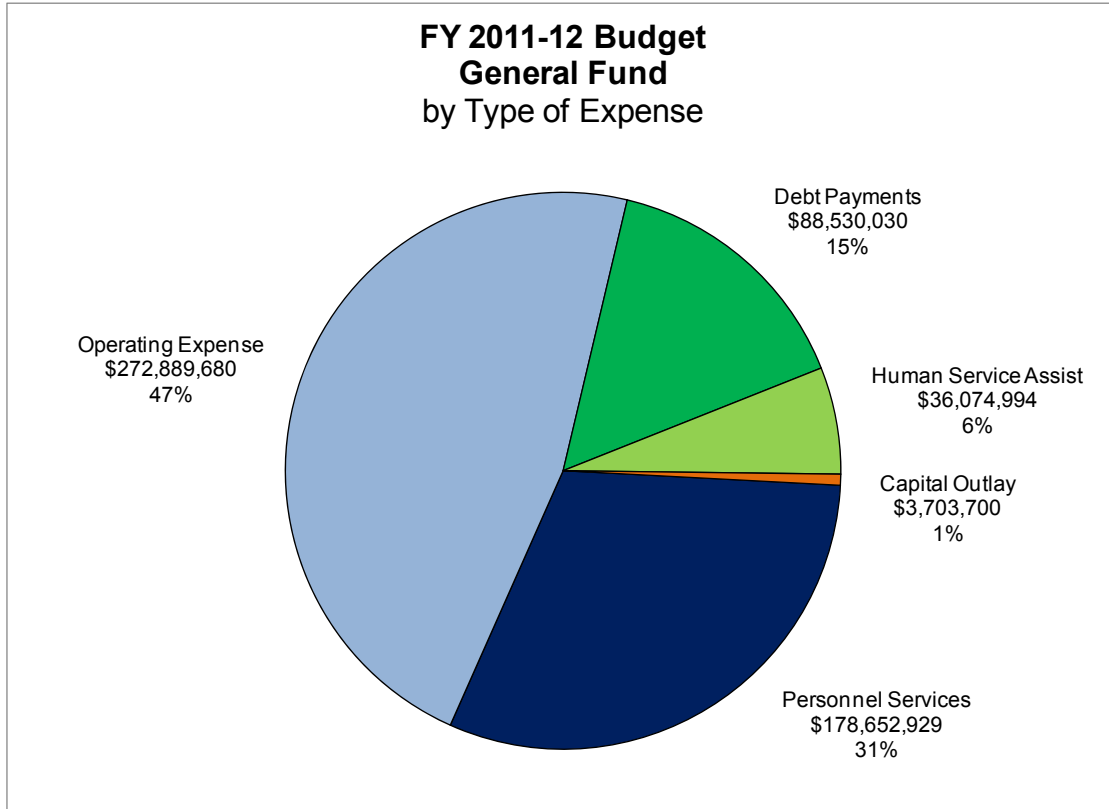
**FY 2011-12 Budget
General Fund Expense
Service Category**



Summary of Expenditures by Service Category

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Approved	vs. FY11 Adopted		FY13 Plan
					\$ chg	% chg	
Education (incl Debt)	\$258,709,014	\$260,094,773	\$260,116,222	\$ 259,896,529	\$ (198,244)	-0.1%	\$277,442,085
Human Services	\$160,254,992	\$161,016,513	\$169,016,965	\$ 156,198,994	\$ (4,817,519)	-3.0%	\$154,227,910
Public Safety	\$ 85,879,858	\$ 86,541,832	\$ 90,931,266	\$ 94,949,841	\$ 8,408,009	9.7%	\$ 99,489,946
Non-Education Debt	\$153,881,548	\$ 9,339,102	\$ 6,279,102	\$ 17,051,712	\$ 7,712,610	82.6%	\$ 18,594,095
Support Services	\$ 24,487,677	\$ 17,912,949	\$ 18,839,780	\$ 15,725,505	\$ (2,187,444)	-12.2%	\$ 18,174,277
General Government	\$ 22,796,474	\$ 25,270,167	\$ 25,302,098	\$ 26,265,512	\$ 995,345	3.9%	\$ 26,837,964
Community Services	\$ 12,727,715	\$ 9,564,664	\$ 13,061,059	\$ 9,763,240	\$ 198,576	2.1%	\$ 9,357,567
Total Expenditures	\$718,737,277	\$569,740,000	\$583,546,492	\$579,851,333	\$10,111,333	1.8%	\$604,123,844

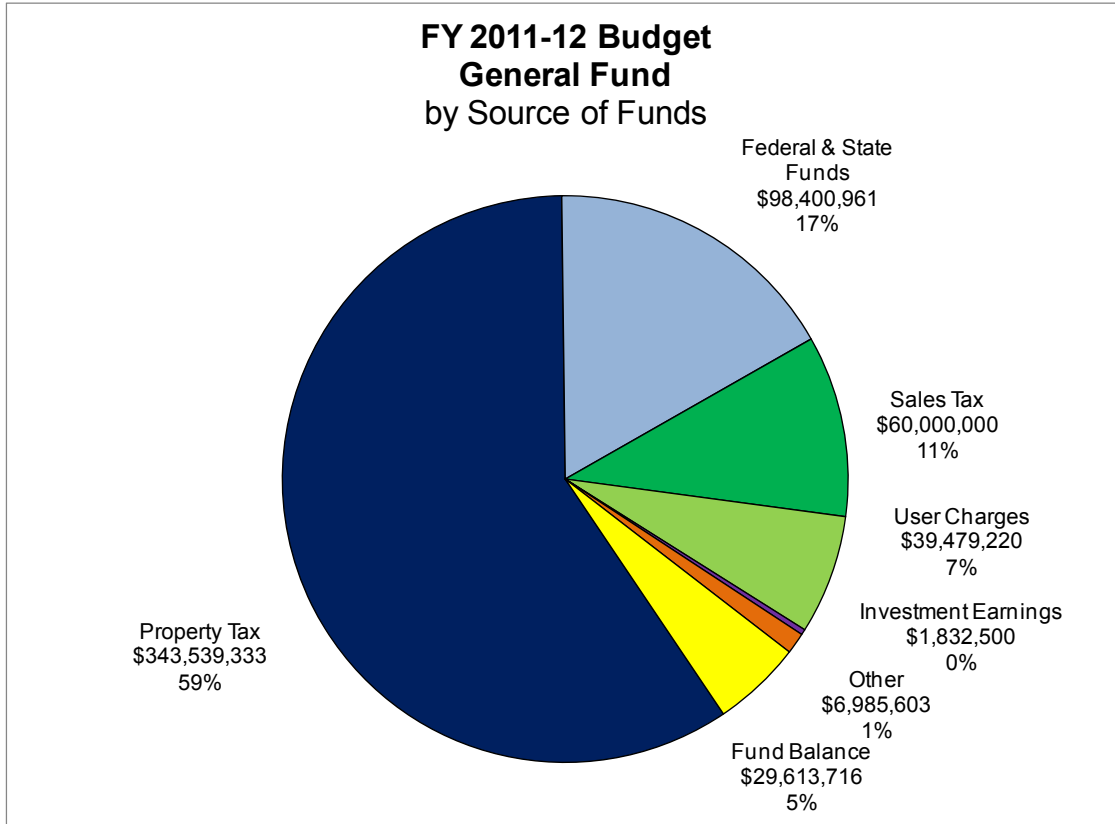
**FY 2011-12 Budget
General Fund Expense
Type of Expense**



Summary of Expenditures by Type of Expense

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Approved	vs. FY11 Adopted		FY13 Plan
					\$ chg	% chg	
Personnel Services	\$171,029,510	\$174,471,706	\$174,923,397	\$178,652,929	\$4,181,223	2.4%	\$183,306,166
Operating Expense	\$288,700,126	\$278,816,508	\$292,338,151	\$272,889,680	(\$5,926,828)	-2.1%	\$276,888,148
Debt Payments	\$220,172,351	\$77,815,664	\$74,777,113	\$88,530,030	\$10,714,366	13.8%	\$103,617,969
Human Service Assist	\$35,421,248	\$35,501,507	\$37,184,974	\$36,074,994	\$573,487	1.6%	\$35,839,086
Capital Outlay	\$3,414,042	\$3,134,615	\$4,322,857	\$3,703,700	\$569,085	18.2%	\$4,472,475
Total Expenditures	\$718,737,277	\$569,740,000	\$583,546,492	\$579,851,333	\$10,111,333	1.8%	\$604,123,844

**FY 2011-12 Budget
General Fund
Sources of Funds**



Summary of Sources of Funds

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Approved	vs. FY11 Adopted		FY13 Plan
					\$ chg	% chg	
Property Tax	\$328,020,524	\$326,908,523	\$327,053,793	\$343,539,333	\$16,630,810	5.1%	\$375,310,738
Federal & State Funds	\$100,363,169	\$103,115,039	\$108,218,776	\$98,400,961	(\$4,714,078)	-4.6%	\$98,138,754
Sales Tax	\$60,968,354	\$58,250,000	\$58,354,153	\$60,000,000	\$1,750,000	3.0%	\$60,600,000
User Charges	\$38,114,901	\$37,941,151	\$37,734,051	\$39,479,220	\$1,538,069	4.1%	\$40,538,338
Investment Earnings	\$2,826,813	\$2,507,500	\$2,508,183	\$1,832,500	(\$675,000)	-26.9%	\$1,907,500
Other	\$173,750,308	\$7,023,447	\$7,352,867	\$6,985,603	(\$37,844)	-0.5%	\$7,062,630
Total Revenues	\$704,044,070	\$535,745,660	\$541,221,823	\$550,237,617	\$14,491,957	2.7%	\$583,557,960
Fund Balance	\$104,941,405	\$33,994,340	\$42,324,669	\$29,613,716	(\$4,380,624)	-12.9%	\$20,565,884
Total	\$808,985,475	\$569,740,000	\$583,546,492	\$579,851,333	\$10,111,333	1.8%	\$604,123,844

**General Fund Budgets by Department
Expense and Revenue**

	FY10 Actual		FY11 Adopted		FY11 Amended		FY12 ADOPTED		FY13 Plan	
	Expense	Revenue	Expense	Revenue	Expense	Revenue	Expense	Revenue	Expense	Revenue
General Government										
101-County Commissioners	\$494,188	\$0	\$435,183	\$0	\$526,569	\$0	\$448,449	\$0	\$449,080	\$0
102-Clerk To Board	\$190,919	\$0	\$194,733	\$0	\$197,307	\$0	\$193,776	\$0	\$196,220	\$0
105-County Administration	\$751,078	(\$18,692)	\$1,536,608	\$0	\$1,432,749	\$0	\$1,261,141	\$0	\$1,567,975	\$0
110-County Attorney	\$1,565,415	(\$3,140)	\$1,809,732	\$0	\$1,823,423	\$0	\$1,819,255	\$0	\$1,792,256	\$0
115-Human Resources	\$7,374,297	\$0	\$8,242,758	\$0	\$7,893,247	\$0	\$8,528,662	\$0	\$9,059,328	\$0
120-Budget And Management	\$409,970	\$0	\$448,772	\$0	\$425,347	\$0	\$463,871	\$0	\$465,077	\$0
125-Internal Audit	\$411,461	\$0	\$491,055	\$0	\$535,830	(\$43,200)	\$489,368	(\$25,842)	\$472,760	\$0
130-Finance	\$2,372,223	(\$76,241)	\$2,474,357	(\$75,000)	\$2,631,038	(\$75,000)	\$2,472,218	(\$70,000)	\$2,507,339	(\$70,000)
135-Purchasing	\$380,836	(\$33)	\$472,127	\$0	\$470,235	\$0	\$365,799	\$0	\$369,299	\$0
145-Tax	\$4,984,853	(\$1,096,327)	\$5,041,596	(\$1,079,823)	\$5,240,296	(\$1,079,823)	\$5,416,060	(\$1,656,500)	\$5,136,724	(\$1,656,500)
150-Register Of Deeds	\$2,069,618	(\$4,552,301)	\$2,355,638	(\$4,166,220)	\$2,324,827	(\$4,168,345)	\$2,366,704	(\$4,210,330)	\$2,327,757	(\$4,210,792)
155-Elections	\$1,791,616	(\$436,986)	\$1,767,608	(\$45,195)	\$1,801,230	(\$77,118)	\$2,440,209	(\$450,795)	\$2,494,149	(\$81,195)
General Government Total	\$22,796,474	(\$6,183,719)	\$25,270,167	(\$5,366,238)	\$25,302,098	(\$5,443,486)	\$26,265,512	(\$6,413,467)	\$26,837,964	(\$6,018,487)
Education										
710-Education	\$192,418,211	\$0	\$191,618,211	\$0	\$191,618,211	\$0	\$188,418,211	\$0	\$192,418,211	\$0
Education Total	\$192,418,211	\$0	\$191,618,211	\$0	\$191,618,211	\$0	\$188,418,211	\$0	\$192,418,211	\$0
Human Services										
210-Public Health	\$36,994,870	(\$19,906,441)	\$36,817,097	(\$20,363,447)	\$37,116,447	(\$20,519,297)	\$36,859,640	(\$20,506,603)	\$35,636,579	(\$19,580,899)
220-Mental Health	\$39,436,838	(\$26,663,521)	\$38,513,616	(\$26,037,212)	\$43,503,935	(\$29,805,153)	\$36,724,534	(\$26,167,072)	\$36,978,886	(\$26,168,378)
230-Social Services	\$68,708,392	(\$48,694,373)	\$70,071,884	(\$49,513,443)	\$71,605,532	(\$51,282,077)	\$67,063,149	(\$48,353,207)	\$66,312,282	(\$48,455,843)
231-Special Assistance To Adults	\$3,165,220	\$0	\$3,379,183	\$0	\$3,379,183	\$0	\$3,159,115	\$0	\$3,159,115	\$0
232-Temp Asst Needy Families	\$8,623	\$0	\$20,000	(\$20,000)	\$20,000	(\$20,000)	\$20,000	(\$20,000)	\$20,000	(\$20,000)
233-Medical Assistance	\$2,550,719	(\$2,569,992)	\$2,262,084	(\$2,262,084)	\$2,787,084	(\$2,787,084)	\$2,772,976	(\$2,772,976)	\$2,744,435	(\$2,744,435)
240-Child Support Enforcement	\$5,736,412	(\$6,719,301)	\$5,917,574	(\$5,823,671)	\$5,877,479	(\$5,823,671)	\$5,924,183	(\$5,736,126)	\$6,014,871	(\$5,825,592)
250-Transportation-Human Serv	\$2,081,867	(\$1,360,347)	\$2,281,506	(\$1,502,665)	\$2,804,527	(\$1,665,226)	\$2,182,863	(\$1,504,081)	\$1,867,332	(\$1,284,481)
285-Veteran Services	\$106,239	(\$2,000)	\$108,657	(\$2,000)	\$110,233	(\$2,000)	\$119,121	\$0	\$120,997	\$0
295-Coordinated Services	\$1,465,811	(\$962,938)	\$1,644,912	(\$927,983)	\$1,812,545	(\$1,090,615)	\$1,373,413	(\$927,983)	\$1,373,413	(\$927,983)
Human Services Total	\$160,254,992	(\$106,878,913)	\$161,016,513	(\$106,452,505)	\$169,016,965	(\$112,995,123)	\$156,198,994	(\$105,988,048)	\$154,227,910	(\$105,007,611)
Public Safety										
180-Security	\$1,693,375	(\$79,670)	\$1,695,758	(\$69,000)	\$1,701,181	(\$69,000)	\$1,628,254	(\$12,682)	\$1,683,408	(\$13,882)
310-Law Enforcement	\$53,482,838	(\$8,046,486)	\$53,661,197	(\$3,943,616)	\$56,819,902	(\$5,515,218)	\$60,717,988	(\$3,838,500)	\$63,175,712	(\$4,008,347)
320-Emergency Services	\$21,322,766	(\$11,449,101)	\$21,741,445	(\$11,444,784)	\$22,489,412	(\$11,912,668)	\$23,005,520	(\$11,613,150)	\$25,090,102	(\$13,003,650)
330-Inspections	\$2,125,059	(\$678,885)	\$2,109,249	(\$625,000)	\$2,160,931	(\$625,000)	\$2,094,565	(\$670,395)	\$2,127,928	(\$664,777)
340-Court Alternatives	\$2,859,189	(\$1,668,232)	\$2,947,108	(\$1,679,533)	\$2,881,513	(\$1,679,533)	\$2,874,027	(\$2,011,834)	\$2,913,614	(\$2,011,834)
370-Animal Services	\$2,858,844	(\$1,460,469)	\$2,932,618	(\$1,651,426)	\$2,953,993	(\$1,651,426)	\$3,275,030	(\$690,772)	\$3,144,725	(\$701,189)
390-Other Protection	\$1,537,788	(\$50)	\$1,454,457	\$0	\$1,924,334	\$9,658	\$1,354,457	\$0	\$1,354,457	\$0
Public Safety Total	\$85,879,858	(\$23,382,894)	\$86,541,832	(\$19,413,359)	\$90,931,266	(\$21,443,187)	\$94,949,841	(\$18,837,333)	\$99,489,946	(\$20,403,679)
Support Services										
140-Information Services	\$8,652,173	(\$10,872)	\$9,049,357	\$0	\$10,347,477	\$0	\$8,134,406	\$0	\$8,306,883	\$0
175-Facilities	\$5,210,996	(\$1,947,154)	\$5,462,789	(\$1,910,031)	\$5,557,220	(\$1,910,031)	\$6,590,802	(\$1,775,973)	\$5,692,023	(\$1,779,944)
191-Fleet	\$564,203	(\$20,075)	\$344,678	(\$11,500)	\$484,290	(\$11,500)	\$765,751	(\$36,000)	\$586,561	(\$36,000)
810-Capital Outlay	\$9,692,373	\$0	\$2,749,464	\$0	\$2,049,464	\$0	\$22,000	\$0	\$3,372,554	\$0
185-Property Mgmt	\$367,931	\$0	\$306,661	\$0	\$398,329	\$0	\$212,546	\$0	\$216,256	\$0
185-Property Mgmt/Courts	\$0	\$0	\$0	\$0	\$3,000	\$0	\$0	\$0	\$0	\$0
Support Services Total	\$24,487,677	(\$1,978,102)	\$17,912,949	(\$1,921,531)	\$18,839,780	(\$1,921,531)	\$15,725,505	(\$1,811,973)	\$18,174,277	(\$1,815,944)
Community Services										
160-Planning And Development	\$828,262	(\$70,218)	\$910,530	(\$66,800)	\$903,373	(\$66,800)	\$834,343	(\$69,217)	\$848,122	(\$69,217)
290-Cooperative Extension Service	\$570,724	(\$8,809)	\$515,659	\$0	\$623,773	(\$6,500)	\$781,315	\$0	\$527,158	\$0
410-Solid Waste	\$1,088,020	(\$787,393)	\$938,343	(\$642,500)	\$1,113,403	(\$717,500)	\$947,697	(\$660,500)	\$969,189	(\$660,500)
420-Soil & Water Conservation	\$273,151	(\$31,785)	\$269,709	(\$40,329)	\$278,117	(\$40,329)	\$238,201	(\$40,329)	\$250,813	(\$40,329)
510-Culture-Recreation	\$6,548,136	(\$10,350)	\$5,015,848	(\$1,400)	\$5,485,996	(\$1,400)	\$4,758,915	(\$530)	\$4,600,662	(\$530)
650-Economic Devel & Assistance	\$3,419,421	\$0	\$1,914,575	\$0	\$4,656,397	\$0	\$2,202,769	\$0	\$2,161,623	\$0
Community Services Total	\$12,727,715	(\$908,555)	\$9,564,664	(\$751,029)	\$13,061,059	(\$832,529)	\$9,763,240	(\$770,576)	\$9,357,567	(\$770,576)
Debt Service										
910-Debt Service	\$220,172,351	(\$172,832,244)	\$77,815,664	(\$11,576,610)	\$74,777,113	(\$8,516,610)	\$88,530,030	(\$7,185,603)	\$103,617,969	(\$7,585,786)
Debt Service Total	\$220,172,351	(\$172,832,244)	\$77,815,664	(\$11,576,610)	\$74,777,113	(\$8,516,610)	\$88,530,030	(\$7,185,603)	\$103,617,969	(\$7,585,786)
Non-Departmental Sources of Funds										
1-Non-Departmental Sources of Funds	\$0	(\$496,821,048)	\$0	(\$424,258,728)	\$0	(\$432,394,026)	\$0	(\$438,844,333)	\$0	(\$462,521,761)
Non-Departmental Sources of Funds Total	\$0	(\$496,821,048)	\$0	(\$424,258,728)	\$0	(\$432,394,026)	\$0	(\$438,844,333)	\$0	(\$462,521,761)
Grand Total	\$718,737,277	(\$808,985,475)	\$569,740,000	(\$569,740,000)	\$583,546,492	(\$583,546,492)	\$579,851,333	(\$579,851,333)	\$604,123,844	(\$604,123,844)

General Fund Expenditures

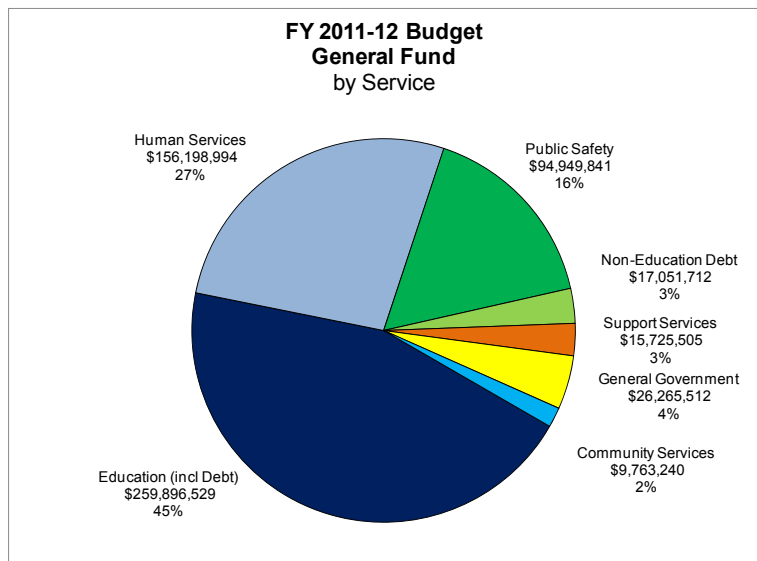
Summary

The FY 2011-12 General Fund budget approved by the Board of Commissioners equals \$579,851,333. This is \$10.1 million, or 1.8%, higher than the budget approved for FY 2010-11. The general county tax rate for FY 2011-12 is \$0.7824 per \$100 of assessed valuation, an increase of \$0.045 from the previous year. For each \$100,000 of property owned, the tax increase will cost a taxpayer \$45.

Budgeted expenditures can be grouped in a number of ways to better understand how funds will be spent. Two of the most common ways are to group expenditures by common *services* (called **Service Category** – all Public Safety expenditures, all Human Services expenditures, etc.) and by common *expenses* (called **Expenditure Type** – all Personnel Expense, all Operating Expense, all Debt Repayment, etc.).

Service Categories

The largest service area expense in the Guilford County budget is for Education, including the repayment of debt for school and community college facilities. The Education service category accounts for 45% of the total county operating budget. Human Services and Public Safety services, the next largest expenditure categories, account for 27% and 16% of expenses, respectively. Together, these three categories comprise 88% of the total operating budget.

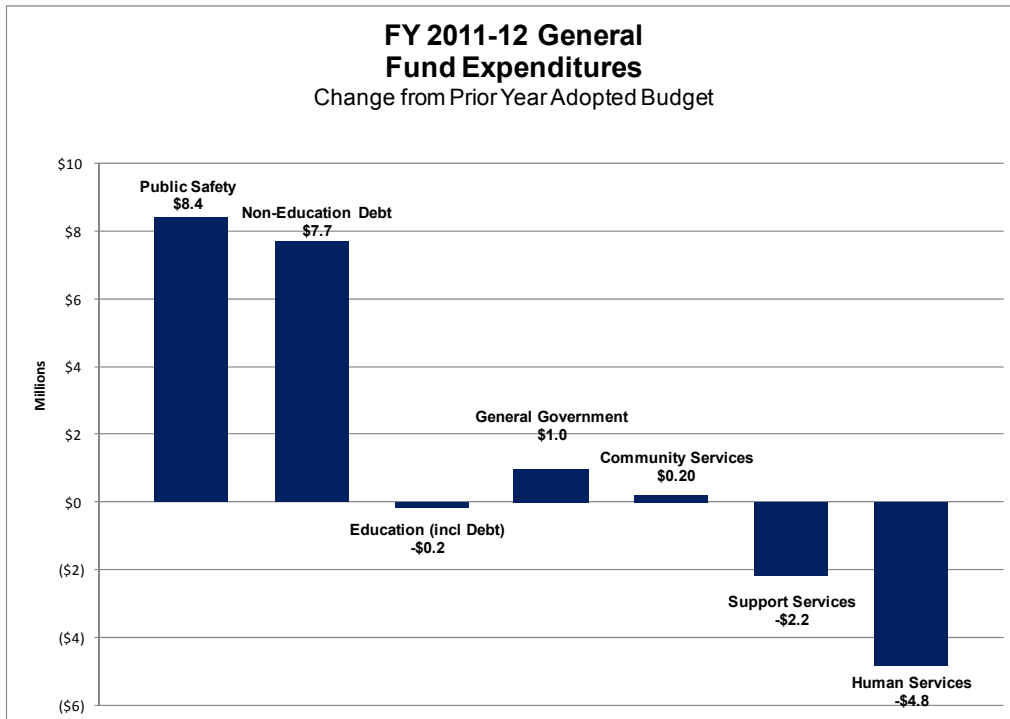


The remaining 12% of expenses will be used for services and programs in the General Government, Community Services, Internal Services, and Non-Education Debt categories.

Summary of Expenditures by Service Category

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Approved	vs. FY11 Adopted		FY13 Plan
					\$ chg	% chg	
Education (incl Debt)	\$258,709,014	\$260,094,773	\$260,116,222	\$ 259,896,529	\$ (198,244)	-0.1%	\$277,442,085
Human Services	\$160,254,992	\$161,016,513	\$169,016,965	\$ 156,198,994	\$ (4,817,519)	-3.0%	\$154,227,910
Public Safety	\$ 85,879,858	\$ 86,541,832	\$ 90,931,266	\$ 94,949,841	\$ 8,408,009	9.7%	\$ 99,489,946
Non-Education Debt	\$153,881,548	\$ 9,339,102	\$ 6,279,102	\$ 17,051,712	\$ 7,712,610	82.6%	\$ 18,594,095
Support Services	\$ 24,487,677	\$ 17,912,949	\$ 18,839,780	\$ 15,725,505	\$ (2,187,444)	-12.2%	\$ 18,174,277
General Government	\$ 22,796,474	\$ 25,270,167	\$ 25,302,098	\$ 26,265,512	\$ 995,345	3.9%	\$ 26,837,964
Community Services	\$ 12,727,715	\$ 9,564,664	\$ 13,061,059	\$ 9,763,240	\$ 198,576	2.1%	\$ 9,357,567
Total Expenditures	\$718,737,277	\$569,740,000	\$583,546,492	\$579,851,333	\$10,111,333	1.8%	\$604,123,844

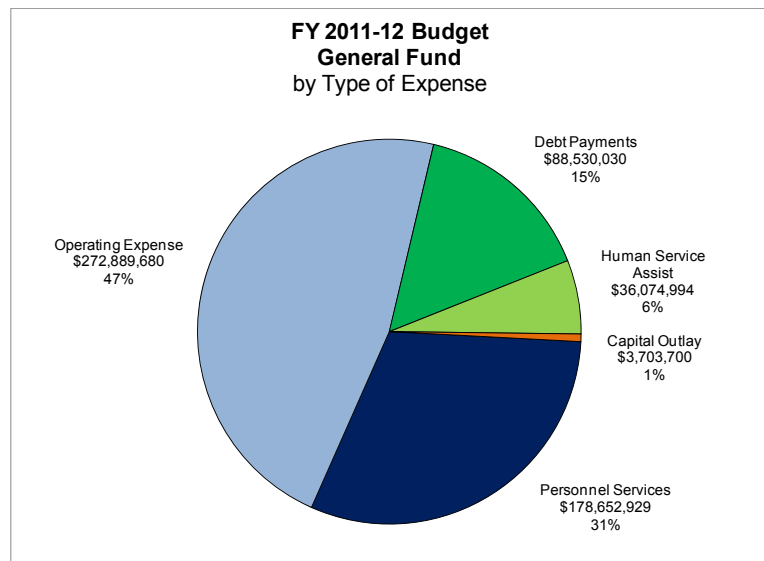
The following chart illustrates the major changes in service categories included in the FY 2011-12 budget:



Details regarding specific changes by service category are discussed later in this section, as well as on the individual department service pages.

Expenditure Types

Personnel Services (e.g., salaries and related benefits) account for 31% of all General Fund expenditures. Operating Expenses, which include appropriations to the Guilford County Schools and Guilford Technical Community College, represent 47% of total expenditures. Other expenditures are Debt Payments (15%), primarily payments on voter-approved general obligation bonds; Human Services Assistance (6%); and funding for capital needs (1%), including capital outlay appropriations for the Guilford County Schools and Guilford Technical Community College.

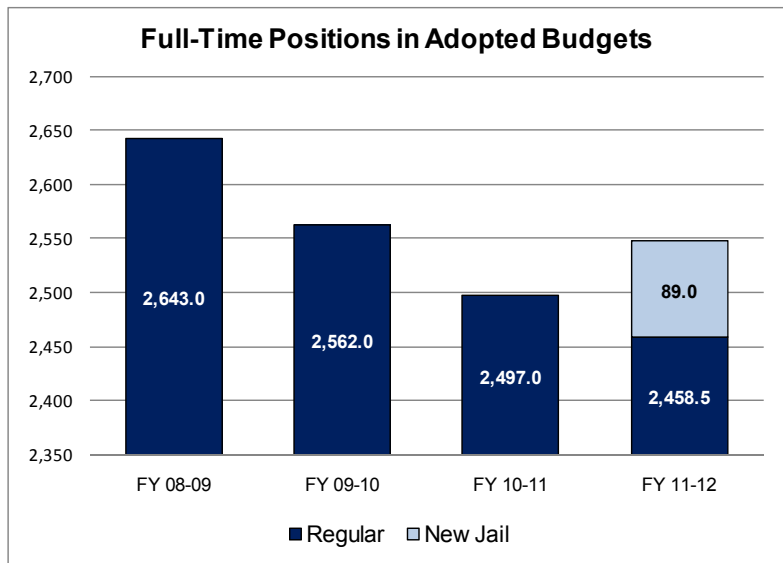


Summary of Expenditures by Type of Expense

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Approved	vs. FY11 Adopted		FY13 Plan
					\$ chg	% chg	
Personnel Services	\$171,029,510	\$174,471,706	\$174,923,397	\$178,652,929	\$4,181,223	2.4%	\$183,306,166
Operating Expense	\$288,700,126	\$278,816,508	\$292,338,151	\$272,889,680	(\$5,926,828)	-2.1%	\$276,888,148
Debt Payments	\$220,172,351	\$77,815,664	\$74,777,113	\$88,530,030	\$10,714,366	13.8%	\$103,617,969
Human Service Assist	\$35,421,248	\$35,501,507	\$37,184,974	\$36,074,994	\$573,487	1.6%	\$35,839,086
Capital Outlay	\$3,414,042	\$3,134,615	\$4,322,857	\$3,703,700	\$569,085	18.2%	\$4,472,475
Total Expenditures	\$718,737,277	\$569,740,000	\$583,546,492	\$579,851,333	\$10,111,333	1.8%	\$604,123,844

Personnel Services. Personnel expenses are expected to increase by \$4.2 million next year, primarily from the addition of 89 positions to staff the new Greensboro Detention Center. Including these new positions, the total authorized full-time position count for FY 2011-12 is 2,546.50.

Excluding the new detention center positions, the “base” number of county employees has decreased by 38.5 since the FY 2010-11 budget was adopted and by 184.5 since FY 2008-09. More information regarding position counts and changes is included on the position summary pages included in the General Fund Summary section of this document.



The budget also includes an increase of approximately \$500,000 for state-required retirement system increases and approximately \$2,000,000 in additional costs for employee and retiree insurance. Premium increases will be shared between the county and the employees.

For the third year, no merit pay increases for employees are included in the FY 2011-12 budget. Initial estimates for FY 2012-13 include the resumption of merit increases of up to 3% depending on individual employee performance.

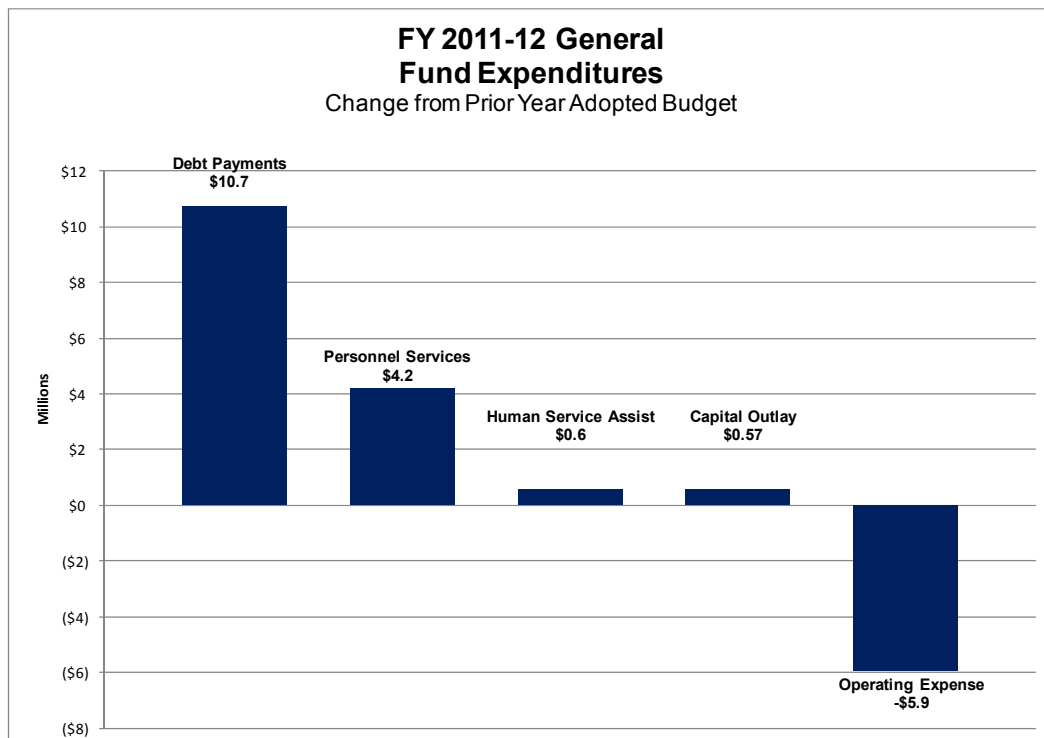
Operating Expense. Total operating expenses are projected to decline by \$5.9 million in FY 2011-12. In addition to general reductions across many county departments, the adopted budget suspends the annual transfer from the General Fund to the County Building Construction Fund for future major infrastructure needs (-\$2.05 million) and does not appropriate any new county funds to the School Capital Outlay fund for building and renovation of Guilford County School facilities (-\$3.2 million). Instead, the Board approved the use of existing funds available in the completed Eastern Guilford High Replacement School project for facility needs in FY 2011-12.

Debt Repayment. Debt repayment for voter-approved bonds and other capital building needs will increase by \$10.7 million in FY 2012. These funds will be used to pay back the debt used to fund

the new Greensboro Detention Facility, new or renovated school and community college facilities, administrative office space, and park development. Debt repayment for these projects is expected to increase by another \$15.1 million in FY 2013. More information about current and future debt repayment amounts is included in the Debt Service section.

Human Services Assistance. Human Services Assistance funds are used to provide direct services to or payments for the care of qualified human services clients, often children or elderly and disabled adults. Expenses include payments for child foster care and adoption assistance, child and elderly day care, and the county’s share of adult care home expenses for low-income older adults or adults with disabilities. The overall increase in this expense is related to an increase in funds in the Public Health Department for the CAP (Community Alternatives Program) program. This program assists qualified families with needed home repairs, vehicle modification, and supply needs as called for in their individual plans of care. Examples include bathroom modifications, widening of doorways, porch stair lifts, air filtration systems, electric car door openers, raised roofs, lifting devices, etc. These modifications allow clients to remain in their homes and avoid placement in more costly assisted living facilities. Program expenses are reimbursed to the county through the Medicaid program.

Capital Outlay. The overall increase in capital outlay is related to the purchase of replacement vehicles and the replacement of cardiac monitors in county ambulances.



Education and Related Debt

\$259,896,529

Guilford County will spend approximately \$259.9 million in FY 2011-12 on local funding for the Guilford County Schools (GCS) and for Guilford Technical Community College (GTCC), including debt service on voter-approved bonds for school and college facilities. This is a decrease of \$198,244 (-0.1%) over the current year's adopted budget. Education and Related Debt make up about 45% of total General Fund expenditures.

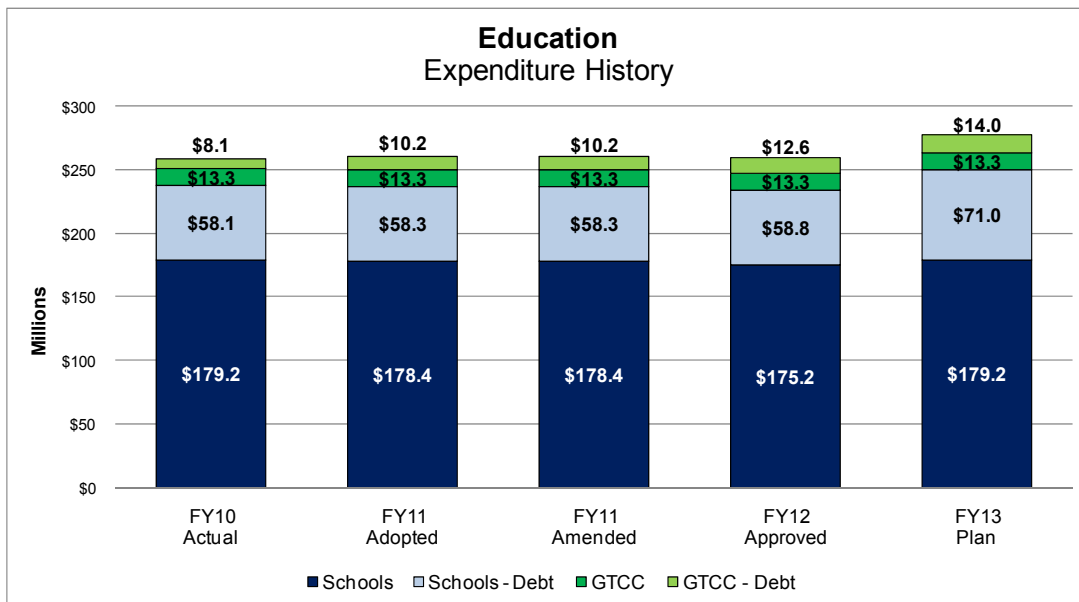
	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Approved	vs. FY11 Adopted		FY13 Plan
					\$ chg	% chg	
Guilford County Schools							
Operating	\$175,165,521	\$175,165,521	\$175,165,521	\$175,165,521	\$0	0.0%	\$175,165,521
Capital Outlay*	\$4,000,000	\$3,200,000	\$3,200,000	\$0	(\$3,200,000)	-100.0%	\$4,000,000
Debt Payments	\$58,148,780	\$58,310,940	\$58,332,389	\$58,838,097	\$527,157	0.9%	\$70,975,111
	\$237,314,301	\$236,676,461	\$236,697,910	\$234,003,618	(\$2,672,843)	-1.1%	\$250,140,632
<i>* Additional capital amounts of \$491,937 and \$450,330 for FY 11 Amended and FY 12 Approved are accounted for in the School Capital Outlay Fund.</i>							
Guilford Technical Community College (GTCC)							
Operating	\$11,752,690	\$11,752,690	\$11,752,690	\$11,752,690	\$0	0.0%	\$11,752,690
Capital Outlay	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$0	0.0%	\$1,500,000
Debt Payments	\$8,142,023	\$10,165,622	\$10,165,622	\$12,640,221	\$2,474,599	24.3%	\$14,048,763
	\$21,394,713	\$23,418,312	\$23,418,312	\$25,892,911	\$2,474,599	10.6%	\$27,301,453
Total Education	\$258,709,014	\$260,094,773	\$260,116,222	\$259,896,529	(\$198,244)	-0.1%	\$277,442,085
Sources of Funds							
Federal & State Funds							
Lottery Funds	\$8,000,000	\$9,500,000	\$9,500,000	\$5,000,000	(\$4,500,000)	-47.4%	\$0
American Rec/Reinvest Act	\$0	\$949,565	\$949,565	\$1,323,669	\$374,104	39.4%	\$1,735,969
County Funds	\$250,709,014	\$249,645,208	\$249,666,657	\$253,572,860	\$3,927,652	1.6%	\$275,706,116
Sources of Funds	\$258,709,014	\$260,094,773	\$260,116,222	\$259,896,529	(\$198,244)	-0.1%	\$277,442,085

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 schools and community college systems. Counties appropriate a substantial portion of their budget to support Education programs.

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

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

Guilford County appropriates funds for other items beyond these legal mandates. For instance, the County provides funds for educator salary supplements to encourage teachers to work in Guilford County and pays for locally-paid positions and programs to respond to local needs.



Guilford County Schools

Education is a top strategic priority for the Board of Commissioners. In recognition of this importance, funding for the operational needs of the Guilford County Schools is protected in the adopted budget at its current level without any reduction. The county’s operating allocation in FY 2012-13 is assumed to remain at the same level as FY 2011-12.

In addition to an annual operating appropriation, the county provides annual capital maintenance funds to pay for various repairs to existing school facilities. For FY 2011-12, the Board of Commissioners approved the use of existing funds available in the completed Eastern Guilford High Replacement School project for the system’s facility needs in FY 2011-12. In addition, the county’s budget includes debt repayment expense for nearly \$17 million in recently issued Qualified School Construction Bonds (QSCB’s – authorized by the American Recovery & Reinvestment Act) to be used by the school system for additional capital maintenance needs.

Debt service on school bonds approved by voters in 2008 and QSCB debt is expected to total \$58.8 million next fiscal year and approximately \$71 million in FY 2012-13. The FY 2011-12 amount reflects the postponement of three projects delayed by the Board of Education – the renovation of Allen Jay Middle School and the construction of the new southeast area elementary and airport-area high schools.

Considerable uncertainty surrounds funding for education, particularly school facility needs, at the state level. At particular risk is the county’s statutory share of lottery proceeds that have been earmarked locally for the repayment of debt issued to renovate and construct school facilities. The Governor’s budget proposal eliminated most of the lottery funding that was supposed to be reserved for county school capital needs and proposed the transfer of funding responsibility for school bus purchases and other expenses from the state to counties. The final budget passed by the State General Assembly, which overrode a veto by the governor, included some lottery funding for counties, but not at the level originally earmarked for counties in the authorizing legislation. For FY 2011-12, Guilford County is projected to receive approximately \$5 million, several million dollars short of the \$9 - \$10 million it would have received under the original statutory distribution formula.

Guilford Technical Community College

The FY 2011-12 budget also maintains the operating allocation to Guilford Technical Community College (GTCC) at its current level of \$11.7 million. The capital allocation of \$1.5 million for facility maintenance and repairs remains at the FY 2010-11 level, as well. GTCC requested an increase in funding of \$494,545 for additional state mandated benefit cost increases, as well as support expenses for recently added facilities, but fiscal constraints prevent the appropriation of additional funds at this time.

The budget also includes \$12.6 million for debt service for college facilities approved by voters in prior bond referendums, an increase of nearly \$2.7 million from the current fiscal year.

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

Human Services

\$156,198,994

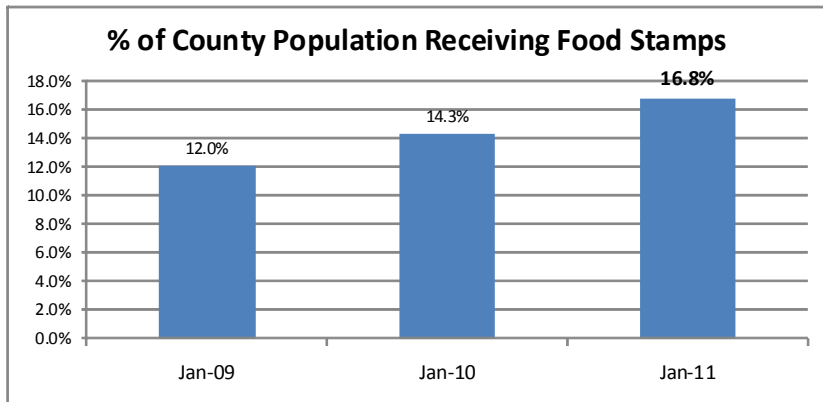
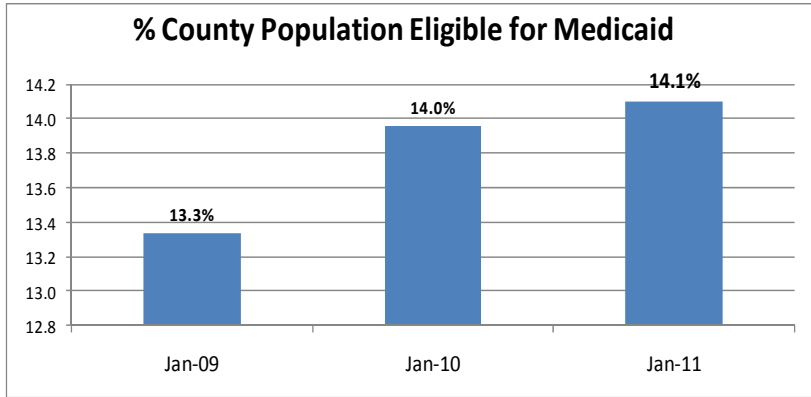
Guilford County plans to spend approximately \$156.2 million on Human Services expenditures next fiscal year, a decrease of \$4.8 million, or 3.0%. Human Services is the second largest service category and accounts for 27% of General Fund expenditures for FY 2011-12. Departments in this category include Public Health, the Guilford Center (Mental Health), the Department of Social Services, Human Services Transportation, and the county's share of expenses for mandated public assistance programs.

Department	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Approved	vs. FY11 Adopted		FY13 Plan
					\$ chg	% chg	
Child Support Enforcement	\$5,736,412	\$5,917,574	\$5,877,479	\$5,924,183	\$6,609	0.1%	\$6,014,871
Coordinated Services	\$1,465,811	\$1,644,912	\$1,812,545	\$1,373,413	(\$271,499)	-16.5%	\$1,373,413
Mental Health	\$39,436,838	\$38,513,616	\$43,503,935	\$36,724,534	(\$1,789,082)	-4.6%	\$36,978,886
Public Assistance Mandates	\$5,724,562	\$5,661,267	\$6,186,267	\$5,952,091	\$290,824	5.1%	\$5,923,550
Public Health	\$36,994,870	\$36,817,097	\$37,116,447	\$36,859,640	\$42,543	0.1%	\$35,636,579
Social Services	\$68,708,392	\$70,071,884	\$71,605,532	\$67,063,149	(\$3,008,735)	-4.3%	\$66,312,282
Transportation	\$2,081,867	\$2,281,506	\$2,804,527	\$2,182,863	(\$98,643)	-4.3%	\$1,867,332
Veterans Services	\$106,239	\$108,657	\$110,233	\$119,121	\$10,464	9.6%	\$120,997
Total Expenditures	\$160,254,992	\$161,016,513	\$169,016,965	\$156,198,994	(\$4,817,519)	-3.0%	\$154,227,910
Sources of Funds							
Federal & State Funds	\$87,230,943	\$87,501,673	\$94,193,621	\$86,908,669	(\$593,004)	-0.7%	\$86,819,040
User Charges	\$15,603,367	\$15,444,644	\$15,237,544	\$16,546,541	\$1,101,897	7.1%	\$16,360,620
Other	\$1,960,860	\$1,875,760	\$1,933,524	\$1,585,817	(\$289,943)	-15.5%	\$1,659,785
Investment Earnings	\$61	\$0	\$0	\$0	\$0	N/A	\$0
Fund Balance	\$2,083,681	\$1,630,428	\$1,630,434	\$947,021	(\$683,407)	-41.9%	\$168,166
County Funds	\$53,376,079	\$54,564,008	\$56,021,842	\$50,210,946	(\$4,353,062)	-8.0%	\$49,220,299
Sources of Funds	\$160,254,992	\$161,016,513	\$169,016,965	\$156,198,994	(\$4,817,519)	-3.0%	\$154,227,910

The largest decrease in Human Services expenditures is for **Social Services** (\$3.0 million). Most of this reduction is generated through the elimination of 26 positions in the areas of General Administration, Economic Services, Support Services, Childcare Program, Family & Children Services, and Work First. State revenues have been reduced and many of these position

eliminations are the result of this reduction. In addition, most funding for temporary emergency financial assistance (e.g., rent, utility payments, etc.) for people in need, but who do not otherwise qualify for services, is eliminated. A minimal level of funding is maintained for indigent burial expenses.

The FY 2011-2012 budget for Social Services includes an additional \$750,000 for the expansion of the imaging of paper records and the conversion of manual-entry forms to e-forms for client management. This will help address significant increases in case loads (see charts to the right) and state reporting requirements and reduce future staffing needs. State funds of approximately \$300,000 will help fund the technology enhancements.



The **Public Health** budget includes a \$1.5 million line of credit for Triad Adult and Pediatric Medicine to provide support while the agency works to achieve status as a federally qualified health clinic and higher revenues. Additional funds are

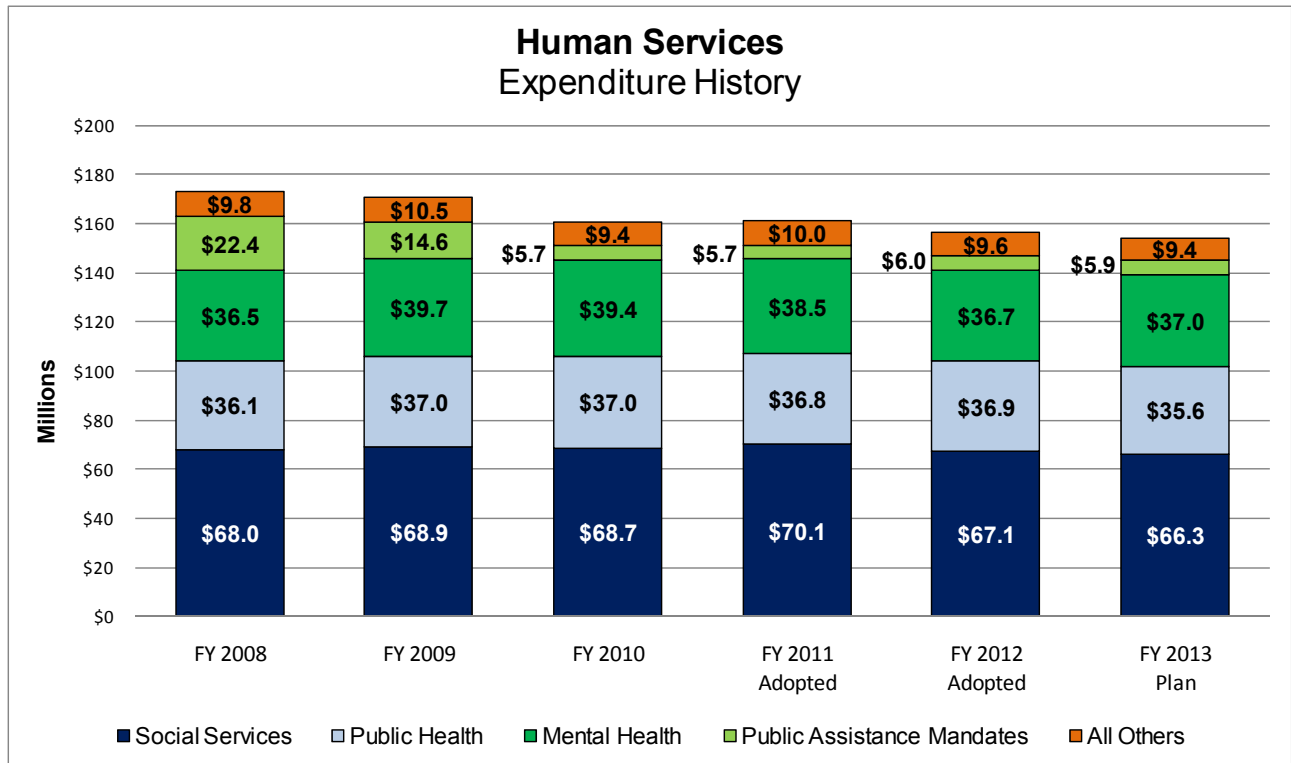
also included to continue the department’s upgrade of technology to increase efficiencies, particularly in the area of electronic medical records. Finally, the budget includes approximately \$1 million to expand the Community Alternatives Program (CAP), which helps people who need long-term care stay in their homes. Funds, which will be reimbursed by Medicaid, will be used help qualified individuals with needed home repairs, vehicle modification, and supply needs as called for in their individual plans of care. These modifications allow clients to remain in their homes and prevent or delay placement in more costly assisted living facilities.

Increases in the Public Health budget will be partially offset by a reduction of 13.5 positions (three of these are mental health-related positions that have been transferred to Mental Health) in various functional areas.

Mental Health’s/The Guilford Center’s budget is reduced by approximately \$1.79 million. This decrease is directly related to budgeting expenses for community services closer to actual spending over the last several years and the elimination of a contract Telepsychiatry Physician.

In addition, about \$130,000 of Inmate Welfare Funds will be used to fund two existing jail liaison positions employed by Mental Health to address mental health issues in the inmate population. Originally, these positions, which were added by the Board of Commissioners several years ago, were funded with Inmate Welfare Funds. As the balance of available funds declined, general county funds were used to pay for the positions. A sufficient amount of Inmate Welfare Funds now exists to support these positions for FY 2011-12.

One position in **Coordinated Services** is eliminated and duties related to coordinating various human services grant programs is transferred to other departments.



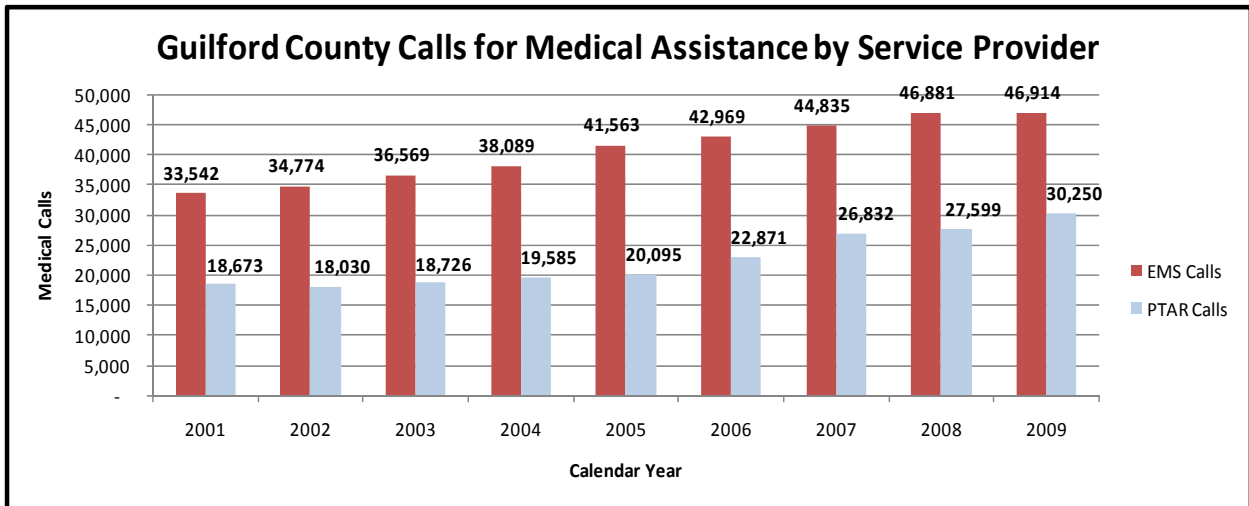
Public Safety**\$94,949,841**

At 16% of total expenditures, Public Safety is the third largest service category in the General Fund. Public Safety departments protect the safety of residents and visitors and include the Sheriff's Department, Emergency Services, Building Inspections, and Animal Control Services. The FY 2011-12 budget includes \$94.9 million for Public Safety services next fiscal year, an increase of \$8.4 million (9.7%) from the amount adopted for FY 2010-11.

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Approved	vs. FY11 Adopted		FY13 Plan
					\$ chg	% chg	
Department							
Animal Services	\$2,858,844	\$2,932,618	\$2,953,993	\$3,275,030	\$342,412	11.7%	\$3,144,725
Court Alternatives	\$2,859,189	\$2,947,108	\$2,881,513	\$2,874,027	(\$73,081)	-2.5%	\$2,913,614
Emergency Services	\$21,322,766	\$21,741,445	\$22,489,412	\$23,005,520	\$1,264,075	5.8%	\$25,090,102
Inspections	\$2,125,059	\$2,109,249	\$2,160,931	\$2,094,565	(\$14,684)	-0.7%	\$2,127,928
Law Enforcement	\$53,482,838	\$53,661,197	\$56,819,902	\$60,717,988	\$7,056,791	13.2%	\$63,175,712
Other Protection	\$1,537,788	\$1,454,457	\$1,924,334	\$1,354,457	(\$100,000)	-6.9%	\$1,354,457
Security	\$1,693,375	\$1,695,758	\$1,701,181	\$1,628,254	(\$67,504)	-4.0%	\$1,683,408
Total Expenditures	\$85,879,858	\$86,541,832	\$90,931,266	\$94,949,841	\$8,408,009	9.7%	\$99,489,946
Sources of Funds							
Federal & State Funds	\$1,480,194	\$597,537	\$1,917,403	\$534,901	(\$62,636)	-10.5%	\$475,865
User Charges	\$18,143,542	\$18,247,622	\$18,247,622	\$17,695,062	(\$552,560)	-3.0%	\$19,309,239
Other	\$1,836,423	\$359,200	\$626,156	\$419,370	\$60,170	16.8%	\$430,575
Investment Earnings	\$9,819	\$0	\$683	\$0	\$0	N/A	\$0
Fund Balance	\$1,912,916	\$209,000	\$651,323	\$188,000	(\$21,000)	-10.0%	\$188,000
County Funds	\$62,496,964	\$67,128,473	\$69,488,079	\$76,112,508	\$8,984,035	13.4%	\$79,086,267
Sources of Funds	\$85,879,858	\$86,541,832	\$90,931,266	\$94,949,841	\$8,408,009	9.7%	\$99,489,946

The **Law Enforcement** budget for FY 2011-12 includes additional funds for 89 new positions and operational costs associated with the opening of the new, voter-approved Greensboro Detention Center during the third quarter of the fiscal year. The additional staff will be hired beginning in July and phased in during the first two quarters of the fiscal year. During the first half of the year, new staff will complete required training and become familiar with the operation of the new facility. The estimated cost of the new positions and start-up expenses in FY 2011-12 is \$6.8 million.

The **Emergency Services** Department will add 12 Emergency Medical Technician (EMT) positions, 8 new paramedic positions and 4 logistics positions to better address the increase in emergency medical calls. Currently, the division cannot accept all emergency medical calls and refers so to a franchisee with a lower level of credentials. This addition is estimated to be cost neutral in FY 2011-12 and net approximately \$1,000,000 in revenue in FY 2012-13. See the graph below for the medical call numbers for both Guilford County Emergency Medical Services (EMS) Division and the franchisee (PTAR).

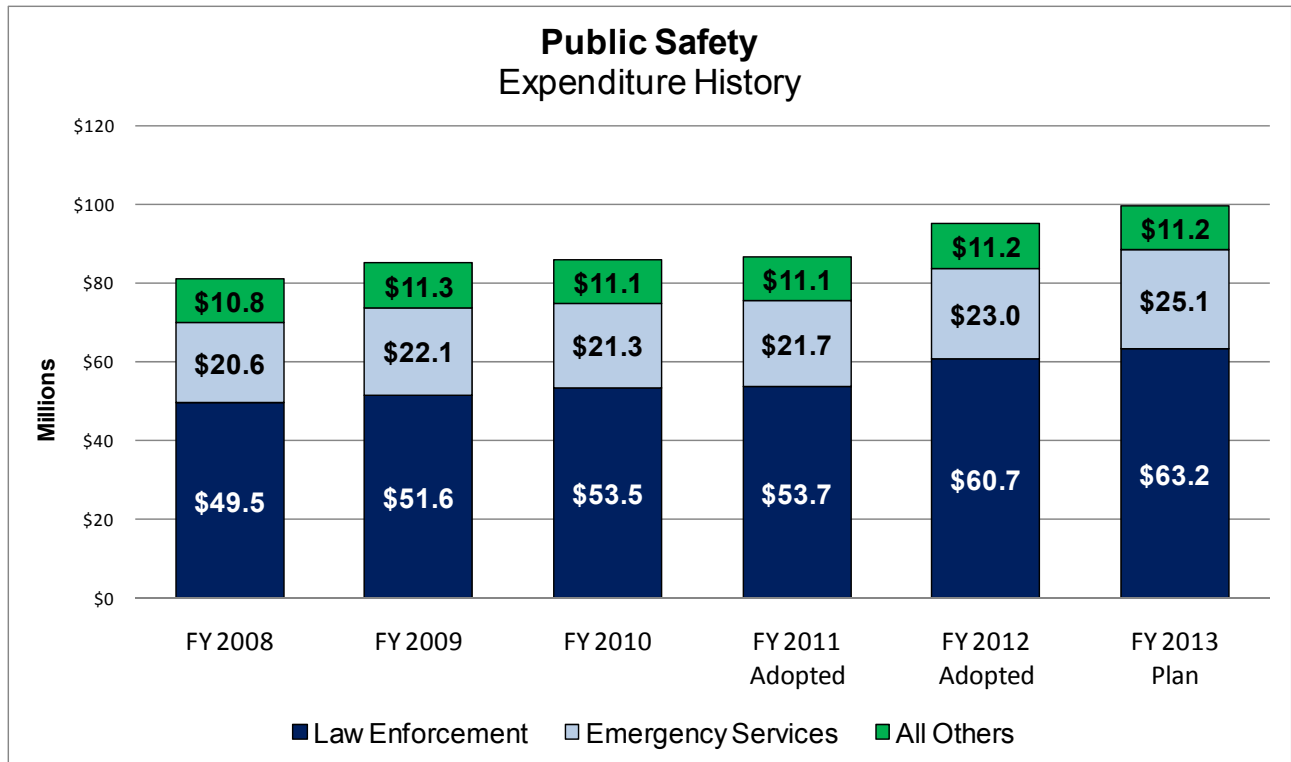


The EMS Division will also add two positions to act as replacements for paramedics that are on vacation, sick, injured, or otherwise out of work. At present, the department relies on part-time employees and overtime to cover these absences. To pay for the new positions, the department's overtime expense has been reduced by the total cost of two paramedics.

The increase in EMS staff will be offset by the elimination of 10 vacant paramedic positions. These positions were approved by the Board of Commissioners in anticipation of EMS starting in-county interfacility transport of advance life support patients. Due to potential legislative changes, this service will not be provided.

The FY 2011-12 budget also includes additional support (\$157,000) for the implementation of the second year recommendations of the Substance Abuse and Drug Treatment Committee. These funds, in the **Other Protection** budget, will be used to continue the County's partnership with various organizations to develop comprehensive juvenile substance abuse prevention, screening, and treatment programs. Specific plans include additional intensive treatment services for youth housed at the Juvenile Detention Center, expanded substance abuse screenings at medical practices that serve children, and the creation of a juvenile drug court.

In the upcoming fiscal year, **Rural Fire Districts** will purchase new hand radios due to changes in technology and the need for increased interoperability across emergency systems. In order to pay for the radios, the Board of Commissioners increased the tax rates in nine districts. The county will purchase the radios and the additional fire tax funds will be used to reimburse the county. An appropriate agreement regarding the radios and repayment will be developed between the county and each district. Currently 10 districts do not have the taxing capacity to purchase new hand radios (their tax rates are at \$0.10 per \$100 of assessed valuation, which is the limit). The county will negotiate alternate repayment plans with these districts.

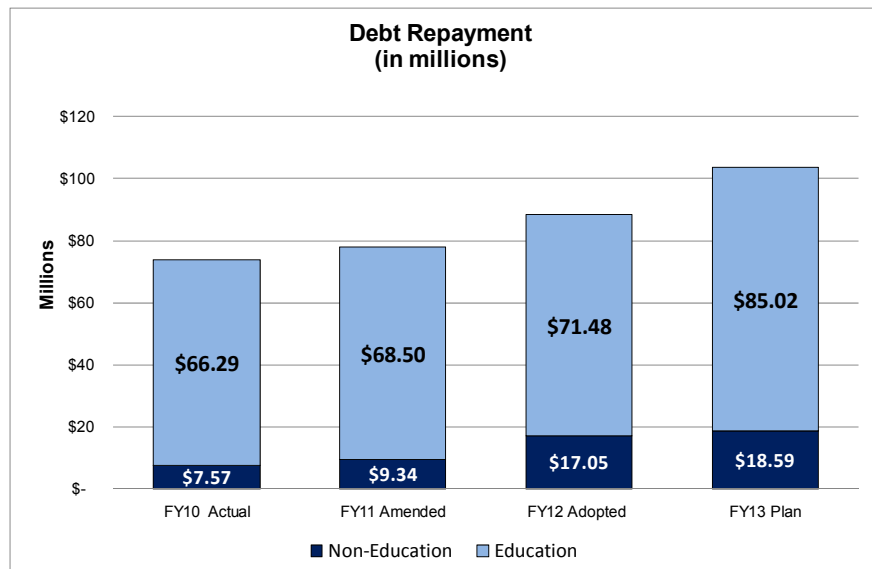


Non-Education Debt Service

\$17,051,712

Total debt service expenditures in the FY 2011-12 budget are \$88.53 million, including fees and other expenses related to bond issuance. Approximately \$71.5 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 \$17.05 million will pay for all other debt-financed projects, including the new Greensboro Detention Center, parks projects, and water and sewer networks. Non-Education debt payments are expected to total \$18.6 million in FY 2012-13.

A complete discussion of the County's debt obligations and payments is included in the Debt Service section of this document.



Support Services & Capital

\$15,725,505

At approximately \$15.73 million, Guilford County's Support Services departments make up 3% of total expenditures in the General Fund budget.

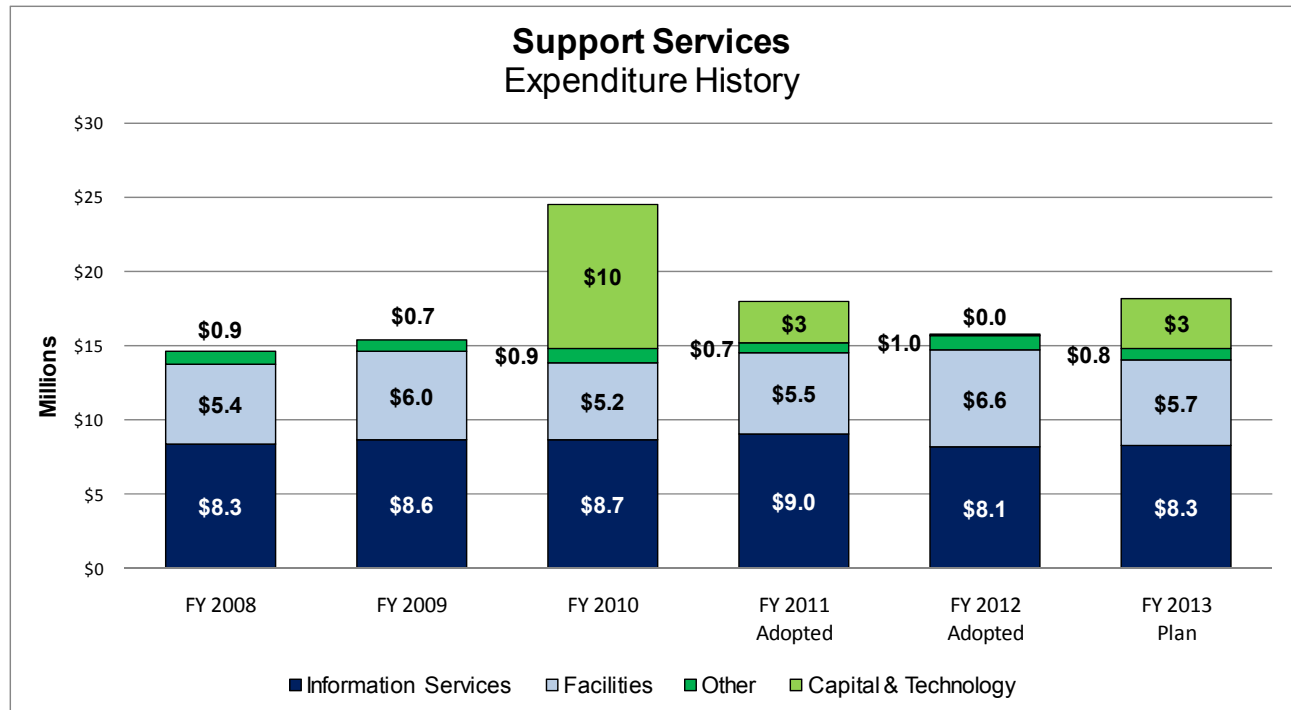
Department	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Approved	vs. FY11 Adopted		FY13 Plan
					\$ chg	% chg	
Capital & Technology	\$9,692,373	\$2,749,464	\$2,049,464	\$22,000	(\$2,727,464)	-99.2%	\$3,372,554
Facilities	\$5,210,996	\$5,462,789	\$5,557,220	\$6,590,802	\$1,128,013	20.6%	\$5,692,023
Information Services	\$8,652,173	\$9,049,357	\$10,347,477	\$8,134,406	(\$914,951)	-10.1%	\$8,306,883
Fleet Operations	\$564,203	\$344,678	\$484,290	\$765,751	\$421,073	122.2%	\$586,561
Property Management	\$367,931	\$306,661	\$398,329	\$212,546	(\$94,115)	-30.7%	\$216,256
Total Expenditures	\$24,487,677	\$17,912,949	\$18,836,780	\$15,725,505	(\$2,187,444)	-12.2%	\$18,174,277
Sources of Funds							
Federal & State Funds	\$10,000	\$0	\$0	\$0	\$0	N/A	\$0
User Charges	\$1,031,533	\$1,104,000	\$1,104,000	\$1,102,000	(\$2,000)	-0.2%	\$1,102,000
Other	\$936,569	\$817,531	\$817,531	\$709,973	(\$107,558)	-13.2%	\$713,944
County Funds	\$22,509,575	\$15,991,418	\$16,915,249	\$13,913,532	(\$2,077,886)	-13.0%	\$16,358,333
Sources of Funds	\$24,487,677	\$17,912,949	\$18,836,780	\$15,725,505	(\$2,187,444)	-12.2%	\$18,174,277

The Support Services budget is approximately \$2.2 million lower (-12.2%) than the FY 2010-11 budget. The largest decrease is for **Capital & Technology**. The FY 2011-12 budget temporarily suspends the annual cash transfer for future capital and infrastructure needs from the General Fund to the County Building Construction fund. Instead, funds will be redirected to help pay for two major purchases budgeted in the General Fund – the replacement of the Greensboro Courthouse roof (\$1.15 million) and the replacement of cardiac monitors for Emergency Medical Services (\$1.1 million). The transfer is planned to resume in FY 2012-13.

The budget for **Information Services** (IS) will decrease by approximately \$915,000. The majority of this decrease is due to the full-year impact of eliminating six positions and associated operating cost for maintaining the county's mainframe operations during the middle of last fiscal year. In addition, the department has eliminated four vacant positions within Client and Application Software Services.

The largest increase in Support Services is for the **Facilities Department**. Funds are included in this cost center to replace the Greensboro Courthouse roof (\$1.15 million).

After several years of postponing the replacement of non-public safety vehicles, the budget includes \$200,000 in **Fleet Operations** for the purchase of several vehicles to replace aging inventory. The budget also includes \$180,000 for the purchase of a new fleet management system to improve the overall management, utilization, and productivity of fleet assets.



General Government

\$26,265,512

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Approved	vs. FY11 Adopted		FY13 Plan
					\$ chg	% chg	
Department							
Budget & Management	\$409,970	\$448,772	\$425,347	\$463,871	\$15,099	3.4%	\$465,077
Clerk to the Board	\$190,919	\$194,733	\$197,307	\$193,776	(\$957)	-0.5%	\$196,220
County Administration	\$751,078	\$1,536,608	\$1,432,749	\$1,261,141	(\$275,467)	-17.9%	\$1,567,975
County Attorney	\$1,565,415	\$1,809,732	\$1,823,423	\$1,819,255	\$9,523	0.5%	\$1,792,256
County Commissioners	\$494,188	\$435,183	\$526,569	\$448,449	\$13,266	3.0%	\$449,080
Elections	\$1,791,616	\$1,767,608	\$1,801,230	\$2,440,209	\$672,601	38.1%	\$2,494,149
Finance	\$2,372,223	\$2,474,357	\$2,631,038	\$2,472,218	(\$2,139)	-0.1%	\$2,507,339
Human Resources	\$7,374,297	\$8,242,758	\$7,893,247	\$8,528,662	\$285,904	3.5%	\$9,059,328
Internal Audit	\$411,461	\$491,055	\$535,830	\$489,368	(\$1,687)	-0.3%	\$472,760
Purchasing	\$380,836	\$472,127	\$470,235	\$365,799	(\$106,328)	-22.5%	\$369,299
Register of Deeds	\$2,069,618	\$2,355,638	\$2,324,827	\$2,366,704	\$11,066	0.5%	\$2,327,757
Tax	\$4,984,853	\$5,041,596	\$5,240,296	\$5,416,060	\$374,464	7.4%	\$5,136,724
Total Expenditures	\$22,796,474	\$25,270,167	\$25,302,098	\$26,265,512	\$995,345	3.9%	\$26,837,964
Sources of Funds							
Federal & State Funds	\$18,692	\$0	\$71,923	\$25,842	\$25,842	N/A	\$0
User Charges	\$3,167,416	\$2,988,185	\$2,988,185	\$3,969,000	\$980,815	32.8%	\$3,599,862
Other	\$2,214,167	\$2,029,846	\$2,033,046	\$2,027,430	(\$2,416)	-0.1%	\$2,027,430
Investment Earnings	\$5,042	\$7,500	\$7,500	\$7,500	\$0	0.0%	\$7,500
Fund Balance	\$778,403	\$340,707	\$342,832	\$383,695	\$42,988	12.6%	\$383,695
County Funds	\$16,612,755	\$19,903,929	\$19,858,612	\$19,852,045	(\$51,884)	-0.3%	\$20,819,477
Sources of Funds	\$22,796,474	\$25,270,167	\$25,302,098	\$26,265,512	\$995,345	3.9%	\$26,837,964

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

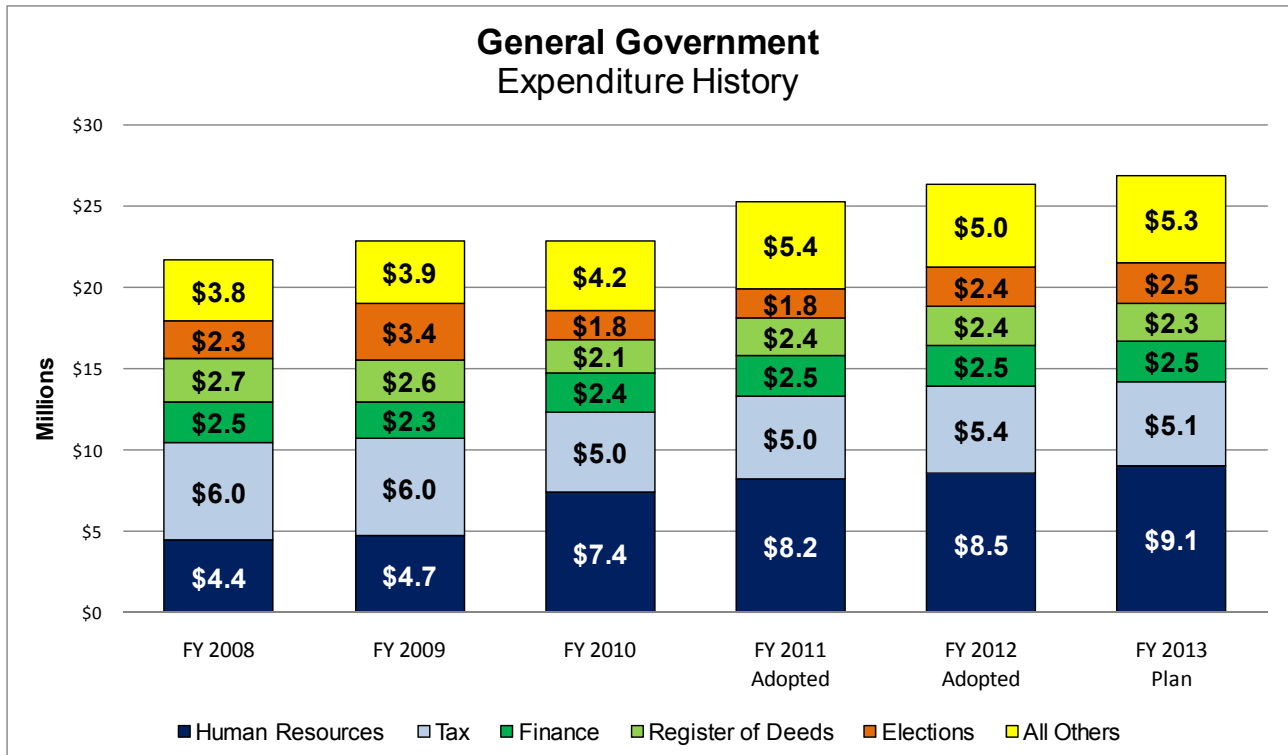
General Government expenditures total \$26.26 million and represent 4% of total general fund expenditures. Total planned expenditures for FY 2011-12 are approximately \$995,000 higher (+3.9%) than those adopted for FY 2010-11.

The largest increase in General Government is for the **Elections Department**. During FY 2011-12, the department will be responsible for conducting four elections, including a Presidential Preference Primary. There was one election in FY 2010-11. Municipalities will reimburse the county for direct costs of municipal primaries and elections.

Increases for the county’s share of retiree health insurance, as well as the county’s annual \$2 million payment for its Other Post Employment Benefits (OPEB) liability, are included in the **Human Resources’** budget. To reduce the future costs of retiree healthcare, effective with the 2010-11 fiscal year, the county changed its policy of providing health insurance benefits to employees after retirement. Newly hired employees are no longer eligible for this benefit and, instead, receive a county contribution to a health savings account.

Expenses related to the upcoming county revaluation of property values in 2012 (required at least every eight years) are included in the **Tax Department** budget. The increase in funds will be used to contract with an outside vendor for appraisal assistance, increased supplies related to revaluation, and overtime funds for county employees involved in the process.

The **Register of Deeds’** budget reflects a reduction of one position, two positions have been eliminated in **Human Resources**, and one position has been eliminated in **Purchasing**.



Community Services

\$9,763,240

Guilford County's Community Service departments provide for orderly growth and development, encourage economic development and job creation, provide outlets for recreation and life skills education, and protect the environment. Community Services represents about 2% of total General Fund expenditures and is expected to increase by 2.1%, or about \$199,000, from the FY 2010-11 budget.

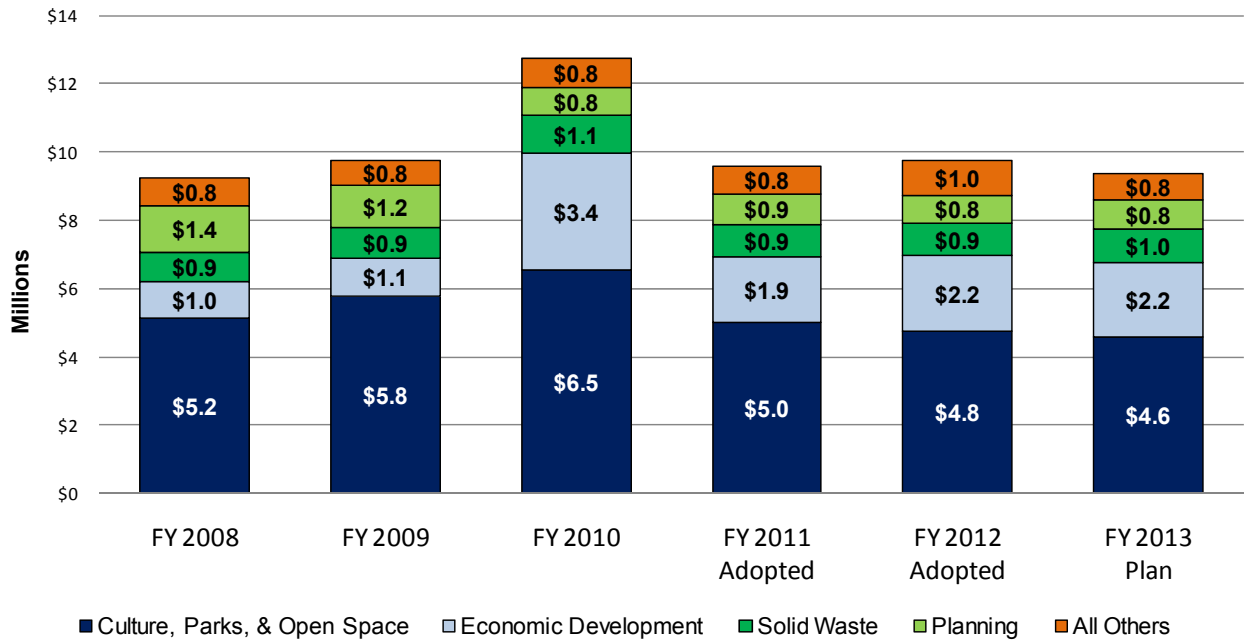
	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Approved	vs. FY11 Adopted		FY13 Plan
					\$ chg	% chg	
Department							
Cooperative Extension	\$570,724	\$515,659	\$623,773	\$781,315	\$265,656	51.5%	\$527,158
Culture, Parks, Open Space	\$6,548,136	\$5,015,848	\$5,485,996	\$4,758,915	(\$256,933)	-5.1%	\$4,600,662
Economic Development	\$3,419,421	\$1,914,575	\$4,656,397	\$2,202,769	\$288,194	15.1%	\$2,161,623
Planning & Development	\$828,262	\$910,530	\$903,373	\$834,343	(\$76,187)	-8.4%	\$848,122
Soil & Water Conservation	\$273,151	\$269,709	\$278,117	\$238,201	(\$31,508)	-11.7%	\$250,813
Solid Waste	\$1,088,020	\$938,343	\$1,113,403	\$947,697	\$9,354	1.0%	\$969,189
Total Expenditures	\$12,727,715	\$9,564,664	\$13,061,059	\$9,763,240	\$198,576	2.1%	\$9,357,567
Sources of Funds							
Federal & State Funds	\$782,123	\$667,829	\$742,829	\$678,329	\$10,500	1.6%	\$678,329
User Charges	\$85,493	\$66,700	\$66,700	\$76,617	\$9,917	14.9%	\$76,617
Other	\$40,939	\$16,500	\$23,000	\$15,630	(\$870)	-5.3%	\$15,630
County Funds	\$11,819,160	\$8,813,635	\$12,228,530	\$8,992,664	\$179,029	2.0%	\$8,586,991
Sources of Funds	\$12,727,715	\$9,564,664	\$13,061,059	\$9,763,240	\$198,576	2.1%	\$9,357,567

The **Parks and Open Space** budget will decrease by approximately \$328,000 compared to the Fiscal Year 2010-2011 Adopted Budget. The budget includes a reduction in operating support for all parks, except for Triad Park, which is a joint venture with Forsyth County. Discussions with the town partners are underway regarding the potential reduction in park operation fees and charges for other shared services. The budget continues funding for outside **community agencies** that provide cultural, arts, and recreational programming, but provides for no new agencies.

The FY 2011-2012 budget increases funding for **Economic Development** to pay for increased contractual obligations under the county's incentive grant program. Additional funds are included in **Cooperative Extension** for a new roof and HVAC repairs.

The budget allocates \$1,942,688 for library services in FY 2011-2012, an increase of \$115,500. Guilford County is currently revising the formulas for the funding it provides for library services. Under the new formula, the **Greensboro Public Library** (the state-recognized county library system for Guilford County) and the **High Point Library** (a state-recognized municipal library) will receive support based on their official service populations and the state's prior year allocation for statewide library funding. Greensboro will receive \$1,446,984 and High Point will receive \$384,704. The **Gibsonville** and **Jamestown** libraries will each receive \$55,500 (a "base" contract amount at the same per capita rate provided to Greensboro and High Point plus a community grant).

Community Services Expenditure History





General Fund Revenues

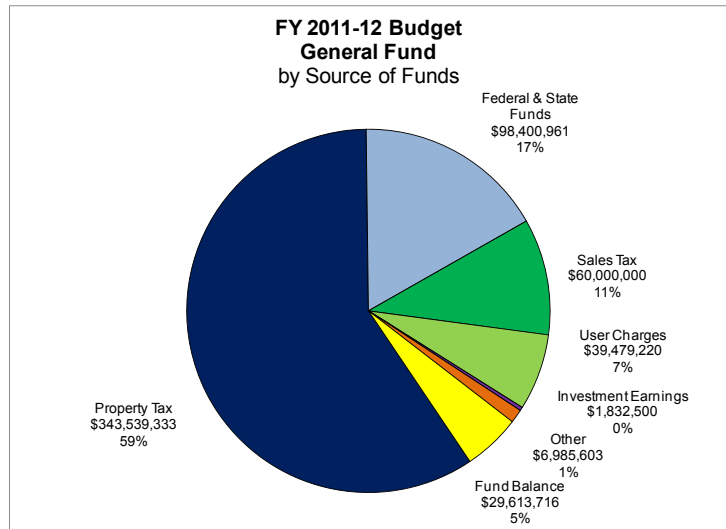
General Fund revenues and appropriated fund balance for FY 2011-12 total \$579,851,333. This is \$10.1 million more than the amount approved in FY 2010-11. Property Tax revenues will account for 59% of the total revenue budget next fiscal year. The next largest sources of funds for general county operations are Federal and State Funds (17%) and Sales Tax revenues (11%).

Summary of Sources of Funds							
	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Approved	vs. FY11 Adopted		FY13 Plan
					\$ chg	% chg	
Property Tax	\$328,020,524	\$326,908,523	\$327,053,793	\$343,539,333	\$16,630,810	5.1%	\$375,310,738
Federal & State Funds	\$100,363,169	\$103,115,039	\$108,218,776	\$98,400,961	(\$4,714,078)	-4.6%	\$98,138,754
Sales Tax	\$60,968,354	\$58,250,000	\$58,354,153	\$60,000,000	\$1,750,000	3.0%	\$60,600,000
User Charges	\$38,114,901	\$37,941,151	\$37,734,051	\$39,479,220	\$1,538,069	4.1%	\$40,538,338
Investment Earnings	\$2,826,813	\$2,507,500	\$2,508,183	\$1,832,500	(\$675,000)	-26.9%	\$1,907,500
Other	\$173,750,308	\$7,023,447	\$7,352,867	\$6,985,603	(\$37,844)	-0.5%	\$7,062,630
Total Revenues	\$704,044,070	\$535,745,660	\$541,221,823	\$550,237,617	\$14,491,957	2.7%	\$583,557,960
Fund Balance	\$104,941,405	\$33,994,340	\$42,324,669	\$29,613,716	(\$4,380,624)	-12.9%	\$20,565,884
Total	\$808,985,475	\$569,740,000	\$583,546,492	\$579,851,333	\$10,111,333	1.8%	\$604,123,844

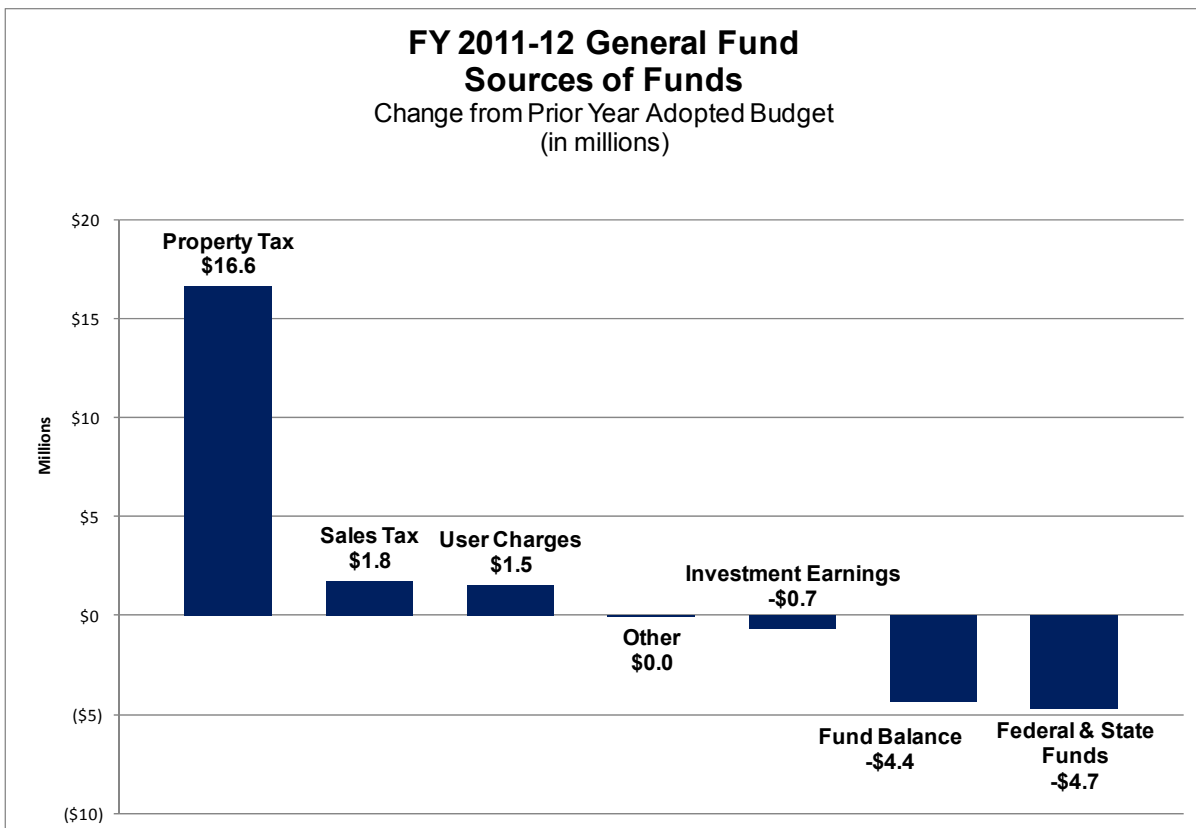
The FY 2011-12 budget requires a general county wide tax rate of \$0.7824 for each \$100 of assessed property valuation to meet continuing operational needs, the costs associated with opening the new Greensboro Detention Facility, repayment of voter-approved debt, and anticipated reductions in state funding. This is a 4.50 cents increase over the current tax rate for FY 2010-11. This equates to an annual increase of \$45.00 for every \$100 of assessed property valuation.

Explanation of Tax Rate Change	
	Change in Tax Rate
2010-2011 General Tax Rate	73.74
Changes:	
<i>Increase in Debt Service</i>	2.50
<i>Loss of State Lottery Funds</i>	1.06
<i>Start-Up Costs - New Jail</i>	1.60
<i>Net Other Reductions</i>	-0.66
	4.50
2011-2012 General Tax Rate	78.24

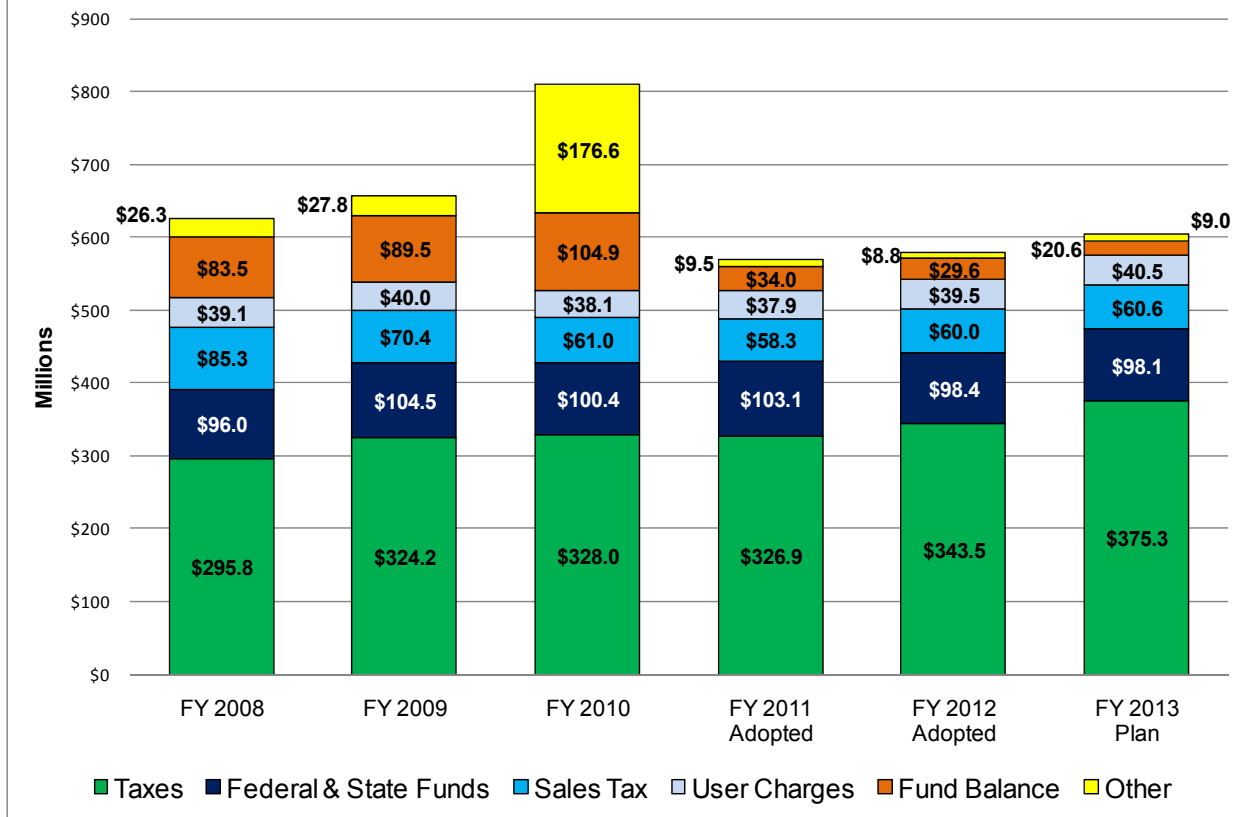
In FY 2012-13, the county will face additional increases in debt service on voter-approved bonds, the full-year impact of new staffing and operational expenses at the new Greensboro Detention Facility, an expected decrease in available fund balance, and increased personnel costs. **As a result, a tax rate increase of 7.4 cents would be required to balance the FY 2012-13 budget. Changes in the valuation of the county's property tax base as a result of revaluation will affect the actual tax rate required in the near future.**



Approximately 87% of all general county revenues are generated from just three sources – property taxes (59%), federal and state funds (17%), and sales taxes (11%). Other revenues are generated by fees for various services, such as ambulance transportation and medical visits to Public Health and Mental Health clinics and appropriations of fund balance.



FY 2011-12 General Fund Sources of Funds History



Note: Most of the "Other" funds received in FY 2010 were proceeds from the issuance of refunding bonds originally issued for major capital projects. Refunding bonds allow the county to restructure existing debt at more favorable terms.

Property Tax

\$343,539,333

Revenue from the property tax is the largest source of funds for Guilford County. For FY 2011-12, the ad valorem property tax is estimated to generate approximately 59% of total General Fund revenues, or \$343.54 million. Current year taxes (i.e., taxes paid in the year due) are expected to generate \$339.2 million of the total revenues estimated for next year, while the remaining \$4,300,000 will come from payments made for taxes originally due in prior years. Overall, property tax revenues are projected to increase by approximately \$16.49 million above the amount originally budgeted for FY 2010-11.

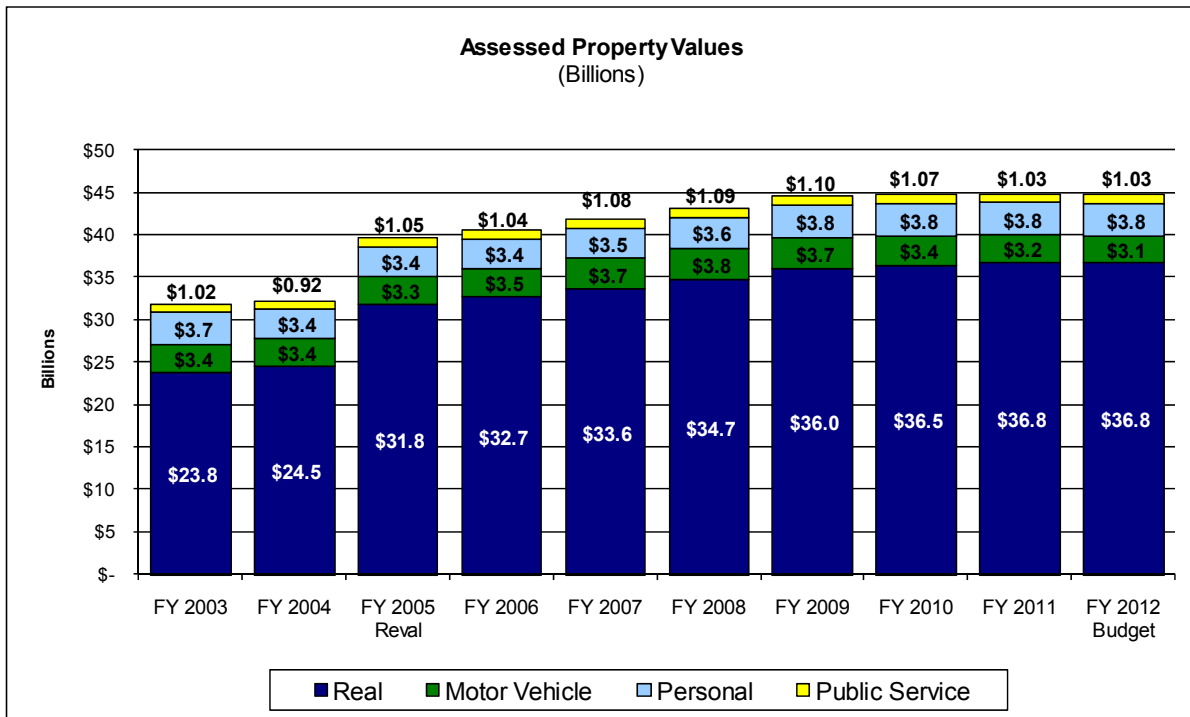
Estimating FY 2011-12 Property Tax Revenues

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., boats, business machinery); and property held by businesses that is routinely moved among various jurisdictions in the course of normal business, such as property owned by utilities, railroads, and trucking companies (called Public Service property).

For FY 2011-2012, the total assessed valuation of all types of taxable property in Guilford County is estimated to be approximately \$44.76 billion. This reflects a decrease of 0.3% from the valuation for FY 2010-11. Estimated values are based on the Tax Department's review of activity and billings for the current fiscal year.



Assessed Property Values							
Fiscal Year	Tax Rate	Taxable Real Property	Classified Registered Motor Vehicles	Other taxable Tangible Property	Public Service Property	Total	% chg
2001-2002	67.42	\$ 23,068,948,120	\$ 3,384,713,042	\$ 3,788,115,518	\$ 1,087,667,024	\$ 31,329,443,704	4.4%
2002-2003	67.42	\$ 23,750,639,178	\$ 3,419,372,735	\$ 3,709,184,734	\$ 1,015,017,911	\$ 31,894,214,558	1.8%
2003-2004	71.35	\$ 24,493,910,833	\$ 3,375,735,518	\$ 3,448,338,363	\$ 921,079,197	\$ 32,239,063,911	1.1%
2004-2005	61.84	\$ 31,808,586,356	\$ 3,346,535,683	\$ 3,408,623,124	\$ 1,052,345,050	\$ 39,616,090,213	22.9%
2005-2006	64.28	\$ 32,659,373,426	\$ 3,459,794,068	\$ 3,428,819,719	\$ 1,043,628,603	\$ 40,591,615,816	2.5%
2006-2007	66.15	\$ 33,567,167,647	\$ 3,749,330,997	\$ 3,520,664,496	\$ 1,077,433,376	\$ 41,914,596,516	3.3%
2007-2008	69.14	\$ 34,722,656,945	\$ 3,750,899,130	\$ 3,628,731,261	\$ 1,092,085,736	\$ 43,194,373,072	3.1%
2008-2009	73.74	\$ 36,033,015,952	\$ 3,675,056,018	\$ 3,806,990,597	\$ 1,104,992,063	\$ 44,620,054,630	3.3%
2009-2010	73.74	\$ 36,476,396,927	\$ 3,380,205,457	\$ 3,828,805,061	\$ 1,072,382,177	\$ 44,757,789,622	0.3%
2010-2011	73.74	\$ 36,806,720,820	\$ 3,213,078,685	\$ 3,821,810,817	\$ 1,034,274,005	\$ 44,875,884,327	0.3%
2011-2012 (B)	78.24	\$ 36,805,000,000	\$ 3,100,000,000	\$ 3,821,000,000	\$ 1,034,000,000	\$ 44,760,000,000	-0.3%

As the next chart indicates, Real and Personal property values are estimated to remain relatively even with current year values. Motor vehicle values, however, are projected to decline by 3.5% as consumers continue to postpone new vehicle purchases and the existing vehicle base continues to depreciate.

	Percentage Change in Assessed Property Values				
	Type of Property				
	Real	Motor Vehicles	Personal	Public Service	Total
FY 2006-07	2.8%	8.4%	2.7%	3.2%	3.3%
FY 2007-08	3.4%	0.0%	3.1%	1.4%	3.1%
FY 2008-09	3.8%	-2.0%	4.9%	1.2%	3.3%
FY 2009-10	1.2%	-8.0%	0.6%	-3.0%	0.3%
FY 2010-11	0.9%	-4.9%	-0.2%	-3.6%	0.3%
FY 2011-12	0.0%	-3.5%	0.0%	0.0%	-0.3%

The downturn in the housing market is expected to impact property values in the upcoming property revaluation process. Recently, the state calculated the sales-assessment ratio (assessed value divided by selling price) for Guilford County properties. The 2011 ratio was 103.72, indicating that, on average, assessed values are 3 – 4% higher than the market price. Because this is an average ratio, some properties will experience value changes outside this range. The ratios were 95.02 and 91.05 in 2010 and 2009, respectively.

Property Tax Rate

The FY 2011-12 budget is based on a general, county-wide property tax rate of **78.24 cents** for every \$100 of assessed property valuation – an increase of 4.50 cents. In dollars, this means a property owner in Guilford County would pay \$782.40 in property taxes in FY 2011-12 for each

Property Tax Rates - General County
in cents per \$100 of assessed property valuation

	FY03	FY04	Reval FY05	FY06	FY07	FY08	FY09	FY10	FY11	Adopted FY 12
Rate	67.42	71.35	61.84	64.28	66.15	69.14	73.74	73.74	73.74	78.24

\$100,000 of taxable property owned, an increase of \$45.00 over the current year. In addition to paying the general, county-wide property tax, property owners may pay additional property taxes for fire protection (see the Public Safety section of this document) or municipal services, depending on where their property is located.

Collection Rate and Discount Rate

When estimating property tax revenues, North Carolina counties must consider the fact that they will not collect 100% of the total taxes billed in a given year. To comply with this requirement, all counties apply a collection rate percentage to the estimated total property tax levy. The collection rate used cannot be more than the percentage of taxes actually collected during the prior fiscal year. In Guilford County, the overall collection rate was 98.84% in FY 2009-10 and, as of February 2010, was expected to be at a similar percentage by the end of the FY 2010-11 fiscal year.

The FY 2011-12 budget assumes an overall collection rate of approximately 97.6%, or about 1.3 percentage points below the estimated rate for the current year. As the level of economic activity remains uncertain, it is prudent to conservatively budget the county's largest source of revenue. This approach guards against a decline in property tax collections and provides a margin of protection against declines in other revenues (such sales taxes) that are highly sensitive to changing economic conditions.

The county offers a discount of 1% on current year taxes paid by August 31. This discount in the net levy, which is estimated to total \$2 million in FY 2011-12, is also be considered in the calculation of total tax revenues.

Federal and State Funds

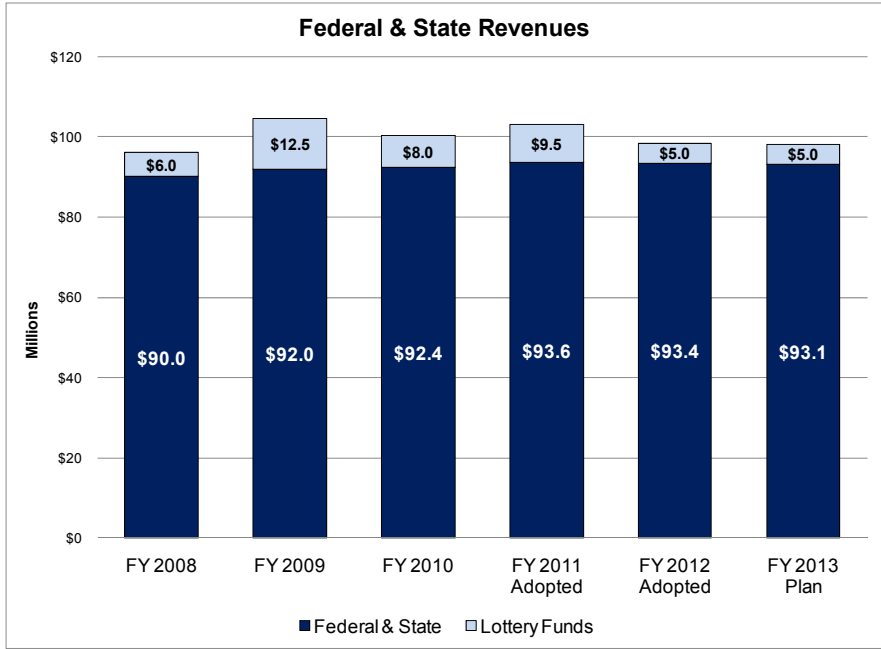
\$98,400,961

Federal and state funds represent about 17%, or \$98.4 million, of total revenues anticipated in FY 2011-12. This represents a decrease of \$4.7 million (-4.6%) from the amount of federal and state funds included in the FY 2010-11 budget.

Nearly all of the federal and state revenue expected to be received in FY 2011-12 will be used to help fund the Public Health, Social Services, and Mental Health departments. 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 funds for doing so.

Lottery Funds

Most (\$4.5 million) of the expected decrease in federal and state funds is due to anticipated changes at the state level regarding lottery distributions to counties. By statute, a portion of the proceeds from the education lottery is earmarked for local school capital needs, including debt service on school facilities. Guilford County’s FY 2010-11 budget appropriated \$9.5 million in lottery funds, based on the statutory formula. To help balance its own budget, however, the state withheld approximately \$3 million of lottery funds due to Guilford County.



The Governor’s budget proposal for FY 2011-12 eliminated most of the lottery funding that was supposed to be reserved for county school capital needs and proposed the transfer of funding responsibility for school bus purchases and other expenses from the state to counties. The final budget passed by the State General Assembly, which overrode a veto by the governor, included some lottery funding for counties, but not at the level originally earmarked for counties in the authorizing legislation. For FY 2011-12, Guilford County is projected to receive approximately \$5 million in lottery funds, several million dollars short of the \$9 - \$10 million it would have received under the original statutory distribution formula.

American Recovery and Reinvestment Act Funds

In March 2010, the County sold a total of \$165,000,000 of general obligation bonds for new projects authorized by Guilford County voters. Half (\$82,500,000) of the total amount issued was in the form of Build America Bonds, a new financing instrument authorized by the American Recovery and Reinvestment Act of 2009 (ARRA). Additional issues of Qualified School Construction Bonds (QSCB’s) will be issued over the next fiscal year for school construction and maintenance needs. The county is eligible to receive a federal subsidy payment for portions of the debt service paid for these ARRA-related debt instruments. This subsidy is estimated to be \$1.9 million in FY 2011-12 and \$2.3 million in FY 2012-13.

Sales Tax

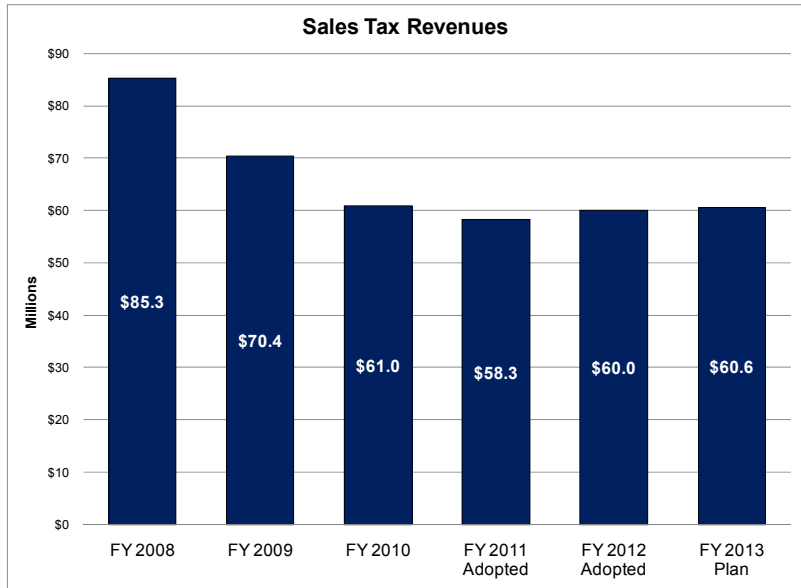
\$60,000,000

Sales Tax revenues are expected to generate \$60,000,000 next fiscal year, or about 11% of total county revenues. This amount is about 2.6% higher than the FY 2010-11 budget, but roughly equal to the actual amount that is expected to be received in FY 2010-11.

Sales Tax Components & Distribution to Local Governments

North Carolina counties are authorized to levy up to three individual local option sales taxes that total 2% (one 1.0% tax and two 0.50% taxes). These local taxes are in addition to the state's general sales tax rate of 4.75% (reduced from 5.75 effective July, 1, 2011), depending on the product purchased.

The actual amount of sales tax revenues returned to the local governments in the 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 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. For instance,



in FY 2010-11 the property taxes levied by Guilford County Government represented approximately 60% of all of the property taxes levied in the county. As a result, Guilford County can expect to receive about 60% of the total sales tax revenues returned to local governments in the county in FY 2011-12. This amount varies from year to year as both the assessed values and property tax rates change in various jurisdictions.

Impact of Medicaid Relief

Prior to October 2008, counties were authorized to levy up to 2.5% of local option sales taxes. As part of Medicaid Relief legislation approved several years ago by the General Assembly, the state no longer charges counties for a share of Medicaid costs in exchange for ceding the proceeds from a 0.5% local option tax to the state. The transfer of the related sales tax revenue to the state was complete in October 2009. The effect of this change explains most of the decrease in revenues from FY 2008 to FY 2009 in the above chart.

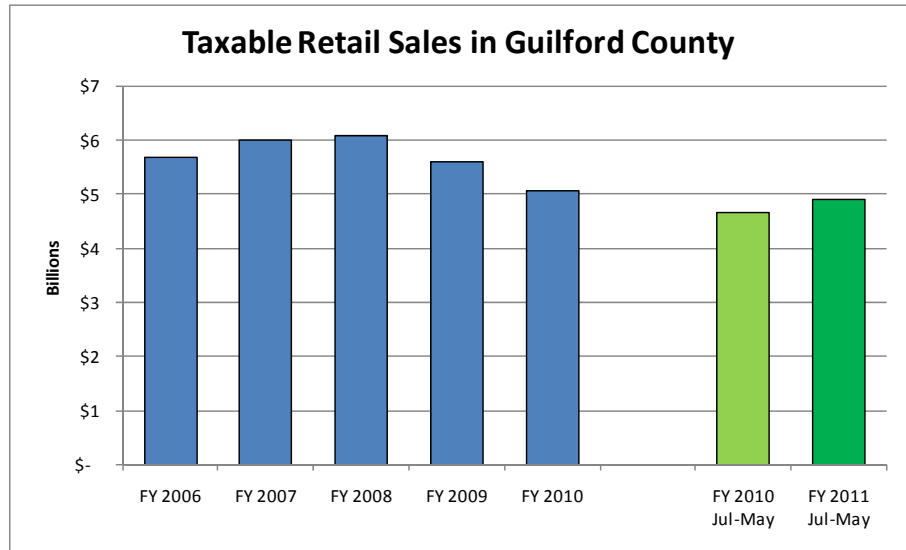
While counties lost a significant revenue stream, the state now assumes what used to be the counties' share of Medicaid expenditures. Because municipalities receive a portion of the sales taxes generated in their counties, the legislation also includes a provision that counties hold municipalities harmless from any sales tax losses. This hold harmless amount is projected to be nearly \$7.4 million next fiscal year. Based on the latest information available from the North Carolina Association of County Commissioners, the net benefit to the county (reduction in estimated Medicaid expense, less losses in sales tax revenues, less hold harmless payments to municipalities) for FY 2011-12 is estimated to be approximately \$8.7 million.

FY 2011-12 Projections

Information provided by the North Carolina Department of Revenue indicates that gross taxable sales in Guilford County for the July 2010 – May 2011 reporting period are 5.3% higher than the same period during the prior fiscal year. In addition, according to the North Carolina Association of County Commissioners (NCACC), through March, statewide sales tax distributions to counties were up about 1.4% fiscal year-to-date and remaining distributions for this fiscal year are expected

to be up 2 – 3%. The NCACC recommends that counties consider increases in sales tax revenues of 3 – 4% for FY 2011-12, depending on local economic conditions.

While Guilford County has experienced some growth in sales tax revenues compared to last fiscal year, the local unemployment rate (not seasonally adjusted) has typically exceeded that of the state over the last year. Given the local conditions, it is unlikely that sales tax revenues in Guilford County will grow at the average rates projected for FY 2011-12. Because this is a significant revenue source for the county and there is still considerable uncertainty regarding the strength of local economic improvement, the FY 2011-12 budget assumes no increase in sales tax revenues over estimated current year collections.



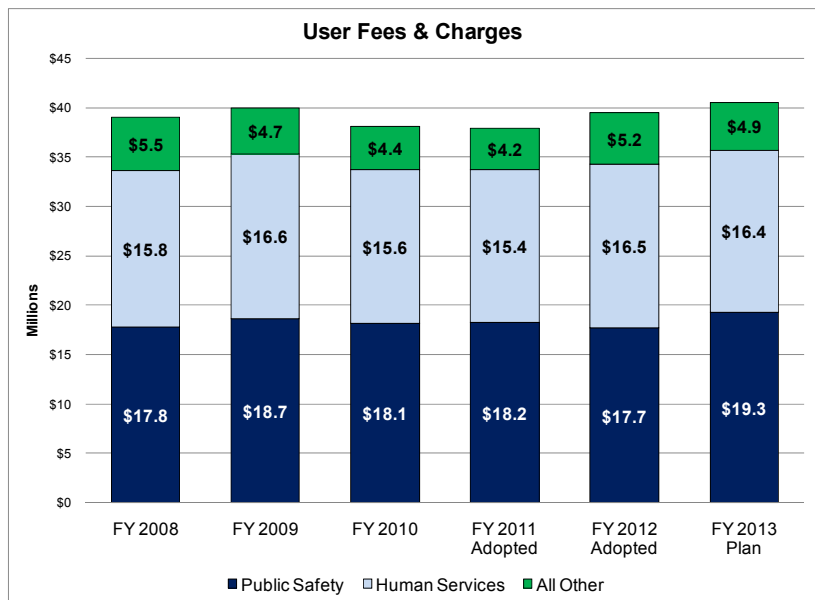
Because this is a significant revenue source for the county and there is still considerable uncertainty regarding the strength of local economic improvement, the FY 2011-12 budget assumes no increase in sales tax revenues over estimated current year collections.

User Fees and Charges

\$39,479,220

Guilford County departments expect to generate approximately \$39.5 million from fees and other charges for services, or about 7% of total revenues. Most user fees and charges are collected by Public Safety and Human Services departments and include fees for ambulance transportation and medical visits to the Health Department and Mental Health. Other fees include inspections and permitting charges and fees paid to the Register of Deeds for various documents and transactions.

Total fees for FY 2011-12 are expected to be about \$1.54 million more than the current fiscal year. This increase is the result of a number of changes in several departments.



Approximately \$1 million of increased revenue is related to an expansion of the Public Health department's Community

Alternatives Program (CAP), which helps people who need long-term care stay in their homes. Funds, which will be reimbursed by Medicaid, will be used help qualified individuals with needed home repairs, vehicle modification, and supply needs as called for in their individual plans of care. Examples include bathroom modifications, widening of doorways, porch stair lifts, air filtration systems, electric car door openers, raised roofs, lifting devices, etc. These modifications allow clients to remain in their homes and prevent or delay placement in more costly assisted living facilities.

An increase in the fee paid by Greensboro for tax collections will generate an additional \$558,000 next year. Elections fees paid to the county by municipalities for elections will also increase in FY 2011-12 (+\$400,000).

Additional staff added to the Emergency Medical Services budget to increase system capacity to handle more medical transports will allow the county to bill for more services and result in approximately \$300,000 of new revenue. Finally, an increase in the state reimbursement rate for juveniles held by the county at its Juvenile Detention Center will generate about \$300,000.

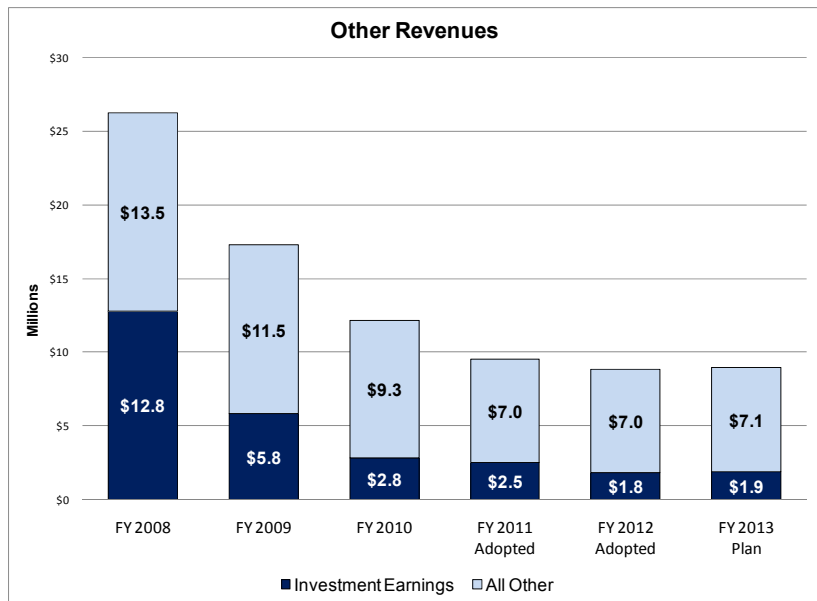
These increases are partially offset by the elimination of revenue received by the county from municipalities that use the Animal Shelter (\$1.07 million). A survey of selected North Carolina counties indicates that animal shelters are typically funded by counties. As a result, Guilford County will no longer charge for municipal use of the facility.

Other Revenues

\$8,818,103

Next year, Guilford County expects to receive \$8.8 million in Other Revenues for the General Fund outside the categories listed above. These revenues are from a number of sources, including investment earnings, penalties for late payment of property taxes, excise taxes paid to the Register of Deeds, cable television franchise revenues, and grants and donations from various organizations.

The budget is \$713,000 (-7.5%) lower than the current year's budget, due in large part to a \$675,000 reduction in estimated investment earnings.



Fund Balance (all sources)

\$29,613,716

In general, Fund Balance is the money that remains unspent after all budgeted expenditures have been made and revenues received. 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.** It is generated when collected revenues exceed actual expenditures, and 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 tapped if significant unplanned expenditures occur. Finally, it may be used by the Board during the budget development process to help fund certain items in the county budget.

The North Carolina Local Government Commission (LGC) recommends that counties maintain a minimum Fund Balance of 8% of General Fund expenditures to ensure sufficient funds are available to support operations and address unexpected issues. A Fund Balance of higher than 8% strengthens a local government’s financial position as it provides a greater margin of protection for operations.

The FY 2011-12 General Fund budget includes a fund balance (all sources) appropriation of \$29.6 million - \$4.38 million less than the amount originally appropriated in FY 2010-11. An appropriation of this amount leaves approximately \$550,000 available above the minimum reserve amount recommended by the Local Government Commission.

Available Fund Balance Analysis	
Calculation of Recommended Reserve for the General Fund:	
Adopted General Fund Expenditures	\$ 579,851,333
8% Recommended Reserve	\$ 46,388,107
General Fund Balance Analysis	
Estimated Unreserved Fund Balance at 6/30/2011	\$ 71,200,000
LESS: 8% Recommended Reserve	<u>\$ (46,388,107)</u>
Fund Balance available above Recommended Reserve	\$ 24,811,893
LESS: General Fund Balance included in Proposed Budget	\$ (24,258,750)
Additional Reserve above Recommended Reserve	\$ 553,143
Total Fund Balance by Planned Use	
General	\$ 24,258,750
PLUS Amounts Restricted for Specific Uses:	
Departmental Operations	\$ 1,518,716
Debt Service	<u>\$ 3,836,250</u>
	<u>\$ 29,613,716</u>

The amount of fund balance appropriated for general county needs (operating and capital) will increase by approximately \$1 million. The amount appropriated for debt service and for specific department operations will decline by \$4.7 million and \$700,000, respectively.

Planned Use of Fund Balance in Adopted Budgets (millions)								
Planned Use	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	% change
General	\$ 22.3	\$ 23.7	\$ 23.7	\$ 26.4	\$ 26.5	\$ 21.2	\$ 24.3	14.5%
Departments	\$ 0.5	\$ 1.1	\$ 3.1	\$ 0.7	\$ 1.7	\$ 2.2	\$ 1.5	-30.4%
Capital	\$ 2.2	\$ 1.0	\$ -	\$ -	\$ 9.7	\$ 2.0	\$ -	-100.0%
Debt	\$ -	\$ -	\$ -	\$ -	\$ 5.3	\$ 8.6	\$ 3.8	-55.3%
Total	\$ 25.0	\$ 25.8	\$ 26.8	\$ 27.1	\$ 43.1	\$ 34.0	\$ 29.6	-12.9%



Summary of Permanent Positions by Department

Departments	Adopted FY 07-08	Adopted FY 08-09	Adopted FY 09-10	Adopted FY 10-11	Adopted FY 11-12	Chg
General Fund						
County Commissioners *	0.00	0.50	0.00	0.00	0.00	-
County Administration	9.00	7.50	4.50	4.50	4.50	-
Tax Department	77.50	80.50	65.00	62.25	63.25	1.00
Budget and Management	5.00	5.00	5.00	5.00	5.00	-
County Attorney	11.00	5.00	12.00	15.00	15.00	0.00
Finance	29.00	28.00	29.00	29.00	29.00	-
Purchasing	7.00	7.00	5.00	6.00	5.00	(1.00)
Register of Deeds	33.00	33.00	29.00	26.00	25.00	(1.00)
Clerk to Board	3.00	2.00	2.00	2.00	2.00	-
Internal Audit	4.00	4.00	4.00	5.00	6.00	1.00
Human Resources	16.00	17.00	20.50	21.50	19.50	(2.00)
Elections	16.00	17.00	17.00	16.75	16.75	-
General Government	210.50	206.50	193.00	193.00	191.00	(2.00)
Public Health	447.00	454.00	444.00	432.75	419.25	(13.50)
Mental Health	199.00	199.00	194.00	189.00	192.00	3.00
Coordinated Services	1.00	1.00	1.00	1.00	-	(1.00)
Social Services	631.00	646.00	630.00	597.50	571.00	(26.50)
Child Support Enforcement	92.00	93.00	92.00	92.00	92.00	-
Veterans Services	2.00	2.00	2.00	2.00	2.00	-
Transportation - Human Services	9.00	9.00	6.00	5.50	5.50	-
Human Services	1,381.00	1,404.00	1,369.00	1,319.75	1,281.75	(38.00)
Emergency Services	208.00	209.00	208.00	200.00	215.00	15.00
Court Alternatives	40.00	40.00	37.00	36.00	35.00	(1.00)
Law Enforcement	522.00	560.00	562.00	561.00	650.00	89.00
Animal Services	19.00	19.00	16.00	16.25	16.25	-
Security	17.00	17.00	15.00	15.00	15.00	-
Inspections	39.00	37.00	27.00	25.00	25.00	0.00
Public Safety	845.00	882.00	865.00	853.25	956.25	103.00
Facilities	56.00	56.00	47.00	46.00	45.00	(1.00)
Property Management	5.00	5.00	5.00	3.00	2.00	(1.00)
Information Services	53.00	60.00	60.00	61.00	51.00	(10.00)
Parking & Fleet	1.00	1.00	1.00	1.00	1.00	-
GIS	5.00	0.00	-	-	-	-
Support Services	120.00	122.00	113.00	111.00	99.00	(12.00)
Planning & Development	17.00	17.00	10.50	10.50	9.50	(1.00)
Solid Waste	2.50	2.50	2.50	2.50	2.50	-
Soil & Water Conservation	3.00	3.00	3.00	3.00	2.50	(0.50)
Culture & Recreation	0.00	2.00	2.00	2.00	2.00	-
Community Services	22.50	24.50	18.00	18.00	16.50	(1.50)
Total General Fund	2,579.00	2,639.00	2,558.00	2,495.00	2,544.50	49.50
Internal Services						
Risk Management	4.00	4.00	4.00	2.00	2.00	-
Total Internal Services	4.00	4.00	4.00	2.00	2.00	-
Total All Departments *	2,583.00	2,643.00	2,562.00	2,497.00	2,546.50	49.50

* Plus 11.00 Commissioners

Summary of Position Changes from FY 2010-11 to FY 2011-12

Department	Position Name	#	Total
POSITION ELIMINATIONS			
Coordinated Services	Management Assistant - (3024)	(1.00)	(1.00)
Court Alternatives	Juvenile Counselor Technician - (10172)	(1.00)	(1.00)
Emergency Services	EMT - Paramedic (not pursuing in-county interfacility transport)	(1.00)	
Emergency Services	EMT - Paramedic (not pursuing in-county interfacility transport)	(1.00)	
Emergency Services	EMT - Paramedic (not pursuing in-county interfacility transport)	(1.00)	
Emergency Services	EMT - Paramedic (not pursuing in-county interfacility transport)	(1.00)	
Emergency Services	EMT - Paramedic (not pursuing in-county interfacility transport)	(1.00)	
Emergency Services	EMT - Paramedic (not pursuing in-county interfacility transport)	(1.00)	
Emergency Services	EMT - Paramedic (not pursuing in-county interfacility transport)	(1.00)	
Emergency Services	EMT - Paramedic (not pursuing in-county interfacility transport)	(1.00)	
Emergency Services	EMT - Paramedic (not pursuing in-county interfacility transport)	(1.00)	
Emergency Services	EMT - Paramedic (not pursuing in-county interfacility transport)	(1.00)	
Emergency Services	Fire Operations Officer - (4245)	(1.00)	(11.00)
Facilities	Land Use, Construction and Real Estate Director - (3998)	(0.25)	(0.25)
Human Resources	Human Resources Analyst I - (3633)	(1.00)	
Human Resources	Human Resources Officer I - (4825)	(1.00)	(2.00)
Information Services	Technical Support Technician - (2792)	(1.00)	
Information Services	Technical Support Technician - (5284)	(1.00)	
Information Services	Applications / ERP Manager - (4267)	(1.00)	
Information Services	Computer Operator I - (5506)	(1.00)	
Information Services	Computer Operator II - (4500)	(1.00)	
Information Services	Computer Operator II - (4449)	(1.00)	
Information Services	Production Support Tech II - (4757)	(1.00)	
Information Services	Computer Operator I - (5140)	(1.00)	
Information Services	Computer Operator II - (5422)	(1.00)	
Information Services	Public Safety Technology Manager - (3215)	(1.00)	(10.00)
Inspections	Land Use, Construction and Real Estate Director - (3998)	(0.25)	(0.25)
Planning & Development	Land Use, Construction and Real Estate Director - (3998)	(0.25)	(0.25)
Property Management	Assistant Property Management Administrator - (2944)	(1.00)	
Property Management	Land Use, Construction and Real Estate Director - (3998)	(0.25)	(1.25)
Public Health	Environmental Health Specialist - (6204)	(1.00)	
Public Health	Community Health Educator I - (10011019)	(1.00)	
Public Health	Administrative Assistant I - (10475)	(1.00)	
Public Health	Accounting Technician II - (2845)	(1.00)	
Public Health	Nurse Specialist I - (4220)	(1.00)	
Public Health	Nurse Specialist II - (4279)	(1.00)	
Public Health	Accounting Technician II - (5394)	(1.00)	
Public Health	Administrative Services Supervisor - (5502)	(1.00)	
Public Health	Senior Office Specialist - (5551)	(1.00)	
Public Health	Dentist - (10070)	(1.00)	
Public Health	Nurses Aide - (3788)	(1.00)	
Public Health	Social Work Supervisor - (5707)	(1.00)	(12.00)
Purchasing	Assistant Purchasing Manager - (5984)	(1.00)	(1.00)
Register of Deeds	Deputy Register Of Deeds - (10005)	(1.00)	(1.00)

Summary of Position Changes from FY 2010-11 to FY 2011-12

Department	Position Name	#	Total
Social Services	Office Specialist - (3153)	(1.00)	
Social Services	Office Specialist - (3405)	(1.00)	
Social Services	Community Social Services Tech - (3509)	(1.00)	
Social Services	Eligibility Caseworker I - (3552)	(1.00)	
Social Services	Social Worker II - (3706)	(1.00)	
Social Services	Data Control Assistant - (3815)	(1.00)	
Social Services	Eligibility Supervisor I - (4205)	(1.00)	
Social Services	Eligibility Caseworker I - (4293)	(1.00)	
Social Services	Eligibility Supervisor I - (4321)	(1.00)	
Social Services	Eligibility Caseworker II - (4509)	(1.00)	
Social Services	Eligibility Caseworker I - (4547)	(1.00)	
Social Services	Eligibility Caseworker II - (4927)	(1.00)	
Social Services	Eligibility Caseworker II - (5514)	(1.00)	
Social Services	Social Work Supervisor - (5735)	(1.00)	
Social Services	Eligibility Supervisor I - (5740)	(1.00)	
Social Services	Social Worker II - (5969)	(1.00)	
Social Services	Social Worker III - (5987)	(1.00)	
Social Services	Social Worker II - (6359)	(1.00)	
Social Services	Eligibility Caseworker II - (6363)	(1.00)	
Social Services	Social Worker I - (4257)	(1.00)	
Social Services	Social Worker I - (3896)	(1.00)	
Social Services	Social Worker I - (6183)	(1.00)	
Social Services	Social Worker I - (5363)	(1.00)	
Social Services	Social Worker III - (10032)	(1.00)	
Social Services	Social Worker I - (10011064)	(1.00)	
Social Services	Social Worker I - (10011062)	(1.00)	(26.00)
Total Position Eliminations			(67.00)
OTHER POSITION REDUCTIONS			
Soil & Water	Office Manager - (3448) - convert to permanent part-time	(0.50)	(0.50)
Total Other Position Reductions			(0.50)
POSITION TRANSFERS			
Facilities	Senior Office Specialist - (6432)	(1.00)	
Tax	Senior Office Specialist - (6432)	1.00	0.00
Social Services	Accounting Technician II - (10086)	(0.50)	
Public Health	Accounting Technician II - (10086)	0.50	0.00
Public Health	Pharmacist - (10008)	(1.00)	
Public Health	Pharmacy Specialist - (10476)	(1.00)	
Public Health	Pharmacy Specialist - (10345)	(1.00)	
Mental Health	Pharmacist - (10008)	1.00	
Mental Health	Pharmacy Specialist - (10476)	1.00	
Mental Health	Pharmacy Specialist - (10345)	1.00	0.00
Total Position Transfers			0.00

Summary of Position Changes from FY 2010-11 to FY 2011-12

Department	Position Name	#	Total
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POSITION ADDITIONS

Board Approved during FY 2010-11

Internal Audit	Energy Conservation Intern	1.00	1.00
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Total Board- Approved Additions during FY 2010-11			1.00
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APPROVED ADDITIONS FOR FY 2011-12

Law Enforcement	For new Greensboro Detention Facility:			
	Sergeant	10.00		
	Master Corporal	15.00		
	Detention (Armed)	24.00		
	Detention	40.00	89.00	

Emergency Medical Services	For Expanded Capacity & Revenue:			
	Emergency Medical Tech	12.00		
	Paramedic	8.00		
	Logistic Tech	4.0	24.00	

	For Vacancy Coverage & Overtime Reduction:			
	Paramedic	2.00	2.00	

Public Health	For Pharmacy:			
	Dental Hygienist	1.00	1.00	

Total Approved Additions for FY 2011-12			116.00
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Grand Total FY 2011-12 Staffing Adjustments			49.50
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Notes:

- 1) Job Classifications are as of Fall 2010 and may have been updated.
- 2) In such cases where the job classification has been updated the position number takes precedent.

The Guilford County Strategic Planning Process

In January 2006, the Guilford County Board of Commissioners took the step towards giving county staff the direction to create a countywide strategic plan. The plan is being created as a tool to help guide decisions within the County involving a myriad of issues (i.e. budget development or policy). Recognizing the need to establish a clear direction for the future, the Board of Commissioners started the process to create a strategic plan by creating the “Guilford County Strategic Alliance: Building Tomorrow, Today” a planning committee. This committee, led by county staff, was then tasked with developing a thoughtful, comprehensive, and inclusive plan for the County’s future.

Because government *exists to serve its citizens*, and *because success is determined by its citizens*, the Strategic Alliance Committee first chose to solicit input and guidance from Guilford County residents. In partnership with elected officials, the committee organized several community forums and focus groups, each with a variety of stakeholders in attendance. An online community survey was also deployed to enhance access to the process. Each method proved successful, with feedback provided by over 1,100 residents. *Reports on the county’s focus groups and community forums can be viewed online at <http://www.co.guilford.nc.us/strategic.php>.

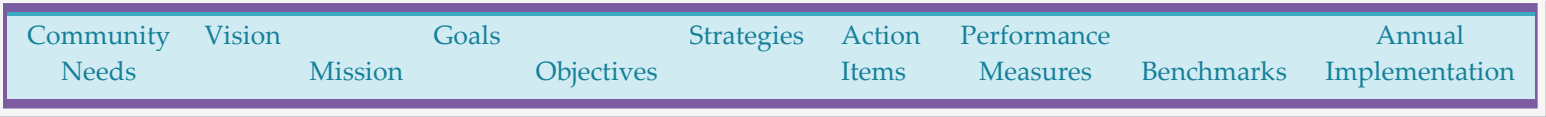
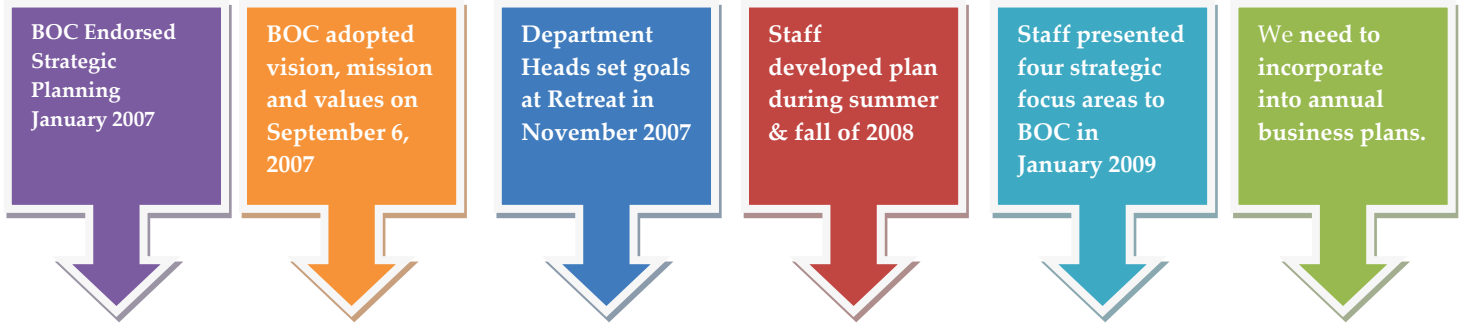
Citizen input revealed several common ideas and concerns throughout our diverse community. This feedback guided the formulation of the themes and concepts that would later be expressed in Guilford County’s adopted vision, values, and mission statements. Using these direction statements, County departmental leaders then crafted the following draft goals, representing extensions of the vision statement, to further guide plan development:

- Creating Prosperity
- Providing Educational Opportunities
- Embracing Diversity
- Improving Safe and Healthy Communities
- Fulfilling our Mission of Efficient Effective and Responsive Government
- Valuing Economic Growth and Quality of Life

In the summer of 2008, the Strategic Alliance Committee entered the plan development phase. Committee members briefed more than forty (40) employees on the strategic planning process and divided them into six (6) cross-functional subcommittees, each facilitated by members of the Strategic Alliance Committee. Subcommittees convened regularly throughout the summer, fulfilling their respective missions to examine trends and issues; develop strategies, and identify specific programs, projects or activities that define and advance each goal over the course of next three to five years.

Subcommittee reports again revealed shared trends, issues, and actions, confirming the interconnected and difficult nature of the opportunities and threats facing Guilford County. Committee subgroups were then tasked with organizing the subcommittee findings into a direct, performance-based plan that will guide future budget development and facilitate ‘management for results.’

Guilford Strategic Alliance: Building Tomorrow, Today Timeline



Assessment

Community Needs

Strategic Plan Committee members distributed a community wide survey and joined County Commissioners to gather community input through nine public forums, sixteen stakeholders meetings. They asked for perceptions about the current state of the county and how to improve the quality of life.

Summary of Public and Focus Group Input

Strengths Identified / What We Do Well

System of higher education
Emergency services
Healthcare systems
Parks and recreation
Natural resources
Size of cities
County social services
Infrastructure, roads, etc.

Those surveyed said that Guilford County is a good or excellent:

Place to live (83%)
Place to raise children (74%)
Place to work (73%)

Threats Identified / Areas that Need Improvement

Uncontrolled growth in rural areas, adversely impacting the natural resources and character
Uncontrolled economic growth overtaxing the infrastructure (roads, emergency services, etc.)
Failure to manage the county's tax base, tax rates and finances efficiently as we grow
Not addressing crime in our schools (drugs, violence, etc.)
Perception of being very or somewhat unsafe:
From property crimes (44%)
In public parks after dark (57%)
In downtown areas after dark (40%)

Other Frequent Concerns

Uncontrolled Growth in Rural Areas
Environment
Public Schools Quality and Safety

Weaknesses Identified / Areas that Need Improvement

Lack of...Coordination between government entities
Regionalism among counties/communities/governments
Cohesiveness among county commissioners
Uncontrolled growth and its impact on the environment
Public transportation access
Access to public libraries
Investment in secondary educational school system
Emphasis on crime prevention/education/resolving jail overcrowding

Moderate or Major Problems

Crime (81%)
Drugs (85%)
Taxes (64%)
Homelessness (64%)
Unsupervised Youth (60%)
Access to Public Transit (50%)
Slow income growth (76%)
Limited job growth (73%)

Opportunities Identified / Partnerships

Better land use (government owned and blighted structures) for economic or community use
Preservation of land to protect historic sites
Use of incentives to promote higher paying jobs
Government and citizen collaboration in solving community issues

Countywide Goals

The following six countywide goals reflect concepts within the County’s vision and mission. They are based on community input and internal assessment, and were collaboratively developed by department leadership in draft form. The direction first set by the draft County goals facilitated Strategic Alliance subcommittee identification of County trends and issues, as well as the formulation of plans to address each. Subcommittee findings then prompted refinement of the draft goals to those shown below.

Vision/Mission	Goals	A
Creates Prosperity	Encourage citizen self-sufficiency and promote community achievement.	B
and Educational Opportunity for all its citizens;	Promote and support lifelong opportunities for all residents through formal education, workforce preparedness, and personal enrichment.	C
Views Diversity as a strength and strives for equality	Foster an environment that embraces social and cultural diversity.	D
Provides freedom through Safe and Healthy communities; and	Continually improve the physical and mental well-being of Guilford County residents.	E
Values Economic Growth , producing a rich quality of life.	Enhance Guilford County’s quality of life and promote desired growth.	F
To provide Efficient, Effective Responsive government that meets the public’s needs and improves our community.	Provide efficient, effective responsive government to meet the public’s needs and improve our community.	

Plan Development

Strategic Focus Areas & Issues

Strategic Alliance Subcommittees, cross-functional groupings of certain County staff, convened through the Summer & Fall 2008 to identify trends and issues affecting Guilford County, and to examine them in greater detail. Trends and issues were identified using guidance from the draft County goals and citizen input gathered through forums,, task forces, and surveys, and subcommittee research. Each subcommittee identified several key trends & issues, many with overlapping components. To encapsulate these components, each strategic issue is organized by its shared, underlying focus. The emergent strategic focus areas and fifteen issues, listed below, reinforce the direction first set by the County’s vision, mission, values, and goals.

Strategic Focus Areas

Strategic Issues

1	Further Community Achievement	<ul style="list-style-type: none"> ❖ Poverty/Self Sufficiency ❖ School Readiness/Youth Development ❖ High quality K-12 Education ❖ Workforce Preparedness & Personal Enrichment
2	Improve Quality of Life & Manage Growth	<ul style="list-style-type: none"> ❖ Social Capital/Community Vibrancy ❖ Green & Clean Community ❖ Economic Growth
3	Ensure Community Health & Safety	<ul style="list-style-type: none"> ❖ Mental Health Risk Behaviors ❖ Physical & Environmental Health ❖ Child, Aging and Disabled Adult Care ❖ Mitigation/Emergency Response ❖ Gang Activity, Crime Prevention, Courts and Corrections Services
4	Maintain Efficient, Effective, and Responsive Governance	<ul style="list-style-type: none"> ❖ Citizen-Oriented Service Improvement ❖ Fiscal Performance ❖ Workforce & Workplace Development

In January 2010, at its Annual Retreat, a majority of the Board of Commissioners ranked the county priorities in high, medium, low order. The table below summarized the majority's ranking of county priorities. These priorities are used to evaluate budget requests and recommendations included in this budget.

Commissioners' Ranking of Priorities

January 2010

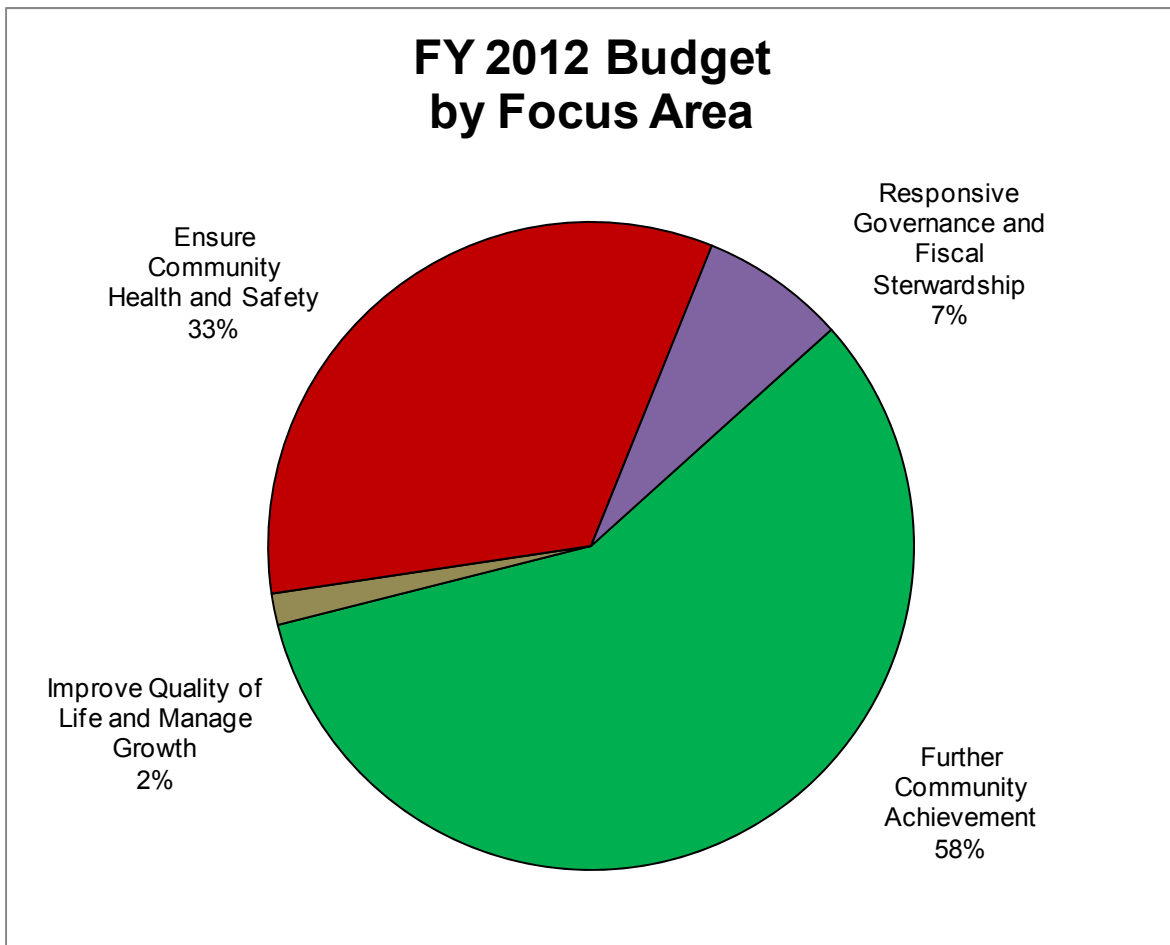
Priority Rank	Strategic Priority	Average Score
1	High Quality K-12 Education	3.00
	Economic Growth	3.00
3	Fiscal Performance	2.92
4	Gang Activity, Crime Prevention, Courts & Correction Services	2.83
5	Prevention/Emergency Response	2.67
	Citizen-Oriented Service Improvement	2.67
7	Poverty/Self Sufficiency	2.50
	Child, Aging, and Disabled Adult Care	2.50
9	School Readiness/Youth Development	2.33
	Mental Health Risk Behaviors	2.33
	Workforce & Workplace Development	2.33
12	Workforce Preparedness/Personal Enrichment	2.17
	Green & Clean Community	2.17
	Physical & Environmental Health	2.17
15	Social Capital/Community Vibrancy	2.00

Priority values: High-3, Medium-2, Low-1

FY 2011-12 Adopted Budget by Focus Area

The budget pages in this document are organized according to traditional service division, such as Public Safety, Community Services, and Human Services. With the development of the county's focus areas and strategic priorities, the Budget & Management Department is working to reframe department categories to better reflect the broader outcomes envisioned in the focus areas. This provides a high-level view of how the Board of Commissioners allocates funds across the primary areas of service.

The chart below and the table that starts on the next page, translate the traditional budget categories into the county's broad focus areas. Refer to the table that follows for service groupings and departments that contribute to each focus area.



**FY 2011-2012 Adopted Budget by County Strategic Focus Areas and Priorities
General Fund Budget**

Focus Area	Service Priority	Department	FY 2012 Adopted Expenditures	FY 2012 Adopted Revenues	FY 2012 Net County Funds	FY 2012 Adopted FTEs
Further Community Achievement	High Quality K-12 Education	Debt Service	\$ 61,085,721	\$ (4,958,066)	\$ 56,127,655	0.00
		Guilford County Schools	\$ 175,165,521	\$ -	\$ 175,165,521	0.00
	High Quality K-12 Education Total		\$ 236,251,242	\$ (4,958,066)	\$ 231,293,176	0.00
	Poverty / Self-Sufficiency	Child Support Enforcement	\$ 5,924,183	\$ (5,736,126)	\$ 188,057	92.00
		Coordinated Services	\$ 72,778	\$ -	\$ 72,778	0.00
		Mental Health	\$ 140,000	\$ (126,904)	\$ 13,096	0.00
		Public Assistance Mandates	\$ 2,792,976	\$ (2,792,976)	\$ -	0.00
		Social Services	\$ 20,488,195	\$ (12,438,398)	\$ 8,049,797	255.00
		Transportation - Human Services	\$ 2,182,863	\$ (1,504,081)	\$ 678,782	5.50
		Veterans Services	\$ 119,121	\$ -	\$ 119,121	2.00
	Poverty / Self-Sufficiency Total		\$ 31,720,116	\$ (22,598,485)	\$ 9,121,631	354.50
	School Readiness / Youth Development	Public Health	\$ 29,754	\$ (29,754)	\$ -	0.00
		Social Services	\$ 22,732,717	\$ (22,405,581)	\$ 327,136	12.00
	School Readiness / Youth Development Total		\$ 22,762,471	\$ (22,435,335)	\$ 327,136	12.00
Workforce Preparedness & Personal Enrichment	Cooperative Extension	\$ 773,502	\$ -	\$ 773,502	0.00	
	Debt Service	\$ 27,444,309	\$ (2,227,537)	\$ 25,216,772	0.00	
	GTCC	\$ 13,252,690	\$ -	\$ 13,252,690	0.00	
	Social Services	\$ 2,554,489	\$ (1,668,318)	\$ 886,171	36.00	
	Workforce Preparedness & Personal Enrichment Total		\$ 44,024,990	\$ (3,895,855)	\$ 40,129,135	36.00
Further Community Achievement Total		\$ 334,758,819	\$ (53,887,741)	\$ 280,871,078	402.50	
Improve Quality of Life & Manage Growth	Economic Growth	Economic Development	\$ 2,202,769	\$ -	\$ 2,202,769	0.00
	Economic Growth Total		\$ 2,202,769	\$ -	\$ 2,202,769	0.00
	Green & Clean Community	Cooperative Extension	\$ 7,813	\$ -	\$ 7,813	0.00
		Culture & Recreation	\$ 2,594,560	\$ (530)	\$ 2,594,030	2.00
		Inspections	\$ 146,620	\$ (46,928)	\$ 99,692	1.75
		Planning & Development	\$ 834,343	\$ (69,217)	\$ 765,126	9.50
		Soil & Water Conservation District	\$ 238,201	\$ (40,329)	\$ 197,872	2.50
		Solid Waste	\$ 947,697	\$ (660,500)	\$ 287,197	2.50
	Green & Clean Community Total		\$ 4,769,234	\$ (817,504)	\$ 3,951,730	18.25
	Social Capital / Community Vibrancy	Culture & Recreation	\$ 2,164,355	\$ -	\$ 2,164,355	0.00
Social Capital / Community Vibrancy Total		\$ 2,164,355	\$ -	\$ 2,164,355	0.00	
Improve Quality of Life & Manage Growth Total		\$ 9,136,358	\$ (817,504)	\$ 8,318,854	18.25	
Ensure Community Health & Safety	Child, Aging & Disabled Adult Care	Public Assistance Mandates	\$ 3,159,115	\$ -	\$ 3,159,115	0.00
		Social Services	\$ 14,908,587	\$ (8,257,232)	\$ 6,651,355	153.00
	Child, Aging & Disabled Adult Care Total		\$ 18,067,702	\$ (8,257,232)	\$ 9,810,470	153.00
	Crime Prevention, Courts & Correction Services	Coordinated Services	\$ 1,300,635	\$ (927,983)	\$ 372,652	0.00
		Court Alternatives	\$ 2,874,027	\$ (2,011,834)	\$ 862,193	35.00
		Law Enforcement	\$ 60,717,988	\$ (3,838,500)	\$ 56,879,488	650.00
		Mental Health	\$ 358,347	\$ (285,877)	\$ 72,471	1.70
		Other Protection	\$ 1,241,621	\$ -	\$ 1,241,621	0.00
		Security	\$ 1,628,254	\$ (12,682)	\$ 1,615,572	15.00
		Social Services	\$ 500	\$ -	\$ 500	0.00
	Crime Prevention, Courts & Correction Services Total		\$ 68,121,372	\$ (7,076,876)	\$ 61,044,497	701.70
	Mental Health Risk Behaviors	Mental Health	\$ 36,226,187	\$ (25,754,291)	\$ 10,471,895	190.30
		Other Protection	\$ 112,836	\$ -	\$ 112,836	0.00
Social Services		\$ 93,841	\$ (93,841)	\$ -	0.00	
Mental Health Risk Behaviors Total		\$ 36,432,864	\$ (25,848,132)	\$ 10,584,731	190.30	
Prevention / Emergency Response	Emergency Services	\$ 23,005,520	\$ (11,613,150)	\$ 11,392,370	215.00	
	Inspections	\$ 1,947,945	\$ (623,467)	\$ 1,324,478	23.25	

**FY 2011-2012 Adopted Budget by County Strategic Focus Areas and Priorities
General Fund Budget**

Focus Area	Service Priority	Department	FY 2012 Adopted Expenditures	FY 2012 Adopted Revenues	FY 2012 Net County Funds	FY 2012 Adopted FTEs
Ensure Community Health & Safety	Prevention / Emergency Response Total		\$ 24,953,465	\$ (12,236,617)	\$ 12,716,848	238.25
	Physical & Environmental Health	Animal Services	\$ 3,275,030	\$ (690,772)	\$ 2,584,258	16.25
		Public Health	\$ 36,829,886	\$ (20,476,849)	\$ 16,353,037	419.25
		Social Services	\$ 6,284,820	\$ (3,489,837)	\$ 2,794,983	115.00
Physical & Environmental Health Total		\$ 46,389,736	\$ (24,657,458)	\$ 21,732,278	550.50	
Ensure Community Health & Safety Total			\$ 193,965,139	\$ (78,076,315)	\$ 115,888,824	1833.75
Responsive Governance and Stewardship		Board of Elections	\$ 2,440,209	\$ (450,795)	\$ 1,989,414	16.75
		Budget Management & Evaluation	\$ 463,871	\$ -	\$ 463,871	5.00
		Capital Outlay	\$ 22,000	\$ -	\$ 22,000	0.00
		Clerk to the Board	\$ 193,776	\$ -	\$ 193,776	2.00
		County Administration	\$ 1,261,141	\$ -	\$ 1,261,141	4.50
		County Attorney	\$ 1,819,255	\$ -	\$ 1,819,255	15.00
		County Commissioners	\$ 448,449	\$ -	\$ 448,449	11.00
		Facilities	\$ 6,590,802	\$ (1,775,973)	\$ 4,814,829	45.00
		Finance	\$ 2,472,218	\$ (70,000)	\$ 2,402,218	29.00
		Fleet/Parking Administration	\$ -	\$ -	\$ -	0.00
		Human Resources	\$ 8,528,662	\$ -	\$ 8,528,662	19.50
		Information Services	\$ 8,134,406	\$ -	\$ 8,134,406	51.00
		Internal Audit	\$ 489,368	\$ (25,842)	\$ 463,526	6.00
		Property Management	\$ 212,546	\$ -	\$ 212,546	2.00
		Purchasing	\$ 365,799	\$ -	\$ 365,799	5.00
		Register of Deeds	\$ 2,366,704	\$ (4,210,330)	\$ (1,843,626)	25.00
		Tax	\$ 5,416,060	\$ (1,656,500)	\$ 3,759,560	63.25
	Fleet	\$ 765,751	\$ (36,000)	\$ 729,751	1.00	
Responsive Governance and Stewardship Total			\$ 41,991,017	\$ (8,225,440)	\$ 33,765,577	301.00
Grand Total			\$ 579,851,333	\$ (141,007,000)	\$ 438,844,333	2555.50

Note:

1) Position count above includes 11.00 Commissioners.

2) 2,555.50 - 11.00 = 2,544.50 which is the total General Fund position count included on the "Summaries of Positions by Department" page.



General Government

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

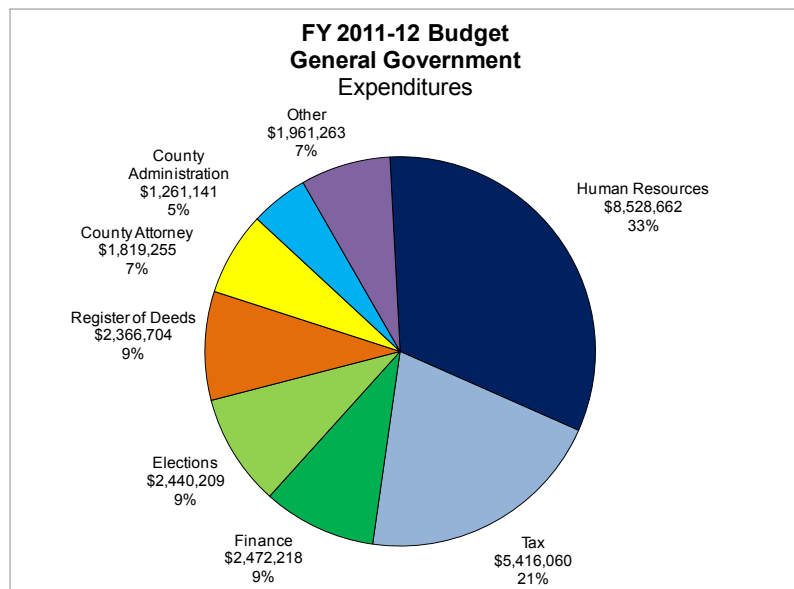
General Government departments include:

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

Expenditures

Guilford County plans to spend \$26,265,512 for General Government services in FY 2011-12, an increase of \$995,345 (3.9%) from the current fiscal year. General Government departments account for about 4% of the total expenditures for the County.

The increase in this service area is primarily the result of increases in Elections (four elections in FY 2012 vs. one in the current year), Tax (one-time costs associated with the upcoming property revaluation), and Human Resources (increases in the county's share of retiree insurance). Note: Effective with



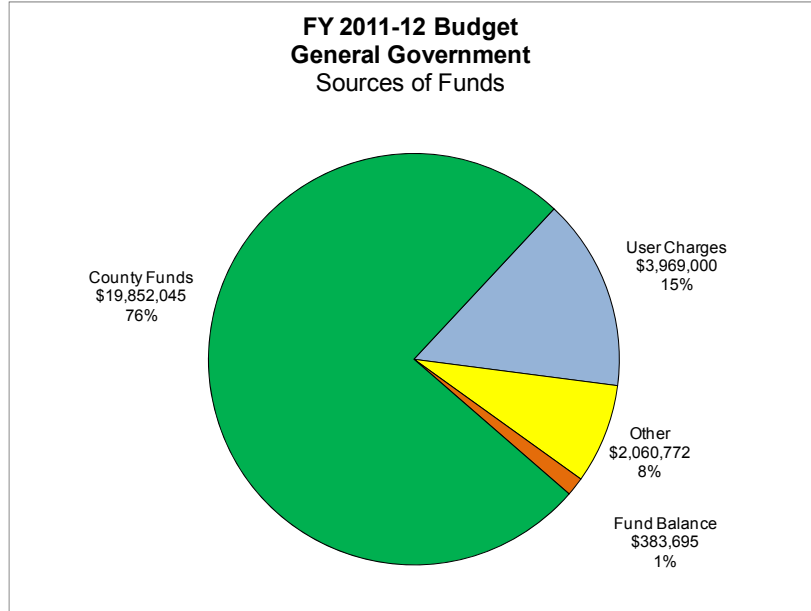
the 2010-2011 fiscal year, the county changed its policy of providing health insurance benefits to employees after retirement. Newly hired employees are no longer eligible for this benefit and, instead, receive a county contribution to a health savings account.

These increases are partially offset by the elimination of four positions (one in Purchasing and Register of Deeds and two in Human Resources) and a \$250,000 reduction in the Manager's Contingency account, used to pay for

unanticipated expenses during the year. In addition, the Board of Commissioners voted to not renew its membership in the newly organized council of government serving the Triad region, saving approximately \$47,000.

Revenues

County funds provide 76% of the support for General Government departments. User charges, including the fees paid by municipalities for tax collection and election services, account for 15% of revenues. Other revenues include the county's share of Excise Taxes paid to the Register of Deeds and portions of fund balance earmarked for technology improvements for the Register of Deeds.



Department	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Approved	vs. FY11 Adopted		FY13 Plan
					\$ chg	% chg	
Budget & Management	\$409,970	\$448,772	\$425,347	\$463,871	\$15,099	3.4%	\$465,077
Clerk to the Board	\$190,919	\$194,733	\$197,307	\$193,776	(\$957)	-0.5%	\$196,220
County Administration	\$751,078	\$1,536,608	\$1,432,749	\$1,261,141	(\$275,467)	-17.9%	\$1,567,975
County Attorney	\$1,565,415	\$1,809,732	\$1,823,423	\$1,819,255	\$9,523	0.5%	\$1,792,256
County Commissioners	\$494,188	\$435,183	\$526,569	\$448,449	\$13,266	3.0%	\$449,080
Elections	\$1,791,616	\$1,767,608	\$1,801,230	\$2,440,209	\$672,601	38.1%	\$2,494,149
Finance	\$2,372,223	\$2,474,357	\$2,631,038	\$2,472,218	(\$2,139)	-0.1%	\$2,507,339
Human Resources	\$7,374,297	\$8,242,758	\$7,893,247	\$8,528,662	\$285,904	3.5%	\$9,059,328
Internal Audit	\$411,461	\$491,055	\$535,830	\$489,368	(\$1,687)	-0.3%	\$472,760
Purchasing	\$380,836	\$472,127	\$470,235	\$365,799	(\$106,328)	-22.5%	\$369,299
Register of Deeds	\$2,069,618	\$2,355,638	\$2,324,827	\$2,366,704	\$11,066	0.5%	\$2,327,757
Tax	\$4,984,853	\$5,041,596	\$5,240,296	\$5,416,060	\$374,464	7.4%	\$5,136,724
Total Expenditures	\$22,796,474	\$25,270,167	\$25,302,098	\$26,265,512	\$995,345	3.9%	\$26,837,964
Sources of Funds							
Federal & State Funds	\$18,692	\$0	\$71,923	\$25,842	\$25,842	N/A	\$0
User Charges	\$3,167,416	\$2,988,185	\$2,988,185	\$3,969,000	\$980,815	32.8%	\$3,599,862
Other	\$2,214,167	\$2,029,846	\$2,033,046	\$2,027,430	(\$2,416)	-0.1%	\$2,027,430
Investment Earnings	\$5,042	\$7,500	\$7,500	\$7,500	\$0	0.0%	\$7,500
Fund Balance	\$778,403	\$340,707	\$342,832	\$383,695	\$42,988	12.6%	\$383,695
County Funds	\$16,612,755	\$19,903,929	\$19,858,612	\$19,852,045	(\$51,884)	-0.3%	\$20,819,477
Sources of Funds	\$22,796,474	\$25,270,167	\$25,302,098	\$26,265,512	\$995,345	3.9%	\$26,837,964

BUDGET MANAGEMENT AND EVALUATION

Michael Halford, Director

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

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	%chg	FY13 Plan
Program(s)						
10-Budget And Management	\$409,970	\$448,772	\$425,347	\$463,871	3.4%	\$465,077
Total	\$409,970	\$448,772	\$425,347	\$463,871	3.4%	\$465,077
Expenditures						
Personnel Services	\$398,000	\$433,008	\$408,008	\$441,411	1.9%	\$445,017
Operating Expenses	\$11,970	\$15,764	\$17,339	\$22,460	42.5%	\$20,060
Total	\$409,970	\$448,772	\$425,347	\$463,871	3.4%	\$465,077
Sources of Funds						
Net County Funds	\$409,970	\$448,772	\$425,347	\$463,871	3.4%	\$465,077
Authorized Positions	5.00	5.00	5.00	5.00	0.0%	5.00

DEPARTMENTAL PURPOSE

Budget, Management and Evaluation assists departments, county management and the Board of Commissioners in the preparation and management of a balanced budget. The annual budget is prepared and maintained in an effective and efficient manner that is consistent with the goals and objectives of the Board of County Commissioners, in accordance with the Local Government Budget and Fiscal Control Act. The department coordinates the development of the County's annual budget planning and development process, reviews and evaluates program performance and monitors expenditures to ensure adherence to county policies and procedures. In addition, employees assist departments with performance measures, respond to information requests from the Guilford County Board of Commissioners, county management, departments, government and community agencies, media and public.

The department will:

- Design and manage an annual budget development process that provides county leaders appropriate, timely, accurate, and complete information regarding budget issues and options, as evidenced by the receipt of the Government Finance Officers Association's Distinguished Budget Presentation Award, so that a balanced budget is adopted by July 1.
- Monitor and manage the county budget during the year so that no department exceeds its approved budget allocation.
- Accurately, yet conservatively, estimate revenues and expenses so that actual county revenues are *at least* 100% of budget and actual expenditures are *at most* 100% of budget.
- Process all budget transfer and amendment requests within five days of approval.
- Respond to public requests for information within one week.

- Assist departments and leadership in allocating scarce resources by conducting management studies and evaluations of county operations to improve organizational effectiveness, efficiency, and productivity. Annual cost savings and productivity gains from these evaluations will equal at least 50% of the Budget Department's annual budget.

FY 2012 ADOPTED BUDGET HIGHLIGHTS

- The University Of North Carolina at Chapel Hill's School of Government is conducting a statewide benchmarking project that will collect data from various counties within North Carolina. The data will then be utilized so that county governments can access a centralized record of comparative data that can be used to measure internal standards against other counties to improve the efficiency of operations. (North Carolina municipalities already conduct a statewide benchmarking project conducted by the University of North Carolina at Chapel Hill's School of Government.) Funds are included in the Fiscal Year 2011-2012 budget for the \$7,000 anticipated cost of participation in the study.

FY 2011 SIGNIFICANT ACCOMPLISHMENTS

- Initiated a comprehensive county-wide service inventory and reorganization of the County departments' performance measures. Staff members are working with departments to clearly define the specific services provided by the county, identify mandated vs. optional services, and develop more meaningful performance measures to evaluate operations and improve performance.
- Received the Government Finance Officers Association's Distinguished Budget Presentation Award for the Fiscal Year 2010-2011 budget document.
- Continued the county-wide multi-year inventory, prioritization and evaluation program for major facility needs, major equipment purchases, vehicle acquisitions and technology expenditures.
- Finished a Parks and Recreation Management Review with the Internal Audit Department that recommended operational changes and further study of additional operating procedures that have the potential to save county funds.

FUTURE ISSUES

As staffing returns to an appropriate level, the department will focus its efforts on aligning the budget process and budget document with the county's goals and strategic priorities. This includes reorganizing the structure of the budget development and evaluation process to ensure budget requests and recommendations to management and the Board are supportive of county-wide goals.

In addition, the department will select and implement a budget and performance management software system by fall 2011. The current budget process is Excel based and requires an excessive amount of staff time to manage. A new system will reduce the time spent keying budget data and increase the time spent on additional analysis, performance management, and program evaluations.

KEY PERFORMANCE MEASURES

Measures	FY09-10	FY10-11	FY11-12	FY12-13
	Actual	Estimate	Projected	Projected
Received the Government Finance Officers' Association Distinguished budget award	Yes	Yes	Yes	Yes
Number of departments that exceed budget as noted in annual financial report	0	0	0	0
Actual revenue as a percent of budgeted revenue (at least 100%)	99%	100%	101%	101%
Actual expenditures as a percent of budgeted expenditures (at most 100%)	96%	98%	98%	98%
Percent of budget amendments and transfers processed within five days of approval	-	99%	100%	100%
Percent of public questions responded to within one week	-	100%	100%	100%
Annual cost savings and productivity gains as a % of Budget Management & Evaluation's budget.	-	-	50%	60%

*A dash indicates a new performance measure that has not been measured before

CLERK TO THE BOARD

Effie D. Varitimidis, Clerk to the Board

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

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
10-Clerk To Board	\$190,919	\$194,733	\$197,307	\$193,776	-0.5%	\$196,220
Total	\$190,919	\$194,733	\$197,307	\$193,776	-0.5%	\$196,220
Expenditures						
Personnel Services	\$167,314	\$171,055	\$172,055	\$173,088	1.2%	\$177,782
Operating Expenses	\$23,604	\$23,678	\$25,252	\$20,688	-12.6%	\$18,438
Total	\$190,919	\$194,733	\$197,307	\$193,776	-0.5%	\$196,220
Sources of Funds						
Net County Funds	\$190,919	\$194,733	\$197,307	\$193,776	-0.5%	\$196,220
Authorized Positions	2.00	2.00	2.00	2.00	0.0%	2.00

DEPARTMENTAL PURPOSE

The Clerk to the Board attends all Board meetings, records and transcribes minutes, and produces and safeguards a permanent record of meetings/minutes for future use. The Clerk maintains an Ordinance Book, separate from the official source of information regarding actions taken by the Board. Interested parties are notified of Board actions and all documents, maps, and minutes presented to be considered by the Board are kept available for public examination. Finally, the Clerk to the Board prepares the agenda, advertises all notices of hearings and other issues as required by law, and attests all contracts, deeds, bonds, and other legal documents, and issues fireworks permits for all events in the County.

FY 2012 ADOPTED BUDGET HIGHLIGHTS

- Office supply budget is reduced as a result of switching from paper agendas to electronic copies of agendas for staff and public access.

FY 2011 SIGNIFICANT ACCOMPLISHMENTS

- Collaborated with Information Services and Budget and Management to develop an in-house agenda preparation program to improve efficiency for departments submitting and tracking agenda items. System will be implemented in summer 2011.
- Upgraded Board meeting room technology and implemented new electronic voting system for the Board of Commissioners.

- To improve public access, the office began posting scanned agenda packets on the County website. Providing packets on the website allowed the department to discontinue paper packets for staff and the media thereby saving printing costs for the department during the year.

KEY PERFORMANCE MEASURES

Measures	FY09-10	FY10-11	FY11-12	FY12-13
	Actual	Estimate	Projected	Projected
Board/Committee Meetings staffed per year	54	40	40	40
Percentage of draft minutes approved by Board within 1 month of meeting date		25%	90%	95%
Percentage of Agenda packets posted to County website and provided to Board 6 days prior to meeting		90%	95%	100%
Boards and Commissions appointments/reappointments made within 1 month of vacancy/term expiration		80%	95%	95%

FUTURE ISSUES

Scanning of public records to enable quicker retrieval of records and increase public access will be a priority for the department. Currently, the department has an estimated 1,500 Board meeting files dating from 1980 that would be a starting point for the scanning project. Although most of the files have been prepped for scanning through a previous partnership with a non-profit, the department is concerned about the manpower and time that will be needed to scan the documents and may need to consider outsourcing or hiring temporary labor to scan the files.

Advertising costs are a concern for the department. Many public hearings are currently mandated by state law to be advertised in a newspaper of general circulation. Most of the ads must be run twice and it can cost several hundred dollars to advertise even minor text amendments. Cabarrus County successfully sought legislation in a previous legislative session to allow the County the option of advertising on the County website instead of the newspaper. There is a local bill pending in the current legislative session that would exempt Currituck and Wake counties. The Clerk's Office would like Guilford to consider being added to the local bill or seek similar legislation to allow us the same option to reduce our advertising costs.

COUNTY ADMINISTRATION

Brenda Jones Fox, County Manager
 Sharisse Fuller, Assistant County Manager/Human Resources Director

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

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
2-County Administration	\$735,777	\$770,770	\$772,347	\$711,141	-7.7%	\$767,975
10-Reserve For Contingency	\$449	\$698,788	\$593,352	\$500,000	-28.4%	\$750,000
11-Intergovernmental Services	\$14,852	\$67,050	\$67,050	\$50,000	-25.4%	\$50,000
Total	\$751,078	\$1,536,608	\$1,432,749	\$1,261,141	-17.9%	\$1,567,975
Expenditures						
Personnel Services	\$515,843	\$520,590	\$530,090	\$530,725	1.9%	\$540,295
Operating Expenses	\$235,235	\$1,016,018	\$902,659	\$730,416	-28.1%	\$1,027,680
Capital Outlay	\$0	\$0	\$0	\$0	0.0%	\$0
Total	\$751,078	\$1,536,608	\$1,432,749	\$1,261,141	-17.9%	\$1,567,975
Sources of Funds						
Federal & State Funds	(\$18,692)	\$0	\$0	\$0	0.0%	\$0
Total	(\$18,692)	\$0	\$0	\$0	0.0%	\$0
Net County Funds	\$732,387	\$1,536,608	\$1,432,749	\$1,261,141	-17.9%	\$1,567,975
Authorized Positions	4.50	4.50	4.50	4.50	0.0%	4.50

DEPARTMENTAL PURPOSE

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

Included in this department's budget is the Reserve for Contingencies. This is used to address unexpected expenditures that may arise throughout the year. The transfer of funds from this account to other departments to address these expenses is routinely reported to the Board of Commissioners at subsequent Board meetings.

FY 2012 ADOPTED BUDGET HIGHLIGHTS

- The Reserve for Contingency, which is used to fund unexpected expenses during the year, has been decreased by approximately \$250,000.
- The Board of Commissioners did not renew its membership in the council of governments (COG) that serves the Triad region. As a result, approximately \$47,000 has been removed from the budget. The county will contract with the COG for its share of elderly and aging services and other services on an as-needed basis.

FY 2011 SIGNIFICANT ACCOMPLISHMENTS

- Implemented Biweekly Payroll and KRONOS Timekeeping System - for the first time, pay equals time worked; continuing to work on Employee Self-Service.
- Completed County space utilization (Facilities) study on all County buildings.
- Worked with the Human Services Task Force.
- Collaborated with City of Greensboro to provide funding for the Interactive Resources Center.
- Worked with the Budget Committee and Board of Education Committee, Jail Advisory Committee and the Efficiency Committee.

KEY PERFORMANCE MEASURES

Measures	FY09-10	FY10-11	FY11-12	FY12-13
	Actual	Estimate	Projected	Projected
Percent of public requests for information resolved in five business days or less	99%	98%	98%	98%
Percent of County Commissioner requests resolved in five business days or less	99%	98%	90%	98%
Number of public calls taken per staff member	-	-	-	-

*A dash indicates a new performance measure that has not been measured before

FUTURE ISSUES

In addition, County Administration will work with county departments on implementation of the Strategic Plan for the Board of Commissioners’ approval and a Succession/Talent Management Plan.

In the upcoming year, the department will also look to collaborate/partner with all Guilford County towns and cities, Board of Education, area partnerships and other community agencies to enhance County operations.

COUNTY ATTORNEY

Mark Payne, County Attorney

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

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
10-County Attorney	\$1,361,793	\$1,809,732	\$1,823,423	\$1,819,255	0.5%	\$1,792,256
20-Law Library	\$203,622	\$0	\$0	\$0	0.0%	\$0
Total	\$1,565,415	\$1,809,732	\$1,823,423	\$1,819,255	0.5%	\$1,792,256
Expenditures						
Personnel Services	\$1,118,019	\$1,444,576	\$1,444,576	\$1,411,409	-2.3%	\$1,473,390
Operating Expenses	\$439,233	\$365,156	\$378,847	\$407,846	11.7%	\$318,866
Capital Outlay	\$8,163	\$0	\$0	\$0	0.0%	\$0
Total	\$1,565,415	\$1,809,732	\$1,823,423	\$1,819,255	0.5%	\$1,792,256
Sources of Funds						
Other	(\$3,140)	\$0	\$0	\$0	0.0%	\$0
Total	(\$3,140)	\$0	\$0	\$0	0.0%	\$0
Net County Funds	\$1,562,275	\$1,809,732	\$1,823,423	\$1,819,255	0.5%	\$1,792,256
Authorized Positions	12.00	15.00	15.00	15.00	0.0%	15.00

DEPARTMENTAL PURPOSE

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

FY 2012 ADOPTED BUDGET HIGHLIGHTS

- The County Attorney's budget is approximately \$9,500 higher than the 2010-2011 adopted budget. Most of this increase is due to budgeting \$49,000 for a contracts database to track, search, archive, and report on contracts, as well as a system to track and manage legal cases.

- Due to the retirement of a law librarian, the Attorney's Office will freeze one position for Fiscal Year 2011-2012. In the budget process for Fiscal Year 2012-2013, the department will assess the need to reclassify the position into a legal assistant or paralegal to decrease the amount of overtime that is being paid to legal assistants and paralegals.

FY 2011 SIGNIFICANT ACCOMPLISHMENTS

The County Attorney's Office continues to develop and improve as result of its consolidation to a centralized legal office in July of 2009. The office has since become adequately staffed through the filling of all vacant positions in the fall of 2010. The County Attorney's office has undertaken extensive cross-training efforts in order to more efficiently utilize in-house resources prior to the consideration of outside contractors.

The County Attorney's Office began an extensive review of the County's ordinances and as result made several recommendations for updates. Additionally, the County Attorney's Office has undertaken proactive measures to increase departmental legal training by offering classes on Quasi-Judicial procedures, ethics, and Department of Social Services petition filings.

The County Attorney staff continues to manage exceedingly high volumes of case loads at significantly higher levels than recommended.

KEY PERFORMANCE MEASURES

Measures	FY09-10	FY10-11	FY11-12	FY12-13
	Actual	Estimate	Projected	Projected
Percent of staff credential maintained through attainment of required CLE credits and CPE credits	100%	100%	100%	100%
Percent of contracts reviewed within 15 business days	-	-	95%	95%
Percent of child welfare cases adjudicated with 60 calendar days (or the time period required by the court)	100%	100%	99%	99%
Percent of juvenile court orders filed within 30 calendar days	-	-	100%	100%
Percent of protective services or guardianship petitions filed of adult services matters within 10 calendar days of referral	-	-	100%	100%
Percent of initial ordinance enforcement matters processed within 15 days of referral to the County Attorney's Office	-	-	100%	100%

*A dash indicates a new performance measure that has not been measured before

FUTURE ISSUES

- As result of the economic downturn, the County Attorney's Office has seen a dramatic increase in the need for legal representation regarding neglect and abuse matters, child support enforcement matters, ordinance violations, law enforcement, tax appeals and general litigation demands. The steady increase in volume will require an expansion of the County Attorney's Office, or increased utilization of outside counsel as well as the development and implementation of a clerkship program in collaboration with local law schools.
- There continues to be a growing need for a more efficient document management system in order to handle the increasing volume of work. The County Attorney's Office is investigating software that will help better utilize existing resources in the management of cases as well as hardware to replace the office's antiquated inventory.

COUNTY COMMISSIONERS

Melvin "Skip" Alston, Board Chairman

301 West Market St., P.O. Box 3427 Greensboro, NC 27401 (336) 641-7670

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
10-County Commissioners	\$494,188	\$435,183	\$526,569	\$448,449	3.0%	\$449,080
Total	\$494,188	\$435,183	\$526,569	\$448,449	3.0%	\$449,080
Expenditures						
Personnel Services	\$341,532	\$338,283	\$342,283	\$355,804	5.2%	\$358,575
Operating Expenses	\$152,655	\$96,900	\$184,286	\$92,645	-4.4%	\$90,505
Total	\$494,188	\$435,183	\$526,569	\$448,449	3.0%	\$449,080
Sources of Funds						
Net County Funds	\$494,188	\$435,183	\$526,569	\$448,449	3.0%	\$449,080
Authorized Positions	11.00	11.00	11.00	11.00	0.0%	11.00
<i>11 Commissioners</i>						

DEPARTMENTAL PURPOSE & GOALS

The eleven-member board is committed to rendering quality service to the citizens in a courteous, efficient and cost-effective manner. The Commissioners establish goals for County government, provide policy direction on specific issues to the County Manager, and ensure accountability by evaluating services to determine they are meeting the needs of those whom they serve and providing citizens with the highest return on each tax dollar. Each year, the Board approves an annual budget and sets property tax rates and fees for the County and for special taxing districts. Specific actions include adopting appropriate ordinances, rules, and regulations as methods for executing the policies. Further, the Board of Commissioners appoints members to advisory boards and commissions that they establish, as well as to other boards established by State legislation. The Board of Commissioners also directly appoints five principal officials: County Manager, County Attorney, Tax Director, Finance Director and Clerk to the Board, all of whom serve at the pleasure of the Board.

FY 2012 ADOPTED BUDGET HIGHLIGHTS

The budget for the Board of Commissioners is 3% above the FY 2010-11 adopted budget. This increase is related to year-end payroll accrual costs and budgeting a cell phone stipend for each commissioner, in accordance with the budget ordinance.

BOARD OF ELECTIONS

George N. Gilbert, Director

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

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
2-Administration	\$1,791,616	\$1,765,913	\$1,767,612	\$2,440,209	38.2%	\$2,494,149
10-Other	\$0	\$0	\$31,923	\$0	0.0%	\$0
20-Training	\$0	\$1,695	\$1,695	\$0	-100.0%	\$0
Total	\$1,791,616	\$1,767,608	\$1,801,230	\$2,440,209	38.1%	\$2,494,149
Expenditures						
Personnel Services	\$1,493,314	\$1,256,777	\$1,377,380	\$1,867,527	48.6%	\$1,789,897
Operating Expenses	\$298,302	\$510,831	\$423,850	\$572,682	12.1%	\$554,252
Capital Outlay	\$0	\$0	\$0	\$0	0.0%	\$150,000
Total	\$1,791,616	\$1,767,608	\$1,801,230	\$2,440,209	38.1%	\$2,494,149
Sources of Funds						
Federal & State Funds	\$0	\$0	(\$31,923)	\$0	0.0%	\$0
Other	(\$1,636)	(\$2,000)	(\$2,000)	(\$2,000)	0.0%	(\$2,000)
User Charges	(\$433,655)	(\$41,500)	(\$41,500)	(\$447,100)	977.3%	(\$77,500)
Fund Balance	(\$1,696)	(\$1,695)	(\$1,695)	(\$1,695)	0.0%	(\$1,695)
Total	(\$436,986)	(\$45,195)	(\$77,118)	(\$450,795)	897.4%	(\$81,195)
Net County Funds	\$1,354,629	\$1,722,413	\$1,724,112	\$1,989,414	15.5%	\$2,412,954
Authorized Positions	17.00	16.75	16.75	16.75	0.0%	16.75

DEPARTMENTAL PURPOSE

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

FY 2012 ADOPTED BUDGET HIGHLIGHTS

- The Elections Department will conduct 4 elections in FY 2011-12, including a Presidential Preference Primary, as compared to 1 election in FY 2010-11. As a result, the Elections budget for FY 2011-12 has increased by approximately \$673,000 (+38%). Municipalities will reimburse the county for direct costs of municipal primaries and elections.

FY 2011 SIGNIFICANT ACCOMPLISHMENTS

- Successfully executed the November General Election with record “off year” turnout both election day and in early voting.
- Assisted the State Board of Elections in testing and developing methodology and tools for tabulating the “Instant Runoff Voting” (IRV) election for Court of Appeals Judge.
- Successfully conducted the tabulation, recount and audit of the IRV election, the first statewide IRV election in modern US history.
- Reviewed more than 8,000 petition signatures.
- Mailed more than 43,000 “contact” notices to voters. Processed near 12,000 undeliverable notices and mailed “confirmation” notices (forwardable) to each affected voter.
- Removed 31,500 voters who were “inactive,” deceased, moved out of county or convicted of a felony.

KEY PERFORMANCE MEASURES

Measures	FY 07 General	FY 08 Muni & Primary	FY09 General Presidential	FY10 Muni & Primary	FY11 General
Contested Elections	None	None	None	None	None
Time Election Results are Available on Election Night	12:05 a.m.	9:36 p.m.	11:19 p.m.	9:10 p.m.	10:30 p.m.
Official Results to the State Board of Elections	Accurate & On Time	Accurate & On Time	Accurate & On Time	Accurate & On Time	Accurate & On Time
# of Precincts with Average Voting Lines of Less than 30 Minutes	159 of 159 Precincts	159 of 159 Precincts	165 of 165 Precincts	165 of 165 Precincts	165 of 165 Precincts
Participation in School and Civic Organizations' Elections Events	20+ Events	20+ Events	22	20+ Events	20+ Events
County Funds Per Registered Voter	\$6.36	\$5.35	\$6.71	\$3.93	\$4.86

FUTURE ISSUES

- Help America Vote Act (HAVA) grant funds are nearly exhausted. Since 2006, these grant funds have paid for more than half our voting equipment costs, a substantial portion of our early voting costs in general elections and all of our equipment maintenance fees. Ongoing costs in these areas will fall primarily on the county in the future. Guilford will be less affected by this than most counties since we are the only county with a contract to perform our own voting equipment maintenance.
- Legislation to institute mandatory photo ID at the polls is near the top of the legislative agenda. Depending on the final form of the bill, this could have a greater or lesser impact on operations and on costs. A highly restrictive bill could result in significant personnel cost increases.

FINANCE

Reid Baker, Director

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

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
10-Finance	\$2,372,223	\$2,474,357	\$2,631,038	\$2,472,218	-0.1%	\$2,507,339
Total	\$2,372,223	\$2,474,357	\$2,631,038	\$2,472,218	-0.1%	\$2,507,339
Expenditures						
Personnel Services	\$2,022,587	\$2,241,199	\$2,191,199	\$2,249,682	0.4%	\$2,281,303
Operating Expenses	\$349,636	\$233,158	\$439,839	\$222,536	-4.6%	\$226,036
Total	\$2,372,223	\$2,474,357	\$2,631,038	\$2,472,218	-0.1%	\$2,507,339
Sources of Funds						
Other	(\$371)	\$0	\$0	\$0	0.0%	\$0
User Charges	(\$75,870)	(\$75,000)	(\$75,000)	(\$70,000)	-6.7%	(\$70,000)
Total	(\$76,241)	(\$75,000)	(\$75,000)	(\$70,000)	-6.7%	(\$70,000)
Net County Funds	\$2,295,982	\$2,399,357	\$2,556,038	\$2,402,218	0.1%	\$2,437,339
Authorized Positions	29.00	29.00	29.00	29.00	0.0%	29.00

DEPARTMENTAL PURPOSE

The Finance Department administers and manages the County's fiscal affairs in compliance with laws and regulations and in conformity with generally accepted accounting principles in an efficient and cost-effective manner. Efficiency involves the continued monitoring of procedures for improvements to absorb the continually increasing volume of transactions. Cost-effectiveness is achieved through increased efficiency and cost reductions as well as maximization of revenues. Funds are disbursed to county vendors and employees in compliance with laws, regulations, budget ordinance and county policy. The department bills certain accounts receivable and invests county funds in accordance with state laws and county investment policy to maximize returns within the parameters of preserving principal and maintaining necessary liquidity. Financial analysts review and approve grant reports in order to maximize the County's financial resources. Finance prepares the County's Comprehensive Annual Financial Report and the annual financial report for the Local Government Commission.

FY 2012 ADOPTED BUDGET HIGHLIGHTS

- The Finance Department's adopted budget is approximately \$2,000 lower than the FY 2010-11 adopted budget.

FY 2011 SIGNIFICANT ACCOMPLISHMENTS

- Maintained high level of productivity per employee in payables and accounting function.
- Increased level of productivity per employee in payroll function.
- Maintained a high level of productivity among management level employees during the vacancy of two high level positions for much of the year.
- Were an integral part of the implementation of the Billing and Collection module of the new NCPTS tax system and provide continuing support to resolve pending issues.

KEY PERFORMANCE MEASURES

Measures	FY09-10	FY10-11	FY11-12	FY12-13
	Actual	Estimate	Projected	Projected
Awarded the Certificate of Achievement for Excellence in Financial Reporting from GFOA	Yes	Yes	Yes	Yes
Bond rating evaluation from the three bond rating agencies	AAA	AAA	AAA	AAA
Number of basis points (excluding bond funds) over/under average annual trust yield	32	30	40	40
Number of vouchers and checks per Accounts Payable employee	19,212	23,798	24,000	24,000
Number of checks or deposit advices per Payroll employee (based on current biweekly payroll)	17,493	34,075	34,000	34,000
Number of Accounts Receivable statements and the number of payments per Accounts Receivable employee	23,170	21,876	22,000	22,000

FUTURE ISSUES

Although publicity concerning the turmoil in the financial markets has subsided, the situation continues to complicate investment operations. Yields on all investments remain low, and concern over the stability of issuers has limited our choices and increased time spent on evaluation of the financial institutions in which we invest County funds.

The advent of multiple debt programs available through the American Reinvestment and Recovery Act (ARRA) has broadened the scope of factors to be considered in the structure and type of debt issued. We continue to monitor developments in the ARRA legislation to determine the optimal structure for the County’s financing needs.

The County's unfunded actuarial liability for non-retirement post-employment benefits (OPEB) amounts to over \$216 million and the annual contribution to fund this liability is in excess of \$17 million. (The County's current annual contribution is \$2 million, plus the current year's cost of health insurance benefits for qualified retirees.) The selection of an appropriate funding regimen and investment vehicle(s) will present a challenge for the next several years.

The department will maintain spending at a prudent level in the face of uncertain revenue streams, which will require increased scrutiny of the County's finances. Important revenue sources, such as sales tax, are continually monitored, as are more than 250 state and federal grants as the Finance Department seeks to maximize and project major revenue sources.

Testing and implementing the Lawson system upgrade and continuing matters relating to the County's new tax system will place additional strain on our staff of business analysts, financial analysts and accounting manager. Heavily involved in numerous system implementations and upgrades in recent years, these individuals continue to have ongoing responsibilities in addition to lending support to these projects. Finance already supports five major application systems, more than any other County department, with the Lawson application now encompassing most of the County's major financial subsystems.

HUMAN RESOURCES

Sharisse Fuller, Director

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

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
2-Hr Administration	\$1,631,763	\$1,692,958	\$1,691,213	\$1,572,662	-7.1%	\$1,599,528
20-Retiree Insurance & Other	\$5,742,534	\$6,549,800	\$6,202,034	\$6,956,000	6.2%	\$7,459,800
Total	\$7,374,297	\$8,242,758	\$7,893,247	\$8,528,662	3.5%	\$9,059,328
Expenditures						
Personnel Services	\$7,213,481	\$8,086,459	\$7,721,459	\$8,366,164	3.5%	\$8,903,030
Operating Expenses	\$160,816	\$156,299	\$171,788	\$162,498	4.0%	\$156,298
Total	\$7,374,297	\$8,242,758	\$7,893,247	\$8,528,662	3.5%	\$9,059,328
Sources of Funds						
Net County Funds	\$7,374,297	\$8,242,758	\$7,893,247	\$8,528,662	3.5%	\$9,059,328
Authorized Positions	20.50	21.50	21.50	19.50	-9.3%	19.50

DEPARTMENTAL PURPOSE

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

The budget for this department also contains the County's share of the group insurance premium expense for retirees enrolled under the County's Retiree Health Insurance Program.

FY 2012 ADOPTED BUDGET HIGHLIGHTS

The overall Human Resources budget is \$286,000 higher than the budget adopted for FY 2010-11. This increase reflects the net impact of:

- an increase of \$400,000 for the county's share of retiree health insurance,
- an increase of approximately \$6,000 in the administrative costs of the county's flexible benefits program for current employees,
- and the elimination of two vacant positions. These positions will not have an adverse affect on the work of other Human Resources staff but may increase overtime expenses.

FY 2011 SIGNIFICANT ACCOMPLISHMENTS

- Posted 100 % of vacancies within two business days.
- Conducted benefit enrollment and timekeeping training.
- Updated several personnel regulations and associated addendums (e.g., RIF, Short-term Staffing, FMLA, FLSA, etc.).
- Advised departments of changes to FMLA, ADA, FLSA and various other personnel laws.
- Managed economic stimulus COBRA for affected individuals.
- Processed and administered disciplinary actions within the required time frames in accordance with applicable personnel regulations and employment laws.
- Presented supervisory training.
- Ensured that management and staff are sufficiently versed in Federal and State Employment laws.
- Continued administration of Lawson payroll and KRONOS timekeeping system.
- Ensured employees and supervisors received the proper training to improve their knowledge, skills and abilities.

KEY PERFORMANCE MEASURES

Measures	FY09-10	FY10-11	FY11-12	FY12-13
	Actual	Estimate	Projected	Projected
Post 100% of vacancies within 2 business days	100%	100%	100%	100%
KRONOS supervisor training satisfaction level at 95% or higher	-	-	-	-
Conduct benefit enrollment and timekeeping training	100%	100%	100%	100%
Increase participation in online health risk assessments	-	-	-	-
Implement and promote Now Clinic	-	-	-	-
Develop and offer employee self service training	-	-	-	-
Process and administer disciplinary actions and complaints allegations	95%	95%	100%	100%
Complete and return 100% of market survey requests	100%	100%	100%	100%

*A dash indicates a new performance measure that has not been measured before

FUTURE ISSUES

- Develop and offer Employee Self Service training to all employees who express interest.
- Increase participation in online health risk assessments.
- Implement and promote Now Clinic and on-site health measurement kiosk.

INTERNAL AUDIT

Martha Rogers, Director

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

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
10-Internal Audit	\$411,461	\$491,055	\$535,830	\$489,368	-0.3%	\$472,760
Total	\$411,461	\$491,055	\$535,830	\$489,368	-0.3%	\$472,760
Expenditures						
Personnel Services	\$401,387	\$479,580	\$521,080	\$476,693	-0.6%	\$454,085
Operating Expenses	\$10,074	\$11,475	\$14,750	\$12,675	10.5%	\$18,675
Total	\$411,461	\$491,055	\$535,830	\$489,368	-0.3%	\$472,760
Sources of Funds						
Federal & State Funds	\$0	\$0	(\$40,000)	(\$25,842)	0.0%	\$0
Other	\$0	\$0	(\$3,200)	\$0	0.0%	\$0
Total	\$0	\$0	(\$43,200)	(\$25,842)	0.0%	\$0
Net County Funds	\$411,461	\$491,055	\$492,630	\$463,526	-5.6%	\$472,760
Authorized Positions	4.00	5.00	6.00	6.00	20.0%	5.00

DEPARTMENTAL PURPOSE

The Internal Audit Department serves the citizens of Guilford County by providing consulting and audit services that help County government reduce risk with proper internal controls and promote accountability through the efficient use of resources.

FY 2012 ADOPTED BUDGET HIGHLIGHTS

- Internal Audit's Fiscal Year 2011-12 Adopted Budget falls under the County's strategic goal of maintaining efficient, effective, responsive government. Internal Audit's focus will be on improving the effectiveness and responsiveness of service delivery through streamlining processes; reducing or avoiding costs, including encouraging partnerships to achieve economies of scale; examining and recommending internal controls as services are merged, consolidated or changed; and ensuring new technologies are used to the fullest extent possible across departments. In addition, the department will focus on auditing strategic objectives and performance measurements to ensure established targets are met.
- The Board of Commissioners approved the addition of a time-limited, grant-funded energy fellowship position during FY 2010-11. This position is charged with helping the county assess opportunities to reduce its energy usage.
- The budget for Internal Audit is -0.3% less than the budget adopted for FY 2010-11. The addition of the energy position discussed above has resulted in the department postponing

the recruitment of a vacant position. As a result, additional vacancy/lapsed salary savings are projected in FY 2011-12, resulting in the overall decrease.

FY 2011 SIGNIFICANT ACCOMPLISHMENTS

- The Internal Audit Department received a \$3,200 grant from the National Center for Civic Innovation Center on Government Performance in fiscal year 2010-2011. This grant is to conduct a second Citizen Survey and to discuss with citizens the meaning of the survey results. The overall goal is to incorporate the public's point of view in achieving improved results for the public.
- Guilford County received a Certificate of Excellence in Citizen-Centric Reporting for its 2011 Citizen-Centric Report. The *2011 Guilford County, North Carolina Citizen's Guide to the Budget* prepared by Internal Audit and the Office of Budget, Management & Evaluation was recognized for its timeliness and communication of financial and community information in a visually appealing and understandable manner. This document promotes Guilford County government's accountability and transparency to its citizens.
- The Deficit Reduction Act became effective January 2007. It requires providers that receive annual Medicaid payments of \$5 million or more to provide education to employees and contractors about federal and state fraud and false claims laws and the whistleblower protection those laws provide. Beginning in November 2007, Guilford County's Employee Fraud Hotline fulfilled the requirements of the Deficit Reduction Act.
- In fiscal year 2010-11, Internal Audit was awarded \$40,000 for its application to the State Energy Office for the Student Energy Internship and Fellowship Program. The County will use one sustainability fellow to assist with energy audits of county buildings; analyze energy audits and recommend savings; perform energy surveys of county buildings; provide training on energy usage for employees; review billing rates of each energy provider; develop training and protocols for facilities employees and write energy-related grants.
- Internal Audit assisted the County's external auditors with the Annual Single Audit of grants from state and federal sources. This work included preparation of control process documentation for all grants audited.

KEY PERFORMANCE MEASURES

Measures	FY09-10	FY10-11	FY11-12	FY12-13
	Actual	Estimate	Projected	Projected
Internal Audit				
Recommendations accepted and implemented by departments	100%	95%	95%	95%
Audit reports prepared and issued	7	12	10	10
Performance Monitoring Projects	24	25	25	25
Grants Coordination				
Grant applications submitted	3.00	3.00	2.00	2.00
Total grant dollars applied for	\$2,110,713	\$ 425,100	\$100,000	\$ 100,000
Total grant dollars received	\$ 0	\$ 43,200	\$ 50,000	\$ 50,000
Grants monitored	0	2	2	2

FUTURE ISSUES

In order for Internal Audit to provide comprehensive audit services, there is a need for more Information Systems audit training. Recently installed systems and plans for enhanced technological capabilities require documentation and verification of new automated processes and controls. This will require the allocation of more resources in training and assistance from Information Services or other consultants.

As part of Internal Audit's Annual Audit Plan, the goal is to complete a performance audit for the fire districts and County Departments at least once every five years. Based on perceived risk or requests from departments or others, these reviews might be scheduled more often.

PURCHASING

Bonnie Stellfox, Director

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

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
2-Administration	\$370,794	\$468,927	\$459,995	\$361,299	-23.0%	\$365,799
10-Property And Other	\$10,043	\$3,200	\$10,240	\$4,500	40.6%	\$3,500
Total	\$380,836	\$472,127	\$470,235	\$365,799	-22.5%	\$369,299
Expenditures						
Personnel Services	\$325,409	\$436,566	\$401,566	\$337,649	-22.7%	\$343,499
Operating Expenses	\$55,427	\$35,561	\$68,669	\$28,150	-20.8%	\$25,800
Total	\$380,836	\$472,127	\$470,235	\$365,799	-22.5%	\$369,299
Sources of Funds						
Other	(\$33)	\$0	\$0	\$0	0.0%	\$0
Total	(\$33)	\$0	\$0	\$0	0.0%	\$0
Net County Funds	\$380,803	\$472,127	\$470,235	\$365,799	-22.5%	\$369,299
Authorized Positions	5.00	6.00	6.00	5.00	-16.7%	5.00

DEPARTMENTAL PURPOSE

The Guilford County Purchasing Department's primary purpose is to obtain the necessary commodities and services required by our Guilford County Departments on a best value basis (quality, service and price). The procurement procedures adhere to the North Carolina General Statutes and Guilford County Purchasing Policies. The Department realizes that purchasing is a service to each Guilford County Department and for all Guilford County taxpayers, and analyzes our purchases to maximize the use of each tax dollar. Purchasing solicits search bids, Informal, Formal, RFP and RFQ processes by utilizing our electronic bidding, Strategic Sourcing. The Purchasing Department processes and awards contracts for Construction Projects Bidding Events, Price Only and Service Contracts, and participates in Business Fairs and Outreach efforts to increase bidding opportunities for all vendors. Also, Purchasing performs consulting activities for all vendors. The Department has Minority and Women Owned Business Enterprise Program (MWBE) to encourage and assist MWBE vendors to participate in the bidding process, and addresses any questions or concerns they may have with the vendor registration and bidding process.

FY12 ADOPTED BUDGET HIGHLIGHTS

- The FY 2012 Budget has decreased by \$106,000, or 22.5%, from the FY 2011 budget.
- Most of the decrease is related to the elimination of a vacant purchasing manager position.
- Other reductions, made possible through the use of electronic transmission of purchase orders and the use of the Internet for bid advertisements, were made to postage, paper, and copier expense budgets.

FY11 SIGNIFICANT ACCOMPLISHMENTS

- Migrated the county to the GOGAS FUEL Card Program, which allows the county to use gas stations throughout the county for fuel, rather than requiring vehicles to return to a central location.
- Initiated surplus property sales through GovDeals with a goal of generating revenue for Guilford County in excess of \$8,000 the first year.
- Further defined and implemented Strategic Sourcing Improvement Processes (Process Flow, Approval Authority). From January 2008 through March 2011, the Purchasing Department has registered 2,377 Suppliers of which 33% are MWBE Suppliers.
- Conducted annual Janitorial Forum on upcoming Janitorial Contracts which are up for bid.
- Partnered with Greensboro Chamber of Commerce, City of Greensboro and GTCC to participate in Small Business and MWBE Forums
- Conducted four (4) Surplus Auctions and generated revenue totaling \$192,429 for Guilford County.
- Acted as administrative support to the Risk Management Department in processing all requisitions and purchase orders.

KEY PERFORMANCE MEASURES

Measures	FY09-10	FY10-11	FY11-12	FY12-13
	Actual	Estimate	Projected	Projected
Purchasing				
# informal bid proposals	18	21	25	30
# of formal bid proposals	13	11	15	18
average # purchase orders processed	5722	5551	5384	5222
# contracts awarded-Strategic Sourcing	31	32	40	47
# requisitons received	5722	5921	6087	6209
% of procurement dollars award to MWBE vendors	14%	16%	17%	18%
% of MWBE vendors of total vendors	31%	33%	35%	37%
\$ received from auctions	135,316	192429	160000	162000
active contracts managed per FTE	199	225	251	263
# of RFPs	11	21	25	31
# purchase orders issued	5722	5551	5384	5222
\$ value of items sold on Gov Deals	\$ -	\$ 7,715	\$ 12,000	\$16,000
# if contracts awarded via competitive bidding process	31	32	40	47
total # of vendors managed	1865	2377	2889	3401

FUTURE ISSUES

- The Purchasing Department will continue to collaborate with the Facilities Department to track all of Guilford County's Green Initiatives for all energy costs, grants and all upgrades as recommended and directed by NC A & T State University for all Guilford County Buildings.
- We will be preparing and presenting our annual report to County Administration and the Board of Commissioners in September to update officials on our progress in our MWBE program.
- Purchasing Department will partner with the Legal Department in supporting the commodity and service contracts processes, and provide all documents and information necessary to execute commodity and service contracts in a timely manner. In addition, we will work jointly in testing and implementing the Contracts Management System. Purchasing Director and County Attorney will provide training to Department Directors and their designated employees on RFP's, Formal, and Informal Bid processes.

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

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
10-Rod - Greensboro	\$1,590,974	\$1,577,785	\$1,546,847	\$1,542,126	-2.3%	\$1,585,859
20-Rod - High Point	\$210,881	\$198,113	\$196,115	\$201,934	1.9%	\$203,997
50-Automation	\$267,763	\$579,740	\$581,865	\$622,644	7.4%	\$537,901
Total	\$2,069,618	\$2,355,638	\$2,324,827	\$2,366,704	0.5%	\$2,327,757
Expenditures						
Personnel Services	\$1,725,804	\$1,660,901	\$1,625,901	\$1,631,409	-1.8%	\$1,657,462
Operating Expenses	\$343,698	\$694,737	\$698,926	\$735,295	5.8%	\$670,295
Capital Outlay	\$0	\$0	\$0	\$0	0.0%	\$0
Other	\$117	\$0	\$0	\$0	0.0%	\$0
Total	\$2,069,618	\$2,355,638	\$2,324,827	\$2,366,704	0.5%	\$2,327,757
Sources of Funds						
Investment Earnings	(\$5,042)	(\$7,500)	(\$7,500)	(\$7,500)	0.0%	(\$7,500)
Other	(\$2,134,840)	(\$1,934,846)	(\$1,934,846)	(\$1,936,430)	0.1%	(\$1,936,430)
User Charges	(\$1,635,712)	(\$1,884,862)	(\$1,884,862)	(\$1,884,400)	0.0%	(\$1,884,862)
Fund Balance	(\$776,707)	(\$339,012)	(\$341,137)	(\$382,000)	12.7%	(\$382,000)
Total	(\$4,552,301)	(\$4,166,220)	(\$4,168,345)	(\$4,210,330)	1.1%	(\$4,210,792)
Net County Funds	(\$2,482,682)	(\$1,810,582)	(\$1,843,518)	(\$1,843,626)	1.8%	(\$1,883,035)
Authorized Positions	29.00	26.00	26.00	25.00	-3.8%	25.00

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

FY 2012 ADOPTED BUDGET HIGHLIGHTS

- One vacant position was eliminated from the Register of Deeds.

FY 2011 SIGNIFICANT ACCOMPLISHMENTS

- Partnered with NC Vital Records to offer statewide birth certificates born 1971-after.
- Partnered with Board of Elections to update voter files through death records.
- Partnered with Tax Department using Record Import Manager Software.
- Successfully moved High Point Register of Deeds office to DSS building.
- Reduced staff levels from 33 to 25 in 3 years and decreased county budget nearly 30%.

KEY PERFORMANCE MEASURES

Measures	FY09-10	FY10-11	FY11-12	FY12-13
	Actual	Estimate	Projected	Projected
Greensboro & High Point offices				
Real Estate Documents Processed	331,990	357,284	369,150	-
Vital Records Processed	70,173	69,484	69,280	-
Automation				
Cost per document recorded	\$25.18	-	-	-
Amount of revenue taken per employee	\$174,915	-	-	-
Percent of documents indexed without errors	96.4	-	-	-

*A dash indicates a new performance measure that has not been measured before

FUTURE ISSUES

The Register of Deeds is in a major transition. The office recently moved to the Centennial Building in High Point. E-Recording has provided additional ease for submitters and reduced staff time on filings of land records. The Greensboro Register of Deeds office will move in FY 2011-12. Requests for vital records will increase due to a partnership with NC Vital Records as a pilot county for statewide vital records availability. It will be important to maintain adequate staffing levels even with the current reduction in excise tax stamp and land record fee revenue based on the number of documents processed per staff member. NC Register of Deeds Association is implementing indexing rules which may also create additional work for our office in the next year. Further reductions in staffing will impact customer service and internal procedures for quality assurance which reduce liability to the County.

TAX DEPARTMENT

Ben Chavis, Director

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

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
Tax Collection & Assmt	\$4,984,853	\$5,041,596	\$5,240,296	\$5,416,060	7.4%	\$5,136,724
Total	\$4,984,853	\$5,041,596	\$5,240,296	\$5,416,060	7.4%	\$5,136,724
Expenditures						
Personnel Services	\$4,020,527	\$3,987,384	\$4,027,384	\$4,216,363	5.7%	\$4,211,504
Operating Expenses	\$964,327	\$1,054,212	\$1,212,912	\$1,199,697	13.8%	\$925,220
Total	\$4,984,853	\$5,041,596	\$5,240,296	\$5,416,060	7.4%	\$5,136,724
Sources of Funds						
Other	(\$74,147)	(\$93,000)	(\$93,000)	(\$89,000)	-4.3%	(\$89,000)
User Charges	(\$1,022,180)	(\$986,823)	(\$986,823)	(\$1,567,500)	58.8%	(\$1,567,500)
Total	(\$1,096,327)	(\$1,079,823)	(\$1,079,823)	(\$1,656,500)	53.4%	(\$1,656,500)
Net County Funds	\$3,888,527	\$3,961,773	\$4,160,473	\$3,759,560	-5.1%	\$3,480,224
Authorized Positions	65.00	62.25	62.25	63.25	1.6%	63.25

DEPARTMENTAL PURPOSE

The Tax Department lists, appraises, and assesses real and personal property for taxation, and collects taxes due on these classifications of property; processes water and sewer assessments; collects hotel room occupancy taxes; intercepts state income tax refunds when appropriate to satisfy unpaid accounts due Guilford County; processes applications for tax relief and tax exemptions that may be granted under state law; maintains records of property ownership and detailed tax maps; and collects real and/or personal property taxes for the municipalities of Greensboro, High Point, Jamestown, Archdale, Sedalia, Summerfield, Oak Ridge, Burlington, Pleasant Garden, Whitsett, and Kernersville. The department also collects taxes for 22 fire districts.

FY 2012 ADOPTED BUDGET HIGHLIGHTS

- The Tax Department budget has increased by \$374,000, as a result of additional expenses related to the upcoming revaluation of property values in 2012. The additional funds will be used to contract with an outside vendor for assistance and pay for overtime funds for County employees.
- While the overall budget has increased, the amount of county funds used to support the department decreased by approximately \$202,000 as a result of renegotiated service

contracts with local municipalities. Under the new contracts, Greensboro will pay the county an additional \$558,000 for collecting Greensboro taxes.

- The department position count increased by one as a result of transferring a position from the Facilities Department to help with customer service.

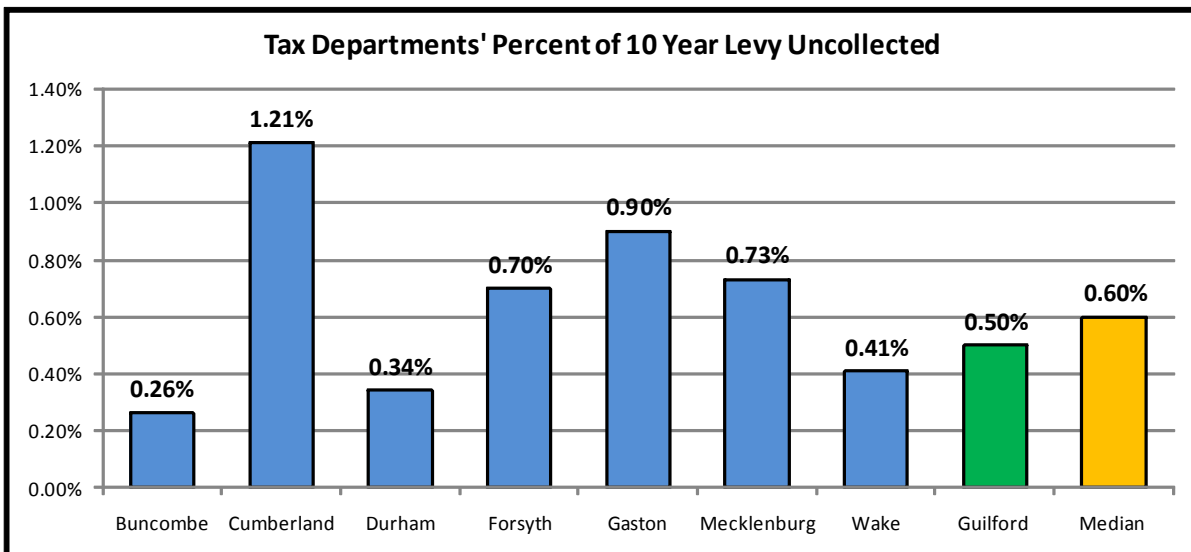
FY 2011 SIGNIFICANT ACCOMPLISHMENTS

- Successfully implemented a comprehensive tax software system with many complex components.
- Cut the Tax Department budget by over \$1 million over the last two fiscal periods.
- Combined Land Records & Mapping into one group and work area resulting in more current ownership information on the web and also improved map accuracy.
- Combined High Point & Greensboro Collections resulting in improved revenue collections and efficiency in operations.

KEY PERFORMANCE MEASURES

Measures	FY09-10	FY10-11	FY11-12	FY12-13
	Actual	Estimate	Projected	Projected
Property tax collection rate	98.8%	98.8%	98.5%	98.5%
Motor vehicle tax collection rate	90.4%	89.6%	89.0%	89.0%
Combined tax collection rate	98.2%	98.2%	97.8%	97.8%
Cost per \$1,000 tax dollars collected	\$12.58	\$12.12	\$11.57	\$10.71
Percent of the 10 year tax levy collected	99.8%	99.8%	99.8%	99.8%
Number of customer calls taken per customer representative	-	-	-	-

*A dash indicates a new performance measure that has not been measured before



FUTURE ISSUES

- The Tax Department is preparing for the 2012 general reappraisal of all real property. Per state statute, the County is required to reassess all real property every eight years. Owners will be notified of their new valuation in March 2012.
- In July 2013, the collection of registered motor vehicle taxes will become the responsibility of the North Carolina Department of Motor Vehicles. The assessment and situs responsibility will remain at the local level.

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.

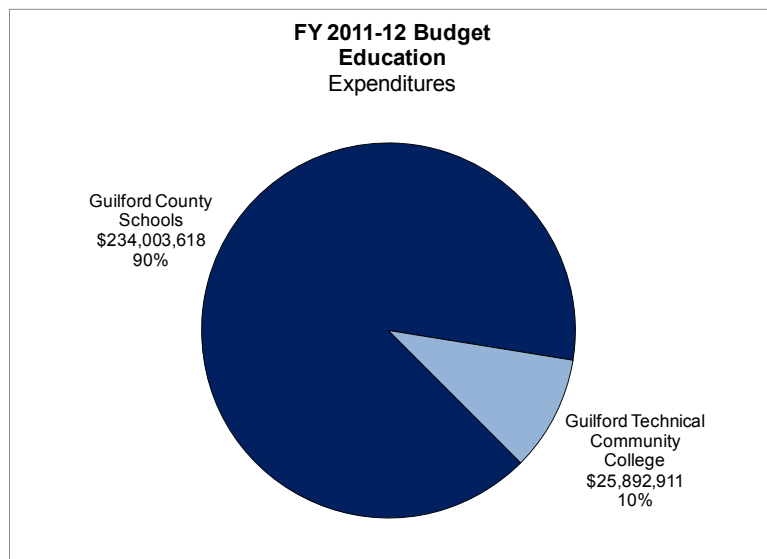
Education expenditures support:

- Guilford County Schools
- Guilford Technical Community College (GTCC)
- Other capital expenditures
- Debt Service (school facilities)

Expenditures

The FY 2011-12 Adopted Budget includes \$259,896,529 for Education, a decrease of \$198,244 from the FY 2010-11 budget. Education, including repayment of facility debt for the Guilford County Schools and Guilford Technical Community College (GTCC), is Guilford County's largest expenditure, accounting for 45% of total general fund expenditures.

The FY 2011-12 budget maintains **operating funding** for both the Guilford County Schools and GTCC at their FY 2010-11 levels. The **capital maintenance allocation** for GTCC also remains at the FY 2010-11 level. No new funds are appropriated for capital maintenance for Guilford County Schools. Instead, the Board of Commissioners approved the use \$4 million in funds left over from completed projects for FY 2011-12 capital needs.



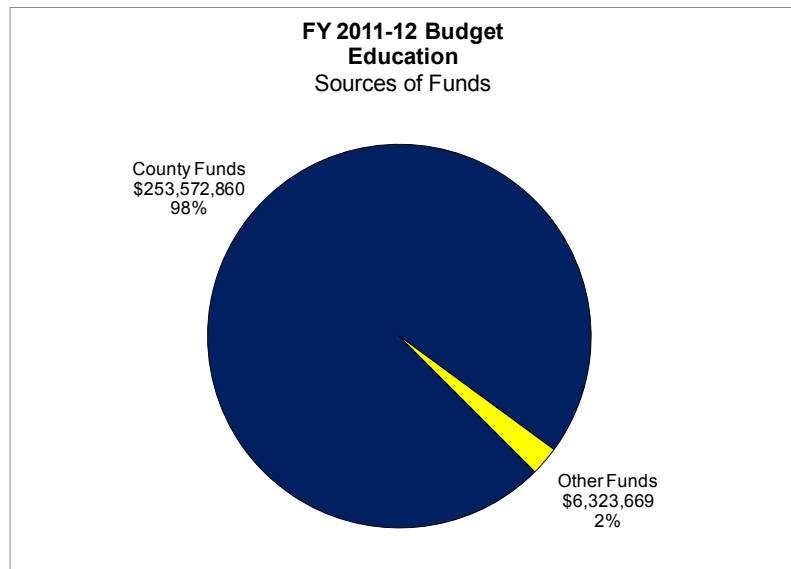
Education-related **debt service** is expected to increase by \$3 million in FY 2011-12. This represents the payments on existing and planned issues of voter-approved debt and Qualified School Construction Bonds approved by the Board

of Commissioners for school capital needs. The budget assumes that the following three school projects named by the Board of Education are delayed until future fiscal years: Allen Jay Middle School renovations and the construction of the southeast area elementary and airport area high schools. This delay will save approximately \$400,000 in debt service expenses next year, but, depending on the level of future interest rates, could increase the overall cost of financing the three projects.

Debt service in FY 2013 is expected to increase by \$13.5 million. More information on existing and future bond issues is included in the Debt Service section of this document.

Revenues

Nearly all of the funds for Education is generated from general county revenues. Other funds, earmarked for debt repayment needs, come from the state lottery and stimulus funds through the American Recovery and Reinvestment Act.



	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Approved	vs. FY11 Adopted		FY13 Plan
					\$ chg	% chg	
Guilford County Schools							
Operating	\$175,165,521	\$175,165,521	\$175,165,521	\$175,165,521	\$0	0.0%	\$175,165,521
Capital Outlay*	\$4,000,000	\$3,200,000	\$3,200,000	\$0	(\$3,200,000)	-100.0%	\$4,000,000
Debt Payments	\$58,148,780	\$58,310,940	\$58,332,389	\$58,838,097	\$527,157	0.9%	\$70,975,111
	\$237,314,301	\$236,676,461	\$236,697,910	\$234,003,618	(\$2,672,843)	-1.1%	\$250,140,632
* Additional capital amounts of \$491,937 and \$450,330 for FY 11 Amended and FY 12 Approved are accounted for in the School Capital Outlay Fund.							
Guilford Technical Community College (GTCC)							
Operating	\$11,752,690	\$11,752,690	\$11,752,690	\$11,752,690	\$0	0.0%	\$11,752,690
Capital Outlay	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$0	0.0%	\$1,500,000
Debt Payments	\$8,142,023	\$10,165,622	\$10,165,622	\$12,640,221	\$2,474,599	24.3%	\$14,048,763
	\$21,394,713	\$23,418,312	\$23,418,312	\$25,892,911	\$2,474,599	10.6%	\$27,301,453
Total Education	\$258,709,014	\$260,094,773	\$260,116,222	\$259,896,529	(\$198,244)	-0.1%	\$277,442,085
Sources of Funds							
Federal & State Funds							
Lottery Funds	\$8,000,000	\$9,500,000	\$9,500,000	\$5,000,000	(\$4,500,000)	-47.4%	\$5,000,000
American Rec/Reinvest Act	\$0	\$949,565	\$949,565	\$1,323,669	\$374,104	39.4%	\$1,735,969
County Funds	\$250,709,014	\$249,645,208	\$249,666,657	\$253,572,860	\$3,927,652	1.6%	\$270,706,116
Sources of Funds	\$258,709,014	\$260,094,773	\$260,116,222	\$259,896,529	(\$198,244)	-0.1%	\$277,442,085

EDUCATION

Guilford County Schools

Maurice "Mo" Green, Superintendent

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

BUDGET SUMMARY

	FY 10 Actual	FY 11 Adopted	FY 11 Amended	FY 12 Adotped	% chg	FY 13 Plan
Guilford County Schools						
Operating	\$175,165,521	\$175,165,521	\$175,165,521	\$175,165,521	0.0%	\$175,165,521
Capital Outlay	\$4,000,000	\$3,200,000	\$3,691,937	\$450,330	-85.9%	\$4,000,000
Debt Payments	\$58,148,780	\$58,310,940	\$58,310,940	\$58,838,097	0.9%	\$70,975,111
	\$237,314,301	\$236,676,461	\$237,168,398	\$234,453,948	-0.9%	\$250,140,632
Source of Funds						
Federal & State Funds						
<i>Lottery Funds</i>	\$8,000,000	\$9,500,000	\$9,500,000	\$5,000,000	-47.4%	\$5,000,000
<i>American Rec/Reinvest Act</i>	\$0	\$999,565	\$99,565	\$1,323,669	32.4%	\$1,735,969
Fund Balance (Capital)	\$0	\$0	\$491,937	\$450,330	N/A	\$0
County Funds	\$229,314,301	\$226,176,896	\$226,176,896	\$227,679,949	0.7%	\$243,404,663
Source of Funds	\$237,314,301	\$236,676,461	\$236,268,398	\$234,453,948	-0.9%	\$250,140,632

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 information 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.

FY 2012 ADOPTED BUDGET HIGHLIGHTS

- The Board of Education requested \$180,806,860 in operational funding and \$5,500,000 in capital maintenance funding from the county for FY 2011-12.
- The budget adopted by the Board of Commissioners protected operating funding at the current year's level of \$175,165,521.
- The Board of Commissioners did not approve any new capital maintenance funds for the school system. Instead, it approved the use of \$4 million of existing funds for capital needs. These funds were available in the completed Eastern Guilford High Replacement School project (\$3,549,670) and from funds previously earmarked for school capital needs under the Medicaid Swap legislation (\$450,330).
- The Board of Commissioners allocated the FY 2011-12 funding for the Guilford County Schools by purpose and function (see chart on next page). This requires Board of Commissioner approval for Board of Education amendments that change a purpose of function allocation by more than 10%.

Purpose and Function Allocation of County Funds

		<u>Amount</u>
Current Expense Allocation		
5000	Instructional Services	
5100	Regular Instructional	\$ 63,173,526
5200	Special Populations	\$ 8,963,368
5300	Alternative Programs	\$ 6,818,635
5400	School Leadership Services	\$ 10,747,256
5500	Co-Curricular	\$ 4,310,911
5800	School-Based Support	\$ 8,475,205
	Subtotal Instructional Services	<u>\$ 102,488,901</u>
6000	System-Wide Support Services	
6100	Support and Development	\$ 2,806,696
6400	Technology Support	\$ 7,662,545
6500	Operational Support	\$ 47,572,505
6600	Financial and Human Resource Services	\$ 10,593,483
	Subtotal System-Wide Support Services	<u>\$ 68,635,229</u>
8000	Non-Programmed Charges	
8100	Payments to Charter Schools	\$ 4,041,391
	Subtotal Non-Programmed Charges	<u>\$ 4,041,391</u>
	TOTAL OPERATING EXPENDITURES	\$ 175,165,521
	Capital/Maintenance Allocation	\$ 450,330
	<i>Budgeted in County's School Capital Outlay Fund</i>	
	TOTAL Current Expense & Capital Allocation	<u>\$ 175,615,851</u>

EDUCATION

Guilford Technical Community College

Dr. George R. Parker, President

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

BUDGET SUMMARY

	FY 10 Actual	FY 11 Adopted	FY 11 Amended	FY 12 Adotped	% chg	FY 13 Plan
Guilford County Schools						
Operating	\$11,752,690	\$11,752,690	\$11,752,690	\$11,752,690	0.0%	\$11,752,690
Capital Outlay	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	0.0%	\$1,500,000
Debt Payments	\$8,142,023	\$10,165,622	\$10,165,622	\$12,640,221	24.3%	\$14,048,763
	\$21,394,713	\$23,418,312	\$23,418,312	\$25,892,911	10.6%	\$27,301,453
Source of Funds						
Federal & State Funds						
<i>American Rec/Reinvest Act</i>	\$0	\$429,818	\$429,818	\$353,570	-17.7%	\$353,570
County Funds	\$21,394,713	\$22,988,494	\$22,988,494	\$25,539,341	11.1%	\$26,947,883
Source of Funds	\$21,394,713	\$23,418,312	\$23,418,312	\$25,892,911	10.6%	\$27,301,453

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 \$13,747,235 from Guilford County for FY 2011-12 (\$12,247,235 in operating funds and \$1,500,000 in capital outlay funds). This request is \$494,545 (3.7%) higher than the current year's budget and includes the following items:

- \$315,783 - for the operating costs of new facilities, including the High Point Classroom Building, the Center for Business & Industry at Jamestown, and the Donald W. Cameron Campus (formerly referred to as the new Northwest Campus) grounds.
- \$178,762 – for state retirement plan and medical insurance increases.

See the chart on the following page for the Board of Trustees' budget request.

**GUILFORD TECHNICAL COMMUNITY COLLEGE
2011-12 ADOPTED COUNTY BUDGET**

	FY 2010-11 Approved Budget	FY 2011-12 Adopted	+(-)	%
I. OPERATIONS				
General Facilities	\$ 3,397,981	\$ 3,501,747	\$ 103,766	3.1%
Buildings Maintenance	1,941,016	1,994,420	53,404	2.8%
Grounds Maintenance	571,947	658,692	86,745	15.2%
Custodial Services	2,181,808	2,341,606	159,798	7.3%
Campus Police	1,474,677	1,612,847	138,170	9.4%
Business	887,943	840,605	(47,338)	-5.3%
Other	1,297,318	1,297,318	-	0.0%
TOTAL OPERATIONS	\$ 11,752,690	\$ 12,247,235	\$ 494,545	4.2%
II. CAPITAL OUTLAY				
Culinary Renovations		\$ 500,000		
Entertainment Technology Renovations		\$ 500,000		
Roof Repairs		\$ 300,000		
Electrical Safety Upgrades		\$ 200,000		
TOTAL CAPITAL OUTLAY	\$ 1,500,000	\$ 1,500,000	\$ -	0.0%
TOTAL COUNTY BUDGET	\$ 13,252,690	\$ 13,747,235	\$ 494,545	3.7%

Anticipated Increases for 2012-13

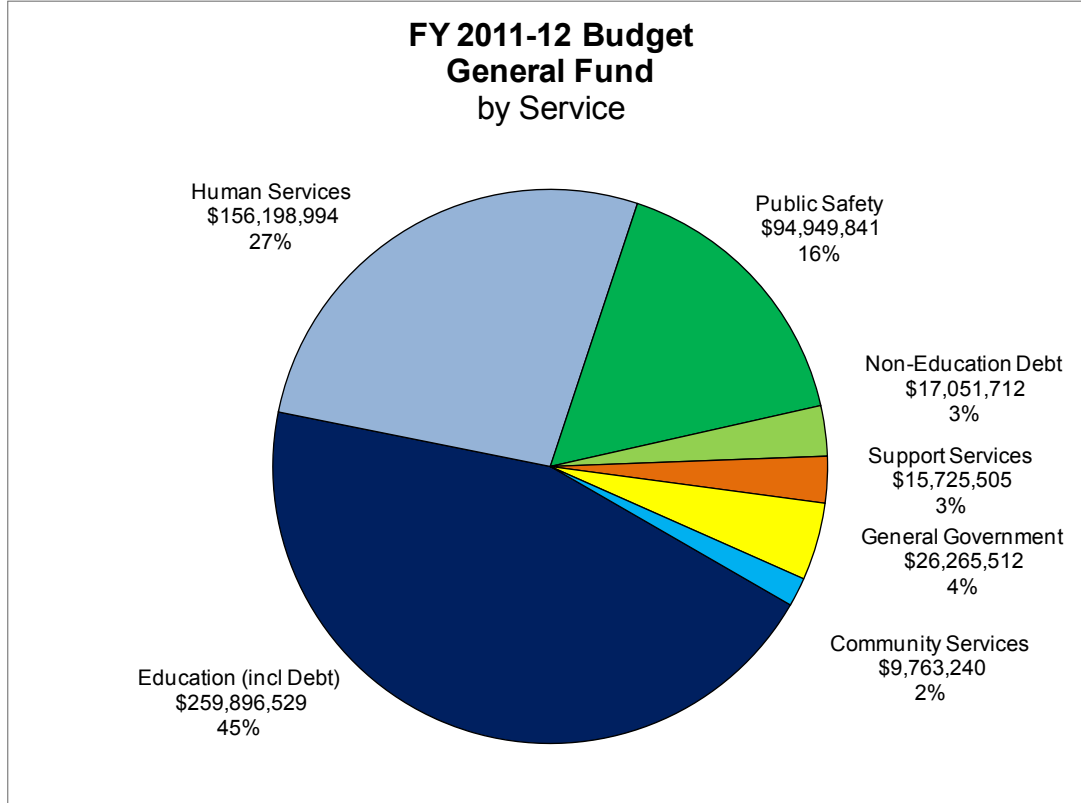
Aviation Classroom Building	282,930
Cameron Campus	661,192
2% Salary Increase	110,746
Dental Insurance Rate Increase	<u>12,476</u>
Total	<u>\$ 1,067,344</u>

FY 2012 ADOPTED BUDGET HIGHLIGHTS

- The Board of Commissioners protected the operating and capital maintenance funding allocations at the FY 2010-11 levels of \$11,752,690 and \$1,500,000, respectively.

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, such as the State of North Carolina.

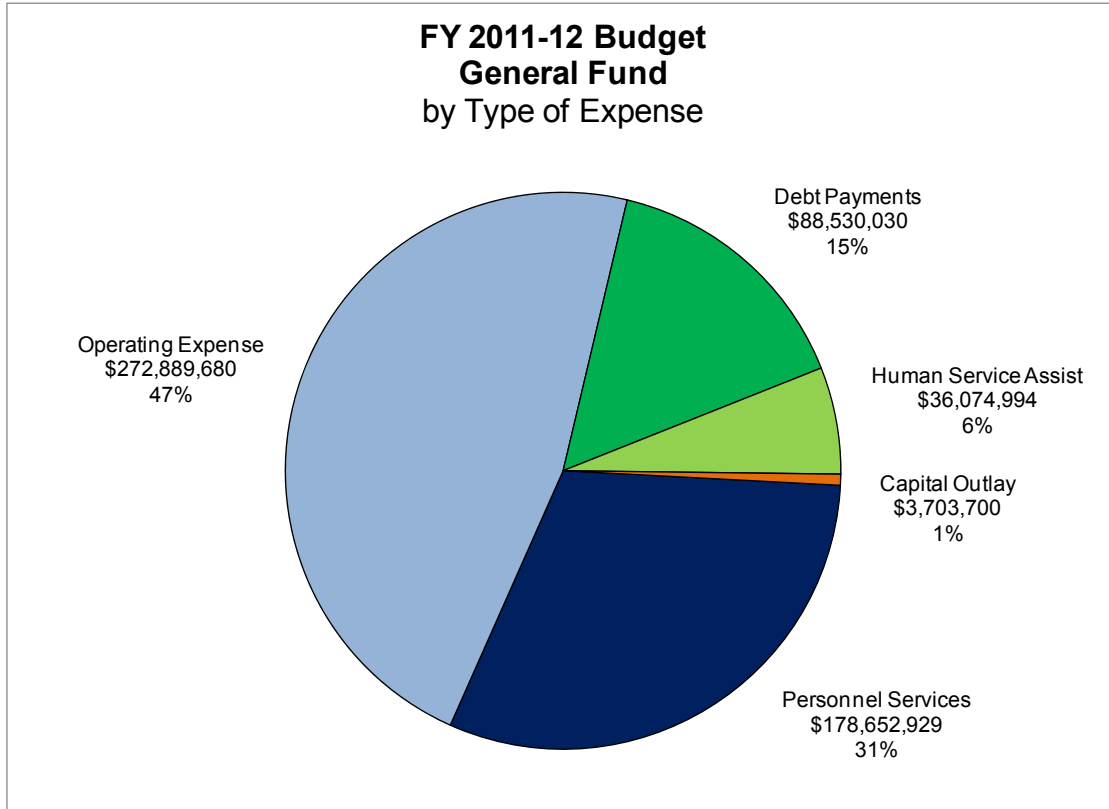
**FY 2011-12 Budget
General Fund Expense
Service Category**



Summary of Expenditures by Service Category

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Approved	vs. FY11 Adopted		FY13 Plan
					\$ chg	% chg	
Education (incl Debt)	\$258,709,014	\$260,094,773	\$260,116,222	\$ 259,896,529	\$ (198,244)	-0.1%	\$277,442,085
Human Services	\$160,254,992	\$161,016,513	\$169,016,965	\$ 156,198,994	\$(4,817,519)	-3.0%	\$154,227,910
Public Safety	\$ 85,879,858	\$ 86,541,832	\$ 90,931,266	\$ 94,949,841	\$ 8,408,009	9.7%	\$ 99,489,946
Non-Education Debt	\$153,881,548	\$ 9,339,102	\$ 6,279,102	\$ 17,051,712	\$ 7,712,610	82.6%	\$ 18,594,095
Support Services	\$ 24,487,677	\$ 17,912,949	\$ 18,839,780	\$ 15,725,505	\$(2,187,444)	-12.2%	\$ 18,174,277
General Government	\$ 22,796,474	\$ 25,270,167	\$ 25,302,098	\$ 26,265,512	\$ 995,345	3.9%	\$ 26,837,964
Community Services	\$ 12,727,715	\$ 9,564,664	\$ 13,061,059	\$ 9,763,240	\$ 198,576	2.1%	\$ 9,357,567
Total Expenditures	\$718,737,277	\$569,740,000	\$583,546,492	\$579,851,333	\$10,111,333	1.8%	\$604,123,844

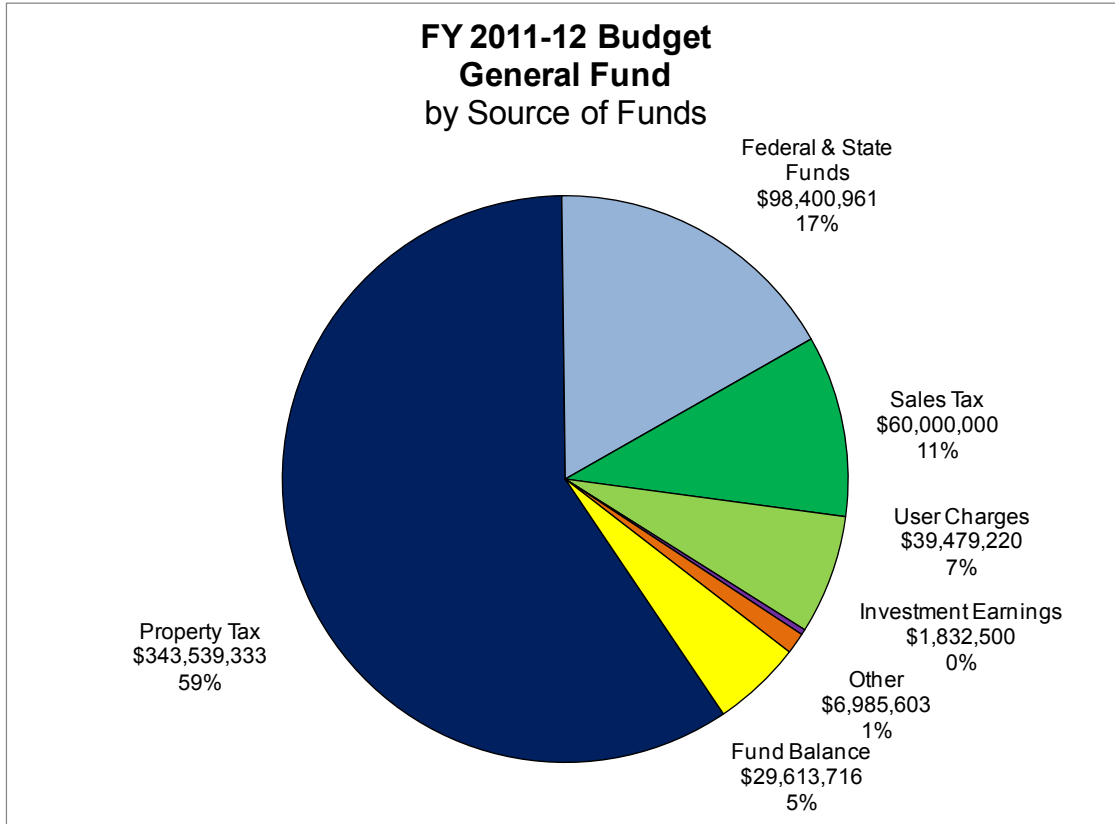
**FY 2011-12 Budget
General Fund Expense
Type of Expense**



Summary of Expenditures by Type of Expense

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Approved	vs. FY11 Adopted		FY13 Plan
					\$ chg	% chg	
Personnel Services	\$171,029,510	\$174,471,706	\$174,923,397	\$178,652,929	\$4,181,223	2.4%	\$183,306,166
Operating Expense	\$288,700,126	\$278,816,508	\$292,338,151	\$272,889,680	(\$5,926,828)	-2.1%	\$276,888,148
Debt Payments	\$220,172,351	\$77,815,664	\$74,777,113	\$88,530,030	\$10,714,366	13.8%	\$103,617,969
Human Service Assist	\$35,421,248	\$35,501,507	\$37,184,974	\$36,074,994	\$573,487	1.6%	\$35,839,086
Capital Outlay	\$3,414,042	\$3,134,615	\$4,322,857	\$3,703,700	\$569,085	18.2%	\$4,472,475
Total Expenditures	\$718,737,277	\$569,740,000	\$583,546,492	\$579,851,333	\$10,111,333	1.8%	\$604,123,844

**FY 2011-12 Budget
General Fund
Sources of Funds**



Summary of Sources of Funds

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Approved	vs. FY11 Adopted		FY13 Plan
					\$ chg	% chg	
Property Tax	\$328,020,524	\$326,908,523	\$327,053,793	\$343,539,333	\$16,630,810	5.1%	\$375,310,738
Federal & State Funds	\$100,363,169	\$103,115,039	\$108,218,776	\$98,400,961	(\$4,714,078)	-4.6%	\$98,138,754
Sales Tax	\$60,968,354	\$58,250,000	\$58,354,153	\$60,000,000	\$1,750,000	3.0%	\$60,600,000
User Charges	\$38,114,901	\$37,941,151	\$37,734,051	\$39,479,220	\$1,538,069	4.1%	\$40,538,338
Investment Earnings	\$2,826,813	\$2,507,500	\$2,508,183	\$1,832,500	(\$675,000)	-26.9%	\$1,907,500
Other	\$173,750,308	\$7,023,447	\$7,352,867	\$6,985,603	(\$37,844)	-0.5%	\$7,062,630
Total Revenues	\$704,044,070	\$535,745,660	\$541,221,823	\$550,237,617	\$14,491,957	2.7%	\$583,557,960
Fund Balance	\$104,941,405	\$33,994,340	\$42,324,669	\$29,613,716	(\$4,380,624)	-12.9%	\$20,565,884
Total	\$808,985,475	\$569,740,000	\$583,546,492	\$579,851,333	\$10,111,333	1.8%	\$604,123,844

Human Services

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

Human Services expenditures include:

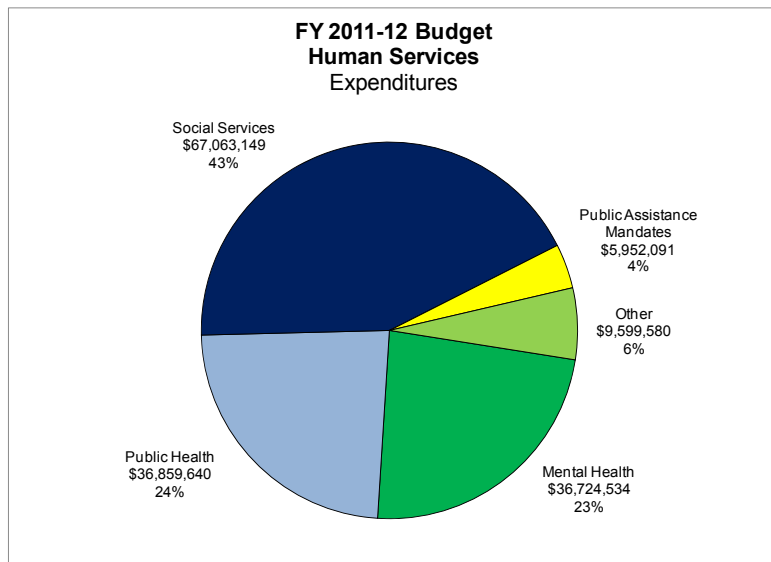
- Public Health
- Social Services
- TANF*
- Mental Health
- Child Support Enforcement
- Medical Assistance
- Coordinated Services
- Transportation
- Veterans Service
- Special Assistance to Adults

* Temporary Assistance for Needy Families

Expenditures

Guilford County will spend \$156,198,994 for Human Services expenditures in FY 2011-12, a decrease of -3.0% (or approximately \$4.8 million) from the FY 2010-11 adopted budget. Human Services is the second largest service area and accounts for approximately 27% of the total expenditures for the County.

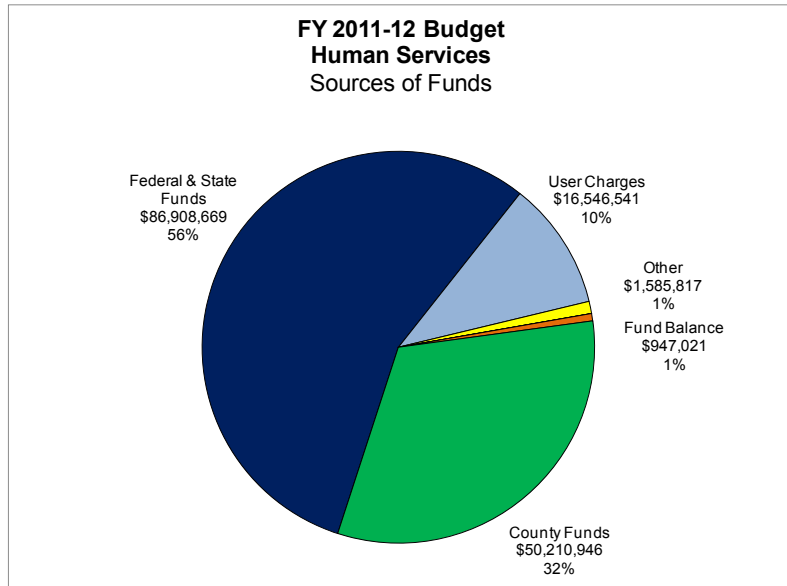
Most of the decrease in Human Services expenditures is related to the net elimination of 38 positions (26 from Social Services, 11 from Public Health, and one from Coordinated Services). An additional decrease of approximately \$1.75 million dollars will be generated by budgeting expected expenditures for The Guilford Center’s (Mental Health, Substance Abuse, and Developmental Disabilities) community services closer to actual historical expenses.



These decreases are partially offset by the addition of a \$1.5 million line of credit for Triad Adult and Pediatric Medicine to provide support while the agency works to achieve status as a federally qualified health clinic and higher revenues.

Revenues

The state and federal governments provide 56% of the revenues required to support Human Services. The County contributes (32%). Remaining funds come from Fees & Charges (10%) and Other revenues (2%).



	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Approved	vs. FY11 Adopted		FY13 Plan
					\$ chg	% chg	
Department							
Child Support Enforcement	\$5,736,412	\$5,917,574	\$5,877,479	\$5,924,183	\$6,609	0.1%	\$6,014,871
Coordinated Services	\$1,465,811	\$1,644,912	\$1,812,545	\$1,373,413	(\$271,499)	-16.5%	\$1,373,413
Mental Health	\$39,436,838	\$38,513,616	\$43,503,935	\$36,724,534	(\$1,789,082)	-4.6%	\$36,978,886
Public Assistance Mandates	\$5,724,562	\$5,661,267	\$6,186,267	\$5,952,091	\$290,824	5.1%	\$5,923,550
Public Health	\$36,994,870	\$36,817,097	\$37,116,447	\$36,859,640	\$42,543	0.1%	\$35,636,579
Social Services	\$68,708,392	\$70,071,884	\$71,605,532	\$67,063,149	(\$3,008,735)	-4.3%	\$66,312,282
Transportation	\$2,081,867	\$2,281,506	\$2,804,527	\$2,182,863	(\$98,643)	-4.3%	\$1,867,332
Veterans Services	\$106,239	\$108,657	\$110,233	\$119,121	\$10,464	9.6%	\$120,997
Total Expenditures	\$160,254,992	\$161,016,513	\$169,016,965	\$156,198,994	(\$4,817,519)	-3.0%	\$154,227,910
Sources of Funds							
Federal & State Funds	\$87,230,943	\$87,501,673	\$94,193,621	\$86,908,669	(\$593,004)	-0.7%	\$86,819,040
User Charges	\$15,603,367	\$15,444,644	\$15,237,544	\$16,546,541	\$1,101,897	7.1%	\$16,360,620
Other	\$1,960,860	\$1,875,760	\$1,933,524	\$1,585,817	(\$289,943)	-15.5%	\$1,659,785
Investment Earnings	\$61	\$0	\$0	\$0	\$0	N/A	\$0
Fund Balance	\$2,083,681	\$1,630,428	\$1,630,434	\$947,021	(\$683,407)	-41.9%	\$168,166
County Funds	\$53,376,079	\$54,564,008	\$56,021,842	\$50,210,946	(\$4,353,062)	-8.0%	\$49,220,299
Sources of Funds	\$160,254,992	\$161,016,513	\$169,016,965	\$156,198,994	(\$4,817,519)	-3.0%	\$154,227,910

CHILD SUPPORT ENFORCEMENT

Denise Lee, Interim Director 400 West Market Street, P. O. Box 3138 Greensboro, NC 27402 (336) 641-6435
 Renee Keenan, Interim Director 325 East Russell Ave., P.O. Box 2674, High Point, NC 27261 (336) 845-7770

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
10-Child Support Enforcement	\$5,736,412	\$5,917,574	\$5,877,479	\$5,924,183	0.1%	\$6,014,871
Total	\$5,736,412	\$5,917,574	\$5,877,479	\$5,924,183	0.1%	\$6,014,871
Expenditures						
Personnel Services	\$5,237,622	\$5,441,247	\$5,391,247	\$5,442,719	0.0%	\$5,533,407
Operating Expenses	\$498,634	\$475,327	\$485,032	\$480,464	1.1%	\$480,464
Human Services Assistance	\$156	\$1,000	\$1,200	\$1,000	0.0%	\$1,000
Total	\$5,736,412	\$5,917,574	\$5,877,479	\$5,924,183	0.1%	\$6,014,871
Sources of Funds						
Federal & State Funds	(\$6,357,429)	(\$5,735,788)	(\$5,735,788)	(\$5,620,447)	-2.0%	(\$5,709,913)
Other	(\$309,581)	\$0	\$0	(\$63,389)	0.0%	(\$63,389)
User Charges	(\$52,290)	(\$87,883)	(\$87,883)	(\$52,290)	-40.5%	(\$52,290)
Total	(\$6,719,301)	(\$5,823,671)	(\$5,823,671)	(\$5,736,126)	-1.5%	(\$5,825,592)
Net County Funds	(\$982,889)	\$93,903	\$53,808	\$188,057	100.3%	\$189,279
Authorized Positions	93.00	92.00	92.00	92.00	0.0%	92.00

DEPARTMENTAL PURPOSE

Child Support Enforcement 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 when an issue, 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 2012 ADOPTED BUDGET HIGHLIGHTS

Expenses

- Paternity test costs will be transferred from the state budget to the county budget effective 7/1/11. The expense was listed in the 2011 budget, but the \$24,000 expense will not be incurred until FY 11-12.
- The \$1,000 storage fee for the Greensboro closed case files was eliminated due to the scanning of all closed case files in both offices in FY 2011.

Revenues

- Federal reimbursement revenues make up 84% of the total revenues.
- Performance incentives make up 14% of the total revenues.
- Fees and other collections make up the remaining 2% of the total revenues.

Legislative changes that may increase revenues:

- Pending legislation will increase the amount of Performance Incentive money available to the states by increasing the current allotment by \$300 million dollars. If approved, this could positively impact the Performance Incentive revenues received during FY 2012 and FY2013 by reducing or eliminating the need for County dollars.
- Congress may once again allow the Performance Incentive revenues to make up the County's 34% match for reimbursement through a pending bill to repeal the changes implemented through the Deficit Reduction Act of 2005. This repeal would significantly increase revenues and allow the department to operate without the use of County funds.

FY 2011 SIGNIFICANT ACCOMPLISHMENTS AND ISSUES

Issues

- The unstable economic environment continues to negatively impact child support agencies nationwide.
- Guilford County's unemployment rate remains high in comparison to the other large metropolitan areas in North Carolina.
- The majority of child support orders that have been reduced due to the loss of employment remain unchanged.
- Total collections continue to decline due to the factors listed above. When the economy improves in this area, the department will see an increase in total collections.
- Pending legislation will continue support for children attending college until the age of 21. If approved, the department will retain cases for an additional three years. This change will increase caseloads and total collections.
- Pending legislation will mandate that the department establish an access and visitation provision in all child support orders. If approved, this legislation will create a significant change in the amount of time and staff necessary to establish and enforce child support orders.
- Daycare assistance recipients will be required to cooperate with Child Support in order to receive daycare assistance. This policy change will result in an increase in cases.

Accomplishments

- The department collected \$39,067,448.00 during FY2010. Approximately 95% of this amount was disbursed directly to families.
- Guilford County continues to maintain the 2nd highest collection rate in the state.
- The current collection rate remains the highest in comparison to the 12 largest counties in North Carolina.
- Guilford County continues to receive the largest amount of performance incentive revenues in comparison to every other county in North Carolina.

KEY PERFORMANCE MEASURES

Measures	FY09-10	FY10-11	FY11-12	FY12-13
	Actual	Estimate	Projected	Projected
Child Support Enforcement				
Collection Rate	74.2%	74.4%	74.3%	74.4%
Cases Under Order	85.5%	85.6%	86.0%	86.0%
Paternity Establishment Rate	101.7%	101.7%	101.7%	101.7%
Payment to Arrears	65.7%	66.0%	66.8%	66.9%
Total Collections	\$39,067,448	\$37,504,750	\$38,254,845	\$39,402,490
Total Caseload	21,304	20,917	21,300	21,400
Total Caseload per FTE	231	227	231	232
Total Caseload per Agent	435	426	434	436

**The first 5 measures are the basis for Incentive revenue for the County*

COORDINATED SERVICES

Michael Halford, Budget Director

301 West Market St., P.O. Box 3427 Greensboro, NC 27401 (336) 641-3275

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
2-Administration	\$108,214	\$109,477	\$114,477	\$26,034	-76.2%	\$26,034
10-Adult Services	\$50,000	\$396,667	\$396,667	\$72,778	-81.7%	\$72,778
20-Family & Children	\$1,307,598	\$1,138,768	\$1,301,401	\$1,274,601	11.9%	\$1,274,601
Total	\$1,465,811	\$1,644,912	\$1,812,545	\$1,373,413	-16.5%	\$1,373,413
Expenditures						
Personnel Services	\$78,741	\$82,243	\$87,243	\$0	-100.0%	\$0
Operating Expenses	\$1,387,071	\$1,562,669	\$1,725,302	\$1,373,413	-12.1%	\$1,373,413
Total	\$1,465,811	\$1,644,912	\$1,812,545	\$1,373,413	-16.5%	\$1,373,413
Sources of Funds						
Federal & State Funds	(\$962,938)	(\$927,983)	(\$1,090,615)	(\$927,983)	0.0%	(\$927,983)
Total	(\$962,938)	(\$927,983)	(\$1,090,615)	(\$927,983)	0.0%	(\$927,983)
Net County Funds	\$502,873	\$716,929	\$721,930	\$445,430	-37.9%	\$445,430
Authorized Positions	1.00	1.00	1.00	0.00	-100.0%	0.00

DEPARTMENTAL PURPOSE & GOALS

Coordinated Services works to improve the quality of life for children and adults, collaborating with numerous nonprofit and public agencies to offer an array of human, cultural and recreational services, across Guilford County. Both prevention and intervention themed programs are provided to at-risk and vulnerable populations. Also, the Department facilitates the Juvenile Crime Prevention Council (JCPC). This body, appointed by the Board of Commissioners (BOC), advises elected officials on the development of community-based alternatives to court-imposed incarceration as well as the provision of community-based delinquency and substance abuse prevention strategies and programs. Resource coordination and collaboration with both the Board of Commissioners and community-at-large is a significant function.

FY 2012 ADOPTED BUDGET HIGHLIGHTS

- The FY 2012 adopted budget for Coordinated Services eliminates one position and transfers duties to positions in other departments.
- North Carolina's Department of Juvenile Justice and Delinquency Prevention (DJJDP) contributes \$3,000 to offset the cost of staff support the JCPC. This amount has remained constant since 2003.
- Approved funding amounts for outside, non-departmental human service agencies is included in the following table:

**Outside Agency Funding
Non-Departmental Human Services**

	FY 2010-11			FY 2011-12		
	JCPC Funds	County Funds	Total	JCPC Funds	County Funds	Total
Juvenile Crime Prevention Council (JCPC):						
Youth Focus						
<i>Counseling</i>	\$ 426,726	\$ 63,652	\$ 490,378	\$ 426,726	\$ 63,652	\$ 490,378
<i>Family Preservation</i>	\$ 92,091	\$ -	\$ 92,091	\$ 92,091	\$ -	\$ 92,091
<i>Structured Day</i>	\$ 176,045	\$ -	\$ 176,045	\$ 176,045	\$ -	\$ 176,045
	<u>\$ 694,862</u>	<u>\$ 63,652</u>	<u>\$ 758,514</u>	<u>\$ 694,862</u>	<u>\$ 63,652</u>	<u>\$ 758,514</u>
One Step Further						
<i>Community Service/Restitution</i>	\$ 91,956	\$ 10,187	\$ 102,143	\$ 91,956	\$ 10,187	\$ 102,143
<i>Teen Court</i>	\$ 89,703	\$ 10,700	\$ 100,403	\$ 89,703	\$ 10,700	\$ 100,403
	<u>\$ 181,659</u>	<u>\$ 20,887</u>	<u>\$ 202,546</u>	<u>\$ 181,659</u>	<u>\$ 20,887</u>	<u>\$ 202,546</u>
Family Services						
<i>CORE Program</i>	\$ 48,462	\$ -				
Unallocated JCPC Funds (must be allocated by 12/31/2011)						
	\$ -	\$ -	\$ -	\$ 48,462	\$ -	\$ 48,462
JCPC Agencies	\$ 876,521	\$ 84,539	\$ 961,060	\$ 924,983	\$ 84,539	\$ 1,009,522
Community-Based Organizations						
Youth Focus						
<i>Big Brothers/Big Sisters</i>	\$ -	\$ 26,693	\$ 26,693	\$ -	\$ 26,693	\$ 26,693
<i>Transitional Housing</i>	\$ -	\$ 45,440	\$ 45,440	\$ -	\$ 45,440	\$ 45,440
	<u>\$ -</u>	<u>\$ 72,133</u>	<u>\$ 72,133</u>	<u>\$ -</u>	<u>\$ 72,133</u>	<u>\$ 72,133</u>
One Step Further						
<i>Mediation</i>	\$ -	\$ 37,113	\$ 37,113	\$ -	\$ 37,113	\$ 37,113
<i>Sentencing Alternatives</i>	\$ -	\$ 2,000	\$ 2,000	\$ -	\$ 2,000	\$ 2,000
	<u>\$ -</u>	<u>\$ 39,113</u>	<u>\$ 39,113</u>	<u>\$ -</u>	<u>\$ 39,113</u>	<u>\$ 39,113</u>
Other Agencies						
<i>Black Child Development</i>	\$ -	\$ 18,000	\$ 18,000	\$ -	\$ 18,000	\$ 18,000
<i>Guilford Native American Assn.</i>	\$ -	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -
<i>Joseph's House</i>	\$ -	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -
<i>Interactive Resource Center</i>	\$ -	\$ 275,000	\$ 275,000	\$ -	\$ -	\$ -
<i>NIA</i>	\$ -	\$ 16,667	\$ 16,667	\$ -	\$ 11,111	\$ 11,111
<i>West End Ministries/Leslie's House</i>	\$ -	\$ 25,000	\$ 25,000	\$ -	\$ 25,000	\$ 25,000
<i>Partners Ending Homelessness</i>	\$ -	\$ 30,000	\$ 30,000	\$ -	\$ 20,000	\$ 20,000
<i>BJ Academy</i>	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ 25,000
<i>Junior Achievement</i>	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ 15,000
<i>Unity Builders</i>	\$ -	\$ -	\$ -	\$ -	\$ 37,500	\$ 37,500
<i>Win-Win BOTS0/LOTSO</i>	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ 25,000
<i>YWCA - High Point</i>	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ 25,000
<i>YWCA - Greensboro</i>	\$ -	\$ 25,000	\$ 25,000	\$ -	\$ 25,000	\$ 25,000
	<u>\$ -</u>	<u>\$ 454,667</u>	<u>\$ 454,667</u>	<u>\$ -</u>	<u>\$ 226,611</u>	<u>\$ 226,611</u>
Community-Based Organizations	\$ -	\$ 565,913	\$ 565,913	\$ -	\$ 337,857	\$ 337,857
TOTAL	\$ 876,521	\$ 650,452	\$ 1,526,973	\$ 924,983	\$ 422,396	\$ 1,347,379

FY 2011 SIGNIFICANT ACCOMPLISHMENTS

- Managed the CBO (Community Based Organizations) annual grant application/RFP (Request for Proposals) process in accord with the County CBO policy.
- Linked the CBO application process with the priorities identified in the Guilford County Strategic Plan by requesting that applicants identify the strategic plan priority best linked to their organization's mission and goals.
- Incorporated the use of a logic model in the CBO application packet that will be utilized to describe the projected program outcomes in terms of activities, indicators and targets.
- Ensured that JCPC complies with the State Statute which includes coordination of monthly meetings, committees, monitoring, annual allocation process, reimbursement procedures and collaboration with allied partners.
- Administered the Juvenile Gang Grant which involves another level of review, including expenditure and performance accountability.
- Participated in activities as requested by the Manager, including ribbon cutting and groundbreaking ceremonies, acting as Manager/County designee for various meetings/initiatives and collaboration with the Partnership for Children, Partners Ending Homelessness Leadership Council, Guilford Nonprofit Consortium, Child Prevention and Fatality Team, Community Resource Center, Regional Aging Advisory Committee and Senior Roundtable.
- Completed weekly reports, correspondence, and maintenance of the NACo (National Association of Counties) Prescription Drug Card project and assisted with Elected Officials Forums. In coordination with the Clerk's Office, this department is the Board of Commissioners public information contact for events scheduling and participation. Upon request, remarks are prepared for public appearances.

Key Performance Measures

Measures	FY09-10	FY10-11	FY11-12	FY12-13
	Actual	Estimate	Projected	Projected
Administration				
# of grant applications processed	44	41	42	42
grant reimbursements processed(quarterly)	96	96	96	96
total # agencies/programs awarded	24	24	24	24
Family & Children CBO Services Grant Coordination				
# of agencies-CBO & Contractual Service Providers	3	3	3	3
total \$ awarded	\$213,785	\$213,785	\$213,785	\$213,785
# of members of the family served	4,304	4,304	4,304	4,304
Adult Services CBO Grant Coordination				
# of agencies	4	5	5	5
total \$ awarded	\$120,000	\$396,667	\$396,667	\$396,667
# of adults served	1,972	9,800		
Juvenile Services Grant Coordination				
# of services contracted	7	7	6	6
total \$ awarded	\$987,773	\$987,773	\$839,607	\$839,607
# of juveniles served	1,710	1,784	1,764	1,764
Gang Grant				
# of services contracted	5	4	0	0
total \$ awarded	\$138,414	\$118,414	0	0
# of juveniles served	2,919	2,060	0	0
Culture & Recreation				
# of agencies served	14	11	11	11
total \$ awarded	\$2,986,217	\$2,093,355	\$2,093,355	\$2,093,355
# of citizens served	1,197,116	1,196,552	1,196,552	1,196,552

MENTAL HEALTH – The Guilford Center

Glenna Harford, Acting Director

232 N. Edgeworth St., PO BOX 3427, Greensboro, NC 27401 (336) 641-4981

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
10-Community Provider Services	\$21,672,078	\$20,867,336	\$25,742,577	\$19,163,735	-8.2%	\$19,164,651
20-Internal Services	\$10,719,025	\$10,659,153	\$10,595,496	\$10,301,525	-3.4%	\$10,438,043
2-Local Management Entity	\$7,045,735	\$6,987,127	\$7,165,862	\$7,259,274	3.9%	\$7,376,192
Total	\$39,436,838	\$38,513,616	\$43,503,935	\$36,724,534	-4.6%	\$36,978,886
Expenditures						
Personnel Services	\$14,982,564	\$15,019,582	\$14,854,583	\$15,243,526	1.5%	\$15,548,568
Operating Expenses	\$23,870,164	\$23,010,234	\$28,089,249	\$20,997,208	-8.7%	\$20,946,518
Human Services Assistance	\$563,812	\$483,800	\$549,603	\$483,800	0.0%	\$483,800
Capital Outlay	\$20,298	\$0	\$10,500	\$0	0.0%	\$0
Total	\$39,436,838	\$38,513,616	\$43,503,935	\$36,724,534	-4.6%	\$36,978,886
Sources of Funds						
Federal & State Funds	(\$20,033,485)	(\$19,616,912)	(\$23,384,853)	(\$19,616,912)	0.0%	(\$19,616,912)
Other	(\$3,837)	(\$2,000)	(\$2,000)	(\$2,000)	0.0%	(\$2,000)
User Charges	(\$6,555,246)	(\$6,418,300)	(\$6,418,300)	(\$6,418,300)	0.0%	(\$6,418,300)
Fund Balance	(\$70,952)	\$0	\$0	(\$129,860)	0.0%	(\$131,166)
Total	(\$26,663,521)	(\$26,037,212)	(\$29,805,153)	(\$26,167,072)	0.5%	(\$26,168,378)
Net County Funds	\$12,773,317	\$12,476,404	\$13,698,782	\$10,557,462	-15.4%	\$10,810,508
Authorized Positions	194.00	189.00	189.00	192.00	1.6%	192.00

DEPARTMENTAL PURPOSE & GOALS

The Guilford Center (Guilford County's Area Mental Health, Developmental Disabilities, and Substance Abuse Services Program) is organized under the North Carolina Department of Health and Human Services and Guilford County. The Guilford Center staff work in partnership with community providers to render family-centered and community-based services that make a measurable difference in the lives of people. These people are at risk of developing mental illnesses, developmental disabilities and/or substance problems.

- Managed Care provides administrative oversight and support to all components of the Guilford Center, including community providers. Responsibilities include endorsing and monitoring community providers, building and maintaining a network of qualified providers, providing 24/7 access to care, care coordination and technical assistance based on best practices.

- Community Provider Services contracts for an array of services for citizens experiencing problems with mental illness, developmental disabilities and/or substance abuse. Additional services are identified by the annual needs assessment, and providers are selected through the Request For Proposal (RFP) procedure.
- Internal Provider Services provides psychiatric services and crisis/emergency services for persons with, or at risk of developing, mental illness, developmental disabilities and/or substance abuse problems. The division also provides liaison services for the courts, jails and hospitals; operates the juvenile sex offender program and provides intake services for new clients.

FY 2012 PROPOSED BUDGET HIGHLIGHTS

- The total adopted budget for Mental Health (The Guilford Center) is approximately \$1,790,000 less than the Fiscal Year 2010-2011 Adopted Budget. The county's share of The Guilford Center's budget decreased by approximately \$1.92 million. This decrease is primarily the result of the following:
 - Budgeting expenses closer to actual experience over the last several years will reduce initial county funds by approximately \$1,750,000. On average, over the last four fiscal years, the department under spent its initial annual county allocation by over \$2 million.
 - \$145,000 less in County funds due to the elimination of a contract for a Telepsychiatry Physician that has not been utilized in the last two fiscal years.
- The Mental Health Department's position count grew by three since the Fiscal Year 2010-2011 Adopted Budget. The department will receive three pharmacy positions from the Public Health Department. This will not affect the overall Mental Health budget since the department was contracting with the Public Health Department for the three positions' services in the past.
- Approximately \$130,000 of Inmate Welfare Funds will be used to support two existing jail liaison positions employed by Mental Health to address mental health issues in the inmate population. These positions, which were added by the Board several years ago, were funded originally with Inmate Welfare Funds. As the balance of available funds declined, general county funds were used to pay for the positions. A sufficient amount of Inmate Welfare Funds now exists to support these positions for FY 2011-12.
- The budget continues the funding for the Wendover Avenue Substance Abuse Facility.

FY 2011 SIGNIFICANT ACCOMPLISHMENTS

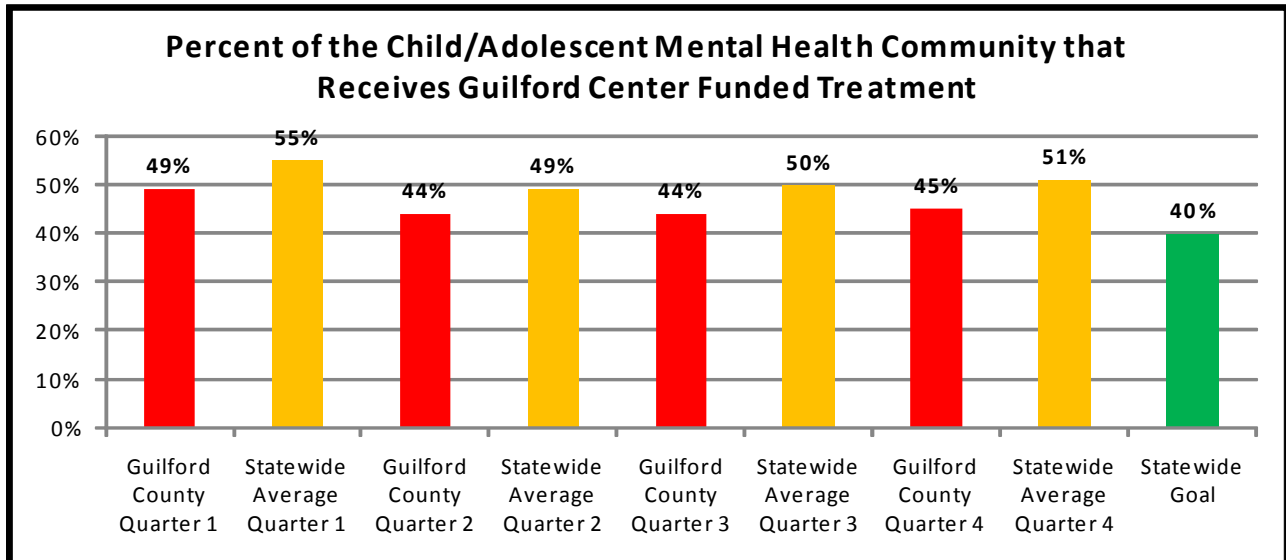
- The Guilford Center demonstrated effective and efficient management of decreased state funding through review and amendment of services contracts, review and revision of the benefit plan and enhanced review of our contract providers through the endorsement process.
- The Guilford Center's reliance on local facilities continued to be the lowest rate for mental health admissions in the state. It accomplished this through careful budgeting of local funds to increase sponsorship of local inpatient beds for consumers and implementing the "three way contract" with Moses Cone Hospital and the State of North Carolina.
- The Guilford Center Substance Abuse Academy will be held April 27 – 29, 2011 at the United Way of Greensboro. This year the Substance Abuse Academy will be used to educate community groups whose work is touched by substance abuse issues.
- The Guilford Center continues to maintain the high standards for policies, procedures and other requirements needed for Utilization Review Accreditation Commission accreditation.

- The Guilford Center implemented the recommendations from its 2010 Provider Community Development Plan. This has increased the range of services offered by its community providers, and has filled in some of the gaps in its service continuum.
- After issuing a RFP, a new provider was selected for the substance abuse facility on Wendover Avenue. Daymark Recovery Services, Inc. was selected and started offering outpatient services in November 2010 and residential services in January 2011.
- Mobile crisis services completed a full year of services with referrals from the Guilford Center, local law enforcement agencies and other providers. Mobile crisis service provider is now able to transport clients to facilities based crisis providers if needed.
- The Guilford Center continued its contract for facility-based crisis services with a contract provider. The contract provider opened the required facility beds in the third quarter of FY 2010. The contract is for up to four beds per day.
- The Guilford Center contracted with Lankford security to assist with clients in the emergency crisis center and with the transportation of clients to local hospitals. This contract is more cost effective than using Guilford County Sherriff's deputies or police officers from the City of Greensboro for those duties.

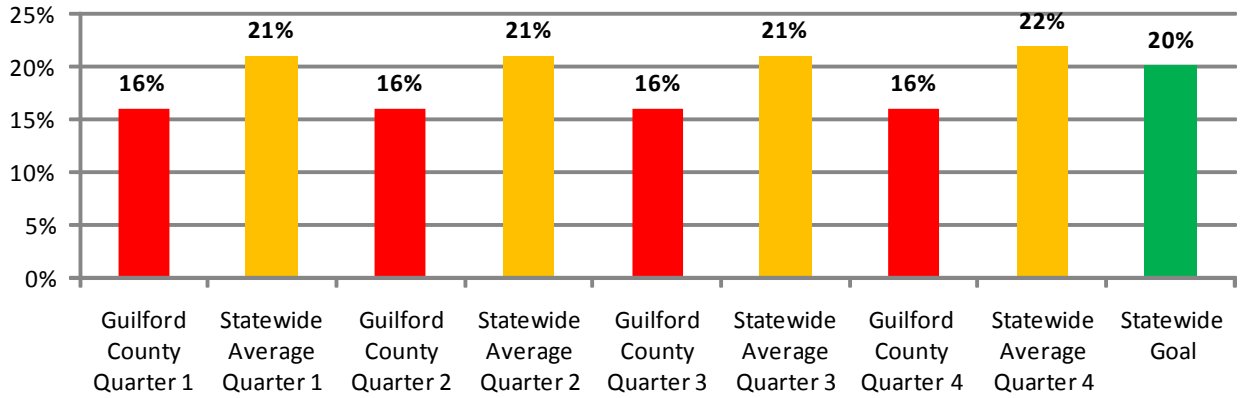
COMMUNITY SERVICE LEVELS

The following charts illustrate The Guilford Center's effectiveness in reaching its target communities in calendar year 2010 (also called a penetration rate). Target communities represent the portion of the county population estimated to be in need of mental health, substance abuse, or development disability services. Data is collected by the state and compared to a quarterly statewide average and statewide goal for providers.

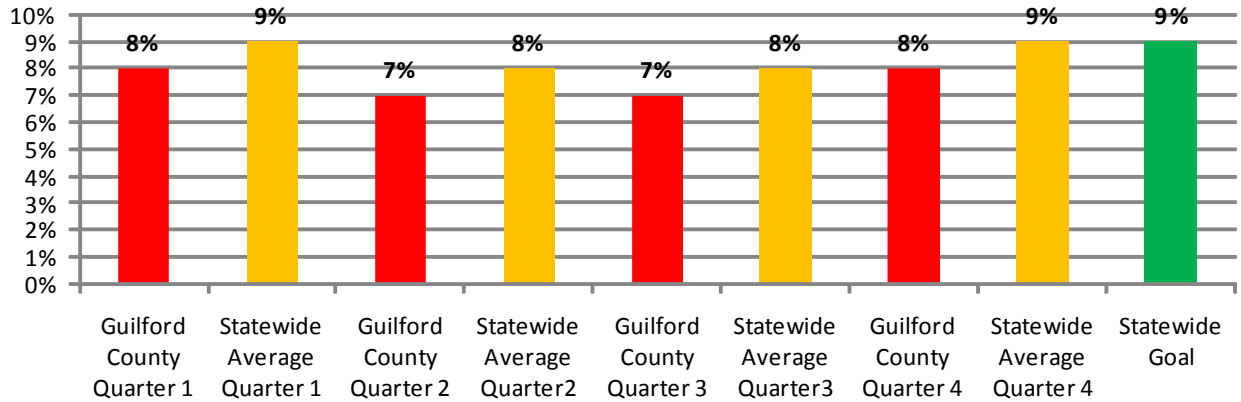
Child & Adolescent Community



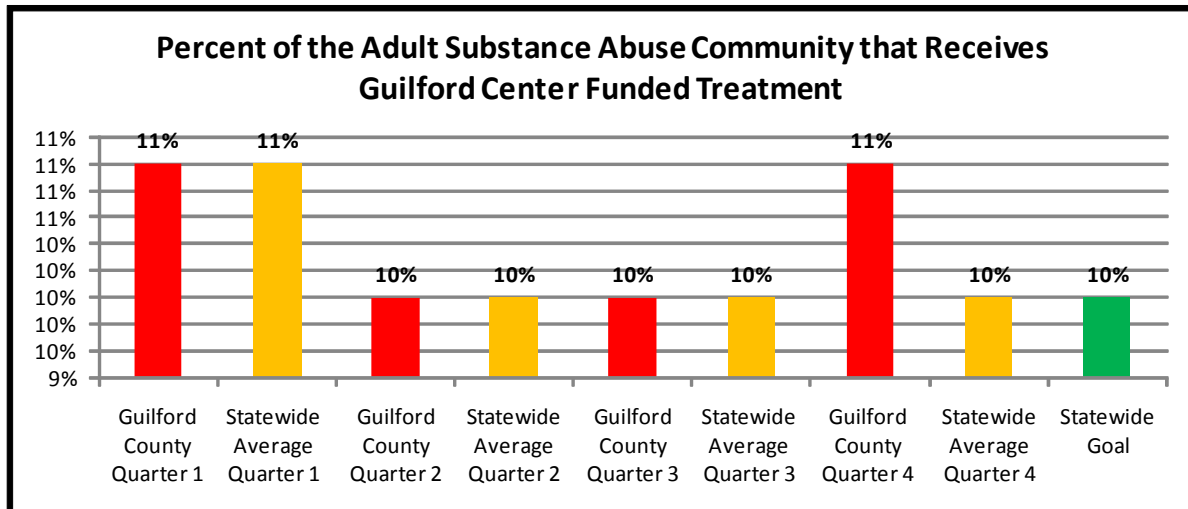
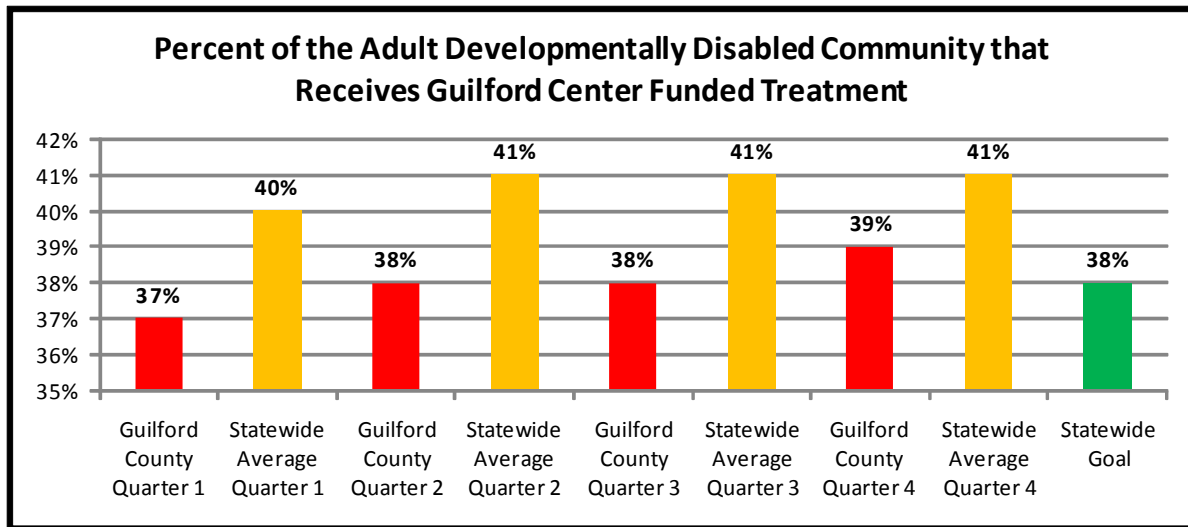
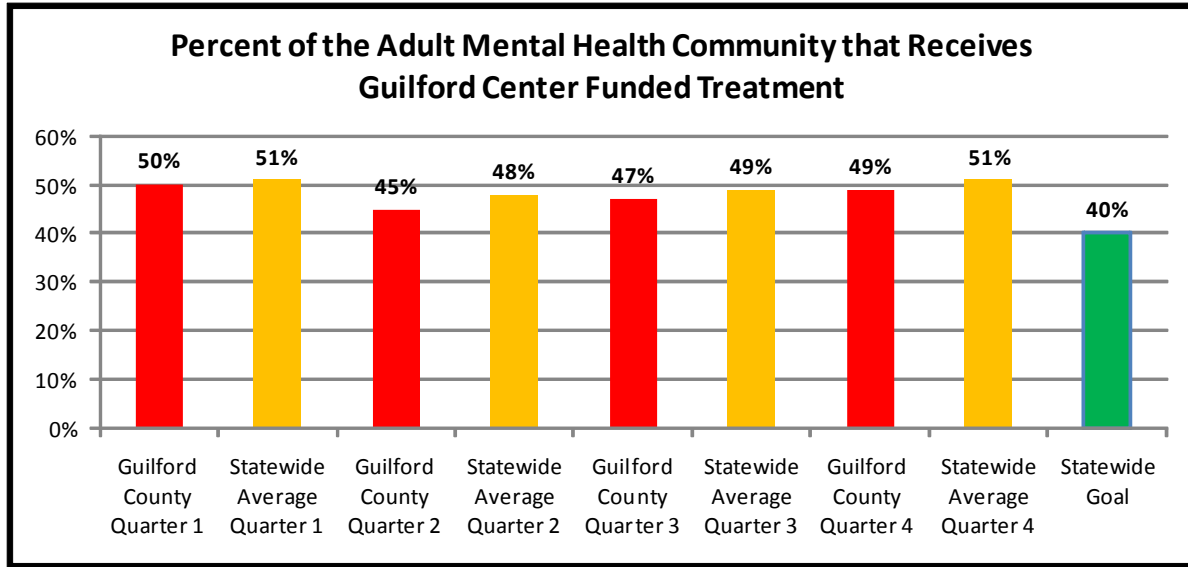
Percent of the Child/Adolescent Developmentally Disabled Community that Receives Guilford Center Funded Treatment



Percent of the Adolescent Substance Community that Receives Guilford Center Funded Treatment



Adult Community



KEY PERFORMANCE MEASURES

Measures	FY09-10	FY10-11	FY11-12	FY12-13
	Actual	Estimate	Projected	Projected
Local Management Entity				
Number of consumers served through authorizations	7,753	8,382	8,000	8,000
Average time for answering calls to the 24/7 Call Center	6 seconds	6.5 seconds	6 seconds	6 seconds
Percent of utilization management requests receiving timely review by being processed within 14 calendar days	100%	100%	100%	100%
Percent of consumer complaints successfully resolved within three calendar days	91%	85%	85%	85%
Community Provider Services				
Percent of consumers surveyed that said they liked the overall quality of service they received	80%	80%	80%	80%
Percent of urgent and emergent callers who receive service within the mandated timeframe (emergent calls serviced in 2 hours and urgent serviced in 2 days)	100%	70%	70%	70%
Percent of adult mental health consumers estimated to need services that receive publicly funded services (this measure is usually called a penetration rate)	44%	37%	37%	37%
Percent of consumers receiving treatment through the Assertive Community Treatment or Community Support Team who require no hospitalization while participating in the program	81%	70%	70%	70%
Percent of individuals with development disabilities receiving Supported Employment Long Term Support who have been employed more than one year	83%	75%	75%	75%
Percent of consumers successfully completing detoxification services who is transferred to a different substance abuse provider within five business days	76%	75%	75%	70%
Internal Services (Crisis Care/Medication Management)				
Total number of medication management checks performed	18,768	12,000	12,000	12,000
Number of medication management checks performed per clinician	-	400	-	-
Total number of consumers seen in Crisis Emergency Services	1,939	1,000	1,000	1,000
Number of consumers seen per clinician in Crisis Emergency Services	-	125	-	-
Percent of consumers receiving timely follow-up in the community within seven calendar days of discharge from a state psychiatric hospital	55%	35%	35%	35%

*A dash indicates a new performance measure that has not been measured before

FUTURE ISSUES

In Fiscal Year 2011-2012, the Guilford Center expects to change the way it handles its “safety net” services with the Provider Services Organization. Impending state requirements for divestiture of services has caused the Guilford Center to issue a request for proposal for Crisis Emergency services currently handled by the Guilford Center staff. Our next goal is to have a crisis emergency provider contract in place by the early part of Fiscal Year 2011-2012. Clients may be displaced by the changes in the service system, due to newly established CABHA providers, reduced bed day capacity at the State of North Carolina operated facilities and the local residential treatment homes and the elimination of community support service. Managing scarce resources to the most effective and efficient extent possible will be a continuing objective for the Guilford Center.

The North Carolina Department of Health and Human Services announced its intention to seek a Medicaid waiver for Mental Health/Developmentally Disabled/Substance Abuse services in December 2009. We believe the State of North Carolina’s implementation goal to be 2014. The current waiver being managed by the Piedmont Behavioral Health Local Management Entity (LME) will be used as the model to be replicated on a statewide basis. Management of the waiver will be on a regional basis, with the LMEs receiving a capitated allocation of Medicaid dollars, based on the Medicaid population count. The managing LMEs will hold the financial risk for managing costs within the allocated funds. LMEs will be required to have a robust information technology system that connects seamlessly with the state client database and that produces required financial and client tracking data on a real-time basis.

PUBLIC ASSISTANCE MANDATES

Robert Williams, Social Services Director

1203 Maple St., P.O. Box 3388, Greensboro, NC 27402 (336) 641-3007

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
231-Special Assist to Adults	\$3,165,220	\$3,379,183	\$3,379,183	\$3,159,115	-6.5%	\$3,159,115
232-Temp Asst Needy Families	\$8,623	\$20,000	\$20,000	\$20,000	0.0%	\$20,000
233-Medical Assistance	\$2,550,719	\$2,262,084	\$2,787,084	\$2,772,976	22.6%	\$2,744,435
Total	\$5,724,562	\$5,661,267	\$6,186,267	\$5,952,091	5.1%	\$5,923,550
Expenditures						
Human Services Assistance	\$5,724,562	\$5,661,267	\$6,186,267	\$5,952,091	5.1%	\$5,923,550
Total	\$5,724,562	\$5,661,267	\$6,186,267	\$5,952,091	5.1%	\$5,923,550
Sources of Funds						
Federal & State Funds	(\$2,569,992)	(\$2,282,084)	(\$2,807,084)	(\$2,792,976)	22.4%	(\$2,764,435)
Total	(\$2,569,992)	(\$2,282,084)	(\$2,807,084)	(\$2,792,976)	22.4%	(\$2,764,435)
Net County Funds	\$3,154,570	\$3,379,183	\$3,379,183	\$3,159,115	-6.5%	\$3,159,115
Authorized Positions	0.00	0.00	0.00	0.00	0.0%	0.00

DEPARTMENTAL PURPOSE

This group of expenditures reflects the local budgets for certain mandated public assistance programs.

- The **Special Assistance to Adults** program provides cash assistance for individuals 19 and above who are in domiciliary care facilities and meet state eligibility requirements for Special Assistance. The county has budgeted \$3,159,115 for this service in FY 2011-12.
- Emergency **Temporary Assistance for Needy Families** (TANF) provides financial stabilization to families with children who have been deprived of the care and/or support of both parents. This service will cost \$20,000 in FY 2011-12 and is offset by an equal amount of revenue.
- The County **Medical Assistance** Program accounts for reimbursement-eligible medical transportation services provided by the county's Human Services Transportation Department. Medicaid-eligible transportation services are expected to cost \$2,772,976, an increase of 22.6%. Medicaid reimbursement is provided to the county for this expense.

FY 2012 ADOPTED BUDGET HIGHLIGHTS

- The increase in Medical Assistance due to an increase in the number of Medicaid-eligible clients requiring transportation assistance.

PUBLIC HEALTH

Merle Green, Director

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

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
2-Administration	\$2,957,144	\$1,674,024	\$1,888,422	\$1,984,872	18.6%	\$2,519,924
10-Community Health	\$11,341,145	\$12,543,766	\$12,487,190	\$13,110,457	4.5%	\$13,129,146
30-Clinical Health	\$12,649,851	\$12,139,513	\$12,201,151	\$11,522,450	-5.1%	\$9,506,024
50-Environmental Health	\$3,594,845	\$3,686,980	\$3,641,562	\$3,584,685	-2.8%	\$3,646,718
60-Allied Health	\$5,421,619	\$6,028,949	\$6,056,089	\$5,872,266	-2.6%	\$6,053,278
70-Ph Preparedness	\$1,030,266	\$743,865	\$842,033	\$784,910	5.5%	\$781,489
Total	\$36,994,870	\$36,817,097	\$37,116,447	\$36,859,640	0.1%	\$35,636,579
Expenditures						
Personnel Services	\$28,077,515	\$28,123,906	\$27,888,798	\$27,591,228	-1.9%	\$28,248,442
Operating Expenses	\$9,234,826	\$8,738,797	\$9,565,214	\$8,286,505	-5.2%	\$6,407,965
Human Services Assistance	\$28,301	\$340,113	\$48,154	\$1,050,136	208.8%	\$1,050,136
Capital Outlay	\$15,690	\$0	\$0	\$0	0.0%	\$0
Other	(\$361,461)	(\$385,719)	(\$385,719)	(\$68,229)	-82.3%	(\$69,964)
Total	\$36,994,870	\$36,817,097	\$37,116,447	\$36,859,640	0.1%	\$35,636,579
Sources of Funds						
Federal & State Funds	(\$8,723,468)	(\$9,379,651)	(\$9,688,743)	(\$9,391,916)	0.1%	(\$9,368,326)
Investment Earnings	(\$61)	\$0	\$0	\$0	0.0%	\$0
Other	(\$872,064)	(\$948,760)	(\$1,002,612)	(\$755,428)	-20.4%	(\$819,396)
User Charges	(\$8,298,118)	(\$8,404,608)	(\$8,197,508)	(\$9,542,098)	13.5%	(\$9,356,177)
Fund Balance	(\$2,012,729)	(\$1,630,428)	(\$1,630,434)	(\$817,161)	-49.9%	(\$37,000)
Total	(\$19,906,441)	(\$20,363,447)	(\$20,519,297)	(\$20,506,603)	0.7%	(\$19,580,899)
Net County Funds	\$17,088,429	\$16,453,650	\$16,597,150	\$16,353,037	-0.6%	\$16,055,680
Authorized Positions	441.75	432.75	432.75	419.25	-3.1%	419.25

DEPARTMENTAL PURPOSE & GOALS

The Department of Public Health provides clinical, community, environmental, education, and emergency preparedness services. These services include programs such as school nursing, restaurant inspections, in-home care for disabled and elderly, laboratory, pregnancy prevention, maternal health, WIC, disease outbreak investigations and treatment, and child services (such as immunizations). The Department focuses on mandated and essential services such as communicable disease control (TB, HIV, influenza, etc.), family planning, refugee screening, dentistry, vital records management, and wellness education. Environmental Health oversees chemical spill investigations, conducts on-site water and sewage inspections, food and lodging inspections, radon testing, lead poisoning investigations, and mosquito control. The department also works to mobilize the community in the event of wide-spread health-related emergencies (pandemics, natural disasters, etc.) affecting the community as a whole.

FY 2012 ADOPTED BUDGET HIGHLIGHTS

The FY 2012 Adopted Budget reduces county funding by (\$100,613) dollars or -0.6% over FY 2011. The following sections highlight the major changes to occur for the upcoming fiscal year.

Position Additions:

- 1.00 Dental Hygienist – Dental Children = \$61,000
- 2.00 Pharmacists – Pharmacy Services = \$229,000

Position Reductions / Transfers:

- (1.00) Administrative Services Supervisor – Administrative = (\$55,972)
- (2.00) Accounting Technician II – Administrative and Maternity Administration = (\$125,225)
- (1.00) Dentist – Guilford Adult Dental Program = (\$110,323)
- (1.00) Senior Office Specialist – Communicable Disease Clinic = (\$58,835)
- (1.00) Nurse Specialist II – Child Care Nursing Program = (\$94,636)
- (1.00) Nurse Specialist I – Family Planning = (\$72,020)
- (1.00) Social Work Supervisor – Family Planning and Maternity Clinic = (\$60,860)
- (1.00) Nurse Aide – Family Planning, Maternity and STD Clinics = (\$54,004)
- (3.00) in addition to the proposed departmental position eliminations, three other positions were reduced due to non-recurring grant funds for FY 2012.
- (3.00) Positions transferred to Mental Health's pharmacy services program
- +0.50 for FY 2012 the department is expected to share a billing position with Social Services. This is part of the continual effort to establish "efficiencies" wherever possible within the Human Service program areas.

Other Operating Changes:

- A \$1.5 million line of credit for Triad Adult and Pediatric Medicine is included in the adopted budget. Serving approximately 51,000 adults and children, the organization provides an integrated approach to the provision of medical care in Guilford County. The program is currently applying to become a Federally Qualified Health Center (FQHC), with services available including clinical, educational, diagnostic and treatment for the defined populations. The line of credit will provide operating support for the agency until it obtains FQHC status and higher reimbursement revenues.
- The budget includes approximately \$1 million to expand the Community Alternatives Program (CAP), which helps people who need long-term care stay in their homes. Funds, which will be reimbursed by Medicaid, will be used help qualified individuals with needed home repairs, vehicle modification, and supply needs as called for in their individual plans of care. These modifications allow clients to remain in their homes and prevent or delay placement in more costly assisted living facilities.
- An additional \$613,929 for various technology initiatives is included in the adopted budget:

Project	FY 2012 Adopted	FY 2013 Planned
Clinical Services Hardware and Other Licenses	\$ 95,865	\$ 30,715
Dental X - Ray System Compatible with High Point and Chandler Dental Locations	-	\$ 23,900
EMR Equipment, Network and Licenses	\$ 346,264	\$ 143,312
Environmental Health Hardware and Network	\$ 146,800	\$ 72,200
Health Education	-	\$ 27,300
Replacment of Water Quality Trimble Handheld Units (4 Units Every Budget Year)	\$ 25,000	\$ 25,000
Total	\$ 613,929	\$ 322,427

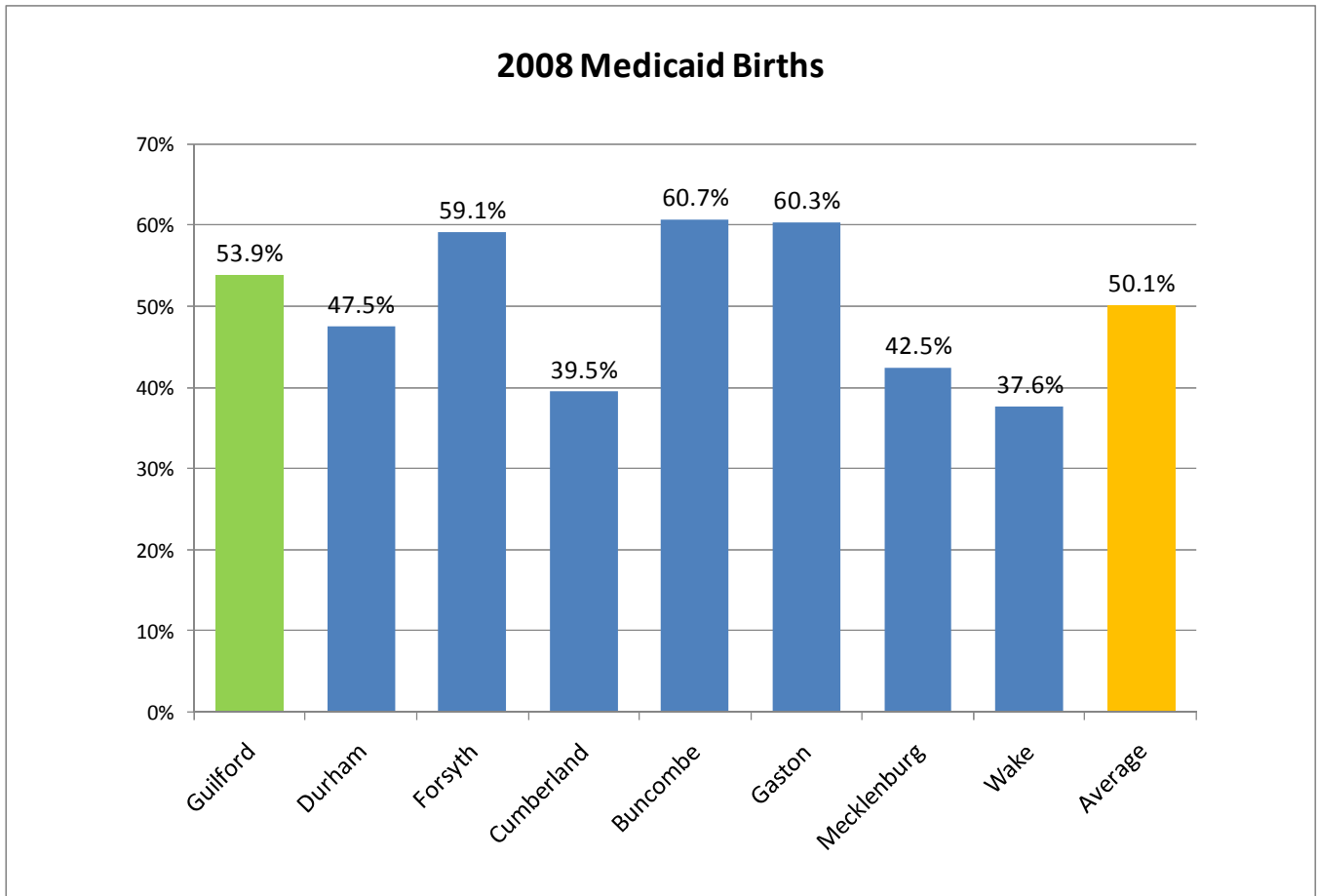
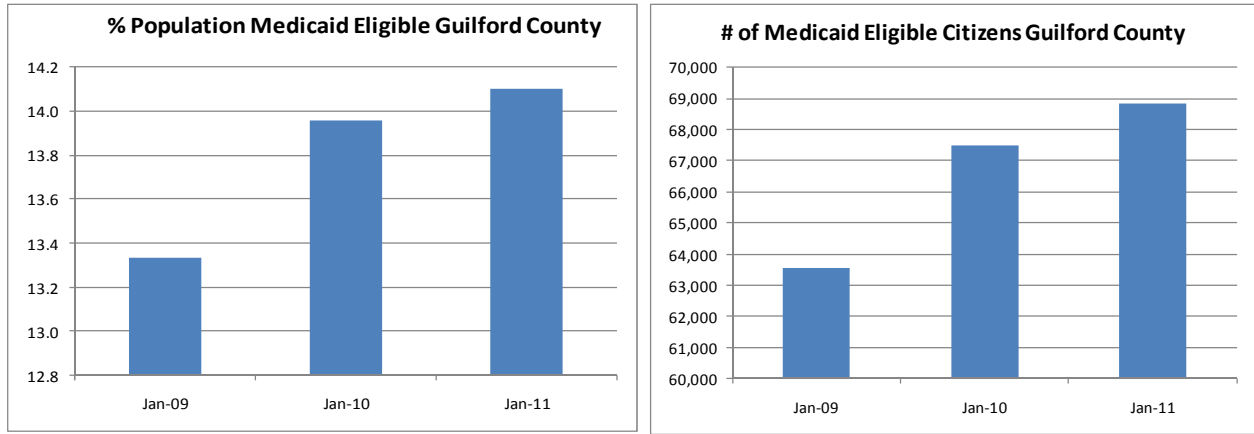
- Reduced revenue projections due in part to State Medicaid reimbursement rate reductions in clinical and case management services (10-25%).
- Although clinic visits are up, revenues are not increasing due to more uninsured clients created by the recent economic recession. Secondly, for most of FY 2010-11 the state of NC was implementing new Health Information Systems (HIS) software, and statewide “glitches” reduced billing efficiencies.
- The Department was due for re-accreditation by the NC Accreditation Board. The Site visit team recommended re-accreditation.
- Department submitted the required State of the Community’s Health (SOTCH) report to the Sate of NC as required every four years. This huge book of statistics and local health status indicators will guide our priorities for the next several years.

FY 2011 SIGNIFICANT ACCOMPLISHMENTS

- Continued progress toward Electronic Health Records, and converted from statewide HSIS to statewide HIS.
- Restructured clinical services for efficiency after hiring new Clinical Services Program Manager
- Opened the Evans-Blount Community Health Center
- Reduced staffing but maintained all mandated and essential services.
- Completed study of Public Health Authority model of operation while participating in “merger” discussions with other Human Service departments.

COMMUNITY MEDICAID POPULATION

Many of the Health Department clients are Medicaid-eligible. A change in the number of eligible residents impacts the level of service demand for the department.



KEY PERFORMANCE MEASURES

Measures	FY09-10	FY10-11	FY11-12	FY12-13
	Actual	Estimate	Projected	Projected
Adult Health				
Average Waiting List for CAP-Case Mgt-Elderly	72	70	70	70
Average Waiting List for CHRP-Community Health Response Program	1	20	10	10
Estimated Total Savings per Client in CAP Program (Home Setting vs. Nursing Home)	\$ 8,674	\$ 8,674	\$ 8,674	\$ 8,674
Estimated Total Savings per Client in CHRP Program (Home Setting vs. Nursing Home)	\$ 27,736	\$ 27,736	\$ 27,736	\$ 27,736
Maternal / Child				
# of High Risk Pregnancy Referrals from Public Health Clinic to Moses Cone	128	140	145	148
# of Teen Pregnancy Classes Offered (Smart Girls Ages 10-19)	1,135	984	1,050	1,050
Women, Infant, and Children (WIC) % of "Base Caseload" within County (State Mandated 97%)	102.00%	100.00%	100.00%	100.00%
Communicable Disease				
% of Positive Chlamydia / Gonorrhea Cases Identified in Health Department Express STD Clinic	-	25.00%	22.00%	20.00%
% Follow-Up on All Reportable Communicable Disease Cases to the State of North Carolina (State Mandated 100%)	75.00%	90.00%	95.00%	100.00%
% of Reportable Communicable Disease Cases to the State of North Carolina Whereby "Control Measures" have been Implemented (State Mandated 100%)	90.00%	95.00%	100.00%	100.00%
% of "Newly Arrived" Refugees that are Informed of the "Availability" of County Health Assessments within the State Mandated 30 Days Timeframe	95.00%	100.00%	100.00%	100.00%
% of "Refugee" Health Assessments Completed within the State Mandated 90 Day Timeframe	85.00%	90.00%	93.00%	95.00%
Environmental Health				
Underground Storage Tank Facilities Found in Compliance as a % of Total Inspections	58.90%	61.60%	67.40%	73.20%
% of Target Population (Ages 1 - 2) with Elevated Blood Level Screening Rates	61.50%	62.70%	63.90%	65.90%
% Compliance with State Mandated Food and Lodging Inspections	78.00%	85.00%	92.00%	92.00%
Support Services				
Lab Test Error Rate as a % of Total Tests Performed	0.11%	0.15%	0.15%	0.15%

* A dash indicates a new performance measure that has not been measured before

FUTURE ISSUES

- Increase the use of technology for Electronic Health Records, next phase of HIPAA requirements, statistical tracking, manage disease outbreaks, mass vaccination events, and to increase digitization processes.
- Continuing to assess best practice models for PH services in a “down economy.”
- Increased need to focus on Health Disparities among Immigrant, Refugee and Minority populations.
- Increased demand for “green” strategies and environmentally friendly public goods.
- Adjusting to sudden and unplanned reduction in funding streams.

SOCIAL SERVICES

Robert Williams, Director

1203 Maple St., P.O. Box 3388, Greensboro, NC 27402 (336) 641-3007

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	%chg	FY13 Plan
Program(s)						
2-Administration	\$38,985,421	\$41,033,526	\$42,060,366	\$38,574,261	-6.0%	\$38,006,647
20-Family Supportive Services	\$27,356,955	\$26,793,700	\$27,271,087	\$26,758,361	-0.1%	\$26,575,108
30-Older Adults	\$1,973,460	\$1,664,187	\$1,693,608	\$1,637,704	-1.6%	\$1,637,704
40-Community Alternatives	\$124,623	\$125,000	\$125,000	\$15,500	-87.6%	\$15,500
50-County Financial Assistance	\$228,225	\$423,648	\$423,648	\$45,500	-89.3%	\$45,500
60-Food & Shelter For Needy	\$39,707	\$31,823	\$31,823	\$31,823	0.0%	\$31,823
Total	\$68,708,392	\$70,071,884	\$71,605,532	\$67,063,149	-4.3%	\$66,312,282
Expenditures						
Personnel Services	\$34,521,650	\$35,482,620	\$35,397,624	\$33,497,737	-5.6%	\$34,326,487
Operating Expenses	\$5,087,938	\$5,578,937	\$5,704,577	\$4,982,445	-10.7%	\$3,610,195
Human Services Assistance	\$29,102,420	\$29,010,327	\$30,394,749	\$28,582,967	-1.5%	\$28,375,600
Capital Outlay	\$0	\$0	\$108,582	\$0	0.0%	\$0
Other	(\$3,616)	\$0	\$0	\$0	0.0%	\$0
Total	\$68,708,392	\$70,071,884	\$71,605,532	\$67,063,149	-4.3%	\$66,312,282
Sources of Funds						
Federal & State Funds	(\$47,293,022)	(\$48,110,443)	(\$49,875,165)	(\$47,110,207)	-2.1%	(\$47,202,843)
Other	(\$775,377)	(\$925,000)	(\$928,912)	(\$765,000)	-17.3%	(\$775,000)
Transfers	\$0	\$0	\$0	\$0	0.0%	\$0
User Charges	(\$625,974)	(\$478,000)	(\$478,000)	(\$478,000)	0.0%	(\$478,000)
Total	(\$48,694,373)	(\$49,513,443)	(\$51,282,077)	(\$48,353,207)	-2.3%	(\$48,455,843)
Net County Funds	\$20,014,018	\$20,558,441	\$20,323,455	\$18,709,942	-9.0%	\$17,856,439
Authorized Positions	625.00	597.50	597.50	571.00	-4.4%	570.00

DEPARTMENTAL PURPOSE

The Department of Social Services uses a holistic approach to assure safety, promote self-sufficiency and permanency in the lives of adults, children and families through collaboration and partnership within the community. The department operates under four primary divisions: Economic Services, Child Welfare Services, Aging & Adult Services, and Administration.

- The **Economic Services** Division of Social Services assists all families in becoming self-supporting through financial assistance, counseling, community support, teaching skills for daily living, and employment. It administrates numerous Federal economic assistance programs, including access to safe child care for families.

- The **Children Welfare Services** division of Social Services strengthens families by preventing incidents of abuse, neglect or exploitation, and protecting children when these incidents occur. It works to reunite families whenever possible and create new families for children through Foster Care and Adoption Assistance. It assists all families in becoming safe and self-supporting through counseling, community support, and teaching skills for daily living.
- The **Aging & Adult Services** division of Social Services equips elderly or disabled adults and their families with the necessary skills and resources to care for their elderly and disabled members. All services provided are client-centered and place an emphasis upon helping the adult to maintain or increase self-sufficiency. For those elderly and disabled adults who encounter harm, there are services designed to protect these clients from abuse, neglect and exploitation.
- The **Administration** division of Social Services includes General Administration, Economic Services Administration, and Services Administration. Fiscal Operations, Social Services Board expense, as well as operating costs such as Program Support ensures that services and benefits are made available to all eligible County residents in the most professional and cost effective way.

FY 2012 ADOPTED BUDGET HIGHLIGHTS

- The FY 2012 adopted budget for Social Services is \$3 million (-4.3%) lower than the FY 2011 budget. This represents a decrease of \$1.85 million in county dollars versus the FY 2011 budget.
- Most of the savings noted above is generated through the elimination of 26 positions in the areas of: General Administration, Economic Services Support, Services Support, Childcare Program, Family & Children Services, and Work First. State revenues have been reduced and many of these position eliminations are the result of this reduction.
- Funding for some of the community based organizations that support the department's mandated foster care responsibilities have been reduced by 50%. Agencies that receive funds from the county provide services that defer or eliminate the need for the county to assume custody of children. The department will use any savings from foster care placement expenses to contract for additional services, if necessary.
- Most funding for temporary emergency financial assistance (e.g., rent, utility payments, etc.) for people in need, but do not otherwise qualify for services, is eliminated. A minimal level of funding is maintained for indigent burial.
- The FY 12 adopted budget includes \$750,000 for the expansion of the imaging of records and to transfer from manual forms to e-forms for client management. This will help address increases in case load and state reporting requirements and reducing future staffing needs. State funds of approximately \$300,000 will help fund the technology.

FY 2011 SIGNIFICANT ACCOMPLISHMENTS

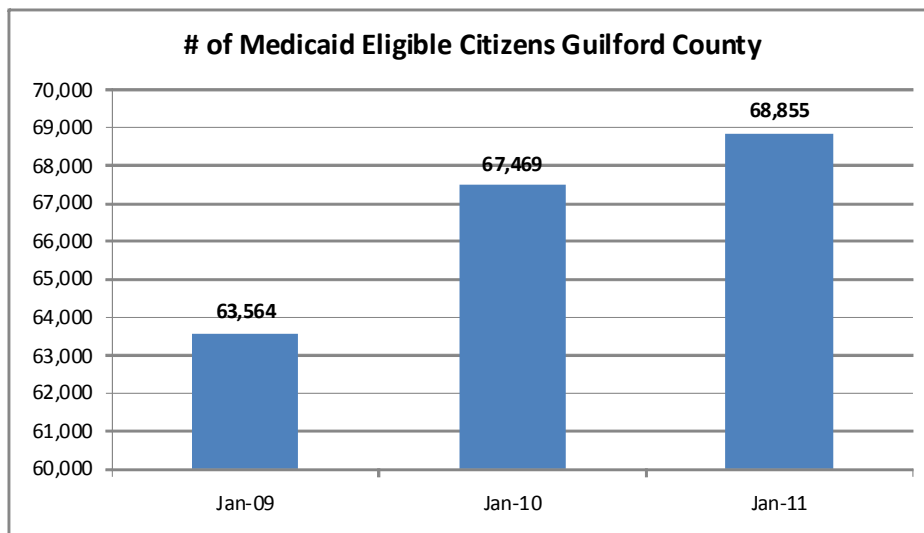
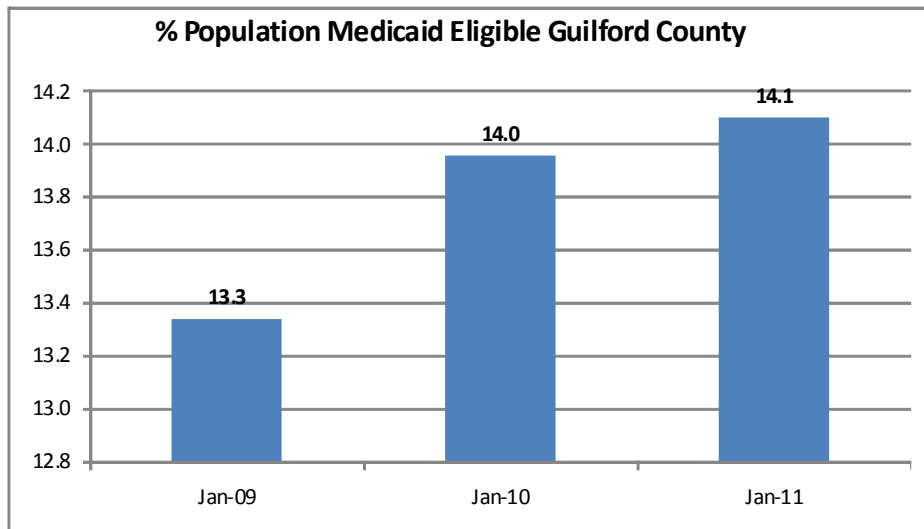
- Child Welfare Services has reduced the number of children in foster care by over 1% so far in FY 2011.
- The repeat maltreatment rates and rates of re-entry into care remain better than state and federal standards.
- Social Services continues to be an Annie E. Casey Anchor site to demonstrate best practice in Social Work for children.
- Implemented imaging of closed record. Phase I implementation of active records in High Point office is projected to begin May 1, 2011.

- Increased customer satisfaction by implementing an assignment/appointment process whereas clients make the decision to wait to be seen same day; receive an appointment same day or receive an appointment for another day.
- In FY 11, the Adult Protective Services Unit developed and implemented the Guilford Adult Initiative Network (GAIN), a community based collaborative network of public, private, health and human services and legal systems designed to enhance the care of elderly and vulnerable adults

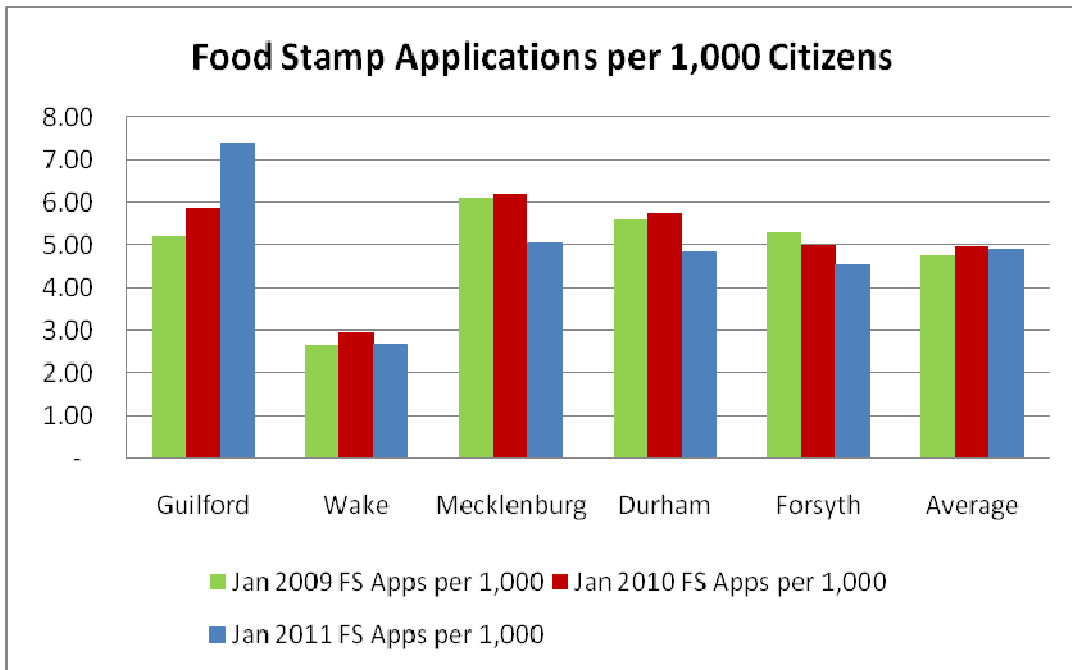
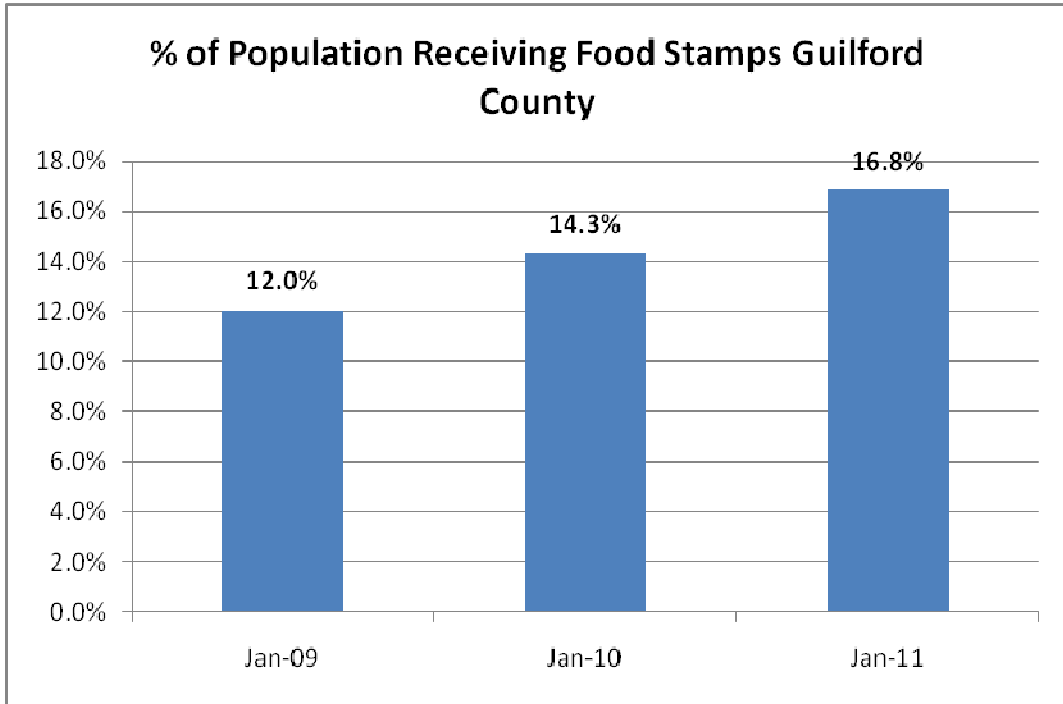
COMMUNITY NEEDS

In addition to other requirements, the Department of Social Services is responsible for determining an individual's eligibility for the federal Medicaid and Food Stamps programs. Eligibility requirements are not set by Guilford County. An increase in the number of persons eligible for these services has a direct impact on the level of demand faced by the department.

Medicaid



Food Stamps



KEY PERFORMANCE MEASURES

Measures	FY09-10 FY10-11 FY11-12 FY12-13			
	State Standard	Actual	Estimate	Projected
Administration				
Increase longevity of employees for period of 5 year or more	N/A		5%	5%
Technology initiatives in progress to improve agencywide efficiency	N/A		15%	25%
Adult & Aging Services				
Adult Foster Care Guardianship caseload per SW	25		51	51
Adult Homes caseload per SW	12		18	18
Adult Protective Service apps per SW	N/A		32	32
Adult Protective Service caseload per SW	12		15	15
Adult Medicaid apps per SW	N/A		57	57
Adult Medicaid reviews per SW	N/A		511	511
Adult Care Home Complaint Investigation Timeliness (Goal: 100%)	89.41%	93.71%	95.00%	95.00%
Enhanced Care Billable Hours (Goal: 75-100%)	89.31%	84.16%	86.00%	86.00%
APS Screen Out Information and Referral Delivery (Goal: 50% or more)	71.45%	79.54%	80.00%	80.00%
At Risk General Case Management Billable Hours (Goal: 75 -100%)	57.48%	62.54%	65.00%	65.00%
Special Assistance In-Home Billable Hours (Goal: 75 -100%)	74.98%	77.07%	80.00%	80.00%
In-Home Aide/Adult Day Care Initial Visit Timeliness (Goal: 100% of assignments within 7 business days)	93.33%	92.86%	93.00%	93.00%
Apps per SW (Monthly Average)		57	57	57
Reviews per SW (Monthly Average)		43	43	43
Children, Youth & Families				
Foster Care caseload per SW	15		13.5	13.50%
Adoption caseload per SW	15		20.2	20.20%
Abuse Assessment Cases per SW	10		19.8	19.8
Rate of repeat maltreatment	92.99		94.6	94.6
Economic Services				
Average FNS apps per month	N/A		3595	3595
FNS apps per SW	N/A		92	337
Recertification cases per SW	N/A		174	217
% FNS applications processed within 30 days	97%		95.90%	95.90%
Rate of accuracy for FNS applications	95%		93.94%	93.94%
F&C Medicaid apps per month				3538
F&C Medicaid apps per SW	N/A		99	322
F&C Recertification cases per SW	N/A		113	177
Apps per SW (Monthly Average)		57	57	57
Reviews per SW (Monthly Average)		43	43	43

FUTURE ISSUES

- Medicaid eligibility expansion in 2014 will mean an increase in the number of people eligible for Medicaid services.

TRANSPORTATION

Robert Williams, Director

301 West Market St., P.O. Box 3427, Greensboro, NC 27402 (336) 641-4848

BUDGET SUMMARY

Program(s)	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
10-Transportation-Human Serv	\$2,081,867	\$2,281,506	\$2,804,527	\$2,182,863	-4.3%	\$1,867,332
Total	\$2,081,867	\$2,281,506	\$2,804,527	\$2,182,863	-4.3%	\$1,867,332
Expenditures						
Personnel Services	\$310,408	\$301,948	\$311,948	\$308,480	2.2%	\$313,828
Operating Expenses	\$4,054,035	\$3,962,142	\$4,818,730	\$4,317,859	9.0%	\$4,292,939
Human Services Assistance	\$1,998	\$5,000	\$5,001	\$5,000	0.0%	\$5,000
Capital Outlay	\$275,404	\$274,500	\$455,932	\$274,500	0.0%	\$0
Other	(\$2,559,978)	(\$2,262,084)	(\$2,787,084)	(\$2,722,976)	20.4%	(\$2,744,435)
Total	\$2,081,867	\$2,281,506	\$2,804,527	\$2,182,863	-4.3%	\$1,867,332
Sources of Funds						
Federal & State Funds	(\$1,288,608)	(\$1,446,812)	(\$1,609,373)	(\$1,448,228)	0.1%	(\$1,228,628)
Other	\$0	\$0	\$0	\$0	0.0%	\$0
User Charges	(\$71,738)	(\$55,853)	(\$55,853)	(\$55,853)	0.0%	(\$55,853)
Total	(\$1,360,347)	(\$1,502,665)	(\$1,665,226)	(\$1,504,081)	0.1%	(\$1,284,481)
Net County Funds	\$721,521	\$778,841	\$1,139,301	\$678,782	-12.8%	\$582,851
Authorized Positions	6.00	5.50	5.50	5.50	0.0%	5.50

DEPARTMENTAL PURPOSE

Guilford County Transportation and Mobility Services helps individuals without access to transportation by providing shared ride services for senior citizens, Medicaid recipients and disabled persons throughout the county and general public transportation to individuals residing outside of the Greensboro and High Point urban areas.

FY 2012 ADOPTED BUDGET HIGHLIGHTS

- The adopted budget reflects a reduction of 12.8%, or approximately \$100,000 in county funds from the current year proposed budget. This reduction is achieved by the negotiation of a new contract for FY 2011 which includes a rebate from the current transportation service vendor for each vehicle purchased by the county.

- The approved funding for transportation department will allow the department to continue to same level of services as in FY 2011 at approximately 200,000 trips. Such trips include Medicaid, elderly and disable as well as employment trips. Medicaid trips fluctuate and since the county receives 100% reimbursement for such trips, this could allow for additional trips to be added during the fiscal year.

FY 2011 SIGNIFICANT ACCOMPLISHMENTS

- The County began in FY 2008-09, purchasing vehicles to lease back to the contracted vendor and currently has 17 county owned vehicles in service with approved funding from NCDOT for 5 additional vehicles, .
- The Board approved NCDOT funding to purchase 20 mobile data units (MDTs) and automatic vehicle locators (AVLs) for all county/state owed vehicles purchased by county. These devices will be used to track on time performance as well as other performance measurements identified in new contract with MV Transportation.

KEY PERFORMANCE MEASURES

Measures	FY09-10	FY10-11	FY11-12	FY12-13
	Actual	Estimate	Projected	Projected
Trips	215,000	220,000	200,000	200,000
Bus Tickets	34,000	34,000	34,000	34,000
Gas Vouchers	3,000	3,000	3,000	3,000
Car Maintenance and Insurance	100	100	100	100
Trip Cost				
Cost per Trip All Dollars	\$21.30	\$21.30	\$19.78	\$20.08
Cost per Trip County Dollars	\$6.39	\$6.39	\$5.51	\$5.81

VETERANS' SERVICES

Brenda Spach, Director

301 W. Market St., Greensboro, NC 27401 / 505 E. Green St., High Point, NC (336) 845-7929

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
10-Veteran Services	\$106,239	\$108,657	\$110,233	\$119,121	9.6%	\$120,997
Total	\$106,239	\$108,657	\$110,233	\$119,121	9.6%	\$120,997
Expenditures						
Personnel Services	\$101,854	\$104,960	\$104,960	\$115,424	10.0%	\$117,300
Operating Expenses	\$4,385	\$3,697	\$5,273	\$3,697	0.0%	\$3,697
Total	\$106,239	\$108,657	\$110,233	\$119,121	9.6%	\$120,997
Sources of Funds						
Federal & State Funds	(\$2,000)	(\$2,000)	(\$2,000)	\$0	-100.0%	\$0
Total	(\$2,000)	(\$2,000)	(\$2,000)	\$0	-100.0%	\$0
Net County Funds	\$104,239	\$106,657	\$108,233	\$119,121	11.7%	\$120,997
Authorized Positions	2.00	2.00	2.00	2.00	0.0%	2.00

DEPARTMENTAL PURPOSE

This office advises local veterans and their dependents of their rights and entitlements under various federal and state laws, counsels them, and actively assists them with completing forms, obtaining supporting documentation, and then assists in forwarding this material to the North Carolina Department of Veterans' Affairs.

FY 2012 ADOPTED BUDGET HIGHLIGHTS

- The FY 12 budget for the Veterans' Services office provides funding for the same level of service as in FY 11. While the level of staffing remains the same, additional funds are budgeted for the county's share of group insurance for employees.
- In FY 2011, the State of North Carolina contributed \$2,000 toward the operation of this office. The Governors budget proposal, however, eliminates this support. As a result, no state funds are included for FY 2012.

FY 2011 SIGNIFICANT ACCOMPLISHMENTS

The Veterans' Services office continues to assist Guilford County's veterans, totaling approximately 40,000. VA benefits paid to Guilford County's Veterans total approximately

\$90,000,000 for compensation, pension, education and vocational rehabilitation, medical care, and dependent benefits. These are federal, tax-free dollars spent, primarily, in Guilford County. We are seeing more young veterans from the Gulf War, Iraq and Afghanistan Wars.

KEY PERFORMANCE MEASURES

Measures	FY09-10	FY10-11	FY11-12	FY12-13
	Actual	Estimate	Projected	Projected
Number of veterans and their dependents survivors assisted	1,600	1,650	1,700	1,700
Amount of veterans helped obtain documentation supporting veterans, dependents, survivors claims	875	950	1,000	1,000
Number of veterans helped apply for DVA benefits for eligible veterans and their dependents/survivors	1,250	1,275	1,325	1,325
Prepared DVA forms for veterans & dependants	2,500	2,575	2,650	2,650

FUTURE ISSUES

The department continues to operate two offices (High Point and Greensboro) with a limited staff. Budget reductions would force the closure of one of these offices.

The number of veterans to be served will begin to increase soon, as those returning from service become eligible for benefits.

Public Safety

Public Safety activities are designed to protect the safety of Guilford County residents and visitors. Whether it is through the provision of emergency medical transportation in times of crisis, animal control services or the enforcement of criminal and civil laws and ordinances, all of Guilford County's public safety activities are organized to safeguard our residents' and visitors' well-being.

Public Safety expenditures include:

- Emergency Services
- Court Alternatives
- Inspections
- Other Protection
- Law Enforcement (Sheriff)
- Animal Services
- Security

Expenditures

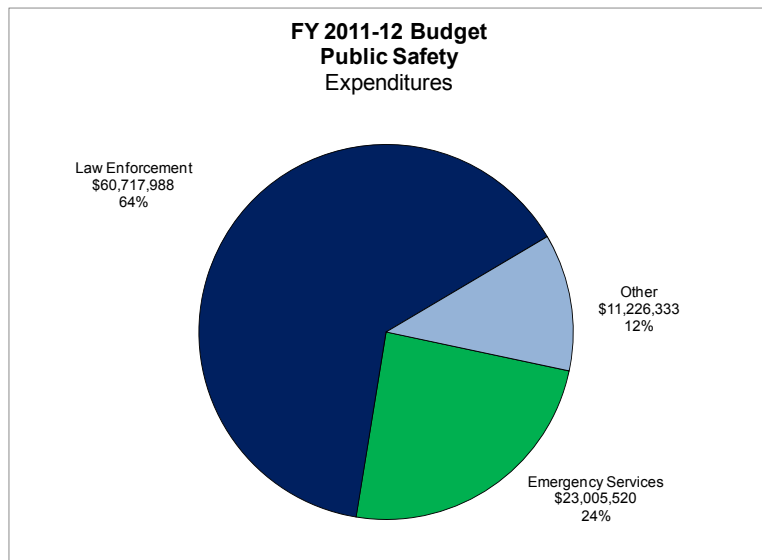
Guilford County will spend \$94,949,841 for Public Safety in FY 2011-12, an increase of 9.7%, or \$8.4 million more than last year's adopted budget. Public Safety accounts for approximately 16% of the total expenditures for the County.

The FY 2011-12 Adopted Budget includes approximately \$6.8 million in additional funding for Law Enforcement for the operation and staffing (+89 positions, partial year funding) of the new, voter-approved downtown Greensboro Detention Center. The new facility is expected to open in Spring 2012.

Emergency Services will add 15 net new positions in FY 2012. Due to potential

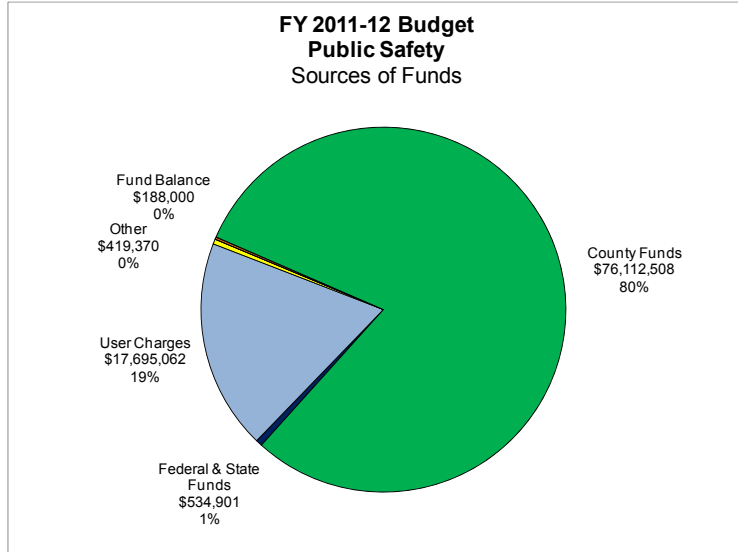
legislative changes, the county will not initiate in-county interfacility transports as planned and can eliminate ten positions (all vacant) that were approved in the current budget. The department will add 24 positions to provide capacity to capture additional high need service calls that are now being referred to a non-profit service. The additional expense will be offset by patient revenues in FY 2012. Revenues are expected to exceed expenses in FY 2013 and beyond. Two additional paramedic positions will be added to provide non-overtime coverage for shift vacancies. Their cost will be offset by an equal reduction in overtime expense.

One Court Alternatives/Juvenile Detention position will be eliminated. This position loss will not affect the safety of the staff or juveniles in the county's care, but may affect overtime paid to staff.



Revenues

Most (80%) of Public Safety services are funded from general County funds. User fees and charges, primarily from charges for ambulance service and various Sheriff Department fees, will generate 19% of the Public Safety revenues. The remaining funds will come from the federal and state government, fund balance, and other minor revenues.



Because it is a primary county function, the County will assume total fiscal responsibility for the animal shelter during FY 2011-12. This will result in a reduction in revenue received from area municipalities of approximately \$960,000.

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Approved	vs. FY11 Adopted		FY13 Plan
					\$ chg	% chg	
Department							
Animal Services	\$2,858,844	\$2,932,618	\$2,953,993	\$3,275,030	\$342,412	11.7%	\$3,144,725
Court Alternatives	\$2,859,189	\$2,947,108	\$2,881,513	\$2,874,027	(\$73,081)	-2.5%	\$2,913,614
Emergency Services	\$21,322,766	\$21,741,445	\$22,489,412	\$23,005,520	\$1,264,075	5.8%	\$25,090,102
Inspections	\$2,125,059	\$2,109,249	\$2,160,931	\$2,094,565	(\$14,684)	-0.7%	\$2,127,928
Law Enforcement	\$53,482,838	\$53,661,197	\$56,819,902	\$60,717,988	\$7,056,791	13.2%	\$63,175,712
Other Protection	\$1,537,788	\$1,454,457	\$1,924,334	\$1,354,457	(\$100,000)	-6.9%	\$1,354,457
Security	\$1,693,375	\$1,695,758	\$1,701,181	\$1,628,254	(\$67,504)	-4.0%	\$1,683,408
Total Expenditures	\$85,879,858	\$86,541,832	\$90,931,266	\$94,949,841	\$8,408,009	9.7%	\$99,489,946
Sources of Funds							
Federal & State Funds	\$1,480,194	\$597,537	\$1,917,403	\$534,901	(\$62,636)	-10.5%	\$475,865
User Charges	\$18,143,542	\$18,247,622	\$18,247,622	\$17,695,062	(\$552,560)	-3.0%	\$19,309,239
Other	\$1,836,423	\$359,200	\$626,156	\$419,370	\$60,170	16.8%	\$430,575
Investment Earnings	\$9,819	\$0	\$683	\$0	\$0	N/A	\$0
Fund Balance	\$1,912,916	\$209,000	\$651,323	\$188,000	(\$21,000)	-10.0%	\$188,000
County Funds	\$62,496,964	\$67,128,473	\$69,488,079	\$76,112,508	\$8,984,035	13.4%	\$79,086,267
Sources of Funds	\$85,879,858	\$86,541,832	\$90,931,266	\$94,949,841	\$8,408,009	9.7%	\$99,489,946

ANIMAL SERVICES

Scott Greene, Manager, Animal Control
 Marsha Williams, Director, Animal Shelter

1203 Maple St., Greensboro, NC 27405 (336) 641-3566
 4525 W. Wendover Ave., Greensboro, NC 27409 (336) 297-5020

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
10-Animal Shelter	\$1,812,206	\$1,900,305	\$1,900,307	\$2,054,624	8.1%	\$1,905,624
20-Animal Control	\$1,046,638	\$1,032,313	\$1,053,686	\$1,220,406	18.2%	\$1,239,101
Total	\$2,858,844	\$2,932,618	\$2,953,993	\$3,275,030	11.7%	\$3,144,725
Expenditures						
Personnel Services	\$791,914	\$833,423	\$841,423	\$896,892	7.6%	\$914,487
Operating Expenses	\$2,016,048	\$2,099,195	\$2,112,570	\$2,315,938	10.3%	\$2,168,038
Capital Outlay	\$50,882	\$0	\$0	\$62,200	0.0%	\$62,200
Total	\$2,858,844	\$2,932,618	\$2,953,993	\$3,275,030	11.7%	\$3,144,725
Sources of Funds						
Other	(\$13,480)	\$0	\$0	(\$3,600)	0.0%	(\$3,600)
User Charges	(\$1,446,989)	(\$1,651,426)	(\$1,651,426)	(\$687,172)	-58.4%	(\$697,589)
Total	(\$1,460,469)	(\$1,651,426)	(\$1,651,426)	(\$690,772)	-58.2%	(\$701,189)
Net County Funds	\$1,398,375	\$1,281,192	\$1,302,567	\$2,584,258	101.7%	\$2,443,536
Authorized Positions	16.00	16.25	16.25	16.25	0.0%	16.25

DEPARTMENTAL PURPOSE

Guilford County **Animal Control** is responsible to the citizens of the county for the prevention and spread of rabies. This is accomplished through an aggressive dog/cat rabies vaccination program, including low cost rabies clinics throughout the county and low cost home vaccinations. Animal Control also responds to all vicious animal calls as priorities. The department works toward the elimination of abuse and suffering of animals. Animal Control enforces County ordinances regarding animals, including the issuance of warrants and/or citations to violators and the seizure of animals from owners found to be in violation of the ordinances.

The **Animal Shelter** humanely secures and cares for animals found in violation of County ordinances and for lost animals. In the case of the latter, the Shelter actively pursues returning those animals to their owners.

FY 2012 ADOPTED BUDGET HIGHLIGHTS

- The FY 2012 Adopted Budget for all of Animal Services will increase by \$342,000. Additional funds are included for facility maintenance (+\$261,000), including roof repairs, at the Animal Shelter per the contract with the vendor that operates that service. Animal Control will replace two vehicles (+\$62,200) and upgrade its Guilford-Metro communications systems (+\$40,000).
- The county's share of the Animal Services budget will increase by \$1.3 million, or 101.7%. This is due to the elimination of charges to municipalities for Animal Shelter services under revised interlocal agreements. Funding for animal shelters in the largest counties is typically a county responsibility.

FY 2011 SIGNIFICANT ACCOMPLISHMENTS

Animal Shelter

- Received an award for best shelter and shelter director in North Carolina from the ASPCA, Humane Society of the United States and North Carolina Voters for Animal Welfare
- Partnering with WFMY Good Morning Show with the 2 The Rescue Program which provides 30 minutes once a quarter to feature animals available for adoption. We are also inviting area shelters and rescue groups to participate on a rotating schedule.
- Developed a marketing and social media department that has brought in donations from across the county and in areas as far as Africa and Australia.
- Worked closely with Animal Control by providing the veterinary evaluations and reports for cruelty and mistreatment investigations in Guilford County.
- Provided evidence and testimony to cruelty cases in Guilford County that have resulted in convictions for animal cruelty.
- Assisted with the Rush Kennel investigation with the Guilford County Animal Control and Guilford County Sheriff's Department.
- The Guilford County Animal Shelter has adopted out 6,000 animals.
- We have returned over 1,100 animals back to their owners.
- We have transferred over 200 animals to rescue.
- The United Animal Coalition has help pass Susie's Law in North Carolina to help stop animal cruelty and neglect.
- The United Animal Coalition is working with Susie's Law to pass Chamberlin's Law to stiffen the penalties for animal cruelty and to help develop a standard of housing for animals in North Carolina.
- We have completed the construction of our trauma center for animals that arrive at the shelter in need of emergency and special medical care by purchasing cages and medical supplies.
- Developed a program with North Shore Animal League to transport animals to shelters in New York that do not have animals available to adopt.
- The management and vet tech staff have completed the classroom and practical training and are all certified euthanasia technicians in accordance with the new North Carolina State Agricultural Requirements. We have passed all required inspections in this area as well.
- The animal shelter director and UAC president serves on the Animal Advisory Committee.

Animal Control

- Increased number of community consultations.
- Decreased number of rabies cases.
- Increased the number of rabies vaccinations of domestic animals.
- Steps are being taken, in conjunction with partners (Sheriff, EMS, IS, GM911) to utilize new dispatch/mobile hardware/software to its fullest extent.

KEY PERFORMANCE MEASURES

Measures	FY09-10	FY10-11	FY11-12	FY12-13
	Actual	Estimate	Projected	Projected
Animal Shelter				
# of Animals Received	16,619	17,000	17,200	17,400
# of Animals Reclaimed	1,180	1,110	1,319	1,335
# of Animals Adopted	7,499	7,699	7,701	7,720
# of Animals Euthanized	6,953	7,000	7,100	7,200
# of Animals Escaped / Died	874	892	850	874
# of Rabies Observations	130	150	145	150
# of Rabies Vaccinations (All Adoptions and Reclaims)	8,679	8,890	9,020	9,055
# of Spay / Neuter Surgeries Performed	7,000	7,200	7,500	7,520
Animal Control				
# of Dispatched Calls per Officer	2,064	2,100	2,200	2,200
# of Animals Seized	6,733	7,200	7,400	7,400
# of Animal Bite Cases	980	1,050	1,100	1,100
Rabies Cases as a % of Total Animals Seized	0.2%	0.2%	0.2%	0.2%

FUTURE ISSUES

Animal Shelter

- Economic conditions are creating increased intake of domestic and farm animals.
- Planning to prep land and pay for additional parking for Guilford County Animal Shelter
- Preparing to work with North Carolina to pass a spay/neuter law
- Working with the community homeless shelter to provide free rabies vaccines to dogs that belong to the homeless.
- Continue to work with Animal Advisory Committee to revise the Guilford County ordinance.

Animal Control

- Revisit pet differential licensing process.

- Meet with communities and community partners regarding a possible tethering ordinance.
- Continue to work with Animal Advisory Committee to re-evaluate and revise our ordinance.
- Increasing need to reduce the unwanted and dangerous animal population and to manage community prevalence of rabies.
- Continue training for staff on new technologies.
- Prepare for animal issues because of the slowing recovery of the economy. (more animals mistreated and abandoned)
- Educating the public regarding the revised ordinance.
- Developing stronger relationship with our community partners.

COURT ALTERNATIVES

Doug Logan, Director

15 Lockheed Court, Greensboro, NC 27409 (336) 931-0917

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
10-Detention Services	\$2,567,434	\$2,655,353	\$2,582,656	\$2,582,272	-2.8%	\$2,621,859
20-Day Reporting Center	\$291,755	\$291,755	\$298,857	\$291,755	0.0%	\$291,755
Total	\$2,859,189	\$2,947,108	\$2,881,513	\$2,874,027	-2.5%	\$2,913,614
Expenditures						
Personnel Services	\$2,047,604	\$2,068,484	\$1,985,484	\$2,034,862	-1.6%	\$2,069,394
Operating Expenses	\$811,585	\$878,624	\$896,029	\$839,165	-4.5%	\$844,220
Capital Outlay	\$0	\$0	\$0	\$0	0.0%	\$0
Total	\$2,859,189	\$2,947,108	\$2,881,513	\$2,874,027	-2.5%	\$2,913,614
Sources of Funds						
Federal & State Funds	(\$336,990)	(\$346,755)	(\$346,755)	(\$345,612)	-0.3%	(\$345,612)
Other	(\$425)	\$0	\$0	(\$425)	0.0%	(\$425)
User Charges	(\$1,330,817)	(\$1,332,778)	(\$1,332,778)	(\$1,665,797)	25.0%	(\$1,665,797)
Total	(\$1,668,232)	(\$1,679,533)	(\$1,679,533)	(\$2,011,834)	19.8%	(\$2,011,834)
Net County Funds	\$1,190,956	\$1,267,575	\$1,201,980	\$862,193	-32.0%	\$901,780
Authorized Positions	37.00	36.00	36.00	35.00	-2.8%	35.00

DEPARTMENTAL PURPOSE

The Court Alternatives Department provides services which include Juvenile Detention, providing safe and secure custody of court-involved youth while they await adjudication; community and gang awareness outreach; and an Adult Day Reporting Program, 100% of which is grant-funded.

FY 2012 ADOPTED BUDGET HIGHLIGHTS

- The level of staffing for the Juvenile Detention Center has been reduced by one position.
- Reimbursement rates from the State of North Carolina to assist with the expenses of housing the youths are anticipated to increase by \$20.00 to \$30.00.

FY 2011 SIGNIFICANT ACCOMPLISHMENTS

- No major incidents involving staff and/or juveniles occurred during the fiscal year.
- The largest number of juvenile detainees completed end of grade testing and one juvenile was able to receive his high school diploma.
- The staff collaborated with school teachers and Title 1 administrators to develop and maintain a KARMA garden.
- Collaborated and successfully received a grant that funds a local writer (Jacinta White) – Ms. White teaches poetry to the juvenile detainees.
- Awarded a Community-Based Youth Gang Violence Prevention Grant. Collaborated with two community organizations (Youth Focus & One Step Further) to provide direct intervention for known gang members and their families, which included education activities to youth, parents, and professionals within the school system.
- Ongoing training and recertification for all employees.

KEY PERFORMANCE MEASURES

Measures	FY09-10	FY10-11	FY11-12	FY12-13
	Actual	Estimate	Projected	Projected
Juvenile Detention Center				
Total Admissions	1,275	1,100	1,210	1,260
Within County	820	610	680	710
Outside County	455	490	530	550
Cost per bed day	\$68.23	-	-	-
Average length of stay	12	21	21	21
Average Daily Population	35	35	35	35
Day Reporting Centers				
Total Admissions	70	68	-	-
Average Daily Population	45	45	-	-

FUTURE ISSUES

- The ability to maintain community outreach and gang prevention programs is dependent upon continuing revenue streams.
- Changes in the law, which would change the age jurisdiction to 18 from 16, would significantly increase the juvenile population.
- Due to the mental health reform the facility will be serving more juveniles with severe mental issues for longer periods of time.

EMERGENCY SERVICES

Alan Perdue, Director

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

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	%chg	FY13 Plan
Program(s)						
2-Administration	\$1,397,726	\$1,375,947	\$1,299,552	\$1,408,287	2.4%	\$1,764,335
10-Emergency Management	\$446,132	\$293,108	\$544,788	\$287,227	-2.0%	\$308,079
20-Communications	\$775,925	\$670,040	\$693,015	\$700,000	4.5%	\$737,000
30-Garage	\$214,942	\$277,231	\$226,960	\$221,274	-20.2%	\$225,211
40-Medical	\$14,101,061	\$15,368,117	\$15,952,928	\$16,622,283	8.2%	\$17,761,813
50-Fire	\$1,758,459	\$1,839,770	\$1,809,935	\$1,890,868	2.8%	\$2,082,142
60-Environmental	\$123,886	\$72,428	\$117,429	\$62,178	-14.2%	\$61,678
Total	\$18,818,129	\$19,896,641	\$20,644,607	\$21,192,117	6.5%	\$22,940,258
Expenditures						
Personnel Services	\$13,058,034	\$13,869,059	\$13,872,559	\$14,433,240	4.1%	\$15,009,947
Operating Expenses	\$4,876,354	\$4,927,582	\$5,124,134	\$4,793,877	-2.7%	\$5,580,311
Capital Outlay	\$884,882	\$1,100,000	\$1,647,914	\$1,965,000	78.6%	\$2,350,000
Other	(\$1,141)	\$0	\$0	\$0	0.0%	\$0
Total	\$18,818,129	\$19,896,641	\$20,644,607	\$21,192,117	6.5%	\$22,940,258
Sources of Funds						
Federal & State Funds	(\$208,601)	(\$65,000)	(\$322,628)	(\$65,000)	0.0%	(\$70,000)
Other	(\$28,143)	(\$120,000)	(\$330,256)	\$0	-100.0%	\$0
User Charges	(\$10,633,397)	(\$11,259,784)	(\$11,259,784)	(\$11,548,150)	2.6%	(\$12,933,650)
Total	(\$10,870,142)	(\$11,444,784)	(\$11,912,668)	(\$11,613,150)	1.5%	(\$13,003,650)
Net County Funds	\$7,947,988	\$8,451,857	\$8,731,939	\$9,578,967	13.3%	\$9,936,608
Authorized Positions	208.00	200.00	200.00	215.00	7.5%	215.00

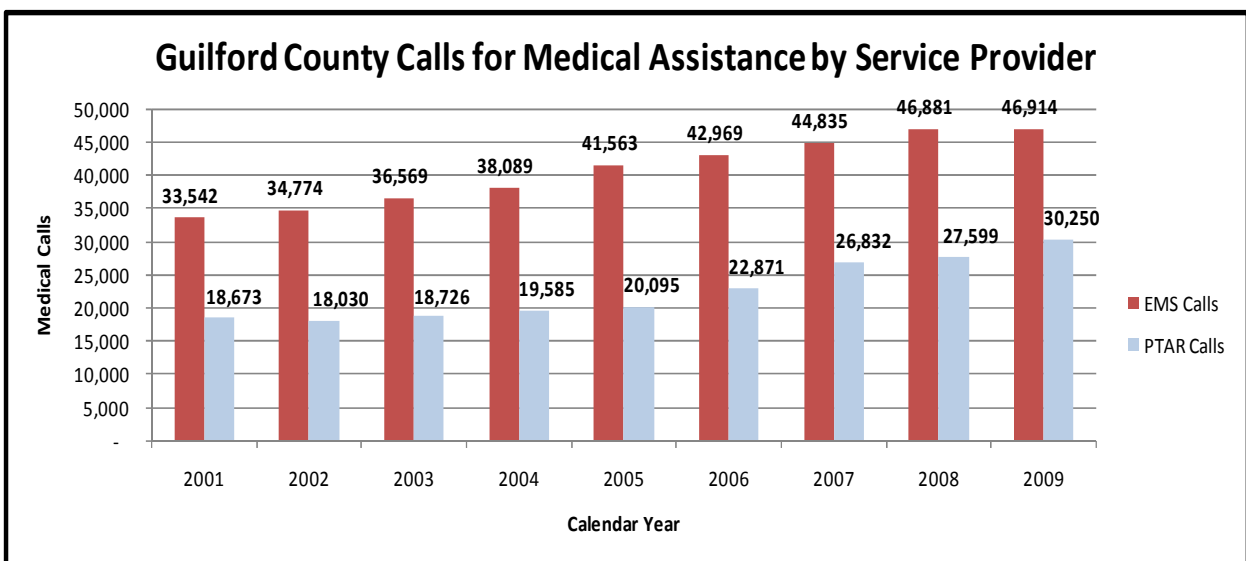
DEPARTMENTAL PURPOSE & GOALS

Guilford County Emergency Services strives to provide the highest standards of service to everyone who lives, works or visits the County in the areas of Fire and Life Safety Services, Emergency Medical Services (EMS), Emergency Management and Hazardous Materials. Additionally, the Department operates a self-contained Fleet Maintenance Facility to assure that all vehicles and equipment in the various divisions are available for immediate response to the maximum extent possible.

FY 2012 ADOPTED BUDGET HIGHLIGHTS

- The Fiscal Year 2011-2012 Adopted Budget for the Emergency Services Department increased by approximately \$1.3 million compared to the Fiscal Year 2010-2011 Approved Budget. Changes in the department are discussed below.

- + \$651,000 in additional overtime costs. Prior to last fiscal year, the county granted “comp” time to employees in lieu of general overtime. The county changed this policy to reduce the long-term liabilities associated with compensatory time balances. (Paying overtime at an employee’s current rate of pay is less expensive than paying out compensatory time in the future at a higher rate of pay).
- The budget included \$1,100,000 for the replacement of aging cardiac monitors in ambulances. A portion of the monitors was replaced last fiscal year.
- \$125,000 to replace the lighting systems on two communication towers.
- The EMS Division will add 12 EMT positions, 8 new paramedic positions and 4 logistics positions to attempt to capture all of the emergency medical calls (this does not include nonemergency calls) in the County. Currently, the division cannot take all emergency medical calls in the County, so a franchisee with a lower level of credentials assists the County. This addition is estimated to be cost neutral in Fiscal Year 2011-2012 and net approximately \$1,000,000 in revenue in Fiscal Year 2012-2013. See the graph below for the medical call numbers for both Guilford County Emergency Medical Services Division and the franchisee (PTAR).



In addition to helping the EMS Division respond to emergency calls going to the franchisee, the new positions will help to respond to the growing amount of calls it receives. The increased amount of calls the EMS Division responds to has contributed to its high utilization statistics. In calendar year 2009, the division had a utilization rate of .44 (the utilization rate is the amount of emergency calls per ambulance hours, which measures service productivity and staff workload). A utilization rate of .40 is recognized as an EMS industry standard as an upper limit where a system is at risk of not being able to effectively respond to emergency needs.

- The EMS Division will add two positions to act as replacements for paramedics that are currently out of work (e.g. due to vacation, illness, or injury). These positions will act as a test case in cutting overtime costs for the division. In Fiscal Year 2011-2012, the two positions will be cost neutral to the County, and in Fiscal Year 2012-2013, the positions are estimated to save the County \$50,000.
- The EMS Division will end its proposed program to offer interfacility transport of advance life support patients, due to a ruling made by the North Carolina Office of Emergency Medical Services. Ten (10) vacant paramedic positions added last year in anticipation of the new service have been eliminated from the budget.
- A vacant Fire Operations Officer position was eliminated from the budget

FY 2011 SIGNIFICANT ACCOMPLISHMENTS

- The Emergency Management Division coordinated or participated in 12 multi-agency exercises evaluating the community's ability to respond and recover from emergencies.
- The Emergency Management Division coordinated the response and recovery effort for the High Point Tornado Event which damaged 649 homes and businesses and received a State Disaster Declaration and financial assistance from the Small Business Administration.
- The Emergency Management Division provided coordination and support to the Colonial Pipelines Tank Farm Fire incident.
- The Emergency Management Division updated the Guilford County Emergency Operations Plan, which consisted of 17 meetings and over 350 participants.
- The Emergency Management Division provided 35 training presentations to over 2,300 individuals on disaster management or disaster preparedness topics.
- The EMS Division responded to 50,000 incidents with 65,000 unit responses and transported 33,000 patients to local healthcare facilities. EMS admin responses 1,000.
- The EMS Division provided coverage to special events including the Wyndham Golf Tournament, US Figure Skating Championship, and ACC Basketball Tournaments.
- Completed construction of the Emergency Services Rock Creek Facility (November 2010).
- Continued diversity recruitment campaign utilizing local billboards in both Greensboro and High Point along with activities at various public event venues. Additionally, GTCC has established a permanent presence on the GTCC – East Greensboro campus for initial offerings of EMT training.
- Continued to enhance patient outcome of cardiac arrest incidents with the implementation of a comprehensive program of education and induced hypothermia. Currently about to enroll the centennial patient in the induced hypothermia program.
- EMS Division maintained accreditation with 100% compliance from the Commission on Accreditation for Ambulance Services.
- Fire Inspection staff conducted a total of 2,937 inspections during 2010. Routine maintenance inspections accounted for 1,915 (excluding Guilford County Schools). This currently represents a compliance rate of 65% with the state mandate as of 12/31/10. Additionally, 747 Guilford County Schools' properties were inspected with a state compliance rate of 98% as of 12/31/10. New Construction inspections accounted for 275 of the total with an additional 321 plans reviewed.
- Fire Investigation staff performed a total of 113 investigations of which 42% were determined to be intentional, 46% were determined to be unintentional and 12% remain undetermined. Fire Investigation Educational Initiatives for 2010 included 26 juvenile fire setters participating in the Juvenile Fire Setters Assessment Program. Of the 26 participants 21 were referred to the Juvenile Fire Setters Program for education and follow up counseling. Five participants were referred directly to Guilford County Behavioral Health for additional mental health assessment and counseling.
- Emergency Service/Fire staff participated in 65 public education events for a total of 780 staff hours. Additionally, as a direct initiative from the Eastern Guilford fire, between Jan 2008 – Dec 2010 fire staff have provided over 800 hours of training and instruction to Guilford County Schools staff. Topics covered include Fire code & GS compliance, develop and train on the fire drill and evacuation program, proper procedure for emergency notification individual school consultations
- Fire training staff provided over 1,600 hours of program development and delivery for internal and external partners. Programs included firefighter safety, driver safety, fire officer, advanced fire operations, technical rescue and hazardous materials as well as North Carolina State credentialing academies.

KEY PERFORMANCE MEASURES

Measures	FY09-10	FY10-11	FY11-12	FY12-13
	Actual	Estimate	Projected	Projected
Administration				
Percent of department strategic goals accomplished by the end of the fiscal year	-	-	80%	80%
Percent of vendors paid within 2 business days or less from the time the invoice is received	-	-	95%	95%
Percent of Emergency Medical Services billings are paid by customers	71%	72%	72%	72%
Percent of department calls that are received and routed to the correct entity	-	-	99%	99%
Emergency Management				
Number of event exercises conducted to evaluate program effectiveness	6	6	4	4
Percent of the time the WebEOC program is utilized to coordinate information for incidents requiring activation of the Emergency Support Functions	100%	100%	100%	100%
Percent of the time After Action Reports' are completed for major incidents or exercises where Emergency Support Functions are coordinated	75%	80%	95%	95%
Percent of attendees in preparedness trainings or events that feel better prepared to handle a disaster	-	-	85%	85%
Percent of businesses and outside entities wanting disaster planning assistance that are contacted within 5 business days or less	-	90%	95%	95%
Percent of disaster plans for Guilford County that are up-to-date and support incidents that could occur in the region	100%	100%	100%	100%
Garage				
Percent of the time emergency vehicles are available to be in duty	-	97%	99%	99%
Percent of critical vehicle failure (Critical vehicle failure takes place during an emergency response. The measure is calculated on a basis of a 100,000 miles traveled).	0.15%	0.10%	0.10%	0.10%
Percent of successful repairs completed in the first vehicle visit	96%	98%	98%	98%
Percent reduction in costs for maintenance/repair work on emergency vehicles in the Emergency Services Garage compared to average outsourcing estimates	11%	14%	20%	20%
Percent of maintenance/repairs done in the Emergency Services Department Garage	82%	89%	90%	90%
Minimize patient accidents by keeping stretcher failure percentage usage low (Incidents/1000 patients transported)	0.0125%	0.0100%	0.0100%	0.0100%
Medical Services				
Percent of patients with cardiac arrest from cardiac causes discharged from the hospital alive	50%	50%	50%	50%
Percent of patients with cardiac arrest from cardiac causes delivered to an appropriate medical facility with a pulse (known as a field resuscitation rate)	27%	33%	40%	42%
Percent of emergency calls responded to in 10 minutes or less	83%	87%	90%	90%
Percent of customer satisfaction survey responses with a satisfactory or better answer	-	-	90%	90%
Emergency calls per paramedic	281	285	280	280
Emergency calls per ambulance hours (this measure is used to evaluate service productivity and staff workload with .4 being the line of staff over utilization)	0.36	0.38	0.38	0.38
Fire Services/Hazardous Materials				
Percent of plans submitted that are reviewed in 10 business days or less from the time of the request	-	-	90%	90%
Percent of new construction inspections conducted within 2 business days or less from the time of the request	-	-	90%	90%
Percent of unscheduled vendor requests for fire and life safety inspections for structures (e.g. for alcohol beverage control, day care, foster home facilities) conducted in 3 business days or less	-	-	90%	90%
Percent conviction rate for incendiary fire investigations	69%	60%	50%	50%
Percent fire support unit availability for fire incident response to support OSHA compliance of "2 in 2 out" regulation	-	-	95%	95%
Percent of the time the Guilford County Hazardous Materials team responded in 30 minutes or less to an incident	100%	100%	80%	80%

*A dash indicates a new performance measure that has not been measured before

FUTURE ISSUES

EMS, Fire and Emergency Management resources are a critical component of the counties infrastructure in providing safe and healthy communities. As such, Emergency Services utilizes efficient and 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 current economy, population growth, increased demands for services, aging population and congested roadways continue to affect Emergency Services' delivery capabilities. It is essential that sufficient resources, capital assets and staffing are adequate in certain areas and expanded in others to assure the organization is capable of responding to and mitigating the potentially life-threatening incidents that impact the public on a daily basis. One of the most critical areas of need is that of replacing the current outdated and inefficient maintenance and logistics facilities that are utilized to maintain the resources that are designed to be the life line of the public.

Securing a long-term future in the current climate of social and economic change is one of the most significant challenges that continue to confront volunteer-based emergency service and support agencies. Factors such as population growth, rural and urban mobility and increasing cultural diversity present challenges to service providers. These factors increase the demands and the complexities in which service delivery is done by volunteers and create complex management and revenue issues.

The stability of the contract fire services continues to be a focal point for the County. Fire Services must be prepared to handle all-hazard threats such as natural disasters, chemical and biological incidents, hazardous material incidents, technical rescues, medical first responder calls and fire calls. The demands on the fire service have increased overwhelmingly the past several years. Today, because of factors such as recruitment/retention, increased call demand, equipment cost and additional training requirements the scope in which fire departments must operate is ever changing. In fact, recent studies have provided scientific data that shows responding with limited staffing places both the public and emergency responders at an elevated risk for injury and or death.

Emergency Services provides a safety net for people in dire need. Demands for services are at its highest point ever. The public continues to desire high quality clinical care and has a growing expectation of the services provided by EMS. Factors such as longer turnaround times at local health care facilities due to increased census and acuity continue to impact the availability of response units. The alarming national health care trend is reflective of Guilford County's populace, and speaks to the growing reliance on EMS and emergency medicine for persons in medical crisis, often with little to no ability to pay. Indigent care accounts for a significant portion of the services provided by EMS, while reimbursement from private and public payers continues to be scrutinized. Costs to provide service continue to grow at an alarming rate, at a time when reimbursement remains a challenge, particularly federal reimbursement. Equipment, medical supplies, medications and fuel are major cost drivers in the budget. Ever-expanding medical technology forces health care providers to constantly evaluate standards of care to maximize potential patient outcomes and minimize medical liability. Extensive electronic data collection and submission to the State of North Carolina is imperative in order to evaluate performance measures and benchmarks.

Guilford County Emergency Services remains focused on providing leadership, education and service and it is currently recognized as one of a hundred nationally accredited ambulance services in the country; however, without sufficient resources and continued public support, Emergency Services will be challenged to meet current and future service demands and expectations.

GUILFORD METRO 9-1-1

Wesley Reid, Director

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

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
20-Communications	\$2,504,637	\$1,844,804	\$1,844,805	\$1,813,403	-1.7%	\$2,149,844
Total	\$2,504,637	\$1,844,804	\$1,844,805	\$1,813,403	-1.7%	\$2,149,844
Expenditures						
Personnel Services	\$578,960	\$0	\$0	\$0	0.0%	\$0
Operating Expenses	\$1,925,677	\$1,844,804	\$1,844,805	\$1,813,403	-1.7%	\$2,149,844
Total	\$2,504,637	\$1,844,804	\$1,844,805	\$1,813,403	-1.7%	\$2,149,844
Sources of Funds						
Other	(\$578,960)	\$0	\$0	\$0	0.0%	\$0
Total	(\$578,960)	\$0	\$0	\$0	0.0%	\$0
Net County Funds	\$1,925,677	\$1,844,804	\$1,844,805	\$1,813,403	-1.7%	\$2,149,844
Authorized Positions	18.00	0.00	0.00	0.00	0.0%	0.00

Guilford Metro employees are employed by the City of Greensboro. The county shares the cost of the center's operations.

DEPARTMENTAL PURPOSE & GOALS

Guilford Metro 9-1-1 was established as a joint consolidated operation of the City of Greensboro and County of Guilford governments (all Guilford Metro 911 employees are employed by the City of Greensboro and Guilford County Government 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 provides the utmost professional level of protocols that allow for Guilford Metro 9-1-1 staff to provide, when needed, Dispatch Life Support instructions. It is the goal of Guilford Metro 9-1-1 to provide this professional level of service on a 24 hour a day, 7 day per week basis, with the most highly trained and dedicated 9-1-1 professionals possible.

FY 2012 ADOPTED BUDGET HIGHLIGHTS

- The Fiscal Year 2011-2012 Guilford Metro 9-1-1 Budget for Guilford County Government is slightly below last fiscal year's level. The County's share of the Guilford Metro 9-1-1 budget (31%) is based on the percentage of 9-1-1 calls that come from County departments and the City of Greensboro departments during the previous calendar year.

- Guilford Metro 9-1-1 will receive 12 new positions in Fiscal Year 2011-2012. These positions are the result of a consultant staffing study that called for 24 new positions for the 9-1-1 Center, so it can meet its current call volume needs and dispatch workload. There will be no cost to the County for the positions in Fiscal Year 2011-2012 due to the use of 9-1-1 funds and an estimated cost of \$152,520 in Fiscal Year 2012-2013. The need for an additional 12 positions will be evaluated in the future.

FY 2011 SIGNIFICANT ACCOMPLISHMENTS

- Guilford Metro 9-1-1 received Center of Excellence (ACE) accreditation through the International Academy of Emergency Dispatch for Emergency Fire Dispatch (EFD) protocol compliance.
- Guilford Metro 9-1-1 received ACE accreditation through the International Academy of Emergency Dispatch for Emergency Medical Dispatch (EMD) protocol compliance.
- Guilford Metro 9-1-1 is one of less than 20 centers in the world to hold the dual ACE certification.
- Continues to maintain communication accreditation standards for Police, (CALEA) Fire, (ISO) and EMS (CAAS).
- Winner of the Public Technology Institute (PTI) Solutions Award for 9-1-1 Consolidation and GIS initiatives.
- Completed project to convert the County Employees to the City of Greensboro to eliminate administrative and HR redundancies.
- Completed Guilford County Animal Control project—extending the Guilford Metro 9-1-1 network to the County's Animal Control division.
- Guilford Metro 9-1-1 partnered with Guilford County Emergency Medical Services and Piedmont Triad Ambulance Rescue to train nursing home staff throughout Guilford County on proper EMD protocols when calling 9-1-1.
- Received first department grant of \$502, 000 from State of North Carolina 9-1-1 board for a telephone system upgrade.
- Completed “trails project” – CAD / GIS physical signage/markings posted on all trails (every ¼ mile) and same mapped into CAD for faster location of callers when hiking the city and county public trails.
- Guilford Metro 9-1-1 dispatched over 420,000 calls for local public safety personnel.
- Guilford Metro 9-1-1 handled over 754, 0000 total telephone transactions.
- Guilford Metro 9-1-1 acknowledged over 3.5 million radio transmissions for local public safety personnel.
- Assisted Guilford County Sheriff's Office develop and implement new district boundaries for their service area.
- Created new interstate and highway response plans for fire agencies to decrease response times.
- Creation of a new airport fire response area for Piedmont Triad International Airport
- Assisted Greensboro Police Department in their selection of a pretrial release electronic monitoring program system.
- Deployed mobile CAD solution for the command post for the Wyndham Golf Tournament.

KEY PERFORMANCE MEASURES

Measures	FY09-10	FY10-11	FY11-12	FY12-13
	Actual	Estimate	Projected	Projected
911 emergency calls answered within 15 seconds or less	91%	93%	82%**	82%**
911 non-emergency calls answered within 15 seconds or less	89%	90%	89%	89%
Guilford County Fire District average dispatch time with 60 seconds (for medical/structural calls) being the standard (from the time the call is received until it is dispatched)	98 seconds	92 seconds	92 seconds	90 seconds
Guilford County Sheriff (high priority calls) average dispatch time with 120 seconds being the standard (from the time the call is received until it is dispatched)	115 seconds	115 seconds	114 seconds	112 seconds
Emergency Medical Services emergency 911 medical calls dispatch time with 90 seconds being the standard (from the time the call is received until it is dispatched)	114 seconds	115 seconds	113 seconds	111 seconds
Percent of public record requests processed within two days or less of the initial request	95%	95%	95%	95%

** State of North Carolina pending 911 standards requires call guidelines of 90% within 10 seconds

FUTURE ISSUES

The future of 9-1-1 is set to drastically change with the advent of “Next Generation 9-1-1” services and the transition from a legacy 9-1-1 system that has functioned for over 40 years in an analog / “copper wire” arena, to a purely digital Voice over Internet Protocol (VoIP) based series of applications that create a virtual global “network of networks”. These changes, as set forth by the Federal Communication Commission, will impact not only the physical “mechanics” of the hardware and software of the entire existing 9-1-1 system, but will impact how all the 9-1-

1 staff (call takers, dispatch, trainer, database, GIS, etc) perform their assigned duties of call intake, processing and dispatch as the entire level / uniqueness of both voice and data delivered to the 9-1-1 center will be drastically altered.

In addition with the advent of changes in the public safety radio system standards, federally mandated changes to what is referred to within the radio industry as the "P-25 Standard", mixed together with the current requirements for "re-banding" of all public safety and local government radio networks will require migration of virtually the entire existing radio network for the City and County to a "P-25" radio system in less than 10 years. Such changes will require significant funding to update the existing radio system as well as technical revisions to the ongoing maintenance by technical staff.

Over the course of the next 24 to 36 months call intake and processing of 9-1-1 calls for assistance (both emergent and non-emergent) will also be required to undergo an evolution of change as fire service and medical pre-arrival protocols continue to be updated and therefore the level of training and education of Guilford Metro 9-1-1 personnel must also evolve. Along with those changes the need to migrate to a protocol based call intake system for law enforcement calls will no doubt become a necessity to allow for Guilford Metro 9-1-1 to meet the growing "standard of care" as it relates to law enforcement call intake protocols aligning more closely with those of the fire and EMS protocols.

Regarding training and new requirements coming forth from the State of North Carolina 9-1-1 Board, it is but only a matter of time until the state 9-1-1 board releases their minimum annual training requirements for all 9-1-1 staff and their operational standards as it applies to the facilities and operations of 9-1-1 centers. During this process, Guilford Metro 9-1-1 staff has diligently worked to stay abreast of all proposed training and operational guidelines. It is the hope that the State of North Carolina will set forth guidelines that are reasonable and prudent and that allow for the best quality of service to the citizens Guilford Metro 9-1-1 serves.

Guilford Metro 9-1-1 has worked to prepare much of the infrastructure of the organization, but much more will be required to meet the coming state and federal requirements. There is a need to continue to stay abreast of such coming changes and to provide feedback when possible is critical to the overall long term goals. Likewise the need to increase the level of professional training of new and existing staff has become evident, as is the need to retain highly motivated and quality staff members. It is not uncommon for a Public Safety Telecommunicator to take 2 to 3 years of full time work to become an effective member of the 9-1-1 operation due in large part to the extensive level of training and experience needed to become proficient in the skills necessary to perform call intake, processing and dispatch.

In conclusion, it should be noted that the entire staff of Guilford Metro 9-1-1 is dedicated to serving the public and field responders. It is a mission that no one within Guilford Metro 9-1-1 takes lightly and to which the leadership of the organization has dedicated their professional careers. Virtually everyone within the administration has served the agency from their initial career in call intake and dispatch through a series of advancements to their current positions, an evolution that allows each and every member of the command staff to realize the critical impact that every decision has on the process of providing such a unique public safety service.

INSPECTIONS

Betty Garrett, Interim Director

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

BUDGET SUMMARY

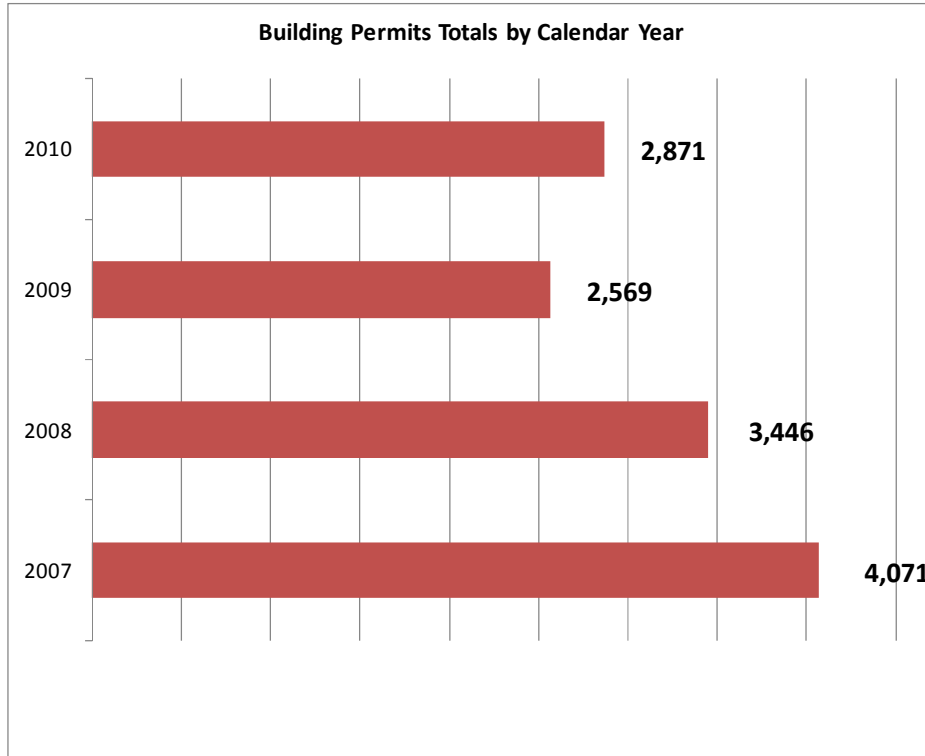
	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
10-Inspections	\$2,125,059	\$2,109,249	\$2,160,931	\$2,094,565	-0.7%	\$2,127,928
Total	\$2,125,059	\$2,109,249	\$2,160,931	\$2,094,565	-0.7%	\$2,127,928
Expenditures						
Personnel Services	\$2,062,844	\$2,029,176	\$2,079,176	\$2,025,758	-0.2%	\$2,059,610
Operating Expenses	\$62,321	\$80,073	\$81,755	\$68,807	-14.1%	\$68,318
Other	(\$105)	\$0	\$0	\$0	0.0%	\$0
Total	\$2,125,059	\$2,109,249	\$2,160,931	\$2,094,565	-0.7%	\$2,127,928
Sources of Funds						
Other	(\$298)	\$0	\$0	\$0	0.0%	\$0
User Charges	(\$672,077)	(\$625,000)	(\$625,000)	(\$670,395)	7.3%	(\$664,777)
Fund Balance	(\$6,510)	\$0	\$0	\$0	0.0%	\$0
Total	(\$678,885)	(\$625,000)	(\$625,000)	(\$670,395)	7.3%	(\$664,777)
Net County Funds	\$1,446,175	\$1,484,249	\$1,535,931	\$1,424,170	-4.0%	\$1,463,151
Authorized Positions	27.00	25.00	25.25	25.00	0.0%	25.00

DEPARTMENTAL PURPOSE & GOALS

The Inspections Department reviews construction plans, provides inspection services, conducts permitting, and issues Certificates of Occupancy upon the completion of construction, as required by the North Carolina State Building Code and the Guilford County Development Ordinance. Additional responsibilities include: 1) administration of the environmental regulations of the Watershed Protection Ordinance, Soil Erosion and Sedimentation Control Ordinance, and Pond Maintenance Program; 2) investigation of drainage/flooding/ erosion complaints; 3) soil investigation assistance to the Guilford County Health Department; 4) plan review for grading, watersheds and ponds, and residential and commercial/industrial construction; and, 5) public education in each of these areas. The Inspections Department also contractually extends its services to the towns of Jamestown, Oak Ridge, Pleasant Garden, Sedalia, Summerfield, Stokesdale, and Whitsett. The department seeks to consistently apply and enforce safety standards to strengthen the community's structural assets.

FY 2012 ADOPTED BUDGET HIGHLIGHTS

- The FY 2012 Adopted Budget decreases county funding by (\$60,079) or -4.0%.
- A slight increase in building permits and building permit revenues is expected next fiscal year, based on the department's assessment of planned projects. Although increased, FY 2012 permit revenues are expected to be below actual receipts in FY 2010.



FY 2011 SIGNIFICANT ACCOMPLISHMENTS

- During FY 2011, Inspections continued to provide sound enforcement of adopted building codes despite a reduction in Field Inspectors. Inspections also continued to provide next-day inspections services; fulfilled expectations for services provided to municipal partners; and, provided smooth transitions for adopted building code updates.
- Electronic, speedy, in-house plan review service has been rendered using Brava/Accela software. When a house designer or a design professional submits electronic plans (CAD or PDF formats) via e-mail address prior to applying for a permit, the electronically submitted plan will be reviewed ahead of time; thus, by the time an applicant comes for a permit, plans will be already reviewed and approved per the State Building code for Residential and Commercial Construction and the permit can be readily issued pending Zoning, Environmental Health and Site Plan.
- Facilitated the development of Project Green; GTCC Northwest Campus; and school expansion projects under the County's "Fast Track" Program as related to construction plan review; soil erosion; permitting and inspections.
- Worked with developers, property owners and banks to resolve financially troubled projects with erosion control and watershed issues.

- Composed an express permitting package for grading permit applicants. It is beneficial for potential new large scale projects.
- Provided oversight of 150 grading permitted projects and 200 watershed/stormwater devices throughout seven (7) towns and unincorporated Guilford County.

KEY PERFORMANCE MEASURES

Measures	FY09-10	FY10-11	FY11-12	FY12-13
	Actual	Estimate	Projected	Projected
# of Grading Permits Reviewed	102	90	95	115
# of Grading Permits Issued	51	42	35	45
# of Watershed Plans Reviewed	370	312	312	312
# of Watershed Pond Construction Inspections Completed	60	60	55	80
# of Residential Plans Reviewed	1,882	1,190	800	800
# of Commercial / Industrial Plans Reviewed	850	624	475	475
# of Building Permits Issued	2,800	2,200	3,000	3,000
# of Building, Plumbing, Mechanical & Electrical Inspections Completed	45,700	29,700	29,700	29,700
# of Erosion Control Inspections Completed	1,374	2,790	1,850	2,250
# of Site Plans Compliance Inspections Completed	447	360	375	425
# of Certificates of Occupancy Issued	1,500	1,200	1,500	1,500
# of Drainage, Erosion and Flood Complaints Investigated	157	850	925	1,100
# of Watershed Pond Maintenance Inspections Completed	600	400	150	200

FUTURE ISSUES

- New 2012 Building Code Changes: By adopting and enforcing an undated 30% solution energy building codes, North Carolina is projected to save more than \$40 million annually in residential and commercial energy bill and to cut air polluting emissions from power plants by 236,000 tons of carbon dioxide 481 tons of sulfur dioxide and 253 tons of nitrogen oxide.
- Jordan Lake; Jordan Lake Stage 1 annual reporting with identification of retrofit opportunities, watershed ID mapping, and the Jordan Existing Development State 1 Annual Reports will be due in the Summer of 2011.
- Implement electronic scheduling of inspections; Inspectors will continue to maintain multiple trade certificates in order to provide better and more efficient inspections service.
- Inspections will continue to provide sound enforcement of adopted building codes despite a reduction in Field Inspectors. Inspections also will continue to provide next-day inspections services; fulfill expectations for services provided to municipal partners; and, provide smooth transitions for adopted building code updates.
- Increase watershed/stormwater annual maintenance, and erosion control compliance inspections.
- Continue working with contractors, property owners, banks on financially troubled projects; update the County Development Ordinance with new soil erosion control mandates; work with the seven towns to update their Ordinances as well.
- Ensure that staff is certified in stream delineation in support of the Randleman and Jordan Lake stream buffer rules. Work to ensure compliance of Randleman and Jordan Lake protection rules as they are implemented under State and Federal mandates.

LAW ENFORCEMENT

B.J. Barnes, Sheriff

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

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
2-Administration	\$9,414,123	\$10,163,554	\$10,461,736	\$9,883,206	-2.8%	\$10,030,534
10-Legal Process	\$3,269,028	\$3,275,539	\$3,306,072	\$3,121,305	-4.7%	\$3,360,668
20-Special Operations	\$4,878,680	\$4,373,310	\$5,988,553	\$4,699,171	7.5%	\$4,759,158
25-Sp Op-Aviation Tech Pgm	\$23,375	\$0	\$45,668	\$0	0.0%	\$0
30-Patrol	\$9,160,963	\$8,829,066	\$9,349,073	\$9,274,283	5.0%	\$9,481,760
40-Detention Services	\$26,736,670	\$27,019,728	\$27,668,800	\$33,740,023	24.9%	\$35,543,592
Total	\$53,482,838	\$53,661,197	\$56,819,902	\$60,717,988	13.2%	\$63,175,712
Expenditures						
Personnel Services	\$39,498,649	\$39,794,589	\$41,259,280	\$45,642,610	14.7%	\$46,921,583
Operating Expenses	\$12,636,109	\$12,994,693	\$14,200,305	\$14,215,378	9.4%	\$15,169,254
Human Services Assistance	\$0	\$0	\$0	\$0	0.0%	\$0
Capital Outlay	\$1,491,459	\$1,021,115	\$1,509,517	\$1,000,000	-2.1%	\$1,224,875
Other	(\$143,380)	(\$149,200)	(\$149,200)	(\$140,000)	-6.2%	(\$140,000)
Total	\$53,482,838	\$53,661,197	\$56,819,902	\$60,717,988	13.2%	\$63,175,712
Sources of Funds						
Federal & State Funds	(\$934,602)	(\$185,782)	(\$1,248,020)	(\$124,289)	-33.1%	(\$60,253)
Investment Earnings	(\$9,819)	\$0	(\$683)	\$0	0.0%	\$0
Other	(\$1,199,268)	(\$230,200)	(\$286,900)	(\$406,345)	76.5%	(\$416,350)
Transfers	\$0	\$0	\$0	\$0	0.0%	\$0
User Charges	(\$3,996,391)	(\$3,318,634)	(\$3,318,634)	(\$3,119,866)	-6.0%	(\$3,343,744)
Fund Balance	(\$1,906,406)	(\$209,000)	(\$660,981)	(\$188,000)	-10.0%	(\$188,000)
Total	(\$8,046,486)	(\$3,943,616)	(\$5,515,218)	(\$3,838,500)	-2.7%	(\$4,008,347)
Net County Funds	\$45,436,351	\$49,717,581	\$51,304,684	\$56,879,488	14.4%	\$59,167,365
Authorized Positions	562.00	561.00	561.00	650.00	15.9%	649.00

DEPARTMENTAL PURPOSE

The Guilford County Sheriff's Office consists of the Operations Bureau, Court Services Bureau, and the Administrative Services Bureau. The Operations Bureau is responsible for the law enforcement functions of the department and the School Resource Officers Program. Sworn officers with the Sheriff's Office have jurisdiction anywhere within the County, including all incorporated areas within the County limits.

Officers within Field Operations are assigned to districts (District I – Summerfield; District II – Stoney Creek; and District III – Jamestown). Each District provides 24-hour patrol protection to the

citizens of the County. The Criminal Investigation Section of each district handles all follow-up on crimes and the prosecution of suspects through the court system.

The Court Services Bureau is comprised of the three Detention Facilities, Bailiff Sections in Greensboro & High Point, Transportation, and Special Projects. This bureau is responsible for the safety and security of inmates during housing, court, and transport, while providing for a safer community.

FY 2012 ADOPTED BUDGET HIGHLIGHTS

- The Law Enforcement budget for FY 2012 has increased by approximately \$7.1 million over last fiscal year. Most of this increase (approximately \$6.8 million) is related to the anticipated staffing needs and start-up operational costs associated with the opening of Greensboro Jail Central during the third quarter of the fiscal year. Eighty-nine (89) additional staff will be hired beginning in July and phased in during the first two quarters of the fiscal year to accomplish initial Detention Certifications training, Operational and Field Training, Site Scenario Transitional Training, Supervisory Training, Armed Detention Officer Training, etc.

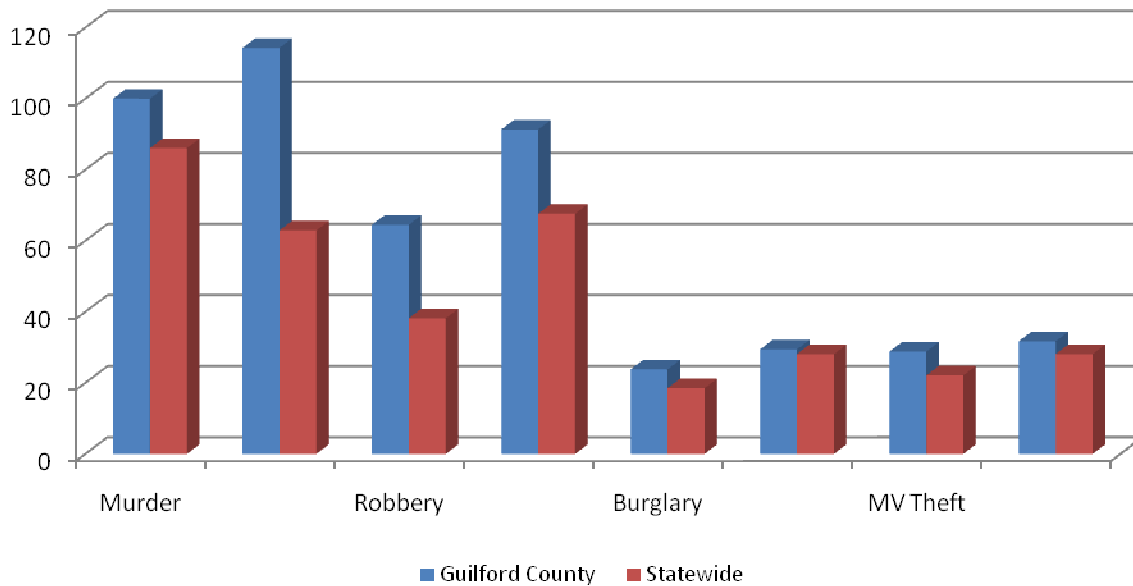
The budget reflects a plan to continue to staff the High Point Detention Facility and Prison Farm while funding additional officers needed to appropriately staff the new jail. The plan includes leaving an Intake Processing Area in the High Point Facility, installation of a Public and Attorney Video Visitation Rooms for the High Point family members, attorneys, and others. The Prison Farm will remain open.

- New positions for the new detention facility:
 - 40 Detention Officers for Greensboro Jail Central
 - 24 Armed Detention Officers for Greensboro Jail Central
 - 15 Detention Officers / Master Corporals for Greensboro Jail Central
 - 10 Detention Sergeants for Greensboro Jail Central

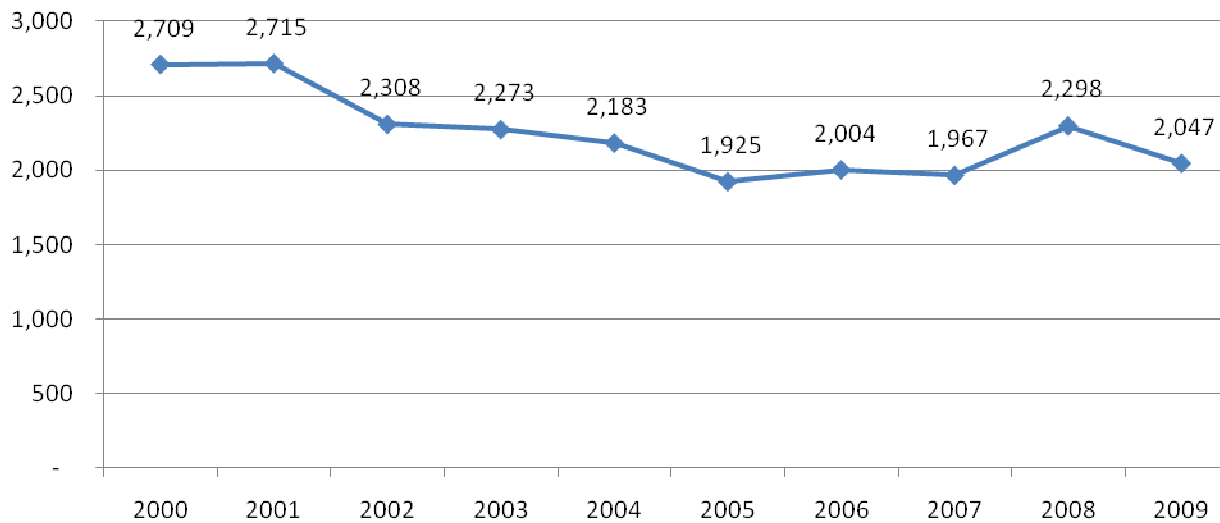
FY 2011 SIGNIFICANT ACCOMPLISHMENTS

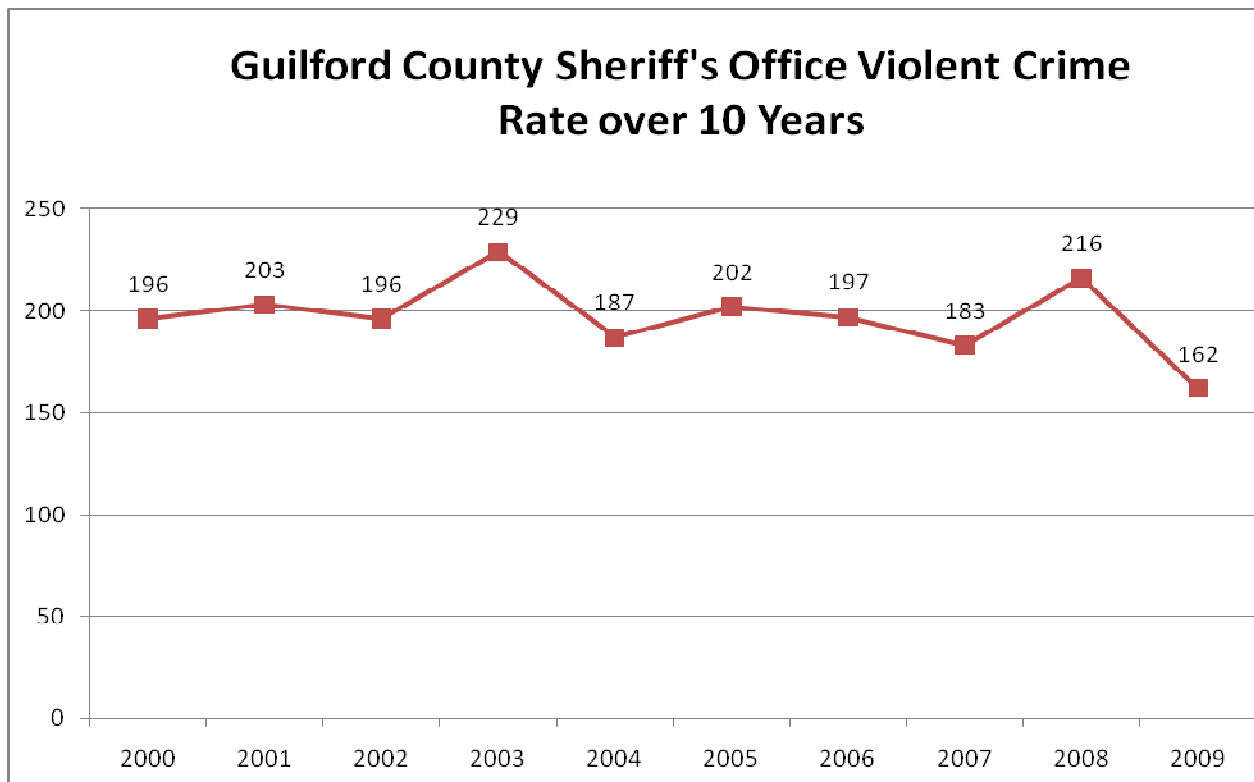
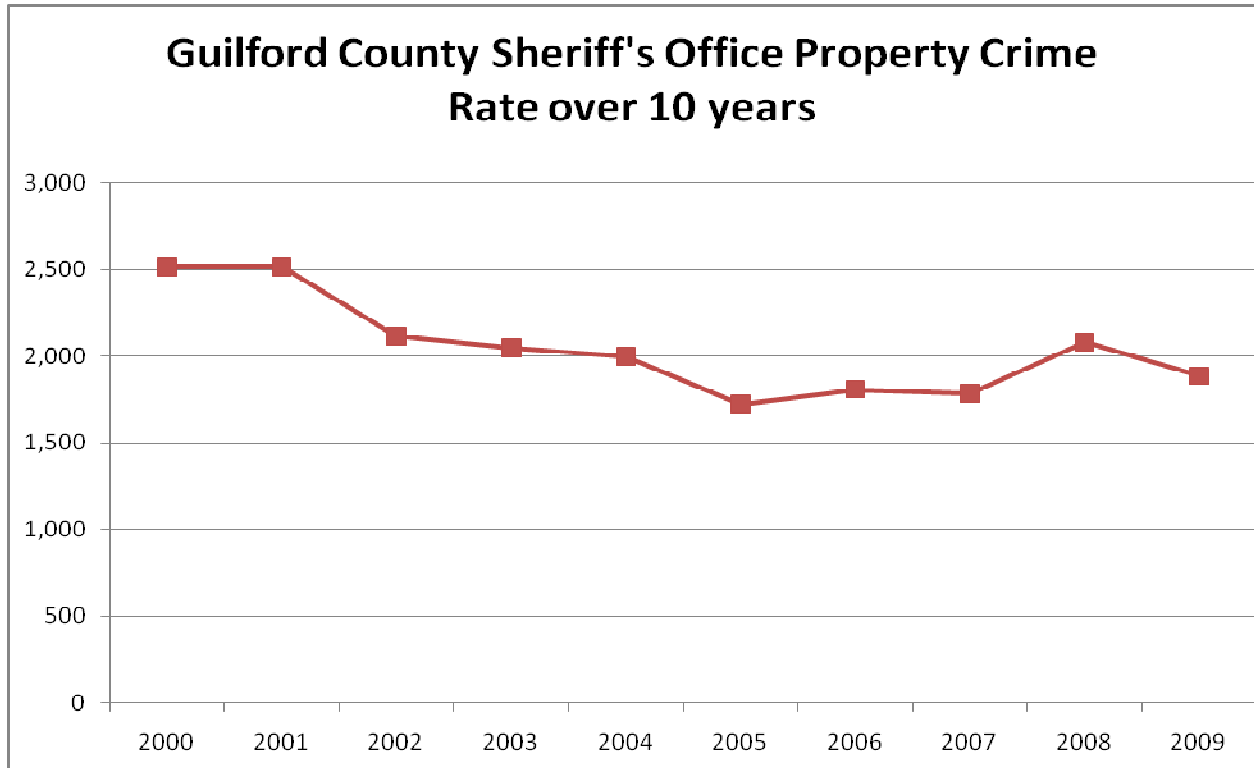
The Guilford County Sheriff's Office continues to provide public safety service above the standards of most of the surrounding area. The County's crime rate continues to be static while other jurisdictions show crime increases. In the past, the department has shown decreased crime, even though the population has increased. Our overall response times remain acceptable within industry standards. The Sheriff's Office continues to be recognized as an outstanding law enforcement agency on the state and national level.

2009 Guilford County Clearance Rates vs. Statewide Clearance Rates



Guilford County Sheriff's Office Index Crime Rate over 10 years - CY 2009





KEY PERFORMANCE MEASURES

Measures	FY09-10	FY10-11	FY11-12	FY12-13
	Actual	Estimate	Projection	Projection
Administration				
Total training hours	50,600	71,200	60,250	60,350
Training hours per officer/staff	90	127	107	108
Cost per detention trainee successfully completing the academy	\$3,826	\$3,900	\$4,000	\$4,200
Legal Process				
Attempts to serve/execute all processes	86,000	86,250	86,500	87,000
Attempts to serve/execute all processes per deputy	2,529	2,536	2,544	2,559
Cost to serve/execute civil process (county dollars)	\$30.50	\$30.60	\$30.70	\$30.80
Special Operations				
Investigations assigned	918	1028	1151	1289
Narcotics investigations arrest	360	362	365	367
Investigations per officer/detective	38	41	43	44
Percent of investigations successfully cleared	87%	88%	88%	88%
Patrol				
Investigations assigned	5,754	5,760	5,764	5,760
Investigations per officer/detective	66	66	66	66
Percent of investigations successfully cleared	75%	75%	75%	75%
Average response time from dispatch to on-scene (in minutes)	6:45	6:45	6:45	6:45

Disclaimer: The above projections are reflective of trends over the past years. These are based on trends only and not on what the department projects or have set as goals. Setting goals of this nature would give the impression that quotas were being set and might even be considered as profiling of which is illegal and the department and the County does not condone either activity.

FUTURE ISSUES

With the discussion of potential NC Legislative changes, there are concerns that may directly impact the Sheriff's Office. Inmates currently housed at NC Department of Corrections may be returned to the local level to the custody of the Sheriff. Also, additional State Mental Health

Hospitals may close, causing individuals to be returned to the local level or county jails. With both changes, the jail population will continue to increase. Detention staff will continue to be challenged with more inmate population management concerns to include supervision and care of special needs inmates held in custody.

As the population in Guilford County continues to increase, the Sheriff's Office will continue to anticipate increases in calls for service, in addition to increased civil and criminal papers.

Due to the recent economic stress and the changes in our society, Law Enforcement is having greater demands for service. There are increased calls for suicide attempts, overdoses, domestic situations, etc. We anticipate this trend continuing until the unemployment rate and economy improve.

Increases in demand for service in the criminal investigation area are anticipated because of increases in complexity of criminal cases and the heightened expectations which the citizens of Guilford County expect. There is an additional need for services in our legal process area because of unfunded state mandates and increases in legal papers to be served.

OTHER PROTECTION

Wheaton Casey, Director, Pre-Trial Services
Jon Bellows, Administrator, Drug, & Mental Health Courts

201 S. Eugene St., Greensboro, NC 27402 (336) 412-7820
P.O. Box 3008, Greensboro, NC 27402-3008 (336) 412-7900

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
10-Pre-Trial Release	\$1,300,892	\$1,047,457	\$1,377,829	\$1,047,457	0.0%	\$1,047,457
40-Jail Reduction CBO Program	\$236,896	\$407,000	\$546,505	\$307,000	-24.6%	\$307,000
Total	\$1,537,788	\$1,454,457	\$1,924,334	\$1,354,457	-6.9%	\$1,354,457
Expenditures						
Operating Expenses	\$1,537,788	\$1,454,457	\$1,924,334	\$1,354,457	-6.9%	\$1,354,457
Total	\$1,537,788	\$1,454,457	\$1,924,334	\$1,354,457	-6.9%	\$1,354,457
Sources of Funds						
Other	(\$50)	\$0	\$0	\$0	0.0%	\$0
Fund Balance	\$0	\$0	\$9,658	\$0	0.0%	\$0
Total	(\$50)	\$0	\$9,658	\$0	0.0%	\$0
Net County Funds	\$1,537,738	\$1,454,457	\$1,933,992	\$1,354,457	-6.9%	\$1,354,457
Authorized Positions	-	-	-	-	0.0%	-

DEPARTMENTAL PURPOSE

Other Protection is an “umbrella” for 3 distinct functions: Pre-Trial Services, Drug Court, and Mental Health Court – all involved with activities aimed at reducing/preventing overcrowding in the Guilford County Detention facilities (Greensboro & High Point detention centers and the Juvenile Detention Center). Also included in this “department” are funds to allow the County to contract with local Community Based Organizations with similar goals and objectives.

FY 2012 ADOPTED BUDGET HIGHLIGHTS

Each of these programs is operated in conjunction with the North Carolina Administrative Offices of the Courts (AOC) on a contract basis. Personnel fall under compensation guidelines from the State and are paid in accordance with State of North Carolina salary schedules.

Pre-Trial Services

The level of funding for the Pre-Trial Services Program is even with the Fiscal Year 2010-2011 Adopted Budget.

Drug Court

The level of funding for the Drug Court is even with the Fiscal Year 2010-2011 Adopted Budget.

Mental Health Court

The level of funding for the Mental Health Court is even with the Fiscal Year 2010-2011 Adopted Budget.

Jail Reduction Project

The Fiscal Year 2011-2012 Adopted Budget includes \$150,000. Funding in this program is used to contract with Community-Based Organizations to provide alternatives to incarceration.

Juvenile Family Substance Abuse Court

\$157,000 is included in the budget to fund the third year recommendations of the Substance Abuse and Drug Treatment Committee. These funds will continue the County's partnership with community organizations to develop a comprehensive juvenile substance abuse prevention, screening, and treatment program.

FY 2011 SIGNIFICANT ACCOMPLISHMENTS

Pre-Trial Services

- The program monitors defendants which would otherwise be housed in one of the County's detention facilities. For the first six months of Fiscal Year 2010-11, the program "saved" the County approximately \$1.5 million by monitoring defendants the equivalent of approximately 26,700 "jail days."
- The program began a collaborative effort with the Greensboro Police Department (GPD) to establish a GPS monitoring program (GEM) for repeat offenders and/or priority offenders as a condition of release from custody. Monitoring may be twofold Pre-Trial Services and GEM, or GEM only on those not eligible for Pretrial Services monitoring. The GEM program will be implemented in February 2011.

Drug Court

Drug Court provides an effective and accountable response by the criminal justice system that breaks the cycle of addiction and criminality in our community. For Fiscal Year 2009-10, the Drug Court program has seen 92% of its graduates reduce their criminal behavior in the six months following completion of the program as compared to the six months prior to entering the program. Additionally, the program had one drug free baby born to a participant in Drug Court during the last fiscal year.

Mental Health Court

Mental Health Court utilizes mental health assessments, individualized treatment plans and ongoing judicial monitoring to address both the mental health needs of offenders and the public safety concerns of our community. For Fiscal Year 2009-10, the Mental Health Court program has seen 94% of its graduates reduce their criminal behavior in the six months following completion of the program as compared to the six months prior to entering the program. In a client satisfaction survey administered in 2009, every respondent said the court helped prepare them to better deal with stressors and to be more functional.

KEY PERFORMANCE MEASURES

Measures	FY09-10	FY10-11	FY11-12	FY12-13
	Actual	Estimate	Projected	Projected
Drug Court				
Percent of clients have no arrests while participating in the program	88%	90%	90%	90%
Percent of clients reduce criminal behavior in the six months post-graduation as compared to the six months pre-program	92%	90%	90%	90%
Percent of clients score high probability of substance abuse dependency on the Substance Abuse Subtle Screening Inventory (SASSI)	-	95%	100%	100%
Percent of clients that attend each court session	95%	90%	90%	90%
Percent of clients retained in the treatment more than six months at time of graduation	55%	65%	75%	75%
Percent of clients working and/or enrolled in school at time of graduation from the program	-	90%	90%	90%
Mental Health Court				
Percent of clients reduce criminal behavior in the six months post-graduation as compared to the six months pre-program	94%	90%	90%	90%
Percent of clients linked to appropriate Mental Health Services	-	100%	100%	100%
Percent of clients that attend each court session	84%	85%	90%	90%
Percent of clients admitted to an inpatient psychiatric facility during participation	5%	10% or less	10% or less	10% or less
Percent of clients compliant with medication schedule and display mental stability at the time of graduation	-	95%	100%	100%
Percent of clients that have stable housing at time of graduation	-	95%	100%	100%
Pre-trial				
Failure rate to appear at court	11%	-	20% or less	20% or less
Savings in dollars due to reduced number of jail days clients spend in custody awaiting trial	\$3,744,248	-	\$ 3,500,000	\$ 3,500,000
Survey result: Judges are able to make an informed decision regarding release conditions due to information received	-	4.78	4.5	4.5
Survey result: Assistant District Attorney may address risk/safety issues with possible program participants due to information received (survey scale 1 to 5)	-	4.75	4.5	4.5
Survey result: Paperwork is correct and appropriate court personnel are advised of problems/issues that need to be addressed or resolved (survey scale 1 to 5)	-	4.79	4.5	4.5

*A dash indicates a new performance measure that has not been measured before

FUTURE ISSUES

Pre-Trial Services

Continuing challenges include:

- It is difficult to predict how much the opening of the new jail will impact Pretrial Services. A larger jail will most likely result in an increase in number of first appearances, referrals for monitoring and larger numbers of inmates on court reports. Pretrial is not adequately staffed to handle an increased workload.
- Inmates do not fit neatly into one category or another, making it impossible to find a wholesale solution to jail overcrowding.
- New legislation each year and now with the statewide warrant system, more defendants are booked into the jail with higher bonds and/or holds resulting in a greater influx of offenders remaining in custody longer.

Drug Court and Mental Health Court

- AOC currently funds the supervisory position that oversees our Mental Health, Adult and Juvenile Substance Abuse Treatment courts. The areas are concerned that due to budget reductions, the state may not continue funding for this position. This position is vital for these courts' continued operations. These areas are working with area legislators to ensure that the funding for this position continues.

SECURITY

Jeff Fowler, Director

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

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
10-Security	\$1,693,375	\$1,695,758	\$1,701,181	\$1,628,254	-4.0%	\$1,683,408
Total	\$1,693,375	\$1,695,758	\$1,701,181	\$1,628,254	-4.0%	\$1,683,408
Expenditures						
Personnel Services	\$747,244	\$791,840	\$791,840	\$791,109	-0.1%	\$806,801
Operating Expenses	\$922,387	\$886,600	\$890,123	\$837,145	-5.6%	\$836,607
Capital Outlay	\$45,950	\$38,000	\$39,900	\$0	-100.0%	\$40,000
Other	(\$22,207)	(\$20,682)	(\$20,682)	\$0	-100.0%	\$0
Total	\$1,693,375	\$1,695,758	\$1,701,181	\$1,628,254	-4.0%	\$1,683,408
Sources of Funds						
Other	(\$15,799)	(\$9,000)	(\$9,000)	(\$9,000)	0.0%	(\$10,200)
User Charges	(\$63,871)	(\$60,000)	(\$60,000)	(\$3,682)	-93.9%	(\$3,682)
Total	(\$79,670)	(\$69,000)	(\$69,000)	(\$12,682)	-81.6%	(\$13,882)
Net County Funds	\$1,613,704	\$1,626,758	\$1,632,181	\$1,615,572	-0.7%	\$1,669,526
Authorized Positions	15.00	15.00	15.00	15.00	0.0%	15.00

DEPARTMENTAL PURPOSE

The Security Department provides physical and procedural control for the protection of people, property, and assets at Guilford County facilities. It provides approximately 1,400 security man-hours per week in key county facilities and screens about one million people and 1.7 million hand-carried items in the courthouses per year. The department also provides 24-hour mobile patrol and security console operations, monitors alarms and CCTV surveillance systems in Greensboro and High Point, and maintains the ID badge and access control systems for approximately 5,000 users. The Security department conducts investigations and makes referrals to law Enforcement when required, as well as conducting workplace violence training and security surveys for departments.

FY 2012 ADOPTED BUDGET HIGHLIGHTS

- The Fiscal Year 2011-2012 Adopted Budget reflects an overall decrease of \$67,500, including a reduction in county funds of approximately \$11,200. This decrease is due to a reduction in contract security costs, as well as a decrease in capital funds. Last year, capital funds were used to replace aging courthouse security screening equipment.

- The adopted budget contains funds for the purchase and replacement of courthouse cameras and equipment.

FY 2011 SIGNIFICANT ACCOMPLISHMENTS

- Designed and integrated new security measures for the Russell Street Building.
- Upgraded CCTV and panic alarms in several facilities.
- Improved the background check system for janitorial vendors.
- Contracted security expenditures were under budget.
- Purchased two X-ray machines for the price of one, saving over \$40,000.
- Reduced the waiting time for screening courthouse customers
- Developed procedures and increased security levels for Board of Commissioners meetings.

KEY PERFORMANCE MEASURES

Measures	FY09-10	FY10-11	FY11-12	FY12-13
	Actual	Estimate	Projected	Projected
Security				
Average Response Time to Incident Calls (minutes)	N/A	3	3	3
Parking citations	15,508	15,550	15,650	15,750
Total Duty Hours including contract security	84,637	76,819	76,051	75,291
Total Incident & Injury Calls	303	208	175	175
Screenings in Courthouses	1,026,244	1,027,244	1,028,244	1,029,244
Contraband Discovered Upon Inspection	N/A	280	290	300
Patrols Conducted	31,665	31,695	31,710	29,710
Square Footage Monitored	1,171,185	1,171,185	1,171,185	1,171,185
Referrals to Law Enforcement	N/A	N/A	165	175
ID Badges Issued/Updated	1,349	1,250	1,350	1,250

FUTURE ISSUES

- Anticipate purchase of remaining two x-ray machines for the courthouses (\$76,000). Two existing machines have exceeded their expected lifespan.
- Guilford County should gradually replace current CCTV systems with an IP based system. Bandwidth will need to be increased, but the IP solution is much more effective than the DVR systems that are currently in place. Many of our existing cameras are 10 years old and are susceptible to going down.
- Physical security needs due to the moving of several departments into 201 W. Market Street still being determined. There is a possibility that officers, CCTV equipment, and access control devices will be required.
- Our access control equipment manufacturer has notified us that our existing equipment will not be supported after 2015 without a software upgrade. The upgrade is expected to cost about \$50,000.

Support Services & Capital

The Support Services & Capital program area departments provide a variety of administrative and operational support services for all other public services and infrastructure, including the management and maintenance of county facilities (including parking and court facilities) and technological systems. This grouping also includes allocations for technology infrastructure and future capital needs.

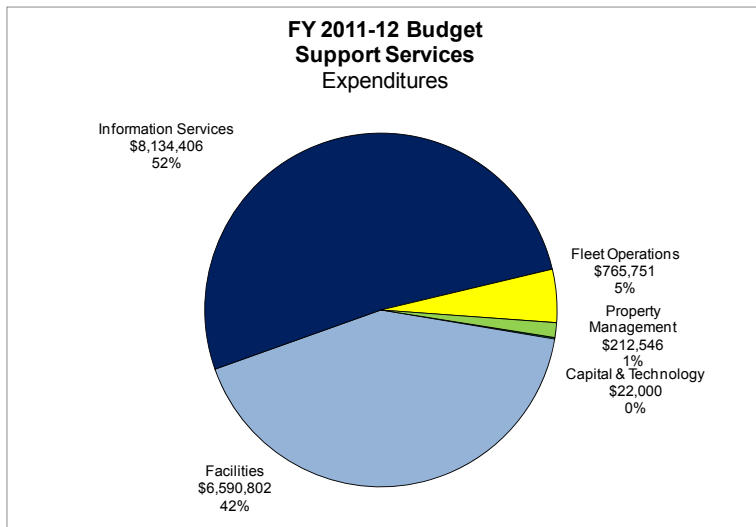
Administrative Support departments include:

- Facilities
- Information Services
- Capital Program
- Property Management
- Fleet Operations.
- Technology Infrastructure

Expenditures

Guilford County will spend \$15,725,505 for Support Services & Capital in FY 2011-2012. This represents a decrease of -12.2% or (\$2.2 million) from the FY 2010-2011 adopted budget. Support Services departments account for approximately 3% of the total County expenditures for FY 2011-12.

The budget includes \$1.15 million in the Facilities Department to replace the Greensboro Courthouse roof. In addition, after several years of minimal replacements of non-public safety fleet vehicles, the budget includes \$200,000 for the purchase of several vehicles to replace aging inventory. The budget also includes \$180,000



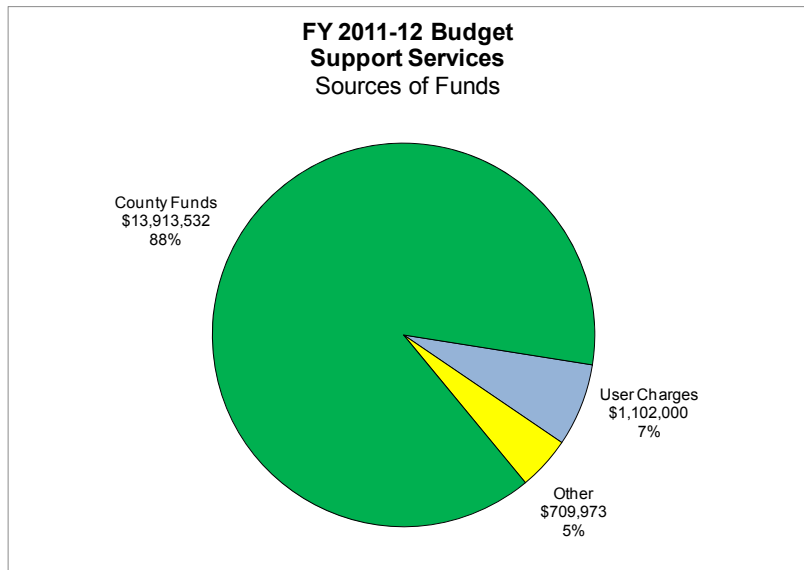
for the purchase of a new fleet management system to improve the overall management, utilization, and productivity of fleet assets.

These increases are offset by reductions in other departments. The Information Services (IS) department budget has decreased by approximately \$900,000. The majority of this decrease is due to the full-year impact of eliminating six positions and associated operating cost for maintaining the county's mainframe operations (positions were eliminated in October 2011). In addition, the department has eliminated four vacant positions within Client and Application Software Services.

The budget also temporarily suspends the county's annual transfer to the County Building Construction Fund for future capital needs at a savings of approximately \$2.7 million. Instead, these funds will be used to pay for two large expenditures - the replacement of the Greensboro Courthouse roof (\$1.15 million, in this budget service area) and the replacement of aging cardiac monitors on county ambulances (\$1.1 million, in the Public Safety service area).

Revenues

General county revenues will fund most (88%) of Support Services expenditures. User Charges (e.g. court facilities fees) and Other Revenues (e.g. rent for county facilities and parking fees) account for the remaining funds.



	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Approved	vs. FY11 Adopted		FY13 Plan
					\$ chg	% chg	
Department							
Capital & Technology	\$9,692,373	\$2,749,464	\$2,049,464	\$22,000	(\$2,727,464)	-99.2%	\$3,372,554
Facilities	\$5,210,996	\$5,462,789	\$5,557,220	\$6,590,802	\$1,128,013	20.6%	\$5,692,023
Information Services	\$8,652,173	\$9,049,357	\$10,347,477	\$8,134,406	(\$914,951)	-10.1%	\$8,306,883
Fleet Operations	\$564,203	\$344,678	\$484,290	\$765,751	\$421,073	122.2%	\$586,561
Property Management	\$367,931	\$306,661	\$398,329	\$212,546	(\$94,115)	-30.7%	\$216,256
Total Expenditures	\$24,487,677	\$17,912,949	\$18,836,780	\$15,725,505	(\$2,187,444)	-12.2%	\$18,174,277
Sources of Funds							
Federal & State Funds	\$10,000	\$0	\$0	\$0	\$0	N/A	\$0
User Charges	\$1,031,533	\$1,104,000	\$1,104,000	\$1,102,000	(\$2,000)	-0.2%	\$1,102,000
Other	\$936,569	\$817,531	\$817,531	\$709,973	(\$107,558)	-13.2%	\$713,944
County Funds	\$22,509,575	\$15,991,418	\$16,915,249	\$13,913,532	(\$2,077,886)	-13.0%	\$16,358,333
Sources of Funds	\$24,487,677	\$17,912,949	\$18,836,780	\$15,725,505	(\$2,187,444)	-12.2%	\$18,174,277

CAPITAL & TECHNOLOGY OUTLAY

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
Technology & Capital Transfer	\$9,692,373	\$2,749,464	\$2,049,464	\$22,000	-99.2%	\$3,372,554
Total	\$9,692,373	\$2,749,464	\$2,049,464	\$22,000	-99.2%	\$3,372,554
Expenditures						
Capital Outlay - Technology	\$0	\$700,000	\$0	\$22,000	-96.9%	\$322,000
Other - Transfer to Capital	\$9,692,373	\$2,049,464	\$2,049,464	\$0	-100.0%	\$3,050,554
Total	\$9,692,373	\$2,749,464	\$2,049,464	\$22,000	-99.2%	\$3,372,554
Sources of Funds						
Net County Funds	\$9,692,373	\$2,749,464	\$2,049,464	\$22,000	-99.2%	\$3,372,554
Authorized Positions	-	-	-	-	-	-

DEPARTMENTAL PURPOSE & GOALS

This department accounts for funds that are transferred to the Capital Outlay fund(s) and county-wide technology enhancements and replacements.

Capital Transfers – represent cash contributions to the county’s capital funds for major construction projects or other acquisitions. Cash contributions are important because they reduce the amount of debt the county must issue for major projects.

Technology - Technology Pool funds are distributed to departments throughout the fiscal year to replace or acquire technology not anticipated in the master ten-year plan.

FY 2012 ADOPTED BUDGET HIGHLIGHTS

- The FY 2012 Adopted Budget temporarily suspends the annual cash transfer from the General Fund. Instead, funds will be used to help pay for two major purchases budgeted in the General Fund – the replacement of the Greensboro Courthouse roof (\$1.1 million) and the replacement of cardiac monitors for Emergency Medical Services (\$1.2 million). The transfer is planned to resume in FY 2013.

FACILITIES

Fred Jones, Director

301 W. Market St., PO BOX 3427, Greensboro, NC 27402 (336) 641-3340

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
2-Administration	\$410,388	\$483,960	\$408,116	\$434,545	-10.2%	\$439,266
10-Buildings	\$1,488,165	\$1,565,551	\$1,699,723	\$1,691,298	8.0%	\$1,884,098
20-Operations	\$1,967,397	\$1,959,121	\$1,938,304	\$1,915,238	-2.2%	\$1,950,727
30-Distribution Services	\$347,811	\$290,903	\$290,904	\$296,517	1.9%	\$302,576
40-Parking	\$99,150	\$114,778	\$171,558	\$125,278	9.1%	\$125,278
50-Court	\$898,084	\$1,048,476	\$1,048,615	\$2,127,926	103.0%	\$990,078
Total	\$5,210,996	\$5,462,789	\$5,557,220	\$6,590,802	20.6%	\$5,692,023
Expenditures						
Personnel Services	\$2,492,920	\$2,538,902	\$2,498,902	\$2,451,268	-3.5%	\$2,497,087
Operating Expenses	\$3,227,713	\$3,573,887	\$3,708,318	\$4,689,534	31.2%	\$3,744,936
Other	(\$509,637)	(\$650,000)	(\$650,000)	(\$550,000)	-15.4%	(\$550,000)
Total	\$5,210,996	\$5,462,789	\$5,557,220	\$6,590,802	20.6%	\$5,692,023
Sources of Funds						
Other	(\$926,075)	(\$806,031)	(\$806,031)	(\$673,973)	-16.4%	(\$677,944)
Transfers	\$0	\$0	\$0	\$0	0.0%	\$0
User Charges	(\$1,021,080)	(\$1,104,000)	(\$1,104,000)	(\$1,102,000)	-0.2%	(\$1,102,000)
Total	(\$1,947,154)	(\$1,910,031)	(\$1,910,031)	(\$1,775,973)	-7.0%	(\$1,779,944)
Net County Funds	\$3,263,842	\$3,552,758	\$3,647,189	\$4,814,829	35.5%	\$3,912,079
Authorized Positions	47.00	46.00	46.00	45.00	-2.2%	45.00

Expenses related to mandated courthouse facility support have been moved to Facilities from Property Management, effective 7/1/11.

The budget information presented above has been adjusted to reflect this move.

DEPARTMENTAL PURPOSE

The Facilities Department provides maintenance and/or oversees maintenance contracts, special maintenance and renovation projects, lawn/grounds and janitorial services for all County-owned facilities. The department also provides mail service to all County facilities, is Court liaison to ensure General Statute requirements are met, installs/maintains all County road signs and manages over 2,000 county parking spaces in Greensboro and High Point.

FY 2012 ADOPTED BUDGET HIGHLIGHTS

- The Facilities Department will acquire the task of Court Liaison, increasing expenditures by approximately \$2,300,000, which includes \$1.15 million to replace the Greensboro Courthouse roof.

- The FY12 Facilities Budget reflects the elimination of the vacant Land Use, Construction, and Real Estate Director position
- Reducing janitorial costs by encouraging vendors to provide a percentage decrease in cost if all available locations are awarded to one supplier.

FY 2011 SIGNIFICANT ACCOMPLISHMENTS

- The Facilities Department has successfully assumed the management of Parking and has increased parking revenues by aggressively pursuing the collection of delinquent accounts.
- Reduced expenditures by acquiring leased spaces for juror parking in lieu of using the City of Greensboro Parking Deck.
- The Facilities Department Fiscal Year 2010-2011 customer service rating, determined by a customer service survey, is 4.5, on a scale of 1-5 with 5 being the highest rating.

KEY PERFORMANCE MEASURES

Measures	FY09-10	FY10-11	FY11-12	FY12-13
	Actual	Estimate	Projected	Projected
Administration				
Work Orders Processed	5,037	5,080	5,080	5,080
Work Orders per FTE Processed	2,519	2,540	2,540	2,540
Buildings				
Gross sq ft maintained	2,008,750	1,629,293	1,629,293	1,629,293
Gross sq ft maintained-leased space		110,685	110,685	110,685
Sq ft per FTE	80,350	69,599	69,599	69,599
Operations				
Total Work Orders	5,037	5,080	5,080	5,080
Proactive Work Orders	692	1,200	1,200	1,200
Reactive Work Orders	4,345	3,880	3,880	3,880
Total Orders per FTE	153	154	154	154
Road Signs Repaired/Replaced	211	225	225	225
Road Signs New Installs	23	20	20	20
Distribution				
Total Incoming Pieces	865,406	703,400	703,000	703,000
Total Discounted Pieces	306,669	184,000	190,000	190,000
Annual Mail Room Postage Use	509,637	415,000	410,000	410,000
Total Pieces per FTE	144,234	117,233	117,167	117,167
Parking Management				
Total spaces managed	-	2,000	2,000	2,000
Total employee parking assignments	-	1,051	1,080	1,080
Total non-employee parking assignments	-	319	300	300
Total Parking Revenue Collected	-	183,659	178,708	178,708

INFORMATION SERVICES

Barbara C. Weaver, CIO/Director

201 N. Eugene St., PO BOX 3427, Greensboro, NC 27402 (336) 641-3371

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
1-Geographic Inform. System	\$11	\$0	\$0	\$0	0.0%	\$0
2-Administration	\$523,910	\$1,571,798	\$1,595,977	\$1,629,583	3.7%	\$1,641,714
10-Computer Services	(\$1)	\$0	\$0	\$0	0.0%	\$0
15-IS Program Management	\$164,444	\$211,632	\$193,140	\$90,082	-57.4%	\$90,544
20-Client Services	\$5,753,695	\$4,954,498	\$6,346,091	\$4,248,634	-14.2%	\$4,298,263
40-Application Software Svcs	\$2,210,113	\$2,311,429	\$2,212,269	\$2,166,107	-6.3%	\$2,276,362
Total	\$8,652,173	\$9,049,357	\$10,347,477	\$8,134,406	-10.1%	\$8,306,883
Expenditures						
Personnel Services	\$5,112,401	\$5,284,396	\$5,159,396	\$4,641,602	-12.2%	\$4,799,491
Operating Expenses	\$3,169,640	\$3,764,961	\$4,744,878	\$3,492,804	-7.2%	\$3,507,392
Capital Outlay	\$370,132	\$0	\$443,203	\$0	0.0%	\$0
Total	\$8,652,173	\$9,049,357	\$10,347,477	\$8,134,406	-10.1%	\$8,306,883
Sources of Funds						
User Charges	(\$10,453)	\$0	\$0	\$0	0.0%	\$0
Total	(\$10,872)	\$0	\$0	\$0	0.0%	\$0
Net County Funds	\$8,641,300	\$9,049,357	\$10,347,477	\$8,134,406	-10.1%	\$8,306,883
Authorized Positions	60.00	61.00	55.00	51.00	-16.4%	51.00

DEPARTMENTAL PURPOSE

The Information Services (ISV) Department seeks to be the facilitator for the implementation of efficient business systems through continuous improvement in the use of technology and introduction of new solutions available to the departments.

- Both the Director and the Deputy are committed participants in various departments' automation committees, particularly in the Department of Social Services, Tax Department and Public Health Department. A new County-wide project for imaging began during 2010 and has been recognized as a tool that will save space yet make documents more manageable for staff.
- Program Management Division is a Division with one employee who is charged with formalizing and enhancing the use of project management and related processes. More up-front analysis and definition of project scopes, constraints, priorities, demands and opportunities will assist in projects that will be completed on time and within budget. Extensive use of project management will allow the department to balance expectations with the limited resources of the department.

- The Client Services Division 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) manages/operates the County's telecommunications systems; 7) supports complex technical software and administration for Tax, Lawson and KRONOS systems and 8) manages the contracts and performance of a growing number of outsourced services.
- Application Software Services Division assists County departments in fulfilling operational responsibilities through 1) needs/workflow assessments; 2) evaluation and/or selection of applications packages/interfaces; 3) assistance with systems implementation and upgrades for vendor supported systems such as Tax and Business Intelligence; 4) development of web applications accessed by the public and/or internal staff; and 5) development of user documentation/procedures, systems and operational documentation/procedures, and end-user training. 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.

FY 2012 ADOPTED BUDGET HIGHLIGHTS

- The FY 2012 Adopted Budget reduces county funding by (\$914,951) or -10.1%. The majority of the reduction comes from the full-year impact of last year's elimination of six positions assigned to maintaining the county's mainframe operations. In addition, four other positions have been eliminated from the budget:

(2.00) Technical Support Technicians – Client Services = (\$128,234)
 (1.00) Applications / ERP Manager – IS Application Software Services = (\$128,814)
 (1.00) Public Safety Tech. Manager – IS App. Software Srvcs. = (\$80,000)

- \$1.0 million dollars of IS's approved funds for FY 2012 are set aside to continue the commitment of funding "core technology" initiatives used globally by all departments in the county. Projects include:

Project	FY 2012 Adopted	FY 2013 Planned
Virtual Desktops / PC Refreshes	\$ 151,089	\$ 199,964
Additional SAN Space (Production)	\$ 30,000	\$ 60,000
Network Switches	\$ 150,000	\$ 150,000
Blade Servers and Enclosures	\$ 60,000	-
Data Closet UPS Replacements	\$ 45,000	-
Replacement of Obsolete Physical Servers	\$ 50,000	-
UNIX	\$ 100,000	-
Servers for Environmental Health Project (GIS)	\$ 15,000	-
Disaster Recovery Site	\$ 234,911	\$ 246,036
Replaced Netcalers	\$ 80,000	-
Additional Laserfiche Device Licenses	\$ 84,000	\$ 168,000
Centrua (Additional Nodes)	-	\$ 30,000
Wireless Access Refresh	-	\$ 126,000
Plotter (GIS)	-	\$ 20,000
Total	\$1,000,000	\$1,000,000

FY 2011 SIGNIFICANT ACCOMPLISHMENTS

Awards:

- eRepublic's Center for Digital Government (Center) Digital Communities program focused on the best examples of how information and communication technology (ICT) are used to support and provide public service through its annual Digital Counties Survey. The results for the Counties with **250,000-499,999 population:**
 - 1st Chesterfield County, Va.
 - 2nd Loudoun County, Va.
 - 3rd Clackamas County, Ore.
 - 4th Ottawa County, Mich.
 - 5th Dutchess County, N.Y.
 - 5th Placer County, Calif.
 - **6th Guilford County, N.C.**

- The annual Public Technology Institute (PTI) Solution Awards competition recognizes local governments that demonstrate how they use technology to improve community services and internal operations. Guilford County was again recognized for technology solutions by Public Technology Institute (PTI) during its 2011 Leadership Summit. ***PTI is a national technology organization created by and for cities and counties.***
 - Guilford's entry for implementation of a Workforce Management System related to the new payroll and timekeeping systems was named a Winner in the Web & eGovernment Category
 - The County also received Honorable Mention in the Geospatial Information Systems category for its efforts to improve and measure the quality of its parcel basemap

The winning solutions are selected by a panel of independent judges. The competition is held annually to select solutions that solve problems, reduce costs and improve services and internal operations.

Major Initiatives:

ERP—Implementation of Lawson HR/Payroll

- Employee and Manager Self Service (ESS) – A pilot project involving employees in the HR, IS, Internal Audit and Finance departments was completed in September, 2010.
 - The roll-out of ESS to the remaining departments was postponed to allow project team members additional time to assess and correct issues with Finance Security roles that were identified during the pilot testing period
 - A new pilot roll-out of ESS is scheduled to begin during the 3rd quarter of the fiscal year

- IS developed an automatic exception report and email notification process to alert supervisors, HR-PR Reps and Department Directors when an error may exist in a Non-Exempt employee's timecard The automated process has saved HR staff numerous hours by eliminating the need for manual generation of exception reports and manual email notifications at least three times per pay period.

NCPTS—Tax

- GIS staff has been active in this implementation and getting fixes for the errors and problems with mapping tools provided.
- Billing and Collections went live in July and IS made preparations to create bills out of the legacy system to have a Plan B in the event the cutover to the purchased software did not work.
- We have received good comments about the data available on the Web.
- GIS is heavily involved in the Map Metrics product and have been providing ongoing mapping assistance for the Revaluation process. This is expected to continue as Revaluation continues.
- Added an implementation of an interface from Accela to Tax showing when new permits are issued.

DSS Automation

- Ongoing participation with NCFast project.
- We have been working with that department to use technology more to their advantage. A bid and subsequent contract was executed for Business Intelligence to create dashboards and performance measures for the department.
- Developed an application to identify case numbers of old DSS files.
- Developed an application to manage the Greensboro reception room queues and telephone follow-up process. This application was later used as the basis for similar applications for:
 - The High Point DSS office
 - The Greensboro DSS Nutrition office
 - The Greensboro Public Health reception room and telephone follow-up process

Public Health

- Phase 1 of electronic medical records for the Practice Partner system has been completed. Expansion of the project will occur with adding more functions such as the lab and pharmacy and community functions as funding allows.
- Developed a new application to track immunization data that used to reside on the mainframe.
- Implemented an interface to new State Health Information System.
- Environmental Health was to become mobile and begin using Accela for inspections. Although there have been delays, this project is proceeding with involvement of staff affected. EH Inspection document scanning has begun; equipment installation in vehicles is complete. Completion of project phase is estimated for the 1st quarter of 2011.
- A new form has been developed at the request of Commissioner Yow regarding Record of Construction.

Mainframe elimination

- Final mainframe print converted with outsourcer South Data.
- The mainframe was decommissioned at the end of September as planned.
- Six operations staff positions were eliminated and the monitoring of the remaining servers outsourced. The savings associated with the mainframe and staff exceeded \$800,000.

Imaging

- After the time required for a competitive bid, acquisition of scanners and assistance for document preparation by Welfare Reform, we are underway with back file imaging for both Child Support and DSS in High Point and Greensboro, where paper records/files were the worst. Completed setup and training for Environmental Health to scan active files for the inspectors to use out in the field.
- Completed setup, migration and training for Human Resources for the time sheet scanning.
- Completed setup, migration and training for MAP (Public Health) for the medical record scanning.
- Completed active file scanning for Social Services both High Point and Greensboro.
- Completed setup and training for contract scanning for County Attorney Office.

ACCELA

- Made multiple presentations to the City of Greensboro during the discussion of merging the City and County Planning departments, as well as, providing statistical reporting to the Task Force assigned to review consolidation. Worked with High Point to examine joint use of Accela.
- Upgraded Accela and the web site functions.
- Updated Accela contracts to receive pricing reductions for maintenance.

Agenda System – IS created an application that allows County Administrative staff to automate the agenda review and approval process. The application is currently being tested by staff in the office of the Clerk to the Board.

Juvenile Detention – IS updated and enhanced the “POD Diary” application used to track the status of juveniles. The system was moved to production in December, 2010 and is being used by Juvenile Detention counselors and staff.

KEY PERFORMANCE MEASURES

Measures	FY09-10	FY10-11	FY11-12	FY12-13
	Actual	Estimate	Projected	Projected
Administration				
% of Total IT Projects Managed that are Implemented on Schedule and Within Budget	90.00%	99.00%	99.00%	99.00%
% of Contract Vendors that Meet Contractual Obligations	95.00%	98.00%	99.00%	99.00%
Application Software Services				
% of Application / IT Projects Implemented on Schedule and Within Budget	-	90.00%	95.00%	99.00%
% of (Ad Hoc) Service Requests Resolved Within Ten Business Days	-	85.00%	90.00%	95.00%
% of (Ad Hoc) GIS Project Requests Completed Within Ten Business Days	86.00%	93.00%	96.00%	99.00%
Client Services				
# of PC's + Servers Managed per FTE	72	70	101	101
# of Work Orders / Incident Tickets Completed per FTE	563	439	833	833
% of Work Orders Completed Within Seven Business Days	79.84%	77.17%	85.00%	85.00%
% of Incident Tickets Completed Within Seven Business Days	96.43%	96.43%	98.00%	98.00%
Network Up Time as a % of Total Network Hours	99.97%	99.94%	99.98%	99.98%

* A dash indicates a new performance measure that has not been measured before

FUTURE ISSUES

Information Services will continue to streamline its operations to improve service delivery, while also managing increasing service demands and technological complexities. Information Services will continue to facilitate system integration, provide secure and efficient data management/storage, explore telecommunication opportunities, and support the Information Technology Committee's (Capital Investment Program) comprehensive review of Guilford County's use and acquisition of technologies.

Disaster Recovery is a priority for the County. Until 2011 the County contracted for annual use of a Company's off site facility to run a disaster backup scenario. The option was not cost effective because staff had to travel out of state to the site and had only one time a year to test although the payments to reserve a space were monthly. There have been several attempts to find other space in High Point as a backup site, but most have fallen through. County IS has discussed a reciprocal arrangement with the City of High Point for Disaster Recovery. This is a more viable option for both jurisdictions, but no final agreement has been reached.

The need for a more comprehensive call center has been discussed instead of having multiple call takers in each department. Not only would a call center be more efficient, but it would enhance citizen services and streamline a number of processes. No work has occurred to define tools and resources that would be needed due to the limited funds. This is an issue that will need to be addressed within the next several years.

FLEET OPERATIONS

Michael Inman, Fleet Manager

400 West Washington St., Greensboro, NC 27401 (336) 845-7900

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
10-Fleet Operation	\$564,203	\$344,678	\$484,290	\$765,751	122.2%	\$586,561
Total	\$564,203	\$344,678	\$484,290	\$765,751	122.2%	\$586,561
Expenditures						
Personnel Services	\$48,643	\$58,528	\$63,528	\$59,751	2.1%	\$60,561
Operating Expenses	\$315,377	\$286,150	\$331,043	\$326,000	13.9%	\$326,000
Capital Outlay	\$200,183	\$0	\$92,719	\$380,000	0.0%	\$200,000
Total	\$564,203	\$344,678	\$487,290	\$765,751	122.2%	\$586,561
Federal & State Funds	(\$10,000)	\$0	\$0	\$0	0.0%	\$0
Other	(\$10,075)	(\$11,500)	(\$11,500)	(\$36,000)	213.0%	(\$36,000)
Total	(\$20,075)	(\$11,500)	(\$11,500)	(\$36,000)	213.0%	(\$36,000)
Net County Funds	\$544,128	\$333,178	\$472,790	\$729,751	119.0%	\$550,561
Authorized Positions	1.00	1.00	1.00	1.00	0.0%	1.00

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 the County's contracts with outside vendors to ensure proper and timely preventive maintenance and repairs are performed on vehicles. The department also prepares all titles held by the county for all county owned vehicles.

FY 2012 ADOPTED BUDGET HIGHLIGHTS

- The budget includes \$200,000 to replace various non-emergency vehicles. With the purchase of new vehicle, the county will experience a decrease in maintenance costs and, more importantly, an increase in the reliability of our fleet. Safe, reliable transportation for our employees will also save the County money in reduced mileage paid to employees for using their personal vehicles.

- The budget includes \$180,000 the purchase of Fleet Management Software. The Fleet Management Software will improve efficiencies within the motor pool operation, identify areas that vehicles could be better utilized, identify underutilized vehicles that could be re-assigned or sold to reduce overall fleet operating expenses, and better track all costs associated with the operation of county owned vehicles.
- Fleet Operations has taken on the task of driver training for the nearly 1,700 drivers throughout the county. This service is being offered at no additional cost to departments.

2011 SIGNIFICANT ACCOMPLISHMENTS

- We have re-assigned several vehicles to various departments and pulled others for auction. This has increased utilization as well as increased revenue from the sale of assets.
- The downtown motor pool has seen a major facelift this year with the addition of 6 Toyota Prius Hybrids and 2 Dodge Grand Caravans. All vehicles in this pool are now Advanced Technology Vehicles (either Hybrid Electric or Flex Fuel).
- Fleet Operations has replaced nearly all County Seal decals on vehicles with a high quality reflective vinyl that more readily identifies our vehicles day or night as well as implemented new reflective numbering and a county seal identifiable from the rear of the vehicles day or night.
- Fleet Operation under the supervision of the Sheriff has written a detailed policy and procedure manual that now provides a step by step process for fleet needs in one document.

FUTURE ISSUES

- The Tax department has a cyclical need for additional transportation during property evaluations usually every 4 years, as does the Board of Elections during election seasons every other year. We will be studying these needs closely and evaluating the effectiveness of maintaining assets vs. rental/leasing for these occurrences.
- The volatility of the fuel market is a concern for us. Turmoil in other parts of the world can have tremendous impacts on fuel costs making fuel planning very difficult. There are programs that “guarantee” our cost stay at a certain level, but those programs come at a premium. We will work with Budget to evaluate the risks and benefits and report those findings.

PROPERTY MANAGEMENT

Sandra Woodard, Interim Director

301 W. Market St., PO BOX 3427, Greensboro, NC 27402 (336) 641-3778

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
10-Property Management	\$367,931	\$306,661	\$398,329	\$212,546	-30.7%	\$216,256
Total	\$367,931	\$306,661	\$398,329	\$212,546	-30.7%	\$216,256
Expenditures						
Personnel Services	\$311,381	\$285,361	\$285,361	\$205,746	-27.9%	\$209,456
Operating Expenses	\$56,551	\$21,300	\$112,968	\$6,800	-68.1%	\$6,800
Total	\$367,931	\$306,661	\$398,329	\$212,546	-30.7%	\$216,256
Sources of Funds						
Net County Funds	\$367,931	\$306,661	\$398,329	\$212,546	-30.7%	\$216,256
Authorized Positions	5.00	3.00	3.00	2.00	-33.3%	2.00

Expenses related to mandated courthouse facility support have been moved to Facilities from Property Management, effective 7/1/11.

The budget information presented above has been adjusted to reflect this move.

DEPARTMENTAL PURPOSE & GOALS

Property Management provides real estate services (site selection, surveying, assessment, appraisal, and leasing), has also provided planning and project management for the County's major building and renovation projects. The Property Management Department is committed to providing functional, cost-effective work spaces for County departments. The department also strives to provide facilities that are attractive, inviting, and easy to navigate.

FY 2012 ADOPTED BUDGET HIGHLIGHTS

- Property Management Fiscal Year 2011-2012 Adopted Budget is \$94,000 less than the 2010-2011 Adopted Budget.
- The decrease in the FY12 Adopted Budget is mostly attributable to the elimination of one administrative position and a vacant Land Use, Construction, and Real Estate Director position.
- The Courts operation of this department will be transferred to the Facilities Department in FY12

FY 2011 SIGNIFICANT ACCOMPLISHMENTS

- Continued construction of 1,000-bed Greensboro Detention Center.
- Completed construction of Rock Creek EMS Base.

- Completed renovation of Russell Street Building in High Point to house DSS, Register of Deeds, Tax, Board of Elections and Veteran's Services.
- Completed design of Phase 2 of 1100 E. Wendover health location renovation.
- Continued service to the 18th Judicial District Courts District.

KEY PERFORMANCE MEASURES

Measures	FY09-10	FY10-11	FY11-12	FY12-13
	Actual	Estimate	Projected	Projected
Property Management				
% of projects completed on time- annually	100%	67%	100%	100%
% of projects completed within budget - annually	100%	100%	100%	100%
# of active projects - annually	9	8	7	7
# of active projects from master plan	7	7	5	5
Projects managed per FTE - annually	9	8	7	7
# of leaseholders - annually	17	17	13	13
total \$ amount generated from leases - annually	\$626,464	\$626,464	\$375,046	\$375,046
Courts				
% of operating costs offset by court fee collections - annually	100%	85%	80%	80%
Court facility space managed - annually	269,541	269,541	306,187	306,187

FUTURE ISSUES

In Fiscal Year 2011-2012, Property Management Department intends to 1) complete construction of the new jail in Greensboro, 2) purchase land for a Northwest EMS base, 3) renovate the BB&T building for the Register of Deeds, Information Services and Veteran's Services 4) complete Phase 2 renovation of the 1100 East Wendover Health Clinic, 5) renovate portion of the High Point Courthouse for use by courts, 6) renovate the Lower Level of the Greensboro Courthouse for use by courts, and 7) renovate 2nd floor of Greene Street to accommodate county departments. The Property Management/Courts Department will continue to promote "green," cost-effective design to minimize the costs of facility operations.



Community Services

Guilford County's Community Services departments promote orderly community growth and development, encourage economic development and job creation, provide outlets for recreation and life skills education, and protect the environment.

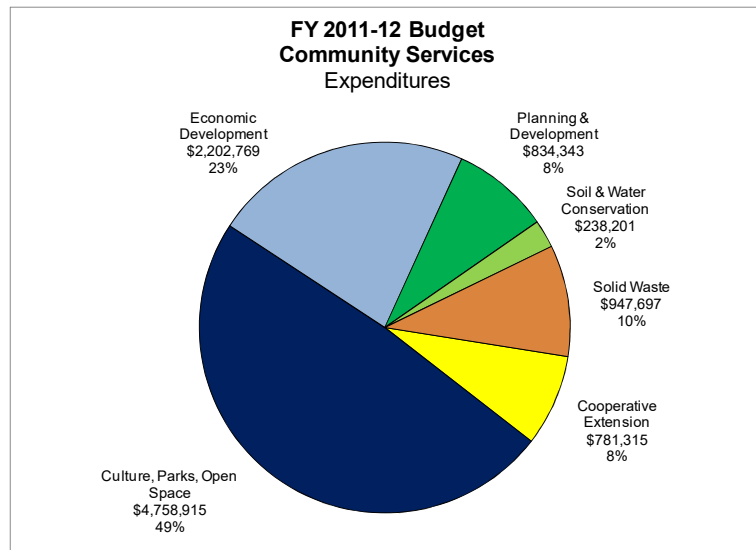
Community Services departments include:

- Cooperative Extension
- Economic Development
- Culture & Recreation
- Planning
- Community Development
- Solid Waste
- Soil & Water Conservation

Expenditures

Guilford County will spend \$9,763,240 for Community Services in FY 2011-12, a decrease of -2.1%, or (\$199,000), from the FY 2010-11 adopted budget. Community Services accounts for approximately 2% of total expenditures for FY 2011-12.

Departments with approved increases include Economic Development and Cooperative Extension. The county's obligations under its economic incentive grant programs are expected to increase by \$312,000 as participants meet the required investment and job creation goals. The Cooperative Extension budget includes \$260,000 for a new roof and HVAC repairs.



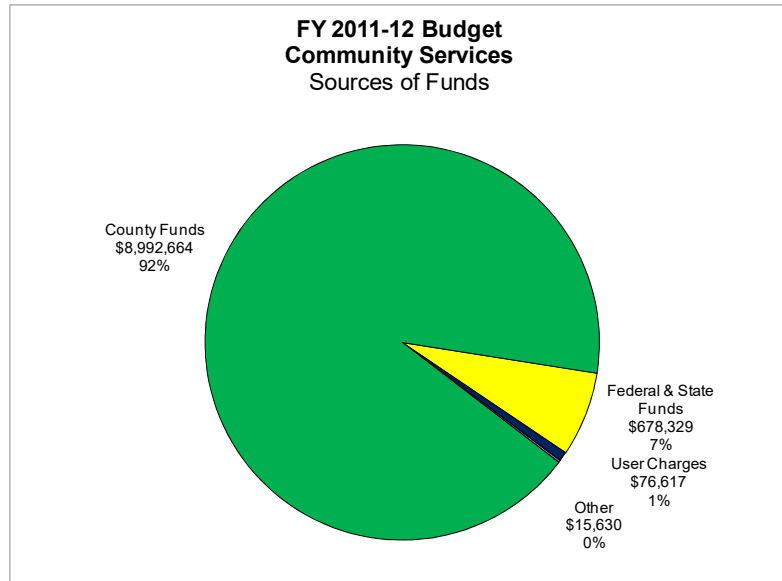
The budget includes \$1,446,984 (+\$111,296) for the Greensboro Public Library and \$384,704 (-\$296) for the High Point Library based on new funding formulas for library support. The budget also includes funding for the Jamestown and Gibsonville libraries, with the total allocation to these two libraries equaling \$111,000 (the allocation includes a per capita amount based on the Greensboro and High Point formulas, plus an additional community grant amount).

The budget for Parks & Open Space will decrease by \$328,000 as a result of a reduction in programming and park management fees paid by the county to the municipal operators of the county's parks. Discussions with the town partners

are underway regarding the potential reduction in park operation fees and charges for other shared services.

Revenues

Most (92%) Community Services programs are funded from general county funds. Fees & Charges and Federal & State revenues provide the remaining support.



	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Approved	vs. FY11 Adopted		FY13 Plan
					\$ chg	% chg	
Department							
Cooperative Extension	\$570,724	\$515,659	\$623,773	\$781,315	\$265,656	51.5%	\$527,158
Culture, Parks, Open Space	\$6,548,136	\$5,015,848	\$5,485,996	\$4,758,915	(\$256,933)	-5.1%	\$4,600,662
Economic Development	\$3,419,421	\$1,914,575	\$4,656,397	\$2,202,769	\$288,194	15.1%	\$2,161,623
Planning & Development	\$828,262	\$910,530	\$903,373	\$834,343	(\$76,187)	-8.4%	\$848,122
Soil & Water Conservation	\$273,151	\$269,709	\$278,117	\$238,201	(\$31,508)	-11.7%	\$250,813
Solid Waste	\$1,088,020	\$938,343	\$1,113,403	\$947,697	\$9,354	1.0%	\$969,189
Total Expenditures	\$12,727,715	\$9,564,664	\$13,061,059	\$9,763,240	\$198,576	2.1%	\$9,357,567
Sources of Funds							
Federal & State Funds	\$782,123	\$667,829	\$742,829	\$678,329	\$10,500	1.6%	\$678,329
User Charges	\$85,493	\$66,700	\$66,700	\$76,617	\$9,917	14.9%	\$76,617
Other	\$40,939	\$16,500	\$23,000	\$15,630	(\$870)	-5.3%	\$15,630
County Funds	\$11,819,160	\$8,813,635	\$12,228,530	\$8,992,664	\$179,029	2.0%	\$8,586,991
Sources of Funds	\$12,727,715	\$9,564,664	\$13,061,059	\$9,763,240	\$198,576	2.1%	\$9,357,567

COOPERATIVE EXTENSION

William Wickliffe, Director

3309 Burlington Rd., Greensboro, NC 27402 (336) 375-5876

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
2-Administration	\$561,950	\$515,659	\$617,273	\$781,315	51.5%	\$527,158
10-Youth	\$8,774	\$0	\$6,500	\$0	0.0%	\$0
Total	\$570,724	\$515,659	\$623,773	\$781,315	51.5%	\$527,158
Expenditures						
Operating Expenses	\$570,724	\$515,659	\$623,773	\$781,315	51.5%	\$527,158
Total	\$570,724	\$515,659	\$623,773	\$781,315	51.5%	\$527,158
Sources of Funds						
Other	(\$8,809)	\$0	(\$6,500)	\$0	0.0%	\$0
Total	(\$8,809)	\$0	(\$6,500)	\$0	0.0%	\$0
Net County Funds	\$561,915	\$515,659	\$617,273	\$781,315	51.5%	\$527,158
Authorized Positions	-	-	-	-	-	-

**Cooperative Extension staff members are state employees and serve Guilford County under a contractual arrangement.*

DEPARTMENTAL PURPOSE

Guilford County's Cooperative Extension Service (CES) draws from the research assets of the state's two land-grant universities – NC A&T State University and NC State University – to help individuals, families, and communities improve their quality of life and develop life skills in youth. CES focuses its efforts on five major initiatives: 1) enhancing agricultural, forest and food systems; 2) developing responsible youth; 3) strengthening and sustaining families; 4) conserving and improving the environment and natural resources; and, 5) building quality communities. Guilford County citizens are educated through workshops, trainings, requests via telephone, radio broadcasts, newspaper and television outreach, educational mailings, face-to-face contacts with citizens, and website visits. CES continually strives, through educating and empowering the community, to maximize the County's return on investment.

FY 2012 ADOPTED BUDGET HIGHLIGHTS

- The FY 2012 budget includes \$261,320 for HVAC and roof repairs at the Agriculture Center.
- Cooperative Extension is facing a tough economic outlook across the state of North Carolina, as well as on the federal level. In addition to rising health care and retirement contribution costs, the U.S. House of Representatives proposed H.R.1, a Full Year Continuing Resolution (CR); to fund federal departments, agencies and programs through September 30, 2011. H.R.1 would cut \$217 million (16%) in critical food, agriculture, natural resources, research, extension education programs and operating budgets during the remaining seven months of FY 2011. One of the most troubling components of H.R.1 is the dramatic and inequitable cut to Smith-Lever Funds, which are the funds for the Cooperative Extension Service. Also troubling are reductions in the Agricultural and Food Research Initiatives. The Smith-Lever reductions in H.R.1, if passed, will reduce state support by 10%. In North Carolina (NC) a 10% reduction is approximately \$1.5M. A reduction of this enormity would negatively affect all Extension programs that are being provided in partnership with County Government to all 100 counties.

FY 2011 SIGNIFICANT ACCOMPLISHMENTS

- Guilford Extension staff reported over \$21 million in economic impact during the second half of 2010. These impacts represented grants and donations (\$166,000); value of efforts in site visits; value of program efforts; value of educational mediums (print, television, radio); volunteer hours (over 43,000 hours valued at \$874,000); and mandated certification programs (\$34,000). Staff fielded over 6,000 telephone requests for information during this time period. The above services are provided by a professional staff equaling 11.25 full time equivalents (FTE) and supported by 4 FTE. In aggregate, that equates to each professional FTE valuing efforts at almost \$1.9 million in which the County has an investment of \$35,000. Cooperative Extension has proven to be efficient, effective and responsive in meeting the needs of Guilford County citizens.

KEY PERFORMANCE MEASURES

Measures	FY09-10	FY10-11	FY11-12	FY12-13
	Actual	Estimate	Projected	Projected
Educational Seminars, Radio, TV Programs Given	1,950	1,500	1,700	1,750
Educational Face-to-Face Contacts	28,000	29,000	28,500	28,000
Citizens Assisted with Problems via Phone & email	49,882	51,000	53,000	52,000
Pesticide and Waste applicators Licensed, Recertified, Trained	1,197	650	700	850
Growers Using Soil, Tissue, and Waste Analysis as Management Tools	2,652	2,134	3,000	3,000
Citizens Using Plant Disease & Insect Clinic	400	481	525	550
Educational Literature and Factsheets Distributed	46,929	180,000	150,000	150,000
Master Gardener Volunteers Trained	130	130	150	140
Website Visits by Public	533,207	291,544	560,775	550,000
Growers Certified for Farmers Market	62	186	100	125

FUTURE ISSUES

Cooperative Extension remains steadfast in its commitment to serve Guilford County residents. Many of our programs and services address the needs of the County's diverse and limited-resource individuals, including youth, low-income households, farmers, and gardeners. Our mission also reflects our value of life-long learning and educational opportunities for all citizens. Many of our services also have a direct link The Guilford County Strategic Plan. There has been discussion about regionalizing Cooperative Extension services which may have an impact on the level of service we are able to provide to our residents.

CULTURE & RECREATION

Betty Garrett, Deputy Director Planning & Development
Sandra Woodard, Property Management Director (Parks)

400 W. Market St., Greensboro, NC 27402 (336) 641-3394

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
10-Culture	\$702,899	\$261,667	\$537,914	\$221,667	-15.3%	\$11,111
20-Libraries	\$2,268,199	\$1,831,688	\$1,831,689	\$1,942,688	6.1%	\$1,855,123
50-Parks And Recreation	\$3,577,039	\$2,922,493	\$3,116,393	\$2,594,560	-11.2%	\$2,734,428
Total	\$6,548,136	\$5,015,848	\$5,485,996	\$4,758,915	-5.1%	\$4,600,662
Expenditures						
Personnel Services	\$163,100	\$167,935	\$167,935	\$170,594	1.6%	\$172,941
Operating Expenses	\$6,334,037	\$4,846,913	\$5,317,061	\$4,588,321	-5.3%	\$4,316,421
Capital Outlay	\$50,999	\$1,000	\$1,000	\$0	-100.0%	\$111,300
Total	\$6,548,136	\$5,015,848	\$5,485,996	\$4,758,915	-5.1%	\$4,600,662
Sources of Funds						
Other	(\$10,350)	(\$1,400)	(\$1,400)	(\$530)	-62.1%	(\$530)
Total	(\$10,350)	(\$1,400)	(\$1,400)	(\$530)	-62.1%	(\$530)
Net County Funds	\$6,537,786	\$5,014,448	\$5,484,596	\$4,758,385	-5.1%	\$4,600,132
Authorized Positions	2.00	2.00	2.00	2.00	0.0%	2.00

DEPARTMENTAL PURPOSE

Culture & Recreation enhances the quality of life in Guilford County through the support of cultural, artistic and library programs; construction and maintenance of parks and recreational facilities; and preservation of open space.

FY 2012 ADOPTED BUDGET HIGHLIGHTS

Parks and Open Space

Guilford County contracts with various municipalities to operate the county parks. The county parks (and the organizations that manage them under contract) include: Bur-Mil Park and Hagan-Stone Parks (City of Greensboro), Triad Park (Forsyth County), Gibson Park (Town of Jamestown), Guilford-Mackintosh Park (City of Burlington), and Northeast and Southwest Parks (Town of Gibsonville). The following are the Parks and Recreation Fiscal Year 2011-2012 Adopted Budget highlights:

- The overall Parks and Recreation budget has decreased by approximately \$328,000 as a result of a reduction certain operating expenses and in the programming and park management fees paid by the county to the municipal operators of the county's parks. Discussions with the town partners are underway regarding the potential reduction in park operation fees and charges for other shared services.
- In the upcoming fiscal year, the County will take over 100% of the operating cost at Hagan Stone Park per the 2008 contract with the City of Greensboro.

The amounts allocated for each park contract and for related services in the FY 2012 budget are listed in the chart below.

Park	FY 2011 Contract	FY 2012 Adopted	vs FY11
Triad Park	\$ 350,000	\$ 350,000	\$ -
Bur-Mil Park	\$ 430,000	\$ 356,959	\$ (73,041)
Gibson Park	\$ 235,000	\$ 195,082	\$ (39,918)
Southwest Park	\$ 227,134	\$ 188,553	\$ (38,581)
Hagan-Stone Park	\$ 226,367	\$ 285,952	\$ 59,585
Guilford Mackintosh Park	\$ 200,000	\$ 166,028	\$ (33,972)
Northeast Park	\$ 776,649	\$ 644,726	\$ (131,923)
Differential Fees	\$ 54,000	\$ 54,000	\$ -
MPO Planning - High Point	\$ 3,975	\$ 3,975	\$ -
Open Space Maintenance - Piedmont Land	\$ 250	\$ 250	\$ -
Bicentennial Trails Maintenance	\$ 30,000	\$ 30,000	\$ -
Total	\$ 2,533,375	\$ 2,275,525	\$ (257,850)

FY 2011 SIGNIFICANT ACCOMPLISHMENTS

- Finished a countywide "Parks, Open Space and Trails Plan" that has been adopted by the Parks and Recreation Commission.
- Completed a 2-mile segment of paved greenway through western Greensboro, repaired a section of greenway that was washing away, built a large H/C accessible playground at Hagan Stone Park and completed a number of smaller projects.
- The Open Space program acquired 36.6 acres of land in two sites while also conducting major clean-up operations at the Benbow Preserve, Hines Chapel Preserve and Bold Moon Preserve. These clean-up operations used volunteers, inmates, civic clubs and other sources of no-cost labor.
- The Parks and Recreation Division's parks and trails continue to grow in popularity and are estimated to continue to grow in the upcoming years (see the table below).

KEY PERFORMANCE MEASURES

	FY09-10	FY10-11	FY11-12	FY12-13
Park Attendance	Estimate	Estimate	Projected	Projected
Bur-Mill Park	840,000	845,440	855,000	855,000

Gibson Park	270,000	280,000	280,000	280,000
Guilford/Mackintosh Park	25,000	25,000	30,000	30,000
Hagan Stone Park	429,000	429,000	450,000	450,000
Northeast Park	530,000	540,000	560,000	560,000
Southwest Park	20,000	63,000	70,000	70,000
Triad Park	570,000	576,000	600,000	600,000
Hike/Bike Trail (Greenway)	30,000	30,000	35,000	35,000
	2,714,000	2,788,440	2,880,000	2,880,000

Measures	FY09-10	FY10-11	FY11-12	FY12-13
	Actual	Estimate	Projected	Projected
Parks Management				
Percent of park visitors that give the parks system a satisfaction rating or above in a survey	-	-	95%	95%
Percent of park visitors that give the parks facilities a satisfaction rating or above in a survey	-	-	95%	95%
Percent of County dollars as a total of the parks' budget	-	-	40%	40%
Open Space Management				
Percent cost per acre of open space relative to market value (the lower, the better)	77%	85.80%	90% or less	90% or less
Percent of the properties approved by the County Commissioners that are actually purchased	100%	100%	90% or greater	90% or greater
Percentage of properties with a stewardship plan in place	10%	36%	50%	75%
Trails Management				
Annual maintenance costs per linear foot of paved, multi-use path (greenway)	-	-	-	-
Percent of the population that are within .5 miles from a hiking trail	-	-	75%	75%
Percent of trail users that give the trails system a satisfaction rating or above in a survey	-	-	95%	95%

*A dash indicates a new performance measure that has not been measured before

**GUILFORD
COUNTY**

**PARKS
SERVICE AREA**

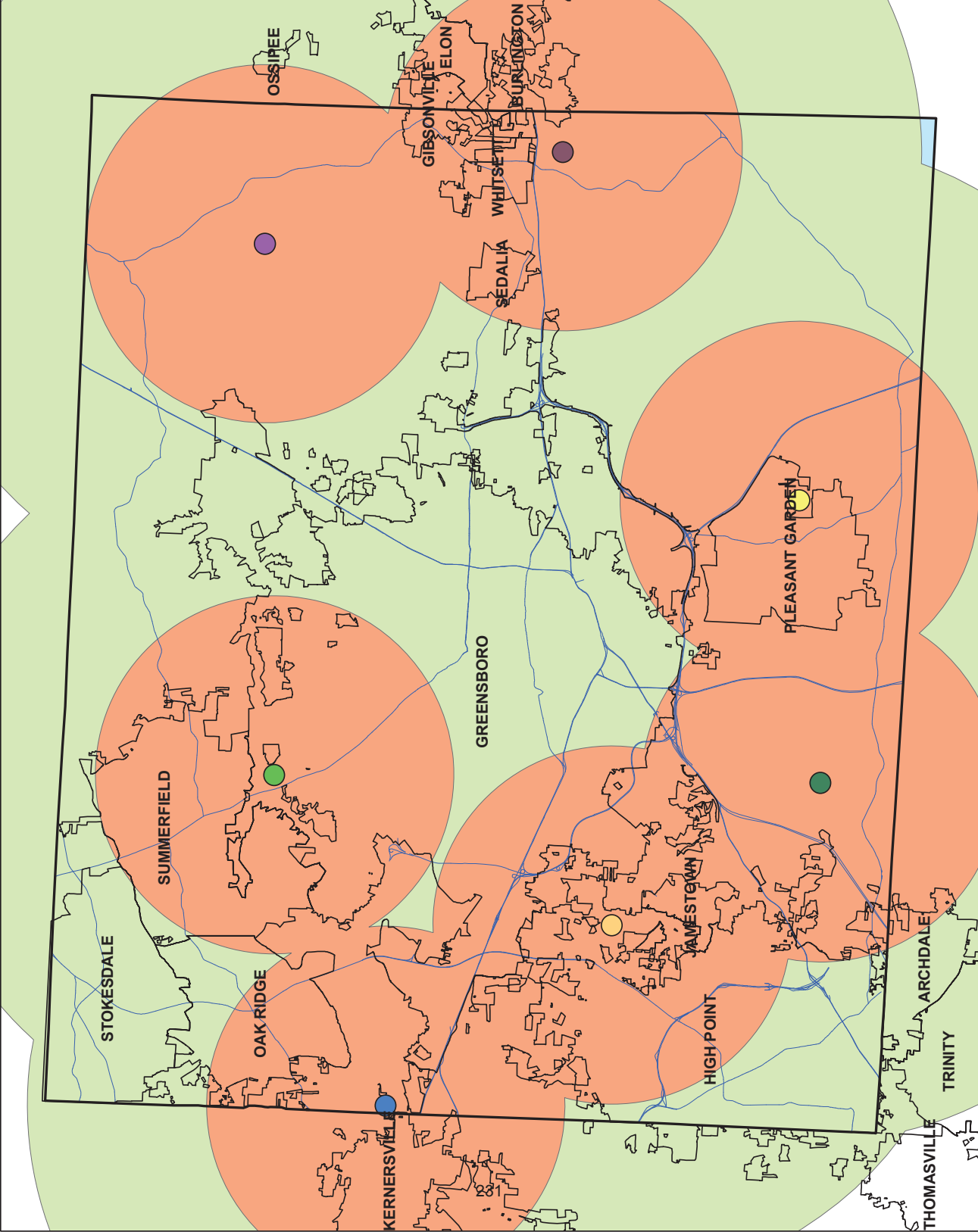
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Legend

- 5 Mile Buffer
- 10 Mile Buffer
- Greater than 10 Miles Area

PARKS

- Bur-Mill Park
- Gibson Park
- Guilford Mackintosh Park
- Hagan-Stone Park
- Northeast Park
- Southwest Park
- Triad Park



Libraries

Guilford County does not operate a library, but provides support to area libraries and has revised formulas for the funding it provides for library services. Under the new formula, the Greensboro Public Library (the state-recognized county library system for Guilford County) and the High Point Municipal Library (a state-recognized municipal library) will receive support based on their official service populations and the state's prior year allocation for statewide library funding. For the Fiscal Year 2011-2012 Adopted Budget, the County will allocate both Gibsonville and Jamestown the same amount which was in the Fiscal Year 2010-2011 Adopted Budget (the allocations represent a per capita base contract amount like the Greensboro and High Point contracts plus a community grant amount).

The FY 2012 appropriations are detailed in the following chart:

Library System	FY 11 Adopted	FY 12 Adopted	FY 13 Plan
Greensboro	\$ 1,335,688	\$ 1,446,984	\$ 1,446,984
High Point	\$ 385,000	\$ 384,704	\$ 384,704
Gibsonville	\$ 55,500		
<i>Per Capita Contract Amount</i>		\$ 10,399	\$ 10,399
<i>FY 2011-12 Grant Amount</i>		\$ 45,101	
	\$ 55,500	\$ 55,500	\$ 10,399
Jamestown	\$ 55,500		
<i>Per Capita Contract Amount</i>		\$ 13,036	\$ 13,036
<i>FY 2011-12 Grant Amount</i>		\$ 42,464	
	\$ 55,500	\$ 55,500	\$ 13,036
Total	\$ 1,831,688	\$ 1,942,688	\$ 1,855,123

Culture

The Fiscal Year 2011-2012 Adopted Budget contains \$221,667 for five outside organizations that provide arts, youth, and recreational programming.

Organization	FY 11 Adopted	FY 12 Adopted
YMCA - Carl Chavis Branch	\$ 25,000	\$ 25,000
Atelier Art Museum	\$ 50,000	\$ 50,000
Shakespeare Festival	\$ 30,000	\$ 30,000
United Arts Council - Greensboro	\$ 66,667	\$ 66,667
United Arts Council - High Point	\$ 50,000	\$ 50,000
Total	\$ 221,667	\$ 221,667

FUTURE ISSUES

- Board of Commissioners acceptance of the title to Hagan-Stone Park, a 400-acre facility developed by the City of Greensboro, which will affect the Parks and Open Space expenses in Fiscal Year 2011-2012. Per the Board of Commissioners approval, the County assumed 25% of the operating costs for Hagan-Stone Park from the City of Greensboro in Fiscal Year 2008-2009, 50% in Fiscal Year 2009-2010, and 75% in Fiscal Year 2010-2011. In Fiscal Year 2011-2012, the County will be responsible for 100% of Hagan-Stone Park operating costs, and it will continue to pay this amount in future years.
- Bryan Park at Guilford County is the only remaining County Park where the land has been acquired but the park has not yet been developed. Additional bond funding will likely be required to construct the park and operating funds later allocated to run and maintain it.
- During Fiscal Year 2010-2011, the County acquired approximately 36 acres of land for Open Space, using 2004 bond funds. Each acquisition brings the need for a “stewardship plan,” which will sustain or improve the natural condition of the property and control the level of public access. Some limited funding for stewardship will be required in order to maintain the open space preserves. Trail building will also begin on open space properties, so they can be opened up to the public.
- The Bicentennial Greenway will be nearing completion this fiscal year and the new sections will be maintained in future years by the City of Greensboro. Trail planning has also begun for parts of the Atlantic & Yadkin Greenway and the Mountains-to-Sea trail, which will begin construction in Fiscal Year 2011-2012 with trail bond funds and through partnerships with other jurisdictions. The City of Greensboro will maintain the future Mountains-to-Sea Trail, and the planning process will develop partnerships and instruments to pay for maintenance of the A&Y Greenway.
- County staff recently completed a study titled “2010-2020 Countywide Parks, Open Space and Trails Master Plan” that has been approved by the Parks and Recreation Commission, but not yet presented to the Board of Commissioners. The plan surveys all of the facilities that have been developed by local governments to serve Guilford County residents. The plan finds that our residents are well-served, with only a few gaps that will need to be filled in the next 10 years. The plan does not recommend any major new initiatives in park construction.

ECONOMIC DEVELOPMENT

Betty Garrett , Interim Planning Director

400 W. Market St., PO BOX 3427, Greensboro, NC 27402 (336) 641-2552

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
10-Economic Devel & Assist	\$3,419,421	\$1,914,575	\$4,656,397	\$2,202,769	15.1%	\$2,161,623
Total	\$3,419,421	\$1,914,575	\$4,656,397	\$2,202,769	15.1%	\$2,161,623
Expenditures						
Operating Expenses	\$3,419,421	\$1,914,575	\$4,656,397	\$2,202,769	15.1%	\$2,161,623
Total	\$3,419,421	\$1,914,575	\$4,656,397	\$2,202,769	15.1%	\$2,161,623
Sources of Funds						
Net County Funds	\$3,419,421	\$1,914,575	\$4,656,397	\$2,202,769	15.1%	\$2,161,623
Authorized Positions	-	-	-	-	-	-

DEPARTMENTAL PURPOSE

The Economic Development program markets the County and the Piedmont Triad Region to facilitate area development. Emphasis is placed on the retention and expansion of existing industry, as well as the attraction of business opportunities and emerging sectors. Area Economic Development Agencies that share the County's development objectives are also supported.

FY 2012 ADOPTED BUDGET HIGHLIGHTS

- The FY 2012 Adopted Budget increases county funding over by \$288,194 or 15.1% for contracted grant payments to recipients of the county's investment incentive program.
- The proposed allocation for Economic Development Agencies has decreased by \$24,240.

Agency	FY 2010 Adopted	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planned
Downtown Greensboro	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Downtown High Point	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
East Market Street Development	\$ 25,000	\$ 25,000	-	-
Greensboro Economic Development Partnership	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
High Point Economic Development	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
High Point Market Authority	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
Piedmont Triad Film Commission	\$ 30,000	\$ 50,000	\$ 50,000	\$ 50,000
Guilford County Tourism Development Authority	-	\$ 37,917	\$ 37,917	\$ 37,917
Piedmont Triad Partnership	\$ 44,143	\$ 46,835	\$ 47,595	\$ 47,595
Total	\$ 529,143	\$ 589,752	\$ 565,512	\$ 565,512

**SUMMARY
CAPITAL IMPROVEMENT PROGRAM
ECONOMIC INCENTIVES**

ECONOMIC INCENTIVES

PROJECT	PROJECT STATUS	Prior Years	FY 06-07	FY 07-08	FY 08-09	Budgeted FY 09-10	Budgeted FY 10-11	Adopted FY 11-12	Planned FY 12-13	FY 13-14	Future Years	TOTAL	Paid Out
RF Micro Devices "Paid"	Contract	\$ 2,000,000										\$ 2,000,000	Yes
United Healthcare	Contract	\$ -	\$ 135,000	\$ 135,000								\$ 270,000	
Syngenta Corporation Protection	Contract	\$ 70,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000		\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 385,000	
Thomas Built Buses	Contract	\$ 112,500	\$ 112,500	\$ 112,500	\$ 112,500			\$ 112,500				\$ 675,000	
RF Micro Devices "Paid"	Contract	\$ 1,115,667	\$ 115,667	\$ 115,667								\$ 1,347,001	Yes
Sherwin Williams "Paid"	Contract	\$ 8,000	\$ 8,000	\$ 8,000								\$ 24,000	Yes
Burlington Industries "Paid"	Contract	\$ 100,000										\$ 100,000	Yes
Citicorp Credit Services	Contract	\$ -	\$ 240,000	\$ 480,000					\$ 240,000		\$ 240,000	\$ 1,680,000	
Purolator Facet, Inc.	Contract	\$ -	\$ 30,667	\$ 30,667	\$ 30,667				\$ 30,667		\$ 30,667	\$ 184,002	
Stockhausen	Contract	\$ -	\$ 64,667	\$ 64,667	\$ 64,667				\$ 64,667			\$ 323,335	
RF Micro Devices	Contract	\$ -	\$ 233,600	\$ 233,600	\$ 233,600	\$ 233,600		\$ 233,600	\$ 233,600			\$ 1,635,200	
Transportation Systems Solutions	Contract	\$ -	\$ 18,000	\$ 36,000	\$ 18,000	\$ 18,000			\$ 18,000			\$ 144,000	
Volvo Trucks, North America	Contract	\$ -	\$ 50,000	\$ 100,000	\$ 50,000				\$ 50,000		\$ 50,000	\$ 400,000	
Southern Film Extruders	Contract	\$ 16,000	\$ 32,000	\$ 16,000	\$ 16,000			\$ 32,000	\$ 16,000		\$ 16,000	\$ 160,000	
Comair, Inc.	Contract	\$ -		\$ 21,200			\$ 21,200	\$ -	\$ 21,200	\$ 21,200		\$ 106,000	
RF Micro Devices	Contract	\$ -		\$ 276,667	\$ 276,667	\$ 276,667		\$ 276,667				\$ 1,383,335	
Legacy Paddlesports, LLC	Contract	\$ -			\$ 24,200	\$ 48,400		\$ 24,200	\$ 24,200	\$ 24,200		\$ 169,400	
Park View Development LLC	Contract	\$ -			\$ 100,000	\$ 300,000	\$ 200,000		\$ 50,000	\$ 225,000	\$ 225,000	\$ 1,300,000	
Carolina Precision Plastics	Contract	\$ -			\$ 30,000	\$ 60,000	\$ 30,000	\$ 30,000				\$ 180,000	
Lodging by Charter - Co. closed in HP	Contract	\$ -			\$ 22,800	\$ 45,600						\$ 91,200	
Ralph Lauren Media, Inc. (POLO) Ph 1	Contract	\$ -			\$ 162,500	\$ 162,500	\$ 162,500	\$ 162,500				\$ 812,500	
Ph. 2		\$ -					\$ 54,167	\$ 54,167	\$ 54,167		\$ 54,167	\$ 270,835	
Honda Jet	Contract	\$ -			\$ 120,000		\$ 240,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 240,000	\$ 1,200,000	
Proctor & Gamble	Contract	\$ -			\$ 82,667	\$ 82,667	\$ 82,667					\$ 330,668	
O'Reilly Automotive Parts	Contract	\$ -					\$ 68,123	\$ -	\$ 68,122		\$ 68,122	\$ 272,490	
FedEx Ground	Contract	\$ -					\$ 317,500	\$ 317,500	\$ 317,500		\$ 317,500	\$ 1,587,500	
Precor, Inc.	Contract	\$ -					\$ 98,000	\$ -	\$ 98,000		\$ 98,000	\$ 392,000	
ConvaTec	Contract	\$ -					\$ 50,666	\$ 50,667	\$ 50,667		\$ 50,667	\$ 253,334	
LabCorp	Contract	\$ -						\$ 106,720	\$ 23,345		\$ 23,345	\$ 272,136	
Baltek	Contract	\$ -						\$ 29,834	\$ 29,834	\$ 29,834	\$ 59,668	\$ 149,170	
Ziehl-Abegg Inc.	Contract	\$ -						\$ 10,400	\$ 10,400	\$ 10,400	\$ 10,400	\$ 41,600	
Commercial Investment Policy - Project (Granite Church Street, LLC)		\$ -						\$ 41,502	\$ 41,502	\$ 41,502	\$ 83,004	\$ 207,510	
Total		\$ 3,422,167	\$ 1,075,101	\$ 1,643,768	\$ 1,400,468	\$ 1,262,434	\$ 1,324,823	\$ 1,637,257	\$ 1,596,871	\$ 507,136	\$ 1,601,540	\$ 18,347,216	

PLANNING & DEVELOPMENT

Betty Garrett, Interim Director

400 W. Market St., PO BOX 3427, Greensboro, NC 27402 (336) 641-3394

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
2-Administration	\$39,389	\$100,058	\$131,583	\$49,890	-50.1%	\$52,129
10-Planning/Zoning	\$474,429	\$482,676	\$443,141	\$475,470	-1.5%	\$482,164
50-Community Services	\$314,445	\$327,796	\$328,649	\$308,983	-5.7%	\$313,829
Total	\$828,262	\$910,530	\$903,373	\$834,343	-8.4%	\$848,122
Expenditures						
Personnel Services	\$730,634	\$805,847	\$780,847	\$736,819	-8.6%	\$751,051
Operating Expenses	\$97,629	\$104,683	\$108,936	\$97,524	-6.8%	\$97,071
Capital Outlay	\$0	\$0	\$13,590	\$0	0.0%	\$0
Total	\$828,262	\$910,530	\$903,373	\$834,343	-8.4%	\$848,122
Sources of Funds						
Federal & State Funds	\$1,260	\$0	\$0	\$0	0.0%	\$0
Other	(\$123)	(\$100)	(\$100)	(\$100)	0.0%	(\$100)
Transfers	\$0	\$0	\$0	\$0	0.0%	\$0
User Charges	(\$71,355)	(\$66,700)	(\$66,700)	(\$69,117)	3.6%	(\$69,117)
Total	(\$70,218)	(\$66,800)	(\$66,800)	(\$69,217)	3.6%	(\$69,217)
Net County Funds	\$758,045	\$843,730	\$836,573	\$765,126	-9.3%	\$778,905
Authorized Positions	10.50	10.50	9.75	9.50	-9.5%	9.50

DEPARTMENTAL PURPOSE & GOALS

Planning & Development's Administrative Division manages all departmental divisions and supports the following Boards and Commissions: Planning Board, Board of Adjustment, Advisory Board for Environmental Quality, and the Historic Properties Commission, Town Planning Board, Town Council and Town Board of Adjustment for those towns that contract with the County.

Planning & Zoning 1) prepares, implements and updates the Comprehensive Plan and Area Plans; 2) administers and enforces the Development Ordinance, including zoning and subdivision regulations, floodplain, and watershed regulations; 3) names roads, assigns street numbers, and maintains the Official Road and Zoning Maps; 5) reviews and recommends additions to the NCDOT secondary road system; 6) supports the Planning Board and Board of Adjustment; 7) supports the Historic Preservation Commission; and, 8) provides planning and zoning services to the Towns of Pleasant Garden, Oak Ridge, Sedalia, and Stokesdale.

Community Services manages the following County programs: Water & Sewer, Housing, Road Paving, Street Lighting, Floodplain, and all phases of Solid Waste. These programs collectively promote orderly and prudent community growth, while sustaining healthy business climates within the County's incorporated and unincorporated areas. In addition, the Housing Program provides

affordable housing and rehabilitation of owner/occupied homes for low-income citizens within the County – outside the city limits of Greensboro and High Point.

FY 2012 ADOPTED BUDGET HIGHLIGHTS

- The FY 2012 Adopted Budget eliminates a vacant Land Use, Construction and Estate Director position.
- The FY 2012 Adopted Budget decreases county funding by (\$78,604) or -9.3%.
- For FY 2012 the department reduced its operating budget by approximately (\$7K).

FY 2011 SIGNIFICANT ACCOMPLISHMENTS

- Administration managed departmental personnel below authorized staffing levels, and continued to successfully operate below budgetary allocations.
- Initiated a committee made up of representatives from the Board of Education, County and Cities participating for the purpose of sharing information for current and future school projects, their funding needs, development needs and water and sewer needs.
- Planning & Zoning continued implementation activities, as identified in the comprehensive Plan.
- Completed the Alamance Creek Small Study Area Plan, which was adopted on March 17, 2011 by a unanimous vote of the Board of County Commissioners. In addition, assisted some of the Towns with long-range planning efforts: in Stokesdale, draft Ordinance amendments related to landfills, downtown development, and conservation subdivisions; and in Oak Ridge, an update to the Town's Future Land Use Plan.
- Developed and received approval of a Resolution whereby Guilford and Rockingham Counties seek to promote comprehensive planning efforts with neighboring counties and incorporated towns at the future Interstate 73 Interchange at US Highway 220 and US 158.
- Successfully helped facilitate the development of Project Green (American Express); the GTCC Northwest Campus, and three major public school expansions.
- Initiated a committee to develop procedures for electronic site plan review.
- Completed Amendments to the Guilford County Development Ordinance, Sub-Article 7.1-9 Environmental Regulations concerning Stormwater Management and Watershed Protection to maintain compliance for Riparian Buffer Protection for those lands in the Jordan Lake Watershed per North Carolina Administration Code 15A NCAC 02.B.0267. Amendments approved November 4, 2010 by Board of County Commissioners.
- Developed and received approval of a Resolution supporting reclassification of the Haw River Basin to a Watershed-IV that is less stringent but still provides protection of our waters.

Key accomplishments for Community Services are below, by function:

A. Water & Sewer:

- Completed the acquisition of the water and sewer easements for the Forest Oaks Estates Water & Sewer Project.
- Engineering design for the Lynwood Lakes Water & Sewer Project design is approximately 95% complete and started the review and acquisition of water and sewer easements;

- Engineering design complete for the GTCC Northwest Campus Water and Sewer Project. Negotiated the acquisition of water/sewer easements for water/sewer lines as well as for the sewer lift station and force main.
- Developed bid specifications for the GTCC Pump Station and Force Main and approved the awarding of the construction contract.
- Completed the acquisition of the water easements for the Alamance Elementary School Water Line Project along Southeast School Road and Williams Dairy Road. Construction complete and line placed in service.
- Continue to meet with the Guilford County Board of Education to acquire information for future schools and determine water and sewer needs.
- * Administered the County's new Commercial Investment Policy.

B. Housing:

- Closed the 2007 Scattered Site Grant Housing Rehab Program;
- Continue to work with Greensboro Community and Development for administration of a rehabilitation program using HOME funds to rehabilitate owner/occupied homes outside Greensboro and High Point; and,
- Assisted Greensboro in obtaining a \$200,000 grant for the purpose of rehabilitation of homes outside Greensboro and High Point.
- Joined with Greensboro to conduct an Affordable Housing Request for Proposals process for the FY 2012 HOME allocation.

C. Environmental/Solid Waste:

- Developed amendments to the Guilford County Code of Ordinance, Section 15.1 – Solid Waste, Sections 15.5-1; 15.5-2; 15.5-3; and 15.5-5. The amendments clearly define the meaning of solid waste materials and clearly defines the enforcement procedure in handling illegal dumping and the development of non-compliant solid waste facilities. Amendments approved by Board of County Commissioners on February 3, 2011.
- Continued to identify and permit (through NC DENR) disaster debris storage sites, as required state solid waste regulations;
- Worked with IS staff to continue to maintain a public awareness campaign, centered around the new recycling mascot, PETE and focusing on the plastic bottle and aluminum can disposal bans;
- Continued to provide public awareness and education in conjunction with the 10-1-09 effective date of the new state ban on disposal of plastic bottles, using media partnerships for television, radio and newspaper support and working in schools, with civic organizations and at community events;
- Continued to expand elementary school recycling education through the Magic of Recycling program, the Kids, Cans & Cash recycling challenge, school assemblies and recycling pep rallies;
- Continued the program to recognize local businesses and community groups for their environmentally responsible actions and activities;
- Worked with City of High Point and County departments in High Point to provide a "start up" recycling program bringing those departments into compliance with state law.
- Held e-cycle event in Pleasant Garden; spring "clean-up" at the Ag Center; e-cycle event in Summerfield and a "clean-up" event in High Point.

KEY PERFORMANCE MEASURES

Measures	FY09-10	FY10-11	FY11-12	FY12-13
	Actual	Estimate	Projected	Projected
Planning and Zoning				
# of Board of Adjustment Cases - County	14	5	12	12
# of Board of Adjustment Cases - Towns	4	1	3	3
# of Zoning Cases Processed - County	16	21	18	18
# of Zoning Cases Processed - Towns	3	5	4	4
# of Zoning Investigations - County	99	69	85	85
# of Zoning Investigations - Towns	23	21	22	22
Community Services				
# of Minor LCID Facility (20) Inspections	180	154	132	132
# of Major LCID Facility (5) Inspections	60	65	60	60
# of Solid Waste, Complaints and Assistance	1,560	1,716	1,310	1,661
# of Illegal Dump Sites	273	300	337	371

FUTURE ISSUES

- Planning and Zoning will continue to implement Year Three activities (Comprehensive Plan), and continue Land use Plan implementation.
- Guilford County Planning and Rockingham County Planning will move forward to promote comprehensive planning efforts with neighboring counties and incorporated towns at the future Interstate 73 Interchange at US Highway 220 and US 158 and begin implementation of the Small Alamance Creel Area Plan.
- Planning will implement the electronic site plan review and Ordinance amendments to establish provisions for solar energy systems and rural home occupations.
- Planning will continue working with other County departments as well as with the municipalities to develop an addressing system that will be beneficial to Guilford County as a whole.
- Community Services will continue to monitor the completion of the following water and sewer projects: 1) to close all water and sewer projects that are not closed by June 30, 2011 and 2) to monitor GTCC Northwest Campus Water and Sewer Project.
- Community Services will continue to monitor the HOME Program and apply for a Scattered Site Rehab Grant and search for ways to expand the County's Housing Program.
- Community Services will continue to meet the goals set in the 2009 3-Year Solid Waste Management Plan Update that include: Bring any remaining county facilities into compliance with state laws by implementing in-House recycling.
- Implement the approved a plan to successfully manage the upcoming disposal ban on computer equipment and televisions that becomes effective July 1, 2011, including education and outreach.

SOIL & WATER CONSERVATION

Betty Garrett, Interim Director Planning & Development 400 W. Market St., PO BOX 3427, Greensboro, NC 27402 (336) 641-3394

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
10-Soil & Water Conservation	\$273,151	\$269,709	\$278,117	\$238,201	-11.7%	\$250,813
Total	\$273,151	\$269,709	\$278,117	\$238,201	-11.7%	\$250,813
Expenditures						
Personnel Services	\$212,980	\$211,889	\$211,889	\$181,319	-14.4%	\$182,923
Operating Expenses	\$60,171	\$57,820	\$66,228	\$56,882	-1.6%	\$67,890
Total	\$273,151	\$269,709	\$278,117	\$238,201	-11.7%	\$250,813
Sources of Funds						
Federal & State Funds	(\$31,785)	(\$40,329)	(\$40,329)	(\$40,329)	0.0%	(\$40,329)
Total	(\$31,785)	(\$40,329)	(\$40,329)	(\$40,329)	0.0%	(\$40,329)
Net County Funds	\$241,366	\$229,380	\$237,788	\$197,872	-13.7%	\$210,484
Authorized Positions	3.00	3.00	3.00	2.50	-16.7%	2.50

DEPARTMENTAL PURPOSE

Soil & Water Conservation promotes the wise use of natural resources through conservation best practices; provides farms and other landowners with technical assistance; installs conservation systems; promotes water-quality improvement; provides educational programming to schools and civic groups; provides technical assistance to other governmental units through land use and water-quality studies; and, reviews erosion control plans. In addition, Soil & Water staff seeks grants to assist farmers with stream protection systems, critical area seeding, long-term no-till cropland conversion to grass, wells, water tanks, fencing, and sod-based rotation to grass and grassed waterways. Soil & Water strives to be responsive to needs, and to proactively promote the conservation of farmland and enhanced operation of farms.

FY 2012 ADOPTED BUDGET HIGHLIGHTS

- The FY 2012 Adopted Budget decreases county funding by (\$31,508) or -13.7%. This is primarily the result of reducing one full-time position to part-time, generating savings of approximately \$25,000.

FY 2011 SIGNIFICANT ACCOMPLISHMENTS

During FY 2011, Soil & Water assisted with 22 "Cost Share" contracts in the amount of \$158,000; provided technical assistance to farmers of 850 farms; provided oversight for 54,500 acres under

Conservation Management; monitored 42 farms for compliance; educated approximately 5,400 citizens; and provided conservation outreach to 746 citizens. Staff has participated in the development of the Farmland Preservation Plan.

KEY PERFORMANCE MEASURES

Measures	FY09-10	FY10-11	FY11-12	FY12-13
	Actual	Estimate	Projected	Projected
Agriculture Cost Share Applications (# of Farms / Dollars)	48/\$300,000	25/\$200,000	30/\$200,000	30/\$250,000
Agriculture Cost Share Contracts (# of Farms / Dollars)	38/\$180,000	22/\$156,900	20/135,065	20/\$135,065
Voluntary Agriculture District Applications (# of parcels / acres)	19/727	5/370	8/400	8/400
CCAP Contracts (# / Dollars)	7/\$10,942	2/\$4,211	6/\$7,117	8/\$10,000
Technical Assistance (# of Farms)	830	850	800	750
# of Farm Compliance Reviews	45	42	42	42
# of Acres Under Conservation Management	54,000	54,500	54,000	54,000
# of Educational Services (# of Citizens)	5,300	5,400	5,000	5,200
# of No-Till Drill Assistance Program (# and Acres)	10/100	12/120	14/150	14/150
# of Conservation Outreach to Citizens	427	325	350	375

FUTURE ISSUES

The Community Conservation Assistance Program is a new program available to the Guilford District. This program allows us to assist non-farm customers in a new way. We can solve water quality problems by assisting landowners with abandoned well closures, cisterns, rain gardens and bio-retention areas. Division staff will continue to participate in the Jordan Lake Rules meetings and workshops. Division staff will continue to participate in the development of the Farmland Preservation Plan.

SOLID WASTE

Betty Garrett, Interim Director Planning & Development 400 W. Market St., PO Box 3427, Greensboro, NC 27402 (336) 641-3394

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
10-Waste Disposal	\$1,088,020	\$938,343	\$1,113,403	\$947,697	1.0%	\$969,189
Total	\$1,088,020	\$938,343	\$1,113,403	\$947,697	1.0%	\$969,189
Expenditures						
Personnel Services	\$118,630	\$119,393	\$126,393	\$124,321	4.1%	\$126,963
Operating Expenses	\$969,391	\$818,950	\$987,010	\$823,376	0.5%	\$830,126
Capital Outlay	\$0	\$0	\$0	\$0	0.0%	\$12,100
Total	\$1,088,020	\$938,343	\$1,113,403	\$947,697	1.0%	\$969,189
Sources of Funds						
Federal & State Funds	(\$751,598)	(\$627,500)	(\$702,500)	(\$638,000)	1.7%	(\$638,000)
Other	(\$21,657)	(\$15,000)	(\$15,000)	(\$15,000)	0.0%	(\$15,000)
User Charges	(\$14,138)	\$0	\$0	(\$7,500)	0.0%	(\$7,500)
Total	(\$787,393)	(\$642,500)	(\$717,500)	(\$660,500)	2.8%	(\$660,500)
Net County Funds	\$300,627	\$295,843	\$395,903	\$287,197	-2.9%	\$308,689
Authorized Positions	2.50	2.50	2.50	2.50	0.0%	2.50

DEPARTMENTAL PURPOSE

The NC Solid Waste Management Act requires that local governments assess solid waste collection and disposal capacity, and implement programs to address local needs. The Act also mandates that the County maintain and update (every three years) a ten-year Comprehensive Solid Waste Management Plan, and provide for the disposal of scrap tires and white goods (appliances and scrap metals).

Guilford County owns and maintains a Scrap Tire/White Goods Facility, located on Bishop Road, and contracts for waste disposal. Proceeds from state-levied scrap tire and white goods disposal taxes assist the County in providing these services.

FY 2012 ADOPTED BUDGET HIGHLIGHTS

- The FY 2012 Adopted Budget decreases county funding by (\$8,646) or -2.9%.
- For FY 2012 department is expected to receive additional state revenue related to new disposal requirements for computer and television equipment. The plan for such activities

was approved by the Board of Commissioners as an amendment to the Guilford County Solid Waste Management Plan on December 16, 2010.

FY 2011 SIGNIFICANT ACCOMPLISHMENTS

- Began the process of identifying and permitting (through NC DENR) disaster debris storage sites, as required state solid waste regulations.
- Continued working with IS staff to expand the public awareness campaign, centered around the new recycling mascot, PETE and focusing on the plastic bottle and aluminum can disposal bans.
- Implemented the new public awareness campaign, in conjunction with the 10-1-09 effective date of the new state ban on disposal of plastic bottles, using media partnerships for television, radio and newspaper support and working in schools, with civic organizations and at community events.
- Continued to expand elementary school recycling education through the Magic of Recycling program, the Kids, Cans & Ca\$h recycling challenge, school assemblies and recycling pep rallies.
- Began a program to recognize local businesses and community groups for their environmentally responsible actions and activities.
- Developed a plan to successfully implement the upcoming disposal ban on computer equipment and televisions that becomes effective July 1, 2011, including education and outreach.
- Established two (2) sites in Guilford County for the collection of computer equipment and televisions – Prison Farm and the Scrap Tire/White Goods Facility on Bishop Road. Negotiated contract with Synergy Recycling to accept the electronic waste from the County sites and provide revenues to County.

KEY PERFORMANCE MEASURES

Measures	FY09-10	FY10-11	FY11-12	FY12-13
	Actual	Estimate	Projected	Projected
# of Scrap Tires Processed by County Contractor (1,000's)	677	745	819	900
# of Rural Residents Disposing of Household Hazardous Waste and E-Waste	681	715	750	787
# of White Goods in Tons Disposed of by County Contractor	2,760	2,898	3,042	3,194

FUTURE ISSUES

Solid Waste will continue to achieve the goals set forth in the 2009 three-year Comprehensive Solid Waste Management Plan update, including:

- Bring remaining county facilities into compliance with state laws by implementing in-house recycling;
- Monitor those facilities already recycling to ensure compliance with state law.
- Implement approved plan to successfully implement the upcoming disposal ban on computer equipment and televisions that becomes effective July 1, 2011, including education and outreach;
- Monitor the two (2) drop off sites for computer equipment and televisions to ensure compliance with state and local laws.
- Continue to plan, fund and partner for new clean-up events designed to promote proper disposal of household hazardous waste, e-waste, tires and white goods in addition to the annual Spring Clean-Up at the Ag Center and the Clean-Up Events in Pleasant Garden and High Point initiated during 2009;
- Increase educational awareness by expanding the County's website on Solid Waste, increase recycling events throughout Guilford County;
- Pursue a media partnership that will provide funding for the expansion of clean-up events and programs for citizens.

In addition, Solid Waste will continue to coordinate regular meetings with the incorporated jurisdictions within Guilford County and with the surrounding jurisdictions to discuss solid waste issues on a regional basis. The department will assess potential opportunities and will recommend programming revisions to better serve the County's needs.

DEBT SERVICE

Reid Baker, Finance Director

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

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Total Debt Service						
Principal	\$36,215,200	\$38,845,200	\$38,845,200	\$45,967,400	18.3%	\$54,752,400
Interest	\$32,063,350	\$34,196,384	\$34,196,385	\$38,945,050	13.9%	\$45,452,989
Fees & Other Costs	\$5,582,951	\$4,774,080	\$4,795,528	\$3,617,580	-24.2%	\$3,412,580
Total	\$73,861,501	\$77,815,664	\$77,837,113	\$88,530,030	13.8%	\$103,617,969
General Obligation Bonds						
Principal	\$35,705,000	\$37,835,000	\$37,835,000	\$44,710,000	18.2%	\$52,445,000
Interest	\$31,842,710	\$33,815,000	\$33,815,000	\$38,057,665	12.5%	\$44,171,254
Total	\$67,547,710	\$71,650,000	\$71,650,000	\$82,767,665	15.5%	\$96,616,254
Other Capital Related Debt						
Principal	\$510,200	\$1,010,200	\$1,010,200	\$1,257,400	24.5%	\$2,307,400
Interest	\$220,640	\$381,384	\$381,385	\$887,385	132.7%	\$1,281,735
Total	\$730,840	\$1,391,584	\$1,391,585	\$2,144,785	54.1%	\$3,589,135
Fees & Other Costs	\$5,582,951	\$4,774,080	\$4,795,528	\$3,617,580	-24.2%	\$3,412,580
Total	\$73,861,501	\$77,815,664	\$77,837,113	\$88,530,030	13.8%	\$103,617,969
Purpose:						
Guilford County Schools	\$ 58,148,780	\$ 58,310,940	\$ 58,332,389	\$ 58,838,097	0.9%	\$ 70,975,111
GTCC	\$ 8,142,023	\$ 10,165,622	\$ 10,165,622	\$ 12,640,221	24.3%	\$ 14,048,763
Greensboro Detention	\$ 795,350	\$ 3,183,900	\$ 3,183,900	\$ 7,528,885	136.5%	\$ 9,332,187
BB&T Building	\$ -	\$ 1,391,584	\$ 1,391,584	\$ 1,660,549	19.3%	\$ 1,600,850
Other (Parks, Watershed)	\$ 6,775,348	\$ 4,763,618	\$ 4,763,618	\$ 7,862,278	65.0%	\$ 7,661,058
Total	\$ 73,861,501	\$ 77,815,664	\$ 77,837,113	\$ 88,530,030	13.8%	\$103,617,969
Sources of Funds:						
Watershed Funds	\$ 392,046	\$ 303,610	\$ 303,610	\$ 287,383	-5.3%	\$ 275,266
Lottery Funds	\$ 8,000,000	\$ 9,500,000	\$ 9,500,000	\$ 5,000,000	-47.4%	\$ -
ARRA Subsidy	\$ -	\$ 1,773,000	\$ 1,773,000	\$ 1,898,220	7.1%	\$ 2,310,520
County Funds	\$ 65,469,455	\$ 66,239,054	\$ 66,260,503	\$ 81,344,427	22.8%	\$101,032,183
Total	\$ 73,861,501	\$ 77,815,664	\$ 77,837,113	\$ 88,530,030	13.8%	\$103,617,969

Note: FY10 Actual amounts exclude the effects of bond refundings on expenses and revenues.

DEPARTMENTAL PURPOSE

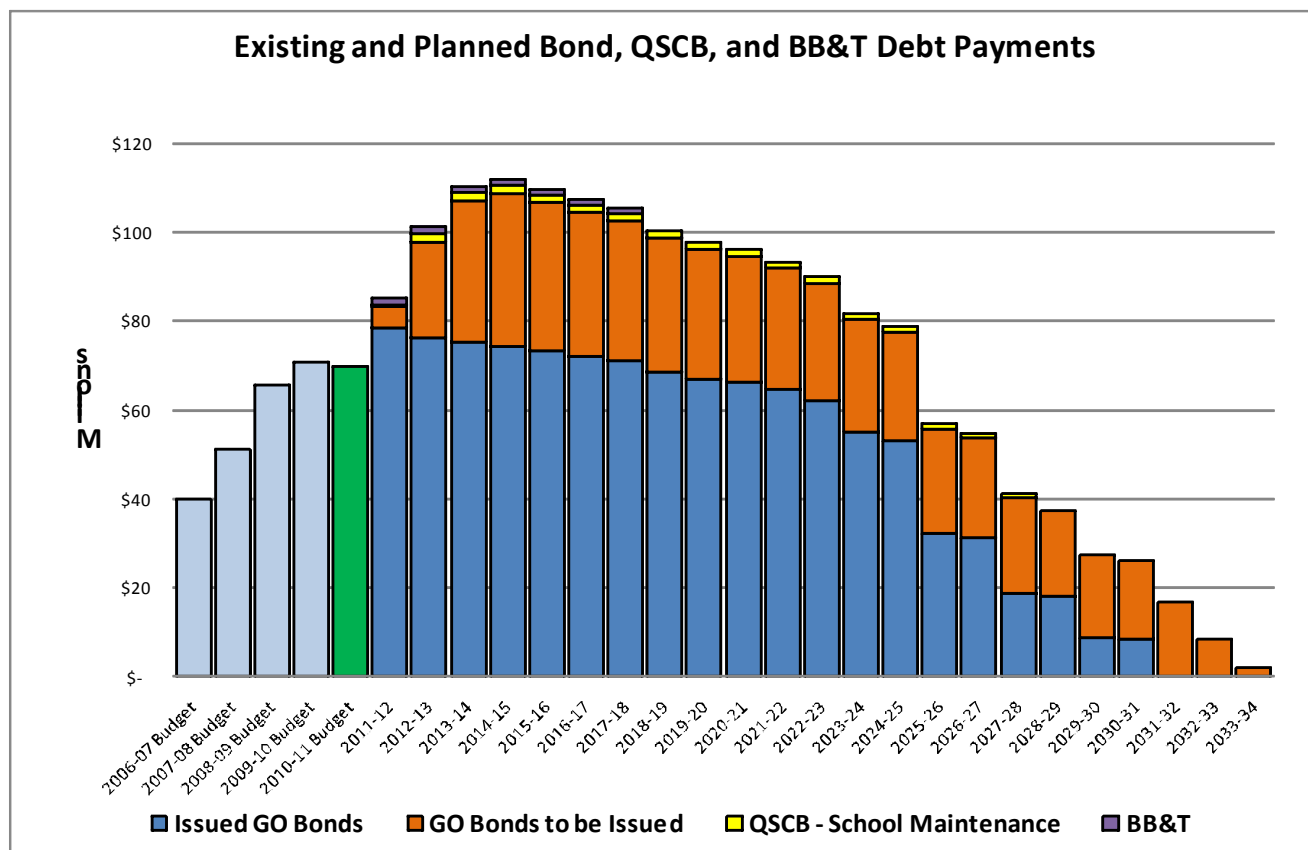
Guilford County issues debt, primarily through the issuance of general obligation bonds, to help fund large capital projects, including new schools, detention facilities, emergency services bases, administrative buildings and other governmental needs.

FY 2012 BUDGET HIGHLIGHTS

Debt service expenditures are expected to increase by approximately 13.8%, or approximately \$10.7 million, over last year’s adopted budget. Most of this increase is related to additional issuances of debt to finance the new Greensboro Detention Facility, Guilford Technical Community College facilities, and renovations to the county’s BB&T Building in downtown Greensboro.

As the County issues the final bonds authorized in the 2008 referenda, its overall debt balance will grow. At the time this budget was developed, the County anticipated issuing \$33.99 million of Qualified School Construction Bonds in the second half of calendar year 2011, and \$183.99 million of General Obligation debt in summer 2011. An additional issue of \$119.4 million is planned for summer 2012. Issue amounts may change based on revised cash needs for bond-funded projects, market conditions, and future timing decisions made by the Board of Commissioners.

The debt repayment amounts presented herein reflect a delay in the construction of the southeast area elementary school, the airport area high school, and renovations at Allen Jay Middle School.



**Estimated Annual Debt Service Payments Existing and Planned Issues
by Type of Debt**

Fiscal Year	Issued Bonds			Bonds to be Issued			All Bonds
	Principal	Interest	Total	Principal	Interest	Total	Total
2011-12	\$ 44,710,000	\$ 33,654,689	\$ 78,364,689	\$ -	\$ 4,402,976	\$ 4,402,976	\$ 82,767,665
2012-13	\$ 44,575,000	\$ 31,769,564	\$ 76,344,564	\$ 7,870,000	\$ 12,401,690	\$ 20,271,690	\$ 96,616,254
2013-14	\$ 45,505,000	\$ 29,855,060	\$ 75,360,060	\$ 14,240,000	\$ 17,100,940	\$ 31,340,940	\$ 106,701,000
2014-15	\$ 46,485,000	\$ 27,978,300	\$ 74,463,300	\$ 16,673,400	\$ 17,711,046	\$ 34,384,446	\$ 108,847,746
2015-16	\$ 47,425,000	\$ 25,937,863	\$ 73,362,863	\$ 16,673,400	\$ 16,724,234	\$ 33,397,634	\$ 106,760,496
2016-17	\$ 48,370,000	\$ 23,849,735	\$ 72,219,735	\$ 16,673,400	\$ 15,737,421	\$ 32,410,821	\$ 104,630,556
2017-18	\$ 49,330,000	\$ 21,857,688	\$ 71,187,688	\$ 16,673,400	\$ 14,750,609	\$ 31,424,009	\$ 102,611,697
2018-19	\$ 49,020,000	\$ 19,483,638	\$ 68,503,638	\$ 16,673,400	\$ 13,763,796	\$ 30,437,196	\$ 98,940,834
2019-20	\$ 49,670,000	\$ 17,282,438	\$ 66,952,438	\$ 16,673,400	\$ 12,776,984	\$ 29,450,384	\$ 96,402,822
2020-21	\$ 50,895,000	\$ 15,382,216	\$ 66,277,216	\$ 16,673,400	\$ 11,790,171	\$ 28,463,571	\$ 94,740,787
2021-22	\$ 51,340,000	\$ 13,226,271	\$ 64,566,271	\$ 16,673,400	\$ 10,803,359	\$ 27,476,759	\$ 92,043,030
2022-23	\$ 51,385,000	\$ 10,832,101	\$ 62,217,101	\$ 16,675,400	\$ 9,816,489	\$ 26,491,889	\$ 88,708,990
2023-24	\$ 46,375,000	\$ 8,647,013	\$ 55,022,013	\$ 16,678,400	\$ 8,829,475	\$ 25,507,875	\$ 80,529,888
2024-25	\$ 46,370,000	\$ 6,647,893	\$ 53,017,893	\$ 16,678,400	\$ 7,842,375	\$ 24,520,775	\$ 77,538,668
2025-26	\$ 27,730,000	\$ 4,640,735	\$ 32,370,735	\$ 16,678,400	\$ 6,855,275	\$ 23,533,675	\$ 55,904,410
2026-27	\$ 27,730,000	\$ 3,406,415	\$ 31,136,415	\$ 16,678,400	\$ 5,868,175	\$ 22,546,575	\$ 53,682,990
2027-28	\$ 16,480,000	\$ 2,270,201	\$ 18,750,201	\$ 16,678,400	\$ 4,881,075	\$ 21,559,475	\$ 40,309,676
2028-29	\$ 16,480,000	\$ 1,482,269	\$ 17,962,269	\$ 15,603,400	\$ 3,924,881	\$ 19,528,281	\$ 37,490,550
2029-30	\$ 8,250,000	\$ 675,799	\$ 8,925,799	\$ 15,603,400	\$ 2,999,594	\$ 18,602,994	\$ 27,528,793
2030-31	\$ 8,250,000	\$ 225,266	\$ 8,475,266	\$ 15,603,400	\$ 2,074,306	\$ 17,677,706	\$ 26,152,973
2031-32				\$ 15,603,400	\$ 1,149,019	\$ 16,752,419	\$ 16,752,419
2032-33				\$ 8,803,400	\$ 419,231	\$ 9,222,631	\$ 9,222,631
2033-34				\$ 2,433,400	\$ 76,044	\$ 2,509,444	\$ 2,509,444
Total	\$ 776,375,000	\$ 299,105,152	\$ 1,075,480,152	\$ 329,215,000	\$ 202,699,165	\$ 531,914,165	\$ 1,607,394,317

Fiscal Year	Qualified School Construction Bonds (QSBC's)			BB&T Building Financing		
	Principal	Interest	Total	Principal	Interest	Total
2011-12	\$ -	\$ 484,236	\$ 484,236	\$ 1,257,400	\$ 403,149	\$ 1,660,549
2012-13	\$ 1,050,000	\$ 938,285	\$ 1,988,285	\$ 1,257,400	\$ 343,592	\$ 1,600,992
2013-14	\$ 1,050,000	\$ 877,910	\$ 1,927,910	\$ 1,132,075	\$ 261,219	\$ 1,393,294
2014-15	\$ 1,050,000	\$ 817,535	\$ 1,867,535	\$ 1,132,075	\$ 206,225	\$ 1,338,300
2015-16	\$ 1,050,000	\$ 757,160	\$ 1,807,160	\$ 1,132,075	\$ 151,232	\$ 1,283,307
2016-17	\$ 1,050,000	\$ 696,785	\$ 1,746,785	\$ 1,132,075	\$ 96,239	\$ 1,228,314
2017-18	\$ 1,050,000	\$ 636,410	\$ 1,686,410	\$ 1,132,075	\$ 41,245	\$ 1,173,320
2018-19	\$ 1,050,000	\$ 576,035	\$ 1,626,035			
2019-20	\$ 1,053,000	\$ 515,574	\$ 1,568,574			
2020-21	\$ 1,055,000	\$ 454,969	\$ 1,509,969			
2021-22	\$ 1,055,000	\$ 394,306	\$ 1,449,306			
2022-23	\$ 1,055,000	\$ 333,644	\$ 1,388,644			
2023-24	\$ 1,055,000	\$ 272,981	\$ 1,327,981			
2024-25	\$ 1,055,000	\$ 212,319	\$ 1,267,319			
2025-26	\$ 1,055,000	\$ 151,656	\$ 1,206,656			
2026-27	\$ 1,055,000	\$ 90,994	\$ 1,145,994			
2027-28	\$ 1,055,000	\$ 30,331	\$ 1,085,331			
2028-29						
2029-30						
2030-31						
2031-32						
2032-33						
2033-34						
Total	\$ 16,843,000	\$ 8,241,130	\$ 25,084,130	\$ 8,175,175	\$ 1,502,901	\$ 9,678,076

**Estimated Annual Debt Service Payments Existing and Planned Issues
All Debt**

Fiscal Year	Total Debt Payment		
	Principal	Interest	Total
2011-12	\$ 45,967,400	\$ 38,945,050	\$ 84,912,450
2012-13	\$ 54,752,400	\$ 45,453,131	\$ 100,205,531
2013-14	\$ 61,927,075	\$ 48,095,129	\$ 110,022,204
2014-15	\$ 65,340,475	\$ 46,713,107	\$ 112,053,582
2015-16	\$ 66,280,475	\$ 43,570,488	\$ 109,850,963
2016-17	\$ 67,225,475	\$ 40,380,180	\$ 107,605,655
2017-18	\$ 68,185,475	\$ 37,285,952	\$ 105,471,427
2018-19	\$ 66,743,400	\$ 33,823,469	\$ 100,566,869
2019-20	\$ 67,396,400	\$ 30,574,996	\$ 97,971,396
2020-21	\$ 68,623,400	\$ 27,627,356	\$ 96,250,756
2021-22	\$ 69,068,400	\$ 24,423,936	\$ 93,492,336
2022-23	\$ 69,115,400	\$ 20,982,234	\$ 90,097,634
2023-24	\$ 64,108,400	\$ 17,749,469	\$ 81,857,869
2024-25	\$ 64,103,400	\$ 14,702,586	\$ 78,805,986
2025-26	\$ 45,463,400	\$ 11,647,666	\$ 57,111,066
2026-27	\$ 45,463,400	\$ 9,365,584	\$ 54,828,984
2027-28	\$ 34,213,400	\$ 7,181,608	\$ 41,395,008
2028-29	\$ 32,083,400	\$ 5,407,150	\$ 37,490,550
2029-30	\$ 23,853,400	\$ 3,675,393	\$ 27,528,793
2030-31	\$ 23,853,400	\$ 2,299,573	\$ 26,152,973
2031-32	\$ 15,603,400	\$ 1,149,019	\$ 16,752,419
2032-33	\$ 8,803,400	\$ 419,231	\$ 9,222,631
2033-34	\$ 2,433,400	\$ 76,044	\$ 2,509,444
Total	\$ 1,130,608,175	\$ 511,548,348	\$ 1,642,156,523

DEBT POLICIES AND STATUTORY LIMITATIONS

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 that ended June 30, 2011, the County's net debt is equal to 2.50% of the assessed value of taxable property, well below the 8% statutory limit, and its unused debt capacity (the 'Legal Debt Margin') is just over \$2.46 billion. These figures are not expected to change significantly by the end of Fiscal Year 2011-2012, as no additional bond referenda are planned next fiscal year.

COMPUTATION OF LEGAL DEBT MARGIN

Fiscal year ending June 30, 2011

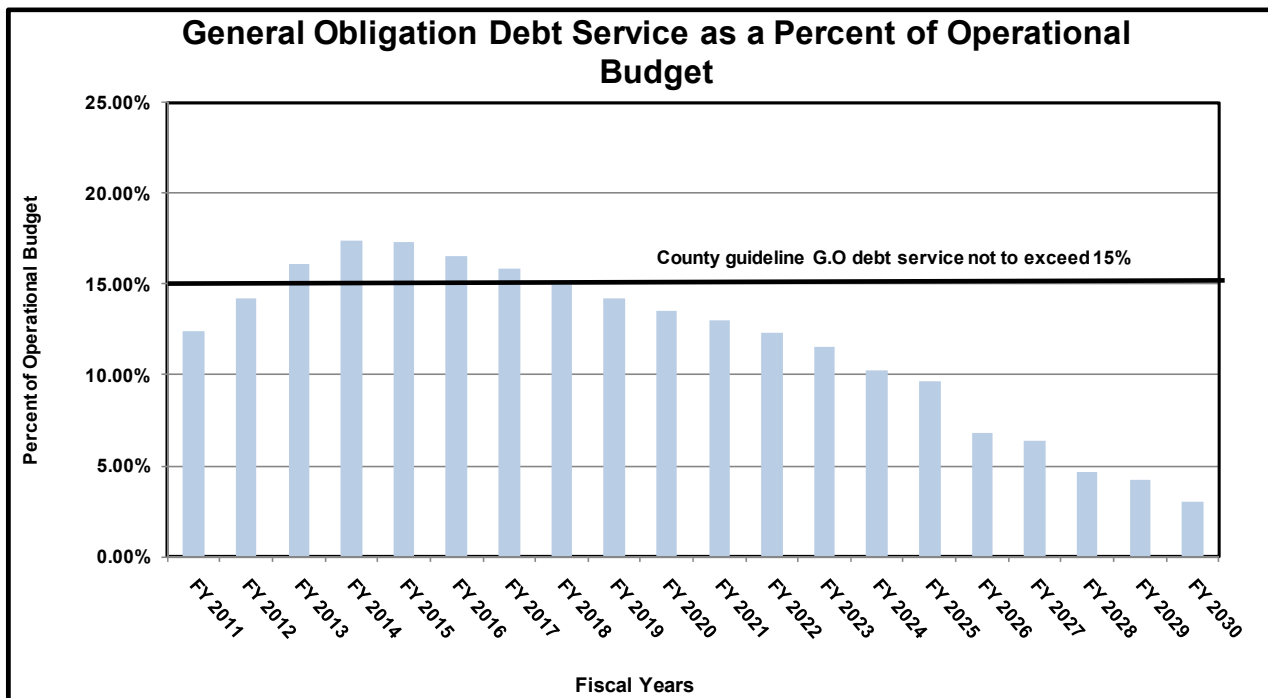
Estimated appraised property valuation *	<u>\$44,820,000,000</u>
Debt limit (8% of total assessed valuation)	\$3,585,600,000
Debt applicable to limit:	
Bonded debt	\$776,375,000
Bonds authorized, unissued	\$347,330,000
Obligations under capital lease and purchase money installment contracts	<u>\$3,571,400</u>
Gross debt	\$1,127,276,400
Less statutory deductions:	
Bonds issued and outstanding for water purposes	<u>\$5,475,099</u>
Net debt applicable to limit	\$1,121,801,301
As a percentage of total assessed valuation	2.50%
Legal debt margin	<u>\$2,463,798,699</u>

* Indicates estimated assessed County valuation per Budget Ordinance for June 30, 2011

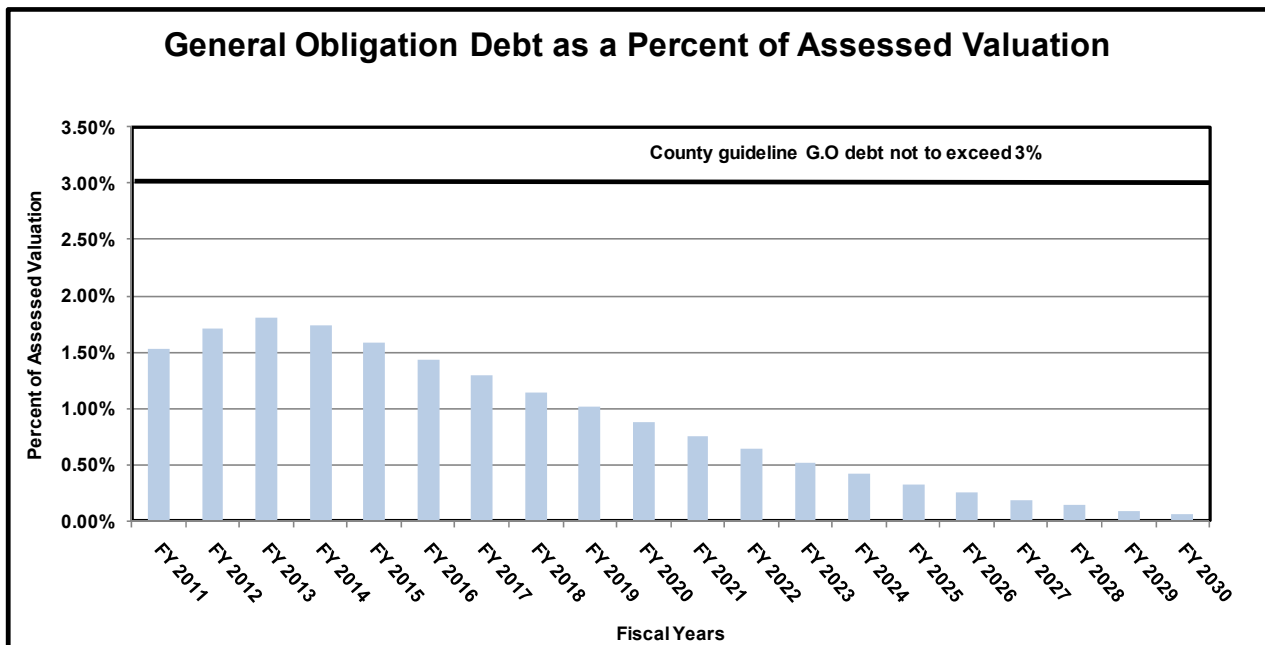
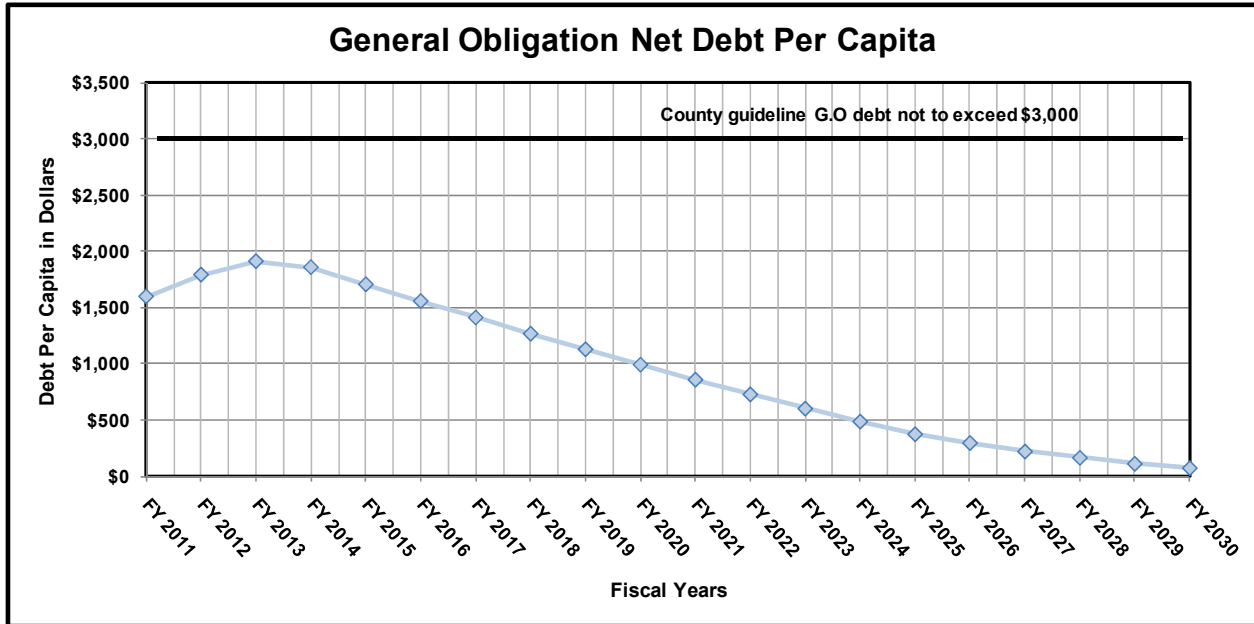
In addition to the statutory limit discussed above, the County has several guidelines it uses when evaluating debt levels. As a practical matter, these local policies limit outstanding debt to a level far below that of the legal debt limit. The County considers the following internal guidelines when evaluating how much and when to issue additional debt:

- General obligation debt service should not exceed 15% of the operating budget.
- General obligation debt per capita should not exceed \$3,000.
- General obligation debt as a percentage of assessed property valuation should not exceed 3%.

Based on estimates of future debt service for all currently authorized general obligation debt and annual operating budgets, the County will exceed its guideline for general obligation debt service in fiscal years 2013 - 2018. At its highest, debt service will peak at just under 17.4% of the operating budget in Fiscal Year 2013-2014. This spike in debt service is due to payments on the initial issues of the \$651,430,000 in bonds approved by voters in May 2008.



Although the County will exceed one of its guidelines, it will not exceed its guidelines for its 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.



FUTURE BOND REFERENDA

The County's Capital Investment Plan (<http://www.co.guilford.nc.us/CIP10/index.php>) includes \$431,274,000 of Future Debt/Bonds that have not yet been authorized by the voters or the Board of Commissioners. This Future Debt/Bonds amount is related to proposed Guilford Technical Community College projects and the Public Safety 800 MHz communications system upgrade. (Note: Proposed new projects for the Guilford County Schools were not available at the time this document was prepared and related future debt amounts are not included in the figure noted above.) The Board of Commissioners will make the final determination on the amount of Future Debt/Bonds that is presented to the voters as future bond referenda are considered. As the County's guideline charts presented above indicate, however, additional debt capacity may not be available for several years.

**CAPITAL OUTLAY LISTING
FY 2011-2012**

This listing includes capital expenditures that are accounted for in the General Fund. In general, operating capital items are equipment, machinery, vehicles, etc. that cost between \$5,000 and \$100,000 and do not meet the criteria for inclusion in the County's ten-year Capital Investment Plan.

Acc't. Unit / Account Code	Description	Amount
Emergency Services		
320410-55310	Cardiac Monitors / Defibrillators / Pacemakers	\$ 1,100,000
320410-55350	Chassis and modular box ambulance (3)	\$ 460,000
320410-55350	EMS Quick Response Vehicles	\$ 60,000
320510-55350	Fire Quick Response Vehicles(2)	\$ 60,000
320410-55350	Chassis for remount (3)	\$ 285,000
	Total - Emergency Services	\$ 1,965,000
Law Enforcement		
310002-55350	Law Enforcement Vehicles (44 estimated, depends on actual unit price)	\$ 954,165
310500-55350	SRO - Law Enforcement Vehicle	\$ 21,115
310510-55350	Jamestown - Law Enforcement Vehicle	\$ 24,720
	Total - Law Enforcement	\$ 1,000,000
Fleet Operations		
191110-55310	Fleet System	\$ 180,000
191110-55350	County Fleet-Vehicles (9 estimated, depends on actual unit price)	\$ 200,000
	Total - Fleet Operations	\$ 380,000
Animal Services		
370210-55350	Vehicles (2)	\$ 62,200
	Total - Animal Services	\$ 62,200
Transportation-Human Services		
250110-55350	Transportation Vans (5)	\$ 274,500
	Total - Transportation - Human Services	\$ 274,500
Technology Pool		
810110-55310	County-wide generic new purchases/upgrades of computer hardware/software. Funds are transferred from the Technology Pool to the departments as departmental requests are approved.	\$ 22,000
	Total - Technology Pool	\$ 22,000
	Total - General Fund	\$ 3,703,700

CAPITAL INVESTMENT PLAN (CIP) OVERVIEW

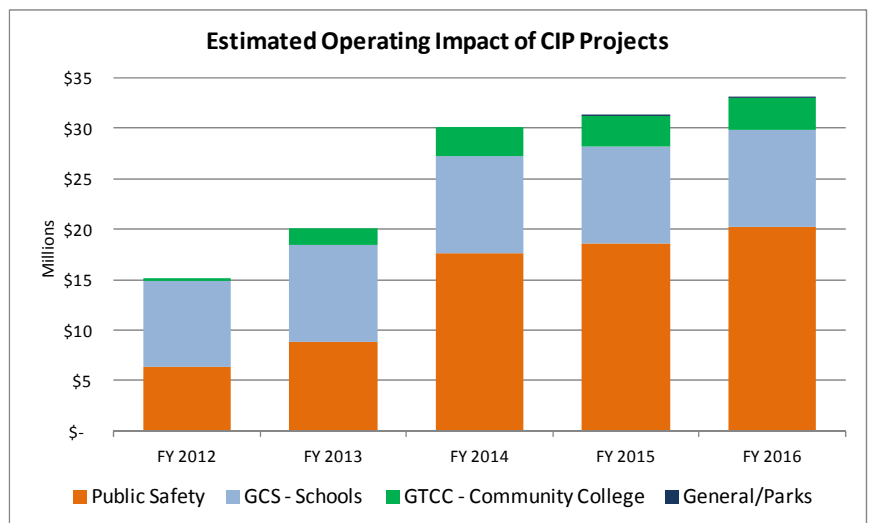
The Plan

The Capital Investment Program is a planning process established to develop an annual Capital Investment Plan (CIP). The CIP is a 10-year plan for the funding of major purchases, construction and renovation projects, and land acquisitions. Generally, projects included in the CIP are expected to cost at least \$100,000, have an expected life of at least 10 years, and are expected to take more than one year to complete. Other projects may be included in the CIP if they represent significant expenditures of county funds. Typical CIP projects include the construction of Emergency Medical Services bases, schools, and parks. *The Capital Investment Program is a planning process, not a funding process or project authorization process.* Once projects are identified and revenue and expenditure estimates are prepared, the Board of Commissioners must initiate each project through the approval and adoption of a capital project ordinance.

For detailed information about the County's CIP, please refer to the Capital Investment Plan link on the County's website at <http://www.co.quilford.nc.us/CIP10/index.html>.

Impact on the Annual Operating Budget

In addition to planning for the construction of new projects, the County must also plan for new operating expenses related to new facilities proposed in the CIP. A new Emergency Medical Services base, for instance, will require additional expenses beyond those used to construct the facility. Additional personnel, equipment, and facility expenses will be required to operate the new base. These anticipated expenses are included on the CIP project pages and are incorporated into the County's annual operating budget planning process. The chart illustrating estimated operating impacts over the next five years is based on information contained in the FY 2010-2019 CIP presented to the Board of Commissioners, as well as updated information available in late spring 2011. An updated plan will be presented to the Board in late 2011.



The chart illustrating estimated operating impacts over the next five years is based on information contained in the FY 2010-2019 CIP presented to the Board of Commissioners, as well as updated information available in late spring 2011. An updated plan will be presented to the Board in late 2011.

Estimated capital expenditures and projected operating impacts by department over the next five years are summarized in the following table. Because the number of Education projects is quite large, capital and operating impacts (generally, utilities and facility maintenance expenses related to expanded/new school facilities) are presented in summary form. More information about specific Education projects is available in the full CIP. Specific project pages with additional information about County projects are included in this document after the summary table.

Note: Project pages with a blue shaded title require additional Board action to implement.

Guilford County
Capital Investment Plan Projects with Projected Expenses in next Five Years

ESTIMATED CAPITAL EXPENDITURES

Projects	(Estimated)		Current Year					Five Year Total
	Budget	Prior Years	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Projects that Require Board Approval or Additional Action:								
Public Safety								
Juvenile Detention Center	\$ 3,639,000	\$ -	\$ -	\$ 51,000	\$ 3,588,000	\$ -	\$ -	\$ 3,639,000
800 MHz System Upgrade/Replacement	\$ 20,685,000	\$ -	\$ 2,100,000	\$ 2,625,000	\$ 2,625,000	\$ 5,355,000	\$ 7,980,000	\$ 20,685,000
Replacement Subscriber Units	\$ 20,668,000	\$ -	\$ 8,218,000	\$ -	\$ -	\$ -	\$ -	\$ 8,218,000
EMS Base - Co-Location with Fire Departments	\$ 1,200,000	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	\$ 1,200,000
EMS Base - Northeast GSO/Guilford County	\$ 3,204,000	\$ -	\$ -	\$ 450,000	\$ 2,754,000	\$ -	\$ -	\$ 3,204,000
EMS Base - Northwest Guilford/I-73 Area	\$ 3,739,000	\$ -	\$ -	\$ 795,000	\$ 2,944,000	\$ -	\$ -	\$ 3,739,000
EMS Base - Reedy Fork Area	\$ 3,330,000	\$ -	\$ -	\$ 468,000	\$ 2,862,000	\$ -	\$ -	\$ 3,330,000
EMS Base - Southern Guilford	\$ 3,744,000	\$ -	\$ -	\$ 666,000	\$ -	\$ -	\$ 3,078,000	\$ 3,744,000
EMS Base Station & Maintenance Facility	\$ 6,213,000	\$ -	\$ 6,213,000	\$ -	\$ -	\$ -	\$ -	\$ 6,213,000
Law Enforcement Admin. Bldg/Wkend Inmate	\$ 8,318,000	\$ -	\$ -	\$ -	\$ 458,000	\$ 7,860,000	\$ -	\$ 8,318,000
	\$ 74,740,000	\$ -	\$ 16,831,000	\$ 5,355,000	\$ 15,531,000	\$ 13,515,000	\$ 11,058,000	\$ 62,290,000
Recreation & Open Space								
Hagan-Stone Park - Handicap Access	\$ 1,317,250	\$ 435,411	\$ 631,839	\$ 250,000	\$ -	\$ -	\$ -	\$ 881,839
SUB-TOTAL	\$ 76,057,250	\$ 435,411	\$ 17,462,839	\$ 5,605,000	\$ 15,531,000	\$ 13,515,000	\$ 11,058,000	\$ 63,171,839
Board-Approved Projects:								
Public Safety								
EMS Base - Airport Area Facility	\$ 1,500,000	\$ -	\$ 350,000	\$ 1,150,000	\$ -	\$ -	\$ -	\$ 1,500,000
New Greensboro Detention Facility	\$ 115,735,000	\$ 89,235,135	\$ 26,499,865	\$ -	\$ -	\$ -	\$ -	\$ 26,499,865
	\$ 117,235,000	\$ 89,235,135	\$ 26,849,865	\$ 1,150,000	\$ -	\$ -	\$ -	\$ 27,999,865
Recreation & Open Space								
Atlantic & Yadkin Greenway	\$ 700,000	\$ 272,495	\$ 140,834	\$ 143,336	\$ 143,335	\$ -	\$ -	\$ 427,505
Open Space Acquisition	\$ 10,125,636	\$ 6,862,706	\$ 1,035,203	\$ 1,000,000	\$ 1,227,727	\$ -	\$ -	\$ 3,262,930
Trails - Implementation of Master Plan	\$ 648,938	\$ 4,500	\$ 92,704	\$ 92,704	\$ 92,704	\$ 92,704	\$ 92,704	\$ 463,520
Triad Park Additions	\$ 4,942,622	\$ 3,868,251	\$ 537,186	\$ 537,185	\$ -	\$ -	\$ -	\$ 1,074,371
	\$ 16,417,196	\$ 11,007,952	\$ 1,805,927	\$ 1,773,225	\$ 1,463,766	\$ 92,704	\$ 92,704	\$ 5,228,326
Human Services & General Government								
Bellemeade Center Renovation	\$ 833,114	\$ 111,017	\$ -	\$ 45,000	\$ 677,097	\$ -	\$ -	\$ 722,097
Greene Street Center Renovation	\$ 398,180	\$ 20,843	\$ -	\$ 377,337	\$ -	\$ -	\$ -	\$ 377,337
	\$ 1,231,294	\$ 131,860	\$ -	\$ 422,337	\$ 677,097	\$ -	\$ -	\$ 1,099,434
Education								
Guilford County Schools	\$ 773,156,772	\$ 580,331,959	\$ 171,762,968	\$ 21,061,845	\$ -	\$ -	\$ -	\$ 192,824,813
Guilford Technical Community College	\$ 126,000,000	\$ 90,264,950	\$ 27,535,000	\$ 8,200,050	\$ -	\$ -	\$ -	\$ 35,735,050
	\$ 899,156,772	\$ 670,596,909	\$ 199,297,968	\$ 29,261,895	\$ -	\$ -	\$ -	\$ 228,559,863
SUB-TOTAL	\$ 1,034,040,262	\$ 770,971,856	\$ 227,953,760	\$ 32,607,457	\$ 2,140,863	\$ 92,704	\$ 92,704	\$ 262,887,488
TOTAL	\$ 1,110,097,512	\$ 771,407,267	\$ 245,416,599	\$ 38,212,457	\$ 17,671,863	\$ 13,607,704	\$ 11,150,704	\$ 326,059,327

Guilford County
Capital Investment Plan Projects with Projected Expenses in next Five Years

ESTIMATED NET OPERATING IMPACTS

Projects	# New Positions	Current Year					
		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Five Year Total
Projects that Require Board Approval or Additional Action:							
Public Safety							
Juvenile Detention Center	26.00	\$ -	\$ 129,000	\$ 327,000	\$ 550,000	\$ 735,000	\$ 1,741,000
EMS Base - Northwest Guilford/I-73 Area	10.00	\$ -	\$ 369,000	\$ 1,230,000	\$ 1,003,000	\$ 1,029,000	\$ 3,631,000
EMS Base - Reedy Fork Area	10.00	\$ -	\$ 369,000	\$ 1,230,000	\$ 1,003,000	\$ 1,029,000	\$ 3,631,000
EMS Base - Southern Guilford	10.00	\$ -	\$ -	\$ -	\$ 387,000	\$ 1,278,000	\$ 1,665,000
		\$ -	\$ 867,000	\$ 2,787,000	\$ 2,943,000	\$ 4,071,000	\$ 10,668,000
SUB-TOTAL	56.00	\$ -	\$ 867,000	\$ 2,787,000	\$ 2,943,000	\$ 4,071,000	\$ 10,668,000
Board-Approved Projects:							
Public Safety							
EMS Base - Airport Area Facility	10.00	\$ -	\$ 369,000	\$ 1,230,000	\$ 1,003,000	\$ 1,029,000	\$ 3,631,000
New Greensboro Detention Facility	166.00	\$ 6,376,000	\$ 7,578,000	\$ 13,574,000	\$ 14,665,000	\$ 15,105,000	\$ 57,298,000
		\$ 6,376,000	\$ 7,947,000	\$ 14,804,000	\$ 15,668,000	\$ 16,134,000	\$ 60,929,000
Recreation & Open Space							
Open Space Acquisition	0.50	\$ -	\$ -	\$ -	\$ 44,000	\$ 68,000	\$ 112,000
Trails - Implementation of Master Plan	0.50	\$ -	\$ -	\$ -	\$ 33,000	\$ 34,000	\$ 67,000
		\$ -	\$ -	\$ -	\$ 77,000	\$ 102,000	\$ 179,000
Education (NOTE: Operating allocations held at prior year's level)							
Guilford County Schools		\$ 8,441,000	\$ 9,653,000	\$ 9,653,000	\$ 9,653,000	\$ 9,653,000	\$ 47,053,000
Guilford Technical Community College		\$ 317,000	\$ 1,597,000	\$ 2,951,000	\$ 3,026,000	\$ 3,102,000	\$ 10,993,000
		\$ 8,758,000	\$ 11,250,000	\$ 12,604,000	\$ 12,679,000	\$ 12,755,000	\$ 58,046,000
SUB-TOTAL	177.00	\$ 15,134,000	\$ 19,197,000	\$ 27,408,000	\$ 28,424,000	\$ 28,991,000	\$ 119,154,000
TOTAL	233.00	\$ 15,134,000	\$ 20,064,000	\$ 30,195,000	\$ 31,367,000	\$ 33,062,000	\$ 129,822,000

Juvenile Detention Expansion
Court Alternatives

Function: Public Safety
New / Continuation / Replacement: New
New Project - Future Board action is required



Project Description: The General Assembly has been considering a bill (House Bill 1414) that would raise the age, over a series of years, at which youths are prosecuted as adults from 16 to 18. If passed, juvenile offenders age 16 and 17 would have to be housed at the Juvenile Detention Center rather than in an adult facility. Under the proposed legislation, the shift would happen over a six year period, with the age of adulthood rising six month each year until reaching 18 in June 2015. While this legislation has not yet been approved, a special provision in the recently passed 2009-2010 State budget establishes a youth accountability planning task force to consider the issue and determine the appropriate judicial treatment of 16 and 17 year old defendants. Should legislation be passed that does increase the juvenile age from 16 to 18, the County's Juvenile Detention Facility may need to expand by four pods to accommodate 32 additional juveniles. Currently, a sub-committee is evaluating all cost options related to the legislation and housing county vs. non-county juvenile and will be coming forward in FY 2011 with its recommendations.

Project Funding: The level of state participation in the construction of additional space is not known at this time. Previously, the State paid 50% of the Juvenile Detention Center. For any additional operating expenses, the State would reimburse the County for 50% of the care for Guilford County juveniles and 100% of the care for non-Guilford County juveniles.

Operating Impacts: An additional 26 positions would be required to appropriately staff the additional four pods on a 24-hours per day basis. The positions would be phased in over a four year period. Other annual operating expenses include food, medical services, utilities, juvenile and staff uniforms, training, additional facility maintenance, and technology equipment. State reimbursement revenues are assumed to be 50% of operating costs. (Note: At present, operating expenses are reimbursed by the State at 50% of the care for Guilford County juveniles and 100% of the care for non-Guilford County juveniles.)

Expenditure Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Construction	\$ 2,912,000	\$ -	\$ -	\$ -	\$ 2,912,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,912,000
Contingency	\$ 208,000	\$ -	\$ -	\$ -	\$ 208,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 208,000
Equipment / Furnishings	\$ 468,000	\$ -	\$ -	\$ -	\$ 468,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 468,000
Planning	\$ 51,000	\$ -	\$ -	\$ 51,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 51,000
Expenditure Total	\$ 3,639,000	\$ -	\$ -	\$ 51,000	\$ 3,588,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,639,000

Revenue Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Capital Fund Balance	\$ (3,639,000)	\$ -	\$ -	\$ (51,000)	\$ (3,588,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (3,639,000)
Revenue Total	\$ (3,639,000)	\$ -	\$ -	\$ (51,000)	\$ (3,588,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (3,639,000)

Operating Budget Impacts

Personnel	\$ -	\$ -	\$ -	\$ 153,000	\$ 468,000	\$ 828,000	\$ 1,225,000	\$ 1,397,000	\$ 1,433,000	\$ 1,470,000	\$ 1,507,000	\$ 1,544,000	\$ 10,025,000
Other Expenses	\$ -	\$ -	\$ -	\$ 104,000	\$ 186,000	\$ 273,000	\$ 303,000	\$ 311,000	\$ 319,000	\$ 328,000	\$ 336,000	\$ 344,000	\$ 2,504,000
Sub-Total	\$ -	\$ -	\$ -	\$ 257,000	\$ 654,000	\$ 1,101,000	\$ 1,528,000	\$ 1,708,000	\$ 1,752,000	\$ 1,798,000	\$ 1,843,000	\$ 1,888,000	\$ 12,529,000
LESS: Available Funds	\$ -	\$ -	\$ -	\$ (128,000)	\$ (327,000)	\$ (551,000)	\$ (793,000)	\$ (904,000)	\$ (928,000)	\$ (952,000)	\$ (975,000)	\$ (999,000)	\$ (6,557,000)
Net Impact	\$ -	\$ -	\$ -	\$ 129,000	\$ 327,000	\$ 550,000	\$ 735,000	\$ 804,000	\$ 824,000	\$ 846,000	\$ 868,000	\$ 889,000	\$ 5,972,000
# Positions	0.00	0.00	0.00	6.00	6.00	7.00	7.00	0.00	0.00	0.00	0.00	0.00	26.00

800 MHz System Upgrade & Replacement
Emergency Services

Function: Public Safety
New / Continuation / Replacement: New
New Project - Future Board action is required



Project Description: Due to emerging technology and current system obsolescence, the 800 MHz radio system will be in need of a significant revamping to maintain reliable communications among public safety responders. There are over 4000 radios currently on the system for both public safety and non-public safety use. The upgrade/replacement of the current system will require land acquisition and tower construction, as well as replacement of infrastructure and subscriber units. The current 800 MHz radio system was developed and implemented in the mid 1990's. This project is shared venture with the City of Greensboro (50%-50% for most components). The costs below represent the County's share of the project.

Project Funding: Project funding from Future Debt Financing.

Operating Impacts: No significant operating expense impact is expected for system maintenance, since currently budgeted maintenance funds are available. Additional tower sites will require additional maintenance funds as outlined in the Operating Budget Impacts section below.

Expenditure Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Contingency	\$ 2,068,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,068,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,068,000
Equipment / Furnishings	\$ 16,548,000	\$ -	\$ 100,000	\$ 2,556,000	\$ 2,625,000	\$ 5,355,000	\$ 5,912,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,548,000
Planning	\$ 2,069,000	\$ -	\$ 2,000,000	\$ 69,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,069,000
Expenditure Total	\$ 20,685,000	\$ -	\$ 2,100,000	\$ 2,625,000	\$ 2,625,000	\$ 5,355,000	\$ 7,980,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,685,000

Revenue Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Future Debt/Bonds	\$ (20,685,000)	\$ -	\$ (2,100,000)	\$ (2,625,000)	\$ (2,625,000)	\$ (5,355,000)	\$ (7,980,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (20,685,000)
Revenue Total	\$ (20,685,000)	\$ -	\$ (2,100,000)	\$ (2,625,000)	\$ (2,625,000)	\$ (5,355,000)	\$ (7,980,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (20,685,000)

Operating Budget Impacts

Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LESS: Available Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
# Positions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Replacement Subscriber Units for Existing 800 MHz System
Emergency Services

Function: Public Safety
New / Continuation / Replacement: New
New Project - Future Board action is required



Project Description: Guilford County purchased a 800 MHz public safety radio system in 1996, including subscriber units (portable and mobile radios). These radios are currently at end of life and will not be supported for repair by Motorola. MCS2000 radios are currently out of support and MTS2000 portables will expire on 7-1-11. Radios were purchased with an estimated serviceable life of 7 years and currently have been double that. Additionally, the radio platform will be moving to APCO P25 and these radios will not migrate. Finally, there are 1,581 radios planned for replacment between FY 2011 - 2014, with 529 earmarked for County Fire, 196 for Environmental Services, 771 for Law Enforcement and 85 for Other County users such as Animal Control.

Project Funding: Project to be funded from Capital Fund Balance.

Operating Impacts: No significant operating expense impact is expected. Units will be replacing end-of-life units that are currently maintained/repared under a contractual agreement with the City of Greensboro. This agreement is expected to be continued in the future using currently budgeted funds.

Expenditure Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Equipment / Furnishings	\$ 20,668,000	\$ -	\$ 8,218,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,150,000	\$ 6,300,000	\$ -	\$ 20,668,000
Expenditure Total	\$ 20,668,000	\$ -	\$ 8,218,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,150,000	\$ 6,300,000	\$ -	\$ 20,668,000

Revenue Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Capital Fund Balance	\$ (20,668,000)	\$ -	\$ (8,218,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (6,150,000)	\$ (6,300,000)	\$ -	\$ (20,668,000)
Revenue Total	\$ (20,668,000)	\$ -	\$ (8,218,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (6,150,000)	\$ (6,300,000)	\$ -	\$ (20,668,000)

Operating Budget Impacts

Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LESS: Available Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
# Positions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

EMS Base - Co-Location with Municipal Fire Departments
Emergency Services

Function: Public Safety
New / Continuation / Replacement: New
New Project - Future Board action is required



Project Description: Co-location of Emergency Medical Services bases in city fire departments. Funding will allow the County to partner with Greensboro in the construction of new fire stations that include EMS bases as a cost-effective alternative to stand-alone EMS facilities. To accommodate the additional EMS service, the standard design of municipal fire stations would need to be expanded. Project funding would allow for the additional costs associated with the expanded facility and permit a formalized business relationship between the County and area municipalities regarding the permanent use of shared, non-county facilities. The locations under consideration for co-location include: Greensboro Fire Stations seven at 1064 Gatewood Avenue (rebuild of current station), four at 401 Gorrell Street (rebuild of current station), ten at 4208 High Point Road (rebuild of current station), and Old Randleman Road Station. (Note: A possibility exists for the County to partner with Greensboro in the construction of a station to serve the Reedy Fork Area. If the location selected by Greensboro would be appropriate for an EMS base, the County would cancel plans for a separate Reedy Fork EMS station and appropriate additional funds to the co-location effort.)

Project Funding: Project to be funded from Capital Fund Balance.

Operating Impacts: If a shared facility is constructed, an arrangement regarding the allocation of facility operating expenses (e.g., utilities) would be negotiated. Accurate amounts are not available at this time.

Expenditure Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Equipment / Furnishings	\$ 1,200,000	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,200,000
Expenditure Total	\$ 1,200,000	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,200,000

Revenue Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Capital Fund Balance	\$ (1,200,000)	\$ -	\$ (300,000)	\$ (300,000)	\$ (300,000)	\$ (300,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1,200,000)
Revenue Total	\$ (1,200,000)	\$ -	\$ (300,000)	\$ (300,000)	\$ (300,000)	\$ (300,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1,200,000)

Operating Budget Impacts

Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LESS: Available Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
# Positions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

EMS Base - Northeast Greensboro / Guilford County (Replacement)
Emergency Services

Function: Public Safety
New / Continuation / Replacement: New
New Project - Future Board action is required



Project Description: Project encompasses the construction of a new Emergency Medical Services (EMS) base to serve northeast Greensboro and Guilford County. The current EMS facility serving this area (Base 1, Headquarters Drive) is antiquated and in need of replacement. The existing site is too small to rebuild on and, because of the current road layout, is poorly located for optimal response north and east of the base.

Project Funding: Potential revenue from the sale of the existing facility and property is estimated to be \$150,000 and is included in FY 2012 in the Capital Fund Balance and General Fund Transfer model included in the Appendices. Majority of funding to come from Capital Fund Balance.

Operating Impacts: The personnel and vehicle housed at the current base, as well as the budget for operating expenses, will be transferred to the new location.

Expenditure Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Construction	\$ 2,040,000	\$ -	\$ -	\$ -	\$ 2,040,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,040,000
Contingency	\$ 255,000	\$ -	\$ -	\$ -	\$ 255,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 255,000
Equipment / Furnishings	\$ 204,000	\$ -	\$ -	\$ -	\$ 204,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 204,000
Planning	\$ 255,000	\$ -	\$ -	\$ -	\$ 255,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 255,000
Site Acquisition	\$ 450,000	\$ -	\$ -	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 450,000
Expenditure Total	\$ 3,204,000	\$ -	\$ -	\$ 450,000	\$ 2,754,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,204,000

Revenue Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Capital Fund Balance	\$ (3,204,000)	\$ -	\$ -	\$ (450,000)	\$ (2,754,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (3,204,000)
Revenue Total	\$ (3,204,000)	\$ -	\$ -	\$ (450,000)	\$ (2,754,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (3,204,000)

Operating Budget Impacts

Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LESS: Available Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
# Positions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

EMS Base - Northwest Guilford / I-73 Area
Emergency Services

Function: Public Safety
New / Continuation / Replacement: New
New Project - Future Board action is required



Project Description: Project encompasses the construction of a new Emergency Medical Services (EMS) base to serve the expanded population of the northwest portion of the County. Currently the entire northwest area is served from a fire facility in Summerfield, creating response time concerns in the communities of Stokesdale and Oak Ridge. The desired location of the new facility is along the future I-73 corridor to facilitate rapid north-south travel routes.

Project Funding: Project funding to come from Capital Fund Balance.

Operating Impacts: Includes costs of ten new paramedic positions to staff the new base 24 hours per day, as well as facility operating expenses (e.g., utilities). Also includes the purchase of a new ambulance in FY 2014 (with replacement in FY 2018) and associated fuel and maintenance expenses.

Expenditure Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Construction	\$ 2,180,000	\$ -	\$ -	\$ -	\$ 2,180,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,180,000
Contingency	\$ 273,000	\$ -	\$ -	\$ -	\$ 273,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 273,000
Equipment / Furnishings	\$ 218,000	\$ -	\$ -	\$ -	\$ 218,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 218,000
Planning	\$ 273,000	\$ -	\$ -	\$ -	\$ 273,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 273,000
Site Acquisition	\$ 795,000	\$ -	\$ -	\$ 795,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 795,000
Expenditure Total	\$ 3,739,000	\$ -	\$ -	\$ 795,000	\$ 2,944,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,739,000

Revenue Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Capital Fund Balance	\$ (3,739,000)	\$ -	\$ -	\$ (795,000)	\$ (2,944,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (3,739,000)
Revenue Total	\$ (3,739,000)	\$ -	\$ -	\$ (795,000)	\$ (2,944,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (3,739,000)

Operating Budget Impacts

Personnel	\$ -	\$ -	\$ -	\$ 348,000	\$ 716,000	\$ 795,000	\$ 816,000	\$ 838,000	\$ 859,000	\$ 881,000	\$ 902,000	\$ 929,000	\$ 7,084,000
Other Expenses	\$ -	\$ -	\$ -	\$ 21,000	\$ 514,000	\$ 208,000	\$ 213,000	\$ 219,000	\$ 524,000	\$ 230,000	\$ 235,000	\$ 242,000	\$ 2,406,000
Sub-Total	\$ -	\$ -	\$ -	\$ 369,000	\$ 1,230,000	\$ 1,003,000	\$ 1,029,000	\$ 1,057,000	\$ 1,383,000	\$ 1,111,000	\$ 1,137,000	\$ 1,171,000	\$ 9,490,000
LESS: Available Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Impact	\$ -	\$ -	\$ -	\$ 369,000	\$ 1,230,000	\$ 1,003,000	\$ 1,029,000	\$ 1,057,000	\$ 1,383,000	\$ 1,111,000	\$ 1,137,000	\$ 1,171,000	\$ 9,490,000
# Positions	0.00	0.00	0.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10.00

EMS Base - Reedy Fork Area
Emergency Services

Function: Public Safety
New / Continuation / Replacement: New
New Project - Future Board action is required



Project Description: Project encompasses the construction of a new Emergency Medical Services (EMS) station in the Reedy Fork area. The need for an EMS facility in this area has been identified due to continued residential development in the northeast portion of Guilford County, as well as industrial and recreational development in the Bryan Park area. These areas are currently being served from an antiquated facility in East Greensboro with medic unit response from Jackson School Road. This response configuration results in a lengthy response time to the area. At the present time, no location has been selected by Greensboro for a future Reedy Fork area fire station. If the site that is finally chosen is acceptable for an EMS facility, the County will work with Greensboro to expand the design to include space for an EMS base (at a cost of approximately \$300,000) and cancel plans for a separate EMS structure.

Project Funding: Project funding to come from Capital Fund Balance.

Operating Impacts: Includes costs of ten new paramedic positions to staff the new base 24 hours per day, as well as facility operating expenses (e.g., utilities). Also includes the purchase of a new ambulance in FY 2014 (with replacement in FY 2018) and associated fuel and maintenance expenses.

Expenditure Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Construction	\$ 2,120,000	\$ -	\$ -	\$ -	\$ 2,120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,120,000
Contingency	\$ 265,000	\$ -	\$ -	\$ -	\$ 265,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 265,000
Equipment / Furnishings	\$ 212,000	\$ -	\$ -	\$ -	\$ 212,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 212,000
Planning	\$ 265,000	\$ -	\$ -	\$ -	\$ 265,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 265,000
Site Acquisition	\$ 468,000	\$ -	\$ -	\$ 468,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 468,000
Expenditure Total	\$ 3,330,000	\$ -	\$ -	\$ 468,000	\$ 2,862,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,330,000

Revenue Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Capital Fund Balance	\$ (3,330,000)	\$ -	\$ -	\$ (468,000)	\$ (2,862,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (3,330,000)
Revenue Total	\$ (3,330,000)	\$ -	\$ -	\$ (468,000)	\$ (2,862,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (3,330,000)

Operating Budget Impacts

Personnel	\$ -	\$ -	\$ -	\$ 348,000	\$ 716,000	\$ 795,000	\$ 816,000	\$ 838,000	\$ 859,000	\$ 881,000	\$ 902,000	\$ 929,000	\$ 7,084,000
Other Expenses	\$ -	\$ -	\$ -	\$ 21,000	\$ 514,000	\$ 208,000	\$ 213,000	\$ 219,000	\$ 524,000	\$ 230,000	\$ 235,000	\$ 242,000	\$ 2,406,000
Sub-Total	\$ -	\$ -	\$ -	\$ 369,000	\$ 1,230,000	\$ 1,003,000	\$ 1,029,000	\$ 1,057,000	\$ 1,383,000	\$ 1,111,000	\$ 1,137,000	\$ 1,171,000	\$ 9,490,000
LESS: Available Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Impact	\$ -	\$ -	\$ -	\$ 369,000	\$ 1,230,000	\$ 1,003,000	\$ 1,029,000	\$ 1,057,000	\$ 1,383,000	\$ 1,111,000	\$ 1,137,000	\$ 1,171,000	\$ 9,490,000
# Positions	0.00	0.00	0.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10.00

EMS Base - Southern Guilford
Emergency Services

Function: Public Safety
New / Continuation / Replacement: New
New Project - Future Board action is required



Project Description: Project encompasses the construction of a new Emergency Medical Services (EMS) base to serve a portion of southern Guilford County, due south of the City of Greensboro (in the South Elm-Eugene/Randleman area). Currently this area is served with units based on Concord Street, but response times to the subject area are significantly delayed.

Project Funding: Project to be funded from Capital Fund Balance.

Operating Impacts: Includes costs of ten new paramedic positions to staff the new base 24 hours per day, as well as facility operating expenses (e.g., utilities). Also includes the purchase of a new ambulance in FY 2016 (with replacement in FY 2020) and associated fuel and maintenance expenses.

Expenditure Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Construction	\$ 2,280,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,280,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,280,000
Contingency	\$ 285,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 285,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 285,000
Equipment / Furnishings	\$ 228,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 228,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 228,000
Planning	\$ 285,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 285,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 285,000
Site Acquisition	\$ 666,000	\$ -	\$ -	\$ 666,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 666,000
Expenditure Total	\$ 3,744,000	\$ -	\$ -	\$ 666,000	\$ -	\$ -	\$ 3,078,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,744,000

Revenue Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Capital Fund Balance	\$ (3,744,000)	\$ -	\$ -	\$ (666,000)	\$ -	\$ -	\$ (3,078,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (3,744,000)
Revenue Total	\$ (3,744,000)	\$ -	\$ -	\$ (666,000)	\$ -	\$ -	\$ (3,078,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (3,744,000)

Operating Budget Impacts

Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 365,000	\$ 749,000	\$ 876,000	\$ 899,000	\$ 921,000	\$ 944,000	\$ 972,000	\$ 5,726,000
Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,000	\$ 529,000	\$ 219,000	\$ 224,000	\$ 230,000	\$ 545,000	\$ 242,000	\$ 2,011,000
Sub-Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 387,000	\$ 1,278,000	\$ 1,095,000	\$ 1,123,000	\$ 1,151,000	\$ 1,489,000	\$ 1,214,000	\$ 7,737,000
LESS: Available Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 387,000	\$ 1,278,000	\$ 1,095,000	\$ 1,123,000	\$ 1,151,000	\$ 1,489,000	\$ 1,214,000	\$ 7,737,000
# Positions	0.00	0.00	0.00	0.00	0.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	10.00

EMS Base Station - Maintenance Facility
Emergency Services & Property Management

Function: Public Safety
New / Continuation / Replacement: New
New Project - Future Board action is required



Project Description: Purchase, renovation, or construction of a new, multi-purpose Public Safety and General Services building to house EMS fleet maintenance facility and the county's Facilities Department. The Special Operations functions of the Sheriff's Department may also be incorporated into the facility (however additional funding would be required). The existing EMS fleet maintenance building, purchased in the early 1970's, is not large enough to accommodate the current EMS fleet and would be sold. This new joint-use facility would provide adequate space for garage facilities, as well as coordination with medical logistics and deployment of ambulances throughout the day and night. Finally, the new building would allow the county to potentially consolidate its Facilities Department and maintenance shop into one location, freeing up existing space for other uses or sale.

Project Funding: Project to be funded from Capital Fund Balance.

Operating Impacts: Impacts are still being determined. A combined maintenance and logistics facility is the single greatest need of the Department of Emergency Services. The ability to consolidate these functions, as well as replacement of an antiquated facility, will improve operational efficiency and change the way EMS deploys resources. Additional staff will be required, however it is anticipated the expense will be offset with decreased reliance on outside vendor repairs.

Expenditure Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Construction	\$ 4,693,000	\$ -	\$ -	\$ 4,693,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,693,000
Contingency	\$ 620,000	\$ -	\$ -	\$ 620,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 620,000
Planning	\$ 400,000	\$ -	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000
Site Acquisition	\$ 500,000	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Expenditure Total	\$ 6,213,000	\$ -	\$ -	\$ 6,213,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,213,000

Revenue Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Capital Fund Balance	\$ (6,213,000)	\$ -	\$ -	\$ (6,213,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (6,213,000)
Revenue Total	\$ (6,213,000)	\$ -	\$ -	\$ (6,213,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (6,213,000)

Operating Budget Impacts

Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LESS: Available Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
# Positions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00



Project Description: This project is part of the Facilities Master Plan. The project involves design and construction of a new administration building for the Sheriff that would also include detention space for weekend inmates currently being housed at the Prison Farm. This may allow the Sheriff's Department Special Operations Unit to move from leased space to County-owned space. Relocating weekend inmates from the Prison Farm to a downtown facility may allow for other options for the Prison Farm. The planning of such a facility is scheduled to take approximately twelve months, with construction planned for FY 2014-2015.

Project Funding: Project to be funded from Capital Fund Balance.

Operating Impacts: No significant change to operating expense is expected as any increase in operating expenses related to a larger facility and the housing of weekend inmates would be offset by a reduction in lease expense and related costs at the Prison Farm. Future alternative uses of Prison Farm space may require additional operating expense.

Expenditure Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Construction	\$ 5,828,000	\$ -	\$ -	\$ -	\$ 5,828,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,828,000
Contingency	\$ 583,000	\$ -	\$ -	\$ -	\$ 583,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 583,000
Equipment / Furnishings	\$ 1,449,000	\$ -	\$ -	\$ -	\$ 1,449,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,449,000
Other Services and Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Planning	\$ 458,000	\$ -	\$ -	\$ 458,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 458,000
Expenditure Total	\$ 8,318,000	\$ -	\$ -	\$ -	\$ 458,000	\$ 7,860,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,318,000

Revenue Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Authorized Bonds	\$ (8,318,000)	\$ -	\$ -	\$ (458,000)	\$ (7,860,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (8,318,000)
Revenue Total	\$ (8,318,000)	\$ -	\$ -	\$ (458,000)	\$ (7,860,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (8,318,000)

Operating Budget Impacts

Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LESS: Available Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
# Positions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Hagan-Stone Park - Handicap Access
Parks and Open Space

Function: Community Services
New / Continuation / Replacement: New / Continuation

Continuation Project - Future Board action will be required if County receives \$250,000 grant in FY 2013.



Project Description: Hagan Stone Park is a regional park, 409 acres in size, that was developed by the City of Greensboro in the 1960s. It contains three lakes for fishing, one for boating, a tent and RV campground, picnic shelters, eight miles of hiking trails, playgrounds, a pool, an activity center and other amenities. In 2008, the city gave the park to Guilford County, and the County is in the second fiscal year of contributing to its operation. When the park was built, current ADA requirements were not in effect and, consequently, the park restrooms, marina, playgrounds and other facilities are not accessible for people with disabilities. When the Board agreed to accept the donation, the motion included language that stipulated staff would make all reasonable efforts to make the park more accessible. A private group in the Pleasant Garden area has raised approximately \$100,000 for an accessible playground at the park. Project plans include the construction of the playground (using donated funds) and the parking lot and walkways to support it, as well as improvements to the existing restroom and marina area to provide handicap access.

Project Funding: A private group in the Pleasant Garden area has raised approximately \$100,000 for an accessible playground at the park. The remaining funds will come from existing 2004 bonds funds that will be redirected from closed or delayed projects. In addition, the department will apply for \$250,000 of grant funds to help offset FY 2012 expenses. The project funding section will be updated once grant funds are secured.

Operating Impacts: No significant operating impacts are expected as the improvements and playground will be completed on land currently used and maintained.

Expenditure Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Construction	\$ 1,317,250	\$ 435,411	\$ 631,839	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 881,839
Expenditure Total	\$ 1,317,250	\$ 435,411	\$ 631,839	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 881,839

Revenue Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Authorized Bonds	\$ (967,250)	\$ (435,411)	\$ (531,839)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (531,839)
Contributions	\$ (100,000)	\$ -	\$ (100,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (100,000)
Federal / State Funds	\$ (250,000)	\$ -	\$ -	\$ (250,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (250,000)
Revenue Total	\$ (1,317,250)	\$ (435,411)	\$ (631,839)	\$ (250,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (881,839)

Operating Budget Impacts

Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LESS: Available Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

# Positions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
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EMS Base Station - Airport Area Facility
Emergency Services & Property Management

Function: Public Safety
New / Continuation / Replacement: Continuation



Project Description: With the expansion of the area of PTIA and the residential growth along the NC 68 corridor/NW Guilford a facility in this area is needed to ensure a timely response to citizens in need of EMS. Additionally, we are in need of indoor bay storage of mass care equipment designated for PTIA and surrounding. Project currently approved, however anticipated land acquisition cost has had a dramatic increase since original project approval.

Project Funding: Two-thirds, general obligation bond proceeds of \$1,500,000 are earmarked for this project.

Operating Impacts: Includes costs of ten new paramedic positions to staff the new base 24 hours per day (first year would be half year positions), as well as facility operating expenses (e.g. utilities). Also includes the purchase of a new ambulance in FY14 (with replacement in FY18) and associated fuel and maintenance expense.

Expenditure Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Construction	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
Contingency	\$ 150,000	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Equipment / Furnishings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Planning	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Site Acquisition	\$ 250,000	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000
Expenditure Total	\$ 1,500,000	\$ -	\$ 350,000	\$ 1,150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000

Revenue Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Authorized Bonds	\$ (1,500,000)	\$ -	\$ (350,000)	\$ (1,150,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1,500,000)
Revenue Total	\$ (1,500,000)	\$ -	\$ (350,000)	\$ (1,150,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1,500,000)

Operating Budget Impacts

Personnel	\$ -	\$ -	\$ -	\$ 348,000	\$ 716,000	\$ 795,000	\$ 816,000	\$ 838,000	\$ 859,000	\$ 881,000	\$ 902,000	\$ 929,000	\$ 7,084,000
Other Expenses	\$ -	\$ -	\$ -	\$ 21,000	\$ 514,000	\$ 208,000	\$ 213,000	\$ 219,000	\$ 524,000	\$ 230,000	\$ 235,000	\$ 242,000	\$ 2,406,000
Sub-Total	\$ -	\$ -	\$ -	\$ 369,000	\$ 1,230,000	\$ 1,003,000	\$ 1,029,000	\$ 1,057,000	\$ 1,383,000	\$ 1,111,000	\$ 1,137,000	\$ 1,171,000	\$ 9,490,000
LESS: Available Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Impact	\$ -	\$ -	\$ -	\$ 369,000	\$ 1,230,000	\$ 1,003,000	\$ 1,029,000	\$ 1,057,000	\$ 1,383,000	\$ 1,111,000	\$ 1,137,000	\$ 1,171,000	\$ 9,490,000
# Positions	0.00	0.00	0.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10.00

New Greensboro Detention Center / Old Detention Facility Upgrades
Law Enforcement

Function: Public Safety
New / Continuation / Replacement: New / Continuation



Project Description: Construction of the new Guilford County Detention Center to be located at 401 West Sycamore Street in Greensboro. The 396,946 square foot structure will be eight stories, plus a partial basement and upper level and will contain the following spaces: building support and maintenance, utility rooms, kitchen, laundry, medical and dental treatment areas, inmate intake and property storage, criminal magistrates, inmate housing, and administrative support areas. Currently the facility is expected to open in FY 2012. The final phase of the project is the limited renovation of the current detention facility.

Project Funding: Project is funded with authorized General Obligation Bonds (approved by voters in May 2008), two-thirds bonds, and \$80,000 in "cash" coming as a Transfer from the General Fund.

Operating Impacts: Estimates included below assume the addition of 166 positions to staff the new detention center (phased in over two fiscal years), as well as additional facility expenses related to the larger facility. Final operating cost estimates are currently being prepared. Adjustments to the amounts presented below will be made to future editions of this plan.

Expenditure Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Construction	\$ 107,729,000	\$ 89,151,990	\$ 18,577,010	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18,577,010
Contingency	\$ 687,000	\$ -	\$ 687,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 687,000
Equipment / Furnishings	\$ 6,553,000	\$ 59,945	\$ 6,493,055	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,493,055
Other Services and Charges	\$ 204,000	\$ 23,200	\$ 180,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 180,800
Planning	\$ 562,000	\$ -	\$ 562,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 562,000
Expenditure Total	\$ 115,735,000	\$ 89,235,135	\$ 26,499,865	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 26,499,865

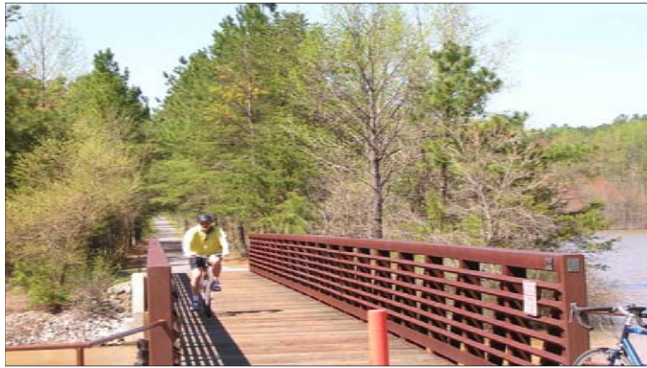
Revenue Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Authorized Bonds	\$ (115,655,000)	\$ (89,235,135)	\$ (26,419,865)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (26,419,865)
Transfer from General Fund	\$ (80,000)	\$ -	\$ (80,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (80,000)
Revenue Total	\$ (115,735,000)	\$ (89,235,135)	\$ (26,499,865)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (26,499,865)

Operating Budget Impacts

Personnel	\$ 1,752,000	\$ -	\$ 1,752,000	\$ 2,524,000	\$ 4,145,000	\$ 4,818,000	\$ 4,963,000	\$ 5,112,000	\$ 5,265,000	\$ 5,423,000	\$ 5,586,000	\$ 5,754,000	\$ 45,342,000
Other Expenses	\$ 4,624,000	\$ -	\$ 4,624,000	\$ 5,054,000	\$ 9,429,000	\$ 9,847,000	\$ 10,142,000	\$ 10,446,000	\$ 10,759,000	\$ 11,082,000	\$ 11,414,000	\$ 11,756,000	\$ 94,553,000
Sub-Total	\$ 6,376,000	\$ -	\$ 6,376,000	\$ 7,578,000	\$ 13,574,000	\$ 14,665,000	\$ 15,105,000	\$ 15,558,000	\$ 16,024,000	\$ 16,505,000	\$ 17,000,000	\$ 17,510,000	\$ 139,895,000
LESS: Available Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Impact	\$ 6,376,000	\$ -	\$ 6,376,000	\$ 7,578,000	\$ 13,574,000	\$ 14,665,000	\$ 15,105,000	\$ 15,558,000	\$ 16,024,000	\$ 16,505,000	\$ 17,000,000	\$ 17,510,000	\$ 139,895,000
# Positions	89.00	0.00	89.00	0.00	77.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	166.00

Atlantic & Yadkin Greenway
Parks and Open Space

Function: Community Services
New / Continuation / Replacement: Continuation



Project Description: The Atlantic & Yadkin (A&Y) Greenway project will continue efforts by Guilford County, the City of Greensboro, the Piedmont Land Conservancy, and the towns of Summerfield and Stokesdale to establish and hiking and biking trail on the rail bed of the old Atlantic and Yadkin Railroad that originally ran from Wilmington to Mount Airy. The portion in Guilford County will, in addition, be used by the state's Mountains-to-Sea Trail (MST). The trail currently begins at Country Park in Greensboro and runs north to Old Summerfield Road in Summerfield. Greensboro is constructing a segment from Country Park south to Markland Avenue. This will eventually connect to the Downtown Loop greenway being constructed jointly by Action Greensboro and the city. The County's efforts will be to acquire land and open the trail to the north through Summerfield and Stokesdale. Because the trail will utilize the old rail bed, construction costs are minimized. Rail trails are popular nationally and attract visitors from out of town.

Project Funding: The County received a grant of \$300,000 from the American Recovery and Reinvestment Act for the purchase of land and construction of a parking lot to serve the greenway near Summerfield. The source of funds for the remainder of the project is unbudgeted 2004 Parks and Recreation bond revenues.

Operating Impacts: Existing trails and parking lot maintenance will be accomplished with currently budgeted funds.

Expenditure Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Construction	\$ 530,554	\$ 103,049	\$ 140,834	\$ 143,336	\$ 143,335	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 427,505
Site Acquisition	\$ 169,446	\$ 169,446	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Total	\$ 700,000	\$ 272,495	\$ 140,834	\$ 143,336	\$ 143,335	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 427,505

Revenue Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Authorized Bonds	\$ (400,000)	\$ -	\$ (113,329)	\$ (143,336)	\$ (143,335)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (400,000)
Federal / State Funds	\$ (300,000)	\$ (272,495)	\$ (27,505)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (27,505)
Revenue Total	\$ (700,000)	\$ (272,495)	\$ (140,834)	\$ (143,336)	\$ (143,335)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (427,505)

Operating Budget Impacts

Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LESS: Available Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
# Positions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Open Space Acquisition
Parks & Open Space

Function: Community Services
New / Continuation / Replacement: Continuation



Project Description: Open space has been declining in Guilford County over the past decades (see 2009 Open Space Report) as the County continues to urbanize. In 2004, voters approved \$10 million in bonds for acquiring open space, of which under \$3M remains. As Guilford County continues to grow and land prices rise, the County will need additional funds to preserve open space to meet the goals in the Open Space Report. On average, the County can reasonably spend \$2,500,000 on open space projects per year. This initiative addresses quality of life and environmental objectives as well as additional benefits of open space, which include improved water quality, air quality, wildlife habitat, recreational and educational opportunities, and scenic rural vistas.

Project Funding: Project funded from \$10M in General Obligation Bonds authorized in 2004. In addition, \$100,000 in grant funds from the Cleanwater Management Trust Fund were received and designated toward maintenance of open space for the next three to four years.

Operating Impacts: Open Space Preserves will begin to be opened up for public access in FY 2012, and this will necessitate that the preserves be managed responsibly. Staff is developing a management plan for each property, which will eventually require approximately \$30,000 in ongoing annual funding to implement. In addition, one-half FTE will be needed to oversee the management of open space preserves, beginning in FY 2015

Expenditure Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Construction	\$ 50,000	\$ 14,797	\$ 35,203	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,203
Site Acquisition	\$ 10,075,636	\$ 6,847,909	\$ 1,000,000	\$ 1,000,000	\$ 1,227,727	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,227,727
Expenditure Total	\$ 10,125,636	\$ 6,862,706	\$ 1,035,203	\$ 1,000,000	\$ 1,227,727	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,262,930

Revenue Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Authorized Bonds	\$ (10,000,000)	\$ (6,761,706)	\$ (1,035,203)	\$ (1,000,000)	\$ (1,203,091)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (3,238,294)
Capital Fund Balance	\$ (24,636)	\$ -	\$ -	\$ -	\$ (24,636)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (24,636)
Contributions	\$ (1,000)	\$ (1,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal / State Funds	\$ (100,000)	\$ (100,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue Total	\$ (10,125,636)	\$ (6,862,706)	\$ (1,035,203)	\$ (1,000,000)	\$ (1,227,727)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (3,262,930)

Operating Budget Impacts

Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33,000	\$ 34,000	\$ 35,000	\$ 36,000	\$ 37,000	\$ 38,000	\$ 39,000	\$ 252,000
Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,000	\$ 34,000	\$ 35,000	\$ 36,000	\$ 37,000	\$ 38,000	\$ 39,000	\$ 230,000
Sub-Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 44,000	\$ 68,000	\$ 70,000	\$ 72,000	\$ 74,000	\$ 76,000	\$ 78,000	\$ 482,000
LESS: Available Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 44,000	\$ 68,000	\$ 70,000	\$ 72,000	\$ 74,000	\$ 76,000	\$ 78,000	\$ 482,000
# Positions	0.00	0.00	0.00	0.00	0.00	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.50

Trails - Implementation of Master Plan
Parks and Open Space

Function: Community Services
New / Continuation / Replacement: Continuation



Project Description: In June 2007, Guilford County adopted the Greensboro Urban Area Bicycle, Pedestrian and Greenway Master Plan, prepared by the local Metropolitan Planning Organization (MPO) in 2006. This plan delineates a comprehensive network of proposed trails throughout Guilford County, and this project would implement many of the recommendations offered in the plan. In many cases, these trails are part of larger State trails such as the Mountains-to-Sea Trail and Deep River Trail, regional trails such as the Haw River Trail, the Piedmont Greenway, and trails of local significance. Most trails will be naturally-surfaced, multi-use trails allowing activities such as hiking, biking, and, in some cases, horseback riding and paddling. This project includes trail planning, trail construction, signage, parking & staging facilities, and gates or bollards where appropriate. Trails provide a number of public benefits by offering alternative transportation routes, recreational opportunities, and connectivity between existing recreational facilities. In addition, they improve public health through exercise and offer opportunities for economic development through tourism associated with state and regional trails such as the Mountains-to-Sea Trail. The project anticipates the addition of approximately four miles of trail per year.

Project Funding: The source of funds for this project is 2004 Parks and Recreation bond revenues. The trails planned in this project provide connectivity between open space tracts and parks acquired or developed with 2004 bond funding and expand the recreational potential of these existing facilities.

Operating Impacts: Maintenance for additional trails will be provided by a municipal partner under a current contractual arrangement. As the miles of trails increases, an additional staff member will be needed for trail maintenance and monitoring. If approved, this position will also assist with the management of open space property.

Expenditure Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Construction	\$ 353,953	\$ 4,500	\$ 50,564	\$ 50,564	\$ 50,564	\$ 50,564	\$ 50,564	\$ 50,564	\$ 46,069	\$ -	\$ -	\$ -	\$ 349,453
Planning	\$ 132,678	\$ -	\$ 18,954	\$ 18,954	\$ 18,954	\$ 18,954	\$ 18,954	\$ 18,954	\$ 18,954	\$ -	\$ -	\$ -	\$ 132,678
Site Acquisition	\$ 162,307	\$ -	\$ 23,186	\$ 23,186	\$ 23,186	\$ 23,186	\$ 23,186	\$ 23,186	\$ 23,191	\$ -	\$ -	\$ -	\$ 162,307
Expenditure Total	\$ 648,938	\$ 4,500	\$ 92,704	\$ 92,704	\$ 92,704	\$ 92,704	\$ 92,704	\$ 92,704	\$ 88,214	\$ -	\$ -	\$ -	\$ 644,438

Revenue Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Authorized Bonds	\$ (648,938)	\$ (4,500)	\$ (92,704)	\$ (92,704)	\$ (92,704)	\$ (92,704)	\$ (92,704)	\$ (92,704)	\$ (88,214)	\$ -	\$ -	\$ -	\$ (644,438)
Revenue Total	\$ (648,938)	\$ (4,500)	\$ (92,704)	\$ (92,704)	\$ (92,704)	\$ (92,704)	\$ (92,704)	\$ (92,704)	\$ (88,214)	\$ -	\$ -	\$ -	\$ (644,438)

Operating Budget Impacts

Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33,000	\$ 34,000	\$ 35,000	\$ 36,000	\$ 37,000	\$ 38,000	\$ 39,000	\$ 252,000
Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33,000	\$ 34,000	\$ 35,000	\$ 36,000	\$ 37,000	\$ 38,000	\$ 39,000	\$ 252,000
LESS: Available Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33,000	\$ 34,000	\$ 35,000	\$ 36,000	\$ 37,000	\$ 38,000	\$ 39,000	\$ 252,000
# Positions	0.00	0.00	0.00	0.00	0.00	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.50

Triad Park Additions
Parks and Open Space

Function: Parks and Open Space
New / Continuation / Replacement: Continuation



Project Description: Triad Park is a joint project with Forsyth County in which the two counties have shared all development and operating costs equally since 1995. There is a master plan for the park which, with public input, is currently being revised. On November 4, 2010 the Board of Commissioners approved the transfer of \$407,415 from Southwest Park to complete the county's share of funding for Triad Park through phase eight. Construction of future phases will depend upon approval of the revised plan by both counties, and adequate funding. Phase 8 will include completion of an amphitheater with a grassed bowl and a covered stage with sound and full back-stage facilities. A veterans group has pledged to build a parade ground and memorial overlooking the amphitheater, and to help fund the amphitheater shell.

Project Funding: Amounts below represent the County's share of project costs. The development of the park is a joint venture with Forsyth County. Funds below will pay for the remaining work for phase eight. The source of funds for the remainder of this project is 2004 Parks and Recreation bond revenues.

Operating Impacts: No operating impacts have been estimated at this time.

Expenditure Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Construction	\$ 4,889,054	\$ 3,814,683	\$ 537,186	\$ 537,185	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,074,371
Site Acquisition	\$ 53,568	\$ 53,568	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Total	\$ 4,942,622	\$ 3,868,251	\$ 537,186	\$ 537,185	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,074,371

Revenue Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Authorized Bonds	\$ (2,659,697)	\$ (2,659,697)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Fund Balance	\$ (1,232,925)	\$ (158,554)	\$ (537,186)	\$ (537,185)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1,074,371)
Refunds and Commissions	\$ (100,000)	\$ (100,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer from General Fund	\$ (950,000)	\$ (950,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue Total	\$ (4,942,622)	\$ (3,868,251)	\$ (537,186)	\$ (537,185)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1,074,371)

Operating Budget Impacts

Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LESS: Available Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
# Positions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Bellemeade Center Renovations (Facility Master Plan)
Mental Health

Function: General Government
New / Continuation / Replacement: Continuation



Project Description: This project is part of the Facilities Master Plan. Renovate space vacated by Information Services (see Renovation of BB&T Building project) and other areas of the Guilford Center to allow for the consolidation of Mental Health staff in the Guilford Center. This would then empty the Edgeworth Building which would allow the option of sale of this property. Design phase could occur in one year with the actual construction occurring the following year. Additionally, it is anticipated that adequate space would exist in the lower level of this building to house Elections' storage which is currently in leased space.

Project Funding: Project to be funded from Capital Fund Balance.

Operating Impacts: No significant operating budget impacts because the Edgeworth is being used at a minimal level due to a fire (therefore, operating costs have already been reduced to a minimal level). This building is being repaired and is available for sale. Potential future year savings of lease charges for Elections' storage.

Expenditure Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Construction	\$ 709,025	\$ 93,165	\$ -	\$ -	\$ 615,860	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 615,860
Contingency	\$ 57,000	\$ -	\$ -	\$ -	\$ 57,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 57,000
Equipment / Furnishings	\$ 10,000	\$ 5,763	\$ -	\$ -	\$ 4,237	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,237
Other Services and Charges	\$ 12,089	\$ 12,089	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Planning	\$ 45,000	\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000
Expenditure Total	\$ 833,114	\$ 111,017	\$ -	\$ 45,000	\$ 677,097	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 722,097

Revenue Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Capital Fund Balance	\$ (833,114)	\$ (111,017)	\$ -	\$ (45,000)	\$ (677,097)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (722,097)
Revenue Total	\$ (833,114)	\$ (111,017)	\$ -	\$ (45,000)	\$ (677,097)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (722,097)

Operating Budget Impacts

Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LESS: Available Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
# Positions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Greene Street Center Renovation (Facility Master Plan)
Property Management

Function: General Government
New / Continuation / Replacement: Continuation



Project Description: This project is part of the Facilities Master Plan. The project includes renovating spaces vacated by Probation and Parole and Juvenile Justice (relocated via the Greensboro Courthouse project) to allow for the relocation of Budget & Management, Purchasing, and Risk Management to Greene Street Center, where Finance and Internal Audit are located. The end result of this renovation and relocation will be the creation of a Financial Center for Guilford County. It should be noted this would also allow for surplus property storage to be relocated from the Kendall Center on Wendover to the basement of the Greene Street Center.

Project Funding: Project to be funded from Authorized Bond Proceeds and Capital Fund Balance.

Operating Impacts: No significant change in operating expense is expected as this project includes moving existing staff from one building to another.

Expenditure Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Construction	\$ 281,180	\$ 20,843	\$ -	\$ 260,337	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 260,337
Contingency	\$ 27,000	\$ -	\$ -	\$ 27,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 27,000
Equipment / Furnishings	\$ 68,000	\$ -	\$ -	\$ 68,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 68,000
Planning	\$ 22,000	\$ -	\$ -	\$ 22,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,000
Expenditure Total	\$ 398,180	\$ 20,843	\$ -	\$ 377,337	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 377,337

Revenue Category	Budget	Prior Years	Current Year FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2012 - 2021
Authorized Bonds	\$ (200,000)	\$ (20,843)	\$ -	\$ (179,157)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (179,157)
Capital Fund Balance	\$ (198,180)	\$ -	\$ -	\$ (198,180)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (198,180)
Revenue Total	\$ (398,180)	\$ (20,843)	\$ -	\$ (377,337)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (377,337)

Operating Budget Impacts

Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LESS: Available Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
# Positions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

RURAL FIRE PROTECTION DISTRICTS

Alan Perdue, Emergency Services Director

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

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
Rural Fire Protection	\$11,838,675	\$11,349,879	\$11,349,879	\$12,093,353	6.6%	\$12,155,022
Total	\$11,838,675	\$11,349,879	\$11,349,879	\$12,093,353	6.6%	\$12,155,022
Expenditures						
Operating Expenses	\$11,838,675	\$11,349,879	\$11,349,879	\$12,093,353	6.6%	\$12,155,022
Total	\$11,838,675	\$11,349,879	\$11,349,879	\$12,093,353	6.6%	\$12,155,022
Sources of Funds						
Taxes	(\$9,638,393)	(\$9,461,513)	(\$9,461,513)	(\$10,015,261)	5.9%	(\$10,146,930)
Sales Tax	(\$1,781,560)	(\$1,700,000)	(\$1,700,000)	(\$1,750,023)	2.9%	(\$1,750,023)
Investment Earnings	(\$3,565)	\$0	\$0	\$0	0.0%	\$0
Other	(\$36,428)	\$0	\$0	\$0	0.0%	\$0
Fund Balance	(\$1,044,031)	(\$188,366)	(\$188,366)	(\$328,069)	74.2%	(\$258,069)
Total	(\$12,503,976)	(\$11,349,879)	(\$11,349,879)	(\$12,093,353)	6.6%	(\$12,155,022)

DEPARTMENTAL PURPOSE

The County has 22 special fire protection districts and 2 service districts that provide fire response service in areas of the county not serviced by a municipal fire department. 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, with the adoption of the annual Budget Ordinance, establishes the rate for each district annually. The districts also receive funding from their share of the local option sales taxes levied by the County.

FY 2012 ADOPTED BUDGET HIGHLIGHTS

- The Julian and Guilford College districts were the only existing fire districts to request a tax rate increase for their operating budgets. Julian requested an increase from \$0.091 to \$0.10 and Guilford College requested an increase from \$0.08 to \$0.09. No increase was approved for operating functions; however, Julian was approved to receive a temporary tax increase to pay for new radios (see the third bullet).
- Piedmont Triad International Airport (PTIA) Service District requested an increase to its rate, which is located in the Guilford College Fire District. The service district requested an increase from \$0.00 to \$0.01. No increase was approved.
- In the upcoming fiscal year, fire districts will have to purchase new radios due to changes in technology and the end of service life of existing equipment. In order for the

districts to pay for the radios, the adopted budget allows nine districts to temporarily increase their rates in order to purchase new radios (see the table below for the new rates). The additional funds from the increase will be used to reimburse the County for the purchase of the radios. An appropriate agreement regarding the radios and repayment will be developed between the county and each district.

- o *Currently 11 districts do not have limited financial capacity to purchase new hand radios (their rates are already \$0.10, which is the limit, or a tax increase does not generate full funding). The county will negotiate an alternate repayment plan with these districts.*

A summary of the Adopted FY 2010-11 and Adopted FY 2011-12 budgets and tax rates is presented below. A more detailed table including the number of radios required and the additional tax rate or fund balance recommended is presented on the next page.

Summary of Special Fire Protection and Service District Budgets and Tax Rates					
	FY 2010-11 Adopted		FY 2011-12 Adopted		
	Budget	Tax Rate	Budget	Tax Rate	Chg?
Alamance	\$ 1,056,991	\$0.1000	\$ 1,040,458	\$0.1000	
Climax	\$ 98,080	\$0.1000	\$ 97,040	\$0.1000	
Colfax	\$ 497,597	\$0.1000	\$ 489,287	\$0.1000	
Deep River (#18)	\$ 174,635	\$0.0770	\$ 200,507	\$0.0895	Yes
Franklin Blvd.	\$ 240,543	\$0.1000	\$ 238,720	\$0.1000	
Frieden's (#28)	\$ 152,006	\$0.0950	\$ 146,398	\$0.1000	Yes
Gibsonville	\$ 12,316	\$0.1000	\$ 12,306	\$0.1000	
Guilford College	\$ 420,622	\$0.0800	\$ 651,150	\$0.0800	
<i>*PTIA Service</i>	-	-	-	-	
Guil-Rand	\$ 140,200	\$0.1000	\$ 138,673	\$0.1000	
Horneytown	\$ 16,882	\$0.1000	\$ 19,341	\$0.1000	
Julian	\$ 64,675	\$0.0910	\$ 66,633	\$0.1000	Yes
Kimesville	\$ 88,801	\$0.1000	\$ 90,788	\$0.1000	
McLeansville	\$ 570,368	\$0.0700	\$ 656,084	\$0.0804	Yes
Mount Hope	\$ 393,537	\$0.0800	\$ 378,932	\$0.0800	
Northeast	\$ 720,079	\$0.0900	\$ 779,485	\$0.0994	Yes
Oak Ridge	\$ 1,011,296	\$0.0825	\$ 1,100,395	\$0.0917	Yes
Pinecroft-					
Sedgefield	\$ 1,565,651	\$0.0860	\$ 1,685,205	\$0.0949	Yes
Pleasant Garden	\$ 633,784	\$0.1000	\$ 633,876	\$0.1000	
Rankin (#13)	\$ 914,342	\$0.1000	\$ 914,342	\$0.1000	
Southeast	\$ 144,524	\$0.1000	\$ 149,989	\$0.1000	
Stokesdale	\$ 514,140	\$0.0773	\$ 480,480	\$0.0773	
Summerfield	\$ 1,587,869	\$0.0875	\$ 1,750,576	\$0.0960	Yes
Whitsett	\$ 330,941	\$0.0632	\$ 372,688	\$0.0713	Yes
TOTAL	\$ 11,349,879		\$ 12,093,353		

* PTIA is currently part of Guilford College Fire District.

GUILFORD COUNTY - SPECIAL FIRE PROTECTION DISTRICT TAX RATES

	BUDGET				TAX RATE				RADIOS		
	FY 10-11 Approved Budget	FY 11-12 Requested Budget	FY 11-12 Adopted BASE Budget	FY 11-12 Adopted BASE + RADIO Budget	FY 10-11 Adopted Tax Rate	FY 11-12 Adopted BASE Tax Rate	FY 11-12 Adopted BASE + RADIO Tax Rate	Chg?	# Radios Needed	Total Radio Cost	Payback Term
Alamance	\$ 1,056,991	\$ 1,089,189	\$ 1,040,458	\$ 1,040,458	\$ 0.1000	\$ 0.1000	\$ 0.1000		30	\$ 150,000	TBD
Climax	\$ 98,080	\$ 108,000	\$ 97,040	\$ 97,040	\$ 0.1000	\$ 0.1000	\$ 0.1000		26	\$ 130,000	TBD
Colfax	\$ 497,597	\$ 607,043	\$ 489,287	\$ 489,287	\$ 0.1000	\$ 0.1000	\$ 0.1000		23	\$ 115,000	TBD
Deep River (#18)	\$ 174,635	\$ 174,635	\$ 176,306	\$ 200,507	\$ 0.0770	\$ 0.0770	\$ 0.0895	Yes	9	\$ 45,000	2 years
Franklin Blvd. (#14)	\$ 240,543	\$ 277,756	\$ 238,720	\$ 238,720	\$ 0.1000	\$ 0.1000	\$ 0.1000		0	\$ -	
Frieden's (#28)	\$ 152,006	\$ 161,435	\$ 140,293	\$ 146,398	\$ 0.0950	\$ 0.0950	\$ 0.1000	Yes	20	\$ 100,000	TBD
Gibsonville	\$ 12,316	\$ 11,000	\$ 12,306	\$ 12,306	\$ 0.1000	\$ 0.1000	\$ 0.1000		17	\$ 85,000	TBD
Guilford College	\$ 420,622	\$ 173,662	\$ 651,150	\$ 651,150	\$ 0.0800	\$ 0.0800	\$ 0.0800		0	\$ -	
Guil-Rand	\$ 140,200	\$ 140,000	\$ 138,673	\$ 138,673	\$ 0.1000	\$ 0.1000	\$ 0.1000		16	\$ 80,000	TBD
Hornetown (FSD #1)	\$ 16,882	\$ 16,882	\$ 19,341	\$ 19,341	\$ 0.1000	\$ 0.1000	\$ 0.1000		0	\$ -	
Julian	\$ 64,675	\$ 64,675	\$ 61,501	\$ 66,633	\$ 0.0910	\$ 0.0910	\$ 0.1000	Yes	18	\$ 90,000	TBD
Kimesville	\$ 88,801	\$ 88,801	\$ 90,788	\$ 90,788	\$ 0.1000	\$ 0.1000	\$ 0.1000		16	\$ 80,000	TBD
McLeansville	\$ 570,368	\$ 600,000	\$ 583,479	\$ 656,084	\$ 0.0700	\$ 0.0700	\$ 0.0804	Yes	27	\$ 135,000	2 years
Mount Hope	\$ 393,537	\$ 464,696	\$ 378,932	\$ 378,932	\$ 0.0800	\$ 0.0800	\$ 0.0800		0	\$ -	
Northeast	\$ 720,079	\$ 909,424	\$ 717,060	\$ 779,485	\$ 0.0900	\$ 0.0900	\$ 0.0994	Yes	34	\$ 170,000	3 years
Oak Ridge	\$ 1,011,296	\$ 1,188,239	\$ 1,006,279	\$ 1,100,395	\$ 0.0825	\$ 0.0825	\$ 0.0917	Yes	35	\$ 175,000	2 years
Pinecroft-Sedgefield	\$ 1,565,651	\$ 1,565,651	\$ 1,550,754	\$ 1,685,205	\$ 0.0860	\$ 0.0860	\$ 0.0949	Yes	50	\$ 250,000	2 years
Pleasant Garden	\$ 633,784	\$ 867,554	\$ 633,876	\$ 633,876	\$ 0.1000	\$ 0.1000	\$ 0.1000		27	\$ 135,000	TBD
PTIA Service Area	N/A				N/A	\$ -	\$ -			\$ -	
Rankin (#13)	\$ 914,342	\$ 914,342	\$ 914,342	\$ 914,342	\$ 0.1000	\$ 0.1000	\$ 0.1000		32	\$ 160,000	TBD
Southeast	\$ 144,524	\$ 191,642	\$ 149,989	\$ 149,989	\$ 0.1000	\$ 0.1000	\$ 0.1000		22	\$ 110,000	TBD
Stokesdale	\$ 514,140	\$ 556,053	\$ 480,480	\$ 480,480	\$ 0.0773	\$ 0.0773	\$ 0.0773		0	\$ -	
Summerfield	\$ 1,587,869	\$ 1,701,990	\$ 1,618,814	\$ 1,750,576	\$ 0.0875	\$ 0.0875	\$ 0.0960	Yes	49	\$ 245,000	2 years
Whitsett	\$ 330,941	\$ 355,625	\$ 337,731	\$ 372,688	\$ 0.0632	\$ 0.0632	\$ 0.0713	Yes	13	\$ 65,000	2 years
Total	\$ 11,349,879	\$ 12,228,294	\$ 11,527,599	\$ 12,093,353					464	\$ 2,320,000	

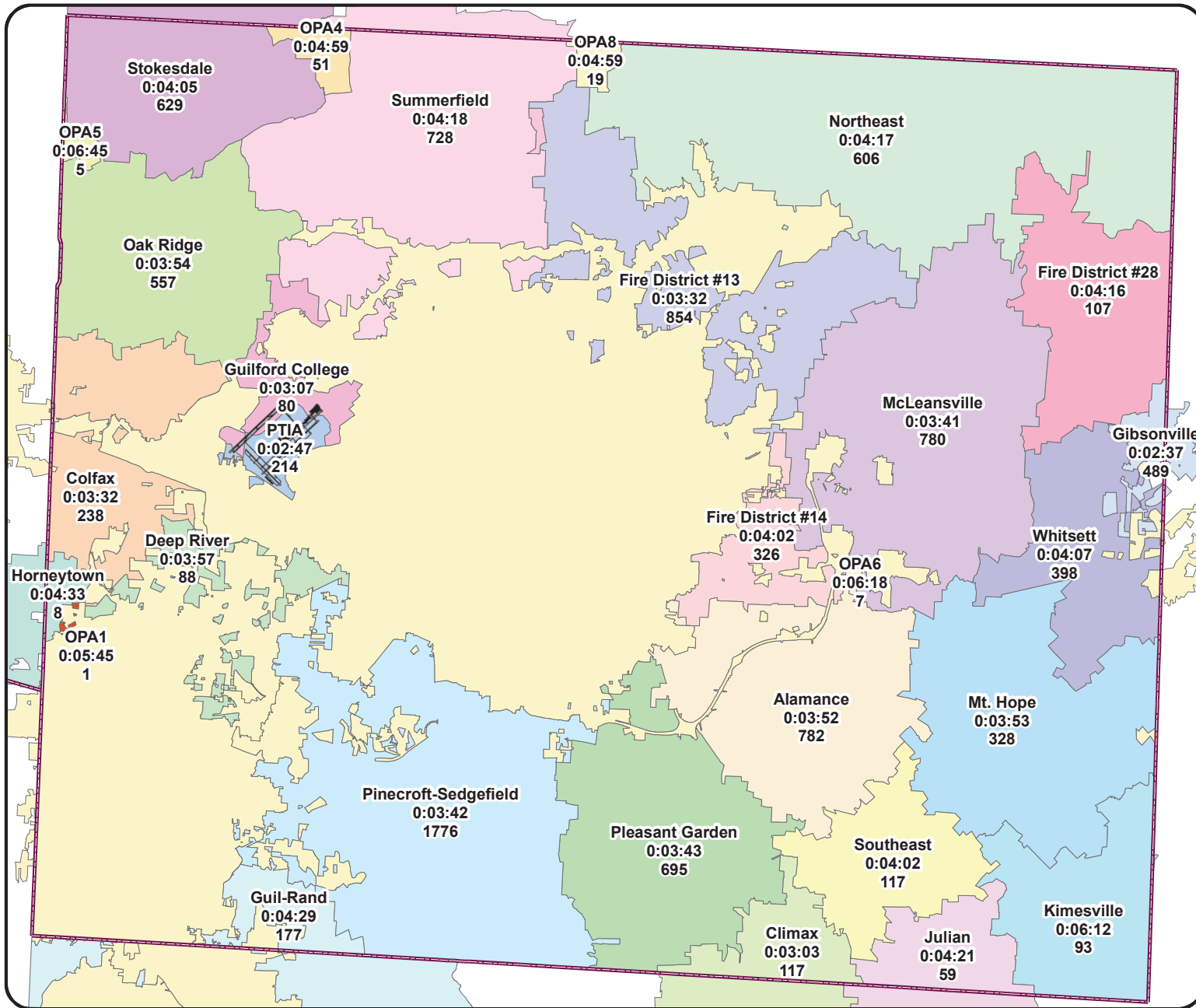
RURAL FIRE DISTRICT MEDICAL CALL MEDIAN RESPONSE TIME

GUILFORD COUNTY

For Calendar Year 2010

Legend

Rural Fire District	Whitsett
Median Response Time	0:04:07
Total Calls	398



ROOM OCCUPANCY AND TOURISM DEVELOPMENT FUND

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	%chg	FY13 Plan
Program(s)						
Tourism Development	\$3,557,780	\$2,604,600	\$5,000,000	\$5,000,000	92.0%	\$5,000,000
Total	\$3,557,780	\$2,604,600	\$5,000,000	\$5,000,000	92.0%	\$5,000,000
Expenditures						
Operating Expenses	\$3,557,780	\$2,604,600	\$5,000,000	\$5,000,000	92.0%	\$5,000,000
Total	\$3,557,780	\$2,604,600	\$5,000,000	\$5,000,000	92.0%	\$5,000,000
Sources of Funds						
Other	(\$3,853,035)	(\$2,604,600)	(\$5,000,000)	(\$5,000,000)	92.0%	(\$5,000,000)
Total	(\$3,853,035)	(\$2,604,600)	(\$5,000,000)	(\$5,000,000)	92.0%	(\$5,000,000)

DEPARTMENTAL PURPOSE & GOALS

This department accounts for the collection and payment of occupancy taxes levied in the county to the Greensboro/Guilford County Tourism Development Authority and the City of High Point. Proceeds of the occupancy taxes are used to promote activities and programs which encourage travel and tourism to the area.

INTERNAL SERVICES FUND

BUDGET SUMMARY

	FY10 Actual	FY11 Adopted	FY11 Amended	FY12 Adopted	% chg	FY13 Plan
Program(s)						
Liability/Property/Workers Comp	\$2,497,113	\$2,178,138	\$3,915,394	\$2,361,846	8.4%	\$2,361,846
Healthcare & Wellness	\$30,880,243	\$33,105,128	\$33,959,500	\$33,749,952	1.9%	\$37,037,920
Total	\$33,377,356	\$35,283,266	\$37,874,894	\$36,111,798	2.3%	\$39,399,766
Expenditures						
Personnel Services	\$349,171	\$209,381	\$209,381	\$156,177	-25.4%	\$156,177
Operating Expenses	\$33,028,185	\$35,073,885	\$37,665,513	\$35,955,621	2.5%	\$39,243,589
Other	\$0	\$0	\$0	\$0	0.0%	\$0
Total	\$33,377,356	\$35,283,266	\$37,874,894	\$36,111,798	2.3%	\$39,399,766
Sources of Funds						
Federal & State Funds	\$0	\$0	\$0	\$0	0.0%	\$0
Investment Earnings	(\$266,833)	(\$156,000)	(\$96,000)	(\$103,000)	-34.0%	(\$103,000)
Other	(\$718,444)	\$0	(\$1,018,000)	(\$40,000)	0.0%	(\$40,000)
User Charges	(\$30,653,116)	(\$34,452,617)	(\$32,397,463)	(\$35,339,634)	2.6%	(\$38,627,602)
Fund Balance	(\$30,631,361)	(\$674,649)	(\$4,363,431)	(\$629,164)	-6.7%	(\$629,164)
Total	(\$62,269,754)	(\$35,283,266)	(\$37,874,894)	(\$36,111,798)	2.3%	(\$39,399,766)

DEPARTMENTAL PURPOSE

The Internal Services Fund accounts for risk management services provided to other departments of the County on a cost reimbursement basis.



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.

GLOSSARY OF BUDGET-RELATED TERMS

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.

GLOSSARY OF BUDGET-RELATED TERMS

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

GLOSSARY OF BUDGET-RELATED TERMS

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.

GLOSSARY OF BUDGET-RELATED TERMS

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

GLOSSARY OF BUDGET-RELATED TERMS

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.

GLOSSARY OF BUDGET-RELATED TERMS

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.

GLOSSARY OF BUDGET-RELATED TERMS

Water/Sewer Construction Fund - Transactions associated with the financing and construction of various water and sewer construction projects.

ATTACHMENT A

AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2011-2012

- I. A. Be it ordained by the Board of County Commissioners for Guilford County, North Carolina this the second day of June, 2011:

That for the operation of Guilford County's government and its subdivisions for the fiscal year beginning July 1, 2011, and ending June 30, 2012, 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	448,449
COUNTY ADMINISTRATION	1,261,141
COUNTY ATTORNEY	1,819,255
CLERK TO THE BOARD	193,776
INTERNAL AUDIT	489,368
BUDGET & MANAGEMENT	463,871
FINANCE	2,472,218
PURCHASING	365,799
FACILITIES	6,590,802
PROPERTY MANAGEMENT/COURTS	212,546
INFORMATION SERVICES	8,134,406
HUMAN RESOURCES	8,528,662
FLEET OPERATIONS	765,751
DEBT SERVICE	88,530,030
TAX	5,416,060
REGISTER OF DEEDS	2,366,704
ELECTIONS	2,440,209
PUBLIC HEALTH	36,859,640
MENTAL HEALTH	36,724,534
COORDINATED SERVICES	1,373,413
SOCIAL SERVICES	67,063,149
CHILD SUPPORT ENFORCEMENT	5,924,183
VETERANS' SERVICES	119,121
TRANSPORTATION - HUMAN SERVICES	2,182,863
SPECIAL ASSISTANCE TO ADULTS	3,159,115
TEMPORARY ASSISTANCE - NEEDY FAMILIES	20,000
MEDICAL ASSISTANCE	2,772,976
EMERGENCY SERVICES	23,005,520
COURT ALTERNATIVES	2,874,027
OTHER PROTECTION	1,354,457
LAW ENFORCEMENT	60,717,988
ANIMAL SERVICES	3,275,030
SECURITY	1,628,254
COOPERATIVE EXTENSION SERVICE	781,315
PLANNING & DEVELOPMENT	834,343
INSPECTIONS	2,094,565
SOIL & WATER CONSERVATION	238,201
SOLID WASTE	947,697
CULTURE/RECREATION	4,758,915
ECONOMIC DEVELOPMENT & ASSISTANCE	2,202,769
EDUCATION - CURRENT EXPENSE	

ATTACHMENT A

GUILFORD COUNTY PUBLIC SCHOOLS	175,165,521	
GUILFORD TECHNICAL COMMUNITY COLLEGE	11,752,690	
EDUCATION - CAPITAL OUTLAY		
GUILFORD COUNTY PUBLIC SCHOOLS	-	
GUILFORD TECHNICAL COMMUNITY COLLEGE	1,500,000	
CAPITAL OUTLAY	22,000	
SUB-TOTAL GENERAL FUND APPROPRIATIONS	579,851,333	
LESS: Transfer to County Building Construction Fund	-	
LESS: Transfer to School Capital Outlay Fund	(1,500,000)	
TOTAL GENERAL FUND APPROPRIATIONS	578,351,333	578,351,333

Section 2. That for the said fiscal year there is hereby appropriated for the FIRE PROTECTION/SERVICE DISTRICT FUNDS (as listed below) the following:

<u>Fire Protection/Svc District</u>	<u>Appropriation</u>	<u>Fire Protection/Svc District</u>	<u>Appropriation</u>
Northeast	779,485	Stokesdale	480,480
Kimesville	90,788	Summerfield	1,750,576
Alamance Com Fire Prot Dist	1,040,458	No. 14 (Franklin Blvd.)	238,720
Colfax	489,287	No. 18 (Deep River)	200,507
Guilford Coll. Comm.	651,150	No. 28 (Frieden's)	146,398
Guil-Rand	138,673	Whitsett	372,688
McLeansville	656,084	Mount Hope Comm.	378,932
Oak Ridge	1,100,395	Climax	97,040
Pinecroft-Sedgefield	1,685,205	Southeast	149,989
Pleasant Garden	633,876	Julian	66,633
No. 13 (Rankin)	914,342	Gibsonville	12,306
Guilford Co. Fire Svc. Dist. #1	19,341		

Further, that the amounts below, included in the appropriations noted above, are appropriated for radio replacements:

Northeast	\$ 62,425
McLeansville	\$ 72,604
Oak Ridge	\$ 94,116
Pinecroft-Sedgefield	\$ 134,451
Summerfield	\$ 131,762
No. 18 (Deep River)	\$ 24,201
No. 28 (Frieden's)	\$ 6,105
Whitsett	\$ 34,957
Julian	\$ 5,133

B. That the various appropriations required for public purposes, but not necessary purposes, shall be paid from funds derived from sources other than Ad Valorem Taxes or other local taxes including Sales Tax.

NOTE: The appropriations shown in I., A. Sections 1 through 2 inclusive have been certified to this Board by the Board of Education of Guilford County, the Board of Trustees of Guilford Technical Community College, and the various Fire Protection/Service District Commissions necessary for the operation of their respective units for the current fiscal year.

II. A. The appropriations made in I., A. Sections 1 through 2 inclusive of this ordinance are hereby funded by revenue estimates according to the following schedule:

GENERAL FUND:

APPROPRIATED FUND BALANCE	29,613,716	
FEDERAL/STATE FUNDS	98,400,961	

ATTACHMENT A

SALES TAX	60,000,000	
PROPERTY TAX	343,539,333	
OTHER REVENUES	8,818,103	
USER CHARGES	39,479,220	
SUB-TOTAL GENERAL FUND REVENUES	<u>579,851,333</u>	
LESS: Transfer to County Building Construction Fund	-	
LESS: Transfer to School Capital Outlay Fund	(1,500,000)	
TOTAL GENERAL FUND REVENUES		<u><u>578,351,333</u></u>

NOTE: The General Fund Appropriated Fund Balance is comprised of the following components: Fund Level - \$24,258,750; 2010 Bond Premium - \$3,836,250; Register of Deeds - \$382,000; Public Health - \$817,161; Law Enforcement - \$188,000; Mental Health - \$129,860; Elections - \$1,695.

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. The appropriations made in I., A., Section 2 of this ordinance are hereby funded by revenue estimates according to the following schedules:

<u>Northeast Fire Prot. Dist.</u>		<u>Oak Ridge Fire Prot. Dist.</u>	
Approp. Fund Bal.	10,590	Approp. Fund Bal.	10,569
Property Tax	658,372	Property Tax	934,274
Sales Tax Revenue	110,523	Sales Tax Revenue	155,552
	<u>779,485</u>		<u>1,100,395</u>
<u>Kimesville Fire Prot. Dist.</u>		<u>Pinecroft-Sedgefield Fire Prot. Dist.</u>	
Approp. Fund Bal.	-	Approp. Fund Bal.	2,736
Property Tax	76,596	Property Tax	1,440,422
Sales Tax Revenue	14,192	Sales Tax Revenue	242,047
	<u>90,788</u>		<u>1,685,205</u>
<u>Alamance Comm. Fire Prot. Dist.</u>		<u>Pleasant Garden Fire Prot. Dist.</u>	
Approp. Fund Bal.	9,458	Approp. Fund Bal.	9,226
Property Tax	869,614	Property Tax	526,960
Sales Tax Revenue	161,386	Sales Tax Revenue	97,690
	<u>1,040,458</u>		<u>633,876</u>
<u>Colfax Fire Prot. Dist.</u>		<u>No. 13 (Rankin) Fire Prot. Dist.</u>	
Approp. Fund Bal.	7,320	Approp. Fund Bal.	34,733
Property Tax	406,237	Property Tax	742,106
Sales Tax Revenue	75,730	Sales Tax Revenue	137,503
	<u>489,287</u>		<u>914,342</u>
<u>Guilford College Comm. Fire Prot. Dist.</u>		<u>Stokesdale Fire Prot. Dist.</u>	
Approp. Fund Bal.	190,354	Approp. Fund Bal.	3,923
Property Tax	389,375	Property Tax	402,199
Sales Tax Revenue	71,421	Sales Tax Revenue	74,358
	<u>651,150</u>		<u>480,480</u>
<u>Guil-Rand Fire Prot. Dist.</u>		<u>Summerfield Fire Prot. Dist.</u>	
Approp. Fund Bal.	-	Approp. Fund Bal.	20,439
Property Tax	116,985	Property Tax	1,480,692
Sales Tax Revenue	21,688	Sales Tax Revenue	249,445
	<u>138,673</u>		<u>1,750,576</u>
<u>No. 14. (Franklin Blvd.) Fire Prot. Dist.</u>		<u>Mount Hope Comm. Fire Prot. Dist.</u>	
Approp. Fund Bal.	433	Approp. Fund Bal.	1,349
Property Tax	200,962	Property Tax	318,641
Sales Tax Revenue	37,325	Sales Tax Revenue	58,942
	<u>238,720</u>		<u>378,932</u>
<u>No. 18 (Deep River) Fire Prot. Dist.</u>		<u>Climax Fire Prot. Dist.</u>	
Approp. Fund Bal.	-	Approp. Fund Bal.	-
Property Tax	173,048	Property Tax	81,824

ATTACHMENT A

Sales Tax Revenue	27,459	Sales Tax Revenue	15,216
	<u>200,507</u>		<u>97,040</u>
<u>No. 28 (Frieden's) Fire Prot. Dist.</u>		<u>Southeast Fire Prot. Dist.</u>	
Approp. Fund Bal.	2,791	Approp. Fund Bal.	2,691
Property Tax	122,105	Property Tax	124,229
Sales Tax Revenue	21,502	Sales Tax Revenue	23,069
	<u>146,398</u>		<u>149,989</u>
<u>Whitsett Fire Prot. Dist.</u>		<u>Julian Fire Prot. Dist.</u>	
Approp. Fund Bal.	16,442	Approp. Fund Bal.	-
Property Tax	306,201	Property Tax	57,028
Sales Tax Revenue	50,045	Sales Tax Revenue	9,605
	<u>372,688</u>		<u>66,633</u>
<u>McLeansville Fire Prot. Dist.</u>		<u>Gibsonville Fire Prot. Dist.</u>	
Approp. Fund Bal.	5,015	Approp. Fund Bal.	-
Property Tax	560,674	Property Tax	10,381
Sales Tax Revenue	90,395	Sales Tax Revenue	1,925
	<u>656,084</u>		<u>12,306</u>
<u>Guilford Co. Fire Svc. Dist. #1</u>			
Approp. Fund Bal.	-		
Property Tax	16,336		
Sales Tax Revenue	3,005		
	<u>19,341</u>		

Further, that the amounts below for radio replacements are to be funded from the revenue estimates noted above:

Northeast	\$ 62,425
McLeansville	\$ 72,604
Oak Ridge	\$ 94,116
Pinecroft-Sedgefield	\$ 134,451
Summerfield	\$ 131,762
No. 18 (Deep River)	\$ 24,201
No. 28 (Frieden's)	\$ 6,105
Whitsett	\$ 34,957
Julian	\$ 5,133

- III. A. That the appropriations listed below are a requirement by law as set forth in the Local Government Budget and Fiscal Control Act, Chapter 159.

Section 1. That for the said fiscal year there is hereby appropriated for the COUNTY BUILDING CONSTRUCTION FUND the following:

RESERVE FOR FUTURE CAPITAL NEEDS	-
TOTAL COUNTY BLDG. CONSTRUCTION FUND APPROPRIATIONS	<u>-</u>

Section 2. That for the said fiscal year there is hereby appropriated for the INTERNAL SERVICES FUND the following:

RISK RETENTION - LIAB./PROP./WC	2,361,846
EMPLOYEE HEALTH CARE PLAN	33,749,952
TOTAL INTERNAL SERVICES FUND APPROPRIATIONS	<u>36,111,798</u>

Section 3. That for the said fiscal year there is hereby appropriated for the ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND the following:

ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND	<u>5,000,000</u>
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Section 4. That for the said fiscal year there is hereby appropriated for the SCHOOL CAPITAL OUTLAY FUND the following:

ATTACHMENT A

EDUCATION

Guilford County Schools	450,330	
Guilford Technical Community College	1,500,000	
TOTAL SCHOOL CAPITAL OUTLAY FUND APPROPRIATIONS	1,950,330	

- IV. A. That the appropriations made in III., A. Sections 1 through 4 inclusive of this ordinance are hereby funded by revenue estimates according to the following schedule:

COUNTY BUILDING CONSTRUCTION FUND

TRANSFER FROM OTHER FUNDS	-	
TOTAL COUNTY BLDG. CONSTRUCTION FUND REVENUES	-	

INTERNAL SERVICES FUND

FUND BALANCE APPROPRIATED	629,164	
OTHER REVENUES	143,000	
USER CHARGES	35,339,634	
TOTAL INTERNAL SERVICES FUND REVENUES	36,111,798	

ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND

OCCUPANCY TAX	5,000,000	
TOTAL ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND REVENUES	5,000,000	

NOTE: In the event the actual net proceeds from the occupancy tax exceed or fall short of the appropriated amounts, the actual net proceeds from the tax shall constitute the appropriations from the tax levy, and the Budget Officer is authorized to amend the budget upward to cover the actual revenue collected.

SCHOOL CAPITAL OUTLAY FUND

FUND BALANCE APPROPRIATED	450,330	
TRANSFER FROM OTHER FUNDS	1,500,000	
TOTAL SCHOOL CAPITAL OUTLAY FUND REVENUES	1,950,330	

- V. A. The summary of all appropriations by fund is set forth in V., for the purpose of showing the total Operating Budget, including the General Fund, the Fire Protection/Service Districts Funds, the County Building Construction Fund, the School Capital Outlay Fund, the Internal Services Fund, and the Room Occupancy and Tourism Development Tax Fund.

TOTAL COUNTY BUDGET - BY FUND

SUMMARY OF APPROPRIATIONS:

GENERAL FUND	579,851,333
FIRE PROTECTION/SERVICE DISTRICT FUNDS:	
Northeast	779,485
Kimesville	90,788
Alamance Community	1,040,458
Colfax	489,287
Guilford College Comm.	651,150
Guil-Rand	138,673
McLeansville	656,084
Oak Ridge	1,100,395
Pinecroft-Sedgefield	1,685,205
Pleasant Garden	633,876
No. 13 (Rankin)	914,342
Stokesdale	480,480

ATTACHMENT A

Summerfield	1,750,576	
No. 14 (Franklin Blvd.)	238,720	
No. 18 (Deep River)	200,507	
No. 28 (Frieden's)	146,398	
Whitsett	372,688	
Mount Hope Community	378,932	
Climax	97,040	
Southeast	149,989	
Julian	66,633	
Gibsonville	12,306	
Guilford Co. Fire Svc. Dist. #1	19,341	
TOTAL FIRE PROTECTION/SERVICE DISTRICTS		12,093,353
COUNTY BUILDING CONSTRUCTION FUND		-
INTERNAL SERVICES FUND		36,111,798
ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND		5,000,000
SCHOOL CAPITAL OUTLAY FUND		1,950,330
SUB-TOTAL APPROPRIATIONS - ALL FUNDS		<u>635,006,814</u>
LESS: Transfers to Other Funds		
To County Building Construction Fund		-
To School Capital Outlay Fund		(1,500,000)
Total Transfers to Other Funds		<u>(1,500,000)</u>
TOTAL APPROPRIATION - ALL FUNDS		<u><u>633,506,814</u></u>

NOTE: The General Fund Budget (Law Enforcement) includes a transfer in the amount of \$675,000 to the Law Enforcement Separation Fund, an unbudgeted fund, as provided in N.C. General Statute 159-13 (a)(3).

SUMMARY OF REVENUES:

APPROPRIATED FUND BALANCE	31,021,279	
FEDERAL/STATE FUNDS	98,400,961	
SALES TAX	61,750,023	
PROPERTY TAX	353,554,594	
OTHER REVENUES	8,961,103	
USER CHARGES	74,818,854	
OCCUPANCY TAX	5,000,000	
TRANSFER FROM OTHER FUNDS	1,500,000	
SUB-TOTAL REVENUES - ALL FUNDS	<u>635,006,814</u>	
LESS: Transfers from Other Funds		<u>(1,500,000)</u>
TOTAL REVENUES - ALL FUNDS		<u><u>633,506,814</u></u>

VI. A. That there is hereby levied for the fiscal year beginning July 1, 2011 and ending June 30, 2012, 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, 2011, 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 **\$ 0.7824**

NOTE: This rate is based on estimated total valuation of property, for the purpose of taxation, of forty-four billion, seven hundred sixty million, (\$44,760,000,000) , which is 100% of the total assessed property tax valuation.

ATTACHMENT A

B. That there is hereby levied for the fiscal year beginning July 1, 2011 and ending June 30, 2012, the following Special District 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, 2011, 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:

<u>Fire Protection/Svc District</u>	<u>Tax Rate</u>	<u>Fire Protection/Svc District</u>	<u>Tax Rate</u>
Northeast	\$ 0.0994	Stokesdale	\$ 0.0773
Kimesville	\$ 0.1000	Summerfield	\$ 0.0960
Alamance Community	\$ 0.1000	No. 14 (Franklin Blvd.)	\$ 0.1000
Colfax	\$ 0.1000	No. 18 (Deep River)	\$ 0.0895
Guilford College Comm.	\$ 0.0800	No. 28 (Frieden's)	\$ 0.1000
Guil-Rand	\$ 0.1000	Whitsett	\$ 0.0713
McLeansville	\$ 0.0804	Mount Hope Comm.	\$ 0.0800
Oak Ridge	\$ 0.0917	Climax	\$ 0.1000
Pinecroft-Sedgefield	\$ 0.0949	Southeast	\$ 0.1000
Pleasant Garden	\$ 0.1000	Julian	\$ 0.1000
No. 13 (Rankin)	\$ 0.1000	Gibsonville	\$ 0.1000
		Guilford Co. Fire Svc. Dist. #1	\$ 0.1000

VII. A. That the foregoing appropriations, including salaries of individual officers and employees, schedules of expected revenues, and tax levies are based on the Annual Budget Estimate as amended or corrected and statements prepared by the Budget Officer, and this ordinance is in the form prescribed by him as provided by law.

B. That effective with the start of the first pay period of the new fiscal year, the Classification and Pay Plan is amended to incorporate all personnel actions such as reclassifications and pay modifications recommended by the Human Resources department and approved by the County Manager, including pay and salary compensation for vehicles, clothing and other related items and to delete any positions abolished in connection with any Reduction in Force. Funding for the Plan and compensation items is included in the various departments as appropriate.

C. That the appropriations in the County Commissioners' department in I., A. Section 1., includes compensation to members of the Board of County Commissioners based upon the following schedule:

- Chairman: Salary - \$2,025/month
- Vice-Chairman: Salary - \$1,750/month
- All Other Commissioners: Salary - \$1,725/month
- Communication stipend (optional) - \$60/month

D. That the maximum allowed expense for out of state travel for each County Commissioner is set at \$1,500/year. This amount does not include expenses for registration fees. The Board shall be provided with a quarterly report by the administrative staff, summarizing the year to date travel expenses for each Commissioner.

The County Manager is authorized to use unexpended funds in the Commissioners' budget at his/her discretion to provide additional funds to any Commissioner up to a limit of \$2,500 per Commissioner. For Commissioners who serve on national boards or commissions, the limit shall be \$3,000. The use of funds beyond the limits set out herein will require Board of Commissioner approval. The total amount budgeted for all Commissioners' out of State travel shall not be exceeded. The County Manager shall provide the Board with a report of travel funds used for this purpose.

ATTACHMENT A

E. That the appropriations in the Board of Elections department in I., A. Section 1., includes compensation to members of the Board of Elections at the rate of \$25/meeting plus amounts sufficient to provide total annual compensation for the Chairman of the Board of Elections in the amount of \$4,950 and for other members in the amount of \$3,520. Precinct officials shall be compensated as follows: Chief Judges - \$135/election; Judges - \$125/election; and Assistants - \$110/election (precinct officials maintaining their Precinct Officials Certification are paid an additional \$35/election). Pursuant to G.S. 163-32, members of the Board of Elections shall also be reimbursed within budgeted funds for expenditures necessary and incidental to the discharge of their duties.

VIII. A. That the County Manager is authorized to make expenditures from the contingency appropriation in the General Fund for items not specifically provided for elsewhere in I. through IV. inclusive of this ordinance in the amounts not to exceed \$30,000 for each expenditure. Any such expenditure shall be reported to the Board of Commissioners at its next regular meeting.

B. That the County Manager, as Budget Officer, shall have the authority to transfer moneys from one appropriation to another within the same fund up to \$30,000 per transaction; except that funds appropriated shall not be used to create unauthorized positions; funds placed in the appropriations for merit raises shall be used solely for that purpose; and further that the County Manager shall have the authority to transfer moneys appropriated in the Technology Pool in the General Fund Capital Outlay to other departments within the General Fund for the purchase of computer hardware, software and other technological items in amounts as he deems necessary and General Fund group insurance to 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.

IX. A. That the County Manager is authorized to establish fees within the various departments and agencies for miscellaneous services and items such as copies, maps, books, etc., according to guidelines that may be administratively determined or that may be established by the Board of County Commissioners.

B. That in compliance with the Public Records Law, and unless otherwise provided by law (e.g., Register of Deeds), the County establishes the following fees to receive copies of such records:

At the Courthouse and in County Offices - \$.03 per page except for copies of microfiche, which are \$.15 per fiche.

By Compact Disc (CD) - \$2.00 per CD.

C. That the County Manager shall have authority to execute the following contracts, amendments, or change orders, provided they comply with applicable laws and procedures and are within budgeted funds: (a) any lease agreement for one year or less; (b) any contract, amendment, or change order for apparatus, supplies, materials, equipment, services, resolution of a claim, or other lawful matter obligating less than \$90,000 in public funds, including those committing no funds; (c) any contract, amendment, or change order for construction or repair work obligating less than \$300,000 in public funds including those committing no funds; (d) amendments or change orders to other contracts when the aggregate of the amendments requires less than a \$90,000 increase in the expenditure of public funds; and (e) grant agreements for public funds within budgeted amounts.

At the Manager's discretion, any lease, contract, amendment, or change order described in (a), (b), (c), (d), or (e) may nevertheless be submitted to the Board. Contracts, amendments, or change orders duly approved by the Board may be executed by the Chairman or the Manager. Board action approving a contract, amendment, or change order shall be deemed to authorize necessary budget amendments.

D. That proposed projects where the estimated professional fee is in an amount less than \$30,000 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

ATTACHMENT A

- X. The appropriations to the Guilford County Board of Education have been allocated by purpose, function and project as defined in the uniform budget format, as shown on Schedule No. 1. The Guilford County Board of Education must obtain the approval of the Board for any amendment to the Board of Education's budget which would (a) increase or decrease appropriations for capital outlay approved by the Board of Commissioners for such projects as listed in G.S. 115C-426(f)(1) of (2), or (b) increase or decrease the amount of other County appropriations allocated to a purpose or function by more than ten (10%) percent.

- XI. 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, 2011 and ending June 30, 2012, 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.

- XII. A. That in accordance with G.S. 153A-150, the Board of Commissioners adopts a plan to finance the next octennial reappraisal based on an estimated 220,000 parcels of land at a cost of \$2,300,000. Funds are appropriated for FY 2011-2012 in the Tax Department's budget to cover the cost that is estimated to be incurred during FY 2012-2013 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.

- XIII. Appropriations herein above authorized and made shall have the amounts of the outstanding purchase orders and unearned portion of contracts at June 30, 2011 added to each appropriation as it applies in order to properly account for the payment against the fiscal year in which it is paid.

- XIV. A. That copies of the ordinance shall be filed with the County Manager, Director of Finance, and Clerk to the Board.

- XV. A. The effective date of this ordinance is July 1, 2011.

ADOPTED this the second day of June, 2011.

ATTACHMENT A
 FY 2011-2012 Budget Ordinance
 Schedule 1

GUILFORD COUNTY, NORTH CAROLINA
Appropriation to the Guilford County Schools
FY 2011-2012

Operating Allocation

5000	Instructional Services	
5100	Regular Instructional	\$ 63,173,526
5200	Special Populations	\$ 8,963,368
5300	Alternative Programs	\$ 6,818,635
5400	School Leadership Services	\$ 10,747,256
5500	Co-Curricular	\$ 4,310,911
5800	School-Based Support	\$ 8,475,205
	Subtotal Instructional Services	\$ 102,488,901
6000	System-Wide Support Services	
6100	Support and Development	\$ 2,806,696
6400	Technology Support	\$ 7,662,545
6500	Operational Support	\$ 47,572,505
6600	Financial and Human Resource Services	\$ 10,593,483
	Subtotal System-Wide Support Services	\$ 68,635,229
8000	Non-Programmed Charges	
8100	Payments to Other Governmental Units	\$ 4,041,391
	Subtotal Non-Programmed Charges	\$ 4,041,391
	TOTAL OPERATING EXPENDITURES	\$ 175,165,521

Capital/Maintenance Allocation

Budgeted in Guilford County's School Capital Outlay Fund	\$ 450,330
TOTAL CAPITAL OUTLAY	\$ 450,330

GUILFORD COUNTY PROFILE

County Government Profile

In January of 1771, the North Carolina General Assembly passed an act creating Guilford County. The new county was named after Francis North, first Earl of Guilford, whose son Frederick was Prime Minister of Great Britain at the time of the county's creation. In 1779, the southern portion of Guilford was taken to form Randolph County, and six years later the northern part was cut off to create Rockingham County, leaving Guilford with its present dimensions.

Guilford County, with a population of 476,642, is the most populous county of the Piedmont Triad region, and the third most populous county in North Carolina. The Piedmont Triad is a twelve county area with a population in excess of 1.5 million located in the north central portion of North Carolina between the Blue Ridge Mountains and the coastal plains. A moderate year-round climate enhances the life-style of the area. The County's 651 square miles contain ten municipalities (Gibsonville, Jamestown, Oak Ridge, Pleasant Garden, Sedalia, Stokesdale, Summerfield, and Whitsett) including two of the state's nine largest cities (Greensboro and High Point).

The Board of County Commissioners is the chief administrative and policymaking body of Guilford County government, and consists of eleven members, nine of whom are elected from districts and two of whom are elected at-large. Board members serve four-year staggered terms. The Board chooses a Chairman and Vice Chairman from among its membership during its first meeting in December.

Major duties of the Board of County Commissioners include:

- 1 Adoption of an annual budget.
- 2 Establishment of an annual property tax rate for the County.
- 3 Appointment of various officials and the following County employees -County Manager, County Attorney, Finance Director, Tax Director and Clerk to the Board.
- 4 Regulation of land use and zoning outside the jurisdiction of incorporated municipalities.
- 5 Enactment of local ordinances.
- 6 Enactment of policies concerning the operation of the County.
- 7 Planning for County needs.

The Board of County Commissioners does not have complete authority over all the services provided by the County. Many County activities are administered by boards with varying degrees of autonomy and by elected officials who receive their instructions from laws passed by the General Assembly. Some examples are the boards of education, social services, health, mental health, elections, register of deeds, and sheriff. State law requires the Commissioners to appropriate funds in the areas of health, mental health, social services, and public schools. They must also provide for the operation of the offices of the Register of Deeds, Elections and the Sheriff, and are required to allocate funds for the building and maintenance of courtrooms and facilities to house county departments. In addition Guilford County provides services in the areas of emergency services, juvenile detention, planning and zoning, building inspections, animal control, and parks and recreation.

Guilford County was a pioneer among North Carolina counties when it adopted the county manager form of government in 1928. The County Manager is responsible to the Board for carrying out its policies and ordinances, administration of county affairs, and supervising and coordinating the activities of county departments. Guilford County continues to have an excellent financial reputation receiving a AAA bond rating from Standard & Poor's Corporation, Aa1 from Moody's, and AA+ from Fitch IBCA on all of its non-refunded outstanding debt.

Local Economy

Guilford County generally enjoys a favorable economic environment, which until the recent recession has enjoyed consistent stable growth. While gross retail sales information is unavailable, comparable State taxable sales figures are available to approximate retail sales growth. Due to the national streamlined sales tax initiative, taxable sales are reported beginning in fiscal year 2006 rather than gross retail sales. State taxable sales for Guilford County declined 8% in fiscal year 2009, after growing 1.5% and 5.7% respectively, in the two previous fiscal years. Taxable sales are \$5.59 billion for fiscal year 2009 as compared to \$6.08 billion in fiscal year 2008. Guilford County has a labor force of approximately 245,000.

During the recent economic downturn, the Piedmont Triad region was affected more strongly than in the past due to the strong negative impact on traditional manufacturing industries. Guilford County's unemployment rate has historically been below both state and national averages, however, during 2001 this changed as the unemployment rate began to exceed the national average. After tracking the national average for the past two years, the County's unemployment rate has exceeded the national average for much of fiscal 2009. The unemployment rate for Guilford County was 4.7% for calendar 2007 and 6.2% for 2008; the U.S. unemployment rate was 4.6% for 2007 and 5.8% for 2008. Guilford County's unemployment rate of 10.9% for the first six months of 2009 is above the U.S. rate of 9.0% and equal to the North Carolina rate. Announcements of layoffs in excess of one hundred employees per event by large retail, financial and manufacturing concerns have contributed to the increasing unemployment rate.

Guilford County's economy has continued to change and diversify. In December 2008, manufacturing accounted for 14.3% of the County's 242,795 jobs compared to 28.6% of the County's 214,346 jobs in 1980. Manufacturing jobs have declined significantly in furniture and textiles but have shown growth in computer and electronic products, electrical equipment and transportation equipment. Major employers with headquarters or divisions within Guilford County include semiconductor, communications, chemical, bus, truck, pharmaceutical, insurance, aircraft maintenance, healthcare, real estate development, and distribution services. The County is home to two state universities, five private colleges, a private school of law, and a community college with a total enrollment exceeding 47,000 students.

Construction on the fifth national Federal Express hub at the Piedmont Triad International Airport (PTIA) continues with an initial investment estimated at \$300 million in facilities and equipment. A portion of the one million square foot hub began operations in June 2009. Full operations of Phase I of the hub should begin in late 2009 with 350 jobs. The total project calls for approximately 1,500 jobs added by the end of Phase II, drawing other economic development associated with the hub.

Honda Aircraft Company announced in February 2007 that it will locate its world headquarters and production facility at PTIA investing \$100 million in this project and will, over five years, create 600 jobs when the construction hangar is complete in 2011.

The revitalization of downtown Greensboro continues with further development of housing, retail, restaurants and entertainment venues with \$50.9 million in new investments identified over the 2008 fiscal year. The redevelopment of a vacant 17-story office tower including over 100 condominium units, one floor of office space, retail shops and a restaurant opened for occupancy in the spring of 2009.

Mack Trucks, Inc. announced plans in August 2008 to relocate its corporate headquarters and some support functions to Greensboro creating 493 jobs and investing \$17.7 million over the next three years. The local headquarters opened in September 2009 with the relocation of 150 executive positions from Pennsylvania.

Precor announced plans in December 2008 to build a 225,000 square foot \$26.2 million facility in Rock Creek Center to manufacture exercise equipment.

High Point is also experiencing healthy development with new commercial capital investment of \$117.5 million and \$57.7 million of commercial additions or expansions in 2007, while creating or announcing 3,096 jobs. High Point University is undergoing a \$225 million upgrade of its campus and programs over a three-year period.

Trans Tech Pharma and PharmaCore, sister biotech companies, announced in December 2007 that they will be expanding in High Point, which will create 205 new jobs within the next five years while investing over \$23 million.

**Principal Employers and Taxpayers
2010 and 2001**

Employer	2010		2001	
	Employees	% of Total County Employment	Employees	% of Total County Employment
Guilford County School System	10,394	4.81	8,000	3.59
Moses Cone Health Systems	7,776	3.60	6,200	2.78
City of Greensboro	3,024	1.40	2,874	1.29
United States Postal Service	2,800	1.30	2,180	0.98
University of North Carolina at Greensboro	2,800	1.30	2,025	0.91
Guilford County Government	2,648	1.23	2,455	1.10
High Point Regional Health System	2,400	1.11	1,975	0.89
Bank of America (formerly Nationsbank, N. A.)	2,000	0.93	1,800	0.81
American Express Credit Card Services	2,000	0.93	2,800	1.26
United Parcel Service (UPS)	2,000	0.93	1,900	0.85
Lorillard, Inc.	1,800	0.83	1,500	0.67
Tyco Electronics	-	-	4,115	1.85
Sears Roebuck & Co.	-	-	3,000	1.35
Gilbarco	-	-	1,500	0.67
Total	215,925	-	222,969	-

Taxpayer	FY 2010		FY 2001	
	Assessed Value	% of Total Assessed Value	Assessed Value	% of Total Assessed Value
Duke Energy Corporation	\$ 355,254,996	0.79	\$ 265,919,796	0.88
Koury Corporation	\$ 276,974,844	0.62	\$ 317,133,847	1.05
Lorillard Tobacco Company	\$ 266,004,864	0.59	\$ 190,593,595	0.63
CBL & Associates Properties, Inc.	\$ 203,334,331	0.45	\$ -	-
TYCO Electronics (AMP)	\$ 197,557,213	0.44	\$ 174,421,222	0.58
RF Micro Devices, Inc.	\$ 191,628,364	0.43	-	-
International Home Furnishings Center (formly Southern Furniture Exposition Building, Inc.)	\$ 184,907,653	0.41	\$ 129,267,331	0.43
Procter & Gamble Manufacturing Company	\$ 178,521,431	0.40	\$ 179,510,369	0.60
BellSouth	\$ 161,182,152	0.36	\$ 193,590,034	0.64
Liberty Property LP	\$ 143,772,188	0.32	\$ -	-
VF Corporation	-	-	\$ 125,275,216	0.42
Highwoods/Forsyth limited	-	-	\$ 145,734,200	0.48
Starmount Company	-	-	\$ 115,983,471	0.38
Total	\$ 2,159,138,036	4.81	\$ 1,837,429,081	6.09

Source: Guilford County Finance Department, 2010 Comprehensive Annual Financial Report (CAFR)

County Profile Contact (919) 715-6374

Commerce Economic Development Contact (919) 733-4977

Demographics

Population & Growth

	Population	Annual Growth Rate
2014 Total Population	507,852	1.3%
2009 Total Population	476,896	1.4%
2000 Total Population	421,048	
July 2009 Certified Population Estimate	475,953	
July 2009 Certified Population Growth	54,905	
July 2009 Certified Net Migration	32,043	

Urban/Rural Representation

	Population	Urban/Rural Percent
2000 Total Population: Urban - inside Urbanized Area	352,859	83.8%
2000 Total Population: Urban - inside Urbanized Clusters	0	0.0%
2000 Total Population: Rural - Farm	1,346	0.3%
2000 Total Population: Rural - Nonfarm	66,843	15.9%

Estimated Population by Age

	Population	Pop by Age, % Est.
2014 Median Age	37	
2009 Median Age	37	
2000 Median Age	35	
2009 Total Pop 0-19	125,758	26.4%
2009 Total Pop 20-29	69,342	14.5%
2009 Total Pop 30-39	64,925	13.6%
2009 Total Pop 40-49	70,506	14.8%
2009 Total Pop 50-59	63,262	13.3%
2009 Total Pop 60+	83,103	17.4%

Working Commuters, 2000 Census

Workers, Travel Time

Avg Travel Time, Not at Home	21
Workers Not Working at Home	207,192
Travel Time to Work: < 5 minutes	4,968
Travel Time to Work: 5-9 minutes	20,527
Travel Time to Work: 10-14 minutes	37,331
Travel Time to Work: 15-19 minutes	45,166
Travel Time to Work: 20-24 minutes	38,672
Travel Time to Work: 25-29 minutes	12,792
Travel Time to Work: 30-34 minutes	25,060
Travel Time to Work: 35-39 minutes	4,064
Travel Time to Work: 40-44 minutes	3,763
Travel Time to Work: 45-59 minutes	6,794
Travel Time to Work: 60-89 minutes	4,448
Travel Time to Work: 90+ minutes	3,607

Workers, By Transportation

Worker Mode, Base	213,079
Work at Home	5,887
Drove Car/Truck/Van Alone	173,063
Carpooled Car/Truck/Van	25,615
Bus/Trolley Bus	2,185
Streetcar/Trolley Car	91
Subway/Elevated	51
Railroad	76
Ferryboat	6
Taxicab	297
Motorcycle	132
Bicycle	364
Walked	3,688
Other Means	1,624

Travel to Work

Worked in State/County of Residence	187,150
Worked in State/Outside County of Residence	23,997
Worked Outside State of Residence	1,932

Commuters

187,150
23,997
1,932

Percent by Residence

87.8%
11.3%
0.9%

Education

		Pop Age 25+, %
2009-10 Kindergarten-12th Enrollment	72,345	
2010 Average SAT score (2400 scale)	1,461	
2010 Percent of Graduates taking SAT	63.8%	
2008-09 Higher Education Completions	8,679	
2008-09 Higher Education Total Enrollment	62,114	
2009 Proj Education Attainment - At Least High School Graduate	270,688	85.9%
2009 Proj Education Attainment - At Least Bachelor's Degree	102,490	32.5%

Housing

		Growth / Appreciation Est
2014 Total Housing	226,541	6.9%
2009 Total Housing	211,869	
2014 Median Value of Owner Occupied Housing	\$122,491	0.2%
2009 Median Value of Owner Occupied Housing	\$122,293	8.6%
2009 Owner Occupied Housing	120,971	
2009 Renter Occupied Housing	72,469	
2009 Total Households	193,440	
2000 Median Year Housing Structure Built	1975	

Income

		Growth Est or Total %/ Percent
2014 Median Family Income	\$70,306	4.5%
2009 Median Family Income	\$67,255	27.3%
2000 Median Family Income	\$52,851	
2014 Median Household Income	\$60,105	6.8%
2009 Median Household Income	\$56,264	31.3%
2000 Median Household Income	\$42,860	
2009 Median Disposable Income	\$44,187	
2009-2014 Per Capita Income: Annual Compound Growth Rate %		0.8%
2014 Per Capita Income	\$30,739	4.2%
2009 Per Capita Income	\$29,487	26.3%
2000 Per Capita Income	\$23,340	
2000 Total Pop with Income Below Poverty Level	43,227	
2000 Percent of Pop with Income Below Poverty Level		10.6%

Employment / Unemployment

	Year to Date	2009 Annual
2010Q4 Employment	215,773	215,925
2010Q4 Unemployment	24,164	26,577
2010Q4 Unemployment Rate	10.1%	11.0%
2010Q4 Announced Job Creation	60	880
2010Q4 Total Announced Investments (\$mil)	\$34.2	\$86.8
Jan2011 Lost Jobs, Closings & Layoffs	1,574	2,883
Jan2011 Establishment Events, Closings & Layoffs	8	90

Employment / Wages by Industry	2010 2nd Qtr Employment	2009 Annual Employment	2010 2nd Qtr Avg Weekly Wage	2009 Avg Weekly Wage
Total All Industries	256,581	259,773	\$769	\$770
Total Government	24,142	24,651	\$810	\$846
Total Private Industry	224,384	228,379	\$760	\$758
Agriculture Forestry Fishing & Hunting	278	259	\$587	\$568
Mining	123	179	\$942	\$888
Utilities	381	403	\$1,281	\$1,209
Construction	9,425	10,499	\$796	\$798
Manufacturing	30,688	31,467	\$1,027	\$987
Wholesale Trade	15,476	15,498	\$965	\$965
Retail Trade	27,543	28,421	\$512	\$498
Transportation and Warehousing	15,818	16,131	\$851	\$826
Information	5,072	5,222	\$926	\$1,005
Finance and Insurance	15,025	15,387	\$1,045	\$1,029
Real Estate and Rental and Leasing	3,420	3,479	\$795	\$758
Professional and Technical Services	10,698	10,703	\$1,074	\$1,087
Mgt of Companies, Enterprises	5,885	6,419	\$1,314	\$1,490
Administrative and Waste Services	21,114	19,801	\$486	\$473
Educational Services	15,388	15,119	\$661	\$724
Health Care and Social Assistance	31,581	31,944	\$828	\$812
Arts, Entertainment and Recreation	3,211	2,779	\$308	\$339
Accommodation and Food Services	21,147	21,829	\$275	\$273
Other Services Ex. Public Admin	6,161	6,359	\$550	\$549
Public Administration	10,000	10,713	\$860	\$864
Unclassified	92	419	\$1,086	\$873

Commercial/Retail/Industrial

Local Businesses

Feb2011 Available Industrial Buildings	152
2010Q2 Establishments: Total Private Industry	13,934
2010Q2 Establishments: Manufacturing	726

Local Retail Business

2009 Total Retail Sales (With Food/Drink) (\$mil)	\$6,997.7
2009 Total Retail Businesses (With Food/Drink)	4,906
2009 Avg Sales/Business Total (with Food/Drink)	\$1,426,348

Quality of Life

Taxes

FY2010-11 Property Tax Rate per \$100 Value	\$0.7374
FY2009-10 Annual Taxable Retail Sales (\$mil)	\$5,069.1
2011 Tier designation	3

Childcare

Sep2010 Licensed Child Care Facilities	515
Sep2010 Licensed Child Care Enrollment	16,589

Weather

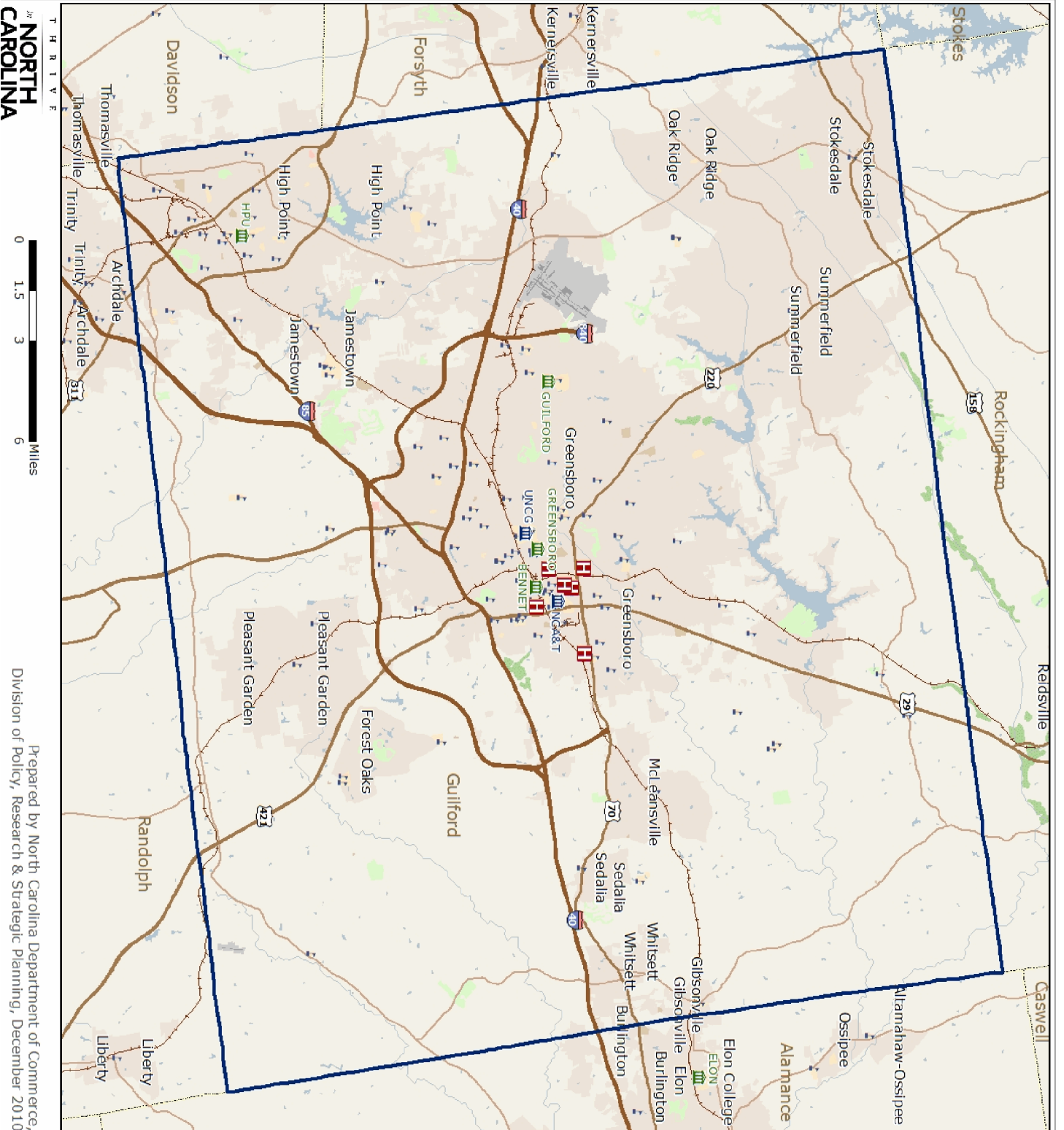
Annual Rainfall	49
Annual Snowfall	10
Average Annual Temperature	50
Average Annual High Temperature	72
Average Annual Low Temperature	49

Healthcare Providers

2009 Number of Physicians	1,145
2009 Physicians per 10,000 population	24.1
2009 RNs per 10,000 population	114.9
2009 Dentists per 10,000 population	5.3
2009 Pharmacists per 10,000 population	9.9

Sources:
 ESRI for demographics, working population, educational attainment, housing, income, crime, weather, and retail data. <http://www.esri.com>
 NC Dept. of Education and various state education departments for SAT data by county system. <http://www.ncpublicschools.org>
 US Dept. of Education, National Center for Education Statistics for higher education data. <http://nces.ed.gov/ipeds/>
 NC Commerce for announced new jobs and investment, NC tiers, and number of industrial buildings. <http://www.nccommerce.com/en>
 NC Employment Security Commission for lost jobs and affected establishments data. <http://www.ncesc.com>
 NC Dept. of Health & Human Services for childcare data. <http://www.ncdhhs.gov/>
 UNC Sheps Center for healthcare provider statistics. <http://www.shepscenter.unc.edu/>
 US Bureau of Labor Statistics for employment and unemployment, wages and establishments by industry. <http://www.bls.gov>

Notes:
 Data are the latest available at the date the profile was prepared. SAT scores use the new scoring system including a writing test for a perfect score of 2400 and represent county systems. ESRI 2009/2014 data are projections. Some data may be available only for North Carolina. For further details or questions, please check the Data Sources Guide at https://edis.commerce.state.nc.us/docs/bibliography/Data_Sources_Guide.pdf.



THE GREAT NORTH CAROLINA



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Legend

- Hospital
- Public University
- Private University
- NC Community Colleges
- School
- Interstate
- US Highway
- State Highway
- Railroads (Local)
- Airport
- Rivers
- County Bnds (detailed, named)
- Park
- Municipal Boundaries

