

**Fiscal Year  
2013-2014**

**ADOPTED BUDGET**



**Guilford County Board of Commissioners**

Linda O. Shaw, 2013 Board Chair  
Bill Bencini, 2013 Board Vice Chair  
Alan Branson  
Kay Cashion  
Carolyn Q. Coleman  
Bruce E. Davis  
Hank Henning  
Jeff Phillips  
Ray Trapp

**County Manager**

Marty K. Lawing

**Office of Budget Management and Evaluation**

Michael Halford, Budget Director  
Tansy Ephriam Long, Budget & Management Analyst  
Randall Lyons, Budget & Management Analyst  
Casey Smith, Senior Budget & Management Analyst

**Cover**

Scott Redmon, Web Applications Manager  
Information Services



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Guilford County  
North Carolina**

For the Fiscal Year Beginning

**July 1, 2012**

*Tim Firastive*

President

*Jeffrey R. Snow*

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, 2012. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.*

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

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## GUILFORD COUNTY ADMINISTRATIVE OFFICES

May 16, 2013

Guilford County Board of Commissioners:

The Honorable Linda Shaw, Chairwoman  
The Honorable Bill Bencini, Vice-Chairman  
The Honorable Alan Branson  
The Honorable Katie S. (Kay) Cashion  
The Honorable Carolyn Q. Coleman  
The Honorable Bruce E. Davis  
The Honorable Hank Henning  
The Honorable Jeff Phillips  
The Honorable Raymond Trapp

Madam Chairwoman 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 FY 2013-14. 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 have faced unprecedented economic challenges. While conditions continue to improve in certain sectors of the economy, public sector revenue streams have not returned to their pre-recession levels, and collectively property values are stagnant. At the same time, demand for certain services, including emergency medical response, law enforcement, public health, and social services, is increasing.

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

**Human Services Oversight Committee: Chairperson, Carolyn Q. Coleman**

**Budget Committee: Chairperson, Jeff Phillips**

**Education Committee: Chairperson, Hank Henning**

In developing this budget, I looked to the Board’s guidance provided at its January Retreat and during work sessions with the Board and its Budget Committee who identified the top priority service areas and general budget guidelines for FY 2013-14 as:

Priority service areas:

- High Quality K-12 Education,
- Economic Growth,
- Crime Prevention, Court, and Correction Services.

General budget guidelines:

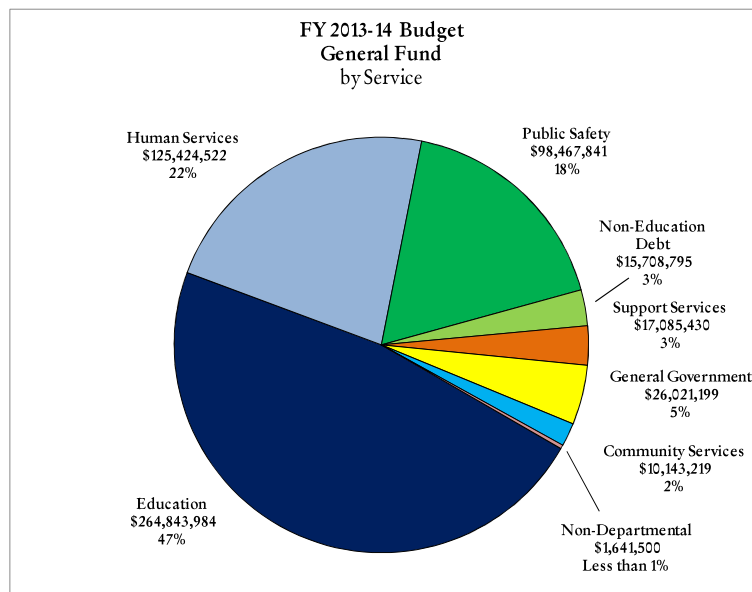
- No increase in the general property tax rate,
- Time the remaining bond issuance to match school system and college building schedules,
- Address high priority capital needs,
- Improve the County’s financial position,
- Reinstate the County’s performance-based pay plan for employees.

Although this budget does not fully fund the many agency requests for next year, I believe that it is responsible, fiscally conservative, addresses priority issues, and continues the progress undertaken by this Board. Guilford County Government will make reallocation of resources from lower to higher priorities an integral part of the management process in the new fiscal year and for the foreseeable future.

**Summary of Recommended Budget**

The FY 2013-14 Recommended General Fund Budget totals \$559,336,490. This budget:

- Maintains the general property tax rate at \$0.7804 per \$100 of assessed property valuation.
- Is \$28.2 million lower than the FY 2012-13 adopted budget. Most of this decrease (\$26.2 million) is the result of the transfer of mental health,



substance abuse, and developmental disabilities services from The Guilford Center to Sandhills Center.

- Includes the full-year impact of consolidated park operations at Northeast, Bur-Mil, Hagan-Stone, Gibson, and Southwest Parks. Savings from this new arrangement will allow the County to address over \$174,000 of park facility maintenance and equipment needs. No additional County funds are used to support park operations.
- Protects Education funding from cuts. The budget maintains funding for Guilford County Schools (GCS) at the current level and slightly increases funding for Guilford Technical Community College (GTCC) to help support additional operating costs. The budget uses capital fund balance to partially pay for annual capital allocations for GCS and GTCC of \$2 million and \$1.5 million, respectively.
- Reduces overall County staffing by 73.25 vacant positions.
- Reinstates employee pay increases of up to 2% based on job performance. In accordance with requirements, retains the current 401(k) program for Law Enforcement Officer Benefit-Eligible (LEOB) employees and restructures the 401(k) program for all other benefit-eligible employees so that the County matches employee contributions up to 5%. Includes \$1.6 million to address pay equity.
- Decreases the amount of General Fund balance used to balance the budget by over \$6 million, strengthening the County's financial condition and ensuring adequate reserve funds are available for unforeseen circumstances.

## Expenditures

To accomplish the goal of a no-tax-increase budget, expenditures for every service area except Community Services have been reduced below the levels approved in the FY 2012-13 budget. Highlights of the proposed expenditure budgets for the County's service areas are described below:

### Education

- Local operating funding for the GCS is maintained at its current level of \$175,630,398. The recommended operating allocation for GTCC is \$12,397,690, or \$645,000 higher than the current year's budget. The additional funds will help GTCC offset the operating costs of new facilities expected to open during the fiscal year.
- Debt service for school and community college facilities is projected to be \$75.8 million in FY 2013-14, an increase of \$223,000 over the current year's budget. The recommended budget assumes any new bond debt for school and community college facilities is issued after December 2013.
- The budget allocates \$2 million to GCS and \$1.5 million to GTCC for annual capital needs. Of the \$3.5 million total capital allocation, \$1 million of new dollars will be appropriated in the General Fund. The remaining \$2.5 million will come from available capital fund balance and, where appropriate, bond premium funds earmarked for educational uses. To maintain this overall level of capital funding, an additional allocation of new County funds will be required in future budget years.

### Human Services

- Funding for the County's Human Services will decrease by \$27.45 million, or -18%, in the recommended budget.
- Most of the decrease in Human Services expenditures is related to the elimination of the remaining 97 positions from The Guilford Center/Mental Health budget. The divestiture of the Guilford Center to the Sandhills Center was completed in January 2013. The FY 2013-14 budget includes a \$9.9 million appropriation for the Sandhills Center, representing the County's maintenance of effort funding level based on the FY 2012-13 adopted County budget. All other expenses and revenues have been transferred to the Sandhills Center and will no longer be accounted for in the County's budget.
- The Health Department budget will decrease by nearly \$2.4 million in FY 2013-14 as a result of the elimination of 8.5 vacant positions and various operating reductions. The budget eliminates the \$1.48 million line of credit for Triad Adult and Pediatric Medicine (TAPM) that was included in the current year's budget. The latest funding agreement between the County and TAPM was terminated in October 2012.
- A \$2.1 million increase in State pass-through funding for a program that assists qualified citizens with heating and cooling emergencies will contribute to an overall increase of \$1.5 million in the Social Services' budget. The increase in the State-funded program will be offset by the elimination of 8.5 vacant administrative positions.
- Funding for community agencies that provide various human services programs will decrease from \$339,000 to \$51,000 – a decrease of \$288,000. 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 based organization funding.

### Public Safety

- Funding for the County's public safety departments will decrease by approximately \$325,000, or -0.3%.
- The Law Enforcement budget reflects a full-year's operating expenses for the new Greensboro Detention Facility, despite an overall decrease of \$285,000 from the FY 2012-13 adopted budget. In addition, to address the department's challenges in meeting its response time goals for the most serious calls for service, the budget recommends the transfer of six positions from the Detention Division/Prison Farm to the Patrol Division. This reallocation of staffing resources will add two deputies to each of the three patrol districts in the unincorporated areas of the County.
- Twelve new Emergency Medical Service (EMS) positions are recommended to staff a Reedy Fork area Emergency Medical Services (EMS) ambulance squad. As discussed in the Capital Investment Plan, the County has an opportunity to share a facility with the City of Greensboro Fire Department instead of building a separate facility to address service demands in the Reedy Fork area. An appropriation for the County's share of facility costs will be needed during FY 2013-14 once final facility expenses are known. Revenues associated with the additional EMS activity will offset most of the positions' first-year costs and, in future years, exceed annual operating expenses. Two other positions are also recommended for Emergency Services and will support community emergency management planning (cost neutral for the County), manage the County's \$16+ million 800 MHz communication system upgrade and operations, and improve operational coordination and planning with contracted County fire districts.

- The budget recommends an additional \$40,000 be allocated to the Security Department to provide adequate security services to the Old Courthouse and County departments in the Greensboro BB&T Building.
- The FY 2013-14 recommended budget increases the fire tax rates for nine fire districts or overlay districts to provide funding for departmental operations, including the repayment of County funds used to purchase new radios. The budget recommends a reduction in the tax rate in one district. The tax rate increases were requested by the fire districts and will be used to implement recommendations included in last year's fire study, including the replacement of aging fire trucks, safety equipment, facility repairs, other staffing and operational needs.

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

- Funding for General Government and Support Services, together, will decrease by \$2.9 million, or -6.3%.
- The largest decrease is in the Human Resources Department in which a suspension of the County's \$2 million annual payment into the State Treasurer's Other Post Employment Benefits trust fund is proposed. The County has made payments over the last several years into this fund to offset the costs of future health care benefits for retirees. Although the contribution reduces the County's liability for future health care benefits, it is not a mandated expense. The County fully funds each year's retiree health care costs in the budget. In addition, several years ago, the County eliminated retiree health insurance benefits for newly hired employees.
- Elections expenses are projected to decline by \$364,000 as a result of removing the costs associated with last year's presidential election.
- The Tax Department will eliminate one position as a result of a change in the process of collecting motor vehicle taxes, as part of the State's Tax & Tag Together program.
- The Board has identified three priority capital projections for the next fiscal year: the continuation of the 800MHz public safety communications upgrade, a maintenance/logistics facility for Emergency Services, and a special operations facility for Law Enforcement. Funding for these capital projects will come from the remaining resources available in the County's capital fund.
- The FY 2013-14 budget does not include a transfer of funds from the General Fund to the County Building Construction Fund to help pay for capital projects other than those discussed above. Transfers from the General Fund are used to reduce the amount of debt needed to pay for major infrastructure needs identified in the Capital Investment Plan (CIP). The elimination of this transfer will require a restructuring of the CIP.

### *Community Services*

- Funding for the County's Community Services will increase by \$1.7 million , or 20%, as a result of the consolidation of parks operations at the County, as well as contracted economic incentive payments under the County's Investment Grant Program for businesses that have met investment and employment targets.
- Full-year expenses and revenues for Northeast, Bur-Mil, Southwest, Gibson, and Hagan-Stone Parks are now included in the FY 2013-14 budget. Prior to January 1, 2013, the County contracted with area municipalities to operate these parks, therefore, the net costs (i.e., expenses and 8-10% management fees minus revenues) were included in the County's

budget. As a result of the efficiencies gained through the consolidated management of these parks, the County will be able to eliminate two vacant positions and address over \$174,000 of deferred park facility maintenance and equipment needs in FY 2013-14 without any increase in the amount of net County funds allocated for the programs.

- The budget allocates \$1.65 million for library services, in accordance with the current City-County library funding agreements. This is a decrease of approximately \$174,000. The County allocation to area libraries is based on the State’s allocation for library services and municipal populations. The State’s library aid decreased in FY 2012-13, resulting in a reduction in County library support.
- The budgets for Culture Community-Based Organizations have been moved to the Economic Development area of the Planning Department in accordance with prior Board direction. The budget includes funding for these CBO’s at their current FY 2012-13 levels. No new agencies are recommended for funding.

### Non-Education Debt

- Non-Education Debt repayment is expected to decrease by \$709,000 to \$15.7 million in FY 2013-14 as the County repays borrowed funds used to construct the new Greensboro Detention Facility and other non-education facilities. This total is projected to fall slightly to \$15.4 million in FY 2014-15.

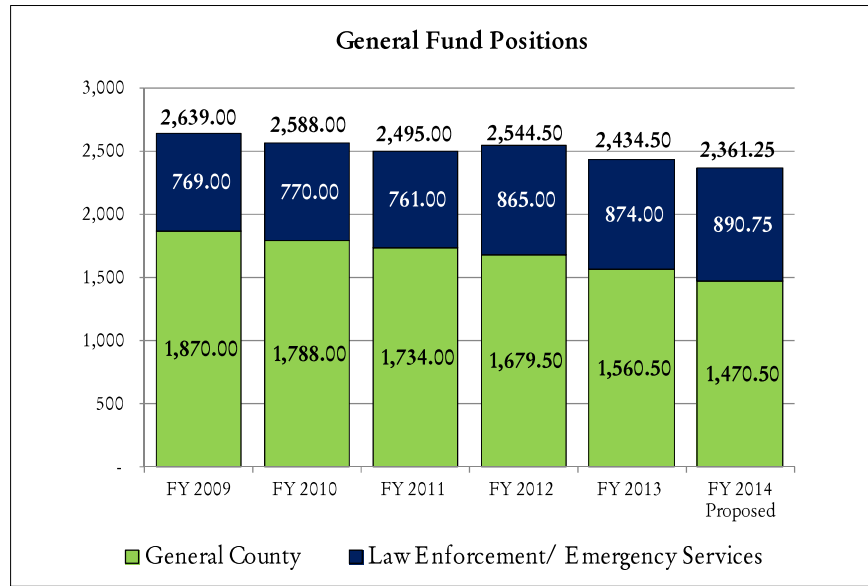
#### Summary of Expenditures by Service Category

	FY12 Actual	FY13 Adopted	FY13 Amended	FY14 Proposed	vs. FY13 Adopted		FY15 Plan
					\$ chg	% chg	
Education <i>includes Education debt repayment</i>	\$249,351,815	\$264,976,277	\$264,905,419	\$264,843,984	\$ (132,293)	0.0%	\$284,118,247
Human Services	\$148,579,993	\$152,874,788	\$157,657,077	\$125,424,522	\$ (27,450,266)	-18.0%	\$127,540,910
Public Safety	\$91,206,107	\$98,793,199	\$102,936,646	\$98,467,841	\$ (325,358)	-0.3%	\$102,662,563
Non-Education Debt	\$76,505,628	\$16,417,540	\$16,494,649	\$15,708,795	\$ (708,745)	-4.3%	\$15,377,703
Support Services	\$14,289,212	\$18,207,189	\$19,483,139	\$17,085,430	\$ (1,121,759)	-6.2%	\$18,851,561
General Government	\$24,846,127	\$27,793,092	\$27,723,427	\$26,021,199	\$ (1,771,893)	-6.4%	\$26,807,085
Community Services	\$9,665,442	\$8,450,158	\$13,277,391	\$10,143,219	\$1,693,061	20.0%	\$10,183,204
Non-Departmental				\$1,641,500	\$1,641,500	N/A	\$1,641,500
<b>Total Expenditures</b>	<b>\$614,444,324</b>	<b>\$587,512,243</b>	<b>\$602,477,748</b>	<b>\$559,336,490</b>	<b>\$ (28,175,753)</b>	<b>-4.8%</b>	<b>\$587,182,773</b>



## Staffing and Employee Compensation

The recommended budget reduces General Fund staffing by 73.25 positions, from 2,434.50 to 2,361.25. This is a net change that takes into account the budget's elimination of 120 positions (including 97 Guilford Center positions), the Board-approved addition of 30 parks employees and three grant-supported Law Enforcement positions during the year, and 13.75 new recommended positions. Since FY 2008-09, despite adding Public Safety positions for the new Greensboro Detention Center and new ambulance squads, the number of General Fund positions has decreased by 277.75.



Position changes recommended in the FY 2013-14 budget include:

- **Human Services** – net reduction of 114 positions. In January 2013, the Guilford Center was merged into the Sandhills Center and the 97 County positions included in the FY 2012-13 budget to provide services through December 2012 have been eliminated. In addition, 17 vacant positions have been eliminated in the Public Health and Social Services Departments.
- **Public Safety** – net increase of 11.75 positions. Twelve new Emergency Medical Service (EMS) positions are recommended to staff a Reedy Fork area Emergency Medical Services (EMS) ambulance squad. As discussed in the Capital Investment Plan, the County has an opportunity to share a facility with the City of Greensboro Fire Department instead of building a separate facility to address service demands in the Reedy Fork area. An appropriation for the County's share of facility costs will need to be made during the fiscal year once final expenses are known. Revenues associated with the additional EMS activity will offset most of the positions' first-year costs and, in future years, exceed annual operating expenses. Two other positions are also recommended for Emergency Services and will support community emergency management planning (revenue positive for the County), manage the County's \$16+ million 800 MHz communication system upgrade and operations, and improve operational coordination and planning with contracted County fire districts.

To address response times to the County's most serious Law Enforcement calls, the budget recommends the reassignment of six Law Enforcement Detention positions to the patrol function effective January 1. Two positions will be assigned to each of the County's three patrol districts, increasing staff coverage and improving response times for critical calls.

Two vacant positions are also eliminated in the Court Alternatives/Juvenile Detention department as a result of a reduction in the number of juveniles in the department's care, as well as a restructuring of a medical services contract to include mental health services.

- **Parks** – reduction of two positions. As part of the transfer of park operations from several municipalities to the County, the Board of Commissioners approved the transfer of 30 positions effective January 1, 2013. Efficiencies gained through consolidated operations have reduced the need for staff and two vacant positions are recommended for elimination.
- **Other Position Eliminations** – an administrative position in both the Tax and Information Services departments will be eliminated.
- **Position Reallocations** – the recommended budget reallocates several positions to create full-time Assistant/Deputy County Manager and Human Resources Director positions. Previously, one employee filled both positions. In addition, the budget reallocates two other positions to create a Public Information Officer and a Fleet/Contracts Manager. This reassignment of positions does not result in a net increase in the overall position count.

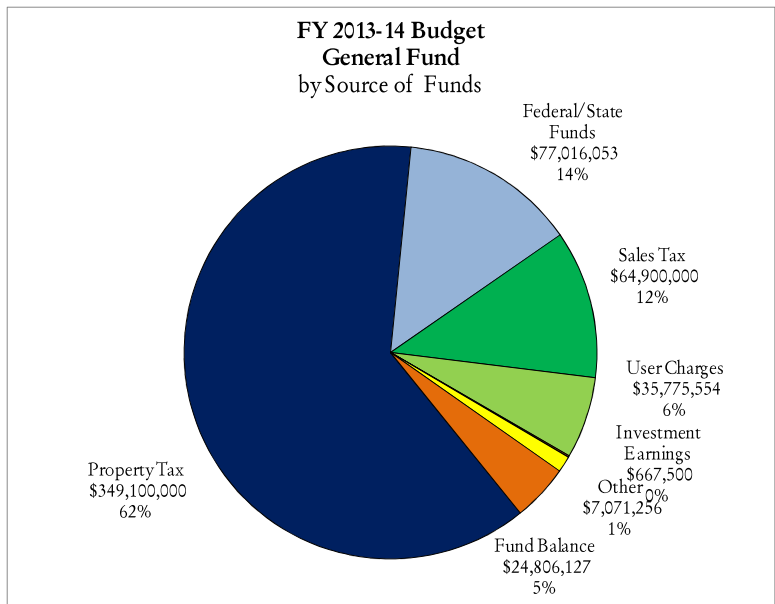
Summary of Position Changes			
Position Eliminations		Board-Added During Year	
Guilford Center	(97.00)	Parks	30.00
Public Health	(8.50)	Law Enforcement	3.00
Social Services	(8.50)		
Court Alternatives	(2.00)	<b>New Positions</b>	
Parks	(2.00)	Emergency Services	13.75
Tax	(1.00)		
Information Services	(1.00)		
	<u>(120.00)</u>		<u>46.75</u>
<b>Net Change = (73.25)</b>			

**The FY 2013-14 Proposed Budget also:**

- Reinstates the pay-for-performance merit allocation of up to 2%, depending on an employee's performance review. Merit funds have been removed from the budget since July 1, 2009.
- Introduces an employee match requirement to receive the County's 401(k) contribution of up to 5% for all benefit-eligible non-LEOB employees.
- Includes \$1.64 million to partially implement recommendations from a salary equity study commissioned by the Board earlier this year. An additional appropriation of funds may be required next fiscal year to fully address the study's findings.

**Revenues**

Total revenues are expected to decrease by \$22.1 million next year as revenues previously received for The Guilford Center’s activities are no longer included in the County’s budget. Excluding the impacts of this change, general County revenues are expected to increase by approximately \$3.9 million. The amount of fund balance appropriated to balance the budget will decrease by approximately \$6 million.

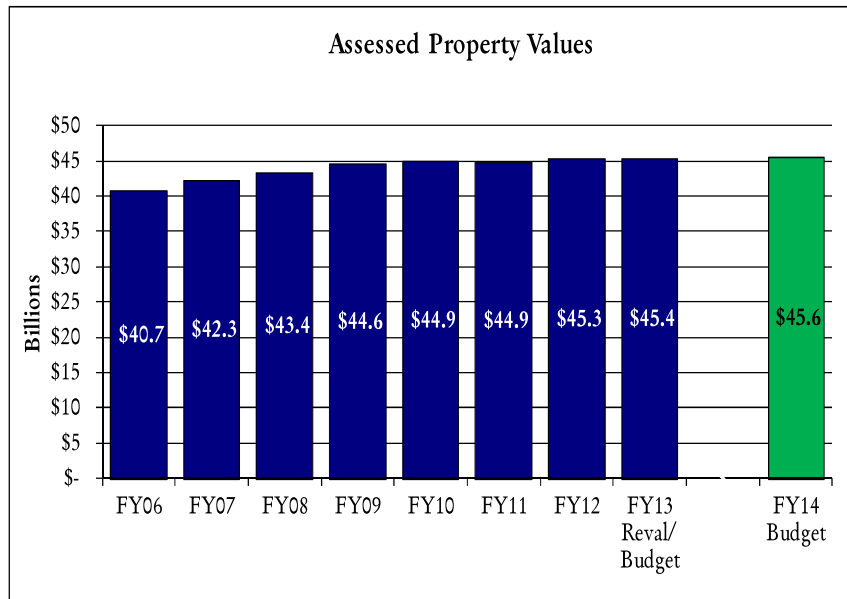


Changes in the County’s major revenue sources are outlined below:

**Property Tax**

**Tax Base & Rate**

The impact of the sluggish economic recovery is reflected in the Tax Department’s property value estimates for FY 2013-14. Overall, the tax base is projected to increase by only 0.5% from the values used to prepare the FY 2012-13 budget. At the recommended tax rate of \$0.7804 – no change from the current year’s rate – this will generate an additional \$700,000 in current year property tax revenues. Late payments from prior years’ taxes will generate an additional \$400,000.



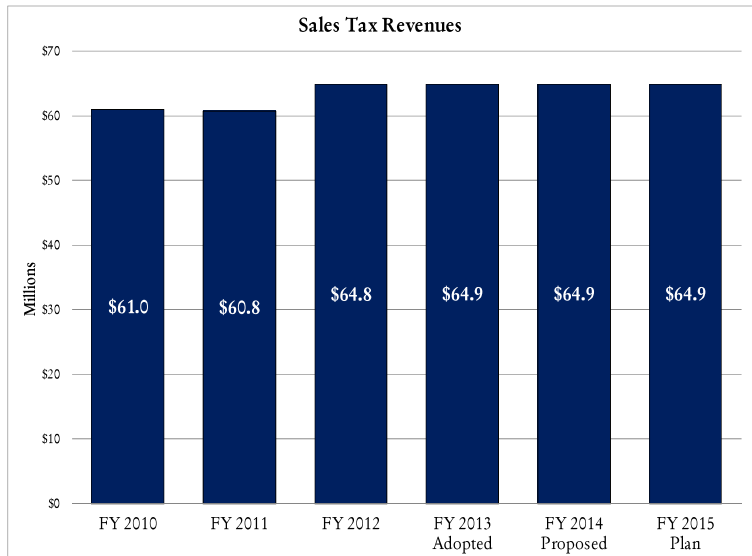
## Federal & State Funds

Revenues from the state and federal governments will fall by \$19.6 million to approximately \$77 million next year. Again, most of this decrease is related to the divestiture of The Guilford Center to the Sandhills Center and the removal of related revenues from the County's budget. Due to this change, remaining federal and state revenues are budgeted at roughly the same level as in FY 2012-13.

The 2013-14 budget includes \$4.8 million in lottery revenues that are earmarked to help pay for school debt service. The budget assumes no change by the General Assembly to the current allocation of lottery funds; however, final changes to the state budget will not be made until later this fiscal year. American Recovery and Reinvestment Act (ARRA) funds that are also used to help pay for debt repayment are budgeted at \$2.65 million. This estimate reflects a reduction of approximately \$229,000 as a result of the federal budget sequester.

## Sales Tax

Sales Tax revenues are budgeted at \$64.9 million for next fiscal year – no change from the FY 2012-13 budget. According to the North Carolina Association of County Commissioners (NCACC), through March, statewide sales tax distributions to counties are up 1.7% versus last year, 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 2 - 3%, depending on local economic conditions. Locally, Guilford County's sales tax revenues are behind budget for FY 2013-14, due mostly to higher refunds made at the state level to non-profit/public organizations that can claim a refund of state and local sales taxes paid. Statewide, refunds are up 13% over last fiscal year. For Guilford County, however, refunds are up 144% over the same time period last fiscal year. Overall, Guilford County's taxable retail sales through February, the latest data available, are \$3.73 billion – slightly behind last year's year-to-date total of \$3.75 billion.



Given the County's stagnant retail sales and the uncertainty surrounding the level of non-profit/public sales tax refunds, the FY 2013-14 budget does not recommend a change in sales tax revenues over the amount budgeted for FY 2012-13.

## Fees & Charges

Total fees and charges for FY 2013-14 are expected to be about \$3.4 million less than the current fiscal year. Factoring out the impact of The Guilford Center's divestiture, other general County fee revenue is projected to increase by \$3 million. The largest departmental increase in fees (\$1.15

million) is the result of the management transfer of County park operations from municipalities to the County. As a result of this transfer, the County will now budget for all of the expenses and revenues, including park fees, for Northeast, Southwest, Gibson, Bur-Mil, and Hagan-Stone Parks. Other fee revenue increases are budgeted for Emergency Medical Services (ambulance revenues), Public Health (Medicaid receipts), and Elections (reimbursements from municipalities for local elections to be held next fiscal year).

### Other Revenues

Other revenues are projected to decline by \$312,000, due primarily to a reduction of \$590,000 in anticipated investment earnings.

### Fund Balance

The proposed budget includes a total appropriation of \$24.8 million of Fund Balance (all sources), over \$6 million less than the amount appropriated 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 \$20.8 million, \$5 million less than the amount adopted for FY 2012-13.
- The budget also proposes the use of \$2.1 million of restricted bond premium funds for debt service and \$1.9 million of fund balance held for specific departmental uses; together approximately \$1 million less than the amount adopted for FY 2012-13.

Summary of Sources of Funds							
	FY12 Actual	FY13 Adopted	FY13 Amended	FY14 Proposed	vs. FY13 Adopted		FY15 Plan
					\$ chg	% chg	
Property Tax	\$ 349,937,578	\$ 348,000,000	\$ 348,045,647	\$ 349,100,000	\$ 1,100,000	0.3%	\$ 375,994,161
Federal/State Funds	\$ 95,273,386	\$ 96,570,840	\$ 99,757,652	\$ 77,016,053	\$ (19,554,787)	-20.2%	\$ 76,790,385
Sales Tax	\$ 64,842,231	\$ 64,900,000	\$ 64,900,000	\$ 64,900,000	\$ -	0.0%	\$ 64,900,000
User Charges	\$ 40,879,773	\$ 39,152,432	\$ 39,284,305	\$ 35,775,554	\$ (3,376,878)	-8.6%	\$ 35,926,924
Investment Earnings	\$ 1,035,260	\$ 1,257,500	\$ 1,257,500	\$ 667,500	\$ (590,000)	-46.9%	\$ 1,007,500
Other	\$ 70,659,165	\$ 6,793,384	\$ 8,084,469	\$ 7,071,256	\$ 277,872	4.1%	\$ 6,876,217
<b>Total Revenues</b>	<b>\$ 622,627,393</b>	<b>\$ 556,674,156</b>	<b>\$ 561,329,573</b>	<b>\$ 534,530,363</b>	<b>\$ (22,143,793)</b>	<b>-4.0%</b>	<b>\$ 561,495,187</b>
Fund Balance	\$ 89,052,802	\$ 30,838,087	\$ 41,148,175	\$ 24,806,127	\$ (6,031,960)	-19.6%	\$ 25,687,586
<b>Total</b>	<b>\$ 711,680,195</b>	<b>\$ 587,512,243</b>	<b>\$ 602,477,748</b>	<b>\$ 559,336,490</b>	<b>\$ (28,175,753)</b>	<b>-4.8%</b>	<b>\$ 587,182,773</b>

## *Future Issues*

Debt service will continue to be a major budget driver for Guilford County over the next several years. This budget recommends delaying the next issuance of school and college voter-approved bonds until after December 31, 2013, resulting in no additional debt repayment funds needed for FY 2013-14. The Board of Commissioners will need to work with the Board of Education to develop a mutually agreeable issuance schedule for the remaining bonds that meets the needs of the community within available resources.

Throughout the economic crisis, while other counties were reducing allocations, the Board of Commissioners maintained operating funding for Guilford County Schools and Guilford Technical Community College at pre-recession levels. As the new school and college facilities identified in the May 2008 bonds are completed, the County's obligations for facility support will increase. Additional support dollars will likely be necessary in future education budgets.

Additionally, while several of the County's revenue sources have experienced growth in the current fiscal year, National, State, and Local unemployment rates and budget issues at the State level present real risks to Local government revenue streams and expenses. To guard against these and other potential shocks, the County continues to use the current economic climate as an opportunity to reorganize and streamline its operations to create a leaner, more efficient and effective organization that is better able to serve the public's needs.

The goal of Guilford County Government is to provide exceptional public service. Our department directors are committed to continuing the progress made this year by delivering efficient County services that are accessible, responsive, dependable, and which positively impact citizens.

In addition to my gratitude to Commissioners, I want to express my sincere appreciation to the Guilford County Team. I recognize we would not be where we are without the contributions made by the County department directors and County employees. The staff has proven over and over again the old adage that the whole is greater than the sum of its parts. I am fortunate to work with such a dedicated and adaptable group of individuals. Thank you all very much.

Respectfully submitted,

Sharisse C. Fuller  
Assistant County Manager/Human Resources Director

cc: Marty Lawing, County Manager

**FY 2013-14 Budget - Approved Changes to Recommended Budget**

	<b>Expense</b>	<b>Revenues</b>	<b>Tax Rate</b>
General Fund Recommended Budget	\$ 559,336,490	\$ 559,336,490	\$ 78.040
Summary Impact of Changes	\$ (820,782)	\$ (820,782)	\$ (1.040)
<b>Adopted Budget</b>	<b>\$ 558,515,708</b>	<b>\$ 558,515,708</b>	<b>\$ 77.000</b>

**Changes**

1	STAFF - Law Enforcement - remove software purchased in FY 12-13	\$ (48,240)	
2	STAFF - Adjust Library funding to minimum funding per contracts.	\$ 17,693	
3	STAFF - Adjust Tourism Dev Auth funding to Board-agreed amount of \$40,000 .	\$ 2,083	
4	STAFF - Debt Service - reduce fees.	\$ (500,000)	
5	BOARD - Add 6 full-time driver positions, 13 permanent part-time driver positions, and funds for part-time relief drivers to the Transportation - Human Services budget to accomplish the transfer of transportation services from PART to Guilford County. No change to the overall recommended budget. This action was approved by the Board of Commissioners at its work session on May 30, 2103.	\$ -	\$ -
6	BOARD - Adjust budgets for Community-Based Organizations and Economic Development Agencies as proposed and amended by the Board at its 6/17/13 work session (see attached list).	\$ 5,010	
7	BOARD - Reduce amount budgeted for employee merit to 1%.	\$ (723,162)	
8	BOARD - Reduce salary equity reserve to \$1,000,000.	\$ (641,500)	
9	BOARD - Increase funding for the Greensboro, High Point, Gibsonville, and Jamestown Libraries to the adopted FY 12-13 levels.	\$ 156,648	
10	BOARD - Increase operating allocation to the Guilford County Schools by \$1,500,000 and request that the Board of Education allocate the additional funding to offset reductions in teacher assistant positions, with any remaining funds used to hire new teachers or address current teacher compensation.	\$ 1,500,000	
11	BOARD - Add 3 school nurses to the Public Health budget.	\$ 151,904	
12	As included in the Recommended Budget, change the County's contribution to the North Carolina 401(k) plan from a 5% contribution to all employees, regardless of participation, to a match of up to 5% of eligible compensation. This change will be applicable to budgeted employees who are not sworn law enforcement officers. Contributions on behalf of sworn law enforcement officers will continue to be 5%, in accordance with North Carolina General Statute §143-166.50. All employee contribution elections must be in whole percentages. This change will be effective with the pay period beginning July 14, 2013.		
13	Increase Motor Vehicle prior year tax revenues		\$ 1,500,000
14	Eliminate proposed Public Information Officer position	\$ (95,509)	
15	Eliminate proposed Reedy Fork Emergency Medical Services positions	\$ (424,457)	\$ (300,000)
16	Eliminate proposed Communications/Fire Project Manager position	\$ (221,252)	
17	Increase the General Fund's Appropriated Fund Balance		\$ 2,456,218
18	Reduce Property Tax Rate by 1.04 cents		\$ (4,477,000)
<b>TOTAL CHANGE</b>		<b>\$ (820,782)</b>	<b>\$ (820,782)</b>

# READER'S GUIDE TO THE GUILFORD COUNTY BUDGET DOCUMENT

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

## INTRODUCTION

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

- ***Manager's Message & County Goals***  
The original Manager's message describes the objectives for the County based on priorities previously discussed by the Board of Commissioners. It covers important issues such as the tax rate, budget issues and objectives, changes in services, fund balance, personnel, schools, and other changes that are incorporated into the annual budget.
- ***Budget Ordinance***  
The annual budget is formally adopted at the time the Board of Commissioners adopts a budget ordinance. The ordinance includes specific expenditure and revenue appropriations for the County's departments, as well as the ad valorem tax rates and levies. The ordinance also delineates the authority of the County Manager to amend the budget during the year and to enter into certain contractual agreements. Other provisions cover restrictions on contingency funds and compensation/allowances of the County Commissioners.
- ***Vision, 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).



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

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

### GENERAL FUND SUMMARY INFORMATION

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

- It includes a discussion of the major **expenditure** and **revenue** categories, information on historical trends, and details regarding the development of the estimates included in the adopted budget.
- A comparison of prior and current year **staffing levels** and changes is also presented.

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

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



Further Community Achievement



Improve Quality of Life & Manage Growth



Ensure Community Health & Safety



Maintain Efficient, Effective, & Responsive Governance

Goal icons and color bars appear at the top of each department page offering an easy way to tie specific departmental services to the broader goals of the community.

### 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.

# READER'S GUIDE TO THE GUILFORD COUNTY BUDGET DOCUMENT

The department service pages link each department to one or more county goals and priorities, as indicated by color bars and icons at the top of each page. The pages also show the expenditures and revenues associated with each department in a Budget Summary. Actual expenditures and revenues for FY 2012, the adopted budget for FY 2013, the amended budget for FY 2013 (includes changes to the adopted budget during the year), and the adopted budget for FY 2014 are included. The Board can only adopt a budget for the coming fiscal year, but to provide a long-term perspective of county issues, a Plan Budget for FY 2015 is provided, as well. Also displayed are each department's purpose and goals, budget highlights, major accomplishments, performance measures, and future issues.

## INSPECTIONS

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

Links to County Goals and Strategic Priorities:

COUNTY GOAL: *Improve Quality of Life & Manage Growth*  
 PRIORITY: *Clean & Green Communities*

Links to County Goals and Strategic Priorities:

COUNTY GOAL: *Ensure Community Health & Safety*  
 PRIORITY: *Injury Prevention & Emergency Response*

## BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Inspections	2,033,626	2,108,545	2,010,345	2,064,675	(2.1%)	2,159,204
Inspections	2,033,626	2,108,545	2,010,345	2,064,675	(2.1%)	2,159,204
<b>EXPENSE</b>						
Personnel Services	1,978,772	2,039,738	1,939,738	1,999,821	(2.0%)	2,058,316
Supplies & Materials	10,563	15,300	16,115	11,441	(25.2%)	40,896
Other Services & Charges	44,533	53,507	54,492	53,413	(0.2%)	59,992
Other	-242	0	0	0	0.0%	0
<b>Total Expense</b>	<b>2,033,626</b>	<b>2,108,545</b>	<b>2,010,345</b>	<b>2,064,675</b>	<b>(2.1%)</b>	<b>2,159,204</b>
<b>REVENUE</b>						
Licenses and Permits	668,339	647,027	647,027	671,500	3.8%	679,000
Charges for Services	30,502	17,750	17,750	30,000	69.0%	34,000
Appropriated Fund Balance	6,510	0	0	6,510	0.0%	0
<b>Total Revenue</b>	<b>705,351</b>	<b>664,777</b>	<b>664,777</b>	<b>708,010</b>	<b>6.5%</b>	<b>713,000</b>
<b>County Funds</b>	<b>1,328,275</b>	<b>1,443,768</b>	<b>1,345,568</b>	<b>1,356,665</b>	<b>(6.0%)</b>	<b>1,446,204</b>
Positions	25.00	25.00	25.00	25.00	0.0%	25.00

## DEPARTMENTAL PURPOSE & GOALS

The Inspections Division is a state mandated program that falls under the Public Safety Service Area with the goal to protect the lives, health and property of its citizens through enforcement of the North Carolina Building Code per NC General Statute Chapter 153A, Article 18 and NC

## 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).

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

- 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:

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

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



### ***Vision***

#### **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:**

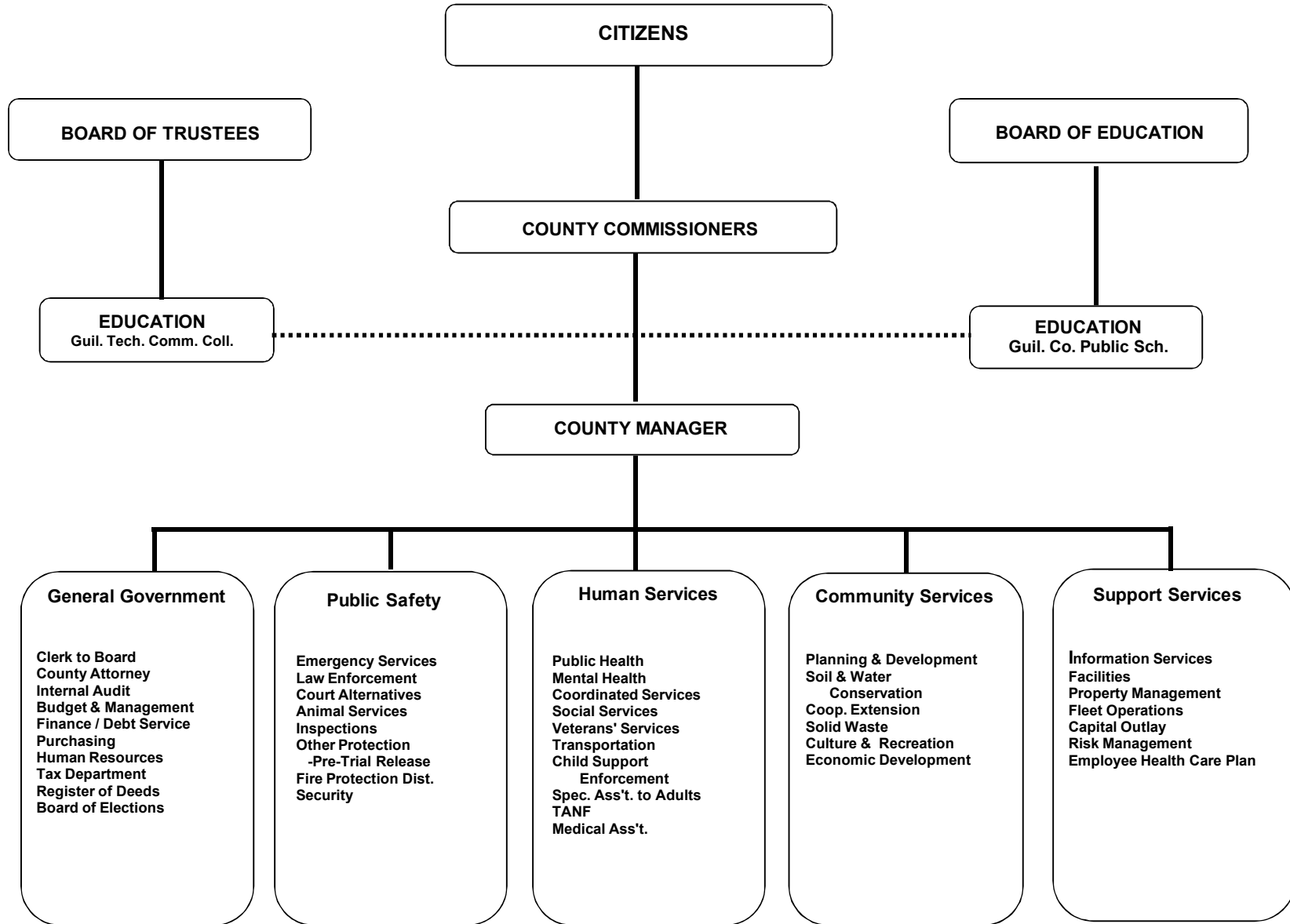
- Being responsive to their constituency;
- Supporting volunteer resources and community groups working to improve the county;
- Working collaboratively with schools and regional governments;
- Striking a balance between growth and development and protection of land, environment and heritage; and
- Providing 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 requested for the next budget year and for a second planning year. While the Board of Commissioners cannot formally adopt the planning year budget, inclusion of the data provides a long-term perspective of county issues and the future impacts of decisions made for FY 2013-14.

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.

**GUILFORD COUNTY  
BUDGET CALENDAR**

FY 2013-2014

**Orange = Capital Investment Plan  
Green = 10-Year Plans**

DATE	BUDGET PROCEDURES	ACTION BY
<b>2012</b>		
July 11	Distribute Tentative Budget Calendar at Department Directors Meeting	Budget & Management
July 11 - September 28	Finalize Department Service Inventories, High Level Measures, and Success Pathways	Departments
August 6 - 10	Major Facility Maintenance, Major Equipment, Technology, and Vehicle Committees hold kick-off meetings for FY 2012-2013, 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 6 - 24	Updates to CIP solicited from departments and provided to review committees	Budget & Management
September 12	CIP project recommendations due from CIP sub-committees to CIP Board	CIP Sub-Committees
<b>September 17 - 28</b>	<b>PowerPlan (budget system) training</b>	<b>Departments</b>
September 28	CIP Recommendations due from CIP Board	CIP Board
	Major facility, major equipment, technology, and vehicle recommendations due	Major Facility Committee Major Equipment Committee Technology Committee Vehicle Committee
Late September to early October	Review Department Service Inventories, Measures, and Success Pathways with Budget, Manager and establish service level targets and priorities for department budgets	Departments, Budget, and Manager
October 18	FY 2013-2022 CIP presented to Board	County Manager
October 19	Initial Revenue Updates and Estimates due	Departments
<b>November 30</b>	<b>Budget Requests due from Departments</b>	<b>Departments</b>
	Initial Estimate of Fund Balance & Investment Earnings from Finance	Finance
	Market survey information from Human Resources	Human Resources
December (subject to change)	Budget Requests from Guilford County Schools and GTCC	GCS, GTCC
<b>2013</b>		
January 10	Board Retreat	County Commissioners
January 13	Review of Current Year Property Tax Collections, Updated Growth Projections for next fiscal year, and calculation of initial estimated revenue neutral rate.	Tax Department
February - April	Manager's Review of Department Budget Requests	Departments County Manager Budget & Management
Mid-February	State estimates received by Social Services, Public Health, and Mental Health	State of North Carolina
March 1	Tax Valuation update from Tax Department. Updated Estimate of Fund Balance & Investment Earnings from Finance	Tax Department Finance
March 13, 27 April 10	Budget Committee Work Sessions	Board Budget Committee County Manager Departments Budget & Management
May 2, 3	Board Budget Work Sessions	County Commissioners County Manager Departments Budget & Management
Early May	Final adjustments and budget document preparation and printing	Budget & Management
<b>May 16</b>	<b>Manager's Recommended Budget to Board of Commissioners</b>	<b>County Manager</b>
May 16	Notify fire districts of recommended tax rates and public hearing	Budget & Management
May 30	Board Budget Work Sessions	County Commissioners
June 10, 17		County Manager



**GUILFORD COUNTY  
BUDGET CALENDAR**

**FY 2013-2014**

*Orange = Capital Investment Plan  
Green = 10-Year Plans*

DATE	BUDGET PROCEDURES	ACTION BY
		Departments Budget & Management Public
May 1	Statutory deadline for School Superintendent to present budget and budget message to the Board of Education	Superintendent Board of Education
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
<b>June 6</b>	<b>Public Hearing on Budget</b>	<b>Public</b>
June 10, 17	Board Budget Work Sessions	County Commissioners County Manager Departments Budget & Management Public
<b>June 20</b>	<b>Adopt FY 2013-14 Budget</b>	<b>County Commissioners</b>
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 & Other Centrally Calculated Budget Line Items***

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

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

### **Basis of Budgeting**

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

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

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

### **Basis of Accounting**

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

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

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

## **BUDGET FINANCIAL POLICIES & GUIDELINES**

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

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

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

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

## **Capital Projects**

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

## **Debt**

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

## FUND STRUCTURE

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

Shaded funds are included in the annual budget ordinance For FY 2013-14. 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

**Guilford County  
FY 2013-14 Adopted Budget  
Department & Fund Relationships**

Department	General Fund	Room Occupancy/ Tourism Development	Fire Funds	Total	Internal Services Financial Plan
<b>General Government</b>					
County Commissioners	\$ 406,196			\$ 406,196	
Clerk to the Board	\$ 197,273			\$ 197,273	
County Administration	\$ 1,395,881			\$ 1,395,881	
County Attorney	\$ 1,864,956			\$ 1,864,956	
Human Resources	\$ 9,443,738			\$ 9,443,738	
Budget and Management	\$ 450,297			\$ 450,297	
Internal Audit	\$ 509,628			\$ 509,628	
Finance	\$ 2,523,232			\$ 2,523,232	
Purchasing	\$ 351,774			\$ 351,774	
Tax	\$ 5,365,671			\$ 5,365,671	
Register of Deeds	\$ 2,027,257			\$ 2,027,257	
Elections	\$ 2,327,107			\$ 2,327,107	
	<b>\$ 26,863,010</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 26,863,010</b>	<b>\$ -</b>
<b>Education</b>				\$ -	
Guilford County Schools	\$ 178,130,398			\$ 178,130,398	
Guilford Technical Community College	\$ 12,397,690			\$ 12,397,690	
	<b>\$ 190,528,088</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 190,528,088</b>	<b>\$ -</b>
<b>Community Service</b>				\$ -	
Planning and Development	\$ 676,995			\$ 676,995	
Cooperative Extension Service	\$ 500,115			\$ 500,115	
Solid Waste	\$ 1,080,841			\$ 1,080,841	
Soil & Water	\$ 245,165			\$ 245,165	
Culture & Libraries	\$ 1,827,807			\$ 1,827,807	
Recreation (Parks)	\$ 3,569,827			\$ 3,569,827	
Economic Devel & Assistance	\$ 2,248,566			\$ 2,248,566	
Room Occupany/Tourism Development	\$ -	\$ 5,500,000		\$ 5,500,000	
	<b>\$ 10,149,316</b>	<b>\$ 5,500,000</b>	<b>\$ -</b>	<b>\$ 15,649,316</b>	<b>\$ -</b>
<b>Debt Repayment</b>				\$ -	
Debt Repayment	\$ 91,024,691			\$ 91,024,691	
	<b>\$ 91,024,691</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 91,024,691</b>	<b>\$ -</b>
<b>Human Services</b>				\$ -	
Public Health	\$ 31,012,448			\$ 31,012,448	
Mental Health	\$ 9,900,000			\$ 9,900,000	
Social Services	\$ 69,153,442			\$ 69,153,442	
Special Assistance to Adults	\$ 3,159,115			\$ 3,159,115	



**Guilford County  
FY 2013-14 Adopted Budget  
Department & Fund Relationships**

Department	General Fund	Room Occupancy/ Tourism Development	Fire Funds	Total	Internal Services Financial Plan
Temp Asst Needy Families	\$ 20,000			\$ 20,000	
Medical Assistance	\$ 2,546,826			\$ 2,546,826	
Child Support Enforcement	\$ 6,350,488			\$ 6,350,488	
Transportation-Human Serv	\$ 1,676,497			\$ 1,676,497	
Veteran Services	\$ 121,372			\$ 121,372	
Coordinated Services	\$ 1,493,515			\$ 1,493,515	
	<b>\$ 125,433,703</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 125,433,703</b>	<b>\$ -</b>
<b>Public Safety</b>				\$ -	
Security	\$ 1,526,507			\$ 1,526,507	
Law Enforcement	\$ 62,385,387			\$ 62,385,387	
Emergency Services	\$ 24,520,231			\$ 24,520,231	
Inspections	\$ 2,064,675			\$ 2,064,675	
Court Alternatives	\$ 2,424,002			\$ 2,424,002	
Animal Services	\$ 3,092,266			\$ 3,092,266	
Other Protection	\$ 1,456,596			\$ 1,456,596	
Fire Districts	\$ -		\$ 13,552,968	\$ 13,552,968	
	<b>\$ 97,469,664</b>	<b>\$ -</b>	<b>\$ 13,552,968</b>	<b>\$ 111,022,632</b>	<b>\$ -</b>
<b>Support Services</b>				\$ -	
Information Services	\$ 8,900,493			\$ 8,900,493	
Facilities	\$ 7,185,913			\$ 7,185,913	
Property Management	\$ 173,117			\$ 173,117	
Fleet Operation	\$ 787,713			\$ 787,713	
Risk Retention - Liability, Wk Comp, Property	\$ -			\$ -	\$ 3,095,000
Health Care & Wellness	\$ -			\$ -	\$ 40,756,263
	<b>\$ 17,047,236</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 17,047,236</b>	<b>\$ 43,851,263</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 558,515,708</b>	<b>\$ 5,500,000</b>	<b>\$ 13,552,968</b>	<b>\$ 577,568,676</b>	<b>\$ 43,851,263</b>
<b>SOURCES OF FUNDS</b>					
Property Taxes	\$ 346,123,000		\$ 11,106,807	\$ 357,229,807	
Federal & State Funds	\$ 77,016,053			\$ 77,016,053	
Sales Taxes	\$ 64,900,000		\$ 1,880,000	\$ 66,780,000	
User Charges	\$ 35,475,554			\$ 35,475,554	\$ 42,196,073
Other	\$ 7,738,756	\$ 5,500,000		\$ 13,238,756	\$ 96,500
Fund Balance	\$ 27,262,345		\$ 566,161	\$ 27,828,506	\$ 1,558,690
<b>TOTAL SOURCES OF FUNDS</b>	<b>\$ 558,515,708</b>	<b>\$ 5,500,000</b>	<b>\$ 13,552,968</b>	<b>\$ 577,568,676</b>	<b>\$ 43,851,263</b>

**Summary of FY 2013-2014 Budget**

**Appropriated Funds**

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

*Actual expenses for FY 2012-13 will be available once audited amounts are available in Fall 2013.*

	<b>Actual FY 2011-12</b>	<b>Adopted FY 2012-13</b>	<b>Amended FY 2012-2013</b>	<b>Adopted FY 2013-14</b>	<b>vs. Adopted</b>		<b>Plan FY 2014-15</b>
					<b>\$ chg</b>	<b>%</b>	
<b>SUMMARY OF ALL APPROPRIATED FUNDS</b>							
<b>Revenues &amp; Other Sources of Funds</b>							
Property Taxes (current & prior years)	\$ 360,304,875	\$ 358,391,098	\$ 358,461,378	\$ 357,229,807	\$ (1,161,291)	-0.3%	\$ 387,385,877
Federal & State Funds	\$ 95,273,386	\$ 96,570,840	\$ 102,048,332	\$ 77,016,053	\$ (19,554,787)	-20.2%	\$ 76,790,383
Sales Taxes	\$ 66,753,745	\$ 66,780,002	\$ 66,868,793	\$ 66,780,000	\$ (2)	0.0%	\$ 66,798,800
User Charges	\$ 40,879,773	\$ 39,152,432	\$ 39,214,305	\$ 35,475,554	\$ (3,676,878)	-9.4%	\$ 35,776,924
Other (includes Transfers In)	\$ 76,137,627	\$ 13,550,884	\$ 14,873,687	\$ 13,238,756	\$ (312,128)	-2.3%	\$ 13,383,717
<b>TOTAL Revenues</b>	<b>\$ 639,349,406</b>	<b>\$ 574,445,256</b>	<b>\$ 581,466,495</b>	<b>\$ 549,740,170</b>	<b>\$ (24,705,086)</b>	<b>-4.3%</b>	<b>\$ 580,135,701</b>
<b>Expenditures &amp; Other Uses of Funds</b>							
<i>Type of Expense</i>							
Personnel Services	\$ 169,917,789	\$ 174,897,947	\$ 176,233,528	\$ 168,351,501	\$ (6,546,446)	-3.7%	\$ 175,069,714
Operating Expenses	\$ 283,556,092	\$ 297,758,161	\$ 310,130,605	\$ 277,203,990	\$ (20,554,171)	-6.9%	\$ 281,725,741
Human Services Assistance	\$ 35,361,510	\$ 37,189,467	\$ 38,838,124	\$ 37,492,882	\$ 303,415	0.8%	\$ 36,554,033
Debt Repayment	\$ 137,439,232	\$ 92,010,729	\$ 92,016,980	\$ 91,024,691	\$ (986,038)	-1.1%	\$ 106,922,862
Capital Outlay	\$ 4,705,025	\$ 4,146,000	\$ 6,160,473	\$ 3,495,612	\$ (650,388)	-15.7%	\$ 4,651,022
<b>TOTAL Expenditures</b>	<b>\$ 630,979,648</b>	<b>\$ 606,002,304</b>	<b>\$ 623,379,710</b>	<b>\$ 577,568,676</b>	<b>\$ (28,433,628)</b>	<b>-4.7%</b>	<b>\$ 604,923,372</b>
<b>Service Area</b>							
General Government	\$ 24,846,127	\$ 27,793,092	\$ 27,837,497	\$ 26,863,010	\$ (930,082)	-3.3%	\$ 28,094,989
Education & Education Debt	\$ 249,351,815	\$ 264,976,277	\$ 264,905,419	\$ 266,343,984	\$ 1,367,707	0.5%	\$ 285,618,247
Human Services	\$ 148,579,993	\$ 152,874,788	\$ 160,897,781	\$ 125,433,703	\$ (27,441,085)	-18.0%	\$ 126,469,127
Public Safety	\$ 103,299,460	\$ 111,783,260	\$ 115,095,878	\$ 111,022,632	\$ (760,628)	-0.7%	\$ 114,848,731
Support Services	\$ 14,289,212	\$ 18,207,189	\$ 19,845,581	\$ 17,047,236	\$ (1,159,953)	-6.4%	\$ 18,703,005
Community Services	\$ 14,107,413	\$ 13,950,158	\$ 18,302,905	\$ 15,649,316	\$ 1,699,158	12.2%	\$ 15,811,571
Non-Education Debt	\$ 76,505,628	\$ 16,417,540	\$ 16,494,649	\$ 15,208,795	\$ (1,208,745)	-7.4%	\$ 15,377,703
Non-Departmental	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	\$ -
<b>TOTAL Expenditures</b>	<b>\$ 630,979,648</b>	<b>\$ 606,002,304</b>	<b>\$ 623,379,710</b>	<b>\$ 577,568,676</b>	<b>\$ (28,433,628)</b>	<b>-4.7%</b>	<b>\$ 604,923,373</b>
<b>Excess (Deficiency) of Revenues over Expenditures</b>	<b>\$ 8,369,758</b>	<b>\$ (31,557,048)</b>	<b>\$ (41,913,215) **</b>	<b>\$ (27,828,506)</b>	<b>\$ 3,728,542</b>	<b>-11.8%</b>	<b>\$ (24,787,672)</b>
<b>Beginning Fund Balance*</b>	<b>\$ 133,681,450</b>	<b>\$ 142,051,208</b>	<b>\$ 142,051,208</b>	<b>\$ 100,137,993</b>	<b>\$ (41,913,215)</b>	<b>-29.5%</b>	<b>\$ 72,309,487</b>
<b>Ending Fund Balance*</b>	<b>\$ 142,051,208</b>	<b>\$ 110,494,160</b>	<b>\$ 100,137,993</b>	<b>\$ 72,309,487</b>	<b>\$ (38,184,673)</b>	<b>-34.6%</b>	<b>\$ 47,521,815</b>

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

\*\* Estimated actual General Fund fund balance used is approximately \$12 million due to weak revenue performance, particularly sales tax. Departmental expenditures are being monitored and operations adjusted to reduce the use of fund balance as much as possible through the end of the fiscal year.

**Summary of FY 2013-2014 Budget**

**Appropriated Funds**

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

*Actual expenses for FY 2012-13 will be available once audited amounts are available in Fall 2013.*

	<b>Actual FY 2011-12</b>	<b>Adopted FY 2012-13</b>	<b>Amended FY 2012-2013</b>	<b>Adopted FY 2013-14</b>	<b>vs. Adopted</b>		<b>Plan FY 2014-15</b>
					<b>\$ chg</b>	<b>%</b>	
<b>GENERAL FUND</b>							
The county's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in other funds presented below.							
<b>Revenues &amp; Other Sources of Funds</b>							
Property Taxes (current & prior years)	\$ 349,937,578	\$ 348,000,000	\$ 348,070,280	\$ 346,123,000	\$ (1,877,000)	-0.5%	\$ 376,065,319
Federal & State Funds	\$ 95,273,386	\$ 96,570,840	\$ 102,048,332	\$ 77,016,053	\$ (19,554,787)	-20.2%	\$ 76,790,383
Sales Taxes	\$ 64,842,231	\$ 64,900,000	\$ 64,988,791	\$ 64,900,000	\$ -	0.0%	\$ 64,900,000
User Charges	\$ 40,879,773	\$ 39,152,432	\$ 39,214,305	\$ 35,475,554	\$ (3,676,878)	-9.4%	\$ 35,776,924
Other (includes Transfers In)	\$ 71,694,426	\$ 8,050,884	\$ 9,373,687	\$ 7,738,756	\$ (312,128)	-3.9%	\$ 7,883,717
<b>TOTAL Revenues</b>	<b>\$ 622,627,394</b>	<b>\$ 556,674,156</b>	<b>\$ 563,695,395</b>	<b>\$ 531,253,363</b>	<b>\$ (25,420,793)</b>	<b>-4.6%</b>	<b>\$ 561,416,343</b>
<b>Expenditures &amp; Other Uses of Funds</b>							
<i>Type of Expense</i>							
Personnel Services	\$ 169,917,789	\$ 174,897,947	\$ 176,233,528	\$ 168,351,501	\$ (6,546,446)	-3.7%	\$ 175,069,714
Operating Expenses	\$ 267,020,768	\$ 279,268,100	\$ 291,640,544	\$ 258,151,022	\$ (21,117,078)	-7.6%	\$ 263,006,383
Human Services Assistance	\$ 35,361,510	\$ 37,189,467	\$ 38,838,124	\$ 37,492,882	\$ 303,415	0.8%	\$ 36,554,033
Debt Repayment	\$ 137,439,232	\$ 92,010,729	\$ 92,016,980	\$ 91,024,691	\$ (986,038)	-1.1%	\$ 106,922,862
Capital Outlay	\$ 4,705,025	\$ 4,146,000	\$ 6,160,473	\$ 3,495,612	\$ (650,388)	-15.7%	\$ 4,651,022
<b>TOTAL Expenditures</b>	<b>\$ 614,444,324</b>	<b>\$ 587,512,243</b>	<b>\$ 604,889,649</b>	<b>\$ 558,515,708</b>	<b>\$ (28,996,535)</b>	<b>-4.9%</b>	<b>\$ 586,204,014</b>
<b>Service Area</b>							
General Government	\$ 24,846,127	\$ 27,793,092	\$ 27,837,497	\$ 26,863,010	\$ (930,082)	-3.3%	\$ 28,094,989
Education & Education Debt	\$ 249,351,815	\$ 264,976,277	\$ 264,905,419	\$ 266,343,984	\$ 1,367,707	0.5%	\$ 285,618,247
Human Services	\$ 148,579,993	\$ 152,874,788	\$ 160,897,781	\$ 125,433,703	\$ (27,441,085)	-18.0%	\$ 126,469,127
Public Safety	\$ 91,206,107	\$ 98,793,199	\$ 102,105,817	\$ 97,469,664	\$ (1,323,535)	-1.3%	\$ 101,629,373
Support Services	\$ 14,289,212	\$ 18,207,189	\$ 19,845,581	\$ 17,047,236	\$ (1,159,953)	-6.4%	\$ 18,703,005
Community Services	\$ 9,665,442	\$ 8,450,158	\$ 12,802,905	\$ 10,149,316	\$ 1,699,158	20.1%	\$ 10,311,571
Non-Education Debt	\$ 76,505,628	\$ 16,417,540	\$ 16,494,649	\$ 15,208,795	\$ (1,208,745)	-7.4%	\$ 15,377,703
Non-Departmental	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	\$ -
<b>TOTAL Expenditures</b>	<b>\$ 614,444,324</b>	<b>\$ 587,512,243</b>	<b>\$ 604,889,649</b>	<b>\$ 558,515,708</b>	<b>\$ (28,996,535)</b>	<b>-4.9%</b>	<b>\$ 586,204,015</b>
<b>Excess (Deficiency) of Revenues over Expenditures</b>	<b>\$ 8,183,070</b>	<b>\$ (30,838,087)</b>	<b>\$ (41,194,254) **</b>	<b>\$ (27,262,345)</b>	<b>\$ 3,575,742</b>	<b>-11.6%</b>	<b>\$ (24,787,672)</b>
<b>Beginning Fund Balance*</b>	<b>\$ 132,268,918</b>	<b>\$ 140,451,988</b>	<b>\$ 140,451,988</b>	<b>\$ 99,257,734</b>	<b>\$ (41,194,254)</b>	<b>-29.3%</b>	<b>\$ 71,995,389</b>
<b>Ending Fund Balance*</b>	<b>\$ 140,451,988</b>	<b>\$ 109,613,901</b>	<b>\$ 99,257,734</b>	<b>\$ 71,995,389</b>	<b>\$ (37,618,512)</b>	<b>-34.3%</b>	<b>\$ 47,207,717</b>

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

\*\* Estimated actual fund balance used is approximately \$12 million due to weak revenue performance, particularly sales tax. Departmental expenditures are being monitored and operations adjusted to reduce the use of fund balance as much as possible through the end of the fiscal year.

Overall, the amount of appropriated fund balance is down 12% as budgets are adjusted to reduce fund balance needs.

**Summary of FY 2013-2014 Budget  
Appropriated Funds**

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

*Actual expenses for FY 2012-13 will be available once audited amounts are available in Fall 2013.*

	<b>Actual FY 2011-12</b>	<b>Adopted FY 2012-13</b>	<b>Amended FY 2012-2013</b>	<b>Adopted FY 2013-14</b>	<b>vs. Adopted</b>		<b>Plan FY 2014-15</b>
					<b>\$ chg</b>	<b>%</b>	
<b>RURAL FIRE DISTRICTS FUND</b>							
Transactions relating to the operation of the Fire Protection Districts in the County are reflected in these individual funds. Each district is funded, in large part, from a special district tax levied on the property in the district, with the proceeds of that tax dedicated for use in that district. The Board of Commissioners, with the adoption of the Budget Ordinance, establishes the tax rate for each district annually. The districts also receive funding from their shares of the local option sales taxes levied by the County.							
<i>All funds are consolidated here. For information about a specific district, please refer to the Other Funds section of this document.</i>							
<b>Revenues &amp; Other Sources of Funds</b>							
Property Taxes	\$ 10,367,297	\$ 10,391,098	\$ 10,391,098	\$ 11,106,807	\$ 715,709	6.9%	\$ 11,320,558
Sales Taxes	\$ 1,911,514	\$ 1,880,002	\$ 1,880,002	\$ 1,880,000	\$ (2)	0.0%	\$ 1,898,800
Other	\$ 1,230	\$ -	\$ -	\$ -	\$ -	N/A	\$ -
<b>TOTAL Revenues</b>	<b>\$ 12,280,041</b>	<b>\$ 12,271,100</b>	<b>\$ 12,271,100</b>	<b>\$ 12,986,807</b>	<b>\$ 715,707</b>	<b>5.8%</b>	<b>\$ 13,219,358</b>
<b>Expenditures &amp; Other Uses of Funds</b>							
Operating	\$ 12,093,353	\$ 12,990,061	\$ 12,990,061	\$ 13,552,968	\$ 562,907	4.3%	\$ 13,219,358
<b>TOTAL Expenditures</b>	<b>\$ 12,093,353</b>	<b>\$ 12,990,061</b>	<b>\$ 12,990,061</b>	<b>\$ 13,552,968</b>	<b>\$ 562,907</b>	<b>4.3%</b>	<b>\$ 13,219,358</b>
<b>Excess (Deficiency) of Revenues over Expenditures</b>	<b>\$ 186,688</b>	<b>\$ (718,961)</b>	<b>\$ (718,961)</b>	<b>\$ (566,161)</b>	<b>\$ 152,800</b>	<b>-21.3%</b>	<b>\$ -</b>
<b>Beginning Fund Balance*</b>	<b>\$ 1,412,532</b>	<b>\$ 1,599,220</b>	<b>\$ 1,599,220</b>	<b>\$ 880,259</b>	<b>\$ (718,961)</b>	<b>-45.0%</b>	<b>\$ 314,098</b>
<b>Ending Fund Balance*</b>	<b>\$ 1,599,220</b>	<b>\$ 880,259</b>	<b>\$ 880,259</b>	<b>\$ 314,098</b>	<b>\$ (566,161)</b>	<b>-64.3%</b>	<b>\$ 314,098</b>

*Additional fund balance is being appropriated to help pay for capital radio purchases, facility renovations, and other needs. The FY 2014 appropriation limits the use of fund balance in FY 2015.*

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

**Summary of FY 2013-2014 Budget  
Appropriated Funds**

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

*Actual expenses for FY 2012-13 will be available once audited amounts are available in Fall 2013.*

	<b>Actual FY 2011-12</b>	<b>Adopted FY 2012-13</b>	<b>Amended FY 2012-2013</b>	<b>Adopted FY 2013-14</b>	<b>vs. Adopted</b>		<b>Plan FY 2014-15</b>
					<b>\$ chg</b>	<b>%</b>	
<b>ROOM OCCUPANCY AND TOURISM DEVELOPMENT FUND</b>							
The Greensboro/Guilford County Tourism Development Authority ("Authority") is a public authority created to promote activities and programs which encourage travel and tourism to the area. Guilford County levies the occupancy tax which is the major sources of revenues for the Authority. The Room Occupancy and Tourism Development Fund accounts for the receipt and transfer of occupancy tax revenues to the Authority and to the City of High Point for its share of the revenues.							
<b>Revenues &amp; Other Sources of Funds</b>							
Other - Occupancy Tax	\$ 4,441,971	\$ 5,500,000	\$ 5,500,000	\$ 5,500,000	\$ -	0.0%	\$ 5,500,000
<b>TOTAL Revenues</b>	\$ 4,441,971	\$ 5,500,000	\$ 5,500,000	\$ 5,500,000	\$ -	0.0%	\$ 5,500,000
<b>Expenditures &amp; Other Uses of Funds</b>							
Operating	\$ 4,441,971	\$ 5,500,000	\$ 5,500,000	\$ 5,500,000	\$ -	0.0%	\$ 5,500,000
<b>TOTAL Expenditures</b>	\$ 4,441,971	\$ 5,500,000	\$ 5,500,000	\$ 5,500,000	\$ -	0.0%	\$ 5,500,000
<b>Excess (Deficiency) of Revenues over Expenditures</b>	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	\$ -
<b>Beginning Fund Balance*</b>	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	\$ -
<b>Ending Fund Balance*</b>	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	\$ -

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

**Summary of FY 2013-2014 Budget**

**Appropriated Funds**

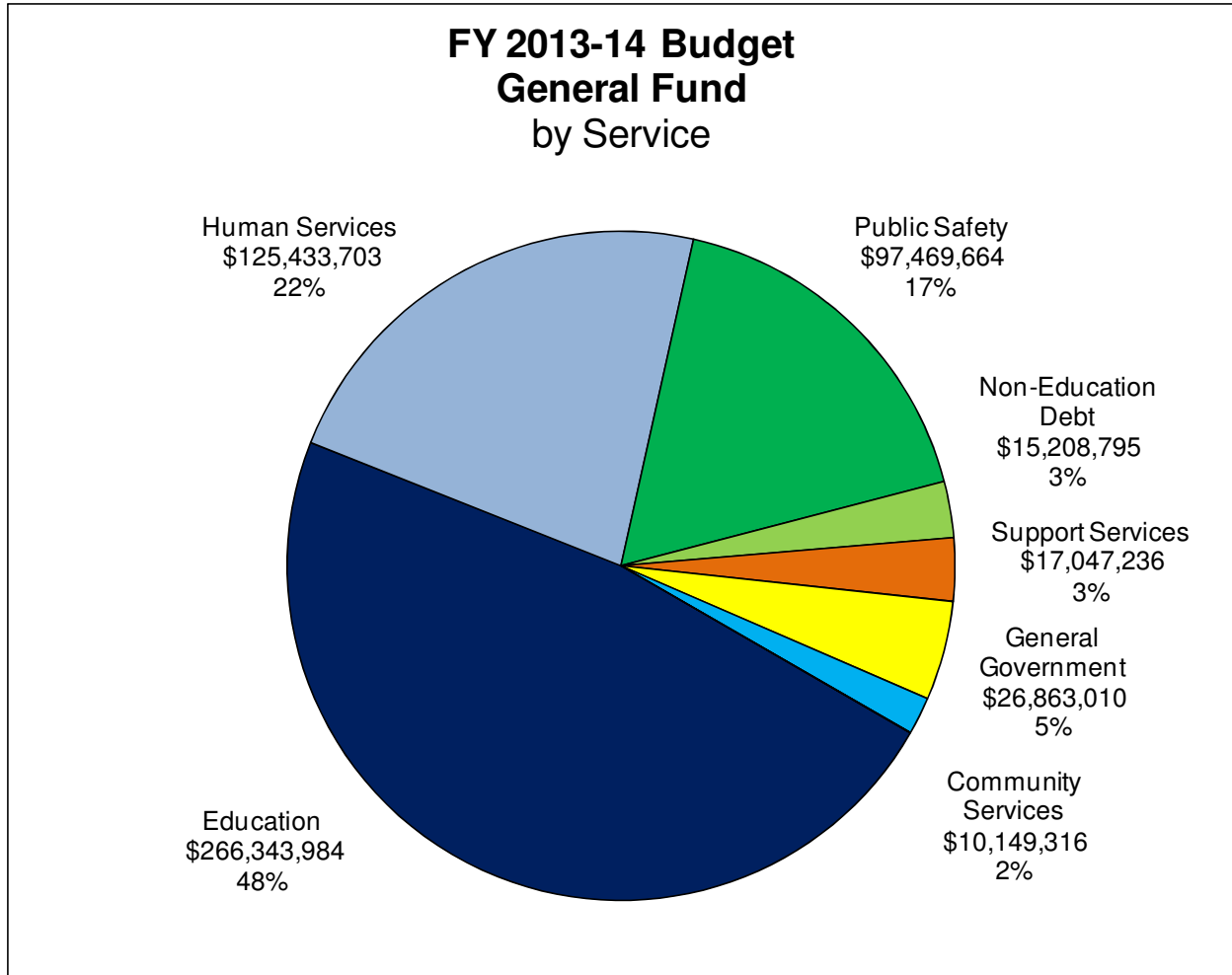
**Summary of Revenues, Expenditures, and Changes in Fund Balances**

*Actual expenses for FY 2012-13 will be available once audited amounts are available in Fall 2013.*

	<b>Actual FY 2011-12</b>	<b>Adopted FY 2012-13</b>	<b>Amended FY 2012-2013</b>	<b>Adopted FY 2013-14</b>	<b>vs. Adopted</b>		<b>Plan FY 2014-15</b>
					<b>\$ chg</b>	<b>%</b>	
<b>INTERNAL SERVICES (Financial Plan, not included in All Funds Summary above)</b>							
The Internal Services Fund accounts for risk management services provided to other departments of the County on a cost reimbursement basis.							
<b>Expenditures</b>							
<b>Risk Retention - Liability, Property, WC:</b>							
Personnel Services	\$ 123,658	\$ 188,081	\$ 188,081	\$ 188,492	\$ 411	0.2%	\$ 193,642
Operating	\$ 2,612,427	\$ 2,328,765	\$ 2,328,769	\$ 2,906,508	\$ 577,743	24.8%	\$ 2,905,342
	\$ 2,736,085	\$ 2,516,846	\$ 2,516,850	\$ 3,095,000	\$ 578,154		\$ 3,098,984
<b>Health Care &amp; Wellness</b>							
Operating	\$ 34,458,360	\$ 37,464,478	\$ 37,464,484	\$ 40,756,263	\$ 3,291,785	8.8%	\$ 46,419,605
<b>TOTAL Expenditures</b>	\$ 37,194,445	\$ 39,981,324	\$ 39,981,334	\$ 43,851,263	\$ 3,869,939	9.7%	\$ 49,518,589
<b>Revenues</b>							
User Charges	\$ 35,048,477	\$ 39,540,878	\$ 39,540,878	\$ 42,196,073	\$ 2,655,195	6.7%	\$ 47,859,415
Other	\$ 353,714	\$ 60,000	\$ 60,000	\$ 60,000	\$ -	0.0%	\$ 60,000
<b>TOTAL Revenues</b>	\$ 35,402,191	\$ 39,600,878	\$ 39,600,878	\$ 42,256,073	\$ 2,655,195	6.7%	\$ 47,919,415
<b>Operating Gain/(Loss)</b>	\$ (1,792,254)	\$ (380,446)	\$ (380,456)	\$ (1,595,190)	\$ (1,214,744)	319.3%	\$ (1,599,174)
Interest Income	\$ 38,660	\$ 71,500	\$ 71,500	\$ 36,500	\$ (35,000)	-49.0%	\$ 36,500
<b>Change</b>	\$ (1,753,594)	\$ (308,946)	\$ (308,956)	\$ (1,558,690)	\$ (1,249,744)	404.5%	\$ (1,562,674)
<b>Beginning Net Position</b>	\$ 26,884,147	\$ 25,130,553	\$ 25,130,553	\$ 24,821,597	\$ (308,956)	-1.2%	\$ 23,262,907
<b>Ending Net Position</b>	\$ 25,130,553	\$ 24,821,607	\$ 24,821,597	\$ 23,262,907	\$ (1,558,700)	-6.3%	\$ 21,700,233



## General Fund Summary

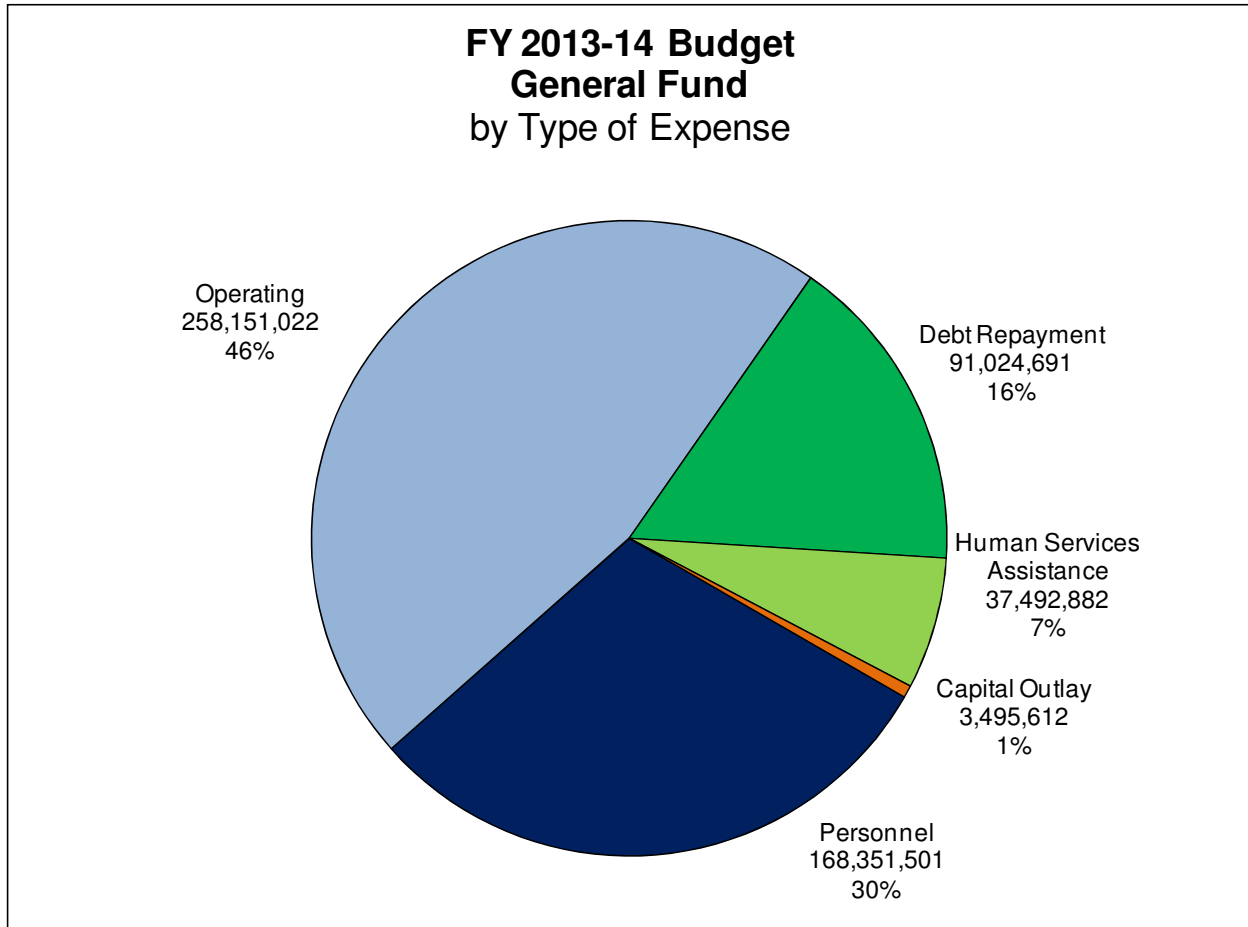


### Summary of Expenditures by Service Category

	FY12 Actual	FY13 Adopted	FY13 Amended	FY14 Adopted	vs. FY13 Adopted		FY15 Plan
					\$ chg	% chg	
Education	\$249,351,815	\$264,976,277	\$264,905,419	<b>\$266,343,984</b>	\$ 1,367,707	0.5%	\$285,618,247
<i>includes Education debt repayment</i>							
Human Services	\$148,579,993	\$152,874,788	\$160,897,781	<b>\$125,433,703</b>	\$ (27,441,085)	-18.0%	\$126,469,127
Public Safety	\$ 91,206,107	\$ 98,793,199	\$102,105,817	<b>\$ 97,469,664</b>	\$ (1,323,535)	-1.3%	\$101,629,373
Non-Education Debt	\$ 76,505,628	\$ 16,417,540	\$ 16,494,649	<b>\$ 15,208,795</b>	\$ (1,208,745)	-7.4%	\$ 15,377,703
Support Services	\$ 14,289,212	\$ 18,207,189	\$ 19,845,581	<b>\$ 17,047,236</b>	\$ (1,159,953)	-6.4%	\$ 18,703,005
General Government	\$ 24,846,127	\$ 27,793,092	\$ 27,837,497	<b>\$ 26,863,010</b>	\$ (930,082)	-3.3%	\$ 28,094,989
Community Services	\$ 9,665,442	\$ 8,450,158	\$ 12,802,905	<b>\$ 10,149,316</b>	\$ 1,699,158	20.1%	\$ 10,311,571
<b>Total Expenditures</b>	<b>\$614,444,324</b>	<b>\$587,512,243</b>	<b>\$604,889,649</b>	<b>\$558,515,708</b>	\$ (28,996,535)	-4.9%	<b>\$586,204,015</b>



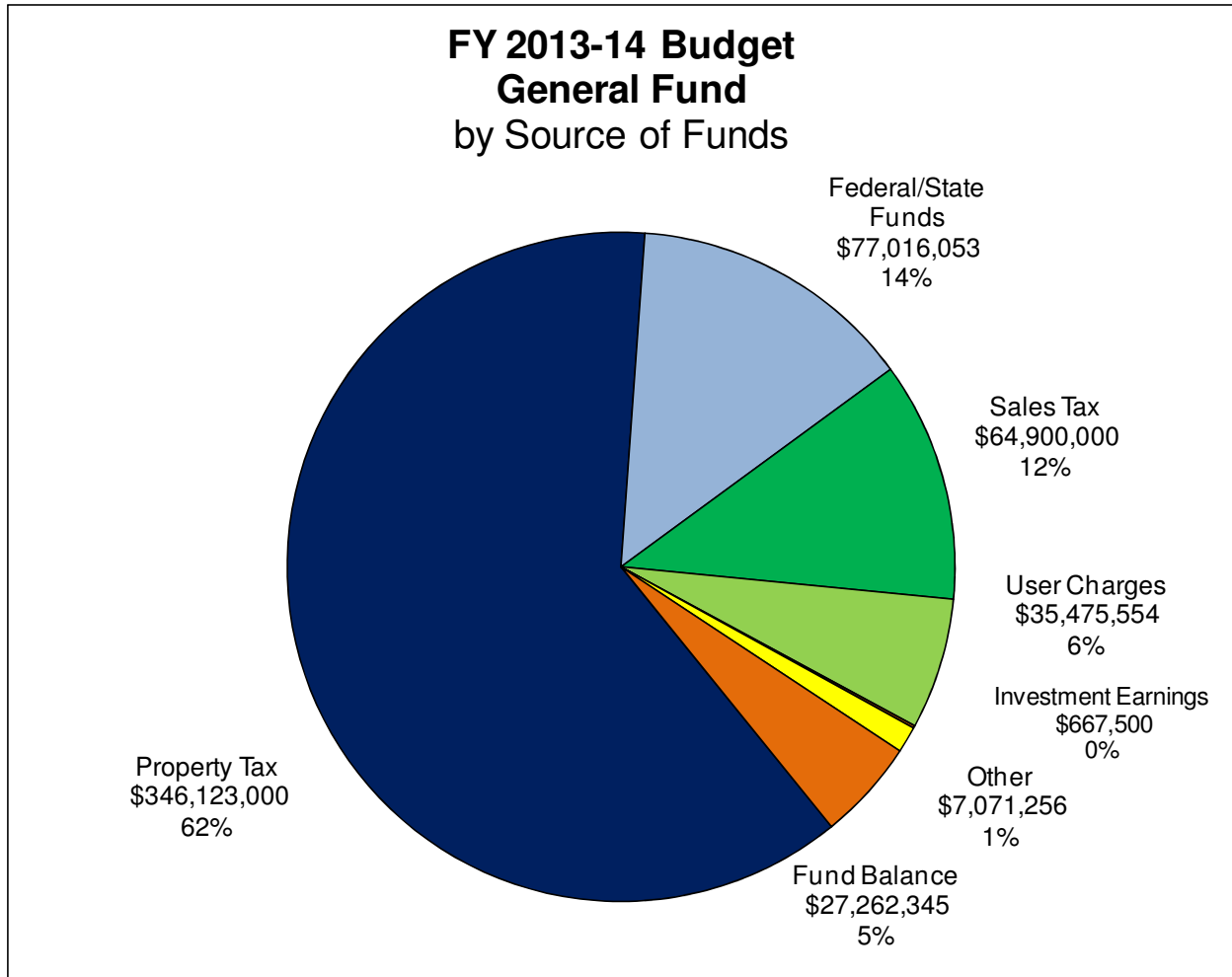
## General Fund Summary



### Summary of Expenditures by Type of Expense

	FY12 Actual	FY13 Adopted	FY13 Amended	FY14 Adopted	vs. FY13 Adopted		FY15 Plan
					\$ chg	% chg	
Personnel	\$169,917,789	\$174,897,947	\$176,233,528	<b>\$168,351,501</b>	\$ (6,546,446)	-3.7%	\$175,069,715
Operating	\$267,020,768	\$279,268,100	\$291,640,544	<b>\$258,151,022</b>	\$ (21,117,078)	-7.6%	\$263,006,383
Debt Repayment	\$137,439,232	\$ 92,010,729	\$ 92,016,980	<b>\$ 91,024,691</b>	\$ (986,038)	-1.1%	\$106,922,862
Human Svc Assistance	\$ 35,361,510	\$ 37,189,467	\$ 38,838,124	<b>\$ 37,492,882</b>	\$ 303,415	0.8%	\$ 36,554,033
Capital Outlay	\$ 4,705,025	\$ 4,146,000	\$ 6,160,473	<b>\$ 3,495,612</b>	\$ (650,388)	-15.7%	\$ 4,651,022
<b>Total Expenditures</b>	<b>\$614,444,324</b>	<b>\$587,512,243</b>	<b>\$604,889,649</b>	<b>\$558,515,708</b>	\$ (28,996,535)	-4.9%	<b>\$586,204,015</b>

## General Fund Summary



### Summary of Sources of Funds

	FY12 Actual	FY13 Adopted	FY13 Amended	FY14 Adopted	vs. FY13 Adopted		FY15 Plan
					\$ chg	% chg	
Property Tax	\$349,937,578	\$348,000,000	\$348,070,280	\$346,123,000	\$ (1,877,000)	-0.5%	\$376,065,317
Federal/State Funds	\$ 95,273,386	\$ 96,570,840	\$102,048,332	\$ 77,016,053	\$ (19,554,787)	-20.2%	\$ 76,790,385
Sales Tax	\$ 64,842,231	\$ 64,900,000	\$ 64,988,791	\$ 64,900,000	\$ -	0.0%	\$ 64,900,000
User Charges	\$ 40,879,773	\$ 39,152,432	\$ 39,214,305	\$ 35,475,554	\$ (3,676,878)	-9.4%	\$ 35,776,924
Investment Earnings	\$ 1,035,260	\$ 1,257,500	\$ 1,257,500	\$ 667,500	\$ (590,000)	-46.9%	\$ 1,007,500
Other	\$ 70,659,165	\$ 6,793,384	\$ 8,116,187	\$ 7,071,256	\$ 277,872	4.1%	\$ 6,876,217
<b>Total Revenues</b>	<b>\$622,627,393</b>	<b>\$556,674,156</b>	<b>\$563,695,395</b>	<b>\$531,253,363</b>	<b>\$ (25,420,793)</b>	<b>-4.6%</b>	<b>\$561,416,343</b>
Fund Balance	\$ 89,052,802	\$ 30,838,087	\$ 41,194,254	\$ 27,262,345	\$ (3,575,742)	-11.6%	\$ 24,787,672
<b>Total</b>	<b>\$711,680,195</b>	<b>\$587,512,243</b>	<b>\$604,889,649</b>	<b>\$558,515,708</b>	<b>\$ (28,996,535)</b>	<b>-4.9%</b>	<b>\$586,204,015</b>

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

Department	FY 2012 Actual		FY 2013 Adopted Budget		FY 2013 Amended Budget		FY 2014 Adopted		FY 2015 Plan	
	Expense	Revenue	Expense	Revenue	Expense	Revenue	Expense	Revenue	Expense	Revenue
<b>General Government</b>										
County Commissioners	\$ 435,926	\$ 18,692	\$ 436,259	\$ -	\$ 439,785	\$ 50,000	\$ 406,196	\$ 50,000	\$ 417,656	\$ 50,000
Clerk To Board	\$ 197,016	\$ -	\$ 260,868	\$ -	\$ 223,877	\$ -	\$ 197,273	\$ -	\$ 202,405	\$ -
County Administration	\$ 640,245	\$ -	\$ 1,299,730	\$ 50,000	\$ 1,120,157	\$ -	\$ 1,395,881	\$ -	\$ 1,416,977	\$ -
County Attorney	\$ 1,741,030	\$ 1,957	\$ 1,884,957	\$ -	\$ 1,885,332	\$ -	\$ 1,864,956	\$ -	\$ 1,891,628	\$ -
Human Resources	\$ 8,518,611	\$ -	\$ 10,108,269	\$ -	\$ 10,104,018	\$ -	\$ 9,443,738	\$ -	\$ 10,639,964	\$ -
Budget And Management	\$ 432,969	\$ -	\$ 454,968	\$ -	\$ 420,372	\$ -	\$ 450,297	\$ -	\$ 488,687	\$ -
Internal Audit	\$ 508,795	\$ -	\$ 499,293	\$ -	\$ 549,669	\$ -	\$ 509,628	\$ -	\$ 527,024	\$ -
Finance	\$ 2,317,725	\$ 76,241	\$ 2,492,919	\$ 75,000	\$ 2,582,538	\$ 75,000	\$ 2,523,232	\$ 75,000	\$ 2,587,497	\$ 75,000
Purchasing	\$ 355,713	\$ 33	\$ 343,223	\$ -	\$ 440,078	\$ -	\$ 351,774	\$ -	\$ 362,979	\$ -
Tax	\$ 5,425,436	\$ 1,096,327	\$ 5,276,811	\$ 1,580,490	\$ 5,312,480	\$ 1,580,490	\$ 5,365,671	\$ 1,769,099	\$ 5,547,859	\$ 1,537,099
Register Of Deeds	\$ 2,109,636	\$ 4,552,301	\$ 2,041,122	\$ 3,864,724	\$ 2,051,497	\$ 3,864,724	\$ 2,027,257	\$ 4,229,768	\$ 2,132,979	\$ 4,267,213
Elections	\$ 2,163,025	\$ 436,986	\$ 2,694,673	\$ 80,857	\$ 2,707,694	\$ 83,503	\$ 2,327,107	\$ 403,111	\$ 1,879,334	\$ 40,900
<b>General Government Total</b>	<b>\$ 24,846,127</b>	<b>\$ 6,182,537</b>	<b>\$ 27,793,092</b>	<b>\$ 5,651,071</b>	<b>\$ 27,837,497</b>	<b>\$ 5,653,717</b>	<b>\$ 26,863,010</b>	<b>\$ 6,526,978</b>	<b>\$ 28,094,989</b>	<b>\$ 5,970,212</b>
<b>Education</b>										
Guilford County Schools	\$ 175,165,521	\$ -	\$ 177,630,398	\$ -	\$ 177,630,398	\$ -	\$ 178,130,398	\$ -	\$ 179,130,398	\$ -
Guilford Technical Community College	\$ 13,252,690	\$ -	\$ 11,752,690	\$ -	\$ 11,752,690	\$ -	\$ 12,397,690	\$ -	\$ 14,942,690	\$ -
<b>Education Total</b>	<b>\$ 188,418,211</b>	<b>\$ -</b>	<b>\$ 189,383,088</b>	<b>\$ -</b>	<b>\$ 189,383,088</b>	<b>\$ -</b>	<b>\$ 190,528,088</b>	<b>\$ -</b>	<b>\$ 194,073,088</b>	<b>\$ -</b>
<b>Community Services</b>										
Planning And Development	\$ 764,878	\$ 67,047	\$ 613,897	\$ 69,217	\$ 774,273	\$ 69,217	\$ 676,995	\$ 67,991	\$ 692,025	\$ 67,250
Cooperative Extension Service	\$ 525,455	\$ 30,300	\$ 509,575	\$ -	\$ 740,814	\$ 15,000	\$ 500,115	\$ -	\$ 519,446	\$ -
Solid Waste	\$ 1,041,799	\$ 925,629	\$ 1,094,290	\$ 784,480	\$ 1,100,717	\$ 785,281	\$ 1,080,841	\$ 886,500	\$ 1,110,330	\$ 886,500
Soil & Water Conservation	\$ 217,546	\$ 31,745	\$ 245,859	\$ 40,329	\$ 260,578	\$ 40,329	\$ 245,165	\$ 30,275	\$ 252,217	\$ 30,275
Culture & Libraries	\$ 2,280,579	\$ -	\$ 2,074,474	\$ 2,270	\$ 2,409,702	\$ -	\$ 1,827,807	\$ -	\$ 1,827,807	\$ -
Recreation/Parks	\$ 2,514,031	\$ 3,670	\$ 2,511,819	\$ -	\$ 3,285,239	\$ 597,048	\$ 3,569,827	\$ 1,200,842	\$ 3,658,153	\$ 1,200,842
Economic Devel & Assistance	\$ 2,321,155	\$ 388,600	\$ 1,400,244	\$ -	\$ 4,231,582	\$ 50,000	\$ 2,248,566	\$ -	\$ 2,251,593	\$ -
<b>Community Services Total</b>	<b>\$ 9,665,443</b>	<b>\$ 1,446,991</b>	<b>\$ 8,450,158</b>	<b>\$ 896,296</b>	<b>\$ 12,802,905</b>	<b>\$ 1,556,875</b>	<b>\$ 10,149,316</b>	<b>\$ 2,185,608</b>	<b>\$ 10,311,571</b>	<b>\$ 2,184,867</b>
<b>Debt Service</b>										
Debt Service	\$ 137,439,232	\$ 69,010,731	\$ 92,010,729	\$ 8,153,344	\$ 92,016,980	\$ 8,153,344	\$ 91,024,691	\$ 7,454,483	\$ 106,922,862	\$ 7,706,671
<b>Debt Service Total</b>	<b>\$ 137,439,232</b>	<b>\$ 69,010,731</b>	<b>\$ 92,010,729</b>	<b>\$ 8,153,344</b>	<b>\$ 92,016,980</b>	<b>\$ 8,153,344</b>	<b>\$ 91,024,691</b>	<b>\$ 7,454,483</b>	<b>\$ 106,922,862</b>	<b>\$ 7,706,671</b>
<b>Human Services</b>										
Public Health	\$ 30,741,310	\$ 22,359,676	\$ 33,346,324	\$ 16,748,153	\$ 34,224,947	\$ 16,604,530	\$ 31,012,448	\$ 18,308,378	\$ 32,123,338	\$ 18,358,920
Mental Health	\$ 37,283,916	\$ 24,135,718	\$ 36,056,319	\$ 26,156,319	\$ 39,912,695	\$ 28,077,132	\$ 9,900,000	\$ -	\$ 9,900,000	\$ -
Social Services	\$ 66,567,116	\$ 48,563,347	\$ 67,834,829	\$ 48,964,712	\$ 70,836,967	\$ 51,081,290	\$ 69,153,442	\$ 50,014,903	\$ 69,116,265	\$ 50,013,064
Special Assistance To Adults	\$ 2,886,622	\$ -	\$ 3,159,115	\$ -	\$ 3,159,115	\$ -	\$ 3,159,115	\$ -	\$ 3,159,115	\$ -
Temp Asst Needy Families	\$ 27,565	\$ 496	\$ 20,000	\$ 20,000	\$ 25,500	\$ 20,000	\$ 20,000	\$ -	\$ 20,000	\$ -
Medical Assistance	\$ 2,571,550	\$ 2,570,624	\$ 2,725,994	\$ 2,725,994	\$ 2,725,994	\$ 2,725,994	\$ 2,546,826	\$ 2,546,826	\$ 2,546,826	\$ 2,546,826
Child Support Enforcement	\$ 5,510,456	\$ 5,318,566	\$ 6,033,107	\$ 6,009,295	\$ 6,095,343	\$ 6,009,295	\$ 6,350,488	\$ 6,099,962	\$ 6,297,595	\$ 6,063,845
Transportation-Human Serv	\$ 1,434,660	\$ 1,191,505	\$ 2,187,155	\$ 1,504,081	\$ 2,176,627	\$ 1,522,957	\$ 1,676,497	\$ 1,189,238	\$ 1,686,693	\$ 1,189,238
Veteran Services	\$ 108,768	\$ 1,452	\$ 122,177	\$ 1,452	\$ 122,553	\$ 1,452	\$ 121,372	\$ 1,452	\$ 125,414	\$ 1,452
Coordinated Services	\$ 1,448,031	\$ 999,377	\$ 1,389,768	\$ 927,983	\$ 1,618,040	\$ 987,773	\$ 1,493,515	\$ 1,153,274	\$ 1,493,881	\$ 984,773
<b>Human Services Total</b>	<b>\$ 148,579,994</b>	<b>\$ 105,140,761</b>	<b>\$ 152,874,788</b>	<b>\$ 103,057,989</b>	<b>\$ 160,897,781</b>	<b>\$ 107,030,423</b>	<b>\$ 125,433,703</b>	<b>\$ 79,314,033</b>	<b>\$ 126,469,127</b>	<b>\$ 79,158,118</b>
<b>Non-Departmental</b>										
General Revenues	\$ -	\$ 503,455,748	\$ -	\$ 447,392,359	\$ -	\$ 457,671,324	\$ -	\$ 440,339,322	\$ -	\$ 467,955,509
<b>Other Funds Total</b>	<b>\$ -</b>	<b>\$ 503,455,748</b>	<b>\$ -</b>	<b>\$ 447,392,359</b>	<b>\$ -</b>	<b>\$ 457,671,324</b>	<b>\$ -</b>	<b>\$ 440,339,322</b>	<b>\$ -</b>	<b>\$ 467,955,509</b>

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

Department	FY 2012 Actual		FY 2013 Adopted Budget		FY 2013 Amended Budget		FY 2014 Adopted		FY 2015 Plan	
	Expense	Revenue	Expense	Revenue	Expense	Revenue	Expense	Revenue	Expense	Revenue
<b>Public Safety</b>										
Security	\$ 1,510,939	\$ 33,987	\$ 1,466,598	\$ 16,200	\$ 1,480,975	\$ 16,200	\$ 1,526,507	\$ 14,899	\$ 1,647,343	\$ 14,700
Law Enforcement	\$ 58,088,584	\$ 8,139,038	\$ 62,927,577	\$ 4,503,043	\$ 66,509,491	\$ 6,885,185	\$ 62,385,387	\$ 4,770,620	\$ 64,322,701	\$ 4,694,087
Emergency Services	\$ 22,815,832	\$ 13,197,505	\$ 25,143,865	\$ 13,243,150	\$ 25,058,224	\$ 13,308,790	\$ 24,520,231	\$ 13,602,771	\$ 26,075,810	\$ 14,180,771
Inspections	\$ 2,033,626	\$ 705,351	\$ 2,108,545	\$ 664,777	\$ 2,010,345	\$ 664,777	\$ 2,064,675	\$ 708,010	\$ 2,159,204	\$ 713,000
Court Alternatives	\$ 2,583,939	\$ 1,720,900	\$ 2,573,617	\$ 1,758,400	\$ 2,386,804	\$ 1,758,400	\$ 2,424,002	\$ 1,440,061	\$ 2,877,031	\$ 1,440,061
Animal Services	\$ 2,958,446	\$ 580,226	\$ 3,160,729	\$ 709,600	\$ 3,235,588	\$ 709,600	\$ 3,092,266	\$ 670,841	\$ 3,136,113	\$ 707,437
Other Protection	\$ 1,214,742	\$ -	\$ 1,412,268	\$ -	\$ 1,424,390	\$ 15,000	\$ 1,456,596	\$ 135,028	\$ 1,411,171	\$ 138,028
<b>Public Safety Total</b>	<b>\$ 91,206,108</b>	<b>\$ 24,377,007</b>	<b>\$ 98,793,199</b>	<b>\$ 20,895,170</b>	<b>\$ 102,105,817</b>	<b>\$ 23,357,952</b>	<b>\$ 97,469,664</b>	<b>\$ 21,342,230</b>	<b>\$ 101,629,373</b>	<b>\$ 21,888,084</b>
<b>Support Services</b>										
Information Services	\$ 8,310,346	\$ 10,683	\$ 9,464,813	\$ -	\$ 9,673,008	\$ -	\$ 8,900,493	\$ -	\$ 9,366,556	\$ -
Facilities	\$ 5,135,142	\$ 1,399,539	\$ 7,458,496	\$ 1,430,014	\$ 9,068,309	\$ 1,430,014	\$ 7,185,913	\$ 1,333,054	\$ 7,592,108	\$ 1,333,054
Property Mgmt/Courts	\$ 552	\$ -	\$ -	\$ -	\$ 374	\$ -	\$ -	\$ -	\$ -	\$ -
Property Management	\$ 171,316	\$ 100	\$ 236,386	\$ -	\$ 216,457	\$ -	\$ 173,117	\$ -	\$ 174,334	\$ -
Parking & Fleet Operation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fleet	\$ 671,855	\$ 8,300	\$ 872,580	\$ 36,000	\$ 887,433	\$ 36,000	\$ 787,713	\$ 20,000	\$ 1,570,007	\$ 7,500
Capital Outlay	\$ -	\$ -	\$ 174,914	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Support Services Total</b>	<b>\$ 14,289,211</b>	<b>\$ 1,418,622</b>	<b>\$ 18,207,189</b>	<b>\$ 1,466,014</b>	<b>\$ 19,845,581</b>	<b>\$ 1,466,014</b>	<b>\$ 17,047,236</b>	<b>\$ 1,353,054</b>	<b>\$ 18,703,005</b>	<b>\$ 1,340,554</b>
<b>Grand Total</b>	<b>\$ 614,444,326</b>	<b>\$ 711,032,397</b>	<b>\$ 587,512,243</b>	<b>\$ 587,512,243</b>	<b>\$ 604,889,649</b>	<b>\$ 604,889,649</b>	<b>\$ 558,515,708</b>	<b>\$ 558,515,708</b>	<b>\$ 586,204,015</b>	<b>\$ 586,204,015</b>

# General Fund Expenditures

The adopted fiscal year (FY) 2013-14 General Fund budget totals \$558,515,708. This is \$29 million less (-4.9%) than the budget approved for FY 2012-13. The adopted general property tax rate is \$0.77 per \$100 of assessed valuation, a decrease of \$0.0104 from the prior year's rate.

## Summary of Expenditures by Service Category

	FY12 Actual	FY13 Adopted	FY13 Amended	FY14 Adopted	vs. FY13 Adopted		FY15 Plan
					\$ chg	% chg	
Education <i>includes Education debt repayment</i>	\$249,351,815	\$264,976,277	\$264,905,419	<b>\$266,343,984</b>	\$ 1,367,707	0.5%	\$285,618,247
Human Services	\$148,579,993	\$152,874,788	\$160,897,781	<b>\$125,433,703</b>	\$ (27,441,085)	-18.0%	\$126,469,127
Public Safety	\$ 91,206,107	\$ 98,793,199	\$102,105,817	<b>\$ 97,469,664</b>	\$ (1,323,535)	-1.3%	\$101,629,373
Non-Education Debt	\$ 76,505,628	\$ 16,417,540	\$ 16,494,649	<b>\$ 15,208,795</b>	\$ (1,208,745)	-7.4%	\$ 15,377,703
Support Services	\$ 14,289,212	\$ 18,207,189	\$ 19,845,581	<b>\$ 17,047,236</b>	\$ (1,159,953)	-6.4%	\$ 18,703,005
General Government	\$ 24,846,127	\$ 27,793,092	\$ 27,837,497	<b>\$ 26,863,010</b>	\$ (930,082)	-3.3%	\$ 28,094,989
Community Services	\$ 9,665,442	\$ 8,450,158	\$ 12,802,905	<b>\$ 10,149,316</b>	\$ 1,699,158	20.1%	\$ 10,311,571
<b>Total Expenditures</b>	<b>\$614,444,324</b>	<b>\$587,512,243</b>	<b>\$604,889,649</b>	<b>\$558,515,708</b>	\$ (28,996,535)	-4.9%	<b>\$586,204,015</b>

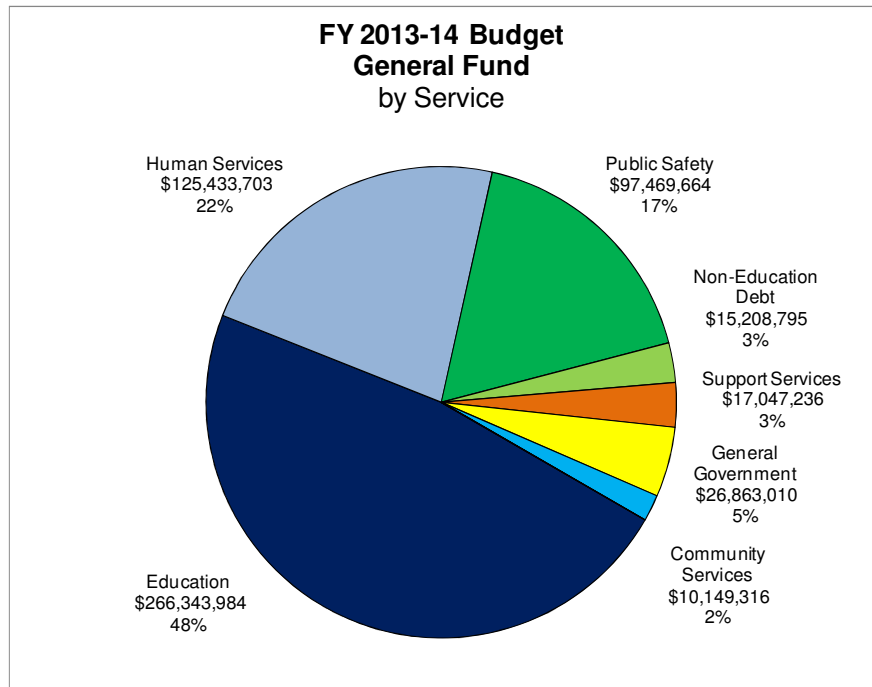
### The FY 2013-14 adopted budget:

- Reduces the general property tax rate to \$0.77 per \$100 of assessed property valuation.
- Is \$29 million lower than the FY 2012-13 adopted budget. Most of this decrease (\$26.2 million) is the result of the transfer of mental health, substance abuse, and developmental disabilities services from The Guilford Center to Sandhills Center, a Local Management Entity that provides services to eight other North Carolina counties.
- Includes the full-year impact of consolidated park operations at Northeast, Bur-Mil, Hagan-Stone, Gibson, and Southwest Parks.
- Increases operating funding for the Guilford County Schools (GCS) by \$1.5 million. Increases funding for Guilford Technical Community College (GTCC) by \$645,000 to help support additional facility operating costs. Uses capital fund balance to partially pay for annual capital allocations for GCS and GTCC.
- Does not allocate additional resources for Capital Investment Plan (CIP) building projects. Future general fund contributions will be required to fully implement the CIP.
- Reduces overall county staffing by 66.87 positions, including the elimination of 97 Guilford Center positions as a result of the transfer of services to Sandhills Center.
- Reclassifies existing vacant positions to create a position to help manage the county's fleet and related maintenance contracts, a full-time Human Resources director, and a full-time Assistant/Deputy County Manager.
- Reinstates employee pay increases of up to 1% based on job performance. Restructures 401-k program so that the county matches employee contributions up to 5% for all non-sworn Law Enforcement employees. Includes \$1 million to address potential salary equity issues.

## Summary of County Services

North Carolina counties are “arms” of the state government and are responsible for carrying out mandated state and federal programs at the local level. While counties provide various services beyond the required programs, their primary responsibilities are focused on administering and funding core state programs in education, human services, and public safety. These core responsibilities are reflected in the allocation of resources by the Guilford County Board of Commissioners. Approximately 87% FY 2013-14 expenditures, or nearly nine of every \$10 dollars spent, will be used to support education, human services, and public safety activities.

The largest expense in the Guilford County budget is for **Education**, including the repayment of education-related debt for new or renovated schools and community college facilities. The Education service category accounts for 48% of the total county operating budget. **Human Services** and **Public Safety** services, the next largest expenditures account for 22% and 17% of expenses, respectively.



Most of the \$29 million decrease in the county budget is the result of a merger of **The Guilford Center** into the Sandhills Center organization. The Guilford Center assisted residents with mental health needs, substance abuse challenges, and developmental disabilities. As a result of state-level changes in the organization and funding of these services, the Guilford County Board of Commissioners approved the Sandhills merger effective January 1, 2013. Sandhills is designated by the state as a Local Management Entity and manages services to residents of eight other North Carolina counties. The proposed budget includes a county payment of \$9.9 million to Sandhills, representing the local dollars allocated to The Guilford Center in the FY 2012-13 adopted budget. All other non-county revenues and expenses (\$26.2 million) are no longer accounted for in the Guilford County budget.

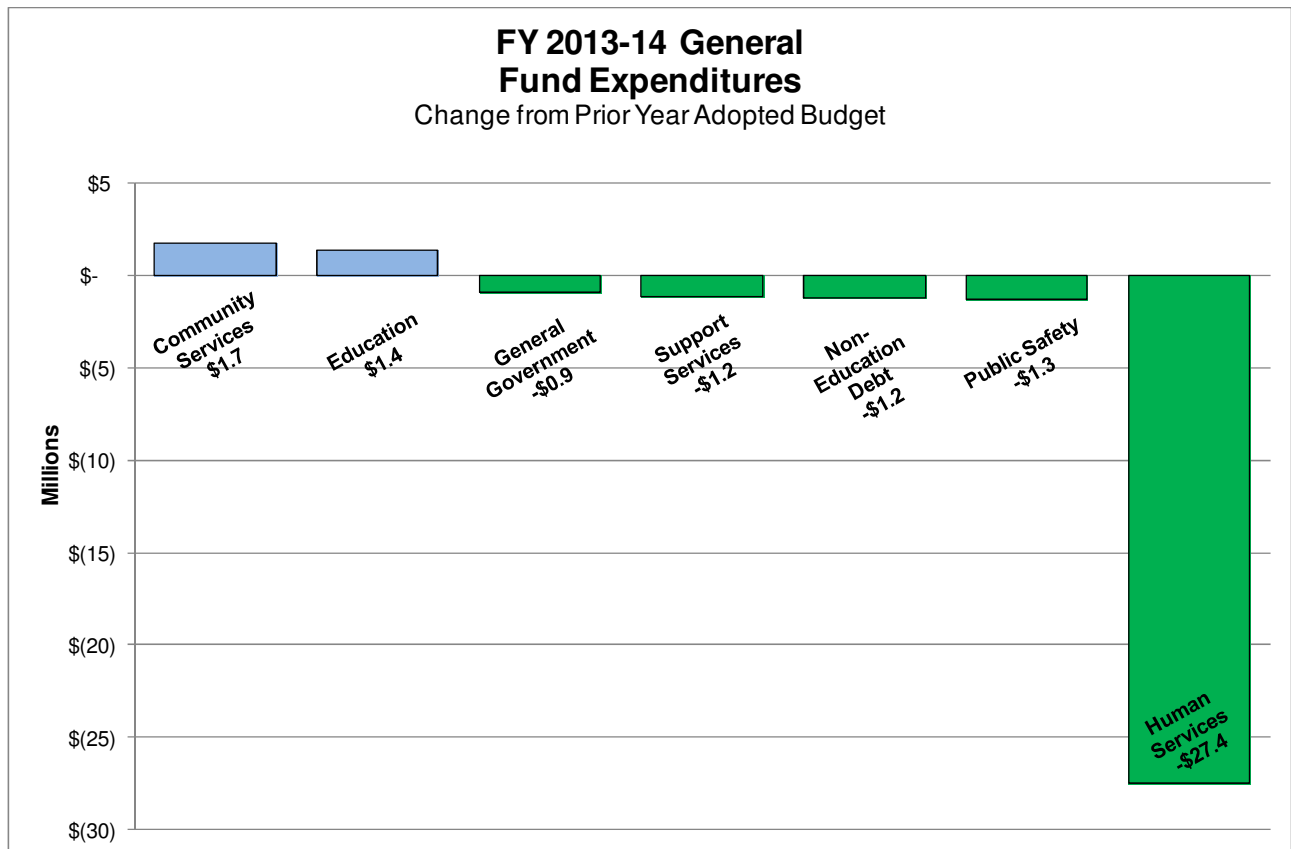
The budget increases operational funding for the Guilford County Schools (GCS) and **Guilford Technical Community College** (GTCC) by \$1.5 million and 645,000, respectively. In addition, the county has allocated \$2 million to GCS and \$1.5 million to for capital/major maintenance needs. However, \$1 million of the GCS allocation and all of the GTCC allocation will come from funds available in the county’s capital fund. Resources generated in the General Fund will need to be appropriated in future years to maintain this level of capital funding.

**General Government, Support Services, Public Safety, and Non-Education Debt Repayment** expenditures will decrease in FY 2014-15.

Full-year expenses and revenues for **county parks** are included in the FY 2013-14 budget and accounted for in the **Community Services** category. Prior to January 1, 2013, the county contracted with area municipalities to operate Northeast, Gibson, Southwest, Hagan-Stone, and Bur-Mil Parks and included only the net costs of these facilities (expenses plus management fees less revenues) in the county budget. Starting January 1, the county assumed full operations of these facilities and began combining park supervision, operations, programming, and planning under the direction of the Property Management department. As a result of the efficiencies gained through the consolidated management of these parks, the county will be able to address over \$174,000 of deferred park facility maintenance needs in FY 2013-14 without any increase in the amount of county funds allocated for the programs.

During FY 2012-13, the Board of Commissioners approved a consultant study to analyze pay equity issues. While the a review of the study was not complete at the time this document was prepared, the budget sets aside \$1 million in the **Human Services** department in the **General Government** service area to partially implement the consultant's recommendations. If salary equity issued are present, additional funds may be needed in FY 2014-15 to implement study recommendations.

The following chart illustrates the overall changes in the FY 2013-14 budget by service area.



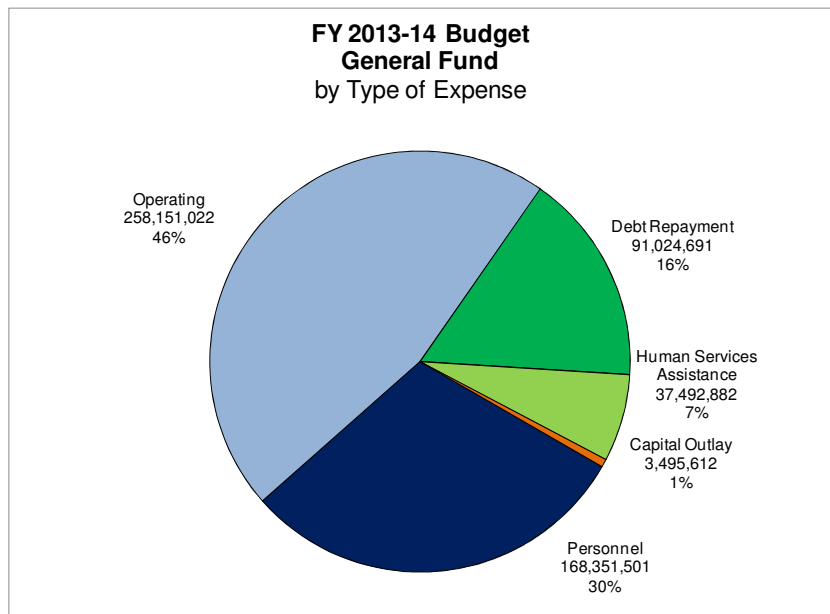


## Expenditure Types

### Summary of Expenditures by Type of Expense

	FY12 Actual	FY13 Adopted	FY13 Amended	FY14 Adopted	vs. FY13 Adopted		FY15 Plan
					\$ chg	% chg	
Personnel	\$169,917,789	\$174,897,947	\$176,233,528	<b>\$168,351,501</b>	\$ (6,546,446)	-3.7%	\$175,069,715
Operating	\$267,020,768	\$279,268,100	\$291,640,544	<b>\$258,151,022</b>	\$ (21,117,078)	-7.6%	\$263,006,383
Debt Repayment	\$137,439,232	\$ 92,010,729	\$ 92,016,980	<b>\$ 91,024,691</b>	\$ (986,038)	-1.1%	\$106,922,862
Human Svc Assistance	\$ 35,361,510	\$ 37,189,467	\$ 38,838,124	<b>\$ 37,492,882</b>	\$ 303,415	0.8%	\$ 36,554,033
Capital Outlay	\$ 4,705,025	\$ 4,146,000	\$ 6,160,473	<b>\$ 3,495,612</b>	\$ (650,388)	-15.7%	\$ 4,651,022
<b>Total Expenditures</b>	<b>\$614,444,324</b>	<b>\$587,512,243</b>	<b>\$604,889,649</b>	<b>\$558,515,708</b>	<b>\$ (28,996,535)</b>	<b>-4.9%</b>	<b>\$586,204,015</b>

Personnel Services (e.g., salaries and related benefits) account for 30% of all General Fund expenditures. Operating Expenses, which include appropriations to the Guilford County Schools and Guilford Technical Community College, represent 46% of total expenditures. Other expenditures are for Debt Repayment (16%), Human Services Assistance (7%), and funding for capital needs (1%).



**Personnel Services** expenses are projected to decrease by approximately \$6.5 million in

FY 2013-14. The total number of full- and part-time, benefit-eligible positions is 2,369.63 (excluding nine Commissioners and including two positions budgeted in the Internal Service fund). This is a net reduction of 66.87 positions from FY 2012-13.

A total of 121 vacant positions will be eliminated across a variety of departments. Most (97) of the position reductions are associated with the merger of The Guilford Center's operations into the Sandhills organization. Vacant positions will also be eliminated in the Tax, Public Health, Social Services, Court Alternatives, Parks, Human Resources, and Information Services departments. Reclassifications of existing vacant positions will create a full-time Human Resources Director and a full-time Assistant/Deputy County Manager (these positions were combined during several prior fiscal years), as well as a full-time vehicle fleet administrator position to manage the county's vehicles and maintenance contracts.

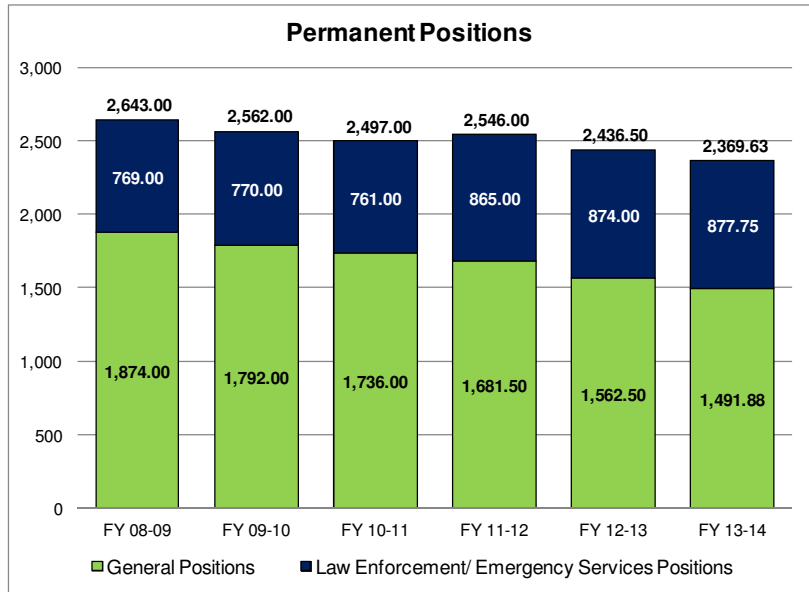
The reduction in staff noted above is offset by the addition of the equivalent of 17.38 positions in the Human Services Transportation Department to provide transportation services for qualified clients after the county's contract for services ends with the Piedmont Authority for Regional Transportation (PART) on June 30, 2013. A part-time Emergency Management Technician position was also created to support the county's emergency management planning and hazardous materials programs. This part-time position will allow the county to eliminate overtime



and non-permanent part-time expenses for current county emergency management staff and improve revenue collections, resulting in a net decrease in county costs.

The net reduction of 66.87 positions noted above takes into account 33 new county positions approved by the Board during the 2012-13 fiscal year. These positions were associated with the transfer of park operations from municipalities to the county and the addition of Law Enforcement grant positions.

Since FY 2008-09, the county has eliminated 382.12 net general positions (-20.4%) and added 108.75 net new Law Enforcement and Emergency Medical Services positions (+14.1%). Overall, the county's workforce has fallen by 273.37 net positions, a decrease of over 10%.



The budget includes **employee pay increases** of up to 1% for employees based on job performance. This additional cost is more than offset by a change to the county's 401-k employee benefit from a flat contribution of 5% of pay to a match of employee contributions of up to 5% of pay. (Note: In accordance with state statutes, the county must make a flat 5% contribution for sworn Law Enforcement employees. The 401-k benefit change noted above applies to all other employees.)

The budget also includes increases in the county's share of health insurance for employees and retirees. The Board of Commissioners will review the county's health care options and consider changes during Fall 2013. Finally, \$1 million is included in the budget to address potential pay equity issues that may be identified in a salary study commissioned by the Board of Commissioners.

**Operating Expenses** will decrease by over \$21.1 million in FY 2013-14. Most of this decrease is related to the transfer of \$18.5 million of Guilford Center operating expenses to Sandhills Center. An additional \$1.48 million reduction is related to the elimination of budget dollars for Triad Adult and Pediatric Medicine (TAPM) following the termination of a funding agreement with the county.

Scheduled **Debt Service Payments** and related fees for voter-approved bonds and other capital needs will decrease by about \$986,000 in FY 2013-14. The FY 2013-14 debt repayment budget assumes any future issues of the 2008 voter-approved bonds occur after January 1, 2014. The FY 2014-15 debt repayment budget is expected to increase \$15.4 million based on a Winter/Spring 2014 issuance of \$139.9 million in schools and community college bonds. The remaining school bonds (\$20.17) are expected to be issued after December 2014. The Board of Commissioners must approve future bond issues and, after a review of the capital projects for the Guilford County Schools and Guilford Technical Community College, may decide to alter the issuance schedule used to prepare budget estimates.

**Human Services Assistance** funds are used to provide direct services to or payments for the care of qualified human services clients, often children or elderly and disabled adults. Expenses include

payments for child foster care and adoption assistance, child and elderly day care, assistance with heating and/or cooling emergencies, and the County's share of adult care home expenses for low-income older adults or adults with disabilities. This expense category is expected to increase by \$303,000 next year as a result of an increase in funding for heating/cooling assistance for qualified individuals. The increase is being funded through additional federal/state funds.

**Capital Outlay** is expected to decrease by \$650,000. Capital funds are typically allocated for vehicle purchases and large equipment needs.

## Education and Related Debt

**\$268,843,984**

Guilford County will allocate \$268.8 million in FY 2013-14 to the Guilford County Schools (GCS) and Guilford Technical Community College (GTCC), including debt service on voter-approved bonds for school and college facilities. Approximately \$266.3 million of this total will come from “new” funds generated by revenues earned in FY 2013-14. In addition, the county will use \$2.5 million of capital fund balance available from prior years in the county’s Capital Funds. *(Note: Future recurring revenues will need to be allocated to GCS and GTCC to maintain the current level of capital funding as an appropriation from Fund Balance cannot be counted on in future years.)* Overall, the county’s appropriation for Education will increase by \$3.9 million in FY 2013-14 over the amount made available in FY 2012-13. Education and education-related debt payments make up about 48% of total General Fund expenditures.

	FY12 Actual	FY13 Adopted	FY13 Amended	FY14 Adopted	vs. FY13 Adopted		FY15 Plan
					\$ chg	%chg	
<b>Guilford County Schools</b>							
Operating Expenses	\$175,165,521	\$175,630,398	\$175,630,398	\$177,130,398	\$1,500,000	0.9%	\$177,130,398
Capital Maintenance	\$4,000,000	\$2,000,000	\$2,000,000	\$2,000,000 *	\$0	0.0%	\$2,000,000
Debt Repayment	\$49,563,571	\$63,608,472	\$63,521,947	\$ 64,379,142	\$770,670	1.2%	\$77,442,018
<b>Total</b>	<b>\$228,729,092</b>	<b>\$241,238,870</b>	<b>\$241,152,345</b>	<b>\$243,509,540</b>	<b>\$2,270,670</b>	<b>0.9%</b>	<b>\$256,572,416</b>
<b>Guilford Technical Community College (GTCC)</b>							
Operating Expenses	\$11,752,690	\$11,752,690	\$11,752,690	\$12,397,690	\$645,000	5.5%	\$13,442,690
Capital Maintenance	\$1,500,000	\$0	\$0	\$1,500,000 *	\$1,500,000	0.0%	\$1,500,000
Debt Repayment	\$11,370,033	\$11,984,717	\$12,000,384	\$ 11,436,754	(\$547,963)	-4.6%	\$14,103,141
<b>Total</b>	<b>\$24,622,723</b>	<b>\$23,737,407</b>	<b>\$23,753,074</b>	<b>\$ 25,334,444</b>	<b>\$1,597,037</b>	<b>6.7%</b>	<b>\$29,045,831</b>
<b>Total Education</b>	<b>\$253,351,815</b>	<b>\$264,976,277</b>	<b>\$264,905,419</b>	<b>\$268,843,984</b>	<b>\$3,867,707</b>	<b>1.5%</b>	<b>\$285,618,247</b>
<b>Sources of Funds</b>							
Federal & State Funds							
Lottery Funds	\$ 4,799,500	\$ 5,000,000	\$ 5,000,000	\$ 4,799,500	(\$200,500)	-4.0%	\$ 4,799,500
American Rec/Reinvest Act	\$ 883,925	\$ 2,303,528	\$ 2,327,215	\$ 2,124,748	-\$178,780	-7.8%	\$ 2,327,215
County Funds	\$ 243,668,390	\$257,672,749	\$257,578,204	\$ 261,919,736	\$4,246,987	1.6%	\$278,491,532
<b>Sources of Funds</b>	<b>\$ 249,351,815</b>	<b>\$264,976,277</b>	<b>\$264,905,419</b>	<b>\$ 268,843,984</b>	<b>\$3,867,707</b>	<b>1.5%</b>	<b>\$285,618,247</b>

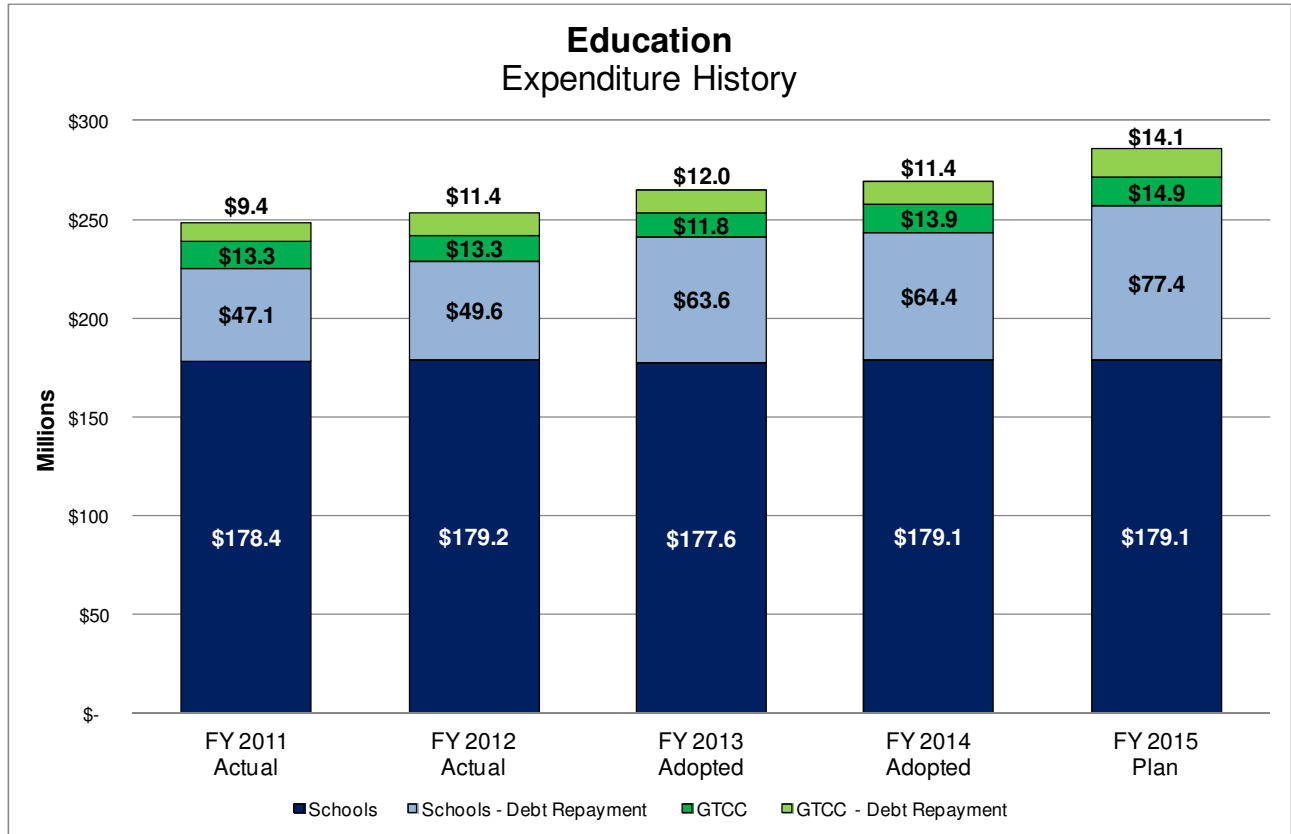
\* FY 2014 funding for GCS capital maintenance to come from an appropriation of \$1 million from the General Fund and \$1 million from capital fund balance. FY 2014 funding for GTCC capital maintenance to come from \$1.5 million of capital fund balance. To maintain the overall level of capital maintenance funding in future years, the amount of capital fund balance used in FY 2014 must be appropriated from the General Fund in future budgets.

Although public education is primarily a responsibility of the state, and most funding is provided by 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 for mainly from local funds: buildings, furniture, and apparatus; garage and maintenance equipment for school buses; liability insurance; maintenance of plant; site acquisition; furnishing of superintendent’s office; school building supplies; and water supply and sewerage facilities.

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

Guilford County appropriates funds for other items beyond the legal mandates. For instance, the County provides funds for educator salary supplements to encourage teachers to work in Guilford County and pays for 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, the Board has not reduced local operating funding for the school system throughout the recession and the struggling recovery. The FY 2013-14 operating appropriation is \$177.1 million, \$1.5 million more than the prior fiscal year. In addition, the budget makes available \$2 million for capital maintenance needs of the school system - \$1 million from new county funds and \$1 million from funds available in the county’s Capital Funds. The Board of Education’s overall planned budget for FY 2013-14 was approximately \$706 million, including funds requested from Guilford County.

In addition to the operating and capital funding described above, the county will allocate \$64 million dollars for debt service payments on voter-approved school bonds, an increase of over \$360,000. School bond funds are used to build new schools and/or make renovations to existing school facilities.

A final total Board of Education budget that incorporates the final approved local funding support will be adopted by the Board of Education once state and federal funding amounts are known.

More information on the overall budget for the Guilford County Schools may be found online at <http://www.gcsnc.com/education/staff/staff.php?sectiondetailid=365668&> .

### **Guilford Technical Community College**

The operating allocation to Guilford Technical Community College (GTCC) increases by \$645,000 to \$12,397,690. The additional funds are allocated to assist the College in paying for new facility expenses. In addition, the budget recommends the use of capital fund balance to provide \$1.5 million for college capital maintenance needs. These funds must be appropriated from the General Fund in future years to maintain a similar level of capital funding. The county budget also allocates \$11.4 million for debt service payments on voter-approved bonds for new and renovated community college facilities.

The GTCC Board of Trustees requested \$1.25 million of additional operating support from the county. Information on the College's Board of Trustees' final budget request is included in the Education section of this document.

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

## Human Services

\$125,433,703

Guilford County plans to spend \$125.4 million on Human Services expenditures in FY 2013-14, a decrease of \$27.4 million, or 18%. Human Services is the second largest expenditure category and accounts for 22% of General Fund expenditures. Departments in this category include Public Health; local support for mental health, developmental disability, and substance abuse services; the Department of Social Services; Human Services Transportation; and the county's share of expenses for mandated public assistance programs.

	FY12 Actual	FY13 Adopted	FY13 Amended	FY14 Adopted	vs. FY13 Adopted		FY15 Plan
					\$ chg	% chg	
<b>Department</b>							
Child Support Enforcement	\$5,510,456	\$6,033,107	\$6,095,343	<b>\$6,350,488</b>	\$317,381	5.3%	\$6,297,595
Coordinated Services	\$1,448,031	\$1,389,768	\$1,618,040	<b>\$1,493,515</b>	\$103,747	7.5%	\$1,493,881
Mental Health	\$37,283,916	\$36,056,319	\$39,912,695	<b>\$9,900,000</b>	(\$26,156,319)	-72.5%	\$9,900,000
Public Assistance Mandates	\$5,485,737	\$5,905,109	\$5,910,609	<b>\$5,725,941</b>	(\$179,168)	-3.0%	\$5,725,941
Public Health	\$30,741,310	\$33,346,324	\$34,224,947	<b>\$31,012,448</b>	(\$2,333,876)	-7.0%	\$32,123,338
Social Services	\$66,567,116	\$67,834,829	\$70,836,967	<b>\$69,153,442</b>	\$1,318,613	1.9%	\$69,116,265
Transportation	\$1,434,660	\$2,187,155	\$2,176,627	<b>\$1,676,497</b>	(\$510,658)	-23.3%	\$1,686,693
Veterans Services	\$108,768	\$122,177	\$122,553	<b>\$121,372</b>	(\$805)	-0.7%	\$125,414
<b>Total Expenditures</b>	<b>\$148,579,994</b>	<b>\$152,874,788</b>	<b>\$160,897,781</b>	<b>\$125,433,703</b>	<b>(\$27,441,085)</b>	<b>-18.0%</b>	<b>\$126,469,127</b>
<b>Sources of Funds</b>							
Federal & State Funds	\$84,469,764	\$86,066,940	\$89,851,889	<b>\$66,803,260</b>	(\$19,263,680)	-22.4%	\$66,583,750
User Charges	\$16,713,448	\$14,991,547	\$15,053,420	<b>\$9,374,662</b>	(\$5,616,885)	-37.5%	\$9,590,114
Other	\$1,376,834	\$1,413,931	\$1,539,294	<b>\$1,431,626</b>	\$17,695	1.3%	\$1,330,800
Fund Balance	\$2,580,715	\$585,571	\$585,820	<b>\$1,704,485</b>	\$1,118,914	191.1%	\$1,653,454
<b>County Funds</b>	<b>\$43,439,233</b>	<b>\$49,816,799</b>	<b>\$53,867,358</b>	<b>\$46,119,670</b>	<b>(\$3,697,129)</b>	<b>-7.4%</b>	<b>\$47,311,009</b>
<b>Sources of Funds</b>	<b>\$148,579,994</b>	<b>\$152,874,788</b>	<b>\$160,897,781</b>	<b>\$125,433,703</b>	<b>(\$27,441,085)</b>	<b>-18.0%</b>	<b>\$126,469,127</b>

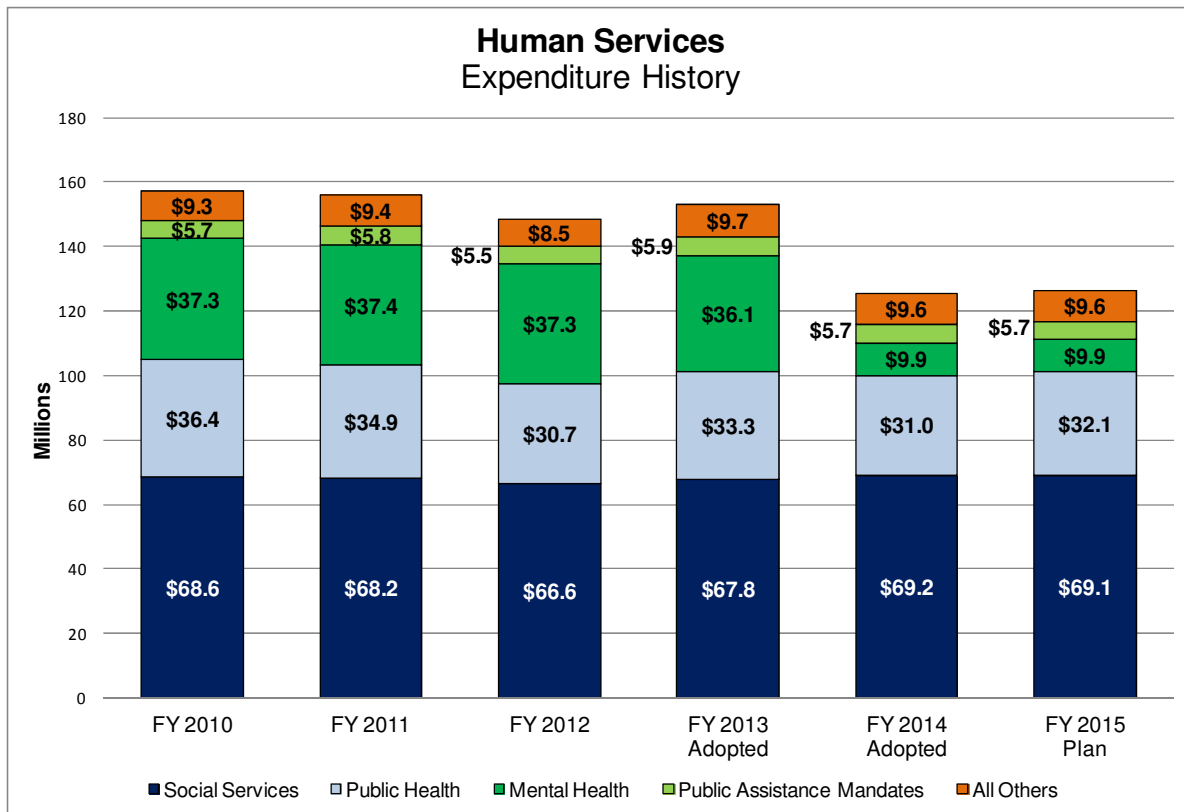
Most of the decrease in Human Services expenditures is related to the elimination of the remaining 97 positions from the **Mental Health, Developmental Disabilities, and Substance Abuse (The Guilford Center)** budget. The merger of the Guilford Center with the Sandhills Center was completed in January 2013. The FY 2013-14 allocation of \$9.9 million represents the county's maintenance of effort funding level based on the FY 2012-13 adopted county budget. All other expenses and revenues have been transferred to Sandhills and will no longer be accounted for in the county's budget.

The **Public Health** budget will decrease by nearly \$2.3 million in FY 2013-14. A large part of the decrease is attributed to the elimination of the \$1.48 million local contract with Triad Adult and Pediatric Medicine (TAPM). The agreement was terminated by the agency as of October 31, 2012. The new budget includes three new school nursing positions and the elimination of 8.5 vacant positions.

The **Social Services** budget will increase by \$1.3 million in FY 2013-14. The largest increase in Social Services is related to \$2.1 million in additional state funding for the Low Income Energy Assistance Program (LIEAP) for heating emergencies for individuals meeting certain criteria. This

increase is partially offset by reductions in other areas of the budget, including the elimination of 8.5 vacation positions.

Funding for **Community Based Organizations (CBO)** that provide human services programs will fall from \$339,000 included in the FY 2012-13 adopted budget to approximately \$215,000 in FY 2013-14. CBO appropriations are included in the Coordinated Services' budget. The Coordinated Services budget also accounts for a community vendor contract to provide substance abuse services in accordance with the requirements attached to tax revenues from certain alcoholic beverages. This contract was managed by Guilford Center staff in prior years. The budget continues to fund the current contract, but recommends that a request for proposals to provide these services be incorporated into the general CBO process in future years.



**Public Safety****\$97,469,664**

At 17% of total county expenditures, Public Safety is the third largest service category in the General Fund. Guilford County's Public Safety departments protect the safety of residents and visitors and include the Sheriff's Department, Emergency Services, Building Inspections, and Animal Control Services. The FY 2013-14 budget includes \$97.5 million for Public Safety services, a decrease of about \$1.3 million (-1.3%) from the current year's budget.

Department	FY12 Actual	FY13 Adopted	FY13 Amended	FY14 Adopted	vs. FY13 Adopted		FY15 Plan
					\$ chg	% chg	
Animal Services	\$2,958,446	\$3,160,729	\$3,235,588	\$3,092,266	(\$68,463)	-2.2%	\$3,136,113
Court Alternatives	\$2,583,939	\$2,573,617	\$2,386,804	\$2,424,002	(\$149,615)	-5.8%	\$2,877,031
Emergency Services	\$22,815,832	\$25,143,865	\$25,058,224	\$24,520,231	(\$623,634)	-2.5%	\$26,075,810
Inspections	\$2,033,626	\$2,108,545	\$2,010,345	\$2,064,675	(\$43,870)	-2.1%	\$2,159,204
Law Enforcement	\$58,088,584	\$62,927,577	\$66,509,491	\$62,385,387	(\$542,190)	-0.9%	\$64,322,701
Other Protection	\$1,214,742	\$1,412,268	\$1,424,390	\$1,456,596	\$44,328	3.1%	\$1,411,171
Security	\$1,510,939	\$1,466,598	\$1,480,975	\$1,526,507	\$59,909	4.1%	\$1,647,343
<b>Total Expenditures</b>	<b>\$91,206,108</b>	<b>\$98,793,199</b>	<b>\$102,105,817</b>	<b>\$97,469,664</b>	<b>(\$1,323,535)</b>	<b>-1.3%</b>	<b>\$101,629,373</b>
<b>Sources of Funds</b>							
Federal & State Funds	\$1,235,947	\$436,395	\$2,126,292	<b>\$483,705</b>	\$47,310	10.8%	\$435,092
User Charges	\$19,179,238	\$19,517,902	\$19,517,902	<b>\$19,853,641</b>	\$335,739	1.7%	\$20,531,816
Other	\$1,408,650	\$633,073	\$647,199	<b>\$763,346</b>	\$130,273	20.6%	\$683,148
Fund Balance	\$2,553,172	\$307,800	\$1,066,559	<b>\$241,538</b>	(\$66,262)	-21.5%	\$238,028
County Funds	\$66,829,101	\$77,898,029	\$78,747,865	<b>\$76,127,434</b>	(\$1,770,595)	-2.3%	\$79,741,289
<b>Sources of Funds</b>	<b>\$91,206,108</b>	<b>\$98,793,199</b>	<b>\$102,105,817</b>	<b>\$97,469,664</b>	<b>(\$1,323,535)</b>	<b>-1.3%</b>	<b>\$101,629,373</b>

The **Law Enforcement** budget reflects full-year operating expenses for the new Greensboro Detention Facility. The facility became fully operational in early FY 2012-13.

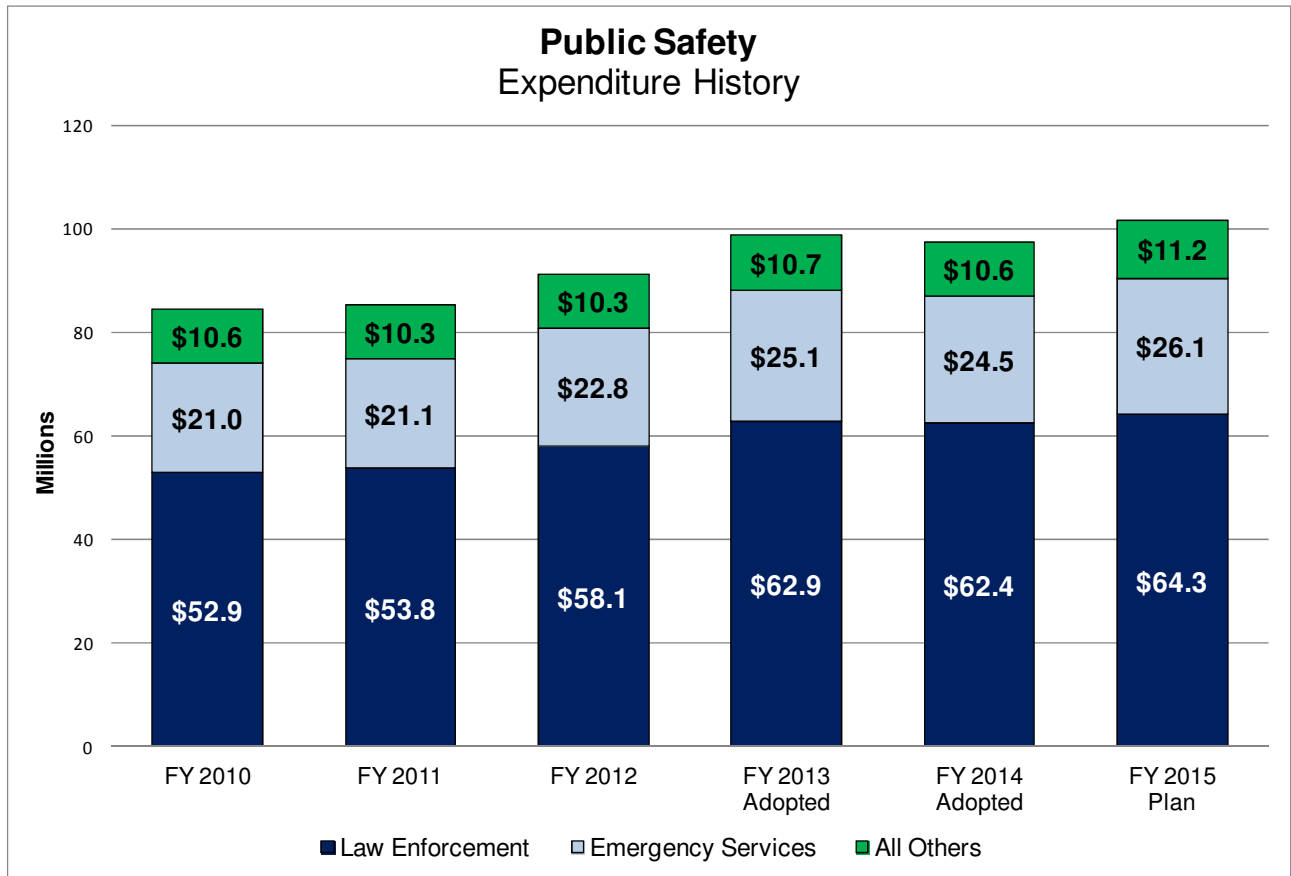
The **Emergency Services (ES)** Department budget includes the conversion of temporary part-time expenditures and staff overtime into a part-time position to assist with emergency management planning and the hazardous materials program. The reduction in overtime, temporary part-time costs, and improved revenue recoupment will more than offset the cost of the conversion to a permanent part-time position. Overall, because of an increase in projected revenue from ambulance/medical services, the amount of county funds used to support the ES Department will decrease by approximately \$1.1 million.

The Emergency Services budget also includes the county's share of the **Guilford Metro 911 (GM 911)** center's FY 2013-14 budget is estimated to be \$2.03 million. GM 911 is the emergency communications center jointly operated and funded by the county and the City of Greensboro. The county's share of GM 911 costs is based on the prior calendar year's percentage of calls to GM 911 for county services. The GM 911 budget has increased by \$94,000 to accommodate the full-year costs of new positions added during last fiscal year.



The **Court Alternatives/Juvenile Detention** budget reflects a decrease of two positions. The department was able to obtain contracted mental health services through its master medical services contract, resulting in the elimination of a vacant mental health position. In addition, a decrease in the number of juveniles housed at the facility allows for the elimination of a vacant Juvenile Counselor position.

The **Security Department** will increase by just over \$61,000, primarily due to the costs associated with adding security services to the Old Courthouse and county department areas in the Greensboro BB&T Building.



**Non-Education Debt Service**

**\$15,647,023**

Total debt repayment expenditures in the FY 2013-14 budget are approximately \$91 million, including fees and other expenses related to debt management. Approximately \$75.4 million of this total is for Guilford County Schools and Guilford Technical Community College debt and is discussed in the Education section above. The remaining \$15.6 million will pay for all other debt-financed projects, including the new Greensboro Detention Center and open space/parks projects. This is \$771,000 lower than the amount budgeted in the current year. Non-Education debt payments are expected to decrease slightly to \$15.4 million in FY 2014-15.

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

## Support Services & Capital

\$17,047,236

At \$17 million, Guilford County's Support Services departments make up 3% of total expenditures in the General Fund budget.

Department	FY12 Actual	FY13 Adopted	FY13 Amended	FY14 Adopted	vs. FY13 Adopted		FY15 Plan
					\$ chg	% chg	
Capital & Technology	\$0	\$174,914	\$0	\$0	(\$174,914)	-100.0%	\$0
Facilities	\$5,135,142	\$7,458,496	\$9,068,309	\$7,185,913	(\$272,583)	-3.7%	\$7,592,108
Information Services	\$8,310,346	\$9,464,813	\$9,673,008	\$8,900,493	(\$564,320)	-6.0%	\$9,366,556
Fleet Operations	\$671,855	\$872,580	\$887,433	\$787,713	(\$84,867)	-9.7%	\$1,570,007
Property Management	\$171,868	\$236,386	\$216,831	\$173,117	(\$63,269)	-26.8%	\$174,334
<b>Total Expenditures</b>	<b>\$14,289,211</b>	<b>\$18,207,189</b>	<b>\$19,845,581</b>	<b>\$17,047,236</b>	<b>(\$1,159,953)</b>	<b>-6.4%</b>	<b>\$18,703,005</b>
<b>Sources of Funds</b>							
User Charges	\$826,308	\$935,500	\$935,500	\$835,500	(\$100,000)	-10.7%	\$835,500
Other	\$592,314	\$530,514	\$530,514	\$517,554	(\$12,960)	-2.4%	\$505,054
County Funds	\$12,870,589	\$16,741,175	\$18,379,567	\$15,694,182	(\$1,046,993)	-6.3%	\$17,362,451
<b>Sources of Funds</b>	<b>\$14,289,211</b>	<b>\$18,207,189</b>	<b>\$19,845,581</b>	<b>\$17,047,236</b>	<b>(\$1,159,953)</b>	<b>-6.4%</b>	<b>\$18,703,005</b>

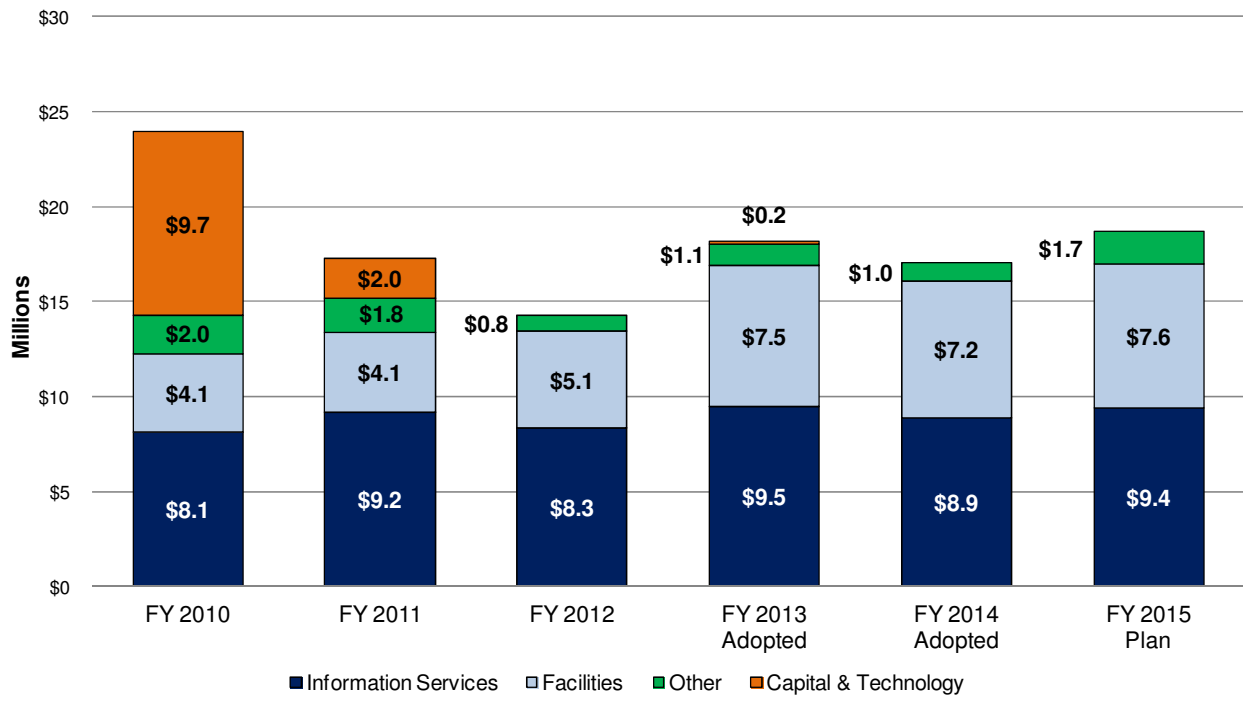
The FY 2013-14 Support Services & Capital budget is expected to decrease by \$1.16 million next fiscal year. Most of this decrease is in the **Information Services** budget. The FY 2012-13 budget included several large central technology purchases that were to be initiated by June 30, 2013. In addition, one position will be eliminated from the department.

The FY 2013-14 budget does not include a transfer of funds from the General Fund to the **County Building Construction Fund** to help pay for projects identified in the **Capital Investment Plan (CIP)**. Transfers from the General Fund are used to reduce the amount of debt needed to pay for major infrastructure needs, such as new ambulance bases. The elimination of this transfer will require a restructuring of the CIP. Please see the County's Capital Investment Plan at <http://countyweb.co.guilford.nc.us/cip-info> for more information about the types of projects funded through this capital allocation.

The **Facilities** department position count increased by three upon the transfer of park operations from municipalities to the county. These positions will be dedicated to park maintenance. This increase in expense is offset by decreases in the expected costs of maintenance at the new Greensboro Detention Facility. The Board of Commissioners approved additional positions and budget allocations in last year's budget to provide maintenance services at the new facility in lieu of more expensive private vendors. Facility maintenance cost estimates have been revised now that the facility is fully operational.

Finally, a vacant position will be reclassified and moved to the **Fleet Department** to help manage the county's vehicle fleet and maintenance contracts in cooperation with other county departments.

## Support Services Expenditure History



## General Government

\$26,863,010

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

Department	FY12 Actual	FY13 Adopted	FY13 Amended	FY14 Adopted	vs. FY13 Adopted		FY15 Plan
					\$ chg	% chg	
Budget & Management	\$432,969	\$454,968	\$420,372	<b>\$450,297</b>	(\$4,671)	-1.0%	\$488,687
Clerk to the Board	\$197,016	\$260,868	\$223,877	<b>\$197,273</b>	(\$63,595)	-24.4%	\$202,405
County Administration	\$640,245	\$1,299,730	\$1,120,157	<b>\$1,395,881</b>	\$96,151	7.4%	\$1,416,977
County Attorney	\$1,741,030	\$1,884,957	\$1,885,332	<b>\$1,864,956</b>	(\$20,001)	-1.1%	\$1,891,628
County Commissioners	\$435,926	\$436,259	\$439,785	<b>\$406,196</b>	(\$30,063)	-6.9%	\$417,656
Elections	\$2,163,025	\$2,694,673	\$2,707,694	<b>\$2,327,107</b>	(\$367,566)	-13.6%	\$1,879,334
Finance	\$2,317,725	\$2,492,919	\$2,582,538	<b>\$2,523,232</b>	\$30,313	1.2%	\$2,587,497
Human Resources	\$8,518,611	\$10,108,269	\$10,104,018	<b>\$9,443,738</b>	(\$664,531)	-6.6%	\$10,639,964
Internal Audit	\$508,795	\$499,293	\$549,669	<b>\$509,628</b>	\$10,335	2.1%	\$527,024
Purchasing	\$355,713	\$343,223	\$440,078	<b>\$351,774</b>	\$8,551	2.5%	\$362,979
Register of Deeds	\$2,109,636	\$2,041,122	\$2,051,497	<b>\$2,027,257</b>	(\$13,865)	-0.7%	\$2,132,979
Tax	\$5,425,436	\$5,276,811	\$5,312,480	<b>\$5,365,671</b>	\$88,860	1.7%	\$5,547,859
<b>Total Expenditures</b>	<b>\$24,846,127</b>	<b>\$27,793,092</b>	<b>\$27,837,497</b>	<b>\$26,863,010</b>	<b>(\$930,082)</b>	<b>-3.3%</b>	<b>\$28,094,989</b>
<b>Sources of Funds</b>							
Federal & State Funds	\$68,931	\$50,000	\$50,000	<b>\$50,000</b>	\$0	0.0%	\$50,000
User Charges	\$3,992,851	\$3,528,984	\$3,528,984	<b>\$4,106,518</b>	\$577,534	16.4%	\$3,514,952
Other	\$2,336,636	\$2,034,730	\$2,034,730	<b>\$2,370,460</b>	\$335,730	16.5%	\$2,369,260
Fund Balance	\$431,918	\$37,357	\$37,357	<b>\$0</b>	(\$37,357)	-100.0%	\$36,000
County Funds	\$18,015,791	\$22,142,021	\$22,186,426	<b>\$20,336,032</b>	(\$1,805,989)	-8.2%	\$22,124,777
<b>Sources of Funds</b>	<b>\$24,846,127</b>	<b>\$27,793,092</b>	<b>\$27,837,497</b>	<b>\$26,863,010</b>	<b>(\$930,082)</b>	<b>-3.3%</b>	<b>\$28,094,989</b>

Adopted General Government expenditures total \$26.9 million and represent 5% of total general fund expenditures. Total expenditures for FY 2013-14 are approximately \$930,000 million lower (-3.3%) than those adopted for FY 2012-13.

The largest decrease in General Government is for the **Human Resources Department**. Overall, this department's budget will decrease by over \$664,000 as a result of the following major changes:

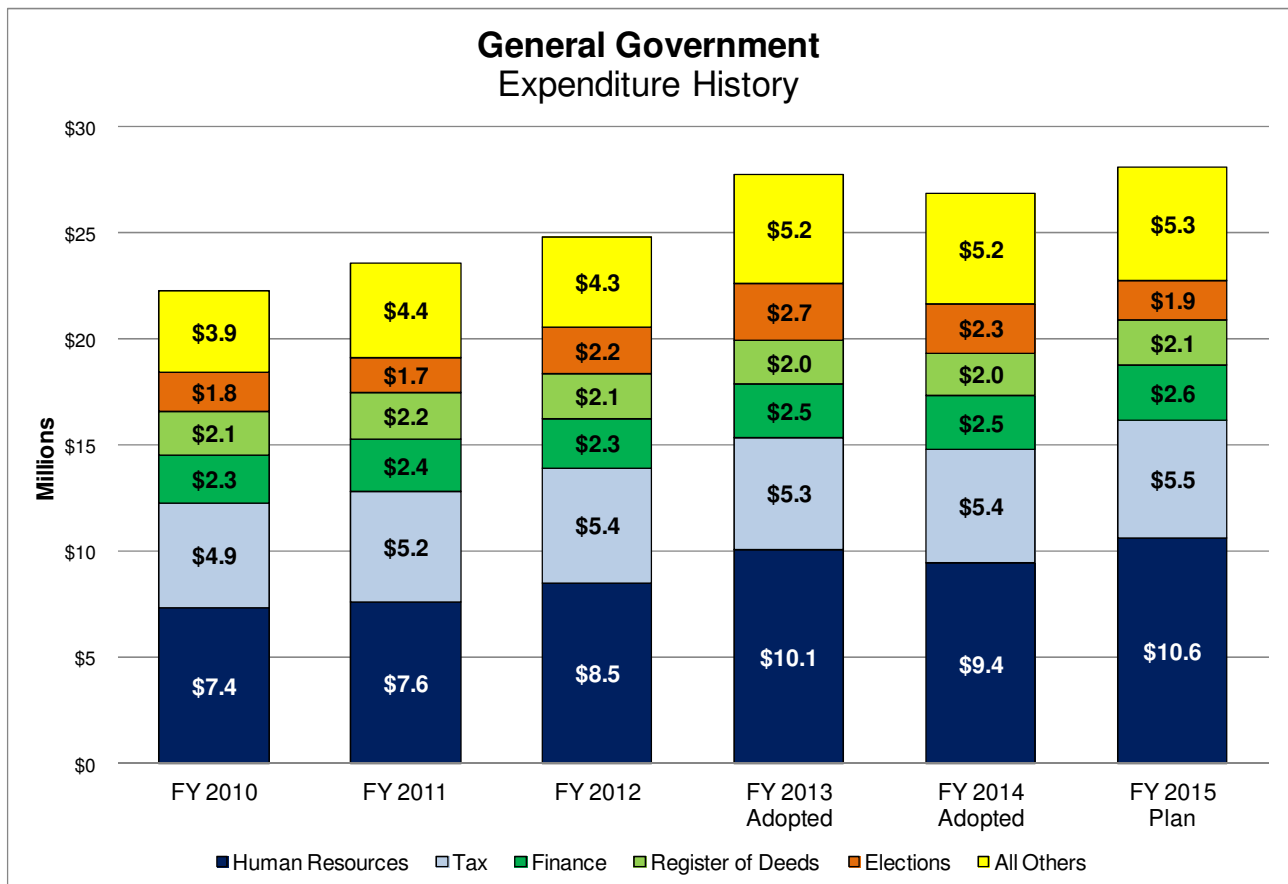
- Suspension of the county's \$2 million annual payment into the State Treasurer's Other Post Employment Benefits (OPEB) trust fund. The county has made payments over the last several years into this fund to offset the costs of future health care benefits for retirees. Although the contribution reduces the county's liability for future health care benefits, it is not a mandated expense. The county fully funds each year's retiree health care costs in the budget and has worked to limit future cost exposure by eliminating retiree health insurance benefits for newly hired employees several years ago. Management will monitor personnel expenditures during the year and consider making a payment to the OPEB fund from any savings that may become available in the overall personnel budget.

- \$580,000 increase in the county's share of retiree health benefits. The Board of Commissioners will review the county's health care options for both retirees and current employees and consider changes during Fall 2013.
- \$1 million is included in the budget to address potential pay equity issues that may be identified in a salary study commissioned by the Board of Commissioners.
- Elimination of a vacant Human Resources Analyst position.
- The reclassification of a vacant position to create a full-time Human Resources Director. Previously, the county had a shared Human Resources Director/Assistant County Manager position.

Increases for additional personnel and operational expenses associated with the 2012 Presidential election, as well as the increased early voting expenditures, are included in the **Election Department's** budget.

The County Manager's Contingency of \$500,000 is included in the **County Administration Department** budget. The funds, equal to the amount included in the FY 2012-13 adopted budget, guard against substantial fuel increases, unanticipated drops in revenues, and other unforeseen needs. The FY 2013-14 County Administration budget reflects the transfer and reclassification of vacant positions in other departments to create a full-time Assistant/Deputy County Manager (previously the county had a shared Human Resources Director/Assistant County Manager position) and a Public Information Officer.

The **Tax Department's** budget reflects a reduction of one position as a result of savings associated with a state-wide change in the way motor vehicle taxes are billed and collected.



## Community Services

\$10,149,316

Guilford County's Community Service departments provide for orderly growth and development, encourage economic development and job creation, provide recreation outlets, and protect the environment. Community Services represents about 2% of total General Fund expenditures. Community Service expenditures are expected to increase by \$1.7 million (20%) from the FY 2012-13 budget.

	FY12 Actual	FY13 Adopted	FY13 Amended	FY14 Adopted	vs. FY13 Adopted		FY15 Plan
					\$ chg	% chg	
<b>Department</b>							
Cooperative Extension	\$525,455	\$509,575	\$740,814	\$500,115	(\$9,460)	-1.9%	\$519,446
Culture & Libraries	\$2,280,579	\$2,074,474	\$2,409,702	\$1,827,807	(\$246,667)	-11.9%	\$1,827,807
Economic Development	\$2,321,155	\$1,400,244	\$4,231,582	\$2,248,566	\$848,322	60.6%	\$2,251,593
Parks & Open Space	\$2,514,031	\$2,511,819	\$3,285,239	\$3,569,827	\$1,058,008	42.1%	\$3,658,153
Planning & Development	\$764,878	\$613,897	\$774,273	\$676,995	\$63,098	10.3%	\$692,025
Soil & Water Conservation	\$217,546	\$245,859	\$260,578	\$245,165	(\$694)	-0.3%	\$252,217
Solid Waste	\$1,041,799	\$1,094,290	\$1,100,717	\$1,080,841	(\$13,449)	-1.2%	\$1,110,330
<b>Total Expenditures</b>	<b>\$9,665,443</b>	<b>\$8,450,158</b>	<b>\$12,802,905</b>	<b>\$10,149,316</b>	<b>\$1,699,158</b>	<b>20.1%</b>	<b>\$10,311,571</b>
<b>Sources of Funds</b>							
Federal & State Funds	\$1,294,958	\$784,427	\$784,427	\$880,275	\$95,848	12.2%	\$880,275
User Charges	\$88,452	\$88,499	\$88,499	\$1,235,233	\$1,146,734	1295.8%	\$1,234,542
Other	\$63,582	\$23,370	\$683,949	\$70,100	\$46,730	200.0%	\$70,050
County Funds	\$8,218,451	\$7,553,862	\$11,246,030	\$7,963,708	\$409,846	5.4%	\$8,126,704
<b>Sources of Funds</b>	<b>\$9,665,443</b>	<b>\$8,450,158</b>	<b>\$12,802,905</b>	<b>\$10,149,316</b>	<b>\$1,699,158</b>	<b>20.1%</b>	<b>\$10,311,571</b>

Full-year expenses and revenues for several county parks are included in the FY 2013-14 budget and accounted for in the **Parks & Open Space** budget. Prior to January 1, 2013, the county contracted with area municipalities to operate Northeast, Gibson, Southwest, Hagan-Stone, and Bur-Mil Parks. The county paid the net cost of these parks' operations (i.e., expenses minus revenues), including a management fee of 8% - 10% of expenses, to each municipality. Starting January 1, the county assumed full operations of these facilities and began combining park supervision, operations, programming, and planning under the direction of the Property Management department. As a result of the efficiencies gained through the consolidated management of these parks, the county will be able to address over \$174,000 of deferred park facility maintenance needs in FY 2013-14 without any increase in the amount of county funds allocated for the programs. The increase in the Park budget shown in the table above is the result of budgeting full expenses and revenues for the parks, rather than payments to the municipalities for the net program costs.

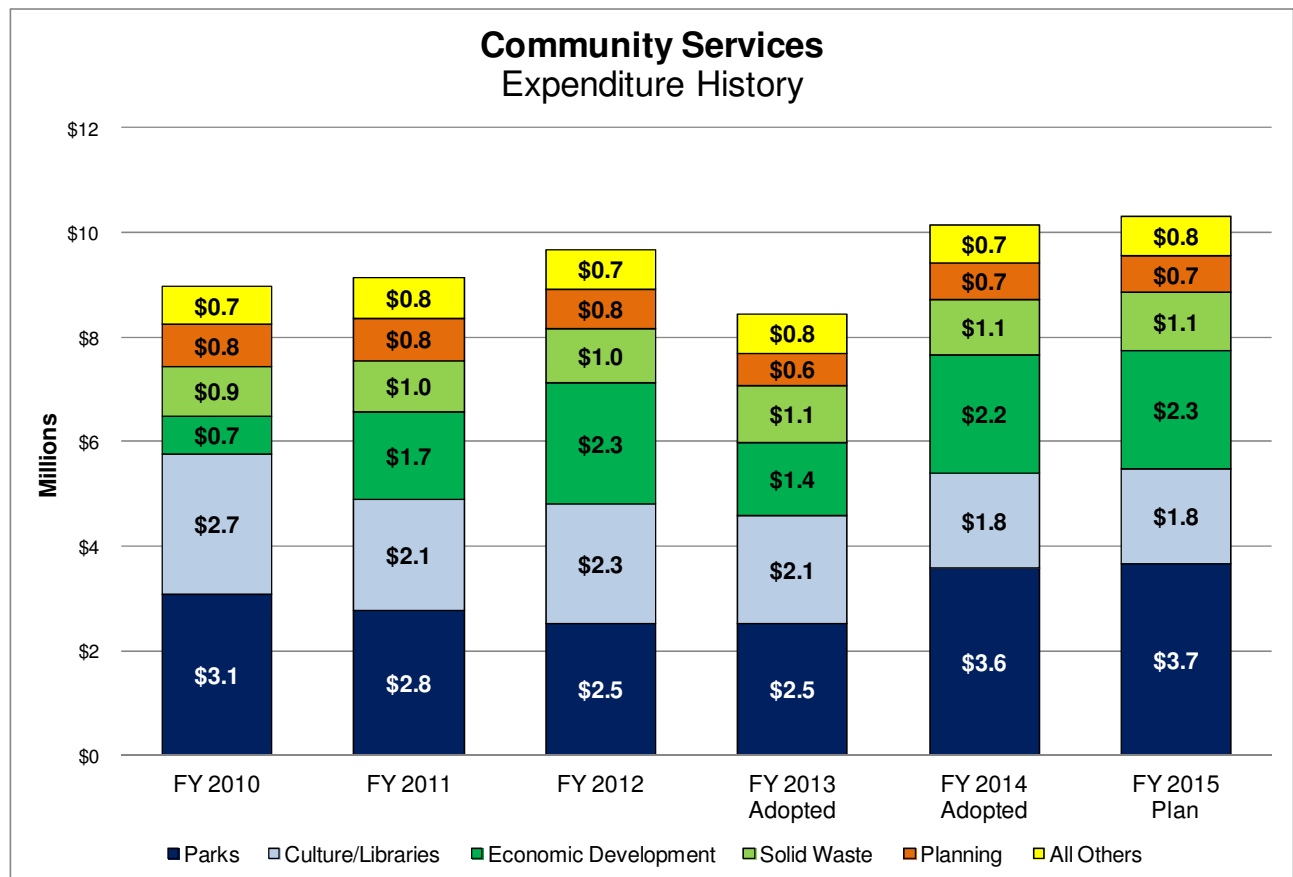
The overall **Economic Development** budget will increase by approximately \$848,000 as a result of the following major changes:

- Increase of \$760,000 in the scheduled economic investment incentive grant payouts for agencies that have satisfied the investment and/or job creation goals established by their grant agreements.
- \$220,000 of funding for Cultural Community Based Organizations (CBOs) transferred from the **Culture & Libraries** budget as directed by the Board of Commissioners. Agency funding was transferred to the Economic Development department budget because of the positive impact cultural and arts events have on local businesses and the area economy.

(Note: The amount budgeted for Cultural CBO's is \$26,667 less than the prior year's adopted amount.)

- A reduction of \$132,000 in the allocation for local economic development agencies (total funding equals \$452,000).
- A summary of all CBO's and economic development agencies included in the adopted budget is included in the Appendix section of this document.

Guilford County does not operate a **library**, but does provide operating support to area libraries based on an annual funding formula. Under the current formula, the Greensboro Public Library (the state-recognized county library system for Guilford County) and the High Point Municipal Library (a state-recognized municipal library) receive support based on their official service populations and the state's prior year allocation for library funding. The Gibsonville and Jamestown libraries receive per capita contributions from the County based on the allocations to the state-recognized systems. Although a decrease in the amount of state library funding called for a reduction in the county's support for library services from \$1.83 million to \$1.65 million, the Board of Commissioners maintained funding at the current levels for all libraries. Specific allocations for each library are included in the Community Services section of this document.



# General Fund Revenues

General Fund revenues and appropriated fund balance for FY 2013-14 total \$558,515,708. This is \$29 million less than the budget approved for FY 2012-13. Property Tax revenues will account for 62% of the total revenue budget next fiscal year, or \$346,123,000 (including current and past due taxes). The next largest sources of funds for general county operations are Federal and State Funds (14%) and Sales Tax revenues (12%).

Summary of Sources of Funds							
	FY12 Actual	FY13 Adopted	FY13 Amended	FY14 Adopted	vs. FY13 Adopted		FY15 Plan
					\$ chg	% chg	
Property Tax	\$349,937,578	\$348,000,000	\$348,070,280	\$346,123,000	\$ (1,877,000)	-0.5%	\$376,065,317
Federal/State Funds	\$ 95,273,386	\$ 96,570,840	\$102,048,332	\$ 77,016,053	\$ (19,554,787)	-20.2%	\$ 76,790,385
Sales Tax	\$ 64,842,231	\$ 64,900,000	\$ 64,988,791	\$ 64,900,000	\$ -	0.0%	\$ 64,900,000
User Charges	\$ 40,879,773	\$ 39,152,432	\$ 39,214,305	\$ 35,475,554	\$ (3,676,878)	-9.4%	\$ 35,776,924
Investment Earnings	\$ 1,035,260	\$ 1,257,500	\$ 1,257,500	\$ 667,500	\$ (590,000)	-46.9%	\$ 1,007,500
Other	\$ 70,659,165	\$ 6,793,384	\$ 8,116,187	\$ 7,071,256	\$ 277,872	4.1%	\$ 6,876,217
<b>Total Revenues</b>	<b>\$622,627,393</b>	<b>\$556,674,156</b>	<b>\$563,695,395</b>	<b>\$531,253,363</b>	<b>\$ (25,420,793)</b>	<b>-4.6%</b>	<b>\$561,416,343</b>
Fund Balance	\$ 89,052,802	\$ 30,838,087	\$ 41,194,254	\$ 27,262,345	\$ (3,575,742)	-11.6%	\$ 24,787,672
<b>Total</b>	<b>\$711,680,195</b>	<b>\$587,512,243</b>	<b>\$604,889,649</b>	<b>\$558,515,708</b>	<b>\$ (28,996,535)</b>	<b>-4.9%</b>	<b>\$586,204,015</b>

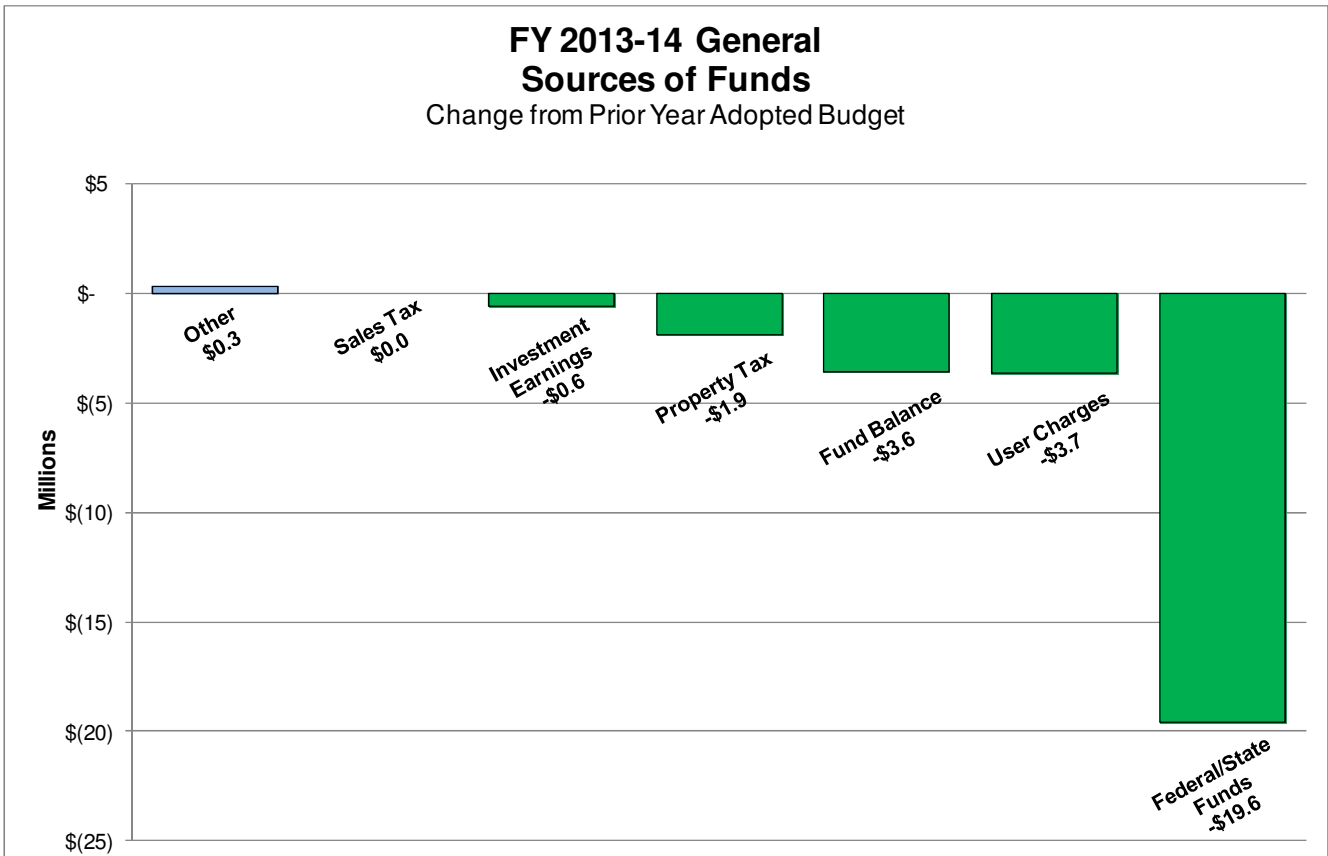
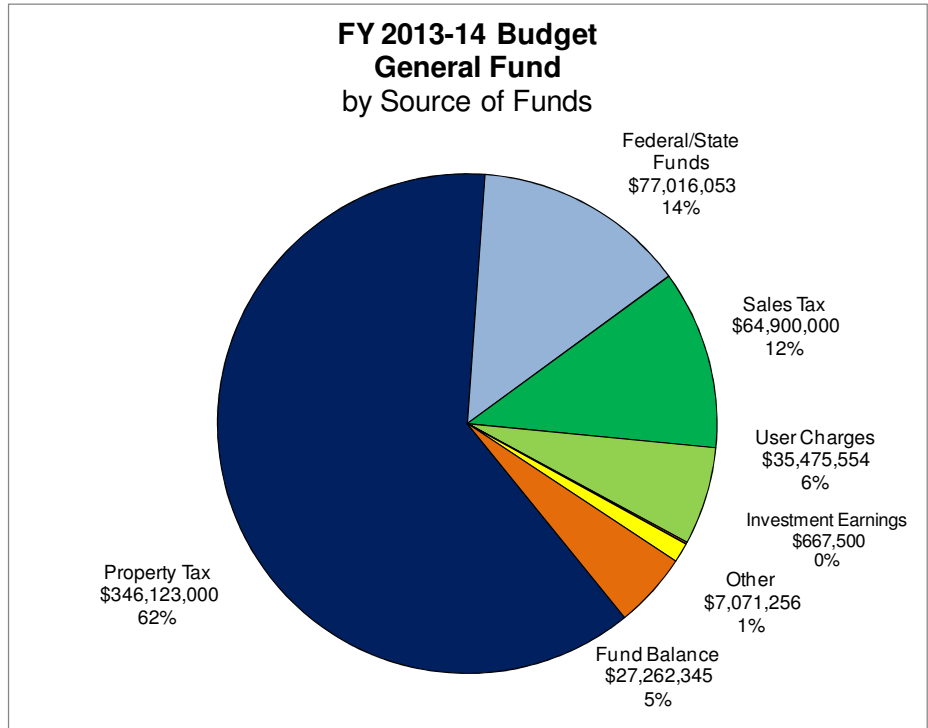
## Adopted Property Tax Rate

The adopted general county-wide property tax rate for FY 2013-14 is \$0.77 for each \$100 of assessed valuation, 1.04 cents lower than the FY 2012-13 general tax rate. Depending on where you live in Guilford County, your property may be subject to additional municipal, fire, or other tax rates.

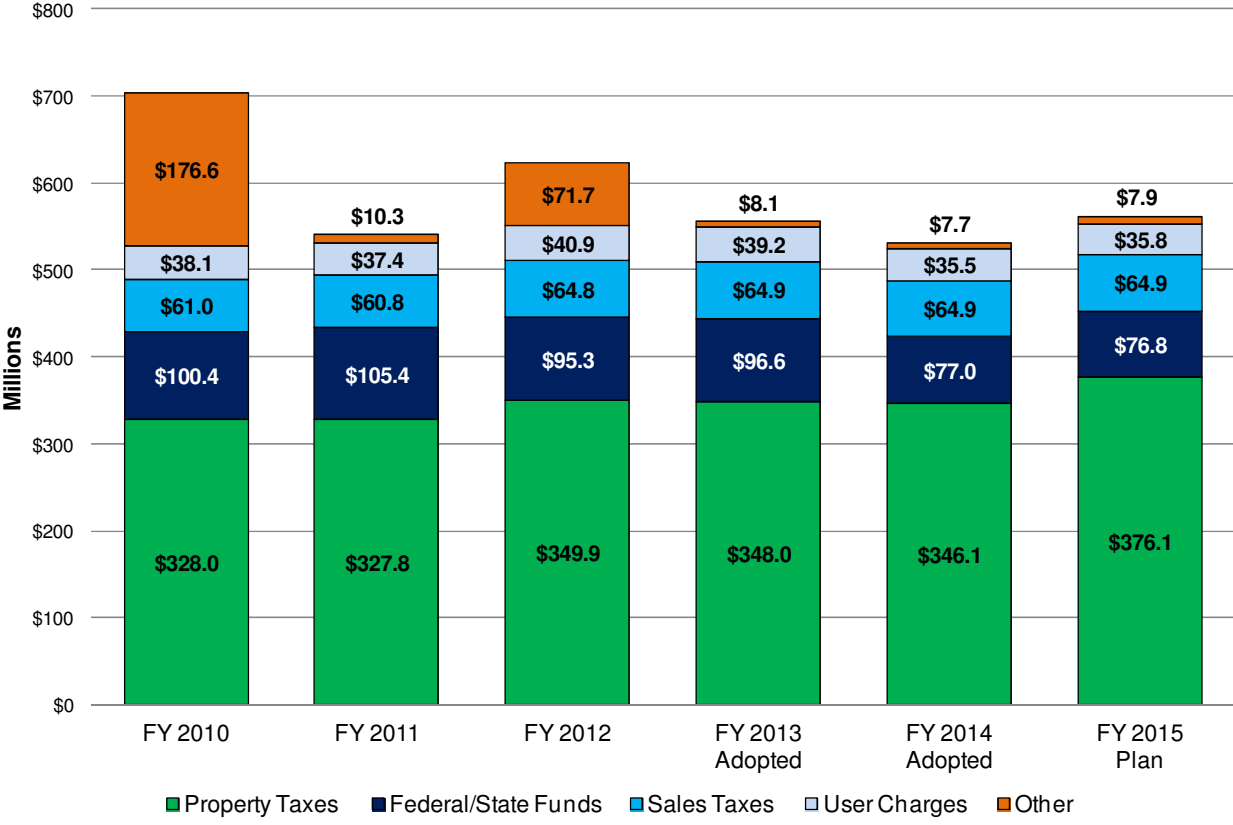
In FY 2014-15, if additional voter-approved bonds are issued to pay for school and community college facility needs, the county will face increases in its debt repayment budget and other operating expenses. **As a result, assuming no changes to current budget policies or the originally planned debt issuance schedule are made by the Board, an estimated tax rate increase of approximately six cents would be required to balance the FY 2014-15 budget.** Board changes regarding funding policies, the timing of additional bond issues, and changes in other revenue sources, such as the sales tax or the level of federal and state reimbursements received by the County, will impact the final tax rate needed to balance the FY 2014-15 budget.



Nearly nine of every ten dollars of revenue are generated from just three sources – property taxes (62%), federal and state funds (14%), and sales taxes (12%). Other revenues are generated by fees for various services, such as ambulance transportation and medical visits to Public Health clinics, investment earnings, and appropriations of fund balance.



### FY 2013-14 General Fund Sources of Funds History



## Property Tax

\$346,123,000

Revenue from the property tax is the largest source of funds for Guilford County. For FY 2013-14, the ad valorem property tax is estimated to generate approximately 62% of total General Fund revenues, or \$346.1 million. Current year taxes (i.e., taxes paid in the year due) are expected to generate \$339.9 million of the total revenues estimated for next year, while the remaining \$6.2 million will come from payments made for taxes originally due in prior years. As a result of a decrease in the adopted tax rate of 1.04 cents, property tax revenues are projected to fall by \$1.9 million from the amount adopted for FY 2012-13.

### Estimating FY 2013-14 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

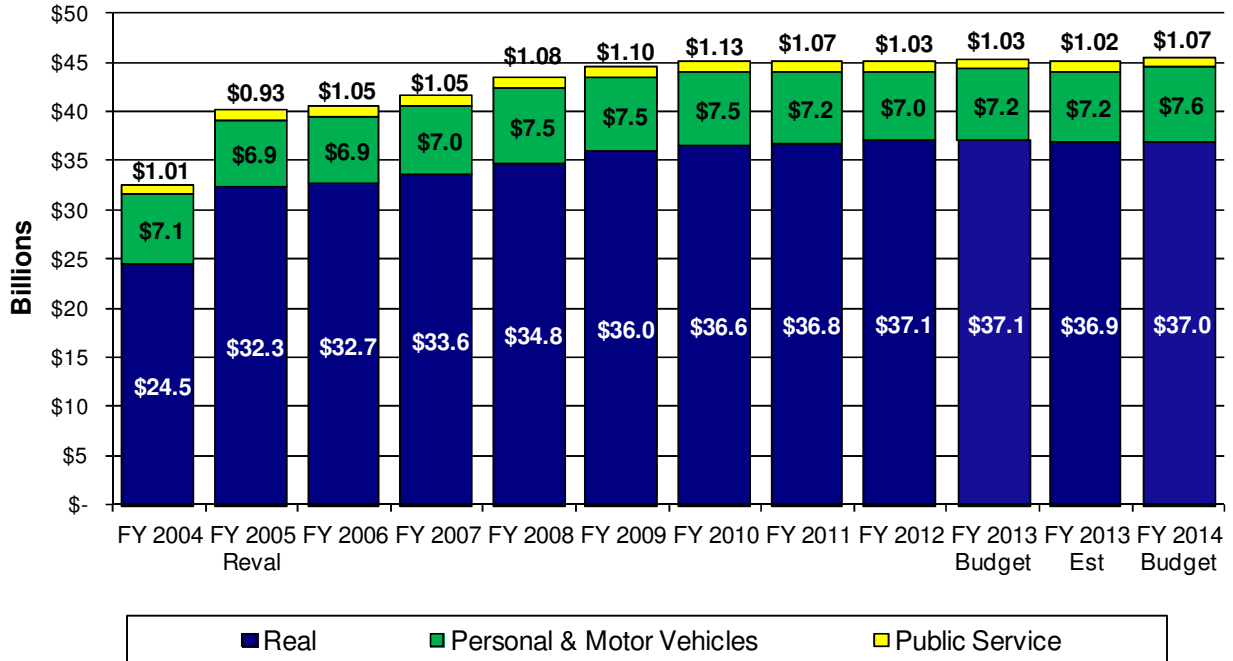
Like all North Carolina counties, Guilford County levies a property tax on four general types of property: Real Property (e.g., houses, land); Motor Vehicles/Automobiles; Personal Property (e.g., boats, business machinery); and property held by businesses that is routinely moved among various jurisdictions in the course of normal business, such as property owned by utilities, railroads, and trucking companies (called Public Service property).

For FY 2013-2014, the total assessed valuation of all types of taxable property in Guilford County is estimated to be approximately \$45.62 billion. This reflects a slight increase of 0.52% over the valuation budgeted for FY 2012-13. Estimated values are based on the Tax Department's recent estimate of values for FY 2013-14 and take into account last year's property revaluation and resolved value appeals.

Assessed Property Values							
Fiscal Year	Tax Rate	Taxable Real Property	Personal Property & Motor Vehicles	Public Service Property	Total	% chg	
2002	67.42	\$ 23,114,025,234	\$ 7,378,751,313	\$ 1,093,908,849	\$ 31,586,685,396	4.65%	
2003	67.42	\$ 23,791,217,316	\$ 7,112,928,391	\$ 1,010,523,814	\$ 31,914,669,521	1.04%	
2004	71.35	\$ 24,527,780,895	\$ 6,883,615,331	\$ 925,129,727	\$ 32,336,525,953	1.32%	
2005	R 61.84	\$ 32,330,383,860	\$ 6,854,211,987	\$ 1,051,999,690	\$ 40,236,595,537	24.43%	
2006	64.28	\$ 32,679,098,070	\$ 7,016,390,035	\$ 1,047,823,964	\$ 40,743,312,069	1.26%	
2007	66.15	\$ 33,648,245,400	\$ 7,548,094,997	\$ 1,079,835,566	\$ 42,276,175,963	3.76%	
2008	69.14	\$ 34,819,671,635	\$ 7,476,297,491	\$ 1,101,662,076	\$ 43,397,631,202	2.65%	
2009	73.74	\$ 35,994,252,248	\$ 7,459,633,640	\$ 1,134,193,063	\$ 44,588,078,951	2.74%	
2010	73.74	\$ 36,596,181,356	\$ 7,223,197,327	\$ 1,072,382,177	\$ 44,891,760,860	0.68%	
2011	73.74	\$ 36,814,403,214	\$ 7,017,828,595	\$ 1,034,274,005	\$ 44,866,505,814	-0.06%	
2012	78.24	\$ 37,050,457,734	\$ 7,227,866,545	\$ 1,015,778,351	\$ 45,294,102,630	0.95%	
2013	B, R 0.7804	\$ 37,141,200,000	\$ 7,227,700,000	\$ 1,015,700,000	\$ 45,384,600,000	0.20%	
2013	E, R 0.7804	\$ 36,878,183,334	\$ 7,590,981,343	\$ 1,067,428,654	\$ 45,536,593,331	0.54%	
<b>2014</b>	<b>B</b>	<b>0.7804</b>	<b>\$ 37,020,000,000</b>	<b>\$ 7,535,000,000</b>	<b>\$ 1,065,000,000</b>	<b>\$ 45,620,000,000</b>	<b>0.52%</b>

B = Budget, E = Estimated Final, R = Revaluation

**Assessed Property Values**  
(Billions)



**Percentage Change in Assessed Property Values**

	Type of Property			Total
	Real	Personal & Motor Vehicles	Public Service	
FY 2006-07	3.0%	7.6%	3.1%	3.8%
FY 2007-08	3.5%	-1.0%	2.0%	2.7%
FY 2008-09	3.4%	-0.2%	3.0%	2.7%
FY 2009-10	1.7%	-3.2%	-5.4%	0.7%
FY 2010-11	0.6%	-2.8%	-3.6%	-0.1%
FY 2011-12	0.6%	3.0%	-1.8%	1.0%
FY 2012-13 Budget	0.2%	0.0%	0.0%	0.2%
<b>FY 2013-14 Budget</b>	<b>-0.3%</b>	<b>4.3%</b>	<b>4.9%</b>	<b>0.5%</b>

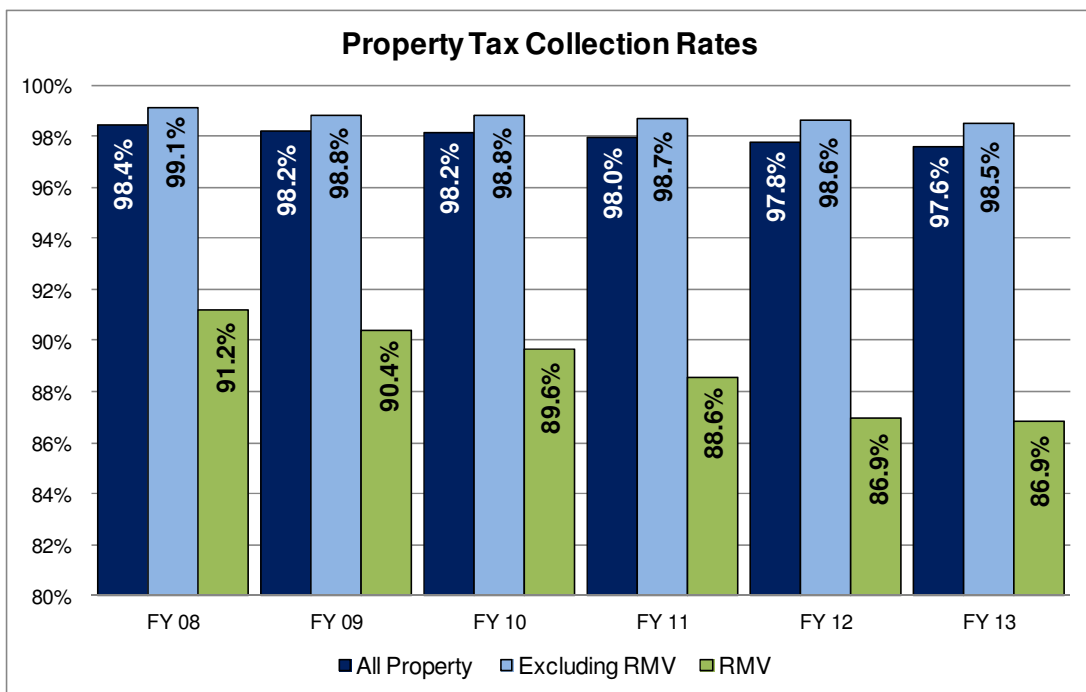
### **Property Tax Rate**

The FY 2013-14 budget is based on a general, county-wide property tax rate of **77 cents** for every \$100 of assessed property valuation – a decrease of 1.04 cents from the FY 2012-13 rate. In dollars, this means a property owner in Guilford County would pay \$770 in property taxes in FY 2013-14 for each \$100,000 of taxable property owned, or \$10.40 less than the amount paid in FY 2012-13.

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 (contact the municipalities for more information).

### **Collection Rate and Discount Rate**

When estimating property tax revenues, North Carolina counties must consider the fact that they will not collect 100% of the total taxes billed in a given year. 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 97.6% for FY 2012-13, slightly lower than FY 12-13's overall collection rate of 97.8%.



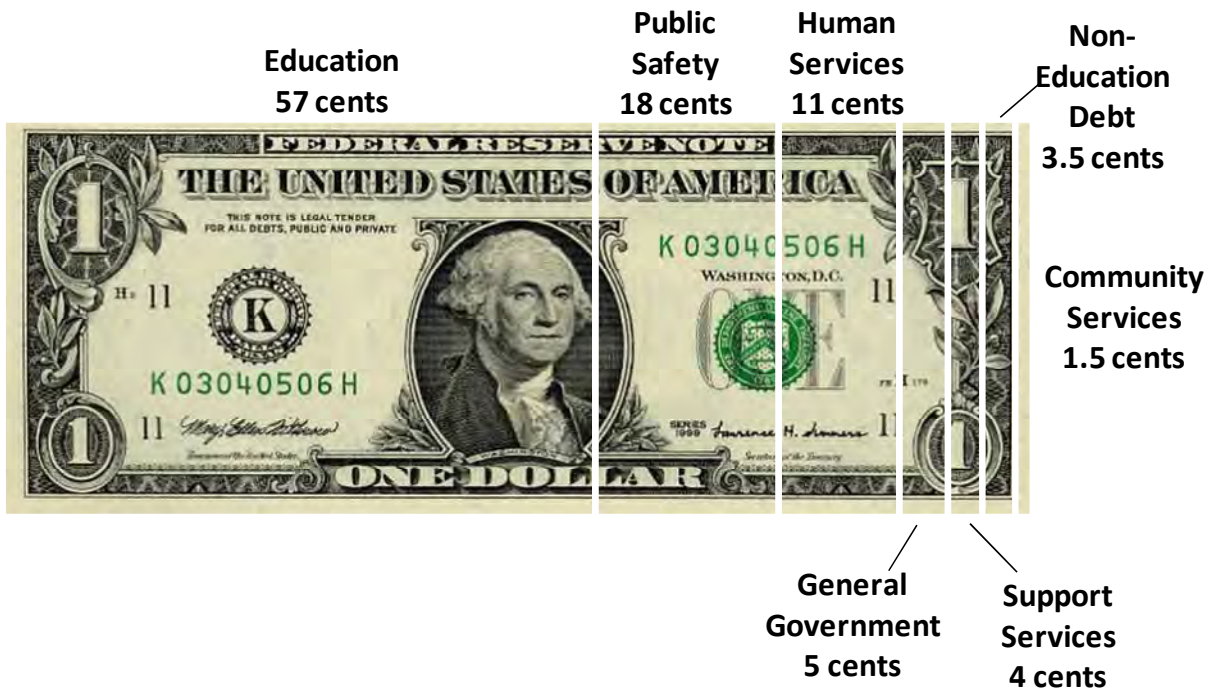
The FY 2013-14 budget assumes an overall collection rate of approximately 96.7%, or about one percentage point below the final rate for FY 12-13. As the recent economic slowdown has progressed, the county's collection rates for property taxes, particularly taxes on registered motor vehicles (RMV), have fallen. During FY 2013-14, the State of North Carolina is scheduled to introduce a RMV tax payment process that requires RMV taxes be paid at the same time an automobile's registration is renewed. This new initiative is expected to increase the collection rate of RMV taxes during the new fiscal year, but statutory guidelines restrict the RMV collection rate used in the budget to the rate experienced during the prior fiscal year.

As the level of economic activity and the timing and impacts of the state’s change to the RMV taxes collection process remain 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 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 nearly \$1.9 million in FY 2013-14, must also be considered in the calculation of total tax revenues.

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

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



## Federal and State Funds

\$77,016,053

Federal and state funds represent about 14%, or \$77 million, of total revenues anticipated to be received in FY 2013-14. This represents a decrease of \$19.6 million (-20.2%) from the amount of federal and state funds included in the FY 2012-13 budget.

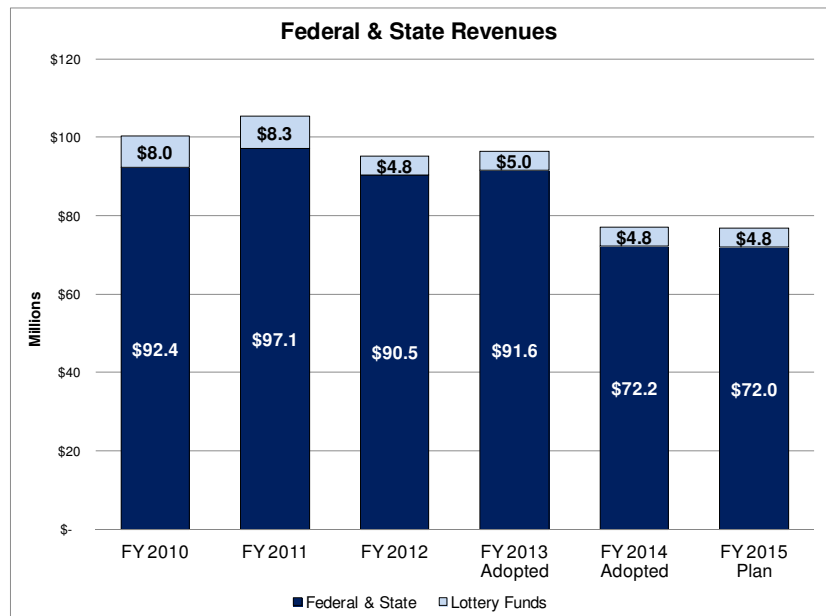
Nearly all of the decrease in federal and state revenues is associated with the January 2013 merger of Guilford Center/Mental Health operations into the Sandhills Center, another Local Management Entity (LME) that will now manage the provision of county mental health, developmental disability, and substance abuse services. All federal and state revenues received for services previously provided by the Guilford Center are no longer accounted for by Guilford County.

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

### Lottery Funds

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 allocates its share of lottery revenues to repay debt issued to build and renovate school facilities.

Several years ago, the state started to retain a portion of lottery funds originally allocated to counties to address state budget issues. As a result of this state action, Guilford County's annual allocation of lottery revenues has fallen from approximately \$8 million to under \$5 million per year.



The FY 2013-14 budget includes \$4.8 million of lottery revenues. This estimate is based on actual lottery revenues received in FY 2011-12.

### American Recovery and Reinvestment Act Funds

A portion of the school bonds approved by voters in 2008 was issued using bonds authorized by the American Recovery and Reinvestment Act of 2009 (ARRA). As part of that act, the county is eligible to receive a federal subsidy payment for portions of the debt service paid for these ARRA-related debt instruments. The FY 2013-14 budget includes \$2.65 million of ARRA subsidy revenue. This estimate reflects a reduction in revenues of approximately \$229,000 as a result of the federal budget sequester.

Sales Tax revenues are budgeted at \$64,900,000 for next fiscal year – no change from the FY 2012-13 budget. Sales Tax revenues account for about 12% of total county revenues.

**Sales Tax Components & Distribution to Local Governments**

The State of North Carolina levies a general sales tax of 4.75% on eligible purchases. Counties are authorized to levy general local sales taxes of up to 2.25%, for a combined rate of 7% for most purchases (some counties are also authorized to levy an additional 0.50% transit county tax for public transportation). Guilford County levies local sales taxes of 2%, for a combined general rate of 6.75%. In two separate referendums, voters have not approved the levy of the final 0.25% sales tax available to counties. The additional 0.25% would generate roughly \$12 million annually.

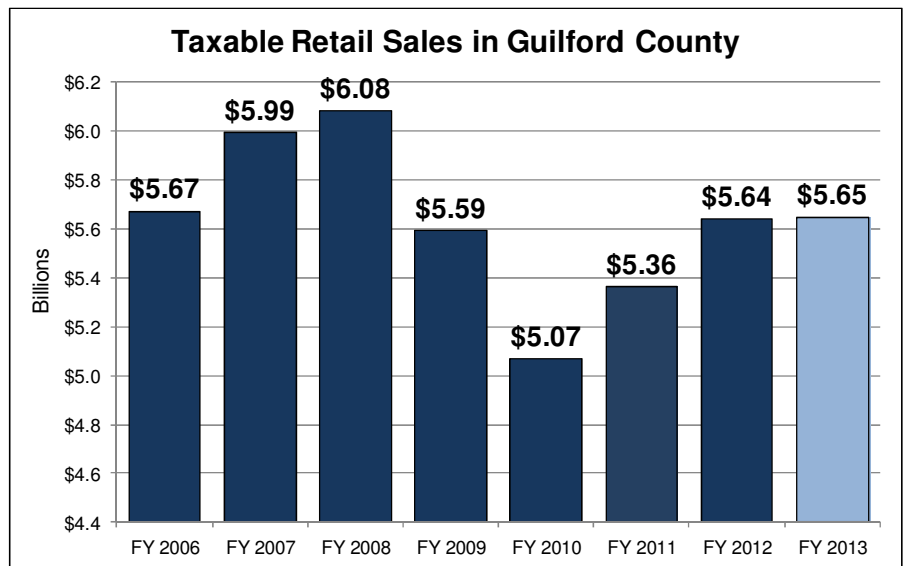
Sales tax revenues are collected by the state and later distributed to counties. The actual amount of sales tax revenues returned to the local governments in Guilford County depends on a number of factors, including Guilford County’s share of the total state population, the strength of local collections, and sales tax performance statewide. Once the total amount of sales tax 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 2012-13 the property taxes levied by Guilford County Government represented approximately 61% of all of the property taxes levied in the county. As a result, Guilford County can expect to receive about 61% of the total sales tax revenues returned to local governments in the county in FY 2013-14. This amount varies from year to year as both the assessed values and property tax rates change in various jurisdictions.

**FY 2013-14 Projections**

Annual FY 12-13 taxable retail sales in Guilford County showed little increase over the prior year’s amount. Although the county has experienced an increase in sales over the last several years, the FY 12-13 total remains well below pre-recession levels.

Given the recent stagnant retail sales and the uncertainty surrounding the level of non-profit/public sales tax refunds that can reduce the amount of sales tax revenue returned to

the county, the FY 2013-14 budget does not recommend a change in the budget for sales tax revenues from the FY 2012-13 level of \$64.9 million.



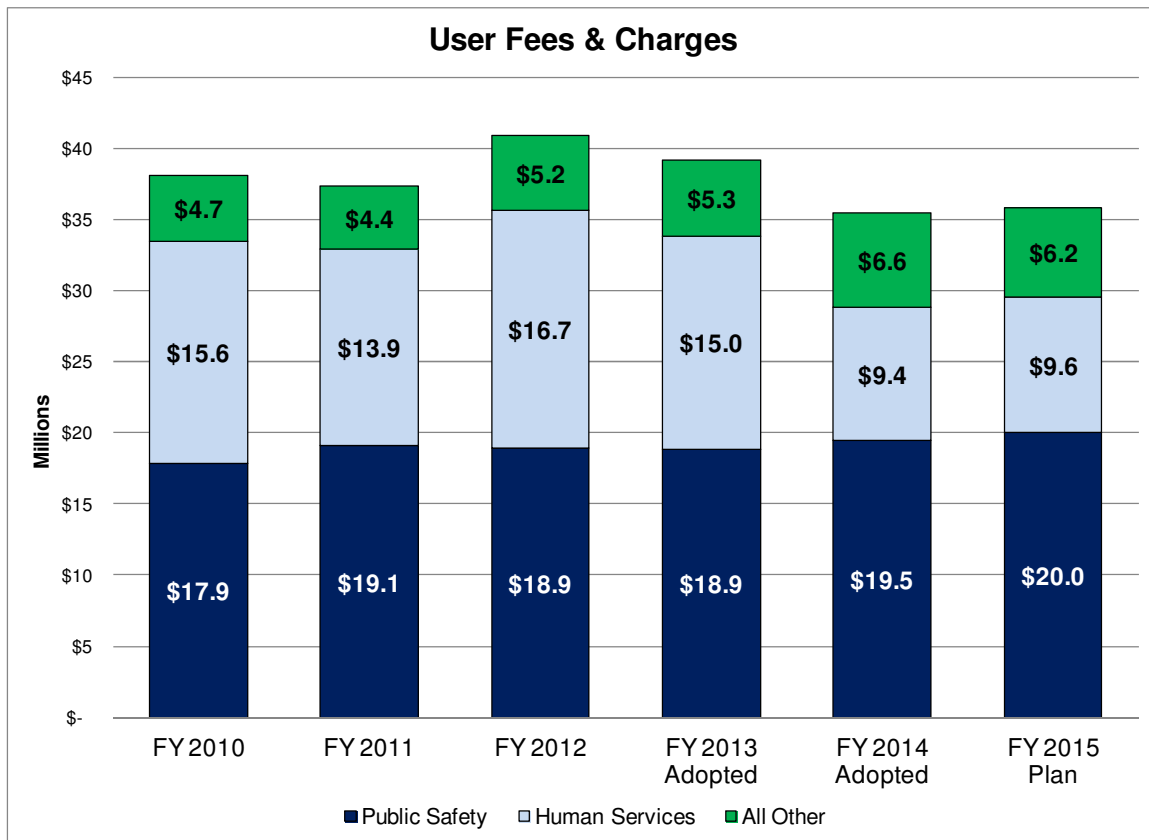


## User Fees and Charges

**\$35,475,554**

County departments expect to generate approximately \$35.5 million from fees and other charges for services (approximately 6% of total revenues), such as fees for ambulance transportation and medical visits to the Health Department. Most user fees and charges are collected by Public Safety and Human Services departments. Other fees include inspections and permitting charges and fees paid to the Register of Deeds for various documents and transactions.

Total fees for FY 2013-14 are expected to be about \$3.7 million less than the amount adopted for the 2012-13 fiscal year. The merger of the Guilford Center/Mental Health with Sandhills Center results in the elimination of \$6.4 million in user fees previously included in the county's budget. This decrease is partially offset by revenue increases in Public Health (Medicaid revenue for services provided), Elections (municipal reimbursements for city/town elections in FY 2013-14), and other departments. In addition, the county will now budget about \$1.15 million in Park fee revenues as a result of the county assuming the direct operations of Bur-Mil, Hagan-Stone, Northeast, Southwest, and Gibson Parks.

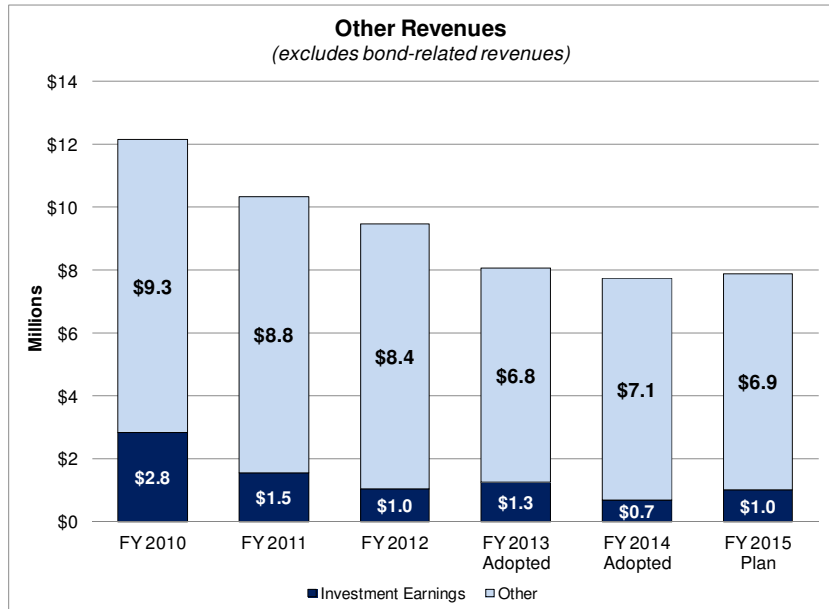


## Other Revenues

\$7,738,756

Next year, Guilford County expects to receive approximately \$7.7 million in Other Revenues for the General Fund. These revenues are from a number of sources, including investment earnings, penalties for late payment of property taxes, certain taxes paid to the Register of Deeds, cable television franchise revenues, and grants and donations from various organizations.

Investment earnings are expected to fall by \$590,000 as a result of low interest rates and a delay in the issuance of additional school and college bonds (less money available to invest).



## Fund Balance (all sources)

\$27,262,345

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

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

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

An adequate level of fund balance is looked upon favorably by bond rating agencies and is an indicator of sound fiscal management. 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. In addition, the County has adopted a minimum fund balance policy for the General Fund which instructs management to conduct the business of the County in such a manner that unassigned

fund balance be set and maintained at a minimum of no less than 8% of budgeted expenditures. A Fund Balance of higher than 8% strengthens a local government's financial position as it provides a greater margin of protection for operations.

The FY 2013-14 General Fund budget includes a fund balance (all sources) appropriation of \$27.3 million to help balance the budget -- \$3.6 million less than the amount used to balance the budget in FY 2012-13. An appropriation of this amount leaves approximately \$9.1 million available (equating to a fund balance of approximately 9.6%) above the minimum reserve amount recommended by the Local Government Commission and required by the Board of Commissioners.

An additional \$4.2 million of fund balance restricted for debt service is also available for appropriation in FY 2013-14. Because debt service is projected to increase significantly in FY 2014-15, the budget appropriates half, or \$2.1 million, of the available amount for use in FY 2013-14. The budget proposes that the remaining amount be used in FY 2014-15 to partially offset expected increases in debt repayment.

<b>Available Fund Balance Analysis</b>		
	<b>FY 2012-13 Adopted</b>	<b>FY 2013-14 Adopted</b>
<b>Calculation of Recommended Reserve for the General Fund:</b>		
Adopted General Fund Expenditures	\$ 587,512,243	\$ 558,515,708
8% Recommended Reserve	\$ 47,000,979	\$ 44,681,257
<b>General Fund Fund Balance Analysis</b>		
Estimated Unreserved Fund Balance at 6/30/12 & 6/30/2013	\$ 80,200,000	\$ 77,000,000
LESS: 8% Recommended Reserve	\$ (47,000,979)	\$ (44,681,257)
Fund Balance available above Recommended Reserve	\$ 33,199,021	\$ 32,318,743
LESS: General Fund Balance included in Budget	\$ (25,824,217)	\$ (23,236,330)
Amount available above Recommended Reserve	\$ 7,374,804	\$ 9,082,413
LESS: Potential amount needed for Guilford Center merger	\$ (657,462)	\$ -
Adjusted amount above Recommended Reserve	\$ 6,717,342	\$ 9,082,413
<b>Total Fund Balance by Planned Use</b>		
General	\$ 25,824,217	\$ 23,236,330
PLUS Amounts Restricted for Specific Uses:		
Departmental - must be used in programs where earned	\$ 930,728	\$ 1,946,023
Debt Service	\$ 4,083,142	\$ 2,079,992
	<u>\$ 30,838,087</u>	<u>\$ 27,262,345</u>

## Summary of Positions by Department

Departments	Adopted FY 09-10	Adopted FY 10-11	Adopted FY 11-12	Adopted FY 12-13	Adopted FY 13-14	Change
<b>General Fund</b>						
County Commissioners *	-	-	-	-	-	-
County Administration	4.50	4.50	4.50	4.00	5.00	1.00
Tax Department	65.00	62.25	63.25	62.25	61.00	(1.25)
Budget and Management	5.00	5.00	5.00	4.90	4.90	-
County Attorney	12.00	15.00	15.00	15.00	15.00	-
Finance	29.00	29.00	29.00	29.00	28.00	(1.00)
Purchasing	5.00	6.00	5.00	5.00	5.00	-
Register of Deeds	29.00	26.00	25.00	25.00	25.00	-
Clerk to Board	2.00	2.00	2.00	2.00	2.00	-
Internal Audit	4.00	5.00	6.00	5.00	5.00	-
Human Resources	20.50	21.50	19.50	20.00	18.00	(2.00)
Elections	17.00	16.75	16.75	16.75	17.00	0.25
<b>General Government</b>	<b>193.00</b>	<b>193.00</b>	<b>191.00</b>	<b>188.90</b>	<b>185.90</b>	<b>(3.00)</b>
Public Health	444.00	432.75	419.25	396.25	390.75	(5.50)
Mental Health	194.00	189.00	192.00	97.00	-	(97.00)
Coordinated Services	1.00	1.00	-	0.10	0.10	-
Social Services	630.00	597.50	571.00	544.00	535.50	(8.50)
Child Support Enforcement	92.00	92.00	92.00	91.70	91.70	-
Veterans Services	2.00	2.00	2.00	2.00	2.00	-
Transportation - Human Services	6.00	5.50	5.50	5.50	22.88	17.38
<b>Human Services</b>	<b>1,369.00</b>	<b>1,319.75</b>	<b>1,281.75</b>	<b>1,136.55</b>	<b>1,042.93</b>	<b>(93.63)</b>
Emergency Services	208.00	200.00	215.00	222.00	222.75	0.75
Court Alternatives	37.00	36.00	35.00	35.00	33.00	(2.00)
Law Enforcement	562.00	561.00	650.00	652.00	655.00	3.00
Animal Services	16.00	16.25	16.25	16.25	16.25	-
Security	15.00	15.00	15.00	15.00	15.00	-
Inspections	27.00	25.00	25.00	25.00	25.00	-
Other Protection	-	-	-	15.30	15.30	-
<b>Public Safety</b>	<b>865.00</b>	<b>853.25</b>	<b>956.25</b>	<b>980.55</b>	<b>982.30</b>	<b>1.75</b>
Facilities	47.00	46.00	45.00	58.00	61.00	3.00
Property Management/Courts	5.00	3.00	2.00	2.00	2.00	-
Information Services	60.00	61.00	51.00	51.00	50.00	(1.00)
Parking & Fleet	1.00	1.00	1.00	1.00	2.00	1.00
<b>Support Services</b>	<b>113.00</b>	<b>111.00</b>	<b>99.00</b>	<b>112.00</b>	<b>115.00</b>	<b>3.00</b>
Planning & Development	10.50	10.50	9.50	8.00	8.00	-
Solid Waste	2.50	2.50	2.50	4.00	4.00	-
Soil & Water Conservation	3.00	3.00	2.50	2.50	2.50	-
Culture & Recreation	2.00	2.00	2.00	2.00	27.00	25.00
<b>Community Services</b>	<b>18.00</b>	<b>18.00</b>	<b>16.50</b>	<b>16.50</b>	<b>41.50</b>	<b>25.00</b>
<b>Total General Fund</b>	<b>2,558.00</b>	<b>2,495.00</b>	<b>2,544.50</b>	<b>2,434.50</b>	<b>2,367.63</b>	<b>(66.88)</b>
<b>Internal Services</b>						
Risk Management	4.00	2.00	2.00	2.00	2.00	-
<b>Total Internal Services</b>	<b>4.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>
<b>Total All Departments *</b>	<b>2,562.00</b>	<b>2,497.00</b>	<b>2,546.50</b>	<b>2,436.50</b>	<b>2,369.63</b>	<b>(66.875)</b>

\* Plus 9 Commissioners beginning with the FY 13-14 Adopted Budget. There were 11 Commissioners in prior years' budgets.

**Summary of Position Changes from FY 2012-13 to FY 2013-14**

<b>Department</b>	<b>Position Name</b>	<b>FTE</b>
<b>POSITION ELIMINATIONS</b>		
Social Services	Accounting Technician II (10086)	(0.50)
Social Services	Lead Data Entry Specialist (10033)	(1.00)
Social Services	Office Specialist (10547)	(1.00)
Public Health	Nurse Specialist (4993)	(1.00)
Public Health	Nurse Aide (5038)	(1.00)
Public Health	Accounting Technician II (10086)	(0.50)
Public Health	Community Health Educator II (3690)	(1.00)
Public Health	Physician Extender Specialist (4236)	(1.00)
Public Health	Sr Environmental Health Specialist (3979)	(1.00)
Public Health	Environmental Health Program Specialist (4800)	(1.00)
Public Health	Pharmacy Specialist (2879)	(1.00)
Public Health	Pharmacy Specialist (5399)	(1.00)
Juvenile Detention	MH Senior Practitioner (6482)	(1.00)
Juvenile Detention	Juvenile Counselor Technician (10090)	(1.00)
Culture & Recreation	Parks Grounds Technician (11297)	(1.00)
Culture & Recreation	Parks Grounds Technician (11303)	(1.00)
Information Services	ISV Administrative Officer (6239)	(1.00)
Human Resources	HR Analyst (6056)	(1.00)
Tax	Office Specialist (10389)	(1.00)
<b>Total Position Eliminations</b>		<b>(18.00)</b>

**GUILFORD CENTER/MENTAL HEALTH POSITIONS DIVESTED FOR FY 2013-14**

Mental Health	Guilford Center positions in FY 12-13 budget. Positions were eliminated during the fiscal year.	(97.00)
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<b>Total Mental Health Positions Divested for FY 2013-14</b>		<b>(97.00)</b>
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**POSITION TRANSFERS/BUDGET RECLASSIFICATIONS**

Human Resources	Asst County Mgr/HR Director (4792) (to be reclassified to Assistant/Deputy County Manager) (TBD)	(0.50)
County Administration	Asst County Mgr/HR Director (4792) (to be reclassified to Assistant/Deputy County Manager) (TBD)	0.50
Human Resources	Executive Administrative Asst (4760)	(0.50)
County Administration	Executive Administrative Asst (4760)	0.50
Tax	Elections Assistant (10586)	(0.25)
Elections	Elections Assistant (10586)	0.25
Finance	Finance Accounting Technician III (3453) (to be reclassified to Fleet Contract/Manager) (TBD)	(1.00)
Fleet	Fleet Manager Position (TBD) (to be reclassified from Accounting Technician) (3453)	1.00
Social Services	Staff Development Specialist I (3782)	(1.00)
Social Services	Office Specialist (3074)	(1.00)
Social Services	Office Specialist (4434)	(1.00)
Social Services	Office Specialist (5477)	(1.00)
Social Services	Office Specialist (5571)	(1.00)
Social Services	SSV Facilities Coordinator (6371)	(1.00)
Transportation	Transit Light Vehicle Operator (TBD)	6.00

<b>Total Position Transfers</b>		<b>-</b>
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**Summary of Position Changes from FY 2012-13 to FY 2013-14**

<b>Department</b>	<b>Position Name</b>	<b>FTE</b>
<b>ADDITIONS - BOARD APPROVED DURING FY 2012-13</b>		
Culture & Recreation	New Parks Positions - (Board approved on 11/15/12)	27.00
Facilities	Parks Maintenance Positions - (Board approved on 11/15/12) <i>part of transfer of park operations from municipalities to county</i>	3.00
		<b>30.00</b>
Law Enforcement	Deputy Sheriff Positions - (Board approved on 9/11/12)	2.00
Law Enforcement	Deputy Sheriff/Sergeant - (Board approved on 9/11/12)	1.00
		<b>3.00</b>
<b>Total Board Approved Additions During FY 2012-13</b>		<b>33.00</b>
<b>ADDITIONS - ADOPTED FOR FY 2013-14</b>		
	Emergency Management Technician (TBD)	0.75
	Transit Light Vehicle Operator (TBD)	11.38
	Nurse Specialist I (TBD)	3.00
		<b>15.13</b>
<b>Total Proposed Additions for FY 2013-14</b>		<b>15.13</b>
<b>Grand Total FY 2013-14 Staffing Adjustments</b>		<b>(66.875)</b>



## 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:

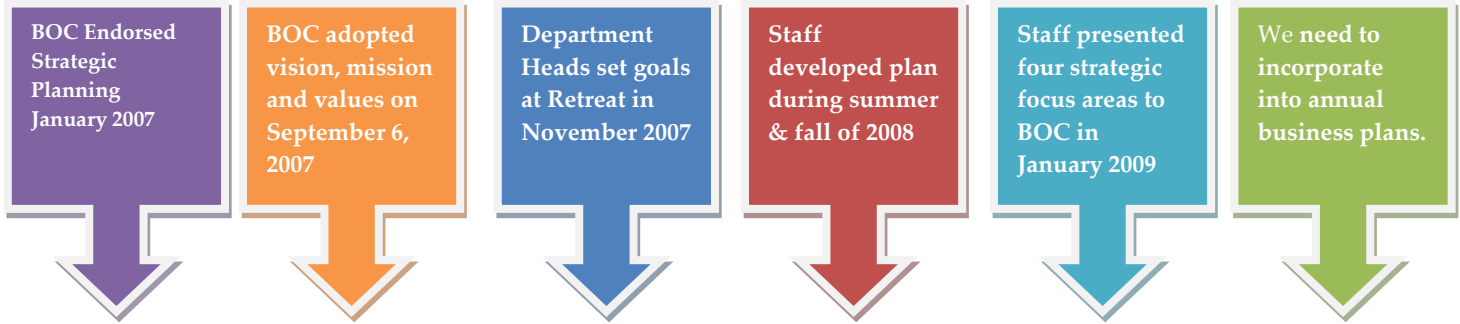
- Creating Prosperity
- Providing Educational Opportunities
- Embracing Diversity
- Improving Safe and Healthy Communities
- Fulfilling our Mission of Efficient Effective and Responsive Government
- Valuing Economic Growth and Quality of Life

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 <b>Prosperity</b>	Encourage citizen self-sufficiency and promote community achievement.	B
and <b>Educational Opportunity</b> for all its citizens;	Promote and support lifelong opportunities for all residents through formal education, workforce preparedness, and personal enrichment.	C
Views <b>Diversity</b> as a strength and strives for equality	Foster an environment that embraces social and cultural diversity.	D
Provides freedom through <b>Safe and Healthy</b> communities; and	Continually improve the physical and mental well-being of Guilford County residents.	E
Values <b>Economic Growth</b> , producing a rich quality of life.	Enhance Guilford County’s quality of life and promote desired growth.	F
To provide <b>Efficient, Effective Responsive</b> 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	<b>Further Community Achievement</b>	<ul style="list-style-type: none"> <li>❖ Poverty/Self Sufficiency</li> <li>❖ School Readiness/Youth Development</li> <li>❖ High quality K-12 Education</li> <li>❖ Workforce Preparedness &amp; Personal Enrichment</li> </ul>
2	<b>Improve Quality of Life &amp; Manage Growth</b>	<ul style="list-style-type: none"> <li>❖ Social Capital/Community Vibrancy</li> <li>❖ Green &amp; Clean Community</li> <li>❖ Economic Growth</li> </ul>
3	<b>Ensure Community Health &amp; Safety</b>	<ul style="list-style-type: none"> <li>❖ Mental Health Risk Behaviors</li> <li>❖ Physical &amp; Environmental Health</li> <li>❖ Child, Aging and Disabled Adult Care</li> <li>❖ Mitigation/Emergency Response</li> <li>❖ Gang Activity, Crime Prevention, Courts and Corrections Services</li> </ul>
4	<b>Maintain Efficient, Effective, and Responsive Governance</b>	<ul style="list-style-type: none"> <li>❖ Citizen-Oriented Service Improvement</li> <li>❖ Fiscal Performance</li> <li>❖ Workforce &amp; Workplace Development</li> </ul>

## GUILFORD COUNTY Board Priorities

In January 2013, 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.

The table also presents the results of a community survey and a survey of participants in the County's first annual Citizens' Academy. The Board of Commissioners considered these external rankings in developing its own prioritization of county goals.

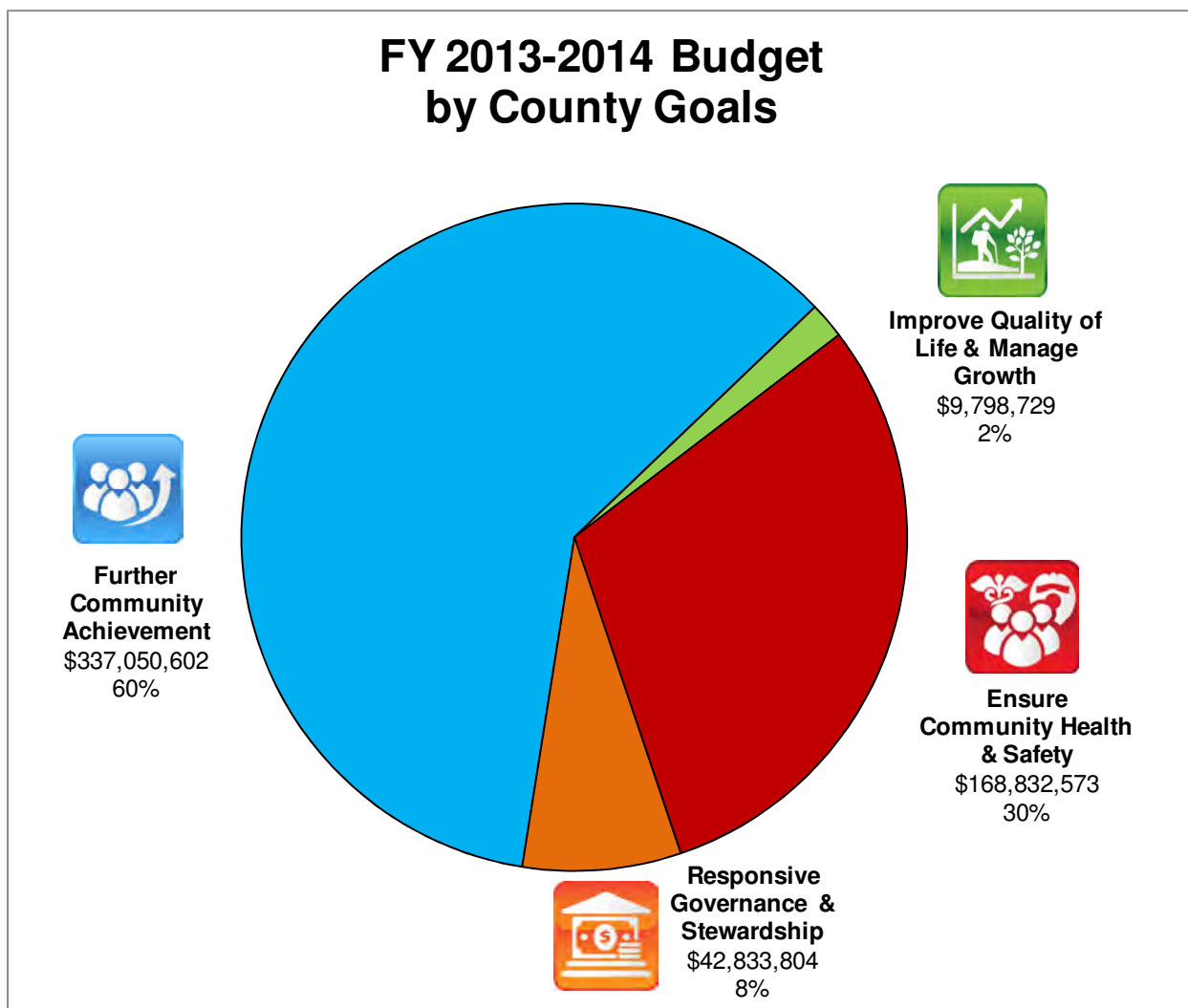
### Top Five Priorities for FY 2013-2014

Top Five Priorities			
Commissioners' January 2013 Ranking	Commissioners' January 2012 Ranking	Citizen's Academy November 2012 Ranking	Succession Planning Participants December 2012 Ranking
High Quality K-12 Education	Economic Growth	Economic Growth	Economic Growth
Economic Growth	High Quality K-12 Education	High Quality K-12 Education	High Quality K-12 Education
Crime Prevention, Courts & Correction Services	Prevention/Emergency Response	Crime Prevention, Courts, Correction Services	Poverty & Self Sufficiency
Poverty & Self Sufficiency	Crime Prevention, Courts, Correction Services	Poverty & Self Sufficiency	Prevention/Emergency Response
Prevention/Emergency Response	School Readiness & Youth Development	Workforce Preparedness & Personal Enrichment	Workforce Preparedness & Personal Enrichment





## FY 2013-2014 General Fund Budget by County Goals

The budget pages in this document are organized according to traditional service divisions, 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. In addition, the goal icons and color bars appear on the department pages, providing an easy way to connect specific department functions to the broader organizational goals.



**GUILFORD COUNTY  
COUNTY GOALS & PRIORITIES  
FY 2013-2014 BUDGET**

			
<b>Further Community Achievement</b>	<b>Improve Quality of Life &amp; Manage Growth</b>	<b>Ensure Community Health &amp; Safety</b>	<b>Maintain Efficient, Effective, and Responsive Governance</b>
<b>PRIORITIES</b>			
<ul style="list-style-type: none"> <li>• Poverty &amp; Self Sufficiency</li> <li>• School Readiness &amp; Youth Development</li> <li>• High-Quality K-12 Education</li> <li>• Workforce Preparedness &amp; Personal Enrichment</li> </ul>	<ul style="list-style-type: none"> <li>• Social Capital &amp; Community Vibrancy</li> <li>• Green &amp; Clean Community               <ul style="list-style-type: none"> <li>• Economic Growth</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Mental Health Risk Behaviors</li> <li>• Physical &amp; Environmental Health</li> <li>• Child, Aging/Disabled Adult Care</li> <li>• Mitigation/Emergency Response</li> <li>• Gang Activity, Crime Prevention, Courts, &amp; Corrections Services</li> </ul>	<ul style="list-style-type: none"> <li>• Citizen-Oriented Service Improvement               <ul style="list-style-type: none"> <li>• Fiscal Performance</li> </ul> </li> <li>• Workforce &amp; Workplace Development</li> <li>• Responsive Governance &amp; Stewardship</li> </ul>
<b>PROVIDED BY</b>			
<ul style="list-style-type: none"> <li>• Guilford County Schools</li> <li>• School Debt Service</li> <li>• Child Support Enforcement</li> <li>• Coordinated Services</li> <li>• The Guilford Center</li> <li>• Public Assistance Mandates</li> <li>• Social Services</li> <li>• Transportation</li> <li>• Veterans Services</li> <li>• Public Health</li> <li>• Cooperative Extension</li> <li>• Community College - GTCC</li> </ul>	<ul style="list-style-type: none"> <li>• Cooperative Extension</li> <li>• Culture &amp; Parks/Open Space</li> <li>• Economic Development</li> <li>• Inspections</li> <li>• Planning &amp; Development</li> <li>• Soil &amp; Water Conservation</li> <li>• Solid Waste</li> </ul>	<ul style="list-style-type: none"> <li>• Animal Services</li> <li>• Coordinated Services</li> <li>• Court Alternatives</li> <li>• Emergency Services &amp; GM 911</li> <li>• Facilities</li> <li>• Sandhills Center</li> <li>• Inspections</li> <li>• Law Enforcement</li> <li>• Other Protection</li> <li>• Public Assistance Mandates</li> <li>• Public Health</li> <li>• Security</li> <li>• Social Services</li> <li>• Transportation</li> </ul>	<ul style="list-style-type: none"> <li>• Board of Elections</li> <li>• Budget Mgmt. &amp; Evaluation</li> <li>• Capital Outlay</li> <li>• Commissioners &amp; Clerk</li> <li>• County Administration</li> <li>• County Attorney</li> <li>• Facilities &amp; Property Mgmt.</li> <li>• Finance &amp; Risk Management</li> <li>• Fleet Management</li> <li>• Human Resources</li> <li>• Information Services</li> <li>• Internal Audit</li> <li>• Purchasing</li> <li>• Register of Deeds</li> </ul>
<b>\$337,050,602</b>	<b>\$9,798,729</b>	<b>\$168,832,573</b>	<b>\$42,833,804</b>

**FY 2013-2014 Adopted Budget by County Strategic Focus Areas and Priorities  
General Fund Budget**

Focus Area	Service Priority	Department	FY 2014 Adopted Expenditures	FY 2014 Adopted Revenues	FY 2014 Net County Funds	FY 2014 Adopted FTEs	
<b>Further Community Achievement</b>	High Quality K-12 Education	Debt Service	\$ 62,807,037	\$ 5,143,593	\$ 57,663,444	0.00	
		Guilford County Schools	\$ 178,130,398	\$ -	\$ 178,130,398	0.00	
				<b>\$ 240,937,435</b>	<b>\$ 5,143,593</b>	<b>\$ 235,793,842</b>	<b>0.00</b>
	Poverty / Self-Sufficiency	Child Support Enforcement	\$ 6,350,488	\$ 6,099,962	\$ 250,526	91.70	
		Coordinated Services	\$ 380,049	\$ 165,500	\$ 214,549	0.00	
		Public Assistance Mandates	\$ 2,566,826	\$ 2,546,826	\$ 20,000	0.00	
		Social Services	\$ 20,575,831	\$ 12,882,317	\$ 7,693,514	240.50	
		Transportation - Human Services	\$ 922,618	\$ 654,081	\$ 268,538	12.04	
		Veterans Services	\$ 121,372	\$ 1,452	\$ 119,920	2.00	
				<b>\$ 30,917,184</b>	<b>\$ 22,350,138</b>	<b>\$ 8,567,047</b>	<b>346.24</b>
	School Readiness / Youth Development	Public Health	\$ 34,000	\$ 34,000	\$ -	0.00	
		Social Services	\$ 22,254,054	\$ 22,055,985	\$ 198,069	13.00	
				<b>\$ 22,288,054</b>	<b>\$ 22,089,985</b>	<b>\$ 198,069</b>	<b>13.00</b>
	Workforce Preparedness & Personal Enrichment	Cooperative Extension	\$ 495,114	\$ -	\$ 495,114	0.00	
		Debt Service	\$ 28,217,654	\$ 2,310,890	\$ 25,906,764	0.00	
GTCC		\$ 12,397,690	\$ -	\$ 12,397,690	0.00		
Social Services		\$ 1,797,470	\$ 995,123	\$ 802,347	23.00		
			<b>\$ 42,907,928</b>	<b>\$ 3,306,013</b>	<b>\$ 39,601,915</b>	<b>23.00</b>	
<b>Further Community Achievement Total</b>			<b>\$ 337,050,601</b>	<b>\$ 52,889,729</b>	<b>\$ 284,160,872</b>	<b>382.24</b>	
<b>Improve Quality of Life &amp; Manage Growth</b>	Economic Growth	Economic Development	\$ 2,248,566	\$ -	\$ 2,248,566	0.00	
				<b>\$ 2,248,566</b>	<b>\$ -</b>	<b>\$ 2,248,566</b>	<b>0.00</b>
	Green & Clean Community	Cooperative Extension	\$ 5,001	\$ -	\$ 5,001	0.00	
		Culture & Recreation	\$ 5,397,634	\$ 1,200,842	\$ 4,196,792	27.00	
		Inspections	\$ 144,527	\$ 49,561	\$ 94,967	1.75	
		Planning & Development	\$ 676,995	\$ 67,991	\$ 609,004	8.00	
		Soil & Water Conservation District	\$ 245,165	\$ 30,275	\$ 214,890	2.50	
		Solid Waste	\$ 1,080,841	\$ 886,500	\$ 194,341	4.00	
			<b>\$ 7,550,163</b>	<b>\$ 2,235,169</b>	<b>\$ 5,314,995</b>	<b>43.25</b>	
<b>Improve Quality of Life &amp; Manage Growth Total</b>			<b>\$ 9,798,729</b>	<b>\$ 2,235,169</b>	<b>\$ 7,563,561</b>	<b>43.25</b>	
<b>Ensure Community Health &amp; Safety</b>	Child, Aging & Disabled Adult Care	Public Assistance Mandates	\$ 3,159,115	\$ -	\$ 3,159,115	0.00	
		Social Services	\$ 18,130,383	\$ 10,713,580	\$ 7,416,803	149.00	
				<b>\$ 21,289,498</b>	<b>\$ 10,713,580</b>	<b>\$ 10,575,918</b>	<b>149.00</b>
	Crime Prevention, Courts & Correction Services	Coordinated Services	\$ 1,113,466	\$ 987,774	\$ 125,692	0.10	
		Court Alternatives	\$ 2,424,002	\$ 1,440,061	\$ 983,941	33.00	
		Facilities	\$ 1,076,442	\$ 839,980	\$ 236,462	0.00	
		Law Enforcement	\$ 62,385,387	\$ 4,770,620	\$ 57,614,767	655.00	
		Other Protection	\$ 1,320,697	\$ 135,028	\$ 1,185,669	15.30	
		Security	\$ 1,526,507	\$ 14,899	\$ 1,511,608	15.00	
		Social Services	\$ 500	\$ -	\$ 500	0.00	
				<b>\$ 69,847,001</b>	<b>\$ 8,188,362</b>	<b>\$ 61,658,639</b>	<b>718.40</b>
	Mental Health Risk Behaviors	Mental Health	\$ 9,900,000	\$ -	\$ 9,900,000	0.00	
		Other Protection	\$ 135,899	\$ -	\$ 135,899	0.00	
		Social Services	\$ 118,841	\$ 93,841	\$ 25,000	0.00	
				<b>\$ 10,154,740</b>	<b>\$ 93,841</b>	<b>\$ 10,060,899</b>	<b>0.00</b>
Prevention / Emergency Response	Emergency Services	\$ 24,520,231	\$ 13,602,771	\$ 10,917,460	222.75		
	Inspections	\$ 1,920,148	\$ 658,449	\$ 1,261,698	23.25		



**FY 2013-2014 Adopted Budget by County Strategic Focus Areas and Priorities  
General Fund Budget**

Focus Area	Service Priority	Department	FY 2014 Adopted Expenditures	FY 2014 Adopted Revenues	FY 2014 Net County Funds	FY 2014 Adopted FTEs
<b>Ensure Community Health &amp; Safety</b>	Physical & Environmental Health	Animal Services	\$ 3,092,266	\$ 670,841	\$ 2,421,425	16.25
		Public Health	\$ 30,978,448	\$ 18,274,378	\$ 12,704,070	390.75
		Social Services	\$ 6,276,363	\$ 3,274,057	\$ 3,002,306	110.00
		Transportation - Human Services	\$ 753,879	\$ 535,157	\$ 218,722	10.85
			<b>\$ 41,100,956</b>	<b>\$ 22,754,433</b>	<b>\$ 18,346,523</b>	<b>527.85</b>
<b>Ensure Community Health &amp; Safety Total</b>			<b>\$ 168,832,573</b>	<b>\$ 56,011,436</b>	<b>\$ 112,821,137</b>	<b>1,641.25</b>
<b>Responsive Governance and Stewardship</b>		Board of Elections	\$ 2,327,107	\$ 403,111	\$ 1,923,996	17.00
		Budget Management & Evaluation	\$ 450,297	\$ -	\$ 450,297	4.90
		Clerk to the Board	\$ 197,273	\$ -	\$ 197,273	2.00
		County Administration	\$ 1,395,881	\$ 50,000	\$ 1,345,881	5.00
		County Attorney	\$ 1,864,956	\$ -	\$ 1,864,956	15.00
		County Commissioners	\$ 406,196	\$ -	\$ 406,196	9.00
		Facilities	\$ 6,109,471	\$ 493,074	\$ 5,616,397	61.00
		Finance	\$ 2,523,232	\$ 75,000	\$ 2,448,232	28.00
		Human Resources	\$ 9,443,738	\$ -	\$ 9,443,738	18.00
		Information Services	\$ 8,900,493	\$ -	\$ 8,900,493	50.00
		Internal Audit	\$ 509,628	\$ -	\$ 509,628	5.00
		Property Management	\$ 173,117	\$ -	\$ 173,117	2.00
		Purchasing	\$ 351,774	\$ -	\$ 351,774	5.00
		Register of Deeds	\$ 2,027,257	\$ 4,229,768	\$ (2,202,511)	25.00
		Tax	\$ 5,365,671	\$ 1,769,099	\$ 3,596,572	61.00
		Fleet	\$ 787,713	\$ 20,000	\$ 767,713	2.00
Non-Departmental	\$ -	\$ -	\$ -	0.00		
<b>Responsive Governance and Stewardship Total</b>			<b>\$ 42,833,804</b>	<b>\$ 7,040,052</b>	<b>\$ 35,793,752</b>	<b>309.90</b>
<b>Grand Total</b>			<b>\$ 558,515,708</b>	<b>\$ 118,176,386</b>	<b>\$ 440,339,322</b>	<b>2,376.63</b>

Note:

- 1) Position counts above exclude 2.00 positions from Risk Management (Internal Services Fund)
- 2) Position count above includes 9.00 for the Board of Commissioners.

# 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:

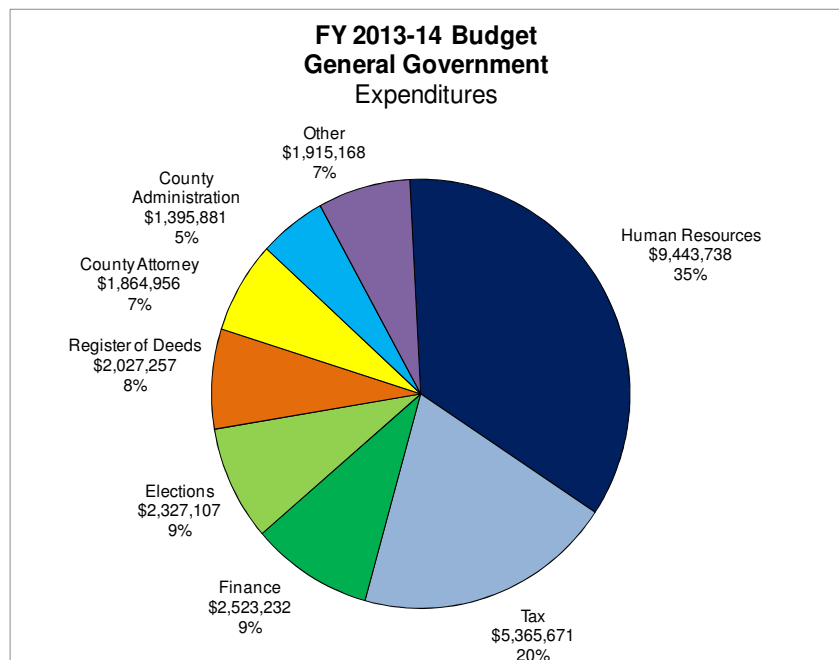
- Human Resources
- Finance
- Budget & Management
- Tax
- County Administration
- County Attorney
- County Commissioners
- Register of Deeds
- Board of Elections
- Clerk to the Board
- Purchasing
- Internal Audit

## Expenditures

Guilford County plans to spend \$26,863,010 for General Government services in FY 2014, a decrease of (930,082) million, or -3.3% under the prior fiscal year. General Government departments account for about 5% of total expenditures.

The decrease in this service area is primarily the result of:

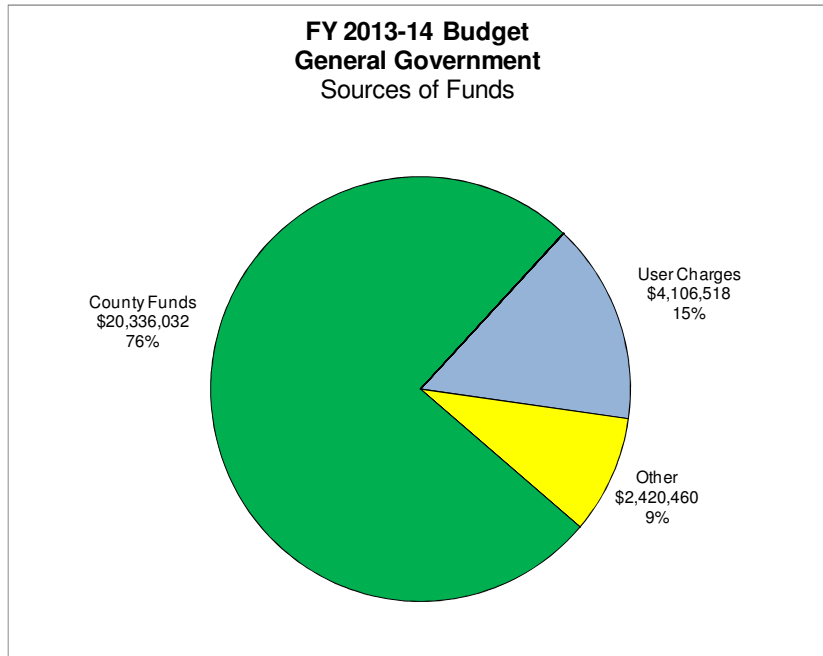
- Suspension of the \$2,000,000 Other Post Employment Benefits (OPEB) contribution included in the Human Resources budget.
- Elections decreased because of the natural decline of the expenses needed in a non-presidential election year.
- The Board of County Commissioners completing a full fiscal year with two less commissioners on the Board.



An analyst position within Human Resources was eliminated, with an accounting technician position previously within Finance being moved and reclassified to Fleet as a Fleet/Contract Manager.

## 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.



	FY12 Actual	FY13 Adopted	FY13 Amended	FY14 Adopted	vs. FY13 Adopted		FY15 Plan
					\$ chg	% chg	
<b>Department</b>							
Budget & Management	\$432,969	\$454,968	\$420,372	<b>\$450,297</b>	(\$4,671)	-1.0%	\$488,687
Clerk to the Board	\$197,016	\$260,868	\$223,877	<b>\$197,273</b>	(\$63,595)	-24.4%	\$202,405
County Administration	\$640,245	\$1,299,730	\$1,120,157	<b>\$1,395,881</b>	\$96,151	7.4%	\$1,416,977
County Attorney	\$1,741,030	\$1,884,957	\$1,885,332	<b>\$1,864,956</b>	(\$20,001)	-1.1%	\$1,891,628
County Commissioners	\$435,926	\$436,259	\$439,785	<b>\$406,196</b>	(\$30,063)	-6.9%	\$417,656
Elections	\$2,163,025	\$2,694,673	\$2,707,694	<b>\$2,327,107</b>	(\$367,566)	-13.6%	\$1,879,334
Finance	\$2,317,725	\$2,492,919	\$2,582,538	<b>\$2,523,232</b>	\$30,313	1.2%	\$2,587,497
Human Resources	\$8,518,611	\$10,108,269	\$10,104,018	<b>\$9,443,738</b>	(\$664,531)	-6.6%	\$10,639,964
Internal Audit	\$508,795	\$499,293	\$549,669	<b>\$509,628</b>	\$10,335	2.1%	\$527,024
Purchasing	\$355,713	\$343,223	\$440,078	<b>\$351,774</b>	\$8,551	2.5%	\$362,979
Register of Deeds	\$2,109,636	\$2,041,122	\$2,051,497	<b>\$2,027,257</b>	(\$13,865)	-0.7%	\$2,132,979
Tax	\$5,425,436	\$5,276,811	\$5,312,480	<b>\$5,365,671</b>	\$88,860	1.7%	\$5,547,859
<b>Total Expenditures</b>	<b>\$24,846,127</b>	<b>\$27,793,092</b>	<b>\$27,837,497</b>	<b>\$26,863,010</b>	<b>(\$930,082)</b>	<b>-3.3%</b>	<b>\$28,094,989</b>
<b>Sources of Funds</b>							
Federal & State Funds	\$68,931	\$50,000	\$50,000	<b>\$50,000</b>	\$0	0.0%	\$50,000
User Charges	\$3,992,851	\$3,528,984	\$3,528,984	<b>\$4,106,518</b>	\$577,534	16.4%	\$3,514,952
Other	\$2,336,636	\$2,034,730	\$2,034,730	<b>\$2,370,460</b>	\$335,730	16.5%	\$2,369,260
Fund Balance	\$431,918	\$37,357	\$37,357	<b>\$0</b>	(\$37,357)	-100.0%	\$36,000
County Funds	\$18,015,791	\$22,142,021	\$22,186,426	<b>\$20,336,032</b>	(\$1,805,989)	-8.2%	\$22,124,777
<b>Sources of Funds</b>	<b>\$24,846,127</b>	<b>\$27,793,092</b>	<b>\$27,837,497</b>	<b>\$26,863,010</b>	<b>(\$930,082)</b>	<b>-3.3%</b>	<b>\$28,094,989</b>

# BUDGET MANAGEMENT AND EVALUATION

Michael Halford, Director

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

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** *Maintain Efficient, Effective, and Responsible Governance*

**PRIORITY:** *Strong Fiscal Performance*



## BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Budget and Management	432,969	454,968	420,372	450,297	(1.0%)	488,687
<b>Budget and Management</b>	<b>432,969</b>	<b>454,968</b>	<b>420,372</b>	<b>450,297</b>	<b>(1.0%)</b>	<b>488,687</b>
<b>EXPENSE</b>						
Personnel Services	422,193	442,008	407,008	437,874	(0.9%)	475,664
Supplies & Materials	3,176	4,400	4,416	4,600	4.5%	4,600
Other Services & Charges	7,600	8,560	8,948	7,823	(8.6%)	8,423
<b>Total Expense</b>	<b>432,969</b>	<b>454,968</b>	<b>420,372</b>	<b>450,297</b>	<b>(1.0%)</b>	<b>488,687</b>
<b>REVENUE</b>						
<b>County Funds</b>	<b>432,969</b>	<b>454,968</b>	<b>420,372</b>	<b>450,297</b>	<b>(1.0%)</b>	<b>488,687</b>
<b>Positions</b>	<b>5.00</b>	<b>4.90</b>	<b>4.90</b>	<b>4.90</b>	<b>0.0%</b>	<b>4.90</b>

## DEPARTMENTAL PURPOSE

Budget, Management and Evaluation assists departments, county management and the Board of Commissioners in the preparation and management of a balanced budget. The annual budget is prepared and maintained in 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 so that a balanced budget is adopted by July 1.
- Prepare a budget document that supports sound financial, operational, and policy decisions, as evidenced by the receipt of the Government Finance Officers Association's Distinguished Budget Presentation Award
- Monitor and manage the County budget during the year, so that no department exceeds its approved budget allocation.
- Accurately, yet conservatively, estimate revenues and expenses so that actual county revenues are *at least* 100% of budget and actual expenditures are *at most* 100% of budget.
- Process all budget transfer and amendment requests within five days of receipt or approval.
- Respond to public requests for information within one week.
- Assist departments and leadership in allocating scarce resources by conducting management studies and evaluations of county operations to improve organizational effectiveness, efficiency, and productivity.

#### **FY 2014 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2014 budget decreases county funding for the Budget Management and Evaluation department by (\$4,671) or (1.0%).
- The budget reinstates funding for the pay for performance allocation for department employees (0% - 1%) based on employee performance review. Also for FY 2014 the county will replace the current 401K plan which contributes a flat 5% for non-sworn law enforcement personnel to a match of up to 5% of employee contributions.
- Postpones hiring a vacant Analyst position assigned to develop and manage departmental performance measures, saving \$20,000 plus in benefit costs.
- A portion (10%) of the department's salary expense is assigned to the Coordinated Services department to account for the work completed in support of the Juvenile Crime Prevention Council (JCPC).

#### **FY 2013 SIGNIFICANT ACCOMPLISHMENTS**

- Received the Government Finance Officers Association's Distinguished Budget Presentation Award for the Fiscal Year 2012-2013 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.
- Implemented PowerPlan budgeting software as the new primary budgeting tool for the Guilford County budgeting process. The implementation process included educating and training departmental staff as well as working with PowerPlan staff on troubleshooting techniques and using best practices with the software.

## KEY PERFORMANCE MEASURES

Measures	FY 2012 Actual	FY 2013 Estimate	FY 2014 Projected	FY 2015 Projected
<b>Budget, Management, &amp; Evaluation</b>				
Received the Government Finance Officers' Association Distinguished Budget Presentation 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%)	102%	101%	100%	100%
Actual expenditures as a percent of budgeted expenditures (at most 100%)	95%	95%	98%	98%
Percent of budget amendments and transfers processed within five days of receipt/approval	93%	97%	100%	100%

## FUTURE ISSUES

- The department will continue to complete the installation of a budget and performance management software system PowerPlan during FY2014. Many departments within the county require additional training and Budget staff will further familiarize themselves with the budget software.
- Develop monthly budget-to-actual dashboards for departments and the public.
- Develop a Capital Investment Plan (CIP) information site on county website to give the public updates on major construction projects throughout the fiscal year.
- Incorporate Fire District/CIP needs into our long term planning process to obtain broad view of county fire requirements/issues.

## CLERK TO THE BOARD

Robin Keller, Clerk to the Board 301 W. Market St., P.O. Box 3427, Greensboro, NC 27401 (336) 641-5532

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** *Maintain Efficient, Effective, & Responsible Governance*

**PRIORITY:** *Responsive Governance & Stewardship*



### BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Clerk to the Board	197,016	260,868	223,877	197,273	(24.4%)	202,405
<b>Clerk to the Board</b>	<b>197,016</b>	<b>260,868</b>	<b>223,877</b>	<b>197,273</b>	<b>(24.4%)</b>	<b>202,405</b>
<b>EXPENSE</b>						
Personnel Services	177,525	245,690	205,690	183,664	(25.2%)	188,795
Supplies & Materials	1,895	2,000	4,519	2,000	0.0%	2,000
Other Services & Charges	17,596	13,178	13,668	11,609	(11.9%)	11,610
<b>Total Expense</b>	<b>197,016</b>	<b>260,868</b>	<b>223,877</b>	<b>197,273</b>	<b>(24.4%)</b>	<b>202,405</b>
<b>REVENUE</b>						
<b>County Funds</b>	<b>197,016</b>	<b>260,868</b>	<b>223,877</b>	<b>197,273</b>	<b>(24.4%)</b>	<b>202,405</b>
<b>Positions</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.0%</b>	<b>2.00</b>

### DEPARTMENTAL PURPOSE

The Clerk to the Board attends all Board meetings, records and transcribes minutes, and produces and safeguards a permanent record of meetings/minutes for future use. The Clerk maintains 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 2014 ADOPTED BUDGET HIGHLIGHTS

- The FY 2014 budget decreases county funding for the Clerk to the Board by (\$63,595) or -24.4%, with the major changes are highlighted below:

- The budget reinstates funding for the pay for performance allocation for department employees (0% - 1%) based on employee performance review. Also for FY 2014 the county will replace the current 401K plan which contributes a flat 5% for non-sworn law enforcement personnel to a match of up to 5% of employee contributions.
- The FY 2012-13 personnel budget included estimated retirement incentive expenses. These expenses have been removed from the FY 2013-14 budget.

**FY 2013 SIGNIFICANT ACCOMPLISHMENTS**

- Expanded community outreach by speaking at various organizations throughout the year.
- The Deputy Clerk was Chairman of the state certification committee for the North Carolina Association of County Clerks.
- The Clerk to the Board was the Treasurer of the North Carolina Association of County Clerks and a member of several state committees.
- The Clerk to the Board offered the 2017 Bid to host the International Institute of Municipal Clerks annual conference in Guilford County.

**KEY PERFORMANCE MEASURES**

Measures	FY 2012 Actual	FY 2013 Estimate	FY 2014 Projected	FY 2015 Projected
<b>Clerk to the Board</b>				
Board/Committee meetings staffed per year	60	50	50	50
Percentage of draft minutes approved by board within one month of meeting date	50%	75%	90%	90%
Percentage of Agenda packets posted to County website and provided to the Board 6 days prior to a meeting	100%	100%	100%	100%
Boards and Commissions appointments/reappointments made within 1 month of vacancy/term expiration	90%	95%	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.

Workload for the Clerks' Office has grown due to the Clerk's office focusing on creating governmental transparency through the following: volunteerism, recruitment and management of 50+ volunteers and increase in committees of the board. Board turnover, additional citizen inquiries and additional duties have made meeting minutes difficult to be timely completed. The Department will continue to cross-train other departments on our duties but in absence of an additional position there is a need to designate a long-term back-up employee for the department to perform clerk duties and provide technical assistance to the Board in the absence of the Clerk or Deputy Clerk.

Pending state legislation could affect the manner in which closed session are recorded. This could increase the cost of recording closed session minutes with potential equipment to be bought and maintained.

# COUNTY ADMINISTRATION

Marty Lawing, County Manager

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

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** Maintain Efficient, Effective, & Responsible Governance

**PRIORITY:** Responsive Governance & Stewardship



## BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Administration	607,465	749,730	924,257	845,881	12.8%	866,977
Reserve for Contingency	0	500,000	145,900	500,000	0.0%	500,000
Intergovernmental Services	32,780	50,000	50,000	50,000	0.0%	50,000
<b>County Administration</b>	<b>640,245</b>	<b>1,299,730</b>	<b>1,120,157</b>	<b>1,395,881</b>	<b>7.4%</b>	<b>1,416,977</b>
<b>EXPENSE</b>						
Personnel Services	504,889	577,314	680,314	604,052	4.6%	634,927
Supplies & Materials	8,314	15,200	15,201	10,600	(30.3%)	10,600
Other Services & Charges	127,043	707,216	424,642	781,229	10.5%	771,450
<b>Total Expense</b>	<b>640,245</b>	<b>1,299,730</b>	<b>1,120,157</b>	<b>1,395,881</b>	<b>7.4%</b>	<b>1,416,977</b>
<b>REVENUE</b>						
Intergovernmental	32,721	50,000	50,000	50,000	0.0%	50,000
<b>Total Revenue</b>	<b>32,721</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>0.0%</b>	<b>50,000</b>
<b>County Funds</b>	<b>607,524</b>	<b>1,249,730</b>	<b>1,070,157</b>	<b>1,345,881</b>	<b>7.7%</b>	<b>1,366,977</b>
<b>Positions</b>	<b>4.50</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>	<b>25.0%</b>	<b>5.00</b>

## DEPARTMENTAL PURPOSE

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

Included in this department's budget is 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 2014 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2014 budget increases county funding for the County Administration department by \$96,151 or 7.7%, with the major changes are highlighted below:
- The budget reinstates funding for the pay for performance allocation for department employees (0% - 1%) based on employee performance review. Also for FY 2014 the county will replace the current 401K plan which contributes a flat 5% for non-sworn law enforcement personnel to a match of up to 5% of employee contributions.
- The budget establishes a full-time Assistant/Deputy County Manager for FY 2013-14. This position was shared with the Human Resources Director during the last several years, so only 50% of the position was budgeted in County Administration. A vacant position in Human Resources will be used to “fund” the remaining 50% needed to convert the Assistant/Deputy to a full position. The same process will be used in the Human Resources budget to convert the half Human Resources Director position to a full position.
- A vacant position will be moved from another department to County Administration to create a Public Information Officer position to manage the county’s communication with citizens and public information functions.
- A portion of a support staff position that had been budgeted in Human Resources to properly allocate support time between County Administration and Human Resources is now going to be fully budgeted in County Administration.

## **FY 2013 SIGNIFICANT ACCOMPLISHMENTS**

- Worked with the County’s second Citizen’s Academy graduating class.
- Worked with Alamance County on county line issues
- Worked with the Budget Committee and Board of Education Committee, Human Services Committee, and the Building Naming Committee.

# COUNTY ATTORNEY

Mark Payne, County Attorney

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

*Links to County Goals and Strategic Priorities:*

*COUNTY GOAL: Maintain Efficient, Effective, & Responsible Governance*

*PRIORITY: Responsive Governance & Stewardship*



## BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
County Attorney	1,741,030	1,884,957	1,885,332	1,864,956	(1.1%)	1,891,628
<b>County Attorney</b>	<b>1,741,030</b>	<b>1,884,957</b>	<b>1,885,332</b>	<b>1,864,956</b>	<b>(1.1%)</b>	<b>1,891,628</b>
<b>EXPENSE</b>						
Personnel Services	1,388,370	1,607,361	1,607,361	1,543,055	(4.0%)	1,584,728
Supplies & Materials	32,139	18,750	18,752	16,750	(10.7%)	16,750
Other Services & Charges	320,521	258,846	259,219	305,151	17.9%	290,150
<b>Total Expense</b>	<b>1,741,030</b>	<b>1,884,957</b>	<b>1,885,332</b>	<b>1,864,956</b>	<b>(1.1%)</b>	<b>1,891,628</b>
<b>REVENUE</b>						
Miscellaneous Revenues	960	0	0	0	0.0%	0
<b>Total Revenue</b>	<b>960</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
<b>County Funds</b>	<b>1,740,070</b>	<b>1,884,957</b>	<b>1,885,332</b>	<b>1,864,956</b>	<b>(1.1%)</b>	<b>1,891,628</b>
<b>Positions</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>0.0%</b>	<b>15.00</b>

## 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 2014 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2014 budget decreases county funding for County Attorney by (\$20,001) or -1.1%
- Part of the change is due to personnel, which reinstates funding for the pay for performance allocation for department employees (0% - 1%) based on employee performance review. Also for FY 2014 the county will replace the current 401K plan which contributes a flat 5% for non-sworn law enforcement personnel to a match of up to 5% of employee contributions.
- The majority of the savings are personnel savings for overtime and part time decreases and small supplies decreases.

## **FY 2013 SIGNIFICANT ACCOMPLISHMENTS**

The County Attorney's office continues to maintain and manage the County's legal needs as efficiently as practicable within budgetary and resource constrictions. The Department with a staff of 9 full-time Attorneys and 6 full-time support staff in conjunction with case specific contracted legal services has defended, represented, enforced, or advised on:

922 – DSS Abuse/Neglect/Dependency Court Hearings;  
20,880 – Child Support Cases;  
71 – Litigation matters;  
541 – Contracts; and 561– Tax Appeals [There are currently 561 active or assigned Tax appeal matters to which the County Attorney's office is responsible for legal representation]

In addition to these legal needs, County Attorney staff are often called upon to serve on panels, attend Departmental meetings, draft correspondence, respond to public information requests, and advise on various County Management matters. With the referenced legal matters and various other tasks assigned to the department, the County Attorney staff continues to manage exceedingly high volumes of case loads at significantly higher levels than recommended for ideal efficiencies; primarily as result of the strong work ethic and dedication of staff.

In accordance with the Department goals and objectives, the County Attorney's Office has been undergoing efforts to upgrade its technology replacing 10 and 12 year old desktops over the three year period with newer systems, iPads and laptops helping staff resulting in immediate increases efficiencies and productivity through mobility and better use of technology. Additionally the County Attorney's office has purchased additional server space to assist with the County's existing space limitations as result of the departments digital storage needs.

## KEY PERFORMANCE MEASURES

Measures	FY 2012 Actual	FY 2013 Estimate	FY 2014 Projected	FY 2015 Projected
<b>County Attorney</b>				
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%	95%
Percent of child welfare cases adjudicated with 60 calendar days (or the time period required by the court)	68%	98%	99%	99%
Percent of juvenile court orders filed within 30 calendar days	-	80%	100%	100%
Percent of protective services or guardianship petitions filed of adult services matters within 10 calendar days of referral	-	100%	100%	100%
Percent of initial ordinance enforcement matters processed within 15 days of referral to the County Attorney's Office	-	100%	100%	100%

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

## FUTURE ISSUES

As the economy continues the slow process of recovery, the County Attorney's office continues to see increases in the need for legal representation in child support enforcement matters, ordinance violations, employment law, law enforcement, tax appeals and general litigation demands. The steady increase in volume will require either an expansion of the County Attorney's office, or increased utilization of outside counsel as well as the development and implementation of a clerkship program in collaboration with local law schools.

With the ever increasing demands for legal counsel, additional support staff is needed to handle the day to day functions of case management, case investigations, legal research and general staff support.

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

Linda O. Shaw, Board Chairman

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

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** *Maintain Efficient, Effective, & Responsible Governance*

**PRIORITY:** *Responsive Governance & Stewardship*



### BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
County Commissioners	435,926	436,259	439,785	406,196	(6.9%)	417,656
<b>County Commissioners</b>	<b>435,926</b>	<b>436,259</b>	<b>439,785</b>	<b>406,196</b>	<b>(6.9%)</b>	<b>417,656</b>
<b>EXPENSE</b>						
Personnel Services	345,888	339,614	339,614	308,362	(9.2%)	319,822
Supplies & Materials	8,378	8,045	12,070	7,000	(13.0%)	7,000
Other Services & Charges	81,660	88,600	88,101	90,834	2.5%	90,834
<b>Total Expense</b>	<b>435,926</b>	<b>436,259</b>	<b>439,785</b>	<b>406,196</b>	<b>(6.9%)</b>	<b>417,656</b>
<b>REVENUE</b>						
<b>County Funds</b>	<b>435,926</b>	<b>436,259</b>	<b>439,785</b>	<b>406,196</b>	<b>(6.9%)</b>	<b>417,656</b>
<b>Positions</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>9.00</b>	<b>(18.2%)</b>	<b>9.00</b>

### DEPARTMENTAL PURPOSE & GOALS

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

## **FY 2014 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2014 budget decreases county funding for the County Commissioners by (\$30,063) or -6.9%, with the major changes are highlighted below:
- In December 2012, the Board of Commissioners was reduced to nine members to comply with North Carolina Session Law 2011-407. The reduction in Board members from eleven commissioners to nine reduced salary and benefits costs in the Board of Commissioners' budget.



# BOARD OF ELECTIONS

Charlie Collicutt, Director

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

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** *Maintain Efficient, Effective, & Responsible Governance*

**PRIORITY:** *Responsive Governance & Stewardship*



## BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Administration	2,162,967	2,692,978	2,705,999	2,327,107	(13.6%)	1,879,334
Other	58	0	0	0	0.0%	0
Training	0	1,695	1,695	0	(100.0%)	0
<b>Elections</b>	<b>2,163,025</b>	<b>2,694,673</b>	<b>2,707,694</b>	<b>2,327,107</b>	<b>(13.6%)</b>	<b>1,879,334</b>
<b>EXPENSE</b>						
Personnel Services	1,639,058	1,990,333	2,000,333	1,819,855	(8.6%)	1,468,534
Supplies & Materials	140,059	337,884	340,530	139,010	(58.9%)	93,200
Other Services & Charges	383,908	366,456	366,831	368,242	0.5%	317,600
<b>Total Expense</b>	<b>2,163,025</b>	<b>2,694,673</b>	<b>2,707,694</b>	<b>2,327,107</b>	<b>(13.6%)</b>	<b>1,879,334</b>
<b>REVENUE</b>						
Intergovernmental	0	0	2,646	0	0.0%	0
Charges for Services	392,161	77,500	77,500	401,011	417.4%	40,000
Appropriated Fund Balance	1,696	1,357	1,357	0	(100.0%)	0
Miscellaneous Revenues	2,084	2,000	2,000	2,100	5.0%	900
<b>Total Revenue</b>	<b>395,941</b>	<b>80,857</b>	<b>83,503</b>	<b>403,111</b>	<b>398.5%</b>	<b>40,900</b>
<b>County Funds</b>	<b>1,767,083</b>	<b>2,613,816</b>	<b>2,624,191</b>	<b>1,923,996</b>	<b>(26.4%)</b>	<b>1,838,434</b>
<b>Positions</b>	<b>16.75</b>	<b>16.75</b>	<b>16.75</b>	<b>17.00</b>	<b>1.5%</b>	<b>17.00</b>

## DEPARTMENTAL PURPOSE

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

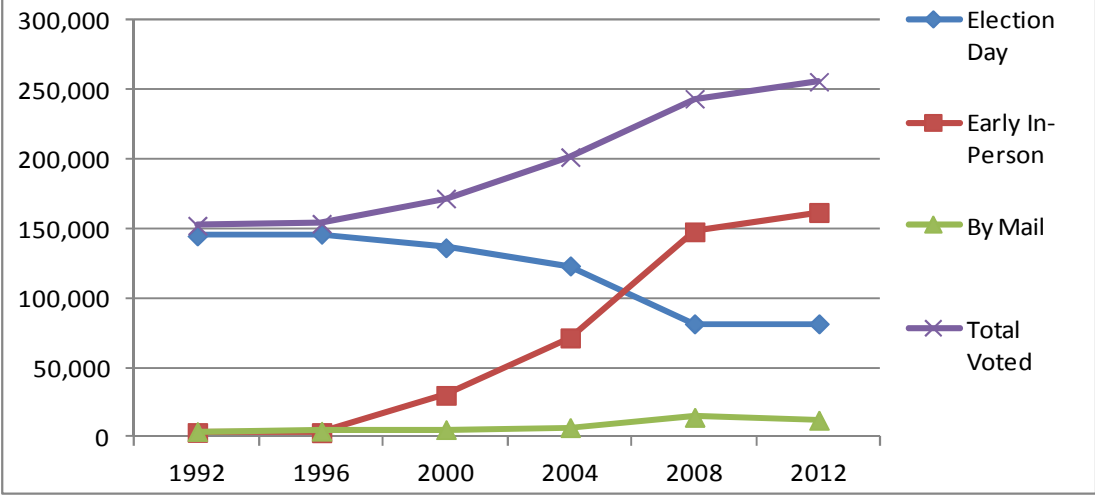
## **FY 2014 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2014 budget decreases county funding for Board of Elections by (\$689,820) or 26.4%.
- The budget reinstates funding for the pay for performance allocation for department employees (0% - 1%) based on employee performance review. Also for FY 2014 the county will replace the current 401K plan which contributes a flat 5% for non-sworn law enforcement personnel to a match of up to 5% of employee contributions.
- A position partially shared with Tax will be fully budgeted in Elections, resulting in a net increase of 0.25 positions.
- The budget for the Elections Department includes funds for four elections, compared to one large presidential election in the prior year's budget. Two elections are for municipalities, where revenues paid by those cities and towns will mostly offset expenditures. Additionally, there is a countywide primary in May and the potential for a second primary in June.
- County funds are expected to decrease by approximately \$655,592 from FY13 due to the fact that municipal reimbursements are expected and less personnel will be needed for the non-reimbursed, non-presidential elections.

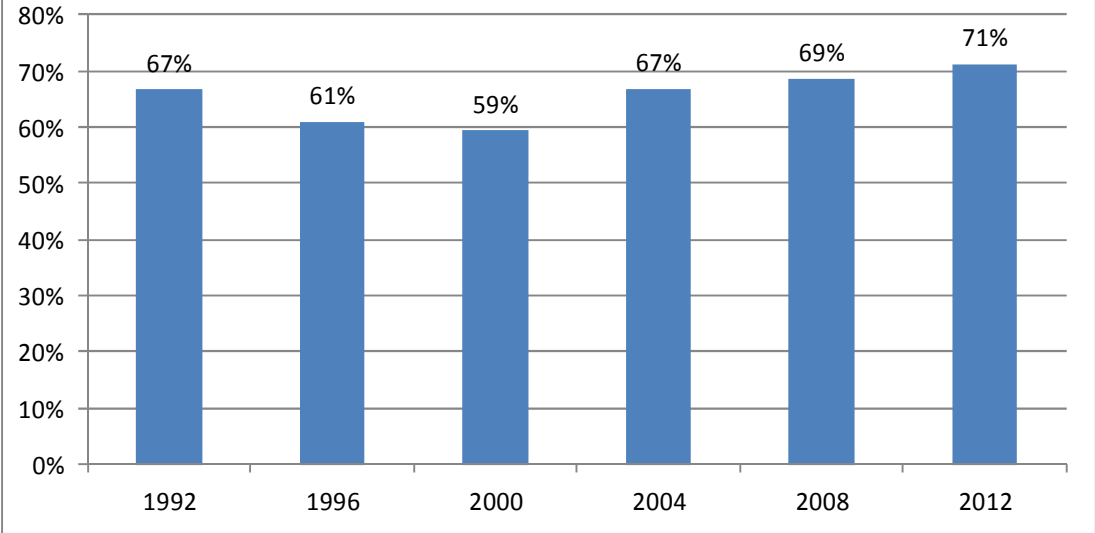
## **FY 2013 SIGNIFICANT ACCOMPLISHMENTS**

- Successfully executed November Presidential Election that had a turnout of almost 71%, with 255,944 voters.
- Processed over 50,000 new voter registrations and voter changes in the months leading up to the Presidential Election.
- Used over 1,300 election day workers and 400 early voting workers in the Presidential Election, which involved recruitment, scheduling, and training.

### Guilford County Presidential Voting by type from 1992-2012



### Percentage of Guilford County Registered Voters who vote in Presidential Elections



## KEY PERFORMANCE MEASURES

Measures	FY 2012 Actual	FY 2013 Estimate	FY 2014 Projected	FY 2015 Projected
<b>Elections</b>				
Contested elections	None	None	None	None
% of Voting Age Population registered	89%	97%	91%	96%
% of Provisional Ballots Counted	70%	41%	60%	37%
Participation in school and civic organizations election events	20+	20+	20+	20+
County funds per registered voter	\$5.81	\$7.22	\$5.70	\$5.30
Early Voting Sites - Largest Election	12	22	12	14
Number of duplicate registrations	1,377	6,276	1,755	1,453

## FUTURE ISSUES

- Help America Vote Act (HAVA) grant funds are currently frozen by the General Assembly and will not be available for FY 2014. Since 2006, these grant funds have paid for more a portion of early voting costs in general elections and all of our equipment maintenance fees. Ongoing costs in these areas will fall to the county from now on. However, Guilford will be less affected by this than most counties since it is the only county with a contract to perform its voting equipment maintenance, provides some cost savings.
- The voting equipment is now 7 years old and no new equipment of its kind is being manufactured. Similarly, no software updates are being pursued by the vendor. These factors threaten both physical and technological obsolescence. Some state mandated resolution to this bottleneck can be expected before 2016 and it will likely be expensive as the entire voting system will need replacement.
- Additionally, at this time, legislation has been filed that would eliminate the county's ability to use the current electronic touch-screen voting system that was purchased in 2006. This legislation, if passed, would necessitate a purchase of an entire paper-based system of voting that could cost approximately \$3 million.
- Legislation to institute mandatory photo ID at the polls has been filed and will pass in some form. The increased burden on the precinct officials and staff to implement could result in some personnel cost increases.

# FINANCE

Reid Baker, Director

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

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** Maintain Efficient, Effective, & Responsible Governance

**PRIORITY:** Strong Fiscal Performance



## BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Finance	2,317,725	2,492,919	2,582,538	2,523,232	1.2%	2,587,497
<b>Finance</b>	<b>2,317,725</b>	<b>2,492,919</b>	<b>2,582,538</b>	<b>2,523,232</b>	<b>1.2%</b>	<b>2,587,497</b>
<b>EXPENSE</b>						
Personnel Services	1,976,415	2,256,629	2,196,629	2,292,614	1.6%	2,360,912
Supplies & Materials	26,620	39,500	41,217	43,828	11.0%	34,500
Other Services & Charges	314,689	186,790	334,692	186,790	0.0%	192,085
Capital	0	10,000	10,000	0	(100.0%)	0
<b>Total Expense</b>	<b>2,317,725</b>	<b>2,492,919</b>	<b>2,582,538</b>	<b>2,523,232</b>	<b>1.2%</b>	<b>2,587,497</b>
<b>REVENUE</b>						
Charges for Services	76,864	75,000	75,000	75,000	0.0%	75,000
<b>Total Revenue</b>	<b>76,864</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>0.0%</b>	<b>75,000</b>
<b>County Funds</b>	<b>2,240,860</b>	<b>2,417,919</b>	<b>2,507,538</b>	<b>2,448,232</b>	<b>1.3%</b>	<b>2,512,497</b>
<b>Positions</b>	<b>29.00</b>	<b>29.00</b>	<b>29.00</b>	<b>28.00</b>	<b>(3.4%)</b>	<b>28.00</b>

## 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. Official Statements are prepared on an as needed basis for bond issues.

### FY 2014 ADOPTED BUDGET HIGHLIGHTS

- The FY 2014 budget increases county funding for Finance by \$30,313 or 1.3%. Majority of the increase is the result of reinstating the pay for performance allocation for department employees (0% - 1% based on employee performance review). In addition the budget reflects personnel adjustments based on: 1) Human Resources external market salary survey that occurred after the FY 2013 budget was adopted and 2) An on-going internal equity study conducted throughout the county to ensure fair and equitable pay amongst county employees. Also for FY 2014 the county will replace the current 401K plan which contributes a flat 5% for non-sworn law enforcement personnel to a match of up to 5% of employee contributions.
- County funds totaling \$9,328 for various technology initiatives are also included in the Finance budget as follows:

Project	FY 2014 Adopted	FY 2015 Plan
Check Printer and 2 Desktop Scanners	\$ 4,428	\$ -
Desktop Scanner Replacements for AP	\$ 4,900	\$ -
<b>Total</b>	<b>\$ 9,328</b>	<b>\$ -</b>

### FY 2013 SIGNIFICANT ACCOMPLISHMENTS

- Maintained high level of productivity per employee in payables, payroll and accounting functions.
- Maintained a high level of productivity among management level employees during the vacancy of two high level positions. Finance exempt staff worked 1,082 hours above the standard during the period 1/1/12 to 12/29/12. The hours above standard for the periods 1/2/11 to 12/31/11 and 1/2/10 to 1/1/11 were 1,126 and 1,628, respectively. In addition, these staff generally took much less vacation leave than they earned over these years.
- Maintained a “triple A” rating from all three rating agencies on all general obligation bonds.
- The County had first time audits of the Emergency Medical Services Cost Report (prepared by Finance) and the 2007B general obligation bond issue. The EMS Cost Report audit was performed by the N.C. Department of Health and Human Services, Division of Medical Assistance and the bond audit by the Internal Revenue Service.

Finance prepared/summarized supporting documentation as requested by each of these agencies and answered any questions related to both of these audits. There were no matters identified from either of these audits.

- Successfully tested and implemented the Lawson Financial System upgrade during an already busy timeframe for Finance, fiscal year end close.
- Provided continuing support to resolve pending issues with the Billing and Collection module of the new NCPTS Tax System. Finance continues to add accounting structure for new districts as needed and reconciles system reports to ensure proper distribution of funds to all districts for which the County collects property taxes.
- Finance has at mid-year, worked through the financial related matters regarding the transition of Parks operations managed by several municipalities to a County managed operation. Were a key element in the successful implementation and resolution of financial related issues with the new Parks scheduling and reporting system, Rec-Trac.
- Finance planned for and has worked through most of the financial related matters associated with the mid-year transition of Mental Health operations as a County department to the merger with a multi-County Authority, Sandhills Center for Mental Health, Developmental Disabilities and Substance Abuse Services.

## KEY PERFORMANCE MEASURES

Measures	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Estimate	Projected	Projected
<b>Finance</b>				
Awarded the Certificate of Achievement for Excellence in Financial Reporting from GFOA	Yes	Yes	Yes	Yes
GO Bond rating evaluation from the three bond rating agencies	AAA	AAA	AAA	AAA
# of basis points (excluding bond funds) over/under average annual trust yield	33	24	25	35
# of vouchers and checks per accounts payable employee	30,284	32,787	30,000	30,000
# of checks or deposit advices per payroll employee (based on current biweekly payroll)	33,843	33,500	32,400	32,400
# of account receivable statements and payments per Accounts Receivable employee	26,150	27,321	26,000	26,000

## FUTURE ISSUES

- Although publicity concerning the turmoil in the financial markets has subsided, the situation continues to complicate investment operations. The Fed's unprecedented efforts to pump liquidity into the economy have forced investment yields to record lows, severely limiting returns on the County's investment portfolio.
- The resolution of the fiscal cliff at the beginning of the calendar year, along with continuing Federal budget discussions, have placed the income tax exemption for interest on state and local borrowing in jeopardy. Further, the sequester that began at the end of the first calendar quarter threatens a portion of the interest rebate on our borrowings under ARRA programs in 2010 (Build America Bonds) and 2012 (Qualified School Construction Bonds). We continue to monitor the development of these events in estimating future debt service requirements.

- The County's unfunded actuarial liability for non-retirement post-employment benefits (OPEB) amounts to over \$246 million and the annual contribution to fund this liability is in excess of \$23 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 in a tight budgetary environment will continue to 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 240 state and federal grants as the Finance Department seeks to maximize and project major revenue sources.
- Testing/implementing various systems/upgrades and continuing matters relating to the County's new tax system will place additional strain on our staff of business analysts, financial analysts and accounting manager. Heavily involved in numerous system implementations and upgrades in recent years, these individuals continue to have ongoing responsibilities in addition to lending support to these projects. Finance already supports six major application systems, more than any other County department, with the Lawson application now encompassing most of the County's major financial subsystems.
- The increasing burden created by new issues of authorized general obligation debt will continue to strain the County's resources for the next several years. The increase in the debt service budget has more than outweighed cost-cutting efforts in all other areas combined. Structuring future issues to minimize the budgetary impact of increased debt while providing for fiscally prudent amortization of the County's long-term obligations will be a challenge for the foreseeable future.
- The State's new Vehicle Tax System for processing/collecting/reporting both State vehicle registrations and local property taxes and related interest and fees was implemented the end of March 2013. Remittances by the State to the Counties are expected to begin as early as May. Finance continues to work through the financial, accounting and reporting related matters associated with the transition to this new system.



# HUMAN RESOURCES

John Dean, Director

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

*Links to County Goals and Strategic Priorities*

*COUNTY GOAL: Maintain Efficient, Effective, & Responsible Governance*

*PRIORITY: Workforce & Workplace Development*



## BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Administration	1,588,847	1,752,269	1,741,018	1,507,738	(14.0%)	1,550,464
Other/Retiree Insurance	6,929,765	8,356,000	8,363,000	7,936,000	(5.0%)	9,089,500
<b>Human Resources</b>	<b>8,518,611</b>	<b>10,108,269</b>	<b>10,104,018</b>	<b>9,443,738</b>	<b>(6.6%)</b>	<b>10,639,964</b>
<b>EXPENSE</b>						
Personnel Services	8,393,223	9,954,141	9,919,141	9,296,886	(6.6%)	10,481,112
Supplies & Materials	10,501	16,383	16,384	13,000	(20.6%)	13,000
Other Services & Charges	114,887	137,745	168,493	133,852	(2.8%)	145,852
<b>Total Expense</b>	<b>8,518,611</b>	<b>10,108,269</b>	<b>10,104,018</b>	<b>9,443,738</b>	<b>(6.6%)</b>	<b>10,639,964</b>
<b>REVENUE</b>						
Miscellaneous Revenues	28,805	0	0	0	0.0%	0
<b>Total Revenue</b>	<b>28,805</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
<b>County Funds</b>	<b>8,489,806</b>	<b>10,108,269</b>	<b>10,104,018</b>	<b>9,443,738</b>	<b>(6.6%)</b>	<b>10,639,964</b>
<b>Positions</b>	<b>19.50</b>	<b>20.00</b>	<b>20.00</b>	<b>18.00</b>	<b>(10.0%)</b>	<b>18.00</b>

## DEPARTMENTAL PURPOSE

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

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

## **FY 2014 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2014 budget decreases county funding for Human Resources by (\$664,531) or -6.6%, with the major changes are highlighted below:
- The budget reinstates funding for the pay for performance allocation for department employees (0% - 1%) based on employee performance review. Also for FY 2014 the county will replace the current 401K plan which contributes a flat 5% for non-sworn law enforcement personnel to a match of up to 5% of employee contributions.
- The contribution to Local Government Other Post Employment Benefits (OPEB) fund has been eliminated (-\$2,000,000) from the FY 2014 budget. The county has made payments over the last several years into this fund to offset the costs of future health care benefits for retirees. Although the contribution reduces the county's liability for future health care benefits, it is not a mandated expense. The county fully funds each year's retiree health care costs in the budget. In addition, several years ago, the county eliminated retiree health insurance benefits for newly hired employees.
- A position previously split between county administration and human resources has been moved as a whole position to Human Resources.
- A Human Resources Analyst position that was previously vacant is being moved to the County Administration budget and being reclassified as a Public Information Officer.

## **FY 2013 SIGNIFICANT ACCOMPLISHMENTS**

- Worked with consultant to review all County positions for internal salary equity.
- Posted 100% of vacancies within two business days.
- Conducted benefit enrollment and timekeeping training.
- Processed and administered disciplinary actions within the required time frames in accordance with applicable personnel regulations and employment laws.
- Ensured that management and staff are sufficiently versed in Federal and State Employment laws.
- Continued administration of Lawson payroll and KRONOS timekeeping system, including applicable training.
- Ensured employees and supervisors received the proper training to improve their knowledge, skills and abilities.
- Participated in Lawson system upgrade and IS Data Center move data validation.
- Facilitated transfer of Parks employees.
- Facilitated final phase of divestiture of Mental Health employees.

- Processed approximately 100 retirements

## PERFORMANCE MEASURES

Measures	FY 2012 Actual	FY 2013 Estimate	FY 2014 Projected	FY 2015 Projected
<b>Human Resources</b>				
Review all county positions for internal equity and evaluate each salary offer for internal equity on an ongoing basis.	–	100%	100%	100%
Process and administer disciplinary actions and complaints allegations	95%	100%	100%	100%
Post 100% of vacancies within 2 business days	100%	100%	100%	100%
Achieve KRONOS supervisor training satisfaction level at 95% or higher	96%	96%	96%	96%
Conduct benefit enrollment and timekeeping training	100%	100%	100%	100%
Increase participation in online health risk assessments	1%	25%	40%	60%
Develop and offer employee self service training	–	N/A	25%	60%
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

- Compensation equity management.
- Provide updated training to management in HR compliance related areas.
- Evaluate and implement Affordable Care Act provisions as required.
- Continue FMLA and other leave tracking centralization.
- Online health risk assessment participation and healthy rewards program.
- Enhance wellness initiatives.

# INTERNAL AUDIT

Martha Rogers, Director

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*Links to County Goals and Strategic Priorities:*

*COUNTY GOAL: Maintain Efficient, Effective, & Responsible Governance*

*PRIORITY: Responsive Governance & Stewardship*



## BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Internal Audit	508,795	499,293	549,669	509,628	2.1%	527,024
<b>Internal Audit</b>	<b>508,795</b>	<b>499,293</b>	<b>549,669</b>	<b>509,628</b>	<b>2.1%</b>	<b>527,024</b>
<b>EXPENSE</b>						
Personnel Services	497,291	480,843	530,843	496,139	3.2%	502,134
Supplies & Materials	3,546	5,925	5,926	3,949	(33.4%)	15,449
Other Services & Charges	7,957	12,525	12,900	9,540	(23.8%)	9,441
<b>Total Expense</b>	<b>508,795</b>	<b>499,293</b>	<b>549,669</b>	<b>509,628</b>	<b>2.1%</b>	<b>527,024</b>
<b>REVENUE</b>						
Intergovernmental	36,210	0	0	0	0.0%	0
<b>Total Revenue</b>	<b>36,210</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
<b>County Funds</b>	<b>472,585</b>	<b>499,293</b>	<b>549,669</b>	<b>509,628</b>	<b>2.1%</b>	<b>527,024</b>
<b>Positions</b>	<b>6.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>0.0%</b>	<b>5.00</b>

## DEPARTMENTAL PURPOSE

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

## FY 2014 ADOPTED BUDGET HIGHLIGHTS

- The FY 2014 budget has increased by \$10,335 or 2.1%. Operating expenses have decreased by \$4,960. This decrease is due to the Peer Review Project being budgeted in FY 2013 and not reflected in the FY 2014 budget.

- Personnel expenses have increased by \$15,296 or 3.2%. The personnel increase is largely due to reinstating the pay for performance allocation for department employees (0% - 1% based on employee performance review). Also for FY 2014 the county will replace the current 401K plan which contributes a flat 5% for non-sworn law enforcement personnel to a match of up to 5% of employee contributions.
- In addition the budget reflects personnel adjustments based on a Human Resources salary equity study that occurred after the FY 2013 budget was adopted , which also accounts for a portion of the personnel increase for Internal Audit.

## **FY 2013 SIGNIFICANT ACCOMPLISHMENTS**

- Internal Audit continues to pursue Citizen-Centric reporting. Guilford County received a Certificate of Excellence in Citizen-Centric Reporting for its 2012 Citizen-Centric Report. The *2012 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 promoting accountability and transparency. In addition, Internal Audit prepared its fifth *Service Efforts and Accomplishments Report* which seeks to provide more complete information about Guilford County's performance than can be provided by traditional financial statements and schedules. It assists users in assessing the efficiency and effectiveness of services.
- Internal Audit continues to manage Guilford County's Fraud Hotline. An employee fraud hotline is required by the 2007 Deficit Reduction Act. With the new Guilford County website, Internal Audit was able to open this service up to the general public.
- 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.
- Internal Audit was pleased to assist Commissioner Cashion offering the second Guilford County Citizen's Academy. Participants in the 2012 Academy received an overview of how County government works and will be a resource for future leadership in the County.
- Internal Audit has implemented electronic work papers. This process improvement increases efficiency, improves record retention, and saves resources.

## KEY PERFORMANCE MEASURES

Measures	FY2012 Actual	FY2013 Actual	FY2014 Projected	FY2015 Projected
<b>Internal Audit</b>				
<i>Internal Audit</i>				
Recommendations accepted and implemented by departments	90%	94%	95%	95%
Performance Audit reports prepared and issued	13	8	13	13
Compliance Audits Completed	19	25	20	20
Data Internal Control Evaluations	0	4	4	4
Energy Base Line Reviews - # of buildings	48	48	48	48
Performance Monitoring Projects	24	26	25	25
<b>Grants Coordination</b>				
Grant applications submitted	3	2	2	2
Total grant dollars applied for	\$ 425,100	\$ 64,443	\$ 10,000	\$ 10,000
Total grant dollars received	\$ 43,200	\$ 1,443	\$ 5,000	\$ 5,000
Grants monitored	2	2	2	2

## FUTURE ISSUES

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

Critical components are increasing reliant on information systems and they face an increasing threat of malicious cyber attack, loss of privacy from spyware and adware and significant financial and privacy losses due to identify theft and threat. For these reasons, an Information Systems Auditor is critical in enhancing cyber security efforts and encouraging departments to adopt secure online practices.

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.

Internal Audit's Fiscal Year 2013-14 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.

# PURCHASING

Bonnie Stellfox, Director

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*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** Maintain Efficient, Effective, and Responsible Governance

**PRIORITY:** Strong Fiscal Performance



## BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Administration	352,788	339,723	435,085	348,850	2.7%	360,055
Property and Other	2,924	3,500	4,993	2,924	(16.5%)	2,924
<b>Purchasing</b>	<b>355,713</b>	<b>343,223</b>	<b>440,078</b>	<b>351,774</b>	<b>2.5%</b>	<b>362,979</b>
<b>EXPENSE</b>						
Personnel Services	336,213	316,423	376,423	332,199	5.0%	343,405
Supplies & Materials	5,422	6,250	13,748	5,515	(11.8%)	5,515
Other Services & Charges	14,078	20,550	49,907	14,060	(31.6%)	14,059
<b>Total Expense</b>	<b>355,713</b>	<b>343,223</b>	<b>440,078</b>	<b>351,774</b>	<b>2.5%</b>	<b>362,979</b>
<b>REVENUE</b>						
Miscellaneous Revenues	2	0	0	0	0.0%	0
<b>Total Revenue</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
<b>County Funds</b>	<b>355,711</b>	<b>343,223</b>	<b>440,078</b>	<b>351,774</b>	<b>2.5%</b>	<b>362,979</b>
<b>Positions</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>0.0%</b>	<b>5.00</b>

## **DEPARTMENTAL PURPOSE**

The Guilford County Purchasing Department's primary purpose is to obtain the necessary commodities and services required by Guilford County Departments on a best value basis (quality, service and price). Purchasing also fulfills this purpose by dealing with every supplier in an open, above board, fair, equal, businesslike and competitive manner. The procurement procedures adhere to the North Carolina General Statutes and Guilford County Purchasing Policies. Purchasing solicits bids for search using informal and formal bid processes, and the RFP and RFQ process by utilizing our electronic bidding known as Strategic Sourcing. The Department has a Minority and Women Owned Business Enterprise Program (MWBE) and encourages and assists MWBE vendors to participate in the bidding process and, addresses any questions or concerns suppliers may have with the vendor registration and the bidding process.

## **FY 2014 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2014 budget has increased by \$8,551 or 2.5%. Personnel expenses have increased by \$15,776 or 5%, and is largely due to reinstating the pay for performance allocation for department employees (0% - 1% based on employee performance review). Also for FY 2014 the county will replace the current 401K plan which contributes a flat 5% for non-sworn law enforcement personnel to a match of up to 5% of employee contributions.
- Operating expenses have decreased by \$7,225, and were adjusted as necessary to better align the operating budget to prior year spending trends as well as consideration of the current year forecasted spending.

## **FY2013 SIGNIFICANT ACCOMPLISHMENTS**

- Surplus property sales are going exclusively through GovDeals with a goal of generating revenue for Guilford County in excess of \$8,000 the first year. To date we have sold \$208,226.00 over two year period thus average per year \$104,113.00.
- Partnered with Greensboro Chamber of Commerce, City of Greensboro and GTCC to participate in Small Business and MWBE Forums. The last forum was session on local preference and definition of local. School of Government participated in this particular forum.
- Upgraded our Lawson's RQC and Strategic Sourcing to 9.01



## KEY PERFORMANCE MEASURES

Measures	FY2012 Estimate	FY2013 Projected	FY2014 Projected	FY2015 Projected
<b>Purchasing</b>				
Number of informal bid proposals	25	28	31	39
Number of formal bid proposals	15	21	26	32
Average number of purchase orders processed	5,384	5,809	5,901	5,362
Number of contracts awarded-Strategic Sourcing	40	43	47	48
Number of requisitions received	6,087	5,809	5,903	5,362
Percent of procurement dollars award to MWBE vendors	17%	19%	20%	13%
Percent of MWBE vendors of total vendors	35%	37%	38%	32%
Dollar received from auctions	152,788	160,000	162,000	0
Active contracts managed per FTE	251	236	243	238
Number of RFPs	25	15	18	21
Number of purchase orders issued	5,384	5,809	5,916	5,362
Dollar value of items sold on Gov Deals	\$ 12,000	\$ 50,365	\$ 75,000	112,000
Number of contracts awarded via competitive bidding process	40	75	78	73
Total number of vendors managed	2,638	2,889	2,931	3,405
Total number of GOGAS FLEET FUEL CARDS managed by Purchasing	705	725	751	683
Total number of Guilford County Drivers Information for GOGAS Fleet Fuel Card Program managed by Purchasing	1,617	1,625	1,650	1,914

## FUTURE ISSUES

- We will continue to report our progress on MWBE Program initiatives to the Board of County Commissioners each September.
- 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.
- Purchasing Director and County Attorney will provide training to Department Directors and their designated employees on RFP's, Formal, and Informal Bid processes, and purchasing processes.
- Upgrade of Landmark Runtime Technology Upgrade to 10 will participate in that upgrade and do testing in the Purchasing Department related to the upgrade
- Upgrade Strategic Sourcing to 9.1-Purchasing will upgrade, test, and implement along with IS to ensure we have a workable system and prepare and test scripts associated with upgrade.
- Contract Management Implementation on 9.1 – Purchasing will work with IS, Legal and Finance to test and assist with the upgrade of this system.
- Purchasing will continue to facilitate the Gov Deals program and continue efforts to make sure it is a continued success for the County

# REGISTER OF DEEDS

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

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** Maintain Efficient, Effective, and Responsible Governance

**PRIORITY:** Responsive Governance & Stewardship



## BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Greensboro	1,550,952	1,559,870	1,562,644	1,573,009	0.8%	1,633,426
High Point	198,886	204,833	212,434	205,406	0.3%	215,326
Automation Enhance & Preservtn	359,798	276,419	276,419	248,842	(10.0%)	284,227
<b>Register of Deeds</b>	<b>2,109,636</b>	<b>2,041,122</b>	<b>2,051,497</b>	<b>2,027,257</b>	<b>(0.7%)</b>	<b>2,132,979</b>
<b>EXPENSE</b>						
Personnel Services	1,642,798	1,656,619	1,666,619	1,637,174	(1.2%)	1,701,868
Supplies & Materials	77,969	92,750	92,751	99,000	6.7%	99,000
Other Services & Charges	354,801	291,753	292,127	291,083	(0.2%)	332,111
Capital	33,578	0	0	0	0.0%	0
Other	490	0	0	0	0.0%	0
<b>Total Expense</b>	<b>2,109,636</b>	<b>2,041,122</b>	<b>2,051,497</b>	<b>2,027,257</b>	<b>(0.7%)</b>	<b>2,132,979</b>
<b>REVENUE</b>						
Taxes	1,628,390	1,370,116	1,370,116	1,700,000	24.1%	1,700,000
Licenses and Permits	86,011	72,585	72,585	80,860	11.4%	81,600
Charges for Services	1,752,057	1,812,209	1,812,209	1,871,948	3.3%	1,872,653
Appropriated Fund	430,222	36,000	36,000	0	(100.0%)	36,000
Balance						
Miscellaneous Revenues	584,034	573,814	573,814	576,960	0.5%	576,960
<b>Total Revenue</b>	<b>4,480,715</b>	<b>3,864,724</b>	<b>3,864,724</b>	<b>4,229,768</b>	<b>9.4%</b>	<b>4,267,213</b>
<b>County Funds</b>	<b>-2,371,079</b>	<b>-1,823,602</b>	<b>-1,813,227</b>	<b>-2,202,511</b>	<b>20.8%</b>	<b>-2,134,234</b>
<b>Positions</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>0.0%</b>	<b>25.00</b>

## DEPARTMENTAL PURPOSE & GOALS

The Register of Deeds preserves, maintains and provides public access to real estate and vital records in an effective manner in accordance with North Carolina General Statute. Real estate

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

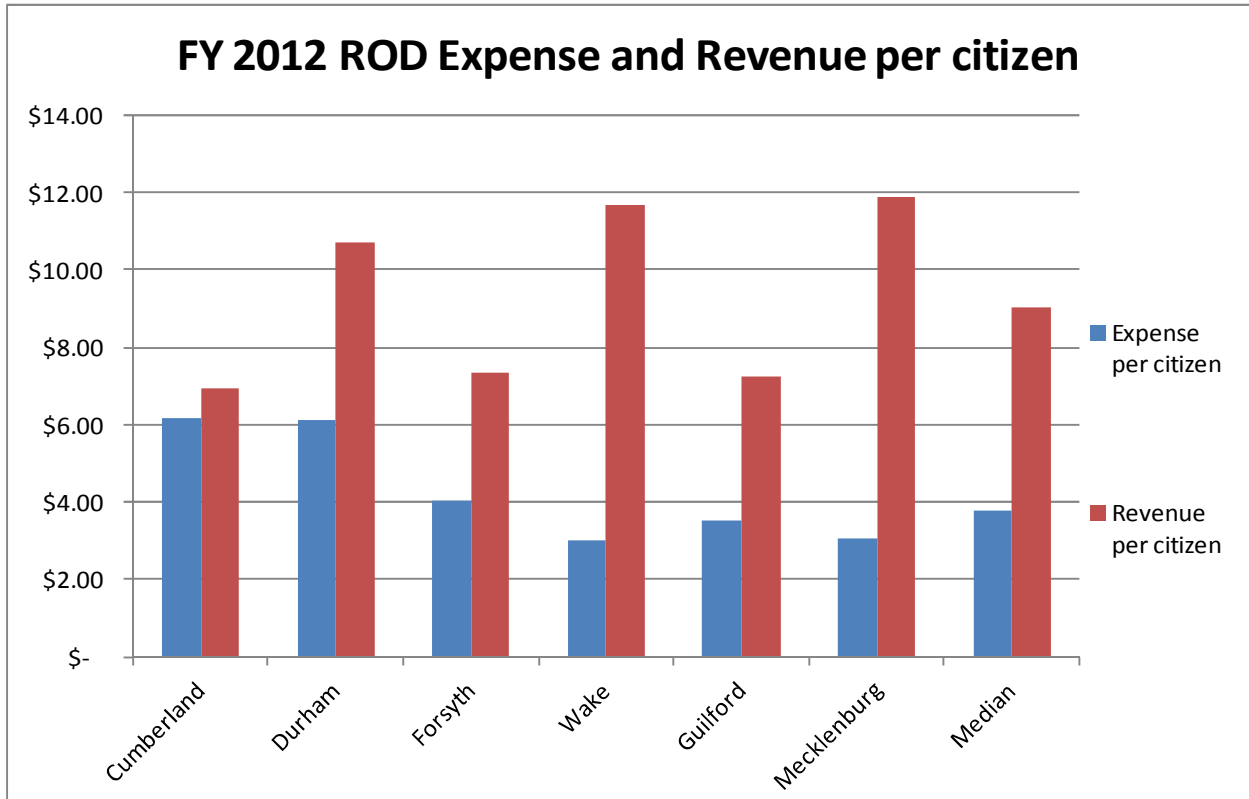
## **FY 2014 ADOPTED BUDGET HIGHLIGHTS**

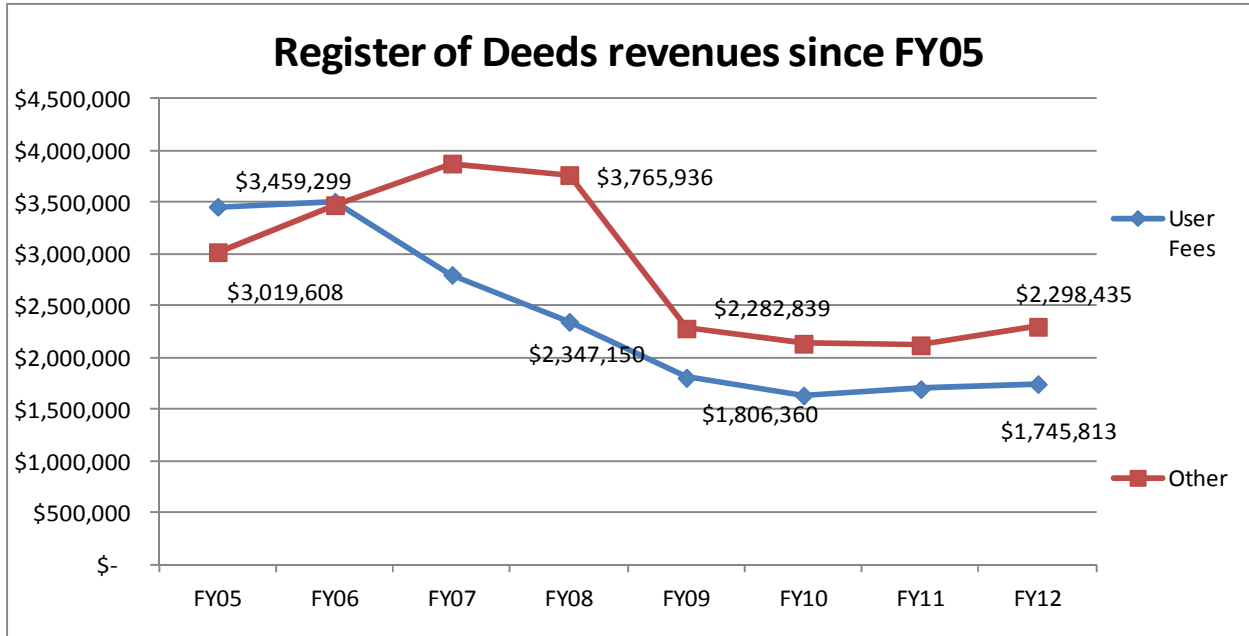
- The FY 2014 budget decreases county funding for Register of Deeds by (\$378,909) or -20.8%, with the major changes are highlighted below:
- The budget reinstates funding for the pay for performance allocation for department employees (0% - 1%) based on employee performance review. Also for FY 2014 the county will replace the current 401K plan which contributes a flat 5% for non-sworn law enforcement personnel to a match of up to 5% of employee contributions.
- The increase in revenues is attributed to increased excise taxes and licenses and fees anticipated by the Register of Deeds. This increase in revenues also is aligning the Register of Deeds FY 2014 budget with the current and immediate past fiscal years actual revenues received by the department.
- Increasing the fund balance (low Automation appropriation) is considered a priority in the coming years for the Register of Deeds for a number of reasons, most notably the implementation of future projects. Examples of these projects are an additional modern plat machine, redaction software for the records from year 2005 to current records, and Personal Computer Replacement and/or a Fraud Alert System that the Register of Deeds' staff has identified as important projects to be accomplished in the near future. Moreover, the past redaction project lowered the fund balance to unsustainable levels for the Register of Deeds.

## **FY 2013 SIGNIFICANT ACCOMPLISHMENTS**

- Moved Register of Deeds office out of the Guilford County Courthouse into BB and T Building
- Trained Employees and Implemented New Indexing Standards
- Completed Compliance Process of Software Provider with NC Secretary of State
- Up to date on indexing audits conducted by the Register of Deeds office in calendar year 2012
- eRecording has increased from 19.3% to an avg. of 28% during FY 12-13
- Completed review of Employee Administrative Guidelines and implemented new supervisory structure.

- Implemented new law effective December 1, 2012 addressing Fraudulent Liens/Encumbrances.





## KEY PERFORMANCE MEASURES

Measures	FY11-12	FY12-13	FY13-14	FY14-15
	Actual	Projected	Projected	Projected
<b>Register of Deeds</b>				
<b>Greensboro &amp; High Point offices</b>				
Real Estate Documents Processed	74,996	80,000	82,000	82,000
Vital Records Processed	72,262	69,500	69,500	69,500
<b>Automation</b>				
Cost per document recorded	\$14.33	\$14.00	\$14.00	\$14.00
Amount of revenue taken per employee	\$251,203	\$270,000	\$270,000	\$270,000
Percent of documents indexed without errors	98.13	98.07	98.00	98.00

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

## FUTURE ISSUES

- Maintain up to date indexing audits on Land Records for high indexing proficiency
- Increasing eRecording 5% in FY 13-14
- Complete Litigation related to restore the public records and support outcomes
- Implement improved Personnel Guidelines and Procedures with Work Plan for Staff
- Continue leadership in Land Records Industry Reform

## TAX DEPARTMENT

Ben Chavis, Director

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

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** Maintain Efficient, Effective, and Responsible Governance

**PRIORITY:** Strong Fiscal Performance



### BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Greensboro	5,424,198	5,276,811	5,312,480	5,365,671	1.7%	5,547,859
High Point	1,238	0	0	0	0.0%	0
<b>Tax</b>	<b>5,425,436</b>	<b>5,276,811</b>	<b>5,312,480</b>	<b>5,365,671</b>	<b>1.7%</b>	<b>5,547,859</b>
<b>EXPENSE</b>						
Personnel Services	4,227,573	4,214,322	4,179,322	4,047,739	(4.0%)	4,180,475
Supplies & Materials	47,296	79,925	77,927	54,460	(31.9%)	54,460
Other Services & Charges	1,150,567	982,564	1,055,231	1,263,472	28.6%	1,312,924
<b>Total Expense</b>	<b>5,425,436</b>	<b>5,276,811</b>	<b>5,312,480</b>	<b>5,365,671</b>	<b>1.7%</b>	<b>5,547,859</b>
<b>REVENUE</b>						
Charges for Services	1,685,757	1,491,690	1,491,690	1,677,699	12.5%	1,445,699
Miscellaneous Revenues	92,361	88,800	88,800	91,400	2.9%	91,400
<b>Total Revenue</b>	<b>1,778,118</b>	<b>1,580,490</b>	<b>1,580,490</b>	<b>1,769,099</b>	<b>11.9%</b>	<b>1,537,099</b>
<b>County Funds</b>	<b>3,647,319</b>	<b>3,696,321</b>	<b>3,731,990</b>	<b>3,596,572</b>	<b>(2.7%)</b>	<b>4,010,760</b>
<b>Positions</b>	<b>63.25</b>	<b>62.25</b>	<b>62.25</b>	<b>61.00</b>	<b>(2.0%)</b>	<b>61.00</b>

### DEPARTMENTAL PURPOSE

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

**FY 2014 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2014 budget decreases county funding for the Tax Department by (\$99,749) or -2.7%, with the major changes are highlighted below:
- The budget reinstates funding for the pay for performance allocation for department employees (0% - 1%) based on employee performance review. These funds have been excluded from the budget since FY 2009. Also for FY 2014 the county will replace the current 401K plan which contributes a flat 5% for non-sworn law enforcement personnel to a match of up to 5% of employee contributions.
- The “tax and tag together” program is included in the FY 2014 budget. The North Carolina General Assembly passed House Bill 1779, creating what we call the “Tag and Tax Together” program – a more streamlined method for vehicle owners to pay their registration and vehicle taxes.
- Beginning in 2013, your annual vehicle inspection, registration renewal and vehicle property tax will be due the same month each year.
- The DMV will charge a fee to the county and the municipalities based on the transaction type of cash (none), credit (1.93%) and/or debit (1.05%).
- A position (.25) shared with Elections was returned to Elections as a whole position in their Department resulting in a .25 percent loss of a position.
- For FY 2014 the positions below are being proposed for elimination within the following service areas:

Service Area	Job Classification	FTEs	Total FY 2014 Personnel Cost
Tax Department - Greensboro	Office Specialist	(1.00)	\$ (44,350)
<b>Grand Total</b>		<b>(1.00)</b>	<b>\$ (44,350)</b>

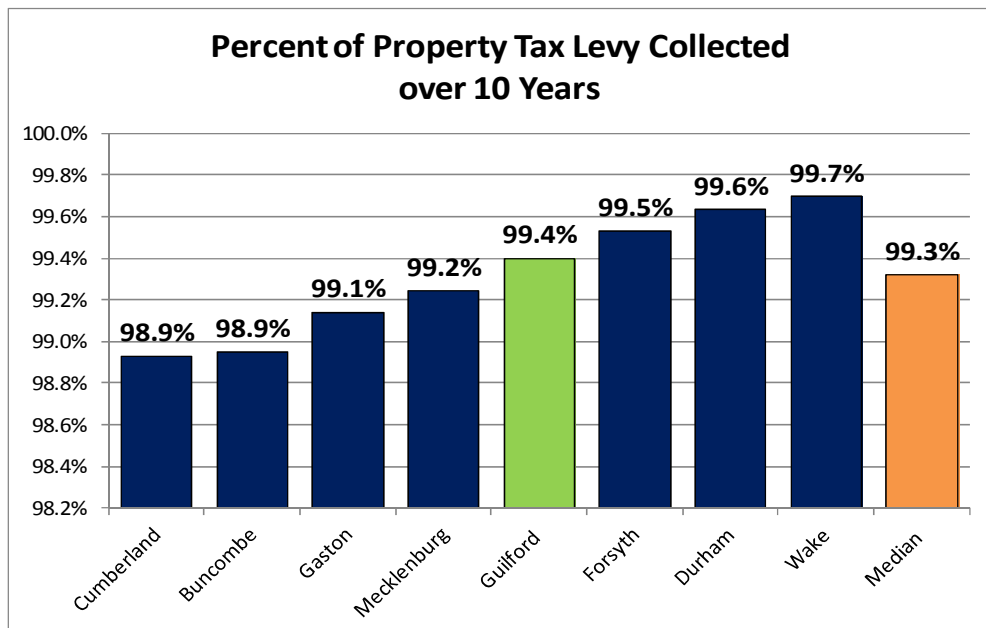
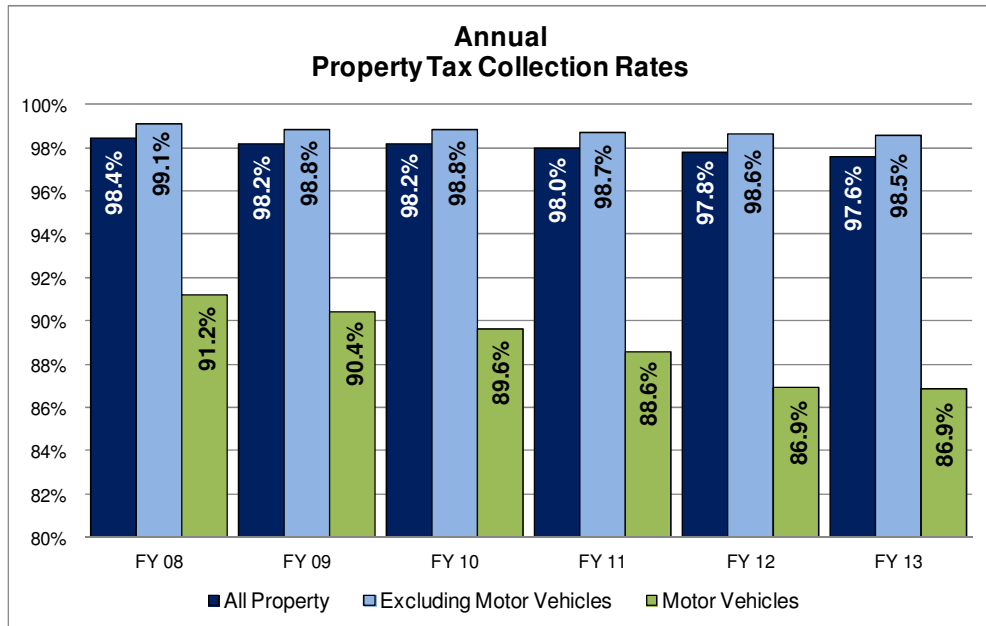
**FY 2013 SIGNIFICANT ACCOMPLISHMENTS**

- Successfully completed comprehensive revaluation of real property.
- Benefited by an increase in user charges through renegotiation of inter-local government collection agreements with towns and cities in Guilford County.
- Implemented eStatement (tax bill by email) billing option.
- Implemented on-line business personal property listing.

## KEY PERFORMANCE MEASURES

Measures	FY11-12	FY12-13	FY13-14	FY14-15
	Actual	Estimate	Projected	Projected
<b>Tax</b>				
All property tax collection rate	98.6%	98.5%	98.7%	98.7%
Motor vehicle tax collection rate	86.9%	86.9%	90.0%	95.0%
Percent of the 10 year tax levy collected	99.4%	99.8%	99.8%	99.8%

*#For FY13-14 forward, motor vehicle taxes are to be collected by NC Dept of Transportation*





## **FUTURE ISSUES**

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 with the Assessor. Additional temporary funding may be required to assist in the transition to the new tax collection process. Motor vehicle tax collections are expected to increase as a result of taxes being paid at the same time as the annual vehicle registration fees are paid.

# Education

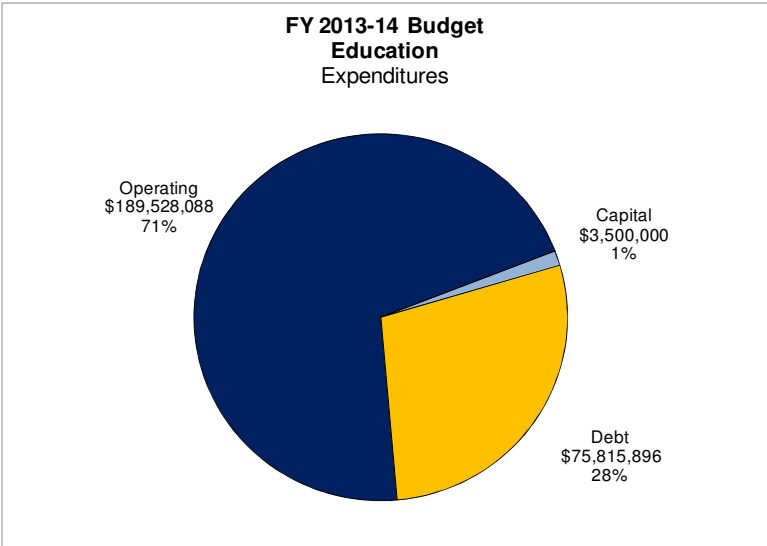
Although public education is primarily a responsibility of the state, all counties are required to fund a portion of the operating and capital expenses for local public school and community college systems. Most counties, including Guilford County, provide funding above and beyond the legal mandates. 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
- Other capital expenditures
- Debt Service for Education Facilities

### Expenditures

The FY 2014 budget includes approximately \$268 million for Education and Education Debt Repayment, an increase of \$3,867,707 from FY 2013. Education, including repayment of facility debt for the Guilford County Schools (GCS) and Guilford Technical Community College (GTCC), is Guilford County’s largest expenditure, accounting for 48% of total general fund expenditures.



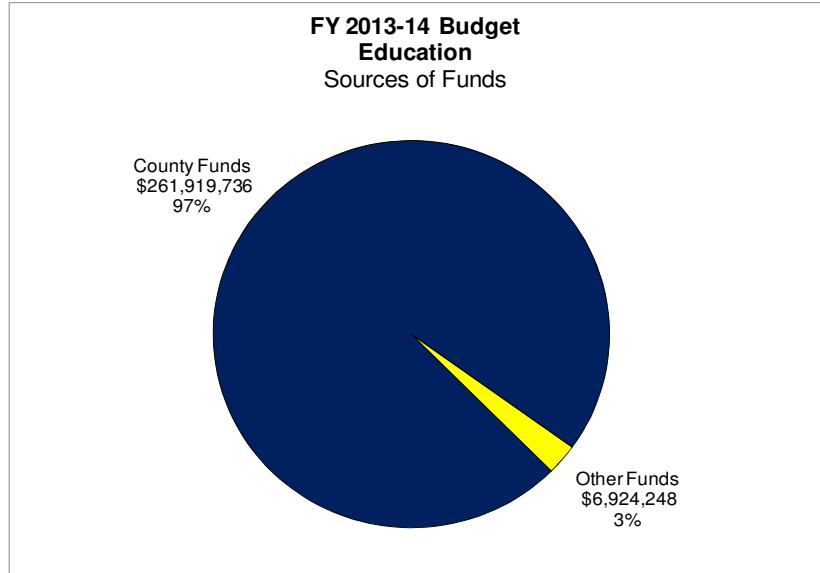
The FY 2014 budget increases **operating funding** for the Guilford County Schools by \$1.5 million and also provides for an increase for Guilford Technical Community College totaling \$645,000. This increase funds the maintenance and janitorial services for three facilities (Cameron Campus, Aviation Classroom Building and Daimler Building – Transportation and Welding) which are expected to be partially open during 2014. Two million dollars are included for the capital maintenance needs of the Guilford County Schools and \$1.5 million for Guilford Technical Community College respectively. For FY 2014 funding for GCS capital maintenance is expected to come from an appropriation of \$1 million from the General Fund and County Building Construction Fund Reserves totaling \$1 million. For GTCC capital maintenance funding is expected to come from \$1.5 million in County Building Construction Fund reserves.

Education-related **debt service** is expected to increase by \$222,707 in FY 2014. 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. Debt repayment for school and community college needs will increase by approximately \$15.9 million in FY 2015. More information on existing and future bond issues is included in the Debt Service section of this document.

## Revenues

Most (97%) Education expenditures are funded with general county revenues. The County expects to receive \$4.7 million from the state education lottery. These funds must be used for the capital and/or debt service needs of the Guilford County School System.

A portion of the debt used for school needs was authorized under the American Recovery and Reinvestment Act (ARRA). As a result, the County receives a "rebate" (\$2.1 million) based on the cost of repaying ARRA-related debt.



	FY12 Actual	FY13 Adopted	FY13 Amended	FY14 Adopted	vs. FY13 Adopted		FY15 Plan
					\$ chg	% chg	
<b>Guilford County Schools</b>							
Operating Expenses	\$175,165,521	\$175,630,398	\$175,630,398	\$177,130,398	\$1,500,000	0.9%	\$177,130,398
Capital Maintenance	\$4,000,000	\$2,000,000	\$2,000,000	\$2,000,000 *	\$0	0.0%	\$2,000,000
Debt Repayment	\$49,563,571	\$63,608,472	\$63,521,947	\$64,379,142	\$770,670	1.2%	\$77,442,018
<b>Total</b>	<b>\$228,729,092</b>	<b>\$241,238,870</b>	<b>\$241,152,345</b>	<b>\$243,509,540</b>	<b>\$2,270,670</b>	<b>0.9%</b>	<b>\$256,572,416</b>
<b>Guilford Technical Community College (GTCC)</b>							
Operating Expenses	\$11,752,690	\$11,752,690	\$11,752,690	\$12,397,690	\$645,000	5.5%	\$13,442,690
Capital Maintenance	\$1,500,000	\$0	\$0	\$1,500,000 *	\$1,500,000	0.0%	\$1,500,000
Debt Repayment	\$11,370,033	\$11,984,717	\$12,000,384	\$11,436,754	(\$547,963)	-4.6%	\$14,103,141
<b>Total</b>	<b>\$24,622,723</b>	<b>\$23,737,407</b>	<b>\$23,753,074</b>	<b>\$25,334,444</b>	<b>\$1,597,037</b>	<b>6.7%</b>	<b>\$29,045,831</b>
<b>Total Education</b>	<b>\$253,351,815</b>	<b>\$264,976,277</b>	<b>\$264,905,419</b>	<b>\$268,843,984</b>	<b>\$3,867,707</b>	<b>1.5%</b>	<b>\$285,618,247</b>
<b>Sources of Funds</b>							
Federal & State Funds							
Lottery Funds	\$4,799,500	\$5,000,000	\$5,000,000	\$4,799,500	(\$200,500)	-4.0%	\$4,799,500
American Rec/Reinvest Act	\$883,925	\$2,303,528	\$2,327,215	\$2,124,748	-\$178,780	-7.8%	\$2,327,215
County Funds	\$243,668,390	\$257,672,749	\$257,578,204	\$261,919,736	\$4,246,987	1.6%	\$278,491,532
<b>Sources of Funds</b>	<b>\$249,351,815</b>	<b>\$264,976,277</b>	<b>\$264,905,419</b>	<b>\$268,843,984</b>	<b>\$3,867,707</b>	<b>1.5%</b>	<b>\$285,618,247</b>

\* FY 2014 funding for GCS capital maintenance to come from an appropriation of \$1 million from the General Fund and \$1 million from capital fund balance. FY 2014 funding for GTCC capital maintenance to come from \$1.5 million of capital fund balance. To maintain the overall level of capital maintenance funding in future years, the amount of capital fund balance used in FY 2014 must be appropriated from the General Fund in future budgets.

# EDUCATION

# Guilford County Schools

Maurice "Mo" Green, Superintendent

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

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** Further Community Achievement

**PRIORITY:** High-Quality K-12 Education



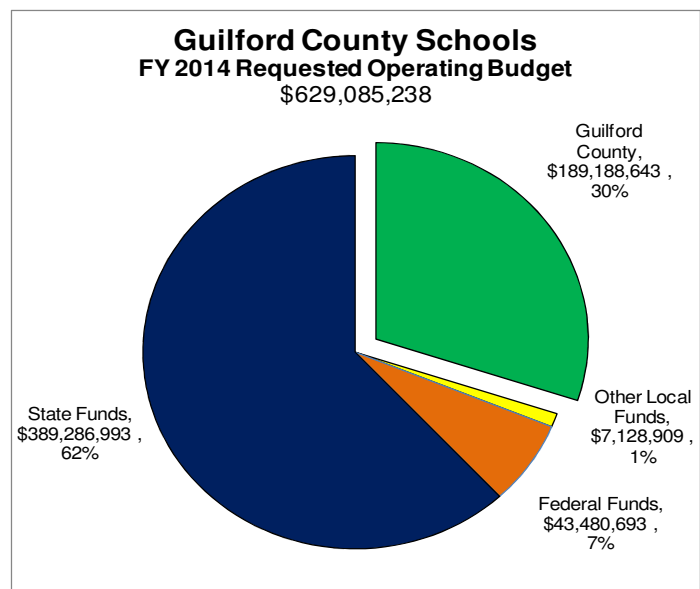
## BUDGET SUMMARY

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted	%chg	FY 2015 Plan
<b>Guilford County Schools</b>						
Operating Expenses	\$175,165,521	\$175,630,398	\$175,630,398	\$177,130,398	0.9%	\$177,130,398
Capital Maintenance	\$0	\$2,000,000	\$2,000,000	\$2,000,000	0.0%	\$2,000,000
Debt Repayment	\$49,563,571	\$63,608,472	\$63,521,947	\$64,379,142	1.2%	\$77,442,018
<b>Total</b>	<b>\$224,729,092</b>	<b>\$241,238,870</b>	<b>\$241,152,345</b>	<b>\$243,509,540</b>	<b>0.9%</b>	<b>\$256,572,416</b>
<b>Sources of Funds</b>						
Federal & State Funds						
<i>Lottery Funds</i>	\$ 4,799,500	\$ 5,000,000	\$ 5,000,000	\$ 4,799,500	-4.0%	\$ 4,799,500
<i>American Rec/Reinvest Act</i>	\$ 530,355	\$ 1,949,958	\$ 1,973,645	\$ 1,801,938	-7.6%	\$ 1,973,645
County Funds	\$219,399,237	\$234,288,912	\$234,178,700	\$ 236,908,102	1.1%	\$249,799,271
<b>Total</b>	<b>\$224,729,092</b>	<b>\$241,238,870</b>	<b>\$241,152,345</b>	<b>\$ 243,509,540</b>	<b>0.9%</b>	<b>\$256,572,416</b>

Note: FY 2014 funding for capital maintenance to come from a new appropriation of \$1 million and County Building Construction Fund Reserves totaling \$1 million.

## DEPARTMENTAL PURPOSE

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



The Superintendent must present a recommended budget to the Board of Education by May 1<sup>st</sup> of each year. The Board of Education must present its formal request budget to the county by May 15<sup>th</sup> of each year. The Board of Education requested a total of \$199,188,643 from Guilford County -- \$189,188,643 for operating expenses and \$10 million for capital needs (see pie chart above). More detail about this request is available on the Guilford County Schools' website at:

<http://www.gcsnc.com/education/staff/staff.php?sectionid=43287>

#### **FY 2014 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2013-14 budget increases operating funding by \$1.5 million dollars. The additional funding is intended to maintain, at current levels, teacher assistant staffing within the entire Guilford County School system.
- Capital funding for the Guilford County Schools will remain at current levels, with half of the \$2 million capital allocation coming from funds available in the county's capital fund and the other half coming as a Transfer from the General Fund. An additional allocation from the General Fund will be required in future years to replace the capital fund allocation and maintain the current level of capital funding.

# EDUCATION

# Guilford Technical Community College

Dr. George Parker, President

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

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** Further Community Achievement

**PRIORITY:** Workforce Preparedness



## BUDGET SUMMARY

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted	% chg	FY 2015 Plan
<b>Guilford Technical Community College</b>						
Operating Expenses	\$11,752,690	\$11,752,690	\$11,752,690	\$12,397,690	5.5%	\$13,442,690
Capital Maintenance	\$1,500,000	\$0	\$0	\$1,500,000	0.0%	\$1,500,000
Debt Repayment	\$11,370,033	\$11,984,717	\$12,000,384	\$ 11,436,754	-4.6%	\$14,103,141
<b>Total</b>	<b>\$24,622,723</b>	<b>\$23,737,407</b>	<b>\$23,753,074</b>	<b>\$ 25,334,444</b>	<b>6.7%</b>	<b>\$29,045,831</b>
<b>Sources of Funds</b>						
Federal & State Funds						
<i>American Rec/Reinvest Act</i>	\$ 353,570	\$ 353,570	\$ 353,570	\$ 322,810	-8.7%	\$ 353,570
County Funds	\$ 24,269,153	\$ 23,383,837	\$ 23,399,504	\$ 25,011,634	7.0%	\$ 28,692,261
<b>Total</b>	<b>\$ 24,622,723</b>	<b>\$ 23,737,407</b>	<b>\$ 23,753,074</b>	<b>\$ 25,334,444</b>	<b>6.7%</b>	<b>\$ 29,045,831</b>

Note: FY 2014 funding for capital maintenance to come from County Building Construction Fund Reserves totaling \$1.5 million.

## 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 \$14,498,529 from Guilford County for FY 2014 (\$12,998,529 in operating funds and \$1,500,000 in capital outlay funds). This request, detailed on the following page, is \$1,245,839 (9.4%) higher than the current year's budget.

**FY 2014 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2013-14 budget increases operating funding for Guilford Technical Community College by \$645,000 to help offset higher costs associated with new facilities.
- The budget allocates \$1.5 million of capital funding from the county’s capital fund. An additional appropriation from the General Fund to replace the use of capital funds will be needed in future years to maintain this level of capital funding.

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

<b>GUILFORD TECHNICAL COMMUNITY COLLEGE FY 2014 COUNTY BUDGET REQUEST</b>			
	Operating Budget	Capital Outlay	Total
Custodial Services	\$ 2,269,416	\$ -	\$ 2,269,416
Utilities	\$ 2,018,952	\$ -	\$ 2,018,952
Building Maintenance	\$ 2,013,740	\$ -	\$ 2,013,740
Campus Police	\$ 1,622,060	\$ -	\$ 1,622,060
Institutional Support	\$ 1,538,411	\$ -	\$ 1,538,411
Rent & Insurance	\$ 840,438	\$ -	\$ 840,438
Grounds Maintenance	\$ 588,342	\$ -	\$ 588,342
Construction Services	\$ 443,792	\$ -	\$ 443,792
General Facilities	\$ 417,539	\$ -	\$ 417,539
HVAC Renovations	\$ -	\$ 510,000	\$ 510,000
Learning Resource Center HVAC Upgrade	\$ -	\$ 350,000	\$ 350,000
Medlin Campus Center Renovations	\$ -	\$ 290,000	\$ 290,000
Aviation Renovation for Program Expansion	\$ -	\$ 250,000	\$ 250,000
Emergency Preparedness & Business Continuity	\$ -	\$ 100,000	\$ 100,000
<b>Total</b>	<b>\$ 11,752,690</b>	<b>\$ 1,500,000</b>	<b>\$ 13,252,690</b>
<b><u>Additional Needs for 2014</u></b>			
Cameron Campus Operations (Business & Industry Building - 4 months)	\$ 249,147	\$ -	\$ 249,147
Aviation Classroom Building (3 months)	\$ 74,228	\$ -	\$ 74,228
Daimler Building (Transportation & Welding - 6 months)	\$ 321,090	\$ -	\$ 321,090
Legislative Cost of Living Adjustment	\$ 268,852	\$ -	\$ 268,852
Mandatory Benefit Rate Increases	\$ 171,822	\$ -	\$ 171,822
Utility Rate Increases	\$ 117,333	\$ -	\$ 117,333
Increases in Insurance Premiums	\$ 38,245	\$ -	\$ 38,245
Rent Increases in Leased Property	\$ 5,122	\$ -	\$ 5,122
<b>Total</b>	<b>\$ 1,245,839</b>	<b>\$ -</b>	<b>\$ 1,245,839</b>
<b>Total FY 2014 Budget Request</b>	<b><u>\$ 12,998,529</u></b>	<b><u>\$ 1,500,000</u></b>	<b><u>\$ 14,498,529</u></b>
% Increase	10.6%	0.0%	9.4%

# 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

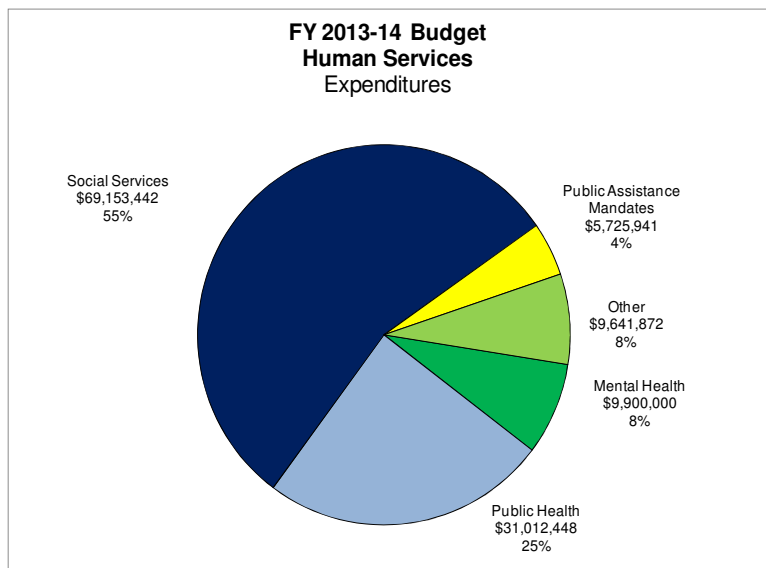
Human Services expenditures include:

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

\* *Temporary Assistance for Needy Families*

## Expenditures

Guilford County will spend \$125,433,703 for Human Services expenditures in FY 2014, a decrease of approximately \$27.4 million or -18.0% from the FY 2013 Adopted Budget. Human Services is the second largest service area and accounts for approximately 22% of the total expenditures for the County.



A large portion of the decrease in Human Services expenditures is related to the elimination of 97 positions and the transfer of all non-county expenses and revenues from the Guilford Center's/Mental Health Budget to the Sandhills Center. The merger of the Guilford Center with the Sandhills Center Local Management Entity was completed in January of 2013. Beginning with the 2014 fiscal year, the county will budget only its local support for Sandhills operations, currently \$9.9 million.

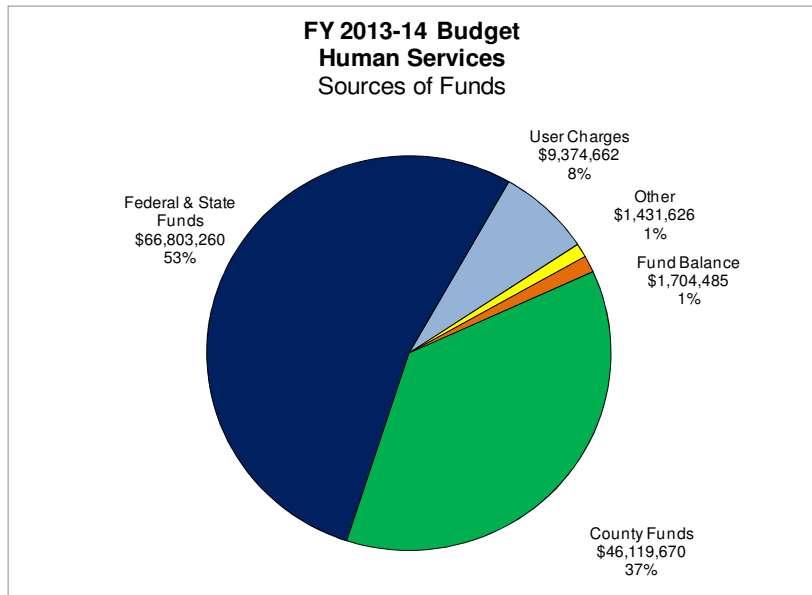
The Public Health budget will decrease by nearly \$2.3 million in FY 2014. A large part of the decrease is attributed to the elimination of the \$1.48 million local contract with Triad Adult and Pediatric Medicine (TAPM). In addition, 8.5 positions are being eliminated from the Public Health Budget, with three additional school nurses added for FY 2014. The Social Services budget has increased by almost \$1.3 million in 2014.



The State has increased funding by approximately \$2.1 million for the Low Income Energy Assistance Program (LIEAP) which provides assistance to qualified individuals experiencing heating or cooling emergencies. Finally, the Transportation department position count will increase by 22.88 as the county will provide this service “in-house” rather than contract with an appropriate vendor.

### Revenues

The state and federal governments provide (53%) of revenues required to support Human Services. The County contributes (37%), and remaining funds come from Fees & Charges (8%) Fund Balance (1%), and Other revenues (1%).



	FY12 Actual	FY13 Adopted	FY13 Amended	FY14 Adopted	vs. FY13 Adopted		FY15 Plan
					\$ chg	% chg	
<b>Department</b>							
Child Support Enforcement	\$5,510,456	\$6,033,107	\$6,095,343	<b>\$6,350,488</b>	\$317,381	5.3%	\$6,297,595
Coordinated Services	\$1,448,031	\$1,389,768	\$1,618,040	<b>\$1,493,515</b>	\$103,747	7.5%	\$1,493,881
Mental Health	\$37,283,916	\$36,056,319	\$39,912,695	<b>\$9,900,000</b>	(\$26,156,319)	-72.5%	\$9,900,000
Public Assistance Mandates	\$5,485,737	\$5,905,109	\$5,910,609	<b>\$5,725,941</b>	(\$179,168)	-3.0%	\$5,725,941
Public Health	\$30,741,310	\$33,346,324	\$34,224,947	<b>\$31,012,448</b>	(\$2,333,876)	-7.0%	\$32,123,338
Social Services	\$66,567,116	\$67,834,829	\$70,836,967	<b>\$69,153,442</b>	\$1,318,613	1.9%	\$69,116,265
Transportation	\$1,434,660	\$2,187,155	\$2,176,627	<b>\$1,676,497</b>	(\$510,658)	-23.3%	\$1,686,693
Veterans Services	\$108,768	\$122,177	\$122,553	<b>\$121,372</b>	(\$805)	-0.7%	\$125,414
<b>Total Expenditures</b>	<b>\$148,579,994</b>	<b>\$152,874,788</b>	<b>\$160,897,781</b>	<b>\$125,433,703</b>	<b>(\$27,441,085)</b>	<b>-18.0%</b>	<b>\$126,469,127</b>
<b>Sources of Funds</b>							
Federal & State Funds	\$84,469,764	\$86,066,940	\$89,851,889	<b>\$66,803,260</b>	(\$19,263,680)	-22.4%	\$66,583,750
User Charges	\$16,713,448	\$14,991,547	\$15,053,420	<b>\$9,374,662</b>	(\$5,616,885)	-37.5%	\$9,590,114
Other	\$1,376,834	\$1,413,931	\$1,539,294	<b>\$1,431,626</b>	\$17,695	1.3%	\$1,330,800
Fund Balance	\$2,580,715	\$585,571	\$585,820	<b>\$1,704,485</b>	\$1,118,914	191.1%	\$1,653,454
<b>County Funds</b>	<b>\$43,439,233</b>	<b>\$49,816,799</b>	<b>\$53,867,358</b>	<b>\$46,119,670</b>	<b>(\$3,697,129)</b>	<b>-7.4%</b>	<b>\$47,311,009</b>
<b>Sources of Funds</b>	<b>\$148,579,994</b>	<b>\$152,874,788</b>	<b>\$160,897,781</b>	<b>\$125,433,703</b>	<b>(\$27,441,085)</b>	<b>-18.0%</b>	<b>\$126,469,127</b>

# CHILD SUPPORT SERVICES

Renee Kenan, Director

400 West Market Street, Greensboro, NC 27401 (336) 641-6438

[Links to County Goals and Strategic Priorities](#)

**COUNTY GOAL:** Further Community Achievement

**PRIORITIES:** Resident Self-Sufficiency



## BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Child Support Enforcement	5,510,456	6,033,107	6,095,343	6,350,488	5.3%	6,297,595
<b>Child Support Enforcement</b>	<b>5,510,456</b>	<b>6,033,107</b>	<b>6,095,343</b>	<b>6,350,488</b>	<b>5.3%</b>	<b>6,297,595</b>
<b>EXPENSE</b>						
Personnel Services	5,108,858	5,518,975	5,568,975	5,568,126	0.9%	5,752,710
Supplies & Materials	74,474	103,948	108,111	339,480	226.6%	100,756
Other Services & Charges	326,629	409,184	417,257	442,387	8.1%	443,634
Human Services Assistance	495	1,000	1,000	495	(50.5%)	495
<b>Total Expense</b>	<b>5,510,456</b>	<b>6,033,107</b>	<b>6,095,343</b>	<b>6,350,488</b>	<b>5.3%</b>	<b>6,297,595</b>
<b>REVENUE</b>						
Intergovernmental	5,198,775	5,878,856	5,878,856	5,990,091	1.9%	5,953,974
Charges for Services	55,401	52,137	52,137	51,732	(0.8%)	51,732
Miscellaneous Revenues	64,390	78,302	78,302	58,139	(25.8%)	58,139
<b>Total Revenue</b>	<b>5,318,566</b>	<b>6,009,295</b>	<b>6,009,295</b>	<b>6,099,962</b>	<b>1.5%</b>	<b>6,063,845</b>
<b>County Funds</b>	<b>191,890</b>	<b>23,812</b>	<b>86,048</b>	<b>250,526</b>	<b>952.1%</b>	<b>233,750</b>
<b>Positions</b>	<b>92.00</b>	<b>91.70</b>	<b>91.70</b>	<b>91.70</b>	<b>0.0%</b>	<b>91.70</b>

## DEPARTMENTAL PURPOSE

Created in 1975, the Child Support Program ensures that children in single parent households receive a reliable source of private financial and medical support. The program increases family self-sufficiency, reduces child poverty and encourages both parents to be involved and committed to their children. Child Support assures that children in single parent households are supported by their non-custodial parents. Specific services include location of non-custodial parents, establishment of paternity 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 2014 ADOPTED BUDGET HIGHLIGHTS**

### Expenses

- Personnel expenses in FY 2014 have increased by \$49,151 or (.9%). The personnel increase is largely due to reinstating the pay for performance allocation for department employees (0% - 1% based on employee performance review). Also for FY 2014 the county will replace the current 401K plan which contributes a flat 5% for non-sworn law enforcement personnel to a match of up to 5% of employee contributions
- Operating expenses have increased by \$268,230. The increase is mainly attributed to the implementation of the Northwoods software module that will enhance the current imaging system and reduce staff time dedicated to managing paper files and documents, as well as maximize department efficiency via cost savings associated with printing, copying, filing, and postage.
- The North Carolina Administrative Office of the Courts (AOC) also notified Counties that the Child Support Agency may no longer submit affidavits of indigence in order to forgo paying filing fees for indigent client civil complaints. This policy change will add approximately \$70,000 in filing fees, which also contributes to the increase in the operating expenses for FY 14.
- Operating expenses were also adjusted as necessary to better align the operating budget to prior year spending trends as well as consideration of the current year forecasted spending.

### Revenues

- The overall revenue budget for FY 14 has increased by 1.5%. A revenue decrease in FY 2013 occurred due to a change in the State Incentive Revenue distribution policy. Anticipated FY 14 revenue from the Incentives will be reduced in a similar manner in order to align the revenue disbursement with the pay after performance policy change.
- A large portion of Intergovernmental Revenue is based on a 66% reimbursement rate of total budgeted expenditures. Consequently, changes in the expenditures will have a direct impact on Intergovernmental Revenue.
- Federal reimbursement revenues comprise 92% of the total revenues.
- Performance incentives comprise 6 % of the total revenues.
- Fees and other collections comprise 2% of the total revenues.

### Legislative changes that may affect budget:

- HB 22 added a technical amendment to the 2011-2012 State budget allowing Child Support an exemption from paying filing fees for motions. This exemption will expire in June 2013 if legislators do not extend this exemption.

The fees associated with these filings will increase the Child Support budget in FY 14 and could influence the number of actions filed by the agency.

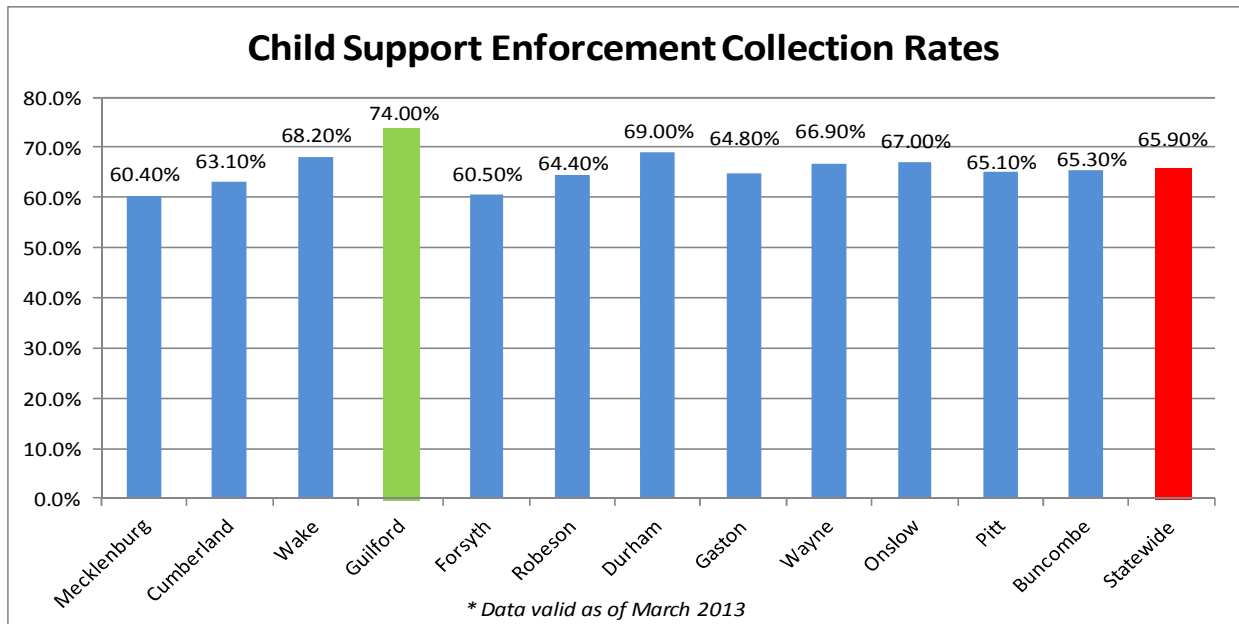
- The impact of the Affordable Care Act is unknown at this time. Child Support is required to ensure that one party is responsible for providing medical insurance for the children included in the child support order. The department’s role under the Affordable Care Act has not been defined.

## FY 2013 SIGNIFICANT ACCOMPLISHMENTS

- The department collected \$37,346,979 during FY 2012. Approximately 98% of this money was disbursed directly to families.
- Guilford County continues to maintain the 2<sup>nd</sup> highest collection rate in the State, and maintains the highest collection rate when compared with the “Big 12” counties.
- Child Support worked closely with community partners to provide information related to employment and other resources to participants impacted by the high unemployment rate.
- The department implemented the Tri-metro Collaborative Grant awarded in 2012 as part of a combined effort with Mecklenburg and Cumberland counties to improve employment opportunities for a test group of unemployed non-custodial parents. Forty percent of the Guilford County group obtained employment through this project.

## KEY PERFORMANCE MEASURES

Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected	FY 2015 Projected
<b>Child Support Enforcement</b>				
Collection Rate	74.8%	74.8%	74.9%	75%
Cases Under Order	87%	87%	87%	88%
Paternity Establishment Rate	101.5%	101.7%	101.8	101.8
Payment to Arrears	66.9%	67%	68%	68%
Total Collections	\$37,030,238	\$ 37,040,178	\$ 37,410,579	\$37,971,737
Total Caseload	20,723	20,750	20,780	20,800
Total Caseload per FTE	226	226	226	226
Total Caseload per Agent	422	423	424	424



## FUTURE ISSUES

- The high unemployment rate requires the department to place an increased emphasis on employment and job readiness assistance program referrals . This assistance is instrumental in aiding participants in their search to secure employment and fulfill their obligations to support their children.
- The implementation of new imaging software in FY 2014 will increase productivity and decrease expenditures in future years.
- State policy will change requiring local offices to file downward modifications for non-custodial parents in order to secure “right sized orders”. This policy change will require additional case management time and may increase the filing fees budgeted.

## COORDINATED SERVICES

Michael Halford, Budget Director

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

**Links to County Goals and Strategic Priorities:**

**COUNTY GOAL:** Ensure Community Health & Safety

**PRIORITY:** Effective Crime Prevention, Courts, & Detention Services



**Links to County Goals and Strategic Priorities:**

**COUNTY GOAL:** Further Community Achievement

**PRIORITIES:** Youth Development, Resident Self-Sufficiency



### BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Administration	35,897	41,175	43,424	47,153	14.5%	47,519
Family & Children	23,555	0	0	0	0.0%	0
General Services	336,857	339,071	410,071	380,049	12.1%	380,049
JCPC Services	1,051,722	1,009,522	1,164,545	1,066,313	5.6%	1,066,313
<b>Coordinated Services</b>	<b>1,448,031</b>	<b>1,389,768</b>	<b>1,618,040</b>	<b>1,493,515</b>	<b>7.5%</b>	<b>1,493,881</b>
<b>EXPENSE</b>						
Personnel Services	7,019	15,141	15,141	15,319	1.2%	15,685
Supplies & Materials	220	200	199	0	(100.0%)	0
Other Services & Charges	1,440,793	1,374,427	1,602,700	1,478,196	7.5%	1,478,196
<b>Total Expense</b>	<b>1,448,031</b>	<b>1,389,768</b>	<b>1,618,040</b>	<b>1,493,515</b>	<b>7.5%</b>	<b>1,493,881</b>
<b>REVENUE</b>						
Intergovernmental	999,377	927,983	987,773	1,153,274	24.3%	984,773
<b>Total Revenue</b>	<b>999,377</b>	<b>927,983</b>	<b>987,773</b>	<b>1,153,274</b>	<b>24.3%</b>	<b>984,773</b>
<b>County Funds</b>	<b>448,654</b>	<b>461,785</b>	<b>630,267</b>	<b>340,241</b>	<b>(26.3%)</b>	<b>509,108</b>
<b>Positions</b>	<b>0.00</b>	<b>0.10</b>	<b>0.10</b>	<b>0.10</b>	<b>0.0%</b>	<b>0.10</b>

### DEPARTMENTAL PURPOSE & GOALS

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

Services are provided by community partners and fall into 2 categories: CBOs (Community Based Organizations) and JCPC (Juvenile Crime Prevention Council) Agencies.

### **FY 2014 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2014 Adopted Budget has increased by \$103,747 or 7.5%, but reflects a net decrease in County Funds of (\$121,544) or -26.3%. Funding for Community Based Organizations (General Services) has increased by \$40,978 or 12.1%, which is mainly due to absorbing a service that was previously reflected in the Mental Health budget which is discussed more below.
- The net decrease in the FY 14 Coordinated Services budget is due to additional revenue. Revenues have increased \$225,291 or 24.3%. Restricted ABC Bottle Tax Revenue, which was previously reflected in the Mental Health budget, has now been incorporated in the FY 14 Coordinated Services budget. The corresponding expenditure amount has also been budgeted, which by General Statute must be used for treatment of alcoholism or substance abuse, or for research or education on alcohol or substance abuse. Alcohol & Drug Services of Guilford County (ADS) will continue to be the recipient of these funds for the aforementioned purpose.
- Personnel expenses increased slightly by \$178 (1.2%) from the prior year's budget. Budget Staff's salary and time between this department and the Budget department is reflected in the split FTE count, and is also necessary to qualify for the \$3,000 NC DJJDP State reimbursement of staff and administration costs devoted to facilitating JCPC activities. The \$3,000 reimbursement has remained the same since 2003.
- The budget also maintains funding for the E-Civis grant locator software utilized by non-profits to locate alternative forms of grant funds.

### **FY 2013 SIGNIFICANT ACCOMPLISHMENTS**

- Facilitated 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.
- Launched the electronic application process for grant applications in an effort to "go-green" and ensure accurate and timely receipt of applications.
- 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.

## Juvenile Crime Prevention Council

Staff from the Budget Management and Evaluation Department serve as support to the Guilford County 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 of youth, as well as the provision of community-based youth delinquency and substance abuse prevention strategies and programs. Resource coordination and collaboration with both the Board of Commissioners and community-at-large is a significant function.

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

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

<b>Juvenile Demographics</b>	<b>2010-11</b>	<b>%/Intake</b>	<b>2011-2012</b>	<b>%/Intake</b>
Juvenile Population ages 6-17	<b>74,130</b>		<b>78,344</b>	
Juveniles seen in Intake	<b>1075</b>		<b>1021</b>	
Juveniles Put on Diversion Plans or Contracts	<b>146</b>	<b>13.6%</b>	<b>149</b>	<b>14.6%</b>
Juveniles Approved for Court	<b>737</b>	<b>68.6%</b>	<b>708</b>	<b>69.3%</b>
Juveniles Adjudicated	<b>442</b>	<b>41.1%</b>	<b>476</b>	<b>46.6%</b>
Juveniles Put on Protective Supervision	<b>56</b>	<b>5.2%</b>	<b>31</b>	<b>3.0%</b>
Juveniles Put on Probation	<b>326</b>	<b>30.3%</b>	<b>339</b>	<b>33.2%</b>
Number of Detention Admissions	<b>730</b>	<b>67.9%</b>	<b>520</b>	<b>50.9%</b>
Number of Juveniles Committed to YDC (Youth Detention Center)	<b>15</b>	<b>1.4%</b>	<b>30</b>	<b>2.9%</b>
Number of Juveniles put on PRS (Post Release Supervision)	<b>47</b>	<b>4.4%</b>	<b>19</b>	<b>1.9%</b>
<i>*One juvenile may experience multiple outcomes which may reflect duplication in reported numbers</i>				

<b>Offense Committed by Juveniles Who Were Adjudicated</b>	<b>2010-11</b>	<b>%/tot. offense</b>	<b>2011-2012</b>	<b>%/tot. offense</b>
Alcohol offense	<b>3</b>	<b>0.5%</b>	<b>7</b>	<b>1.1%</b>
Drug offense	<b>55</b>	<b>8.9%</b>	<b>37</b>	<b>5.9%</b>
Property crime	<b>152</b>	<b>24.6%</b>	<b>167</b>	<b>26.4%</b>
Person crime	<b>171</b>	<b>27.6%</b>	<b>206</b>	<b>32.6%</b>
Sex crime	<b>26</b>	<b>4.2%</b>	<b>30</b>	<b>4.7%</b>
Weapons offense	<b>34</b>	<b>5.5%</b>	<b>31</b>	<b>4.9%</b>
Other offense	<b>178</b>	<b>28.8%</b>	<b>154</b>	<b>24.4%</b>
<b>Total Offenses</b>	<b>619</b>	<b>100.0%</b>	<b>632</b>	<b>100.0%</b>

*\*Information displayed is most recent data available- complete 2012-13 data not available.*



The Juvenile Crime Prevention Council has evaluated proposals for the FY 2014 County Funding Plan for JCPC Programs. Below is a list of agencies that have been approved for JCPC Funding.

**JCPC Program Funding for FY 2013-14**

<b>Agency/ Program</b>	<b>FY 14 Adopted Total</b>	<b>FY 14 JCPC Funds</b>	<b>FY 14 County Match</b>	<b>FY 14 Other Local Match</b>
<b>Teen Court</b> <i>Provides real trials for first-time juvenile offenders. The program serves court-appointed 9-15 year olds and 16-17 year olds referred by school resource officers for offenses committed at school. Program also provides opportunities for juveniles trained to serve as jurors and attorneys, with adults serving as monitors, mentors, and judges. (One Step Further)</i>	\$ 149,760	\$ 92,394	\$ 10,700	\$ 46,666
<b>Community Service/Restitution</b> <i>Provides opportunities for youth ages 7-16 to work at human service and non-profit agencies to satisfy court-ordered, non-paid community service or victim restitution sanctions. Juveniles may earn a maximum of \$350 @ \$7.25/ hour, which the agency pays directly to victims. (One Step Further)</i>	\$ 138,607	\$ 94,715	\$ 10,187	\$ 33,705
<b>Counseling &amp; Psychological Testing</b> <i>The Counseling Program provides outpatient counseling for juvenile offenders. The Psychological Testing service provides assessments to court referred youth and other youth involved with the juvenile justice system. (Youth Focus)</i>	\$ 1,325,752	\$ 448,618	\$ 63,652	\$ 813,482
<b>Family Preservation</b> <i>Program provides intensive in-home family counseling, parent education, individual counseling, etc. to prevent future trouble with the law and prevent children from being placed outside of the home. (Youth Focus)</i>	\$ 753,065	\$ 61,284	\$ -	\$ 691,781
<b>Mell Burton Structured Day Program</b> <i>Day treatment services for juvenile offenders where both educational services and mental health services are provided Monday-Friday during regular school hours. (Youth Focus)</i>	\$ 1,853,460	\$ 141,045	\$ -	\$ 1,712,415
<b>Act Together Crisis Care</b> <i>Temporary shelter provided up to 2 weeks for up to 50 court referred youth per year as alternative to detention. (Youth Focus)</i>	\$ 443,884	\$ 60,000	\$ -	\$ 383,884
<b>Barium Springs Counseling(STOP)</b> <i>The STOP Counseling Program provides outpatient counseling for 30 juvenile offenders who have been adjudicated(or non-adjudicated) for a sexual offense. (Barium Springs)</i>	\$ 353,327	\$ 49,718	\$ -	\$ 303,609
<b>Win-Win Resolutions, Inc.</b> <i>The BOTSQ(Brothers Organized to Serve Others) is a life skills and vocational education program based on group mentoring and tutoring that serves 25 males per year on a weekly basis, focusing monthly on specific character trait themes.(Win-Win)</i>	\$ 41,290	\$ 25,000	\$ -	\$ 16,290
<b>JCPC Certification/Administration</b> <i>Provides funding for County staff support and training opportunities for the Council</i>	\$ 15,000	\$ 15,000	\$ -	\$ -
<b>Unallocated</b> <i>Unallocated funds that can be utilized for allocation to current JCPC approved programs or other direct service program opportunities. A determination for placement of these funds can be decided upon during the fiscal year.</i>	\$ -	\$ -	\$ -	\$ -
<b>Total Program Dollars</b>	<b>\$ 5,074,145</b>	<b>\$ 987,774</b>	<b>\$ 84,539</b>	<b>\$ 4,001,832</b>

**FY 2013 - 2014**  
**Human Services Community Based Organizations**  
 Adopted Budget Amounts

*History presented only for those agencies receiving funding since the FY 2011 adopted budget.*

	<b>FY11 Funding</b>	<b>FY12 Funding</b>	<b>FY 13 Funding</b>	<b>FY14 Request</b>	<b>FY14 Adopted</b>
<b>Human Services CBOs</b>					
Barnabas Network	\$ -	\$ -	\$ -	\$ 25,000	\$ -
BJ Academy	\$ -	\$ 25,000	\$ -	\$ -	\$ -
Black Child Development	\$ 18,000	\$ 18,000	\$ 25,000	\$ 25,000	\$ 16,700
Interactive Resource Center	\$ 275,000	\$ -	\$ 25,000	\$ 25,000	\$ 25,000
Joseph's House	\$ 50,000	\$ -	\$ -	\$ -	\$ -
Junior Achievement	\$ -	\$ 15,000	\$ 15,000	\$ 15,000	\$ 10,000
Kids Voting	\$ -	\$ -	\$ -	\$ 25,000	\$ -
Nia Community Action Center	\$ 16,667	\$ 11,111	\$ -	\$ 25,000	\$ 16,700
One Step Further - Mediation	\$ 37,113	\$ 37,113	\$ 37,113	\$ 37,113	\$ 24,743
One Step Further - Sentencing Alternatives	\$ 2,000	\$ 2,000	\$ -	\$ -	\$ -
Latino Family Center-El Pueblo	\$ -	\$ -	\$ -	\$ 5,000	\$ -
Latino Family Center-Hermanos & Hermanas	\$ -	\$ -	\$ -	\$ 10,000	\$ -
Life Span-CAREERS Program	\$ -	\$ -	\$ -	\$ 5,000	\$ -
Mental Health Association	\$ -	\$ -	\$ -	\$ 60,000	\$ -
Partners Ending Homelessness	\$ 30,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Reading Connections	\$ -	\$ -	\$ -	\$ 15,000	\$ -
Room at the Inn of the Carolinas	\$ -	\$ -	\$ 15,000	\$ -	\$ -
UNCG-Juvenile Infant Toddler Initiative	\$ -	\$ -	\$ -	\$ 77,422	\$ -
Unity Builders	\$ -	\$ 37,500	\$ 25,000	\$ 60,000	\$ -
West End Ministries	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	\$ -
Win-Win BOTOSO/LOTSO	\$ -	\$ 25,000	\$ 30,000	\$ 30,000	\$ 20,000
YMCA - Carl Chavis	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 16,700
YMCA -Hayes Taylor	\$ -	\$ -	\$ -	\$ 300,000	\$ -
Youth Focus- Act Together	\$ -	\$ -	\$ 70,000	\$ 70,000	\$ -
Youth Focus - Big Bro/Big Sis	\$ 26,693	\$ 26,693	\$ 25,000	\$ 18,990	\$ 16,700
Youth Focus - Transitional Housing	\$ 45,440	\$ 45,440	\$ 30,293	\$ 30,293	\$ 20,196
YWCA - Greensboro	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 16,700
YWCA - High Point	\$ -	\$ 25,000	\$ 16,665	\$ 50,000	\$ 11,110
<b>Earmarked CBO Funding</b>					
Restricted ABC Bottle Tax Revenue					\$ (165,500)
Alcohol & Drug Services of Guilford (ADS)					\$ 165,500
<b>TOTAL</b>	<b>\$ 575,913</b>	<b>\$ 362,857</b>	<b>\$ 409,071</b>	<b>\$ 978,818</b>	<b>\$ 214,549</b>

# The Sandhills Center

Local Office: 201 N. Eugene St. GSO, NC 27401 336-389-6210 PO Box 9 West End, NC 27376 800-256-2452

**Links to County Goals and Strategic Priorities:**

**COUNTY GOAL:** Further Community Achievement  
**PRIORITY:** Resident Self-Sufficiency



**Links to County Goals and Strategic Priorities:**

**COUNTY GOAL:** Ensure Community Health & Safety  
**PRIORITY:** Physical Health, Mental Health Risk Behaviors, Crime Prevention



## BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Local Management Entity	6,562,886	8,087,039	13,046,452	9,900,000	22.4%	9,900,000
Community Provider Services	17,578,715	27,694,247	15,829,794	0	(100.0%)	0
Internal Services	8,208,729	275,033	-3,149	0	(100.0%)	0
Safety Net Services	4,933,585	0	11,039,598	0	0.0%	0
<b>Mental Health</b>	<b>37,283,916</b>	<b>36,056,319</b>	<b>39,912,695</b>	<b>9,900,000</b>	<b>(72.5%)</b>	<b>9,900,000</b>
<b>EXPENSE</b>						
Personnel Services	12,657,039	7,308,786	7,308,786	0	(100.0%)	0
Supplies & Materials	98,947	43,415	43,959	0	(100.0%)	0
Other Services & Charges	24,074,404	28,319,618	32,382,604	9,900,000	(65.0%)	9,900,000
Human Services Assistance	453,525	384,500	177,346	0	(100.0%)	0
<b>Total Expense</b>	<b>37,283,916</b>	<b>36,056,319</b>	<b>39,912,695</b>	<b>9,900,000</b>	<b>(72.5%)</b>	<b>9,900,000</b>
<b>REVENUE</b>						
Intergovernmental	19,739,578	19,604,853	21,525,666	0	(100.0%)	0
Charges for Services	4,263,299	6,418,300	6,418,300	0	(100.0%)	0
Appropriated Fund Balance	129,860	131,166	131,166	0	(100.0%)	0
Miscellaneous Revenues	2,981	2,000	2,000	0	(100.0%)	0
<b>Total Revenue</b>	<b>24,135,718</b>	<b>26,156,319</b>	<b>28,077,132</b>	<b>0</b>	<b>(100.0%)</b>	<b>0</b>
<b>County Funds</b>	<b>13,148,198</b>	<b>9,900,000</b>	<b>11,835,563</b>	<b>9,900,000</b>	<b>0.0%</b>	<b>9,900,000</b>
<b>Positions</b>	<b>192.00</b>	<b>97.00</b>	<b>97.00</b>	<b>0.00</b>	<b>(100.0%)</b>	<b>0.00</b>

## **DEPARTMENTAL PURPOSE & GOALS**

The mission of Sandhills Center Local Management Entity - Managed Care Organization is to develop, manage, and assure that persons in need have access to quality mental health, developmental disabilities and substance abuse services. The Sandhills Center acts as an agent of the North Carolina Department of Health & Human Services to provide residents of nine North Carolina counties (Guilford, Anson, Harnett, Hoke, Lee, Montgomery, Moore, Randolph, and Richmond) with access to Medicaid and State-supported services for mental health, intellectual/developmental disabilities or substance abuse. Sandhills Center appropriates specialized state funds to community based providers to provide a complex array of mental health, developmental disabilities, and substance abuse services. These partnerships and community-based initiatives involve connecting Sandhills Center and its providers to people, resources and ideas through culturally appropriate efforts.

## **FY 2014 ADOPTED BUDGET HIGHLIGHTS**

- The Guilford Center successfully merged with the Sandhills Center to comply with the state's 1915 (b)/(c) Medicaid Waiver that was announced in April of 2011. The merger was complete and effective January 1, 2013. The budget reflects the transfer of personnel expenses to contract expenses in the operating budget due to the dissolution of The Guilford Center and the County employees becoming contracted employees under Sandhills.
- The FY 2014 Adopted Budget maintains funding for Mental Health services at the FY 13 Adopted budget level.

## **FY 2013 SIGNIFICANT ACCOMPLISHMENTS**

- The addition of the 495,000 population of Guilford County brings the Sandhills population over the one million mark, and includes a 9 county service area.
- Guilford County has 6 Board of Directors positions on the Sandhills Center Board.
- Employees previously employed with The Guilford Center were offered employment with Sandhills, other positions in Guilford County, and retirement options.
- Public forums held in High Point and Greensboro to get feedback from citizens about community needs and issues. A Community Agency breakfast will also be held in Guilford County.
- Assisting with the process of service providers getting necessary credentials.

## **FUTURE ISSUES**

Sandhills Center is committed to retaining a strong local presence and 24-hour access to services. The County is expected to provide an in-kind contribution of office space for a minimum of five years.

## PUBLIC ASSISTANCE MANDATES

Robert Williams, Social Services Director 1203 Maple St., P.O. Box 3388, Greensboro, NC 27402 (336) 641-3007

### Links to County Goals and Strategic Priorities:

**COUNTY GOAL:** Ensure Community Health & Safety

**PRIORITY:** Physical & Environmental Health and Child, Aging, & Disabled Adult Care



### BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY 2015 Plan
<b>EXPENSE</b>						
Special Assistance to Adults	2,886,622	3,159,115	3,159,115	3,159,115	0.0%	3,159,115
Temp Asst Needy Families	27,565	20,000	25,500	20,000	0.0%	20,000
Medical Assistance	2,571,550	2,725,994	2,725,994	2,546,826	(6.6%)	2,546,826
<b>Public Assistance Mandates</b>	<b>5,485,737</b>	<b>5,905,109</b>	<b>5,910,609</b>	<b>5,725,941</b>	<b>(3.0%)</b>	<b>5,725,941</b>
<b>EXPENSE</b>						
Human Services Assistance	5,485,737	5,905,109	5,910,609	5,725,941	(3.0%)	5,725,941
<b>Total Expense</b>	<b>5,485,737</b>	<b>5,905,109</b>	<b>5,910,109</b>	<b>5,725,941</b>	<b>(3.0%)</b>	<b>5,725,941</b>
<b>REVENUE</b>						
Intergovernmental	2,571,120	2,745,994	2,745,994	2,546,826	(7.3%)	2,546,826
<b>Total Revenue</b>	<b>2,571,120</b>	<b>2,745,994</b>	<b>2,745,994</b>	<b>2,546,826</b>	<b>(7.3%)</b>	<b>2,546,826</b>
<b>County Funds</b>	<b>2,914,617</b>	<b>3,159,115</b>	<b>3,164,615</b>	<b>3,179,115</b>	<b>0.6%</b>	<b>3,179,115</b>

### 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 2014, which remains unchanged from FY 13 Adopted funding, and is based upon the most recent State estimate provided.
- **Emergency Temporary Assistance for Needy Families (TANF)** is intended to build upon and renew the principles of work and responsibility under the TANF program by assisting States in serving more families seeking employment opportunities and other forms of assistance during the economic downturn. This service is estimated to cost

\$20,000 in FY 2014, remaining unchanged from the FY 13 adopted budget. The State reimbursed Counties 80%, but this reimbursement ended in September of 2010, leaving Counties to cover most of this expense.

- 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 approximately \$2.5 million in FY 14, a decrease of 6.6%. Medicaid reimbursement of 100% is provided to the county for this expense.

# PUBLIC HEALTH

Merle Green, Director

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

*Links to County Goals and Strategic Priorities*

**COUNTY GOAL:** *Ensure Community Health & Safety*

**PRIORITY:** *Physical & Environmental Health*



## BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Administration	2,740,215	2,464,050	3,398,982	1,447,115	(41.3%)	1,773,146
Community Health	9,706,549	9,446,620	9,519,873	9,973,124	5.6%	10,085,715
Clinical Health	9,468,331	11,636,556	11,771,966	10,368,994	(10.9%)	10,711,772
Environmental Health	3,518,749	3,649,718	3,551,622	3,435,643	(5.9%)	3,555,356
Allied Health	5,015,534	5,837,536	5,683,541	5,506,941	(5.7%)	5,708,065
Preparedness	291,931	311,844	306,463	280,631	(10.0%)	289,284
<b>Public Health</b>	<b>30,741,310</b>	<b>33,346,324</b>	<b>34,232,447</b>	<b>31,012,448</b>	<b>(7.0%)</b>	<b>32,123,338</b>
<b>EXPENSE</b>						
Personnel Services	25,753,633	25,881,293	25,959,625	26,081,914	0.8%	26,897,125
Supplies & Materials	1,762,012	2,143,632	2,164,712	1,924,254	(10.2%)	2,184,101
Other Services & Charges	3,193,752	5,109,098	5,662,350	2,944,079	(42.4%)	2,975,772
Human Services	119,069	197,461	127,661	129,361	(34.5%)	128,500
Assistance						
Capital	0	87,000	390,259	5,000	(94.3%)	10,000
Other	-87,156	-72,160	-72,160	-72,160	0.0%	-72,160
<b>Total Expense</b>	<b>30,741,310</b>	<b>33,346,324</b>	<b>34,232,447</b>	<b>31,012,448</b>	<b>(7.0%)</b>	<b>32,123,338</b>
<b>REVENUE</b>						
Licenses and Permits	681,494	658,675	658,675	661,030	0.4%	661,030
Intergovernmental	7,299,842	7,538,862	7,207,754	7,136,476	(5.3%)	7,123,423
Charges for Services	11,126,050	7,382,582	7,444,455	8,052,900	9.1%	8,268,352
Appropriated Fund	2,450,855	454,405	454,654	1,704,485	275.1%	1,653,454
Balance						
Miscellaneous Revenues	801,435	713,629	846,492	753,487	5.6%	652,661
<b>Total Revenue</b>	<b>22,359,676</b>	<b>16,748,153</b>	<b>16,612,030</b>	<b>18,308,378</b>	<b>9.3%</b>	<b>18,358,920</b>
<b>County Funds</b>	<b>8,381,634</b>	<b>16,598,171</b>	<b>17,620,417</b>	<b>12,704,070</b>	<b>(23.5%)</b>	<b>13,764,418</b>
<b>Positions</b>	<b>419.25</b>	<b>396.25</b>	<b>396.25</b>	<b>390.75</b>	<b>(1.4%)</b>	<b>390.75</b>

## 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, pharmacy, maternal health, WIC, disease outbreak investigations and treatment, and child services (such as immunizations and Dentistry).

According to NCGS 130-A, public health agencies are mandated to provide inspection and regulation of:

- individual, on-site water supply;
- sanitary sewage collection, treatment, and disposal;
- food, lodging, and institutional sanitation;
- public swimming pools and spa sanitation;
- communicable disease control; and,
- vital records registration.

A second category of mandated services may either be directly provided via the local public health agency, provided by another agency under a contract with the Health Department, or by community agencies if the Health Department is able to assure the state that sufficient services exist in the community. These services include:

- grade “A” milk certification,
- public health laboratory services,
- child health services,
- maternal health,
- family planning,
- dental health,
- home health, and
- adult health.

The Department focuses on mandated and essential services such as communicable disease control (TB, HIV, influenza, etc.), family planning, refugee screening, dentistry, vital records management, and wellness education. Environmental Health oversees chemical spill investigations, conducts on-site water and sewage inspections, food and lodging inspections, lead poisoning investigations, and mosquito control. The department also works to mobilize the community in the event of wide-spread health-related emergencies (pandemics, natural disasters, etc.) affecting the community as a whole.



## FY 2014 ADOPTED BUDGET HIGHLIGHTS

- The FY 2014 decreases county funding for Public Health by (\$3,894,101) or -23.5%, with the major changes are highlighted below:

### Personnel

- Majority of the total personnel increase of \$200,621 is the result of reinstating the pay for performance allocation for department employees (0% - 1% based on employee performance review). In addition the budget reflects personnel adjustments based on: 1) Human Resources external market salary survey that occurred after the FY 2013 budget was adopted and 2) An on-going internal equity study conducted throughout the county to ensure fair and equitable pay amongst county employees. Also for FY 2014 the county will replace the current 401K plan which contributes a flat 5% for non-sworn law enforcement personnel to a match of up to 5% of employee contributions.
- For FY 2014 the positions below are being proposed for elimination within the following service areas totaling (\$383,328).

Service Area	Job Classification	FTEs	Total FY 2014 Personnel Cost
Human Resources - Fiscal - Technology	Accounting Technician II	(0.50)	\$ (22,314)
Adult Administration	Community Health Educator II	(1.00)	\$ (76,354)
Hazardous Response	Senior Environmental Health Specialist	(1.00)	\$ (86,670)
Family Planning Clinic	Physician Extender Specialist	(1.00)	\$ (101,628)
Community Services Coordination	Nurse Specialist II	(1.00)	\$ (68,962)
Community Services Coordination	Nurse Aide	(1.00)	\$ (35,084)
<b>Sub-Total</b>		<b>(5.50)</b>	<b>\$ (391,012)</b>
<b>Grant Funded Positions Eliminated for FY 2014</b>			
Lead - Federal	Environmental Health Program Specialist	(1.00)	\$ (54,959)
Medication Assistance Program 1	Pharmacy Specialist	(2.00)	\$ (89,282)
<b>Sub-Total</b>		<b>(3.00)</b>	<b>\$ (144,241)</b>
<b>Expansion Positions Added for FY 2014</b>			
School Nursing	Nurse Specialist I	3.00	\$ 151,925
<b>Sub-Total</b>		<b>3.00</b>	<b>\$ 151,925</b>
<b>Grand Total</b>		<b>(5.50)</b>	<b>\$ (383,328)</b>

**Operating**

- For FY 2014 the local contract with Triad Adult and Pediatric Medicine (TAPM) totaling (\$1,480,000) has been removed from the Public Health budget. The agreement setup in 2011 was to provide pediatric health services paid for as a line of credit from the county. The agreement was terminated by the agency as of October 31, 2012.
- Special Facilities and Maintenance / Repair funds totaling (\$591,000) have also been removed for FY 2014. During FY 2013 funds were included for various maintenance projects such as replacing the roof at the High Point facility and paving the parking lot at East Wendover. These projects have been completed and the funds have been removed from the Public Health budget for FY 2014.
- County funds totaling \$84,412 for various technology initiatives are included in the proposed budget as follows:

Project	FY 2014 Adopted	FY 2015 Plan
EH WQ Trimble Replacement	\$ 25,000	\$ 25,000
EMR Licenses, network, equipment	\$ 59,412	\$ 125,914
<b>Total</b>	<b>\$ 84,412</b>	<b>\$ 150,914</b>

- For FY 2014 Public Health’s Supplies & Materials, Assistance and Capital funds have been reduced by (\$369,513) to align the budget with prior year spending trends.

**Revenue**

- There are three significant changes in Public Health revenues:
  - 1) Charges for Service totaling \$670,318
    - a) Medicaid patient fees collected are expected to increase / decrease in the following services areas:
      - i. Community Services Coordination = \$208,340
      - Maternity Clinic = \$465,818
      - Refugee Clinic = (\$154,995)
      - Family Planning Clinic = \$96,096
      - Dental – Children = \$110,750
      - Community Alternatives Program = (\$40,286)
  - 2) Appropriated Fund Balance equal to \$1,425,951

b) Medicaid reimbursement dollars available for appropriation from a prior year and is restricted to the service area within Public Health in which it was earned. For FY 2014 it is expected Public Health will use additional prior year fund balance to purchase items such as medical equipment, supplies and provide for training.

3) FY 2014 Federal Grants are expected to be decrease by (\$403,185) within the following service areas:

c) Community Transformation Grant = (\$276,476)  
Family Planning Clinic = (\$131,438)

### **FY 2013 SIGNIFICANT ACCOMPLISHMENTS**

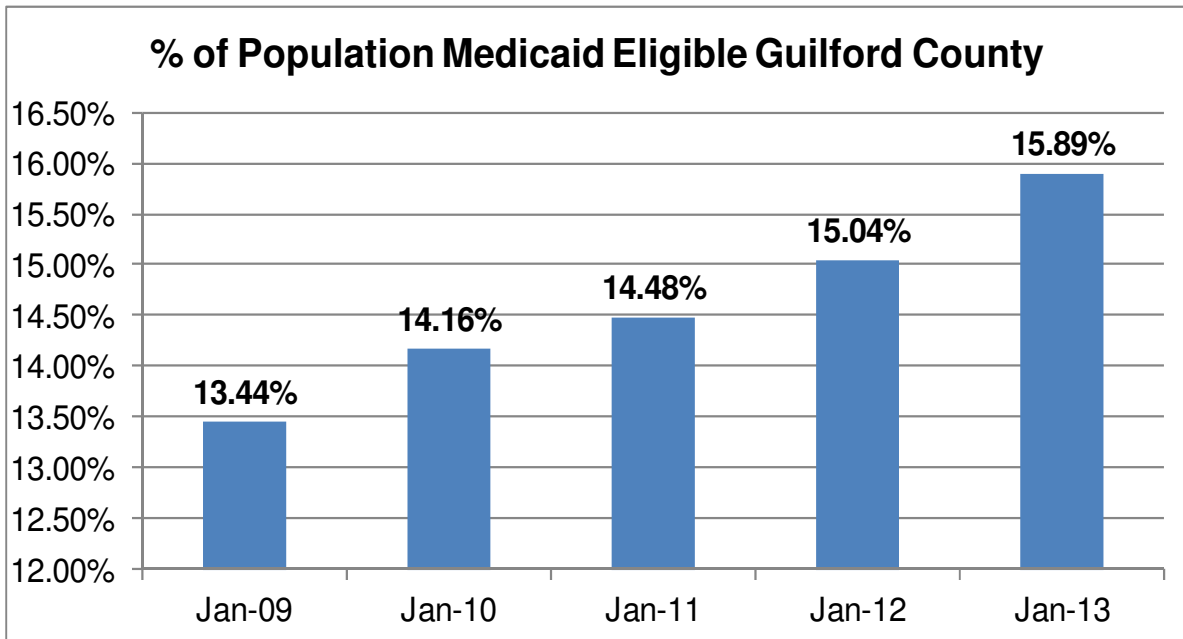
- Implemented electronic medical health record system qualifying for the first phase of the Medicare Financial Incentive Program.
- Participated in a 2 year program with the DentaQuest Institute to evaluate and implement ways to increase capacity and productivity at the Dental clinics and to improve the oral health status of our patients. As a result, the clinics were recognized as being a Safety Net Solutions Center of Excellence.
- The Medication Assistance Program (MAP) continues to assist individuals in Guilford County who are uninsured or underinsured obtain medications for chronic conditions resulting in a savings of over \$2.3 million in prescription costs.
- School Health nurses case managed (51%) of students with chronic illnesses (Diabetes, Asthma and Sickle Cell) N=51; of those there was a 77% decrease in reported symptoms, emergency room visits and hospitalizations. The average cost of a 3 day hosp. stay is \$6,600, for an ER visit \$400 (Aetna Health) **Total estimated savings of \$238,986 for hospital stay; \$14,400 in ER savings.**
- The CAP and CHRP senior programs in collaboration with our Pharmacy program have began to provide medication reconciliation with some of our seniors. Medication Reconciliation helps to avoid medication errors, increase patient safety and improve patient outcomes.
- The Department received a two year grant from the Robert Wood Johnson Foundation which will fund collaboration with Cabarrus Health Alliance to develop a shared program that can increase dental services in both counties.
- Completion of renovation of the East Wendover Site. Public Health now has a state of art clinical site to provide services for Guilford County residents in Greensboro.
- Technological upgrades and Meaningful Use initiatives have been made to increase efficiency and meet Federal guidelines in providing safe patient care through use of electronic medical records and health information exchange. The purchase and

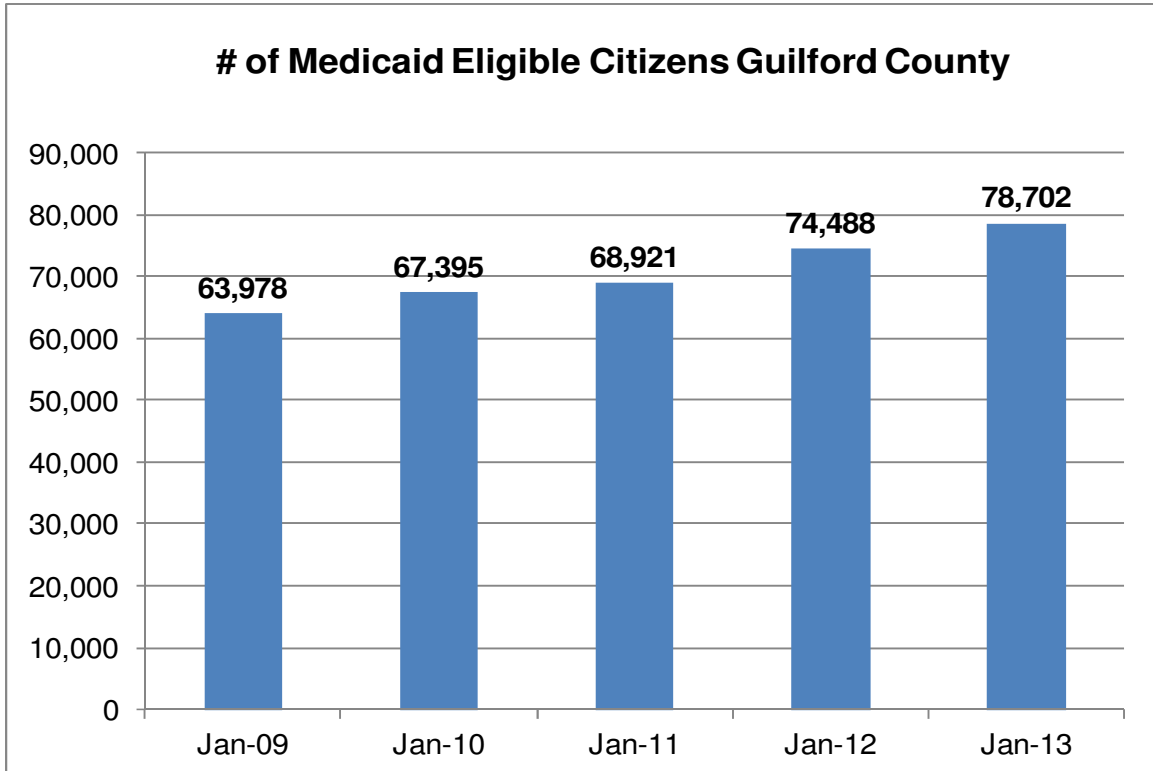
implementation of the Practice Plus Patient Management and Billing system has been a major initiative for 2012-2013.

- Environmental Health asthma home visit program assisted refugee family with resources. Our home visitation program for “children diagnosed with asthma” helped a refugee family create a healthier home environment. We provided supplies to minimize asthma triggers, educational materials on asthma in Vietnamese, and helped the family connect with other community resources to improve their living situation.
- The Water Quality Unit provided education to 165 well drillers. A certified well driller must receive 6 hours of continuing education each year.

### COMMUNITY MEDICAID POPULATION

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





## KEY PERFORMANCE MEASURES

Measures	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Estimate	Projected	Projected
<b>Public Health</b>				
<b>Adult Health</b>				
Average Waiting List for CAP - Case Mgt-Elderly	269	350	370	400
Average Waiting List for CHRP - Community Health Response Program	50	60	70	75
Estimated Total Savings per Client in CAP Program (Home Setting vs. Nursing Home)	\$ 54,020	\$ 54,020	\$ 64,000	\$ 70,000
Estimated Total Savings per Client in CHRP Program (Home Setting vs. Nursing Home)	\$ 54,020	\$ 54,020	\$ 64,000	\$ 70,000
<b>Maternal / Child</b>				
Women, Infant and Children (WIC) % of "Base Caseload" within County (State Mandated 97%)	101.00%	100.00%	100.00%	100.00%
Number of Dental Treatment Plans completed	N/A	1,900	1,900	1,900
% of Children 24 mo. of age or below receiving required Childhood Immunizations (State goal is 88%)	89%	88%	90%	90%
<b>Communicable Disease</b>				
% of Positive Chlamydia / Gonorrhea Cases Identified in Health Department Express STD Clinic that were treated	100.00%	95.00%	100.00%	100.00%
% Follow-Up on All Reportable Communicable Disease cases to the State of North Carolina (100% Mandated)	100.00%	100.00%	100.00%	100.00%
% of Reportable Communicable Disease Cases to the State of North Carolina whereby "Control Measures" have been Implemented (Mandated 100%)	100.00%	100.00%	100.00%	100.00%
% of "Refugees" Health Assessments Completed within the State Mandated 90 Days Timeframe	95.00%	94.00%	100.00%	100.00%
<b>Environmental Health</b>				
Underground Storage Tank Facilities Found in Compliance as a % of Total Inspections	60%	61%	61%	61%
% of Target Population (Ages 1-2) with blood lead level screenings	72%	73%	74%	74%
% Compliance with State Mandated Food and Lodging Inspections	80%	92%	92%	92%
<b>Support Services</b>				
Lab Test Error rate as a % of Total Tests Performed	0.14%	0.15%	0.15%	0.15%
<b>Health Education</b>				
Number of Girls served with teen pregnancy classes	1,192	1,000	850	850
Number of citizens reached through outreach education with health messages promoting healthy behavioral changes	12,365	8,720	8,720	8720
Number of media contacts to promote public health goals	7,701	7,900	7,900	7900
Number of citizens informed of their health status by HIV and syphilis testing through community outreach testing efforts	5,628	4,450	4,450	4450
<b>Vital Records</b>				
Death Registration filing times (to be filed within 5 days)	7.7days	6.6 days	6.6 days	6.6 days
Birth registration filing times (to be filed within 5 days)	5.5 days	4.8 days	4.8 days	4.8 days

## FUTURE ISSUES

- Technology requires a steady flow of dollars to just maintain the status quo of replacing and updating obsolete hardware and software. Technology is rapidly evolving and challenges companies to remain current.
- As our workforce ages and leaves the workforce, we are faced with the challenge of attracting and being able to retain new young professionals.
- Staffing Capacity: The CAP program is a Medicaid reimbursement program that provides case management services to disabled adults and children enabling them to remain safely in their homes versus nursing home placement (NHP) at a huge cost savings (average CAP cost of \$2,800/month compared to average NHP \$8,500/month): The CAP waiting list has experienced a 276% increase within the past one year. State slot allocations and staffing capacity prevents us from reducing this waiting list. Our waiting list for children is steadily increasing as well and there is no limit on the number of disabled children we can serve, however due to staffing capacity we are unable to reduce this waiting list.
- Continue to confirm that primary care for adults and children are available at a reasonable cost to the residents of the county.
- Continue exploring the oral health needs and develop and implement strategies that decrease the number of residents of the county that do not have access to adequate dental care.

# SOCIAL SERVICES

Robert Williams, Director

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

**Links to County Goals and Strategic Priorities:**

**COUNTY GOAL:** Further Community Achievement

**PRIORITIES:** Resident Self-Sufficiency, Youth Development, Workforce Preparedness



**Links to County Goals and Strategic Priorities:**

**COUNTY GOAL:** Ensure Community Health & Safety

**PRIORITIES:** Physical Health, Child and Aging/Disabled Adult Care



## BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Administration	38,175,931	38,501,886	41,592,949	41,018,251	6.5%	39,820,822
Family Supportive Services	26,280,897	27,573,489	27,497,739	26,375,737	(4.3%)	27,535,989
Older Adults	2,006,318	1,666,631	1,650,706	1,666,631	0.0%	1,666,631
Community Alternatives	81,500	15,500	15,500	15,500	0.0%	15,500
County Financial Assistance	22,471	45,500	48,250	45,500	0.0%	45,500
Food & Shelter For Needy	0	31,823	31,823	31,823	0.0%	31,823
<b>Social Services</b>	<b>66,567,116</b>	<b>67,834,829</b>	<b>70,836,967</b>	<b>69,153,442</b>	<b>1.9%</b>	<b>69,116,265</b>
<b>EXPENSE</b>						
Personnel Services	31,548,803	32,623,315	33,841,310	33,000,826	1.2%	34,183,544
Supplies & Materials	314,531	400,209	307,797	312,700	(21.9%)	209,200
Other Services & Charges	4,587,006	4,114,908	4,071,457	4,205,531	2.2%	4,027,124
Human Services Assistance	29,302,434	30,696,397	32,616,403	31,634,385	3.1%	30,696,397
Capital	841,895	0	0	0	0.0%	0
Other	-27,553	0	0	0	0.0%	0
<b>Total Expense</b>	<b>66,567,116</b>	<b>67,834,829</b>	<b>70,836,967</b>	<b>69,153,442</b>	<b>1.9%</b>	<b>69,116,265</b>
<b>REVENUE</b>						
Intergovernmental	47,517,647	47,920,712	50,037,290	48,845,903	1.9%	48,844,064
Charges for Services	537,671	424,000	424,000	549,000	29.5%	549,000
Other Financing Sources	500	0	0	0	0.0%	0
Miscellaneous Revenues	507,529	620,000	620,000	620,000	0.0%	620,000
<b>Total Revenue</b>	<b>48,563,347</b>	<b>48,964,712</b>	<b>51,081,290</b>	<b>50,014,903</b>	<b>2.1%</b>	<b>50,013,064</b>
<b>County Funds</b>	<b>18,003,769</b>	<b>18,870,117</b>	<b>19,755,677</b>	<b>19,138,539</b>	<b>1.4%</b>	<b>19,103,201</b>
<b>Positions</b>	<b>571.00</b>	<b>544.00</b>	<b>544.00</b>	<b>535.50</b>	<b>(1.6%)</b>	<b>535.50</b>

## DEPARTMENTAL PURPOSE

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

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

## FY 2014 ADOPTED BUDGET HIGHLIGHTS

- The FY 2014 adopted budget for Social Services has increased by \$1,318,613 or 1.9%. Net county funds increased \$268,422 or 1.4% over the FY 2013 adopted budget.
- Personnel costs increased by \$377,511. The personnel increase is partly due to reinstating the pay for performance allocation for department employees (0% - 1% based on employee performance review). Also for FY 2014 the county will replace the current 401K plan which contributes a flat 5% for non-sworn law enforcement personnel to a match of up to 5% of employee contributions. In addition the budget reflects personnel adjustments based on a Human Resources salary equity study that occurred after the FY 2013 budget was adopted and impacted departmental employees, which is also a large part of the personnel increase for Social Services.



- Human Services Assistance expenditures have increased the most by \$937,988. The program that experienced the largest increase in funding was LIEAP (Low Income Energy Assistance Payments). The state estimate increased nearly 2.1 million in 2014. Counties reported more heating emergencies than cooling emergencies, and the State increased the allocation as result.
- The 2014 budget also includes the elimination of 8.5 positions from the areas of Administration and Economic Services totaling a net cost of \$186,515.

Service Area	Job Classification	FTEs	Total FY 2014 Personnel Cost
Administration	Accounting Technician II	(0.50)	\$ (22,314)
Administration	Office Specialist	(1.00)	\$ (36,801)
Administration	Office Specialist	(1.00)	\$ (36,801)
Administration	SSV Facilities Coordinator	(1.00)	\$ (70,703)
Economic Services Support Personnel	Staff Development Specialist I	(1.00)	\$ (54,123)
Economic Services Support Personnel	Lead Data Entry Specialist	(1.00)	\$ (36,801)
Economic Services Support Personnel	Data Entry Specialist	(1.00)	\$ (41,610)
Economic Services Support Personnel	Office Specialist	(1.00)	\$ (32,621)
Economic Services Support Personnel	Office Specialist	(1.00)	\$ (34,568)
<b>Sub-Total</b>		<b>(8.50)</b>	<b>\$ (366,342)</b>
Associated Revenue Chargeback			\$ 179,827
<b>Grand Total</b>		<b>(8.50)</b>	<b>\$ (186,515)</b>

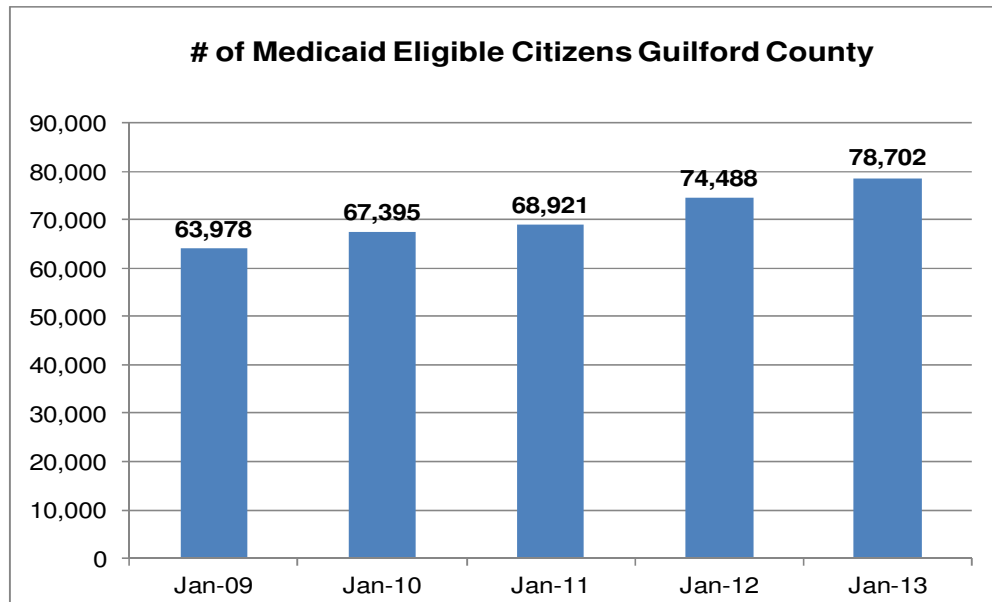
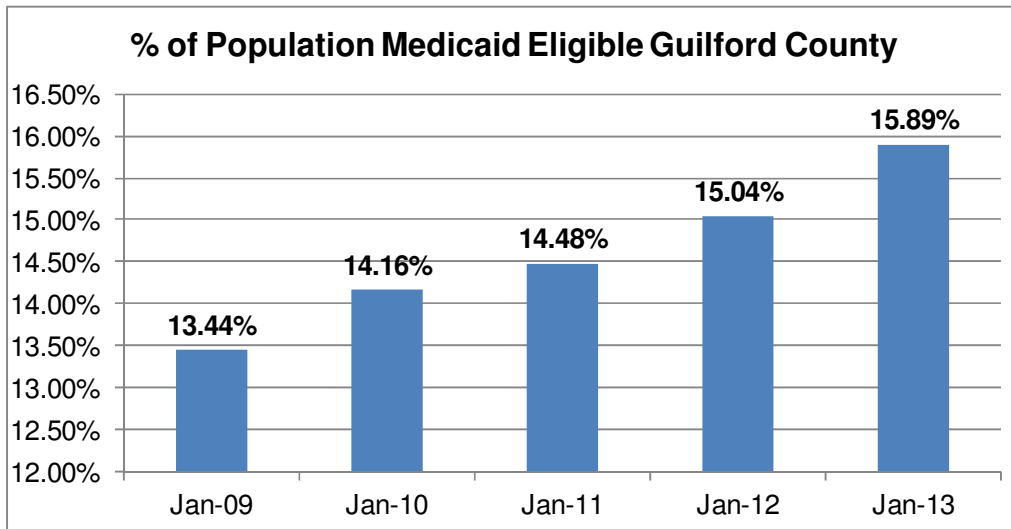
- Funding for a new Visitation, Parenting, & Reception Center to enhance foster care services has been included in the FY 14 adopted budget. This service will be funded 100% using Casey Family Grant funds and will require no county funds.
- Total revenues in the FY 14 proposed budget are up by \$1,050,189. The biggest change in revenue is due to Aging and Adult Services Social Workers will now be able to bill for at risk case management for the guardians due to LME changes.

## **FY 2013 SIGNIFICANT ACCOMPLISHMENTS**

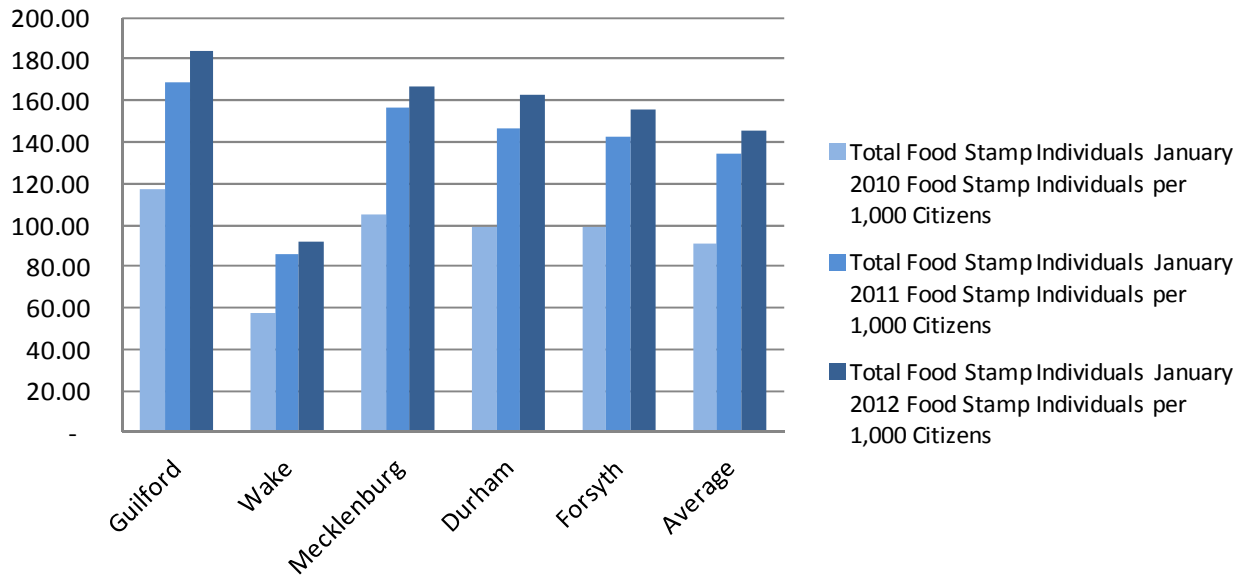
- 327 children in foster care as of March 31, 2013-- a reduction of 24 children from March 31, 2012.
- 98.25% of Family & Children Medicaid applications were processed timely in March 2013.
- In the Child Day Care Program 4,400 children were served in March 2013 with a spending coefficient of 95%
- In Adult Medicaid 97% of applications were processed timely.
- In FY2012, 55 children were adopted. 62 children have been adopted in FY2013 a 12.73% increase.
- In the Work First Employment Program achieved an "all parent" participation rate of 56.6% for February 2013 (most current available)
- In the Work First Family Assistance Program overdue applications were at 0% in March 2013. 1 overdue review out of 91 total reviews.
- In Food & Nutrition Services approx. 97% of the 2,167 new applications taken during March 2013 were processed timely.
- Overdue FNS referrals was at 1.88% as of March 31, 2013. Referrals are up 58%.
- In Adult Protective Services follow-up has been provided to 77% (143 out of 187) of APS reports that do not meet the statutory criteria.

## COMMUNITY NEEDS

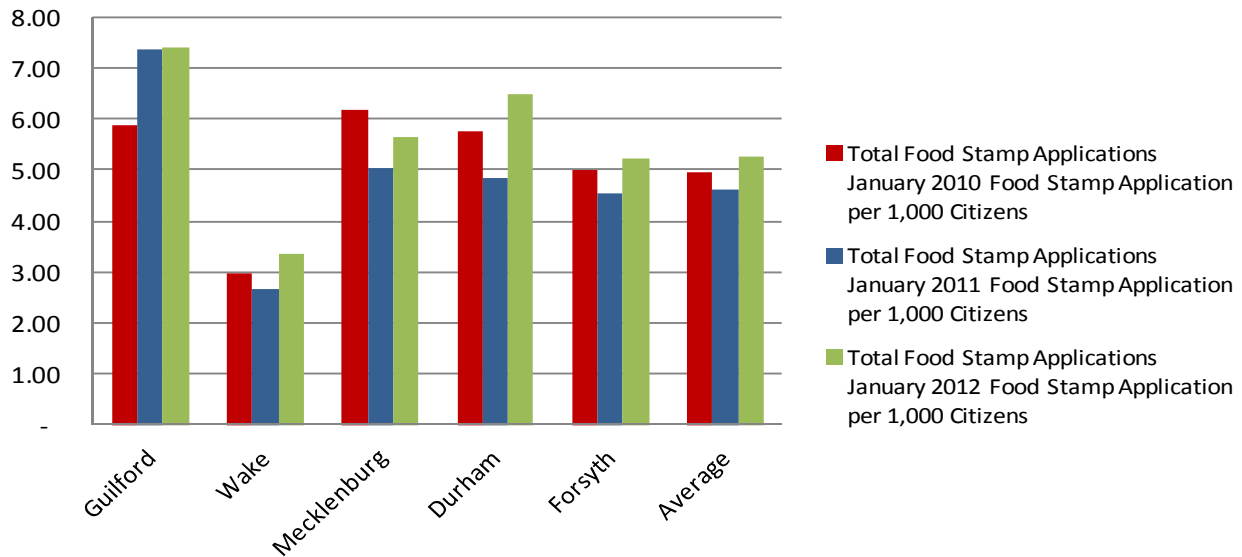
In addition to other requirements, the Department of Social Services is responsible for determining an individual's eligibility for the federal Medicaid and Food Stamps programs. Eligibility requirements are not set by Guilford County. An increase in the number of persons eligible for these services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



## Food Stamp Individuals per 1,000 Citizens



## Food Stamps Apps per 1,000 Citizens



## KEY PERFORMANCE MEASURES

Measures	State Standard/ Agency Standard	FY10-11 Actual	FY11-12 Estimate	FY12-13 Projected	FY13-14 Projected
<b>Social Services</b>					
<b>Administration</b>					
Technology initiatives in progress to improve agencywide efficiency	N/A	15	25%	40%	40%
<b>Adult &amp; Aging Services</b>					
Adult Foster Care Guardianship caseload per SW	25-30	50	53	58	63
Adult Homes caseload per SW	12	18	19	20	22
Adult Protective Service apps per SW	N/A	32	28	38	41
Adult Protective Service caseload per SW	12	16	16	16	16
Adult Medicaid apps per SW	40	36	40	40	40
Adult Medicaid reviews per SW	N/A	55	54	57	57
Enhanced Care Billable Hours (Goal: 75-100%)	75.00%	84.22%	80.97%	81.00%	86.00%
APS Screen Out Information and Referral Delivery (Goal: 50% or more)	50.00%	72.50%	76.67%	77.00%	77.00%
Special Assistance In-Home Billable Hours (Goal: 75 - 100%)	75.00%	76.31%	75.65%	75.00%	75.00%
<b>Children, Youth &amp; Families</b>					
Foster Care caseload per SW	15	19	17	17	15
Adoption caseload per SW	15	20	15	15	13
Abuse Assessment Cases per SW	10	20	20	18	18
In-Home Services Cases per SW	10	22	24	20	18
Number of Homes per Licensing Social Worker	15	15	15	15	15
Number of Homes per Placement Social Worker	32	25	25	23	21
Rate of repeat maltreatment	7%	2%	4%	3%	3%
<b>Economic Services</b>					
Average FNS apps per month	N/A	3,450	3,228	3228	3228
FNS apps per Caseworker	N/A	173	161	161	161
Recertification cases per Caseworker	N/A	345	344	344	344
F&C Medicaid apps per Caseworker	N/A	322	322	322	322
F&C Recertification cases per Caseworker	N/A	177	177	177	177
Work First - Employment Services	N/A	32	34	34	34
Work First -Review Workers	N/A	165	338	338	338
Program Integrity-Cases per Investigator	N/A	223	200	177	170

## FUTURE ISSUES

- Medicaid eligibility expansion in 2014 will mean an increase in the number of people eligible for Medicaid services, which in turn will increase caseloads.
- Continued investment in advanced technology for staff will enable the department to become more efficient, which results in less staff needed to handle caseloads.
- Explore the opportunity to have more out station centers for eligibility programs for easier client access

# TRANSPORTATION

Myra Thompson, Division Director

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

**Links to County Goals and Strategic Priorities:**

**COUNTY GOAL:** Further Community Achievement  
**PRIORITY:** Resident Self-Sufficiency



**Links to County Goals and Strategic Priorities:**

**COUNTY GOAL:** Ensure Community Health & Safety  
**PRIORITIES:** Physical Health



## BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Human Svcs Transportation	1,490,111	2,187,155	2,176,626	1,676,497	(23.3%)	1,686,693
Medicaid Transportation	-55,452	0	1	0	0.0%	0
<b>Transportation-Human Serv</b>	<b>1,434,660</b>	<b>2,187,155</b>	<b>2,176,627</b>	<b>1,676,497</b>	<b>(23.3%)</b>	<b>1,686,693</b>
<b>EXPENSE</b>						
Personnel Services	293,175	315,790	285,790	315,492	(0.1%)	326,247
Supplies & Materials	298	6,700	6,700	6,700	0.0%	6,700
Other Services & Charges	3,567,393	4,310,639	4,249,649	3,838,941	(10.9%)	3,839,072
Human Services Assistance	55	5,000	5,000	2,500	(50.0%)	2,500
Capital	128,172	274,500	354,962	59,610	(78.3%)	59,000
Other	-2,554,433	-2,725,474	-2,725,474	-2,546,746	(6.6%)	-2,546,826
<b>Total Expense</b>	<b>1,434,660</b>	<b>2,187,155</b>	<b>2,176,627</b>	<b>1,676,497</b>	<b>(23.3%)</b>	<b>1,686,693</b>
<b>REVENUE</b>						
Intergovernmental	1,141,972	1,448,228	1,467,104	1,129,238	(22.0%)	1,129,238
Charges for Services	49,533	55,853	55,853	60,000	7.4%	60,000
<b>Total Revenue</b>	<b>1,191,505</b>	<b>1,504,081</b>	<b>1,522,957</b>	<b>1,189,238</b>	<b>(20.9%)</b>	<b>1,189,238</b>
<b>County Funds</b>	<b>243,154</b>	<b>683,074</b>	<b>653,670</b>	<b>487,259</b>	<b>(28.7%)</b>	<b>497,455</b>
<b>Positions</b>	<b>5.00</b>	<b>5.50</b>	<b>5.50</b>	<b>22.88</b>	<b>0.0%</b>	<b>22.88</b>

## **DEPARTMENTAL PURPOSE**

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

## **FY 2014 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2014 adopted funding for transportation allows the department to continue roughly the same level of services as in FY 2013. Such trips include Medicaid, elderly and disabled, 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.
- Contracted trips have decreased by \$471,697. In the prior fiscal year, the County was transitioning from one transportation provider to another, and during that transition, some client trips were being provided by taxi cab rides, which caused an increase in trip cost.
- The County's contract with its current transportation provider, Piedmont Authority for Regional Transportation (PART), will expire at the end of FY 2013. The state is expected to begin assuming the management of Medicaid trips next fiscal year. The county is expected to bring the management of non-Medicaid trips in-house and use current staff, part-time employees, and county-owned vehicles. Final budget plans for this transition are currently being prepared and will be presented to the Board of Commissioners when complete.
- In addition to Medicaid trips, other types of transportation trips are reimbursable to the County due to federal and state grants. The County can choose to provide trips up to the allocated grant amount, or provide additional funding to meet service demand. See the chart below for the different type of non-Medicaid trips the County provides.
- Capital expenses decreased \$214,890 in FY 2014 due to less anticipated vehicle purchases in the upcoming fiscal year.
- The FY 14 budget also reflects the ending of the JARC Transportation Grant, which ends June 30, 2013. This will result in a decrease of \$72,563 in grant revenue.
- The personnel budget reinstates the pay for performance allocation for department employees (0% - 1% based on employee performance review). Also for FY 2014 the county will replace the current 401K plan which contributes a flat 5% for non-sworn law enforcement personnel to a match of up to 5% of employee contributions.

<b>Transportation Type</b>	<b>Acronym</b>	<b>Source of Funds</b>
Home Community Care Block Grant	HCCBG	Federal/ State
Job Access & Reverse Commute	JARC	Federal
Rural General Public	RGP	State
Elderly & Disabled Transportation Assistance	EDTAP	State
Employment Transportation Assistance	ETA	State
High Point Urban	HP Urban	State

## KEY PERFORMANCE MEASURES

<b>Measures</b>	<b>FY2012 Actual</b>	<b>FY2013 Estimate</b>	<b>FY 2014 Projected</b>	<b>FY 2015 Projected</b>
<b>Transportation</b>				
Trips	187,534	150,000	220,000	220,000
Bus Tickets	31,620	30,558	32,000	32,000
Gas Vouchers	31,863	32,000	32,000	32,000
Taxi Vouchers	40	4,500	40	40
Car Maintenance and Insurance	1	1	5	5
Cost per vehilce revenue hour	N/A	\$39.71	\$39.71	\$39.71



# VETERANS' SERVICES

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

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** *Further Community Achievement*

**PRIORITY:** *Resident Self-Sufficiency*



## BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Veteran Services	108,768	122,177	122,553	121,372	(0.7%)	125,414
<b>Veteran Services</b>	<b>108,768</b>	<b>122,177</b>	<b>122,553</b>	<b>121,372</b>	<b>(0.7%)</b>	<b>125,414</b>
<b>EXPENSE</b>						
Personnel Services	105,071	117,536	117,536	117,432	(0.1%)	121,444
Supplies & Materials	429	435	436	435	0.0%	435
Other Services & Charges	3,267	4,206	4,581	3,505	(16.7%)	3,535
<b>Total Expense</b>	<b>108,768</b>	<b>122,177</b>	<b>122,553</b>	<b>121,372</b>	<b>(0.7%)</b>	<b>125,414</b>
<b>REVENUE</b>						
Intergovernmental	1,452	1,452	1,452	1,452	0.0%	1,452
<b>Total Revenue</b>	<b>1,452</b>	<b>1,452</b>	<b>1,452</b>	<b>1,452</b>	<b>0.0%</b>	<b>1,452</b>
<b>County Funds</b>	<b>107,316</b>	<b>120,725</b>	<b>121,101</b>	<b>119,920</b>	<b>(0.7%)</b>	<b>123,962</b>
<b>Positions</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.0%</b>	<b>2.00</b>

## 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 2014 ADOPTED BUDGET HIGHLIGHTS

- The FY 2014 budget decreases county funding for the Veterans' Services office by (\$805) or -0.7%, with the major changes are highlighted below:

- The budget reinstates funding for the pay for performance allocation for department employees (0% - 1%) based on employee performance review. These funds have been excluded from the budget since FY 2009. Also for FY 2014 the county will replace the current 401K plan which contributes a flat 5% for non-sworn law enforcement personnel to a match of up to 5% of employee contributions.
- The FY 14 budget for the Veterans' Services office provides funding for the essentially the same level of service as in FY 13. While the level of staffing remains the same, slight cuts to align the budget to past actual expenses were made.

## FY 2013 SIGNIFICANT ACCOMPLISHMENTS

- The Veterans' Services office continues to assist Guilford County's veterans, totaling approximately 33,137.
- VA benefits paid to Guilford County's Veterans total approximately \$134,000,000 for compensation, pension, education and vocational rehabilitation, medical care, and dependent benefits. These are federal, tax-free dollars spent, primarily, in Guilford County.
- The Veteran's Services Department is seeing more young veterans from the Gulf War, Iraq and Afghanistan Wars.

## KEY PERFORMANCE MEASURES

Measures	FY11-12	FY12-13	FY13-14	FY14-15
	Actual	Estimate	Projected	Projected
<b>Veteran's Services</b>				
Number of veterans and their dependents survivors assisted	1,650	1,700	1,700	1,750
Amount of veterans helped obtain documentation supporting veterans, dependents, survivors claims	950	1,000	1,000	1,025
Number of veterans helped apply for DVA benefits for eligible veterans and their dependents/survivors	1,275	1,325	1,325	1,350
Prepared DVA forms for veterans & dependants	2,575	2,650	2,650	2,675

## 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 continues to increase, as many veterans will become eligible for benefits due to age; and newly discharged veterans returning from Iraq and Afghanistan with service-connected injuries.



# Public Safety

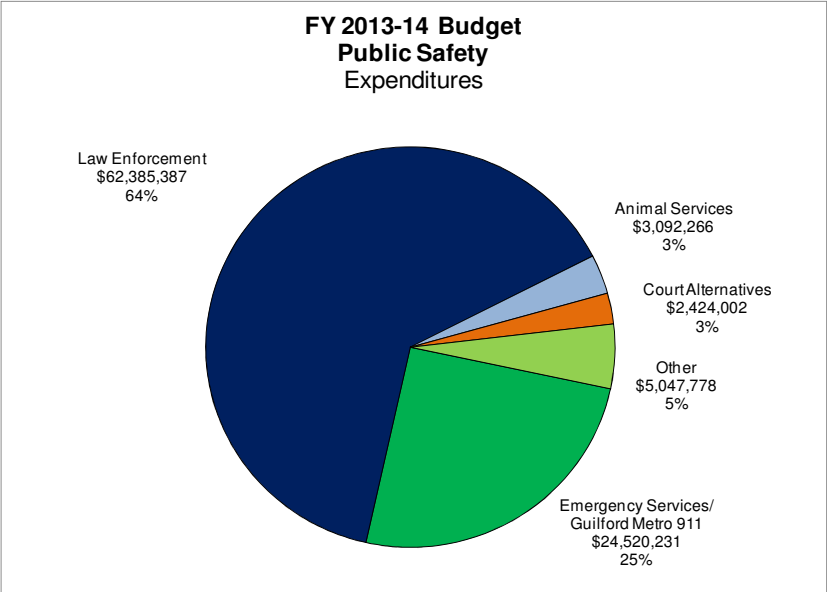
Public Safety activities are designed to protect the safety of Guilford County residents and visitors. Whether is it through the provision of emergency medical transportation in times of crisis, animal control services or the enforcement of criminal and civil laws and ordinances, all of Guilford County’s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

Public Safety expenditures include:

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

### Expenditures

Guilford County will spend \$97,469,664 for Public Safety in FY 2014, a decrease of approximately (\$1,323,535) or -1.3% under the FY 2013 Adopted Budget. Public Safety accounts for approximately 17% of the total expenditures for the County.



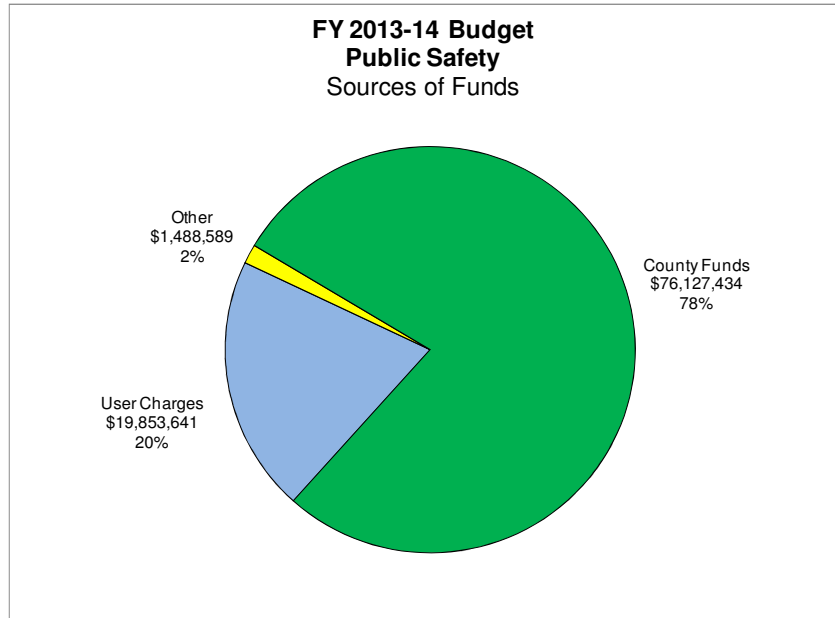
The FY 2014 Adopted Budget includes a decrease of (\$542,190) for Law Enforcement to align the operating budget with historical trends in spending. In addition the budget transfers six positions from Detention to the Patrol Division of Law Enforcement to address response time challenges for the most serious calls for service.

Emergency Services accounts for 25% of the Public Safety budget and has had increased demands due to the aging population within Guilford County. The aging “Baby Boomer” population is predicted to increase usage of EMS and increased calls to Guilford Metro 911. In addition for FY 2014 Emergency Services did get approved a permanent part-time position to assist with continuity of emergency operation planning for all county departments.

Court Alternatives reduced by two positions due to recently lower number of juveniles housed in the Detention Center.

## Revenues

Most (78%) 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 (20%) of the Public Safety revenues. The remaining funds will come from the federal and state government, fund balance, and other minor revenues. The Gun Permit revenue received by Law Enforcement is predicted to rise due to public demand for permits and possible law changes.



	FY12 Actual	FY13 Adopted	FY13 Amended	FY14 Adopted	vs. FY13 Adopted		FY15 Plan
					\$ chg	% chg	
<b>Department</b>							
Animal Services	\$2,958,446	\$3,160,729	\$3,235,588	\$3,092,266	(\$68,463)	-2.2%	\$3,136,113
Court Alternatives	\$2,583,939	\$2,573,617	\$2,386,804	\$2,424,002	(\$149,615)	-5.8%	\$2,877,031
Emergency Services	\$22,815,832	\$25,143,865	\$25,058,224	\$24,520,231	(\$623,634)	-2.5%	\$26,075,810
Inspections	\$2,033,626	\$2,108,545	\$2,010,345	\$2,064,675	(\$43,870)	-2.1%	\$2,159,204
Law Enforcement	\$58,088,584	\$62,927,577	\$66,509,491	\$62,385,387	(\$542,190)	-0.9%	\$64,322,701
Other Protection	\$1,214,742	\$1,412,268	\$1,424,390	\$1,456,596	\$44,328	3.1%	\$1,411,171
Security	\$1,510,939	\$1,466,598	\$1,480,975	\$1,526,507	\$59,909	4.1%	\$1,647,343
<b>Total Expenditures</b>	<b>\$91,206,108</b>	<b>\$98,793,199</b>	<b>\$102,105,817</b>	<b>\$97,469,664</b>	<b>(\$1,323,535)</b>	<b>-1.3%</b>	<b>\$101,629,373</b>
<b>Sources of Funds</b>							
Federal & State Funds	\$1,235,947	\$436,395	\$2,126,292	<b>\$483,705</b>	\$47,310	10.8%	\$435,092
User Charges	\$19,179,238	\$19,517,902	\$19,517,902	<b>\$19,853,641</b>	\$335,739	1.7%	\$20,531,816
Other	\$1,408,650	\$633,073	\$647,199	<b>\$763,346</b>	\$130,273	20.6%	\$683,148
Fund Balance	\$2,553,172	\$307,800	\$1,066,559	<b>\$241,538</b>	(\$66,262)	-21.5%	\$238,028
County Funds	\$66,829,101	\$77,898,029	\$78,747,865	<b>\$76,127,434</b>	(\$1,770,595)	-2.3%	\$79,741,289
<b>Sources of Funds</b>	<b>\$91,206,108</b>	<b>\$98,793,199</b>	<b>\$102,105,817</b>	<b>\$97,469,664</b>	<b>(\$1,323,535)</b>	<b>-1.3%</b>	<b>\$101,629,373</b>

## ANIMAL SERVICES

Scott Greene, Interim 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

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** *Ensure Community Health & Safety*  
**PRIORITY:** *Physical & Environmental Health*



### BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Animal Shelter	1,828,451	1,918,305	1,969,381	1,915,388	(0.2%)	1,905,143
Animal Control	1,129,995	1,242,424	1,266,207	1,176,878	(5.3%)	1,230,970
<b>Animal Services</b>	<b>2,958,446</b>	<b>3,160,729</b>	<b>3,235,588</b>	<b>3,092,266</b>	<b>(2.2%)</b>	<b>3,150,561</b>
<b>EXPENSE</b>						
Personnel Services	888,935	924,875	904,875	938,244	1.4%	969,257
Supplies & Materials	48,439	28,650	56,561	18,425	(35.7%)	24,976
Other Services & Charges	1,953,786	2,139,918	2,206,866	2,068,311	(3.3%)	2,074,594
Capital	67,286	67,286	67,286	67,286	0.0%	67,286
<b>Total Expense</b>	<b>2,958,446</b>	<b>3,160,729</b>	<b>3,235,588</b>	<b>3,092,266</b>	<b>(2.2%)</b>	<b>3,150,561</b>
<b>REVENUE</b>						
Charges for Services	580,226	709,600	709,600	670,841	(5.5%)	707,437
<b>Total Revenue</b>	<b>580,226</b>	<b>709,600</b>	<b>709,600</b>	<b>670,841</b>	<b>(5.5%)</b>	<b>707,437</b>
<b>County Funds</b>	<b>2,378,219</b>	<b>2,451,129</b>	<b>2,525,988</b>	<b>2,421,425</b>	<b>(1.2%)</b>	<b>2,428,676</b>
<b>Positions</b>	<b>16.25</b>	<b>16.25</b>	<b>16.25</b>	<b>16.25</b>	<b>0.0%</b>	<b>16.25</b>

### DEPARTMENTAL PURPOSE

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

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

## **FY 2014 ADOPTED BUDGET HIGHLIGHTS**

- County funds within the Animal Services Department are expected to decrease by (\$29,704) or -1.2%. Majority of the reduction is in Animal Control (\$78,915) and is related to better alignment of the operating budget to prior year spending trends.
- The personnel increases are largely due to reinstating the pay for performance allocation for department employees (0% - 1% based on employee performance review). Also for FY 2014 the county will replace the current 401K plan which contributes a flat 5% for non-sworn law enforcement personnel to a match of up to 5% of employee contributions.
- The county has municipal agreements related to Animal Control services provided by the county to particular jurisdictions. These service agreements are based on population and available county funding, so as the operating budget decreases so do the charges for such services to the contracted municipalities. For FY 2014 that means a decrease in revenue as well totaling (\$38,759).

## **FY 2013 SIGNIFICANT ACCOMPLISHMENTS**

### **Animal Shelter**

- Started the Running Program where volunteers can come in before the shelter opens to the public and take dogs out for runs or walks. This program has improved adoptions for animals that were experiencing kennel stress by 95%
- Started a mobile low cost spay neuter program in Guilford and surrounding counties and offering subsidized pricing as well. Our goal is to reduce the number of unwanted pets coming into the shelter.
- Developed an app for Android and Apple market to help promote the shelter services and animals better and to reach the generation that uses technology for all communications in this age and time.
- Started a volunteer committee of experience volunteer to mentor and support the new volunteers
- Developed a Susie Fund and SPOT Mobile Spay Website and a mobile adoptshelterpets.org website
- Added new interaction runs for the dogs to run and play and spend time with customers and volunteers
- Partnered with Express Roofing who donated a shelter to protect dogs from the elements so they can go outside rain or shine
- Purchased new cat condos for the adoption kennels that will help control disease and give the cats a different area to sleep, eat and potty

- Partnered with the Humane Society of The United States save over 300 dogs and cats from abuse and neglect
- Made 98 additional parking spaces at the shelter to cover the lack of parking at no cost to the county
- Replaced back panels in dog adoption at no cost to the county
- Added additional lighting to shelter parking area to increase safety when customers are walking to their vehicles after dark

### **Animal Control**

- Responded to 21 positive cases of rabies in wild animals
- We have eight permitted breeder / retailers under the new ordinance (January 2011)
- Provided 1,128 rabies vaccinations in two days (Fox 8 Clinic)
- Responded to 1,273 welfare checks for possible neglected animals
- Responded to 4,103 animals running loose
- Animal Control was featured “Reality TV” on FOX 8 News. This included stories on the 6:00 PM news Monday-Thursday with a 15 minute segment on Thursday’s 10:00 PM news. Alexis Bennett was the featured officer.
- Animal Control worked with local animal rescue groups to get a “Pet Responsibility” class taught in Alderman Elementary. We hope this will eventually be taught in all elementary schools in Guilford County.
- Provided 1,268 rabies vaccinations in our low cost rabies clinics



## KEY PERFORMANCE MEASURES

Measures	FY 2012 Actual	FY 2013 Estimate	FY 2014 Projected	FY 2015 Projected
<b>Animal Services</b>				
<b>Animal Shelter</b>				
# of Animals Received	15,330	16,000	15,500	15,000
# of Animals Reclaimed	999	1,100	1,120	1,140
# of Animals Adopted	6,249	7,000	7,100	7,200
# of Animals Euthanized	7,692	7,500	7,200	7,100
# of Animals Escaped / Died	1,049	980	970	960
# of Rabies Observations	99	89	89	79
# of Rabies Vaccinations (All Adoptions and Reclaims)	7,582	8,000	6,975	6,750
# of Spay / Neuter Surgeries Performed	3,893	4,000	4,200	4,500
<b>Animal Control</b>				
# of Dispatched Calls	17,685	17,914	18,147	18,383
# of Dispatched Calls per Officer	1,769	1,791	1,814	1,838
# of Animals Seized	6,154	6,234	6,200	6,150
# of Calls for Animals running loose	4,103	4,156	4,125	4,100
# of Trips to Animal Shelter	3,053	3,092	3,065	3,050
# of Animal Bite Cases	943	955	967	980
# of Positive rabies reports	21	30	24	20
Rabies Cases as a % of Total Animals Seized	0.30%	0.50%	0.40%	0.30%

## 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

- Develop a low cost Spay / Neuter Program
- Investigating more dangerous or vicious dogs ; classifying more dogs as a public nuisance, when appropriate.

# COURT ALTERNATIVES

Doug Logan, Director

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

**Links to County Goals and Strategic Priorities:**

**COUNTY GOAL:** Ensure Community Health & Safety

**PRIORITY:** Effective Crime Prevention, Courts, & Detention Services



## BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Detention Services	2,303,421	2,573,617	2,373,999	2,424,002	(5.8%)	2,877,031
Day Reporting Center	280,518	0	12,805	0	0.0%	0
<b>Court Alternatives</b>	<b>2,583,939</b>	<b>2,573,617</b>	<b>2,386,804</b>	<b>2,424,002</b>	<b>(5.8%)</b>	<b>2,877,031</b>
<b>EXPENSE</b>						
Personnel Services	1,855,926	2,045,141	1,839,141	1,903,182	(6.9%)	2,025,240
Supplies & Materials	144,182	181,731	181,734	169,600	(6.7%)	262,735
Other Services & Charges	583,831	346,745	365,929	351,220	1.3%	562,056
Capital	0	0	0	0	0.0%	27,000
<b>Total Expense</b>	<b>2,583,939</b>	<b>2,573,617</b>	<b>2,386,804</b>	<b>2,424,002</b>	<b>(5.8%)</b>	<b>2,877,031</b>
<b>REVENUE</b>						
Intergovernmental	323,736	58,000	58,000	46,870	(19.2%)	46,870
Charges for Services	1,393,240	1,700,000	1,700,000	1,392,996	(18.1%)	1,392,996
Miscellaneous Revenues	3,924	400	400	195	(51.3%)	195
<b>Total Revenue</b>	<b>1,720,900</b>	<b>1,758,400</b>	<b>1,758,400</b>	<b>1,440,061</b>	<b>(18.1%)</b>	<b>1,440,061</b>
<b>County Funds</b>	<b>863,039</b>	<b>815,217</b>	<b>628,404</b>	<b>983,941</b>	<b>20.7%</b>	<b>1,436,970</b>
<b>Positions</b>	<b>35.00</b>	<b>35.00</b>	<b>35.00</b>	<b>33.00</b>	<b>(5.7%)</b>	<b>33.00</b>

## 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, and community/gang awareness outreach.

## FY 2014 ADOPTED BUDGET HIGHLIGHTS

- The FY 2014 budget increases county funding for Court Alternatives by (\$168,724) or 20.7%, with the major changes are highlighted below:
- The budget reinstates funding for the pay for performance allocation for department employees (0% - 1%) based on employee performance review. Also for FY 2014 the county will replace the current 401K plan which contributes a flat 5% for non-sworn law enforcement personnel to a match of up to 5% of employee contributions.
- Subsidy rates **may** increase by \$20 to \$142 for Guilford County juveniles housed at the detention center, and \$264 for juveniles from other counties that are housed at the center. **Current rates are \$122.00 in-county & \$244.00 out-of-county per day.**
- Due to the closing of one State operated juvenile detention in Richmond County, the Director of Juvenile Detention services for the Department of Juvenile Justice has requested that we take from 10 to 15 additional juveniles per day, at the out of county subsidy rate.
- The number of bed days that juveniles have been housed at court alternatives has decreased resulting in an 18 % decrease in revenue and less staff required for the Detention Services.
- For FY 2014 the positions below are being proposed for elimination within the following service areas:

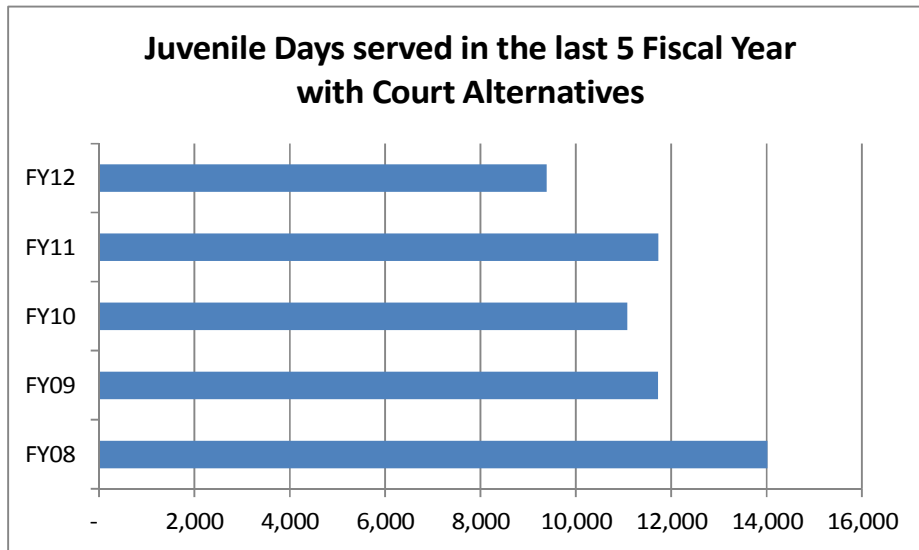
Service Area	Job Classification	FTEs	Total FY 2014 Personnel Cost
Court Alternatives	Juvenile Counselor Technician	(1.00)	\$ (55,011)
Court Alternatives	Mental Health Practitioner	(1.00)	\$ (71,766)
<b>Grand Total</b>		<b>(2.00)</b>	<b>\$ (126,777)</b>

## FY 2013 SIGNIFICANT ACCOMPLISHMENTS

- No major incidents involving staff and/or juveniles occurred during the fiscal year.
- Community Outreach Team (G.R.I.P – Gang Recruitment Intervention & Prevention) completed numerous activities with churches and community partners.
- G.R.E.A.T Officers in the department continued a very productive partnership with the Guilford County schools to offer intervention/prevention classes to the students and staff.
- Monitored legislation that may raise the age of juvenile jurisdiction.
- All juvenile detainees completed end of grade testing.
- Continued our collaboration with the national movement “Against Child Obesity”, the department incorporated whole grain foods and fat free milk to the juvenile’s menu. In

addition, a wellness fitness program with exercise equipment was initiated for the juveniles. A “Fit for Life” program was also included for the staff to promote healthier lifestyles.

- Assisted with the newest “updated” version of the department’s website – On-going
- Ongoing training and recertification for all employees – On-going
- Provided facility tours for organizations and families as a community service to assist with early interventions & preventions with unruly or misguided youth.



**PERFORMANCE MEASURES**

Measures	FY 2012 Actual	FY 2013 Estimate	FY 2014 Projected	FY 2015 Projected
<b>Court Alternatives</b>				
<b>Juvenile Detention Center</b>				
Total admissions	675	500	600	600
Guilford County admissions	516	380	456	456
Admissions from outside Guilford County	159	120	144	144
Cost per bed day	\$245	\$398	\$324	\$324
Average length of stay	26	18	22	22
Average daily population	26	18	22	22

## **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, and the need for additional staffing.
- Due to the mental health reform the facility will be serving more juveniles with severe mental issues for longer periods of time.
- The merging of the Juvenile Justice system in to the North Carolina Public Safety Department may change the policy and procedures related to juvenile prevention and intervention.

# EMERGENCY SERVICES

James L. Albright, Interim Director

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

*Links to County Goals and Strategic Priorities:*

*COUNTY GOAL: Ensure Community Health & Safety*

*PRIORITY: Injury Prevention & Emergency Response*



## BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY 2015 Plan
<b>EXPENSE</b>						
Administration	1,261,419	1,288,318	1,292,548	1,351,933	4.9%	1,823,648
Emergency Management	480,091	403,705	561,483	439,486	8.9%	489,497
Communications	654,870	766,000	978,683	750,361	(2.0%)	1,052,018
Garage	231,166	312,008	298,010	232,807	(25.4%)	344,805
Medical	16,483,546	18,098,356	17,730,110	17,516,820	(3.2%)	17,775,525
Fire	1,774,209	2,223,064	1,857,872	2,197,663	(1.1%)	2,419,165
Environmental	117,128	115,206	402,310	0	(100.0%)	0
<b>Emergency Services</b>	<b>21,002,429</b>	<b>23,206,657</b>	<b>23,121,016</b>	<b>22,489,070</b>	<b>(3.1%)</b>	<b>23,904,658</b>
<b>EXPENSE</b>						
Personnel Services	13,840,017	15,351,394	14,924,394	15,503,953	1.0%	16,695,981
Supplies & Materials	1,097,554	1,720,200	1,430,670	1,304,762	(24.2%)	1,341,312
Other Services & Charges	4,011,736	4,121,563	4,320,604	4,154,955	0.8%	4,362,585
Capital	2,054,258	2,013,500	2,445,348	1,525,400	(24.2%)	1,504,780
Other	-1,136	0	0	0	0.0%	0
<b>Total Expense</b>	<b>21,002,429</b>	<b>23,206,657</b>	<b>23,121,016</b>	<b>22,489,070</b>	<b>(3.1%)</b>	<b>23,904,658</b>
<b>REVENUE</b>						
Intergovernmental	280,674	205,500	271,140	75,000	(63.5%)	75,000
Charges for Services	12,753,640	12,907,650	12,907,650	13,375,250	3.6%	13,953,250
Other Financing Sources	13,620	15,000	15,000	15,000	0.0%	15,000
Miscellaneous Revenues	149,571	115,000	115,000	137,521	19.6%	137,521
<b>Total Revenue</b>	<b>13,197,505</b>	<b>13,243,150</b>	<b>13,308,790</b>	<b>13,602,771</b>	<b>2.7%</b>	<b>14,180,771</b>
<b>County Funds</b>	<b>7,804,924</b>	<b>9,963,507</b>	<b>9,812,226</b>	<b>8,886,299</b>	<b>(10.8%)</b>	<b>9,723,887</b>
<b>Positions</b>	<b>215.00</b>	<b>222.00</b>	<b>222.00</b>	<b>222.75</b>	<b>0.3%</b>	<b>222.75</b>

## DEPARTMENTAL PURPOSE & GOALS

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

## FY 2014 ADOPTED BUDGET HIGHLIGHTS

- The FY 2014 budget decreases county funding for Emergency Services by (\$1,077,208) or -10.8%. Base budget expenditure increases in personnel, which are offset by decreases in operating and capital designed to align the budget with prior year spending trends. In addition the budget reinstates the pay for performance allocation for department employees (0% - 1% based on employee performance review). Also for FY 2014 the county will replace the current 401K plan which contributes a flat 5% for non-sworn law enforcement personnel to a match of up to 5% of employee contributions.
- The FY 2014 budget further reduces county dollars by (\$5,161) to provide for a 0.75 expansion position within the following service area:

Service Area	Job Classification	Description	FTEs	Revenue	Expenditures	Net County Funds
Emergency Management Administration	EM Technician	Will assist with Continuity of Operations Plans for each county department	0.75	\$ 17,000	\$ 11,839	\$ (5,161)
<b>Total</b>			<b>0.75</b>	<b>\$ 17,000</b>	<b>\$ 11,839</b>	<b>\$ (5,161)</b>

- Further, increases in ambulance fees collected totaling \$941,600 and decreases in Medicaid reimbursement revenue of (\$250,000) are also responsible for reducing county funds for FY 2014.

- County funds totaling \$203,000 for various technology initiatives are also included in the Emergency Services budget as follows:

Project	FY 2014 Adopted	FY 2015 Plan
Accounting module for Fire House	\$ -	\$ 8,500
EMC SAN expansion	\$ -	\$ 15,000
ePCR tablets	\$ 20,000	\$ 20,000
Exchange Server Upgrade 2003 to 2010	\$ 25,000	\$ -
First Watch for monitoring real time EMS information	\$ -	\$ 82,000
MCT replacement	\$ 75,000	\$ 75,000
Mobile gateways	\$ 15,000	\$ 15,000
SQL Server upgrade from 2005 to 2008	\$ 18,000	\$ -
Use of MCTs for mobility	\$ 50,000	\$ -
Virtual Server new	\$ -	\$ 15,000
<b>Total</b>	<b>\$ 203,000</b>	<b>\$ 230,500</b>

- Finally for FY 2014 the budget includes the establishment of a new Emergency Medical Services (EMS) fee (See Table Below).

GUILFORD COUNTY FY 2014  
Establishing a New Fee

Emergency Services

Fee Description	Current	Proposed	Change	Explanations
ALS2 - TNT (Treatment no Transport)	No Charge	\$300 per Patient	\$300 per Patient	Equipment intensive calls such as cardiac arrest

### FY 2013 SIGNIFICANT ACCOMPLISHMENTS

- The Emergency Management Division coordinated or participated in 14 multi-agency exercises evaluating the community's ability to respond and recover from emergencies.
- The Emergency Management Division provided 15 training presentations to over 500 individuals on disaster management or disaster preparedness topics.
- The Emergency Management Division updated the Guilford County Emergency Operations Plan, which was coordinated with 120 agencies in Guilford County. Additionally, undertook a significant "Continuity of Operations Plan" or COOP process.
- Coordinated 6 major incidents using WebEOC and activated the Emergency Operations Center for 2 incidents.



- The EMS Division responded to greater than 62,000 incidents with 75,000 unit responses and transported 42,000 patients to local healthcare facilities. EMS admin responded to over 1,000 incidents.
- The EMS Division also provided coverage to special events including the Wyndham Golf Tournament, US Figure Skating Championship, Gate City Marathon, the High Point Furniture Market, and ACC Basketball Tournaments.
- The EMS Division implemented additional unit coverage on January 1, 2012, that allowed them to better serve the citizen's medical needs with Paramedic level response to all 911 calls within residences. This increase in coverage also assisted in improving response times in all response categories, from non-emergency to imminent life threatening events.
- The EMS Division continued to work with the NC Office of EMS and GTCC in a diversity recruitment campaign utilizing local billboards in both Greensboro and High Point along with activities at various public event venues.
- Continued to enhance patient outcome of cardiac arrest incidents with the implementation of a comprehensive program of education and induced hypothermia. Through Cone Health, EMS has enrolled greater than one hundred patients in the induced hypothermia program, with a resultant discharge rate of ~60%. This is tremendous achievement, given the national average for resuscitation of cardiac arrest victims is ~5% with a significantly lower discharge rate.
- The Guilford County Fire Marshal's Office had a series of significant transitions in FY13. Specifically, through the enhanced voluntary retirement program, three tenured staff members with greater than 100 years of combined service to the County retired (this is nearly half of the FMO staff). The void created by these retirements impacted productivity, and currently the division is just returning to full staffing however the experience base has been dramatically reduced. Fire Inspections staff conducted a total of 2,035 inspections during calendar year 2012. Routine maintenance inspections accounted for 850 (excluding Guilford County Schools). This currently represents a compliance rate of 43% with the state mandate as of 12/31/12. New Construction/Plan Review inspections accounted for 466 inspections.
- Additionally, 719 Guilford County Schools' properties were inspected with a state compliance rate of 35% as of 12/31/12 (one of the retirees was the Level 3 Fire and Level 3 electrical inspectors responsible solely for school inspections and this position is currently vacant). Approximately 400 hours of staff time were committed to training and instruction to Guilford County School staff addressing the school fire and safety program. Topics covered included Fire Code & General Statute compliance, development and training on the fire drill and evacuation program, proper procedure for emergency notification, and individual school consultations.
- Fire Investigation staff performed a total of 112 investigations of which 42% were determined to be intentional, 56% were determined to be unintentional and 2% remain undetermined. Fire Investigation Educational Initiatives for 2012 included 25 juvenile fire setters participating in the Juvenile Fire Setters Assessment Program. Of the 25 participants, all were referred to the Juvenile Fire Setters Program for education and

follow up counseling. Four participants were referred directly to Guilford County Behavioral Health for additional mental health assessment and counseling.

- Fire Operations has continued to provide support to the contracted fire departments in the County through response and training opportunities, as well as hazardous materials response and mitigation. The continued issue of limited manning for fireground operations is of great concern for the success and safety of the fire service.

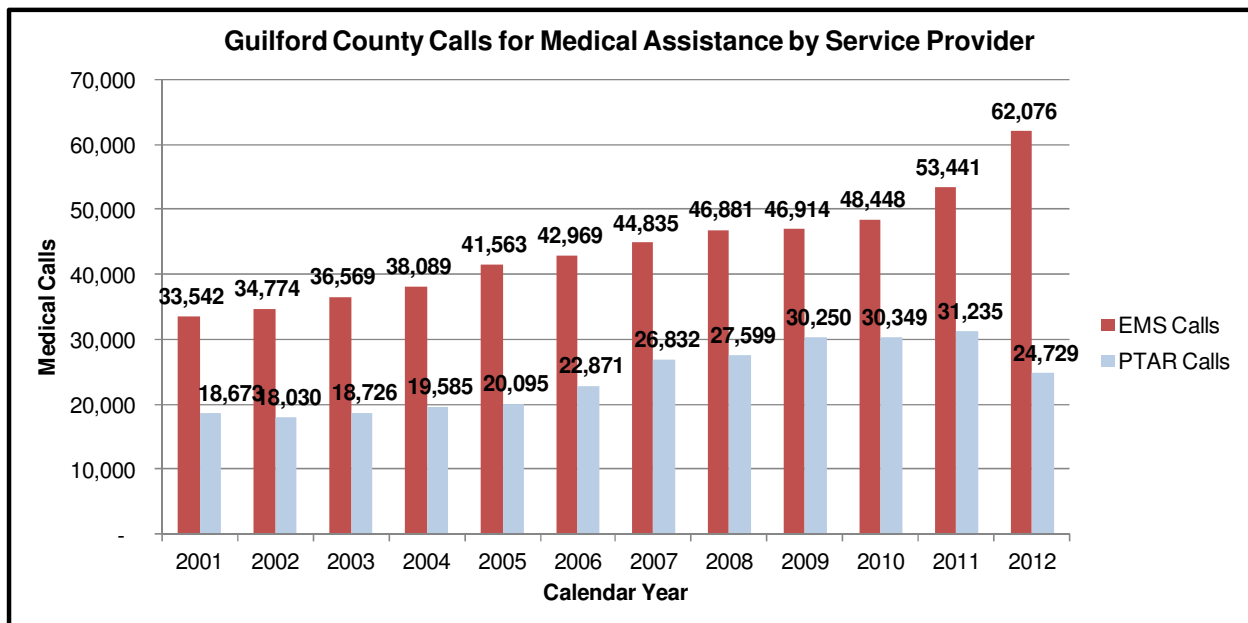
## KEY PERFORMANCE MEASURES

Measures	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Estimate	Projected	Projected
<b>Emergency Services</b>				
<b>Administration</b>				
Percent of department strategic goals accomplished by the end of the fiscal year	80%	80%	80%	80%
Percent of vendors paid in 2 business days or less from the time an invoice is received	95%	95%	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%	99%	99%
<b>Emergency Management</b>				
Number of event exercises conducted to evaluate program effectiveness	9	11	6	6
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	95%	95%	95%	95%
Percent of attendees in preparedness trainings or events that feel better prepared to handle a disaster	85%	85%	85%	85%
Percent of businesses and outside entities wanting disaster planning assistance that are contacted within 5 business days or less	100%	95%	95%	95%
Percent of Emergency Management Accreditation Program (EMAP) standards that the County is compliant with each fiscal year	40%	45%	50%	70%
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%
<b>Garage</b>				
Percent of the time emergency vehicles are available to be in duty	96%	99%	99%	99%
Percent of critical vehicle failure (Critical vehicle failure takes place during an emergency response)	0.05%	0.10%	0.10%	0.10%
Percent of successful repairs completed in the first vehicle visit	98%	99%	100%	100%
Percent reduction in costs for maintenance/repair work on emergency vehicles in the Emergency Services Garage compared to average outsourcing estimates	15%	18%	19%	20%
Percent of maintenance/repairs done in the Emergency Services Department Garage	87%	87%	91%	92%
Minimize patient accidents by keeping stretcher failure percentage usage low (Incidents/1000 patients transported)	0.01%	0.01%	0.01%	0.01%
<b>Medical Services</b>				
Percent of patients with cardiac arrest from cardiac causes discharged from the hospital alive	55%	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)	40%	40%	42%	42%
Percent of emergency calls responded to in 10 minutes or less	86%	90%	90%	90%
Percent of customer satisfaction survey responses with a satisfactory or better answer	92%	90%	90%	90%
Emergency calls per paramedic	345	350	350	350
Emergency calls per ambulance hours	0.32	0.36	0.36	0.37
<b>Fire Services/Hazardous Materials</b>				
Percent of plans submitted that are reviewed in 10 business days or less from the time of the request	83%	90%	90%	90%
Percent of new construction inspections conducted within 2 business days or less from the time of the request	60%	90%	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	100%	100%	100%	100%
Percent conviction rate for incendiary fire investigations	32%	50%	50%	50%
Percent fire support unit availability for fire incident response to support OSHA compliance of "2 in 2 out" regulation	97%	95%	95%	95%
Percent of the time the Guilford County Hazardous Materials team responded in 30 minutes or less to an incident	81%	80%	80%	80%

## FUTURE ISSUES

- The Department of Emergency Services, through provision of EMS, Fire/Hazardous Materials and Emergency Management resources are a critical component of the counties infrastructure in providing safe and healthy communities. As such, Emergency Services continues to improve upon and utilize efficient/effective processes and best management practices that focus on placing limited resources where they truly make a difference in the lives of those served. The continued impacts of economic conditions, population growth, increased demands for services, aging population and congested roadways will affect Emergency Services' delivery capabilities. The department's ability to meet stated performance measures and the public's expectations are totally dependent on the fact that sufficient resources, capital assets and staffing are adequate in certain areas and expanded in others to assure the organization is capable of responding to and mitigating the potentially life-threatening incidents that impact the public on a daily basis. One of the most critical areas of need continues to be that of replacing the current outdated and inefficient maintenance/logistics facility that is utilized to support and maintain operational readiness for the services provided to the public every minute of every day.
- Securing a long-term future in the current climate of social and economic change is one of the most significant challenges that continue to confront volunteer-based emergency service and support agencies. Factors such as population growth, rural and urban mobility and increasing cultural diversity present challenges to service providers. As has been detailed in a recent agency evaluation, these factors increase the demands and the complexities in which service delivery is done by volunteer and combination contractors; and creates complex management and sufficient revenue sustainability issues.
- Contracted fire services have been under review and the County Fire Chiefs and staff are working collectively to identify continuous improvement opportunities that would impact operational efficiency and effectiveness into the future as a result of a 2011 agency evaluation. Many opportunities for improvement and collaboration were identified in the study, and currently are being tasked to the Fire Chiefs for development and implementation, with Emergency Services staff support. The first measureable objective of the study is currently being achieved, which is a new services contract with the Corporations that provide County Fire protection to the fire districts. The resources to support the initiatives identified must be weighed against existing operations and direction provided on the role of Emergency Services in providing support to these essential contracted county fire services. The Fire Service must continue to be prepared to respond and mitigate all-hazard threats that include but are not limited to natural disasters, chemical and biological incidents, hazardous material incidents, technical rescues, medical first responder calls and fire calls. As with all public safety services, the demands on the fire service have increased steadily for decades. Today, because of factors such as decreased recruitment/retention, increased call demand, increasing equipment cost, and additional training requirements, the demands on a predominantly volunteer service provision model are being challenged. When paired with a stagnant or declining tax base in many areas of the unincorporated County, this makes the operational challenges daunting with declining revenue for service provision. Recent studies have provided technical data that continues to confirm that responding with limited staffing and resources places both the public and emergency responders at an elevated risk for injury and or death.

- Emergency Services is the safety net for people in dire need and that need continues to be solidified by the increased demands for services. The public continues to require the use of and insist upon high quality clinical care that is provided by EMS. Additionally, as the impacts of Healthcare Reform are implemented, the delivery of conventional EMS may need to change dramatically. The ability of this agency to become “agile” is essential in our business plan to avoid being a “fragile” provider in the new delivery model. Factors such as longer turnaround times at local health care facilities due to increased census and acuity continue to impact the availability of response units. The alarming national health care trend is reflective of Guilford County’s populace, and speaks to the growing reliance on EMS and emergency medicine for persons in medical crisis, often with little to no ability to pay. Indigent care accounts for a significant portion of the services provided by EMS, while reimbursement from private and public payers continues to be scrutinized. Costs to provide service continue to grow at an alarming rate, at a time when reimbursement remains a challenge, particularly federal reimbursement. Equipment, medical supplies, medications and fuel are major cost drivers in the budget. Ever-expanding medical technology forces health care providers to constantly evaluate standards of care to maximize potential patient outcomes and minimize medical liability. Extensive electronic data collection and submission to the State of North Carolina is imperative in order to evaluate performance measures and benchmarks. Guilford County Emergency Services remains focused on providing leadership, education and service and it is currently recognized as one of a hundred nationally accredited ambulance services in the country; however, without sufficient resources and staffing within the EMS, Fire and Emergency Management functional areas and continued public support, Emergency Services will be challenged to meet current and future service demands and expectations.



# GUILFORD METRO 9-1-1

Wesley Reid, Director

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

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** *Ensure Community Health & Safety*

**PRIORITY:** *Injury Prevention & Emergency Response*



## BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY 2015 Plan
<b>EXPENSE</b>						
Communications-Metro 911	1,813,403	1,937,208	1,937,208	2,031,161	4.8%	2,171,152
<b>Communications-Metro 911 Center</b>	<b>1,813,403</b>	<b>1,937,208</b>	<b>1,937,208</b>	<b>2,031,161</b>	<b>4.8%</b>	<b>2,171,152</b>
<b>EXPENSE</b>						
Other Services & Charges	1,813,403	1,937,208	1,937,208	2,031,161	4.8%	2,171,152
<b>Total Expense</b>	<b>1,813,403</b>	<b>1,937,208</b>	<b>1,937,208</b>	<b>2,031,161</b>	<b>4.8%</b>	<b>2,171,152</b>
<b>REVENUE</b>						
<b>County Funds</b>	<b>1,813,403</b>	<b>1,937,208</b>	<b>1,937,208</b>	<b>2,031,161</b>	<b>4.8%</b>	<b>2,171,152</b>

## DEPARTMENTAL PURPOSE & GOALS

Guilford Metro 9-1-1 (GM911) was established as a joint consolidated operation of the City of Greensboro and County of Guilford governments (all 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 2014 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2014 budget increases funding for Guilford Metro 911 services by \$93,953 or 4.8%. The increase is due to the full year annual cost of positions added during FY 2013.

## **FY 2013 SIGNIFICANT ACCOMPLISHMENTS**

- GM911 closed out the multi-year FCC mandated radio re-banding project. This project involved all radio infrastructure, agencies and users on the Guilford, Greensboro, and Burlington radio system. In addition to our internal and outside legal counsel in Washington DC, we also successfully negotiated with the FCC appointed Transition Administrator and Sprint/Nextel to swap radio frequencies.
- Completed the installation of the new P25 radio core which is a significant and vital step to replace our ageing radio infrastructure. This first phase (of many) is in partnership with Guilford County and will transition all users over to a digital radio platform. The P25 core is also the central component to build a future Triad Radio Interoperability Network. (TRON)
- Guilford Metro 911 acknowledged over 3.4 million radio transmissions for local public safety personnel.
- Guilford Metro 911 dispatched over 420,000 calls for local public safety personnel.
- Guilford Metro 911 handled over 800,000 total telephone transactions.
- Guilford Metro 911 answered 93% of all 911 calls within 10 seconds or less.
- Completed the renovations of the primary and back up 911 facilities. This included expansion of both sites and upgrades to 911 Technology funded by the North Carolina 911 Board.
- In 2012, GM911 remained compliant in the required standards for Emergency Services **CASS** accreditation, Greensboro Police **CALEA** accreditation, Greensboro Fire **ISO** and Accreditation. We also successfully passed audits with the Division of Criminal Information (DCI), and the State 911 Board.
- Guilford Metro 911 continues as an Emergency Medical Dispatch (EMD) Accredited Center of Excellence (ACE) through the International Academy of Emergency Dispatch.
- Guilford Metro 911 continues as an Emergency Fire Dispatch (EFD) Accredited Center of Excellence (ACE) through the International Academy of Emergency Dispatch.
- GM911 maintains mission critical systems and consistently averages between 99.995 and 99.999 uptime.

## KEY PERFORMANCE MEASURES

Measures	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Estimate	Projected	Projected
<b>Guilford Metro 911</b>				
911 emergency calls answered within 10 seconds or less	94%	96%	98%	99%
911 non-emergency calls answered within 15 seconds or less	93%	96%	95%	96%
Guilford County Fire District average dispatch time within 60 seconds (for medical/structural calls) *	34 sec	34 sec	34 sec	34 sec
Guilford County Sheriff (high priority calls) average dispatch time within 120 seconds *	120 sec	120 sec	118 sec	117 sec
Emergency Medical Services emergency 911 medical calls dispatch time within 90 seconds *	69 sec	75 sec	73 sec	72 sec
Percent of public record requests processed within two days or less of the initial request	99%	99%	99%	99%

\* Standards for calls include from time the call is received until dispatched

## FUTURE ISSUES

### Technology/Next Generation 911

The transition to Next Generation 911 (NG911) will mean texting, video, and photos to GM911 will be available in the future. We are 12 to 24 months from being able to move in this direction due to technology upgrades that will be required and finalized for industry standards. The future of 911 is set to drastically change with the advent of “Next Generation 911” services and the transition from a legacy 911 system that has functioned for over 40 years in an analog / “copper wire” arena, to a purely digital Voice over Internet Protocol (VoIP) based series of applications. These changes, as set forth by the Federal Communication Commission, will impact not only the physical mechanics of the hardware and software of the entire existing 911 system, but will impact how all the 911 staff (call takers, dispatch, trainer, database, GIS, etc) perform their assigned duties of call intake, processing and dispatch. The entire level / uniqueness of both voice and data delivered to the 911 center will be drastically altered. This will present a huge challenge to our facility capabilities and may require additional staff. GM911 will also continue to stay abreast of all changing technology trends in order to provide the best service to the citizens of Guilford County.

### P25 Digital Radio Transition

The City and County are in partnership on replacing the 800 MHz radio system which is reaching obsolescence. This multi-year transition began in FY 2013 and will hopefully include regional partnerships to share costs and services.

### Staffing/Retention

Staffing at a 911 center is always a challenge. In 2012, our turnover rate reached 12% which was the highest in over 4 years. While employees leave for various reasons, GM911 will partner with HR to recruit talented and diverse candidates while focusing on employee retention.

## **Future Growth**

Recent renovations to the 911 facility eliminated the training room for continuing education requirements, rookie school, and community events. GM911 recently acquired the remaining unfinished section of the Justice Complex. We plan to renovate this area to include a new training room and moving GM911 Administration provided funding is available.

## **Rules and Legislation**

The State of North Carolina is in the process of mandating rules and standards for 911. At this time we exceed all rules under consideration and maintain nationally recognized standards. GM911 staff will continue to monitor this situation for any potential impacts to the department Guilford Metro 911 2012. In addition, there is currently pending legislation in Raleigh to study the current North Carolina 911 Board policy and practices. It is unknown how this legislation will affect local funding for 911 services.



# INSPECTIONS

Les Edger, Interim Director

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

*Links to County Goals and Strategic Priorities*

*COUNTY GOAL: Improve Quality of Life & Manage Growth*

*PRIORITY: Clean & Green Community*



*Links to County Goals and Strategic Priorities:*

*COUNTY GOAL: Ensure Community Health & Safety*

*PRIORITY: Injury Prevention & Emergency Response*



## BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Inspections	2,033,626	2,108,545	2,010,345	2,064,675	(2.1%)	2,159,204
<b>Inspections</b>	<b>2,033,626</b>	<b>2,108,545</b>	<b>2,010,345</b>	<b>2,064,675</b>	<b>(2.1%)</b>	<b>2,159,204</b>
<b>EXPENSE</b>						
Personnel Services	1,978,772	2,039,738	1,939,738	1,999,821	(2.0%)	2,058,316
Supplies & Materials	10,563	15,300	16,115	11,441	(25.2%)	40,896
Other Services & Charges	44,533	53,507	54,492	53,413	(0.2%)	59,992
Other	-242	0	0	0	0.0%	0
<b>Total Expense</b>	<b>2,033,626</b>	<b>2,108,545</b>	<b>2,010,345</b>	<b>2,064,675</b>	<b>(2.1%)</b>	<b>2,159,204</b>
<b>REVENUE</b>						
Licenses and Permits	668,339	647,027	647,027	671,500	3.8%	679,000
Charges for Services	30,502	17,750	17,750	30,000	69.0%	34,000
Appropriated Fund Balance	6,510	0	0	6,510	0.0%	0
<b>Total Revenue</b>	<b>705,351</b>	<b>664,777</b>	<b>664,777</b>	<b>708,010</b>	<b>6.5%</b>	<b>713,000</b>
<b>County Funds</b>	<b>1,328,275</b>	<b>1,443,768</b>	<b>1,345,568</b>	<b>1,356,665</b>	<b>(6.0%)</b>	<b>1,446,204</b>
<b>Positions</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>0.0%</b>	<b>25.00</b>

## DEPARTMENTAL PURPOSE & GOALS

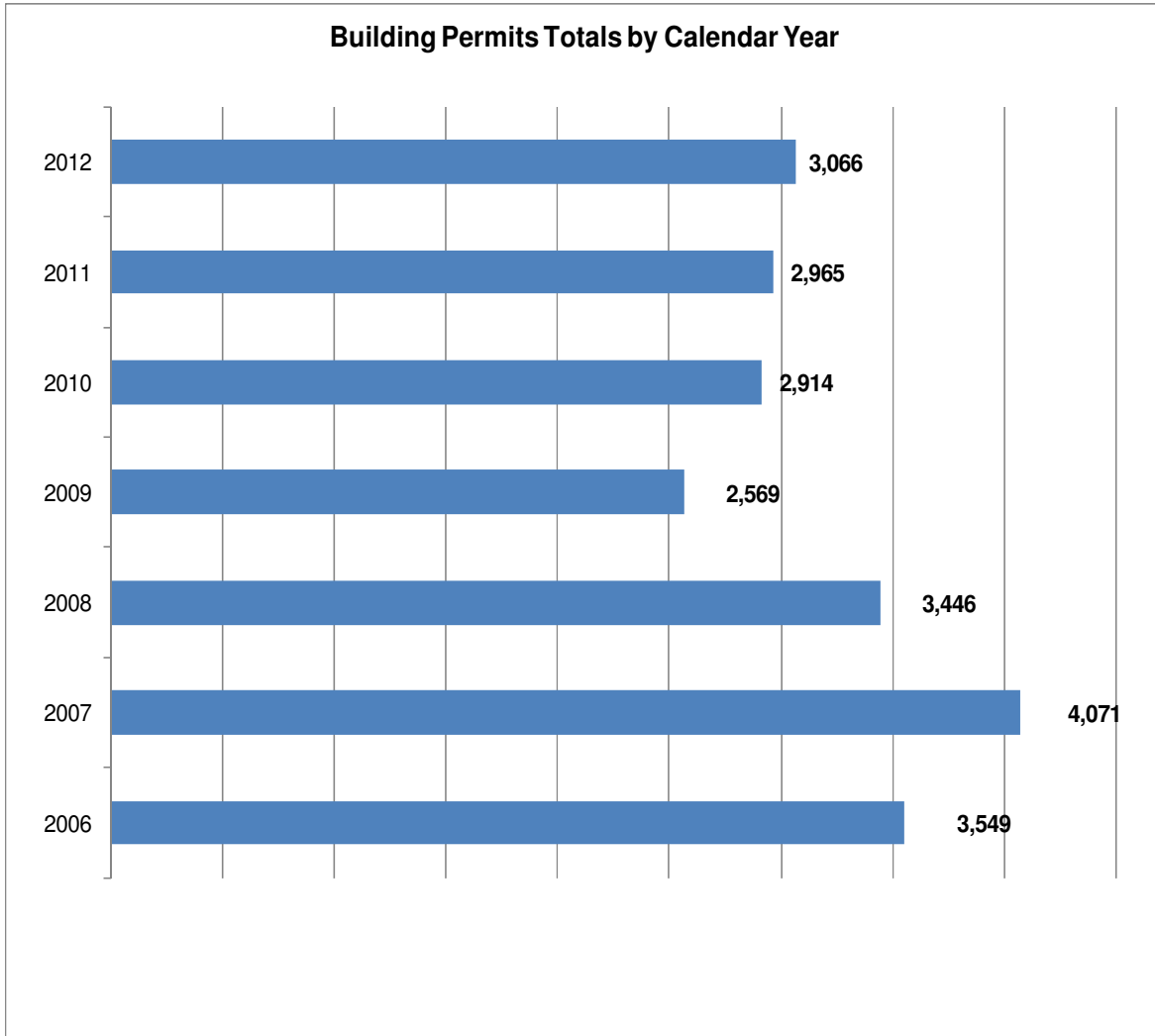
The Inspections Division is a state mandated program that falls under the Public Safety Service Area with the goal to protect the lives, health and property of its citizens through enforcement of the North Carolina Building Code per NC General Statute Chapter 153A, Article 18 and NC

General Statute 153A-352. The Inspections Division 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 2014 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2014 budget decreases county funding for Inspections by (\$87,103) or -6.0%.
- Personnel cost for FY 2014 reflect the reinstating of the pay for performance allocation for department employees (0% - 1% based on employee performance review). Also for FY 2014 the county will replace the current 401K plan which contributes a flat 5% for non-sworn law enforcement personnel to a match of up to 5% of employee contributions.
- In addition, building permit revenue is expected to increase by \$24,473 or 3.8% for FY 2014. Total building permits issued increased an average of 4.8% annually from 2009 – 2012 (See Chart Below).
- County funds totaling \$29,430 are also included for various technology initiatives in the Inspections FY 2015 Plan Budget:

Project	FY 2014 Adopted	FY 2015 Plan
BMP Inventory Map using GIS for annual inspection	\$ -	\$ 29,430
<b>Total</b>	<b>\$ -</b>	<b>\$ 29,430</b>



**FY 2013 SIGNIFICANT ACCOMPLISHMENTS**

- During FY 2013, Inspections continued to provide sound enforcement of adopted 2012 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 2012 building code updates.

- Effective dates for the 2012 Codes and 2011 NC Electrical Code Current
 

<u>NC Code</u>	<u>Optional Effective Date</u>	<u>Mandatory Enforcement Date**</u>
Notes		
Building	Sept. 1, 2011	June 1, 2012
Residential	Jan. 1, 2011	March 1, 2012
Per SL 2011-269		
Mechanical	Sept. 1, 2011	June 1, 2012
Plumbing	Sept. 1, 2011	June 1, 2012
Fuel Gas	Sept. 1, 2011	June 1, 2012

Fire Prevention	Sept. 1, 2011	June 1, 2012
Energy Conservation Per SL 2011-269	Jan. 1, 2011	March 1, 2012
Law and Administration	Jan. 1, 2011	June 1, 2012
Electrical	N/A	N/A
Held at Legislature		

\*\*For Code Enforcement Official Certification testing purposes, exams will transition to the 2012 NC State Building Codes and 2011 National Electrical Code on the mandatory effective date for each trade.

- Completed the ISO Building Code Effectiveness Grading Schedule (BCEGS) and despite the reduction in Field Inspectors Guilford County received a Level 3 rating in Commercial and a Level 3 in Residential Code Enforcement. These ratings impact the insurance rates for our community.
- Electronic, speedy site and grading plan review services has been developed integrating Bluebeam (evaluation version) with SharePoint software: 1) Improved customer service; 2) Move from paper copies of site plans and grading submissions to one where the public submits plans and revisions online and also receives their markups and approvals electronically; 3) Reduce time to implement projects since original paper copies of plans and markups will not be shuffled back and forth from public to reviewers and vice versa; 4) Share electronic plans information with other county offices and City of Greensboro for county and city infrastructure projects; 5) Facilitate faster communication between internal planning staff and outside designers; 6) Significantly reduce the effort required for storage, recycling and disposal of paper.
- Facilitated the development of New Honda jet MRO 80,000 square feet Maintenance Hanger projects under the County's "Fast Track" Program as related to construction plan review; soil erosion; permitting and inspections. Electronic speedy, plan review service has been rendered using Brava/Accela software.
- Successfully helped facilitate the development of Project Green (American Express); the GTCC Northwest Campus, and three major public school expansions.
- Worked on the Community Rating System (CRS) Recertification that the County community remains in good standing in the CRS for the next year.
- Worked on the 2012 Community Assistance Visit. The purpose of a CAV is to assess the local floodplain management program & to offer assistance to the community to better understand the NFIP requirements. The County community remains in good standing in the CAV for the next 3 to 5 year cycle.
- Worked on the 2011 Jordan Nutrient Strategy-Stage One Adaptive Management Program Annual Report and the 2012 Annual Report is due in August 2012. The following measures are required in the local government's Stage 1 adaptive management programs for existing development: 1) A public education program to inform the public of the impacts of nutrient loading and measures that can be implemented to reduce nutrient loading from stormwater runoff from existing development; 2) A mapping program that includes major components of the municipal separate storm sewer system, including the location of major outfalls, as defined in 40

Code of Federal Regulations G.S. 122.26(b)(5) (July 1, 2008) and the names and location of all waters of the United States that receive discharges from those outfalls, land use types, and location of sanitary sewers; 3) a program to identify and remove illegal discharges; 4) a program to ensure maintenance of best management practices (BMP) implemented by the local government; 5) a program to identify opportunities for retrofits and other projects to reduce nutrient loading from existing developed lands.

- Developed and submitted the unincorporated Guilford County and five towns' Division of Water Quality's (DWQ) Jordan New Development Model Program programs to DWQ by September 10, 2011. DWQ will then review the submitted programs and provide approval recommendations to the Environmental Management Commission (EMC) by May 2012. If approved by the EMC, local governments shall adopt and begin implementing the unincorporated Guilford County and five towns' programs by August 2012. The adoption of House Bill 953 and Senate Bill 229 delayed the required implementation date of local Jordan Stormwater Programs to August 10, 2014. Guilford County- Will adopt at a later date.
  - Sedalia- Has adopted with an effective date of August 10, 2014
  - Whitsett- Has adopted with an effective date of August 10, 2014
  - Pleasant Garden- Has adopted with an effective date of August 10, 2014
  - Stokesdale- Currently planning to adopt at a later date
  - Oak Ridge- Adopted rules effective August 2, 2012
- Worked on the Haw River's reclassification of the Class Water Supply-IV (WS-IV) and Class WS-IV CA classification.
- Developed Density Averaging Application and Bulletin due to a rule change by the State to require counties to allow average density on two separate lots if they are in the same local watershed area.
- Continued to work with developers, property owners and banks to resolve financially troubled projects with erosion control and watershed issues.
- Used the express permitting package for grading permit applicants that were developed during FY 12-13. It is beneficial for potential new large scale projects.
- Continued to provide oversight of 150 grading permitted projects and 200 watershed/stormwater devices throughout seven (7) towns and unincorporated Guilford County.
- Worked with IS to identify and make changes to applications to ensure tracking of services.

## KEY PERFORMANCE MEASURES

Measures	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Estimated	Projected	Projected
<b>Inspections</b>				
Number of Grading Permits reviewed	26	32	35	42
Number of Grading Permits issued	19	25	28	32
Number of Watershed Plans reviewed	260	300	325	350
Number of Watershed Pond Construction Inspections completed	85	90	95	100
Number of Residential Plans reviewed	645	700	750	750
Number of Commercial / Industrial Plans reviewed	525	525	525	525
Number of Buildings Permits issued	2,997	2,870	3,330	3,460
Number of Building, Plumbing, Mechanical & Electrical Inspections completed	23,057	22,014	21,348	22,000
Number of Erosion Control Inspections completed	1,760	1,800	1,840	1,855
Number of Site Plans Compliance Inspections completed	223	236	245	340
Number of Certificates of Occupancy issued	1,498	1,435	1,650	1,730
Number of Drainage, Erosion, Flood Stream Buffer Complaints/Violations investigated	222	235	255	270
Number of Watershed Pond Maintenance Inspections completed	50	150	160	170
# of Home Occupation Cases Processed	n/a	27	30	33
# of Family Care Occupations Processed	n/a	16	24	27
# ABC Applications Processed	n/a	22	24	26
Condemnation Investigations	8	11	6	5

## 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 2013. Adoption of local Jordan New Development Model Program Ordinances in the unincorporated area as well as the four towns.
- On April 1<sup>st</sup>, 2013, New Session Law 2012-158 takes effect requiring Lien Agents to be identified with a permit. The North Carolina Land Title association is completing the development of a database to simplify the submittal to the inspection department to satisfy the new requirement in GS 153-357 and GS 160-417.
- New 2012 and 2009 edition of I-Codes contain flood resistant provisions for buildings and structures the FEMA has determined to be consistent with the national Flood insurance program.
- Implement electronic scheduling of inspections.

- Ensure that staff maintains certifications and receives the proper training for the new 2012 Building Codes.
- 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.
- Continue to investigate complaints regarding possible condemnation cases.
- 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.
- Investigate complaints regarding the Fracking due to the SB 76 recently passed by the Senate and now before the House that would lift the ban on using deep well injections for industrial waste disposal. The legislation, which is a signal to the oil-and-gas industry that North Carolina is eager to host shale gas exploration activities, would also lift the state's Fracking moratorium in March 2015
- Continue to develop through partnership between the Piedmont Triad and Triangle J Councils of Governments (PTCOG & TJCOG, respectively) and aims to provide a set of strategies for reducing and managing nutrients to waters of the North Carolina Piedmont.
- Launch the electronic, speedy site and grading plan review services has been developed integrating Bluebeam (evaluation version) with SharePoint software.

# LAW ENFORCEMENT

B.J. Barnes, Sheriff

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

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** *Ensure Community Health & Safety*

**PRIORITY:** *Crime Prevention, Courts, & Detention Services and Emergency Response*



## BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Administration	9,033,472	10,592,341	11,407,600	10,997,859	3.8%	11,003,017
Legal Process	3,480,685	3,467,465	3,513,816	3,425,252	(1.2%)	3,532,464
Special Operations	5,251,636	4,653,937	6,752,523	4,947,687	6.3%	5,100,926
Aviation Technology Program	27,137	0	20,777	0	0.0%	0
Patrol	9,250,862	9,497,894	9,631,273	9,555,504	0.6%	9,806,954
Detention Services	31,044,794	34,715,940	35,183,502	33,459,085	(3.6%)	34,879,340
<b>Law Enforcement</b>	<b>58,088,584</b>	<b>62,927,577</b>	<b>66,509,491</b>	<b>62,385,387</b>	<b>(0.9%)</b>	<b>64,322,701</b>
<b>EXPENSE</b>						
Personnel Services	44,320,808	47,558,363	47,607,264	47,115,303	(0.9%)	48,592,494
Supplies & Materials	4,168,431	4,185,637	4,592,399	4,139,103	(1.1%)	4,274,232
Other Services & Charges	8,990,020	10,351,077	11,571,392	10,269,981	(0.8%)	10,367,975
Capital	734,519	972,500	2,303,856	990,000	1.8%	1,217,000
Other	-125,194	-140,000	434,580	-129,000	(7.9%)	-129,000
<b>Total Expense</b>	<b>58,088,584</b>	<b>62,927,577</b>	<b>66,509,491</b>	<b>62,385,387</b>	<b>(0.9%)</b>	<b>64,322,701</b>
<b>REVENUE</b>						
Penalties, Fines & Forfeiture	434,154	0	0	0	0.0%	0
Licenses and Permits	180	0	0	0	0.0%	0
Intergovernmental	631,537	172,895	1,782,152	361,835	109.3%	313,222
Charges for Services	3,734,774	3,529,875	3,529,875	3,708,054	5.0%	3,760,133
Appropriated Fund Balance	2,546,662	307,800	1,066,559	100,000	(67.5%)	100,000
Other Financing Sources	80,070	75,000	75,000	75,000	0.0%	75,000
Miscellaneous Revenues	711,661	417,473	431,599	525,731	25.9%	445,732
<b>Total Revenue</b>	<b>8,139,038</b>	<b>4,503,043</b>	<b>6,885,185</b>	<b>4,770,620</b>	<b>5.9%</b>	<b>4,694,087</b>
<b>County Funds</b>	<b>49,949,545</b>	<b>58,424,534</b>	<b>59,624,306</b>	<b>57,614,767</b>	<b>(1.4%)</b>	<b>59,628,614</b>
<b>Positions</b>	<b>650.00</b>	<b>652.00</b>	<b>655.00</b>	<b>655.00</b>	<b>0.5%</b>	<b>655.00</b>



## **DEPARTMENTAL PURPOSE**

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

Officers within Field Operations are assigned to districts (District I – Summerfield; District II – Stoney Creek; and District III – Jamestown). Each District provides 24-hour patrol protection to the citizens of the County. The Criminal Investigation Section of each district handles all follow-up on crimes and the prosecution of suspects through the court system.

The Court Services Bureau is comprised of the 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 2014 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2014 budget decreases county funding for Law Enforcement by (\$809,767) or -1.4%, with the major changes are highlighted below:
- The budget reinstates funding for the pay for performance allocation for department employees (0% - 1%) based on employee performance review. Also for FY 2014 the county will replace the current 401K plan which contributes a flat 5% for non-sworn law enforcement personnel to a match of up to 5% of employee contributions.
- The Law Enforcement decreases in expenditures are primarily personnel changes (-\$443,060) and services and charges (-\$81,096).
- The primary Personnel decreases are lapsed salaries (-\$275,362), special pay (-\$183,265), Deferred Compensation (-\$474,389), and Regular Salaries (-\$573,840). The majority of these changes are aligning the FY 2014 Law Enforcement budget with prior year's actual expenditures. However, many of these decreases in Personnel are offset by increases in Insurance and Retirement.
- The primary service and charges changes are vehicle repair (-\$140,000) and utilities (-\$257,000). Both of these reductions are a result of aligning the budget for Law Enforcement to previous years' actual values so that the FY 2014 budget reflects a more accurate prediction of expected expenditures.
- The Law Enforcement revenue budget for FY 2014 has increased by approximately \$267,577 over last fiscal year. A large percentage of this increase (approximately +\$149,476) is related to the anticipated increase of General Fees (Gun Permits) within the department. Additionally, Joint Operation charges (+\$37,807), Federal Grants

(+\$189,722) and Refunds and Commissions (+\$108,559) revenues are projected to increase in the FY 2014 budget.

- Six positions that were previously budgeted in the Detention division of Law Enforcement were transferred to the Patrol Division of Law Enforcement to reduce call response time to high priority (example: home invasions, violent situations, etc.) emergency calls. These transferred positions should eventually reduce overtime within the Department and more importantly, reduce the time it takes Law Enforcement officers to get to high priority calls for service.
- Additional overtime costs (+\$61,500) have been included for anticipated Department needs associated with Patrol coverage and the new jails consolidation of inmates previously at other detention facilities.

### **FY 2013 SIGNIFICANT ACCOMPLISHMENTS**

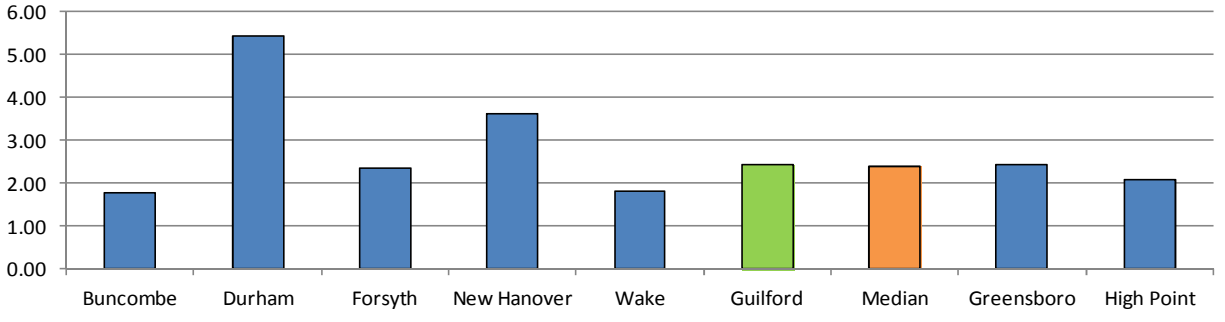
The Guilford County Sheriff's Office continues to provide public safety service above the standards of most of the surrounding area. The County's crime rate was reduced 15% in 2012. The County's crime rate is declining due to several programs the Sheriff's Office has initiated; such as the criminal gun unit, which targets repeat offenders, the electronic monitoring unit and statistics driven directed patrol. The Sheriff's Office 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.

Through the Joint Terrorism Task Force, consisting of the FBI and local agencies, we have investigated local potential terrorism cases and pursued leads in these types of cases in other areas of the United States.

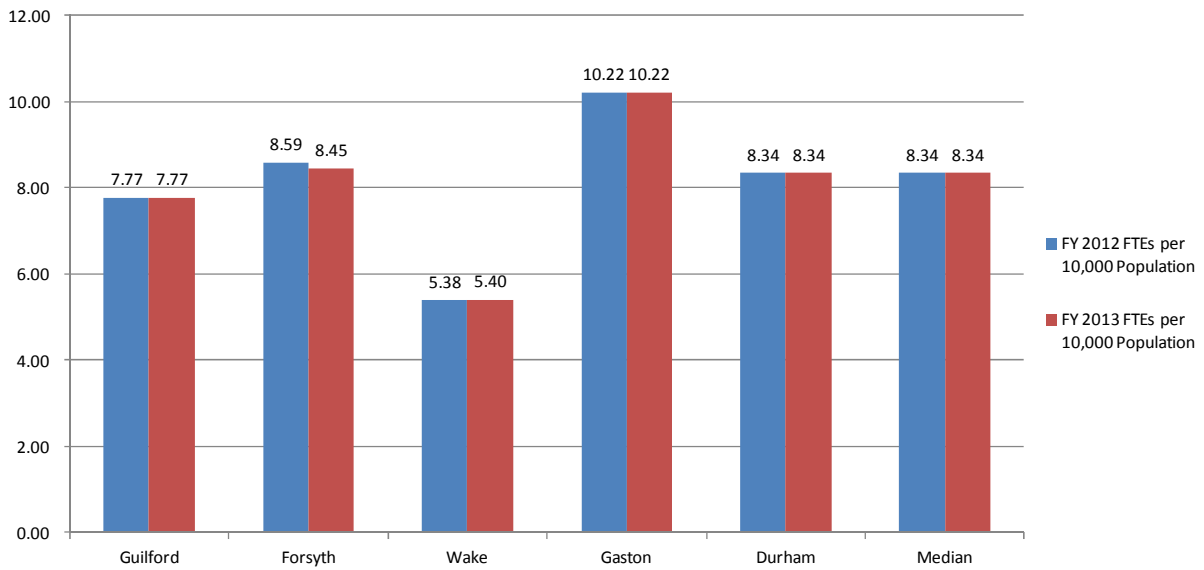
Working with the Safe Streets Federal Task Force, we have been instrumental in the indictment of local street gang leaders. Members of the Sheriff's Office have taken the lead in the prosecution of these gang members.

The Sheriff's Office has been successful with the hiring and training of the 89 new Detention Officers for the new Greensboro Detention Facility. Training is still in progress for the new officers and current staff that are transitioning into the new facility.

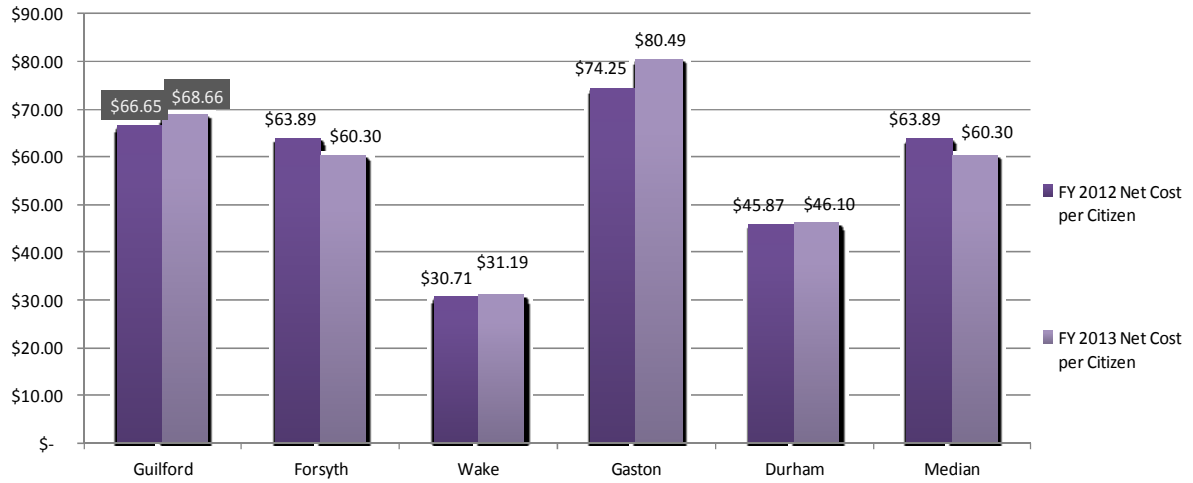
### Sworn Officers per 1,000 Service Population (Service Population from UCR 2010)



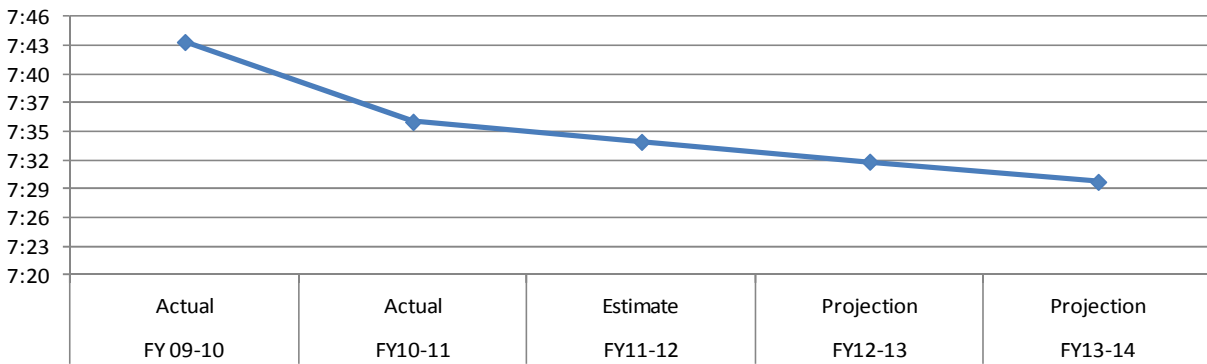
### FY 2012 and 2013 Detention FTE's per 10,000 population



### FY 2012 and 2013 Net Detention Costs per citizen



### Average response time from dispatch to on-scene (in minutes)



## KEY PERFORMANCE MEASURES

Measures	FY11-12	FY12-13	FY13-14	FY14-15
	Actual	Estimate	Projection	Projection
<b>Law Enforcement</b>				
<b>Administration</b>				
Total training hours	53,489	47,569	50,529	49,049
Training hours per officer/staff	87.26	72.62	80	76
Cost per detention trainee successfully completing the academy	\$1,100	\$7,425	4,263	5,844
<b>Legal Process</b>				
Attempts to serve/execute all processes	89,622	86,357	87,990	87,173
Attempts to serve/execute all processes per deputy / 58	1,545	1,489	1,517	1,503
Cost to serve/execute civil process (county dollars)	\$33.14	\$40.74	\$36.94	\$38.84
<b>Special Operations</b>				
Investigations assigned	915	882	899	890
Narcotics investigations arrest	103	66	85	75
Investigations per officer/detective/26	35.19	33.92	35	34
Percent of investigations successfully cleared	85%	86%	85%	85%
<b>Patrol</b>				
Investigations assigned	5,256	5,664	5,255	5,460
Investigations per officer/detective/126	41.71	44.95	43	44
Percent of investigations successfully cleared	64%	73%	69%	71%
Average response time from dispatch to on-scene (in minutes)	7:36	7:46	7:41	7:43

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

**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.

With the opening of the new jail, we do anticipate that there will be an increase in population and the number of people ordered to the custody of the Sheriff via the Magistrates' Office or courts. This is because we have suffered from suppression since 1994. Many times the judges and magistrates have released individuals because they knew we were overcrowded. We do anticipate that this will change to some degree, as others across the nation have experienced this when opening a new facility.

With the recent changes in the law regarding the State Re-investment Act (effective 2012), will anticipate that this will directly impact the jail population. Additionally the State Prison System will be releasing 15,000 individuals beginning January 2012 to reduce the Prison Populations. With the Unemployment Rate being up, and these individuals being released from prison, we anticipate that they will have difficulty finding jobs. Unfortunately, history has shown that individuals that have served active sentences have a greater chance of committing crimes again, as compared to a citizen who has never been in custody.

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 as well as increased numbers of concealed carry and pistol permits.

## OTHER PROTECTION/ COURT SERVICES

Renee Kenan, Director

400 West Market Street, Greensboro, NC 27401 (336) 641-6438

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** Ensure Community Health & Safety

**PRIORITY:** Courts & Detention Services and Mental Health Risk Behaviors



### BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Pre-Trial/Other Court Pgms	1,059,929	1,277,971	1,290,092	1,319,705	3.3%	1,274,280
Juvenile-Family Subst Abuse Court	154,813	134,297	134,298	136,891	1.9%	136,891
<b>Other Protection/Court Services</b>	<b>1,214,742</b>	<b>1,412,268</b>	<b>1,424,390</b>	<b>1,456,596</b>	<b>3.1%</b>	<b>1,411,171</b>
<b>EXPENSE</b>						
Personnel Services	544,860	838,180	828,180	855,909	2.1%	884,028
Supplies & Materials	5,342	6,977	20,503	82,546	1083.1%	4,446
Other Services & Charges	664,345	567,111	575,602	517,941	(8.7%)	522,497
Human Services Assistance	195	0	105	200	0.0%	200
<b>Total Expense</b>	<b>1,214,742</b>	<b>1,412,268</b>	<b>1,424,390</b>	<b>1,456,596</b>	<b>3.1%</b>	<b>1,411,171</b>
<b>REVENUE</b>						
Intergovernmental	0	0	15,000	0	0.0%	0
Appropriated Fund Balance	0	0	0	135,028	0.0%	138,028
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>15,000</b>	<b>135,028</b>	<b>0.0%</b>	<b>138,028</b>
<b>County Funds</b>	<b>1,214,742</b>	<b>1,412,268</b>	<b>1,409,390</b>	<b>1,321,568</b>	<b>(6.4%)</b>	<b>1,273,143</b>
<b>Positions</b>	<b>0.00</b>	<b>15.30</b>	<b>15.30</b>	<b>15.30</b>	<b>0.0%</b>	<b>15.30</b>

### DEPARTMENTAL PURPOSE

Other Protection is an “umbrella” for many different court programs which are divided into 2 budget divisions. The Pre-Trial Release division includes the Pre-Trial Release Program, The Mental Health Court, The Drug Court, and the Jail Reduction Program executed by a Community Based Organization(CBO). The other division is the Juvenile Family Substance

Abuse Court. The primary purpose of these programs is to monitor the needs of criminal, drug and mental health offenders while reducing overcrowding in the Guilford County Detention Centers. The programs significantly reduce the cost of maintaining defendants in the County detention centers.

## **FY 2014 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2014 adopted budget has increased by approximately \$44,328 or 3.1%, and net County funds have decreased by \$90,700 or -6.4%.
- Personnel expenses have increased by \$17,729, and is largely due to reinstating the pay for performance allocation for department employees (0% - 1% based on employee performance review). Also for FY 2014 the county will replace the current 401K plan which contributes a flat 5% for non-sworn law enforcement personnel to a match of up to 5% of employee contributions.
- The County appointed the Child Support Department director to split time and duties between the departments of Other Protection and Child Support Services. Consequently, a portion of the director's salary is allocated to the personnel budget for Court Services, as well as an associated split cost for an administrative assistant.
- The operating budget has increased by \$26,599 in FY 14. A Case Management Software package for Other Protection/Court Services was an approved technology project, and is attributable to the increase operating expenses.
- The budget removes \$50,000 of set-aside funding for expansion of the current jail reduction programs or the addition of new programs.
- Revenues have increased by \$135,028 due to the Inmate Welfare Fund that was previously budgeted in the Mental Health budget now being reflected as an appropriated fund balance revenue in the Other Protection budget. The fund balance will be used to support the Mental Health Court Program.



## **FY 2013 SIGNIFICANT ACCOMPLISHMENTS**

### **Pre-Trial Court Services**

The program monitors defendants which would otherwise be housed in one of the County's detention facilities

- The savings provided by monitoring in the first 6 months of FY 12 is approximately \$1.2 million dollars, the equivalent of 20,584 jail days.
- A satisfaction survey regarding Court Services was distributed to court personnel, jail personnel and private attorneys that frequently interact with the program. On a scale of 0-5, the overall level of satisfaction was rated 4.8.
- Court Services collaborated with the Sheriff's department and the Greensboro Police Department's electronic monitoring programs to ensure the effectiveness of the electronic monitoring programs.

### **Drug Court/Juvenile Drug Court**

The Courts provide an effective and accountable response by the criminal justice system that breaks the cycle of addiction and criminality in our community. Juvenile Drug Court targets youthful offenders under the age of 16 and incorporates family support, involvement and reconciliation.

- Juvenile Drug Court was added in High Point in FY 12.

### **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.

- Mental Health Court has seen reduced criminal behavior in 90 % of its graduates in the six months following the completion of the program as compared to the six months prior to entering the program.

## **FUTURE ISSUES**

### **Pre-Trial Court Services**

- The new law enforcement task forces recently created to address domestic violence, DUI offenders and violent offences will create an increase in first appearances.

## KEY PERFORMANCE MEASURES

Measures	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected	FY 2015 Projected
<b>Other Protection/ Court Services</b>				
<b>Drug Court</b>				
Percent of clients have no arrests while participating in the program	82%	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)	100%	100%	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	45%	75%	75%	75%
Percent of clients working and/or enrolled in school at time of graduation from the program	100%	90%	90%	90%
Percent of clients (if applicable) experience healthy pregnancies and deliveries	100%	100%	100%	100%
<b>Mental Health Court</b>				
Percent of clients reduce criminal behavior in the six months post-graduation as compared to the six months pre-program	89%	90%	90%	90%
Percent of clients linked to appropriate Mental Health Services	94%	100%	100%	100%
Percent of clients that attend each court session	98%	90%	90%	90%
Percent of clients admitted to an inpatient psychiatric facility during participation	7%	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	100%	100%	100%	100%
Percent of clients that have stable housing at time of graduation	100%	100%	100%	100%
<b>Juvenile Drug Court</b>				
Percent of clients have no arrests while participating in the program	76%	90%	90%	90%
Percent of clients that have achieved 120 days of sobriety prior to graduation from program	100%	100%	100%	100%
Percent of clients that have improved their attendance at educational program prior to graduation from program	100%	90%	90%	90%
Percent of clients that attend each court session	82%	90%	90%	90%
Percent of clients (if applicable) experience healthy pregnancies and deliveries	NA	100%	100%	100%
<b>Court Services</b>				
Savings in dollars due to reduced number of jail days clients spend in custody awaiting trial	\$2,673,626	\$2,500,000	\$2,500,000	2,500,000
Percent of clients that attend scheduled court dates	92%	92%	92%	92%
Percent of clients that terminate without committing new offenses	92%	88%	88%	88%
Survey result: Information provided to the Judges and ADA's allow them to make informed decisions (survey scale 1-5).	4.8	4.8	4.8	4.8

\* JDTC first court session was Sept. 2010

\*\* Includes data only from GSO JDTC. HP JDTC wasn't established until April 2012.

# SECURITY

Jeff Fowler, Director

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

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** *Ensure Community Health & Safety*

**PRIORITY:** *Effective Crime Prevention, Courts, & Detention Services*



## BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Security	1,510,939	1,466,598	1,480,975	1,526,507	4.1%	1,647,343
<b>Security</b>	<b>1,510,939</b>	<b>1,466,598</b>	<b>1,480,975</b>	<b>1,526,507</b>	<b>4.1%</b>	<b>1,647,343</b>
<b>EXPENSE</b>						
Personnel Services	776,411	785,258	785,258	845,187	7.6%	873,514
Supplies & Materials	12,595	15,600	15,602	12,387	(20.6%)	44,887
Other Services & Charges	709,307	625,740	630,740	668,933	6.9%	688,942
Capital	12,627	40,000	49,375	0	(100.0%)	40,000
<b>Total Expense</b>	<b>1,510,939</b>	<b>1,466,598</b>	<b>1,480,975</b>	<b>1,526,507</b>	<b>4.1%</b>	<b>1,647,343</b>
<b>REVENUE</b>						
Charges for Services	18,336	6,000	6,000	5,000	(16.7%)	5,000
Miscellaneous Revenues	15,651	10,200	10,200	9,899	(3.0%)	9,700
<b>Total Revenue</b>	<b>33,987</b>	<b>16,200</b>	<b>16,200</b>	<b>14,899</b>	<b>(8.0%)</b>	<b>14,700</b>
<b>County Funds</b>	<b>1,476,952</b>	<b>1,450,398</b>	<b>1,464,775</b>	<b>1,511,608</b>	<b>4.2%</b>	<b>1,647,118</b>
<b>Positions</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>0.0%</b>	<b>15.00</b>

## DEPARTMENTAL PURPOSE

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

## FY 2014 ADOPTED BUDGET HIGHLIGHTS

- The FY 2014 Adopted Budget has increased by \$59,909. Personnel expenses have increased by \$59,929. The personnel increase is largely due to reinstating the pay for performance allocation for department employees (0% - 1% based on employee performance review). Also for FY 2014 the county will replace the current 401K plan which contributes a flat 5% for non-sworn law enforcement personnel to a match of up to 5% of employee contributions.
- Operating expenses have decreased in total by \$20. Changes in funding are due primarily to adding security services and general customer assistance in the Old Courthouse, the county areas of the BB&T Building, and surrounding grounds. The FY 13 adopted budget also included the costs of security scanning equipment, which is not reflected in the FY 14 proposed budget, which is a decrease of \$40,000 in operating expenses.

## FY 2013 SIGNIFICANT ACCOMPLISHMENTS

- Upgraded CCTV and panic alarms in several facilities.
- Improved the background check system for janitorial vendors.
- Contracted security expenditures were under budget.
- Reduced the waiting time for screening courthouse customers
- Developed procedures and increased security levels for Board of Commissioners meetings.

## KEY PERFORMANCE MEASURES

Measures	FY 2012 Actual	FY 2013 Estimate	FY 2014 Projected	FY 2015 Projected
<b>Security</b>				
Average response time to incident calls (minutes)	3	3	3	3
Parking citations	15,508	15,550	705	710
Total duty hours including contract security	77,687	76,819	76,051	75,291
Total incident & injury calls	200	190	175	175
Screenings in courthouses	1,026,244	1,100,228	1,174,212	1,248,196
Contraband discovered upon inspection	N/A	4,902	5,002	5,102
Patrols conducted	31,665	31,442	31,179	30,936
Square footage monitored	1,171,185	1,171,185	1,171,185	1,171,185
Referrals to law enforcement	N/A	N/A	38	45
ID badges issued/updated	1,208	1,300	1,220	1,300

## **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 \$30,000.

# Support Services

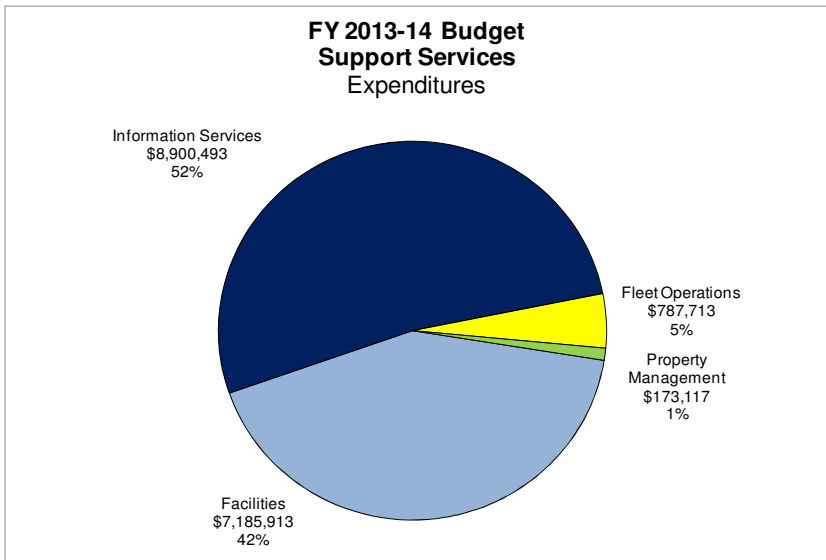
The Support Services program area departments provide a variety of administrative and operational support services for all other public services and infrastructure, including the management and maintenance of county facilities (including parking and court facilities) and technological systems. This grouping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

Administrative Support departments include:

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

## Expenditures

Guilford County will spend \$17,047,236 for Support Services in FY 2014. This represents a decrease of - (\$1,159,953) or -6.4% from the FY 2013 Adopted Budget. Support Services departments account for approximately 3% of the total county expenditures for FY 2014.



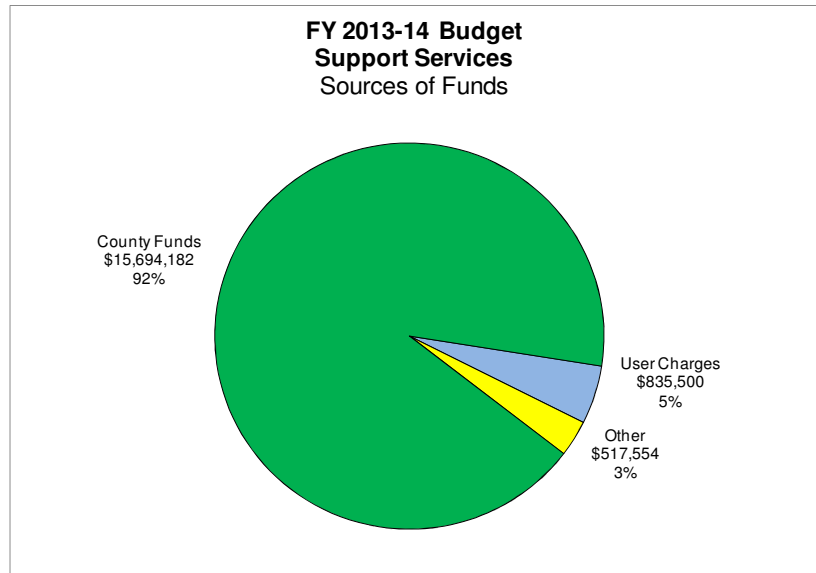
The FY 2014 budget does not include a transfer of funds from the General Fund to the County Building Construction Fund to help pay for projects identified in the Capital Investment Plan (CIP). Transfers from the General Fund are used to reduce the amount of debt needed to pay for major infrastructure needs, such as new ambulance bases. The elimination of this transfer will require a restructuring of the CIP. Please see the County's Capital Investment Plan at <http://countyweb.co.guilford.nc.us/cip-info> for more information about the types of projects funded through this capital allocation.

The Information Services (IS) department expects to continue the scheduled upgrade of three major county systems: 1) Accela, 2) KRONOS and 3) Lawson. Funds are also included for replacing obsolete servers, and continued implementation of the county-wide desktop replacement plan. Within Information Services county-wide technology funding has been reduced due to the purchase in FY 2013 of digital tape drives which back up data on the county network system, as well as by eliminating one administrative position. Duties are expected to be absorbed within other positions in the department.

The Facilities department position count increased by three upon approval in FY 2013 of the county assuming the management responsibilities of five parks previously managed by area municipalities. These positions will be dedicated to park maintenance. Finally the FY 2014 budget approves for the transfer and re-classification of an Accounting Technician position eliminated from Finance to establish a permanent Fleet Manager position within the Fleet Operations department.

## Revenues

General county revenues will fund most (92%) 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.



	FY12 Actual	FY13 Adopted	FY13 Amended	FY14 Adopted	vs. FY13 Adopted		FY15 Plan
					\$ chg	% chg	
<b>Department</b>							
Capital & Technology	\$0	\$174,914	\$0	\$0	(\$174,914)	-100.0%	\$0
Facilities	\$5,135,142	\$7,458,496	\$9,068,309	\$7,185,913	(\$272,583)	-3.7%	\$7,592,108
Information Services	\$8,310,346	\$9,464,813	\$9,673,008	\$8,900,493	(\$564,320)	-6.0%	\$9,366,556
Fleet Operations	\$671,855	\$872,580	\$887,433	\$787,713	(\$84,867)	-9.7%	\$1,570,007
Property Management	\$171,868	\$236,386	\$216,831	\$173,117	(\$63,269)	-26.8%	\$174,334
<b>Total Expenditures</b>	<b>\$14,289,211</b>	<b>\$18,207,189</b>	<b>\$19,845,581</b>	<b>\$17,047,236</b>	<b>(\$1,159,953)</b>	<b>-6.4%</b>	<b>\$18,703,005</b>
<b>Sources of Funds</b>							
User Charges	\$826,308	\$935,500	\$935,500	\$835,500	(\$100,000)	-10.7%	\$835,500
Other	\$592,314	\$530,514	\$530,514	\$517,554	(\$12,960)	-2.4%	\$505,054
County Funds	\$12,870,589	\$16,741,175	\$18,379,567	\$15,694,182	(\$1,046,993)	-6.3%	\$17,362,451
<b>Sources of Funds</b>	<b>\$14,289,211</b>	<b>\$18,207,189</b>	<b>\$19,845,581</b>	<b>\$17,047,236</b>	<b>(\$1,159,953)</b>	<b>-6.4%</b>	<b>\$18,703,005</b>

## CAPITAL INFRASTRUCTURE NEEDS – Pay-as-You-Go Funding

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** Maintain Efficient, Effective, and Responsible Governance

**PRIORITY:** Strong Fiscal Performance



### BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Guilford County	0	174,914	0	0	(100.0%)	0
<b>Capital Outlay</b>	<b>0</b>	<b>174,914</b>	<b>0</b>	<b>0</b>	<b>(100.0%)</b>	<b>0</b>
<b>EXPENSE</b>						
Capital	0	174,914	0	0	(100.0%)	0
<b>Total Expense</b>	<b>0</b>	<b>174,914</b>	<b>0</b>	<b>0</b>	<b>(100.0%)</b>	<b>0</b>
<b>REVENUE</b>						
<b>County Funds</b>	<b>0</b>	<b>174,914</b>	<b>0</b>	<b>0</b>	<b>(100.0%)</b>	<b>0</b>

### DEPARTMENTAL PURPOSE & GOALS

This department accounts for funds that are budgeted in Capital Outlay representing the amount of funding the county plans to allocate to the County Building Construction Fund. This funding is utilized for major construction projects or other acquisitions.

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.

### FY 2014 ADOPTED BUDGET HIGHLIGHTS

- The FY 2014 budget does not include a transfer of funds from the General Fund to the County Building Construction Fund to help pay for projects identified in the Capital Investment Plan (CIP). Transfers from the General Fund are used to reduce the amount of debt needed to pay for major infrastructure needs, such as new ambulance bases. The elimination of this transfer will require a restructuring of the CIP. See the County’s Capital Investment Plan at <http://countyweb.co.guilford.nc.us/fy-2013-2022-cip> for more information about the types of projects funded through this capital allocation.



# FACILITIES

Sherri Neal, Interim Director

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

**Links to County Goals and Strategic Priorities:**

**COUNTY GOAL:** Maintain Efficient, Effective, and Responsible Governance

**PRIORITY:** Responsive Governance & Stewardship



**Links to County Goals and Strategic Priorities:**

**COUNTY GOAL:** Ensure Community Health & Safety

**PRIORITY:** Courts



## BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Administration	393,944	541,224	532,563	483,174	(10.7%)	494,305
Buildings	1,508,427	2,651,230	3,580,372	2,561,258	(3.4%)	2,855,071
Operations	1,859,269	2,681,474	2,573,056	2,637,574	(1.6%)	2,729,320
Distribution Services	283,902	303,694	304,037	298,591	(1.7%)	309,168
Parking	87,789	130,278	147,050	128,874	(1.1%)	134,341
Courts	1,001,811	1,150,596	1,931,231	1,076,442	(6.4%)	1,069,903
<b>Facilities</b>	<b>5,135,142</b>	<b>7,458,496</b>	<b>9,068,309</b>	<b>7,185,913</b>	<b>(3.7%)</b>	<b>7,592,108</b>
<b>EXPENSE</b>						
Personnel Services	2,399,446	3,259,867	3,114,030	3,233,083	(0.8%)	3,346,536
Supplies & Materials	513,871	755,313	791,280	635,424	(15.9%)	635,424
Other Services & Charges	2,619,486	3,965,316	5,684,999	3,792,407	(4.4%)	4,085,149
Capital	0	28,000	28,000	0	(100.0%)	0
Other	-397,662	-550,000	-550,000	-475,001	(13.6%)	-475,001
<b>Total Expense</b>	<b>5,135,142</b>	<b>7,458,496</b>	<b>9,068,309</b>	<b>7,185,913</b>	<b>(3.7%)</b>	<b>7,592,108</b>
<b>REVENUE</b>						
Charges for Services	824,458	935,500	935,500	835,500	(10.7%)	835,500
Miscellaneous Revenues	575,081	494,514	494,514	497,554	0.6%	497,554
<b>Total Revenue</b>	<b>1,399,539</b>	<b>1,430,014</b>	<b>1,430,014</b>	<b>1,333,054</b>	<b>(6.8%)</b>	<b>1,333,054</b>
<b>County Funds</b>	<b>3,735,603</b>	<b>6,028,482</b>	<b>7,638,295</b>	<b>5,852,859</b>	<b>(2.9%)</b>	<b>6,259,054</b>
<b>Positions</b>	<b>45.00</b>	<b>58.00</b>	<b>61.00</b>	<b>61.00</b>	<b>5.2%</b>	<b>61.00</b>

## DEPARTMENTAL PURPOSE

The Facilities Department consists of 7 different programs:

**Administration-** Performs overall business administration function of the entire department, including but not limited to: payroll, contracts management, maintaining inventory of supplies and materials, processing work orders, making recommendations to the building maintenance committee, and managing the department's financial and human resources. The department manages approximately 1,629,293 square feet.

**Buildings-** Provides routine maintenance and maintenance for special projects for all County owned, but unoccupied, facilities.

**Operations-** Handles moving services for departments, janitorial and lawn maintenance services, performs plumbing, electrical, heating and air conditioning services, and provides miscellaneous repairs as well as general and mechanical maintenance throughout the County. Also maintains road signs throughout the County by installing replacement signs or making repairs to damaged signs.

**Distribution Services-** Delivers both interoffice and USPS mail between departments throughout the County, and meters all outgoing USPS mail.

**Parking-** Administers the Guilford County's Parking Policy by assigning parking spaces to employees and collecting fees per policy guidelines.

**Court Facilities Fees-** Mandated to provide building space and furniture for North Carolina Court systems.

**Non-Court Facilities Fees-** Provides miscellaneous equipment rental and services for the Courts.

## FY 2014 ADOPTED BUDGET HIGHLIGHTS

- The FY 2014 adopted budget for Facilities has decreased by a net of (\$175,623) or -2.9%. Most of this decrease is attributable to a revised estimate of routine maintenance costs for the new Greensboro Detention Facility for the upcoming year. The FY 13 prior year budget also included funding for a vehicle for maintenance at the detention center, and the FY 14 budget does not reflect this cost.
- The 2014 Facilities personnel budget reflects a total of three new maintenance positions (two building maintenance assistants and one building maintenance mechanic) that have been transferred from the Parks & Recreation department that will be dedicated to addressing maintenance issues at the Parks.
- Personnel expenses have decreased by a net of \$26,782. The FY 2013 budget included expected retirement incentive expenses through June 30, 2013. These expenses are not included in the FY 2014 budget.

- The personnel budget also reinstates the pay for performance allocation for department employees (0% - 1% based on employee performance review). Also for FY 2014 the county will replace the current 401K plan which contributes a flat 5% for non-sworn law enforcement personnel to a match of up to 5% of employee contributions.
- Operating expenses were also adjusted as necessary to better align the operating budget to prior year spending trends as well as consideration of the current year forecasted spending.
- The Facilities Department manages the county's Special Facilities Plan, which identifies major facility maintenance needs over the next several years. The plan for the next three fiscal years is included on the pages that follow the Facilities Department performance measures.

### **FY 2013 SIGNIFICANT ACCOMPLISHMENTS**

- Initiated energy efficient upgrades that included modifying light fixtures to accommodate more efficient LED lighting and installing variable frequency drives on air handler units in the Greensboro Courthouse and programming HVAC systems at our BB&T and Greene Street facilities to shut down during off peak hours.
- Completed maintenance projects within budgeted funds.
- Provided guidance to the countywide facility project planning committee and large equipment evaluation committee.
- The Facilities Department Fiscal Year 2012-2013 customer service rating, determined by a customer service survey, is 4.5, on a scale of 1-5 with 5 being the highest rating.
- Began management of janitorial, mechanical, and the overall general maintenance operations for the new Guilford County Detention Center.

## KEY PERFORMANCE MEASURES

<b>Measures</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Projected</b>	<b>FY 2015 Projected</b>
<b>Facilities</b>				
<b>Buildings</b>				
Gross sq ft maintained-not leased	1,960,602	1,932,832	1,932,832	1,932,832
Gross sq ft maintained-leased space	37,398	41,684	41,684	41,684
Sq ft per FTE	83,250	70,518	70,518	70,518
<b>Operations</b>				
Total Work Orders Completed	5,278	5,500	5,500	5,500
Proactive Work Orders	879	900	900	900
Reactive Work Orders	4,399	4,600	4,600	4,600
Total Orders per FTE	195	203	203	203
Road Signs Repaired/Replaced	165	176	176	176
Road Signs New Installs	4	6	6	6
<b>Distribution</b>				
Total Outgoing USPS Pieces	684,642	700,000	700,000	700,000
Total Discounted Pieces	256,151	265,000	265,000	265,000
Annual Mail Room Postage Use	394,662	425,000	425,000	425,000
Total Pieces per FTE	114,107	116,666	117,000	117,000
<b>Parking Management</b>				
Total spaces managed	1,768	2,000	2,000	2,000
Total employee parking assignments	1,115	1,029	1,029	1,029
Total non-employee parking assignments	210	296	296	296
Total Parking Revenue Collected	170,357	94,225	94,225	94,225

## Special Facilities Projects 3-Year Plan

Department/Project	FY 2013-14	FY 2014-15	FY 2015-16
<b>Animal Services</b>	\$ 50,000	\$ 38,500	\$ 50,000
<b>Animal Shelter 4525 W. Wendover Ave-GSO</b>			
General Contract Obligation	\$ 50,000	\$ 38,500	\$ 50,000
<b>Coop Ext</b>	\$ -	\$ 11,500	\$ 10,958
<b>Agricultural Center - 3309 Burlington Rd.-GSO</b>			
Insulate ceiling in barn/arena	\$ -	\$ -	\$ 10,958
Repair Terrazzo floor in Min building	\$ -	\$ 11,500	\$ -
<b>Culture</b>	\$ 174,628	\$ 114,166	\$ 174,700
<b>Bur-Mill - 5834 Bur Mill Club Rd.</b>			
Air Compressor	\$ 2,755	\$ -	\$ -
Install additional exterior lighting along walkway	\$ -	\$ 1,000	\$ -
Pool interior needs painting-Aquatic Center	\$ -	\$ 15,000	\$ -
Remodel clubhouse , front exterior of building	\$ -	\$ -	\$ 8,000
Replace Ceiling in banquet room	\$ -	\$ 1,000	\$ -
Replace concrete walkway at Clubhouse	\$ -	\$ 9,913	\$ -
Replace exterior doors	\$ 10,000	\$ -	\$ -
Replace flooring-Banquet Room & Triple Crowns	\$ -	\$ -	\$ 1,500
Replace flooring-Cedar, Training & Guilford Rooms	\$ -	\$ 5,400	\$ -
Replace hallway ceiling and light fixtures-Clubhouse	\$ 16,000	\$ -	\$ -
Replace lights on bottom set of tennis courts	\$ -	\$ 25,225	\$ -
Replace poles/wiring from transformer to tennis courts	\$ -	\$ 16,628	\$ -
Replace rotting wood on exterior and repaint-Wildlife Education C	\$ -	\$ 15,000	\$ -
Replace windows in Clubhouse for energy efficiency	\$ -	\$ -	\$ 48,000
Rework golf course	\$ -	\$ -	\$ 100,000
Pool Repair & Chairs	\$ 47,000	\$ -	\$ -
Addtl Maint Money	\$ 35,549	\$ -	\$ -
<b>Hagan Stone Park-Phase 1 Improvements</b>			
Camp Joy cabin renovation	\$ -	\$ 15,000	\$ -
Campground-section C drainage repair	\$ -	\$ 10,000	\$ -
<b>Open Space Rental House - McLeansville Rd</b>			
Electrical Uplift	\$ -	\$ -	\$ 3,500
Paint Exterior	\$ -	\$ -	\$ 500
Plumbing Repairs	\$ -	\$ -	\$ 600
Remove Old and Install New HVAC System	\$ -	\$ -	\$ 8,000
Repair Porch Foundation	\$ -	\$ -	\$ 600
Replace 13 Windows & 2 Doors	\$ -	\$ -	\$ 4,000
<b>Gibson Park</b>			
Asphalt and Shelter Repairs	\$ 15,000	\$ -	\$ -
Addtl Maint Money	\$ 4,558	\$ -	\$ -
<b>Southwest Park</b>			
Paint, Irrigation	\$ 3,000	\$ -	\$ -
Addtl Maint Money	\$ 4,558	\$ -	\$ -

## Special Facilities Projects 3-Year Plan

Department/Project	FY 2013-14	FY 2014-15	FY 2015-16
<b>☐ Northeast Park</b>			
Paint, asphalt repair, 2nd well repair	\$ 12,000		
Repair street lights	\$ 1,000		
Ditch - re rip-rap	\$ 450		
Ceiling on Event Center porch	\$ 4,500		
Event Center party room - repaint	\$ 1,800		
Pool deck sealer	\$ 2,500		
Concession stand building ceiling	\$ 1,200		
Repaint original buildings, house	\$ 4,000		
Shelter 6 - sidewalk and grill pad	\$ 700		
2nd pump for swimming pool & chlorinator	\$ 3,500		
Addtl Maint Money	\$ 4,558		
<b>☐ EMS</b>	<b>\$ -</b>	<b>\$ 325,318</b>	<b>\$ 220,000</b>
<b>☐ EMS - 1339 Headquarters Dr.</b>			
Replace Dividers in Restroom		\$ 4,318	
<b>☐ EMS - 300 Concord St.</b>			
Pave Parking Lot		\$ 14,000	
<b>☐ EMS - 1002 Meadowood St.-GSO</b>			
Awning w/ Lights at Fuel Island		\$ 41,000	
Canopy area to shelter vehicles from weather/ lighting/shorelines	\$ -		\$ 210,000
Design & Add Componets to Generator		\$ 121,600	
Engineer Study of Exterior Walls		\$ 6,200	
Infection Control Rooms		\$ 75,000	
Pave Parking Lot	\$ -	\$ 53,200	
Replace unleaded and diesel fuel pumps	\$ -	\$ 10,000	\$ 10,000
<b>☐ Facilities</b>	<b>\$ 860,400</b>	<b>\$ 1,038,704</b>	<b>\$ 1,808,772</b>
<b>☐ Bridgeway - 5209 W. Wendover Ave.</b>			
HVAC Units			\$ 153,772
<b>☐ Courthouse - HP - 505 E. Green Dr.</b>			
Upgrade Elevators 2		\$ 300,000	
<b>☐ Courthouse-HP</b>			
Courthouse(along w/ HP Detention)			\$ 650,000
<b>☐ Independence Center - 400 W. Market St.</b>			
Upgrade Elevators 2			\$ 355,000
<b>☐ Russell St Parking Lot-High Point</b>			
Repair/ Resurface Parking Lot	\$ 110,400		
<b>☐ Various Locations</b>			
Annual Allocation-Carpet & Tile Projects	\$ 75,000	\$ 75,000	\$ 75,000
Annual Allocation-Painting Projects	\$ 75,000	\$ 75,000	\$ 75,000
Annual Roof Replacement/Repair Allocation	\$ 500,000	\$ 500,000	\$ 500,000
General Energy Efficient Projects (from Plan)	\$ 100,000		
<b>☐ Old Courthouse - GSO- 301 W. Market St.</b>			
HVAC Equipment		\$ 88,704	

## Special Facilities Projects 3-Year Plan

Department/Project	FY 2013-14	FY 2014-15	FY 2015-16
<b>Juvenile Detention</b>		\$ 200,000	\$ 46,400
<b>15 Lockheed Ct.-GSO</b>			
Dishwasher			\$ 40,000
Food warmer			\$ 1,500
Kitchen Oven			\$ 3,300
Security System		\$ 200,000	
Stove			\$ 1,600
<b>Law</b>	\$ 196,000	\$ 278,000	\$ 453,000
<b>Law Enforcement - Detention Center - HP</b>			
Continue upgrade to HVAC computerized control			\$ 450,000
Master Control Logic Lock System-Levels 4,5,6,&7	\$ 116,000		
New work station-Visitor Control Booth		\$ 21,000	
Remove and replace existing concrete floor covering to tile -various areas		\$ 72,000	
Repair and remortar damaged brick walls outside of jail			\$ 2,000
Replace brick pavers and concrete stepping stones with concrete			\$ 1,000
Staff Restroom-Storage Areas 4,5,&6		\$ 45,000	
Repair cracks in concrete parking ramp surface-Lot X Parking Deck		\$ 80,000	
<b>Law Enforcement - Greensboro Courthouse</b>			
Replace Atty Video Visitation System	\$ 40,000		
<b>Law Enforcement - High Point Courthouse</b>			
Replace Atty Video Visitation System	\$ 40,000		
<b>Law Enforcement - Patrol Division - Stoney Creek District II Office</b>			
Replace carpet		\$ 30,000	
<b>Law Enforcement - Special Operations Division - Firestone Drive</b>			
Replace carpet		\$ 30,000	
<b>Public Health</b>	\$ -	\$ 46,614	\$ 11,000
<b>Health Department - 1100 E. Wendover Ave.</b>			
New workstations for medical staff-9			\$ 11,000
Pave Parking Lot	\$ -	\$ 35,000	
<b>Public Health-HP 501 E Green Drive</b>			
Remove existing air compressor & vac/install new unit		\$ 11,614	
<b>Energy Efficient Project</b>		\$ -	
<b>Courthouse - HP - 505 E. Green Dr.</b>			
Relamping -- Energy Efficient Project			
<b>Law Enforcement - Detention Center - HP</b>			
Solar System -- Energy Efficient Project		\$ -	
Water Economizer -- Energy Efficient Project		\$ -	
<b>Mental Health - Bellemeade Ctr - 201 N. Eugene St.</b>			
Relamping -- Energy Efficient Project			
<b>Public Health-HP 501 E Green Drive</b>			
Relamping -- Energy Efficient Project			
Repair Solar (Water Heater) -- Energy Efficient Project			
<b>Grand Total</b>	\$ 1,281,028	\$ 2,058,315	\$ 2,774,830

# INFORMATION SERVICES

Bridget D. Lindsay, Interim CIO/Director 201 N. Eugene St., PO BOX 3427, Greensboro, NC 27402 (336) 641-3371

*Links to County Goals and Strategic Priorities:*

*COUNTY GOAL: Maintain Efficient, Effective, and Responsible Governance*

*PRIORITY: Responsive Governance & Stewardship*



## BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Administration	840,619	2,662,758	1,987,315	1,712,465	(35.7%)	1,912,133
Program Management	103,423	106,900	96,900	106,775	(0.1%)	110,906
Client Services	5,166,004	4,430,246	5,383,740	4,951,235	11.8%	5,176,075
Application Software Services	2,200,305	2,261,909	2,202,053	2,127,018	(6.0%)	2,164,442
Telecommunications	-5	3,000	3,000	3,000	0.0%	3,000
<b>Information Services</b>	<b>8,310,346</b>	<b>9,464,813</b>	<b>9,673,008</b>	<b>8,900,493</b>	<b>(6.0%)</b>	<b>9,366,556</b>
<b>EXPENSE</b>						
Personnel Services	4,810,169	4,772,845	4,687,845	4,611,531	(3.4%)	4,744,534
Supplies & Materials	201,885	2,027,080	1,389,443	1,101,531	(45.7%)	1,282,617
Other Services & Charges	2,813,412	2,664,888	3,590,577	2,684,455	0.7%	2,836,429
Capital	497,833	0	5,143	502,976	0.0%	502,976
Other	-12,954	0	0	0	0.0%	0
<b>Total Expense</b>	<b>8,310,346</b>	<b>9,464,813</b>	<b>9,673,008</b>	<b>8,900,493</b>	<b>(6.0%)</b>	<b>9,366,556</b>
<b>REVENUE</b>						
Charges for Services	1,850	0	0	0	0.0%	0
Other Financing Sources	1,888	0	0	0	0.0%	0
Miscellaneous Revenues	6,945	0	0	0	0.0%	0
<b>Total Revenue</b>	<b>10,683</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
<b>County Funds</b>	<b>8,299,664</b>	<b>9,464,813</b>	<b>9,673,008</b>	<b>8,900,493</b>	<b>(6.0%)</b>	<b>9,366,556</b>
<b>Positions</b>	<b>51.00</b>	<b>51.00</b>	<b>51.00</b>	<b>50.00</b>	<b>(2.0%)</b>	<b>50.00</b>

## DEPARTMENTAL PURPOSE

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



- The Interim Chief Information Officer is committed participants in various departments' automation committees, particularly in the Department of Social Services and Public Health Department.
- **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.
- **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 (VOIP); 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 NCPTS, Lawson and Fleet; 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 2014 ADOPTED BUDGET HIGHLIGHTS

- The FY 2014 budget decreases county funding for Information Services by (\$564,320) or -6.0%.
- The budget reinstates funding for the pay for performance allocation for department employees (0% - 1% based on employee performance review). Also for FY 2014 the county will replace the current 401K plan which contributes a flat 5% for non-sworn law enforcement personnel to a match of up to 5% of employee contributions.
- One administrative position has been reduced within the department totaling (\$54,114). The duties of this position will be absorbed by other staff inside the department. The remaining decrease totals (\$403,004) and is related to funding removed for the purchase in FY 2013 of digital tape drives that back up data on the county network system. County-wide technology funding is reviewed annually by the Information Technology Advisory Committee (ITAC) are reflected in the table below for both FY 2014 – 2015 for the Information Services department.

- County funds totaling \$1,567,766 for various technology initiatives are included in the Information Services budget as follows:

Project	FY 2014 Adopted	FY 2015 Plan
Accela upgrade	\$ 150,000	\$ -
Adobe Upgrade Creative Suite	\$ -	\$ 3,000
ArcGIS Online--Cloud based Resources subscription	\$ -	\$ 10,000
Blade Enclosure for DR site	\$ -	\$ 18,370
Blade Servers to replace physical servers	\$ -	\$ 50,000
Centera addition	\$ -	\$ 30,000
Data Closet Upgrades	\$ 45,000	\$ 40,000
DR site	\$ 100,000	\$ 346,000
Enterprise Client Access Licenses for MS	\$ 249,000	\$ 249,000
Exchange Upgrade	\$ 25,000	\$ -
iPrism Subscription	\$ 50,000	\$ -
Kronos upgrade	\$ 150,000	\$ -
Laptop Refreshes	\$ 100,000	\$ 100,000
MP2	\$ -	\$ 100,000
Network Switches	\$ 150,000	\$ 150,000
Obsolete servers	\$ 75,000	\$ 40,000
Orthophotography Imaging Software for older photos	\$ 10,000	\$ -
Replacement of 2 Trimble units 8 and 10 years old	\$ 15,000	\$ -
SAN space	\$ -	\$ 75,000
Software Mobile application development	\$ -	\$ 7,950
Wacom tablets (2)	\$ 7,298	\$ -
Lawson upgrade to Infor10 or Hosting	\$ 191,468	\$ 279,532
Desktop Refreshes	\$ 250,000	\$ 250,000
<b>Total</b>	<b>\$1,567,766</b>	<b>\$1,748,852</b>

### FY 2013 SIGNIFICANT ACCOMPLISHMENTS

**Lawson 9.01 Upgrade** – The Lawson upgrade project was completed in August, 2012. The next major version upgrade to Infor 10\* is planned for FY 15-16.

**Lawson Hosting** – Information Services is reviewing options for Lawson hosting and managed services. Lawson is the enterprise resource planning system that is used by County staff to

record financial transactions, perform financial reporting, human resources administration, payroll processing, purchasing, strategic sourcing and other critical business processes. A hosted solution is expected to meet the following objectives:

- Provide a high quality support for the Lawson ERP software
  - Obtain competitive pricing that will reduce Information Services cost of operations
  - Faster turnaround time and efficiencies for upgrades and application of maintenance patches
  - Provide Disaster Recovery options for Lawson
- 
- Stay current with Lawson application/technology release levels
- A request for proposal (RFP) is expected to be issued in March, 2013.

**Lawson Strategic Sourcing/Contract Management** - An upgrade of these applications is targeted to begin in FY 13-14. This upgrade was recommended by Infor due to the additional functionality that is available with the latest version of the Contract Management application. The Lawson Contract Management application is designed to facilitate electronic routing, approval and tracking of County contracts. The Strategic Sourcing application is used for issuance of County bid events and submission of bids by Suppliers. The Strategic Sourcing application integrates with Contract Management.

\* Effective as of July 1, 2012, Lawson Software, Inc. changed its name to Infor (US), Inc. ("Infor").

**Kronos Upgrade** – An upgrade of the Kronos Time and Attendance System is targeted to begin in FY 13-14, pending approval of funding. The Kronos system is used by County employees to report bi-weekly work hours. This system integrates with the Lawson payroll application for payroll processing.

**Fleet Management System** - The new County Fleet Management system is in the testing stage. This system is expected to automate many of the manual activities that are currently performed for fleet management. The system is expected to be rolled out to County staff prior to the end of the fiscal year.

## **Tax**

**NCPTS** - Billing and Collections and Cama continue to have patches and multiple releases made to it to try to resolve issues with the base software. Although IS staff is not directly involved in the code, there are two staff members assigned exclusively to the tax department and other technical staff are involved with database fixes requested by Farragut.

**Debt Setoff** - Information Services ran the Debt Setoff program for six departments in the county – send letters, update amount due, communicate with the clearinghouse, and distribute payment files - \$19,008,488 currently submitted (a \$2.1M increase from 2011), 8,800 payments received for \$1,392,493 so far in 2012. This is an increase of 2600 payments and \$427,000 from 2011. Guilford County is currently ranked third in the state.

**Garnishments** – Information Services staff loaded over 30 employer listings into NCPTS and administered social security numbers to assist with the garnishment and mass garnishment

programs in collections. Currently garnishment fees paid to the county because of this process are at an all-time high.

## **Social Services**

### **DSS Automation**

- Ongoing participation with NCFast project.
- Continue to review, evaluate and recommend changes to department business process to make workflow more efficient and client friendly.
- DSS Child Assessment Tracking

## **Property Management and Parks**

**RecTrac** - Implementation of the RecTrac online reservation system for County parks and recreation. RecTrac allows citizens to submit requests for park facilities online. This application was available to the public in March 4, 2013.

## **Public Health**

**Practice Plus** - The Practice Plus project was initiated in August, 2012. This is a major project to replace the billing and patient scheduling software that is currently in use by the Public Health department. The projected go-live date for this system is June, 2013.

**Practice Partner** - Implemented Web View functionality that allows patients to access their appointments, medical record, and communicate with Health Department staff via the Internet. This also allows the capability of sharing of patient medical records with authorized non-Health Department staff such as local hospital personnel. This project is in the rollout phase to the patients.

**Dentrix** – An upgrade to the Dentrix application is planned to begin this fiscal year. This system is used to capture billing and other data for dental services provided by Public Health staff. The upgrade of the system will allow for enhanced reporting functionality.

**QS1** – An upgrade to the QS1 application. QS1 is used by the Pharmacy business unit to dispense medication. Upgrade QS1 from a DOS based version to a client server version. Combine the High Point and Greensboro databases into one centralized database.

**School Health Application Upgrade** – This application was upgraded to a web based application that can be accessed by Public Health staff at non-County locations. Completed January 2013.

## **Planning and Development and Environment Health**

**Accela** - Preliminary planning has begun for the upgrade of the Accela system to version 7.2. The initiation of this project is pending approval of funding for FY 13-14. Accela is a land permit and enforcement management system that is used by the public to request permits for various activities, such as buildings, improvements, enforcement, water and septic. It is also used for address assignment of County parcels and is an event management system for the inspection activities noted above.

**Electronic Site Plan** - The objective of this project is to implement a process that will allow site plans to be submitted and viewed electronically instead of printing out multiple copies for internal distribution. The loss of the lead project team member and subject matter expert caused the project to be delayed until alternative resources could be identified. The project has resumed and is targeted for completion by the end of FY 12-13.

### **Geographical Information Systems (GIS)**

Developed and published new applications including EMS CAD Reporting, HERA Non-UST Incident Tracking site, for user departments and the public.

Provided over 400 customized hard copy map products and supporting GIS data requests such as population estimates, data extractions, etc.

Publishing an updated the GIS Data Viewer and a mobile version of the GIS Data Viewer is projected for June, 2013.

GIS staff actively supported the daily operation of the ParcelSync and MapMetrics applications within the NCPTS system. GIS staff also performed transaction review, ongoing data quality testing, assisted in troubleshooting, and problem resolution with the Tax Department and vendor.

**ArcGIS Server Implementation** – Completed the migration of the existing ArcIMS sites to ArcGIS Server technology. These sites include: Historical Building Review Site, Special Assessment Site, UST Search Tool.

### **Guilford County Website (External and Internal)**

#### **External**

- The County launched a new Guilford County Parks website in January, 2013
- A project to update the County web site is also in the planning stages and is targeted for completion by the end of the fiscal year.

**County Intranet** - Funding was approved for FY 12-13 to move forward with the upgrade of the County Intranet. We are currently in the planning stages of that project and expect it to begin by the end of March, 2013. The project will involve an upgrade of the current Intranet platform to SharePoint 2013 and consolidation of the existing SharePoint document management site and Guilnet site into one single access point for employee communications and document management.

### **Infrastructure Projects:**

**Wireless Upgrade** – Upgrade the current obsolete wireless network to all new hardware. This will allow Information Services to expand wireless access for departments, better security and better support (hardware and software).

**Disk Base Backup Solution** – To achieve faster recovery time from backups, Disk based backup is a newer technology that allows for entire data to be backed up to hard disk based storage system versus the current tape library.

**Disaster Recovery Site (Secondary Data Center)** - Provide for a secondary data center which will host critical applications and data. This project will be implemented in phases starting initially only with remote backups and ultimately providing redundancy for critical County-wide applications.

**SAN Migration** - Migrated county-wide data storage from older EMC storage platform to the new EMC VNX storage.

**Server Farm Switch Upgrade** - Upgraded Cisco 4507 server farm switch to Cisco 6509. This switch provides connectivity to all servers in our Data Center.

**Other Projects:**

**Facilities Tools 2012** - The Parking application was rewritten as an intranet based application allowing simultaneous access by multiple staff members from any County PC. This application is used by Facilities to manage County parking facilities. An additional Key Management module is in the testing phase. The target completion day is end of fiscal year.

**HR-Position Reclassification (Phase 1)** - this project involved automation of the position re-classification process employed for all County departments. The target completion day is end of fiscal year.

**KEY PERFORMANCE MEASURES**

Measures	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Estimate	Projected	Projected
<b>Information Systems</b>				
<b>Administration</b>				
Percent of total IT projects managed that are implemented on schedule and within budget	88%	80%	90%	95%
Percent of contract vendors that meet contractual obligations	88%	85%	90%	90%
<b>Application Software Services</b>				
Percent of Application / IT Projects implemented on schedule and within budget	81%	75%	75%	75%
Percent of (Ad Hoc) Service Requests resolved within ten business days	99%	94%	95%	95%
Percent of (Ad Hoc) GIS project requests completed within ten business days	100%	98%	99%	99%
<b>Client Services</b>				
Number of PC's and servers managed per FTE	97	110	110	110
Number of Workorders / Incident Tickets Completed per FTE	933	1,050	1,100	1,100
Percent of Work Orders Completed within seven business days	74%	69%	75%	75%
Percent of Incident Tickets Completed within seven business days	90%	90%	92%	95%
Network up time as a percent of total network hours	99.95%	99.95%	99.95%	99.95%

**FUTURE ISSUES**

With a workforce that is more flexible, mobile, more comfortable with technology, increased demands strain limited available Information Services resources. Mobility and security is a huge concern for Information Services. The County is challenged with ensuring mobile users are able to work but also ensuring our citizens' data is secured. The challenge of mobility also falls in line with employee personal devices. Employees' smartphones and DROIDS enable employees to be mobile and access work away from the office security will continue to be a challenge due to HIPPA laws, etc.

Social media will also be a major concern as the county move forward. Information Services continue to evaluate the expanded use of social media such as YOUTube, Facebook and Tweeter as more citizen access is requested such as with the parks.

Information Services continues to prolong the life of major equipment, but the capital expenditures continue to be necessary for the technology supported. Many times maintenance costs increase on older equipment and software. As newer technology is acquired and obsolete software is replaced. Additional training may be necessary as well as acquisition of supplemental hardware, tools and software products.

A plan for business continuity has been in the works for some time with Client Services searching for a secondary location to store additional servers, send and store data in case of a major disaster within Guilford County. This will require redundant hardware and have a monthly cost for maintaining the offsite location.

Retaining and hiring new staff is a concern as we move forward. Private sector IT job market is opening up making it extremely difficult to keep experienced staff with our salary range.

County Technology Needs FY 2014 Adopted and 2015 Plan

Department	Project	FY 2014 Adopted	FY 2015 Plan
<b>Child Support</b>	Northwoods Software and Hardware	\$ 238,924	\$ -
<b>Child Support Total</b>		<b>\$ 238,924</b>	<b>\$ -</b>
<b>Elections</b>	5 Printers (5,410) and 2 Scanners (4,800)	\$ 10,210	\$ -
<b>Elections Total</b>		<b>\$ 10,210</b>	<b>\$ -</b>
<b>Emergency Services</b>	Accounting module for Fire House	\$ -	\$ 8,500
	EMC SAN expansion	\$ -	\$ 15,000
	ePCR tablets	\$ 20,000	\$ 20,000
	Exchange Server Upgrade 2003 to 2010	\$ 25,000	\$ -
	First Watch for monitoring real time EMS info.	\$ -	\$ 82,000
	MCT replacement	\$ 75,000	\$ 75,000
	Mobile gateways	\$ 15,000	\$ 15,000
	SQL Server upgrade from 2005 to 2008	\$ 18,000	\$ -
	Use of MCTs for mobility	\$ 50,000	\$ -
	Virtual Server new	\$ -	\$ 15,000
<b>Emergency Services Total</b>		<b>\$ 203,000</b>	<b>\$ 230,500</b>
<b>Finance</b>	Check Printer and 2 Desktop Scanners	\$ 4,428	\$ -
	Desktop Scanner Replacements for AP	\$ 4,900	\$ -
<b>Finance Total</b>		<b>\$ 9,328</b>	<b>\$ -</b>
<b>Information Services</b>	Accela upgrade	\$ 150,000	\$ -
	Adobe Upgrade Creative Suite	\$ -	\$ 3,000
	ArcGIS Online--Cloud based Resources subscription	\$ -	\$ 10,000
	Blade Enclosure for DR site	\$ -	\$ 18,370
	Blade Servers to replace physical servers	\$ -	\$ 50,000
	Centera addition	\$ -	\$ 30,000
	Data Closet Upgrades	\$ 45,000	\$ 40,000
	DR site	\$ 100,000	\$ 346,000
	Enterprise Client Access Licenses for MS	\$ 249,000	\$ 249,000
	Exchange Upgrade	\$ 25,000	\$ -
	iPrism Subscription	\$ 50,000	\$ -
	Kronos upgrade	\$ 150,000	\$ -
	Laptop Refreshes	\$ 100,000	\$ 100,000
	MP2	\$ -	\$ 100,000
	Network Switches	\$ 150,000	\$ 150,000
	Obsolete servers	\$ 75,000	\$ 40,000
	Orthophotography Imaging Software for older photos	\$ 10,000	\$ -
	Replacement of 2 Trimble units 8 and 10 years old	\$ 15,000	\$ -
	SAN space	\$ -	\$ 75,000
	Software Mobile application development	\$ -	\$ 7,950
	Wacom tablets (2)	\$ 7,298	\$ -
	Lawson upgrade to Infor10 or Hosting	\$ 191,468	\$ 279,532
	Desktop Refreshes	\$ 250,000	\$ 250,000
<b>Information Services Total</b>		<b>\$ 1,567,766</b>	<b>\$ 1,748,852</b>
<b>Inspections</b>	BMP Inventory Map using GIS for annual inspection	\$ -	\$ 29,430
<b>Inspections Total</b>		<b>\$ -</b>	<b>\$ 29,430</b>
<b>Internal Audit</b>	Paperless Electronic Work Paper Audit Software	\$ -	\$ 12,000
<b>Internal Audit Total</b>		<b>\$ -</b>	<b>\$ 12,000</b>
<b>Juvenile Detention</b>	Console Operations Equipment	\$ -	\$ 89,230
<b>Juvenile Detention Total</b>		<b>\$ -</b>	<b>\$ 89,230</b>



County Technology Needs FY 2014 Adopted and 2015 Plan

Department	Project	FY 2014 Adopted	FY 2015 Plan
<b>Law Enforcement</b>	Citation Printers	\$ 8,000	\$ 8,000
	CJIN Two part authentication	\$ 20,000	\$ -
	MCTs (35)	\$ 158,620	\$ 158,620
	Mobile Command Post equipment	\$ 1,500	\$ 6,500
	Printers 5 yr. rotation	\$ 4,400	\$ 4,600
	Servers 2/year	\$ 10,000	\$ 10,000
	Storage	\$ 4,000	\$ 4,000
	Upgrade of Spillman	\$ -	\$ 79,929
<b>Law Enforcement Total</b>		<b>\$ 206,520</b>	<b>\$ 271,649</b>
<b>Other Protection</b>	New case management software	\$ 78,100	\$ -
<b>Other Protection Total</b>		<b>\$ 78,100</b>	<b>\$ -</b>
<b>Public Health</b>	EH WQ Trimble Replacement	\$ 25,000	\$ 25,000
	EMR Licenses, network, equipment	\$ 59,412	\$ 125,914
<b>Public Health Total</b>		<b>\$ 84,412</b>	<b>\$ 150,914</b>
<b>Security</b>	Replace software for current system now at EOL	\$ -	\$ 20,000
	Replace DVR with Network DVR	\$ -	\$ 12,500
<b>Security Total</b>		<b>\$ -</b>	<b>\$ 32,500</b>
<b>Social Services</b>	Flat Screen monitors 350	\$ 52,500	\$ -
	Kiosk	\$ 34,000	\$ -
	Scanning hardware after 50% reimb	\$ 17,000	\$ -
<b>Social Services Total</b>		<b>\$ 103,500</b>	<b>\$ -</b>
<b>Grand Total</b>		<b>\$ 2,501,760</b>	<b>\$ 2,565,075</b>
	Child Support 66% Reimbursement	\$ (157,690)	\$ -
	Social Services 50% Reimbursement	\$ (51,750)	\$ -
	<b>Total Revenue</b>	<b>\$ (209,440)</b>	<b>\$ -</b>
	<b>Net County Funds</b>	<b>\$ 2,292,320</b>	<b>\$ 2,565,075</b>

# FLEET OPERATIONS

Myra Thompson, Interim Fleet Manager

400 West Washington St., Greensboro, NC 27401 (336) 641-3094

*Links to County Goals and Strategic Priorities:*

*COUNTY GOAL: Maintain Efficient, Effective, and Responsible Governance*

*PRIORITY: Responsive Governance & Stewardship*



## BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Fleet Operation	671,855	872,580	887,433	787,713	(9.7%)	1,570,007
<b>Fleet Operation</b>	<b>671,855</b>	<b>872,580</b>	<b>887,433</b>	<b>787,713</b>	<b>(9.7%)</b>	<b>1,570,007</b>
<b>EXPENSE</b>						
Personnel Services	63,671	63,290	63,290	139,192	119.9%	143,464
Other Services & Charges	286,917	356,490	349,693	376,601	5.6%	338,983
Capital	321,267	452,800	474,450	271,920	(39.9%)	1,087,560
<b>Total Expense</b>	<b>671,855</b>	<b>872,580</b>	<b>887,433</b>	<b>787,713</b>	<b>(9.7%)</b>	<b>1,570,007</b>
<b>REVENUE</b>						
Other Financing Sources	8,300	36,000	36,000	20,000	(44.4%)	7,500
<b>Total Revenue</b>	<b>8,300</b>	<b>36,000</b>	<b>36,000</b>	<b>20,000</b>	<b>(44.4%)</b>	<b>7,500</b>
<b>County Funds</b>	<b>663,555</b>	<b>836,580</b>	<b>851,433</b>	<b>767,713</b>	<b>(8.2%)</b>	<b>1,562,507</b>
<b>Positions</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>2.00</b>	<b>100.0%</b>	<b>2.00</b>

## 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 2014 ADOPTED BUDGET HIGHLIGHTS

- The FY 2014 budget decreases county funding for Fleet by (\$68,867) or -8.2%, with the major changes are highlighted below:
- The budget reinstates funding for the pay for performance allocation for department employees (0% - 1%) based on employee performance review. Also for FY 2014 the county will replace the current 401K plan which contributes a flat 5% for non-sworn law enforcement personnel to a match of up to 5% of employee contributions.
- The budget includes \$271,920 to replace various non-emergency vehicles. With the purchase of new vehicles, the county will experience a decrease in maintenance costs and, more importantly, an increase in the reliability of its fleet.
- Prior to FY 2013 Law Enforcement staff managed the general county fleet, including Law Enforcement vehicles. The management of non-Law Enforcement vehicles has been transferred back to the county's Fleet Department. A vacant position in the Finance Department has been moved to Fleet and will be reclassified to provide fleet management and contract maintenance oversight.

## 2013 SIGNIFICANT ACCOMPLISHMENTS

- The county has re-assigned several vehicles to various departments and pulled others for auction. This has increased utilization as well as increased revenue from the sale of assets.
- Currently in the process of implementing Fleet Commander software to further streamline operations and to provide the best possible experience as well as quick and efficient fleet reservation services.

<b>Vehicle Replacements</b>				
<b>Department</b>	<b>FY 2014</b>		<b>FY 2015</b>	
	<b>Cars</b>	<b>Other*</b>	<b>Cars</b>	<b>Other*</b>
General County Fleet	7	5	30	18
Transportation Human Services	1	1		1
Law Enf Administration	30	3	19	
Emergency Services	6	7	2	9
Fire Administration		2		2
Animal Control		2		2
<b>Totals</b>	<b>44</b>	<b>20</b>	<b>51</b>	<b>32</b>

\* Ambulances, trucks, vans, SUV's

# PROPERTY MANAGEMENT

Delaine Poteat, Interim Director

301 W. Market St., PO BOX 3427, Greensboro, NC 27402 (336) 641-3778

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** *Maintain Efficient, Effective, and Responsible Governance*

**PRIORITY:** *Responsive Governance & Stewardship*



## BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Property Management	171,316	236,386	216,457	173,117	(26.8%)	174,334
<b>Property Management</b>	<b>171,316</b>	<b>236,386</b>	<b>216,457</b>	<b>173,117</b>	<b>(26.8%)</b>	<b>174,334</b>
<b>EXPENSE</b>						
Personnel Services	165,841	222,586	202,586	165,695	(25.6%)	170,412
Supplies & Materials	214	1,100	341	214	(80.5%)	214
Other Services & Charges	5,261	12,700	13,530	7,208	(43.2%)	3,708
<b>Total Expense</b>	<b>171,316</b>	<b>236,386</b>	<b>216,457</b>	<b>173,117</b>	<b>(26.8%)</b>	<b>174,334</b>
<b>REVENUE</b>						
Miscellaneous Revenues	100	0	0	0	0.0%	0
<b>Total Revenue</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
<b>County Funds</b>	<b>171,216</b>	<b>236,386</b>	<b>216,457</b>	<b>173,117</b>	<b>(26.8%)</b>	<b>174,334</b>
<b>Positions</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.0%</b>	<b>2.00</b>

## 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 2014 ADOPTED BUDGET HIGHLIGHTS**

- Operating expenses have decreased by \$6,378 as a result of decreasing funds allocated for general surveys and appraisals.
- .The personnel budget reinstates the pay for performance allocation for department employees (0% - 1% based on employee performance review). Also for FY 2014 the county will replace the current 401K plan which contributes a flat 5% for non-sworn law enforcement personnel to a match of up to 5% of employee contributions.

**FY 2013 SIGNIFICANT ACCOMPLISHMENTS**

- Completed construction of 1,000-bed Greensboro Detention Center.
- Began Phase 2 renovations of 1100 E. Wendover Health Department location.
- Completed design of Edgeworth Building renovations.
- Completed design of Greene Street Center renovations.
- Acquired property for Sheriff’s District 3 Office in Jamestown.
- Secured purchase contract for sale of Evergreens in High Point.
- Began renovation of BB&T Building to house Information Services, Register of Deeds and Veteran’s Services.

**KEY PERFORMANCE MEASURES**

<b>Measures</b>	<b>FY2012 Actual</b>	<b>FY2013 Estimate</b>	<b>FY2014 Projected</b>	<b>FY2015 Projected</b>
<b>Property Management</b>				
Percent of projects completed on time- annually	100%	100%	100%	100%
Percent of projects completed within budget - annually	100%	100%	100%	100%
Number of active projects - annually	7	7	6	6
Number of active projects from master plan	3	3	2	2
Projects managed per FTE - annually	7	7	6	6
Number of leaseholders - annually	13	13	14	14
Total dollar amount generated from leases - annually	\$440,579	\$417,110	\$417,110	\$427,502

## **FUTURE ISSUES**

In Fiscal Year 2012-2013, Property Management Department intends to 1) purchase land for a Northwest EMS base, 2) complete Phase 2 renovation of the 1100 East Wendover Health Clinic, 3) renovate portion of the Greene Street building to accommodate County departments, 4) renovate Edgeworth Building to house Probation and Parole and Juvenile Services, 5) complete sale of Evergreens, 6) actively market existing County surplus property, and 7) provide cost effective oversight to Parks and Open Space. 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.

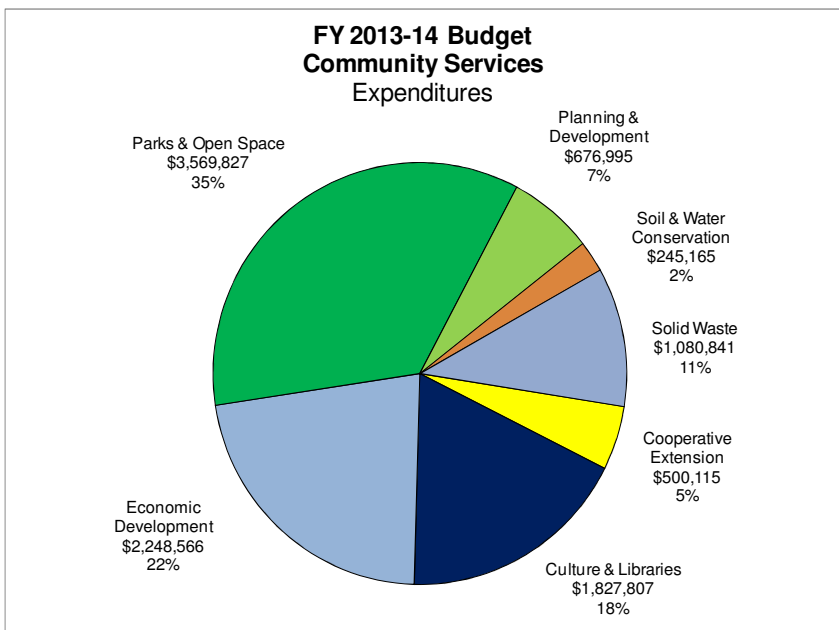
Community Services departments include:

- Cooperative Extension
- Economic Development
- Culture & Recreation
- Planning
- Community Development
- Solid Waste
- Soil & Water Conservation

## Expenditures

Guilford County will spend \$10,149,316 for Community Services in FY 2014, an increase of \$1,699,158 or 20.1% over the FY 2012-13 Adopted Budget. Community Services accounts for approximately 2% of total expenditures for FY 2014.

The Economic Development budget will increase by approximately \$848,322 or 60.6%, largely due to the scheduled incentive payouts for agencies that have satisfied the investment and / or job creation terms of their incentive contracts as well as the transfer in of Culture Community Based Organizations (CBOs) from the Culture & Recreation Budget.

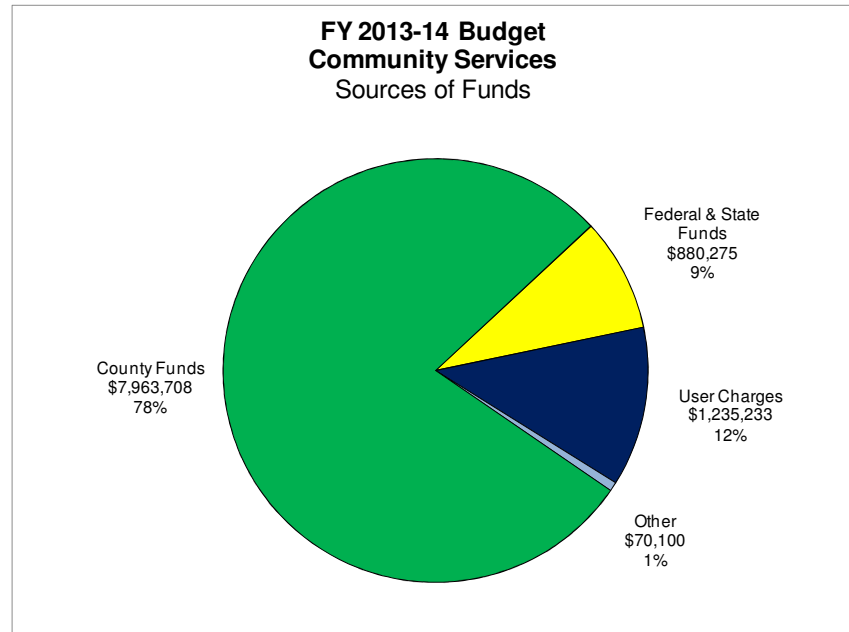


Library funding remains the same as it did for FY 2013 totaling approximately \$1.83 million dollars. The Parks & Recreation Budget increased by nearly \$1.1 million or 42.1% for FY 2014. The increase is due the transfer of management responsibilities at Bur-Mil, Hagan-Stone, Northeast, Southwest, and Gibson Parks from area municipalities to the county, effective January 2013. All expenses and revenues of these parks will now be budgeted by the county, rather than the net operational costs (expenses and an 8-10% management fee less revenues) paid to municipalities. This operational change, which results in no new net county funds allocated for parks, makes available nearly \$174,000 to address deferred facility maintenance at the parks.



## Revenues

Most (78%) Community Services programs are funded from general county funds. Fees & Charges account for 12% and Federal & State revenues provide the most of the remaining support at 9%.



	FY12 Actual	FY13 Adopted	FY13 Amended	FY14 Adopted	vs. FY13 Adopted		FY15 Plan
					\$ chg	% chg	
<b>Department</b>							
Cooperative Extension	\$525,455	\$509,575	\$740,814	<b>\$500,115</b>	(\$9,460)	-1.9%	\$519,446
Culture & Libraries	\$2,280,579	\$2,074,474	\$2,409,702	<b>\$1,827,807</b>	(\$246,667)	-11.9%	\$1,827,807
Economic Development	\$2,321,155	\$1,400,244	\$4,231,582	<b>\$2,248,566</b>	\$848,322	60.6%	\$2,251,593
Parks & Open Space	\$2,514,031	\$2,511,819	\$3,285,239	<b>\$3,569,827</b>	\$1,058,008	42.1%	\$3,658,153
Planning & Development	\$764,878	\$613,897	\$774,273	<b>\$676,995</b>	\$63,098	10.3%	\$692,025
Soil & Water Conservation	\$217,546	\$245,859	\$260,578	<b>\$245,165</b>	(\$694)	-0.3%	\$252,217
Solid Waste	\$1,041,799	\$1,094,290	\$1,100,717	<b>\$1,080,841</b>	(\$13,449)	-1.2%	\$1,110,330
<b>Total Expenditures</b>	<b>\$9,665,443</b>	<b>\$8,450,158</b>	<b>\$12,802,905</b>	<b>\$10,149,316</b>	<b>\$1,699,158</b>	<b>20.1%</b>	<b>\$10,311,571</b>
<b>Sources of Funds</b>							
Federal & State Funds	\$1,294,958	\$784,427	\$784,427	<b>\$880,275</b>	\$95,848	12.2%	\$880,275
User Charges	\$88,452	\$88,499	\$88,499	<b>\$1,235,233</b>	\$1,146,734	1295.8%	\$1,234,542
Other	\$63,582	\$23,370	\$683,949	<b>\$70,100</b>	\$46,730	200.0%	\$70,050
County Funds	\$8,218,451	\$7,553,862	\$11,246,030	<b>\$7,963,708</b>	\$409,846	5.4%	\$8,126,704
<b>Sources of Funds</b>	<b>\$9,665,443</b>	<b>\$8,450,158</b>	<b>\$12,802,905</b>	<b>\$10,149,316</b>	<b>\$1,699,158</b>	<b>20.1%</b>	<b>\$10,311,571</b>

# COOPERATIVE EXTENSION

William Wickliffe, Director

3309 Burlington Rd., Greensboro, NC 27402 (336) 375-5876

**Links to County Goals and Strategic Priorities:**

**COUNTY GOAL:** Further Community Achievement  
**PRIORITY:** Workforce Preparedness & Personal Enrichment



**Links to County Goals and Strategic Priorities:**

**COUNTY GOAL:** Improve Quality of Life & Manage Growth  
**PRIORITY:** Clean & Green Community



## BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Administration	500,824	509,575	720,235	500,115	(1.9%)	519,446
Youth	24,632	0	20,579	0	0.0%	0
<b>Cooperative Extension Service</b>	<b>525,455</b>	<b>509,575</b>	<b>740,814</b>	<b>500,115</b>	<b>(1.9%)</b>	<b>519,446</b>
<b>EXPENSE</b>						
Supplies & Materials	25,444	16,729	22,898	16,729	0.0%	16,850
Other Services & Charges	500,012	492,846	717,916	483,386	(1.9%)	502,596
<b>Total Expense</b>	<b>525,455</b>	<b>509,575</b>	<b>740,814</b>	<b>500,115</b>	<b>(1.9%)</b>	<b>519,446</b>
<b>REVENUE</b>						
Miscellaneous Revenues	30,300	0	15,000	0	0.0%	0
<b>Total Revenue</b>	<b>30,300</b>	<b>0</b>	<b>15,000</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
<b>County Funds</b>	<b>495,155</b>	<b>509,575</b>	<b>725,814</b>	<b>500,115</b>	<b>(1.9%)</b>	<b>519,446</b>

## DEPARTMENTAL PURPOSE

Guilford County’s Cooperative Extension Service (CES) draws from the research assets of the state’s two land-grant universities – NC A&T State University and NC State University – to help individuals, families, and communities improve their quality of life 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.

CES is operated by North Carolina State University (NCSU) under a memorandum of understanding (MOU) between NCSU and Guilford County. CES employees are employees of NCSU, and the county shares in the expense of the programs as outlined in the MOU.

### **FY 2014 ADOPTED BUDGET HIGHLIGHTS**

- The FY 14 Adopted Budget has decreased \$9,460 or (1.9%). The decrease is mainly due to the prior year FY 13 adopted budget including a 2% raise for State employees, and the FY 14 budget does not reflect a raise.
- Operating expenses were also adjusted as necessary to better align the operating budget to prior year spending trends as well as consideration of the current fiscal year's forecasted spending.

### **FY 2013 SIGNIFICANT ACCOMPLISHMENTS**

- Guilford Extension staff reported over \$51 million in economic impact during 2012. These impacts represented grants and donations (\$78,652); value of efforts in site visits; value of program efforts; value of educational mediums (print, television, radio); volunteer hours; and mandated certification programs (\$89,430). Staff fielded over 10,600 telephone requests for information, presented 1,067 programs to 38,894 people and had non face-to-face contact with almost 87,072. By programming using the print, radio and television media, we impacted the lives of over 25 million people. This is from a professional staff equaling 10.3 full time equivalents (FTE) and supported by 4 FTE. In aggregate, that equates to each professional FTE valuing efforts at almost \$5 million in which the County has an investment of \$28,079.
- The Guilford Extension has also been successful in securing grants and donations to expand the Community Gardens program throughout the County.
- Cooperative Extension continues to be efficient, effective, and responsive in meeting the needs of Guilford County citizens, and to reflect our mission--NC Cooperative Extension: Empowering People - Providing Solutions.

## KEY PERFORMANCE MEASURES

Measures	FY2012	FY2013	FY2014	FY2015
	Actual	Estimate	Projected	Projected
<b>Cooperative Extension</b>				
Number of participants in workshops/seminars	38,907	38,894	40,000	35,000
Number of Programs given	1,155	3,263	3,300	3,000
Number of volunteers	727	669	650	625
Number of volunteer hours	21,917	18,195	17,550	17,600
Number of 4H youth served (non-duplicated)	14,096	12,936	11,000	12,000
Number of site visits	890	601	550	500
Diagnostic samples performed	1,600	986	900	850

## FUTURE ISSUES

- Cooperative Extension continues to be responsive to citizens with a reduced workforce. The need to fill two vacant agriculture agent positions remains a high priority. We will continue to work with North Carolina State University to restore funding for these positions.
- Expanded Food and Nutrition Education Programs have been very effective in Guilford County. Currently, we have two Guilford County based Program Assistants that are entirely supported by funding from North Carolina State University. The intent of the program is to initiate the program at the County level with funding being split with the County after three years (2013-14 year).
- 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 promoting self-sufficiency, life-long learning, and educational opportunities for all citizens. 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.

# ECONOMIC DEVELOPMENT

Leslie Bell, Planning Director

400 W. Market St., PO BOX 3427, Greensboro, NC 27402 (336) 641-2552

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** *Improve Quality of Life & Manage Growth*

**PRIORITY:** *Economic Growth*



## BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Economic Develop & Assistance	2,321,155	1,400,244	4,231,582	2,248,566	60.6%	2,251,593
<b>Economic Develop &amp; Assistance</b>	<b>2,321,155</b>	<b>1,400,244</b>	<b>4,231,582</b>	<b>2,248,566</b>	<b>60.6%</b>	<b>2,251,593</b>
<b>EXPENSE</b>						
Other Services & Charges	2,321,155	1,400,244	4,231,582	2,248,566	60.6%	2,251,593
<b>Total Expense</b>	<b>2,321,155</b>	<b>1,400,244</b>	<b>4,231,582</b>	<b>2,248,566</b>	<b>60.6%</b>	<b>2,251,593</b>
<b>REVENUE</b>						
Intergovernmental	388,600	0	0	0	0.0%	0
Miscellaneous Revenues	0	0	50,000	0	0.0%	0
<b>Total Revenue</b>	<b>388,600</b>	<b>0</b>	<b>50,000</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
<b>County Funds</b>	<b>1,932,555</b>	<b>1,400,244</b>	<b>4,181,582</b>	<b>2,248,566</b>	<b>60.6%</b>	<b>2,251,593</b>

## DEPARTMENTAL PURPOSE

The Economic Development program markets the County and the Piedmont Triad Region to facilitate area development. Emphasis is placed on the retention and expansion of existing industry, as well as the attraction of business opportunities and emerging sectors. Area Economic Development Agencies that share the County's development objectives are also supported as well as Cultural Agencies deemed to have a positive impact on County's local economy.

## FY 2014 ADOPTED BUDGET HIGHLIGHTS

- The FY 2014 budget for Economic Development and Assistance is expected to increase by \$848,322 or 60.6%.
- \$220,000 of the increase is due the inclusion of Cultural agencies such as African American Atelier and United Arts Council – Greensboro, which have typically been considered Community Based Organizations funded through Coordinated Services.
- \$758,276 is due to Economic Incentive payouts schedule for companies such as FedEx Ground, Park View Development LLC and Ralph Lauren Corporation.
- Finally (\$129,954) is due to a decrease in funding related to Economic Development Agencies. Downtown Greensboro, Downtown High Point, East Market Street Development and Piedmont Triad Partnership all have either been eliminated or reduced in funding for FY 2014.

Agencies	Agency Type	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Requested	FY 2014 Adopted	FY 2015 Plan
African American Atelier	Cultural Agencies	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
NC Shakesperare Festival		\$ 30,000	\$ 30,000	\$ 60,000	\$ 30,000	\$ 30,000
United Arts Council-GSO		\$ 66,667	\$ 66,667	\$ 100,000	\$ 55,000	\$ 55,000
HP Arts Council		\$ 50,000	\$ 50,000	\$ 50,000	\$ 40,000	\$ 40,000
War Memorial		-	\$ 25,000	\$ 50,000	\$ 25,000	\$ 25,000
Friends of John Coltrane		-	\$ 25,000	\$ 25,000	\$ 20,000	\$ 20,000
Greensboro Children's Museum		-	\$ -	\$ 35,000	\$ -	\$ -
Sit In Movement-Civil Rights Museum		-	\$ -	\$ 250,000	\$ -	\$ -
<b>Sub-Total</b>		<b>\$ 196,667</b>	<b>\$ 246,667</b>	<b>\$ 620,000</b>	<b>\$ 220,000</b>	<b>\$ 220,000</b>
Downtown Greensboro	Economic Development Agencies	\$ 40,000	\$ 40,000	\$ 40,000	\$ -	\$ -
Downtown High Point		\$ 40,000	\$ 40,000	\$ 40,000	\$ -	\$ -
East Market Street Development		-	\$ 15,000	\$ 25,000	\$ 12,000	\$ 12,000
Greensboro Economic Development Partnership		\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
High Point Economic Development		\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
High Point Market Authority		\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
Piedmont Triad Film Commission		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Piedmont Triad Partnership		\$ 47,595	\$ 49,037	\$ 49,523	\$ -	\$ -
The City Project-HP		-	-	30,000	-	\$ 30,000
Southwest Renewal Foundation		-	-	3,800	-	\$ 3,800
Guilford County Tourism Development Authority	\$ 37,917	\$ 37,917	\$ 40,000	\$ 40,000	\$ 40,000	
<b>Sub-Total</b>		<b>\$ 565,512</b>	<b>\$ 581,954</b>	<b>\$ 628,323</b>	<b>\$ 452,000</b>	<b>\$ 485,800</b>
<b>Grand Total</b>		<b>\$ 762,179</b>	<b>\$ 828,621</b>	<b>\$ 1,248,323</b>	<b>\$ 672,000</b>	<b>\$ 705,800</b>

**SUMMARY  
CAPITAL IMPROVEMENT PROGRAM  
ECONOMIC INCENTIVES**

<b>Project</b>	<b>Prior Years</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Proposed</b>	<b>FY 2015 Planned</b>	<b>Future Years</b>	<b>Total</b>
RF Micro Devices	\$ 2,000,000	-	-	-	-	\$ 2,000,000
United Healthcare	\$ 270,000	-	-	-	-	\$ 270,000
Syngenta Corporation Protection	\$ 245,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 30,959	\$ 380,959
Thomas Built Buses	\$ 450,000	-	-	-	-	\$ 450,000
RF Micro Devices	\$ 347,001	-	-	-	-	\$ 347,001
Sherwin Williams	\$ 24,000	-	\$ 549	-	-	\$ 24,549
Burlington Industries	\$ 100,000	-	-	-	-	\$ 100,000
Citicorp Credit Services	\$ 960,000	-	-	\$ 240,000	-	\$ 1,200,000
Purolator Facet, Inc.	\$ 61,334	-	\$ 30,666	-	-	\$ 92,000
Stockhausen	\$ 129,334	\$ 64,667	-	-	-	\$ 194,001
RF Micro Devices	\$ 1,168,000	-	-	-	-	\$ 1,168,000
Transportation Systems Solutions	\$ 72,000	-	-	-	-	\$ 72,000
Volvo Trucks, North America	\$ 150,000	-	-	-	-	\$ 150,000
Southern Film Extruders	\$ 48,000	-	-	-	-	\$ 48,000
Comair, Inc.	\$ 21,200	-	-	-	-	\$ 21,200
RF Micro Devices	\$ 830,001	-	-	-	-	\$ 830,001
Legacy Paddlesports, LLC	\$ 72,600	-	-	-	-	\$ 72,600
Park View Development LLC	\$ 500,000	\$ 100,000	\$ 250,000	\$ 250,000	-	\$ 1,100,000
Carolina Precision Plastics	\$ 150,000	-	\$ 12,800	-	-	\$ 162,800
Lodging by Charter	\$ 68,400	-	-	-	-	\$ 68,400
Ralph Lauren Media, Inc. (POLO) Ph 1	\$ 487,500	-	-	-	-	\$ 487,500
Ralph Lauren Media, Inc. (POLO) Ph. 2	\$ 108,334	-	\$ 47,909	\$ 47,908	-	\$ 204,151
Honda Jet	\$ 360,000	\$ 120,000	\$ 120,000	-	-	\$ 600,000
Proctor & Gamble	\$ 248,001	-	-	-	-	\$ 248,001
O'Reilly Automotive Parts	\$ 68,123	-	-	-	\$ 204,367	\$ 272,490
FedEx Ground (Pending)	\$ 635,000	-	\$ 317,500	-	-	\$ 952,500
Precor, Inc.	\$ 98,000	\$ 98,000	\$ 98,000	-	-	\$ 294,000
ConvaTec	\$ 101,333	\$ -	-	\$ 50,667	-	\$ 152,000
LabCorp	\$ 225,446	\$ 23,345	-	-	-	\$ 248,791
Baltek	\$ 29,834	\$ 29,834	\$ 29,834	\$ 29,832	-	\$ 119,334
Ziehl-Abegg Inc.	\$ 10,400	\$ 13,000	\$ 8,000	\$ 9,000	\$ 10,000	\$ 50,400
Honda Aircraft	-	\$ 154,192	\$ 83,168	\$ 165,600	\$ 368,000	\$ 770,960
Springfield Service Corporation	-	-	\$ 12,500	\$ 12,500	\$ 12,500	\$ 37,500
Piedmont Pharmaceuticals	-	-	\$ 4,400	\$ 8,800	\$ 8,800	\$ 22,000
Stanley Furniture	-	-	\$ 64,000	\$ 12,000	-	\$ 76,000
Project Strategic - Solstais Labs	-	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 500,000
Ralph Lauren Corporation	-	-	\$ 247,680	\$ 247,680	\$ 743,040	\$ 1,238,400
Culp, Inc.	-	-	\$ 34,560	\$ 16,000	\$ 32,000	\$ 82,560
Mede LLC	-	\$ 21,098	-	-	-	\$ 21,098
QFS Brands	-	-	\$ 55,000	\$ 38,000	\$ 95,000	\$ 188,000
Qualicaps	-	-	-	\$ 90,935	\$ 181,870	\$ 272,805
North State Flexibles	-	-	-	\$ 10,250	\$ 20,500	\$ 30,750
Coilpuls	-	\$ 34,154	-	-	-	\$ 34,154
Commercial Investment Policy - Project (Granite Church Street, LLC)	\$ 41,502	-	-	-	-	\$ 41,502
<b>Total</b>	<b>\$ 10,080,343</b>	<b>\$ 818,290</b>	<b>\$ 1,576,566</b>	<b>\$ 1,389,172</b>	<b>\$ 1,832,036</b>	<b>\$ 15,696,407</b>

# LIBRARIES & CULTURE AGENCIES

Michael Halford, Budget Director

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

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** *Improve Quality of Life & Manage Growth*

**PRIORITIES:** *Clean & Green Community, Social Capital & Community Vibrancy*



## BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Culture	348,290	246,667	571,496	0	(100.0%)	0
Libraries	1,932,289	1,827,807	1,838,206	1,827,807	0.0%	1,827,807
<b>Culture &amp; Libraries</b>	<b>2,280,579</b>	<b>2,074,474</b>	<b>2,409,702</b>	<b>1,827,807</b>	<b>(11.9%)</b>	<b>1,827,807</b>
<b>EXPENSE</b>						
Other Services & Charges	2,280,579	2,074,474	2,409,702	1,827,807	(11.9%)	1,827,807
<b>Total Expense</b>	<b>2,280,579</b>	<b>2,074,474</b>	<b>2,409,702</b>	<b>1,827,807</b>	<b>(11.9%)</b>	<b>1,827,807</b>
<b>REVENUE</b>						
<b>County Funds</b>	<b>2,280,579</b>	<b>2,074,474</b>	<b>2,409,702</b>	<b>1,827,807</b>	<b>(11.9%)</b>	<b>1,827,807</b>

## DEPARTMENTAL PURPOSE

The county provides funding to the Greensboro, High Point, Jamestown, and Gibsonville Libraries to support operations and make library services available to all residents of Guilford County. The annual funding amount is calculated based on the state’s annual aid to libraries.



## FY 2014 ADOPTED BUDGET HIGHLIGHTS

- The FY 2014 budget for Culture Funding has decreased by -\$246,667 (-11.9%). The funding decrease is directly linked to the removal of CBO funding from the Culture Budget. Funding for Cultural Community Based Organizations (CBOs) budgeted in this department in the previous fiscal year has been transferred to the Economic Development Budget as approved by the Board of Commissioners. See the Economic Development department pages or the Community Organization summary page at the end of this document for support provided to outside agencies.
- The total FY 2014 library funding allocations for the 4 libraries remains unchanged from the prior fiscal year funding level, with each library's funding level remaining the same.
- The FY 14 library allocations reflect funding amounts based on a service population/ per capita formula in the standing contracts between the County and the municipalities/towns.

Guilford County does not operate a library, but provides support to area libraries and, beginning in FY 2012, revised the funding formula for library services. Under 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) receive support based on their official service populations and the state's prior year allocation for statewide library funding. Funding for the Gibsonville and Jamestown libraries receive a per capita contribution from the County based on the allocations to the state-recognized systems in the county.

<b>Library System</b>	<b>FY 2012 Adopted</b>	<b>FY 2013 Adopted</b>	<b>FY 2014 Adopted</b>	<b>FY 2015 Plan</b>
Greensboro	\$ 1,446,984	\$ 1,356,847	<b>\$ 1,356,847</b>	<b>\$ 1,302,286</b>
High Point	\$ 384,704	\$ 359,960	<b>\$ 359,960</b>	<b>\$ 346,234</b>
Gibsonville				
<i>Per Capita Contract Amount</i>	\$ 10,399	\$ 11,044	\$ 10,859	\$ 10,975
<i>Grant Amount</i>	\$ 45,101	\$ 44,456	\$ 44,641	\$ -
	<b>\$ 55,500</b>	<b>\$ 55,500</b>	<b>\$ 55,500</b>	<b>\$ 10,975</b>
Jamestown				
<i>Per Capita Contract Amount</i>	\$ 13,036	\$ 11,448	\$ 11,541	\$ 11,664
<i>Grant Amount</i>	\$ 42,464	\$ 44,052	\$ 43,959	\$ -
	<b>\$ 55,500</b>	<b>\$ 55,500</b>	<b>\$ 55,500</b>	<b>\$ 11,664</b>
<b>Total</b>	<b>\$ 1,942,688</b>	<b>\$ 1,827,807</b>	<b>\$ 1,827,807</b>	<b>\$ 1,671,159</b>

\*FY 15 Plan assumes reversion back to contract amounts

# PLANNING & DEVELOPMENT

Leslie Bell, Director

400 W. Market St., PO BOX 3427, Greensboro, NC 27402 (336) 641-3394

*Links to County Goals and Strategic Priorities:*

*COUNTY GOAL: Improve Quality of Life & Manage Growth*

*PRIORITY: Clean & Green Community*



## BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Administration	48,047	33,920	34,295	26,476	(21.9%)	26,076
Planning/Zoning	485,548	315,012	475,013	447,149	41.9%	457,221
Community Services	231,283	264,965	264,965	203,370	(23.2%)	208,728
<b>Planning and Development</b>	<b>764,878</b>	<b>613,897</b>	<b>774,273</b>	<b>676,995</b>	<b>10.3%</b>	<b>692,025</b>
<b>EXPENSE</b>						
Personnel Services	670,808	539,527	699,527	619,563	14.8%	637,993
Supplies & Materials	39,800	21,800	21,802	15,008	(31.2%)	15,008
Other Services & Charges	42,180	52,570	52,944	42,424	(19.3%)	39,024
Capital	13,590	0	0	0	0.0%	0
Other	-1,500	0	0	0	0.0%	0
<b>Total Expense</b>	<b>764,878</b>	<b>613,897</b>	<b>774,273</b>	<b>676,995</b>	<b>10.3%</b>	<b>692,025</b>
<b>REVENUE</b>						
Charges for Services	67,032	69,117	69,117	67,941	(1.7%)	67,250
Miscellaneous Revenues	15	100	100	50	(50.0%)	0
<b>Total Revenue</b>	<b>67,047</b>	<b>69,217</b>	<b>69,217</b>	<b>67,991</b>	<b>(1.8%)</b>	<b>67,250</b>
<b>County Funds</b>	<b>697,831</b>	<b>544,680</b>	<b>705,056</b>	<b>609,004</b>	<b>11.8%</b>	<b>637,431</b>
<b>Positions</b>	<b>9.50</b>	<b>9.50</b>	<b>8.00</b>	<b>8.00</b>	<b>(15.8%)</b>	<b>8.00</b>

## DEPARTMENTAL PURPOSE & GOALS

Planning & Development's Administrative Division manages all departmental divisions, Planning, Inspections, Community Services, Soil and Water Conservation and supports the following Boards and Commissions: Planning Board, Board of Adjustment, Environmental Review Board, 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 text amendments, 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; 8) provide staff and support to the Burlington, Greensboro and High Point MPO's and, 9) provides planning and zoning services to the Towns of Pleasant Garden, Oak Ridge, Sedalia, and Stokesdale.

#### **FY 2014 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2014 budget increases county funding for Planning and Development by \$64,324 or 11.8%. Majority of the increase is due to personnel, which reinstates funding for the pay for performance allocation for department employees (0% - 1% based on employee performance review). Also for FY 2014 the county will replace the current 401K plan which contributes a flat 5% for non-sworn law enforcement personnel to a match of up to 5% of employee contributions.
- The department's operating budget has been reduced to align appropriations with prior year spending trends.

#### **FY 2013 SIGNIFICANT ACCOMPLISHMENTS**

- Administration - managed departmental division's personnel below authorized staffing levels, continued to successfully operate below budgetary allocations.
- Staff maintains quality customer service with below normal staffing levels
- Planning & Zoning continued implementation activities, as identified in the comprehensive Plan.
- Completed Long Range Planning Notebook
- Staff maintained AICP Certification.
- Continued with preparation for E-review of site plans and Subdivisions
- Completed new yearly evaluation of Historic Properties within Greensboro and began evaluation of properties in unincorporated Guilford County
- Implemented New Archdale Zoning Application review process within Archdale future Growth Boundaries.
- Monitor process, with participating jurisdictions, for adopted Hearth of the Triad Plan.
- Began discussion with City of Greensboro on implementation of Municipal Influence Areas, (MIA).
- Implemented Interim Water/Sewer Review for project requesting water/sewer from the City of Greensboro.

- Implemented Addressing Committee to develop a solution for addressing for the entire County linking GIS/Tax/Planning.
- Implemented Planning/GM-911 Committee to discuss address issues throughout the County and with other jurisdictions, this will become a quarterly meeting.
- GIS Address Points – began maintaining address point layer in GIS< new editing, revisions.
- Implemented Accela User Application Updates-Coordinating P & D user applications to see if applications created or revised are properly recorded in Accela.
- Website upgrade – Coordinated launch of new website for P & D.
- Successfully helped facilitate the development of Project Green (American Express); the GTCC Northwest Campus, and three major public school expansions.
- Committee implemented electronic site plan review.
- Water & Sewer - Successfully 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; completed the negotiations for the acquisition of water/sewer easements for water/sewer lines in conjunction with the GTCC Northwest Campus Project.
- Termination of the High Point Water and Sewer Agreement and the Archdale Water and Sewer Agreement.
- Continue to meet with the Guilford County Board of Education to acquire information for future schools and determine water and sewer needs.
- Exit Agreement for the Greensboro/Guilford County Water and Sewer Agreement agreed to and approved by both City and County, dispersed fund balance in the Greensboro Water and Sewer Trust Fund.
- Housing - Worked with the Peacehaven Farm Development to obtain proper zoning of development and to obtain County approval to fund this project with the County's "HOME" funds.
- Continued 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, Burlington and Alamance County to extend the Greensboro/Guilford County/Burlington/Alamance HOME Consortium for three (3) more years.
- Economic Incentive grants representing approximately 1,255 new full-time jobs for Guilford County.

## KEY PERFORMANCE MEASURES

Measures	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Estimate	Projected	Projected
<b>Planning &amp; Development</b>				
<b>Planning and Zoning</b>				
Number of Board of Adjustment Cases - County	8	14	16	18
Number of Board of Adjustment Cases - Towns	3	5	5	5
Number of Zoning Cases processed - County	21	35	40	40
Number of Zoning Cases processed - Towns	6	16	19	19
Number of Zoning Investigations - County	91	150	150	150
Number of Zoning Investigations - Towns	25	50	50	50
# of Subdivision Cases Processed - County	91	130	130	130
# of Subdivision Cases Processed - Towns	17	25	30	30
# of Site Plan Cases Processed - County	49	84	100	124
# of Site Plan Cases Processed - Towns	10	22	22	29
# of Home Occupation Cases Processed	17	30	30	33
# of Family Care Occupations Processed	14	24	27	27
# of Written Zoning Verifications Processed	27	35	35	35
# of ABC Applications Processed	22	24	24	24
# of Bonifide Farm Applications Processed	15	20	20	20
<b>Community Services - Water and Sewer</b>				
Non-assessed water and sewer projects	2	1	1	0
Assessed water and sewer projects	2	2	2	2
<b>Housing Program</b>				
HOME Consortium Program Projects	2	2	2	2
Scattered Site Rehabilitation Program Grants	1	0	1	1
<b>Economic Development</b>				
Economic Development Agenices/funding	8/565,512	9/581,954	9/581,954	9/581,954
Economic Development Incentive Grants - Monitoring Perf. Grants	26	25	24	28
One NC Grants	7	5	7	8

## FUTURE ISSUES

- Continue to manage, monitor and provide oversight to all divisions and sections within the Planning and Development Department.
- Planning and Zoning will continue to implement Year Three activities (Comprehensive Plan), and continue Land use Plan implementation.
- Begin Small Study Areas as directed through the Comprehensive Plan.

- Implement improved City/County review process (Municipal Influence Area).
- Complete revised Long Range Planning Guide Book.
- Complete Historic Property Evaluations.
- Planning will continue the implementation of the electronic site plan review.
- 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, 2012, and 2) continue 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 work to meet the goals set in the 2012 3-Year Solid Waste Management Plan Update that include: Bring any remaining county facilities into compliance with state laws by implementing in-House recycling.
- Continue to manage the disposal ban on computer equipment and televisions that became effective July 1, 2011, including education and outreach.
- Continue to monitor and provide oversight for the Economic Development Grant Program.

# RECREATION/PARKS

Delaine Poteat, Interim Property & Parks Management Director 301 W. Market St., Greensboro, NC 27402 (336) 641-3722

*Links to County Goals and Strategic Priorities:*

*COUNTY GOAL: Improve Quality of Life & Manage Growth*

*PRIORITIES: Clean & Green Community, Social Capital & Community Vibrancy*



## BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Administration	283,753	351,607	539,483	456,780	29.9%	466,262
Bur-Mil Park	466,421	433,377	727,854	1,059,840	144.6%	1,075,452
Gibson Park	196,189	195,072	179,411	219,400	12.5%	223,137
Guilford Mackintosh Park	136,854	173,093	207,184	188,500	8.9%	188,500
Hagan-Stone Park	274,896	292,048	309,505	370,166	26.7%	377,174
Northeast Park	667,494	567,622	748,349	690,701	21.7%	703,743
Southwest Park	159,864	149,000	202,011	198,022	32.9%	201,728
Triad Park	328,559	350,000	371,442	386,418	10.4%	422,157
<b>Recreation (Parks)</b>	<b>2,514,031</b>	<b>2,511,819</b>	<b>3,285,239</b>	<b>3,569,827</b>	<b>42.1%</b>	<b>3,658,153</b>
<b>EXPENSE</b>						
Personnel Services	171,199	218,109	1,020,562	1,896,640	769.6%	1,949,228
Supplies & Materials	413	1,300	111,429	137,800	10500.0%	137,800
Other Services & Charges	2,342,418	2,266,910	2,121,454	1,461,967	(35.5%)	1,435,705
Capital	0	25,500	31,794	73,420	187.9%	135,420
<b>Total Expense</b>	<b>2,514,031</b>	<b>2,511,819</b>	<b>3,285,239</b>	<b>3,569,827</b>	<b>42.1%</b>	<b>3,658,153</b>
<b>REVENUE</b>						
Charges for Services	0	0	0	1,147,292	0.0%	1,147,292
Miscellaneous Revenues	3,670	2,270	597,048	53,550	2259.0%	53,550
<b>Total Revenue</b>	<b>3,670</b>	<b>2,270</b>	<b>597,048</b>	<b>1,200,842</b>	<b>52800.5%</b>	<b>1,200,842</b>
<b>County Funds</b>	<b>2,510,361</b>	<b>2,509,549</b>	<b>2,688,191</b>	<b>2,368,985</b>	<b>(5.6%)</b>	<b>2,457,311</b>
<b>Positions</b>	<b>2.00</b>	<b>2.00</b>	<b>29.00</b>	<b>27.00</b>	<b>1250.0%</b>	<b>27.00</b>

## DEPARTMENTAL PURPOSE

Parks & Recreation enhances the quality of life in Guilford County through the construction and maintenance of parks and recreational facilities and the preservation of open space. Guilford County operates Bur-Mil Park, Hagan-Stone Park, Gibson Park, Northeast Park, and Southwest Park. Triad Park is managed jointly with Forsyth County under a 50/50 shared expense partnership, and Guilford-Mackintosh Park is also managed under a separate arrangement with the City of Burlington.

## **FY 2014 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2014 budget reflects the first full year of the County taking over the responsibility of managing the 5 Parks previously managed by their respective municipalities (Northeast, Southwest, Bur-Mil, Hagan-Stone, and Gibson Park). Guilford-Mackintosh Park and Triad Park remain jointly managed with the City of Burlington and Forsyth County, respectively. Expenses and revenues once accounted for by the municipalities are now reflect in the County's budget.
- The 2014 budget reflects savings from the 8%-10% management fee previously paid to the municipalities to manage the Parks as well as savings from efficiencies gained through consolidating the parks operation. Those funds have been redirected to necessary maintenance needs that had been deferred at the various Parks, as well as providing for equipment necessary to operate the parks without any increase in county funds.
- The Parks Administration budget includes funds for four administrative functions in addition to parks operations: differential fees (dollars the County pays for non-Greensboro residents to access Parks), MPO Planning Funds-High Point, Open Space Monitoring Funds, and Bicentennial Trails Maintenance Funds.
- The FY 2014 personnel budget has increased by \$1,678,531. As a result of bringing the management of the five Parks in house, 30 new positions were transferred to County. Two building maintenance assistants and one building maintenance mechanic were transferred to the Facilities Department budget to handle maintenance issues at the Parks, leaving a total of 27 new positions added to the Culture & Recreation personnel budget for FY 2014. The personnel budget also reflects the elimination of two vacant Parks Grounds Technicians at Bur Mil and Northeast Park.
- The personnel increase can also be attributed to reinstating the pay for performance allocation for department employees (0% - 1% based on employee performance review). Also for FY 2014 the county will replace the current 401K plan which contributes a flat 5% for non-sworn law enforcement personnel to a match of up to 5% of employee contributions



## KEY PERFORMANCE MEASURES

Measures	FY 2012 Actual	FY 2013 Estimate	FY 2014 Projected	FY 2015 Projected
<b>Parks and Recreation</b>				
<b>Parks Management</b>				
Percent of park visitors that give the parks system a satisfaction rating or above in a survey	91%	95%	95%	95%
Percent of park visitors that give the parks facilities a satisfaction rating or above in a survey	95%	95%	95%	95%
Percent of County dollars as a total of the parks' budget	70%	69%	67%	67%
<b>Open Space Management</b>				
Percent cost per acre of open space relative to market value (the lower, the better)	93%	91%	99%	N/A
Percent of the properties approved by the County Commissioners that are actually purchased (for the life of the program)	100%	100%	100%	100%
Number of properties opened for public use	0	1	4	8
<b>Trails Management</b>				
Annual maintenance costs per linear foot of paved, multi-use path (greenway)	\$0.47	\$0.38	\$0.35	\$1.35
Percent of the population that are within .5 miles from a hiking trail (using census blocks)	28%	29%	31%	31%
Percent of trail users that give the trails system a satisfaction rating or above in a survey	90%	90%	90%	90%

	FY 2012 Actual	FY 2013 Estimate	FY 2014 Projected	FY 2015 Projected
<b>Park Attendance</b>				
Bur-Mill Park	790,670	800,000	805,000	810,000
Gibson Park	270,000	280,000	280,000	280,000
Guilford/Mackintosh Park	25,000	30,000	35,000	35,000
Hagan Stone Park	501,412	510,000	530,000	535,000
Northeast Park	640,000	660,000	690,000	690,000
Southwest Park	120,000	125,000	130,000	130,000
Triad Park	570,000	576,000	600,000	600,000
Hike/Bike Trail (Greenway)	30,000	44,000	66,000	80,600
	<u>2,947,082</u>	<u>3,025,000</u>	<u>3,136,000</u>	<u>3,160,600</u>

## **FY 2013 SIGNIFICANT ACCOMPLISHMENTS**

- Began managing five County Parks in-house.
- Implemented new online reservation system for the County Parks.
- Redesigned the Parks and Open Space web pages.
- Completed PARTF grant project for Northeast Park that added tennis and basketball courts playgrounds, and landscaping.
- Completed Miniature Train and Carousel project at Northeast Park.
- Received PARTF grant for Hagan Stone Park to make all facilities H/C accessible. Construction to start at the beginning of FY 13-14.
- Acquired 346 acres of open space preserves, from nine different landowners, including adding land to two existing preserves and creating two new preserves.
- Began an incubator farm feasibility study for Hines Chapel Preserve.
- As a part of the stewardship plan for Benbow Preserve an urban orchard was planted.
- Completed and opened a 4- mile section of the Mountains-to-Sea Trail on the Richardson-Taylor Preserve which included three Eagle Scout projects.
- Completed final 2-mile section of Bicentennial Greenway in Greensboro between Old Oak Ridge Road and Horse Pen Creek Road.
- Designed and flagged 3-mile hiking trail on the Cascades Preserve that will be constructed and maintained by the Town of Oak Ridge per terms of an Memorandum of Understanding between the Town and the County.
- Completed nature trail at Bold Moon Preserve with help from an Eagle Scout and volunteers.

## FUTURE ISSUES

- Improvements to Hagan Stone have started. A Master Plan was completed and adopted by the Parks and Recreation Commission and Board of Commissioners in January, 2012. A large handicapped-accessible playground and associated parking, walkways and landscaping was completed in April, 2012. The pool and pool deck and fencing were upgraded in May, 2011. A PARTF grant has been received that will help fund making the entire park handicapped-accessible and adding several new facilities. Additional funding will be required to complete everything recommended in the Plan.
- A perimeter horse trail has been constructed at Bryan Park Guilford County in order to make some use of the property. Mountain bike trails have been marked and may be built with volunteer labor in 2014. Development of the playing field complex envisioned in the Master Plan will require new bond funds. The horse trail is being managed by the Equestrian Alliance of Guilford County.
- Bicentennial Greenway will be completed in 2013 when the last section is constructed using 80% state funds and 20% local match. Staff has turned its attention to construction of the Atlantic and Yadkin Greenway through Summerfield and Stokesdale. Easements and property have been acquired for 1.5 miles of trail. We have also nearly completed construction of a 3.5-mile hiking trail on the Richardson-Taylor Preserve that will be part of the Mountains-to-Sea Trail connecting the Greensboro watershed trails to Haw River State Park. This trail will be maintained by the Trails Division of the Greensboro Parks and Recreation Department. Given the growth of the trails program, trail maintenance will be a future consideration to make sure the trails are kept in good condition.
- Guilford County is nearing completion of its bond-funded Open Space acquisition program. Staff attention is turning to long-term stewardship of the properties, and to making them accessible to the public. Currently the county can use remaining bond funds to set up public access facilities, but cannot maintain them without maintenance funding or locating a partner agency. In FY 13-14 and beyond the program will need a modest, but consistent, stream of general funds dollars for maintenance if the preserves are to be open to the public.
- Several of the county-owned parks are experiencing maintenance issues that cannot be addressed given current levels of funding. These needs have been identified and costs estimated. If funds are not made available, the facilities will continue to experience noticeable deterioration.

## SOIL & WATER CONSERVATION

Leslie Bell, Planning Director

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*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** *Improve Quality of Life & Manage Growth*

**PRIORITY:** *Clean & Green Community*



### BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Soil & Water Conservation	217,546	245,859	260,578	245,165	(0.3%)	252,217
<b>Soil &amp; Water Conservation</b>	<b>217,546</b>	<b>245,859</b>	<b>260,578</b>	<b>245,165</b>	<b>(0.3%)</b>	<b>252,217</b>
<b>EXPENSE</b>						
Personnel Services	179,610	188,977	188,977	191,379	1.3%	197,507
Supplies & Materials	3,232	5,000	5,001	3,637	(27.3%)	3,637
Other Services & Charges	34,703	51,882	66,600	50,149	(3.3%)	51,073
<b>Total Expense</b>	<b>217,546</b>	<b>245,859</b>	<b>260,578</b>	<b>245,165</b>	<b>(0.3%)</b>	<b>252,217</b>
<b>REVENUE</b>						
Intergovernmental	31,745	40,329	40,329	30,275	(24.9%)	30,275
<b>Total Revenue</b>	<b>31,745</b>	<b>40,329</b>	<b>40,329</b>	<b>30,275</b>	<b>(24.9%)</b>	<b>30,275</b>
<b>County Funds</b>	<b>185,801</b>	<b>205,530</b>	<b>220,249</b>	<b>214,890</b>	<b>4.6%</b>	<b>221,942</b>
<b>Positions</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>0.0%</b>	<b>2.50</b>

### DEPARTMENTAL PURPOSE

Soil & Water Conservation promotes the wise use of natural resources through the implementation of conservation best management practices. The district staff provides farmers and other landowners with erosion control technical assistance; assistance for installing 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. 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 and Water assists with the Voluntary Agriculture District (VAD) and the Enhanced VAD. Soil & Water strives to be responsive to needs, and proactively promote the conservation of farmland and enhanced operation of farms.

## FY 2014 ADOPTED BUDGET HIGHLIGHTS

- The FY 2014 budget increases county funding for the Soil & Water Conservation department by \$9,360 or 4.6%. The increase is largely due to a reduction of NC Department of Environmental & Natural Resources revenue dedicated to partially offsetting a Soil Technician position.
- Also for FY 2014 the budget reinstates funding for the pay for performance allocation for department employees (0% - 1% based on employee performance review). Also for FY 2014 the county will replace the current 401K plan which contributes a flat 5% for non-sworn law enforcement personnel to a match of up to 5% of employee contributions.

## FY 2013 SIGNIFICANT ACCOMPLISHMENTS

During FY 2013, Soil & Water assisted with 23 Ag “Cost Share” applications representing \$190,293 and worked with 7 "Cost Share" contracts in the amount of \$104,000; provided technical assistance to farmers of 850 farms; provided oversight for 54,500 acres under Conservation Management; monitored 28 farms for compliance; educated approximately 1,800 school students; and provided direct conservation outreach to 735 citizens, reached thousands through WFMY Good Morning Show Tree Planting Spots and the Fox 8 morning show. Staff has worked with 8 Voluntary Agriculture District applications representing 511 acres and worked with 11 farmers in the No-Till Drill Assistance Program representing 129 acres. Staff assisted with 9 CCAP applications representing approximately \$13,000 and 4 contracts for \$5,784. Staff is working with the Open Space Committee, Piedmont Conservation Council and Elon University to begin an Incubator farm on the Hines Chapel property.

## KEY PERFORMANCE MEASURES

Measures	FY 2012 Actual	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected
<b>Soil &amp; Water Conservation</b>				
Agriculture Cost Share Applications.(# of farms / # of practices)	41 / 65	40 / 65	40 / 65	40 / 65
Agriculture Cost Share Contracts (# of farms / dollars)	28 / \$173,000	15 / \$104,300	15 / \$104,300	15 / \$104,300
Voluntary Agriculture District Applications (# of parcels / acres)	6 / 200	6 / 200	6 / 200	6 / 200
CCAP Applications (# of Applications / # of Practices)	6 / 9	8 / 11	10/12	10/12
CCAP Contracts (# contracts / dollars)	2 / \$6,287	6 / \$5,900	6 / \$11,000	6 / \$11,000
Number of ACSP Contracts under 10 year Maintenance	156	153	840	840
Number of CCAP Contracts under 10 year Maintenance	11	7	26	26
Technical assistance (# of farms)	840	840	54,000	54,000
Number of Farm Compliance Reviews	25	26	5,400	5,400
Number of farms under conservation management	54,000	54,000	12 / 1145	12 / 1145
Number of educational services (# of citizens)	5,400	5,400	5,200	5,200
Number of No-Till Drill Assistance Program (# and acres)	13 / 156.6	12 / 160	12 / 150	12 / 150
Number of conservation outreach to citizens	4,800	5,000	5000	5000
EQIP Contracts (# contracts/\$ dollars)	-	5/\$69,000	3/\$80,000	5/\$80,000
EQIP Contracts (# Contracts under 10 Year maintenance)	35	37	40	40

## **FUTURE ISSUES**

Division staff will continue to participate in the Jordan Lake Agriculture Rule, buffer Rules the accounting requirements. The district staff will continue to implement the Farmland Preservation Plan. Staff will work with the Open Space Committee on the Hines Chapel Farm and other county prison farm to protect the water quality of the farm by providing technical assistance for soil and water conservation. Staff is also working with the open Space Committee, Piedmont Conservation Council and Elon University to develop an Incubator Farm on the Hines Chapel property.

## SOLID WASTE

Leslie Bell, Planning Director

400 W. Market St., PO Box 3427, Greensboro, NC 27402 (336) 641-3394

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** *Improve Quality of Life & Manage Growth*

**PRIORITY:** *Clean & Green Community*



### BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Waste Disposal	1,041,799	1,094,290	1,100,717	1,080,841	(1.2%)	1,110,330
<b>Solid Waste</b>	<b>1,041,799</b>	<b>1,094,290</b>	<b>1,100,717</b>	<b>1,080,841</b>	<b>(1.2%)</b>	<b>1,110,330</b>
<b>EXPENSE</b>						
Personnel Services	226,283	227,664	227,664	234,096	2.8%	242,080
Supplies & Materials	13,928	24,300	27,429	18,650	(23.3%)	18,503
Other Services & Charges	801,588	842,326	845,624	828,095	(1.7%)	849,747
<b>Total Expense</b>	<b>1,041,799</b>	<b>1,094,290</b>	<b>1,100,717</b>	<b>1,080,841</b>	<b>(1.2%)</b>	<b>1,110,330</b>
<b>REVENUE</b>						
Intergovernmental	874,613	744,098	744,098	850,000	14.2%	850,000
Charges for Services	21,420	19,382	19,382	20,000	3.2%	20,000
Miscellaneous Revenues	29,597	21,000	21,801	16,500	(21.4%)	16,500
<b>Total Revenue</b>	<b>925,629</b>	<b>784,480</b>	<b>785,281</b>	<b>886,500</b>	<b>13.0%</b>	<b>886,500</b>
<b>County Funds</b>	<b>116,170</b>	<b>309,810</b>	<b>315,436</b>	<b>194,341</b>	<b>(37.3%)</b>	<b>223,830</b>
<b>Positions</b>	<b>2.50</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>60.0%</b>	<b>4.00</b>

### 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) and electronics.

Guilford County owns and maintains a Scrap Tire/White Goods Facility, located at 2138 Bishop Road, and contracts for waste disposal and recycling. Proceeds from state-levied scrap tire and white goods disposal taxes and electronics management funds to assist the County in providing these programs.

Guilford County has set up two (2) electronic (e-waste) drop off sites 1) Scrap Tire/White Goods Facility at 2138 Bishop Road, Greensboro, NC, and 2) Prison Farm at 7315 Howerton Road, Gibsonville, NC.

### **FY 2014 ADOPTED BUDGET HIGHLIGHTS**

- The FY 2014 budget decreases county funding for Solid Waste by (\$115,469) or -37.3%. The department operating budget has been reduced to align the budget with prior year spending trends.
- Further, it is expected the department's Scrap Tire, White Goods and Solid Waste Disposal fees from the State of North Carolina will increase in total by \$111,402 for FY 2014. These fees are the county's share of tire tax collected and are based on the latest population figures.
- Finally, the budget reinstates funding for the performance allocation for department employees (0% - 1% based on employee performance review). Also for FY 2014 the county will replace the current 401K plan which contributes a flat 5% for non-sworn law enforcement personnel to a match of up to 5% of employee contributions.

### **FY 2013 SIGNIFICANT ACCOMPLISHMENTS**

- Continued to update 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.
- Continued 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.
- Continued the program to recognize local businesses and community groups for their environmentally responsible actions and activities.
- Continued oversight of the plan implemented to manage disposal of computer equipment and televisions that became effective July 1, 2011, including education and outreach.
- Monitored established sites in Guilford County for the collection of computer equipment and televisions – Prison Farm and the Scrap Tire/White Goods Facility on Bishop Road. Monitored contract with Synergy Recycling for the acceptance of the electronic waste from the County sites and provide revenues to County.



- Guilford County continued to rank high in the State of North Carolina in in the collection and recycling of electronics.
- Developed and obtained adoption of the 2012 three year update to the Guilford County Solid Waste Management Plan.

## KEY PERFORMANCE MEASURES

Measures	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Estimate	Projected	Projected
<b>Solid Waste</b>				
# Public Education/Outreach Events (includes presentations and clean-up days)	38	40	40	40
# of Scrap Tires Processed by County Contractor (1,000's)	7,038	6,800	6,800	6,800
# of Rural Residents Disposing of Household Hazardous Waste and E-Waste	5,844	6,000	6,000	6,000
# of White Goods Collected (includes scrap metal)	97	85	80	80
# Tons of Electronics Collected (includes County drop-off sites and HHW site)	551	400	300	300
Total # of Households Using Household Hazardous Waste Program	23,154	25,000	25,000	25,000
# Tons of Christmas Trees Recycle into Mulch	54	50	50	50
# of Minor LCID Facility (7) Inspections	62	70	70	70
# of Major LCID Facility (5) Inspections	54	60	60	60
# of Solid Waste Complaints & Requests for Assistance (phone calls/emails)	2,134	2,240	2,350	2,470
# of Illegal Dump Site Investigations (includes all types of SW complaints)	338	375	40	400
# of State Compliance Audits	9	10	10	10
# of Sites at Which Surveillance Cameras Were Deployed	6	8	10	12
# of Warning Citations Issued (including verbal warnings)	80	60	65	70
# of Citations Issued	3	5	5	5

## FUTURE ISSUES

Solid Waste will continue to achieve the goals set forth in the 2012 three-year Comprehensive Solid Waste Management Plan update, including:

- Monitor County facilities to ensure compliance with state law with their recycling programs.
- Continue to monitor and update Three Year Update to the Guilford County Solid Waste Management Plan as required based on new solid waste laws.
- 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.

- Conduct facility and vehicle inspections for County-licensed garbage collection companies in conjunction with the newly issued 5-year licenses.
- Research the potential for an in-house document shredding program, including the availability of grant monies and the purchase of shredding equipment, that would serve County facilities and agencies and also provide service to County residents at one-day clean-up events.
- Purchase equipment for the removal of chlorofluorocarbon (CFC) gases from white goods and a storage building to house the equipment; implement an in-house program for the safe evacuation and disposal of CFC's by County staff at the County facility.
- Develop and issue an RFP for electronics, recycling services to manage the electronics collected at County drop-off sites following the termination of the existing contract which expires 5-13-13.
- Work with local pharmacies, the Sheriff's Department and the NCSBI to develop a plan to address the disposal of unwanted prescription medications.
- Develop a plan for the replace of end-of-life white goods vehicles and equipment a budget to fund this plan.
- 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

*Links to County Goals and Strategic Priorities:*

*COUNTY GOAL: Maintain Efficient, Effective, & Responsible Governance*

*PRIORITY: Strong Fiscal Performance*



## BUDGET SUMMARY

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted	% chg	FY 2015 Plan
<b>Total Debt Service</b>						
Principal	\$45,602,892	\$49,495,585	\$49,495,585	\$51,310,585	3.7%	\$60,365,585
Interest	\$31,796,623	\$38,895,064	\$38,895,064	\$37,052,266	-4.7%	\$43,346,437
Fees & Other Costs	\$3,359,138	\$3,620,080	\$3,626,331	\$2,661,840	-26.5%	\$3,210,840
<b>Total</b>	<b>\$80,758,653</b>	<b>\$92,010,729</b>	<b>\$92,016,980</b>	<b>\$91,024,691</b>	<b>-1.1%</b>	<b>\$106,922,862</b>
<b>General Obligation Bonds</b>						
Principal	\$44,710,000	\$48,220,000	\$48,220,000	\$49,935,000	3.6%	\$58,990,000
Interest	\$31,566,311	\$37,869,998	\$37,869,998	\$36,077,060	-4.7%	\$42,414,684
Total	\$76,276,311	\$86,089,998	\$86,089,998	\$86,012,060	-0.1%	\$101,404,684
<b>Other Capital Related Debt</b>						
Principal	\$892,892	\$1,275,585	\$1,275,585	\$1,375,585	7.8%	\$1,375,585
Interest	\$230,312	\$1,025,066	\$1,025,066	\$975,206	-4.9%	\$931,753
Total	\$1,123,204	\$2,300,651	\$2,300,651	\$2,350,791	2.2%	\$2,307,338
<b>Fees &amp; Other Costs</b>	\$3,359,138	\$3,620,080	\$3,626,331	\$2,661,840	-26.5%	\$3,210,840
<b>Total</b>	<b>\$80,758,653</b>	<b>\$92,010,729</b>	<b>\$92,016,980</b>	<b>\$91,024,691</b>	<b>-1.1%</b>	<b>\$106,922,862</b>
<b>Purpose:</b>						
Guilford County Schools	\$ 49,563,571	\$ 63,608,472	\$ 63,521,947	\$ 63,969,406	0.6%	\$ 77,442,018
GTCC	\$ 11,370,033	\$ 11,984,717	\$ 12,000,384	\$ 11,408,262	-4.8%	\$ 14,103,141
Greensboro Detention	\$ 6,310,712	\$ 7,266,199	\$ 7,356,205	\$ 7,276,872	0.1%	\$ 7,233,250
BB&T Building	\$ 1,163,673	\$ 1,525,438	\$ 1,547,922	\$ 1,495,921	-1.9%	\$ 1,459,083
Other (Parks, Watershed)	\$ 7,690,631	\$ 7,625,903	\$ 7,590,522	\$ 6,874,230	-9.9%	\$ 6,685,370
<b>Total</b>	<b>\$ 76,098,620</b>	<b>\$ 92,010,729</b>	<b>\$ 92,016,980</b>	<b>\$ 91,024,691</b>	<b>-1.1%</b>	<b>\$106,922,862</b>
ARRA Subsidy	\$ 1,458,475	\$ 2,878,078	\$ 2,878,078	\$ 2,649,313	-7.9%	\$ 2,901,766
Lottery Funds	\$ 4,799,500	\$ 5,000,000	\$ 5,000,000	\$ 4,799,500	-4.0%	\$ 4,799,500
Watershed Funds	\$ 287,384	\$ 275,266	\$ 275,266	\$ 5,670	-97.9%	\$ 5,405
County Funds	\$ 69,553,261	\$ 83,857,385	\$ 83,863,634	\$ 83,570,208	-0.3%	\$ 99,216,191
<b>Total</b>	<b>\$ 76,098,620</b>	<b>\$ 92,010,729</b>	<b>\$ 92,016,978</b>	<b>\$ 91,024,691</b>	<b>-1.1%</b>	<b>\$106,922,862</b>

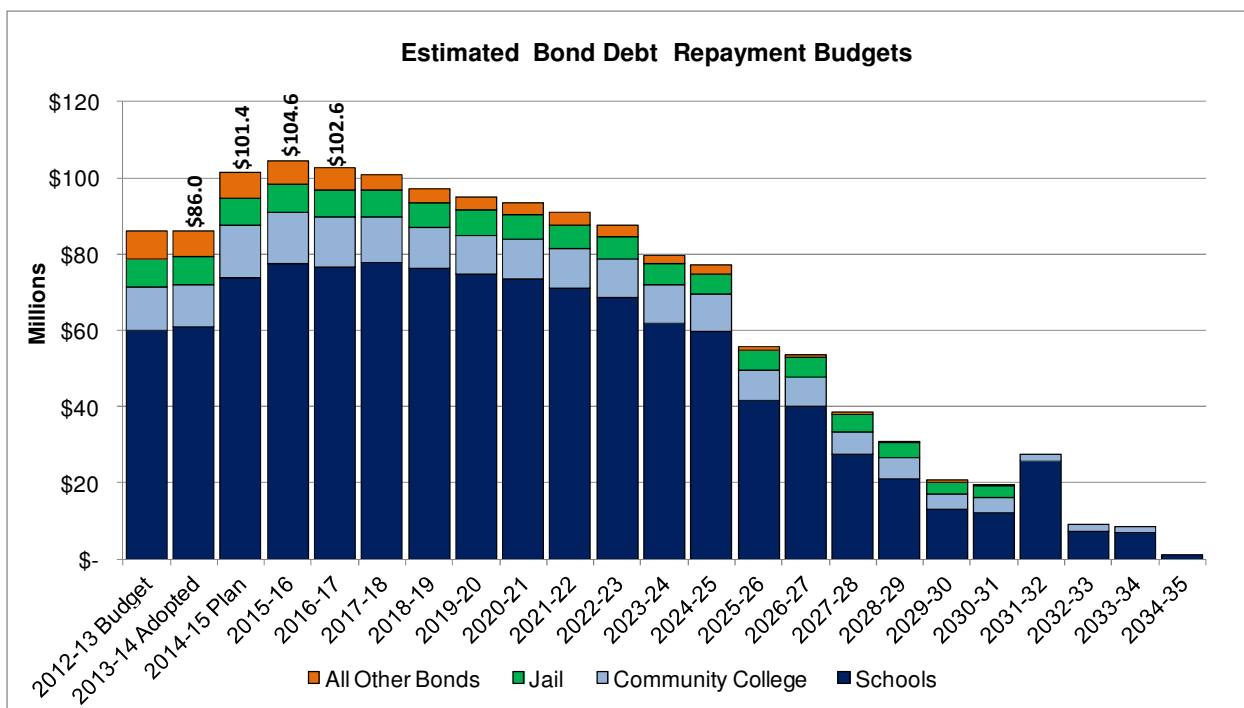
Note: Actual amounts exclude the effects of bond refunding on expenses and revenues.

## 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 2014 ADOPTED BUDGET HIGHLIGHTS

- Debt service expenditures are expected to decrease by -1.1%, or approximately (\$986,038), from last year's adopted budget. The decrease has been achieved by delaying a previously planned issue in Spring of 2013 until sometime after December 2013 based on updated cash flow needs from Guilford County Schools and Guilford Technical Community College.
- 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 \$139.9 million in school and community college bonds after December 2013 and the remaining school bonds of \$20.17 million after December 2014 based on cash flow schedules provided to the County. 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.
- Estimated debt service payments are based on conservative interest rates and level principal repayment over 20 years. Actual debt service payments will ultimately be impacted by actual issue amounts, timing, terms and debt structure, all meeting the approval of the Local Government Commission. The debt repayment amounts presented herein reflect a delay in the construction of the Southeast Area Elementary School and renovations at Allen Jay Middle School.



**Estimated Annual Debt Service Payments Existing and Planned Issues  
by Type of Debt**

**General Obligation Bonds (Including G.O. Qualified School Construction Bonds)**

Fiscal Year	Issued Bonds			Bonds to be Issued			All Bonds
	Principal	Interest	Total	Principal	Interest	Total	Total
2013-14	\$ 49,935,000	\$ 36,077,060	\$ 86,012,060				\$ 86,012,060
2014-15	\$ 51,995,000	\$ 34,020,684	\$ 86,015,684	\$ 6,995,000	\$ 8,394,000	\$ 15,389,000	\$ 101,404,684
2015-16	\$ 55,670,000	\$ 31,723,084	\$ 87,393,084	\$ 8,003,500	\$ 9,234,925	\$ 17,238,425	\$ 104,631,509
2016-17	\$ 56,640,000	\$ 29,222,584	\$ 85,862,584	\$ 8,003,500	\$ 8,752,194	\$ 16,755,694	\$ 102,618,278
2017-18	\$ 57,600,000	\$ 26,851,934	\$ 84,451,934	\$ 8,003,500	\$ 8,269,463	\$ 16,272,963	\$ 100,724,897
2018-19	\$ 57,370,000	\$ 23,994,209	\$ 81,364,209	\$ 8,003,500	\$ 7,786,731	\$ 15,790,231	\$ 97,154,440
2019-20	\$ 58,330,000	\$ 21,332,184	\$ 79,662,184	\$ 8,003,500	\$ 7,304,000	\$ 15,307,500	\$ 94,969,684
2020-21	\$ 59,590,000	\$ 18,984,984	\$ 78,574,984	\$ 8,003,500	\$ 6,821,269	\$ 14,824,769	\$ 93,399,753
2021-22	\$ 60,260,000	\$ 16,347,781	\$ 76,607,781	\$ 8,003,500	\$ 6,338,538	\$ 14,342,038	\$ 90,949,819
2022-23	\$ 60,380,000	\$ 13,507,611	\$ 73,887,611	\$ 8,003,500	\$ 5,855,806	\$ 13,859,306	\$ 87,746,917
2023-24	\$ 55,450,000	\$ 10,932,772	\$ 66,382,772	\$ 8,003,500	\$ 5,373,075	\$ 13,376,575	\$ 79,759,347
2024-25	\$ 55,455,000	\$ 8,712,152	\$ 64,167,152	\$ 8,003,500	\$ 4,890,344	\$ 12,893,844	\$ 77,060,996
2025-26	\$ 36,870,000	\$ 6,375,769	\$ 43,245,769	\$ 8,003,500	\$ 4,407,613	\$ 12,411,113	\$ 55,656,882
2026-27	\$ 36,920,000	\$ 4,821,549	\$ 41,741,549	\$ 8,003,500	\$ 3,924,881	\$ 11,928,381	\$ 53,669,930
2027-28	\$ 24,978,258	\$ 3,363,686	\$ 28,341,944	\$ 8,003,500	\$ 3,442,150	\$ 11,445,650	\$ 39,787,594
2028-29	\$ 21,690,000	\$ 2,221,253	\$ 23,911,253	\$ 8,003,500	\$ 2,959,419	\$ 10,962,919	\$ 34,874,172
2029-30	\$ 12,685,000	\$ 1,375,483	\$ 14,060,483	\$ 8,003,500	\$ 2,476,688	\$ 10,480,188	\$ 24,540,671
2030-31	\$ 12,380,000	\$ 908,151	\$ 13,288,151	\$ 8,003,500	\$ 1,993,956	\$ 9,997,456	\$ 23,285,607
2031-32	\$ 3,820,000	\$ 674,484	\$ 4,494,484	\$ 8,003,500	\$ 1,511,225	\$ 9,514,725	\$ 14,009,209
2032-33				\$ 8,003,500	\$ 1,028,494	\$ 9,031,994	\$ 9,031,994
2033-34				\$ 8,003,500	\$ 545,763	\$ 8,549,263	\$ 8,549,263
2034-35				\$ 1,008,500	\$ 63,031	\$ 1,071,531	\$ 1,071,531
<b>Total</b>	<b>\$ 828,018,258</b>	<b>\$ 291,447,414</b>	<b>\$ 1,119,465,672</b>	<b>\$ 160,070,000</b>	<b>\$ 101,373,565</b>	<b>\$ 261,443,565</b>	<b>\$ 1,380,909,237</b>

**160A-20 Qualified School Construction Bonds (QSBC's)**

Fiscal Year	Principal	Interest	Total
2013-14	\$ 100,000	\$ 768,806	\$ 868,806
2014-15	\$ 100,000	\$ 768,806	\$ 868,806
2015-16	\$ 100,000	\$ 768,806	\$ 868,806
2016-17	\$ 100,000	\$ 768,806	\$ 868,806
2017-18	\$ 100,000	\$ 768,806	\$ 868,806
2018-19	\$ 100,000	\$ 768,806	\$ 868,806
2019-20	\$ 100,000	\$ 768,806	\$ 868,806
2020-21	\$ 100,000	\$ 768,806	\$ 868,806
2021-22	\$ 100,000	\$ 768,806	\$ 868,806
2022-23	\$ 100,000	\$ 768,806	\$ 868,806
2023-24	\$ 100,000	\$ 768,806	\$ 868,806
2024-25	\$ 100,000	\$ 768,806	\$ 868,806
2025-26	\$ 100,000	\$ 768,806	\$ 868,806
2026-27	\$ 100,000	\$ 768,806	\$ 868,806
2027-28	\$ 100,000	\$ 768,806	\$ 868,806
2028-29	\$ 3,405,377	\$ 768,806	\$ 4,174,183
2029-30	\$ 3,875,000	\$ 768,806	\$ 4,643,806
2030-31	\$ 3,850,000	\$ 768,806	\$ 4,618,806
2031-32	\$ 3,820,000	\$ 768,806	\$ 4,588,806
2032-33			
2033-34			

**BB&T Building Financing**

Fiscal Year	Principal	Interest	Total
2013-14	\$ 1,275,585	\$ 206,400	\$ 1,481,985
2014-15	\$ 1,275,585	\$ 162,947	\$ 1,438,532
2015-16	\$ 1,275,585	\$ 119,495	\$ 1,395,080
2016-17	\$ 1,275,584	\$ 76,042	\$ 1,351,626
2017-18	\$ 1,275,584	\$ 32,590	\$ 1,308,174
2018-19			
2019-20			
2020-21			
2021-22			
2022-23			
2023-24			
2024-25			
2025-26			
2026-27			
2027-28			
2028-29			
2029-30			
2030-31			
2031-32			
2032-33			
2033-34			

<b>Total</b>	<b>\$ 16,450,377</b>	<b>\$ 14,607,314</b>	<b>\$ 31,057,691</b>	<b>\$ 6,377,923</b>	<b>\$ 597,474</b>	<b>\$ 6,975,397</b>
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**Estimated Annual Debt Service Payments  
Existing and Planned Issues  
All Debt**

Fiscal Year	Total Debt Payment		
	Principal	Interest	Total
2013-14	\$ 51,310,585	\$ 37,052,266	\$ 88,362,851
2014-15	\$ 60,365,585	\$ 43,346,437	\$ 103,712,022
2015-16	\$ 65,049,085	\$ 41,846,310	\$ 106,895,395
2016-17	\$ 66,019,084	\$ 38,819,626	\$ 104,838,710
2017-18	\$ 66,979,084	\$ 35,922,793	\$ 102,901,877
2018-19	\$ 65,473,500	\$ 32,549,746	\$ 98,023,246
2019-20	\$ 66,433,500	\$ 29,404,990	\$ 95,838,490
2020-21	\$ 67,693,500	\$ 26,575,059	\$ 94,268,559
2021-22	\$ 68,363,500	\$ 23,455,125	\$ 91,818,625
2022-23	\$ 68,483,500	\$ 20,132,223	\$ 88,615,723
2023-24	\$ 63,553,500	\$ 17,074,653	\$ 80,628,153
2024-25	\$ 63,558,500	\$ 14,371,302	\$ 77,929,802
2025-26	\$ 44,973,500	\$ 11,552,188	\$ 56,525,688
2026-27	\$ 45,023,500	\$ 9,515,236	\$ 54,538,736
2027-28	\$ 33,081,758	\$ 7,574,642	\$ 40,656,400
2028-29	\$ 33,098,877	\$ 5,949,478	\$ 39,048,355
2029-30	\$ 24,563,500	\$ 4,620,977	\$ 29,184,477
2030-31	\$ 24,233,500	\$ 3,670,913	\$ 27,904,413
2031-32	\$ 15,643,500	\$ 2,954,515	\$ 18,598,015
2032-33	\$ 8,003,500	\$ 1,028,494	\$ 9,031,994
2033-34	\$ 8,003,500	\$ 545,763	\$ 8,549,263
2034-35	\$ 1,008,500	\$ 63,031	\$ 1,071,531
<b>Total</b>	<b>\$ 1,010,916,558</b>	<b>\$ 408,025,767</b>	<b>\$ 1,418,942,325</b>

## 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 ending June 30, 2013, the County's net debt is equal to 2.30% of the assessed value of taxable property, well below the 8% statutory limit, and its unused debt capacity (the 'Legal Debt Margin') is approximately \$2.59 billion. These figures are not expected to change significantly by the end of FY 2014, as no additional bond referenda are planned next fiscal year that would increase the total authorized debt level.

In January of FY 2014, the County anticipates issuing \$139.9 million of the authorized, but unissued, bonded debt balance for school and community college needs.

<b>COMPUTATION OF LEGAL DEBT MARGIN</b>	
<b>Fiscal Year Ending June 30, 2013</b>	
Estimated appraised property valuation*	<u>\$ 45,384,600,000</u>
<b>Debt limit (8% of total assessed valuation)</b>	<b>\$ 3,630,768,000</b>
Debt applicable to debt limit:	
<i>Bonded debt</i>	\$ 828,310,000
<i>Bonds authorized, but unissued:</i>	
<i>Public Schools (approved 5/6/2008)</i>	\$ 130,170,000
<i>Community College (approved 5/6/2008)</i>	\$ 29,900,000
<i>Jail (approved 5/6/2008)</i>	\$ 36,370,000
<i>Refunding (approved 2/12/2012)</i>	<u>\$ 74,500,000</u>
	\$ 270,940,000
<i>Limited obligation bonds</i>	\$ 16,145,000
<i>Obligations under capital lease and purchase money installment contracts</i>	<u>\$ 6,377,923</u>
Gross debt	\$ 1,121,772,923
Less statutory deductions:	
<i>Refunding bonds authorized, but unissued</i>	\$ (74,500,000)
<i>Bonds issued and outstanding for water purposes</i>	<u>\$ (3,982,400)</u>
	\$ (78,482,400)
Net debt applicable to limit	\$ 1,043,290,523
<b>As a percentage of total assessed valuation</b>	<b>2.30%</b>
<b>Legal debt margin (Debt Limit less Net Debt)</b>	<b>\$ 2,587,477,477</b>

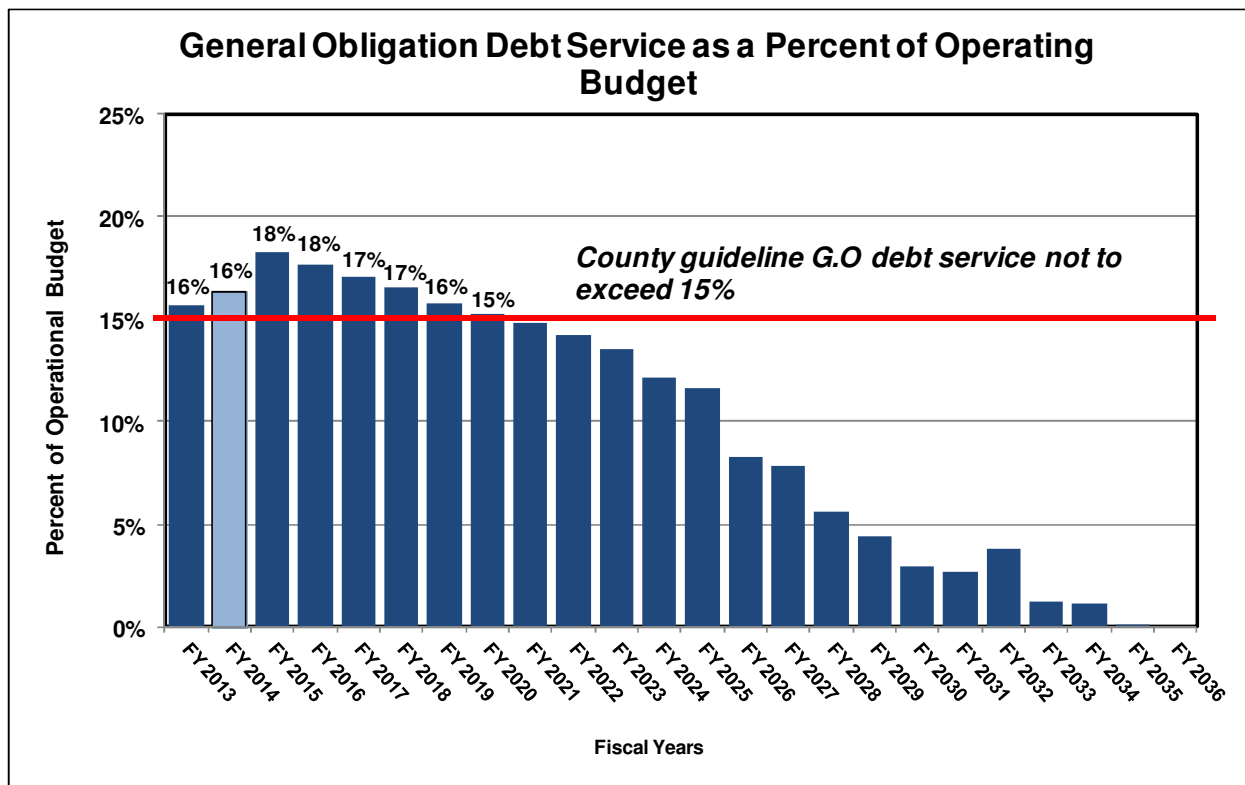
\* Indicates estimated assessed property valuation per Budget Ordinance for the fiscal year ending June 30, 2013.



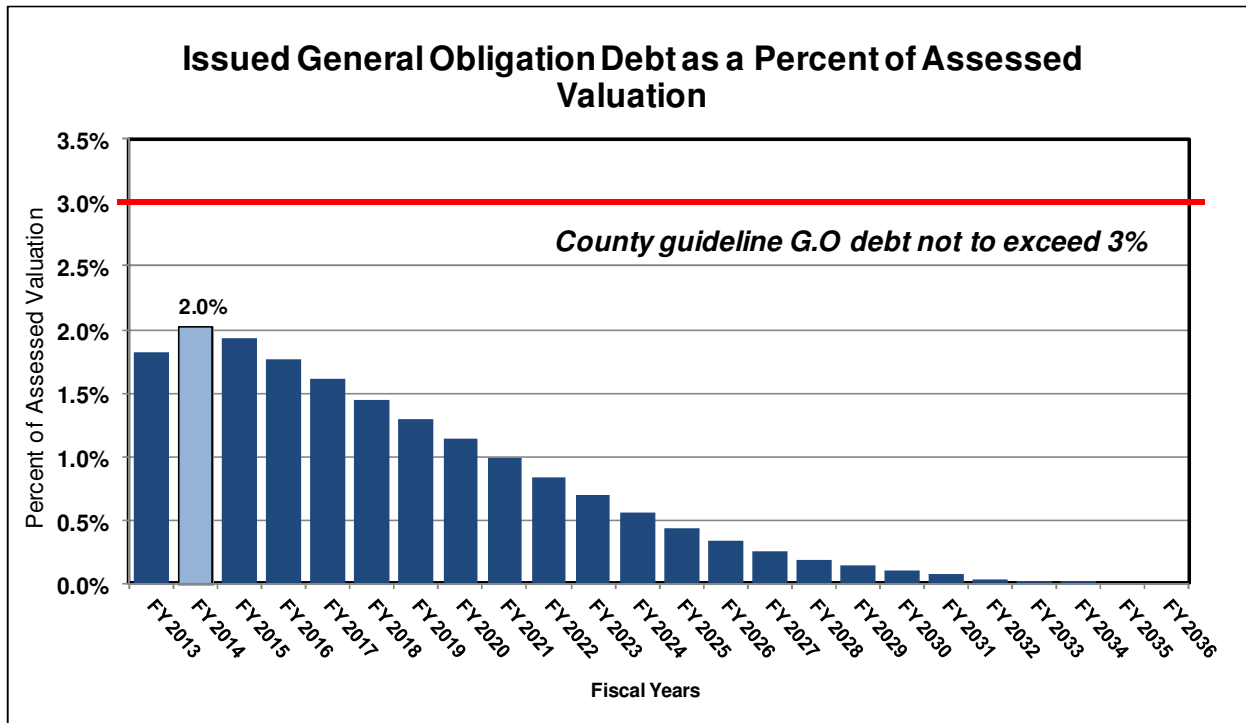
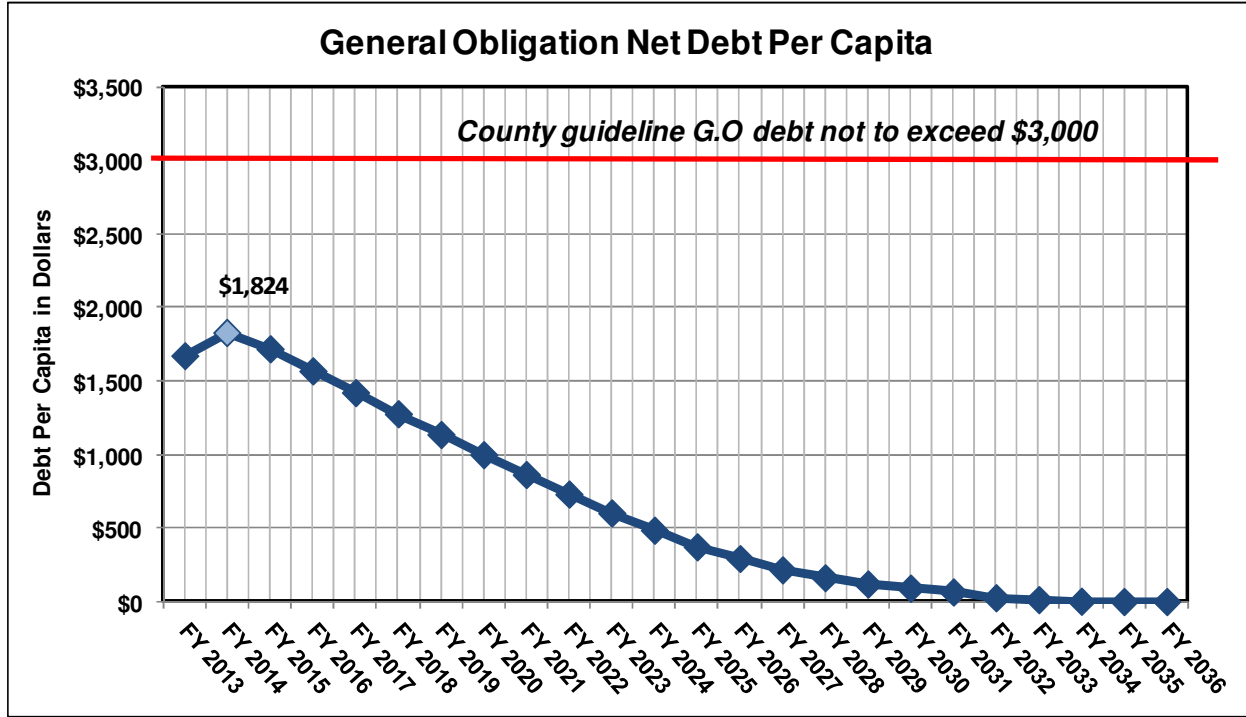
In addition to the statutory limit discussed above, the County has several guidelines it uses when evaluating debt levels. As a practical matter, these local policies limit outstanding general obligation debt to a level far below that of the legal debt limit. The County considers the following internal guidelines when evaluating how much and when to issue additional debt:

- General obligation debt service should not exceed 15% of the operating budget.
- General obligation debt per capita should not exceed \$3,000.
- General obligation debt as a percentage of assessed property valuation should not exceed 3%.

Based on estimates of future debt service for all currently authorized general obligation debt and annual operating budgets, the County will exceed its guideline for general obligation debt service in FY 2013 - 2020. At its highest, debt service is projected to peak at approximately 18% of the estimated operating budget in FY 2014-2015. This spike in debt service is due to repayment of the bonds approved by voters in May 2008 for the new Greensboro Detention Facility and school and community college facility needs.



Although the County will exceed one of its debt guidelines, it will not exceed its guidelines for the two other debt indicators, which are general obligation net debt per capita and general obligation debt as a percent of assessed valuation. For all years, the County remains well below its recommended limits.



## **IMPACTS OF DEBT REPAYMENT ON THE OPERATING BUDGET**

- As the charts above indicate, debt repayment expense will increase over the next several years as the County pays for new community facilities. This increase in debt has had, and will have, a significant impact on the County's operating budget. As the level of debt repayment increases, fewer resources are available to fund other community needs.
- Over the last several years, the County has reduced department operating budgets to offset the impact of higher debt repayment expense. Since FY 2009, over 270 net positions have been eliminated as the Board seeks to offset the impact of debt repayment increases on the overall budget. In addition, the County has maintained operating funding for the Guilford County Schools and Guilford Technical Community College at or near their FY 2009 levels, despite requests for significant increases from both organizations.
- An increase in debt repayment of approximately \$15.9 million is projected from FY 2014 to FY 2015. If property taxes are used to pay for this increase, an increase in the property tax rate of over 3.5 cents will be needed. At the time this document was prepared, the Board of Commissioners was reviewing the planned sales of the remaining bonds, as well as the projects that will be funded by these bond funds, to determine if additional increases in debt repayment can be delayed or eliminated.

**CAPITAL OUTLAY LISTING  
FY 2013-2014**

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
<b>Public Health</b>		
210002-55310	Cavity Detection System Chandler Clinic	\$ 5,000
	<b>Total - Public Health</b>	<b>\$ 5,000</b>
<b>Information Services</b>		
140210-55310	Various County-Wide Technology Hardware Upgrades	\$ 502,976
	<b>Total - Information Services</b>	<b>\$ 502,976</b>
<b>Emergency Services</b>		
320520-55310	Self-Contained Breathing Equipment	\$ 100,000
320410-55310	Replacement Stretchers	\$ 60,000
320510-55350	Replacement of Quick Response Vehicle (QRV)	\$ 32,200
320410-55350	Replacement of (2) F450 Trucks, (5) F650 Trucks, Boxes and a QRV	\$ 1,333,200
	<b>Total - Emergency Services</b>	<b>\$ 1,525,400</b>
<b>Law Enforcement</b>		
310710-55310	Replace Camera, Digital Video Recorders and Walk in Cooler at High Point	\$ 64,000
310730-55310	Kettle, Dishwasher and (2) Mowers for Prison Farm	\$ 42,000
310002-55350	Replacing (28) Sedans, (1) SUV, (1) Bus and (2) Vans	\$ 820,000
310510-55350	Replacing (2) Sedans (Jamestown Patrol)	\$ 64,000
	<b>Total - Law Enforcement</b>	<b>\$ 990,000</b>
<b>Fleet</b>		
191110-55350	Replacing (12) Motor Pool Vehicles	\$ 271,920
	<b>Total - Fleet</b>	<b>\$ 271,920</b>
<b>Transportation</b>		
250110-55350	Replacing a Transportation Van	\$ 59,610
	<b>Total - Transportation</b>	<b>\$ 59,610</b>
<b>Animal Services</b>		
370210-55350	Replacing (2) Vehicles and Boxes	\$ 67,286
	<b>Total - Animal Services</b>	<b>\$ 67,286</b>
<b>Parks</b>		
515200-55310	Tractor and Mower (Bur Mill)	\$ 31,460
515300-55310	Mower (Gibson)	\$ 16,000
515400-55310	Boat (Mackintosh)	\$ 14,500
515500-55310	Gator Tractor (Hagan Stone)	\$ 11,460
	<b>Total - Parks</b>	<b>\$ 73,420</b>
	<b>Total - General Fund</b>	<b>\$ 3,495,612</b>

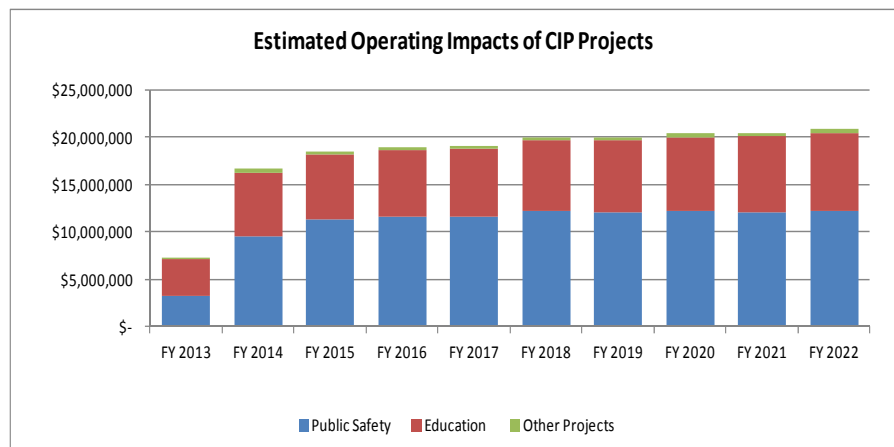
## CAPITAL INVESTMENT PLAN (CIP) OVERVIEW

### 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.

### 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 is based on information contained in the FY 2013-2022 Capital Investment Plan presented to the Board of Commissioners (available here: [Guilford County, North Carolina - FY 2013-2022 CIP](#)). An updated plan will be prepared in late 2013.

### FY 2013-14 Capital Investment Plan Priorities

CIP projects that require Board approval to implement or that have/will have impacts on future operating budget are listed in the tables that follow this summary. While the latest CIP calls for a number of projects to be implemented during the current and next fiscal year, because of funding constraints, the Board of Commissioners has identified three high priority projects for completion:

- **800 MHz Public Safety Communications System Upgrade.** This is a joint project with the City of Greensboro. The first phase of this project has been budgeted (\$4.7 million), however an additional \$11.9 million is required for the remaining project phases.
- **Emergency Medical Services Maintenance & Logistics Facility.** Funding for the first phase of this project (\$1.5 million), which includes the purchase of a facility and initial upgrades, is available in another Emergency Services base project and will be transferred to the Maintenance & Logistics Facility project. Total cost of this project for all phases is estimated to be \$6.2 million. Once a site is secured and ready for operation, an existing facility will be closed and operating expenses applied against the new facility.
- **Law Enforcement Special Operations Facility.** This project will provide adequate space for law enforcement operational needs. Current, the county houses this function in leased space. Estimated project cost is approximately \$3 million.

At the current time, it is estimated that sufficient funds are or will be available in the county's capital funds to complete these projects. However, no additional funds are available for other capital investment plan needs. Additional appropriations from the General Fund, supported by reductions in operating expenses or increases in revenues, including property tax revenues, will be required to continue the implementation of the CIP. The amounts shown in the "GF Transfer" rows in the Ten Year Estimate of Annual General Fund Contribution table that follows this summary represent the additional funds needed to pay for additional identified capital needs and provide pay-as-you-go funding to offset the need for future debt financing for other county, school, and community college capital needs.

**FY 2013 - 2022 Capital Investment Plan Summary by Project  
(Projects In Previous Plan but Require Approval and / or Additional Action)**

**EXPENDITURES**

Project	(Estimated) Budget	Prior Years	Current Year FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total FY 2013 - 2017	Total FY 2018 - 2022	Total FY 2013 - 2022
<b>Projects that Require Board Approval and / Additional Action:</b>										
<b>Public Safety</b>										
Co-Location with Municipal Fire Departments	\$ 1,200,000	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	\$ 1,200,000	\$ -	\$ 1,200,000
EMS Base - Northeast Greensboro / Guilford County (Repl.)	\$ 3,204,000	\$ -	\$ 450,000	\$ 2,754,000	\$ -	\$ -	\$ -	\$ 3,204,000	\$ -	\$ 3,204,000
EMS Maintenance & County General Services Facility	\$ 6,213,000	\$ -	\$ 6,213,000	\$ -	\$ -	\$ -	\$ -	\$ 6,213,000	\$ -	\$ 6,213,000
EMS Base - Reedy Fork Area	\$ 3,330,000	\$ -	\$ 468,000	\$ 2,862,000	\$ -	\$ -	\$ -	\$ 3,330,000	\$ -	\$ 3,330,000
EMS Base - Northwest Guilford / I-73 Area	\$ 3,739,000	\$ -	\$ 795,000	\$ 2,944,000	\$ -	\$ -	\$ -	\$ 3,739,000	\$ -	\$ 3,739,000
EMS Base - Southern Guilford	\$ 3,744,000	\$ -	\$ 666,000	\$ -	\$ -	\$ 3,078,000	\$ -	\$ 3,744,000	\$ -	\$ 3,744,000
Juvenile Detention Expansion	\$ 3,639,000	\$ -	\$ -	\$ 51,000	\$ 3,588,000	\$ -	\$ -	\$ 3,639,000	\$ -	\$ 3,639,000
800 MHz System Upgrade	\$ 13,868,000	\$ 8,274,300	\$ 1,400,000	\$ 3,400,000	\$ 3,500,000	\$ 5,568,000	\$ -	\$ 13,868,000	\$ 12,450,000	\$ 26,318,000
Reduce Det. Fac. to Fund Law Enforcement Fac. Needs	\$ 96,601,000	\$ 95,010,700	\$ (19,134,000)	\$ -	\$ -	\$ -	\$ -	\$ (19,134,000)	\$ -	\$ (19,134,000)
LE Parking Deck and Weekend Inmate Facility	\$ 19,134,000	\$ -	\$ 19,134,000	\$ -	\$ -	\$ -	\$ -	\$ 19,134,000	\$ -	\$ 19,134,000
Emergency Operation Center	\$ 4,603,000	\$ -	\$ -	\$ 603,000	\$ 2,000,000	\$ 2,000,000	\$ -	\$ 4,603,000	\$ -	\$ 4,603,000
New Animal Shelter	\$ 5,556,000	\$ -	\$ 10,000	\$ -	\$ 96,000	\$ 5,450,000	\$ -	\$ 5,556,000	\$ -	\$ 5,556,000
Additional Courthouse Space	\$ 11,782,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 954,000	\$ 954,000	\$ 10,828,000	\$ 11,782,000
<b>Sub-Total</b>	<b>\$ 176,613,000</b>	<b>\$ 103,285,000</b>	<b>\$ 10,302,000</b>	<b>\$ 12,914,000</b>	<b>\$ 9,484,000</b>	<b>\$ 16,396,000</b>	<b>\$ 954,000</b>	<b>\$ 50,050,000</b>	<b>\$ 23,278,000</b>	<b>\$ 73,328,000</b>
<b>Education</b>										
Guilford County Schools	\$ 36,000,000	\$ -	\$ -	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 16,000,000	\$ 20,000,000	\$ 36,000,000
Community College	\$ 18,000,000	\$ -	\$ -	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 8,000,000	\$ 10,000,000	\$ 18,000,000
<b>Sub-Total</b>	<b>\$ 54,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,000,000</b>	<b>\$ 6,000,000</b>	<b>\$ 6,000,000</b>	<b>\$ 6,000,000</b>	<b>\$ 24,000,000</b>	<b>\$ 30,000,000</b>	<b>\$ 54,000,000</b>
<b>Total</b>	<b>\$ 230,613,000</b>	<b>\$ 103,285,000</b>	<b>\$ 10,302,000</b>	<b>\$ 18,914,000</b>	<b>\$ 15,484,000</b>	<b>\$ 22,396,000</b>	<b>\$ 6,954,000</b>	<b>\$ 74,050,000</b>	<b>\$ 53,278,000</b>	<b>\$ 127,328,000</b>

**REVENUES**

<b>Projects that Require Board Approval and / or Additional Action:</b>										
Appropriated Fund Balance	\$ 176,613,000	\$ 5,270,600	\$ 10,302,000	\$ 12,914,000	\$ 9,484,000	\$ 16,396,000	\$ 954,000	\$ 50,050,000	\$ 23,278,000	\$ 73,328,000
Debt										\$ -
Reduce New Detention Center	\$ (19,134,000)	\$ 95,010,700	\$ (19,134,000)	\$ -	\$ -	\$ -	\$ -	\$ (19,134,000)	\$ -	\$ (19,134,000)
Law Enforcement Facility Needs	\$ 19,134,000	\$ -	\$ 19,134,000	\$ -	\$ -	\$ -	\$ -	\$ 19,134,000	\$ -	\$ 19,134,000
Miscellaneous	\$ -	\$ 3,003,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer from General Fund	\$ 54,000,000	\$ -	\$ -	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ 24,000,000	\$ 30,000,000	\$ 54,000,000
<b>Sub-Total</b>	<b>\$ 230,613,000</b>	<b>\$ 103,285,000</b>	<b>\$ 10,302,000</b>	<b>\$ 18,914,000</b>	<b>\$ 15,484,000</b>	<b>\$ 22,396,000</b>	<b>\$ 6,954,000</b>	<b>\$ 74,050,000</b>	<b>\$ 53,278,000</b>	<b>\$ 127,328,000</b>
<b>Total</b>	<b>\$ 230,613,000</b>	<b>\$ 103,285,000</b>	<b>\$ 10,302,000</b>	<b>\$ 18,914,000</b>	<b>\$ 15,484,000</b>	<b>\$ 22,396,000</b>	<b>\$ 6,954,000</b>	<b>\$ 74,050,000</b>	<b>\$ 53,278,000</b>	<b>\$ 127,328,000</b>

**FY 2013 - 2022 Capital Investment Plan Summary Net Operating Impacts by Project**  
**(All Projects - Includes Approved Projects vs. Projects In Previous Plan but Require Approval and / or Additional Action)**

Project	# of New Positions	Current Year FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total FY 2013 - 2017	Total FY 2018 - 2022	Total FY 2013 - 2022
<b>Projects that Require Board Approval:</b>									
<b>Public Safety</b>									
EMS Base - Northwest Guilford / I-73 Area	10.00	\$ 1,039	\$ 615,433	\$ 935,008	\$ 635,161	\$ 640,010	\$ 2,826,651	\$ 3,572,355	\$ 6,399,006
EMS Base - Southern Guilford	10.00	\$ -	\$ 1,978	\$ 441,031	\$ 951,161	\$ 640,010	\$ 2,034,180	\$ 3,582,355	\$ 5,616,535
EMS Base - Reedy Fork Area	10.00	\$ -	\$ 515,978	\$ 627,031	\$ 635,161	\$ 640,010	\$ 2,418,180	\$ 3,878,355	\$ 6,296,535
Juvenile Detention Expansion	26.00	\$ 771	\$ 280,185	\$ 533,962	\$ 763,633	\$ 967,308	\$ 2,545,859	\$ 4,138,140	\$ 6,683,999
Sub-Total	56.00	\$ 1,810	\$ 1,413,574	\$ 2,537,032	\$ 2,985,116	\$ 2,887,338	\$ 9,824,870	\$ 15,171,205	\$ 24,996,075
<b>Board Approved Projects:</b>									
<b>County Projects</b>									
BB&T Building	0.00	\$ 172,000	\$ 512,000	\$ 185,000	\$ 192,000	\$ 198,000	\$ 1,259,000	\$ 1,105,000	\$ 2,364,000
New Financial Reporting System	0.00	\$ -	\$ 33,000	\$ 33,000	\$ 34,000	\$ 35,000	\$ 135,000	\$ 190,000	\$ 325,000
Sub-Total	0.00	\$ 172,000	\$ 545,000	\$ 218,000	\$ 226,000	\$ 233,000	\$ 1,394,000	\$ 1,295,000	\$ 2,689,000
<b>Parks &amp; Open Space</b>									
Open Space Acquisition	0.00	\$ -	\$ -	\$ 11,000	\$ 34,000	\$ 35,000	\$ 80,000	\$ 190,000	\$ 270,000
Trails Development	1.00	\$ -	\$ 316	\$ 67,028	\$ 67,529	\$ 67,345	\$ 202,218	\$ 334,691	\$ 536,909
Sub-Total	1.00	\$ -	\$ 316	\$ 78,028	\$ 101,529	\$ 102,345	\$ 282,218	\$ 524,691	\$ 806,909
<b>Public Safety</b>									
New Greensboro Detention Facility	77.00	\$ 3,219,999	\$ 7,835,359	\$ 8,053,068	\$ 8,167,916	\$ 8,260,380	\$ 35,536,722	\$ 42,826,210	\$ 78,362,932
Fire / EMS Paging Narrowbanding System	0.00	\$ 51,000	\$ 52,000	\$ 53,000	\$ 54,000	\$ 55,000	\$ 265,000	\$ 293,000	\$ 558,000
EMS Base Station - Rock Creek Drive	0.00	\$ 21,000	\$ 22,000	\$ 22,000	\$ 23,000	\$ 23,000	\$ 111,000	\$ 130,000	\$ 241,000
Northwest EMS Base Station	5.00	\$ 519	\$ 224,717	\$ 724,504	\$ 419,081	\$ 423,505	\$ 1,792,326	\$ 2,525,177	\$ 4,317,503
Sub-Total	82.00	\$ 3,292,518	\$ 8,134,076	\$ 8,852,572	\$ 8,663,997	\$ 8,761,885	\$ 37,705,048	\$ 45,774,387	\$ 83,479,435
<b>Education</b>									
Guilford County Schools	0.00	\$ 3,828,000	\$ 4,661,000	\$ 4,750,000	\$ 4,875,000	\$ 5,002,000	\$ 23,116,000	\$ 27,052,000	\$ 50,168,000
Guilford Technical Community College	0.00	\$ -	\$ 1,980,000	\$ 2,039,000	\$ 2,104,000	\$ 2,172,000	\$ 8,295,000	\$ 11,933,000	\$ 20,228,000
Sub-Total	0.00	\$ 3,828,000	\$ 6,641,000	\$ 6,789,000	\$ 6,979,000	\$ 7,174,000	\$ 31,411,000	\$ 38,985,000	\$ 70,396,000
<b>Total</b>	<b>139.00</b>	<b>\$ 7,294,328</b>	<b>\$ 16,733,966</b>	<b>\$ 18,474,632</b>	<b>\$ 18,955,642</b>	<b>\$ 19,158,568</b>	<b>\$ 80,617,136</b>	<b>\$ 101,750,283</b>	<b>\$ 182,367,419</b>



## County Building Construction Fund

### Ten-Year Estimate of Annual General Fund Contribution & Available Funds

Amounts adjusted for future cost increases

	Current Year FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	Future Years FY 18-22	All Years Total FY 13-22
<b>Beginning Fund Balance (Unaudited)</b>	\$ 16,194,479	\$ 5,438,337	\$ 906,506	\$ 7,288,777	\$ 9,070,710	\$ 218,092,612	\$ 256,991,419
<i>Includes all adjustments to existing project ordinances through FY 2012</i>							
<b>Plus:</b>							
GF Transfer - Future Capital Needs Schedule	\$ -	\$ 3,559,832	\$ 4,067,451	\$ 4,589,625	\$ 5,003,585	\$ 13,606,806	\$ 30,827,299
GF Transfer - Addtl Funds - Equivalent of 3 cents, phased in *	\$ -	\$ 4,300,000	\$ 8,600,000	\$ 13,029,000	\$ 13,289,580	\$ 70,542,698	\$ 109,761,278
GF Transfer (Federal Forfeiture Funds from Law Enforcement)	\$ 574,580	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 574,580
Sale of Property	\$ -	\$ 474,000	\$ 3,150,000	\$ 510,000	\$ -	\$ -	\$ 4,134,000
Fire Tax District (Radio Subscriber Units Reimbursement)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Earnings	\$ 47,858	\$ 48,337	\$ 48,820	\$ 49,308	\$ 49,801	\$ 256,577	\$ 500,701
Sub-total	\$ 622,438	\$ 8,382,169	\$ 15,866,271	\$ 18,177,933	\$ 18,342,966	\$ 84,406,081	\$ 145,797,858
Total Source of Funds	\$ 16,816,917	\$ 13,820,506	\$ 16,772,777	\$ 25,466,710	\$ 27,413,676	\$ 302,498,692	\$ 402,789,277
<b>Less BOC Approved Capital Projects for FY 2013</b>							
Fire / EMS Paging Systems Narrowbanding Project	\$ (502,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (502,000)
Law Enforcement District I	\$ (574,580)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (574,580)
Sub-total	\$ (1,076,580)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1,076,580)
<b>Less Additional / New CIP Allocations from FY 2012 - 2021 (Items without formally approved Capital Project Ordinances):</b>							
Co-Location with Municipal Fire Departments	\$ (300,000)	\$ (300,000)	\$ (300,000)	\$ (300,000)	\$ -	\$ -	\$ (1,200,000)
EMS Base - Northeast Greensboro / Guilford County (Replacement)	\$ (450,000)	\$ (2,754,000)	\$ -	\$ -	\$ -	\$ -	\$ (3,204,000)
EMS Maintenance & County General Services Facility	\$ (6,213,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (6,213,000)
EMS Base - Reedy Fork Area	\$ (468,000)	\$ (2,862,000)	\$ -	\$ -	\$ -	\$ -	\$ (3,330,000)
EMS Base - Northwest Guilford / I-73 Area	\$ (795,000)	\$ (2,944,000)	\$ -	\$ -	\$ -	\$ -	\$ (3,739,000)
EMS Base - Southern Guilford	\$ (666,000)	\$ -	\$ -	\$ (3,078,000)	\$ -	\$ -	\$ (3,744,000)
Juvenile Detention Expansion	\$ -	\$ (51,000)	\$ (3,588,000)	\$ -	\$ -	\$ -	\$ (3,639,000)
800 MHz System Upgrade	\$ (1,400,000)	\$ (3,400,000)	\$ (3,500,000)	\$ (5,568,000)	\$ -	\$ -	\$ (13,868,000)
Radio Subscriber Units Replacement for Existing 800 MHz System	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (12,450,000)	\$ (12,450,000)
Law Enforcement Facility Needs	\$ (19,134,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (19,134,000)
Reduce Detention Fac. Proj. To Fund Law Enforcement Fac. Needs	\$ 19,134,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,134,000
Emergency Operation Center	\$ -	\$ (603,000)	\$ (2,000,000)	\$ (2,000,000)	\$ -	\$ -	\$ (4,603,000)
New Animal Shelter	\$ (10,000)	\$ -	\$ (96,000)	\$ (5,450,000)	\$ -	\$ -	\$ (5,556,000)
Additional Courthouse Space	\$ -	\$ -	\$ -	\$ -	\$ (954,000)	\$ (10,828,000)	\$ (11,782,000)
Sub-total	\$ (10,302,000)	\$ (12,914,000)	\$ (9,484,000)	\$ (16,396,000)	\$ (954,000)	\$ (23,278,000)	\$ (73,328,000)
Total Expenses	\$ (11,378,580)	\$ (12,914,000)	\$ (9,484,000)	\$ (16,396,000)	\$ (954,000)	\$ (23,278,000)	\$ (74,404,580)
<b>Ending Fund Balance (Unallocated)</b>	\$ 5,438,337	\$ 906,506	\$ 7,288,777	\$ 9,070,710	\$ 26,459,676	\$ 279,220,692	\$ 328,384,697

Note: FY 2017-2018, 2018-2019, and 2019-2020 annual GF amount is reduced by the amount needed during FY 2018-2019 and FY 2019-2020 when debt service amount exceeds \$20 million. This ensures that sufficient funds are available to pay the debt service on the underlying schedule used to calculate the transfer without additional appropriation from the General Fund.

**Guilford County, North Carolina  
CIP**

**500-999997-Co-Location with Municipal**

**PROJECT DESCRIPTION / NECESSITY**



**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.

**PROJECT PLAN**

**Capital Items**

Category	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2022	Total
EQUIP-OFF FURN AND F	0	300,000	300,000	300,000	300,000	0	1,200,000
<b>Total</b>	<b>0</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>0</b>	<b>1,200,000</b>

**Funding Sources**

Account #	Account	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2022	Total
47101	Appropriated Fun	0	300,000	300,000	300,000	300,000	0	1,200,000
<b>Total</b>		<b>0</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>0</b>	<b>1,200,000</b>

**Guilford County, North Carolina  
CIP**

**500-999990-EMS Base - Northeast Greensboro - Guilford County (Replacement)**

**PROJECT DESCRIPTION / NECESSITY**



**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:** Funding to come from Capital Fund Balance.

**Operating Impacts:** The personnel and vehicle housed at the current base will be transferred to the new location.

**PROJECT PLAN**

**Capital Items**

<b>Category</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2022</b>	<b>Total</b>
CONST WORK IN PROGRE	0	0	2,295,000	0	0	0	2,295,000
EQUIP-OFF FURN AND F	0	0	204,000	0	0	0	204,000
PROFESSIONAL SERVICE	0	0	255,000	0	0	0	255,000
LAND	0	450,000	0	0	0	0	450,000
<b>Total</b>	<b>0</b>	<b>450,000</b>	<b>2,754,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,204,000</b>

**Funding Sources**

<b>Account #</b>	<b>Account</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2022</b>	<b>Total</b>
47101	Appropriated Fun	0	450,000	2,754,000	0	0	0	3,204,000
<b>Total</b>		<b>0</b>	<b>450,000</b>	<b>2,754,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,204,000</b>

**Guilford County, North Carolina  
CIP**

**500-999991-EMS Maintenance & County General Services Facility**

**PROJECT DESCRIPTION / NECESSITY**



**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:** 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.

**PROJECT PLAN**

**Capital Items**

Category	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2022	Total
CONST WORK IN PROGRE	0	5,313,000	0	0	0	0	5,313,000
PROFESSIONAL SERVICE	0	400,000	0	0	0	0	400,000
LAND	0	500,000	0	0	0	0	500,000
<b>Total</b>	<b>0</b>	<b>6,213,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,213,000</b>

**Funding Sources**

Account #	Account	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2022	Total
47101	Appropriated Fun	0	6,213,000	0	0	0	0	6,213,000
<b>Total</b>		<b>0</b>	<b>6,213,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,213,000</b>

**Guilford County, North Carolina  
CIP**

**500-999994-EMS Base - Reedy Fork Area**

**PROJECT DESCRIPTION / NECESSITY**



**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.

**PROJECT PLAN**

**Capital Items**

<b>Category</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2022</b>	<b>Total</b>
CONST WORK IN PROGRE	0	0	2,385,000	0	0	0	2,385,000
EQUIP-OFF FURN AND F	0	0	212,000	0	0	0	212,000
PROFESSIONAL SERVICE	0	0	265,000	0	0	0	265,000
LAND	0	468,000	0	0	0	0	468,000
<b>Total</b>	<b>0</b>	<b>468,000</b>	<b>2,862,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,330,000</b>

**Funding Sources**

<b>Account #</b>	<b>Account</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2022</b>	<b>Total</b>
47101	Appropriated Fun	0	468,000	2,862,000	0	0	0	3,330,000
<b>Total</b>		<b>0</b>	<b>468,000</b>	<b>2,862,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,330,000</b>

**Operating Budget**

	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2022</b>	<b>Total</b>
O & M Ongoing							

**Guilford County, North Carolina  
CIP**

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2022	Total
Vehicles - Motor	0	0	306,000	0	0	612,000	918,000
Utilities	0	0	208,000	208,000	213,000	1,393,000	2,022,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>514,000</b>	<b>208,000</b>	<b>213,000</b>	<b>2,005,000</b>	<b>2,940,000</b>

**Guilford County, North Carolina  
CIP**

**500-999988-EMS Base - Northwest Guilford / I73 Area**

**PROJECT DESCRIPTION / NECESSITY**



**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 reponse 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.

**PROJECT PLAN**

**Capital Items**

<b>Category</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2022</b>	<b>Total</b>
CONST WORK IN PROGRE	0	0	2,453,000	0	0	0	2,453,000
EQUIP-OFF FURN AND F	0	0	218,000	0	0	0	218,000
PROFESSIONAL SERVICE	0	0	273,000	0	0	0	273,000
LAND	0	795,000	0	0	0	0	795,000
<b>Total</b>	<b>0</b>	<b>795,000</b>	<b>2,944,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,739,000</b>

**Funding Sources**

<b>Account #</b>	<b>Account</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2022</b>	<b>Total</b>
47101	Appropriated Fun	0	795,000	2,944,000	0	0	0	3,739,000
<b>Total</b>		<b>0</b>	<b>795,000</b>	<b>2,944,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,739,000</b>

**Operating Budget**

	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2022</b>	<b>Total</b>
O & M Ongoing							

**Guilford County, North Carolina  
CIP**

	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2022</b>	<b>Total</b>
Utilities	0	0	208,000	208,000	213,000	1,393,000	2,022,000
Vehicles - Motor	0	0	0	306,000	0	306,000	612,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>208,000</b>	<b>514,000</b>	<b>213,000</b>	<b>1,699,000</b>	<b>2,634,000</b>



**Guilford County, North Carolina  
CIP**

**500-999989-EMS Base - Southern Guilford**

**PROJECT DESCRIPTION / NECESSITY**



**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.

**PROJECT PLAN**

**Capital Items**

<b>Category</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2022</b>	<b>Total</b>
CONST WORK IN PROGRE	0	0	0	0	2,565,000	0	2,565,000
EQUIP-OFF FURN AND F	0	0	0	0	228,000	0	228,000
PROFESSIONAL SERVICE	0	0	0	0	285,000	0	285,000
LAND	0	666,000	0	0	0	0	666,000
<b>Total</b>	<b>0</b>	<b>666,000</b>	<b>0</b>	<b>0</b>	<b>3,078,000</b>	<b>0</b>	<b>3,744,000</b>

**Funding Sources**

<b>Account #</b>	<b>Account</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2022</b>	<b>Total</b>
47101	Appropriated Fun	0	666,000	0	0	3,078,000	0	3,744,000
<b>Total</b>		<b>0</b>	<b>666,000</b>	<b>0</b>	<b>0</b>	<b>3,078,000</b>	<b>0</b>	<b>3,744,000</b>

**Operating Budget**

	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2022</b>	<b>Total</b>
O & M Ongoing							

**Guilford County, North Carolina  
CIP**

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2022	Total
Utilities	0	0	0	22,000	219,000	1,399,000	1,640,000
Vehicles - Motor	0	0	0	0	310,000	310,000	620,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22,000</b>	<b>529,000</b>	<b>1,709,000</b>	<b>2,260,000</b>

**Guilford County, North Carolina  
CIP**

**500-999992-Juvenile Detention Expansion**

**PROJECT DESCRIPTION / NECESSITY**



**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 accomodate 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.)

**PROJECT PLAN**

**Capital Items**

Category	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2022	Total
CONST WORK IN PROGRE	0	0	0	2,912,000	0	0	2,912,000
EQUIP-OFF FURN AND F	0	0	0	468,000	0	0	468,000
PROFESSIONAL SERVICE	0	0	51,000	208,000	0	0	259,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>51,000</b>	<b>3,588,000</b>	<b>0</b>	<b>0</b>	<b>3,639,000</b>

**Funding Sources**

Account #	Account	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2022	Total
47101	Appropriated Fun	0	0	51,000	3,588,000	0	0	3,639,000
<b>Total</b>		<b>0</b>	<b>0</b>	<b>51,000</b>	<b>3,588,000</b>	<b>0</b>	<b>0</b>	<b>3,639,000</b>

**Operating Budget**

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2022	Total
O & M Ongoing							
Food and Provisi	0	0	52,000	93,000	136,000	970,000	1,251,000

**Guilford County, North Carolina  
CIP**

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2022	Total
Utilities	0	0	52,000	93,000	137,000	973,000	1,255,000
Jail Fees-State	0	0	-128,000	-327,000	-551,000	-5,556,000	-6,562,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>-24,000</b>	<b>-141,000</b>	<b>-278,000</b>	<b>-3,613,000</b>	<b>-4,056,000</b>

**Guilford County, North Carolina  
CIP**

**500-300212-800 Mhz Infrastructure Upgrade**

<u>PROJECT NAME</u>	<u>PROJECT PRIORITY #</u>	<u>PROJECT #</u>	<u>PROJECT AREA</u>
800 MHz Infrastructure Upgrade	1	300212	800 MHz Infrastructure Upgrade

**PROJECT DESCRIPTION / NECESSITY**



**This project is a recommended addition to the existing 800 MHz Infrastructure Upgrade project.**

**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 4,000 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. According to the manufacturer, the system will require significant upgrade and system component replacement, estimated for FY 2014. The County share for the GM911 console equipment housed at Meadowood and Justice are included in this proposal. This project is a shared venture with the City of Greensboro. The costs below represent the County's share of the project and represents 50% of the total estimated cost of \$27 million presented to the City of Greensboro on 10/20/11. Using that total the county's portion would be \$13.5 million however, land and project contingency is expected to be part of the county's total needed to complete the overall project. Adding those two items is expected to increase the total needed for the county's portion to approximately \$17.2 million.

**Project Funding:** Project funding from Capital Fund Balance.

**Operating Impacts:** No operating impacts have been estimated at this time.

**PROJECT PLAN**

**Capital Items**

<b>Category</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2022</b>	<b>Total</b>
EQUIP-OFF FURN AND F	0	1,400,000	1,400,000	3,500,000	5,568,000	0	11,868,000
CONST WORK IN PROGRE	0	0	2,000,000	0	0	0	2,000,000
<b>Total</b>	<b>0</b>	<b>1,400,000</b>	<b>3,400,000</b>	<b>3,500,000</b>	<b>5,568,000</b>	<b>0</b>	<b>13,868,000</b>

**Funding Sources**

<b>Account #</b>	<b>Account</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2022</b>	<b>Total</b>
47101	Appropriated Fun	0	1,400,000	3,400,000	3,500,000	5,568,000	0	13,868,000
<b>Total</b>		<b>0</b>	<b>1,400,000</b>	<b>3,400,000</b>	<b>3,500,000</b>	<b>5,568,000</b>	<b>0</b>	<b>13,868,000</b>

**Guilford County, North Carolina  
CIP**

**500-999993-Law Enforcement Facility Needs**

**PROJECT DESCRIPTION / NECESSITY**



**Project Description:** This 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, as called for in the County's Facility Master Plan. The additional space may also 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. In addition, this project would encompass a possible parking deck for the new detention facility in downtown Greensboro.

**Project Funding:** Project to be funded from Authorized Bond Proceed savings associated with the New Detention Facility.

**Operating Impacts:** No operating impacts have been estimated at this time.

**PROJECT PLAN**

**Capital Items**

Category	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2022	Total
CONST WORK IN PROGRE	0	16,915,000	0	0	0	0	16,915,000
PROFESSIONAL SERVICE	0	562,000	0	0	0	0	562,000
EQUIP-OFF FURN AND F	0	1,553,000	0	0	0	0	1,553,000
SMALL OFFICE FURN,FI	0	104,000	0	0	0	0	104,000
<b>Total</b>	<b>0</b>	<b>19,134,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,134,000</b>

**Funding Sources**

Account #	Account	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2022	Total
46101	General Obligati	0	19,134,000	0	0	0	0	19,134,000
<b>Total</b>		<b>0</b>	<b>19,134,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,134,000</b>

**Guilford County, North Carolina  
CIP**

**500-999996-Emergency Operation Center**

**PROJECT DESCRIPTION / NECESSITY**



**Project Description:** Replacement for existing Emergency Operations Center for Guilford County. Guilford County has statue responsibility for providing the Emergency Management function within the County for disasters and potential disasters. Currently, the EOC is in renovated Communications Center space and is antiquated and significantly undersized. An expanded Emergency Operations Center would facilitate enhanced interagency coordination and reduce redundancies currently in the system. Discussion has also occurred that facility would serve as an excellent location for an ES data center and redundant data center for Guilford County. EOC's must have their own in-house networks and application servers for community wide contingency of operations planning. Also, must be built to FEMA standards to ensure safety of occupants during natural disasters. Potentially could be co-located with other ES functions.

**Project Funding:** Project funding to come from Capital Fund Balance.

**Operating Impacts:** The roles of the EOC are in their infancy and this expansion would allow for a much more comprehensive EM program. As such, we would likely need to add staff to utilize the increased capability.

**PROJECT PLAN**

**Capital Items**

Category	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2022	Total
CONST WORK IN PROGRE	0	0	397,000	2,000,000	2,000,000	0	4,397,000
PROFESSIONAL SERVICE	0	0	53,000	0	0	0	53,000
LAND	0	0	153,000	0	0	0	153,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>603,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>0</b>	<b>4,603,000</b>

**Funding Sources**

Account #	Account	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2022	Total
47101	Appropriated Fun	0	0	603,000	2,000,000	2,000,000	0	4,603,000
<b>Total</b>		<b>0</b>	<b>0</b>	<b>603,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>0</b>	<b>4,603,000</b>

**Guilford County, North Carolina  
CIP**

**500-999998-New Animal Shelter**

**PROJECT DESCRIPTION / NECESSITY**



**Project Description:** Guilford County's Animal Shelter is 20 plus years old. The current shelter is limited in the number of animals that can be held for adoption. The facility has limited access and limited parking for those visiting the site. Recommend that a consultative study (facility design/environmental issues /site selection/human resource needs) be implemented to assess the current and future animal shelter needs for the county.

**Project Funding:** Project to be funded from Capital Fund Balance.

**Operating Impacts:** No operating impacts have been estimated at this time.

**PROJECT PLAN**

**Capital Items**

Category	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2022	Total
CONST WORK IN PROGRE	0	0	0	0	5,450,000	0	5,450,000
PROFESSIONAL SERVICE	0	10,000	0	96,000	0	0	106,000
<b>Total</b>	<b>0</b>	<b>10,000</b>	<b>0</b>	<b>96,000</b>	<b>5,450,000</b>	<b>0</b>	<b>5,556,000</b>

**Funding Sources**

Account #	Account	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2022	Total
47101	Appropriated Fun	0	10,000	0	96,000	5,450,000	0	5,556,000
<b>Total</b>		<b>0</b>	<b>10,000</b>	<b>0</b>	<b>96,000</b>	<b>5,450,000</b>	<b>0</b>	<b>5,556,000</b>



**Guilford County, North Carolina  
CIP**

**500-999999-Additional Courthouse Space**

**PROJECT DESCRIPTION / NECESSITY**



**Project Description:** A Criminal Justice Master Plan charting the needs of the 18th Judicial District to 2030 was completed in 2005. The initial phases of the plan were implemented in 2008. The courts are currently seeing caseloads that were projected to occur beyond 2020. With the increase in case filings the demand for additional courtrooms and support spaces increases as well. In order to meet these needs the Criminal Justice Master Plan proposes the relocation of court functions (DA, PD, Pre-Trial, Guardian Ad Litem, etc.) from the courthouse to allow for construction of additional courtrooms and larger jury assembly space.

**Project Funding:** Project funding from Capital Fund Balance.

**Operating Impacts:** No operating impacts have been estimated at this time.

**PROJECT PLAN**

**Capital Items**

Category	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2022	Total
PROFESSIONAL SERVICE	0	0	0	0	0	954,000	954,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>954,000</b>	<b>954,000</b>

**Funding Sources**

Account #	Account	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2022	Total
47101	Appropriated Fun	0	0	0	0	0	11,782,000	11,782,000
<b>Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,782,000</b>	<b>11,782,000</b>

**Guilford County, North Carolina  
CIP**

**520-999985-GCS Capital Maintenance FY 2014 - 2022**

**PROJECT DESCRIPTION / NECESSITY**



**Project Description:** Funding below represents project estimates received from the school system. Out-year "planning" amounts are subject to change.

Note: Beginning in FY 2011 all Guilford County School annual capital maintenance expenditures will be accounted in the County Building Construction Fund.

**Project Funding:** Project funding via a Transfer from the General Fund.

**Operating Impacts:** No operating impacts have been estimated at this time.

**PROJECT PLAN**

**Capital Items**

Category	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2022	Total
REMITTANCE CAPITAL O	0	0	4,000,000	4,000,000	4,000,000	24,000,000	36,000,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>4,000,000</b>	<b>4,000,000</b>	<b>4,000,000</b>	<b>24,000,000</b>	<b>36,000,000</b>

**Funding Sources**

Account #	Account	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2022	Total
48110	Transfer from Ge	0	0	4,000,000	4,000,000	4,000,000	24,000,000	36,000,000
<b>Total</b>		<b>0</b>	<b>0</b>	<b>4,000,000</b>	<b>4,000,000</b>	<b>4,000,000</b>	<b>24,000,000</b>	<b>36,000,000</b>

**Guilford County, North Carolina  
CIP**

**520-999984-GTCC Capital Maintenance FY 2014 - 2022**

**PROJECT DESCRIPTION / NECESSITY**



**Project Description:** Various system-wide general maintenance projects. Examples of such projects include:

- Repair and renovate facilities
- Resurface roads and parking lots at all campus facilities
- Install campus safety upgrades
- Energy efficiency enhancements
- ADA Renovations

Funding below represents project estimates received from the community college. Out-year "planning" amounts are subject to change.

Note: Beginning in FY 2011 all Guilford Technical Community College annual capital maintenance expenditures will be accounted in the County Building Construction Fund.

**Project Funding:** Project funding via a Transfer from the General Fund.

**Operating Impacts:** No operating impacts have been estimated at this time.

**PROJECT PLAN**

**Capital Items**

Category	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2022	Total
REMITTANCE CAPITAL O	0	0	2,000,000	2,000,000	2,000,000	12,000,000	18,000,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>12,000,000</b>	<b>18,000,000</b>

**Funding Sources**

Account #	Account	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2022	Total
48110	Transfer from Ge	0	0	2,000,000	2,000,000	2,000,000	12,000,000	18,000,000
<b>Total</b>		<b>0</b>	<b>0</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>12,000,000</b>	<b>18,000,000</b>

# RURAL FIRE PROTECTION DISTRICTS

James Albright, Interim Emergency Services Director 1002 Meadowood Rd., Greensboro, NC 27409 (336) 641-7565

*Links to County Goals and Strategic Priorities:*

**COUNTY GOAL:** *Ensure Community Health & Safety*

**PRIORITY:** *Injury Prevention & Emergency Response*



## BUDGET SUMMARY

	FY 2012 Actual	FY 2013 Adopted	FY 2013 Amended	FY 2014 Adopted	% chg	FY 2015 Plan
<b>Program(s)</b>						
Rural Fire Protection	\$13,217,528	\$12,990,061	\$12,990,061	\$13,552,968	4.3%	\$13,219,358
<b>Total</b>	<b>\$13,217,528</b>	<b>\$12,990,061</b>	<b>\$12,990,061</b>	<b>\$13,552,968</b>	<b>4.3%</b>	<b>\$13,219,358</b>
<b>Expenditures</b>						
Operating Expenses	\$13,217,528	\$12,990,061	\$12,990,061	\$13,552,968	4.3%	\$13,219,358
<b>Total</b>	<b>\$13,217,528</b>	<b>\$12,990,061</b>	<b>\$12,990,061</b>	<b>\$13,552,968</b>	<b>4.3%</b>	<b>\$13,219,358</b>
<b>Source of Funds</b>						
Taxes	\$10,331,917	\$10,391,098	\$10,391,098	\$11,106,807	6.9%	\$11,320,558
Sales Tax	\$1,911,514	\$1,880,002	\$1,880,002	\$1,880,000	0.0%	\$1,898,800
Federal & State Funds	\$0	\$0	\$0	\$0	0.0%	\$0
Investment Earnings	\$1,231	\$0	\$0	\$0	0.0%	\$0
Other	\$35,380	\$0	\$0	\$0	0.0%	\$0
Appropriated Fund Balance	\$937,486	\$718,961	\$718,961	\$566,161	-21.3%	\$0
<b>Total</b>	<b>\$13,217,528</b>	<b>\$12,990,061</b>	<b>\$12,990,061</b>	<b>\$13,552,968</b>	<b>4.3%</b>	<b>\$13,219,358</b>

## DEPARTMENTAL PURPOSE

The County has 39 special fire protection / service districts that provide fire response service in areas of the county not serviced by a municipal fire department. Fifteen of these districts also have fire protection service overlay districts -- funding mechanisms used to generate funds for fire protection services once the district tax rates reach the caps established when the districts were first established. Some of these original rate caps were set several decades ago and do not generate enough revenue to support adequate fire protection service, including the purchase of fire trucks, radios, and other fire safety equipment.

The primary funding for each district comes from property tax revenue generated by a special district tax. The tax, which is in addition to the County's general property tax, is levied on the property in each district and the revenues generated are dedicated for use in the district where they are raised. The Board of Commissioners, 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 2014 ADOPTED BUDGET HIGHLIGHTS**

- The County continues with the purchase of new radios and related equipment for certain fire districts. To generate sufficient funds to reimburse the County for the radios, as well as to meet deferred capital and facility needs, increases in the rates of nine districts/overlay districts are recommended. The budget recommends a decrease in the rate for one district.

The following tables outline the adopted tax rates, the final county district budgets, and the current radio replacement schedules.

**FY 2014 ADOPTED FIRE TAX RATES and TOTAL BUDGETS**

<b>Fire Protection/Service District</b>	<b>Tax Rate</b>	<b>Budget</b>
Alamance Comm. Fire Protection Dist.	\$0.0998	\$1,100,447
Alamance Comm. Fire Svc. Dist. Overlay	\$0.0000	\$0
Climax Fire Protection Dist.	\$0.1000	\$99,890
Climax Fire Svc. Dist. Overlay	\$0.0200	\$16,106
Colfax Fire Protection Dist.	\$0.1000	\$524,103
Colfax Fire Svc. Dist. Overlay	\$0.0140	\$58,469
No. 18 (Deep River) Fire Protection Dist.	\$0.0941	\$215,943
No. 18 (Deep River) Fire Svc. Dist. Overlay	\$0.0000	\$0
No. 28 (Frieden's) Fire Protection Dist.	\$0.1000	\$154,413
No. 14 (Franklin Blvd.) Fire Protection Dist.	\$0.1000	\$190,790
No. 14 (Franklin Blvd.) Fire Svc. Dist. Overlay	\$0.0266	\$46,196
Gibsonville Fire Protection Dist.	\$0.0972	\$14,846
Guilford College Comm. Fire Protection Dist.	\$0.1000	\$526,891
Guil-Rand Fire Protection Dist.	\$0.1000	\$141,205
Guil-Rand Fire Svc. Dist. Overlay	\$0.0200	\$23,305
Fire Protection District #1 (Horneytown)	\$0.0918	\$26,122
Julian Fire Protection Dist.	\$0.1011	\$67,725
Julian Fire Protection Service Overlay	\$0.0000	\$0
Kimesville Fire Protection Dist.	\$0.1027	\$104,012
McLeansville Fire Protection Dist.	\$0.1000	\$806,036
McLeansville Fire Svc. Dist. Overlay	\$0.0000	\$0
Mount Hope Comm. Fire Protection Dist.	\$0.0800	\$607,995
Mount Hope Comm. Fire Svc. Dist. Overlay	\$0.0000	\$0
Northeast Fire Protection Dist.	\$0.1000	\$850,634
Oak Ridge Fire Protection Dist.	\$0.0848	\$1,183,708
Oak Ridge Fire Svc. Dist. Overlay	\$0.0000	\$0
Pinecroft-Sedgefield Fire Protection Dist.	\$0.0988	\$1,779,386
Pinecroft-Sedgefield Fire Svc. Dist. Overlay	\$0.0000	\$0
Pleasant Garden Fire Protection Dist.	\$0.1000	\$659,542
Pleasant Garden Fire Svc. Dist. Overlay	\$0.0000	\$0
PTIA Service District	\$0.0200	\$78,460
No. 13 (Rankin) Fire Protection Dist.	\$0.1000	\$932,844
No. 13 (Rankin) Fire Svc. Dist. Overlay	\$0.0300	\$225,470

**FY 2014 ADOPTED FIRE TAX RATES and TOTAL BUDGETS**

<b>Fire Protection/Service District</b>	<b>Tax Rate</b>	<b>Budget</b>
Southeast Fire Protection Dist.	\$0.1250	\$189,477
Southeast Fire Protection District Overlay	\$0.0000	\$0
Stokesdale Fire Protection Dist.	\$0.1000	\$625,653
Summerfield Fire Protection Dist.	\$0.0956	\$1,914,097
Summerfield Fire Svc. Dist. Overlay	\$0.0000	\$0
Whitsett Fire Protection Dist.	\$0.0730	\$389,203
Whitsett Fire Svc. Dist. Overlay	\$0.0000	\$0
		<b>\$ 13,552,968</b>

**Total Fire District Appropriations by Source of Funds - FY 2013-14 Budget**

District	Property Tax	Sales Tax	Appropriated Fund Balance	FY 2014 Adopted Budget
Alamance Community Fire Protection District	\$896,185	\$162,331	\$41,931	<b>\$1,100,447</b>
Alamance Community Fire Service District Overlay	\$0	\$0	\$0	<b>\$0</b>
Climax Fire Protection District	\$81,168	\$14,904	\$3,818	<b>\$99,890</b>
Climax Fire Protection Service District Overlay	\$15,709	\$395	\$2	<b>\$16,106</b>
Colfax Fire Protection District	\$421,982	\$75,545	\$26,576	<b>\$524,103</b>
Colfax Fire Protection Service District Overlay	\$57,412	\$983	\$74	<b>\$58,469</b>
No. 13 (Rankin) Fire Protection District	\$756,018	\$136,112	\$40,714	<b>\$932,844</b>
No. 13 (Rankin) Fire Service District Overlay	\$220,655	\$4,815	\$0	<b>\$225,470</b>
No. 14 (Franklin Blvd.) Fire Protection District	\$145,804	\$26,248	\$18,738	<b>\$190,790</b>
No. 14 (Franklin Blvd.) Fire Service District Overlay	\$38,783	\$6,245	\$1,168	<b>\$46,196</b>
No. 18 (Deep River) Fire Protection District	\$179,064	\$32,583	\$4,296	<b>\$215,943</b>
No. 18 (Deep River) Fire Service District Overlay	\$0	\$0	\$0	<b>\$0</b>
No. 28 (Frieden's) Fire Protection District	\$124,390	\$22,745	\$7,278	\$154,413
Fire Protection District No. 1 (Horneytown)	\$19,018	\$3,499	\$3,605	\$26,122
Gibsonville Fire Protection District	\$10,899	\$1,984	\$1,963	\$14,846
Guilford College Community Fire Protection District	\$419,147	\$60,030	\$47,714	\$526,891
Guil-Rand Fire Protection District	\$113,525	\$20,716	\$6,964	\$141,205
Guil-Rand Fire Protection Service District Overlay	\$22,202	\$1,078	\$25	\$23,305
Julian Vol Fire Protection District	\$55,975	\$10,191	\$1,559	\$67,725
Julian Fire Service District Overlay	\$0	\$0	\$0	\$0
Kimesville Fire Protection District	\$82,537	\$15,042	\$6,433	\$104,012
McLeansville Fire Protection District	\$683,216	\$98,614	\$24,206	\$806,036
McLeansville Fire Service District Overlay	\$0	\$0	\$0	\$0
Mount Hope Community Fire Protection District	\$478,926	\$85,335	\$43,734	\$607,995
Mount Hope Community Fire Service District Overlay	\$0	\$0	\$0	\$0
Northeast Guil Fire Protection District	\$691,955	\$124,305	\$34,374	\$850,634
Oak Ridge Fire Protection District	\$941,577	\$170,804	\$71,327	\$1,183,708
Oak Ridge Fire Service District Overlay	\$0	\$0	\$0	\$0
Pinecroft-Sedgefield Fire Protection District	\$1,452,749	\$262,328	\$64,309	\$1,779,386
Pinecroft-Sedgefield Fire Service District Overlay	\$0	\$0	\$0	\$0
Pleasant Garden Fire Protection District	\$539,063	\$97,398	\$23,081	\$659,542
Pleasant Garden Fire Service District Overlay	\$0	\$0	\$0	\$0
PTIA Fire Service District	\$69,953	\$6,228	\$2,279	\$78,460
Southeast Fire Protection District	\$158,978	\$23,225	\$7,274	\$189,477
Southeast Fire Service District Overlay	\$0	\$0	\$0	\$0



**Total Fire District Appropriations by Source of Funds - FY 2013-14 Budget**

District	Property Tax	Sales Tax	Appropriated Fund Balance	FY 2014 Adopted Budget
Stokesdale Fire Protection District	\$536,184	\$75,330	\$14,139	\$625,653
Summerfield Fire Protection District	\$1,572,460	\$282,340	\$59,297	\$1,914,097
Summerfield Fire Service District Overlay	\$0	\$0	\$0	\$0
Whitsett Fire Protection District	\$321,273	\$58,647	\$9,283	\$389,203
Whitsett Fire Service District Overlay	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$11,106,807</b>	<b>\$1,880,000</b>	<b>\$566,161</b>	<b>\$13,552,968</b>

# ROOM OCCUPANCY AND TOURISM DEVELOPMENT FUND

*Links to County Goals and Strategic Priorities:*

*COUNTY GOAL: Improve Quality of Life & Manage Growth*

*PRIORITY: Economic Growth*



## BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Economic Devel & Assistance	4,441,971	5,500,000	5,500,000	5,500,000	0.0%	5,500,000
<b>Room Occupancy/Tourism Dev Tax</b>	<b>4,441,971</b>	<b>5,500,000</b>	<b>5,500,000</b>	<b>5,500,000</b>	<b>0.0%</b>	<b>5,500,000</b>
<b>EXPENSE</b>						
Other Services & Charges	4,441,971	5,500,000	5,500,000	5,500,000	0.0%	5,500,000
<b>Total Expense</b>	<b>4,441,971</b>	<b>5,500,000</b>	<b>5,500,000</b>	<b>5,500,000</b>	<b>0.0%</b>	<b>5,500,000</b>
<b>REVENUE</b>						
Taxes	4,441,971	5,500,000	5,500,000	5,500,000	0.0%	5,500,000
<b>Total Revenue</b>	<b>4,441,971</b>	<b>5,500,000</b>	<b>5,500,000</b>	<b>5,500,000</b>	<b>0.0%</b>	<b>5,500,000</b>

## 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

Reid Baker, Finance Director

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

**Links to County Goals and Strategic Priorities:**

**COUNTY GOAL:** Maintain Efficient, Effective, & Responsible Governance

**PRIORITY:** Strong Fiscal Performance



## BUDGET SUMMARY

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2014 Adopted	% Change	FY2015 Plan
<b>EXPENSE</b>						
Risk Retention- Liab/Prop/WC	2,736,084	2,516,846	3,321,850	3,094,999	23.0%	3,103,035
Health Care & Wellness	34,458,361	37,464,478	37,464,484	40,756,263	8.8%	46,419,605
<b>Internal Services</b>	<b>37,194,445</b>	<b>39,981,324</b>	<b>40,786,334</b>	<b>43,851,263</b>	<b>9.7%</b>	<b>49,522,640</b>
<b>EXPENSE</b>						
Personnel Services	123,658	188,081	188,081	188,491	0.2%	197,693
Supplies & Materials	240	3,900	3,900	5,237	34.3%	5,237
Other Services & Charges	37,070,547	39,789,343	40,594,353	43,657,534	9.7%	49,319,710
<b>Total Expense</b>	<b>37,194,445</b>	<b>39,981,324</b>	<b>40,786,334</b>	<b>43,851,263</b>	<b>9.7%</b>	<b>49,522,640</b>
<b>REVENUE</b>						
Charges for Services	35,048,477	39,540,878	39,540,878	42,196,073	6.7%	47,859,415
Appropriated Fund Balance	26,884,147	308,946	1,113,956	1,558,690	404.5%	1,566,725
Miscellaneous Revenues	392,374	131,500	131,500	96,500	(26.6%)	96,500
<b>Total Revenue</b>	<b>62,324,998</b>	<b>39,981,324</b>	<b>40,786,334</b>	<b>43,851,263</b>	<b>9.7%</b>	<b>49,522,640</b>
<b>County Funds</b>	<b>-25,130,553</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
<b>Positions</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.0%</b>	<b>2.00</b>

## DEPARTMENTAL PURPOSE

The Internal Services Fund accounts for risk management services provided to other departments of the County on a cost reimbursement basis. The County is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; injuries to employees; and natural disasters. The County protects itself from potential loss using a combination of risk financing methods, which are accounted for in the Internal Service Fund. The County's insurance programs consist of liability, property, workers' compensation, and employee healthcare insurance. All operating funds of the County participate in the risk management program and make payments to the program department based on the insured departments' exposure factors. Payments are for prior and current year claims and to establish adequate reserves for catastrophic losses.

**AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2013-2014**

- i. A. Be it ordained by the Board of County Commissioners for Guilford County, North Carolina this the twentieth day of June, 2013:

That for the operation of Guilford County's government and its subdivisions for the fiscal year beginning July 1, 2013, and ending June 30, 2014, 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	406,196
COUNTY ADMINISTRATION	1,395,881
COUNTY ATTORNEY	1,864,956
CLERK TO THE BOARD	197,273
INTERNAL AUDIT	509,628
BUDGET & MANAGEMENT	450,297
FINANCE	2,523,232
PURCHASING	351,774
FACILITIES	7,185,913
PROPERTY MANAGEMENT	173,117
INFORMATION SERVICES	8,900,493
HUMAN RESOURCES	9,443,738
FLEET OPERATIONS	787,713
DEBT SERVICE	91,024,691
TAX	5,365,671
REGISTER OF DEEDS	2,027,257
ELECTIONS	2,327,107
PUBLIC HEALTH	31,012,448
MENTAL HEALTH	9,900,000
COORDINATED SERVICES	1,493,515
SOCIAL SERVICES	69,153,442
CHILD SUPPORT ENFORCEMENT	6,350,488
VETERANS' SERVICES	121,372
TRANSPORTATION - HUMAN SERVICES	1,676,497
SPECIAL ASSISTANCE TO ADULTS	3,159,115
TEMPORARY ASSISTANCE - NEEDY FAMILIES	20,000
MEDICAL ASSISTANCE	2,546,826
EMERGENCY SERVICES	24,520,231
COURT ALTERNATIVES	2,424,002
OTHER PROTECTION	1,456,596
LAW ENFORCEMENT	62,385,387
ANIMAL SERVICES	3,092,266
SECURITY	1,526,507
COOPERATIVE EXTENSION SERVICE	500,115
PLANNING & DEVELOPMENT	676,995
INSPECTIONS	2,064,675
SOIL & WATER CONSERVATION	245,165
SOLID WASTE	1,080,841
CULTURE & LIBRARIES	1,827,807
RECREATION - PARKS	3,569,827
ECONOMIC DEVELOPMENT & ASSISTANCE	2,248,566
NON-DEPARTMENTAL	-
EDUCATION - CURRENT EXPENSE	
GUILFORD COUNTY PUBLIC SCHOOLS	177,130,398

**AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2013-2014**

GUILFORD TECHNICAL COMMUNITY COLLEGE	12,397,690	
EDUCATION - CAPITAL OUTLAY		
GUILFORD COUNTY PUBLIC SCHOOLS	1,000,000	
GUILFORD TECHNICAL COMMUNITY COLLEGE	-	
CAPITAL OUTLAY	-	
SUB-TOTAL GENERAL FUND APPROPRIATIONS	<u>558,515,708</u>	
LESS: Transfer to County Building Construction Fund	-	
LESS: Transfer to School Capital Outlay Fund	<u>(1,000,000)</u>	
TOTAL GENERAL FUND APPROPRIATIONS		<u><u>557,515,708</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:

<b>Appropriations</b>			
District	FY 2013-14 Budget	District	FY 2013-14 Budget
Alamance Community Fire Protection District	\$1,100,447	Kimesville Fire Protection District	\$104,012
Alamance Community Fire Service District Overlay	\$0	McLeansville Fire Protection District	\$806,036
Climax Fire Protection District	\$99,890	McLeansville Fire Service District Overlay	\$0
Climax Fire Protection Service District Overlay	\$16,106	Mount Hope Community Fire Protection District	\$607,995
Colfax Fire Protection District	\$524,103	Mount Hope Community Fire Service District Overlay	\$0
Colfax Fire Protection Service District Overlay	\$58,469	Northeast Guil Fire Protection District	\$850,634
No. 13 (Rankin) Fire Protection District	\$932,844	Oak Ridge Fire Protection District	\$1,183,708
No. 13 (Rankin) Fire Service District Overlay	\$225,470	Oak Ridge Fire Service District Overlay	\$0
No. 14 (Franklin Blvd.) Fire Protection District	\$190,790	Pinecroft-Sedgefield Fire Protection District	\$1,779,386
No. 14 (Franklin Blvd.) Fire Service District Overlay	\$46,196	Pinecroft-Sedgefield Fire Service District Overlay	\$0
No. 18 (Deep River) Fire Protection District	\$215,943	Pleasant Garden Fire Protection District	\$659,542
No. 18 (Deep River) Fire Service District Overlay	\$0	Pleasant Garden Fire Service District Overlay	\$0
No. 28 (Frieden's) Fire Protection District	\$154,413	PTIA Fire Service District	\$78,460
Fire Protection District No. 1 (Horneytown)	\$26,122	Southeast Fire Protection District	\$189,477
Gibsonville Fire Protection District	\$14,846	Southeast Fire Service District Overlay	0
Guilford College Community Fire Protection District	\$526,891	Stokesdale Fire Protection District	\$625,653
Guil-Rand Fire Protection District	\$141,205	Summerfield Fire Protection District	\$1,914,097
Guil-Rand Fire Protection Service District Overlay	\$23,305	Summerfield Fire Service District Overlay	\$0
Julian Vol Fire Protection District	\$67,725	Whitsett Fire Protection District	\$389,203
Julian Fire Service District Overlay	\$0	Whitsett Fire Service District Overlay	\$0
		<b>Total</b>	<b>\$13,552,968</b>

**AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2013-2014**

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

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

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

GENERAL FUND:

APPROPRIATED FUND BALANCE	27,262,345	
FEDERAL/STATE FUNDS	77,016,053	
SALES TAX	64,900,000	
PROPERTY TAX	346,123,000	
OTHER REVENUES	7,738,756	
USER CHARGES	<u>35,475,554</u>	
SUB-TOTAL GENERAL FUND REVENUES	558,515,708	
LESS: Transfer to County Building Construction Fund	-	
LESS: Transfer to School Capital Outlay Fund	(1,000,000)	
TOTAL GENERAL FUND REVENUES		<u>557,515,708</u>

NOTE: The General Fund Appropriated Fund Balance is comprised of the following components: Fund Level - \$23,236,330; 2012A Bond Premium - \$2,070,976; 2012C Bond Premium - \$9,016; Public Health - \$1,704,485; Law Enforcement - Federal Forfeiture \$100,000; Inmate Welfare Funds in Other Protection Mental Health Court - \$135,028; Inspections - Soil Erosion Fees - \$6,510.

B. SPECIAL TAX/SERVICE DISTRICTS: In addition to the Countywide budget necessary for the function of the county government, Guilford County is required by law to make appropriations and to levy and collect taxes which have been authorized by the vote of the people of the special tax districts or by the establishment of a fire protection district or fire service district overlay. The appropriations made in I., A., Section 2 of this ordinance are hereby funded by revenue estimates according to the following schedules:

<b>Appropriations by Source of Funds</b>				
District	Property Tax	Sales Tax	Appropriated Fund Balance	<b>FY 2013-14 Budget</b>
Alamance Community Fire Protection District	\$896,185	\$162,331	\$41,931	\$1,100,447
Alamance Community Fire Service District Overlay	\$0	\$0	\$0	\$0
Climax Fire Protection District	\$81,168	\$14,904	\$3,818	\$99,890
Climax Fire Protection Service District Overlay	\$15,709	\$395	\$2	\$16,106
Colfax Fire Protection District	\$421,982	\$75,545	\$26,576	\$524,103
Colfax Fire Protection Service District Overlay	\$57,412	\$983	\$74	\$58,469
No. 13 (Rankin) Fire Protection District	\$756,018	\$136,112	\$40,714	\$932,844
No. 13 (Rankin) Fire Service District Overlay	\$220,655	\$4,815	\$0	\$225,470
No. 14 (Franklin Blvd.) Fire Protection District	\$145,804	\$26,248	\$18,738	\$190,790
No. 14 (Franklin Blvd.) Fire Service District Overlay	\$38,783	\$6,245	\$1,168	\$46,196
No. 18 (Deep River) Fire Protection District	\$179,064	\$32,583	\$4,296	\$215,943
No. 18 (Deep River) Fire Service District Overlay	\$0	\$0	\$0	\$0

AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2013-2014

<b>Appropriations by Source of Funds</b>				
District	Property Tax	Sales Tax	Appropriated Fund Balance	<b>FY 2013-14 Budget</b>
No. 28 (Frieden's) Fire Protection District	\$124,390	\$22,745	\$7,278	\$154,413
Fire Protection District No. 1 (Hornetown)	\$19,018	\$3,499	\$3,605	\$26,122
Gibsonville Fire Protection District	\$10,899	\$1,984	\$1,963	\$14,846
Guilford College Community Fire Protection District	\$419,147	\$60,030	\$47,714	\$526,891
Guil-Rand Fire Protection District	\$113,525	\$20,716	\$6,964	\$141,205
Guil-Rand Fire Protection Service District Overlay	\$22,202	\$1,078	\$25	\$23,305
Julian Vol Fire Protection District	\$55,975	\$10,191	\$1,559	\$67,725
Julian Fire Service District Overlay	\$0	\$0	\$0	\$0
Kimesville Fire Protection District	\$82,537	\$15,042	\$6,433	\$104,012
McLeansville Fire Protection District	\$683,216	\$98,614	\$24,206	\$806,036
McLeansville Fire Service District Overlay	\$0	\$0	\$0	\$0
Mount Hope Community Fire Protection District	\$478,926	\$85,335	\$43,734	\$607,995
Mount Hope Community Fire Service District Overlay	\$0	\$0	\$0	\$0
Northeast Guil Fire Protection District	\$691,955	\$124,305	\$34,374	\$850,634
Oak Ridge Fire Protection District	\$941,577	\$170,804	\$71,327	\$1,183,708
Oak Ridge Fire Service District Overlay	\$0	\$0	\$0	\$0
Pinecroft-Sedgefield Fire Protection District	\$1,452,749	\$262,328	\$64,309	\$1,779,386
Pinecroft-Sedgefield Fire Service District Overlay	\$0	\$0	\$0	\$0
Pleasant Garden Fire Protection District	\$539,063	\$97,398	\$23,081	\$659,542
Pleasant Garden Fire Service District Overlay	\$0	\$0	\$0	\$0
PTIA Fire Service District	\$69,953	\$6,228	\$2,279	\$78,460
Southeast Fire Protection District	\$158,978	\$23,225	\$7,274	\$189,477
Southeast Fire Service District Overlay	\$0	\$0	\$0	\$0
Stokesdale Fire Protection District	\$536,184	\$75,330	\$14,139	\$625,653
Summerfield Fire Protection District	\$1,572,460	\$282,340	\$59,297	\$1,914,097
Summerfield Fire Service District Overlay	\$0	\$0	\$0	\$0
Whitsett Fire Protection District	\$321,273	\$58,647	\$9,283	\$389,203
Whitsett Fire Service District Overlay	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$11,106,807</b>	<b>\$1,880,000</b>	<b>\$566,161</b>	<b>\$13,552,968</b>

**AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2013-2014**

- 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:

TRANSFER TO SCHOOL CAPITAL OUTLAY FUND	2,500,000	
<i>(from 2010A Bond Premium - \$1,904,183, from 2012A Bond Premium - \$495,817, from Other - \$100,000)</i>		
TOTAL COUNTY BLDG. CONSTRUCTION FUND APPROPRIATIONS	<u>2,500,000</u>	<u>2,500,000</u>

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

RISK RETENTION - ADMIN./LIAB./PROP./WC	3,095,000	
EMPLOYEE HEALTH CARE PLAN	<u>40,756,263</u>	
TOTAL INTERNAL SERVICES FUND APPROPRIATIONS		<u>43,851,263</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>5,500,000</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:

EDUCATION		
Guilford County Schools	-	
Guilford Technical Community College	-	
TOTAL SCHOOL CAPITAL OUTLAY FUND APPROPRIATIONS		<u>-</u>

- 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

FUND BALANCE APPROPRIATED	2,500,000	
<i>(from 2010A Bond Premium - \$1,904,183, from 2012A Bond Premium - \$495,817, from Other - \$100,000)</i>		
TOTAL COUNTY BLDG. CONSTRUCTION FUND REVENUES		<u>2,500,000</u>

INTERNAL SERVICES FUND

FUND BALANCE APPROPRIATED	1,558,690	
OTHER REVENUES	96,500	
USER CHARGES	<u>42,196,073</u>	
TOTAL INTERNAL SERVICES FUND REVENUES		<u>43,851,263</u>

ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND

OCCUPANCY TAX	<u>5,500,000</u>	
TOTAL ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND REVENUES		<u>5,500,000</u>

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

SCHOOL CAPITAL OUTLAY FUND

FUND BALANCE APPROPRIATED	-	
TRANSFER FROM OTHER FUNDS	-	
TOTAL SCHOOL CAPITAL OUTLAY FUND REVENUES		<u>-</u>



**AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2013-2014**

- 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		558,515,708
FIRE PROTECTION/SERVICE DISTRICT FUNDS:		
Alamance Comm. Fire Prot. Dist.	1,100,447	
Alamance Comm. Fire Svc. Dist. Overlay	-	
Climax Fire Prot. Dist	99,890	
Climax Fire Svc. Dist. Overlay	16,106	
Colfax Fire Prot Dist.	524,103	
Colfax Fire Svc. Dist. Overlay	58,469	
No. 18 (Deep River) Fire Prot. Dist.	215,943	
No. 18 (Deep River) Fire Svc. Dist. Overlay	-	
No. 28 (Frieden's) Fire Prot. Dist.	154,413	
No. 14. (Franklin Blvd.) Fire Prot. Dist.	190,790	
No. 14. (Franklin Blvd.) Fire Svc. Dist. Overlay	46,196	
Gibsonville Fire Prot. Dist.	14,846	
Guilford College Comm. Fire Prot. Dist.	526,891	
Guil-Rand Fire Prot. Dist.	141,205	
Guil-Rand Fire Svc. Dist. Overlay	23,305	
Fire Protection #1 (Horneytown)	26,122	
Julian Fire Prot. Dist.	67,725	
Julian Fire Svc. Dist. Overlay	-	
Kimesville Fire Prot. Dist.	104,012	
McLeansville Fire Prot. Dist.	806,036	
McLeansville Fire Svc. Dist. Overlay	-	
Mount Hope Comm. Fire Prot. Dist.	607,995	
Mount Hope Comm. Fire Svc. Dist. Overlay	-	
Northeast Fire Prot. Dist	850,634	
Oak Ridge Fire Prot. Dist	1,183,708	
Oak Ridge Fire Svc. Dist. Overlay	-	
Pinecroft-Sedgefield Fire Prot. Dist.	1,779,386	
Pinecroft-Sedgefield Fire Svc. Dist. Overlay	-	
Pleasant Garden Fire Prot. Dist.	659,542	
Pleasant Garden Fire Svc. Dist. Overlay	-	
PTIA	78,460	
No. 13 (Rankin) Fire Prot. Dist.	932,844	
No. 13 (Rankin) Fire Svc. Dist. Overlay	225,470	
Southeast Fire Prot. Dist	189,477	
Southeast Fire Svc. Dist. Overlay	-	
Stokesdale Fire Prot. Dist.	625,653	
Summerfield Fire Prot. Dist.	1,914,097	
Summerfield Fire Svc. Dist. Overlay	-	
Whitsett Fire Prot. Dist.	389,203	
Whitsett Fire Svc. Dist. Overlay	-	
TOTAL FIRE PROTECTION/SERVICE DISTRICTS		13,552,968
COUNTY BUILDING CONSTRUCTION FUND		2,500,000
INTERNAL SERVICES FUND		43,851,263
ROOM OCCUPANCY AND TOURISM DEVELOPMENT TAX FUND		5,500,000

**AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2013-2014**

SCHOOL CAPITAL OUTLAY FUND	-
SUB-TOTAL APPROPRIATIONS - ALL FUNDS	<u>623,919,939</u>
LESS: Transfers to Other Funds	
To County Building Construction Fund	-
To School Capital Outlay Fund	(3,500,000)
Total Transfers to Other Funds	<u>(3,500,000)</u>
TOTAL APPROPRIATION - ALL FUNDS	<u><u>620,419,939</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	31,887,196
FEDERAL/STATE FUNDS	77,016,053
SALES TAX	66,780,000
PROPERTY TAX	357,229,807
OTHER REVENUES	7,835,256
USER CHARGES	77,671,627
OCCUPANCY TAX	5,500,000
TRANSFER FROM OTHER FUNDS	-
SUB-TOTAL REVENUES - ALL FUNDS	<u>623,919,939</u>
LESS: Transfers from Other Funds	<u>(3,500,000)</u>
TOTAL REVENUES - ALL FUNDS	<u><u>620,419,939</u></u>

VI. A. That there is hereby levied for the fiscal year beginning July 1, 2013 and ending June 30, 2014, 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, 2013, 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** \$ 0.7700

NOTE: This rate is based on estimated total valuation of property, for the purpose of taxation, of forty-five billion, six hundred and twenty million (\$45,620,000,000) , which is 100% of the total assessed property tax valuation.

B. That there is hereby levied for the fiscal year beginning July 1, 2013 and ending June 30, 2014, the following Special District/Fire Protection District/Fire Service District Overlay tax rates on each one hundred (\$100) valuation of estimated taxable property situated in the Special District, as listed for taxes as of January 1, 2013, for the purpose of raising the revenue from current year's taxes, as set out in the foregoing District estimates of revenue, and in order to finance the foregoing District Appropriations:

<b>Tax Rates</b>			
<u>Fire Protection/Service District</u>	<u>Tax Rate</u>	<u>Fire Protection/Service District</u>	<u>Tax Rate</u>
Alamance Comm. Fire Protection Dist.	\$0.0998	McLeansville Fire Protection Dist.	\$0.1000
Alamance Comm. Fire Svc. Dist. Overlay	\$0.0000	McLeansville Fire Svc. Dist. Overlay	\$0.0000
Climax Fire Protection Dist.	\$0.1000	Mount Hope Comm. Fire Protection Dist.	\$0.0800
Climax Fire Svc. Dist. Overlay	\$0.0200	Mount Hope Comm. Fire Svc. Dist. Overlay	\$0.0000
Colfax Fire Protection Dist.	\$0.1000	Northeast Fire Protection Dist.	\$0.1000
Colfax Fire Svc. Dist. Overlay	\$0.0140		

**AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2013-2014**

<b>Tax Rates</b>			
<b>Fire Protection/Service District</b>	<b>Tax Rate</b>	<b>Fire Protection/Service District</b>	<b>Tax Rate</b>
No. 18 (Deep River) Fire Protection Dist.	\$0.0941	Oak Ridge Fire Protection Dist.	\$0.0848
No. 18 (Deep River) Fire Svc. Dist. Overlay	\$0.0000	Oak Ridge Fire Svc. Dist. Overlay	\$0.0000
No. 28 (Frieden's) Fire Protection Dist.	\$0.1000	Pincroft-Sedgefield Fire Protection Dist.	\$0.0988
No. 14 (Franklin Blvd.) Fire Protection Dist.	\$0.1000	Pincroft-Sedgefield Fire Svc. Dist. Overlay	\$0.0000
No. 14 (Franklin Blvd.) Fire Svc. Dist. Overlay	\$0.0266	Pleasant Garden Fire Protection Dist.	\$0.1000
Gibsonville Fire Protection Dist.	\$0.0972	Pleasant Garden Fire Svc. Dist. Overlay	\$0.0000
Guilford College Comm. Fire Protection Dist.	\$0.1000	PTIA Service District	\$0.0200
Guil-Rand Fire Protection Dist.	\$0.1000	No. 13 (Rankin) Fire Protection Dist.	\$0.1000
Guil-Rand Fire Svc. Dist. Overlay	\$0.0200	No. 13 (Rankin) Fire Svc. Dist. Overlay	\$0.0300
Fire Protection District #1 (Horneytown)	\$0.0918	Southeast Fire Protection Dist.	\$0.1250
Julian Fire Protection Dist.	\$0.1011	Southeast Fire Svc. Dist. Overlay	\$0.0000
Julian Fire Svc. Dist. Overlay	\$0.0000	Stokesdale Fire Protection Dist.	\$0.1000
Kimesville Fire Protection Dist.	\$0.1027	Summerfield Fire Protection Dist.	\$0.0956
		Summerfield Fire Svc. Dist. Overlay	\$0.0000
		Whitsett Fire Protection Dist.	\$0.0730
		Whitsett Fire Svc. Dist. Overlay	\$0.0000

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

**AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2013-2014**

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. Commissioners who serve on national boards or commissions may use additional funds; however, Board Chair approval is required for expenditures over \$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 should not be exceeded. The County Manager shall provide the Board with a report of travel funds used for this purpose.

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 funds budgeted in General Fund insurance , salaries & benefits, energy, and facility expense (53100 - Routine Building Maintenance/Repair, 53110 - Maintenance of Lawns/Grounds, 53290 - Special Facilities Maintenance/Repair) accounts to the same accounts in other departments within the General fund to adjust for projected expenditure patterns. Each such transfer shall be reported to the Board of Commissioners at its next regular meeting.

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.

**AN ORDINANCE MAKING APPROPRIATIONS FOR THE OPERATION OF GUILFORD COUNTY FOR THE FISCAL YEAR 2013-2014**

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 in a single fiscal year; 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

- X. A. That in accordance with G.S. 159-13.1 the Board of Commissioners adopts a financial plan to operate the Internal Service Fund for the fiscal year beginning July 1, 2013 and ending June 30, 2014, with revenue derived from fees for services, fund balances, and other miscellaneous revenues being adequate to meet expenditures as outlined in III., A., Section 2 and IV., A.
- XI. A. That in accordance with G.S. 153A-150, the Board of Commissioners adopts a plan to finance the next octennial reappraisal based on an estimated 225,500 parcels of land at a cost of \$2,200,000. Funds are appropriated for FY 2013-2014 in the Tax Department's budget to cover the cost that is estimated to be incurred during FY 2019-2020 in preparing for and conducting the revaluation. Such costs may include salaries, fringes, operating expenses and related expenditures for County appraisers and other staff employees who will conduct the revaluation.
- XII. Appropriations herein above authorized and made shall have the amounts of the outstanding purchase orders and unearned portion of contracts at June 30, 2013 added to each appropriation as it applies in order to properly account for the payment against the fiscal year in which it is paid.
- XIII. A. That copies of the ordinance shall be filed with the County Manager, Director of Finance, and Clerk to the Board.
- XIV. A. The effective date of this ordinance is July 1, 2013.

ADOPTED this the twentieth day of June, 2013.

## Attachment A

### CAPITAL PROJECT ORDINANCE FOR GUILFORD COUNTY SCHOOLS – FY 2013-14 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 2013-14 Capital Allocation is hereby adopted in accordance with G.S. 159-13.2:

SECTION 1. The following planned expenditure and associated revenue are hereby authorized and appropriated in connection with this project:

PROJECT NAME	EXPENDITURE	REVENUE
Guilford County Schools – FY 2013-14 Capital Allocation	Capital Outlay \$2,000,000	Transfer from County Building Construction Fund (2010A Bond Premium - \$504,183, 2012A Bond Premium - \$495,817) \$1,000,000  Transfer from General Fund \$1,000,000

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 20, 2013 to be effective July 1, 2013 in accordance with G.S. 159-17.

**Attachment B**

**CAPITAL PROJECT ORDINANCE FOR GUILFORD TECHNICAL  
COMMUNITY COLLEGE – FY 2013-14 CAPITAL ALLOCATION**

BE IT ORDAINED by the Board of County Commissioners for Guilford County, North Carolina that for the following capital project ordinance for Guilford Technical Community College – FY 2013-14 Capital Allocation is hereby adopted in accordance with G.S. 159-13.2:

SECTION 1. The following planned expenditure and associated revenue are hereby authorized and appropriated in connection with this project:

PROJECT NAME	EXPENDITURE	REVENUE
Guilford Technical Community College – FY 2013-14 Capital Allocation	Capital Outlay \$1,500,000	Transfer from County Building Construction Fund (2010A Bond Premium - \$1,400,000, Other - \$100,000) \$1,500,000

SECTION 2. This project ordinance authorizes all appropriations necessary for the completion of this project and it need not be readopted in any subsequent fiscal year. The budget officer shall include in subsequent budgets information and appropriations for this project during the budget year.

SECTION 3. This ordinance shall be duly entered in the minutes of the Guilford County Board of Commissioners. Within five days after adoption, a copy hereof shall be filed with the Finance Director, Budget Director, and Clerk.

SECTION 4. This ordinance may be amended in any manner so long as it continues to fulfill the requirements of G.S. 159-13.2 and other applicable laws.

**ADOPTED** on first reading this June 20, 2013 to be effective July 1, 2013 in accordance with G.S. 159-17.

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## GLOSSARY OF BUDGET-RELATED TERMS

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**ABC Tax** - A tax on the net profits of county and city alcoholic beverage control (ABC) stores. The law provides that the net profits from the tax to a county's general fund.

**Accrual Basis of Accounting** - Method of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

**Ad Valorem Tax (also known as "Property Tax")** - A tax on property itself, levied on the assessed value of the property.

**Adopted Budget** - The original budget approved by the Board of County Commissioners for a given fiscal year.

**Amended Budget** - The original budget plus or minus any adjustments approved during the fiscal year by the Board of County Commissioners, i.e. 6/30 or year end.

**Appropriation** - An authorization from a governing body to make expenditures for a specific purpose.

**Assessed Valuation** - The total value of real estate and personal property as determined by tax assessors which is used as a basis for levying taxes.

**Average Daily Membership (ADM)** - The average number of students attending the public schools (grades K-12) on any given day based on enrollment figures through the first 10 days of the school year. This number is used by the State Department of Public Instruction for the allotment of "per pupil" funds to a school system. It is also used by county government as the basis for the allotment of operating (non-capital) funds from county sources to the public schools.

**Balance Budget** – A budget (including project ordinances and financial plans for Internal Service Funds) where the sum of estimated net revenues and appropriated fund balances is equal to appropriations. G.S. 159-8(a) requires an exact balance – neither a deficit nor a surplus. G.S. 159-13(b) (16) states that each of the accounting funds, the sum of which make up the annual budget, must also be balanced.

**Beer & Wine Tax** - A tax levied by the state on alcoholic beverages. A county is eligible to share in beer and wine excise tax revenues if these beverages may be legally sold at the retail level in any part of a county outside of the municipalities. Distribution of the revenue from this tax is made to county governments based on the non-municipal population.



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## GLOSSARY OF BUDGET-RELATED TERMS

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**Benchmarking** - A practical process for measuring an organization's performance and processes, and using that analysis to improve services, operations and associated expenses.

**Best in Class** - Organizations that perform each function at the lowest cost, or with the highest degree of quality or efficiency.

**Best Practice** - The method used by an entity that excels at doing a particular activity. These are the measures against which the county benchmarks its current processes for performing the activity.

**Block Grant** - The consolidation by a funding agency (Federal or State government, for example) of two or more program-specific grants into one grant. This, in theory, provides the recipient of the grant with the maximum flexibility in the expenditure of the grant funds, while adhering to program requirements. In practice, it is sometimes used by funding agencies as a method of reducing the amount of grant awards.

**Bond** - A written promise to pay a specific sum of money plus interest within a specific period of time. Bonds are a major source of revenue for construction or major renovations.

**Brownfields** - Abandoned industrial sites that are, many times, contaminated, and in need of redevelopment before new businesses can utilize them. With potential positive changes to federal EPA regulations looming on the horizon, involvement in the area of brownfields redevelopment could yield public benefits in the areas of downtown and community redevelopment, as well as within the small business community.

**Budget** - A proposed plan for raising and spending money for specified programs, functions, activities, or objectives during a fiscal year.

**Budget Calendar** - The schedule around which the budget is developed. This schedule must include certain statutory dates, ultimately ending with the adoption of a budget ordinance by the Board of County Commissioners prior to July 1 (the date that the fiscal year begins).

**Budget Message** - The introduction of the budget that provides the Board of County Commissioners and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the County Manager.

**Budget Ordinance** - The official enactment by the Board of Commissioners making appropriations and establishing a tax rate for the budget year.

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## GLOSSARY OF BUDGET-RELATED TERMS

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Appropriations shall be made by department, function, or project and will include the presentation of revenue estimates by major source. The ordinance must be adopted prior to July 1, with appropriate notification made to the Finance Officer and Clerk to the Board within five (5) days of approval by the Board of Commissioners.

**Capital Improvement Plan (CIP)** - A five-year plan of major construction or renovation projects. This plan includes the projected annual expenses and available revenues for each project. The plan is adjusted annually and approved by the Board of County Commissioners.

**Capital Improvement Program** - A long range plan which outlines proposed capital improvement projects and estimates the costs and funding sources associated with those projects.

**Capital Outlay** - Expenses associated with the acquisition, construction, improvement, replacement, or renovation of land, structures and improvements thereon. This includes equipment and physical property, other than land and buildings, having a useful life of more than three years and a cost in excess of \$5,000. (Expenditures to replace parts or otherwise to restore assets to their previously efficient operating condition, are treated as repairs.)

**Capital Projects** - A renovation and/or new construction project where costs are \$100,000 or more; the finished project has a life expectancy of five (5) or more years; and, the project takes a year or more to complete.

**Capital Project Fund** - Transactions relating to the construction of any major capital improvements, including those financed by bond proceeds.

**Capitation** - The practice by a funding agency (Federal or State government, for example) of establishing maximum amounts which may be allocated to recipients of revenue.

**Cash Basis of Accounting** - Method of accounting in which transactions are recognized at the time cash is received or spent.

**Community Based Alternatives (CBA's)** - State-funded alternatives to training school for juveniles, ages 7-17, who have been adjudicated delinquent, or are at risk of being involved in the juvenile justice system. Because Guilford County sends a higher than average number of children to training school, all local programs funded with DBA funding must serve at least 50% of children adjudicated delinquent. The Youth Advisory Council, mandated in every county, and appointed by the Board of Commissioners, makes recommendations on funding each year to the Board of Commissioners. There is a required local

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## GLOSSARY OF BUDGET-RELATED TERMS

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match of 30%. The local funding can come from local government (city & county), the United Way, or any local foundation.

**Community Development Fund** - This fund accounts for projects financed primarily with Community Development Block Grant Funds for rehabilitation and new construction of housing for individuals with low-to-moderate income levels. Guilford County is a member of a housing consortium with four (4) other local governments under the Home Investment Affordable Housing Program created through the Title II Home Investment Partnership Act of the Cranston-Gonzalez National Affordable Housing Act of 1990.

**County Building Construction Fund** - Transactions associated with the financing and construction of various capital assets and improvements for county projects as opposed to schools, water/sewer, parks and watershed.

**Countywide Budget** - The combination of the General Fund Budget (less any transfers to other funds) and the School Capital Outlay Fund Budget. This budget serves as the basis for the countywide tax rate.

**Debt Service** - Payments of interest and principal on an obligation resulting from the issuance of bonds.

**Emergency Telephone System Fund** - Transactions associated with the operation and debt retirement of the "911" Emergency Communications System. These transactions include those associated with both the "hardwire" (landlines) and "wireless" (cellular) communications components.

**Fire Protection District Funds** - Transactions relating to the operation of the Fire Protection Districts in the county. There are 21 individual Fire Protection Districts in the county. Each is funded, in large part, from a special district tax levied on the property value for the individual district. The tax rate for each district is established annually by the Board of County Commissioners with the adoption of the Budget Ordinance.

**Fiscal Year (FY)** - The twelve-month period designated as the operating year for county government. For Guilford County, the fiscal year begins on July 1, and ends on the following June 30.

**Fund** - A separate fiscal and accounting entity, with its own set of accounts and having its own cash and other resources, liabilities, equities or fund balance, revenues and expenditures.

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## GLOSSARY OF BUDGET-RELATED TERMS

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**Fund Balance - Appropriated** - Unrestricted money (cash & investments) left over at the end of a given fiscal year that is budgeted to help finance the subsequent year's expenditures.

**Fund Balance - Undesignated** - Unrestricted money (cash & investments) left over at the end of a given fiscal year that is not budgeted to help finance the subsequent year's expenditures. Any or all of this amount may be appropriated by action of the Board of County Commissioners at any time during the year, or may be left undesignated until the end of the fiscal year. The Local Government Commission recommends that the undesignated fund balance be at least 8% of the countywide budget.

**GAAP** - An acronym meaning "Generally Accepted Accounting Principals", which refer to a set of standard accounting rules and procedures used by governmental agencies to account for the receipt and expenditure of funds.

**General Fund** - Transactions very general in nature and not required to be accounted for in another fund. This is the primary operating fund for the county.

**General Obligation Bonds** - Bonds issued by the government, usually requiring voter approval, that are backed by the government's full faith and credit.

**Hold-Harmless Revenue** – Revenue remitted by the State to county governments in an effort to partially offset the loss of revenue resulting from the elimination of Inventory Tax and Intangibles Tax reimbursements

**Internal Services Fund** - Transactions of departments that serve other departments in the same government rather than the public. Operations in Guilford County government that are included in the Internal Services Fund are Risk Management, Telecommunications and the Employee Health Care Plan.

**Investment Earnings** - The interest realized as a result of the investment of idle cash (includes fund balance, capital and operating proceeds, and bond proceeds. These earnings must be credited proportionately among the funds from which the invested money came.

**Joint Water/Sewer Trust Fund** - Transactions associated with the financing and construction of various water and sewer construction projects through joint agreements with various municipalities, including the cities of Greensboro and High Point and the Towns of Gibsonville and Jamestown.

**Law Enforcement Separation Fund** - Transactions associated with the amounts paid by the county to the State of North Carolina to supplement the standard retirement benefits for law enforcement personnel at any level of

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## GLOSSARY OF BUDGET-RELATED TERMS

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government. The retirement plan allows law enforcement personnel to retire with 30 years of service or at age 55. The supplement adds to the standard retirement benefits and amount the retiree would receive from Social Security until the time that the retiree is eligible for Social Security.

**Modified Accrual Basis of Accounting** - A method for recording the receipt and expenditure of funds in which revenues are recorded when the amount becomes measurable and available to pay current liabilities and expenditures are recorded when the liability is actually incurred.

**Modified Accrual Basis of Budgeting** – The assignment of most revenues, including the property tax, to the year when they are received in cash, or if they are received shortly after the start of one fiscal year but are measurable and available at the end of the prior fiscal year, to the prior year's budget; and the assignment of expenditures to the year in which the liabilities arising from those expenditures are expected to occur.

**Motor Vehicles** - For the purpose of establishing property values, motor vehicles are defined as any vehicle that is self-propelled and every vehicle designed to run upon the highways that is pulled by a self-propelled vehicle. Motor vehicles are designed for public roads and include trailers.

**Outcome** - Measures providing information on program results or effectiveness.

**Output** - Indicators that define the amount of service units provided by a department or program (workload indicators).

**Pay As You Go Funding (PAYG)** - A funding mechanism for capital projects that relies on annual appropriations as opposed to long-term debt created through the issue of voter-approved bonds. This form of funding usually requires an appropriation from the General Fund (primarily property tax revenues or fund balance appropriations).

**Performance Measures** - Quantitative measures that assist in analyzing the effectiveness and efficiency of a program or department.

**Personal Property** - Property that is movable as distinguished from fixed property. Property in the category is divided into two groups: "Tangible" and "Intangible".

**Property Tax (also known as "Ad Valorem Tax")** - A tax on property itself, levied on the assessed value of the property.

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## GLOSSARY OF BUDGET-RELATED TERMS

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**Real Property** - Land, buildings, and items permanently affixed to land or buildings.

**Revenue** - Receipts that increase the County's net worth or net financial resources.

**Room Occupancy & Tourism Development Fund** - Transactions relating to the collection of a tax on certain accommodations, with the proceeds allocated to the Guilford County Tourism Development Authority and to the City of High Point.

**School Capital Outlay Fund** - Transactions associated with the financing of school capital assets for the Guilford County Public Schools and Guilford Technical Community College.

**Sewer Bond Fund** - Transactions associated with the financing and construction of various sewer construction projects.

**State Certified Property** - For the purpose of establishing property values, the N.C. Department of Revenue appraises some real and personal property in each county and certifies the values of such property to the assessor. Examples of the types of property included in this category are airline companies, bus line companies, electric membership corporations and power companies, gas companies, pipeline companies, and motor freight carrier companies.

**State Shared Revenue** - The proceeds from State taxes that are shared with counties, with the distribution being determined by some formula, depending on the type of tax. Revenue in this category includes intangibles tax, beer & wine taxes, and real estate transfer fees.

**Temporary Assistance for Needy Families (TANF)** - This State block grant replaces the former entitlement program (AFDC).

**Tangible Personal Property** - Items of visible and movable property not permanently affixed to real property.

**Tax Levy** - The total amount to be raised by general property taxes for operating and debt service purposes specified in the annual budget ordinance.

**Tax Rate** - The factor that determines the amount of tax due on taxable property. Tax rates are customarily expressed in dollars per \$100 appraised valuation.

**Water Bond Fund** - Transactions associated with the financing and construction of various water construction projects.

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## GLOSSARY OF BUDGET-RELATED TERMS

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**Water/Sewer Construction Fund** - Transactions associated with the financing and construction of various water and sewer construction projects.

## 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  
2011 and 2002**

Employer	2011		2002	
	Employees	% of Total County Employment	Employees	% of Total County Employment
Guilford County School System	10,132	4.81	8,000	3.59
Moses Cone Health Systems	7,776	3.54	6,520	2.92
City of Greensboro	2,985	1.36	2,874	1.29
United States Postal Service	2,800	1.27	2,180	0.98
University of North Carolina at Greensboro	2,552	1.16	1,900	0.85
Guilford County Government	2,437	1.11	2,719	1.22
North Carolina A & T State University	2,049	0.93	1,500	0.67
High Point Regional Health System	2,036	0.93	1,975	0.89
Bank of America (formerly Nationsbank, N. A.)	2,000	0.91	1,800	0.81
United Parcel Service (UPS)	2,000	0.91	1,900	0.85
Lorillard, Inc.	1,800	0.82	1,500	0.67
American Express Credit Card Services	1,736	0.79	2,800	1.26
AT&T	1,600	0.73	900	0.40
Citi Cards	1,500	0.68	-	-
VF Corporation	1,400	0.64	1,685	0.76
<b>Total</b>	<b>219,781</b>	<b>-</b>	<b>222,969</b>	<b>-</b>

Taxpayer	FY 2011		FY 2002	
	Assessed Value	% of Total Assessed Value	Assessed Value	% of Total Assessed Value
Duke Energy Corporation	\$ 342,955,400	0.76	\$ 277,881,593	0.88
Lorillard Tobacco Company	\$ 280,789,617	0.63	\$ 199,965,879	0.63
Koury Corporation	\$ 276,394,628	0.62	\$ 310,360,448	0.98
CBL LLC	\$ 214,340,937	0.48	\$ -	-
TYCO Electronics (AMP)	\$ 190,001,464	0.42	\$ 160,683,398	0.51
International Home Furnishings Center	\$ 182,538,600	0.41	-	-
Procter & Gamble Manufacturing Company	\$ 173,352,050	0.39	\$ 164,359,110	0.52
Liberty Property LP	\$ 141,769,338	0.32	-	-
AT&T (BellSouth)	\$ 140,531,448	0.31	\$ 198,842,809	0.63
RF Micro Devices, Inc.	\$ 135,203,960	0.3	\$ 202,072,967	0.64
Highwoods/Forsyth limited	-	-	\$ 139,047,600	0.44
VF Corporation	-	-	\$ 126,824,980	0.4
Starmount Company	-	-	\$ 113,282,234	0.36
<b>Total</b>	<b>\$ 2,077,877,442</b>	<b>4.64</b>	<b>\$ 1,893,321,018</b>	<b>5.99</b>

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
2016 Proj Total Population	525,372	1.2%
2011 Proj Total Population	494,397	
2010 Census Total Population	488,406	1.6%
2000 Census Total Population	421,048	
July 2010 Certified Population Estimate	490,371	

### Urban/Rural Representation

	Population	Urban/Rural Percent
2000 Census Total Population: Urban - inside Urbanized Area	352,859	83.8%
2000 Census Total Population: Urban - inside Urbanized Clusters	0	0.0%
2000 Census Total Population: Rural - Farm	1,346	0.3%
2000 Census Total Population: Rural - Nonfarm	66,843	15.9%

### Estimated Population by Age

	Population	Pop by Age
2016 Proj Median Age	37	
2011 Proj Median Age	36	
2000 Census Median Age	35	
2011 Proj Total Pop 0-19	132,643	26.8%
2011 Proj Total Pop 20-29	73,814	14.9%
2011 Proj Total Pop 30-39	64,776	13.1%
2011 Proj Total Pop 40-49	69,582	14.1%
2011 Proj Total Pop 50-59	64,930	13.1%
2011 Proj Total Pop 60+	88,652	17.9%

## Commuters, Workers Age 16 and over, Est

### Percent of Workers, By Travel Time

Avg Travel Time, Minutes	21
Workers Not Working at Home	217,032
Travel Time to Work: < 10 minutes	11.8%
Travel Time to Work: 10-14 minutes	18.6%
Travel Time to Work: 15-19 minutes	21.5%
Travel Time to Work: 20-24 minutes	19.0%
Travel Time to Work: 25-29 minutes	7.7%
Travel Time to Work: 30-34 minutes	11.6%
Travel Time to Work: 35-44 minutes	3.6%
Travel Time to Work: 45-59 minutes	3.0%
Travel Time to Work: 60+ minutes	3.2%

### Workers, By Transportation

Worker Transp, Base	224,781
Work at Home	7,749
Drove Car/Truck/Van Alone	186,284
Carpooled Car/Truck/Van	20,661
Public Transportation	3,482
Walked	3,753
Other Transportation	2,852

### Place of Work

	Commuters	Residents
Worked in State/County of Residence	185,562	85.5%
Worked in State/Outside County of Residence	28,431	13.1%
Worked Outside State of Residence	3,038	1.4%

## Education

		<b>Pop Age 25+</b>
2010-11 Kindergarten-12th Enrollment	72,940	
2011 Average SAT score (2400 scale)	1,445	
2011 Percent of Graduates taking SAT	71.4%	
2009-10 Higher Education Completions	8,781	
2009-10 Higher Education Total Enrollment	67,090	
Est Education Attainment - At Least High School Graduate	268,540	86.9%
Est Education Attainment - At Least Bachelor's Degree	100,150	32.4%

## Housing

		<b>Growth or % of Total</b>
2016 Proj Total Housing	236,687	7.1%
2011 Proj Total Housing	220,896	
2010 Census Total Housing	196,628	
2010 Census Occupied Housing	175,239	89.1%
2010 Census Vacant Housing	21,389	10.9%
2010 Est Median Value of Owner Occupied Housing	\$153,800	
2010 Est Median Value of Renter Occupied Housing	\$715	
Est Owner Occupied Housing	119,154	62.9%
Est Renter Occupied Housing	70,407	37.1%
Est Owner Occupied Housing Vacancy	2.8%	
Est Renter Occupied Housing Vacancy	13.1%	
2010 Census Total Households	218,017	

## Income

		<b>Percent Growth or Total</b>
2010 Est Median Family Income	\$59,367	12.3%
2000 Census Median Family Income	\$52,851	
2016 Proj Median Household Income	\$54,478	15.8%
2011 Proj Median Household Income	\$47,044	9.8%
2000 Census Median Household Income	\$42,860	
2010 Est Median Worker Earnings	\$27,522	
2016 Proj Per Capita Income	\$29,980	2.1%
2011 Proj Per Capita Income	\$26,969	15.5%
2000 Census Per Capita Income	\$23,340	
Est Total Pop with Income Below Poverty Level, Last 12 months	73,375	15.9%

## Employment / Unemployment

	<b>Year to Date</b>	<b>2011 Annual</b>
2012Q1 Employment	231,738	226,732
2012Q1 Unemployment	24,379	27,571
2012Q1 Unemployment Rate	9.5%	10.8%
2012Q1 Announced Job Creation	783	1,572
2012Q1 Total Announced Investments (\$mil)	\$16.0	\$1,003.5
Jun2012YTD Lost Jobs, Closings & Layoffs	436	2,528
Jun2012YTD Establishment Events, Closings & Layoffs	19	75

<b>Employment / Wages by Industry</b>	<b>2011 4th Qtr Employment</b>	<b>2011 Annual Employment</b>	<b>2011 4th Qtr Avg Weekly Wage</b>	<b>2011 Avg Weekly Wage</b>
Total All Industries	264,990	261,135	\$819	\$804
Total Government	24,402	22,877	\$839	\$844
Total Private Industry	232,221	230,014	\$815	\$796
Agriculture Forestry Fishing & Hunting	249	250	\$592	\$582
Mining	123	118	\$963	\$951
Utilities	388	383	\$1,339	\$1,334
Construction	9,546	9,377	\$882	\$820
Manufacturing	31,033	31,253	\$1,077	\$1,060
Wholesale Trade	15,215	15,302	\$1,080	\$1,043
Retail Trade	28,622	27,774	\$516	\$510
Transportation and Warehousing	17,276	16,839	\$862	\$859
Information	5,082	5,092	\$1,224	\$1,140
Finance and Insurance	13,637	13,971	\$1,075	\$1,124
Real Estate and Rental and Leasing	3,369	3,350	\$838	\$825
Professional and Technical Services	11,158	11,082	\$1,229	\$1,126
Mgt of Companies, Enterprises	6,553	6,305	\$1,658	\$1,697
Administrative and Waste Services	24,063	23,328	\$537	\$505
Educational Services	16,395	14,917	\$740	\$727
Health Care and Social Assistance	33,283	32,894	\$851	\$831
Arts, Entertainment and Recreation	2,498	2,848	\$388	\$338
Accommodation and Food Services	22,181	22,098	\$289	\$281
Other Services Ex. Public Admin	6,340	6,322	\$598	\$581
Public Administration	9,613	9,388	\$848	\$859
Unclassified	0	0	\$13,846	.

## Commercial/Retail/Industrial

### Local Businesses

Jul2012 Available Industrial Buildings	161
2011Q4 Establishments: Total Private Industry	13,988
2011Q4 Establishments: Manufacturing	722
Est Self Employed	12,530

### Local Retail Business

2010 Total Retail Sales (With Food/Drink) (\$mil)	\$6,246.8
2010 Total Retail Businesses (With Food/Drink)	4,710
2010 Avg Sales/Business Total (with Food/Drink)	\$1,326,286

## Quality of Life

### Taxes

FY2011-12 Property Tax Rate per \$100 Value	\$0.7824
FY2010-11 Annual Taxable Retail Sales (\$mil)	\$5,360.4
2012 Tier designation	3

### Childcare

2011Q3 Licensed Child Care Facilities	493
2011Q3 Licensed Child Care Enrollment	16,568

### Weather

Annual Rainfall	49
Annual Snowfall	10
Average Annual Temperature	50
Average Annual High Temperature	72
Average Annual Low Temperature	49

### Healthcare Providers

2010 Number of Physicians	1,174
2010 Physicians per 10,000 population	23.9
2010 RNs per 10,000 population	116.8
2010 Dentists per 10,000 population	5.3
2010 Pharmacists per 10,000 population	9.3

### Sources:

ESRI for demographics, housing, income, crime, weather, and retail data. <http://www.esri.com> NC Dept. of Education for SAT data by county system. <http://www.ncpublicschools.org> US Dept. of Education, National Center for Education Statistics for higher education data. <http://nces.ed.gov/ipeds/> NC Commerce, Labor and Economic Analysis Division, for announced new jobs and investment, NC tiers, and industrial buildings. <http://www.nccommerce.com/en> NC Commerce, Division of Employment Security for lost jobs and affected establishments data and occupational data. <http://www.ncesc.com> NC Dept. of Health & Human Services for childcare data. <http://www.ncdhhs.gov/>

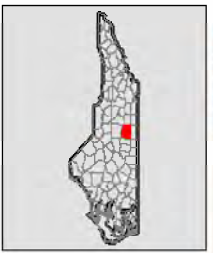
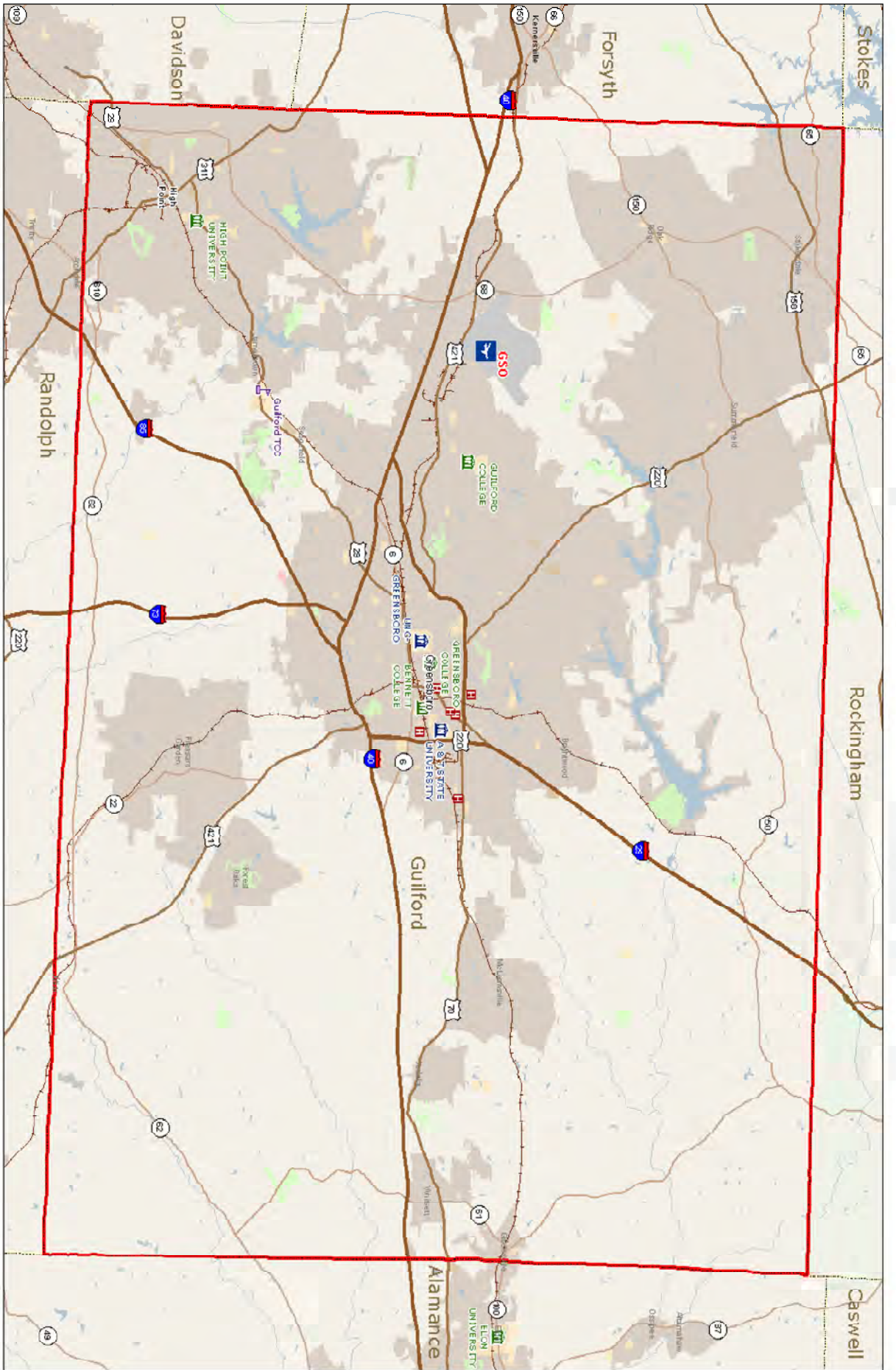
### Notes:

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 2011/2016 data are projections and noted as proj. Some data may be available only for North Carolina.

2010 Census data is noted as such. American Community Survey (ACS) data is noted as an estimate (est) and is from the 2006-10, 5 year survey and data is as of 2010 and dollars inflated to 2010. Rural/urban definitions from the 2010 Census will be available in late 2012.

For further details or questions, please check the Data Sources Guide at [https://edis.commerce.state.nc.us/docs/bibliography/Data\\_Sources\\_Guide.pdf](https://edis.commerce.state.nc.us/docs/bibliography/Data_Sources_Guide.pdf), or click on it under the map on the homepage.





- Legend**
- USA Airports
  - International/Regional/Municipal
  - Military/Seaplane Base
  - Other Airports
  - Hospital
  - Public/Private Univ./Comm Col

- Interstate
- US Highway
- State Highway
- Railroads
- Rivers
- Water
- Park
- National Forests
- Municipal Boundaries
- County Boundary

**Guilford, North Carolina**

3 Miles



T H R I V E  
**the NORTH CAROLINA**

**Attachment C**

**Community-Based Organizations & Economic Development**

<b>Agencies</b>	<b>FY 2013-14 Recommended</b>	<b>FY 2013-14 Adopted</b>	<b>Change</b>
<b>Human Service CBO's</b>			
Black Child Development	\$ -	\$ 16,700	\$ 16,700
Interactive Resource Center	\$ 16,667	\$ 25,000	\$ 8,333
Junior Achievement	\$ 5,000	\$ 10,000	\$ 5,000
Nia Community Action Center	\$ -	\$ 16,700	\$ 16,700
One Step Further - Mediation	\$ -	\$ 24,743	\$ 24,743
Partners Ending Homelessness	\$ -	\$ 20,000	\$ 20,000
Unity Builders	\$ 12,500	\$ -	\$ (12,500)
Win-Win BOTSO/LOTSO	\$ 8,334	\$ 20,000	\$ 11,666
YMCA - Carl Chavis	\$ -	\$ 16,700	\$ 16,700
Youth Focus - Big Bro/Big Sis	\$ -	\$ 16,700	\$ 16,700
Youth Focus - Transitional Housing	\$ -	\$ 20,196	\$ 20,196
YWCA - Greensboro	\$ -	\$ 16,700	\$ 16,700
YWCA - High Point	\$ 8,334	\$ 11,110	\$ 2,776
	<b>\$ 50,835</b>	<b>\$ 214,549</b>	<b>\$ 163,714</b>
<b>Culture &amp; Recreation</b>			
African American Atelier	\$ 50,000	\$ 50,000	\$ -
NC Shakespeare Festival	\$ 30,000	\$ 30,000	\$ -
United Arts Council - Greensboro	\$ 66,667	\$ 55,000	\$ (11,667)
High Point Arts Council	\$ 50,000	\$ 40,000	\$ (10,000)
War Memorial	\$ 25,000	\$ 25,000	\$ -
Friends of John Coltrane	\$ 25,000	\$ 20,000	\$ (5,000)
	<b>\$ 246,667</b>	<b>\$ 220,000</b>	<b>\$ (26,667)</b>
<b>Economic Development Agencies</b>			
Downtown Greensboro	\$ 40,000	\$ -	\$ (40,000)
Downtown High Point	\$ 40,000	\$ -	\$ (40,000)
East Market Street Development	\$ 15,000	\$ 12,000	\$ (3,000)
Greensboro Economic Development Alliance	\$ 200,000	\$ 200,000	\$ -
High Point Economic Development	\$ 75,000	\$ 75,000	\$ -
High Point Market Authority	\$ 75,000	\$ 75,000	\$ -
Piedmont Triad Film Commission	\$ 50,000	\$ 50,000	\$ -
Piedmont Triad Partnership	\$ 49,037	\$ -	\$ (49,037)
Guilford County Tourism Authority*	\$ 40,000	\$ 40,000	\$ -
	<b>\$ 584,037</b>	<b>\$ 452,000</b>	<b>\$ (132,037)</b>
<b>Total</b>	<b>\$ 881,539</b>	<b>\$ 886,549</b>	<b>\$ 5,010</b>

\* Includes staff adjustment from \$37,917 to \$40,000 to reflect Board's funding commitment.



